

CITY OF WESTMINSTER

# Arts & Culture

## Master Plan

NOW INCLUDING  
2023  
Progress  
Report



WESTMINSTER

# ACKNOWLEDGEMENTS



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David DeMott  
Michele Haney  
Sheela Mahnke  
Kathryn Skulley  
Jon Voelz

## CITY MANAGERS OFFICE

Don Tripp, City Manager  
Jody Andrews, Deputy City Manager  
Barbara Opie, Deputy City Manager

## CITY ARTS AND CULTURE SUB-COMMITTEE

Jason Genck, Director of Parks, Recreation  
and Libraries  
Jenni Grafton, Housing Policy & Development  
Manager  
Ryan Hegreiness, Operations Manager  
Kristen Koehler, Cultural Affairs Specialist  
Rich Neumann, Marketing Supervisor  
Kathy Piper, Lead Senior Landscape Architect

## PURPOSE ALIGNED CONSULTING TEAM

Kerri Drumm, Lead Consultant  
Alexa Downing, Assistant  
Amanda Wallander-Roberts, Consulting  
Associate

## FOCUS GROUP PARTICIPANTS

Juliet Abdel, Westminster Chamber of  
Commerce  
Jude Barton, Art Vision Collective  
John Bunting, Jefferson County Cultural  
Council  
Richard Chamberlain, Art Vision Collective  
and Westminster Inclusivity Board  
Kevin Clock, Colorado Sound Studios  
Justin Davis, Westminster Public Schools,  
Westminster Inclusivity Board  
Mark Harris, Westminster 710 Rotary  
Mickey Love, City of Broomfield  
Dave MacPhee, Westy Craft Brewfest  
Gregg Moss, Metro North Chamber of  
Commerce  
Diane O'Grady, Jefferson County Cultural  
Council  
Crystal Polis, Boulder County Arts Alliance  
Gabe Rodriguez, Adams County Cultural  
Council  
Lynnae Rome, Colorado Sound Studios  
Becky Silver, North Metro Arts Alliance,  
Historic Westminster Arts District  
Marley Steele-Inama, Denver Zoo,  
Westminster Parks, Recreation, Library and  
Open Space Advisory  
Kendal Zimmermann, Scientific and Cultural  
Facilities District

*Thank you to the many City staff and members  
of the public who participated in the process.*





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## Executive Summary

Arts and culture play a critical role in communities. They stimulate the economy, spur innovation and beautify cities. Research increasingly points to the role of arts and culture in achieving social priorities—improving quality of life, increasing connections, ensuring wellness, and educating and enlightening citizens.

Westminster residents consistently rank the City high on quality-of-life indicators. With a robust parks and open space system, healthy economy, and community activities, Westminster is a great place to live. The inaugural Arts and Culture Master Plan builds on the success of this work, while calling for the recognition of the vital role arts and culture play in the development of the community.

Through the creation of the Arts and Culture Master Plan, The City of Westminster, Colorado, takes its place among many communities across the world who value a strategic approach to arts and culture initiatives. This plan is the culmination of research, public engagement and input gathered from the local cultural, business, education, philanthropy and arts communities. It is rooted in best practices and the City's vision for future development.

The Arts and Culture Master Plan recognizes that arts and culture cannot be dictated by a city. Rather, it must come authentically from artists, thinkers, industry leaders, youth, inventors, performers and designers who ultimately make up the creative community. The City's role is one of a convener and facilitator, helping to create conditions conducive to the development and sustainability of a robust arts and culture sector.

The Westminster Arts and Culture Master Plan is intended to be a flexible, road map. This plan outlines a long-term vision and offers recommendations for achieving that vision. It prioritizes leveraging current resources, partnerships and activities to ensure the work is sustainable and fits within other community and City goals. Recommendations should be reviewed on a regular basis and changed as social and cultural forces dictate.

### **Major Discoveries:**

- There are few opportunities to experience or engage in arts and culture in Westminster. Issues include a lack of facilities, information and infrastructure.
- With limited resources, the City has made small advances in arts and culture in recent years, such as the Open Space trail mural program, public art additions, art education classes, library programming, and expanded cultural events.
- Residents are excited for more arts and culture opportunities where they live.



### **2023 Progress Report**

Using the Vision, Priorities, and Recommendations established in the Arts and Culture Master Plan, the 2023 Progress Report provides a summary of accomplishments to date and next steps that are being undertaken in the implementation of the Arts and Culture Master Plan.

The 2023 Progress Report also provides an analysis of the Arts and Culture Master Plan in relation to the City's 2022 Strategic Plan to illustrate areas of alignment.

**CLICK HERE** to jump to page 60 to view the 2023 Progress Report.



- Public art, community events, and parks and open space are major assets that can be leveraged to increase access to arts and culture.
- Support for artists, arts groups and creative industries will help to build the creative sector.
- City arts and culture efforts are largely fragmented and can benefit from increased coordination and collaboration, as well as opportunities for public engagement.
- Diversity and inclusiveness should infuse all arts and culture work.

### ***Westminster Arts and Culture Vision:***

Westminster is a beautiful, vibrant city that uses arts and culture to enrich the human experience, celebrate diversity, honor history, and attract, engage, and support residents and the creative class. Through strategic partnerships and leveraging our rich assets, Westminster integrates arts and culture throughout the City, creating a strong sense of community and belonging.

### ***Arts and Culture Master Plan priorities:***

- Elevate the profile of Westminster's arts and culture.
- Integrate and expand access to arts and culture throughout the City.
- Attract and support artists, art groups and creative industries.
- Ensure the sustainability of arts and culture in Westminster.

The City of Westminster is experiencing an exciting renaissance, expanding engagement of long-term residents, attracting new residents and positioning itself for strategic growth. Through the implementation of the Arts and Culture Master Plan, Westminster will facilitate and support the creative class, while providing economic, social and personal benefits to its citizens. Robust and vibrant arts and culture will communicate the City of Westminster's values and identity, securing its place as a preeminent city on the Front Range.



# Summary of Recommendations and Potential Strategies for Priorities One to Four

## ***Priority One: Develop capacity and awareness of arts and culture in Westminster***

### **Recommendation one: Build city infrastructure for arts and culture**

#### **PHASE 1**

Form and staff an Office of Cultural Affairs.

Prioritize the use of volunteers in building cultural arts.

#### **PHASE 2**

Ensure City-funded events and activities are routed through the Office of Cultural Affairs so they can be properly marketed and promoted.

### **Recommendation two: Increase communication and marketing**

#### **PHASE 1**

Establish an easy-to-navigate arts and culture landing page that includes a calendar of events.

#### **PHASE 2**

Complete an inventory of artists, arts groups, cultural groups and creative industries in Westminster.

Create an inventory of spaces with creative use potential, including city-owned buildings, public spaces, nonprofits, hotels and other vacant or under-used spaces.

#### **PHASE 3**

Using the Artist Inventory and the Venue Inventory, create a downloadable resource guide.

Boost Westminster's arts and culture reputation by sharing the resource guide and looking for opportunities to market these activities across the Front Range.

## ***Priority Two: Integrate and expand access to arts and culture throughout the City***

### **Recommendation one: Strengthen the public art program**

#### **PHASE 1**

Investigate, propose and implement improvements to the public art funding mechanism.

Create processes for maintenance, deaccession or relocation of public art.

#### **PHASE 2**

Create a public art selection process that includes community representation and criteria to highlight Westminster's identity and connect the City visually.



## Recommendation two: Ensure arts and culture opportunities are available throughout the City

### PHASE 1

Augment and coordinate existing City events to focus on access and diversity of artistic and cultural expression.

Identify outside partnership opportunities to augment offerings by the City.

### PHASE 2

Strengthen City arts education offerings:

- a.** *Coordinate with Parks, Recreation and Libraries to ensure arts education workshops provide training in a variety of art forms for a variety of ages.*
- b.** *Support the Maker Space detailed in the Westminster Library Master Plan.*
- c.** *Look for ways to ensure diverse participation in City arts education offerings, such as providing scholarships, presenting in nontraditional spaces, and offering multilingual activities.*

Support and promote arts education programs in local public schools and at Front Range Community College.

Activate parks and open spaces:  
**a.** *Develop policies for affordable community use of outdoor venues for free/low-cost arts and cultural events.*

- b.** *Collaborate with communities, arts groups and funders across the region to bring low-cost programming to parks and open spaces, in particular, performing arts programs.*

Increase access to venues for arts and culture by sharing venue inventory locally and across the region via city communication efforts.

### PHASE 3

Improve community engagement with historic properties:

- a.** *Commission a study of historic properties to understand their needs and potential.*
- b.** *Develop a plan to activate historic properties and increase community engagement with these sites.*

### FUTURE PHASES TO CONSIDER

Leverage parks and open space to offer a concert or performing arts series.

**Recommendation three: Activate mini art hubs by leveraging development in the Downtown, Historic Westminster/Westminster Station, Orchard Town Center, Brookhill/Wadsworth Corridor, and Westminster Promenade areas**

**PHASE 1**

Review City policies and code to support and enhance opportunities for arts and cultural events including, but not limited to, policies on amplified sound, vendors, and alcohol for designated areas.

**PHASE 3**

Work with Economic Development to promote and/or collaborate with businesses in these areas to offer performing or visual arts activities, education, and training programs, and other creative partnerships.

**PHASE 2**

Collaborate with communities and organizations throughout the region to bring low-cost programming to outdoor spaces in these areas, in particular to public spaces in Downtown Westminster, Little Dry Creek Park, and open space in the Historic Westminster/Westminster Station areas.

Work with the public art program to activate these areas with large, iconic public art pieces.

**FUTURE PHASES TO CONSIDER**

Consider the development of a small to mid-size practice and performing arts venue and/or arts center in the Downtown or Westminster Station area.

Leverage partnership opportunities wherever possible to maximize success.





### ***Priority Three: Attract, engage and support artists, art groups and creative industries***

#### **PHASE 1**

Establish an online portal or social media page where creatives can interact, share resources and network.

Promote professional development opportunities provided through higher education, nonprofits or other regional networks for artists, art groups, and creative industries.

#### **PHASE 3**

Share the results of the Artist and Venue Inventories with businesses, professional associations and chambers to encourage collaboration.

Create a small-scale grant program to fund community-led artistic enhancement activities or events.

#### **PHASE 2**

Review City policies and ordinances to ensure they are supportive of arts and culture activities as well as creative industries.

Leverage and promote opportunities through Parks, Recreation and Libraries for artists to host workshops and generate income.

#### **FUTURE PHASES TO CONSIDER**

Consider the development of an artist live/work space in coordination with Westminster's Affordable and Workforce Housing Strategic Plan.

### ***Priority Four: Ensure the sustainability of arts and culture in Westminster***

#### **PHASE 1**

Pursue alternative revenue such as SCFD funding via the Westminster Office of Cultural Affairs.

#### **PHASE 3**

Consider the development of a 501c3 support group to help fund needs for arts and culture activities.

#### **PHASE 2**

Research and promote funding opportunities for artists via the City's arts and culture web page and social media.

Update and develop strategic asks for underwriting support for City arts and culture activities and events.

Research and pursue relevant grants related to Historic Preservation, Tourism, Arts and Culture, etc.

#### **FUTURE PHASES TO CONSIDER**

Consider a funding mechanism such as tax increment financing, business improvement districts, etc.— to further develop arts hubs in the City, particularly in the Westminster Station and/or Downtown area.



# Chapter 1

Arts  
&  
Culture

## Introduction and Background

### A Place to Begin: An Inaugural Plan

The Arts and Culture Master Plan for the City of Westminster establishes the vision and direction for arts and culture across the City. Arts and culture are external manifestations of a community, expressing its values, identity and passions. This inaugural plan builds a framework for leveraging existing resources and provides a road map for future goals. The plan reflects the needs and priorities of the citizens of Westminster, who together create the cultural and artistic character of the city.



# The Westminster Arts and Culture Master Plan is rooted in the City Vision:

Westminster is a vibrant inclusive, creative and well-connected city. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America (Adopted July, 2017).

## Defining the terms:

**Art**, in its broadest meaning, is the expression or application of human creative skill and imagination.<sup>1</sup> Art encompasses the many branches of creative expression such as visual arts, literature, performing arts, music, film and more. It generally has an aesthetic or communicative purpose.

**Culture** is the shared identity, heritage, values, stories, beliefs and expressions of a group or community — expressions that are often enacted through various art forms. Culture also refers to representations of ways of life.<sup>2</sup>

**Creative industries** are “organized activity whose principal purpose is the production or reproduction, promotion, distribution and/or commercialization of goods, services and activities of a cultural, artistic or heritage-related nature” (UNESCO).<sup>3</sup>

“Art is what makes us human. Culture is what connects us to each other.” –Community input session participant

“Arts and culture is a dynamic manifestation of human diversity, expression, and activity.” –Community input session participant



## Why arts and culture?

“Human creativity is the ultimate economic resource.” –Richard Florida. *The Rise of the Creative Class: And How It’s Transforming Work, Leisure and Everyday Life* (2002)

Communities that invest in arts and culture realize advantages across nearly every domain. Cities with robust arts and culture benefit from economic development, as well as enhanced quality of life for their residents. The arts help build more resilient neighborhoods, improve health and safety, and have been clearly linked to educational attainment.<sup>4</sup>

1 Oxford Dictionary

2 Cambridge Dictionary

3 Cultural Times: the first global map of cultural and creative industries, *International Confederation of Authors and Composers Societies*, December 2015

4 Arts Council England, “The Value of Arts and Culture—an Evidence Review”

## **Economic Benefits**

According to the National Endowment for the Arts, investment in arts and culture provides direct economic benefits, such as revenue from spending on events and activities. It also provides many secondary benefits, including attracting visitors, creating jobs and developing talent. By investing in arts and culture, communities can attract people and industries interested in the local identity and talent, thus stimulating job growth. Top national creative industries include arts-related retail (art galleries, book stores); performing arts; independent artists, writers, and performers; publishing; and creative advertising services.<sup>5</sup>

Colorado is a magnet for creative industries, and the state ranks sixth in the nation in the percentage of its workforce employed by creative class occupations.<sup>6</sup> In 2018, statewide arts and culture economic activity, which includes direct and indirect spending from operations, audiences and capital expenses, reached \$1.9 billion.<sup>7</sup> In Colorado, arts and culture generate more income than either the mining or the transportation industries.<sup>8</sup>

## **Social Benefits**

Arts and culture enhance our sense of belonging, build connections and increase civic engagement by encouraging community interaction. Areas with strong arts and cultural sectors score high on quality-of-life indicators, and there is strong evidence that participation in the arts helps communities to become safer and healthier.<sup>9</sup> Arts and culture also improve the physical character of neighborhoods, helping to both shape identity and beautify areas.

## **Individual Benefits**

Participation in arts and cultural activities has been shown to reduce loneliness, relieve stress, and contribute to improved mental health. Connection with the arts and cultural activities helps to foster understanding and improve communication. Schools that integrate arts and culture learning have consistently shown improved educational outcomes, when compared to schools that do not.<sup>10</sup> Simply put—arts and culture help people realize their full potential.

## **The time is now**

Westminster is a city of over 113,000 people conveniently located between Denver and Boulder. The City is known for its attractive neighborhoods and robust network of open space, parks and trails. Westminster enjoys a reputation of being a safe and healthy community. Residents consistently rate the City highly on quality of life indicators. In a 2018 community survey, nearly 9 out of 10 citizens awarded quality of life with a “good” or “very good” rating.<sup>11</sup>

Arts and culture can serve as useful tools to help create and express area identity, attract businesses and visitors, and connect residents.<sup>12</sup>

*5 National Endowment for the Arts*

*6 Colorado Office of Economic Development and Trade*

*7 Colorado Business Committee for the Arts, Economic Activity Study 2018*

*8 The Denver Post <https://www.denverpost.com/2018/03/07/arts-culture-colorado-economy/>*

*9 University of Pennsylvania, School of Social Policy and Practice, “Social Impact of the Arts Project”*

*10 Arts Council England, “The value of Arts and Culture—an Evidence Review”*

*11 City of Westminster Citizen Engagement Survey 2018*



Westminster residents have shown an increasing interest in arts and culture. The 2015 Parks, Recreation and Library's survey highlighted a growing desire for the City to provide community members with opportunities to enhance their lives through cultural activities (an increase of 11% over 2014), and to promote appreciation and preservation of the cultural and historical heritage of the community (8% increase over 2014). Additionally, when asked about improvements or additions to parks, recreation and library activities, survey participants rated preservation of historic buildings (66%), expanded art programs (46%) and increased public art (46%) as "essential "or" very important." Feedback from this master-planning process overwhelmingly showed residents' interest in arts and culture. When asked about the City's greatest need for arts and culture, many simply responded "more of it!"

A master plan will help Westminster focus its efforts to not only meet community demand, but also build upon recent successes, such as the City's studio art program, cultural programming in library branches, and the Open Space mural program. The plan will reflect the City's commitment to creative placemaking.

*In creative placemaking, partners from public, private, non-profit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired. —National Endowment for the Arts*

Westminster's efforts to adopt a strategy for arts and culture are aligned with other work in the region. In recent years, many neighboring cities have adopted arts and culture plans including Brighton (2015), Boulder (2015), Broomfield (2016), Louisville (2017), and Arvada (2018). In 2017, Adams County, in which the majority of Westminster is located, also developed a cultural arts master plan, which is now being implemented across the county.

12 Creative placemaking:  
Rethinking the role  
of arts and culture  
in strengthening  
communities, *The Kresge  
Foundation, 2013*



# Chapter 2

Arts  
&  
Culture

## Methodology

In early 2017, understanding the importance of arts and culture, the City invited community members to a series of meetings to share their thoughts on the subject. Among other issues, participants highlighted the need for improved collaboration, dialogue and a focused strategy to guide future work and investment. Armed with this information, the City convened a small sub-committee of staff from the Parks, Recreation and Libraries Department, solicited guidance from a panel of internal City staff representing numerous departments, and created the position of Cultural Affairs Specialist to help support the future development of arts and culture in Westminster.

In August 2018, the City contracted with Purpose Aligned Consulting to create an inaugural arts and culture master plan. The consultants and sub-committee designed a process to involve a wide variety of City staff and community stakeholders, with the goal of ultimately creating a sustainable roadmap for arts and culture in Westminster. The creation of the plan spanned five months, during which time 24 City employees and 79 people representing 22 organizations provided input in-person; 106 people responded to an online survey; and 146 people responded to social media posts about their primary priority for arts and culture in the City. In total, 355 people gave input on this plan.

To ensure a comprehensive understanding of needs, assets and opportunities, the team implemented the following process:

### ***Phase 1: Foundational analysis***

- ***Literature review + Best practices:*** The team completed a thorough literature review of previous City studies, inventories, survey results and other documents. Also reviewed were studies and research about arts and culture in the region and neighboring communities, in addition to county-level data. Best practices research on arts and culture provided perspectives and ideas for activities that could be relevant to Westminster's environment and context.
- ***Kick-off meeting:*** Lead consultant, Kerri Drumm, met with the sub-committee to review the project scope and, goals, and to understand initial ideas on potential assets and barriers.
- ***Area tour:*** The consulting team took a citywide tour, visiting the Historic Westminster/ Westminster Station area, the Downtown development, Orchard Town Center, Westminster Promenade, the Brookhill/ Wadsworth Corridor, and other areas to understand the physical context of the work.



### ***Phase 2: Input gathering***

- ***City Focus Groups:*** City staff identified key leaders and project managers within City departments, including individuals from the City Manager's Office, Parks, Recreation and Libraries, Economic Development, and Community Development. These stakeholders participated in one of three focus groups to share their vision for the City.



- **Selected Stakeholder Focus Groups:** Focus groups were held to incorporate and understand specific community perspectives. Participants were carefully selected and included representatives of the business community, artists and arts organizations, cultural leaders, creative industries, the education sector, and the funding and philanthropy community.
- **Interviews:** Targeted interviews were held with City staff, artists and local creative industry leaders.

### **Phase 3: Community outreach**

- **Survey:** Digital and paper surveys were distributed via email, social media and at public input sessions (252 participants).
- **Public Input Sessions:** Three community input sessions were held to solicit feedback from the public. To ensure equal access and participation, sessions took place after work hours; dinner, childcare, and Spanish language interpretation services were provided (79 participants).

All of the information and feedback gathered through this process is incorporated into this Arts and Culture Master Plan. To review the data collected please see the appendices at the end of this document.





# Chapter 3

## Major Findings

The master planning process clearly identified the need for increased opportunities to engage in arts and culture in Westminster. Respondents overwhelmingly communicated that they do not have access to arts and culture locally and must travel outside of the City for these activities. In particular, stakeholder feedback highlighted the desire for more visual and performing arts, specifically music and theater, and more spaces to create and purchase art.

## Presence of Arts and Culture

*“I am not aware of any art and culture in Westminster—I’ve been a resident for 12 years.” –Survey respondent*

*“I would love to go see a concert or play, grab dinner and spend my Saturday nights here in Westminster.” –Community input participant*

*“I like the events, but I wish there was more to do all year round.” –Community input participant*

### Communications and Marketing

Related to the perceived lack of arts and culture in Westminster, research revealed that many residents do not know how to find information about these activities. Currently there is no comprehensive source for arts and culture opportunities in Westminster. Stakeholders seek a deeper understanding of resources and activities available in Westminster, and they were particularly interested in a calendar of events. Correspondingly, artists and arts organizations noted challenges in marketing their events and products.



*“We need better information as to where and what the various art, culture and performance venues and/or events are.” –Survey participant*

*“I wonder what kind of work other artists are doing in Westminster? How can I find this info?” –Focus group participant*

*“I wish there was more information about the arts education available in the whole city, not just at the rec centers.” –Community input participant*

### Facilities

Westminster has few facilities exclusively dedicated to arts and culture. Research and community input consistently highlighted the lack of venues as a major barrier to both experiencing and creating art. When compared with surrounding cities, Westminster’s absence of venues is notable. For example, the neighboring cities of Arvada, Broomfield, Lafayette, Louisville and Northglenn all have dedicated venues for arts and culture, the majority of which operate in partnership with local government.

There exists a need for spaces to create and sell art, including studio, gallery, and practice and performance spaces. The rising cost of housing in Denver and Boulder provides a unique opportunity for Westminster to capture artists and creative businesses that are being priced out of other areas; yet, without adequate facilities, this will be challenging.



*“People in Westminster need a place to create, in order to have a sustainable artistic community.” –Survey participant*

*Westminster’s greatest need? “A place where people can regularly go to see art in a community setting.” –Survey participant*

*“I wonder if there are creative ways we can use buildings like schools or churches for arts and culture?” –Community input participant*

### **Collaboration and Scope**

Westminster benefits from a few arts groups and highly engaged individual artists, as well as some creative businesses. Local funders and the business community understand the value of investing in arts and culture. There is a desire for more collaboration and coordination among artists; however, a lack of structure or single point of contact makes connecting a challenge.

Research also points to the likelihood that there are additional creatives, cultural groups and artists operating in Westminster. Efforts to understand and engage these groups will be important to the success of this plan.

*“I’m sure there are other artists doing great work here. How can I find them?” –Focus group participant*

### **The Outdoors**

Westminster is home to an extensive parks and open space system that distinguishes the City from every other Front Range community. This award-winning outdoor network is central to the City’s identity, a point of pride for community members, and includes 2,910 acres of parks, 3,100 acres of open space and more than 150 miles of trail. Participants highlighted Westminster’s green spaces as ideal places for creative use and arts activation. In particular, Center Park, City Park, Standley Lake and the Westminster Station area are potential outdoor venues and/or areas for additional arts activation.

*“We have so many parks in Westminster, places where families can hang out for free and enjoy each other. I love our parks and I’d like to see them full of art and the energy and excitement that go along with it.”  
–Focus group participant*

*“I’m loving seeing this new art on the trail system. It’s just amazing to see such cool art on these huge canvases, it brightens the day. I enjoy walking on this trail. Before I’d seen the artwork further down the trail, the sculpture of the fish and now this brilliant beautiful art, it’s amazing to me, the detail in it and the work that’s going in by the artist. I think it’s a great use of the funds to do something like this, hopefully we see more of it.”  
—Westminster trail user*

## **Public Art**

Participants praised the City’s commitment to public art and consistently underscored its important role in public art development. Public art in Westminster that received high praise included the 73rd Avenue Sculpture Garden, and murals along the Big Dry Creek Trail.

Research also revealed that public art efforts in Westminster appear fragmented and lack a cohesive vision. Participants described opportunities to use public art to visually connect the City and help to define and enhance Westminster’s identity. Some participants saw public art as a way to spark connection and conversation.

## **Events**

Response to Westminster’s large-scale community events was overwhelmingly positive. In particular, people appreciated the accessibility and diversity of these events. City events can be leveraged to provide additional opportunities to engage in arts and culture.

## **Professional Development and Support for Artists**

Westminster has few arts and culture organizations with paid staff and little infrastructure to support the development of creative industries. Artists have few opportunities locally to sell their work or develop audiences. Research revealed a desire for more networking, professional development (including business and marketing skills), funding, and facilities.

## **Arts Education**

Access to arts education is a critical component in serving Westminster residents of all ages. Westminster Parks, Recreation and Libraries art classes were consistently noted as a major strength. These programs largely focus on visual arts instruction for adults. Westminster’s libraries also provide access to arts education. Library programs received high praise; however, many people did not know about them, nor did they see coordination between these and other City arts and culture efforts.

*“I like all the classes at the rec centers.” –Community input participant*

*“It would be cool to have intergenerational workshops or more classes for teens.” –Community input participant*



Research showed the desire for more diverse arts education—in particular, increased access to performing arts education, education in “nontraditional arts” such as digital and culinary arts, and arts education for youth. There is also an opportunity for increased collaboration and partnership between the City of Westminster and local public schools and higher education institutions.

### ***Diversity and Inclusion***

Diversity and inclusiveness are high priorities in Westminster. The City has shown its commitment to these issues with their Inclusivity Board and other activities; however, in terms of arts and culture, there are additional opportunities for diverse experiences and expression.

Focus group research associated with this master plan showed the need for increased diversity, both in terms of access to a range of art forms and in the types of voices represented. Westminster’s arts and culture work should focus on efforts to include diverse community members, including non-English speakers, those with differing abilities, and low-income residents.

## How to read this plan

The Westminster Arts and Culture Master Plan offers suggestions to ensure that arts and culture opportunities are more fully integrated across the City. This plan outlines ways in which the City can sustainably support the development of arts and culture, while recognizing that community members are ultimately the creators and implementers in this space. This plan should serve as a guiding document. All recommendations should be taken in the context of larger City and community initiatives.

### ***Recommendations are divided into the following categories***

- ***Phase one:*** Recommendations that can be implemented in the short-term and do not require much or, in most cases, any additional funding.
- ***Phase two:*** Recommendations that can be implemented in the mid-term. They may or may not require additional funding.
- ***Phase three:*** Recommendations that can be implemented in the long-term. They will require additional funding.
- ***Future phases to consider:*** Recommendations that will require a large financial investment.





# Chapter 4

## Recommendations and Potential Strategies

Westminster is a beautiful, vibrant city that uses arts and culture to enrich the human experience, celebrate diversity, honor history, and attract, engage, and support residents and the creative class. Through strategic partnerships and leveraging our rich assets, Westminster integrates arts and culture throughout the City, creating a strong sense of community and belonging.

Arts & Culture

## **PRIORITY ONE:** Develop capacity and awareness of arts and culture in Westminster

The long-term success, growth and sustainability of arts and culture in Westminster is the responsibility of many different stakeholders—creatives, community members, the business and education sectors, and the City. Building capacity and increasing communication will enable residents and visitors to take advantage of available resources. This in turn will help build excitement, increase activity and further develop the sector. The City of Westminster can play an important role by helping with strategy, facilitating increased communication and functioning as a point of contact.

### ***Recommendation one: Build City infrastructure for arts and culture***

The City has shown its commitment to arts and culture; however, a more focused strategy will ensure that Westminster residents are able to take advantage of its many benefits. The following suggestions will help build City capacity and provide avenues for public input, ensuring the effective implementation of this plan and the long-term sustainability of Westminster’s arts and culture efforts. By establishing an Office of Cultural Affairs, Westminster takes its place among surrounding municipalities who have implemented similar strategies, such as Adams County, Boulder, Northglenn and others.



#### **PHASE 1**

Form and staff an Office of Cultural Affairs.

Prioritize the use of volunteers in building cultural arts.

#### **PHASE 2**

Ensure City-funded events and activities are routed through the Office of Cultural Affairs so they can be properly marketed and promoted.

### **Recommendation two: Increase communication and marketing**

The City of Westminster can create platforms for the community to build creative networks, understand available resources, and collaborate thus providing access to a variety of creative and cultural experiences. To help realize the City’s commitment to inclusion, efforts should be made to ensure print and online materials are offered in languages other than English wherever possible.

#### **PHASE 1**

Establish an easy-to-navigate arts and culture landing page that includes a calendar of events.

#### **PHASE 2**

Complete an inventory of artists, arts groups, cultural groups and creative industries in Westminster.

Create an inventory of spaces with creative use potential, including city-owned buildings, public spaces, nonprofits, hotels and other vacant or under-used spaces.

#### **PHASE 3**

Using the Artist Inventory and the Venue Inventory, create a downloadable resource guide.

Boost Westminster’s arts and culture reputation by sharing the resource guide and looking for opportunities to market these activities across the Front Range.



## **PRIORITY TWO: Integrate and expand access to arts and culture throughout the City**

People in Westminster want more art where they live. Efforts to further integrate arts and culture in Westminster should focus on ensuring access across the City, while recognizing and leveraging the opportunities presented by the City’s development efforts. The City can help by further developing the public arts program, activating public spaces, augmenting current activities and building community partnerships.

### **Recommendation one: Strengthen the public art program**

Public art is uniquely accessible. It presents opportunities to express and experience the identity and history of a community, gives meaning to the built environment and creates a sense of place. Public art selection processes



can create social networks and increase civic engagement. By improving the City’s public art strategy, Westminster will see greater benefits from the public art program.

Currently, funding for the public art program is provided through a development impact fee. This funding is collected on new builds based on acreage. Because the City is nearing its physical build-out and little vacant land remains for development, the sustainability of the development impact fee as a funding source for arts and culture is not promising. The current funding mechanism will result in increasingly less support for public art over the years. Additionally, there are no formal mechanisms for the maintenance, deaccession or relocation of public art in Westminster.

A variety of alternative funding strategies are used in communities across the United States, including Percent for Art programs, in which a percentage of the budget for capital projects is set aside for the purpose of acquiring and maintaining public art. Other possibilities include room taxes and community funds. Such programs are in use in many Colorado communities including Denver, Longmont, and Ft. Collins. Westminster will explore all of these potential funding opportunities and review best management practices in order to fund its arts and culture programming.

#### PHASE 1

Investigate, propose and implement improvements to the public art funding mechanism.

Create processes for maintenance, deaccession or relocation of public art.

#### PHASE 2

Create a public art selection process that includes community representation and criteria to highlight Westminster’s identity and connect the City visually.



#### ***Recommendation two: Ensure arts and culture opportunities are available throughout the City***

Aligning with Westminster’s commitment to inclusivity, arts and culture should be available throughout the City, include a variety of art forms, and be accessible to people of all ages, abilities, and incomes focus group research clearly indicates that people in Westminster are enthusiastic about having access to more arts and culture where they live. This series of recommendations focuses on leveraging current resources and creating opportunities through existing or new partnerships. Where appropriate, fill service delivery gaps through contracted services.

## PHASE 1

Augment and coordinate existing City events to focus on access and diversity of artistic and cultural expression.

Identify outside partnership opportunities to augment offerings by the City.

## PHASE 2

Strengthen City arts education offerings:

- a. *Coordinate with Parks, Recreation and Libraries to ensure arts education workshops provide training in a variety of art forms for a variety of ages.*
- b. *Support the Maker Space detailed in the Westminster Library Master Plan.*
- c. *Look for ways to ensure diverse participation in City arts education offerings, such as providing scholarships, presenting in nontraditional spaces, and offering multilingual activities.*

Support and promote arts education programs in local public schools and at Front Range Community College.

Activate parks and open spaces:

- a. *Develop policies for affordable community use of outdoor venues for free/low-cost arts and cultural events.*
- b. *Collaborate with communities, arts groups and funders across the region to bring low-cost programming to parks and open spaces, in particular, performing arts programs.*

Increase access to venues for arts and culture by sharing venue inventory locally and across the region via city communication efforts.

## PHASE 3

Improve community engagement with historic properties:

- a. *Commission a study of historic properties to understand their needs and potential.*
- b. *Develop a plan to activate historic properties and increase community engagement with these sites.*

## FUTURE PHASES TO CONSIDER

Leverage parks and open spaces to offer a concert or performing arts series.



***Recommendation three: Activate mini art hubs by leveraging development in the Downtown, Historic Westminster/ Westminster Station, Orchard Town Center, Brookhill/ Wadsworth Corridor, and Westminster Promenade areas***

Westminster has identified five key focus areas that are projected to see the greatest growth and change over the next twenty years. These areas will increase in density and provide a range of public spaces, making them natural hubs for arts activation. By focusing on these areas, Westminster can leverage growth while encouraging a creative, vibrant approach to development.

**PHASE 1**

Review City policies and code to reduce barriers and enhance opportunities for arts and cultural events including, but not limited to, policies on amplified sound, vendors, and alcohol for designated areas.

**PHASE 2**

Collaborate with communities and organizations throughout the region to bring low-cost programming to outdoor spaces in these areas, in particular to public spaces in Downtown Westminster, Little Dry Creek Park, and open space in the Historic Westminster/ Westminster Station areas.

Work with the public art program to activate these areas with large, iconic public art pieces.

**PHASE 3**

Work with Economic Development to promote and/or collaborate with businesses in these areas to offer performing or visual arts activities, education, and training programs, and other creative partnerships.

**FUTURE PHASES TO CONSIDER**

Consider the development of a small to mid-size practice and performing arts venue and/or arts center in the Downtown or Westminster Station area.

Leverage partnership opportunities wherever possible to maximize success.



## **PRIORITY 3:** Attract, engage and support artists, art groups and creative industries

In 2016, the National Endowment for the Arts State-Level Estimates of Arts Participation Patterns reported that Colorado ranked number one in the percent of adults who personally perform or create artwork.<sup>13</sup> Any arts and culture plan is only as successful as the creatives, artists, and arts groups who ultimately build the creative community. Westminster can do more to support the current arts and culture sector, while attracting new people and organizations to the City.

### **PHASE 1**

Establish an online portal or social media page where creatives can interact, share resources and network.

Promote professional development opportunities provided through higher education, nonprofits or other regional networks for artists, art groups, and creative industries.

### **PHASE 2**

Review City policies and ordinances to ensure they are supportive of arts and culture activities as well as creative industries.

Leverage and promote opportunities through Parks, Recreation and Libraries for artists to host workshops and generate income.

### **PHASE 3**

Share the results of the Artist and Venue Inventories with businesses, professional associations and chambers to encourage collaboration.

Create a small-scale grant program to fund community-led artistic enhancement activities or events.

### **FUTURE PHASES TO CONSIDER**

Consider the development of an artist live/work space in coordination with Westminster's Affordable and Workforce Housing Strategic Plan.

*13 National Endowment for the Arts, State Level Estimates of Arts Participation Patterns (2012 – 2015), August 2016, <https://www.arts.gov/artistic-fields/research-analysis/arts-data-profiles/arts-data-profile-11>*

## **PRIORITY FOUR:** Ensure the sustainability of arts and culture in Westminster

Funding plays a critical role in the successful growth of the arts and culture sector. A creative approach to funding, including looking for low-cost ways to promote art, leveraging current resources, and searching for support within the larger philanthropic community, will ensure the sustainability of Westminster's arts and culture. To date, Westminster has not fully tapped the many financial resources available across the region, in particular the Scientific and Cultural Facilities District (SCFD), which distributes approximately \$50 million annually across the seven-county metro area.

### **PHASE 1**

Pursue alternative revenue such as SCFD funding via the Westminster Office of Cultural Affairs.

### **PHASE 2**

Research and promote funding opportunities for artists via the City's arts and culture web page and social media.

Update and develop strategic asks for underwriting support for City arts and culture activities and events.

Research and pursue relevant grants related to Historic Preservation, Tourism, Arts and Culture, etc.

### **PHASE 3**

Consider the development of a 501c3 support group to help fund needs for arts and culture activities, and explore funding partnerships with the Westminster Legacy Foundation.

### **FUTURE PHASES TO CONSIDER**

Consider a funding mechanism such as tax increment financing, business improvement districts, etc.—to further develop arts hubs in the City, particularly in the Westminster Station and/or Downtown area.

## Conclusion

The Westminster Arts and Culture Master Planning process offered community and City stakeholders opportunities to share their vision, insights, priorities and goals. Participants expressed a remarkable alignment on the types of efforts needed to strengthen arts and culture in the City. This plan is the collection of these insights.

It's an exciting time to be in Westminster. The City is working toward achieving a vision that lays the foundation for livability, accessibility, community identity and growth.<sup>10</sup> The Westminster Art and Culture Master Plan supports these efforts, providing a flexible road map to a vibrant, creative future. By embedding arts and culture into City activities, Westminster will ensure its citizens can reap the social, personal and community benefits arts and culture provides.

*“I have a great life in Westminster. More arts and culture in my neighborhood would make it even better.” –Focus group participant*



<sup>10</sup> Westminster  
Comprehensive Plan,  
Amended 10, 2015





# Appendices

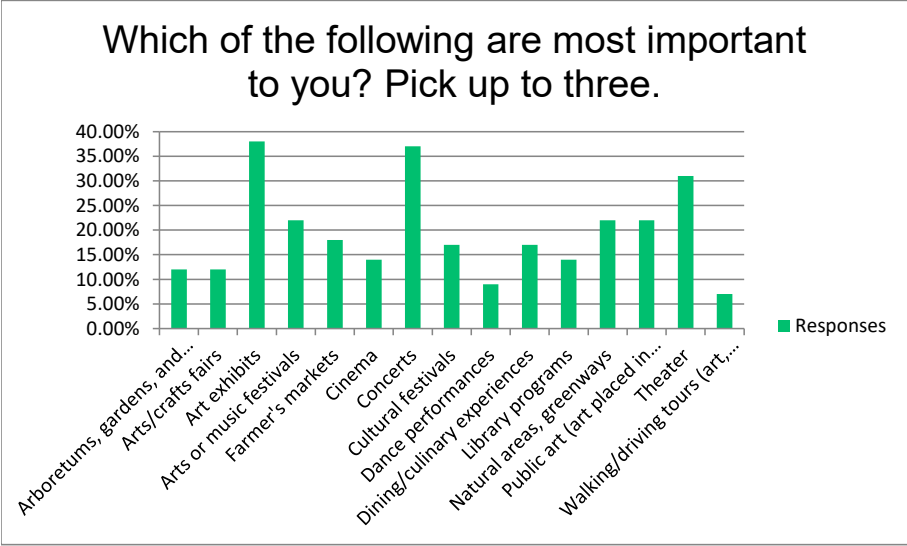
- A. Results of Community Survey
- B. Results of Social Media Guiding Question
- C. Community Input Session Data
- D. Progress Reports
  - i. 2023 Progress Report

# Appendix A: Results of Community Survey

## City of Westminster Arts and Culture Survey

Which of the following are most important to you? Pick up to three.

Answer Choices	Responses	
Arboretums, gardens, and nature centers	12.00%	12
Arts/crafts fairs	12.00%	12
Art exhibits	38.00%	38
Arts or music festivals	22.00%	22
Farmer's markets	18.00%	18
Cinema	14.00%	14
Concerts	37.00%	37
Cultural festivals	17.00%	17
Dance performances	9.00%	9
Dining/culinary experiences	17.00%	17
Library programs	14.00%	14
Natural areas, greenways	22.00%	22
Public art (art placed in public places, usually outside, and accessible	22.00%	22
Theater	31.00%	31
Walking/driving tours (art, history, architecture, scenic, etc.)	7.00%	7
Other (please specify)		24
	<b>Answered</b>	<b>100</b>
	<b>Skipped</b>	<b>6</b>

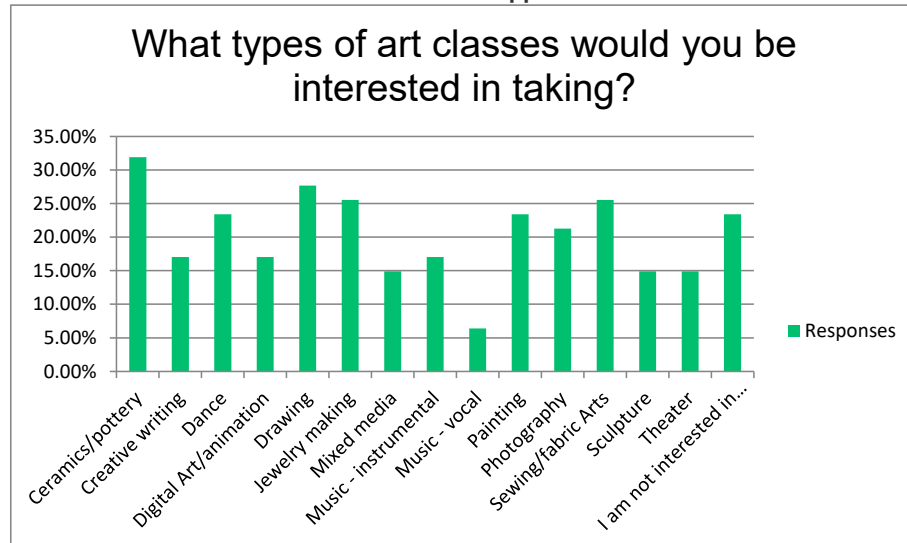


**Appendix A: Results of Community Survey**

**City of Westminster Arts and Culture Survey**

**What types of art classes would you be interested in taking?**

Answer Choices	Responses	
Ceramics/pottery	31.91%	15
Creative writing	17.02%	8
Dance	23.40%	11
Digital Art/animation	17.02%	8
Drawing	27.66%	13
Jewelry making	25.53%	12
Mixed media	14.89%	7
Music - instrumental	17.02%	8
Music - vocal	6.38%	3
Painting	23.40%	11
Photography	21.28%	10
Sewing/fabric Arts	25.53%	12
Sculpture	14.89%	7
Theater	14.89%	7
I am not interested in taking classes.	23.40%	11
Other (please specify)		9
	<b>Answered</b>	<b>47</b>
	<b>Skipped</b>	<b>59</b>



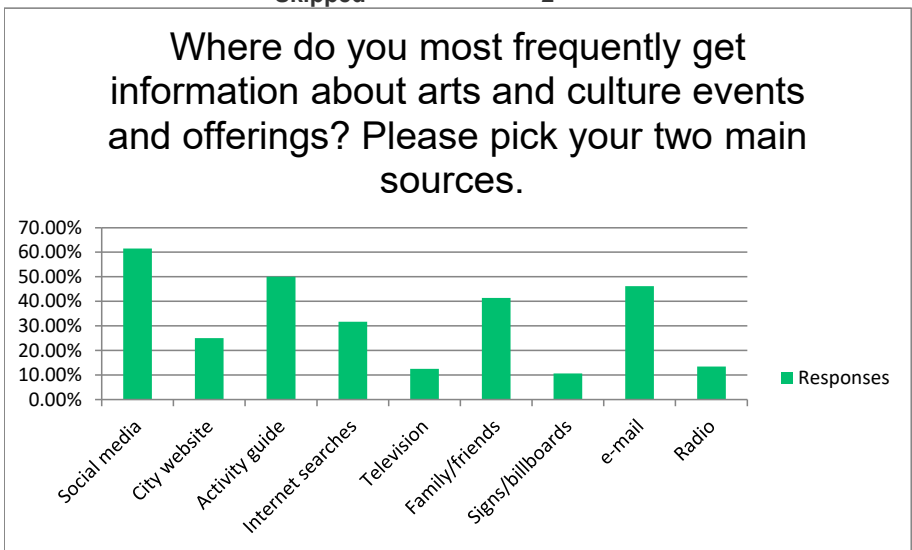


**Appendix A: Results of Community Survey**

**City of Westminster Arts and Culture Survey**

**Where do you most frequently get information about arts and culture events and offerings? Please pick your two main sources.**

Answer Choices	Responses	
Social media	61.54%	64
City website	25.00%	26
Activity guide	50.00%	52
Internet searches	31.73%	33
Television	12.50%	13
Family/friends	41.35%	43
Signs/billboards	10.58%	11
e-mail	46.15%	48
Radio	13.46%	14
Other (please specify)		12
	<b>Answered</b>	<b>104</b>
	<b>Skipped</b>	<b>2</b>

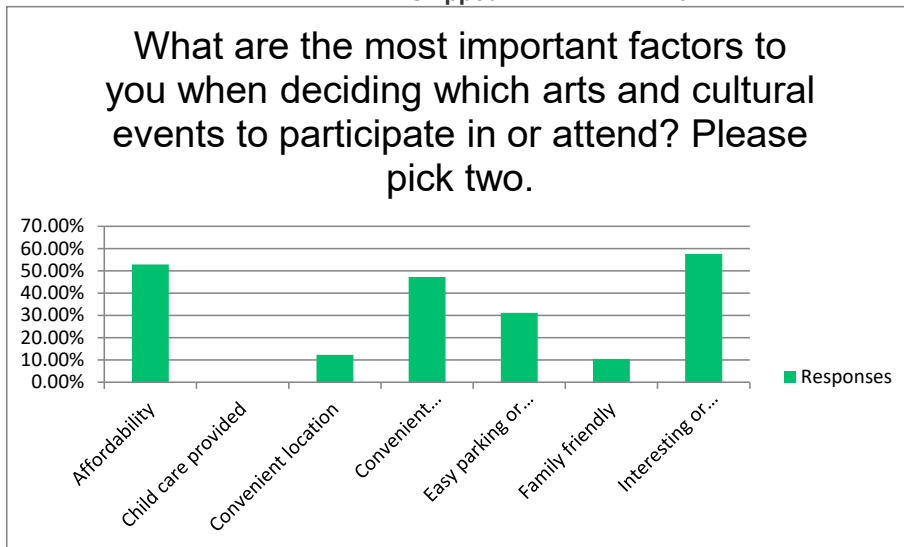


**Appendix A: Results of Community Survey**

**City of Westminster Arts and Culture Survey**

**What are the most important factors to you when deciding which arts and cultural events to participate in or attend? Please pick two.**

Answer Choices	Responses	
Affordability	52.83%	56
Child care provided	0.00%	0
Convenient location	12.26%	13
Convenient event/activity times	47.17%	50
Easy parking or access	31.13%	33
Family friendly	10.38%	11
Interesting or relevant offerings	57.55%	61
Other (please specify)		10
	<b>Answered</b>	<b>106</b>
	<b>Skipped</b>	<b>0</b>

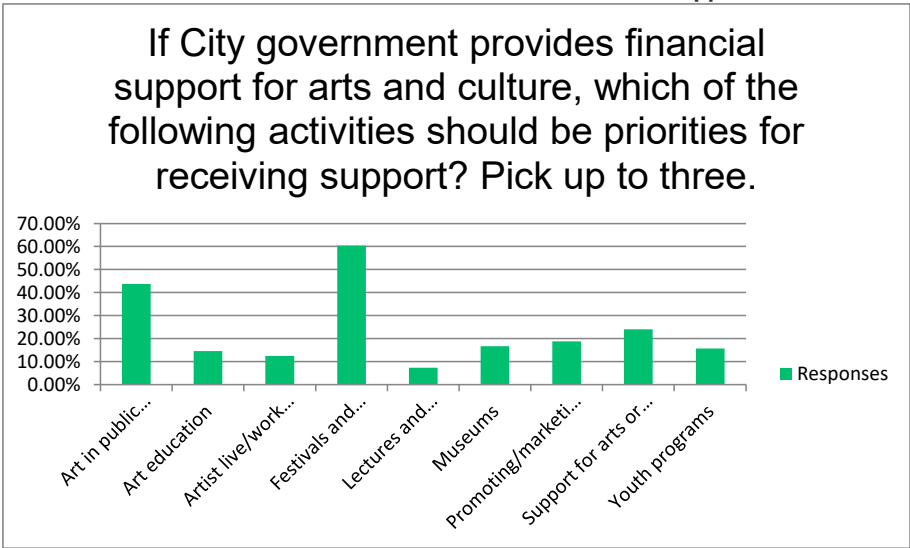


**Appendix A: Results of Community Survey**

**City of Westminster Arts and Culture Survey**

**If City government provides financial support for arts and culture, which of the following activities should be priorities for receiving support? Pick up to three.**

Answer Choices	Responses	
Art in public spaces/public art	43.75%	42
Art education	14.58%	14
Artist live/work spaces and/or affordable studio space	12.50%	12
Festivals and community events	60.42%	58
Lectures and seminars	7.29%	7
Museums	16.67%	16
Promoting/marketing arts and cultural events/venues	18.75%	18
Support for arts or cultural organizations	23.96%	23
Youth programs	15.63%	15
Other (please specify)		23
	<b>Answered</b>	<b>96</b>
	<b>Skipped</b>	<b>10</b>



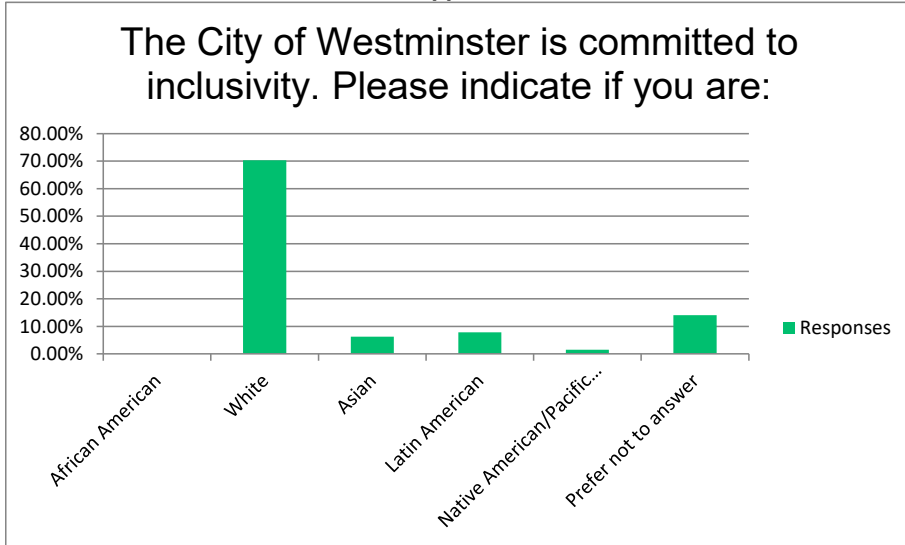


**Appendix A: Results of Community Survey**

**City of Westminster Arts and Culture Survey**

**The City of Westminster is committed to inclusivity. Please indicate if you are:**

Answer Choices	Responses	
African American	0.00%	0
White	70.31%	45
Asian	6.25%	4
Latin American	7.81%	5
Native American/Pacific Islander	1.56%	1
Prefer not to answer	14.06%	9
Other (please specify)		2
	<b>Answered</b>	<b>64</b>
	<b>Skipped</b>	<b>42</b>

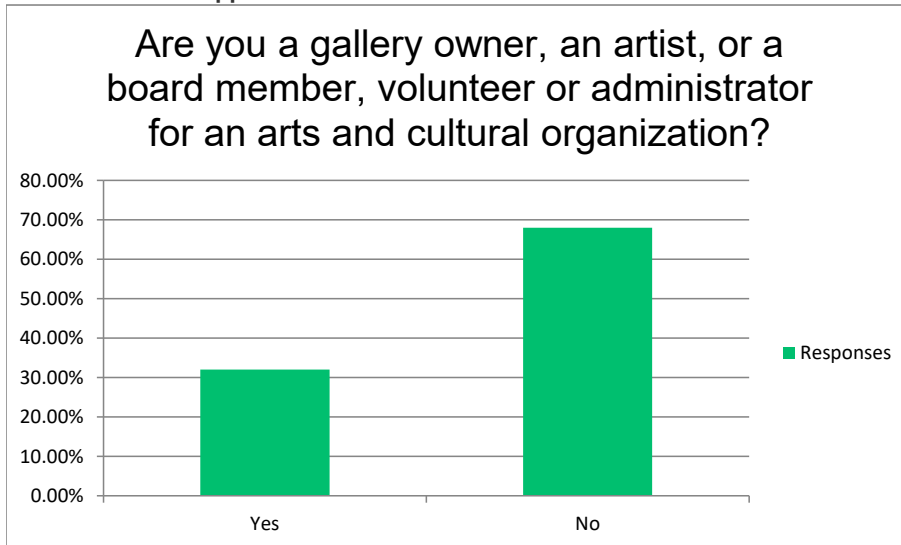


**Appendix A: Results of Community Survey**

**City of Westminster Arts and Culture Survey**

**Are you a gallery owner, an artist, or a board member, volunteer or administrator for an arts and cultural organization?**

Answer Choices	Responses	
Yes	32.04%	33
No	67.96%	70
<b>Answered</b>		<b>103</b>
<b>Skipped</b>		<b>3</b>



## Appendix B: Results of Social Media Guiding Question

### ***In my opinion, Westminster's greatest need when it comes to arts and culture is:***

A place where people can regularly go to see art in a community setting. This would include all the arts- dance, visual, music maybe even theater? Maybe the new downtown could be a place where it happens? I would hope that the new downtown would have some accommodation (small amphitheater/leveled stairs?)

Hello, I am unable to attend the meeting, however, I am the lead for the art department at front range community college and would like to be included in this wonderful project. I would like to see the city and FRCC collaborate! Thank you!

Art galleries featuring local artists and a good concert/play venue

Outreach, advertising

Education on non-white art and culture, the value of exposing white folks to non-white culture

Opportunities to experience visual arts. Music.

Awareness and intergenerational opportunities.

Occupying vacant buildings in the historic art district & better promoting the area. A little hard to call it an "arts district" with 2-3 viable shops.

A place to display.

Funding for small grants to encourage flowering of arts groups and artists in the community.

To meet the diverse interest and needs of the community.

Performing arts venue

Knowing when and where the arts & culture are available for viewing / interaction.

Venues.

I would like to know more information about the Westminster arts but have a prior engagement for this evening. Where can I find out more?

Don't know. New to the community.

More after school activities for ages 5

Senior center and senior activities

I'm a Westminster native 47 years and I love our city, I think the most important thing is to make everyone feel part of the city.

Venues, studio/maker spaces,

Better festivals and events that actually showcase local artists and culture, and draw a crowd.

I feel like 1. There isn't enough and 2. It needs to be more accessible.

More sponsored art events

Balance cost vs appeal

A need to show how diverse and culturally rich the citizens of Westminster are and involving more urban artists into the conversation.

Someone to plan, organize and keep everyone in the loop

Lack of a centralized resource center or thematically connected narrative.

I would love to see more community involvement in Westminster's art and culture. Art, public art, cultural festivities play such an important role in any community and would love to see more input and creative work from the community. A great opportunity would be the downtown area!

Affordable artist's studio/gallery and work space for the artists who live in Westminster.

## **Appendix B: Results of Social Media Guiding Question**

A comprehensive fine arts center including galleries, practice studios, educational and performance space.

More of it!

I'd like to celebrate older adult artists and develop mentoring programs

Is a central hub or district for the arts.

Good music venues, and tasteful art. Music is easy, but not fine art... Beauty is in the eye of the beholder, but not all beholders have an eye for what is truly beautiful to the majority. For example, some of the very visible public art, commissioned and paid for by the city and county of Denver, is atrocious, making Denver a laughing stock to many who see it! Consequently millions of dollars have been wasted on "junk" art.

Affordable studio space

A performing arts center or other public center for the arts where people can gather, produce and display art and see live performances.

The availability and support to provide and create space for artists and creators. People in Westminster need a place to create, in order to have a sustainable artistic community.

A public gallery for both two-dimensional and three-dimensional art with proper lighting and display space.

Continued interest in the community. Targeting more sectors of people, classes specifically for children, teenagers, seniors and then also some combined classes to bring people together. Family classes also

Having a community that proactively supports arts and culture with programs, classes, and venues

Allow various artists to paint the electric transformer boxes with cool art like they do in Longmont and Loveland.

Art gallery, exhibitions, performances for adults as well as for children

Supporting local artists having an art/cultural "center"

Museums and family friendly exhibits

Live comedy entertainment

Communication to general public about arts & culture what is available

A focus; and I don't mean uniform types of event but somehow the current messaging seems haphazard. I don't always see things early enough to plan for them. The notices in the weekly email often seem to be particularly short notice. (The Halloween harvest fest is a notable exception.)

More of it

Diversity and inclusivity

Taking advantage of the wonderful opportunity we have to recreate "old Westminster" into the cultural site it deserves. Old Westminster could rival the look of old Arvada, north Denver Tennyson area, north Denver between federal & Pecos and the city of Littleton. These art districts are all successful and bring big revenue into their respective areas. They also attract a very large increase in walking activity, dining opportunities, great coffee houses and in general are such a vital component of success that speaks well of their city management in taking advantage to make something great out of what I think the city of Westminster is pretty much ignoring. I am well aware the city of Westminster supports minimal "events" throughout the year & has created minimal attractive signage, Saturday art walks etc. But, no real commitment from the city--most of the real activity is created by a small group of artists.

Opportunities for artists: grants, exhibition opportunities, performance venues

Communicating it to the citizens.

An premier arts venue.

An articulated point of view.

The presence of unique, cutting edge art and culture enterprises and events that will increase our awareness in the metro area and provide revenue

A public theater space, like the Arvada center.



## **Appendix B: Results of Social Media Guiding Question**

Incentives for creatives to live and work in the area.

More art & culture.

Westminster is surrounded by venues where art by “established” artist can be displayed. However, there are too few places where art can be created. Westminster can establish a district where studio space is available rents beginning and unestablished artists can afford where they can display their. This would set Westminster apart from the rest of the metro area.

A diverse group of people planning the initiatives and events and strong marketing efforts to reach the citizens for awareness.

Better information as to where & the various art, culture and performance venues and/or events are.

Music events and opportunities

There is no culture facility currently.

Lots of accapella and local artists drawing painting sculpting etc.

Invest in sensible, environmentally conscious public landscaping. Landscaping is art and we should see native grasses & native plants everywhere that require little to no water or pesticides. Xeriscaping is living art. Let's see more of it!

Not sure, and would like to hear our neighbors ideas! Relatively new to the area.

Publicity for what the city does offer.

Just moved here, but enjoy musical productions, recitals at cu. Love art shows (perhaps visiting artists).

An auditorium (not attached to a school) that will attract plays, concerts, lectures, & other events).

Parking!

I would like to see some art exhibits

More of it and located in one convenient area. City involvement would help.

Accessible, informed theatre options. Advertisement of theater, music and art within the north metro area.

More artists more diversity

Music groups

I am not aware of much art and culture in Westminster - I've been a resident for 12 years so I am participating to learn more.

Historical information - artifacts -- do we have any to show where we were then vs. Now? A performing arts area -- doesn't have to be fancy - but offer plays, music, etc. Old town Littleton has something like this.

Unique dining, boutique gift shops, upscale wine and craft beer venues. Festivals

I don't really know what arts and culture we have in Westminster

More visibility into what is available.

A gallery just for different types of artists to display their art media ,quilt, fabric, paint, ect

Someplace to hold shows and events.

More venues, more community support for the arts. Perhaps a centralized location.

A facility, or shared facility ( another community) for performances and/or for art exhibitions.

A designated art district similar to Tennyson st.

Easy access to a variety of expressions and experiences for all citizens of all parts of the city.

A facility to be a hub for art and culture activities

A cohesive, planned focus rather than little piece-meal events. Of course, some dedicated event space would be nice, too.

Relevance

## **Appendix B: Results of Social Media Guiding Question**

Need some good taste and common sense, in Westminster some of this so called, arts and culture is racist or junk.

More of it. I love seeing art around town! It shows culture, creativity, and helps bring up conversations. I would like more opportunities for local artists to be discovered.

More diversity. We need to recognize all the cultures that live within the city.

Transparency of the arts and culture by: 1. Inviting all artists, new and professionals, to show their arts using venue's such as a "marketplace" or venue where artists can rent a studio for lower than the market value. 2. Form artists coalition as whole and or based on medium (subgroups for painters, another subgroup for photographers) 3. Opportunities for artists to connect with vendors where they can display with reasonable fee paid to the vendors by the artists, e.g. 15% Of each sale 4. Opportunities for the artists how to market their arts 5. Under the coalition, each artists will teach one another of their art, peer reviews of the artist's art

Art galleries, museums, events- places to look at/experience art.

More art and sculpture around the city

More resources, including performance spaces.

Availability and low cost

Becoming more supportive of the arts with local artists works being displayed in more locations. A small theater would add so much to the community and could support programs within the city.

Getting the word out about events

Having an arts festival and more performing arts would be wonderful ways to bring the community together more often.

Venues for performances

A theater program and a central location to display artwork and a special art show.

Smaller scale, more custom fit events that encourage the involvement of young adult residents. More marketing. I worked in event planning for years.

More quality classes offered by the recreation center as well as more art around the city itself. We have given gems here and there but you have to be looking for them. Even the "art district" looks run down more than an art haven.

Participation outside of one art club

Diversity and great promotion!

A theatre like the Arvada center

Supporting local artists

More adult-focused programming

Theater performances.

Art classes for all age groups in a public setting.

More space where work of locals is shown and sold. The gallery in the arts district was awful. Bad location. Bad management. We had suggested work be displayed at the rec center on Sheridan but no one even responded to our suggestion, which is yet another problem--disinterest in the arts by city employees. Work should be professional in nature and juried to be hung. Why not have a monthly fair of re-purposed art and home goods with an party flair. Works well in Sarasota, FL. Need imagination in planning. Need work space for artists.

Education

Inclusion

Sincere support of the struggling arts district. The area was designated in 2009 by council but we have seen little to no actual investment.

Unification and purpose

Live theatre would be great! Traveling art expositions in public places would also be great!

My greatest concern is that our culture is being changed by too many people moving here from other places around the country and then wanting to change Colorado to reflect the place they came from. This is Westminster Colorado not New York city or Boston.

## **Appendix B: Results of Social Media Guiding Question**

More diversity

Affordable studio space and a central arts space, like Broomfield auditorium or the Arvada center.

An events center with black box, 200 seat theatre, adjoining art gallery, classroom space.

Supporting local artists by creating more public art projects throughout the city.

Appreciating the beauty of the art already in place and adding to that concept as well as appreciating all the contributing artists' work as new artists, musicians, etc are recognized going forward.

More musical performances at central locations

Public art, support (grants, local display opportunities etc) for local artists, theater

Free programs including in Spanish. Family centered events

I would like to see a cultural center that can serve as a destination (like Englewood) near light rail and with reliable, adequate parking. It would include touchable, outdoor art, an indoor stage venue (for concerts, community plays, etc.), Galleries, museum exhibits, etc., With changing presentations attracting visitors often throughout the year. Other examples include the Arvada center, Loveland's Benson sculpture garden, the Colorado springs fine arts center (especially their tactile gallery). I encourage making art accessible to all, including those with disabilities. I cringe when I see neat, intricate sculptures isolated from public interaction by flower beds, walls and other intimidating barriers.

Diversity & inclusion

Expand it's visual art footprint.

More of it :)

Not sure. Would be nice if the library had prospector.

To expand and development of downtown Westminster to include various types of art gallery's, children's play area, entertainment, shopping and restaurants. I recently move to Westminster from Arvada and miss the olde town area that they have.

More! Public art and music especially

Maybe stop focusing on this nonsense and stop increasing our water rates. Oh look we have money to do arts & culture but no money for our infrastructure. I know, let's just tax the residents until they bleed.

More music experiences, (performance & classes), enhance and promote the Westminster arts district, highlight the diversity of the different cultures with the city

More and diverse public art.

We need more theatre plays for children. I currently go to Arvada center for the arts with my grandchildren. We need a place like that.

Free musical concert opportunities.

Free workshops in writing, painting, sculpture, music, theater, woodworking, etc that are led by professionals and are attended by amateur residents. This allows residents with like minded interests to interact with one another and with professionals. A hands on approach to arts and culture.

Creating multiple engaging hubs around the city... Different environments that meet the vast needs of Westminster's population... That honor it's rich diversity, history, and more urban future.

I truly enjoy correctly scaled outdoor art projects, from murals to statuary to other 3d forms. I have found that this kind of art, when presented with a common philosophy can help tie together the entire community, attract shoppers, and uplift all the citizens.

Live theater

More classes, supported community arts groups, public arts spaces

Community involvement that can appeal to all age groups and that is family friendly.

More of it and different kinds

# Appendix C: Community Input Session Data

## Support for Artists

### *I LIKE*

- Educational events
- The public display of local art and City Hall is the library
- Public art in public areas is library/courthouse
- Architecture around city
- The current art galleries and the feel of the area
- Art exhibitions
- Art/craft shows and sales
- To visit art galleries and buy original art from local artists
- Positive creative brainstorming (x2)
- Artists should receive support to further their growth
- Having a space to practice my dance
- Art fairs and holiday fairs
- Community gatherings for aspiring and established artists
- That the city is getting more involved
- Learning about other artists
- The idea of an art group
- Public festivals/shows for artists
- Artist interviews on public radio/tv
- Exhibitions in city hall
- Art fairs and competitions
- Articles in Westminster publications
- Strong public support for artists
- That the city has supported local shows in the past
- HWAD
- Wide variety of art classes/medium
- Music festivals
- Classes at City Park Rec
- I like the opportunities offered through the Park & Rec for citizens to create and learn.
- A lively arts district
- Art displayed and for sale at public venues
- Westminster's proactive considerations for people who create
- I like local art courses
- 72nd Ave Art Group
- I like the art displayed on the walking and biking trails- nice hidden treasures (x2)
- Diverse offerings
- I like music, food trucks and local brews in a large family venue.
- Open mics
- Live theatre
- Live music
- When Westminster has summer concerts
- I like that there are so many art groups in Westminster
- I like art shows
- Lots of galleries
- Information about the artists tied to public displays
- That Westminster seems to be funding a cultural affairs position
- That we are discussions support for artists. We value artist.
- Inclusive community- participation projects
- This form tonight, 11/27/18, bringing all of these minded souls together over art & pizza

### *I WISH*

- The South Westminster Arts district was thriving
- There was a restaurant/café that would anchor the area, a place to meet before and after local events
- Meeting space for arts groups
- A place in which artists can gather for practice and instruction
- A place for performing arts practice
- There was a cooperative art gallery in a location with large gallery and parking space
- I wish Westminster had artists lofts (subsidized probably)
- Affordable live/work space
- Music for all outdoor promotional events
- I wish for more arts displays, art museums from local artists
- Easy reporting system (x2)
- I wish that Westminster artists didn't need to go outside our city to find opportunities



### Appendix C: Community Input Session Data

- I wish artists with brick/mortar stores got a break on their taxes
- There were collectives for artists/crafters
- There was more information on what is available or where it is located
- There was more interactivity between city/regional groups
- Fun and affordable fundraisers of/for cultural artists and international culture
- Health and mental health care x2
- Business for arts classes
- Connections to the business community
- Fall craft shows in Westminster
- There were more opportunities/festivals/galleries for visual artists to exhibit their work
- City/community driven art park with rotating pieces
- Live/work spaces for artists
- There was a public/promoted venue to share the work of local artists
- A website for sharing information about public art events in Westminster
- There were more performance opportunities
- Dance show/contest
- Battle of the bands
- More facilities to support young artists
- Westminster had a robust arts group
- Performance venue
- We had arts focused buildings/districts
- Gallery/open studio for artists
- Had a performing arts center in downtown
- Dinner theater
- A large indoor gallery for exhibition of art for school/artist groups
- Movie festival
- Studios/equipment for public use
- Major theatrical performances and comedy shows
- Prominent/budding artist concert series
- Local artists had access to local fairs at lower costs
- Arts and crafts fair
- Website for artists to meet and collaborate
- More galleries in Westminster
- A community art center like the art gym in Denver
- More support for historic preservation efforts
- Access for community groups to city newsletters
- The venues on 33rd Ave. would cooperate
- I wish more cheap studio space for clients
- We had a space where artists could gather and create publicly (x2)
- A public forum for Westminster artists to find work and support
- I wish all new builders were required to add art to their public area (x2)
- That there were more “alternative” galleries- perhaps incentives/ grants for opening spaces
- Maker space for all medium of art (x3)
- Westminster had a comprehensive art/humanities center
- Featured artists at City Events/ Venues
- I wish Westminster had a performance arts facility (x4)
- A place for composers, producers, artists, musicians to teach their craft to the community
- There was a robust grant program for artists who want to create public art
- I wish there were city grants for art groups (x2)
- We had more \$ for supporting artists and groups
- Clubs hosting for certain types of art
- We had a theater for concerts (x2)
- Production studios for independent musicians and producers (x3)
- Professional level rehearsal studio
- For more money so I could really work on art more often
- We had a scholarship program for students
- I wish for more city funding to support art. Budget constraints here?
- I wish artists had more opportunity to show their work
- There was more accessible information about events i.e. radio commercials? (x2)
- I wish there were more local art groups.... And notices
- I knew where to buy art from local artists (x2)
- I wish that there would be an electronic resource to find out when new/ existing groups are available
- I wish for more time in art classes- more than an hour or two a week

## Appendix C: Community Input Session Data

- There could be meaningful support for artists to practice their art and for people to learn about art
- Old Westminster Arts District (and artists) was promoted more (x5)
- I wish there were opportunities to do large murals done by the public (x2)
- We had a One City One Book event with a regional author with an author talk (x3)
- I wish there could be one overarching arts council for fine art, theatre and music (x2)
- Where artists go for support/help
- Are there successful artists hiring in Westminster?
- What resources there could be for artists to grow their business
- Is there collaboration between city private groups to help support artists?
- What support there currently is in Westminster for artists/art groups?
- How to obtain info on Westminster current means of support for artists

## I WONDER

- I wonder if the city can support arts groups as they take the lead in developing their group
- Art should probably not be judged by the city, but supported
- If Westminster offers a space for abilities(?) etc. for the artists
- If the harvest festival could add artist craft booths?
- Arts mentoring program for kids
- What attracts artists/creatives to a locale
- Coffee shop w/ stage for music/poetry jams
- Where facilities or collections are located beyond public buildings
- Where is there to be implemented?
- What is the concentration with Broomfield & North Glenn & other north Denver cities
- What is the process to find/commission muralists?
- If the city/nonprofits/philanthropists could support a particular form of art (i.e. glass, kites) and promote events/ those artists
- How many arts and cultural patrons/events
- I wonder what ever became of the effort in 2004 with Artspace?
- Chef inspired restaurants
- I wonder what "support" for artists/art groups looks like
- What groups receive support?
- Can our city have a live/work lofts for artists housing affordability will become important
- If the city could offer forums, gatherings to bring Westminster artists together to tell us what they need.
- If Westminster could apply for SCFD grants from Adams county
- Can we attract renowned traveling arts shows?
- Can a small tax fund be set up to pay artists/build exhibits
- If artists could teach classes to raise money
- What is the current level of support for artists and art groups
- Is Artspace still interested in developing?
- How to develop affordable studio space
- What will be built in the new downtown for art?
- Could the city provide more opportunities for artists to sell their art?
- Does the city display local artists on a rotating basis at city hall/library/rec center?
- What is going to happen with the vacant buildings the city owns?
- Could we create an artists co-op
- How to create collaboration among arts groups
- Is there a venue for artists to show work (x2)
- I wonder why we don't have more public places to display
- What space is available for artists to create, learn, grow?
- I wonder if Westminster could bill itself as a city for artists- more affordable than Denver
- I wonder if there are more nerdy art/music/ techno lovers in my neighborhood than I know.
- I wonder is there a way to reach out to groups like at nursing homes, hospitals, etc.
- I wonder how many vacant buildings might be used to support art groups
- I wonder if the rec center can let art groups meet in one of the rooms for free (monthly?)
- I wonder if co-working artists district like RiNo could foster artists locally- maybe incorporated into downtown.
- How is financial support allocated or artists?

## Appendix C: Community Input Session Data

- What arts and culture will look like in 5 years in Westminster
- What a mixed use music venue, restaurant, coffee shop might look like near the train station.
- I wonder if Westminster offers artist-in-residence opportunities
- I wonder how Westminster currently supports artists & artist groups (x2)
- I wonder if something like a flash mob activity is an option?
- I wonder how the art community can all come together in community?
- I wonder how to encourage local artists through an organized, organic system
- Is there a local organization for artists to gather?
- What's considered "decent"?
- I wonder why the City doesn't purchase more art installations- I like the art they have
- Does Westminster give preference to artists who live in the city?
- How much does City council provide for arts in Westminster?
- I wonder what is available for art walks and showings?
- What types of performance facilities are available- theatre, music, etc.
- I wonder if Westminster Rec could publish contact info for local art groups (x2)
- How is Westminster's 1% for art working? Do most companies buy their own art or just give \$?
- Do artists find Westminster a place they want to live?
- If "pop-up" galleries could foster greater community participation?
- How difficult is it for a local artist to commission work for the community?
- I wonder why the Art Area of Westminster is so limited with what type of art that is available
- What the elected officials in WM think of arts and its importance to the community
- What are the funding sources for the arts in Westminster- SCFD + levels of funding
- What does Westminster consider as artists art? i.e. cooks? Painters? Brewers? All same category?
- How are artists in any "category" chosen if they do not have an arts degree
- If Westminster considers local breweries/ brewers "art"?

## Education

### I LIKE

- Free art classes/seminars
- The STEM academy idea of adding
- The variety of offerings through the rec center
- The art classes I've taken at Westminster rec. center
- Art classes through rec center programs
- Classes for seniors
- Connections with schools
- Makers spaces in library
- The variety of classes offered by the city
- I like that the City offers classes and has shows
- Art is still taught in school on a regular basis
- That there are subsidies for low income families for art classes at our rec centers
- Access to artists
- I like visiting artists and demonstrations, art/dance/ music or like Chautauqua, NY
- Public exhibits
- Art walks
- Specific medium
- Artists or subject matter/ tribute
- I like to see student involvement in public arts
- We have supported the historic arts district with more than a name
- Youth arts events like what the library hosts
- That the libraries put on such amazing education events
- I like affordable arts/music lesson for children and adults
- The arts class I took, the variety I saw catalog seemed good too.
- I like the classes offered through COW, wish there were more
- Public arts classes (x2)
- I like dance classes/ seminars (x2)
- I like that the City thinks art is important
- I like teaching older adults with Parkinson how to create art
- I like arts based programing that serves the older adults and the children (x2)
- That you are having are having this community input
- The City organizing classes at rec centers

### **Appendix C: Community Input Session Data**

- Local artists, shows and teaching (x2)
- Arts ed to be a priority, not an option (x2)
- WPS focus on arts education
- School age art programs
- The activity guide (x2)
- Lots of opportunities to learn new creative things
- The art offerings at Front Range Community College
- Watching artisans do their work
- Student displays, concerts, plays, etc.
- Displays of art created by students
- The pottery classes (x2)
- To teach art
- Holiday art like Chinese New Year
- Price points for classes
- Lectures by artists about their art (x3)
- I like attending art education classes
- Culinary art classes
- Pottery sales
- All the classes at the rec center (x4)
- The classes offered by the City through the activity guide (x2)
- The existing instructors fun classes
- The opportunities for both adults and kids to have access to learn new crafts
- Intergenerational classes here
- Multi-generational classes/workshops
- With Westminster high school teachers are involved
- City had better information
- Good quality arts supplies store
- Up and coming and prominent artists concert series
- Arts programs that engage teenagers
- All students would have a chance to develop their creativity
- To include arts at all grade levels
- More art classes available through the rec center, affordable instruction
- That there were more locations and offerings for classes
- Art, writing and sculpting classes were available for free or cheap at the rec center
- More arts education in the summer, especially instrumental music
- More art galleries throughout Westminster
- Every child could have a chance to use their talents to enhance public spaces
- There were public after school art and theater lesson opportunities with busing from local schools available
- Non-residents could sign up for classes at the same rate as residents
- Dedicated public arts center
- A series of diverse dance classes
- More variety in art classes, different mediums etc.

### ***I WISH***

- More edgy art education/experiences
- More “try it” opportunities – 1 time events to get acquainted with art/art classes
- More people would be interested in the arts classes
- Adult education in regular computers/graphics
- I wish for more education for our young people here in Westminster through libraries etc.
- Senior art/craft and outreach
- I wish I had time to take advantage of the current art classes the city offers
- There was a venue that supported “riskier” art events to bring new experiences to Westminster residents
- Place making events
- STEAM education
- More education opportunities for youth and adults
- School concerts
- Collaborations between city programs and local schools/community colleges
- K-12 arts school
- City band/orchestra
- Talent discovery and recruitment
- Lecture series and discussions
- Punch card program for arts classes
- Intern/mentorship program between youth/emerging and established artists
- Affordable studio space for rent so artists can teach on their own
- More awareness of arts education opportunities in the city



### **Appendix C: Community Input Session Data**

- More promotion of the arts
- I knew more about arts programming in Westminster
- Outdoor art
- There was a youth orchestra (x2)
- Performance Arts Venue
- There were cultural cooking classes in Westminster (x3)
- HAM radio/ electronics classes (all ages) (x2)
- That art included more than physical. I wish for more audio and alternate forms of art
- There was a dedicated arts center where most classes took place (x2)
- We offered artist residencies in interesting places- historic houses, etc.
- People considered aesthetic literacy as important as “traditional” literacy such as reading
- Interactive arts demonstration
- We had public lectures on topics about art (x3)
- Invitation to great artists in all areas of Fine Arts not only about hands-on, but about their journey
- I wish we had guest authors at the library
- Meet and greet events with artists
- That music instrument training were available like beginners piano, guitar, etc.
- We could have youth led projects in different areas
- There were guided tours of the art exhibits in the City Hall atrium
- Spaces for music production schools, arts non profit to lease in Westminster (x2)
- Maker space to learn electronics, wood working, coding
- There were more locations that offered classes
- Variety of classes were greater
- Fiber art classes
- Oil painting, pastel, and sculpture classes at the main rec
- Wood working area for classes
- Literary opportunities
- Dance and music instruction in addition to visual arts
- Costs for residents was less- taxes should cover some
- We could attract resource providers like RAFT Colorado

- More opportunities for teen art classes
- We could consolidate arts/ cultural education in a comprehensive art/cultural performance center
- Arts education activities were better published (x3)
- Education classes for how to run a business for artists

### **I WONDER**

- Where public schools-classes are located
- Where can the performing arts practice and perform
- That the city had bad information
- Attendance would increase if classes were offered at other places than the rec. center
- Is there a consolidated effort to offer arts education for many people, or for the senior center
- If the city could partner with Think 360 to bring art residencies into public schools that don't have affluent PTA
- Wonder what's available for children in arts education
- I wonder where germinal stage went... are they still in business?
- What would involve more people
- Student field trips to an artwalk/artist studio tour
- Where to obtain art education in Westminster other than rec centers
- Artist in residence in schools
- The city could work with Front Range for “short term” classes that are more affordable than college classes
- How to suggest classes I want to take
- Is there a way for residents to make their teaching services/equipment for rent known
- How to foster mentorships/apprenticeships for students with local artists
- Where arts education falls in importance in schools
- If the HWA could provide additional arts and cultural presence throughout Westminster
- Classical and general music education
- School field trips to galleries from schools
- Trips to DAM
- Previews of new artists to Westminster
- If the city could plan to build a performing arts center like Broomfield's

### Appendix C: Community Input Session Data

- If there are free/inexpensive art development programs available in the city
- How many artists in Westminster
- How do we get schools involved in the public art process?
- Arts programming for kids
- If FRCC has arts education could we collaborate with them?
- Can we ask artists to volunteer/teach to mentor
- How to learn more about the arts ed. programs offered in the city
- How to develop a TED type summit for artists
- A dance class for over 50s
- How we could commission local artists to teach community classes
- I wonder what the qualifications are for teaching?
- Can Westminster be part of or have something like TASHCO
- Does Westminster have a Docent group?
- How to organize group education events online?
- Mentorship programs
- Where I can see creative arts routinely
- I wonder if it's possible to hire/promote the current art ed guide to full time
- Scholarships for lower income
- How to make art classes more affordable for lower income
- How to make pottery classes more affordable for families and lower income
- Is it lack of teachers? Cost? Variety
- What Westminster residents think of art, art education, public art, etc.
- How decisions are made to offer classes? Topics/ types
- There was more info on what Westminster did for art education
- How art is chosen for any specific spot? How can I contribute? (x2)
- If there are going to be any art appreciation classes (like a particular artist, period or style?)
- Does Westminster get SCFD funds?
- What the SCFD funds are used for?
- If there are opportunities for art for special ed students
- How is it handled in schools?

- If there is a way for the gallery at Front Range to connect with the Westminster community. Maybe it does now? (x2)

## PUBLIC ART

### I LIKE

- To see public art installations in the local area (like the sculpture of kids playing and the boy and bear)
- The heart wall on the building on Lowell & 73rd
- Statue at RTD station (x2)
- Public art on trails (x3)
- Nature- natural art
- Supporting and sharing public art with visitors
- How your parks/playgrounds have themes and the parks vary
- Public gardens with sculpture placement (x2)
- The bronze statues of elk at target roundabout
- The mural on Westminster tunnel blvd.
- Sculpture on trail opposite Veteran's Memorial
- To be surprised by public art that I didn't expect
- Public art that is responsive to the immediate community in some manner
- Water features and nature (x2)
- Open performance spaces
- Sculpture and performance facilities
- I like the new Hwy 36 bridges
- Interesting eye catching well places public art
- The large painting in the street near the old Westminster Art district
- Decorative Manhole covers
- Actually love, not like, public art. Please continue to have commitment
- Bold creative large outdoor sculpture
- Public gardens and lovely landscaping (x3)
- Chalk art/outdoor sculpture; light and laser shows
- Love the Christmas lights at the City center
- The areas of town that have sculptures and art work
- I like lighting sculpture/ art
- Love the murals under bridges
- More historic-minded art from old and young
- Love the military garden
- Sculpture garden on 73rd St.

### **Appendix C: Community Input Session Data**

- Street murals on 73rd
- That you can find public art all over Westminster
- The % share for art with new construction
- Murals in open spaces
- Street corner/sculpture art
- Murals along bike paths and in public places
- Local artist public murals
- Public sculptures
- The current variety of art in Westminster
- The sculpture gardens
- When the sculptures travel/change
- City park open space/plaza
- City art show/contest
- Art not in dedicated art spaces but infused into the whole city infrastructure
- Public sponsored street art and murals
- The public art catalogue
- Seeing local artwork in public
- Sand sculpture contest
- Public spaces that use architecture as art
- Making the mundane charming
- The idea that art be included in new building projects
- Large iconic public art piece
- Rotating public art installations
- Outdoor art walks with brochure/maps
- That we engage the public to enjoy art
- Exposing my child to art/music through affordable means
- Color
- Interactive/touchable art
- I like the city continuing to purchase public art
- The paintings/art sales at college hill library
- I like the idea of incorporating new technology in the new downtown district
- MAKER SPACES
- The underpass paintings on the bike path
- Sculptures around the city
- A place for sculptures that would be a nice place to be or walk
- The sculpture garden in historic Westminster
- I love our bronze sculptures distributed throughout Westminster City and libraries

- Murals
- Interactive public art
- The murals or the Dry Creek trail
- Interactive art musical instrument, physical
- The murals along the bike path near church ranch
- I like seeing status like the dolphins at 92nd and Sheridan + on the grounds of city hall
- Seasonal light displays
- Public Art in surprising places
- I like changing art
- The little public art I know about
- I like seeing the pyramid symbol for Westminster on bridges
- The public art

### ***I WISH***

- I got emails or social media alerts about art in the city hall atrium
- Where more info on public art, how to commission, sit on panels
- We had more placed to show case art, i.e. city hall library (x2)
- Interactive sound installations; outdoor ambisonic performances (x2)
- There might be away to develop communal public art activities where many participate
- I wish you'd announce new art being showcased (x2)
- Music performances in "the park" during summer months, like Ravinia in Illinois (x2)
- For more theatre (x3)
- There was more meaningful public art
- There were more public art events at Westminster sites throughout the year
- For local performing art
- There was more creative placemaking- something signature to Westminster
- For more community opportunity to actively create art within Westminster
- The new building area would have purposeful public art that represents most subculture in Westminster
- A permanent center for art and creativity (x3)
- That community members could participate in place-making
- There were opportunities to participate in juries to choose art

## Appendix C: Community Input Session Data

- I saw more public art (x2)
- Westminster had a brochure and/or walk to see public art
- Wifi in the park
- There was a connection among the spaces/art throughout the city- a theme to be followed/ experienced as movement
- How we could get the youth invested in creating and promoting community art (x2)
- There were places to have “guerrilla” art projects
- I saw a bigger representation of arts in old Westminster
- Studio days/open houses
- There were more incentives for the public to get involved
- The city would do a better job of maintaining public art
- More public art
- Public art was more prominently featured on the Westminster website
- That the city would continue and update the “Public Art Brochure” and widely distribute it
- We had a creative co-op
- Interpretive displays on history/wildlife/nature on trails
- The city had a better website for public art
- For public art to be more than just bronze statues in front of public buildings
- Events can be created to inspire diverse input
- Shakespeare festival
- Crash the wall festival
- There existed a placemaker space, woodworking, printmaking, pottery, sculpture
- More lectures on how to create public art
- Dance festival contest
- Movie festival
- Shakespeare in the park
- Holiday lights in public places
- An entire event created around public art
- Westminster held tours of its cool facilities and landmarks
- More variety in public art
- More shows and galleries in the city
- There was a website to help artists collaborate
- Westminster had a dedicated arts center for classes, shows and theater
- Central places for art
- Public art could be seen as something that is ok to be temporary – it doesn't have to last forever
- Art garden w/ statuary
- I wish new bronze would better represent the rich history of the area
- I wish “old” the downtown had viable art galleries, along w/cozy cafés
- I wish there were a contest or exhibit of pyramids (I saw one made of old license plates) something like the way Chicago did colorful cows
- All new city development projects included a percent for art in the budget
- Be impactful also –street performers, installations and performance art should be included
- I wish Westminster had a “funky” element
- Like a real city, South Asian part of town, not so waspy
- I wish the city had more diversity of art, culture, dining
- I wish activity could help build neighborhoods and connect diverse groups
- Large festivals to enjoy public art
- There was more information on what is available to people
- Printmaking woodwork 3d printing, sculpture, pottery
- There were more bronze sculptures
- There were more murals in visible places
- There was a large fee collected from all commercial buildings w/construct cost to support public art

## I WONDER

- If Westminster has a 1% for the arts
- If budget affects all aspects of art development
- If we could create collective and traveling art-temporary mural sculptures
- What facilities are available now
- If politics get involved
- What interactive sculpture might look like
- What is the funding available for the arts
- How without a main street of downtown, public art can be effective
- If the “new” downtown will incorporate public art and how?



### Appendix C: Community Input Session Data

- Was downtown Westminster designed with arts and place making in mind?
- Who handles maintenance of public art
- How much \$ is spent a year on acquiring art
- What creative placemaking item would look like for the new downtown
- If we could develop a "First Friday" (x3)
- We had a "art walk" from the train station to the arts district on 33rd Ave.
- How to equally have public art within both older and new development in Westminster
- What Westminster will like in 5 years (architecture, public art, outdoor music and theatre) (x2)
- Why all the parks don't have theme and vary for age?
- How transportation can be integrated into place-making (x2)
- How is an artist chosen and theme and genre for public art? (x2)
- Could Westminster have less baseball fields and more gardens and sculpture parks
- I wonder if there is a place in Westminster that could be like Old Pearl Street where buskers and creatives could be
- Where the public art is located in Westminster
- Why the City doesn't make more use of the lake near the high school?
- How local artists get known by the city? Does a call go out?
- Is there a cultural map of Westminster
- Where can I find a list of displays
- How many people find art important in the public realm
- If there are possible collaborations with local art schools
- How to make Westminster's events different than everyone else?
- Community spaces to make a mess
- Website with public art locations
- How can we encourage more interest in public art
- Public comment box on city art
- If we can create murals in schools by students and teachers
- What would happen if the children had the opportunity to design an "art park"
- If we could commission more local artist to create artwork
- Public art in a central area that would be "selfie-able" landmarks for visitors
- Where the items come from and how do we show our pieces
- If having more art in mundane things would attract more artists
- How we provide more opportunities for artists to showcase their work
- More interpretive work on historic structures
- If there are any opportunities for community members to help with, flower gardens
- What is the process for selecting public art?
- What is the public art budget and where does it come from?
- Why is there not more public art?
- Architecture review of city
- Is there room in downtown for more outdoor art?
- How is public art selected?
- How is public art funded?
- What criteria the city has for an artist to display their work
- Comfortable artistic shade pavilions
- I wonder if schools PRL in Westminster and others in the community could work together in larger ways to support arts
- I wonder how the downtown will be used for public art
- Where is the public art located?
- What creative place making exists in the city now?
- Can the new downtown currently being built have a vibrant, artsy feel
- If the best place for Arts and Culture is under the parks and rec umbrella? Why not make it its own division? Then aesthetics and the importance of Arts and Culture would become inherent to the city's fabric – not an afterthought.
- What takes place in the 7nd Street historic art district?
- Solar powered sidewalk lights in creative shapes and figures
- I wonder how Westminster can feel united with it's odd and large size and shape
- How the historic arts district could attract more working artists
- What about a small fee for developers towards public art and beautification?
- I wonder how "success" in art and culture is measured

## Appendix C: Community Input Session Data

- Are there districts or clusters forming in areas of Westminster?

## EVENTS

### I LIKE

- Summer concerts and programs
- Free concerns and movies
- First Friday art walks
- Film festivals
- Live theater
- Eclectic and unusual events
- Outdoor concerts
- The craft shows that I've participating in at Westy rec center
- Going to plays
- Free summer movie events (outdoor)
- Arvada Theater
- Black box Theater
- Public Gallery
- Movies on the park
- Carnivals at City Hill
- City sponsored events
- Outdoor movies and indoor movies events
- The variety of classes available through the City Parks and Rec for all ages
- Events that take place at the Irving St. Library
- Large community events- 4th of July, Parks, Events in Rec Center. 104th & Sheridan
- The variety of movies at the promenade
- Concerts, plays and music
- The 4th of July events, at the Rec Center
- Arts, sports and education classes through the rec Center System
- Art classes at the library
- Events that are free to the public
- Musicals, theater, comedy
- Community bands/orchestras
- Outdoor music/shows
- Day trips to Denver, interactions with Denver artists
- Guided art shows
- Live music, museums, creative spaces
- Multicultural events that draw different groups
- Weekly summer concerts
- Small concerts/music venues
- Movies in the parks
- Festivals! Everyone likes festivals
- Intergenerational programming
- The Arvada Kite festival
- Farmers market
- Latino festival
- Ballerina dodgeball and beer festival, Easter egg hunt
- Parks and open space events
- Comedy
- Crash the wall event
- That the city is asking for our input
- Public art in Denver
- Live theater
- Dinosaur/alien egg hunt
- Special events like the Arvada sand
- Lectures about new things
- High schoolers have nowhere to play music after they graduate
- Public opera
- Metropolitan Opera "HD" at the movie theatre at 104th & US36
- Community pot-luck luncheons and barbecues
- Fourth of July Party event (x3)
- Theatre Dance Classical Music
- Summer movie nights
- Affordable (or free) entertainment events... like music in the part
- Free concerts in the summer (x3)
- The amount of events offered
- Music and art included in city events
- Events where I can dance
- Live music events indoor and outdoor theatre and music (x3)
- Harvest fest
- Events that I can bicycle to using the city's trails
- The Library's use of Libby and Overdrive
- To learn
- The events at the City Park every summer (x2)
- Fireworks display
- Meeting and spending time with people different than myself

### **Appendix C: Community Input Session Data**

- Cultural festivals
- The creatively orchestrated events that Westminster sets up
- All the festivals in Westminster
- Free events
- Improv/comedy (×3)
- Local bands
- That we are getting a movie theatre
- Museum and History trail tour
- A TED style summit/conference of art
- Invite school groups to perform on a summers evening
- Architectural review of city public private
- Diversity of events that attract all ages and events for specific age groups
- Multi-cultural festivals for the various cultures in Westminster
- For more age diversified events (not family targeted)

### **I WISH**

- I wish there was more theater closer to Westminster (×2)
- I could spend my arts/ entertainment \$\$ in Westminster (×4)
- For more concerts events of local bands (×2)
- I wish there was more theater closer to Westminster (×2)
- A 1,500 seat theater with fly space, orchestra pit, lightening, storage space, dressing room and rehearsal space, near restaurants, galleries, etc. (×2)
- There were more craft show and events
- There was an arts calendar (×4)
- I wish we could have a high quality arts fest like Cheesman Park Arts Fest
- I wish there would be annual events that are unique to Westminster
- Outdoor dance groups during summer, food fest, downtown (×2)
- Westminster special events were on more than one day/night (×2)
- The City hosts a diversity of type of events
- Active theatre group (×2)
- Westminster had a theater & summer concert venue (×2)
- Citywide events had more arts and culture with local artists involved in the planning (×2)
- The city would support and not- Always run - large entertainment and events (×2)
- More music concerts in the summer
- More communication on the clients maybe on event calendar only the quarterly bases
- Makers Fair (×2)
- I wish there were more free events for senior and transportation
- Bi-weekly concerts in park for various musical genres: band, jazz, rock
- An art or music district that becomes an "event" to attend
- Events could be more affordable, any events would be affordable
- Our city could sponsor a municipal band and/or orchestra
- Citizens awareness of local galleries
- I wish Westminster had a large performing arts center like Arvada
- I think this city does a lot in this area, but more fun events would be good.
- Band concerts (band of Westminster)
- More theater events (affordable) I like musicals and improv
- Suggestion box/online impact for entertainment/events
- I wish we could host an arts show for older adults
- Semiprofessional sports
- Westminster hosted outdoor plays or musicals
- Weekly concerts at the downtown during the summer
- I wish festivals/events were a little more organized
- Westminster had a crash the walls event
- I wish there were film festivals, interior design, architecture and history tours
- I wish we had more small indoor concerts venues
- Opportunities to volunteer at events
- Music in public spaces in spring and summer
- Westminster would do another dinosaur/alien egg hunt event
- Westminster hosted a youth created art event
- Municipal band/orchestra
- City/local talent contest
- For an event that allows artists to display/sell for cheap or free

### Appendix C: Community Input Session Data

- Events were more proximate so I don't have to go to Denver/Boulder
- I wish Westminster had outdoor skating rink perhaps downtown
- Dance festival/contest
- I wish there were an Asian themed special event at Westminster station/park
- Better advertising for events/entertaining
- Check out the St. Louis city museum
- There were more events that would draw larger crowds
- Multi-cultural opportunities! Dance festivals
- More festivals and food trucks
- Music Festivals (two dots)
- I wish the city had a large juried art show
- I wish Westminster had a weekly event like the one held every Friday during summer
- An outdoor arts festival visual and performing arts
- I wish Westminster had a larger cultural events
- I wish we had a performing group
- I wish we had a performing group to participate in like band
- I wish we had a large we had a large auditorium
- There was a performing arts center in Westminster
- There was a decent performing space (x5)
- National touring bands could play near my home (x2)
- There were classes for electronic music, cooking, wine tasting (x2)
- Westminster-wide competition in neighborhoods for service projects
- Plenty of heads-up of event dates to plan around my schedule
- I wish there were more author presentations in Westminster (x2)
- More 5K/ half marathon runs
- There were street festivals centered around cultural art (x2)
- Community artists/ performing artists were showcased at current events
- There were events encouraging neighborhoods to come together (x2)
- There was a large summer weekly farmers market
- More public visual art displays (x2)
- I wish for an event center like Arvada has
- We had an International film festival
- Indoor venue for performing arts
- That transportation options and parking were equally available at all events
- Competitive community events (adult, children, and together)
- Westminster public events were more geared toward grown-up audiences (x2)
- "I wish" this was real money!
- I would love to see/attend poetry reading events either by the writer or other artist
- Improv- in the park to make people laugh together + food trucks (x2)
- There were more live concerts with notable musicians
- More Hispanic entertainment is facilitated
- Dancing events- intergenerational
- There could be a nationally recognized, museum quality, event at the city building or rec center
- I wish for live performances (x2)
- There were opportunities for regional authors to present and read to a group
- I wish there was a chance to see live theatre here. Maybe there is- how do I find out?
- For more intergenerational activities to be played here
- The Rec Center provided more entertainment events (movies, art shows, musicals)
- Westminster had civic theatre, music and dance groups (x2)
- Westminster had weekly summer concerts
- Westminster had something different than other cities. Everyone has a harvest fest, not everyone has an Italian festival or German festival
- There were puppet shows and workshops for kids and adults
- There was a more thematic series of art events- ex exploring cultural artists, architecture
- There was more artist-run spaces that held events
- We had a symphony orchestra
- We had an informative lecture series
- There were opportunities to socialize and train dogs in a group (x2)

## Appendix C: Community Input Session Data

### I WONDER

- I wonder if seniors are good events attendees
- If neighborhoods could have representatives at the planning meetings to help spread the word to all communities (x2)
- If we could have events that promote civic engagement
- Shelter/ Foster/ Pet Adoption costume events
- I wonder what new City area will have for these events
- I wonder what expectations for events (often they benefit outside vendors)
- If we are behind the curve on our neighboring cities for venues (x2)
- Westminster sponsored a unique lecture series on current events
- What is available I feel like I need to search about things, not well published (x2)
- If the City could start a grant program for artists and art organizations
- Robot derby/ "Critter crunch" events
- Can there be more collaboration with the City entertainment and events?
- I wonder what Westminster expects art to do for the City and citizen?
- What kind of financial support is available?
- How can local artists support regional events?
- I wonder why it is so difficult to get information regarding the events
- Whatever helps build character of reputation of Westminster?
- How to consolidate live music information/ promotion
- If we partner up with the Westminster historical society to create more events
- I know it can be challenging, but can large festivals be planned outside hottest summer or coldest winter weather
- Besides the spotlight Magazine and the library where else to find township
- If the new downtown will have an outdoor entertainment area
- How different events are chosen and by whom
- I wonder why our city has no community band
- I wonder if we could find a venue to show art for older adults
- How to differentiate Westminster from other locations?
- I wonder how many people in Westminster attend cultural events
- I wonder if a space like the Arvada Center would be possible
- I wonder if there are more events I don't hear about
- How to offer Broadway musicals/theater plays
- How to develop a quality music venue to attract premier talent
- I wonder how Westminster fits in with other city arts districts/programs in Denver Metro
- I wonder if we could market/advertise events better
- Artists from area (keep costs down to preview), exhibit their art on a rotating basis
- I wonder – what we could do to attract "big name performer"
- I wonder what types of shows/acts we could attract to our city?
- If actors would do a Q and A after the performance
- Recreate a drive in movie
- How we can make room for/ attract less "mainstream" events/ groups
- If there are summer family movies offered for free
- If there a website to learn about Westminster goings-on?
- Events set in nature (on trails) (x4)
- How to find out about events in Westminster (x3)
- Why the city doesn't use the Pillar of Five in some way
- If events could be more cultural and less consumer (x3)
- Can Westminster find a large space to hold weekly farmers market to bring the community together
- If the City has convened an event center
- If Westminster has any parades
- If there are any brewer vs. brewer competitions? -Westy GABF
- How the Westminster City government could go about getting entertainment groups interested in performing affordably?
- Why the historic house in Westminster is so sad in appearance on the inside
- Are there small-scale events for close proximity between artists and audience?
- What the City already has planned
- Could Westminster afford to run a balloon ride at the park?



### **Appendix C: Community Input Session Data**

- What are the limitations/ legal obstacles for some events in order to make them happen?
- How we let Germinal Stage go from Westminster
- Does Westminster have any dance classes at the rec center?
- How many performing arts groups call Westminster home
- If there is a certain critical mass (population #) necessary to sustain cultural events and does WM have it?
- If its possible for community members to organize art events for the community
- Do we have any Veteran's Day or military appreciation events?

## Appendix D: Progress Reports

### i. Arts and Culture Master Plan – 2023 Progress Report

The following document provides an analysis of the current status of the City of Westminster's Arts and Culture Master Plan. The Arts and Culture Master Plan was developed in 2019 through a robust and community-driven process. The Master Plan is a flexible document that establishes the vision and direction for arts and culture in the City. The plan reflects the needs and priorities of the citizens of Westminster, who together create the cultural and artistic character of the city. The vision statement provides the framework for the elements of the plan.

The 2023 Progress Report also analyzes the Arts and Culture Master Plan within the context of the City's 2022 Strategic Plan.

#### Vision for Arts and Culture in Westminster

Westminster is a vibrant city that uses arts and culture to enrich the human experience, celebrate diversity, and attract, engage and support a creative class. Through strategic partnerships and leveraging our rich assets, Westminster integrates arts and culture throughout the City, creating a sense of place, and strengthening our identity as the next Urban Center of the Colorado Front Range.

Using the vision statement as the primary guide, the Arts and Culture Master Plan is organized around four distinct priorities:

**PRIORITY ONE: *Develop capacity and awareness of arts and culture in Westminster***

**PRIORITY TWO: *Integrate and expand access to arts and culture throughout the City***

**PRIORITY THREE: *Attract, engage and support artists, art groups and creative industries***

**PRIORITY FOUR: *Ensure the sustainability of arts and culture in Westminster***

Within each of these priorities are specific recommendations and associated action steps. The action steps are grouped by phases.

#### Relationship to the City of Westminster's 2022 Strategic Plan

In addition to providing an analysis of actions and status for the Arts and Culture Master Plan, this document indicates alignment and status with the City's newly adopted Strategic Plan. This plan was adopted by the City Council in 2022 and establishes a mission and vision for the Westminster community that is organized around five priorities with related strategic priorities. The 2019 Art and Culture Master Plan aligns with the City's 2022 Strategic Plan Priorities related to:

**PRIORITY THREE – *Shared Sense of Community: Foster equitable opportunities that help residents feel at home and connected to their community and empowered to live their best lives.***

3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community.

- 3.1.a: Develop and implement Citywide events that foster camaraderie and community connections through neighborhood participation.
- 3.1.b: Ensure that Westminster's events and programs represent and are inclusive to the City's rich cultural diversity.

3.2: Foster a well-informed citizenry by providing outreach, education, and opportunities to engage with the community.

- 3.2.b: Develop a structured program and awareness campaign to encourage residents to shop at locally-owned, small businesses in the community.
- 3.3: Ensure City processes are equitable, inclusive, and welcoming to all people.

**PRIORITY FOUR – *Quality of Life: Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses, and visitors that honor the City's history and support the arts, parks, recreation, open spaces, and libraries.***

4.1: Ensure access to the City parks, open space, trails, libraries, and recreation centers.

- 4.1.c: Enhance the City's use of existing public lands through collaboration with the community and neighboring jurisdictions to create placemaking and positive activation that provides a sense of safety and belonging to all residents.

**Appendix D: Progress Reports**

4.3: Expand and leverage partnerships with organizations such as the North Metro Arts Alliance that support the arts, libraries and Westminster’s history to maximize residents, businesses, and visitors access to these amenities throughout the City.

- 4.3.a: Continue to partner with the school districts/PRL to find natural synergy and compatible goals.

4.4: Use arts and culture to enrich the human experience, celebrate diversity, and attract, engage, and support artists and makers.

- 4.4.a: Elevate the profile of Westminster’s arts, culture and history.
- 4.4.b: Integrate and expand access to arts and culture throughout the City.
- 4.4.c: Attract and support artists, art groups, makers, and creative industries.
- 4.4.d: Ensure the sustainability of arts and culture in Westminster.
- 4.4.e: Promote the authentic history and cultural assets of Westminster as an economic driver through support of the Arts District in Historic Westminster by leveraging partnerships with organizations like the Historic Landmark Board.

The following tables provide an update of the City’s Arts and Culture Master Plan by noting accomplishments to date, current status, relationship to the City’s 2022 Strategic Plan, and notes detailing how priorities are being addressed.

**PRIORITY ONE: Develop capacity and awareness of arts and culture in Westminster.**

<b>P1-RECOMMENDATION ONE</b> <i>Build city infrastructure for arts and culture.</i> <b>PHASE 1</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Form and staff an Office of Cultural Affairs.	To be complete in Q1 2023	P4 , 4.4.d	The Division of Cultural Affairs was created within the Department of Parks, Recreation and Libraries pursuant to the City’s adoption of the 2023 Budget. Staff who work on marketing, special events, sponsorships, and cultural affairs will comprise this new Division.
Prioritize the use of volunteers in building cultural arts.	Ongoing	P3, 3.1.b, 3.3.b	Staff has an established roster of community volunteers and staff reaches out on a regular basis to obtain ideas and volunteers for community events that highlight cultural diversity in the community.
<b>P1-RECOMMENDATION ONE</b> <i>Build city infrastructure for arts and culture.</i> <b>PHASE 2</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Ensure City-funded events and activities are routed through the Office of Cultural Affairs so they can be properly marketed and promoted.	Complete	P3, 3.3	All Special Event – Temporary Use Permits are now handled by the Cultural Affairs Division. The permitting process moved to an online platform in early 2023. This move has brought consistency and enhanced customer service to those planning events in Westminster.

**PRIORITY ONE: Develop capacity and awareness of arts and culture in Westminster.**

<b>P1-RECOMMENDATION TWO</b> <i>Increase communication and marketing.</i> <b>PHASE 1</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Establish an easy-to-navigate arts and culture landing page that includes a calendar of events.	Q1, 2023	P3, 3.3	The Arts and Culture webpage was modified to include a Community calendar. The City will also launch an online and digital eNews for events and programming related to arts and culture. The modified web page will allow for the uploading of community events related to arts and culture.
<b>P1-RECOMMENDATION TWO</b> <i>Increase communication and marketing.</i> <b>PHASE 2</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Complete an inventory of artists, arts groups, cultural groups and creative industries in Westminster. Create an inventory of spaces with creative use potential, including city-owned buildings, public spaces, nonprofits, hotels and other vacant or under-used spaces.	Ongoing	P4, 4.4.c	Staff has established the framework for an inventory of artists, arts groups, and cultural groups. This inventory will be updated as information is obtained.  Staff has a comprehensive list of available venues and works with the community as requested.
<b>P1-RECOMMENDATION TWO</b> <i>Increase communication and marketing.</i> <b>PHASE 3</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Using the Artist Inventory and the Venue Inventory, create a downloadable resource guide. Boost Westminster’s arts and culture reputation by sharing the resource guide and looking for opportunities to market these activities across the Front Range.	2023 Q4	P4, 4.4.a	Using identified resources, staff will develop a downloadable resource guide by the end of Q4 of 2023. This resource guide will be placed on the Arts and Culture web page.

**PRIORITY TWO: Integrate and expand access to arts and culture throughout the City.**

<b>P2-RECOMMENDATION ONE</b> <i>Strengthen the public art program.</i> <b>PHASE 1</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Investigate, propose and implement improvements to the public art funding mechanism.	Ongoing	P4, 4.4.d	Staff will research and continue to compile a literature review of strategies that local governments use to fund acquisition and maintenance of public art.
Create processes for maintenance, deaccession or relocation of public art.	Complete	P4, 4.4.a	In Q3 of 2022, staff submitted a new Public Art Policy for consideration by City leadership. This Policy identifies responsibilities for the City's public art collection and strategies for selection, accession, maintenance, and de-accession.
<b>P2-RECOMMENDATION ONE</b> <i>Strengthen the public art program.</i> <b>PHASE 2</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Create a public art selection process that includes community representation and criteria to highlight Westminster's identity and connect the City visually.	Complete	P4, 4.4	In Q3 of 2022, staff submitted a new Public Art Policy for consideration by City leadership. This Policy identifies a flexible and responsive community involvement process for the selection, accession, maintenance, and de-accession of public art.
<b>P2-RECOMMENDATION TWO</b> <i>Ensure arts and culture opportunities are available throughout the City</i> <b>PHASE 1</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Augment and coordinate existing City events to focus on access and diversity of artistic and cultural expression.	Ongoing	P3, 3.3.b	The City's Art a la Carte program specifically focuses on bringing art and culture programming to the community. Instructors are local artists who bring diversity and professionalism to the programming.
Identify outside partnership opportunities to augment offerings by the City.	Ongoing	P4, 4.3	Staff works closely with local arts groups and organizations to identify ways to partner and promote arts and culture offerings in the City of Westminster. As new contacts are identified, they are added to the City's database and connections are made.



**PRIORITY TWO: Integrate and expand access to arts and culture throughout the City.**

<b>P2-RECOMMENDATION TWO</b> <i>Ensure arts and culture opportunities are available throughout the City.</i> <b>PHASE 2</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
<p>Strengthen City arts education offerings by coordinating with Parks, Recreation and Libraries to ensure arts education workshops provide training in a variety of art forms for a variety of ages.</p>	<p>Ongoing</p>	<p>P3, 3.3 P4, 4.4.b</p>	<p>Cultural Affairs staff work closely with staff throughout Parks, Recreation and Libraries to develop and enhance programming to reach a variety of ages.</p>
<p>Strengthen City arts education offerings by supporting the creation of Maker Space in Westminster as detailed in the Westminster Library Master Plan.</p>	<p>Ongoing</p>	<p>P4, 4.4.c</p>	<p>Staff is researching the function and structure of makerspaces and will share this information with staff from Libraries and Economic Development.</p>
<p>Strengthen City arts education offerings by looking for ways to ensure diverse participation in City arts education offerings, such as providing scholarships, presenting in nontraditional spaces, and offering multilingual activities.</p>	<p>Ongoing</p>	<p>P3, 3.3 P4, 4.4</p>	<p>The City's Art a la Carte program specifically focuses on bringing art and culture programming to the community in diverse locations. Instructors are local artists who bring diversity and professionalism to the programming.</p>
<p>Support and promote arts education programs in local public schools and at Front Range Community College.</p>	<p>Ongoing</p>	<p>P4, 4.3</p>	<p>Staff meets regularly with representatives from Westminster Public Schools and Front Range Community College to identify synergies in programming so that skills, talents and resources can be effectively leveraged.</p>
<p>Activate parks and open spaces by developing policies for affordable community use of outdoor venues for free/low-cost arts and cultural events.</p>	<p>Ongoing</p>	<p>P4, 4.1.c</p>	<p>The City's Special Event and Temporary Use Permitting process is managed by the Cultural Affairs Division. This permitting process is low cost and staff is available to assist with the application process.</p>
<p>Activate parks and open spaces by collaborating with communities, arts groups and funders across the region to bring low-cost programming to parks and open spaces, in particular, performing arts programs.</p>	<p>Ongoing</p>	<p>P4, 4.1.c</p>	<p>Staff have successfully worked with local performance organizations to deliver live performing arts events at the Westminster Station open space, Shoenberg Farm, and other unique spaces. These efforts will continue.</p>

**PRIORITY TWO: Integrate and expand access to arts and culture throughout the City.**

<b>P2-RECOMMENDATION TWO</b> <i>Ensure arts and culture opportunities are available throughout the City.</i> <b>PHASE 3</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Improve community engagement with historic properties by commissioning a study of historic properties to understand their needs and potential.	Ongoing	P4, 4.4.e	Staff works with local arts, culture and historical groups to identify potential programming of the City’s historical sites.
Improve community engagement with historic properties by developing a plan to activate historic properties and increase community engagement with these sites.	Ongoing	P4, 4.4.e	Staff worked closely with the Westminster Historical Society to deliver four history tours in 2022. The historical tour programming will continue and evolve based on input from attendees. Staff will continue to engage the community in these events.
<b>P2-RECOMMENDATION TWO</b> <i>Ensure arts and culture opportunities are available throughout the City.</i> <b>FUTURE PHASES TO CONSIDER</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Leverage parks and open space to offer a concert or performing arts series.	Ongoing	P4, 4.1.c	Staff schedules performances in various parks and open spaces. Metrics have been developed to assess the success of these performances. Modifications to programming will be consistent with the findings of these metrics as programming moves forward in subsequent years.

**PRIORITY TWO: Integrate and expand access to arts and culture throughout the City.**

<b>P2-RECOMMENDATION THREE</b> <i>Activate mini art hubs.</i> <i>*See below for sites.</i> <b>PHASE 1</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Review City policies and code to support and enhance opportunities for arts and cultural events including, but not limited to, policies on amplified sound, vendors, and alcohol for designated areas.	2023 Q2	P4, 4.1.c	Review to be complete by the end of Q2 of 2023.
<b>P2-RECOMMENDATION THREE</b> <i>Activate mini art hubs.</i> <i>*See below for sites.</i> <b>PHASE 2</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Collaborate with communities and organizations throughout the region to bring low-cost programming to outdoor spaces in these areas, in particular to public spaces in Downtown Westminster, Little Dry Creek Park, and open space in the Historic Westminster/ Westminster Station areas.	Ongoing	P4, 4.1.c	Staff partners with community members and community performance groups to activate the Westminster Station open space and Shoenberg Farm. Staff will continue to assess and prioritize the use of other outdoor spaces in the City.
Work with the public art program to activate these areas with large, iconic public art pieces.	Ongoing	P4	Staff regularly meets with representatives from all departments to ensure that art is considered as part of the project development and management. Staff meets with community groups regarding the placement of both permanent and temporary art exhibits such as the Ukrainian yarn mural that was placed at the MAC in Q2 of 2022.
<b>P2-RECOMMENDATION THREE</b> <i>Activate mini art hubs.</i> <i>*See below for sites.</i> <b>PHASE 3</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Work with Economic Development to promote and/or collaborate with businesses in these areas to offer performing or visual arts activities, education, and training programs, and other creative partnerships.	Ongoing	P3, 3.2.b	Staff regularly meets with Economic Development on ways to collaborate with local businesses and establish partnerships with creators and makers in the community.

\*Mini art hubs may include the leveraging of locations in the Downtown, Historic Westminster/ Westminster Station, Orchard Town Center, Brookhill/Wadsworth Corridor, and Westminster Promenade areas.

**PRIORITY TWO: Integrate and expand access to arts and culture throughout the City.**

<b>P2-RECOMMENDATION THREE</b> <i>Activate mini art hubs.</i> <i>*See below for sites.</i> <b>FUTURE PHASES TO CONSIDER</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Consider the development of a small to mid-size practice and performing arts venue and/or arts center in the Downtown or Westminster Station area.	Ongoing	P4, 4.4.b	Staff continually assesses locations for the development of a small to mid-size practice and performance venues.
Leverage partnership opportunities wherever possible to maximize success.	Ongoing	P4, 4.3	Staff consistently meets with local arts organizations, colleges, schools, artists, creators and makers to identify possible partnerships to deliver creative, diverse, and engaging programming for the community.

\*Mini art hubs may include the leveraging of locations in the Downtown, Historic Westminster/ Westminster Station, Orchard Town Center, Brookhill/Wadsworth Corridor, and Westminster Promenade areas.

**PRIORITY THREE: Attract, engage and support artists, art groups and creative industries.**

<b>P3-RECOMMENDATION ONE</b> <i>Attract, engage and support artists, art groups and creative industries.</i> <b>PHASE 1</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Establish an online portal or social media page where creatives can interact, share resources and network.	2023, Q3	P4, 4.4.c	The Arts and Culture webpage will be modified to include a portal where community members can share information about community events, programs and educational opportunities. An online and digital eNews for events and programming related to arts and culture will launch in 2023. The modified webpage will allow for the uploading of community events related to arts and culture.
Promote professional development opportunities provided through higher education, nonprofits or other regional networks for artists, art groups, and creative industries.	Ongoing	Pr, 4.4.c	An online and digital eNews will launch in 2023, which will provide a listing of events and programming related to arts and culture as well as opportunities for professional development.
<b>P3-RECOMMENDATION ONE</b> <i>Attract, engage and support artists, art groups and creative industries.</i> <b>PHASE 2</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Review City policies and ordinances to ensure they are supportive of arts and culture activities as well as creative industries.	2023, Q2	P4, 4.4	Review to be completed by the end of Q2 of 2023.
Leverage and promote opportunities through Parks, Recreation and Libraries for artists to host workshops and generate income.	Ongoing	P4, 4.4.c	The City's Art a la Carte program specifically focuses on bringing art and culture programming to the community in diverse locations. Instructors are local artists who bring diversity and professionalism to the programming. Artists are compensated for their instruction time.



**PRIORITY THREE: Attract, engage and support artists, art groups and creative industries.**

<b>P3-RECOMMENDATION ONE</b> <i>Attract, engage and support artists, art groups and creative industries.</i> <b>PHASE 3</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Share the results of the Artist and Venue Inventories with businesses, professional associations and chambers to encourage collaboration.	Ongoing	P4, 4.4.c	Staff meets regularly with businesses, professional associations and chambers to enhance opportunities for collaboration, establish partnerships, and leverage resources.
Create a small-scale grant program to fund Community-led artistic enhancement activities or events.	Future	P4, 4.4.c	The current adopted budget does not include this type of program. Staff will research the feasibility of this for future budget cycles.
<b>P3-RECOMMENDATION ONE</b> <i>Attract, engage and support artists, art groups and creative industries.</i> <b>FUTURE PHASES TO CONSIDER</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Consider the development of an artist live/work space in coordination with Westminster's Affordable and Workforce Housing Strategic Plan.	Ongoing	P4, 4.4.c	Staff regularly meets with City staff regarding development proposals and the feasibility of incorporating artist live/work space.

**PRIORITY FOUR: Ensure the sustainability of arts and culture in Westminster.**

<b>P4-RECOMMENDATION ONE</b> <i>Ensure the sustainability of arts and culture in Westminster.</i> <b>PHASE 1</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Pursue alternative revenue such as SCFD funding via the Westminster Office of Cultural Affairs.	Ongoing	P4, 4.4.d	Staff have successfully obtained grants, financial partnerships, and donations to support programming for arts and culture in Westminster.
<b>P4-RECOMMENDATION ONE</b> <i>Ensure the sustainability of arts and culture in Westminster.</i> <b>PHASE 2</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Research and promote funding opportunities for artists via the City's arts and culture web page and social media.	2023, Q2	P4, 4.4.d	The Arts and Culture webpage will be modified to include a portal where community members can share information about community events, programs, educational, and funding opportunities. In Q2 of 2023, the online and digital eNews for events and programming related to arts and culture will launch. This eNews and the Arts and Culture calendar will include any information related to funding opportunities.
Update and develop strategic asks for underwriting support for City arts and culture activities and events.	Ongoing	P4, 4.4.d	Staff regularly search local, state, and national databases for funding opportunities. Through the development of strategic relationships, staff have successfully obtained underwriting for arts and culture activities and events.

**PRIORITY FOUR: Ensure the sustainability of arts and culture in Westminster.**

<b>P4-RECOMMENDATION ONE</b> <i>Ensure the sustainability of arts and culture in Westminster.</i> <b>PHASE 2</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Research and pursue relevant grants related to Historic Preservation, Tourism, Arts and Culture, etc.	Ongoing	P4, 4.4.d	Staff regularly search local, state, and national databases for funding opportunities. Staff have been successful in securing grants to fund programming related to arts and culture.
<b>P4-RECOMMENDATION ONE</b> <i>Ensure the sustainability of arts and culture in Westminster.</i> <b>PHASE 3</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Consider the development of a 501c3 support group to help fund needs for arts and culture activities.	Ongoing	P4, 4.4.d(i)	Staff work closely with local nonprofits such as the North Metro Arts Alliance and the Westminster Foundation to assist in funding programming related to arts and culture.
<b>P4-RECOMMENDATION ONE</b> <i>Ensure the sustainability of arts and culture in Westminster.</i> <b>FUTURE PHASES TO CONSIDER</b>	<b>STATUS</b>	<b>2022 CITY STRATEGIC PLAN</b>	<b>NOTES AND UPDATE</b>
Consider a funding mechanism such as tax increment financing, business improvement districts, etc.—to further develop arts hubs in the City, particularly in the Westminster Station and/or Downtown area.	Future	P4, 4.4.d	As partnerships and community engagement increase around arts and culture, these conversations will take place and move the City forward in achieving the goals and vision for set forth in the Master Plan for Arts and Culture.