

STRATEGIC PLAN 2025–2030



EXECUTIVE SUMMARY

The Arvada Center is entering a bold new chapter.

As we move further into our evolution from a city-run facility to a thriving, independent nonprofit, we build on our strong foundation to imagine what's next for our community, campus, and creative impact. This five-year Strategic Plan charts our course forward.

Grounded in our belief that the arts and humanities elevate the human condition, this plan outlines key goals guiding every aspect of our work—from expanding access and deepening our programming to transforming our physical spaces and strengthening our financial future.

We've defined two types of goals:

- Foundational Goals focus on financial sustainability and mission effectiveness—ensuring our team is supported, our programming is accessible, and our funding is strong.
- Transformational Goals focus on facility upgrades, community impact, and positioning the Arvada Center as a cultural destination for Colorado and the West.

We've identified a clear set of Strategic Priorities and a plan of action to reach these goals. Over the next five years, we will remove barriers, nurture bold new ideas, and build a future where everyone can connect, create, and thrive through the arts.

This plan is our commitment to you—our patrons, donors, artists, city, and community. It reflects who we are, what we stand for, and what we know is possible when creativity leads the way.

"This plan is more than strategy—it's a promise to continue building a place where creativity thrives and everyone feels like they belong."

Philip Sneed
PRESIDENT & CEO

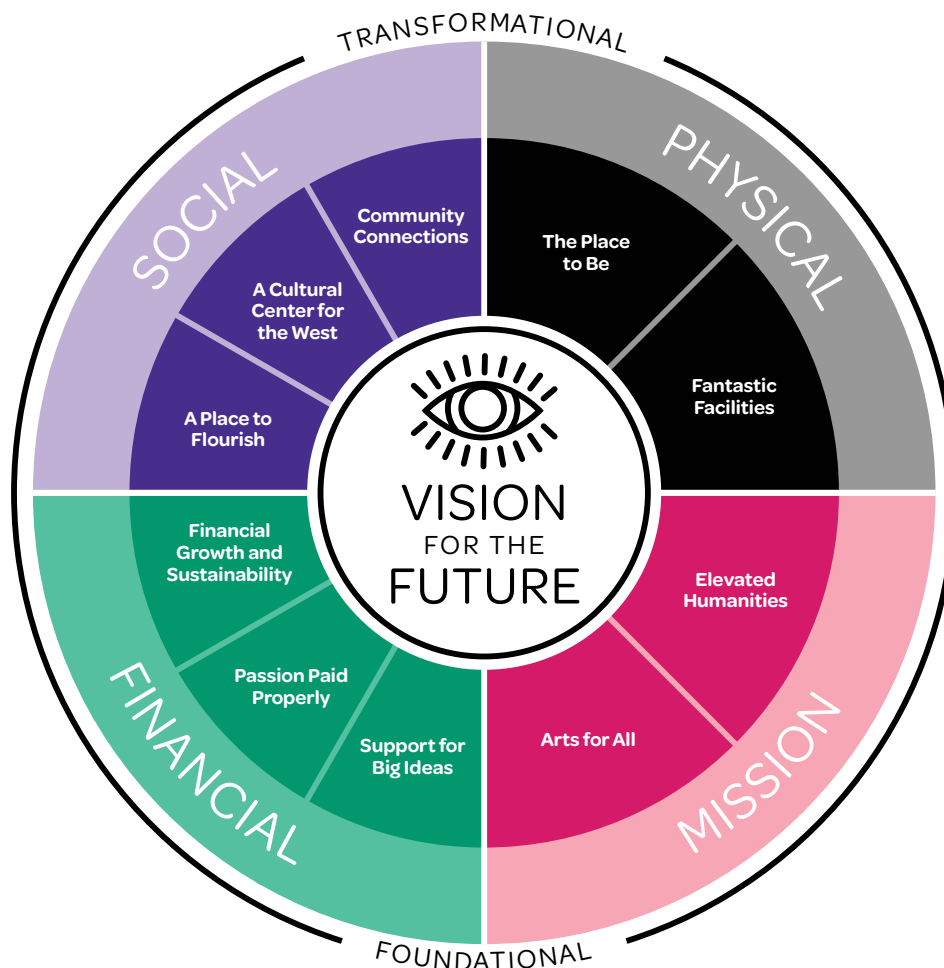
OUR VISION FOR THE FUTURE

Our Vision for the Future includes implementing foundational goals that create financial security and enhance our mission effectiveness. These early goals emphasize inclusivity, sustainability, and community through our dedication to bringing the arts to all, and an elevated commitment to the humanities.

Our people reflect a passion for our mission and help us attract supporters of big new ideas that bolster our financial growth and stability. Our transformational goals will build upon this foundation to elevate the Arvada Center by reimagining our physical facilities for greater social impact as a community gathering place and cultural hub. We will make the Arvada

Center not only the place to be, but a place to flourish - through community connections and cultural enrichment.

Our unwavering commitment to artistic excellence and cultural engagement will attract diverse audiences and catalyze economic growth, ensuring the Arvada Center's prominence as a Cultural Center for the West.



THE BUSINESS OF CREATIVITY

FOUNDATIONAL GOALS

FINANCIAL SUSTAINABILITY

We will grow stronger by nurturing relationships with financial partners, expanding our donor and patron base, developing a pricing strategy that balances access with revenue need and managing expenses without sacrificing quality.

PASSION PAID PROPERLY

We believe our people are our greatest strength. We're committed to fairly and equitably compensating the passionate professionals who bring our mission to life every day.

SUPPORT FOR BIG IDEAS

We're dreaming big—and we need bold support. We'll grow philanthropic giving and launch a powerful capital campaign to turn ambitious ideas into community impact.

ARTS FOR ALL

We believe art belongs to everyone. We're expanding access to performances, exhibitions, and education—so people of all ages, varied needs, backgrounds, and neighborhoods feel welcomed, represented, and inspired. Our

programming reflects a deep commitment to inclusion, diversity, equity, and access in everything we do.

ELEVATED HUMANITIES

More than entertainment—our humanities programming sparks conversation, reflection, and discovery. Through thought-provoking lectures, performances, exhibitions, and classes, we invite our community to engage with history, current events, and the ideas shaping our world today.

"Our greatest impact is not just in what's on stage—but who feels welcome in the audience."

Lynne Collins
ARTISTIC DIRECTOR

FACILITY TRANSFORMATION & COMMUNITY IMPACT

TRANSFORMATIONAL GOALS

*Creating a place where art,
ideas, and people thrive.*

FANTASTIC FACILITIES

We're reimagining our campus—inside and out—to create welcoming, accessible spaces for art, learning, and connection. Our future facilities will support multidisciplinary programming, outdoor events, community gatherings, and immersive cultural experiences.

THE PLACE TO BE

The Arvada Center will be more than a venue—it will be the place to be. A vibrant, creative hub where everyone is invited to engage, explore, and feel at home in the arts.

COMMUNITY CONNECTIONS

We're deepening our ties with the people and neighborhoods we serve—bringing more voices to the table and building a space where community happens. Together, we'll help define Arvada's cultural identity for the region.

A CULTURAL CENTER FOR THE WEST

Our vision reaches beyond Arvada. Through powerful programming and bold storytelling, we aim to become a cultural destination for all of Metro Denver, Colorado, and the greater West.

A PLACE TO FLOURISH

We believe in art that lifts people up. The Arvada Center will be a place for growth in creativity, connection, and the human spirit.

"Great art deserves great spaces. This is about creating a campus where people gather, grow, and experience something unforgettable."

Clark Johnson
CHIEF OPERATING OFFICER

STRATEGIC PRIORITIES

BUILDING THE PATH FORWARD

Our Strategic Priorities focus on three key areas:

- Mission Effectiveness
- Financial Sustainability
- Resource Management

These priorities will guide our work over the next two years—helping us overcome current challenges and lay the groundwork for long-term success.

Each priority will be supported by a clear action plan with defined steps, timelines, and accountability to keep us on track toward our Vision for the Future.

STRATEGIC PRIORITIES

Optimizing Mission Effectiveness

Achieving Financial Sustainability

Enhancing Resource Management

OBJECTIVES

Elevate Brand Awareness

Cultivate Community Partnerships

Broaden Scope of Impact

Evaluate Assumptions

Manage Money Prudently

Develop New Approaches to Funding

Create Impactful Financial Support

Support Employee Excellence and Retention

Enhance Partner Relationships

Optimize Space Planning

ADVANCING OUR MISSION

We're committed to making the Arvada Center more visible, connected, and impactful than ever.

ELEVATING AWARENESS

We'll expand our reach by telling our story more clearly and consistently—so more people across Colorado know who we are, what we offer, and why it matters.

DEEPENING COMMUNITY CONNECTIONS

We're building stronger relationships with the diverse communities we serve, creating programming and partnerships that reflect the people around us, and inviting everyone to feel seen, heard, and welcomed.

EXPANDING OUR IMPACT

By broadening our humanities and arts offerings—and meeting audiences where they are—we'll grow our relevance, especially with younger generations and those new to the Center.

LISTENING AND LEARNING

We'll continue gathering community feedback to understand what's working, what's changing, and how we can evolve to serve our mission even more effectively.

FUELING OUR FUTURE

We're building a strong, sustainable future for the Arvada Center by managing our resources wisely and growing the support that powers our mission. This includes setting fair prices, keeping operations efficient, and expanding the ways people can invest in our work.

Through new grants, bold fundraising campaigns—including our 50th anniversary—and deeper community and business partnerships, we'll diversify our funding and open doors to exciting new opportunities. We'll also focus on attracting major donors who believe in our vision and want to help bring it to life.

By securing the resources we need today, we ensure that the Arvada Center remains a vibrant hub for creativity, learning, and cultural connection tomorrow. Every dollar invested

fuels the world-class theatre productions that captivate audiences, the arts education programs that inspire students of all ages, and the dynamic gallery exhibitions that showcase established and emerging Colorado artists.

At the same time, a strong financial foundation allows us to dream bigger. Whether it's introducing new artistic collaborations, expanding access through sensory-friendly performances and scholarships, or exploring innovative programming that reflects the evolving needs of our community, we're committed to growing with purpose.

Fueling our future isn't just about sustainability — it's about possibility. It's how we protect what makes the Arvada Center special while boldly exploring what's next.

"When someone makes a gift to the Arvada Center, they're not just supporting the arts—they're changing lives. They're giving someone the chance to feel seen, to be inspired, to belong."

Teresa YoKell
CHIEF ADVANCEMENT OFFICER

STRENGTHENING WHAT MAKES US SHINE

Our people, partners, and spaces are at the heart of everything we do. That's why we'll continue to invest in a talented, passionate team by offering competitive pay, growth opportunities, and a culture that values creativity and care. When we support our staff, we create an environment where artists, educators, and behind-the-scenes professionals can thrive – and that energy radiates to our audiences, students, and community.

We're also deepening our partnerships with the City of Arvada, SCFD, sponsors, and supporters to ensure our work reflects and strengthens the communities we serve. These relationships not only provide vital resources but also bring new voices, ideas, and collaborations that enrich everything we offer.

As we grow, we'll thoughtfully enhance and reimagine our campus, revitalizing existing spaces, creating new ones, and exploring fresh possibilities for programs, exhibits, and community connections. Every update brings us closer to becoming the place to be for culture, creativity, and connection in the West.

Ultimately, these efforts are about more than bricks and mortar—they're about creating welcoming, inspiring spaces where everyone feels they belong—spaces where art happens, stories are shared, and memories are made. This is how we honor our legacy while building a future that's as bold and dynamic as the community we call home.

"The Arvada Center is part of what makes this community special. We want every person who walks through our doors to feel proud it's here."

Ken Fellman
CHAIR, BOARD OF DIRECTORS

MISSION, VISION AND CORE VALUES

OUR MISSION

The Arvada Center celebrates and elevates the human condition with engaging arts, humanities, education, and entertainment that expand the cultural landscape for everyone who visits us.

OUR VISION

The Arvada Center will be a nationally-recognized leader in creating high-quality arts and humanities experiences that nourish the ability to explore and express the full range of human emotion.

CORE VALUES

QUALITY

There's never a substitute for excellence—especially when it comes to enlightening and entertaining a discerning audience. The Arvada Center consistently elevates all of our arts and humanities offerings in a fiscally responsible way that ensures our long-term sustainability.

PASSION

For us, the old adage about “love what you do and you’ll never work a day in your life” is spot on. We LOVE what we do and it shows. We truly cherish the opportunity to create world-class arts and humanities for all.

INCLUSION

Knowing the arts and humanities are for everyone, we embrace the big IDEA (inclusion, diversity, equity, and access). At the Arvada Center, everyone is welcome. Whether you come to laugh, cry, think, or escape, there's something for everyone. Every time.

CREATIVITY

At their core, the arts are about creating something special. Something memorable. Something shareable. The Arvada Center applies our creativity to develop and deliver truly innovative arts and humanities offerings that touch the heart and enrich the mind.

WHY THIS PLAN MATTERS

The Arvada Center is growing—creatively, operationally, and in impact. This Strategic Plan outlines our vision for the next five years as we continue our transformation from a City-run department to a bold, independent nonprofit with a thriving future.

At its core, this plan is a roadmap to help us do more of what we do best: create meaningful, inclusive arts and humanities experiences that enrich lives and build community.

It focuses on three big goals:

- **Define our future**, with clear direction and ambitious vision.
- **Take action**, through priorities that move us forward.
- **Build a strong foundation**, so the Center—and everyone we serve—can flourish.

This plan isn't just about growth. It's about ensuring the Arvada Center remains a vital, vibrant cultural hub for generations to come.

"The arts don't flourish without strong financial foundations. This plan gives us the tools to dream—and the support to build."

Andrew Terek
CHIEF FINANCIAL OFFICER

HOW WE BUILT THIS PLAN

This Strategic Plan was shaped through thoughtful collaboration, inclusive conversations, and a shared commitment to our mission. Guided by input from our Board of Directors and senior staff, we brought together diverse voices to help imagine what's next for the Arvada Center.

We focused on building consensus, identifying what's most important, and laying out clear steps for action. The first two years will prioritize foundational goals and remove the barriers standing in our way. From there, we'll build toward long-term transformation—guided by a shared sense of ownership, creativity, and purpose.

This is more than a plan. It's a collective vision—built together, and designed to move us forward.

TURNING VISION INTO ACTION

To bring our vision to life, we've identified key areas where focused effort will lead to lasting transformation. Over the next five years, we'll begin by strengthening our foundation—ensuring financial sustainability, deepening our impact, and improving the way we work.

We've also outlined Strategic Priorities that reflect where we're going and how we'll get there. These priorities will guide our progress, inspire innovation, and help us evolve into a more connected, creative, and community-centered organization.

This plan was developed with the insight and dedication of the Arvada Center's Board of Directors, senior staff, and community partners. We are grateful for the passion and vision each person brought to this process.

LAYING THE GROUNDWORK FOR IMPACT

Behind every inspiring performance, exhibit, and educational program is a network of people, resources, and systems that make it all possible. This Strategic Plan isn't just about dreaming — it's about doing. It's our blueprint for ensuring the Arvada Center continues to thrive, not just today, but for the next 50 years and beyond.

We're investing in the infrastructure that supports our mission: hiring and retaining incredible talent, growing financial partnerships, upgrading our facilities, and creating a stronger brand presence in the community. These essential steps allow us to amplify our impact, welcome new audiences, and steward every gift with care and transparency.

But we can't do it alone.

Your support is what transforms plans into reality. When you invest in the Arvada Center, you're not just supporting the arts — you're helping build a vibrant, accessible cultural home where creativity flourishes and community connections are strengthened.

Together, we can fuel a future where the arts continue to inspire, educate, and unite.

"This plan reflects what's possible when passion, creativity, and community come together. The work begins now—and we hope you'll be part of it."

John Fraser
VICE CHAIR, BOARD OF DIRECTORS

LAND ACKNOWLEDGEMENT

The Arvada Center acknowledges that our facilities stand atop ancestral lands that include the Tsétséhéstaestse (Cheyenne), the Hinono'eiteen (Arapaho), Nuche (Ute), and Oceti Sakowin (Lakota) nations. We offer respect to people of these nations—past, present and future. As we strengthen our resolve to honor their legacies we ask that you do so as well by giving pause to acknowledge the history of deceit, wrongdoing and Western settlement on their lands as well as the beauty of their languages, knowledge and strengths that informs our human experience today.