

Cultural Council Meeting Agenda

**Thursday, March 21st, 2019
City Hall, 749 Main Street, Louisville, CO
Spruce Conference Room
6:30pm**

We promote arts and culture in Louisville. We program cultural events, advocate for and support artists, and advise City Council. By doing so we engage our diverse social, cultural, and creative community.

- | | | |
|-------|--|--------------|
| I. | Call to Order | 5 min |
| II. | Roll Call | (items I–VI) |
| III. | Attendance and Volunteer Hours Log (To Be Circulated) | |
| IV. | Approval of Today's Agenda | |
| V. | Public Comments: Items Not on the Agenda | |
| VI. | Correction and/or Approval of February Meeting Minutes | |
| VII. | Chair's Report (Adam) | 10 min |
| VIII. | Treasurer's Report (Debbie) | 5 min |
| IX. | City Council Report (Jeff) | 5 min |
| X. | Staff Report (Katie) | 10 min |
| XI. | Sculpture Garden (Kate) | 5 min |
| XII. | Arts Grants Review | 10 min |
| XIII. | 2019 Programming | 10 min |
| | a. Winter/Spring Programming | |
| | i. 3/16 Amelie Quartet (Sean) | |
| | ii. 4/12 Silent Movie (Debbie) | |
| | iii. 4/24 G. Brown Lecture (Adam) | |
| | b. Summer Concert Series | |
| | i. Headliner update (Adam) | |
| | ii. Support update (Kim) | |
| XIV. | LCC Ongoing Programming and Art Installments | 30 min |
| | a. 2017 Cultural Arts Master Plan | |
| | i. Review Strategies and Action Items | |
| | b. Round Table Brainstorm | |
| | i. Review Brown Paper Tickets | |
| | ii. Review LCA Capacity/Chairs | |
| | iii. Review Steinbaugh Pavilion Option | |
| | iv. Review Past/Current LCC Programming – What Works, What Doesn't | |
| | v. Discuss 2019 and Future Programming and Public Art | |
| | vi. Create Fall/Winter Action Plan | |
| XV. | Adjourn | |

Attachments:

- | | |
|---|--|
| 1. February 2019 Minutes | 8. LCC Presents Calendar |
| 2. Treasurer's Report | 9. Event Lead Checklist |
| 3. 2019 Budget | 10. Cultural Arts Master Plan |
| 4. City of Louisville Strategic Plan | 11. Update of Cultural Arts Master Plan Action Items |
| 5. Summer Concerts Poster | 12. Public Art Policy |
| 6. Community Park Sculpture Garden Update | 13. LCC Program Attendance 2017-2019 |
| 7. Art Grant Update | |

City of Louisville

<i>City Manager's Office</i>	<i>749 Main Street</i>	<i>Louisville CO 80027</i>
<i>303.335.4536 (phone)</i>	<i>303.335.4550 (fax)</i>	<i>www.LouisvilleCO.gov</i>

Cultural Council
Meeting Minutes
21 February 2019
Louisville Public Library, 951 Spruce St, Louisville, CO
6:30pm

I. Call to Order

II. Roll Call – Members present: Beth McLennan, Robby Pitt, Kim Poletti, Kate Ward, Leah Franks, Mark Cathcart, Adam Sloat, Sean Moynihan, Debbie Davies, Mike Crowe

Members absent: none

City Representatives present: Katie Zoss, Not present: Jeff Lipton

III. Attendance and Volunteer Hours Log were circulated

IV. Approval of Today's Agenda: all approved

V. Public Comments: none

VI Correction and/or Approval of January Meeting Minutes: Beth motioned to approve, Mike seconded, all approved

VII. Chair's Report (Adam):

- a. Will discuss fall programming in next month's meeting including discussion re: surplus budget and how to spend it on programming
- b. met with City Manager Heather Balsar for yearly meeting, discussed what public lands can have events such as McCaslin area and S. Boulder Road to diversify locations of events
- c. Thanks to Katie for putting together the grant application booklet and for preparing the SCFD grant application

VIII. Treasurer's Report (Debbie): Reviewed attached budget summary and all approved

IX. Staff Report (Katie):

- a. The Library is interested in having a mural contest for youth/young adults age 16-21
 - Participants would submit a design around the theme "A Universe of Stories" which aligns with the Library's 2019 Summer Reading program theme.
 - A panel of judges would choose the winning design.
 - That young artist would be mentored by a local mural artist to execute their design in summer 2019.
 - The mural would go in the "Via Artista" alley behind the Library on the long plain concrete wall that leads to the parking garage.
 - The mural would be temporary (1-2 years), so it wouldn't need to get approval by the LCC per the City's Public Art Policy, but it would need to be approved by the City's planning department under our sign code guidelines.

As a partner for this project, the LCC would provide:

- Approximately \$200 to pay for paint and supplies for the artist
- Possible honorarium (\$200?) for professional artist mentor
- Assistance with judging the contest and identifying appropriate judges

- Possible assist with hosting a lecture on murals featuring a Denver mural artist
 - i. Debbie suggested providing funds to pay the artist. Mark motioned to contribute \$200 for the Library mural contest to go towards supplies and up to \$300 to pay artists and mentors. Mike seconded, all approved. Katie will go back to the Library with this suggestion and contribution from the LCC.
 - b. Katie met with the City's finance department to initiate the separation of the 501(c)(3) from the LCC. Once the City is in charge of finances, they will manage contracts – likely to start in the fall since the artists for the summer concerts are already contracted.
 - c. Public art is an item on the city Council work plan for October of this year. They are looking policies that other cities implement such as designated a certain percentage of project to go towards public art. They are also looking for ideas for more temporary art installations around town.
 - c. Katie met with architects and engineers re: raising the Community Park stage, cement blocks for speakers will likely be installed in time for this summer.
 - d. Katie will email out the corrected summer concert promo posters
 - e. Katie talked to the rec center about collaborating for rotating art installations

X. City Council Report (Jeff): Not present

XI. 2019 Programming

- a. Winter/Spring Programming: Leads Reviewed & updated past & upcoming programs
 - i. 1/20 Zooperheroes Presentation (Kate)
 - ii. 1/26 Ragged Union Concert (Leah)
 - iii. 2/6 Stories of Grain Lecture/Presentation (Leah)
 - iv. 2/15 Altius Quartet Concert (Mike)
 - v. 3/16 Amelie Quartet (Sean)
 - vi. 4/12 Silent Movie (Debbie)
 - vii. 4/24 G. Brown Lecture (Adam)

XII. Election of Officers for 2019:

Chair: Adam Sloat

Vice Chair: Sean Moynihan

Treasurer: Debbie

Secretary: Beth McLennan

Mark moved to approve the slate as discussed, Mike seconded, all approved

- a. Chair, Adam Sloat, and Treasurer, Debbie Davies, are permitted to sign checks on behalf of the LCC. Katie motioned to approve this, Sean seconded, all approved.

XIII. After discussion, Arts Grant funds were awarded to projects as listed below. LCC members will notify applicants of award decisions.

Applicant	Project	Award
Boulder Opera Company	Youth Opera Workshop Performance	\$ 500
Coal Creek Elementary	Ceramic Connections: Wheel Intensive	\$ 1,200
Cyanne Stonesmith	Borders	\$ 400
Dona Laurita	The Silhouette Project: Stories of Cancer Through the Lens of Love	\$ 1,065
Face Academy of Music	Spring Concert	\$ 750
Integral Steps	Global Concert and Art Share	\$ 500
Luciana da Silva	A Night of World Dance	\$ 800
Motus Theater	UndocuMonologues: Stories from the Frontlines of U.S. Immigration Policy	\$ 1,500
Peter Simon, Concert Pianist	Young People's Outreach Concerts	\$ 940
Public Works Theatre Company	Xperiment!	\$ 490
Tapestry Theatre Company	Tapestry Theatre Young Adult Production	\$ 1,100
The Dance Front	Thriller Dance Workshops	\$ 350
Toward Right Relationship	Let's Celebrate Indigenous Peoples Day in Louisville	\$ 775

XIV. Adjourn at 9:12 pm (Beth motioned, Mike seconded)

9:16 AM

03/13/19

Louisville Cultural Council
Reconciliation Detail
 Checking II, Period Ending 02/28/2019

<u>Date</u>	<u>Num</u>	<u>Name</u>	<u>Memo</u>	<u>Clr</u>	<u>Amount</u>	<u>Balance</u>
Beginning Balance						3,429.92
Cleared Transactions						
Checks and Payments - 3 items						
02/04/2019	3012	Charlie Fisher	Hanging Posters	X	-52.50	-52.50
02/19/2019	3013	Robby Pitt	Altius Snacks	X	-12.60	-65.10
02/21/2019	3015	Charlie Fisher	Hanging Posters	X	-52.50	-117.60
Total Checks and Payments					-117.60	-117.60
Deposits and Credits - 2 items						
02/19/2019			Altius Square	X	43.76	43.76
02/28/2019			Interest	X	0.02	43.78
Total Deposits and Credits					43.78	43.78
Total Cleared Transactions					-73.82	-73.82
Cleared Balance					-73.82	3,356.10
Register Balance as of 02/28/2019					-73.82	3,356.10
Ending Balance					-73.82	3,356.10

Louisville Cultural Council

Balance Sheet

As of February 28, 2019

	<u>Feb 28, 19</u>
ASSETS	
Current Assets	
Checking/Savings	
Checking II	3,356.10
Savings - Great Western Bank	15,921.43
Cash in Box	200.00
Total Checking/Savings	<u>19,477.53</u>
Other Current Assets	
Public Art Prepaid Expense	7,000.00
Total Other Current Assets	<u>7,000.00</u>
Total Current Assets	26,477.53
Fixed Assets	
Public Art on Display	273.47
Furniture and Equipment	800.00
Total Fixed Assets	<u>1,073.47</u>
TOTAL ASSETS	<u>27,551.00</u>
LIABILITIES & EQUITY	
Equity	
Opening Balance Equity	20,434.59
Unrestricted Net Assets	6,316.81
Net Income	799.60
Total Equity	<u>27,551.00</u>
TOTAL LIABILITIES & EQUITY	<u>27,551.00</u>

Louisville Cultural Council
Profit & Loss
 January through February 2019

	Jan - Feb 19
Ordinary Income/Expense	
Income	
Direct Public Support	
Individual Contributions	16.00
Total Direct Public Support	16.00
Government Grants	
SCFD	2,073.60
Total Government Grants	2,073.60
Program Income	
Ticket Sales	342.94
Total Program Income	342.94
Investments	
Interest-Checking/Savings	0.06
Total Investments	0.06
Total Income	2,432.60
Gross Profit	2,432.60
Expense	
Program Expense	
Artist Fees	1,478.00
Concessions Supplies	50.00
Total Program Expense	1,528.00
Operations	
Advertising and Marketing	105.00
Total Operations	105.00
Total Expense	1,633.00
Net Ordinary Income	799.60
Net Income	799.60

Louisville Cultural Council 2019 Budget

	2018 Budget	2018 Actual	2019 Budget
Ordinary Income/Expense			
Income			
Direct Public Support			
Individual Contributions	3,000.00	2,415.93	3,000.00
Corporate Contributions	2,500.00	0.00	0.00
Gifts In-Kind - Services/Goods	3,730.00	3,730.00	3,730.00
Total Direct Public Support	9,230.00	6,145.93	6,730.00
Government Grants			
City of Louisville	15,000.00	15,000.00	30,000.00
SCFD	1,795.00	1,784.44	2,074.00
Total Government Grants	16,795.00	16,784.44	32,074.00
Program Income			
Ticket Sales	3,500.00	7,328.47	7,000.00
Total Program Income	3,500.00	7,328.47	7,000.00
Investments			
Interest-Checking/Savings	15.00	11.20	10.00
Total Investments	15.00	11.20	10.00
Total Income	29,540.00	30,270.04	45,814.00
Gross Profit	29,540.00	30,270.04	45,814.00
Expense			
Program Expense			
Artist Fees			
Summer Concerts	7,000.00	5,925.00	10,000.00
Artist Fees - Other	5,500.00	7,068.00	7,030.00
Total Artist Fees	12,500.00	12,993.00	17,030.00
Technical Support	3,000.00	3,300.00	3,500.00
Instructor Fees			
Young Artist	300.00	300.00	300.00
Young Writers	350.00	350.00	400.00
Total Instructor Fees	650.00	650.00	700.00
Equipment	400.00	29.22	400.00
Artist Hospitality	500.00	610.51	750.00
Concessions Supplies	1,000.00	1,269.88	1,200.00
Public Art Accrual			5,000.00
Facility Rental	3,250.00	3,250.00	3,250.00
Total Program Expense	21,300.00	22,102.61	31,830.00
Awards and Grants			
Cash Awards and Grants	5,000.00	4,630.00	10,370.00
Total Awards and Grants	5,000.00	4,630.00	10,370.00
Operations			
Advertising and Marketing	1,700.00	1,158.82	1,500.00
Merchandise			500.00
Gifts	100.00	100.41	100.00
Licenses and Fees	50.00	25.00	50.00
Meals and Entertainment	100.00	32.15	164.00
Postage, Mailing Service	40.00	0.00	50.00
Supplies	250.00	67.69	250.00
Total Operations	2,240.00	1,384.07	2,614.00
Contract Services			
Accounting Fees	1,000.00	850.00	1,000.00
Total Contract Services	1,000.00	850.00	1,000.00
Total Expense	29,540.00	28,966.68	45,814.00
Net Ordinary Income	0.00	1,303.36	0.00
Net Income	0.00	1,303.36	0.00

SUBJECT: CITY OF LOUISVILLE STRATEGIC PLAN UPDATE

DATE: 3/21/19

PRESENTED BY: KATIE ZOSS

SUMMARY:

In 2018 the City completed its first organizational strategic plan. The Strategic Plan is intended to convey how the City government can best serve our residents now and into the future. The Strategic Plan includes the City's mission, vision and values and highlights some of the high priorities we will accomplish over the next one to two years. The purpose of the plan is to serve as a roadmap for the organization, to strengthen the organizational culture, and to serve as a communication tool for the community to understand the City's strategic vision and operating guidelines.

To complete the planning process, the City hired a consultant that has worked with many other municipalities to create a strategic vision, mission and values and sought feedback from employees through several avenues like an employee survey and focus groups. The plan also incorporates input from City Council and a number of existing documents that had extensive public input like the Comprehensive Plan, Parks, Recreation, Open Space and Trails Plan, etc. Key themes were identified and the vision, mission and values were established:

Vision

The City of Louisville – dedicated to providing a vibrant, healthy community with the best small town atmosphere.

Mission

Our commitment is to protect, preserve and enhance the quality of life in our community.

Values

Innovation, Collaboration, Accountability, Respect, Excellence

The Strategic Plan includes Priority Initiatives that capture the City's key priorities for 2019 and 2020 in each of the Critical Success Factor areas (i.e. Reliable Core Services, Quality Programs and Amenities, etc.). The Priority Initiatives represent those projects or initiatives occurring in the next one to two years that are above and beyond our daily operation, which represent an increased level of service, have new or additional dedicated resources and funding and help advance the City's vision.

SUBJECT: STRATEGIC PLAN UPDATE

DATE: 3/21/19

PAGE 2 OF 2

The City continues to move forward with the program-based budget structure, which includes program areas with specific goals and sub-programs with measurable objectives. These goals and objectives are measured through the Key Performance Indicators. The Strategic Plan reflects how our Priority Initiatives are aligned with these program areas. In essence, the program and sub-program areas reflect all of the work the City performs on a day-to-day basis, while the Priority Initiatives reflect those high-priority efforts with an increase in financial and resource investment over a period of time. The vision, mission and values reflect how the City does this work.

Implementation of the Strategic Plan kicked off in early 2019 and staff plans to incorporate the Priority Initiatives in department work plans, post visual reminders of the vision, mission and values in City facilities and distribute materials to staff (i.e. calendar, mousepad, business cards), develop a peer-to-peer and organization-wide recognition program and develop employee training and development program. Staff is excited to see the plan come to life and become a key component of the City's work.

RECOMMENDATION:

None. This is an informational item only.

ATTACHMENTS:

1. Strategic Plan
2. Strategic Plan Overview



City of
Louisville

Strategic Planning Framework



Introduction

The purpose of the Strategic Plan is to outline how the City can best serve our residents now and into the future. The Strategic Plan will serve as a road map for our organization, to strengthen our organizational culture, and to serve as a communication tool for the community to understand the strategic vision and operating guidelines of the organization.

As an internal, guiding document, the Strategic Plan outlines our operating guidelines for the organization as a whole—our Vision, Mission and Values, as well as our Critical Success Factors—and will help align our organizational culture with the work that we do. In addition, the Strategic Plan includes Priority Initiatives that capture the City’s key priorities for the next one to two years (aligned with the biennial budget process) in each of the Critical Success Factor areas. The City has many initiatives ongoing throughout the year, in addition to the daily operations required to run the City. The Priority Initiatives represent those projects or initiatives occurring in the next one to two years that are above and beyond our daily operations, which represent an increased level of service, have new or additional dedicated resources and funding, and help advance the City’s vision. Together, these elements demonstrate to our residents what we plan to accomplish, and the manner in which we commit to doing our work.

The development of a Strategic Plan has been a priority for City Council and the City Manager, to serve as a singular, guiding document that aligns with the City’s Comprehensive Plan, program-based budget, Home Rule Charter and other planning documents to reflect one unified vision for the organization. Existing plans are still relevant, and will continue to provide direction in key areas of our work.

In addition, the City of Louisville continues to move forward with its program-based budget structure, which includes program areas with specific goals, and sub-programs with detailed objectives. Our progress in meeting these goals and objectives are measured on an annual basis through our Key Performance Indicators (KPIs), and the Strategic Plan reflects how our Priority Initiatives are aligned with these program areas. In essence, the program/sub-program areas reflect all the work of the City that’s performed on a day to day basis, the Priority Initiatives reflect those high-priority efforts that represent an increased financial and resource investment over a period of time, and the Strategic Plan reflects how we do our work.

Thank you for reading this document. We hope it will quickly become a useful tool that becomes an integral part of our organizational operations, and which also will serve to inform our residents about the work we do.

Vision

The City of Louisville – dedicated to providing a vibrant, healthy community with the best small town atmosphere.

Values

Innovation

Leading and embracing change and transformation through creative thinking, learning, and continuous improvement.

Collaboration

Proactively engaging colleagues and other stakeholders in developing solutions through open communication.

Accountability

Fulfilling our responsibilities, owning our actions, and learning from our mistakes.

Respect

Treating people, processes, roles, and property with care and concern.

Excellence

Doing our best work and exceeding expectations with responsive, efficient, and effective customer service.

Mission

Our commitment is to protect, preserve, and enhance the quality of life in our community.

Critical Success Factors



Financial Stewardship and Asset Management



Reliable Core Services



Vibrant Economic Climate



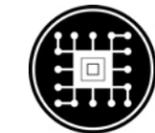
Quality Programs and Amenities



Engaged Community



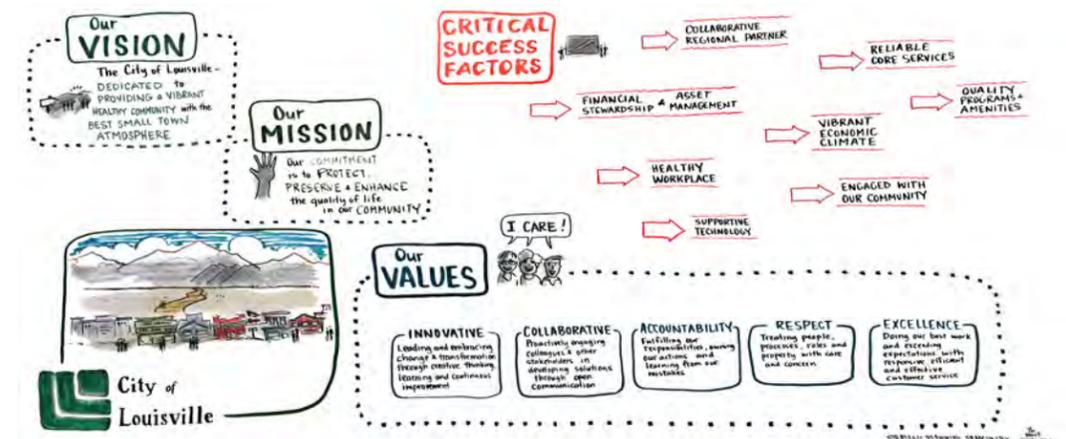
Healthy Workforce



Supportive Technology



Collaborative Regional Partner



Critical Success Factors and 2019 – 2020 Priority Initiatives



Financial Stewardship and Asset Management

The City of Louisville has established financial policies and internal controls to ensure financial sustainability and financial resiliency, and to safeguard the City's assets. The City's recurring revenues are sufficient to support desired service levels and proactively maintain critical infrastructure and facilities. The City practices long-term financial planning through a comprehensive budget process to proactively adjust for changes in financial forecasts. City employees are trusted stewards of the public's money and assets.

2019 – 2020 Priority Initiatives:

- Review and update fiscal policies. (Administration & Support Services)*
- Review finances, fees, and budgets to ensure sound financial structure and fiscal sustainability for the new Recreation Center Fund and Golf Fund. (Administration & Support Services, Recreation)
- Continue implementation of the City's enterprise resource planning (ERP) system, including the implementation of utility billing and electronic time sheets. (Administration & Support Services)



Reliable Core Services

Louisville is a safe community that takes comfort in knowing core services, such as police, roads, water and basic maintenance, are fair, effective, consistent, and reliable. Excellent customer service is provided in the delivery of all City services. The City is prepared for emergencies and offers residents peace of mind knowing basic municipal services are planned for and carried out.

2019 – 2020 Priority Initiatives:

- Complete the City's Transportation Master Plan and identify and implement key investments that will improve the City's transportation infrastructure. (Transportation, Community Design)
- Complete infrastructure improvements outlined in the Capital Improvement Plan, including Citywide paving management upgrades, new water treatment pump station replacing Sid Copeland, and water and sewer line replacement. (Transportation, Utilities)
- Increase efforts to improve the City's medians and landscaping infrastructure, including forestry resources. (Parks, Transportation)
- Complete renovations at the Police Department facility to expand the City's Emergency Operations Center. (Public Safety & Justice)



Vibrant Economic Climate

Louisville promotes a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services. Our unique assets enhance the City's competitive advantage to attract new enterprises, and Louisville is a place people and businesses want to call home.

2019 – 2020 Priority Initiatives:

- Implement recommendations from the McCaslin Area Market Study to support redevelopment within the area. (Economic Prosperity, Community Design)
- Develop a plan to increase proactive retail recruitment for the City of Louisville. (Economic Prosperity)



Quality Programs and Amenities

Excellent programs and amenities sustain the unique experience of living in Louisville. The community enjoys quality facilities and public spaces as well as cultural and educational services that reflect our heritage and are accessible for all. Program performance is evaluated on a regular basis. Opportunities exist to support a healthy mind, healthy body, and healthy community.

2019 – 2020 Priority Initiatives:

- Transition Recreation and Senior Center programming and services to reflect the increased demand associated with the newly expanded facility. (Recreation)
- Complete upgrades to two City playgrounds, and infield improvements at the Louisville Sports Complex. (Parks, Recreation)
- Increase natural resource management activities on City Open Space with the addition of new natural resources staff, including improving native vegetation, increasing weed control, and evaluating the effectiveness of management efforts. (Open Space and Trails)
- Increase programming and hours at the Louisville Historical Museum, and increase program marketing and outreach to grow attendance and participation in all City cultural events. (Cultural Services)



Engaged Community

Louisville residents are informed, involved, engaged, and inspired to be active in community life. The City provides formal and informal opportunities to participate in civic life and transparently shares information using a variety of efficient and accessible approaches.

2019 – 2020 Priority Initiatives:

- Further develop the City's public information and involvement program through additional staffing and resources. (Administration & Support Services)
- Increase transparency around the City's budget, Strategic Plan, and budget program goals through dashboards and other reporting tools. (Administration & Support Services)
- Explore new technology and engagement tools (i.e. mobile application, engagement platform, etc.) to ensure accessible participation for all members of the community. (Administration & Support Services)

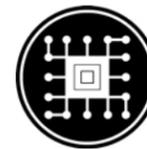


Healthy Workforce

Louisville employees are high-performing public servants characterized as dedicated, engaged self-starters who embody established organizational values and excel in their roles and responsibilities. The City is a healthy workplace that provides competitive compensation and benefits and offers professional development and lifelong learning opportunities for its employees. City employees know they are valued, and they are recognized and rewarded for excellence. Louisville is a place where employees can have a voice in decisions, so collective success is ensured.

2019 – 2020 Priority Initiatives:

- Leverage additional staffing and resources to develop an organizational development and training program that will support our culture of continuous learning, succession planning, and leadership development. (Administration & Support Services)
- Develop a workplace culture initiative that promotes the organizational culture of I CARE and reflects the strategic plan. (Administration & Support Services)



Supportive Technology

Louisville utilizes stable, proven, and relevant technology to enhance and automate City services and to improve the overall customer experience when possible. The use of technology allows the City to make decisions based on accurate and supportable datasets. Supportive technology fosters a culture of learning and innovation.

2019 – 2020 Priority Initiatives:

- Develop a plan for completion of the City's middle-mile fiber network. (Administration & Support Services)
- Utilize additional staffing resources to support data-driven decision-making by training staff to fully leverage technology systems by accessing available data. (Administration & Support Services)
- Implement and build upon existing technology applications and systems that will enhance City services, including Police Department Records Management, Laserfiche records retention, Planning Department Energov, Recreation Center RecTrak, GIS, and other system upgrades. (Administration & Support Services, Public Safety & Justice, Community Design, Recreation)



Collaborative Regional Partner

Louisville is recognized as a regional leader on collaborative issues that cross jurisdictional lines. The City partners with neighboring communities to solve regional problems and to further leverage resources. Louisville cultivates and maintains strong relationships with regional entities and organizations, leads and participates in collective efforts to address issues of mutual interest, and shares ideas and best practices to improve services.

2019 – 2020 Priority Initiatives:

- Work with regional partners to develop approaches to address transportation funding needs. (Administration & Support Services, Transportation)
- Strengthen relationships with local schools and school district. (Administration & Support Services)
- Consider shared service opportunities with neighboring municipalities. (Administration & Support Services)



City of Louisville

Strategic Plan

The Strategic Plan is a road map for our organization, strengthening our organizational culture and serving as a communication tool for the community to understand the strategic vision and operating guidelines of the organization.

Vision

The City of Louisville - dedicated to providing a vibrant, healthy community with the best small town atmosphere.

Mission

Our commitment is to protect, preserve, and enhance the quality of life in our community.

Values

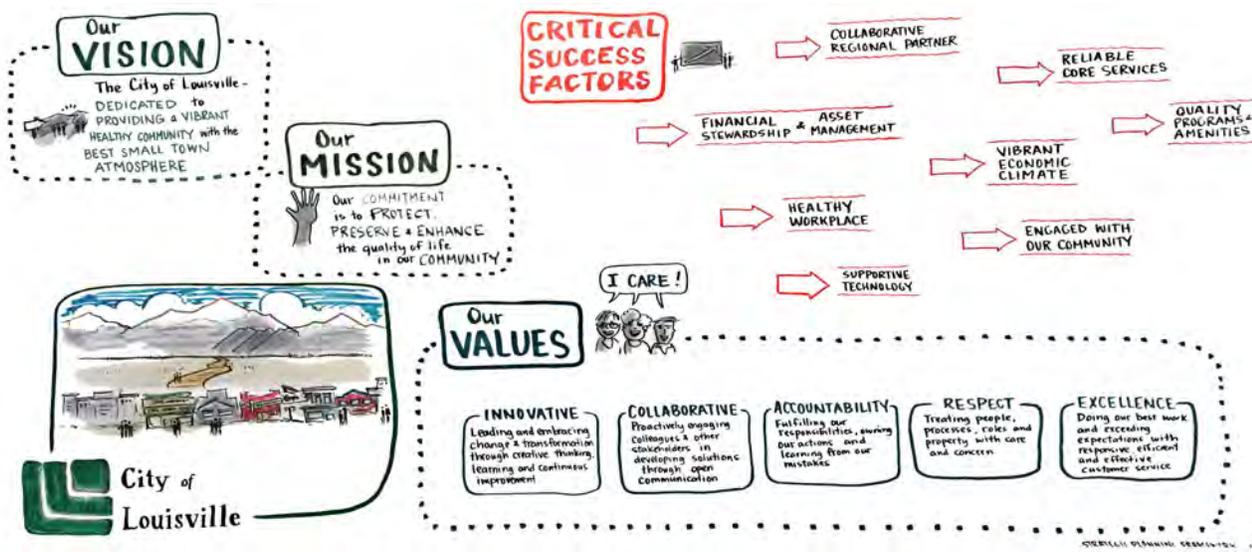
Innovation - Leading and embracing change and transformation through creative thinking, learning, and continuous improvement.

Collaboration - Proactively engaging colleagues and other stakeholders in developing solutions through open communications.

Accountability - Fulfilling our responsibilities, owning our actions, and learning from our mistakes.

Respect - Treating people, processes, roles, and property with care and concern.

Excellence - Doing our best work and exceeding expectations with responsive, efficient, and effective customer service.



Critical Success Factors

The Strategic Plan includes Priority Initiatives that capture the City's key priorities for 2019/2020 in each of the Critical Success Factor areas. The Priority Initiatives represent those projects or initiatives occurring in the next one to two years that are above and beyond our daily operations, which represent an increased level of service, have new or additional dedicated resources and funding, and help advance the City's vision.

Financial Stewardship & Asset Management

- Review and update fiscal policies.
- Review finances, fees, and budgets to ensure sound financial and fiscal sustainability for new Recreation Center Fund and Golf Fund.
- Continue implementation of City's new enterprise resource planning (ERP) system.

Reliable Core Services

- Complete City's Transportation Master Plan and identify and implement key investments that will improve City's transportation infrastructure.
- Complete infrastructure improvements outlined in Capital Improvement Plan.
- Complete renovations at Police Department facility to expand City's Emergency Operations Center.

Vibrant Economic Climate

- Implement recommendations from McCaslin Area Market Study to support redevelopment within area.
- Develop plan to increase proactive retail recruitment for City of Louisville.

Quality Programs & Amenities

- Transition Recreation/Senior Center programming and services to reflect increased demand associated with newly expanded facility.
- Complete upgrades to two City playgrounds and infield improvements at Louisville Sports Complex.
- Increase natural resource management activities on City Open Space with addition of new natural resources staff.
- Increase programming and hours at Louisville Historical Museum, and increase program marketing and outreach to grow attendance and participation in all City cultural events.

Engaged Community

- Further develop City's public information and involvement program through additional staffing and resources.
- Increase transparency around City's budget, Strategic Plan, and budget program goals through dashboards and other reporting tools.
- Explore new technology and engagement tools to ensure accessible participation for all members of community.

Healthy Workforce

- Leverage additional staffing and resources to develop organizational development and training program that will support our culture of continuous learning, succession planning, and leadership development.
- Develop workplace culture initiative that promotes organizational culture of I CARE and reflects Strategic Plan.

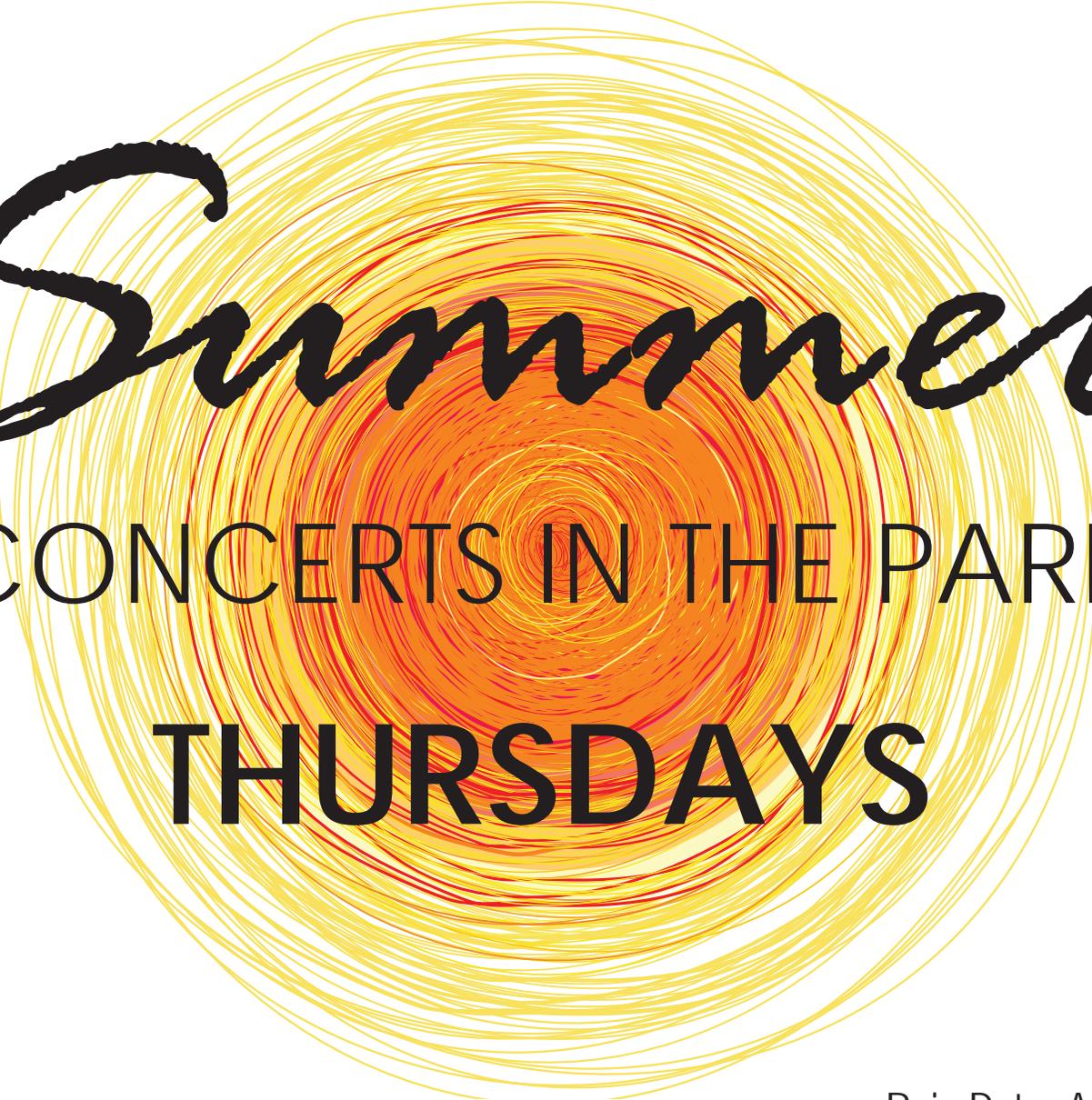
Supportive Technology

- Develop plan for completion of City's middle-mile fiber network.
- Utilize additional staffing and resources to support data-driven decision-making by training staff to fully leverage technology systems by accessing available data.
- Implement and build upon existing technology applications and systems that will enhance City services.

Collaborative Regional Partner

- Work with regional partners to develop approaches to address transportation funding needs.
- Strengthen relationships with local schools and school district.
- Consider shared service opportunities with neighboring municipalities.

Presented by LOUISVILLE CULTURAL COUNCIL



Summer

CONCERTS IN THE PARK

THURSDAYS

Rain Date : Aug. 1

HAZEL MILLER BAND (Soul, Rock & Blues) JUNE 20

BONFIRE DUB with BRIDGET LAW (Roots) JUNE 27

ZIMBiRA (Afropop/Afrofusion) JULY 11

FACE VOCAL BAND (Vocal Rock) JULY 18

KNOT ROCK (70s Covers) JULY 25

FREE • 6:30-8 PM • FOOD TRUCKS

LOUISVILLE'S COMMUNITY PARK 955 BELLA VISTA DRIVE



louisville cultural council



Community Park Sculpture Garden Update:

- Artist: Tyler Stinson, Title TBD
- Purchased by Louisville Cultural Council for the City of Louisville
- Updated photos as of 2/6/19
- Install for Community Park Sculpture Garden intended for Winter/Spring 2019
- Public Notice Posted: 10/30/18-11/14/18
- Public Art Approval by Louisville Cultural Council 11/15/18, No review request by City Council during 45-day period (11/16/18-12/31/18)



2019 Art Grant Updated as of 3/14/19

Applicant	Project	Award	Agreement received	Question/Update	Space Reservation
Motus Theater	UndocuMonologues: Stories from the Frontlines of U.S. Immigration Policy	\$ 1,500	3/4/2019		TBD, 10/19
Coal Creek Elementary	Ceramic Connections: Wheel Intensive	\$ 1,200		Cannot be completed in spring 2019. 2019-2020	n/a
Tapestry Theatre Company	Tapestry Theatre Young Adult Production	\$ 1,100	3/4/2019		n/a
Dona Laurita	The Silhouette Project: Stories of Cancer Through the Lens of Love	\$ 1,065		Follow-up in April.	n/a
Peter Simon, Concert Pianist	Young People's Outreach Concerts	\$ 940	3/8/2019		n/a
Luciana da Silva	A Night of World Dance	\$ 800		Mark has emailed. Update?	
Toward Right Relationship	Let's Celebrate Indigenous Peoples Day in Louisville	\$ 775	3/11/2019		9/21/19 or 9/28/19
Face Academy of Music	Spring Concert	\$ 750		Move program to fall? Summer Steinbaugh use?	
Boulder Opera Company	Youth Opera Workshop Performance	\$ 500	3/6/2019		5/25/2019
Integral Steps	Global Concert and Art Share	\$ 500	3/4/2019		11/10/2019
Public Works Theatre Company	Xperiment!	\$ 490	3/6/2019		6/9/2019
Cyanne Stonessmith	Borders	\$ 400			
The Dance Front	Thriller Dance Workshops	\$ 350			10/18/2019
Wild Horse Film	Earl Biss--Moving Paint	LCC Present	n/a	Interested in LCC presents film screening fall 2019	
Juliet Serrato	The American Dream Interrupted	LCC Present	n/a	Vietnam Pilot's Association mobile museum instead?	
		\$ 10,370			

LCC Presents Calendar updated 3/14/19

DATE	Day	Time	Title	SERIES	LEAD	VOLUNTEER	VOLUNTEER2
3/16/2019	Saturday	7:30 PM	<i>Amelie Quartet</i>		Sean	Mark	Debbie?
4/12/2019	Friday	7:30 PM	Silent Movie "Wrong Again" plus "Safety Last"		Debbie	Kate	Leah
4/24/2019	Wednesday	7:00 PM	<i>G. Brown (Colorado Music Experience, speaker)</i>		Adam	Robby	Sean
5/25/2019	Saturday	3:00 PM	LCC Art Grant: Boulder Opera				
6/9/2019	Sunday		LCC Art Grant: Public Works Theater: Xperiment!				
6/20/2019	Thursday	6:30 PM	Summer Concert #1: Hazel Miller Band				
6/27/2019	Thursday	6:30 PM	Summer Concert #2: Bonfire Dub with Bridget Law				
7/11/2019	Thursday	6:30 PM	Summer Concert #3: ZiMBiRA				
7/18/2019	Thursday	6:30 PM	Summer Concert #4: Face Vocal Band				
7/25/2019	Thursday	6:30 PM	Summer Concert #5: Knot Rock				
9/13/2019	Friday	7:30 PM					
9/21/2019	Saturday	7:30 PM	Alfredo Muro				
9/22/2019	Sunday	3:00 PM					
9/28/2019	Saturday	2:00 PM	LCC Art Grant: Toward Right Relationship (9/21 or 9/28)				
10/5/2019	Saturday	7:30 PM					
10/16/2019	Wednesday	7:00 PM					
10/18/2019	Friday	4:30 PM	LCC Art Grant: The Dance Front				
11/10/2019	Sunday	3:00 PM	LCC Art Grant: Integral Steps				
11/22/2019	Friday	7:30 PM					
11/24/2019	Sunday	3:00 PM					
12/7/2019	Saturday	7:30 PM					
12/11/2019	Wednesday	7:00 PM					

**gave up 11/10 LCC date for Art Grant recipient, rescheduled for 11/24

Cultural Council Event Lead Checklist

Louisville Center for the Arts Events

Long Range Planning: ASAP, or at least two months before event

- Complete Contract with Artist
 - Fee
 - Speakers \$200
 - Musicians, artists
 - 1-3 Artists: \$300
 - 4+ Artists: \$400
 - For paid ticketed events, artists are offered a guarantee vs. 80% of ticket sales, whichever is greater
 - Set-up needs
 - Piano – Let Katie know if needed, she will schedule piano tuning
 - Projector
 - Speakers, microphone (1 available)
 - Stage – (2) 4'x8' raised platforms are available
 - Send completed contract to Katie.
- Request the following from Artist
 - W-9
 - Image(s) for marketing use – high-res, ideally horizontal orientation
 - Bio / description of event
- Confirm length of performance
 - Concerts: 75-minutes without intermission or 90-minutes with 10 min. intermission
 - Speakers: 45-60 minutes + 15-minutes for Q&A.
- Compile basic marketing materials
 - Event Date & Time
 - Speakers 7pm start
 - Musicians 3pm matinee or 7:30pm start
 - Ticket Prices
 - Speakers: free
 - Musicians
 - \$10 all tickets for most concerts
 - \$15 all tickets if large draw is expected.
 - Short (1-paragraph) event description
 - Press release (1-page, 3-4 paragraphs) including:
 - Longer event description
 - Links to Artist website and social media
 - Link to Artist YouTube / video if available
 - Artist bio
- Send marketing materials to Katie (kzoss@louisvilleco.gov) and Adam (adam@adamsloat.com).
 - Katie will create and distribute:
 - Online Ticket Sales via Brown Paper Tickets
 - Poster
 - Event Calendar Postings
 - Adam will create social media event and posts

1-2 weeks before event

- Check in with LCC volunteers (assigned at LCC meeting)
 - Arrange for help with set-up, set time
 - Coordinate purchase of snacks
 - Approximately \$25-\$30 to purchase snacks (fruit, cookies, cheese, etc)
 - Can be reimbursed from event cash (if tickets are sold) or reimbursement check can be requested from Debbie.
- Ask for donated coffee
 - Vic's (on Main St) or Paul's (on Cherry) with typically donate
 - Ask Paul's for weekend concerts; Vic's closes at 2pm on weekends
 - Ask for 1 box regular, 1 decaf for most events
- Check-in with Artist to confirm:
 - Artist set-up / sound check time
 - Event start time
 - Event length, with or without intermission
 - Brief introduction to be given at the event from the stage at the event
 - Set-up requirements (stage, speakers, piano, projector, etc.)
- Coordinate with treasurer (Debbie)
 - Arrange to get cash box and key card (in cash box) for event
 - Arrange for artist check for event
 - Arrange for Square for processing credit card sales at the door
- Coordinate A/V set-up
 - Communicate A/V needs with Katie and determine who will run for the event

Day of Event Set-up

- Open Arts Center
 - Use your key code (02+last 4 digits of phone #) to let yourself in but leave door locked
 - Use white plastic card (in cash box) to unlock door and leave unlocked
- Set up room
 - Adjust thermostat (inside main room, on North side)
 - Ceiling fans can also be used
 - Set up stage and chairs
 - Set up stage (if using) first
 - Stage skirt is stored in box office closet
 - Chairs
 - Chairs with arms are more comfortable. Use first. .
 - Large events: set up all chairs (88) if you expect to sell out
 - Small events (speakers, chamber music): set up ~30 chairs to start, can pull out more as needed.
 - Lights: Adjust track lighting so that it is focused on performers
 - Pole to adjust lights located in storage closet
 - Can use ladder from box office closet if needed
 - A/V
 - Set up projector, sound system, extension cords if needed.
 - Tape down cords using masking tape
 - Piano: unlock using key in lock box.
 - Back up key is in the basement, in the far right-hand corner, attached by a magnet to the side of the breaker box.
 - Place battery operated candles stored in box office in the windows (evening events)
 - Refreshments Table
 - Stretchy tablecloth (stored in box office)
 - Donation Box
 - Trash and recycle bins placed nearby
 - Napkins, plates, cups stored in kitchen
 - Bottled water or Brita water filter (stored in kitchen)
 - If using filter, fill early so there is time for water to filter.

- Food
 - Coffee + sugar, sweetener, etc (in kitchen)
 - Email sign-up sheet with pen
 - Handouts for future LCC events
- Performer table for sales items
- Performer “Green Room” in storage closet
 - Can set out small table, water, snacks, etc if desired
- Set up Box Office
 - Cash Box- confirm \$200 “Bank” for making change
 - Will-Call list for online ticket sales (Katie will coordinate getting to you)
 - Square set up for credit card sales at the door
 - Tape up event poster to show ticket prices
- Welcome performers
 - Greet Artist as they arrive
 - Show artist room set-up and green room. Make adjustments if needed.
 - Ask performer for W-9 if needed
 - Confirm who check is written out to.
 - Get more info for introduction if needed.
 - Help as needed with sound / A/V check

During the Event

- Doors open
 - Assign 2 volunteers to sell tickets / run box office
 - Checks are made out to Louisville Cultural Council
 - Doors open 30 minutes before event.
 - Let artist know before opening doors.
 - If weather is bad, or you’re ready to go, try to let audience in early.
 - Can use white plastic card in cash box to unlock door
- Beginning the Event
 - Check with Artist that they are ready.
 - Flash the lights (large crowd) or gently let folks know the event is about to begin
- Introduce the event
 - Introduce yourself as a member of the Louisville Cultural Council
 - Thank City of Louisville, the Scientific and Cultural Facilities district and our community for supporting arts and cultural events such as this one in Louisville.
 - Mention a few upcoming events
 - Introduce today’s performer. Make the audience feel glad they came and lucky to be in the presence of such a talented group.
- Intermission
 - Time the intermission and try to keep to 10 minutes (assuming there isn’t still a line for the bathroom.)
 - Let artist know it is about time to begin again.
 - Flash lights or let audience know intermission is ending
- End of event
 - Stand by doors, thank audience for coming
 - Hand out flyers for upcoming LCC events if available

Accounting for the event

- Balance cash box
 - Should contain \$200 “bank” for making change
 - Leave proper change (100 ones, 12 fives, 4 tens)
- Complete Event Form
 - All ticket sales
 - Donations
 - Cost of refreshments (get receipt)
 - Attendance (may not be same as ticket sales)

- Volunteers
- Calculate artist fee and write check.
- Collect receipt for refreshment purchase and reimburse from event cash if possible.
- Place paperwork in cash box
 - Receipt for refreshment purchase
 - Event Sheet
 - W-9
 - Email sign-up list—can take photo with your phone and text or email to Katie so that new folks are added to email list more quickly.

Clean-up

- Replace stage, tables, chairs, etc.
 - Chairs stacked no more than 8-chairs tall
- Re-lock piano if used.
- Put away food and wipe up any food spills.
 - Give away or throw out extra food; do not leave in arts center overnight.
- Take out main trash and recycling if they contain food trash (dumpster in alley behind building)
- Arrange for cash box and paper records to get back to treasurer.
- Turn off lights.
- Re-lock arts center door with plastic card

2019 Day-of-Event Contact Numbers

Katie Zoss, City of Louisville, 812.454.4847 (cell- text or call)

Contact with any issues with the facility, online ticket sales or general questions

Adam Sloat, LCC Chair, 323.663.0060

Debbie Davies, LCC Treasurer, 720.233.3922

Attachments:

1. Sample performance agreement
2. Sample press release
3. Poster
4. Room Set-up
5. Event form

LOUISVILLE CULTURAL COUNCIL PERFORMANCE AGREEMENT

This agreement is made this ___ day of _____, 20___ between _____, “Contractor”, and the Louisville Cultural Council. The details of the agreement are outlined below and are agreed upon by both parties.

Performance Location	Louisville Center for the Arts, 801 Grant Ave, Louisville, CO 80027
Date of Performance	
Time of Performance	
Compensation	Guaranteed payment of \$_____ or _____% of ticket sales, whichever is greater. <i>Check shall be payable to Contractor unless otherwise specified.</i>
Performer Contact Information	Name: _____ Phone: _____ Email: _____
Louisville Cultural Council Lead <i>(Primary Event Contact)</i>	Name: _____ Phone: _____ Email: _____
City of Louisville, Staff Liaison <i>(Secondary Event Contact)</i>	Katie Zoss, Cultural Arts and Special Events Coordinator 303.335.4580, kzoss@louisvilleco.gov
Equipment Requested <i>See #8 below</i>	

1. Louisville Cultural Council Lead will coordinate the specifics of the performance with the performer with assistance from the City of Louisville Staff Liaison.
2. Tips may be collected by the contractor through a donation jar or similar non-invasive means.
3. The Louisville Cultural Council will provide marketing for the event.
 - a. Contractor agrees to allow their name and information to be used in event marketing.
 - b. Contractor is encouraged to promote the performance through additional marketing channels. On Facebook, please tag: www.facebook.com/artslcc
4. Load in may begin 2 hours prior to the performance unless otherwise requested by contractor.
5. Load-out will be immediately following the performance.
6. Louisville Cultural Council will provide standard event set-up including chairs, tables, stage, etc.
7. Contractor will be responsible for their equipment set-up.
8. There is limited A/V and other equipment stored at the Louisville Center for the Arts. The following equipment is available for use at no charge but **must be requested by the Contractor at least 3 weeks prior to the event to insure availability.**
 - a. Speakers (2)
 - b. Microphone (lavalier or hand held)
 - c. Stage – (2) 4’x8’ platforms are available
 - d. Piano
 - e. Projector

Louisville Cultural Council	Date	Contractor	Date
-----------------------------	------	------------	------

Please return signed contract via email to the designated Louisville Cultural Council Lead. Contracts may also be mailed to: Louisville Cultural Council c/o Katie Zoss, City of Louisville, 749 Main Street, Louisville, CO 80027



PRESS RELEASE

FOR IMMEDIATE RELEASE
October 18, 2017

MEDIA CONTACTS
Katie Zoss
303.335.4581

Kzoss@LouisvilleCO.Gov

The Louisville Cultural Council Presents: **Boulder Chamber Singers Go To Louisville**

Louisville Center for the Arts, 801 Grant Ave, Louisville
Sunday, November 12, 2017
Time: 3:00 pm
Tickets available at the door.
\$10 Adults, \$8 Seniors, \$5 Youth
Doors open at 2:30 pm

The Boulder Chorale Sends its Chamber Choir to Charm Louisville on November 12th! A Sunday afternoon of delightful tunes by the Boulder Chorale Chamber is in store for Louisville in the intimate setting of the Louisville Center for the Arts. The Chamber is a select ensemble drawn from the larger Boulder Chorale, which has entertained and educated Boulder area residents for more than 50 years.

The Chamber Singers are thrilled to perform an eclectic mix of music, which includes classic spirituals, an Amazon rainforest tribal song, Argentinian tango, McCartney's *Blackbird* in madrigal form, the unofficial anthem of South Africa, *Tshotsholoza*, and the gorgeous *Tree of Peace* by Quaker composer, Gwyneth Walker. Also featured will be a set of Brazilian tunes from the Boulder Chorale's Oct. 28th concert, and an invitation to the audience to participate in one of Leonard Cohen's classic songs.

The Chamber Singers is led by Dr. Vicki Burrichter, who is a dynamic conductor and recipient of the Gold Medal Award from the New York Chorale Festival. Dr. Burrichter's passion is expressing the joy of choral singing while bringing both precision and a theatrical sense to her choirs.

The Chorale's pianist, Susan Olenwine, will delight the audience with a virtuosic work of Percy Grainger.

Come join in the fun at the Louisville Center for the Arts at Grant and Spruce Streets, 801 Grant Ave, Louisville.

See you Nov. 12th!

LOUISVILLE CULTURAL COUNCIL
Presents

RAGGED UNION

MODERN BLUEGRASS LIVE!

louisvilleco.gov



7:30 PM

Saturday, Jan. 26

Tickets \$15 / doors open at 7:00 PM

RaggedUnionLouisville.brownpapertickets.com

at **LOUISVILLE CENTER FOR THE ARTS**

MEMORY SQUARE PARK | 801 GRANT AVENUE | LOUISVILLE



louisville cultural council



Typical Louisville Center for the Arts room setup



LCC Event Form

Event: _____

Date: _____

LCC Lead: _____

Location: _____

Ticket Prices: _____

Advance Ticket Sales		
	#	\$
Adult / General Admission		
Youth		
Other		
Total Advance Tickets		
Chairs Available (out of 88)		
Standing Avail. (108 Capacity)		

Volunteers	
Name	Hours

Total Ticket Sales		
	#	\$
Door Sales		
Cash		
Check		
Credit Card		
Comps		
Total Door Sales		
Total Advance Sales		
Gross Ticket Sales		

Attendance	
	#
Adults	
Seniors	
Youth	
**Total	

***Count & record total attendees. May differ from ticket sales. Approximation okay for Adult / Senior / Youth split.*

Artist Payment	
Artist Guarantee	
80% Gross Ticket Sales	
Artist Payment *	
Check #	
Name on Check	
W-9 Received?	Yes / No
<i>*Artist payment is Guarantee vs. 80% of Gross Ticket Sales, whichever is greater, unless stated differently in contract.</i>	

Concessions / Snacks		
	\$	Who?
Donated Concessions		
Purchased		
Check # for reimbursement		
Cash reimbursement?		Yes / No

Event Deposit Information		
Cash		\$
Cash Door Sales		
Donations	+	
(Cash Reimbursements)	-	
Total Cash to Deposit		\$
Checks		\$

Event and Facility / Maintenance Notes

LCC Member Submitting Form _____

Submit Event Form, 1099, and Contact Sheet sign-up to Katie Zoss.

Submit Cash and Checks to LCC treasurer Debbie Davies.

City of Louisville , Colorado

2017 Cultural Arts Master Plan



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City of Louisville

Cultural Arts Master Plan

The City promotes the public and private advancement of the arts and culture to strengthen the quality of life and small town character of Louisville by encouraging the development of a City-wide Arts and Cultural Master Plan aimed at integrating the arts, culture and humanities with urban design, economic development, education and other community development initiatives.

--City of Louisville Comprehensive Plan PRINCIPLE CS-6

Introduction

The City of Louisville has embraced our national reputation as a highly desirable community with small-town charm. Arts and cultural opportunities help to create that sense of community and are vital to maintaining the character of the City. This Cultural Arts Master Plan (CAMP) was created to explore the current state of arts and cultural opportunities in the City of Louisville and lay out a common vision for leveraging arts and cultural opportunities for the benefit of the City.

The development of Louisville's CAMP began with a comprehensive study of current arts and cultural opportunities in Louisville. The CAMP identifies current partners who help create and promote arts and culture in Louisville including non-profit organizations, individual artists, businesses and the City of Louisville. It also addresses the strengths and challenges of available facilities and other artistic resources in the Louisville community.

This Cultural Arts Master Plan outlines a shared long-term vision for the role of arts and culture in the Louisville community and establishes clear goals and strategies for achieving those goals. This shared vision is a tool for guiding the community as they work to advance Louisville's reputation as a vibrant cultural destination. It also serves to inform and guide City leadership in budgetary and other decisions that impact the quality and vitality of arts and culture in Louisville.

Background

Louisville, Colorado was incorporated in 1882 as a working class coal mining community. In recent years, Louisville's quaint, historic small town atmosphere and proximity to Boulder and the Rocky Mountains has attracted great interest, making it a highly desirable and livable community. Since the 1990s, housing prices have increased significantly as demand remains high in Louisville, Boulder County, and the entire Front Range corridor. Louisville's national reputation as an attractive location to live and work grew throughout the 2000s as the City was recognized by multiple national magazines as a premiere city to live and raise a family.

In 2013 the City of Louisville created a new Comprehensive Plan, to “integrate and align governing regulations, infrastructure investments and City services with community values, needs and Civic priorities.” With regards to arts and culture, the plan laid out the City’s vision to formalize their involvement with arts and culture by stating:

“The City promotes the public and private advancement of the arts and culture to strengthen the quality of life and small town character of Louisville by encouraging the development of a City-wide Arts and Cultural Master Plan aimed at integrating the arts, culture and humanities with urban design, economic development, education and other community development initiatives.”
--City of Louisville Comprehensive Plan PRINCIPLE CS-6 [Appendix 1]

This direction is in alignment with other communities in Boulder County and throughout the region who have adopted Arts Master Plans in recent years including the City of Boulder (2015) Greeley (2013), Fort Collins (2008), Brighton (2015) and Lakewood (2013).

History of Louisville Arts and Culture

Festivals and community celebrations have a long and beloved history in Louisville. The annual Fourth of July Fireworks have been run by the City since the early 1900’s. The Labor Day Parade has been an annual celebration since 1935. Since their inception, these important civic and cultural events have been supported by the City, residents and local businesses.

In the early days of Louisville, performing and visual arts remained largely informal. In 1973, the City of Louisville converted the old schoolhouse at 801 Grant Ave into a community center and began to make the space available for arts activities. It was not until 1980 that a group of 10 Louisville visual artists came together and formed the Louisville Art Association, which is generally considered one of the first formal art organizations in Louisville. The Louisville Historical Museum was established in 1986, becoming the first dedicated cultural facility in Louisville.

In 1988, the Scientific and Cultural Facilities District was founded to provide funding to cultural organizations in the Denver Metro area. The City of Louisville saw the potential for funding through SCFD to enhance local arts and cultural programming and formed the Arts and Humanities Council in 1989. The Council (now referred to as the Louisville Cultural Council) programs cultural events in Louisville and advises City Council on matters related to art and culture [Appendix 2].

Throughout the 1990’s and early 2000’s, new local arts organizations continued to form, offering increased opportunities for arts participation by residents and visitors. Around the same time, downtown business owners were struggling and looking for new opportunities to bring potential restaurant patrons and retail shoppers to the downtown.

Timeline of Louisville Art Organizations

- 1980 - The Louisville Arts Association
- 1986 - Louisville Historical Museum
- 1986 - Mountain Contemporary Dance Arts
- 1989 - Louisville Arts & Humanities Council
- 1990 - Coal Creek Theatre of Louisville
- 1990 - CenterStage Theater of Colorado
- 1997 - Mudslinger’s Studios
- 2004 – Danse Etoile Ballet
- 2007 - The Art Underground
- 2008 - Dana V. Music
- 2009 – Louisville Art District

In 2002, the Downtown Business Associations launched the Street Faire, a series of concerts held downtown on summer Friday nights that were free and open to the public. The response was incredible, drawing at first hundreds and later thousands of residents and visitors to the downtown. This success supported the idea that arts events could be not only community building, but also an economic catalyst for the City of Louisville.

In the wake of the successful Street Faires, new retail businesses began to locate in Louisville's downtown that were encouraged by the visibility the event provided. Among these important arts anchors in downtown Louisville are Creative Framing Art Gallery, Walnut Gallery and Dana V Music. In 2009 a group of galleries and arts related businesses formed the Louisville Arts District and began hosting a monthly First Friday Art Walk, which remains one of the most-recognized Louisville arts activities by residents and visitors.

The City of Louisville has continued to invest in cultural resources in recent years. Renovations were completed in the early 1990's on the former schoolhouse at Memory Square Park to make the space more suitable for performances and visual arts. The space was officially renamed the Louisville Center for the Arts in 2013. The facility has a capacity of 110 and includes a 1,300 square foot multi-purpose room, restrooms, kitchenette, lobby and storage space.

The City of Louisville also partnered with the Downtown Business Association to convert the former Steinbaugh Hardware storage shed into what is now the Steinbaugh Pavilion on Front Street in 2003. This created an ongoing space suited for public performances and community events.

Construction projects have also allowed for the placement of public art and performance including the stage and Sculpture Garden in Community Park and places for future artwork in the Davidson Mesa underpass. The City has also supported the Louisville Art District in the instillation of murals in the downtown along the newly-named Via Artista alley.

In 2013, the City hired its first full-time staff member dedicated to cultural arts and special events, the Cultural Arts and Special Events Coordinator.

Regional Context

Colorado is known as an area rich in the arts. In 2015, National Endowment for the Arts study found that Colorado ranks fifth among all states for concentration of artists. The State ranks first in the nation in per capita trips to concert halls, theatrical performances and museums [Appendix 3].

An important driving force behind Colorado's national reputation as a state that supports creative industries was the 1988 creation of the Scientific and Cultural Facilities District. This voter-approved measure allocates a dedicated sales tax of 1/10th of 1% to fund cultural facilities through the seven-county Denver, Colorado metropolitan area (Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson counties). In November 2016, voters approved the 3rd continuation of the earmarked SCFD funding through 2030.

For many arts organizations in the region, SCFD funding makes up a significant portion of the organization's overall budget, particularly the five major Denver-based Tier I institutions who each receive \$4.1 million-\$8.7 million annually. Major funding also goes to organizations with a budget of over \$1.6 million annually who qualify for Tier II funding ranging \$100k-\$1.1 million annually.

The six Louisville-based organizations that received SCFD funding in 2016 did so through the Tier III program, which distributes funds regionally by county. In 2016, Boulder County distributed \$724,823

among 75 organizations, with awards for Louisville organizations ranging from \$1,778-\$5,815. While this is welcome funding, it is yet to have the transformative impact that neighboring communities like Boulder and Lafayette have seen with the more substantial funding that goes to Tier II organizations. Louisville has also not yet fully tapped potential funding SCFD provides for cultural history, natural history and natural sciences programming.

Process

Within the 2013 Louisville Comprehensive Plan, the City Council recognized the impact cultural art opportunities can have upon the physical, social, mental, educational, spiritual and economic health of a community, and requested a formalized Cultural Arts Master Plan (CAMP). The Louisville Cultural Council formed a Cultural Arts Master Plan subcommittee to spearhead the project along with the City's Cultural Arts and Special Events Coordinator.

A CAMP Steering Committee was formed in 2014 including representatives from the LCC CAMP Subcommittee, Louisville Chamber of Commerce, Louisville Public Library, Louisville Arts Association, Louisville Arts District, Coal Creek Theater, The Art Underground and other members of the local arts community.

A series of public meetings were held on January 20, February 18, and March 16, 2015. At each session, attendees were invited to respond to a series of questions regarding the state of the arts in Louisville.

Two online surveys were conducted to collect additional public opinion. The first was a general Art and Cultural Events Survey that was distributed to residents [Appendix 4]. The second was an artist's survey designed to reveal the challenges faced by artists and arts organizations in the community [Appendix 5]. Surveys were actively promoted July 2015.

Surveys were made available to the public through the following methods:

- In-Person distribution of flyers with survey information
 - Following summer 2015 Concerts in the Park
 - Louisville Recreation Center on January 22, February 10 and 11, 2015
 - Staff appearances at Louisville Art Association and Louisville Arts Districts meetings.
- Online distribution
 - Bi-monthly LCC eNewsletter email blasts
 - Link on City webpage dedicated to the Cultural Arts Master Plan
 - Email to Louisville Center for the Arts Resident Art Organizations
- Mail
 - Quarterly City Newsletter mailed to all Louisville households in Fall and Winter 2015

After compiling feedback from community surveys and feedback at public meetings, four main areas of concern were found: Facilities, Marketing, Public Art and Professional Development Needs. An initial list of goals and actions items of the Cultural Arts Master Plan was developed around these four focal areas in December 2015.

Throughout 2016, the CAMP Steering Committee and City Staff conducted additional research and developed a draft of the CAMP, which was presented at a City of Louisville City Council Study Session on November 28, 2016. The plan was finalized in early 2017 and presented to City Council for formal adoption on April 18, 2017.

Research Findings

Community feedback cited two main cultural strengths of Louisville 1) the residents and 2) the physical environment and layout of the City.

Louisville residents are viewed as active, engaged and creative. This dynamic resident base has a high level of support for arts and cultural activities, festivals and recreational activities. The population is educated and has a high level of public engagement in civic leadership.

The physical environment and layout of the City of Louisville were noted as an important cultural asset. Louisville boasts a vibrant, historical downtown with a variety of restaurants, retail shops, businesses, galleries and a local history museum all located in a compact, walkable area.

Surveys and public meetings also shed light on the public's mixed feelings about Louisville's overall arts and culture reputation. Only 22% of respondents ranked Louisville's reputation for art offerings as "Excellent" while 58% gave a rating of "Fair" and 20% rated Louisville's reputation as "Needs Improvement."

Research also revealed that while residents attend arts and cultural events in Louisville, they also travel to a significant number of events in neighboring communities. Boulder ranked first as an arts destination with Denver, Lafayette, Longmont, Broomfield and Arvada also receiving significant arts attendance from Louisville residents.

Facilities

The limited number of arts venues was consistently noted as one of the community's biggest challenges. Local artists cited the need for additional rehearsal, studio and performance venues. Residents noted interest in more and better facilities to attend events. The existing facilities in Louisville were discussed.

Louisville Center for the Arts, 801 Grant Ave: The LCA is beloved for its history, charm and ability to host intimate gatherings. However, since the facility was not constructed as a performing arts center, it presents significant challenges including:

- Capacity—80-person seating capacity limits types of productions possible and caps revenue.
- Facility— Seating, parking, signage, lighting and building visibility are not optimal for patron ease, comfort and safety.
- Production—The building lacks the basic technical requirements for a performing arts venue including adequate wiring, lighting grid, sound system and dressing rooms.
- Access—Four resident arts organizations fill the bulk of the annual scheduling calendar, creating limited access for other arts organizations and private citizens. .
- Storage—Storage is very minimal and does not include space for storage of visual arts materials or theatre sets and props.

Louisville Middle School Auditorium, 1341 Main St: Public meeting participants often cited the auditorium as the community's only viable performing arts venue, but noted the limited availability due to: 1) Boulder Valley School District usage and 2) high facility rental costs. Many participants perceived that the LMS Auditorium had been presented to voters as a public amenity and are disappointed by the limited public accessibility.

The City of Louisville Recreation Center, 900 Via Appia Way: Several multi-purpose rooms are suitable for classes and rehearsals. However, availability is very limited due to heavy demands upon the facility. Current expansion plans do not include dedicated space for the arts.

Louisville Public Library, 951 Spruce Street: The library provides rotating monthly gallery and Makerspace. Additionally, the large meeting room (capacity 70) can host meetings and small events, but all programs must be offered free of charge.

Louisville Historical Museum, 1001 Main Street: The museum is comprised of several small historic buildings. A planned expansion includes a community room suitable for some small meetings, but not adequate for a performing art venue.

There are two primary outdoor facilities which support summer concerts and events:

Outdoor Venues: Steinbaugh Pavilion, 824 Front Street and Community Park Bandshell, 955 Bella Vista Drive: These two popular outdoor venues are heavily used during summer months. However, both facilities have limited year-round use due to weather and noise considerations. Neither has installed seating.

Past Arts Facility Feasibility Study

In 2002, East Boulder County Arts Alive, a non-profit advocacy group hired a consulting team to the study the feasibility of new arts facilities within the eastern region.

Since the time of this study, Boulder County has seen tremendous growth in the arts, as evidenced by increased arts funding and construction/expansion of performing arts facilities:

Boulder:	Expansion of the Dairy Arts Center
Broomfield:	Broomfield Auditorium
Longmont:	Longmont Museum Stewart Auditorium
Lafayette:	The Arts Hub

An updated feasibility study would be needed to determine the potential of a new or updated facility in Louisville that takes into account the newly developed and expanded facilities in neighboring communities.

Public Art

Public art ranked as a high priority in both the CAMP Survey and all public meetings with 89% of respondents affirming they would like to see more artwork installed in the public right-of-way. Respondents specifically mentioned interest in public art throughout the City, citing gateway areas such as McCaslin Boulevard, County Road 42 and South Boulder Road, as well as the Arboretum. 82% indicated an interest public art in the form of Murals, Reliefs, Mosaics and sculpture. Respondents to community surveys expressed a desire for transparency and public input in selecting and acquiring public art that speaks to the Louisville community.

Respondents noted a low visibility of public artwork in Louisville as compared to other neighboring communities including Boulder, Lafayette and Broomfield. Respondents were most familiar with the Louisville sculptures on Main Street and Front Street and less familiar with the sculpture in Community Park. The City also currently has public artwork on display at the Library and a small collection of

purchased and donated artwork is under the care of the Louisville Cultural Council.

A desire was expressed to create a formalized public art program or a policy. This notion is supported by Louisville's Downtown Framework Plan (adopted March 2, 1999) and the City's Comprehensive Plan (2013), both of which refer to the use of the arts as means of creating unique expression and engaging the public in civic dialogue. A public art policy proposal was created in 2013 by Loveland-based consultant John Kinkade, but has not been adopted by the City [Appendix 6].

Louisville also encourages the placement of private artwork in public settings as a compliment to officially City-owned public art. In 2016, the Louisville Art District worked to install two such pieces: murals located in the alleyway between Main Street and Front Streets. This successful collaboration was seen by public as a model for expanding public/private collaboration in the arts in Louisville.

Marketing

Respondents to community surveys cited lack information about events as the main issue preventing them from attending events in Louisville. Artists and arts organizations also consistently noted issues with marketing events both with regards to available marketing options and the cost of those activities.

Currently, there is not a single, comprehensive source of arts information for Louisville. Organizations promote their programs independently most utilizing posters, press releases, website postings and social media. Marketing is primarily focused within Louisville; however a more regional approach may be warranted as organizations seek to expand their audience reach.

Print press coverage offers intense competition as the Colorado Hometown Weekly has limited space and submissions to The Daily Camera compete with all of Boulder County. Paid advertising is used but is prohibitively expensive for many organizations. The City of Louisville website is updated with local marketing materials and limited space is available in the quarterly community newsletter.

The growth of social media poses new opportunities, but local artists and organizations have expressed a desire for more education in how to best utilize this new media.

Professional Development

Louisville does not currently support a high percentage of full-time artists or organizations with paid staff. 76% of Artist Survey respondents were part-time artists making less than 20% of their income through art sales. Arts organizations were overwhelmingly volunteer-driven, pouring all earned income into their events and activities.

Despite operating on small budgets, artists and organizations expressed concern about the inability for earned income to keep up with the rising financial demands on artists and arts organizations. Marketing and facility fees were noted as top contributors to the rising costs. Also noted was the high number of creative organizations in Boulder County competing for limited SCFD grant funding.

Professional development is needed to help local artists continue to live and create art in Louisville and to enable arts organizations to thrive artistically and financially. In order to keep up with costs, additional training and professional development is needed for local artists and arts and cultural organizations in areas including: marketing and outreach, grant writing and business planning. Visual

artists expressed a desire for increased methods to grow the skills of their craft, increased access to venues for art instruction, and access to venues in which to display and sell art.

Special Events

Louisville is known for a wide range of successful special events, ranging from national musical acts and cultural events honoring Louisville’s history to highly competitive athletic events, all of which add to the small town character for which Louisville is known.

Public response to these events has been overwhelmingly positive, Street Faire, Friday Night Art Walks, Fourth of July Celebration and Labor Day Parade were rated as very important to the quality of life in Louisville by over 60% of respondents. Public meeting attendees expressed a continue desire to continue these special events.

Education and Outreach

Arts education and community outreach is an essential component to serving all Louisville residents and ensuring that an appreciation of the arts is available to all ages. Currently, arts classes are offered by BVSD and by a number of independent artists and arts organizations. The primary non-school facilities for arts instruction include: Louisville Art Association, The Art Underground, Louisville Recreation Center and Louisville Public Library. In addition, music, theatre and dance instruction is available through many different organizations including Dana V. Music, AfterBeat Drum School, Danse Etoile, Mountain Contemporary Dance Arts, and CenterStage Theatre.

Public meeting attendees discussed opportunities to expand the reach of arts education programs. Suggestions included exploring artist-in-resident opportunities and working more closely with BVSD to develop partnerships between schools and arts in the community.

The Plan

This Cultural Arts Master Plan has been developed to guide the City of Louisville a clear vision and roadmap for the role of arts and culture in the community. It includes a vision statement describing the role of arts and culture in the Louisville community as well as specific goals, strategies and action items to guide the City and its partners in implementing the Cultural Arts Master Plan.

Vision:

The City of Louisville promotes the public and private advancement of the arts and culture. We integrate the arts, culture and humanities with community design, economic development, education and other development initiatives to strengthen the quality of life and small town character of Louisville.

Strategies and Action Items

Goal 1: Expand visual arts, performing arts, cultural history, natural history and natural sciences

- 1. Achieve the appropriate mix of cultural facilities to meet the needs of Louisville for the next 15 years.**
 - a. Optimize use of existing spaces.
 - i. Create a system for increased access to the Louisville Center for the Arts for community arts organizations
 - ii. Evaluate City-owned and private facilities to determine possible partnership for use of existing inventory within the community.
 1. Look for opportunities to activate vacant and underutilized space with arts and cultural activities.
 2. Support programming in non-traditional venues such as community centers, parks, and other public spaces.
 3. Establish locations for small-scale arts uses, such as creative businesses, artists' studios, small performing and exhibition spaces, and other cultural uses.
 - b. Explore the feasibility of a new arts space for public performances, rehearsals, classes and studios.
 - i. Conduct a facility feasibility study for performing arts venue(s) to identify and recommend appropriate space to support the needs of creatives and arts and cultural organizations.
 - ii. Pending favorable results for a facility feasibility study, conduct a statistically valid survey for community support and research finance options.
- 2. Incorporate cultural history, natural history and natural sciences into Louisville's overall cultural programming.**
 - a. Advance Louisville's cultural history through increased partnerships with and support of the Louisville Historical Museum.
 - b. Advance Louisville's opportunity to engage with natural history and natural sciences through partnerships with Louisville Public Library, Parks and Public Landscaping Advisory Board and Open Space Advisory Board.
 - c. Apply for SCFD eligibility for the Cultural Arts Department for 2019 Grant Cycle.
 - i. Utilize increased funding to advance arts and cultural arts and cultural events in Louisville.

Goal 2: Provide diverse and engaging cultural activities in the City

- 1. Expand public art in new and existing public spaces.**
 - a. Establish a formal public art program.
 - i. Research best practices for Public Art policies (acquisition, display, deaccession, maintenance, preservation, right of way, etc.).
 - ii. Designate a City Board/commission to oversee the public art program.
 - iii. Research and propose a dedicated funding stream to support public art.
 - b. Review inventory of city-owned public artwork.
 - i. Identify opportunity for increased diversity in theme, medium and appeal of new public art pieces.
 - ii. Acquire/commission public artwork that expresses community character.
- 2. Ensure a stimulating mix of diverse arts and cultural programming in the City of Louisville.**

- a. Collaborate with communities in Boulder County and throughout the region to find economical ways to bring diverse programming to Louisville.
 - i. Expand partnerships and collaborations to help leverage financial resources including: City departments, City boards and commissions, artists, arts organizations, businesses, Boulder Valley School District.
- b. Provide funding for a variety of cultural projects.
 - i. Continue funding of the Louisville Cultural Council’s Art Grant Program.

Goal 3: Foster Louisville’s creative industries

1. Create a community where creative industries locate, grow and thrive.

- a. Learn about the current impact of Louisville’s creative industries.
 - i. Participate in an Americans for the Arts Economic Impact Study [Appendix 7] in order to gather detailed community statistics about the impact of creative industries on the region.
- b. Support creative industries through economic development initiatives and City policies.
 - i. Develop policies and ordinances that enable the creation of affordable artist live/work and studio spaces.
 - ii. Create zoning policies that support arts, culture and special events and adjust previous policies as needed.
 - iii. Using the City’s Comprehensive Plan and the Louisville Downtown Framework Plan as a guide, allow and encourage public art placements, “art happenings” and other creative and cultural activities.

2. Create opportunities to retain and increase the concentration of successful and sustainable arts and cultural organizations and individual artists in Louisville.

- a. Assist artists and arts organizations with professional development.
 - i. Create/promote opportunities for professional development on topics including:
 - 1. Audience development, including email marketing, direct marketing, and social media.
 - 2. Fundraising including individual fundraising, corporate sponsorships and grant writing.
 - 3. Volunteer management.
 - 4. Business development including business plans, incorporation and 501c3 applications.
 - ii. Facilitate quarterly networking meetings to encourage collaborations and information sharing amongst artists, arts-oriented businesses and arts organizations.
 - iii. Research funding strategies for arts and cultural activities including seed money, grants, donations and sponsorships.

Goal 4: Strengthen the quality of life and small town character of Louisville

1. Support community special events hosted by public and private organizations.

- a. Continue to support large annual events including Street Faire, July 4th, Touch-a-Truck and the Labor Day Parade and Fall Festival.
- b. Evaluate events and make adjustments as appropriate based upon event goals, operations and community impact.
- c. Identify appropriate operational support levels for non-City sponsored large-scale community events.

- 2. Advance opportunities to promote arts education and outreach within the community.**
 - a. Recognize and support arts education programs within the BVSD School district.
 - i. Research feasibility of a collaborative artist-in-resident program with public education and arts instruction as primary goals.
 - ii. Support investment in activities that ensure the long-term success of arts education including:
 1. Arts facilities at schools and in the community.
 2. Ongoing collaborations between schools and arts groups.
 3. Teacher trainings and resources.
 - b. Identify and mitigate barriers to accessibility and inclusivity of all residents to arts and cultural programs.
 - i. Develop cultural programs and classes for all audiences.
 - ii. Give special focus to underserved populations who otherwise would not have access to these opportunities.

Goal 5: Enhance Louisville’s Identity as a vibrant cultural destination

- 1. Expand local and regional awareness of cultural assets and participation in arts and culture.**
 - a. Explore the benefits of creating a designated cultural district.
 - i. Consider potential for new grants, especially through Colorado Creative Industries.
 - b. Promote leadership participation within regional and state arts agencies.
 - i. Utilize participation to form strong regional partnerships, expand programming options, and participate in arts advocacy.
- 2. Increase visibility of Louisville’s arts and cultural events to build a strong community arts reputation.**
 - a. Facilitate the creation of a community calendar of arts and special event activities, accessible to individual artists and arts organizations.
 - b. Develop and support collaborative advertising efforts among community arts organizations to reach all segments of the population and consolidate resources.
 - c. Create an online public resource guide listing local artists, arts-oriented businesses and cultural resources.

A timeline of action items is provided [Appendix 8] to guide the implementation of the Cultural Arts Master plan.

Acknowledgements

LOUISVILLE CULTURAL COUNCIL (2014-2016)

Lawrence Anderson
Gina Barton
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Angie Layton
Liz Rowland
Denice Spencer
Steve Spencer
Jennifer Strand
Mark Oberholzer
Tammy Pelnik
Blake Welch
Shari Wohl

STEERING COMMITTEE

Shelley Angell
Jen Blanchard
Nicole Charron
Jane Evans
Lynn Fleming
Sarah Giammarie
Ileane Olson
Emilie Parker

City Staff

Suzanne Janssen
Katie Zoss

PUBLIC MEETING ATTENDEES

Linda Armantrout
Jeanie Balch
Lynn Berggren
Pat Carbone
Debbie Davies
Jeff Davies
Dawn DeAno
Justin Deister
Mike Dickson
Ellie Dickson
AM Dirks
Lynn Fleming
Marianne Gibbs
Elizabeth Goodrich
Jennifer Hirshhorn
Vicki Ireland
Cynthia Jaffe
Lisa Kean
Priscilla Lacy
Joan Langford
Dona Laurita
Barbara LeBlanc
Guy Lopez
Jerry Mills
Wendy Mills
Emily Norman
Joan Muller
Marty Nash
Jim Post
Eric Roth
Jennifer Rudkin
Rodney Sauer (2)
Paula Slick
Vickey Swanson
Robert Tully

Appendices

1. 2013 Louisville Comprehensive Plan: Principle CS-5 Civic Events and CS-6 Arts and Culture
2. History of the Louisville Cultural Council
3. Colorado Creative Industries Profile
4. 2015 Community Survey Data
5. 2015 Artist Survey Data
6. 2014 Public Art Proposal
7. 2010 Americans for the Arts Economic Impact Study Results: City of Boulder
8. Action Items Chart

Cultural Arts Master Plan Action Items

City of Louisville Comprehensive Master Plan 2013	Priority	2017 Timeline	2019 Update	Action Items	Facilities	Public Art	Special Events	Programs	Support	Art Education	Audience	Economy	Partners
Policy CS-6.3		Completed	Complete 4/18/17	Conduct public forums to facilitate public discussion on issues relating to the development of a Cultural Arts Master Plan.	X	X	X	X	X	X	X	X	Staff, LCC, Chamber of Commerce, Arts Organizations, CAMP Steering Committee, Community
Policy CS-6.1: Economic Vitality and the Arts; Local Artists; Board and Commission Support; Art and Culture Education	1	Ongoing	Ongoing, City collaborations (public works, historic preservation, museum, library)	Expand partnerships and collaborations to help leverage financial resources including: City departments, City boards and commissions, artists, arts organizations, businesses, Boulder Valley School District.	X	X	X	X	X	X	X	X	Staff, Business, Chamber of Commerce, DBA, BVSD
Policy CS-6.1: Humanities; Local Artists	2	Ongoing	Ongoing, expanded to \$10k, awarded 2/21/19	Support the Louisville Art Grant Program administered by the LCC to ensure programming diversity, sustainability and provide a means for the City to respond to short-term arts/cultural projects.			X	X	X		X		Staff, LCC, City Council
Policy CS-6.1: Humanities; Marketing & Communication	3	Ongoing	Ongoing, Engage Louisville Survey 12/18-1/19	Conduct audience surveys to obtain feedback on programming needs & desires and determine strengths/weakness in current marketing efforts to guide future marketing decisions.		X	X		X	X			Art Orgs, LCC
Policy CS-6.1: Economic Vitality and the Arts	4	Ongoing	Ongoing	Continue to support large annual events including Street Faire, July 4 th , Touch-a-Truck and the Labor Day Parade and Fall Festival.			X				X		Staff, City Council, Community
Policy CS-6.1: Economic Vitality and the Arts	5	Ongoing	Ongoing, added street murals 8/18 and Movie on McCaslin 6/19	Evaluate City-sponsored events and make necessary adjustments as needed based upon event goals, operations and community and community impact.		X				X	X		Staff
Policy CS-6.1: Economic Vitality and the Arts	6	Ongoing	Ongoing	Identify appropriate operational support levels for non-City sponsored large-scale community events.									Staff, City Council, Community
Policy CS-6.2	7	Ongoing	Complete 4/18/17	Implement a Cultural Arts Master Plan to serve as a guiding principle for arts and culture decisions made for the community.	X	X	X	X	X	X	X	X	Staff, LCC, Chamber of Commerce, Arts Organizations, CAMP Steering Committee, Community
Policy CS-6.1: Facility Evaluation and Development; Economic Vitality and the Arts; Financial Resources	8	Short Term	Recommendation: do not complete at this time, cost = \$5,500	Participate in an Americans for the Arts Economic Impact Study in order to gather detailed community statistics about the impact of creative industries on the region.	X			X			X		Staff, LCC, Arts Orgs, Business, Chamber of Commerce
Policy CS-6.1: Facility Evaluation and Development	9	Short Term	Move to Intermediate-term goal due to cost: \$75-\$100k	Conduct a facility feasibility study for performing arts venue(s) to identify and recommend appropriate space to support the needs of creatives and arts and cultural organizations.	X		X	X	X		X		Staff, Creatives, Art Orgs, Community
Policy CS-6.1: Public Art and Community Design	10	Short Term	Complete 2/20/18	Designate a City Board/commission to oversee the public art program.		X	X			X	X		Staff, LCC, City Council, Creatives, Community, Business
Policy CS-6.1: Public Art and Community Design	11	Short Term	Ongoing, New Louisville Live, private murals, revised Steinbaugh rental terms	Using the City's Comprehensive Master Plan and the Louisville Downtown Framework Plan as a guide, allow and encourage public art placements, "art happenings" and other creative and cultural activities.	X	X	X	X	X	X	X	X	Staff, LCC, City Council
Policy CS-6.1: Public Art and Community Design	12	Short Term	Complete 2/20/18	Research best practices for Public Art policies (acquisition, display, deaccession, maintenance, preservation, right of way, etc.).		X							Staff, LCC, City Council, Community
Policy CS-6.1: Public Art and Community Design	13	Short Term	Ongoing, identified goals in Public Art Policy 2/20/18	Identify opportunity for increased diversity in theme, medium and appeal of new public art pieces and acquire or commission public artwork that expresses community character.		X							Staff, LCC
Policy CS-6.1: Boards & Commission Support; Local Artists; Financial Resources	14	Short Term	Need to begin	Facilitate quarterly networking meetings to encourage collaborations and information sharing amongst artists, arts-oriented businesses and arts organizations.	X	X	X	X	X	X	X	X	Art Orgs, Staff, Creatives, Community
Policy CS-6.1: Local Artists	15	Short Term	Complete 6/17	Facilitate the creation of a community calendar of arts and special event activities, accessible to individual artists and arts organizations.	X	X	X	X	X	X	X	X	Art Orgs, Staff, LCC, Creatives
Policy CS-6.1: Marketing & Communication	16	Short Term	Ongoing, Created 6/17	Create an online public resource guide listing local artists, arts-oriented businesses and cultural resources.	X	X	X	X	X	X	X	X	Art Orgs, Staff, Creatives, Business, Chamber of Commerce, LCC

Cultural Arts Master Plan Action Items

Policy CS-6.1: Humanities; Marketing & Communication	17	Short Term	Ongoing, distributing marketing to Kestral	Identify and mitigate barriers to accessibility and inclusivity of all residents to arts and cultural programs by developing cultural programs and cases for all audiences and giving special focus to underserved populations who otherwise would not have access to these opportunities.					X		X				ArtsOrgs, Creatives, Staff, LCC
Policy CS-6.1: Art and Culture Education	18	Short Term	Need to expand, began school outreach for City programs	Recognize and support arts education programs within the BVSD School district.					X		X				Staff, Arts Orgs, Creatives, BVSD
Policy CS-6.1: Local Artists	19	Short Term	Need to begin	Identify, create and promote opportunity for artist professional development on topics including audience development (email marketing, direct marketing, social media), fundraising (individual, corporate and grantwriting), volunteer management and business development (business planning, incorporation, 501c3 status).						X				X	Staff, ArtsOrgs, Chamber, Regional Arts Collaborators, Neighboring Communities
Policy CS-6.1: Local Artists; Financial Resources	20	Short Term	Ongoing, Joined regional partnership groups 2018	Utilize participation to form strong regional partnerships, expand programming options, and participate in arts advocacy.					X	X		X			Creatives, Art Orgs, Staff, BVSD, Chamber of Commerce
Policy CS-6.1: Local Artists; Financial Resources	21	Short Term	Ongoing, assisted LAD 2018, revised art grant requirements 2019	Create opportunities to retain and increase the concentration of successful and sustainable arts and cultural organizations and individual artists in Louisville by assisting artists and arts organizations with professional development.	X					X				X	Staff, Business, City Council, Creatives, Arts Orgs
Policy CS-6.1: Financial Resources	23	Short Term	Need to begin	Develop collaborative programming with neighboring cities and throughout the County to greater leverage financial resources.	X				X	X		X			Arts Org, Creatives, Staff, LCC
Policy CS-6.1: Public Art and Community Design; Local Artists	24	Short Term	Ongoing, revised rental requirements 2018	Create a system for increased access to the Louisville Center for the Arts for community arts organizations	X					X					Staff, Community, Arts Orgs
Policy CS-6.1: Facility Evaluation and Development	25	Short Term	Need to begin	Evaluate City-owned and private facilities to determine possible partnership for use of existing inventory within the community.	X									X	Staff, Business, Community
Policy CS-6.1: Facility Evaluation and Development; Economic Vitality of the Arts; Local Artists; Financial Resources	26	Intermediate	Ongoing, proposed 2019 sign code encourage murals	Create zoning policies that support arts, culture and special events and adjust previous policies as needed.	X									X	Staff, City Council
Policy CS-6.1: Facility Evaluation and Development; Economic Vitality of the Arts; Local Artists; Financial Resources	27	Intermediate	Movies on McCaslin scheduled 6/19	Look for opportunities to activate vacant and underutilized space with arts and cultural activities.	X			X	X	X				X	Staff, Arts Orgs, Business, Creatives, Community
Policy CS-6.1: Facility Evaluation and Development; Economic Vitality of the Arts; Local Artists; Financial	28	Intermediate	begin after feasibility study	Pending favorable results for a facility feasibility study, conduct a statistically valid survey for community support and research finance options.	X									X	Staff
Policy CS-6.1: Facility Evaluation and Development; Art and Culture Education; Public Art and Community Design	29	Intermediate	Ongoing, Street murals 8/18; Movies on McCaslin scheduled 6/19,	Support programming in non-traditional venues such as community centers, parks, and other public spaces.	X								X		Staff, Arts Orgs, Creatives, Community
Policy CS-6.1: Economic Vitality of the Arts; Financial Resources	30	Intermediate	working toward 9/19 eligibility deadline	Apply for SCFD eligibility for the Cultural Arts Department for 2019 Grant Cycle.				X	X					X	Staff
Policy CS-6.1: Financial Resources	31	Intermediate	Scheduled 10/8 Council Study Session	Research and propose a dedicated funding stream to support public art.		X							X	X	Staff, LCC
Policy CS-6.1: Art and Culture Education; Financial Resources	32	Intermediate	Ongoing, City Newsletter Calendar insert 2018	Develop and support collaborative advertising efforts among community arts organizations to reach all segments of the population and consolidate resources.				X	X	X	X	X	X		Staff, Arts Orgs, DBA
Policy CS-6.1: Art and Culture Education	33	Intermediate	Need to begin	Research feasibility of a collaborative artist-in-resident program with public education and arts instruction as primary goals.						X		X			Staff, Arts Orgs, BVSD, Creatives

Cultural Arts Master Plan Action Items

Policy CS-6.1: Economic Vitality of the Arts; Local Artists; Financial Resources	34	Intermediate	Initial research = funding does not justify currently; continue to review	Explore the benefit of creating a designated cultural district by considering the the potential for new grants, especially through Colorado Creative Industries.								X	X	Staff, City Council
Policy CS-6.1: Economic Vitality of the Arts; Local Artists; Financial Resources	35	Long-Term	need to explore more	Research funding strategies for arts and cultural activities including seed money, grants, donations and sponsorships.	X			X	X				X	Staff, Arts Orgs, Creatives
Policy CS-6.1: Facility Evaluation and Development; Economic Vitality of the Arts; Local Artists; Financial Resources	36	Long-Term	Need to begin-- explore with McCaslin redev?	Develop policies and ordinances that enable the creation of affordable artist live/work and studio spaces.	X			X	X				X	Staff, Business, Creatives
Policy CS-6.1: Facility Evaluation and Development; Economic Vitality of the Arts; Local Artists; Financial Resources	37	Long-Term	need to begin-- explore rec center	Establish locations for small-scale arts uses, such as creative businesses, artists' studios, small performing and exhibition spaces, and other cultural uses.	X			X	X	X	X	X	X	Staff, Business, Community
Policy CS-6.1: Art and Culture Education	38	Long-Term	need to begin	Support invdstment in activities that ensure the long-germ success of arts education including 1) Arts facilities at schools and in the community 2)Ongoing collaborations between schools and arts groups 3)Teacher trainigs and resources.	X			X	X	X	X	X	X	Staff, Boards and Commissions, Arts Orgs, BVSD, Creatives

City of Louisville, Colorado

Public Art Policy

2018

ABOUT THE PUBLIC ART POLICY

The City of Louisville seeks to offer high quality Public Art that engages residents and visitors and celebrates the cultural legacy of Louisville. This policy is intended to supplement Chapter 14.20 of the Louisville Municipal Code (LMC) regarding Public Art, to guide the acquisition of works of art by the City and their placement on public property and in public buildings within the City.

The Public Art Policy (Policy) is created at the direction of the Cultural Arts Master Plan (adopted April 2017) and the City of Louisville's Comprehensive Plan (adopted May 2013), and seeks to apply the 2016 Best Practices for Public Art Projects established by the Public Art Network Council and the Americans for the Arts.

LIMITATIONS OF THIS POLICY

For the purpose of this Policy, "Public Art" is defined as a work of art owned by the City of Louisville and placed on public property. "Work of art" means and includes, but is not limited to, a sculpture, monument, mural, fresco, relief, painting, mosaic, ceramic, weaving, carving and stained glass. This Policy does not address art on privately owned property that is available for public viewing such as murals on private businesses. This policy also does not apply to works of art within the exemptions in Section 14.20.090 of the LMC.

The Policy does not address changing the current City budget or allotting additional funds for the purchase of Public Art. It outlines the process for selecting works of art to be purchased with City funds utilizing current City of Louisville procurement policies, or for accepting/rejecting works of art proposed for donation to the City by individuals or organizations.

PUBLIC ART MANAGEMENT

The Louisville Cultural Council (LCC) will have the authority to make decisions on matters of Public Art. Cultural Arts/Special Events staff will provide support and may recommend that the LCC seek additional guidance or participation from experts such as artists, arts professionals and design professionals.

The LCC will make decisions regarding:

1. Public Art site selection
2. Design and review of commissioned works of art
3. Review, acceptance and rejection of donations, loans and purchases of works of art
4. Planning for conservation and maintenance
5. De-accession and removal of works of art

The City Council may review an LCC decision regarding proposed installation of Public Art in accordance with the LMC.

GUIDING PRINCIPLES FOR PUBLIC ART IN LOUISVILLE

Public Art in Louisville must align with the following Guiding Principles:

1. Celebrate quality art and design
2. Enhance community identity and place
3. Contribute to community vitality
4. Involve a broad range of people and communities
5. Value artists and artistic process

6. Use resources wisely

PUBLIC ART VALUES

In addition to meeting the Guiding Principles, several values have been identified that are priorities of the Louisville community and which should be considered when selecting or approving new Public Art installations. Public Art in Louisville should strongly reflect one or more of the values outlined below.

WORK OF ART AND ARTIST SELECTION VALUES

1. High artistic quality
2. Celebrate Louisville, Front Range, Colorado and National artists of importance
3. Appeal to Louisville residents and visitors
4. Materials that are durable and appropriate to the proposed site
5. Subject matter that is meaningful to the Louisville community
6. Diversity of thought and artistic expression
7. Appropriateness of the piece for all ages

SITE SELECTION VALUES

1. Support of economic development and revitalization efforts
2. Encouraging exploration and discovery throughout the City of Louisville
3. Sites with compelling site-specific works of art
4. Placemaking and opportunities for art to create community
5. Accessibility for all
6. Pedestrian access
7. Locations that allow viewers to pause and experience the works of art

APPROVAL PROCESS FOR PUBLIC ART INSTALLATIONS

When considering a new Public Art installation, the following process will be followed:

1. **Evaluation:** The LCC will evaluate proposed Public Art donation or purchase.
2. **Public Notice:** Notice will be given and the public will have an opportunity to comment on the proposal.
3. **Approval:** The LCC will vote on whether to approve the proposed Public Art installation.
4. **City Council Review** (if applicable): The City Council may choose to review a decision of the LCC in accordance with the LMC.
5. **Purchase/Acceptance of Donation and Installation.**

EVALUATION

The LCC will evaluate proposed Public Art installations by considering the following criteria:

CHOICE OF ARTIST AND WORK OF ART

Artist and works of art selected should reflect one or more of the Work of Art and Artist Selection Values.

SITE SELECTION

A specific site must be selected and should reflect one or more of the Site Selection Values. The LCC must address any permissions or permits needed for the proposed location and any concerns about future viability of the location.

PURCHASE AGREEMENT/DONATION ACCEPTANCE AGREEMENT TERMS

The LCC must research and determine that the work of art can be acquired under appropriate terms and that enough information is known about the work of art to appropriately evaluate its durability and expected maintenance. Specific terms that must be discussed with the donor, artist or seller include:

1. Value of the work of art
2. Description including title, artist and materials
3. Maintenance and conservation plans
4. Realistic lifespan of the work of art
5. Rights of the City to ownership or to reasonable use of images of the work of art for publicity, educational and promotional purposes
6. De-accession plan

FUNDING

The LCC must determine the cost to purchase and install the work of art and affirm that appropriate funds are available. The LCC must further determine that funds will be available for the expected ongoing maintenance of the work of art.

GUIDING PRINCIPLES

Looking at the acquisition and installation of the work of art as a whole, the LCC must determine that the work of art and proposed site meet the Guiding Principles for Public Art in Louisville.

PUBLIC NOTICE

If the LCC decides to proceed with a proposed Public Art installation after its initial evaluation, then prior to its final decision and installation, public notice will be made and the public will have an opportunity to comment.

A sign will be placed at the proposed installation site for a minimum of 15 days prior to the date of the meeting when the LCC will vote on whether to acquire and install the work of art. The sign should include the following information:

1. Description, photograph or drawing of the work of art
2. Description, photograph or drawing of the proposed location
3. Anticipated lifespan
4. Maintenance plans
5. Source of work of art (donation/purchase)
6. Date, time and location of public meeting
7. Contact information for submitting public comment

LOUISVILLE CULTURAL COUNCIL APPROVAL

The LCC will discuss the proposed Public Art installation at the meeting announced on the public notice. The public will have an opportunity to comment at the meeting and comments received in writing will be shared. The LCC may then vote on whether to approve the proposed Public Artwork installation. All decisions by the LCC as to acquisition and placement of works of art shall be considered final.

CITY COUNCIL REVIEW

All decisions by the LCC as to acquisition and placement of works of art shall be considered final unless the City Council within 45 days of the decision chooses to review the decision, which review shall occur at a subsequent City Council meeting.

ARTWORK REMOVAL/DE-ACCESSING

From time to time, it may be appropriate for the LCC to consider de-accessing a piece of Public Art, the process of withdrawing a work of art from public exhibition through storage, loan or disposal. Following current Best Practices for Public Art, the LCC may de-access a work of art when any one or more of the following circumstances exist:

1. The repair of a damaged work of art is impractical or the cost is excessive in relation to the cost of the work of art.
2. The work of art poses a public safety risk.
3. The security and condition of the work of art cannot be reasonably guaranteed in the present site.
4. The use of the particular public space has changed and re-siting the work of art would be inappropriate because it would impact the contextual meaning of the work of art.
5. The work of art is of inferior quality to other works in the collection or is incompatible with the rest of the collection.
6. The City wishes to replace the work of art with a work of more significance or appropriateness by the same artist.
7. The work of art does not meet the Values or Guiding Principles of the collection.
8. The work of art has received documented, unabated adverse reaction from the community over a period of time and modifications to the work are not possible.

The City Council may choose to review a decision of the LCC regarding de-accession of a piece of Public Art within 45 days of the decision, which review shall occur at a subsequent City Council meeting.

DE-ACCESSION APPROVAL PROCESS

1. **Evaluation:** The LCC will evaluate the work of art based on the Removal/De-Accessing criteria.
2. **Public Notice:** Public notice will be made and the public will have an opportunity to provide comment.
3. **Approval:** The LCC may vote to de-access a piece of Public Art.
4. **City Council Review** (if applicable): The City Council may choose to review a decision of the LCC regarding de-accession of a piece of Public Art within 45 days of the decision, which review shall occur at a subsequent City Council meeting.
5. **Removal/De-accession.**

DE-ACCESSION PROCESS

When de-accessing a piece, the artist will first be informed in writing of the decision and will be given right of first refusal to buy back the de-accessioned work of art. Donor will be informed in writing of the intent to de-access the Public Art (if applicable).

The following means of de-accession will be considered (in order):

1. Re-donation, sale or other specific action as agreed upon with the donor or artist at the time of the City's acquisition of the work of art
2. Sale of the work of art

3. Trade for one or more other works of art by the same artist
4. Indefinite loan to another government entity
5. Destruction of a work of art that is deteriorated or damaged beyond repair at a reasonable cost and deemed to be of no or only a negligible value

2017 LCC Programming

DATE	Event Title/Artist	Genre	Attendance
1/21/2017	"The Three Must-Get-Theres"	Silent Movie	44
1/29/2017	Boulder Bassoon Quartet	Classical Concert	31
2/1/2017	"Desplazado"	Film and Lecture	20
3/17/2017	Amelie Quartet	Jazz/Swing Concert	105
4/5/2017	National Parks Lecture: Climate Change	Natural History Lecture	40
4/14/2017	Alfredo Muro	Classical Concert	53
6/22/2017	Nosotros	Latin Music	850
6/29/2017	Euforquestra	Funk Concert	700
7/6/2017	Megan Burt	Singer-Songwriter Concert	550
7/13/2017	One on One with Miles Apart Band	Motown Concert	850
7/20/2017	Chain Station	Bluegrass Concert	1200
9/17/2017	Alfredo Muro & James Bailey	Classical Concert	41
9/28/2017	Sing for Your Life	Theatre/Staged Reading	37
10/6/2017	Sarah Coit	Opera Concert	75
10/8/2017	Altius Quartet	Classical Concert	52
11/8/2017	Leonard David - Mars Lecture	Natural Sciences Lecture	45
11/11/2017	"Soldier Man"	Silent Movie	48
11/12/2017	Boulder Chorale	Vocal Concert	45
11/15/2017	Fran Bagenal - Pluto Lecture	Natural Sciences Lecture	65
		Total Attendance	4851
		Total Activities	19

2018 LCC Programming

DATE	Event Title/Artist	Genre	Attendance
2/7/2018	Paleontology Lecture	Natural Sciences Lecture	40
2/10/2018	"The Doll"	Silent Movie	43
3/16/2018	Chain Station	Bluegrass Concert	89
4/11/2018	Boulder Bassoon Quartet	Classical Concert/Lecture	55
4/13/2018	Alfredo Muro with James Bailey	Classical Concert	102
4/27/2018	Cody Qualls	Vocal Concert	101
6/21/2018	Jyemo Club	Latin/World Music Concert	700
6/28/2018	Dotsero	Jazz, Soul Concert	800
7/12/2018	That Eighties Band	Cover Band Concert	1800
7/19/2018	That Damn Sasquatch	Bluegrass Concert	900
8/2/2018	Jakarta	Funk, R& B Concert	600
9/14/2018	Alfredo Muro	Classical Concert	78
9/27/2018	Stories on Stage: Killers of the Flower Moon	Staged Reading	65
10/5/2018	Colin Cantwell Lecture	Lecture, design	85
10/17/2018	Robin Truesdale Talk	Lecture, filmmaking	35
10/13/2018	Living Easy	Americana Concert	40
11/10/2018	Sculpture Unveiling: Melody by Rosalind Cook	Classical Concert	85
11/16/2018	MaryLynn Gillaspie	Jazz Concert	35
		Total Attendance	5653
		Total Activities	18

2019 LCC Programming

DATE	Event Title/Artist	Genre	Attendance
1/20/2019	Zooperheros: The Denver Zoo Comes to You!	Science: Family	200
1/26/2019	Ragged Union	Music: Bluegrass	94
2/6/2019	Building Community Through Food	Lecture: Local Food	32
2/15/2019	Altius quartet	Music: Chamber Music	88
3/16/2019	Amelie Quartet	Music: World	
4/12/2019	"Wrong Again" and "Safety Last"	Silent Film	
4/24/2019	G. Brown, Colorado Music Experience	Lecture: Colorado Music	
6/1/2019	Hazel Miller Band	Free Family Concert: Blues, Rock	
6/1/2019	Bonfire Dub with Bridget Law	Free Family Concert: Roots	
7/1/2019	ZiMBiRA	Free Family Concert: Afropop	
7/1/2019	Face Vocal Band	Free Family Concert: Vocal Rock	
7/1/2019	Knot Rock	Free Family Concert: Cover Band	
9/13/2019			
9/21/2019			
9/22/2019			
10/5/2019			
10/16/2019			
11/22/2019			
11/24/2019			
12/7/2019			
12/11/2019			
		Total Attendance	414
		Total Activities	4