TOWN BOARD
STUDY SESSION

AGENDA

ACCESSING MEETING TRANSLATIONS
(Accediendo a las Traducciones de la Reunión)

To access written translation during the meeting, please scan the QR Code or click this link for up to 48 other languages (Para acceder a la traducción durante la reunión, por favor escanee el código QR o haga clic en el enlace para hasta 48 idiomas más):

https://attend.wordly.ai/join/FLUL-1105

Choose Language and Click Attend (Seleccione su lenguaje y haga clic en asistir)

Use a headset on your phone for audio or read the transcript can assist those having difficulty hearing (Use un auricular en su teléfono para audio o lea la transcripción puede ayudar a aquellos que tienen dificultades para escuchar).

No public comment will be heard
This study session will be streamed live and available on the Town YouTube page at www.estes.org/videos

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
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| 4:00 p.m. | Encore Arts Update.  
(Director Hinkle) |
| 4:30 p.m. | Draft Arts Master Plan.  
(Estes Arts District President Akin and Executive Director Miles) |
| 4:50 p.m. | Racial Covenants Research and Ordinance.  
(Town Attorney Kramer) |
| 5:00 p.m. | Trustee & Administrator Comments & Questions. |
| 5:05 p.m. | Future Study Session Agenda Items.  
(Board Discussion) |
| 5:10 p.m. | Adjourn for Town Board Meeting. |

Informal discussion among Trustees concerning agenda items or other Town matters may occur before this meeting at approximately 3:45 p.m.
Report

To: Honorable Mayor Koenig  
Board of Trustees

Through: Town Administrator Machalek

From: Robert Hinkle, Events & Visitor Services Director

Date: December 12, 2023

RE: Encore Arts Update

Purpose of Study Session Item:
Present an update on the Encore! proposal and the associated Stanley Park Master Plan update.

Town Board Direction Requested:
- Is the Town Board comfortable with the Fine Arts Guild’s financial assumptions and income projections?
- Is the Town Board comfortable with the Stanley Park Master Plan update moving into the community outreach stage?
- Is there other information the Town Board needs in order to consider continuing to evaluate this project?

Present Situation:
Staff has begun the Stanley Park Complex Master Plan Update with Design Concepts to look at the possibility of the construction of a Performing Arts Center on the Stanley Park Fairgrounds property. We have completed the initial information gathering process with the stakeholders. Before moving on to the community outreach phase, we would like the Board to review the Fine Arts Guild’s assumptions, projections and plan for the potential use of space on Stanley Park.

Proposal:
The Fine Arts Guild would like to build Encore!, a Performing Arts Center, on the Stanley Park Fairgrounds property. This project would take up a significant portion of land in Stanley Park and require the relocation of many existing facilities. The project would also need to include the addition of a new entrance off the roundabout at Community Drive and Highway 36.
**Advantages:**
- The successful completion of Encore! would bring a new attraction and asset to the community that would serve the arts community and the general public.

**Disadvantages:**
- There is risk for the Town if the project is built and cannot sustain itself operationally by meeting the assumptions and projections.
- The Town or project would need to incur the additional expense of relocating our current facilities.
- The opportunity cost of the land that can currently be utilized for our larger horse shows and rodeos.

**Finance/Resource Impact:**
*None at this time.*

**Level of Public Interest**
Medium

**Attachments:**
1. Encore Presentation
EXECUTIVE SUMMARY

ENCORE! is hopes and dreams.  
ENCORE! is what the arts community has been asking for!  
ENCORE! is the nexus where the community can connect to the arts and the arts connect with the community!  
ENCORE! is two theaters; one big and one small, gallery space, classrooms, and meeting spaces.

Inner Sanctum invites visitors to immerse themselves in new worlds and actively participate in them!  
Inner Sanctum brings cutting edge experiential art to our community.  
Inner Sanctum provides the life force that makes this arts center a sound investment for Estes Park, its residents and visitors alike.
1. The Town of Estes Park will grant a long-term $1 per year Land Lease to the Fine Arts Guild of the Rockies.

2. Construction funds can be raised, partially because you have embraced our plan and support it.

3. A combination of funding mechanisms will be used to finance construction: private donations, public contributions, crowd-sourcing, investment backing, naming rights and traditional financing providers.

4. Inner Sanctum will provide on-going operations funding for the center.

5. The Estes Arts District will continue to be a supporter.
Funding

- Initial construction is estimated to be about $15 million, although more accurate projections will be developed upon confirmation of land acquisition and final architectural design.
- Beyond construction, an additional $3-5 million is projected to pay costs of detailed architectural renderings, engineering, permits, salaries for a project manager and administrative assistant and a year of operational costs before self-generating funds from Inner Sanctum are realized. A total $18-20 million initial fund is anticipated.

Inner Sanctum

- Ongoing operations of the full cost of operating ENCORE! are based on the Santa Fe Meow Wolf model of actual income and expenses.
- Santa Fe estimates that 3 million visitors provided a base population for the 400,000 individuals who paid admission fees in 2017, the first year of operations. Estes Park has a visitor base of at least 8.5 million.
- Initial admission fees to "House of Eternal Return" in Santa Fe were $17 per ticket which generated $6.8 million in revenues. Estimated admission to ENCORE! Inner Sanctum will be $30 during the slow season, and $35 during Estes Park's primary visitation period.
- Santa Fe's EBITDA in the first year was $1.7 million.
INCOME PROJECTION

Model:
Meow Wolf! Santa Fe, NM

Reported Patronage Universe/Income

<p>| | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>City Visitors</td>
<td>1.5 million</td>
</tr>
<tr>
<td>Two hour drive</td>
<td>1.5 million</td>
</tr>
<tr>
<td>1st Year Attendance</td>
<td>400,000</td>
</tr>
<tr>
<td>(~27% of visitor universe)</td>
<td></td>
</tr>
<tr>
<td>Revenue ($17 per patron)</td>
<td>$6.8 million</td>
</tr>
</tbody>
</table>

Inner Sanctum Income: financial engine for ENCORE!

Patronage Universe

<table>
<thead>
<tr>
<th>Patronage Universe</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Estes Park year-round &amp; part-time residents</td>
<td>20,000</td>
</tr>
<tr>
<td>Rocky Mountain National Park Visitors</td>
<td>4.5 million</td>
</tr>
<tr>
<td>Denver Metro Area Population</td>
<td>3.2 million</td>
</tr>
<tr>
<td>(Adams, Arapahoe, Broomfield City &amp; County, Denver City &amp; County, Douglas and Jefferson County)</td>
<td></td>
</tr>
<tr>
<td>Larimer &amp; Weld County Population</td>
<td>729,000</td>
</tr>
<tr>
<td>Total Patronage Universe Potential</td>
<td>8.449 million</td>
</tr>
</tbody>
</table>

Inner Sanctum Income Projection #1

| Attendance                  | 400,000    |
| Ticketed Income             | $9.027 million* |

Inner Sanctum Income Projection #2

| Attendance                  | 200,000    |
| Ticketed Income             | $6.7 million* |

*Ticketed income is based on seasonal admission prices: $30 in cold weather months and $35 during the high vacation summer months; 310 days per annum

INCOME/COST PROJECTION

Initial Budget Projections

| Projection #1          |            |
| Ticketed Income        | $9.027 million |

Projected Expenses

| Payroll ENCORE! and Inner Sanctum | $3 million |
| Operating Expenses               | $2.5 million |
| (utilities, insurance, snow removal, marketing, maintenance, debt service, technology, accounting and legal services. Contingency/Profit | $3.527 million |

| Projection #2          |            |
| Ticketed Income        | $6.7 million* |

Projected Expenses

| Payroll ENCORE! and Inner Sanctum | $3 million |
| Operating Expenses               | $2.5 million |
| (utilities, insurance, snow removal, marketing, maintenance, debt service, technology, accounting and legal services. Contingency/Profit | $1.2 million |
In addition to Inner Sanctum Attendance & Ticket Sales, ENCORE! uses (not included in any budget figures) could include:

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Ballet Renaissance</td>
<td>League of Women Voters</td>
</tr>
<tr>
<td>Oratorio Society</td>
<td>Rocky Mountain Conservancy</td>
</tr>
<tr>
<td>Eagle Rock School</td>
<td>Rocky Ridge Music Center</td>
</tr>
<tr>
<td>Estes Chamber of Commerce</td>
<td>Scottish-Irish Highland Festival</td>
</tr>
<tr>
<td>Estes Park Chorale</td>
<td>Event Center Spill-Over (conferences &amp; performances)</td>
</tr>
<tr>
<td>Rotary Club of Estes Park</td>
<td>Snowy Grass</td>
</tr>
<tr>
<td>Sunrise Rotary Club of Estes Park</td>
<td>Frozen Dead Guys</td>
</tr>
<tr>
<td>Estes Valley Land Trust</td>
<td>Quota Club Festival of Trees</td>
</tr>
<tr>
<td>Fiber Arts Council of Estes Park</td>
<td>Kiwanis Club of Estes Park</td>
</tr>
</tbody>
</table>

Note: No listed group has provided any commitment to use ENCORE! for any of their events. The listing merely illuminates potential interest for a myriad of uses.

Questions?
Nestled within the breathtaking landscapes of Estes Park lies a community rich in natural beauty and vibrant culture. The outdoors has long served as a powerful source of inspiration for artists across various disciplines. Creativity in Estes Park cuts across artistic disciplines and industries to form a broader, “creative economy.” This economy stretches from the musicians, artists, dancers, filmmakers, and others who create the paintings, films, and performances we enjoy to the designers, chefs, curators and others who work in the arts.

Art serves as a direct expression of the values of a community, fostering heightened awareness among both residents and visitors. Recognizing the profound impact that the arts have on both the spirit of the community and its economic vitality, we are proud to introduce the Estes Park Arts Master Plan—a roadmap that seeks to harness and amplify the transformative power of artistic expression.

Art plays a pivotal role in enhancing the experiences of both residents and visitors in our community, but there is considerable potential for further development. With the implementation of this Master Plan, we aim to seamlessly integrate art into the very fabric of our town's identity. This plan is a collaborative effort amongst various organizations as well as individual artists across town with the understanding that responsibility for implementation is shared.
For this plan, the definition of creative industries is drawn from the Colorado Office of Economic Development and International Trade. The creative industries include nonprofit, for-profit and independent self-employed creatives. Specifically, the industries typically include design, film and media, heritage, literary and publishing, performing arts, and visual arts and crafts. Best practice also includes local definitions and for this plan we include culinary arts and brewing. “Artist” and “creatives” are utilized throughout the plan to represent all people working in the creative industries and creative economy.
Long drawn to its beautiful mountain landscape, highly creative people have found Estes Park to be a special place of retreat, personal growth, and renewal.

In the early 1900s, the town experienced a convergence of artistic pursuits and technological innovation. F.O. Stanley, the founder of The Stanley Hotel, not only constructed concert-quality violins but also invented the Stanley Steamer and financed the development of dry-plate photography—a precursor to motion picture film. To mark the opening of the Stanley Hotel in 1909, F.O. Stanley gifted his wife Flora a grand piano, which she played often and is integral to the Stanley Hotel’s aesthetic to this day. This gesture set the stage for a longstanding tradition of bringing great music to the Rockies. In 1942, pianist Beth Miller Harrod founded Rocky Ridge, one of the oldest summer music programs in the country, which still thrives to this day, ensuring that Estes Park’s musical heritage continues to flourish.
Long before the era of social media and mass advertising, Estes Park's allure spread through the works of artists, writers, and photographers. The Hudson River School artist Albert Bierstadt, invited by the Earl of Dunraven in 1877, painted the region, sparking a tradition that would be embraced by subsequent artists like Thomas Moran and R.H. Tallant. Estes Park's reputation as an artists' community solidified with Tallant's decision to make it his home in 1898, paving the way for others like Charles Partridge Adams, Sven Birgen Sandzén, and David Stirling.

The town's first wave of publicity came from painters, writers like Isabella Bird, and photographers such as William Henry Jackson. Their depictions conveyed the intangible essence of Estes Park—the crisp mountain air, the rustling aspen leaves—that couldn't be captured with an image alone.

Over its first 50 years of incorporation, Estes Park continued attracting nationally known artists like Lyman Byxbe, John Kirsch, Herb Thompson, and Alfred Wands. Today, a new generation of fine artists and photographers calls Estes Park home, carrying on the tradition of showcasing the area's beauty to the world. Iconic bands like Devotchka come back to play at the Stanley Hotel year after year, which can be attributed to their adoration for Estes Park.

The history of art in Estes Park is not just a journey through time but a testament to the enduring spirit of creativity and inspiration the town continues to offer. The legacy of its artistic pioneers echoes through the works of contemporary artists, ensuring that Estes Park remains a thriving canvas where nature and creativity converge harmoniously.
Current Art Community

15 Galleries

15+ Venues

7 Maker Spaces
Seed & Sage, The Estes Valley Library, Art Center, Bear & Bee, Inspired, Creativity Cabin, Peak to Peak Stitching

14 Art Organizations
Chase the Music, Rocky Ridge Music Center, Estes Arts District, Fine Arts Guild, Ballet Renaissance of Estes Park, Fiber Arts Council, Estes Park Chorale, Oratorio Society of Estes Park, Old Gallery, Young Artists and Scholars Group, ACE of Fiber, the Village Band, Jazz Big Band, Art Studio Tour

9+ Annual Art-Driven Events
Plein Air, Art Market (Memorial Day weekend), Gypsy Jazz Festival (during a need period in August), Friends of Folk Festival, Arts & Crafts Festivals, Wool Market, Snowygrass, Midsummer Festival, Handmade in Colorado Art show
The Impacts of Art:

- A Direct Economic Impact
- A Creative Industry is Great for Talent Retention & Attraction
- Art Drives Commerce Through “Sticky” Places
- Art Nurtures a Sense of Belonging & Pride
- Creative Sectors have Positive Impacts on other Sectors
“Arts and cultural production make up 3.9% of the GDP in Colorado and that’s more than mining or transportation,” Christy Costello, interim director for Colorado Creative Industries told the Daily Yonder. “It’s a big, big contributor to the economy and we need to recognize that and continue to invest in arts and culture.”

**Value Added to Colorado Economy in 2021**

<table>
<thead>
<tr>
<th>Category</th>
<th>Value Added</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail</td>
<td>$24,884,800,000</td>
</tr>
<tr>
<td>Construction</td>
<td>$24,527,900,000</td>
</tr>
<tr>
<td>ACPSA Total</td>
<td>$16,861,709,000</td>
</tr>
<tr>
<td>Mining</td>
<td>$13,475,900,000</td>
</tr>
<tr>
<td>Transportation</td>
<td>$12,650,300,000</td>
</tr>
<tr>
<td>Utilities</td>
<td>$5,565,500,000</td>
</tr>
<tr>
<td>Education Services</td>
<td>$3,602,000,000</td>
</tr>
<tr>
<td>Agriculture and Forestry</td>
<td>$2,795,900,000</td>
</tr>
</tbody>
</table>

**COLORADO**

- Total Value Added: $16,861,709,000
- Arts and Cultural Share of Total gross state product (GSP): 3.9%
- Total Jobs: 102,383
We believe this Master Plan fulfills key strategies in the Town of Estes Park’s most recent Comprehensive Plan as referenced here:

“The built environment is perhaps the most significant contributor to, or detractor from, a community’s sense of place. Estes Park’s distinct identity has evolved into its current form because of the Valley’s extraordinary physical landscape, rich history and community contributions. Together, these elements influence the development of the built environment which impacts nearly every aspect of daily life...

- **BE 3.L**: Work with partners to increase the visibility and accessibility of arts and culture as a means of diversifying resident engagement and participation.
- **BE 3.3**: The Town invests in physical improvements to the built environment and placemaking in Downtown commercial areas to facilitate high quality redevelopment, pedestrian movement, public art and areas for relaxing, gathering and shopping.
- **BE 3.1**: Encourage redeveloping commercial centers to create a vibrant public realm through gathering spaces, placemaking features and focal elements such as outdoor dining and public art.”
Community Collaboration

- Greeley Arts District presented to us about their process for creating an Arts Master Plan
- We analyzed several Arts Master Plans from surrounding communities and modeled ours after their relevant pieces
- Held an initial brainstorming gathering at Avant Garde Aleworks
- Distributed a community survey that helped us gather input on who was interested in assisting us in this process
- Gathered input as a group or through one one-on-ones from: Earthwood Galleries, The Art Center, Fine Arts Guild, the Estes Valley Library, Avant Garde Aleworks, individual musicians and artists, The Estes Park Museum, Bear & Bee, the Parks Department and more
- We are continuing to meet one-on-one with key stakeholders in the community

The conversations we have had with people have shown us the incredible potential Estes Park has for investing in the arts.
Collaboration
Build a thriving creative ecosystem in Estes Park that maximizes the benefits of collaboration among artists, cultural organizations, businesses, and the community at large.

Spaces
Expand and support a multifaceted and inclusive arts environment in Estes Park that emphasizes the growth and accessibility of public art, performing arts, and art events.

A Sustained & Thriving Sector
Explore and support the creation of new sustainable funding sources to cultivate a vibrant and healthy creative sector.
COLLABORATION: Build a thriving creative ecosystem in Estes Park that maximizes the benefits of collaboration among artists, cultural organizations, businesses, and the community at large.

Strategy A: Support local creatives, enabling them to produce high-quality work, and contribute to the cultural vitality of the community.

Tactics:
- Maintain a comprehensive online directory or resource guide that lists available resources, networking events and business opportunities for creatives in Estes Park.
- Maintain a robust scholarship program for emerging and established artists.
- Create an artist spotlight program on various marketing channels to highlight the range of talent Estes Park artists offer and to give emerging artists more representation.
- Advocate for the enhancement of affordable studio/workspace.
- Empower artist initiatives in existing collaboration hubs.
COLLABORATION: Build a thriving creative ecosystem in Estes Park that maximizes the benefits of collaboration among artists, cultural organizations, businesses, and the community at large.

Strategy B: Strengthen partnerships and cross-sector collaboration to ensure a holistic approach to the arts’ role in Estes Park’s growth.

Tactics:
- Utilize relationships with the Estes Park Chamber of Commerce and the Town Clerk’s office to identify businesses receptive to the arts and connect them with the appropriate creatives.
- Provide Visit Estes Park and the Estes Park Visitor Center with content promoting the arts community to guests.
- Connect regularly with Estes Park art nonprofits and organizations to share ideas, discuss challenges and plan collaborative projects.

Implementation Plan (IN PROGRESS)
Create a toolkit including: how businesses can get involved with the arts like, how to incorporate art and live music into their spaces and how to participate in events like FIRST FRIDAY! Art Groove. Incorporate this into the Chamber’s "Welcome to Estes" toolkit for new businesses.
Create a "public art" map highlighting all of Estes Park's murals, sculptures, utility boxes and other key points of interest for the arts etc.
Invite all art nonprofits to monthly EAD board meetings
**SPACES:** Expand and support a multifaceted and inclusive arts environment in Estes Park that emphasizes the growth and accessibility of public art, performing arts, and art events.

Strategy A: Develop a diverse art collection that creates a sense of place, provides a unique town identity, offers educational opportunities, and serves as an economic driver.

**Tactics:**
- Maintain and elevate the Art in Public Places program.
- Encourage other organizations to adopt an Art in Public Places policy.
- Explore the expansion of resources to include more investment for maintenance, preservation, restoration and replacement of public art.
- Promote artful design and inclusion of public art in all town infrastructure development.
- Ensure that art spaces are ADA-compliant and welcoming to all abilities and identities.

<table>
<thead>
<tr>
<th>Implementation Plan (IN PROGRESS)</th>
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<tbody>
<tr>
<td>Hold meetings to review each section of AIPP policy with Parks Supervisor and provide recommendations to the town</td>
</tr>
<tr>
<td>Write up a template for businesses and organizations to adopt</td>
</tr>
<tr>
<td>Research outside funding sources and apply for grants etc; create a resource list that includes people who can maintain, restore, replace etc</td>
</tr>
<tr>
<td>Explore the possibility of enacting a &quot;Percent for Art&quot; ordinance for private and public developments. A Percent for Art ordinance usually means a determined percentage of the total project budget is set aside for public art at or adjacent to the development.</td>
</tr>
<tr>
<td>TK - does the town already have these requirements we could link to? if not, document the process for making sure something is ADA compliant</td>
</tr>
</tbody>
</table>
**SPACES:** Expand and support a multifaceted and inclusive arts environment in Estes Park that emphasizes the growth and accessibility of public art, performing arts, and art events.

Strategy B: Enhance the community through supporting performing arts.

**Tactics:**
- Explore the development of a designated space to present an array of performances in theater, dance, music and visual arts.
- Implement programs that offer students in nearby schools meaningful, hands-on experiences in the arts.
- Maximize the use of existing venues around town like Performance Park.

<table>
<thead>
<tr>
<th>Implementation Plan (IN PROGRESS)</th>
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</thead>
<tbody>
<tr>
<td>See formal proposal</td>
</tr>
<tr>
<td>Expand the Art Center's mentorship program with elementary schools to other levels of school and other art mediums. In cooperation with EP School District, lobby local businesses that produce art on site to mentor students.</td>
</tr>
<tr>
<td>Promote these spaces; Explore busking in high-trafficked areas</td>
</tr>
</tbody>
</table>
A SUSTAINED & THRIVING SECTOR: Explore and support the creation of new sustainable funding sources to cultivate a vibrant and healthy creative sector.

Tactics:
- Complete one of these two prerequisites through the Colorado Office of Economic Development and International Trade:
  - Rural Technical Assistance Program (RTAP)
  - Creativity Lab
  - Call Yourself Creative Program
- Designate specific areas in Estes Park to be classified as the “Creative District” full of “artistic and cultural activity, including major arts or culture facilities, arts, entertainment businesses, arts and cultural activities, or artistic/cultural and creative sector production.

Strategy A: Apply to become a **Certified Colorado Creative District.**

Benefits of the program include:
- a cash award of up to $10,000 for newly certified districts (local match required)
- a technical and professional assistance fund available to districts that have been certified for one or more years (local match required)
- a marketing strategy developed in partnership with the Colorado Tourism Office to support tourism and bring Colorado’s Creative Districts to a national audience
- support in developing and pitching content and news about how creativity is changing Colorado through the work of creative districts
- two highway signs placed on state highways near districts
- access to statewide economic data on the impact of creative districts
- access to the Western States Arts Federation (WESTAF) Creative Vitality Suite, an online platform for creative economy data
- facilitate access to resources and facilitate a learning community among districts
A SUSTAINED & THRIVING SECTOR: Explore and support the creation of new sustainable funding sources to cultivate a vibrant and healthy creative sector.

Strategy B: Acquire funds and support through public sources.

Tactics:
- Consider the establishment of a formal partnership between EAD and the Town of Estes Park to strengthen connection and amplify the impact of artistic initiatives within the community.
- Conduct grant research and construct proposals that align with the objectives of the broader arts initiatives in Estes Park.
- Demonstrate the impact of grants and the arts on the Estes Park community by showcasing the positive influence of artistic projects and the broader impact of arts-related funding.
A SUSTAINED & THRIVING SECTOR: Explore and support the creation of new sustainable funding sources to cultivate a vibrant and healthy creative sector.

Strategy C: Acquire funds and support through private sources.

Tactics:
- Create unique and engaging experiences to attract a diverse audience, combining entertainment with a compelling presentation of the organization’s mission.
- Cultivate private contributions through relationship-building
- Encourage active engagement from the community by creating opportunities for volunteering
What do you want us to expand on?
What are we missing?
What is your vision for the future of art in Estes Park?
Table of Contents

Introduction
  • What is Art?
  • History of Art in Estes Park
  • Current Art Community

Impact of Creative Industries (in progress)
Methodology
Community Survey Findings
Inventory of Town-Owned Art (in progress)
Goal 1: Collaboration
Goal 2: Spaces
Goal 3: Sustained & Thriving Sector
Implementation Plan

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Page 13-14
Linked on Page 14

All town photo credits: John Berry
Cultivating Creativity: The Estes Park Arts Master Plan

Nestled within the breathtaking landscapes of Estes Park lies a community rich in natural beauty and vibrant culture. The outdoors has long served as a powerful source of inspiration for artists across various disciplines. Creativity in Estes Park cuts across artistic disciplines and industries to form a broader, “creative economy.” This economy stretches from the musicians, artists, dancers, filmmakers, and others who create the paintings, films, and performances we enjoy to the designers, chefs, curators and others who work in the arts.

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What is a “creative industry”?  

For this plan, the definition of creative industries is drawn from the Colorado Office of Economic Development and International Trade. The creative industries include nonprofit, for-profit and independent self-employed creatives. Specifically, the industries typically include design, film and media, heritage, literary and publishing, performing arts, and visual arts and crafts. Best practice also includes local definitions and for this plan we include culinary arts and brewing. “Artist” and “creatives” are utilized throughout the plan to represent all people working in the creative industries and creative economy.

Art is Integral to Our History

Long drawn to its beautiful mountain landscape, highly creative people have found Estes Park to be a special place of retreat, personal growth, and renewal.

In the early 1900s, the town experienced a convergence of artistic pursuits and technological innovation. F.O. Stanley, the founder of The Stanley Hotel, not only constructed concert-quality violins but also invented the Stanley Steamer and financed the development of dry-plate photography—a precursor to motion picture film. To mark the opening of the Stanley Hotel in 1909, F.O. Stanley gifted his wife Flora a grand piano, which she played often and is integral to the Stanley Hotel’s aesthetic to this day. This gesture set the stage for a longstanding tradition of bringing great music to the Rockies. In 1942, pianist Beth Miller Harrod founded Rocky Ridge, one of the oldest summer music programs in the country, which still thrives to this day, ensuring that Estes Park’s musical heritage continues to flourish.
The Original Marketing Tool for Estes Park

Long before the era of social media and mass advertising, Estes Park’s allure spread through the works of artists, writers, and photographers. The Hudson River School artist Albert Bierstadt, invited by the Earl of Dunraven in 1877, painted the region, sparking a tradition that would be embraced by subsequent artists like Thomas Moran and R.H. Tallant. Estes Park’s reputation as an artists’ community solidified with Tallant’s decision to make it his home in 1898, paving the way for others like Charles Partridge Adams, Sven Birgen Sandzén, and David Stirling.

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The history of art in Estes Park is not just a journey through time but a testament to the enduring spirit of creativity and inspiration the town continues to offer. The legacy of its artistic pioneers echoes through the works of contemporary artists, ensuring that Estes Park remains a thriving canvas where nature and creativity converge harmoniously.
Current Art Community in Estes Park

In addition to our beautiful sculptures, colorful murals and creative utility boxes, the Estes Park art community is made up of the following incredible assets:

14 Galleries

15+ Venues
(includes performance venues and businesses that host recurring live music)

7 Maker Spaces
Seed & Sage, The Estes Valley Library, Art Center, Bear & Bee, Inspired, Creativity Cabin, Peak to Peak Stitching

14 Art Organizations
Chase the Music, Rocky Ridge Music Center, Estes Arts District, Fine Arts Guild, Ballet Renaissance of Estes Park, Fiber Arts Council, Estes Park Chorale, Oratorio Society of Estes Park, Old Gallery, Young Artists and Scholars Group, ACE of Fiber, the Village Band, Jazz Big Band, Art Studio Tour

9+ Annual Art-Driven Events
Plein Air, Art Market (Memorial Day weekend), Gypsy Jazz (during a need period in August), Friends of Folk Festival, Arts & Crafts Festivals, Wool Market, Snowygrass, Midsummer Festival, Handmade in Colorado Art show

*Note: this is an unfinished list
Art plays a multifaceted role in society, through its direct impact on the economy, the creation of “sticky” places and aiding in attracting and retaining talent. All of these contributions foster a sense of belonging and pride, not just in the artistic community but across diverse fields.

**Direct Economic Impact**

![Value added to U.S. GDP by selected sectors: 2021](image)

“Arts and cultural production make up 3.9% of the GDP in Colorado and that’s more than mining or transportation,” Christy Costello, interim director for Colorado Creative Industries told the Daily Yonder. “It’s a big, big contributor to the economy and we need to recognize that and continue to invest in arts and culture.”

*Note: We are waiting on more data from the CTO*
Art Drives Commerce Through “Sticky” Places

Term coined by urban planner Brent Toderian meaning: “Things like patios, food carts or trucks combined with attractive seating, street performers, or just really lively store windows that draw a crowd, all contribute to making a street more ‘sticky.’ … A street is sticky if as you move along it, you’re constantly enticed to slow down, stop and linger to enjoy the public life around you.”

In a survey of 43,000 citizens from 43 cities, the Knight Foundation’s Soul of the Community Initiative found that the “aesthetics of a place — its art, parks and green spaces,” ranked higher than education, safety, and the local economy as a “driver of attachment.”

A Creative Industry is Great for Talent Retention & Attraction

“Access to talented and creative people is to modern business what access to coal and iron ore was to steel-making.” — Richard Florida, The Rise of the Creative Class

*While the creatives may drive economic productivity, it’s equally important to ensure an inclusive agenda.

Art Nurtures a Sense of Belonging & Pride

Art is a powerful instrument used to communicate a town’s values to the viewer. In Estes Park, strolling down our streets and appreciating the myriad beautiful murals offers our guests an instant insight into the essence of who we are as a community.

Creative Sectors have Positive Impacts on other Sectors

• Albert Einstein’s first love was music and it’s well documented that he played his violin “Lina” quite beautifully. He has stated that music inspired his scientific theories.
• Samuel Morse (inventor of Morse Code) was an accomplished painter and even attended the Royal Academy of Arts.
• Brian May (that’s Queen lead guitarist Dr. Brian May to you!) is also an astrophysicist and wrote his PhD dissertation on interplanetary dust.

Encouraging children (and people of all ages) to engage in arts increases their potential to contribute to other fields. *source: Dallas Gislason, Jake West and Steve Woolrich from the Medium

Testimonial from Ridgway, CO

“I can’t emphasize enough how transformational creative district designation has been for the town of Ridgway,” Ridgway Mayor John Clark said in an interview with the Daily Yonder. Ridgway was one of the first creative districts in Colorado, certified in 2013. Before the creative district, Ridgway was just a little ranching community, Clark said. The only store in town closed at 5 p.m., so if you wanted to get something for dinner, you were out of luck. ‘The creative district…it’s just really given us a new identity like we haven’t had since our founding,’ said Clark. Walk down the old main street, now called Clinton Street, in Ridgway today, and ‘It’s just kind of been reborn and is lined with galleries and shops and a microbrewery and a theater and there are people out on the sidewalk enjoying the scenery,’ Clark said.”
Methodology

We believe this Master Plan fulfills key strategies in the Town of Estes Park's most recent Comprehensive Plan as referenced here:

“The built environment is perhaps the most significant contributor to, or detractor from, a community’s sense of place. Estes Park’s distinct identity has evolved into its current form because of the Valley’s. extraordinary physical landscape, rich history and community contributions. Together, these elements influence the development of the built environment which impacts nearly every aspect of daily life...”

BE 3.L: Work with partners to increase the visibility and accessibility of arts and culture as a means of diversifying resident engagement and participation.

BE 3.3 The Town invests in physical improvements to the built environment and placemaking in Downtown commercial areas to facilitate high quality redevelopment, pedestrian movement, public art and areas for relaxing, gathering and shopping”

BE 3.1 Encourage redeveloping commercial centers to create a vibrant public realm through gathering spaces, placemaking features and focal elements such as outdoor dining and public art”

- Estes Forward Comprehensive Plan

In our research, we studied several Arts Master Plans in surrounding communities, such as:
Golden, CO
Fort Collins, CO
Lakewood, CO
Mancos, CO (outside of Mesa Verde National Park)
Ridgway, CO
Louisville, CO
Greeley, CO
Frederick, CO

Gathering Input

We kicked this process off with a digital survey. This survey was distributed in the newspapers, through EAD social media and newsletter, and the Art Center’s newsletter. While outreach was limited because we were still figuring the process out, it served as a great tool to get people involved in the creation of the Arts Master Plan. We hosted a large event at Avant Garde for brainstorming, held several one-on-ones with key players in the Estes Park art community to hear their vision and met as a group often with representatives from art organizations and non-art businesses around town. The conversations we have had with people have shown us the incredible potential Estes Park has for investing in the arts.
Survey Highlights

Would you be interested in supporting other artists or getting more involved with the Estes Arts District? If so how?

- Collaborating with other creatives: 7 resp. 77.8%
- Mentoring: 1 resp. 11.1%
- Teaching/sharing my skills: 1 resp. 11.1%
- Assisting the board: 0 resp. 0%
- Donating financially: 0 resp. 0%

What do you like to do around Estes Park?

- Attend art or music events: 6 resp. 100%
- Outdoor recreation: 6 resp. 100%
- Grab drinks at a bar/brewery/distillery: 5 resp. 83.3%
- Go out to eat: 4 resp. 66.7%
- Shop: 4 resp. 66.7%
- Visit art galleries: 4 resp. 66.7%

What age range do you fall into?

- 65+: 10 resp. 58.8%
- 35-44: 3 resp. 17.6%
- 55-64: 3 resp. 17.6%
- 45-54: 1 resp. 5.9%
- 18-24: 0 resp. 0%
- 25-34: 0 resp. 0%

What do you want to see more of in Estes Park?

- Art shows: 6 resp. 29.4%
- Live music: 4 resp. 23.5%
- Theater: 4 resp. 23.5%
- Murals: 3 resp. 17.6%
- Other: 1 resp. 5.9%

What type of partnership from the Estes Arts District would be the most helpful for you and your business?

- Informing me of upcoming creative events near my business: 1 resp. 100%

What resources do you need to take the next step with your craft?

- #1 Professional business connections (networking) #2.5 average
- #2 Collaborative projects with other creatives #2.63 average
- #3 Venues to perform or show #3.25 average
- #4 Personal studio space to work #5 average
- #5 Marketing #5.13 average
- #6 Workshops/trainings #5.63 average
- #7 Funding #6.63 average
- #8 Communal space to work, learn or practice #6.25 average
Survey Highlights

“What do you think the responsibility of the Estes Arts District should be?”

Most common answers:

- Develop a plan to enhance the Highway 7, 34, 36 corridors with art. The downtown corridor has a nice variety of artwork.
- To guide the community arts vision for EP and be a hub for ALL arts within the community.
- Bring a variety of arts to the attention of the community.
- Promote the arts (and artists) in all forms in Estes Park. Assist venues and artists in marketing and education.
- To be the umbrella organization for all the various performing and visual arts programs, developing collaboration and mutual support in the promotion of the arts in Estes Park.
- The District should foster the creation of art and educate on art’s economic benefits.

A common theme emerged from the survey responses: collaboration.

In addition to a digital survey, we invited the community to an event at Avant Garde Aleworks. We asked “What do you want to see more of in Estes Park regarding the arts?” on a whiteboard. Roughly 60 guests wrote their answers on sticky notes and this is what we compiled:

Experiences:
- More modern music concerts
- Expand Friends of Folk to include local art vendors by utilizing parking lot where food trucks are
- Professional galleries
- International film festival
- Live theater music
- Literary events
- Music opportunities for youth
- Jams, talent show, after school specials
- Build art experiences
- Rotating art displays in public spaces

Collaboration:
- Professional artists/crafters classes monthly at a maker space
- A wet space for Makers
- Estes marketed as a place for creatives
- Art industries working together on all big events
- Central artist community and network
- A one stop shop for artists, musicians etc
- Central locations for the arts
GOAL: COLLABORATION

To build a thriving creative ecosystem in Estes Park that maximizes the benefits of collaboration among artists, cultural organizations, businesses, and the community at large.

Strategy A:
Support local creatives, enabling them to produce high-quality work, and contribute to the cultural vitality of the community.

Tactics:
1. Maintain a comprehensive online directory or resource guide that lists available resources, networking events and business opportunities for creatives in Estes Park.
2. Maintain a robust scholarship program for emerging and established artists.
3. Create an artist spotlight program on various marketing channels to highlight the range of talent Estes Park artists offer and to give emerging artists more representation.
4. Advocate for the enhancement of affordable studio/workspace.
5. Empower artist initiatives in existing collaboration hubs.

Strategy B:
Strengthen partnerships and cross-sector collaboration to ensure a holistic approach to the arts’ role in Estes Park’s growth.

Tactics:
1. Utilize relationships with the Estes Park Chamber of Commerce and the Town Clerk’s office to identify businesses receptive to the arts and connect them with the appropriate creatives.
2. Provide Visit Estes Park and the Estes Park Visitor Center with content promoting the arts community to guests.
3. Connect regularly with Estes Park art nonprofits and organizations to share ideas, discuss challenges and plan collaborative projects.
GOAL: SPACES

Expand and support a multifaceted and inclusive arts environment in Estes Park that emphasizes the growth and accessibility of public art, performing arts, and art events.

Strategy A:
Develop a diverse art collection that creates a sense of place, provides a unique town identity, offers educational opportunities, and serves as an economic driver.

Tactics:
1. Maintain and elevate the Art in Public Places program.
2. Encourage other organizations to adopt an Art in Public Places policy.
3. Explore the expansion of resources to include more investment for maintenance, preservation, restoration and replacement of public art.
4. Promote artful design and inclusion of public art in all town infrastructure development.
5. Ensure that art spaces are ADA-compliant and welcoming to all abilities and identities.

Strategy B:
Enhance the community through supporting performing arts.

Tactics:
1. Explore the development of a designated space to present an array of performances in theater, dance, music and visual arts.
2. Implement programs that offer students in nearby schools meaningful, hands-on experiences in the arts.
3. Maximize the use of existing venues around town like Performance Park.
GOAL: A SUSTAINED & THRIVING SECTOR

Explore and support the creation of new sustainable funding sources to cultivate a vibrant and healthy creative sector.

Strategy A:
Apply to become a Certified Colorado Creative District.

Tactics:
1. Complete one of these two prerequisites through the Colorado Office of Economic Development and International Trade:
   a. Rural Technical Assistance Program (RTAP) Creativity Lab
   b. Call Yourself Creative Program
2. Designate specific areas in Estes Park to be classified as the “Creative District” full of “artistic and cultural activity, including major arts or culture facilities, arts, entertainment businesses, arts and cultural activities, or artistic/cultural and creative sector production.

The Colorado Creative Districts program certifies communities that contribute to our state's economy through creativity, culture, and the arts. The program's goal is to help communities increase jobs, incomes, and investments in creative places.

Benefits of the program include:
- a cash award of up to $10,000 for newly certified districts (local match required)
- a technical and professional assistance fund available to districts that have been certified for one or more years (local match required)
- a marketing strategy developed in partnership with the Colorado Tourism Office to support tourism and bring Colorado’s Creative Districts to a national audience
- support in developing and pitching content and news about how creativity is changing Colorado through the work of creative districts
- two highway signs placed on state highways near districts
- access to statewide economic data on the impact of creative districts
- access to the Western States Arts Federation (WESTAF) Creative Vitality Suite, an online platform for creative economy data
- facilitate access to resources and facilitate a learning community among districts
Strategy B:
Acquire funds and support through public sources.

Tactics:
1. Consider the establishment of a formal partnership between EAD and the Town of Estes Park to strengthen connection and amplify the impact of artistic initiatives within the community.
2. Conduct grant research and construct proposals that align with the objectives of the broader arts initiatives in Estes Park.
3. Demonstrate the impact of grants and the arts on the Estes Park community by showcasing the positive influence of artistic projects and the broader impact of arts-related funding.

Strategy C:
Acquire funds and support through private sources.

Tactics:
1. Create unique and engaging experiences to attract a diverse audience, combining entertainment with a compelling presentation of the organization’s mission.
2. Cultivate private contributions through relationship-building
3. Encourage active engagement from the community by creating opportunities for volunteering

IMPLEMENTATION PLAN*

*This implementation plan is currently in progress as we engage with more organizations to collect information on how they can contribute to the implementation process.

THANK YOU
Racial Covenants Research and Ordinance.

No packet material was provided for this item.
December 26, 2023 - CANCELLED

January 9, 2024
- HR Strategic Plan and Organizational Culture Update
- Property Tax Work-Off Program

January 23, 2024
- Joint Study Session with Estes Park Planning Commission
- Updated ADA Transition Plan

Items Approved – Unscheduled:
- Seasonal RV Housing on Commercial Sites Pilot Program
- Bed and Breakfast Code Revisions
- Noise Ordinance
- Substandard Rental Housing
- Governing Policies Updates
- Stanley Park Master Plan Implementation
- Downtown Loop Updates as Necessary

Items for Town Board Consideration:
- Hosted Short Term Rentals
- Economic Development Funding and Policy 671 – Town Funding of Outside Entities
- Future Use of Town-Owned Property at Elm Road and Moraine Avenue