



Estes Arts

D I S T R I C T

STRATEGIC PLAN 2016

THE STRUCTURE

The Estes Arts District Board of Directors

Pat Nelson, EAD Chair, Fine Arts Guild of the Rockies President

Craig Soderberg, EAD Vice Chair, Estes Performs Creator

Cydney Springer, EAD Secretary, Estes Park Visioning Committee, Professional Artist

Karen McPherson, EAD Treasurer, Grant Recipient Clay Artist

Greg Miles, EAD Director, Professional Artist, Metal-smith, Musician, Gallery Owner

Lars Sage, EAD Director, Former Cultural Arts Council Executive Director

Bill Pinkham, EAD Director, Mayor of Estes Park (April 2012 to April 26, 2016)

Monica Plake, EAD Director, Mountain West Business Law Chairperson

Ashley Mulch, EAD Director, Mary's Lake Lodge Owner, Vice President

Town of Estes Park

Bill Pinkham, Mayor (April 2012 to April 26, 2016, then Town Trustee appointed)

Frank Lancaster, Town Administrator

Travis Machalek, Assistant Town Administrator

Partners

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Estes Valley Partners for Commerce, Kirby Hazelton; *Restaurant Partners*, Rob Pieper

Visit Estes Park, Elizabeth Fogarty

Downtown Business Partners, Amy Hamrick

Estes Valley Library, Claudine Perrault

Estes Park Non-profit Resource Center, Jill Lancaster

Rocky Mountain Performing Arts Center, Stan Black

Heritage Foundation and Windows to the West, Howell Wright, J'Ann Wright

Estes Park Wedding Association, Karen Lynch

Fine Arts Guild of the Rockies, Pat Nelson; Kathy Littlejohn

Cultural Arts Council of Estes Park, Barb Boyer Buck

Art Center, Vickie Mastron

Rocky Ridge, SoYoung Lee

Aspen and Evergreen, Tamara Jarolimek

Stanley Hotel, Frederic Lahey

This Strategic Plan was created by Nash

Finley for the Estes Arts District

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ESTES ARTS DISTRICT'S STORY

A Sense of Well Being & Creative Legacy

The Estes Valley, encircled by majestic peaks, has been a place of enchantment, and inspiration for generations. Evidence of indigenous prayer circles dating back centuries are scattered throughout the high country. Notable artists such as painter Albert Bierstadt and photographer William Henry Jackson first brought the valley to the attention of the world. Art was instrumental in creating awareness of the natural beauty that became Rocky Mountain National Park. New to our area are craft breweries and distilleries. We have recognized musicians and bands that make our Valley home along with published writers, poets, painters, sculptors, photographers, glass blowers and other creatives. The spice in our offerings is the edgy \$25 million Stanley Film Center, the only film museum, archive, theater, production hub, film festival and educational facility dedicated to the horror film genre in the world.

To this day, our mountains are a magnet for creativity and spiritual renewal. The Valley arts portfolio includes theater companies, a world-renowned classical music school, the new Masters Easel Art Academy, a ballet company, choral groups, a town band, a classical concert series, and more. Creating the Estes Arts District has been an amazing journey. Our efforts have yielded a stronger sense of community through art mixers, First Friday art walks, new venues, pop-up shops, and a curated sculpture competition resulting in \$150,000 of original public work commissions. We are excited by the future as we grow Estes Park's creative culture.

inspiration, creativity, connection

ESTES PARK HISTORY

Estes Park is located seventy miles north of Denver at the eastern entrance to Rocky Mountain National Park. Before the town formed, the Estes valley was the summer home of the Arapahoe who called the valley “the Circle” for its ring of mountains. Remnants of these camps remain near Mary’s Lake, outside the town limits. The Arapahoe enjoyed plentiful game, hiked the mountains in search of eagle feathers, and fought the Apache and the Ute when the tribes’ hunting routes intersected.

In 1859, Joel Estes founded the community of Estes Park. The town's artistic and health-seeking traditions began shortly afterward. Commissioned artists such as Albert Bierstadt came in 1876 to depict the stunning scenery. Enos Mills, crusader for the creation of



Enos Mills, father of Rocky Mountain National Park¹

Rocky Mountain National Park, arrived in Estes at the age of fifteen suffering from an undiagnosed illness. He had been advised to come to the area to improve his health. Mills thrived in the alpine environment and soon was scaling mountain peaks. Art and health--benefits of life in the Rocky Mountains--are woven into our cultural heritage.

In the second half of the nineteenth century, the natural serenity of the beautiful landscape and the fine air drew many settlers to the region, including two who became well-known residential artists: R.H. Tallant and Charles Partridge Adams. While Tallant and Adams built the foundation for Estes Park's artists' community, renowned artist Birger Sandzén and soon to be popular Dave Stirling were the mainstays. Together, Sandzén and Stirling pushed the artists' community to

new heights through the 1920s and 1930s. Tallant, Adams, Sandzén and Stirling cultivated it and established Estes Park as a recognizable creative community. Their legacy attracted artists for decades.

Even though painting dominated the local artist scene for quite a while, photography was always present. Beginning in the 1870s, William Henry Jackson captured the local scenery while serving on the Hayden Survey and spread his iconic imagery back east. Resident photographers such as William T. Parke and Fred Payne Clatworthy continued to proliferate into the early twentieth century.

Lyman Byxbe rolled out thousands of prints, beginning in the mid-twentieth century and brought print making into a scene of local prominence. In the second half of the twentieth century, a new generation of artists, such as watercolorist Herb Thomson and father/son duo of painter Alfred and Robert Wands created art during the end of the twentieth century into contemporary times. Estes Park continues to attract painters and others working in many mediums.

ESTES ARTS DISTRICT DEFINED

The walk-able area of art and cultural concentration that is the Estes Arts District is anchored at the northeast end with the historic Stanley Hotel built by F.O Stanley of the Stanley Steamer fame and the developer of the first practical dry photographic plate process. Suffering from tuberculosis, Stanley sought the clean, dry mountain air of the Estes valley. His health improved dramatically. His hotel on its 55 acres site featured electricity, a luxury in the mountains.

The current Stanley Hotel complex includes spaces dedicated to the arts such the large music room in the main building and the separate Concert Hall. Both venues continue to host quality live performances such as the summer and winter [Estes Park Music Festivals](#).



The Stanley Hotel

Behind the main building is a sculpture garden containing thirteen bronze works depicting the natural world by Mike Dwyer (2), Mark Hopkins (2), Gary Moore, Bobbie Carlyle (2), Julie Jones (2), Diane Mason (2), Victoria Persons, and Christine Knapp. The Stanley sculpture garden is the start of the District's **Sculpture Loop**.

Three new sculptures will be installed in 2016 as the result of a nationwide sculpture contest. Over fifty entries were submitted and three were selected with the Estes Arts District's Directors' help: *Twin Sisters* by Jane DeDecker, *The Visionary* by Daniel Glanz and Sutton Betti, and *Bell and Arch* by Larry Elardo.

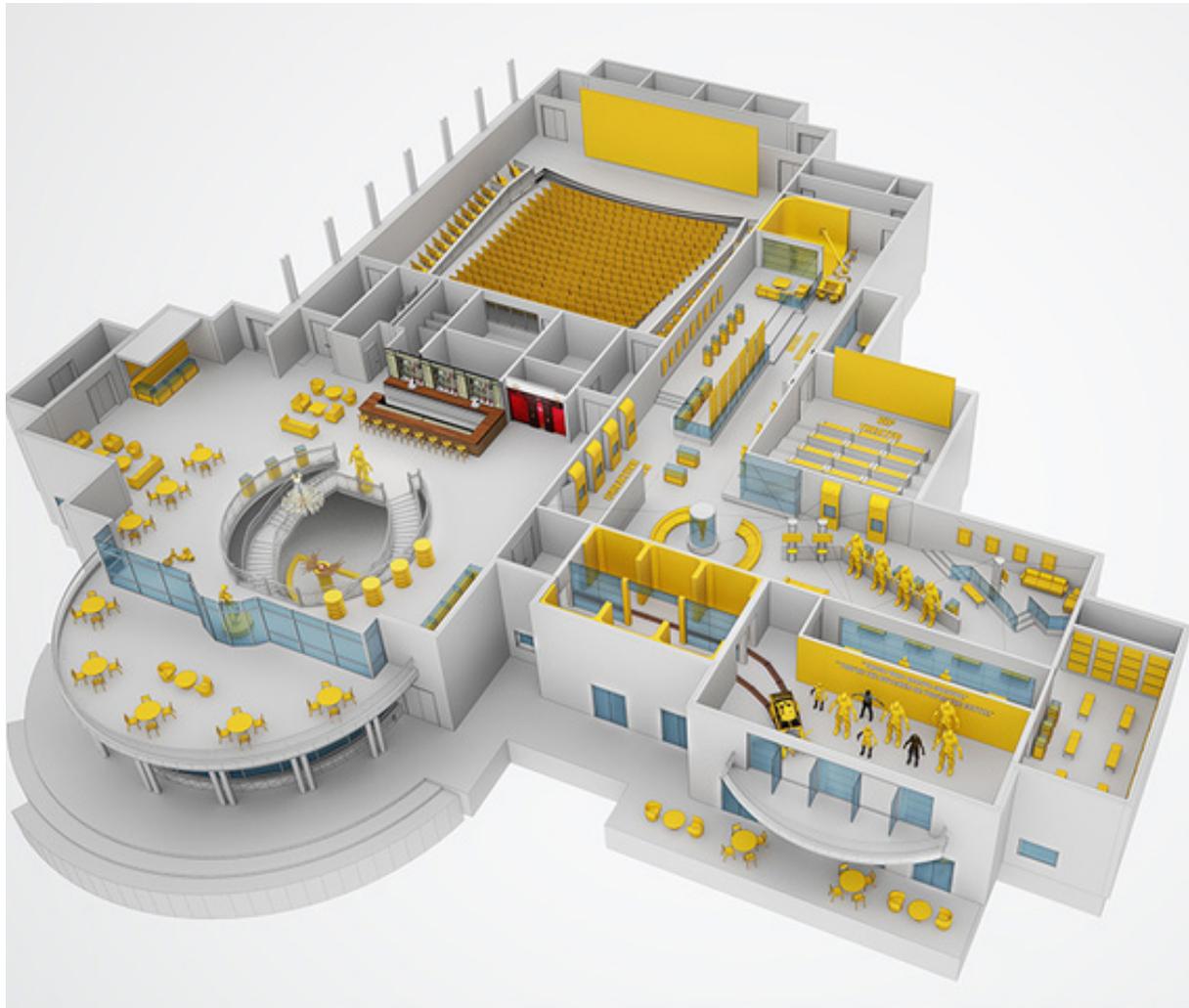
On the west side of Stanley property, a \$5.6 million Event Pavilion is being built. The 18,000-square-foot facility has a retractable roof to allow for indoor and outdoor performance space.

In addition, architectural plans have been completed for the Stanley Film Center complex which will be built on the grounds within the next two years. The center will hold a 500 seat theater, a VIP theater, an expansive indoor exhibit area, a sound stage and museum spaces plus a large outdoor performance space. Interactive exhibits, screenings, film events, and classes (in partnership with Colorado State University) are planned.

Part of our story, stemming from our cultural heritage is the pursuit of wellness in the mountain environment. A "mega" wellness center, the result of a \$30 million

partnership between the Stanley and the Estes Park Medical Center is expected to open in late 2016 on the Stanley Hotel campus. The confluence of art (performance space and film center) and health (wellness center) are unique to our District.

Just south of the Stanley Hotel complex are two retail areas. Upper Stanley Village is home of the Art Center of Estes Park, a 501(c)3 organization dedicated to education and excellence in the visual arts. It is operated by artist and community volunteers, membership, sales, and donations. Approximately 40 participating artists display a wide variety of media. Lower Stanley features the three screen Reel Mountain Theater and The Studio: Fine Art and Framing.



Stanley Film Center²

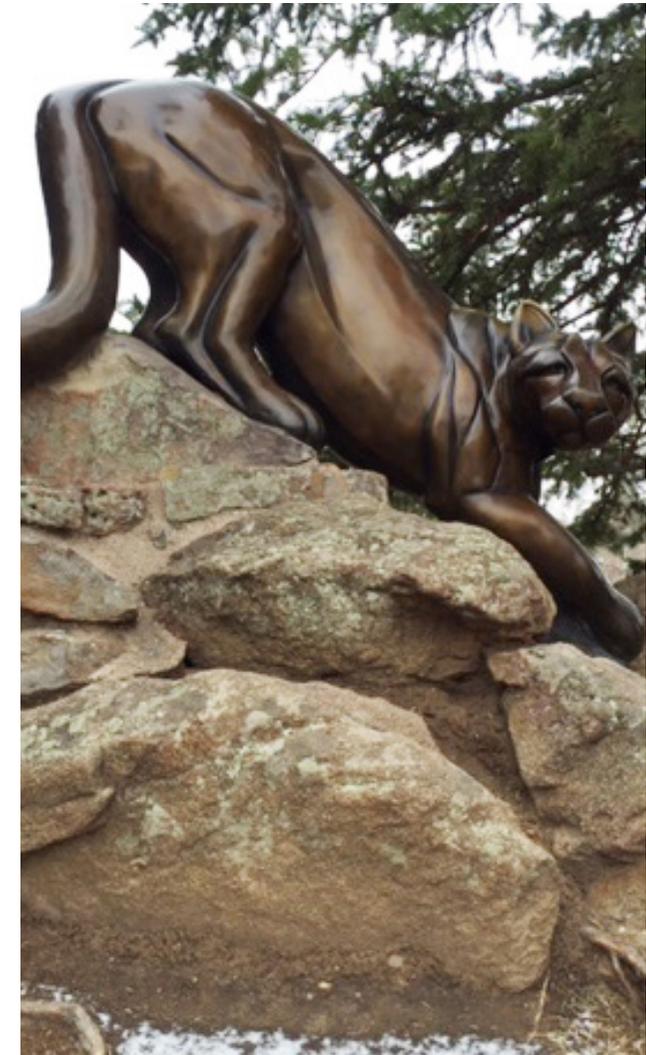


Stanley Wellness Center³ (top), Stanley Event Pavillion⁴ (bottom)

Across Big Thompson Avenue is the town's main visitors' center which houses local art and master carver Jeff Hughes' mountain lion sculpture.

Continuing on the Sculpture Loop, at the crossroads of Routes 36 and 34 leading into downtown, a Dan Ostermiller 1985 bronze and natural rock sculpture of bighorn sheep titled *Mountain Legacy* greets visitors and residents. This waymarking with sculpture through the District adds to our unique aesthetic. Pedestrians can enjoy public art as they follow the river west, then cross Elkhorn near Performance Park and return past Bond Park and the library to the starting point.

Adjacent to the *Mountain Legacy* is the Highway 36 "tunnel" underpass. Rows of student handmade tiles titled "Community Unity" frame the entrance and exit. Heading west along the Big Thompson River is a



Mountain Legacy (top), *Interactive chimes*⁵ (bottom), *Canyon Spirit Legacy* (right)

curving xylophone next to six giant chimes ranging from 60 to 93 inches. Both entice passersby to stop and generate music.

A free standing vintage art deco clock sits behind Fall River Jewelry & Antiques. Just beyond is Barlow Plaza, an outdoor performance space used from May to September. Next, in George Hix Riverside Plaza, three bronze sculptures—Brian H. Archibald's mountain lion *Canyon Spirit Legacy*, a family of beavers, and George Walbye's *Saddle*—lead walkers farther downtown.

Just before crossing from the south side of Elkhorn to the north, is Sunrise Rotary's six foot state flower *The Columbine* by artist Gene Goff. Across the street in Tregent Park is *Wishful Thinkin'*; a bronze cowboy (modeled after a former Estes Park mayor) empties his boot at the edge of the stream. In

Bond Park (performance and festival site), Enos Mills--considered the father of Rocky Mountain National Park--and his beloved dog, Scotch, remind passersby of Estes Park's history. In addition to the Mills bronze, Bonnie Fulford, a self taught sculptor has created busts of Martin Luther King, Jr. for Estes Park High School and John Denver for private collections. The orientation of the statue, placed in 2004, has Mills forever looking at Longs Peak, RMNP's iconic symbol.

Just beyond, *The Gathering*, at the Estes Park Town Hall is a 1993 bronze and natural rock depiction of a group of squirrels by Nancy Scott Becker. And closing the waymarking loop at the Estes Valley Library is *Green Apples* a bronze sculpture of two children on a horse picking a low hanging apple by Herb Mignery.



*Wishful Thinkin'*⁶



Squirrel Gathering⁷ (top left), Beaver Family (bottom left), Columbine (middle), Saddle Sculpture (top right), Green Apples (bottom right)

Creative businesses also welcome pedestrians along Elkhorn. Galleries include Alpenglow Images & Accents, Aspen & Evergreen Gallery, Earthwood Artisans, Earthwood Collections, Images of RMNP, Mountain Blown Glass, Mystic Mount Gallery & Gifts, Patterson Glassworks, Victor Issas Living Bronze Gallery, Wildlife Photo Art, Wynbrier Ltd. Wildlife Gallery, Blake Trading Company, and Serendipity Trading.

Other creative industries in the District corridor are the Gold Mine, Sierra Smallbird, Dakota Jewelry, Sterling Pony, Village Goldsmith, Tesora Bella/Land of Fairies, Omnibus, Highland Music and Minstrel Gifts, Craftsman in Leather, Dancing Pines Distillery, Snowy Peaks Winery, Rock Cut Brewery, The Estes Park Taffy Company, Colorado Hats, and more.

In the center of town in a space now occupied by an outdoor beer garden (with designated space for musicians) is the site for the Rocky Mountain Performing Arts Center. The 700 seat venue is expected to secure the remainder of its funding within the year and be built by the end of 2018.

Behind the RMPAC sits the Historic Park Theatre, built in 1913 and designed by Clyde Anderson is the oldest operating movie theatre in the western United States. Its 80-foot-tall neon-outlined tower was added by Ralph Gwynn in 1922. The theatre also accommodates local musicians and performance artists.

One short block north of Elkhorn Avenue on the west end of the District is Cleave Street. The Estes Arts District and the Town hope that one day this will house and showcase local artists through a re-development initiative.

Cleave Street cooperatives, galleries, and affordable housing are being considered by the Town of Estes Park's newly formed visioning committee as it plans for projects finished by 2025.

Toward the west end of the District is our outdoor venue Performance Park and the Cultural Arts Council. The Estes Arts District will hold eleven free concerts this summer in Performance Park featuring local talent. Next door, the Cultural Arts Council incorporated as a non-profit in May 1990 through the joint efforts of the Town of Estes Park, its area arts organizations, and citizens.



*Flowers along Elkhorn Ave (top),
Elkhorn lodge (bottom)*

Over the past 25 years, the Cultural Arts Council has provided events and services such as Plein Air Rockies, Women's History Month Artists, and Student Expressions to further cultural arts development. It also offers a physical space to present quality art by area artists.

Finally at western edge of the District is the historic Elkhorn Lodge and Guest Ranch which began as a cabin in 1874 and grew into a 60-70 pillow count lodge with a 200 seat dining hall in the main building and 37 outlying cabins and other structures on 65 acres. Musical groups regularly performed in the large dining hall. Re-development ideas include expanding the performance spaces and offering cultural arts programs.

The Estes Arts District is the dynamic walkable core of Estes Park. Its waymarking public art, performance spaces, galleries, and creative businesses serve the 6200+ local population and more than two million visitors. Events such as the Longs Peak Scottish-Irish Highland Festival, Winterfest, Wool Mart (fiber artists), Jazz Fest, Art Walk, Fine Arts Guild of the Rockies Fine Arts Fair, Catch the Glow Parade (art on wheels), Music Festival, Stanley Film Fest, and more drive the Estes Park and Colorado economies with cultural class.

ESTES ARTS DISTRICT BACKGROUND

Although the Estes Valley has a rich cultural arts history (Bierstadt, Tallant, Sandzén, etc.), recent efforts to form an arts district have met with obstacles such as wildfires, floods, and financial pressures. The Town of Estes Park has always been conscious of the importance of a strong cultural arts presence. Galleries, creative businesses, and cultural events are economic mainstays. They have met with challenges such as the recession which began in 2008; however, even the devastating flood of 2013 could not keep the arts community down for long.

In 2015, the Estes Park Economic Development Corporation sponsored a study by the Avalanche Corp which validated the community's long belief in the importance of an arts district. The Economic Development Corporation's incubator activities include efforts to attract new cultural arts entities.

Friends of Stanley Hall, Supporters of the



Computer rendering of the proposed Rocky Mountain Performing Arts Center

Performing Arts, and Estes Performs, Inc. have been solid attempts to provide the town with a large performance venue. Now the Rocky Mountain Performing Arts Center is close to becoming a reality. Likewise, in addition to building a wellness center on the Stanley Hotel grounds, a pavillion and film center will be established. The District is moving toward full maturity .

In early spring 2015, the Estes Arts District task force formed and hired arts district specialist Marcie Erion to guide the community's efforts. A large public meeting in March at the Stanley Hotel yielded SWOT (strengths, weaknesses, opportunities, threats) data. Erion continued to work with the task force to develop the mission, vision and values statements as well as the framework for a strategic plan. The plan, over time, has been refined to include clear language and achievable goals. Partner organizations who

assisted with implementation of this plan were identified (Town of Estes Park, Estes Valley Partners for Commerce, Economic Development Corporation, Visit Estes Park, Downtown Business Partners and others).

Integral to the plan's objectives and goals are the components of successful creative placemaking embraced by the National Endowment for the Arts. According to NEA Design Director Jason Schupbach, "public, private, not-for-profit, and community sectors partner to strategically shape the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities" (<https://www.arts.gov>). The Estes Arts District's strategic plan reflects the components discussed in Creative Placemaking by Ann Markusen and Anne Gadwa which include creative initiators, designing around a unique story, active public and private support, engaging the community and

building partnerships. We strongly agree that creative placemaking will act as a significant economic driver. We expect it to guide our town's visioning efforts that project to 2025.

In June 2015, the District steering committee formed and began adding structure (such as by-laws), forging networks, and putting marketing together. The District incorporated in Colorado in September. A board was elected in December, and the organization earned its 501(c)3 non-profit classification from the IRS in early February 2016.

During this evolution, a website (<http://www.estesartsdistrict.org/>) and database for the newsletter and other communication were created. Monthly networking events called Night of the Fun Junkies began in October 2015 and continue at rotating locations. Musicians, poets, and actors used

the open-mic platform to showcase their talents. Artwork is periodically displayed. Another networking event, the pop-up shop, allowed several artists to sell their art or to perform. The first pop-up event inspired a second one called Art with Heart from which proceeds were donated to charity.

In addition, the Estes Arts District has been called upon to support and/or facilitate a number of cultural activities. These activities indicate varied partnerships. First Fridays, organized by a District board member and held monthly are opportunities for creative businesses in town to open their doors and welcome the public. Food, music, and a festive atmosphere characterize the occasions. In April, eleven businesses participated. Also in April, the school district requested help with their Mountain Festival student art show. A local business owner asked for assistance with a Cinco de Mayo celebration.

In June, the Estes Arts District will help coordinate several cultural events including the Western Heritage Art Show and Jazz Fest. This summer, the Estes Arts District will hold eleven weekly Performance Park events featuring local talent. In July, the District will complete an Art Upstairs exhibit at the Estes Valley Library.

Many, many other [cultural arts events](#) that celebrate Estes Park's heritage continue to draw visitors such as those exhibits and programs offered by the Estes Park Museum. These include in-district docent-led Downtown History Walking Tours three times a week from June to September. During the tour, participants explore the town and historical photographs from the Museum's collection to aid in comparing the past to the present.



Golden Cascades by Cydney Springer

The Estes Arts District will not only have a supportive role in a wide variety of town events, it also is making plans to host two signature events a year. One option being explored is a late summer Colorado Film Festival. The nationally acclaimed Stanley Horror Film Fest will not be held this year due to construction projects and the Estes Arts District has considered stepping in. A two day event of movies filmed in Colorado would be offered. There are many and they range in vintage from Gold Rush (1925) to Stagecoach (1939) to How the West Was Won (1962) to Every Which Way But Loose (1978) to Mr. & Mrs. Smith (2005) to the recent The Lone Ranger (2013).

The 2016 winter signature event being planned is Snow Sculpture. Six Colorado teams of three sculptors each create art from large blocks of snow. The teams are sponsored either locally (Stanley, Mary's Lake Lodge) or by corporations (approaching Odell Brewing, New Belgium Brewing, Otterbox, REI). Concrete structures are placed in the town's center (Bond Park) and packed with snow (community involvement). Sculpting takes place over three days. The culmination of the event will be an awards ceremony on December 15th. The teams have previously competed; their creations captivate audiences. [Click here to see their work.](#)

When the Stanley Film Fest returns in 2017, the Estes Arts District signature event being considered is "Mountain Mardi Gras" during the week of Fat Tuesday (2/28/17), the celebration will include Mardi Gras art, music, performance art, and food. If well-received the Mardi Gras could be celebrated each year.

STRATEGIC PLAN ARTICULATED

Mission & Vision

Mission—The Estes Art District cultivates excitement, promotes interaction, and creates memorable experiences through creative endeavors for the betterment of the Estes Valley community.

Vision—Estes Park is recognized as a lively and diverse arts destination which drives economic growth, enriches the quality of life, and builds upon its rich cultural heritage.

Values

- Inclusive
- Visionary
- Collaborative
- Community Focused
- Education and Creative Growth
- Adaptable
- Unique
- Fiscally and Organizationally Sustainable

Goals

- Create an organizational structure that leads to long term sustainability
- Promote and showcase creativity in Estes Park through positive and cohesive communication and partnerships
- Foster economic prosperity for the creative and business sectors
- Cultivate education in the arts

GOAL 1

Create an organizational structure that leads to long term sustainability

Objective: Financial sustainability, strong leadership, community involvement

*(First Year) Action Step: Establish a 501(c)(3) for the EAD—**Accomplished***

(First Year) Action Step: Become a recognized arts district locally and statewide

- (First Year/ March-May 2016) Submit a Colorado Creative Industries arts district application
- Integrate CCI tools, marketing, data and impact analysis.
- Collaborate with CCI certified and other art districts
- Promote Estes Park as an arts district locally, regionally, nationally

(First Year) Action Steps: Create budget based on programming, short & long term needs.

(First Year) Action Step: Create a financial sustainability plan

- Explore local, state, and national grant opportunities
- Meet with local philanthropists and non-profits about funding opportunities
- Meet with Town of Estes Park and Visit Estes Park to explore funding opportunities

- Explore and establish donor program with fees and benefits
- Solicit private sector support: explore creation of a “Founders Council” (one time larger investments from individuals or businesses); underwriting and contributions for specific projects and programs.
- Explore advertising revenues through website and event sponsorships
- Develop fundraising campaign based on research

(Second Year) Action Step: Establish and manage a volunteer program

- Determine needs (advisory, administrative, etc.)
- Assign committee chair to manage program
- Create contact lists and their interest areas for ongoing district support
- Organize volunteer efforts as needed

Metrics:

Receive 501(c)(3) status—**achieved**
2/3/2016

Receive a Colorado Creative Industries art district certification

Completed sustainability plan which reflects data/research gathered from above action steps

Active donor program in place

Volunteer program with a chairperson and contact/event database

GOAL 2

Promote and showcase creativity in the Estes Valley through positive and cohesive communication and partnerships.

Objective: Encourage local collaboration and engagement

(First Year) Action Step: Develop a Marketing and Communications Plan that mobilizes the public to engage in the arts

- Establish comprehensive art/wellness events calendar
- Develop promotional, branding, and identity materials (tie to our story of art & wellness)
- Continue to build comprehensive contact list/creatives database.
- Establish regular digital communications and online updates
- Expand and add to way-finding
- Partner with other organizations to cross pollinate and promote all creative activities for the benefit of the whole
- Continue contributing press releases, articles and marketing material to local publications and Visit Estes Park
- Participate in statewide marketing efforts

(First Year) Action Step: Strengthen existing collaborations and build new partnerships among creatives and the community

- Continue to organize networking events (e.g. “Night of the Fun Junkies”)
- Develop art events and programming featuring local artists
- Integrate arts into existing community events
- Continue to assist outside organizations to find ways to emphasize/infuse the arts

(First Year) Action Step: Advocate for improvements to creative infrastructure

- Support the addition of new creative venues and businesses
- Support the beautification of downtown/ addition of artistic elements that compliment our cultural heritage and add to our unique story (murals, art in public places, etc.)

(First Year) Action Step: Increase visibility of the Estes Arts District

- Continue to partner with local organizations to promote the EAD (e.g. Visit Estes Park, the Cultural Arts Center, the Art Center of Estes Park, and the Museum)
- Implement perimeter signage for the EAD
- Develop comprehensive signage and way-finding plan with TofEP, CDOT
- Integrate arts into highly visible public areas throughout town (e.g. public transportation, public buildings).

(Second Year) Action Step: Establish location/space for EAD operations

- Evaluate physical locations, costs and benefits
- Consider a “one-stop-shop” for visitors, creatives and the Estes Valley

Metrics:

- Continue offering creative networking opportunities
- Designated EAD board member acting as advocate for community wide initiatives
- Marketing plan implemented
- Increased District art (visual, performance, musical)
- Increased integration of arts into events and businesses
- Established headquarters for EAD

GOAL 3

Foster economic prosperity for the creative and business sectors

Objective: Increase revenues for the creative and business community

(First Year) Action Step: Develop support system for creatives

- Support income generating opportunities for artists
- Provide information portal for creatives on website
- Establish town contact for inquiries related to government policies and zoning
- Advocate for incentives, affordable housing, new venues and other creative initiatives (Visioning Committee, Economic Development Corporation, etc.)

(First Year) Action Step: Create partnerships with the downtown business community

- Develop strong relationships with downtown Estes Park businesses
- Work to match businesses and creatives
- Continue to educate business on the advantages of integrating arts

(Second Year) Action Step: Develop creative products that promote Estes Park as an arts destination

- Plan, implement income generating products
- Contribute to the town economy
- Explore partnering with existing Arts District businesses

Metrics: (by percentages or growth estimates; EAD will not ask for private information)

Increase in sales tax revenue in the creative district (survey)

Increase in artists' revenues (survey)

Increase in number of events and event attendance

Net increase in creative enterprises/jobs

Positive perception of creative sector (survey)

GOAL 4

Cultivate education in the arts

Objective: Promote, facilitate and communicate opportunities for arts education.

(First Year) Action Step: Create and/or encourage more opportunities for arts education

- Participate/facilitate Estes Park R-3 School District, Eagle Rock, home schooled student art productions, panels, etc.
- Promote and/or offer youth centered programs, workshops, camps etc.

(First Year) Action Step: Foster relationships with art education entities (Fine Arts Guild, Cultural Arts Council, Arts Center, Estes Valley Library, Outreach, Rocky Ridge, etc.)

(First Year) Action Step: Support frontline employee education to promote creative businesses (i.e. Explore Your Store)

Metrics:

Create and maintain calendar that includes educational offerings

Increased participation in educational opportunities

Quarterly reports from education committee facilitator

GOAL MATRIX

Project	Action	Metrics	Partner	Status	Progress
Etabilsh 501(c)(3)	Apply for 501(c)(3)	Application approval	Federal Government	Complete	Accepted
CCI Application	Be recognized by state as CCI	Application approval	CCI	Ongoing	Underway
Budget	Create budget for 2016-17	Accurate projections	Arts District	Ongoing	First Draft accepted by Board
Duck Race Fundraiser	Fundraiser for area non-profits	Number of ducks sold, visitors at information table	Rotary Club	7-May	Underway
Membership Program	Create core group of creatives, business, and supporter; fundraiser for Arts District	Number of members, use of member benefits, participation by members in events and development of Arts District	Creative Community	Ongoing	Planning and implementing phase
Comprehensive Arts Calendar	Clear communication on arts and cultural events and how to attend	Use of calendar (clicks, time on page), number of events submitted, attendance at events	All area businesses and artists	Ongoing	Implementing phase
Monthly Newsletter	Communicate news, events, and oppourtunities with artists and supporters	Open rate, click rate, actions taken on offers, growth and accuracy of database	Creative Community	Ongoing	Underway since February 2016

Project	Action	Metrics	Partner	Status	Progress
Summer Arts Kick-off	Coordinate and promote events happening first weekend in June	Distribution of promotional materials, coordination between event managers, clear communication for residents and guests	Jazz Festival, Western Heritage Foundation, Event Center, Performance Park, Downtown Business Association	Ongoing	Partner Coordination Underway
Monthly Artist Networking Event	Plan, promote, and host monthly Night of the Fun Junkies	Attendance and information shared, growth of artist database and supporters	Area business that host event, creative community	Ongoing	Underway since October 2015
Summer Concert Series	Program 11 summer evening concerts featuring local talent	Attendance, contributions and fundrasing	Various local business sponsors and Performance Park (Town of Estes Park), local performers	Series starts in June	Planning stage
Cinco de Mayo Community Event and Pot Luck	Celebrate and recognize town's latino community thru music, food, and dance.	Attendance at event, community sponsors, creative activities offered, pot-luck participation	Latino community, dance troupes, Town Event Center, Business Sponsors (TBD)	Ongoing	Planning Phase for May 5 event
Mountain Mardi Gras	Signature event featuring culinary, music and art elements.	Participating businesses and artists, attendance, town revenue, sales of arts district products	Downtown Business Assoc., Visit Estes Park, Lodging Association	Ongoing	Research phase

Project	Action	Metrics	Partner	Status	Progress
Poster Art Series	Design and promote fine art posters for area events	Distribution and sales of posters, effect as promotional tool	Local designers, Downtown Business Association, Town of Estes Park, Visitor Center	Ongoing	Underway since March 2015
First Friday Gallery Walk	Create regular First Friday event for the public	Participating galleries, increase in sale of art, attendance	Galleries in Downtown District	Ongoing	Underway since December 2015
Art in Public Places/ Murals	Paint/install murals on the exterior of area buildings	Improve the visual interest of the Downtown District	Building owners, local artists	Ongoing	Research phase
Snow Sculpture Event	December Snow Sculpture competition and fundraiser	Participating artists, attendance, fundraising	Stanley Hotel, Mary's Lake Lodge, Town of Estes Park, front range artists, corporate sponsor tbd	Ongoing	Research phase
Signage and Wayfinding	Identify District boundaries and creative businesses	Participating businesses, sales of business memberships, use of signs to help navigate the area	Anonymous funder, local signmaker, area businesses	Ongoing	Planning and implementing phase
Pop Up Shops	Develop income generating and publicity opportunities for artists	Sales, attendance, quality of work shown	Downtown building owners, artists	Ongoing	First Pop up in February, planning phase for more

Project	Action	Metrics	Partner	Status	Progress
Studio Tours	Develop income generating and publicity opportunities for artists	Sales, attendance, quality of work shown	Area artists inside and outside the Downtown District	Ongoing	Consideration phase
Colorado Film Festival	Sponsor Film event at historic theater while Stanley Horror Film Festival takes one year off	Ticket sales, fundraising, Support town's historic "big box" theater in its transition to a community film and cultural event center.	Historic Estes Park Theatre	Ongoing	Consideration phase
Cherry Creek Artrepreneur Program	Grant award for Middle School art students to start permanent art collection at school.	Promotion of award, participation of middle school students and faculty, installation of art	Estes Park Schools	Ongoing	Underway for July 2 event
Art Upstairs	Fine art exhibition showcasing local performers' portraits by local artists	Attendance at opening, education events, and number of pieces sold	Estes Valley Public Library, local performers and artists	Ongoing	Planning Stage for July exhibition
Signage and Wayfinding	Identiry District boudaries and creative businesses	Participating businesses, sales of business memberships, use of signs to help navigate the area	Annonymous funder, local signmaker, area businesses	Ongoing	Planning and implementing phase

PHOTO CREDIT

- ¹ Randall Golden: Midlife Crises Crossover
- ² MOA Architecture
- ³ EP News
- ⁴ <http://www.digitalfirstmedia.com/>
- ⁵ EP News
- ⁶ Chad Claeysen: Road Dog Travel
- ⁷ "math teacher" at waymarking.com