



# Building Momentum: “Storyboarding” for Creative Communities

2021 July 08





### **William P. Marino**

- Entrepreneur, community organizer, writer, and public servant
- Board of Directors, Colorado Business Committee for the Arts
- National leadership award, Americans for the arts
- Silicon valley start-up technology purchased by PeopleSoft
- Serial entrepreneur, built and sold three companies in technology and publishing sectors
- Executive Director, Lakewood-West Colfax Business Improvement District
- Board Chair, 40 West Arts District in Lakewood, Colorado
- Co-founder of The Creativity Lab

**Why is Marino The MADman?** MAD is an acronym, a simple reminder and guiding principle for his life: "Make A Difference."

### **Kevin Kazuhiro Yoshida**

- Entrepreneur, visualist and architect
- Founder of Ideate Design, focused on catalytic revitalization creative placemaking and contextual urbanism
- Board President of the Lakewood-West Colfax Business Improvement District
- Board of Directors, 40 West Arts District
- Commissioner, Golden Urban Renewal Authority
- Governor's office appointee to the Colorado Workforce Development Council.
- Co-founder of The Creativity Lab

**Why is Kevin "Doctor Y-not"?** Ideas that change our world often start with challenging the status quo and asking: "why not?"

The Colorado Creative Districts program certifies communities that contribute to our state's economy through creativity, culture, and the arts. The program's goal is to help communities increase jobs, incomes, and investments in creative places.



26

certified creative districts



steamboat springs creative district  
grand lake creative district  
loveland creative district  
fort collins creative district  
greeley creative district  
sterling creative district  
longmont creative district  
40 west arts creative district  
golden triangle creative district  
arts district on santa fe  
rino creative district  
bucu west (westwood creative district)  
breckenridge creative district  
carbondale creative district  
grand junction creative district  
paonia creative district  
crested butte creative district  
colorado springs creative district  
manitou springs creative district  
pueblo creative district  
salida creative district  
ridgway creative district  
telluride creative district  
durango creative district  
mancos creative district  
trinidad creative district

# empowering the art of entrepreneurship



ALIGN  
CONNECT  
ACTIVATE



"empowering the art of entrepreneurship"  
A COLORADO 501(c)(3) NON-PROFIT



MENTOR  
COACH  
LAUNCH



DESIGN  
VISUALIZE  
EXPLORE

[www.creativitylabcolorado.org](http://www.creativitylabcolorado.org)



Colorado Creative Districts attract artists and creative entrepreneurs to a community, infusing new energy and innovation, which in turn enhances the economic and civic capital of the community. Districts serve as a focal point for celebrating and strengthening a community's unique identity, become a space to showcase cultural and artistic organizations and events, and contribute to the development of healthy communities.





rural



**40 WEST ARTS**  
Creative District

suburban



urban

Today's materials will be available at:  
[www.creativitylabcolorado.org/resources](http://www.creativitylabcolorado.org/resources)

Have your favorite creativity-capturing tool(s) ready for today's session to jot down some thoughts about how the concepts presented apply to your community.

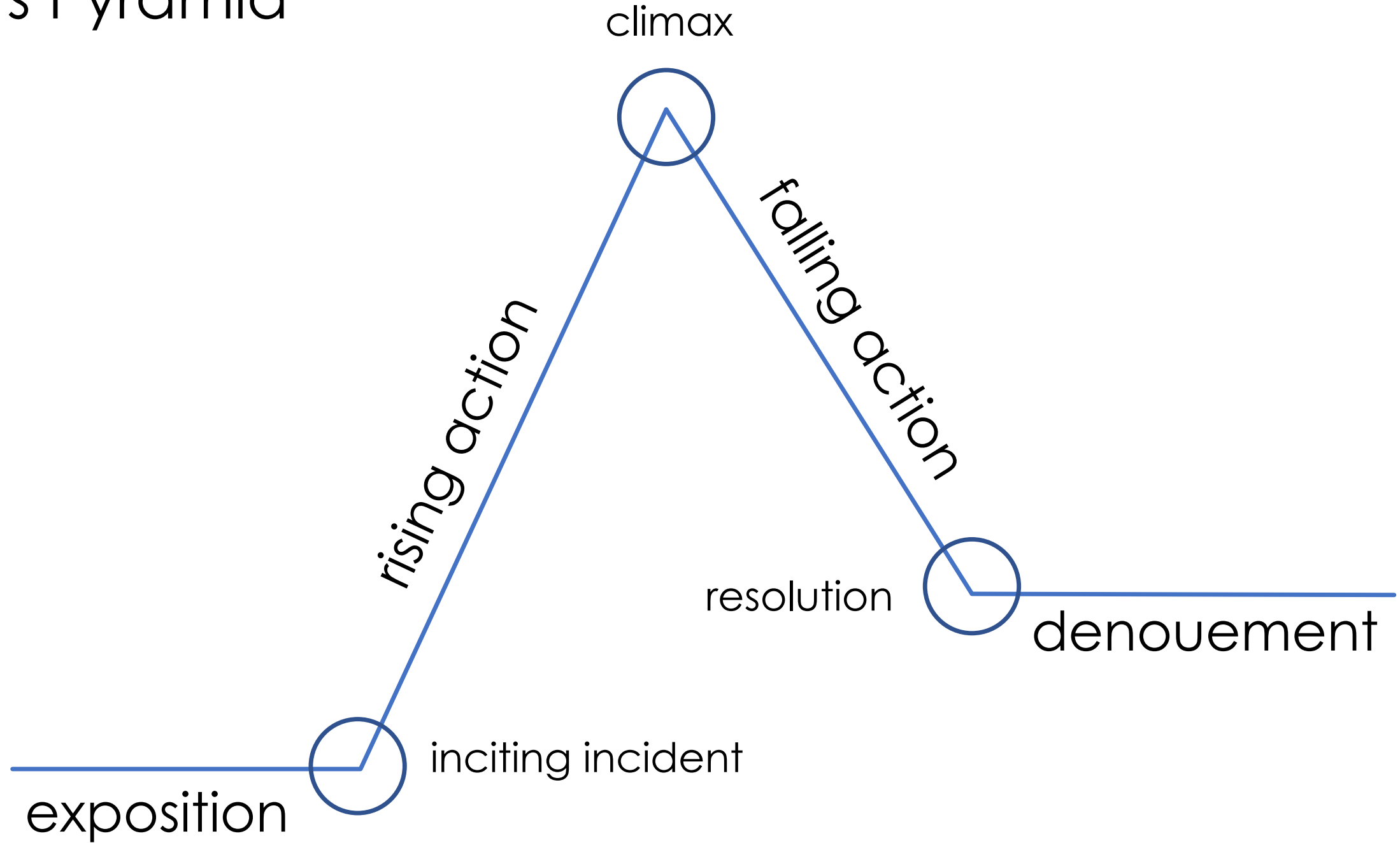
# What is storyboarding?

a narrative framework that guides storytelling (cinematic, literary, etc.)

- exposition
- rising action
- falling action
- denouement



# Freytag's Pyramid



## What drives your story forward?

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- plot
- character
- setting
- theme

# The Momentum Formula™



## The Momentum Formula™

$$\text{Current State:} \left[ \frac{\text{(History + Assets + Perception)}}{\text{Community Values}} \right] \times \left[ \frac{\text{(Value-based Goals + Core Purpose)}}{\text{Community Buy-In}} \right] = \text{Shared Vision}$$

$$\text{Shared Vision} \rightarrow \text{BHAG} \times \left[ \frac{\text{(Leadership + Execution)}}{\text{Community Collaboration}} \times \frac{\text{Vivid Description}^{3\text{Cs}}}{\text{Core Stakeholders}} \right] = \text{Future State}$$

= results in  
 → leads to  
 + along with or addition to  
 X magnified by  
 / supported by

3Cs: Clear, Compelling, Consistent Message

A shared vision binds people together and points to the future; authenticity [history, assets, values] embraces the past and connects to the present; vivid description(3Cs) ignites passion and inspires engagement, collaborative leadership propels execution and creates momentum . . . momentum makes the vision real and inspires a sense of inevitability for the future state (or envisioned future).





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# World Property Journal

## My Top 10 'Authentic' Small Towns in America

Vacation News » [Great Destinations](#) | By [Steve Winston](#) | November 14, 2014 11:00 AM ET

**No. 1 - GRAND LAKE, COLORADO** - Imagine a tiny town of a few hundred, sitting on the shore of a huge alpine lake surrounded by snowcapped mountains. Then, imagine that this town has wood-planked sidewalks, funky Western restaurants, friendly folks with wide smiles and cowboy hats, fresh mountain air, craftspeople in colorful old studios, quaint bookshops and galleries, first-class live theater, and, oh, yes - the southern entrance to Rocky Mountain National Park. You've imagined Grand Lake! This is the home of Rocky Mountain Repertory Theatre, which stages some of the best live theater in the state. It's the home of Sagebrush BBQ & Grill, where the salted peanuts are all-you-can-eat (or toss on the floor), the local beers are plentiful, and the barbecued ribs are memorable. You can take a boat-cruise around the lake, past wood-and-stone palaces belonging to folks such as actor Tim Allen or the Hall family (as in "Hallmark"); if you're lucky, you might even see a 2,000-pound bull moose on shore. You can stay at the Western Riviera Motel, overlooking the lake; ask for "The Treehouse," a rustic Western cabin at the top of a hill. Or go even higher, to the magnificent Grand Lake Lodge, inside the National Park and overlooking the town.



In Grand Lake, the way it was...is the way it is. (Courtesy Steve Winston)





Population: 282 (2019 data)







Grand Lake is the southern entrance into Rocky Mountain State Park that has annual visitors 4.6 million (2019 data)





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current state:  
warm weather  
seasonal explorers



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future state;  
year-round economy  
family destination



$$\text{Current State:} \left[ \frac{(\text{History} + \text{Assets} + \text{Perception})}{\text{Community Values}} \right]$$

What is your community's unique history?

What are your community's unique assets (natural and/or "man"-made)?

What are the enduring perspectives about your community from residents and visitors?

What are the core values that your community embraces?





## The Momentum Formula™

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$$\left[ \frac{\text{(Value-based Goals + Core Purpose)}}{\text{Community Buy-In}} \right] = \text{Shared Vision}$$



The Art District on Santa Fe is located in one of Denver's oldest neighborhoods, La Alma, which translated from Spanish means "the soul."







**ART DISTRICT**  
ON SANTA FE





community values  
creative district



core purpose  
businesses improvement district



**The Santa Fe BID exists to serve the maintenance, physical improvement, economic development and safety needs of the Santa Fe Drive business corridor**

**Our service area is 6th Ave to 13th Ave – 7 total blocks of Santa Fe Drive, we hope to expand in the future**

**We have direct and working relationship with the City of Denver**

**We are a quasi-governmental entity**

**We are directly responsible to property and business owners**

**We value and actively cultivate/promote our relationship with our community partners and stakeholders including the Art District on Santa Fe, the La Alma Lincoln Park neighborhood and its residents**

### **Santa Fe BID Mission Statement**

**Promote, energize and cultivate the physical and business environment of Denver's Gateway, Santa Fe Drive.**

### **Santa Fe BID Vision Statement**

**Creativity at work in Denver; an accessible, inclusive and active District for all to**

**The Art District on Santa Fe is a non-profit:**

**-Run by volunteers**

**-We provide access to the arts and art experiences through free programming and events**

**-We are an economic development engine for the Art District and the community at large through the above bullet point.**

**-While our name is rooted in the arts, we're not only a creative community. Our District reflects the neighborhood's rich, cultural fabric—a symbol of our storied past and bright future. Steeped in Latino heritage and today representing a diverse population, we aim to honor our heritage and support creativity, for all.**

**-The Art District is extremely expansive, sitting on the southern edge of downtown with small businesses, galleries, restaurants, etc. from Alameda to Colfax-Inca to Kalamath, with major thoroughfares of Santa Fe Drive, I-25 and 6th Avenue.**

# values

**Economic Development**  
**Expectation of maintenance**  
**Communicate/Responsiveness**  
**Access**  
**Inclusivity of all (Diversity)**  
**Unique**  
**Creativity**

**Affordability**  
**Inclusiveness**  
**Community**  
**Authenticity**  
**Advocacy**

**Community**  
**Authenticity**  
**Inclusivity**  
**Affordability**  
**Advocacy**  
**Vitality**





## Working to preserve and grow the Santa Fe Corridor through art and art experiences

### COLLABORATION MESSAGES

Santa Fe BID and Art District on Santa Fe are working together to ...

- Honor the unique fabric and richness of the corridor's cultural heritage (PAST / PRESENT)
- Build a vibrant and sustainable economic engine that showcases the creativity and diversity of its people and places (PRESENT / FUTURE)
- Encourage and build an inclusive community that celebrates an eclectic mix of arts and culture that is accessible to all (PAST / PRESENT / FUTURE)
- Collaborate to energize and sustain a community that celebrates its distinct economic and cultural character to deliver Denver's most authentic experience (PAST / PRESENT / FUTURE)





**Working together to preserve and grow  
the Santa Fe Corridor EXPERIENCE**



$$\left[ \frac{\text{(Value-based Goals + Core Purpose)}}{\text{Community Buy-In}} \right] = \text{Shared Vision}$$

Can you succinctly articulate your community's purpose and why you exist?

Have you built consensus around a shared vision?

Do your community's goals embody your core values?

Do you have buy-in from businesses, elected officials, neighbors, etc.?

Who else do you need to invite to the table?



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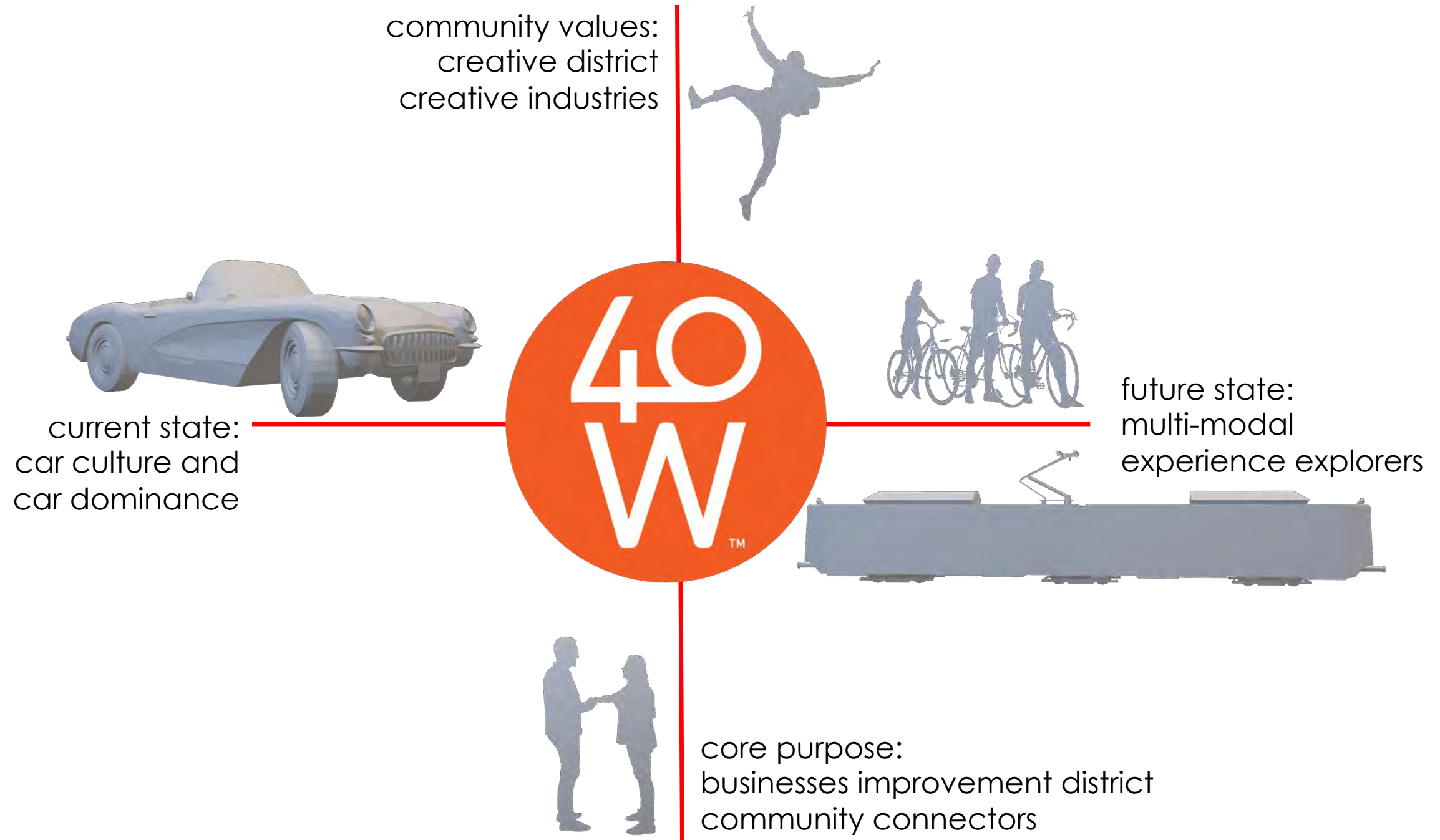
Shared  
Vision



**BHAG**

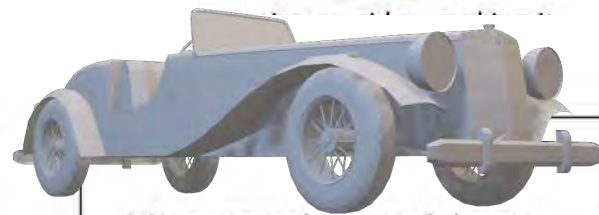








150-year entrepreneurial history as a commercial corridor (even when it was a dirt footpath) . . . a Street of Dreams – “the Golden Road.”  
1850-60s

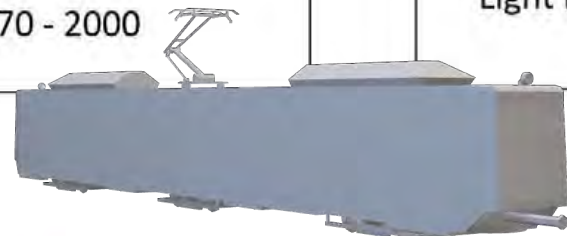


After many booms & busts . . . the dedication of “The Coast-to-Coast VICTORY Highway - US Rt. 40 (America’s Main Street)”  
1926

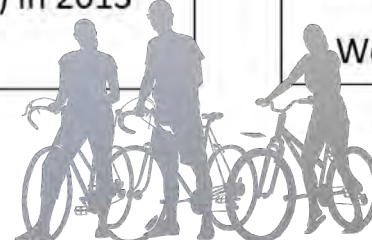


The Heydays: Gateway to the Rockies – Supper Clubs, Motor Inns. Featured in Jack Kerouac’s Beat Generation Novel – “On the Road”  
1930s-1970s

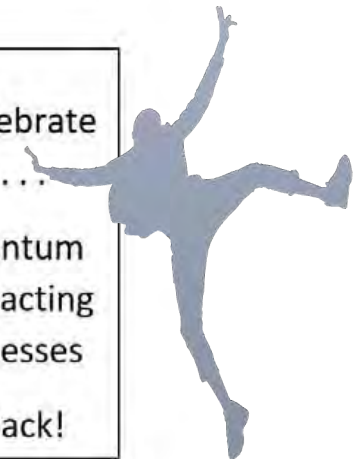
With the completion of the Interstate (I-70), Traffic Patterns Rerouted begins a 30-year economic decline.  
Early 1970 - 2000



Early 2000s begins reawakening . . . “Dream Reimagined – 2006 Plan . . . More momentum with 2011 plan” Local BID/40 West Arts born (2011) Light rail coming (back) in 2013



Today . . .we embrace and celebrate the Glitter & Grit of Colfax . . . The Renaissance gains momentum new galleries/arts venues attracting new investment & new businesses  
West Colfax is (on its way) Back!







Opening Day of Jefferson County Bank, 728 West Colfax, 1915. Courtesy of Doug Anderson.



William Henry Jackson's view of Lakewood, c. 1880. Courtesy of History Colorado, William Henry Jackson Collection No. 20103754.



The West Colfax and Wadsworth business district, c. 1900. Courtesy of Donald and D. Arlene Pittsman.



Joe & Lila's Barbecue, 5008 West Colfax, c. late 1920s. Courtesy of Lakewood Heritage Center.



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Engle Cafe, 5125 West Colfax, October 1945. Courtesy of Kenneth and Patsy Wilson.



West Colfax looking towards Denver, 1974. Courtesy of the Astor Collection.



Howell's, 8508 West Colfax, 1960s. Courtesy of Lakewood Heritage Center.



Howell's, 8508 West Colfax, c. 1940s. Courtesy of Lakewood Heritage Center.



Davis' Chuck Wagon Diner, 9495 West Colfax, c. 1970. Courtesy of Lakewood Heritage Center.



Sunset Village Motel, 5420 West Colfax, c. 1950s. Courtesy of the Astor Collection.



Devinney House, c. 1895. Courtesy of Lakewood Heritage Center.

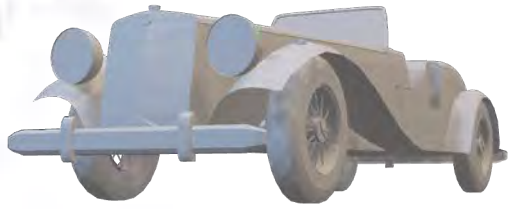


West Colfax view of Park, 1912. Courtesy of the Astor Collection.



Lakewood's first police agency, c. 1976. Courtesy of Lakewood Heritage Center.



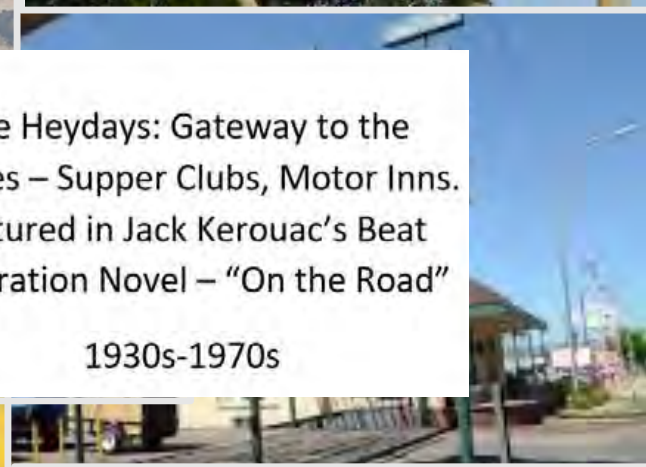
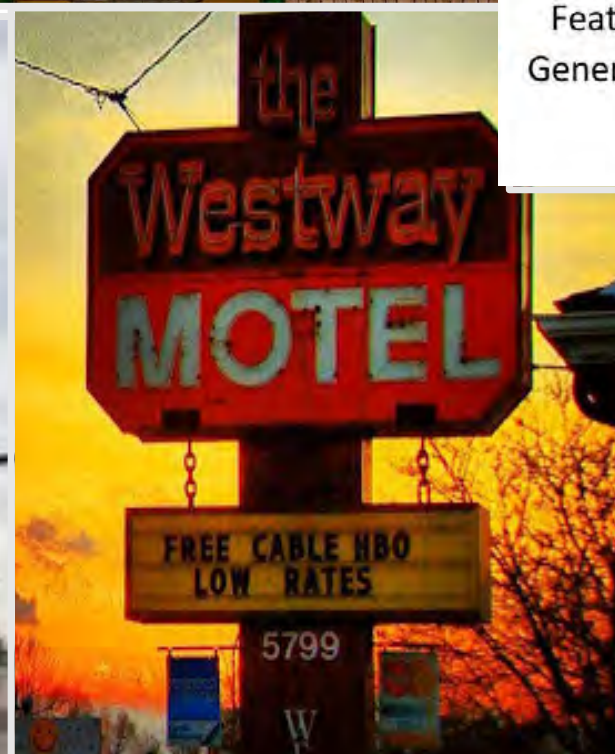
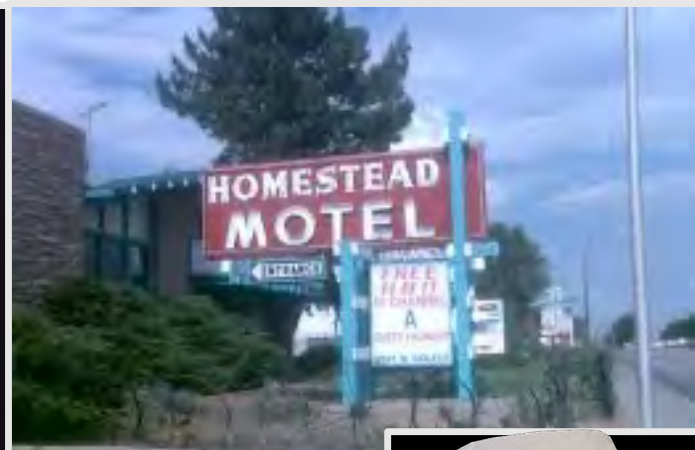


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Local BID/40 West Arts born (2011)  
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The Renaissance gains momentum  
new galleries/arts venues attracting  
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West Colfax is (on its way) Back!





# 40 West Arts District Core Map



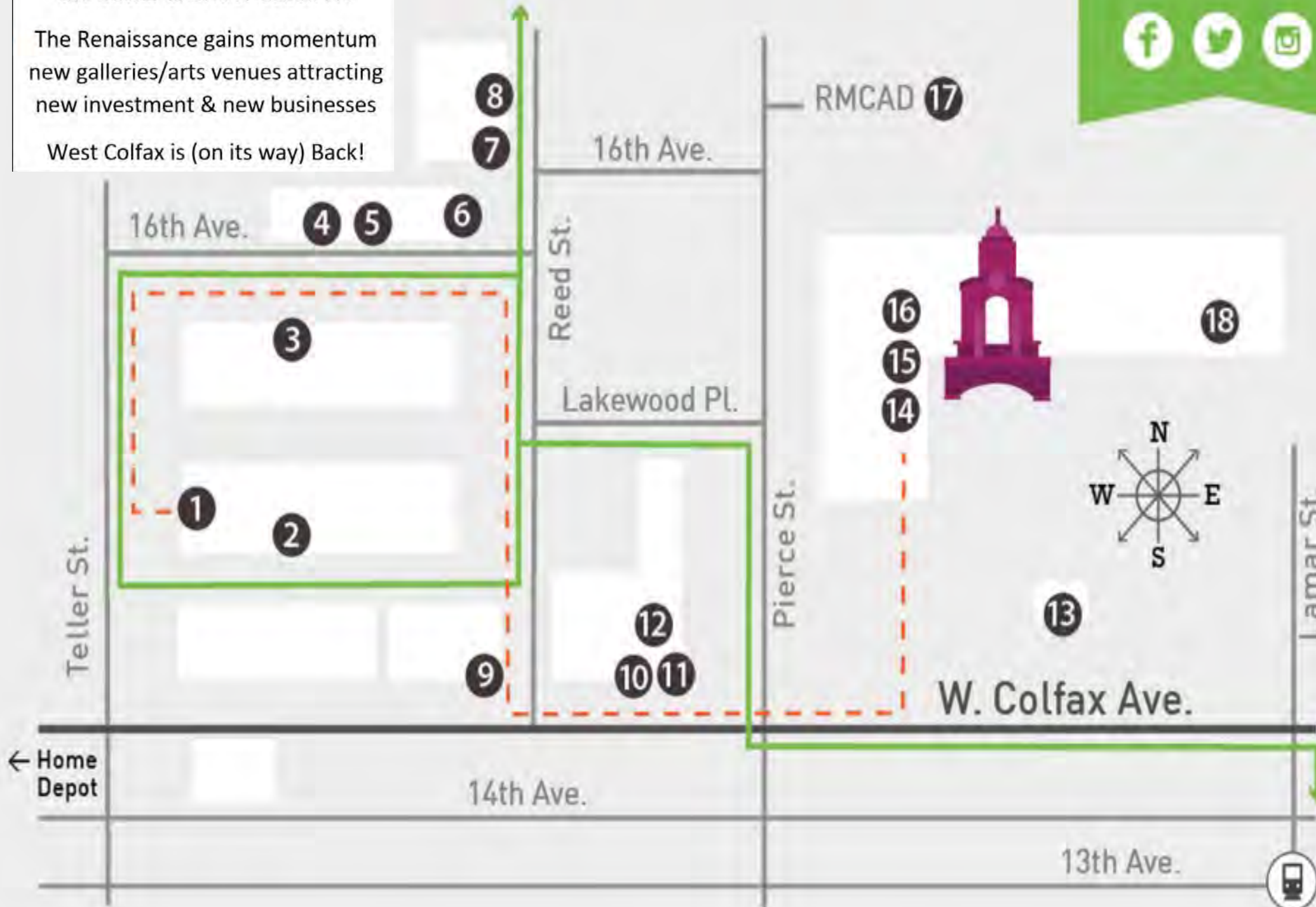
@40WestArts  
#40WestArts



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1. 40 West Arts Gallery & Benchmark Theater
2. Landt-MaKenna Galleries
3. Pirate: Contemporary Art
4. Craven Metal
5. Liquid Metal Coatings
6. Hyperspace Arcade
7. 40 West Studios
8. Sweet Bloom Coffee
9. EDGE Gallery
10. NEXT Gallery
11. Pasternack's Art Hub & Colfax Museum
12. CORE New Art Space
13. Dutch Bros Coffee
14. WestFax Brewing
15. Lakewood Arts Gallery
16. Gallery of Everything & Red Herring Art Supply
17. Philip J. Steele Gallery
18. Pho 2 Love Restraunt/Gallery



# A walking + biking art experience in the heart of 40 West Arts District



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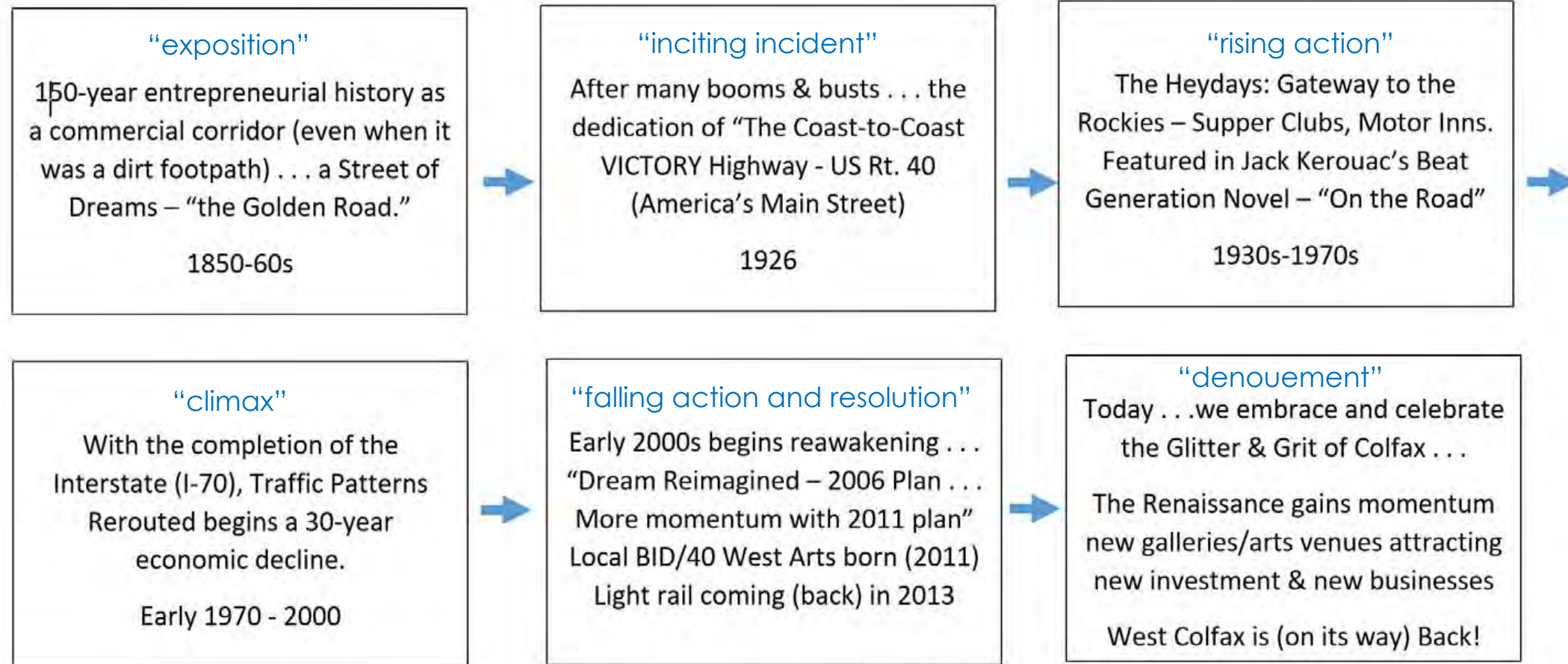
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### SAMPLE STORYBOARD for 40 West Arts



“...and the story continues...”







## Activity: Storyboarding: What's Your Authentic Story!

Start by reviewing, or if you are working in a group by, displaying your Vision, Mission, and Values as touchstones for the activity. (Also consider displaying iconic images of your community.)

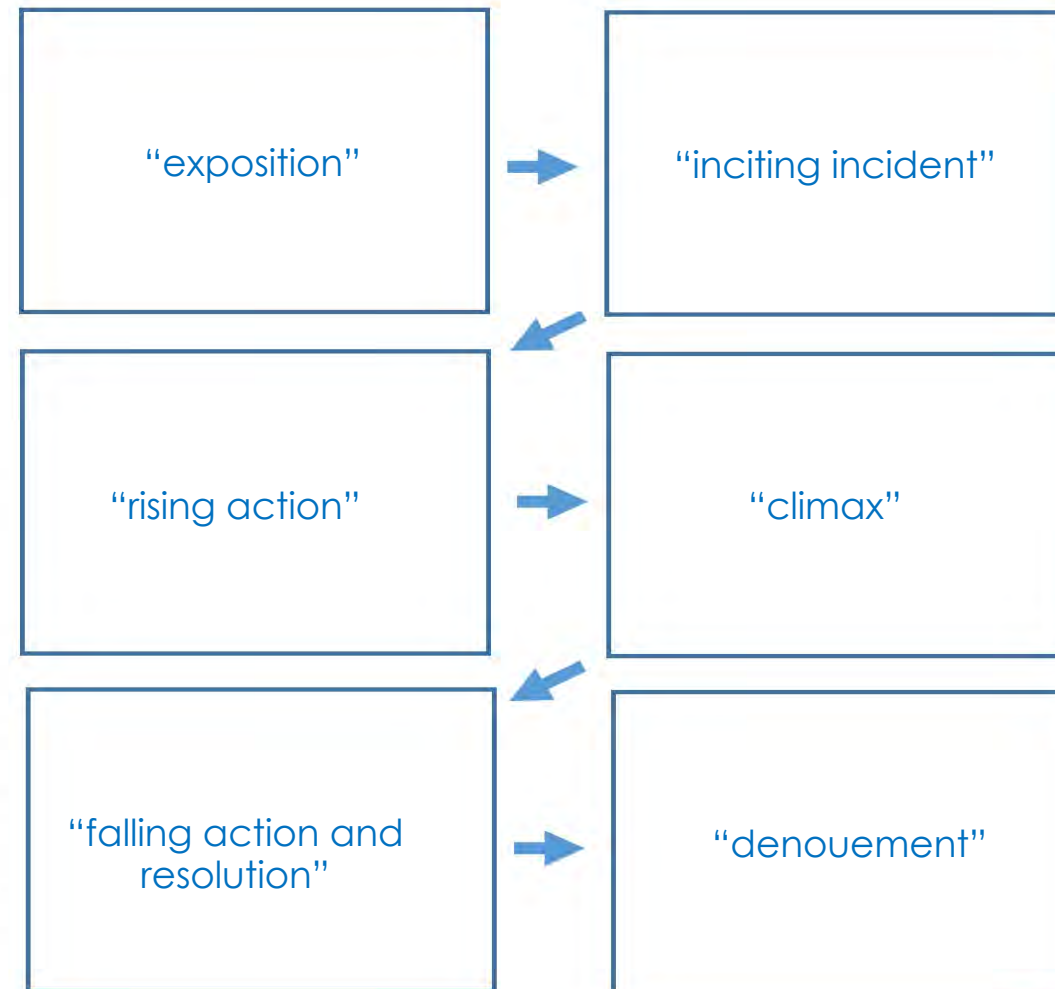
Next, identify three key messages / story points of your narrative. (What you want everyone to know; think beginning, middle, & end.)

1. –
2. –
3. –

Think of the above as unifying themes that connect the past to the present—and offer an inkling about the future.

### WEAVE MESSAGES INTO YOUR AUTHENTIC STORY:

Tell your story. How did you arrive at your current state? What is your area / organization best known for? How do you currently connect with your local history, heritage, and lore? Do you have a “comeback” story? What was your community’s challenge or struggle? What does your vision/mission indicate for the future? (desired future state)? Think like a movie producer. Tell your authentic story. Do a storyboard. (See sample completed exercise for 40 West Arts along West Colfax in Lakewood included herein.)





## 40 West Arts: Sample HOMEWORK

### Vision:

The re-emergence of historic West Colfax as a vibrant creative corridor, making it, once again, a memorable commercial and entertainment destination

### Mission:

To enrich the community and enhance the creative, cultural, and economic vitality of the historic West Colfax corridor by creating community arts spaces and community arts events and by supporting creative enterprises, experiences, and activities in the district

### Values:

To be an inclusive, open, and collaborative organization with a commitment to creativity that inspires artistic experimentation for both the novice and professional and supports and expands the creative, cultural, entrepreneurial, and economic vitality of our community

### Key Story Points / Unifying Themes

- 150-year entrepreneurial history of West Colfax, including its “glory days” of the 40s, 50s, & 60s (referenced by Beat Generation Jack Kerouac in “On the Road” and site for multiple Hollywood productions)—**a street of DREAMS!**
- The re-routing of traffic patterns (completion and opening of Interstate 70) caused a slow **30-year spiral of economic decline** (beginning in the 1970s)
- In the early 2000s the **emerging renaissance** began through grass roots community efforts around arts and culture uniting public and private efforts around re-energizing historic West Colfax and once again making it a destination that delivers memorable experiences (and more to come!)

### Iconic Images:



Iconic Destinations & Signage



Celebrating Community Success - Opening 40W Gallery



# Bonus tip # 1:

Compare descriptions about your community's origin story, purpose and vision from your board, staff, stakeholders, etc.

Are the stories fundamentally aligned or wildly divergent?

Are they sharing the story like they would share their favorite favorite novel, film or binge-worthy television series?

# Bonus tip #2:

Keys to storytelling:

- Your Promise as a Storyteller: Make it worth the audiences' while
- Have a central idea (like telling a joke—know the punchline)
- Make your audience CARE
- Characters (like communities) constantly evolve; Change is fundamental
- Have your truth at the center of your story (authenticity / core values)



# Bonus tip #3:

Keys to authenticity:

- tell the truth
- don't hide your imperfections
- be true to your values
- be clear, consistent and compelling  
(the three c's)
- walk the talk

authenticity  
has no competition

[www.creativitylabcolorado.org/resources](http://www.creativitylabcolorado.org/resources)

contact: info@creativitylabcolorado.org



Consider a BHAG! Details/resources below.



## The West Colfax Vision

### Framework

(Attribution: See details at <http://www.jimcollins.com/tools/vision-framework.pdf>)

See the West Colfax group's 20-year Big Hairy Audacious Goal or BHAG →

Eleven years in . . . much of the envisioned "Vivid Description" is already true!

A BHAG is a "CLEAR AND COMPELLING GOAL, like the moon mission; a true BHAG serves as a unifying focal point of effort—often creating immense team spirit. It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines. A BHAG engages people— it reaches out and grabs them in the gut. It is tangible, energizing, highly focused. People "get it" right away; it takes little or no explanation." --Jim Collins

The term 'Big Hairy Audacious Goal' (BHAG) was proposed by [James Collins](#) and [Jerry Porras](#) in their 1994 book entitled *Built to Last: Successful Habits of Visionary Companies*

Mayor's West Colfax Blue Ribbon Committee (2004-6)	
CORE IDEOLOGY	ENVISIONED FUTURE
<p><b>Core Purpose</b></p> <p>To put in place an action-oriented plan that rallies the community to work together to revitalize Lakewood's historic West Colfax Avenue</p>	<p><b>20-Year BHAG</b></p> <p>Create the environment that will re-energize Lakewood's historic West Colfax corridor to make it once again an economic engine for the City and a vibrant commercial and entertainment destination for residents and visitors that rivals (exceeds) its mid-century glory days</p>
<p><b>Core Values</b></p> <p><b>Respect</b> for the individual, the neighborhoods, and the rich history of the area</p> <p><b>Inclusiveness</b>, meaning an openness to all individuals and organizations who wish to participate in the process in a productive manner</p> <p><b>Collaboration</b> among all stakeholders to embrace our core values and forge progress toward our community's shared vision</p> <p><b>Forward-thinking</b>, meaning an approach that looks at challenges and opportunities through a lens of what's possible near term and long term, considers creative solutions for marshalling resources, and shows good stewardship of public funds</p> <p><b>Results-oriented</b>, meaning a commitment to stakeholders and the community at large to move forward with a sense of urgency and to infuse the process with a work ethic focused on results and accountability</p>	<p><b>Vivid Description</b></p> <p>U.S. 40, historic West Colfax—the Gateway to the Rockies—was <u>the</u> place to be in the 40s, 50s, and 60s. And now, after an intensely collaborative, two-decade public-private partnership, West Colfax is celebrating a dynamic new chapter to its inimitable, century-old story.</p> <p>True to its own lore, rich in character and creativity, West Colfax Avenue's mid-century buildings and multi-generational businesses are again thriving—right alongside new 21<sup>st</sup> century destinations, all respecting the "Americana" heritage of the Colfax "Beat Generation" culture while carrying on the fierce independence of its creative, resilient, and entrepreneurial spirit.</p> <p>Today, West Colfax bustles with locals and visitors alike. The crowds come to embrace the quintessential Colfax experience—the extraordinary walking and biking route called the ARTLINE, along with eateries, art galleries, breweries, and eclectic shops. It's a place where families and friends come to create fresh opportunities, connect with diverse experiences, and celebrate culture both old and new.</p> <p>The renaissance of Lakewood's West Colfax Avenue is well chronicled, making headlines and garnering awards for its transformation. West Colfax Avenue and its re-emergence as a vibrant commercial and entertainment destination demonstrates the power of resolute community collaboration.</p>

