

*Cultivating Culture in Our
Community*

Grand Junction Strategic Cultural Plan

Adopted by the
Grand Junction Commission on Arts and Culture
October, 2001

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Grand Junction City Council
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Resolution #02-02

Developed, researched, and written by the
Cultural Plan Steering Committee
and the GJ Commission on Arts and Culture

GRAND JUNCTION STRATEGIC CULTURAL PLAN

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GRAND JUNCTION STRATEGIC CULTURAL PLAN

EXECUTIVE SUMMARY

The Commission on Arts and Culture and a 50 member citizen advisory Cultural Plan Steering Committee held a series of 25 meetings from July - October, 2001 to update the *Strategic Cultural Plan for Grand Junction*. This plan was first adopted by the Commission and City Council in 1991, and has helped guide arts and cultural development and the work of the Commission for the past decade. The newly revised cultural plan outlines seven different arts issues and contains many recommendations to augment arts activities for the next ten years.

CULTURAL PLAN VISION STATEMENT

Grand Junction is recognized as a place where people live and visit because arts and culture are a major attraction and an important element to the quality of life of the community.

CITY OF GRAND JUNCTION MISSION AND VALUES STATEMENT

We are united in providing exceptional service that improves the quality of life for our citizens.

Arts Education

GOAL: Strengthen educational opportunities in all artistic disciplines—visual arts, literary arts, music, dance, and drama—for people of all ages, and promote the importance of arts education in the lives of our children.

STRATEGIES:

- ~ Advocate for fully funded sequential arts curriculum taught by certified visual arts and music teachers throughout Mesa County Valley School District #51 in all grades K-12 and all schools. As a first step toward accomplishing this, advocate to maintain and fund existing arts education teachers and programs, including music teachers in grades K-12; visual arts teachers in certain elementary schools; art, music, and drama teachers in all middle and high schools; and the Art Heritage Program in all elementary schools.
- ~ Provide professional development for elementary teachers to learn about visual and performing arts media, processes, and techniques.
- ~ Investigate the creation of an Academy for the Arts (9-12 grades) to provide school children with intensive education and training in the arts, thereby developing the skills and vocabulary of the arts and experiencing the joy of artistic performance and expression which will enhance the quality of their lives and those around them. The academy will provide opportunities for local educators, professional artists, and youth of the community to interact with one another for their mutual growth and mentorship.
- ~ Encourage arts and cultural organizations to develop and/or expand education opportunities--classes, workshops, lectures, and demonstrations—in a variety of artistic media and cultural subjects for citizens of all ages.

Cultural Facilities

GOAL: Create a vision of the cultural facilities necessary and feasible to provide maximum benefit to the community, and promote those facility needs with the idea of a phased program of utilization and/or construction, which has both short-term and long-term components.

STRATEGIES:

- ~ Assist community cultural and arts groups of all sizes in locating and/or constructing facilities to meet their needs, and in finding funding sources for such facilities, if necessary, such as the establishment of a Mesa County Scientific and Cultural Facilities Funding District.
- ~ Investigate the feasibility of setting aside a large, publicly owned tract of land for a future cultural complex, with the idea that it is beneficial to locate cultural facilities in the same general, central, easily

accessible part of town. This area should be adequate to accommodate construction of several buildings (museum or art center, performing arts center with both large and small theater spaces, outdoor amphitheater) all of which could be developed in phases, as funding becomes available.

~ Investigate the feasibility of designating a cultural enterprise district in Grand Junction.

Funding Resources & Economic Benefits

GOAL: Identify and evaluate options for arts and cultural funding resources and recommend the implementation of strategies which have a positive economic impact and increase arts and cultural opportunities within the community.

STRATEGIES:

- ~ Continue to implement and improve established City and County programs of financial support for arts and culture, including the Commission on Arts and Culture's grant program for arts and cultural events and projects, the City of Grand Junction 1% for the Arts program, Art on the Corner, the Grand Junction Historic Preservation Board and Fruita Historic Preservation Board, and Mesa County's annual allocation for the Museum of Western Colorado.
- ~ Establish mechanisms to broaden the funding base from a variety of government sources in order to provide additional and substantial ongoing support of arts and cultural institutions, facilities, organizations, and programs, such as the establishment of a Mesa County Scientific and Cultural Facilities Funding District.
- ~ Develop private funding sources for arts and culture, such as an annual United Arts Fund, as well as develop ongoing and long-term private funding resources, such as the Western Colorado Community Foundation and multi-year foundation grants.
- ~ Continue to utilize the GJ Commission on Arts and Culture as a clearinghouse for information about arts and cultural resources, an advocate for arts development, and a forum for collaboration and partnerships among arts groups.

Historic Preservation

GOAL: Promote and facilitate historic preservation in Mesa County for economic, educational, and cultural growth.

STRATEGIES:

- ~ Support the Grand Junction Historic Preservation Board's efforts to designate the commercial downtown Grand Junction area as a historic district.
- ~ Promote the importance of historic preservation by updating the existing brochure and video to create a new visual presentation which communicates the current progress of historic preservation in Grand Junction, which illustrates where designated historic properties are concentrated and the connection between historic sites and other community features, such as downtown and the riverfront, and which includes the potential monetary and tax benefits of preservation.
- ~ Inventory, compile, and maintain a list of historic preservation tools, resources, and funding opportunities. Facilitate easy access of this information to the public.
- ~ Increase funding opportunities for restoration and renovation of historic buildings, including supporting the Grand Junction Historic Preservation Board's efforts to achieve Certified Local Government status in order to qualify for federal grants.
- ~ Continue to survey, identify, and document historic structures and neighborhoods within Mesa County.
- ~ Insure that planning and development efforts and documents by local government entities throughout Mesa County contain a historic preservation component.

Local Artists & the Arts Industry

GOAL: Maintain an effective, positive image of the role of the arts and artists in the community; attract, retain, and support local artists by fostering professionalism, cooperation, and recognition of the arts as a powerful industry and a valuable community development tool.

STRATEGIES:

- ~ Promote and expand the variety of resources for information about the arts industry in Mesa County and about local artists,

- ~ Promote and expand downtown as the hub of the local arts community.
- ~ Develop a high quality annual arts festival in Grand Junction.

Marketing, Promotion, & Cultural Tourism

GOAL: Create a marketing and promotional plan to publicize arts and cultural events and programs throughout the Grand Valley, and to promote the overall arts and cultural life of the community.

STRATEGIES:

- ~ Develop a comprehensive one to two year cultural event calendar, available in print and on the Internet, which would be both a planning tool and a marketing tool. Utilize existing resources and technology as much as possible, and include both non-profit organizations' and for profit businesses' cultural events.
- ~ Develop cultural tourism opportunities and marketing aimed at people outside Mesa County, working closely with the Grand Junction Visitors and Convention Bureau.
- ~ Support other task force groups' objectives and actions through marketing and promotion.

Urban Design & Public Art

GOAL: Articulate and implement an ambitious plan to distribute public art throughout the urban environment of Grand Junction and Mesa County.

STRATEGIES:

- ~ Encourage opportunities for residents and visitors to experience quality works of art funded and maintained through private development by including artistic components within the City Planning and Development Code.
- ~ Enhance Grand Junction's aesthetic image by encouraging large works of sculpture to be displayed on standardized pedestals at major intersections and main traffic corridors throughout the city. The pedestals would create a uniform organizing feature within the community and serve to enhance the public right-of-ways.
- ~ Encourage the inclusion of public art in certain City of Grand Junction capital improvements projects by identifying specific major and very visible street construction or "gateway" projects which would benefit by having public artwork and further Grand Junction's identity as a sculpture center. This would augment or be in addition to the existing 1% for the Arts program and would utilize the same type of pedestal as the rotating exhibits, so as to present a unified appearance.

PARTICIPANTS

Grand Junction Commission on Arts and Culture Members

Pamela Blythe, Cultural Plan Steering Committee Chair
LeRoy Donegan, Commission Chair
Priscilla Mangnall, Commission Vice-chair
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INTRODUCTION

“A life without art is like a night sky without stars”.

An Ignacio elementary school student

Arts and culture in Grand Junction contribute immensely to a quality of life the community has enjoyed for many years. The previous Strategic Cultural Plan for Grand Junction outlined five areas of planning and set forth goals to strive to achieve from 1991 – 2001. Proudly we can state that three/fourths of those goals have been or are currently being accomplished. This success is only because of the tremendous support from the citizens, artists, organizations, arts businesses, and public officials, and for your support, the Commission on Arts and Culture and the 1991 Cultural Plan Steering Committee thank you.

The 2001 steering committee goal was to expand on our previous objectives and strategies and to provide a comprehensive plan for a coordinated effort that will improve opportunities for artists and art related businesses, increase arts activities, and raise existing arts and culture to a new level of development and service to the community every day.

The economic impact of arts and culture on our community is significant, influencing education, outreach, sales, employment, and earnings for the entire region. We already have the structure in place to celebrate visual arts through extensive public artwork. We support visual, performing, literary, and media arts in many programs and forms. To reach all our goals, we must have cooperation among the business and government communities. Communication **must** be established.

The 2001 cultural plan steering committee consisted of 50 members divided into seven tasks forces:

- Arts Education
- Cultural Facilities
- Historic Preservation
- Funding Resources and Economic Benefits
- Local Artists and the Arts Industry
- Marketing, Promotion, and Cultural Tourism
- Urban Design and Public Art

Each task force met over a period of three months and held focus groups, conducted surveys, held public meetings, and used other methods to gather information for a plan that would represent our entire community's needs and assist the Commission on Arts & Culture to fulfill their goals. The results are broad and diverse, detailed and specific. They will guide us into the year 2011.

The plan outlines strategies for collaboration between artists and teachers, cultural organizations and businesses, community residents and artistic professionals. We hope to enhance Grand Junction's and Mesa County's position as an artistic center on the Western Slope, celebrating the vitality of the peoples' creative expressions and culturally diverse and ethnic traditions. It is a vision for all to share.

Pamela Blythe, Chair
Cultural Plan Steering Committee

STRATEGIC CULTURAL PLANNING or WHY PLAN FOR CULTURE?

City of Grand Junction survey results, June, 1999 (180 total respondents):

“In our community, there is active support for music and the arts.” – 61% agree or strongly agree

“We have good theaters and auditoriums available for public performances.” – 43% agree or strongly agree

“Our community offers an active night life, with a variety of good restaurants, clubs, plays and concerts.” – 36% agree or strongly agree

One obvious interpretation of the above survey responses is that while Grand Junction residents value and support arts and culture, they don't think we have adequate cultural facilities and activities. In order to change this viewpoint, we need to increase both the quality and quantity of arts and cultural opportunities, events, activities, and amenities. A thriving artistic community does not just happen; it requires planning, partnership, and financial investment.

Grand Junction is on the threshold of a new era of cultural development. Arts and cultural are expanding throughout the Grand Valley, and economic success is directly linked to cultural excellence. But Grand Junction will continue to grow as a cultural center only through a commitment toward that goal, and a plan to make it happen. The dream of the Arts Commission to bring *more arts to more people* requires coordination and cooperation, thought and preparation. Developing this cultural plan gave the entire cultural community a chance to work together toward positive change.

On August 3, 2001 the Commission and the newly appointed Cultural Plan Steering Committee held a public kick-off of the cultural planning process, with Denver Mayor Wellington Webb as the keynote speaker. Mayor Webb was invited because he was honored earlier this year with the Local Arts Leadership Award from the Americans for the Arts and the United States Conference of Mayors, which recognized Denver is an outstanding example of civic support and advancement of arts and culture. Mayor Webb was both encouraging and inspiring, and the planning began in earnest.

With regard to planning, cities, economics, and arts and culture, it has been said:

“Plan for positive change. Cities are dynamic. They should be reinvested in just like businesses. If you are doing nothing, you are going backward. To be competitive, cities must continually improve. Quality should be the goal of planning, design, and construction. If you skimp on quality at any of these critical levels, you dramatically lessen your chances of success.”

Jim Bowen, RiverValley Partners, Chattanooga, TN, *Parks & Recreation* magazine, January, 2000

“USCM [United States Conference of Mayors] President Denver Mayor Wellington Webb issued a challenge to embrace USCM's sweeping 10 point *Agenda for American's Cities*... Ranking Number 5 on the list is a national call to ‘promote arts, cultural and sporting amenities.’ The USCM agenda specifically calls for the promotion of the arts as a national and international economic asset and for increasing support for national and local arts, culture, and humanities institution.”

Americans for the Arts newsletter, March, 2000

“The arts are an important factor when defining quality of life, right up there with parks, recreational facilities, climate, and geography. Businesses that rely on well-educated and skilled workers tend to find them in places where the arts are strong. Artists and cultural activities play a big role in establishing the creative climate of a city. In an age when businesses face competition based on innovation, not just cost, they're looking for places where new ideas are encouraged.”

Michael R. Bloomberg, CEO of Bloomberg L.P., *Colorado Business* magazine, July/August 2001

“‘You guys have a lot to be proud of,’ [Mayor] Webb said. ‘The amount of sculptures, the amount of art, the types of art that you have from big artists to local artists... You really have a community mix. To also see you have art here in the municipal building... You have done well.’”

Denver Mayor Wellington Webb, GJ Cultural Plan Presentation, *The Daily Sentinel*, August, 2001

“‘What makes a city truly unique? Architecture, monuments, a scenic geographic feature, such as a river or a mountain, shape a city, but a cultural context identifies place... Urban Planner Kevin Lynch, ‘Great cities link citizens and place, enhance the significance of everyday life, and reinforce the identity of the group and self..I am a citizen of no mean city.’”

New Directions: A Public Art Program for Kansas City, Missouri

“‘The arts and humanities enrich our lives, inspire our hearts and minds, and help us to view the world from a different perspective. Capturing the diversity and richness of human experience, they allow us to explore ideas and emotions and to better understand our history, culture, and beliefs. The study and appreciation of the arts and humanities serve as both a unifying force in society and as a vehicle for individual expression. During these extraordinary times, the arts and humanities have provided means for coping and healing in the face of tragedy.’”

President George W. Bush Proclamation, October 25, 2001

“‘The arts inspire, delight and move us... In our fast-paced, electronic world, the arts bring us together like no other venue... the arts move us, connect us, empower us... We believe passionately in the arts and their power to influence and shape our community.’”

Dennis Orcutt, President, U. S. Bank Colorado, *Applause* magazine, November, 2001

COMMUNITY PROFILE

HISTORY AND POPULATION

Grand Junction was founded in the fall of 1881, incorporated in June, 1882, and became the county seat of the newly formed Mesa County in 1883. By late 1883 Grand Junction had a population of 600 people, with 50 businesses, three canal projects, two coal mines, numerous cattle ranches, and the regional office of the Denver & Rio Grand Railroad.

The city experienced major growth in the 1950's due to a uranium mining and processing boom, which brought more prospectors to Colorado than the gold and silver rush almost a century earlier. By 1960 the population of Mesa County reached 50,700. But the mid-1960's and early 1970's were a time of economic downturn in the Grand Valley. The late-70's and early 80's were again a boom period because of oil shale mining, but an end to oil shale exploration brought another economic downturn in the mid to late 1980's. Grand Junction's population increased from 29,034 in 1990 to 41,968 in 2000. At the same time the population of Mesa County increased from 93,145 to 116,255 this year.

Grand Junction is the largest city and the only metropolitan area in Western Colorado. It is the regional trade, service, education, and transportation center for the area. Grand Junction's population growth rate is a healthy 2% annually.

BUSINESS, EMPLOYMENT, AND EDUCATION

Almost 60% of Mesa County's jobs are in the retail, trade, and service sectors. Over 15% of local jobs are in government/education. The unemployment rate has been below 4% since 1999. The number of businesses in the county has increased from an estimated 3,700 in 1990 to 4,930 in 1999. Major local employers include:

MCV School District #51 – 2,400 employees	Mesa County – 748 employees
St. Mary's Hospital - 2,049 employees	State of Colorado - 575
Mesa State College – 1,256 employees	City of Grand Junction – 523 employees
City Markets, Inc. – 1,050 employees	StarTek – 497 employees

Mesa State College's enrollment has grown from 4,500 in 1990 to 5,000 in 2001. Enrollment in School District #51 has increased from 17,122 in 1990 to 18,778 in 37 different schools this year.

ARTS AND CULTURE

There are almost 70 arts and cultural clubs, organizations, and agencies active in Grand Junction and Mesa County. Major local arts and cultural organizations include: Mesa County Public Library District, the Museum of Western Colorado, the Western Colorado Center for the Arts, the Grand Junction Musical Arts Association, the Western Colorado Botanical Garden, Performing Arts Conservatory, KAFM public radio station, and the DooZoo Children's Museum. Mesa State College and the Downtown Development Authority/Downtown Association also provide many cultural events and activities. During the past decade the City and the DDA purchased and renovated the Avalon Theater into a community performing arts center, in addition to theaters/auditoriums at Grand Junction High School, Mesa State College, and the Art Center.

GRAND JUNCTION STRATEGIC CULTURAL PLAN

CULTURAL PLAN VISION STATEMENT

Grand Junction is recognized as a place where people live and visit because arts and culture are a major attraction and an important element to the quality of life of the community.

CITY OF GRAND JUNCTION MISSION AND VALUES STATEMENT

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Arts Education

GOAL: Strengthen educational opportunities in all artistic disciplines—visual arts, literary arts, music, dance, and drama—for people of all ages, and promote the importance of arts education in the lives of our children.

STRATEGY: Advocate for fully funded sequential arts curriculum taught by certified visual arts and music teachers throughout Mesa County Valley School District #51 in all grades K-12 and all schools. As a first step toward accomplishing this, advocate to maintain and fund existing arts education teachers and programs, including music teachers in grades K-12; visual arts teachers in certain elementary schools; art, music, and drama teachers in all middle and high schools; and the Art Heritage Program in all elementary schools.

ACTION STEPS (organization or agency primarily responsible, proposed time frame):

1. Create a county-wide Arts Advocacy Council addressing all artistic disciplines--visual, music, drama, dance, media, and literary--in order to inform the community about the importance of arts education and to gain support for arts training in the schools (Commission on Arts and Culture, early 2002).
The Arts Advocacy Council will accomplish the following:
 - a) Develop priorities and action items (early 2002).
 - b) Collect data and information about the benefits of arts education (early 2002).
 - c) Develop a public awareness campaign about arts education by designing and producing advertisements illustrating the importance of arts education, suitable for radio, newspaper, television, outdoor, and Internet advertising aimed toward parents, the voting public, school board members, school district administration and principals, and those interested in participating in the arts. The campaign will solicit a measurable response (mid-2002).
 - d) Secure funding and sponsorships for the production and media costs of the above campaign (mid-2002).
 - e) Track the effectiveness of the campaign (late 2002).
 - f) Develop a news and editorial campaign which validates and expands on the basic message of the advertising. Include letters and stories by and about successful local artists and art students. Pursue a periodic feature or column about the arts on all media (ongoing).
 - g) Attend important school board and school district accountability committee meetings to advocate for arts education and inform board/committee members about arts education activities (ongoing).
 - h) Communicate with secondary school counselors about the broad range of career opportunities in the arts so that talented students are motivated to pursue vocations involving the arts, and arts administrators, artists, and performers are included in high school career days (ongoing).
 - i) Communicate with school district administrators and principals about the benefits of a strong sequential arts education program (ongoing).

- j) Communicate with teachers throughout the district about existing arts resources, funding, activities available to students, and local artists (ongoing).
2. Promote current arts, music, and drama programs in the schools to bring more visibility to the arts. Maintain a higher profile for the visual arts by providing more opportunities to exhibit student artwork. Partner with other artistic disciplines such as music and drama to have art exhibits in conjunction with concerts and plays. Partner with area arts institutions, non-profit organizations, and businesses for exhibit opportunities. Encourage continuation and expansion of current exhibits by the Altrusa Club and the Valley Wide PTA (MCVSD51 teachers, ongoing).
3. Develop and host a Western Slope Arts Education Conference in Grand Junction (Mesa State College Department of Teacher Education and MCVSD51, 2002).

STRATEGY: Provide professional development for elementary teachers to learn about visual and performing arts media, processes, and techniques.

ACTION STEPS:

1. Create a committee to develop a half day or full day arts workshop or series of workshops, at low or no cost, for elementary teachers, taught on home campuses or a central location, and offered for credit (2003).

The committee will accomplish the following:

- a) Survey teacher's interest in a range of arts subjects and techniques they wish to learn (early 2003).
- b) Prioritize survey responses and determine workshop subjects and methods of delivery (2003).
- c) Research possible locations, instructors, expenses, schedules, and other logistics (2003).
- d) Explore partnership opportunities with area and statewide arts organizations and agencies (2003).
- e) Secure funding, support, dates, places, registration forms, printed materials, and other elements needed to provide the workshop(s) (mid-2003).
- f) Produce the workshop(s) and evaluate their effectiveness for the participants in an effort to annually expand the program (late 2003).

STRATEGY: Investigate the creation of an Academy for the Arts (9-12 grades) to provide school children with intensive education and training in the arts, thereby developing the skills and vocabulary of the arts and experiencing the joy of artistic performance and expression which will enhance the quality of their lives and those around them. The academy will provide opportunities for local educators, professional artists, and youth of the community to interact with one another for their mutual growth and mentorship.

ACTION STEPS:

1. Create an Arts Academy Committee to research the viability of a charter school for the arts (Commission on Arts and Culture, 2004).

The Arts Academy Committee will accomplish the following:

- a) Investigate successful arts academies around the country to use as models (2004).
- b) Survey interest in Mesa County (2004).
- c) Assess existing facilities and building costs for remodeling, operation, and maintenance (2004).
- d) Encourage utilization of local artists in the development and delivery of arts education (2004).
- e) Develop a plan for establishing an Arts Academy and advocate for this to the school board, if the idea is viable and interest is strong (2004).

STRATEGY: Encourage arts and cultural organizations to develop and/or expand education opportunities--classes, workshops, lectures, and demonstrations—in a variety of artistic media and cultural subjects for citizens of all ages (Commission on Arts and Culture and local arts organizations, ongoing).

Cultural Facilities

GOAL: Create a vision of the cultural facilities necessary and feasible to provide maximum benefit to the community, and promote those facility needs with the idea of a phased program of utilization and/or construction, which has both short-term and long-term components.

STRATEGY: Assist community cultural and arts groups of all sizes in locating and/or constructing facilities to meet their needs, and in finding funding sources for such facilities, if necessary, such as the establishment of a Mesa County Scientific and Cultural Facilities Funding District.

ACTION STEPS (organization or agency primarily responsible, proposed time frame):

1. Continue to fund, use, and improve existing cultural facilities, as major assets to the community, including the Avalon Theater, the Art Center, the Museum of Western Colorado and its various facilities, the Western Colorado Botanic Gardens, local high schools and other school buildings, Two Rivers Convention Center, and private venues, to the extent that these facilities adequately meet the needs of the cultural community (all organizations and agencies, ongoing).
2. Establish and adopt a Mesa County Scientific and Cultural Facilities Funding District to help finance the operations and maintenance of current and future cultural facilities (all arts and cultural organizations, 2002-2003).
3. Create a Cultural Facilities Advocacy Committee (or utilize major local arts and cultural organizations) to communicate to the public the cultural facility needs and the need to invest in the infrastructure of the community with regard to the arts (Commission on Arts and Culture, 2002).

The Advocacy Committee will accomplish the following:

- a) Explore the commonality of the various current facility needs in the community and find ways to encourage proponents of different projects to communicate with each other and, whenever possible, to work together (2002).
- b) Encourage organizations planning cultural facilities to contact potential users for input early in the planning process so that user needs are adequately met (ongoing).
- c) Have one or two representatives from the cultural community as members of the Chamber of Commerce Event Center Committee (any local arts or cultural organization, 2002).
- d) Attend appropriate City Council and other meetings to be aware of relevant issues regarding facilities (ongoing).
- e) Encourage the construction, renovation, or expansion of cultural facilities to meet the needs of area arts and cultural organizations, whenever necessary (all local arts and cultural organizations, 2002 and ongoing). Cultural facilities currently being discussed or undertaken include:
 - Art Center/Performing Arts Conservatory new building construction
 - Avalon Theater building continued renovations
 - Grand Junction Musical Arts Association/Grand Junction High School remodel
 - Grand Valley Community Theatre building purchase
 - KAFM Grand Valley Public Radio building purchase
 - Los Colonias Park amphitheater construction
 - Mesa County Public Library new building construction
 - Mesa State College Art/Music/Theatre new building construction and remodel
 - Museum of Western Colorado future building expansion
 - Western Colorado Botanical Garden future building expansion and/or construction

STRATEGY: Investigate the feasibility of setting aside a large, publicly owned tract of land for a future cultural complex, with the idea that it is beneficial to locate cultural facilities in the same general, central, easily accessible part of town. This area should be adequate to accommodate construction of several buildings (museum or art center, performing arts center with both large and small theater spaces, outdoor amphitheater) all of which could be developed in phases, as funding becomes available.

ACTION STEPS:

1. Communicate with local officials and with other interested parties about cultural facility needs and the need to invest in the infrastructure of the community with regard to the arts (Commission on Arts and Culture, Cultural Facilities Advocacy Committee, arts and cultural organizations, 2002)
2. Explore the idea of locating one or more cultural facilities on publicly owned property (Commission on Arts and Culture, Cultural Facilities Advocacy Committee, arts and cultural organizations, 2002).

STRATEGY: Investigate the feasibility of designating a cultural enterprise district in Grand Junction.

ACTION STEPS:

1. Contact existing enterprise zone entities for information and resources (Commission on Arts and Culture and Downtown Development Authority, 2003).
2. Determine the procedures necessary to accomplish this (DDA, 2003).

Funding Resources & Economic Benefits

GOAL: Identify and evaluate options for arts and cultural funding resources and recommend the implementation of strategies which have a positive economic impact and increase arts and cultural opportunities within the community.

STRATEGY: Continue to implement and improve established City and County programs of financial support for arts and culture, including the Commission on Arts and Culture's grant program for arts and cultural events and projects, the City of Grand Junction 1% for the Arts program, Art on the Corner, the Grand Junction Historic Preservation Board and the Fruita Historic Preservation Board, and Mesa County's annual allocation for the Museum of Western Colorado (all governmental agencies, ongoing).

STRATEGY: Establish mechanisms to broaden the funding base from a variety of government sources in order to provide additional and substantial ongoing support of arts and cultural institutions, facilities, organizations, and programs, such as the establishment of a Scientific and Cultural Facilities Funding District.

ACTION STEPS (organization or agency primarily responsible, proposed time frame):

1. Convene regular meetings of the major local arts and cultural organizations to explore the formation of a cultural funding district (major arts and cultural organizations, 2002-2003).
2. Research existing cultural funding districts and other public funding devices throughout the country to find models for legislation, guidelines, procedures, and revenue allocation (major arts and cultural organizations, 2002-2003).
3. Determine the feasibility of adopting a local cultural district and the procedures necessary to do so (major arts and cultural organizations, 2002-2003).

STRATEGY: Develop private funding sources for arts and culture, such as an annual United Arts Fund, as well as develop ongoing and long-term private funding resources, such as the Western Colorado Community Foundation and multi-year foundation grants.

ACTION STEPS:

1. Encourage communication, collaboration, and shared resource development among arts groups in order to maximize community resources (major arts and cultural organizations and Commission on Arts and Culture, ongoing).
2. Research existing models for developing an annual United Arts Fund (major arts and cultural organizations and Commission on Arts and Culture, 2004.)
3. Encourage utilization of the Western Colorado Community Foundation as the repository for endowment funding and other major donations to local arts organizations (major arts and cultural organizations and Commission on Arts and Culture, ongoing).

STRATEGY: Continue to utilize the GJ Commission on Arts and Culture as a clearinghouse for information about arts and cultural resources, an advocate for arts development, and a forum for collaboration and partnerships among arts groups (Commission on Arts and Culture, ongoing).

Historic Preservation

GOAL: Promote and facilitate historic preservation in Mesa County for economic, educational, and cultural growth.

STRATEGY: Support the Grand Junction Historic Preservation Board's (HPB) efforts to designate the commercial downtown Grand Junction area as a historic district.

ACTION STEPS (organization or agency primarily responsible, proposed time frame):

1. Contact downtown property owners to garner support and signatures of 60% of those directly affected by this designation (HPB and Downtown Development Authority, 2003).
2. Obtain letters of support to go with the application (HPB and Commission on Arts and Culture, 2003).
3. File an application with the City Community Development Department (GJCDD) for processing as a local historic district (HPB, 2003).
4. Report to the Grand Junction City Council about ongoing activities and accomplishment of objectives (HPB, 2003).
5. Encourage appropriate signage to mark designated historic structures and areas (HPB and DDA, 2003).

STRATEGY: Promote the importance of historic preservation by updating the existing brochure and video to create a new visual presentation which communicates the current progress of historic preservation in Grand Junction, which illustrates where designated historic properties are concentrated and the connection between historic sites and other community features, such as downtown and the riverfront, and which includes the potential monetary and tax benefits of preservation.

ACTION STEPS:

1. Prepare a historic preservation plan for Grand Junction and Mesa County (HPB, long range)
2. Convene a meeting with the Historic Preservation Board, Commission on Arts and Culture, Museum of Western Colorado, Mesa County Historical Society, Cultural Plan Steering Committee Historic Preservation Task Force, Mesa State College students, Daughters of the American Revolution, Downtown Development Authority, and interested community members to discuss funding and forms of the promotional materials (HPB and Commission on Arts and Culture, 2002 - 2003).
3. Create an ongoing Preservation Promotion Committee within the Grand Junction Historic Preservation Board, which could include interested individuals from the cultural plan task force and appropriate organizations, to update and produce the presentation piece or pieces (brochure/speaker's bureau/CD/video) and actively promote designated historic preservation districts and preservation in general (HPB, 2002 and on-going).

The Preservation Promotion Committee and GJ Community Development Department will accomplish the following (2002 and on-going):

- a) Determine the intended audience for the promotional materials--elected officials, property owners, real estate professionals, tourists and/or the general public--and the most appropriate types of materials to produce.
- b) Work with Mesa State College to obtain research assistance from college students.
- c) Apply to the Colorado Historical Society for grant funds to cover printing and production costs.
- d) Meet with the Downtown Development Authority, Chamber of Commerce, Museum of Western Colorado, GJ Visitors and Convention Bureau, and other potential distribution locations about distribution and placement of brochures and/or kiosk development.
- e) Investigate putting the promotional information on the City website.
- f) Produce the presentation piece(s) and develop a speakers bureau.

- g) Distribute the presentation piece(s) throughout Mesa County.
- h) Develop and implement preservation education programs and publications.

STRATEGY: Inventory, compile, and maintain a list of historic preservation tools, resources, and funding opportunities. Facilitate easy access of this information to the public.

ACTION STEPS:

1. Investigate similar lists, workbooks, and resources already produced by other Colorado government entities (GJCDD, 2002 and ongoing).
2. Investigate putting information on City website for easy access (GJCDD, 2002 and ongoing).
3. Gather available information and resources and produce a comprehensive list of preservation tools, resources, and funding opportunities (GJCDD, 2002 and ongoing).

STRATEGY: Increase funding opportunities for restoration and renovation of historic buildings, including supporting the Grand Junction Historic Preservation Board's efforts to achieve Certified Local Government status in order to qualify for federal grants.

ACTION STEPS:

1. Contact Colorado Historic Society for information and an application to accomplish Certified Local Government status (HPB, 2003).
2. Obtain information from other communities who have CLG status (HPB, 2003).
3. Complete application to apply for CLG, with letters of support or other necessary documentation from Commission on Arts and Culture and community organizations (HPB and Commission on Arts & Culture, 2003).
4. Inventory all available funding options and investigate other opportunities for funding such as creation of a local loan bank or trust fund. Include area banks and the Western Colorado Community Foundation in the investigation (GJCDD, 2003).
5. Develop and make available incentives for properties listed on city register (GJCDD, long range).

STRATEGY: Continue to survey, identify and document historic structures and neighborhoods within Mesa County.

ACTION STEPS:

1. Seek grant funding from the Colorado Historic Society for another study (GJCDD, 2003).
2. Contract with an appropriate entity to complete the survey and report (GJCDD, 2003).

STRATEGY: Insure that planning and development efforts and documents by local government entities throughout Mesa County contain a historic preservation component.

ACTION STEPS:

1. Monitor planning efforts and recommend historic preservation wording to towns, cities, and Mesa County when documents are revised and updated (GJCDD, 2002 and ongoing).

Local Artists & the Arts Industry

GOAL: Maintain an effective, positive image of the role of the arts and artists in the community; attract, retain, and support local artists by fostering professionalism, cooperation, and recognition of the arts as a powerful industry and a valuable community development tool.

STRATEGY: Promote and expand the variety of resources for information about the arts industry in Mesa County and about local artists.

ACTION STEPS (organization or agency primarily responsible, proposed time frame):

1. Continue periodic updating and publication of *The Sourcebook: A Directory of Grand Junction Area Artists and Arts Organizations* (Commission on Arts and Culture, 2002, 2004, 2006).

2. Continue periodic updating and publication of the *Economic Impact of the Arts in the Grand Valley* survey and report (Commission on Arts and Culture, 2001, 2006).
3. Develop and maintain a local artists registry on a web site which would be marketed to the public and to interior designers and builders (Commission on Arts and Culture, 2003).
4. Develop ways in addition to the website to connect artists with interior designers, glass companies, lumber companies, construction companies, and builders, by working with the Home Builders Association to include articles in their monthly newsletter and present programs at their meetings (area artists, 2002-ongoing).
5. Publish a gallery guide brochure of local art galleries (galleries and/or arts organizations).
6. Develop a video about the arts community and artists (unknown).
7. Encourage artists, the Grand Junction Visitors and Convention Bureau, and other entities to purchase magazine advertising about local artists and the arts community (Commission on Arts and Culture, ongoing).
8. Encourage freelance writers to write articles about the arts community and local artists for major regional and national publications (Commission on Arts and Culture, ongoing).
9. Encourage increased coverage of the arts and artists in the local media as well as tourism brochures, economic development materials, and Chamber of Commerce information (Commission on Arts and Culture, ongoing).
10. Get all arts events and exhibits into local and regional calendars (artists and arts and cultural organizations, ongoing).

STRATEGY: Promote and expand downtown as the hub of the local arts community.

ACTION STEPS:

1. Work toward attracting a foundry to locate in Grand Junction. Contact other foundries about expanding their operation, and encourage the Grand Junction Economic Partnership/Mesa County Economic Development Council to offer financial incentives and actively solicit this type of manufacturing business (artists and Commission on Arts and Culture, ongoing).
2. Develop an artists business incubator facility with studio, office, and retail spaces, and shared equipment and services, working with the Western Colorado Business Development Center and the Downtown Development Authority (artists, arts and cultural organizations, Commission on Arts and Culture, ongoing).
3. Attract quality art galleries to locate in Grand Junction and carry local artists' work – e.g. branches of galleries from larger cities and/or a seasonally operated artist coop. Work with the Downtown Development Authority to find a Main Street location which might be given to a gallery at little or no charge initially. Work with the Grand Junction Economic Partnership/MCEDC to actively solicit new galleries and to explore possible financial incentives (artists, arts and cultural organizations, Commission on Arts and Culture, ongoing).
4. Continue to promote and expand Art on the Corner (DDA, ongoing).
5. Relocate the Art Center closer to downtown (Art Center).
6. Develop a monthly Art Walk (e.g. First Friday Gallery Tour) among downtown galleries and the Art Center to promote the arts industry and downtown (unknown).
7. Encourage exhibits of local artists' work throughout the community in businesses, the public library, City Hall, other public buildings, and private venues (Commission on Arts and Culture, ongoing).
8. Encourage continued utilization of the arts to showcase the vitality of our downtown and the entire community (Commission on Arts and Culture, ongoing).

STRATEGY: Develop a high quality annual arts festival in Grand Junction.

ACTION STEPS:

1. Explore ways of producing the festival, either by creating a new coalition of artists and arts organizations, or by assisting an existing organization do a local art show and sale, or by working to expand the current Art and Jazz Festival. Provide start-up funding for festival organizers (Commission on Arts and Culture, 2002-2003).

2. Explore the idea of producing an indoor rather than an outdoor festival, which would include exhibits at all local galleries and other venues such as banks and the Art Center during a given month (Commission on Arts and Culture and arts organizations, 2002-2003).
3. Research highly successful arts festivals in other communities to find a model and guidelines (organizing committee, 2002-2003).
4. Involve local artists in the planning, production, and jurying of artwork to be included (organizing committee, 2002-2003).

Marketing, Promotion & Cultural Tourism

GOAL: Create a marketing and promotional plan to publicize specific arts and cultural events and programs presented throughout the Grand Valley, and promote the overall cultural life of the community.

STRATEGY: Develop a comprehensive one to two year cultural event calendar, available in print and on the Internet, which would be both a planning tool and a marketing tool. Utilize existing resources and technology as much as possible, and include both non-profit organizations' and for profit businesses' cultural events.

ACTION STEPS (organization or agency primarily responsible, proposed time frame):

1. Create an ongoing Marketing Committee to research, develop, and maintain a website for events. This committee could be a sub-committee of the Commission on Arts and Culture or a sub-committee of local major arts organizations (Commission on Arts and Culture, 2002).

The Marketing Committee will accomplish the following:

- a) Poll potential users to assess how they find out about events. (mid-2002)
- b) Host a focus group meeting of users, both those who do events and those who want to know about events (media, VCB, Chamber of Commerce, cultural groups, businesses, etc.) (mid-2002).
- c) Research existing web pages of a variety of entities as a host site, such as the Daily Sentinel, Chamber of Commerce, or GJ Visitors and Convention Bureau (2002).
- d) Research existing web site models in other communities, such as Denver, Flagstaff, and other larger cities (2002).
- e) Determine the best way to fund and maintain this calendar and web site (2002).
- f) Raise the necessary funds through grants, donations, and membership fees (2002).
- g) Design and publish the cultural calendar (early 2003).
- h) Link to appropriate area arts and cultural sites, including the new artists registry (2003).
- i) Utilize existing publications and resources to promote the arts and cultural community, including local media, newsletters by the City and other organizations and agencies, websites, etc. (Commission on Arts and Culture and arts organizations, ongoing).

STRATEGY: Develop cultural tourism opportunities and marketing aimed at people outside Mesa County, working closely with the Grand Junction Visitors and Convention Bureau.

ACTION STEPS:

1. Work on pairing the arts with local wineries, which have been a very successful marketing opportunity (artists, arts organizations, Commission on Arts and Culture, 2003).
2. Tap into national associations, research successful cultural tourism activities in other communities, and network with other regional and local groups (Commission on Arts and Culture, 2003).
3. Encourage arts organizations to expand their existing web sites to advertise in ways that attract tourists, such as on-line merchandise and ticket sales (Commission on Arts and Culture, 2003).
4. Develop a Cultural Pass for families and individuals in order to provide discounted admission to all local cultural facilities on a limited daily basis for visitors (not locals). This could be sold through the Visitor's and Convention Bureau and the Chamber of Commerce. Develop a cultural facilities map and

local gallery guide, as either a postcard, a brochure, or a tear-off tablet sheet to augment the pass (major arts and cultural organizations, VCB, Commission on Arts and Culture, 2003)

STRATEGY: Support other task force groups' objectives and actions through marketing and promotion (Commission on Arts and Culture and Marketing Committee, ongoing).

Urban Design & Public Art

GOAL: Articulate and implement an ambitious plan to distribute public art throughout the urban environment of Grand Junction and Mesa County.

STRATEGY: Encourage opportunities for residents and visitors to experience quality works of art funded and maintained through private development by including artistic components within the City Planning and Development Code.

ACTION STEPS (organization or agency primarily responsible, proposed time frame):

1. Offer incentives rather than directives for developers to include art as a value-added element to major building and construction projects. In some cases, this will be advantageous to developers to have an additional option for meeting code requirements. Work with the City Community Development Department and City Council to incorporate public art into the existing planning code (Commission on Arts and Culture and GJCDD, 2002).

Additions to the code would include the following:

- a) In Section 5.1 "Planned Development: List specific benefits that might support a PD zoning as including, but not limited to..." add #8 "The provision of public art" to the list of community benefits. ("Public art" would need to be defined, as outlined in Resolution 20-97, which authorized the 1% for the Arts program of public artwork.)
 - b) In Section 6.5.B.18 "Landscaping: Allow the Director to approve a request to vary from the required number and types of plants of landscaped area if..." add #4 "An equivalent amount of public art is installed as part of the project" to the list of possible options. (A minimum level of landscaping to be met would need to be defined and what would constitute "equivalent".)
 - c) In Section 4.1.M "Superstore/Big Box Development/Shopping Center: Requires that Big Box development (retail commercial buildings or centers exceeding 50,000 s. f.) provide at least two of the following design standards:..." add #9 "Public art" to the list of options.
2. Establish a sub-committee of the Commission on Arts and Culture to review submittals of artwork proposed for construction projects to assist the City Community Development Department (Commission on Arts and Culture and GJCDD, 2002).
 3. Develop various methods of linking homebuilders, developers, real estate agents, and interior designers with local artists who can provide art, sculpture, and/or craft work for construction projects and interior decoration. Find ways to let artists know about up-coming projects and let developers know about available artists and artwork. Gather information about artists and compile the information into a brochure or resource book. Include the information as an insert in the Northwest Colorado Homebuilder's Association monthly newsletter. Investigate the feasibility of creating a new website to provide this information to the public. Facilitate a meeting of artists' organizations to decide who would fund, design, and maintain the website. Explore ideas for an annual fundraising event involving local artists' artwork which would help fund the website. Link the website to Artistsregister.com (Commission on Arts and Culture and GJCDD, 2002-2003).

STRATEGY: Enhance Grand Junction's aesthetic image by encouraging large works of sculpture to be displayed on standardized pedestals at major intersections and main traffic corridors throughout the city. The pedestals would create a uniform organizing feature within the community and serve to enhance the public right-of-ways and entrances to the city.

ACTION STEPS:

1. Explore ways to develop this program by soliciting artwork on loan from area and regional artists, either through an expansion of Art on the Corner or the creation of a similar exhibit program in areas of the City other than downtown, or a combination of both (Commission on Arts and Culture, Art on the Corner Committee, and DDA, 2003).
2. Formulate funding options for construction of the pedestals and installation of the art, including increased funding for Art on the Corner if that program is to be expanded (Commission on Arts and Culture, Art on the Corner Committee, and DDA, 2003).
3. Utilize the City's and Mesa County's existing circulation plans to identify major intersections and traffic corridors as locations for the sculptures (Commission on Arts and Culture, Art on the Corner Committee, and DDA, 2003).
4. Establish a standard for soliciting and displaying artwork (Commission on Arts and Culture, Art on the Corner Committee, and DDA, 2003).
5. Establish procedures and implement the exhibit program (Commission on Arts and Culture, Art on the Corner Committee, and DDA, 2003-ongoing).

STRATEGY: Encourage the inclusion of public art in certain City capital improvements projects by identifying specific major and very visible street construction and "gateway" projects which would benefit by having public artwork and further Grand Junction's identity as a sculpture center. This would augment or be in addition to the existing 1% for the Arts program and would utilize the same type of pedestal as the rotating exhibits, so as to present a unified appearance.

ACTION STEPS:

1. Take advantage of opportunities already in place within the City's Public Works Capital Improvement Plan to incorporate public art, such as the 24 Road Corridor Design Standards and Guidelines: "Public art is encouraged in both public and private open space... Incorporate public art as appropriate into the design of gateways, key intersections and entries. Public art should generally constitute 1 percent of the cost of the project... At least one central feature or gathering place shall be located within a geographically distinct neighborhood, e.g. a convenient outdoor open space or plaza with amenities such as benches, monuments, kiosks, or public art." Work with the Public Works Department and Traffic Engineering Division to assist in the accomplishment of this (Commission on Arts and Culture and GJPWD, 2002-ongoing.)
2. Identify major and highly visible projects and establish a standard for installing the sculptures at various locations, such as the 24 Road Corridor; the 29 Road Corridor; Orchard Avenue widening and improvements; Bookcliff Avenue widening and improvements; Colorado River Transportation Corridor between Hwy 50 and Hwy 340; Horizon Drive widening and pedestrian trail; 25½ Road widening and improvements; and the Monument Road widening, improvements, and bridge replacement (Commission on Arts and Culture and GJPWD, 2002).