



# ARIVADA

Arts and Culture  
Master Plan

2018



Prepared by **23.4**<sup>degrees</sup>



### Table of Contents

Thank You .....2

Arts and Culture Commission .....3

Arts and Culture Steering Committee .....4

23.4 Degrees Team .....4

About an Inaugural Plan .....5

The Goal is Community Attachment: Here’s Why .....5

2017 Community Survey Arvada and Community Attachment:

What the Data Tells Us .....7

Demographics .....8

A Vision for the Future .....9

Vision Statement .....10

Mission .....10

Make Places that Deepen Community Attachment .....15

Invest in the Future of Arts and Culture .....18

Create Events for Every Generation .....20

Make a Home for Artists and Arts and Culture .....23

Plan at a Glance .....25

Community Data and Community Input .....26

Art is for Everyone: An Arvada Artist Who Showed Us How ...32



Thank  
You

Arvada's Arts and Culture Master Plan is made possible by the guidance of the Arvada Arts and Culture Commission (AACC) and the ArTvada Steering Committee who were at the center of this process. Together, they are helping to improve the quality of life for Arvadans and visitors through arts and culture. They represent a diversity of perspectives, including artists, businesses, developers, historians, philanthropists, non-profit organizations, city government, and more. Their insights enriched the dialogue and manifested the bold vision and mission, and the concrete, actionable next steps in this plan.



## Arts and Culture Commission

The Arts and Culture Commission's mission is: "The Arvada Arts and Culture Commission (AACC) supports, cultivates, and advocates for a variety of arts, culture, and heritage opportunities throughout our community." The immediate focus of the AACC is to create an Arts and Culture Master Plan. Other goals include:

- Outreach and support of local artists,
- Liaison and partner with the Arvada Historical Society, the Arvada Festivals Commission, the Parks Advisory Committee, and other organizations, and
- Creation of a Cultural District.

## Members

### **Katie Arntzen, Secretary**

Archaeological Specialist, History Colorado, State Historical Fund

### **Rochelle Bennett, Treasurer**

Owner, Bennett Museum Services

### **Bob Dyer**

Former Member, Arvada City Council and Founder, Arvada Vitality Alliance

### **Suzanne Ellenbogen**

Visual Artist

### **Marty Myers, Vice Chair**

Retired Theatre Manager and Arts Administrator

### **D. Manton Reiser, Chair**

Architect, artist, and musician

### **Pete Simon**

Writer

**Maria VanderKolk, Staff to the Commission** (not pictured)  
Communications Manager, Arvada City Manager's Office



## Arts and Culture Steering Committee

### Bebe Alexander

Ceramics Program Coordinator, Arvada  
Center for the Arts and Humanities

### Katie Arntzen

Arvada Arts and Culture Commission

### Rochelle Bennett

Arvada Arts and Culture Commission

### Nancy Bentzen

Arvada Historical Society

### Nathan Bishop

Executive Director, Olde Town Arvada  
Business Improvement District

### Loretta Daniel

Senior Planner, Community  
Development Department,  
City of Arvada

### Bob Dyer

Arvada Arts and Culture Commission

### Suzanne Ellenbogen

Arvada Arts and Culture Commission

### Mary Fedje

Light Rail Gallery

### Nancy Ford

Arvada City Council

### Judy Gardner

Alchemical Eye Studio

### Jean Gordon

Director, Arvada Visitors Center

### Katie Groke Ellis

Director of Marketing, Community  
Outreach and Communications,  
Apex Park and Recreation District

### Stephanie Lownds

Arvada Chamber of Commerce

### Charlie McKay

Church Ranch Companies

### Marty Myers

Arvada Arts and Culture Commission

### Britta Nelson

Arvada Park Advisory Committee

### Collin Parson

Director of Galleries and Curator,  
Arvada Center for the Arts and  
Humanities

### D. Manton Reiser

Arvada Arts and Culture Commission

### Gretchen Sherlock

Chair, Arvada Festivals Commission

### Pete Simon

Arvada Arts and Culture Commission

### Ryan Stachelski

Director of Economic Development,  
City of Arvada

### Maria VanderKolk

Communications Manager,  
City of Arvada

## 23.4 Degrees Team

*23.4 Degrees is a woman owned  
business that specializes in engaging  
communities in art and culture planning.*

### Janesse Brewer

### Mike Hughes

*It's not what it is,  
it's what it can become.*

**Dr. Seuss**

*Whatever you can do,  
or dream you can, begin  
it! Boldness has genius,  
magic, and power in it.*

**Johann Wolfgang  
von Goethe**

*It's clear that the time is  
now for Arvada to invest  
boldly in arts and culture.*

**Nancy Ford**

Arvada City Council Member and  
Steering Committee Member

## About an Inaugural Plan

Arvada's inaugural Arts and Culture Master Plan sets a vision and charts a course for future, long-term investments. A meaningful vision lets the City of Arvada celebrate the best version of itself. Arts and culture are an outward expression of values, identity, and the most loved aspects of the community.

## The Goal is Community Attachment: Here's Why

The Knight Foundation and Gallup conducted a study<sup>1</sup> of 26 communities and found a positive correlation between community attachment and local gross domestic product (GDP) growth. Local GDP growth is the key metric in assessing community success because it not only measures a community's economic success, but also its ability to grow and to meet its residents' needs.

Gallup research proved a link between employee engagement in a workplace to outcomes such as productivity, profitability, and employee retention. This community-focused research follows the same logic: just as actively engaged employees are more productive and committed to the success of their organizations, highly attached residents are more likely to continue living in their community and to contribute actively to its growth and prosperity.

In their study, highly attached residents prioritized three drivers above all others. They are crucially important to a community's vision and corresponding strategies for arts and culture. They are:

- **Openness.** Highly attached residents are more likely to see their communities as being open to many kinds of people, including talented, young college graduates and families with young children. Communities that are more open to diversity are better able to compete for talent.
- **Social Offerings.** Attachment is also higher when residents agree that their communities provide the social offerings they enjoy. When residents enjoy what their community offers, they are more likely to spend their money on local activities and businesses, directly benefiting the local economy.
- **Aesthetics.** A beautiful place (natural and built) is important and drives attachment. Arvada's beautiful environment and commitment to all residents being within a ten-minute walk to a park or greenspace is clearly an investment that has paid dividends.

<sup>1</sup> [knightfoundation.org/sotc/overall-findings](https://www.knightfoundation.org/sotc/overall-findings)

## Arts and Culture Grow the Arvada Economy Now, but We Are Likely Leaving Money on the Table

While Arvada is already a beneficiary of the creative economy, spending on arts and culture by Arvada residents is also going to other cities and counties. In an informal survey, 50 percent of respondents indicated that they participate in an arts or cultural event outside Arvada at least once every month. Arvada should work to capture some of those who leave the City for arts and cultural enrichment and retain the additional auxiliary purchases that accompany arts and culture such as parking, food and beverages, and hospitality. If Arvada were able to capture some of this traffic, those dollars would stay in the City.

On March 6, 2018, the U.S. Bureau of Economic Analysis and the National Endowment for the Arts released their most recent analysis of the economic impact of arts and culture in the United States. In 2015, goods and services generated by museums, architecture firms, artists and other artistically inclined businesses and agencies accounted for 4.3 percent of Colorado's GDP, the Feds say. According to the study, in 2015 arts and culture made more money in Colorado than mining or the transportation industry. It was part of \$763.6 billion arts and culture contributed to

the U.S. economy as a whole that year. Creative industries accounted for a \$20 billion trade surplus that year, according to the analysis. Work in arts and culture accounted for 4.9 million U.S. jobs in that year; 100,631 were in Colorado. Those workers pulled in approximately \$7 billion in wages.<sup>2</sup> Arvada contributes to the Colorado economy and its own economy through places like the Arvada Center, but also because those who enjoy a night at the theatre or who visit an arts district also spend money on meals and transportation and make other purchases.<sup>3</sup>

*In 2015 arts and culture made more money in Colorado than mining or the transportation industry.*

**Denver Post**

March 7, 2018

<sup>2</sup> [www.denverpost.com/2018/03/07/arts-culture-colorado-economy](http://www.denverpost.com/2018/03/07/arts-culture-colorado-economy)

<sup>3</sup> Source: [www.westerncity.com/Western-City/May-2013/How-the-Arts](http://www.westerncity.com/Western-City/May-2013/How-the-Arts). Accessed in November 2015



## 2017 Community Survey Arvada and Community Attachment: What the Data<sup>4</sup> Tells Us

In the fall of 2017, the Northwest Research Group conducted a survey of Arvada households. The annual survey examines questions of government services and quality of life. Overall, Arvada ranks high in terms of quality-of-life indicators. The City received a 4-star rating out of a possible five stars. Some of the survey responses have implications for the Arts and Culture Master Plan.

### Arvadans Love Their Parks and Recreation.

It is a source of great pride and attachment that every Arvada resident lives within a ten-minute walk of a park. This source of community pride is reflected in the survey data.

**Implications for this plan:** Aesthetics and social connection are two of the three drivers of community attachment. Parks are places for social connection and community gatherings, they are a primary source of neighborhood aesthetics, and they are places for rejuvenation and inspiration. Therefore, the Arts and Culture Master Plan is tied to the success of the park and recreation programs. This plan connects arts and cultural offerings with parks and recreation as a way to compound the benefits of both.

### Arvada is Capably Addressing Basic Services and Safety-Related Needs.

The survey shows that the City is doing a good job at securing the physical and safety-related needs of its residents (policing, safety, roads, etc). Residents generally have high levels of satisfaction with these government functions.

**Implications for this plan:** With these basic needs being addressed, survey respondents are focused on aspirations for community, connection, self-actualization, education, personal fulfillment, and other areas. While education, safety, and other topics were important drivers in the Knight Foundation study, they were not in the top three that drove community attachment. Thus, with those services enjoying a high level of satisfaction, the City of Arvada can play an instrumental role in addressing the quality-of-life enhancements that create greater community attachment and lead to more economic prosperity.

<sup>4</sup> [arvada.org/source/Arvada\\_2017\\_Community\\_Survey\\_Final\\_Report\\_12-21-2017\\_Final.pdf](http://arvada.org/source/Arvada_2017_Community_Survey_Final_Report_12-21-2017_Final.pdf)





## Variability in the Sense of Community.

While residents consistently considered their neighborhood to be a good place to live, they didn't express a strong sense of community compared to other benchmarked communities. This is important since arts and culture can increase community attachment and the sense of community. Furthermore, the sense of community is not as strong for some members of the community.<sup>5</sup> Community attachment is strongest for those who are over 55, have household incomes over \$100,000, and own a home.

**Implications for this plan:** If Arvada is going to realize its vision for the City as a welcoming, inviting home, the Arts and Culture Master Plan should look toward strategies that strengthen community

<sup>5</sup> Sixty-one percent (61%) of residents age 55 and older say their neighborhood has "Some" or a "Strong" sense of community. This is significantly higher than those under 55 years of age (49%). Over half (56%) of residents who own their own home also say their neighborhood has "Some" or a "Strong" sense of community compared to one-third (35%) of renters.

attachment for everyone, but with an eye toward those who express lower levels of community attachment - younger people, those who are not at the top of the income scale, and renters (see demographics from the 2017 Community Survey to the right).

Furthermore, the Arts and Culture Master Plan should leverage resident attachment to their neighborhoods. City personnel related to arts and culture and the City Neighborhood Engagement Coordinator should work in a coordinated way to align arts and culture programs, events, and installations with neighborhood activities and priorities. Of note, if the Arts and Culture Master Plan is implemented successfully, we anticipate a measurable increase over time in the levels of community attachment or sense of community.

## Arvada Population\*

### Gender

Male	48%
Female	52%

### Age

18-34	22%
35-54	38%
55 Plus	40%

### Children in Household

None	70%
One or More	30%

### Dwelling Type

Single-Family	71%
Multi-Family	29%

### Homeownership

Own	73%
Rent	27%

### Income

Less than \$35,000	22%
\$35,000-\$75,000	32%
\$75,000-\$150,000	33%
\$150,000 or Greater	13%

### Race/Ethnicity

White	81%
Other	8%
Hispanic (multiple responses)	14%

### Years Lived in Arvada\*\*

<5	24%
5-10	18%
11 or More	58%
Average	18.8 years

\* Arvada Population data from 2017 Arvada Community Survey which relied on 2015 American Survey five-year estimates

\*\* Years Lived in Arvada from 2017 Arvada Community Survey



*Our artistic community is ready for Arvada to invest more seriously in arts and culture. It's been articulated in numerous existing plans and studies.*

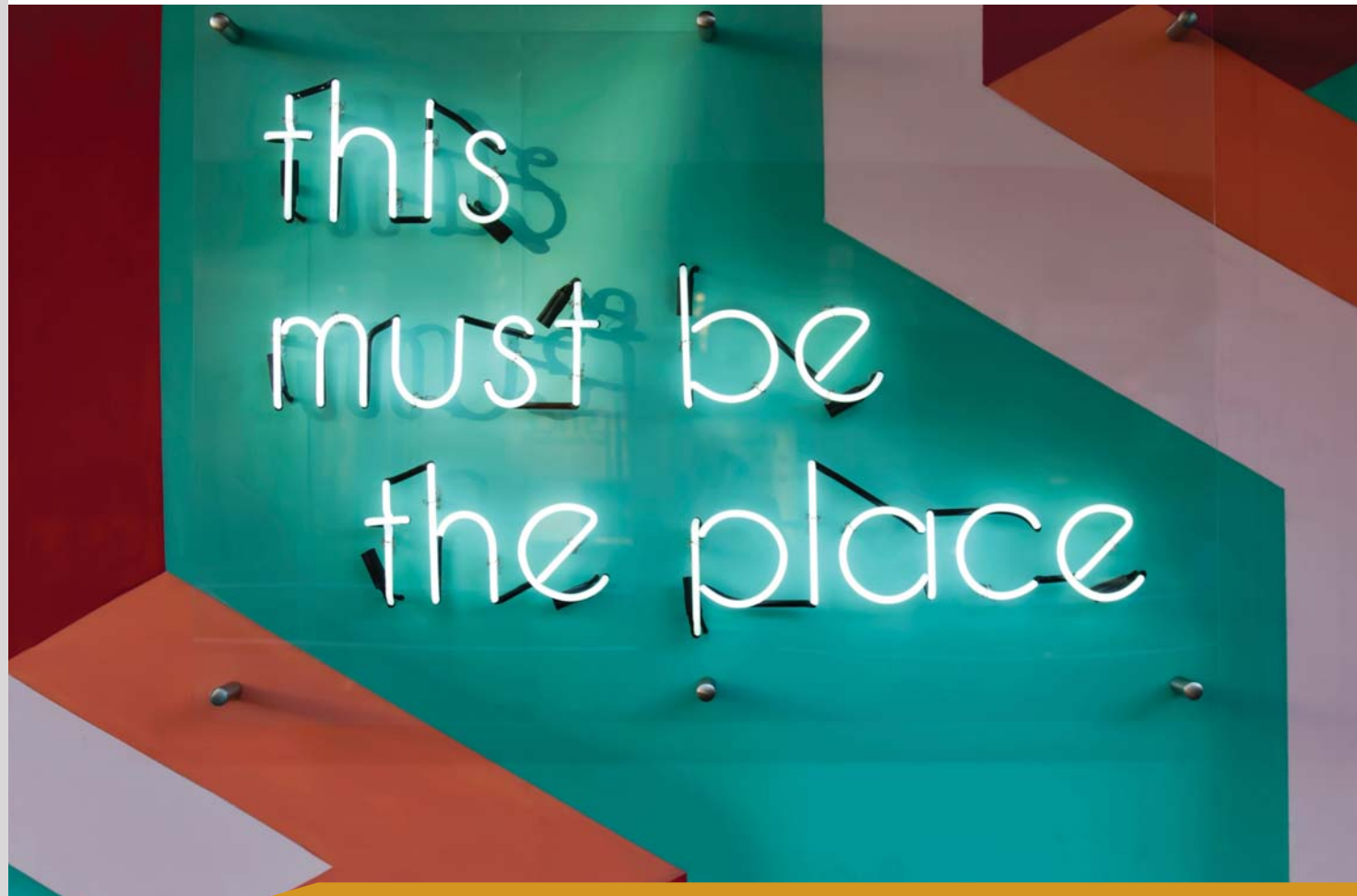
*This investment will enhance the quality of life for all Arvada's residents, while contributing to the City's economic vitality. Failing to follow through, will leave Arvada at a disadvantage among communities throughout the front range.*

**D. Manton Reiser**

Chair of the AACC

## **A Vision for the Future**

Culture is central to a community's identity and to how a city expresses itself through the arts, events, festivals, and other activities that become a lasting part of the community. Community culture gives us important insight into what fits and what doesn't, which activities and arts and cultural experiences are likely to be successful and which are not. It also points the way to what community members hope their city will be in the future. In this planning process, we seek to imagine the best version of the City of Arvada, one that is authentic because it builds upon Arvada's identity.



## Vision Statement

### **ARVADA, WHERE ARTS AND CULTURE LIVE**

The City of Arvada came out of its agricultural beginning to become a place to live, a place to call home. To live in Arvada means to plant roots, become part of a community, to stop and stay.

To say, 'I live in Arvada' is to acknowledge a sense of security, stability, certainty, connection, confidence, comfort and trust. To settle here is to settle in.

Arvada is our home. It is where we live - in the deepest sense of that simple phrase. So, when we say that arts and culture live here, we mean that we are building a future in which arts and culture are as much a part of our community as we are. The arts and all that we mean when we say culture - history, language, values and more - have a real and lasting place here and they reflect what we see in ourselves, our home and our community.

## Mission

The future we intend to create will not materialize without hard work. Realizing the vision will take thousands of individual actions on the part of business owners, community members, residents, and elected and appointed officials and the resources and the dedication of community leaders in government, non-governmental organizations, business and the arts.

The City itself can set the stage, lay the groundwork and provide the resources that signal to all of those other actors, private and public, that if they step up, their efforts will be successful. Arvada can create opportunities for artists, arts organizations, and cultural institutions to thrive. Specifically, there are four things that the City of Arvada can, and must, do to move the City in the direction of our vision. They are:

### **Make Places that Deepen Community Attachment**

### **Invest in the Future of Arts and Culture**

### **Create Events for Every Generation**

### **Make a Home for Artists and Arts and Culture**



## Linking the City's Arts and Culture Mission to the City's Vision Statement, the 2014 Comprehensive Plan and the 2017 This is Arvada Study Report

Below, we present the aspects of Arvada's Vision Statement, 2014 Comprehensive Plan and the This Is Arvada Study Report that link to the four elements of the arts and culture mission of making places that deepen community attachment; investing in the future of arts and culture; creating events for every generation; and making a home for artists and arts and culture.

In fact, the City of Arvada has already committed to many of the ideas that are imbedded in this plan. In the tables below, we show in red the specific statements that align with the vision, mission, goals and strategies contained in this plan.

**Arvada's City Vision:** The City of Arvada has articulated a multi-part vision that gives voice to the community's collective values. That vision is specific in identifying arts and culture as part of a vibrant, sustainable Arvada: ***Being a leader in fostering the arts and culture***

Additional elements of the City of Arvada Vision that provide direction for the Arts and Culture Master Plan:

Make Places that Deepen Community Attachment	Invest in the Future of Arts and Culture	Create Events for Every Generation	Make a Home for Artists and Arts and Culture
<ul style="list-style-type: none"> <li>• Being a community of strong and <i>vibrant</i> neighborhoods</li> <li>• Conserving resources and acting as a wise steward of our environment to foster economic prosperity and <i>community vitality</i></li> <li>• Completing a <i>well-balanced</i> and connected multi-modal transportation system</li> </ul>	<ul style="list-style-type: none"> <li>• Preserving our historical resources in Olde Town and other areas where feasible, and <i>enhancing Arvada's small town feel and history</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Valuing education for youth and adults alike</i></li> <li>• <i>Embracing the diversity</i> of income, racial, ethnic, and generational groups that make up our community</li> <li>• Making healthy living a way of life with <i>well-distributed</i> recreational facilities, open space, and trails, and community partnerships</li> <li>• <i>Promoting community pride, engagement,</i> and volunteerism in all that we do</li> </ul>	<ul style="list-style-type: none"> <li>• Providing a range of <i>distinctive</i> living environments, from semi-rural to urban lifestyles</li> <li>• Retaining existing businesses, and expanding and <i>diversifying our economic base</i></li> </ul>

**The City of Arvada's Comprehensive Plan:** The goals and policies described in the City's 2014 Comprehensive Plan help guide development and investment and describe the work of the City government. The Comprehensive Plan anticipates partnerships between the City and the private and philanthropic sectors. The following elements of the Comprehensive Plan (with the goal and policy numbers from each section of the plan) speak to the Arts and Culture Master Plan and the four elements of the arts and culture mission.

Make Places that Deepen Community Attachment	Invest in the Future of Arts and Culture
<p>GOAL CC-2: Establish and maintain Arvada's <i>distinct qualities and small-town identity</i>. P. 2-12</p> <ol style="list-style-type: none"> <li>1. Build upon a coherent master plan that physically integrates different uses (for example, retail space, residential, hotels, offices, or <i>civic and cultural facilities</i>)</li> <li>2. Where possible, locate and orient development around a <i>central public space, such as a plaza or park</i>. P. 2-23</li> </ol> <p>There is also community interest in <i>creating an arts or creative district in Arvada</i>. Formally creating an arts district could add to the assets of areas like the Arvada Center and Olde Town, leverage funding opportunities, and organically strengthen older neighborhoods. P. 4-3</p> <p>GOAL N-3: Maintain and improve the quality of the existing housing stock in Arvada and <i>revitalize the physical and social fabric</i> of neighborhoods that are in decline. P. 4-7</p> <p>POLICY N-3.1: Neighborhood Focus Areas - The City will work with residents to designate "<i>neighborhood focus areas</i>" for older neighborhoods. For these areas, the City will develop improvement plans and seek funding to stabilize and improve conditions. P. 4-7</p> <p>POLICY N-3.3: Neighborhood Engagement and Organization - The City will foster the creation of neighborhood groups and support neighborhoods in <i>developing plans and improvements for their neighborhoods</i>. P. 4-7</p>	<p>POLICY E-3.5: Cultural Master Plan</p> <p>The City will continue to work to achieve the goals of the Cultural Master Plan... goals in that plan include:</p> <ul style="list-style-type: none"> <li>• <i>Promote access by all residents to a broad variety of arts, culture, and heritage activities taking place in many areas throughout the City</i> P. 4-11</li> <li>• Expand learning opportunities in the <i>arts and humanities</i> P. 4-11</li> <li>• <i>Strengthen economic development</i> of Arvada by <i>recognizing and supporting the cultural assets</i> and creative resources that enrich our community. P. 4-11</li> </ul> <p>POLICY E-3.6: Creative Arts District - <i>The City will explore the creation of a Creative Arts District</i> to strengthen the Arvada Center, Olde Town, Ralston Road and other appropriate areas, considering retail redevelopment, <i>placemaking</i>, supporting transit, and the need for building space and housing appropriate to artists and creative industries. P. 4-11</p>

### Create Events for Every Generation

POLICY E-3.2: Distributed Cultural Facilities - The City will plan for and *locate cultural facilities*, such as places of worship, community facilities, and a living heritage museum, *throughout the City*. P. 4-11

POLICY E-3.3: Public Art - The City will *support and promote public art*. P. 4-11

POLICY E-3.4: Festivals and Events - The City will encourage and promote festivals and events that *celebrate Arvada's heritage and culture*. P. 4-11

### Invest in the Future of Arts and Culture

GOAL ED-1: *Expand and diversify the City's economic base* to create primary jobs to increase the City's fiscal capacity to meet the needs of its citizens. P. 2-8

POLICY ED-4.1: Promote Redevelopment of Underutilized Commercial Areas - The City will promote through incentives and infrastructure investment, new development, and reinvestment in designated "redevelopment areas" to retain or attract businesses and repurpose areas for retail, office, a *diversity of housing types*, as may be appropriate. P. 2-10

GOAL N-1: Plan for a range of neighborhoods and accessible housing of different tenure types to *accommodate diverse incomes and all ages and abilities*. P. 4-4

POLICY N-1.3: Live-Work Units - The City will *encourage live and work quarters* to be combined in the same building in appropriate areas, as long as it does not adversely affect the existing neighborhoods. Live-work areas could potentially be considered for redevelopment areas or retrofitted in existing neighborhoods. P. 4-5

**The This Is Arvada Study Report:** This study was conducted and then reported to the City Council in December 2017. It presented current data on who lives in Arvada and how that population is changing and the implications and opportunities, given those changes.

Make Places that Deepen Community Attachment	Invest in the Future of Arts and Culture	Create Events for Every Generation	Make a Home for Artists and Arts and Culture
<p>Arvada is ideally located to attract new residents to the city. <i>However, homebuyers and renters are demonstrating a strong preference to live in mixed-use, walkable neighborhoods where shops, services and entertainment are close by.</i> P. 22</p>		<p>The recent decades have seen an increase in the Hispanic/ Latino populations... implications that increasing diversity raises are: . . . <i>Cultural programming that reflects the City's growing diversity should be encouraged. . . .</i> The opportunities for minority population representation on City committees should be expanded and made more accessible. P. 29</p>	<p>There are also <i>changing preferences in how people choose to live</i>, and options such as cottage housing, cohousing, <i>tiny homes</i> and micro apartments have emerged as new housing types and could be explored for Arvada. P. 34</p>

*It was a bold goal to imagine each Arvada resident would be within a ten-minute walk to a park or greenspace. Today, it's a source of great civic pride and a reason people choose to live, work, and visit Arvada. We want to build on that vision and imagine a day when every resident is within a ten-minute walk to something artful.*

**Bob Dyer**  
member, AACC

## **Mission Part 1 - Make Places that Deepen Community Attachment**

The City of Arvada will make arts and culture come alive by **making places** for artists, for public art, for historic preservation, for theatre, music and dance, and for other cultural and artistic events. The City takes shape as City Council, the Arvada Economic Development Association, the Planning Department, the AACC, the Parks, Golf and Hospitality Department, the Festival Commission, and others take on the role of place makers. Making a lasting home for arts and culture in Arvada begins with identifying the places where art, music, history, literature, community, and culture are thriving now and capitalizing on what's working there while looking for the places that are ripe with opportunity for significant changes in arts and culture.

The City must begin by building on the places where art and culture have a home today: The Arvada Center for the Arts and Humanities and Olde Town. Next, the City must link these two, creating connection and synergy, making it easy for someone who attends an event at the Arvada Center to spend time in Olde Town as part of the experience. The Arvada Center and Olde Town - as exceptional as they are - don't fill every niche. Arvada is growing and there's room for at least one new hub of artistic and cultural concentration.

## **Goal - Link Olde Town and the Arvada Center**

The City and AACC will work with the Arvada Center, the Olde Town stakeholders, the Arvada Ceramic Arts Guild on Olde Wadsworth, Arvada High School, property owners, adjacent neighbors and all those with a stake in the future of Olde Wadsworth to identify and implement strategies to link these two locations along Olde Wadsworth in meaningful ways that contribute to the historic, cultural, artistic, and economic vitality of both.

Initially, this can be as simple as cross-promotion and coordinated marketing. Suggesting that those who attend a performance, exhibition or event at the Arvada Center should include Olde Town in their plans and vice-versa is a beginning. Encouraging visitors to take the G-Line to the Olde Town stop, spend time in Olde Town, enjoy the Arvada Center and travel back to the commuter rail stop again is another way to link the two locations in the minds of those visitors.

Then, there are longer-term and more extensive connections, transportation first among them. Creating a cooperative arrangement with ride-sharing services or creating a shuttle service would remove the greatest barrier for those who might think of Olde Town and the Arvada Center together.



Making a beautiful, safe and easy pedestrian connection; retaining arts and culture uses that are already in the corridor; encouraging others to open galleries, locate their studios and place activities along Olde Wadsworth; creating a complete street between the two - these can change travel patterns, influence land use and land economics between the two locations, and can ultimately create a continuous corridor of cultural activity.

All of these ideas should be encapsulated in a Cultural Corridor Plan that takes into consideration the individual properties and their potential for arts and culture uses, changes to infrastructure, aesthetics, the pedestrian experience and the public realm.

### Goal - Create a Second Cultural Hub

The City and AACC will look for the opportunity to create a second cultural hub in Arvada. Where and when this can happen will depend on how Arvada's growth and development happens and how willing private developers and individual community members are to make cultural institutions and artistic pursuits a part of the future of their community.

#### Among the possible locations are these:

- 1. Southeast Industrial Area** - Arvada may annex an industrial area in the southeast corner of the City. Should that possibility come to fruition, this area, with its commuter rail access, could serve as an ideal location for artist spaces, particularly those that are more industrial in nature (ceramics, metal work, sculpture, etc.). The area holds real promise for performance space, studio space, and mixed-use development that integrates housing and commercial uses.
- 2. Gibbs West** - The skate park, the Apex Center, and the park make Gibbs West a prime candidate as a hub for arts and culture - recreation, education, history, festivals, music and more could find a place at Gibbs West.
- 3. 66<sup>th</sup> and Indiana or other green-field areas** - Though perhaps more of a blank canvas than some other areas, because it is still developing, the area at 66<sup>th</sup> and Indiana or another green-field development could become a centerpiece for arts and culture in the future.





### **Goal - Lay the Groundwork for a Creative Arts District Designation**

If successful in creating a two-mile cultural corridor between the Arvada Center and Olde Town, in broadening the uses in Gibbs West, or in unleashing the potential in a new area, Arvada could deepen the commitment to any one of these places and to its future by pursuing a creative arts district designation and using that designation to attract even more activities, events and artists, and the residents and visitors who will be necessary to support the area.

### **Goal - Make Every Neighborhood a Place for Arts and Culture**

Arvada's strong neighborhood identity creates an opportunity to link arts and culture to individual neighborhoods and to create art projects and events that are customized to the interests and history of each neighborhood. Neighborhoods have a role to play in all three of the drivers of community attachment - openness, aesthetics and social connection. Arts and culture activities in neighborhoods are also ways to build community across the City as events attract participants from outside the neighborhood. Through its neighborhood liaison program, Arvada should enable art projects and cultural events in every neighborhood.

### **Goal - Make the Water Tanks on Kipling Ridge a Place for Special Events**

The decommissioned water tanks offer an extraordinary opportunity to create one-of-a-kind events. They can become performance spaces, the backdrop for events, an unexpected lecture hall, or a place for a mural or a venue to reflect on Arvada's history. To understand their potential and assess the level of interest in Arvada in using them in creative ways, Arvada should create one activity or event and then use the visibility and the reaction to produce a long-term strategy for the water tanks.

## Mission Part 2 - Invest in the Future of Arts and Culture

The City of Arvada will **fund public art**, and arts and culture programs and events. There are two priorities for funding, one external and the other internal. Externally, Arvada can create visibility for its arts and culture program by funding the acquisition and maintenance of permanent, public art, and making the City's collection available for everyone to see. A program - even a modest one that relies, in part, on pieces that are loaned to the City - that can acquire pieces of sculpture or large-scale murals that can stand in prominent, high-traffic places can change the aesthetics and convey a powerful and lasting message that art is important. The easiest way to begin is by dedicating one percent of publicly funded capital projects to art that can be integrated into the project. This idea can extend to public transportation projects, allowing for art in medians or at signature landmarks. Very often, these programs become their own best advocate as members of the community notice the art and come to appreciate its place in the project.

Internally, a serious public arts program requires champions and it takes time. Volunteers and staff who can pitch in as they carry out

their primary duties can accomplish a great deal. However, volunteers are no substitute for staff who are dedicated to a public arts program and to working across agencies and in the community to execute this plan and to ensure that arts and culture are on the minds of those in other departments. Many communities in the region have adopted similar strategies for enhancing or increasing funding for public art and created staff positions to implement the strategies, among them:

- Westminster has a public art program; many of their purchases come from a hotel/motel tax-funded Community Enhancement Fund
- Lafayette has a grant program for art projects and for arts education, an acquisition program for public art and an arts coordinator
- Cities and counties have 1% for arts in their capital programs including Aurora, Denver, and Adams County
- Loveland has an arts-in-public-places program, a 1% for art and two citizen advisory boards, the Cultural Services Board and the Visual Arts Commission





### **Goal - Create Funds for Public Art**

The City will create dedicated income streams to provide the resources necessary to implement the arts and culture elements of the Comprehensive Plan, other adopted plans and this Arts and Culture Master Plan. The income streams are:

- 1.** Commit 1% of all capital projects over \$50,000 in value to purchase, install and maintain visible public art that is integrated into the capital project.
- 2.** Levy a development fee on new residential projects of \$150/unit and on new commercial development of \$0.05/sqft for projects that do not provide publicly accessible art as part of the development approval at a level that is equal to or greater than the total value of the fee.
- 3.** Double the general fund contribution to the AACC's public art program.

### **Goal - Create an Office of Cultural Affairs**

The City will create an Office of Cultural Affairs and fund one full-time equivalent (FTE) employee as a Cultural Director to work with the AACC and other arts-and-cultural-related parts of the City. The Cultural Director will manage public resources dedicated to public art purchases, will assist in the execution of this plan, will work with the AACC, will work across departments to encourage all City staff to think about the role of arts and culture in their work and will seek outside funds in the form of donations and grants to augment the three sources of funds listed above. Of particular importance in working across the City is the relationship among the Neighborhood Coordinator, parks, planning, and economic development and the new Cultural Director staff person.

### Mission Part 3 - Create Events for Every Generation

The City of Arvada will **initiate events and activities** that awaken interest in art and culture. Arvada will create a future of activities, events and places for every generation. To ensure that activities and events speak to all parts of the community and that everyone in Arvada sees their City and their neighborhood as a home for arts and culture, Arvada will work to provide arts and culture across the City.

The City has a perfect example to work from with the success in guaranteeing that every resident in Arvada is within easy access of a park. Arvada has reached LiveWell Colorado's elite status for its efforts to build a healthy community. Health, recreation, outdoor activities, parks and trails, community events, and ten-minute access to a park experience are all part of Arvada's culture. From 2014 through 2016, the Healthy Place Initiative worked with communities in Arvada to establish neighborhood engagement, infrastructure and activity programs that promote health and

activity as part of a higher quality-of-life for Arvadans. Arvada's Healthy Places Initiative means these things:

- Commitment to greater pedestrian access to everything: connections to schools, G-Line commuter train, parks, other neighborhoods
- Neighborhood engagement services including mobile block party services
- Accessibility to free or low-cost programming: YMCA, Fit 2 Be Kids, and Southeast Youth Soccer
- Community walks and community bike rides
- Fitness equipment in Arvada parks
- Park loops and neighborhood route maps

Arvada can build on its success creating access to parks and set a similarly ambitious goal of access to art and culture.





### **Goal - Ensure Each Neighborhood is Within a Ten-Minute Walk of Something Artful**

There is a very wide range of affordable ways to accomplish this goal including painting crosswalks in creative ways, adding artistic elements to parks, and making utility boxes, park benches and other widely available infrastructure more colorful and engaging. Not all of the possibilities are physical or visual art pieces. A book fest, a poetry reading, a tour focused on history, or an educational event are also part of arts and culture at a neighborhood level and are included here.

### **Goal - Give All Generations a Place at the Table**

To make this plan and its implementation meaningful to the next generations, the City needs to hear from younger members of the community. This is particularly the case for Arvada given it has an older than typical population, compared to the adjacent cities, and because the quality of life data indicates that the younger residents feel less connected and attached to the community, something we know is important, given the Knight Foundation study.

In particular, as new residents begin to engage in their communities in new ways, the City needs to find ways to hear their voices and create activities and events to which they will respond. The City will add two additional seats to the AACC to ensure that the City is incorporating all generations' values and interests in long-term planning for arts and culture.

### **Goal - Give Everyone a Place at the Table**

In the same way that the arts and cultural program will be stronger, more accessible and more engaging if it reaches every generation, it will be better if it speaks to every member of the community. Arts and culture can create universal experiences across race, gender, ethnicity, economic status, language, and culture; they can also give us the opportunity to celebrate and learn from the real differences that rise out of differences in identify. To ensure that the arts and culture programs are inclusive and representative, the City will, as terms of office change, recruit new members to the AACC to diversify the commission, broadening its membership in terms of race, ethnicity, artistic interests, economic background, cultural identity, and more.

With respect to a diversity of art forms and cultural expression, it would also be useful for the AACC to include, as ex-officio members, staff from the Arvada Center and the Neighborhood Coordinator.

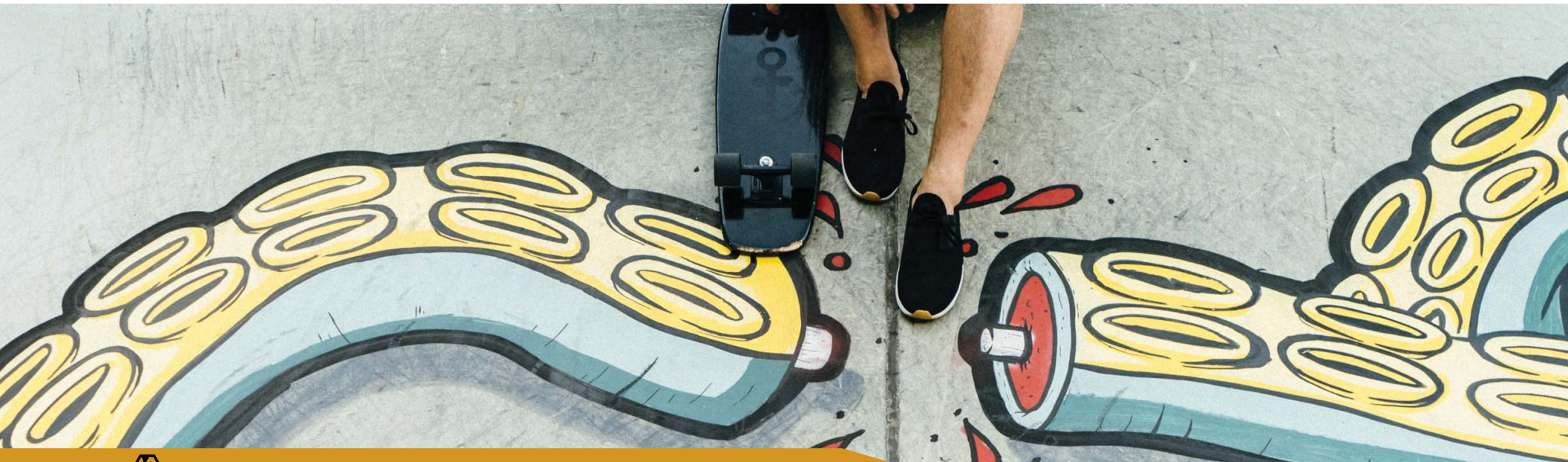
Finally, with respect to the diverse experience of the AACC, Arvada should have a presence at the Colorado Creative Industries conference and participate in other conferences and associations that offer opportunities to network and to build best practices.

### **Goal - Launch Events Aimed at Broadening Participation From Every Age Group and All Members of the Community**

There are also more extensive ways to realize the goal of bringing arts and culture to every neighborhood, including initiating music events and festivals at parks and creating arts and cultural events that engage young people at the Arvada Skate Park and other recreation centers that draw young people.

Students in the University of Colorado at Denver's Department of Music and Entertainment Industry Studies are working to launch a music event at the Arvada Skate Park in 2019. This is precisely the kind of event that can expand the audience for Arvada's events and festivals and engage younger audiences. Arvada should work to make this event a success and to build it into an annual event. Then, the City can expand to other events that speak to residents and visitors of all ages.

The first Tour de Park, also created in conjunction with the University of Colorado at Denver's Department of Music and Entertainment Industry Studies, is also planned for 2019. The inaugural event will include four parks. Arvada should work to make this event successful and turn it into annual events that can build over time and can add more parks. The Tour de Park, with its focus on different performers and on a wide range of art and culture experience, has great potential to become a signature art festival for Arvada with events and visitors from across the region.



## Mission Part 4 - Make a Home for Artists and Arts and Culture

The City of Arvada will **support artists and arts and culture institutions**, making it easier for artists and our arts and cultural institutions to create and innovate by making a home for artists and arts and culture.

### Goal - Make Arvada One of the Most Artist-Friendly Cities on the Front Range

The City will meet with artists to better understand barriers to living and working in Arvada, and then seek to advance artist-

friendly codes and ordinances that encourage a vibrant artistic community. Among the opportunities for change in City rules, regulations and ordinances are these:

- Modifying the sign code to promote impactful, visible and vibrant murals
- Allowing studio space in residential garages and accessory structures
- Allowing artist spaces in existing industrial areas and in areas zoned for future industrial use
- Creating a process for encouraging publicly accessible art as part of new commercial projects and commercial business districts

- Encouraging the use of creative space in vacant buildings

In addition to code changes, creating a supportive environmental can be accomplished by improving communication with and among artists. Students in the University of Colorado at Denver's Department of Music and Entertainment Industry Studies are building a database of artists and launching an arts newsletter. Both will signal to the arts and culture community that they are a welcomed and vital part of the Arvada community.





## Goal - Find the Best Place for Live/Work/Perform Space that Artists Can Afford

The goal of creating spaces for artists - housing, studio and gallery space and live/work spaces - is an important placemaking goal. There may be no more powerful strategy for arts and culture placemaking than welcoming artists by creating places where they can live and work. Looking for City-owned property and helping to locate, zone, and develop live/work spaces for artists will begin a cycle of artistic creation and arts activity that will guarantee that Arvada is a place where art lives.

Too often artists move into areas that others would not move to - because they can afford them, because they will be afforded the freedom to create and because they can see the potential in these places that others can't see. Inevitably, these places become magnets for other uses and eventually become the places that everyone wants to go. When that happens, artists are soon priced out as their studios give way to trendy restaurants, higher-priced housing and commercial uses. Arvada can step in at the front end of that cycle, helping artists find their own place in the City to create permanently affordable live/work spaces and gallery spaces.

Arvada must use its economic development tools, and work with the state to bring resources to the table in order to create housing and live/work spaces that can be permanently affordable for artists and artisans. The tools range from tax policy, restrictive covenants, subsidies and incentives, and preferential treatment in the development process.

## Goal - Encourage Artists and Arts-and-Culture-Related Businesses to Relocate to Arvada

Once Arvada has strategies to retain and support existing arts and culture businesses and institutions, the City can use this same package to attract more artists, creatives, artisans, cultural organizations and arts institutions. The AACC and Arvada Economic Development Association should work together to formulate an economic development strategy aimed at attracting artists that generate sales tax and create primary jobs in the creative sector.



**PLAN AT A GLANCE - VISION: ARVADA-WHERE ARTS AND CULTURE LIVE**  
**MISSION:**

<p><b>Make Places that Deepen Community Attachment Goals</b></p>	<p><b>Invest in the Future of Arts and Culture Goals</b></p>	<p><b>Create Events for Every Generation Goals</b></p>	<p><b>Make a Home for Artists and Arts and Culture Goals</b></p>
<p>Link Olde Town and the Arvada Center, transforming the connection in the next decade</p> <ul style="list-style-type: none"> <li>• Shared promotion - 1/19</li> <li>• Alternative transportation program or shuttle - 1/20</li> <li>• Cultural corridor plan - 1/20</li> <li>• Bike, Ped, Aesthetic Changes - 1/21</li> <li>• Road Improvements - 9/22</li> <li>• Completion of cultural corridor plan coincides with Arvada Center 50<sup>th</sup> anniversary - 1/26</li> </ul>	<p>Create funds for public art</p> <ul style="list-style-type: none"> <li>• Commit 1% of all capital projects over \$50,000 - 8/18</li> <li>• Development fee - 8/18</li> <li>• Double the general fund commitment to the AACC's public art program - 8/18</li> </ul>	<p>Ensure each neighborhood is within a ten-minute walk of something artful</p> <ul style="list-style-type: none"> <li>• Every neighborhood - 1/28</li> </ul>	<p>Make Arvada one of the most artist-friendly cities on the Front Range</p> <ul style="list-style-type: none"> <li>• Artist-friendly code changes - 6/19</li> <li>• Newsletter - 1/19</li> <li>• Database - 1/19</li> </ul>
<p>Create a second cultural hub at Gibbs West Park</p> <ul style="list-style-type: none"> <li>• First art/music/culture event - 6/19</li> </ul>	<p>Create an Office of Cultural Affairs</p> <ul style="list-style-type: none"> <li>• 1 FTE hired (shared with other parts of the city that have a cultural role to promote coordination) - 1/19</li> </ul>	<p>Give all generations a place at the table</p> <ul style="list-style-type: none"> <li>• New members of AACC - 4/19</li> </ul>	<p>Identify the best place for affordable artist live/work/perform spaces</p> <ul style="list-style-type: none"> <li>• Inventory - 8/19</li> </ul>
<p>Lay the Groundwork for Creative Arts District designations</p> <ul style="list-style-type: none"> <li>• 1/22 - 1/24</li> </ul>	<p>Take lasting care of the art that Arvada acquires</p> <ul style="list-style-type: none"> <li>• Repair the Dirt Wall at Arvada Center - 6/19</li> </ul>	<p>Give everyone a place at the table</p> <ul style="list-style-type: none"> <li>• New members of AACC and consider formalizing ad hoc positions for linkages to City leaders with roles in neighborhoods, planning, and communications - 4/19</li> </ul>	<p>Encourage artists and arts and cultural-related businesses to relocate to the city</p> <ul style="list-style-type: none"> <li>• Formulate economic development package - 1/19</li> </ul>
<p>Make every neighborhood a place for arts and culture</p> <ul style="list-style-type: none"> <li>• Pitch one new art/cultural event to every neighborhood - 1/20</li> <li>• First ten new events/programs - 1/21</li> </ul>	<p>Build capacity and visibility in Colorado by having one AACC member and one City designee attend CCI - annually</p>	<p>Launch events aimed at broadening participation from every age group and all members of the community</p> <ul style="list-style-type: none"> <li>• Tour de Park - 6/19</li> <li>• Skate Park event - 6/19</li> <li>• Tour de Park II, Skate Park II - 6/20</li> </ul>	
<p>Make the water tanks a location for events; longer-term strategy</p> <ul style="list-style-type: none"> <li>• First event - 1/20</li> <li>• Outline strategy - 1/21</li> </ul>		<p>Grow the Tour de Park into a larger arts festival, increasing the scale and visibility of the event - 6/22</p>	

## COMMUNITY DATA AND COMMUNITY INPUT

### Planning Process

A placemaking planning process puts community members - those who know what kind of places they want to create for themselves - at the center of the plan. From the start, this was a focus of the approach. The Arts and Culture Master Plan took place over nine months and engaged hundreds of stakeholders at different moments in the process. If coupled with the significant public engagement that accompanied the development of the 2014 Comprehensive Plan which articulates a vision where Arvada is ***being a leader in fostering the arts and culture***, the reach is into the thousands.

#### 1. The Arvada Arts and Culture Commission.

The AACC members were deeply engaged in the planning process and the development of the Arts and Culture Master Plan.

#### 2. Arts and Culture Steering Committee.

This dedicated group of stakeholders represents different facets of the community including: artists and creatives, historians, businesses, educators, elected officials, public servants, non-governmental organization leaders, art aficionados, and others. This group met several times and also jointly explored how other communities and creative districts have developed in unlikely places like 40 West Arts on Colfax in Lakewood. This group was



instrumental in shaping core elements of the draft strategic plan including the concept of “home” as a comfortable place where people belong. They also developed aspects of the mission focused on placemaking, investments for the Arvada’s arts and culture future, creating events that engage a wide range of interests and generations, and making a home for artists, arts, and culture to thrive.

**3. Other Communities and Their Funding Strategies.** As part of our approach, we worked with the AACC to research how other similar communities in Colorado have funded arts and culture. We worked to understand how Loveland, Lafayette, and Longmont all fund their arts and culture initiatives. All have monies dedicated from their City general fund, and all have dedicated City personnel. Additionally, many

communities collect 1% on capital improvement projects over a certain amount, others collect percentages for construction permitting fees on residential and commercial projects at a fee per square foot, and others ask voters for monies to support arts and culture, often in conjunction with parks and recreation. Many cities use a combination of these strategies.



#### 4. Creatives, Artists and The Arvada Center.

There is a special recognition that you cannot have a thriving arts and culture scene without artists. Artists have important voices on the AACC and Steering Committee, but there was also a special effort to understand the work of established artistic anchors like the Arvada Center which is truly a crowning jewel in Arvada. The plan reflects the strong desire to leverage and link other cultural areas such as Olde Town to the Arvada Center.

#### 5. Outreach to the Arvada Community.

Through several events, we have worked to reach out to the Arvada community throughout this planning process. On February 3 and March 17 we were soliciting views on elements of the draft plan during A Chocolate Affair

[www.youtube.com/watch?v=1fNFVw7nSwo&t=76s](https://www.youtube.com/watch?v=1fNFVw7nSwo&t=76s)) and St. Patrick's

Day celebration, both events which see thousands of visitors in Arvada. Both events featured a participatory art project that residents were encouraged to join - a colorful painting project with tree branches and a paint by numbers mural. At the St. Patrick's Day celebration, 500 flyers were handed out encouraging people to participate in a survey to further inform the Arts and Culture Master Plan.





In April, a community open house was held to solicit more feedback on the Master Plan. Events allowed members of the AACC, Steering Committee, and 23.4 Degrees to have conversations in a casual setting about goals and priorities for arts and culture.

#### **6. Neighborhood Leaders Network.**

Consistent with the focus on “home” and neighborhoods, 23.4 Degrees met with the Neighborhood Leaders Network on February 8 to share the draft vision, mission, and goals of the draft strategic plan and to solicit their advice on priorities.


**7. Survey About Arts and Culture.** A survey, originally developed by University of Colorado at Denver students was refined and later administered by 23.4 Degrees. The survey sought to further understand Arvada residents’ interest and preferences related to a vibrant arts and culture scene in Arvada. The survey produced nearly 400 responses and provided insights on the ways Arvadans currently enjoy arts and culture and their hopes for the future.

Among the most noteworthy conclusions from the survey:

- When offered a five-point scale and asked to rate Arvada’s arts and culture, only 5% of the respondents rated them as excellent (5); 39% rated them average (3) and 39% rated them above average (4).

- In explaining their ratings, many mentioned the quality of the Arvada Center and its place as the hub of cultural activity and indicated that there is too little beyond the Arvada Center to interest them.
- When asked to describe barriers to participating in or attending an art or cultural event, nearly 2 of 3 cited a lack of awareness and nearly half said that there were not enough options.
- When presented with an early version of the four elements of the mission statement in this plan and asked to rank them, the placemaking mission ranked first; more than half of the respondents placed it first or second among the four.
- The respondents had several opportunities for open-ended responses. Many of the respondents want a broad definition of arts and culture and support activities and performances across the range of art and culture experiences – from visible, public art, to history, to different kinds of festivals, to art in local parks, and activities that are woven into the fabric of neighborhoods.
- Finally, the survey uncovered a large arts community, many of whom feel unrecognized and undervalued. They are eager for opportunities to showcase their work and to contribute to making Arvada a home for arts and culture.





**8. Mining Arvada Plans, Surveys, and Reports.** Many City documents and plans have nods toward arts and culture. However, three were particularly foundational for this Arts and Culture Master Plan. Pulling on outcomes of these plans, surveys, and reports meant reaching an even broader (and in some cases statistically significant) cross section of residents given the 2014 Comprehensive Plan and the 2017 Community Survey had significant resident participation. The 2014 Arvada Comprehensive Plan, 2017 Community Survey, and the 2017 This is Arvada report all say important things about the future of arts and culture in Arvada and flag areas for improvements, such as ensuring that programming and events are inclusive and mindful of changing demographics; finding a seat at the table for younger generations and the increasing Latino population; and focusing on creating community attachment or a “sense of community” in order to stay competitive with surrounding communities.

### **Planning Process Conclusion**

The planning process was robust and inclusive with many touchpoints into the community. The outcomes of the planning process ensure that the implementation of the goals will advance Arvada’s vision for the role of arts and culture in the growing community.



## **Art is for Everyone: An Arvada Artist Who Showed Us How**

***From Janesse and Mike,  
Arvada's Art and Culture Planners:***

*As part of the 23.4 Degrees approach to art and culture planning, we often include a participatory art project. We do this for several reasons, first to raise the profile of the planning process and encourage involvement; and second to signal to residents that art isn't an elitist folly, but rather something for everyone. In Arvada's case, we were looking for something fun and playful that would happen at A Chocolate Affair and our team brought several concepts to the Steering Committee for their consideration.*

*A then a wonderful thing happened . . . an idea bubbled up, why not have an artist who calls Arvada home, develop a participatory art project? Judy Gardner of Alchemical Eye Studio, created the Family Fun Forest installation. Residents and visitors were invited to don a painter's smock and add to the whimsical forest in Olde Town Arvada's plaza. It animated the space and provided the perfect setting for engaging residents in dialogue about the future of arts and culture in Arvada.*

For more information about this project and event, please see: [www.youtube.com/watch?v=1fNFVw7nSwo&t=76s](https://www.youtube.com/watch?v=1fNFVw7nSwo&t=76s)





CITY OF  
ARVADA

# *Arts & Culture*

C O M M I S S I O N

[arvada.org/city-hall/government/arvada-culture-and-arts-commission](http://arvada.org/city-hall/government/arvada-culture-and-arts-commission)



**ARVADA**