



DRAFT - CASTLE ROCK PUBLIC ART COMMISSION PUBLIC ART PLAN

VISION

The Castle Rock Public Art Commission is the catalyst for art experiences accessible to the public, creating community vibrancy and reflecting the charm, heritage and beauty of Castle Rock.

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Executive Summary

The Castle Rock Public Art Commission is the catalyst for art experiences accessible to the public, creating community vibrancy and reflecting the charm, heritage and beauty of Castle Rock.

The Castle Rock Public Art Commission (PAC) has committed to a well-conceived strategic planning process to create a guide for public art initiatives in the community of Castle Rock. In light of the town's beautiful location, the proximity to the Rockies and the access to natural areas and parks, public art can be a vital element in the town's look, feel and creative activities. The charming, small-town feel of downtown Castle Rock provides a picture-perfect canvas on which to realize public art projects in a variety of mediums and themes that capture the town's charm, heritage and beauty.

Public art in Castle Rock has an upward trajectory supported by widespread community interest and awareness of its benefits. A cornerstone of the planning process included a community questionnaire that garnered 140 responses about what the Town's people think and feel about public art (See *Appendix 4*). Ninety-one percent of respondents believe public art adds value to Castle Rock – improving the look and feel of public places, commemorating history and heritage and inspiring conversation. Long-standing events in Castle Rock have increased awareness of and increased positive attitudes toward public art, such as the Colorado Artfest at Castle Rock. Community organizations, such as the Downtown Alliance and the Chamber of Commerce, are fully engaged toward seeing the Town flourish with public art and have generated several projects to date.

With limited resources, the PAC has commissioned and purchased 24 public artworks since 2002 and has participated in the Douglas County Art Encounters exhibition since 2008 by displaying three-to-five sculptures per year. The Commissioners have accomplished these endeavors with the help of one Town staff liaison, community partners and many Town departments. Each Commissioner spent approximately 115 volunteer hours on program initiatives over the last year, for a total of approximately 805 volunteer hours. The program is funded by the generosity of the Philip S. Miller Charitable Trust in the amount of \$25,000 per year.

Mission Statement

To bring distinctive public art to the community of Castle Rock and serve as the stewards of the public art program, creating, planning, overseeing and promoting public art initiatives through collaboration.

Vision Statement

The Castle Rock Public Art Commission is the catalyst for art experiences accessible to the public, creating community vibrancy and reflecting the charm, heritage and beauty of Castle Rock.

Goals

- 1 Continue to participate in Douglas County Art Encounters and expand programming.
- 2 Develop a rigorous art selection process for all public art projects.
- 3 Create pedestrian-scale art experiences downtown that add vitality and encourage people to walk around.
- 4 Commission a new public art project at Philip S. Miller Park to deepen the visitor experience.
- 5 Increase understanding and promotion of the public art program by achieving outreach projects.
- 6 Take care of the public art collection by developing a maintenance and conservation policy.

About the Public Art Plan

This five-year Public Art Plan considers the accomplishments and aspirations of the PAC and is compatible with the Town vision established in the 2020 Comprehensive Plan. It provides a framework to help focus the current and future PAC members on a work plan that can be achieved as an all-volunteer Commission with limited funding and part-time staff support.

The plan creates a mission and vision and sketches six strategic goals with action steps that can be accomplished with current resources.

Goal 1: Douglas County Art Encounters has proven to be a successful venture that offers regional visibility and should be continued;

Goal 2: The art selection process will be the backbone of success and will incorporate public participation;

Goal 3: Activating downtown with public art by forming a collaboration with the Castle Rock Downtown Alliance is a long-term strategy;

Goal 4: A new public art project at the Amphitheater at Philip S. Miller Park will deepen the visitor experience at a popular public gathering place;

Goal 5: Meaningful public engagement initiatives are a key component to building the public art program; and,

Goal 6: The many art assets in Castle Rock will be maintained to leave a legacy for residents and visitors to enjoy.

The Plan includes an analysis and recommendations on public art program administration and funding options. Additional information, such as public art industry practices, can be found throughout and in the *Appendices*. The synopsis of the March 2017 PAC planning workshop and the results of the Community Input Questionnaire on Public Art also are available in the *Appendices*.

About the Planning Process

The project consultant conducted the following initiatives to inform the creation of the five-year Public Art Plan. This planning initiative only scratched the surface of how Castle Rock can engage public art to make a more livable, vibrant Town. Most public art plan processes incorporate robust public input activities, for example, focus groups, one-on-one interviews, statistically valid surveys and public brainstorming sessions. These strategies are generally geared toward reaching different audiences so that many voices can be captured. This planning process was short and sweet, enabling the PAC to create an achievable plan within a matter of months, rather than a yearlong effort. The development of the next plan can begin in 2021 so that the PAC has a seamless strategy that begins in 2022.

1. **Conducted a Master Plan Workshop** for the Public Art Commission to help shape the direction of the public art program in Castle Rock. This two-hour workshop uncovered strengths, opportunities, aspirations and program measures.
2. **Reviewed Town of Castle Rock Plans, Policies and Procedures**
 - o Castle Rock Comprehensive Plan 2020.
 - o Parks and Recreation Department 2015-2017 Strategic Plan.
 - o Festival Park Redesign, Book 1: Public Engagement Process Summary, July 1, 2015.
 - o PAC Meeting Minutes January – December 2016.
 - o 2017 Town Budget – Adopted Expenditure Detail.
 - o Castle Rock Public Art Master Plan, August 29, 2007.
 - o Castle Rock Municipal Code for Public Art Information.
3. **Interviewed Town Staff:** Conducted one-on-one interviews with Town Manager's Office, Parks and Recreation and Development Services Departments.
4. **Interviewed Community Leaders** at the Downtown Alliance and Chamber of Commerce.
5. **Conducted Community Input:** Published online questionnaire, collected 140 responses, reviewed and analyzed the responses to help identify a vision and future direction for public art in Castle Rock. Gathered input from Town Council through an online questionnaire.
6. **Researched Public Art Industry Best Practices:** This research findings are incorporated into the ideas recommended in the plan and offer examples of how programs are funded, policies and procedures that are in place and other relevant practices.

GOAL 1

Continue to participate in Douglas County Art Encounters and expand programming.

Regional partnerships like Douglas County Art Encounters provide an excellent way to cultivate art offerings that expand outreach and share manpower and program costs. Castle Rock has participated in this countywide sculpture exhibition since 2008 and has hosted three-to-six sculptures per year at various sites around the town. By refreshing the art locations annually with new pieces, the PAC enlivens the look and feel at each site on an ongoing basis. The art selection process is stipulated by the partnership, and the installation coordination is managed by the PAC staff liaison.

Action Steps

1. Host a public art opening or closing reception annually for the exhibition to build community awareness, which is an excellent way to bring people together through public art activities. Invite one of the artists to the reception for a short artist talk about their work and offer a lecture stipend.

Recommended budget: \$800, depending on location and if in-kind donations or sponsorships can be secured. Costs include: Lecture stipend (\$300), catering and promotion.

2. Defer purchasing art from the exhibition for four to five years to accommodate **Goals 3 and 4**. When art is purchased from the exhibition, host a dedication ceremony with Town leaders and the community to build awareness and unite people.
3. Consider creating additional promotion activities, such as producing a brochure and featuring one artwork/artist per month on social media.

GOAL 2

Develop a rigorous art selection process for all public art projects.

The public art selection process is the backbone of any public art program. Public art is a community asset, selected and funded by the public. This process must be trusted by all involved, equitable and non-biased. Successful public art projects have a commitment from Town management and staff that support the process. The industry standard is to preclude only one person from selecting public art because the action is a community endeavor that has an impact communitywide. The national arts organization, Americans for the Arts, emphasizes that a defensible art selection process will be the best way to weather the storm through any controversy the artwork may pose (See *Appendix 1: "Arts Resource Guide"*).

Action Step and Recommendations

Mirror the 2007 Public Art Master Plan to create and implement a community art selection process for all public art projects regardless of the funding source. The PAC will be involved in the selection and approval of all art purchased or commissioned by the Town. The plan, created for the Town by Barbara Neal, dated August 29, 2007, identifies program processes and policies that are still relevant today (See *Appendix 2: 2007 Castle Rock Public Art Master Plan*). Outlined below are art selection process features in the 2007 plan, as well as additional recommendations, including Criteria for Artwork, Art Selection Process, Site Selection Process, Art Selection Methods and Approval Processes. Please refer to *Appendix 1: Americans for the Arts, "Arts Resource Guide"* for recommended art selection processes based on industry best practices.

1. Criteria for Artwork will include, but are not limited to, the following:
 - A. Artistic excellence.
 - B. Technical competence.
 - C. Suitability to potential site: Conceptual compatibility, relationship to the function of the site, strong contribution to the historic, ethnic or other characteristics of the site.
 - D. Structural and surface integrity.
 - E. Accessibility by the public.
 - F. Resistance to damage by vandalism, weather or theft.
 - G. Ease of maintenance, minimal and low-cost maintenance.
 - H. Compliance with applicable public safety codes.

2. Artist Selection Process

GOAL: To select artwork of excellent quality and craftsmanship that is appropriate to the intended site.

Each new project will be publicized to the arts community through existing artist registers and print media. The PAC has the option to limit eligibility to local or Colorado artists. Limiting residency eligibility should be considered carefully because there may be unintended consequences with limiting eligibility, such as other public art programs disqualifying local or Colorado artists from being eligible to apply.

The PAC has decided to act as the Art Selection Panel for each public art project, and recommends the following community members join in as voting members on Art Selection Panels:

- A. One Town Council member.
- B. One relevant Town Board or Commission member.
- C. One site representative from relevant department.
- D. One-to-two community members.
- E. One representative of the architect or landscape architecture firm (if new construction).

3. Site Selection Process

GOAL: To select sites for public art that will ensure that the artwork will be seen to its best advantage and be available to the public.

Potential locations for public art are identified by the PAC according to the following criteria:

- A. Be visible and accessible by the general public, including persons with disabilities.
- B. Create a supportive setting for the artwork that is not filled with other visual distractions that would compete with the artwork.
- C. Should not endanger public safety or interfere with pedestrian or vehicular traffic.
- D. Evaluation should include the impact of a public art installation on the current environment or properties and usage.
- E. Possibility of future development plans — whether built environment or potential changes to the natural environment.
- F. Placement should not interfere with routine maintenance, landscaping maintenance or snow removal.

4. Art Selection Methods

GOAL: At the onset of projects, the PAC will identify one of three art selection methods.

A. Open Solicitation - Site-Specific Commission

The Selection Panel identifies the site, develops the criteria (type of art and theme) and budget level for the project, issues the Request for Qualifications, accepts and reviews the application materials and images and selects one-to-three semifinalist artists/artist teams for the project, based on the criteria established for the project. These semifinalist artists are expected to visit the project site and speak with designated Panel members about the project. Each artist will then prepare a proposal, budget and timeline for the Panel. The Panel will interview each semifinalist artist and then select a finalist for the project. Each semifinalist will be given a design fee to compensate them for the site visit, proposal preparation and the interview. Travel stipends may be offered to artists from outside a 100-mile radius of the Town of Castle Rock.

B. Invitational Solicitation - Site-Specific Commission

The Selection Panel identifies the site, develops the criteria (type of art and theme) and budget level for the project, conducts a search for qualified artists, extends invitations to apply for the project, reviews the application materials and images and selects one-to-three semifinalist artists/artist teams for the project, based on the criteria established for the project. Semifinalist artists are expected to visit the project site and speak with designated Panel members about the project. Each artist will then prepare a proposal, budget and timeline for the Panel. The Panel will interview each semifinalist artist and then select a finalist for the project. Each semifinalist will be given a design fee to compensate them for the site visit, proposal preparation and the interview. Travel stipends may be offered to artists from outside a 100-mile radius of the Town of Castle Rock.

C. Direct Purchase

The Selection Panel identifies the site, develops the criteria (type of art and theme) and budget level for the project, issues the Request for Available Artwork or conducts a search for available sculpture, reviews the application materials and images of artwork available for direct purchase and selects a specific piece or pieces for installation at the site. The Panel

reserves the right to reject artwork if, upon inspection of the actual piece, it is not as represented in the images submitted.

5. Public Art Approval Process

As detailed above in Section 2, the Art Selection Panel is primarily composed of the PAC members; therefore, additional review and approval by the PAC may not be necessary as in other public art approval processes. If project budgets are less than \$50,000, the PAC will forward the recommendation to the Town Manager for review and approval. If the project budget is \$50,000 or more, the recommendation will be forwarded to the Castle Rock Town Council for final review and approval. It is important to note that the roles of the Town Manager and Town Council are to ensure that the art selection procedures have been observed for selection of artwork set forth in this Public Art Master Plan.

GOAL 3

Create pedestrian-scale art experiences downtown that add vitality and encourage people to walk around.

The Castle Rock Downtown Alliance envisions a vibrant and prosperous downtown. Public art offers a synergetic relationship with this vision. There are many ways to accomplish this, for example, artist-designed streetscape elements, such as artist-designed benches, banners, trash cans, bike racks and ground murals; sculptures and murals at gathering places and/or for wayfinding; and light installations for nighttime activation. Public art offers spontaneous discovery of small treasures. By commissioning a few public art projects over time, downtown will become known for unique street features that people look forward to seeing time and time again.

Action Steps

1. Pursue a relationship with Castle Rock Downtown Alliance (CRDA) to commission new public art annually. In the summer of 2018, the PAC should identify a subcommittee to work with the CRDA that will identify the project scope, including, goal for the artworks, type of art, locations, placement, installation logistics, project partners or sponsors and work out technical details, such as materials to use for ground murals.
 - A. Recommended budget: \$15,000 per year, 2019 to 2021 and may be extended.
 - B. See list of project ideas below.
2. Determine which Town departments need to be integrated into the planning process, especially those that have purview over streets and public right-of-way. They will contribute the technical knowledge to assist with decision-making.
3. The PAC has chosen to facilitate the art selection process, and may hire a public art consultant as needed. The art selection process identified in **Goal 2** should be employed. For this project, the process could take more than 100 hours over several months — from facilitating the art selection process to contracting the artists and overseeing the installation. In brief, the art selection process sets the selection and evaluation criteria, and the Art Selection Panel is responsible for selecting the placement of art, type of art, theme and reviewing artist proposals. The project recommendation should be reviewed by the Town Manager for final approval.

4. Create and implement a public promotion campaign to build excitement around the art installations. Branding and storytelling will be key to enticing the community to participate and experience the art. The program could be set up as a pilot that will help gather input from the community about the types of experiences and art designs they would like to see downtown.
5. Install the first annual installation in late spring to early summer 2019, weather permitting. The art installations could be rolled out along with street festivals, farmers' markets or other events taking place downtown. A summer-long ribbon-cutting for art on the street.

Project Ideas and Recommended Budgets

1. Annual summer ground mural paintings or chalk-art project (See *Appendix 3: Example Images*).
 - A. Program style: Artist-designs painted by community.
 - B. Recommended budget: \$8,000 annually.
 - C. Quantity: Two murals each spring.
 - D. Project timespan: 2019 to 2021 and may be extended.
 - E. Possible locations: Pedestrian crosswalks, sidewalks wrapping the corners of intersections, bike lanes and parking space lines.
 - F. Investigate whether the Castle Rock Transportation Fund can contribute a portion of the Downtown Crosswalks budget to this effort.
2. Artist-designed benches project (See *Appendix 3: Example Images*).
 - A. Recommended budget: \$2,500 each. Ideal budget is \$4,000 to 5,000 each if additional funding can be obtained.
 - B. Quantity: Two per year, placed at strategic locations.
 - C. Project timespan: 2019 to 2021 and may be extended.
3. Poetry-about-town project (See *Appendix 3: Example Images*): This project provides the opportunity to expand the notion of public art from a solely visual art asset to literary art and ephemeral art.
 - A. Commission local writers and/or students to create poetry about the Castle Rock experience. Create a poetry contest, with one-to-three poet winners per year.
 - B. Install poetry in multiple sites, such as, shop windows, wheat-paste paper or paint on sides of buildings, stamped into sidewalks when replaced or engraved into or painted on sidewalks.
 - C. Recommended budget:
 - o \$500+ per professional writer or \$50 each for students.

- Installation options:
 - \$2,000 for window installations (eight-to-10 locations).
 - \$2,000 for engraved sidewalks (approximately \$3-to-\$6 per square foot)
 - \$2,000 for wheat-pasting or mural painting (2-to-3 days' work)
 - To be determined if stamped into sidewalk during replacement.

GOAL 4

Commission a new public art project at Philip S. Miller Park to deepen the visitor experience.

Recommended by the Parks and Recreation Department as a fitting location for high-quality, permanent artwork, the Amphitheater at Philip S. Miller Park presents an opportunity to commission unique, site-specific artwork that reflects its charm, people and the beauty of the Town. Artwork at this site could have many purposes – from welcoming guests to serving as a wayfinding tool from the parking lot to walking the pathway to the entrance of the Amphitheater. Public art may also function as an element to engage visitors while they wait for the main attraction – ideas include poetry or proverbs sandblasted into the concrete seating. Art commissioned at this location will be spontaneous discoveries that can deepen the visitor experience.

Action Steps

1. Allocate \$40,000 from the current Public Art Fund balance. The budget should cover all costs associated with the project, including, but not limited to: artist design fee, structural engineering, insurance, materials, fabrication, transportation, installation, site modifications, travel to and from the site, *per diem* expenses, project documentation, contingency to cover unexpected expenses and any other costs related to the project.
2. The PAC has decided to facilitate the art selection process, and may hire a public art consultant as needed. The art selection process identified in **Goal 2** should be employed. For this project, the selection process will likely take more than 150 hours over six-to-nine months, from facilitating the art selection process to contracting the artist and overseeing the art installation. In brief, the art selection process sets the selection and evaluation criteria, and the Art Selection Panel is responsible for selecting the placement of art, type of art, theme and reviewing artist proposals. The project recommendation should be reviewed by the Town Manager for final approval.
3. Convene the Art Selection Panel to begin the selection process in late summer or early fall 2017 and install the art in 2018.
4. Request assistance from the Parks and Recreation Department to develop project criteria, such as placement, scale and type of art, and for advice on the logistics for installing art. The Parks and Recreation Department will have a

representative on the Art Selection Panel with voting rights from the Parks Commission and/or the staff. This will ensure the Department's perspectives are taken into consideration. Final public art project approval is by the Town Manager for projects under \$50,000.

5. Provide regular project updates to the community through the Town newsletter, local media and social media. Keeping people apprised of the process will help build energy and excitement around the culmination of the projects. When the artwork is installed, host a dedication ceremony to celebrate the accomplishment.

Goal 5

Increase understanding and promotion of the public art program by achieving outreach projects.

Community outreach is more than gathering data from residents; at its best, it engages community members to be active participants in the planning of their community. Learning the aspirations of residents and how they want to experience life can be facilitated through a variety of meaningful and fun outreach activities.

"When we play games, we tap into positive emotions like curiosity, optimism, creativity and even love. Studies show that we're more likely to cooperate with someone in our real lives after we've played a social game with them and that play builds trust between strangers. By using play as a tool for engagement, we're able to fully tap into the community's creative potential to help us imagine the future" (Brian Corrigan, Colorado's leading Creative Strategist, www.briancorrigan.net).

Action Steps

1. Participate annually in Colorado Artfest at Castle Rock by hosting a booth and providing a fun, art-making activity. The art activity will increase engagement and encourage passersby to stop and talk. A financial and time commitment from the PAC members to activate, manage and participate in outreach projects is critical to success, because the PAC members are the stewards of public art in Castle Rock and act as the main spokespeople for its initiatives.
 - A. Recommended activity: Temporary community sculpture with PVC pipes (See *Appendix 3: Example Images*). Request a booth with room nearby to set up the sculpture activity (under a shady tree is best).
 - B. Develop talking points for each PAC member in attendance and provide a means to capture stories and ideas collected, such as, on large cardboard sheets, large butcher paper roll or on a hand-held chalk board, and take selfies with the contributors (See *Appendix 3: Example Images*).
 - C. Purchase materials for the sculpture-making activity. Project costs include plumbing pipes and joints of all sizes, moving boxes to hold pipes and storage location between events.
 - E. Recommended budget for materials is \$1,000, for the first year, or secure an in-kind donation from a local construction or plumbing company. Each additional year may only require the cost of replacement parts.
 - F. Share stories collected in Website photo collage and on social media posts, and use them during annual planning.

2. Repeat the Community Questionnaire on Public Art in 2018, which can be completed through free services such as SurveyMonkey®. Try to use the same questions with few changes so you can gather long-term data.
 - A. Share information on the public art page of the Town website and through social media.
 - B. Send a press release announcing information.
 - C. Use the information during annual planning activities.
3. Request to include two-to-three questions in the 2019 Castle Rock Community Survey.
 - A. Share information on the public art page of the Town website and through social media.
 - B. Send a press release announcing information.
 - C. Use the information during annual planning activities.

GOAL 6

Take care of the public art collection by developing a maintenance and conservation policy.

As the stewards of public art in Castle Rock, the PAC is responsible for ensuring the legacy of its art collection. This means recommending policies and procedures to Town Council and overseeing their implementation. The 24 artworks in the collection should be assessed, at minimum, bi-annually, for their condition and maintenance needs. Regular maintenance should be scheduled and conducted by professional art handling subcontractors to prevent damage to artworks due to normal wear and tear.

Action Steps

1. Mirror the 2007 Master Plan policies on maintenance and conservation to create and implement the policy. The plan, created for the Town by Barbara Neal, dated August 29, 2007, identifies program processes and policies that are still relevant today (See *Appendix 2*). Outlined below are art maintenance policy features from the 2007 plan, as well as additional recommendations, including Maintenance and Conservation and Inventory Process.

A. Maintenance and Conservation Policy

GOAL: To provide appropriate and timely care for these public art assets through regular maintenance, regular inventory and assessment, and conservation as needed.

Definitions pertaining to maintenance and conservation:

Maintenance is considered to be regular cleaning and minor, non-aesthetic repair, as specified in the maintenance instructions provided by the artist.

Conservation refers to a broad concept of care of works of art encompassing three activities: Examination, preservation and restoration.

Preservation entails actions taken to retard or prevent deterioration or damage in works of art, and to maintain them in as unchanging a state as possible.

Restoration is the treatment of a deteriorated or damaged work of art to approximate as nearly as possible its original form, design, color and function with minimal further sacrifice of aesthetic integrity.

B. Inventory Process for Public Artwork

List each work of art on the master inventory of public art and include the appropriate maintenance schedules and instructions as specified by the artist. Include the following additional documentation on each artwork:

- i. Acquisition documents and a unique accession number.
 - ii. Curatorial information to include:
 - ❖ Artist's name, address, phone numbers, e-mail address, website.
 - ❖ Artist's biography.
 - ❖ Title of artwork and date completed.
 - ❖ Edition, if appropriate.
 - iii. Purchase price and insurance value.
 - iv. Narrative description of artwork.
 - v. Other descriptive or identifying information.
 - vi. Location of artwork.
 - vii. Conservation information to include:
 - ❖ Materials and sources used in the artwork.
 - ❖ Methods of fabrication and who did the work.
 - ❖ Installation specifications.
 - ❖ Method and frequency of maintenance.
 - viii. Administrative information to include:
 - ❖ Legal instrument of conveyance.
 - ❖ Artist contract.
 - ❖ Significant agencies or organizations involved and their roles and responsibilities.
 - ❖ Significant dates.
 - ❖ Permits and project costs.
 - ❖ Insurance information.
 - ix. Photographic, architectural/engineering and media documentation.
2. Conduct an art condition assessment project to evaluate the condition of the artworks in the collection and to develop a five-to-10-year maintenance plan. The plan will make recommendations on how to take care of each artwork and the costs that are associated with the care. This long-range plan will enable the PAC to seek adequate funding for regular maintenance of public art on an annual basis.

- A. Recommended process: Publish a Request for Proposals (RFP) for qualified art conservation and maintenance companies to be considered to conduct an art condition assessment and develop a maintenance plan. The RFP process will enable the PAC to determine the budget needed for this task and to seek funding accordingly.
 - B. This type of project can range from \$2,000 to \$10,000 for 24 pieces of art.
- 3. Submit the condition assessment report to Town Council and develop a recommendation for Town Council on the funding mechanism for maintenance and conservation projects. Recommendation to Council may include an annual request based on the current year's maintenance needs or by allocating funding from the PAC's annual budget allocation. Ensure that the artworks receive regular maintenance in accordance with the artist(s) instructions and the report developed in Action Step 2 above.

Recommended Budget Allocation for Goals 1, 3, 4, 5 and 6

Goal 1: Art Encounters	2017	2018	2019	2020	2021
Artist stipends	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800
Judging	\$250	\$250	\$250	\$250	\$250
2017 Pedestal	\$2,000	-	-	-	-
Opening Reception	\$800	\$800	\$800	\$800	\$800
Art Purchase	\$16,000	-	-	-	-
Total Goal 1	\$23,850	\$5,850	\$5,850	\$5,850	\$5,850
Goal 3: Downtown Vibrancy	2017	2018	2019	2020	2021
Public Art Projects	-	-	\$15,000	\$15,000	\$15,000
Total Goal 3	-	-	\$15,000	\$15,000	\$15,000
Goal 4: Philip S. Miller Park Commission	2017	2018	2019	2020	2021
Public Art Project	-	\$40,000	-	-	-
Total Goal 4	-	\$40,000	-	-	-
Goal 5: Community Outreach	2017	2018	2019	2020	2021
Artfest Art Activity	\$1,000	\$200	\$200	\$200	\$200
Total Goal 5	\$1,000	\$200	\$200	\$200	\$200
Goal 6: Art Maintenance	2017	2018	2019	2020	2021
Assessment Report	-	\$5,500	-	-	-
Maintenance Projects	-	\$5,000	\$5,000	\$5,000	\$5,000
Total Goal 6	-	\$10,500	\$5,000	\$5,000	\$5,000
TOTAL PROGRAM COSTS	\$24,850	\$56,550	\$26,050	\$26,050	\$26,050
PUBLIC ART FUND BALANCE AS OF 1/12/17 \$87,000	2017	2018	2019	2020	2021
Public Art Annual Appropriation	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Year-End Public Art Fund Balance	\$62,150	\$30,600	\$29,550	\$28,500	\$27,450

Public Art Program Funding and Administration

The question for every community investing in public art is: “How much public art is enough to accomplish the vision?” (Barbara Neal, leading Public Art Consultant). Some communities in Colorado allocate budgets of \$500,000 per year or more to activate their public places – Aurora, Fort Collins, Denver. Those communities have sophisticated public art selection processes and funding that are incorporated into the municipality’s Capital Improvement Program, and some also have public art in private development requirements that supplement the municipal commitment. Some Colorado communities have very little or no budget allocated for art in public places; therefore, they depend on the generosity of artists to lend their artwork for temporary exhibition – Cherry Hills Village, Colorado Springs, Northglenn. It is important for a community to define their commitment to public art and the impact level desired, then commit the funding level needed to support the endeavor.

At Castle Rock’s current annual budget appropriation for public art, \$25,000, combined with the 2017 beginning Public Art Fund balance, approximately \$87,000, the PAC has the funding capacity to accomplish **Goals 1 to 6** in the Public Art Plan over five years (2017 to 2021). **Goal 6: Art Maintenance** needs further analysis to determine the long-term funding needs and a funding strategy. This Public Art Plan recommends setting aside \$5,500 for an art condition assessment project to be completed by a qualified art conservation and management consultant, and \$5,000 per year for art maintenance projects, pending the condition assessment report findings.

Another consideration to the program level is the capacity of the Town staff and PAC members to accomplish public art initiatives outlined. The staff liaison does not have the capacity to realize additional work, and this Plan recommends new strategies that come along with new workload implications. New public art commissions, **Goals 3 and 4**, will require additional labor to facilitate the art selection process. The PAC members have decided to roll up their sleeves to facilitate the art selection process, and may hire a public art consultant as needed. This decision may create additional work for the staff liaison.

To facilitate a non-biased, equitable, accountable and transparent art selection process, several policy and procedure documents are needed, including a conflict of interest statement for voting Art Selection Panel members and scoring procedures, scoring criteria and score sheets for voting (to be held in permanent record). The artist submission process will also need to be determined, and the PAC members must accept the artist submissions, communicate with submitters and process the submissions for review; after which, artists must be notified of the selection results. The Art Selection Panel meetings must be recorded by way of meeting minutes and

Panel members must be managed. This is just brief synopsis of the details that go into facilitating an art selection process.

Furthermore, the PAC will have to jump in to accomplish the other four goals: 1, 2, 5 and 6. The implications of the six goals on workload are summarized below. The PAC should consider forming subcommittees that could include additional community volunteers to accomplish the workload.

Workload Implications

Goal 1: Douglas County Art Encounters

- ❖ PAC members to coordinate new event and continue current art selection process.
- ❖ Staff liaison to continue current workload.

Goal 2: Develop art selection process

- ❖ PAC to develop a strategy as indicated above to facilitate the art selection process. May take a subcommittee to make recommendations.
- ❖ Staff liaison to prepare PAC Agenda item documents as needed and submissions to Town Manager and/or Town Council, as required.

Goal 3: Downtown vibrancy

- ❖ PAC members to form subcommittee to work with Downtown Alliance. Responsibilities must be assigned for project management and oversight, and communication with the public and businesses.
- ❖ PAC to facilitate the art selection process developed in Goal 2.
- ❖ Staff liaison to execute the contracts with artists and oversee contract milestones, unless the PAC manages this task.
- ❖ Town staff, PAC members or Downtown Alliance staff to be identified to oversee art installations.

Goal 4: Philip S. Miller Park commission

- ❖ PAC member(s) to act as Art Selection Panel.
- ❖ PAC to facilitate the art selection process developed in Goal 2.
- ❖ Staff liaison to execute the contracts with artists and oversee contract milestones, unless the PAC manages this task.
- ❖ Town staff or PAC members to be identified to oversee art installation.

Goal 5: Community outreach

- ❖ PAC members to develop art activity and coordinate logistics.

- ❖ PAC members to provide hands-on, onsite implementation of activity.
- ❖ PAC members to develop questions for questionnaire and survey. PAC to implement processes.
- ❖ Staff liaison to assist securing booth at Artfest.

Goal 6: Art maintenance

- ❖ PAC members to work on formalizing maintenance policy at regular meetings. May take a subcommittee to make recommendations.
- ❖ Staff liaison to prepare agenda item and documents for meetings and submit to Town Manager and/or Town Council, as required.
- ❖ Staff liaison to oversee contract with service providers and provide update reports to PAC.

Public Art Collection Maintenance and Conservation

Most public art programs nationwide report insufficient funding available for or directed toward maintaining public art collections. In the most recent study of the field, Americans for the Arts reported that 89 percent of the 200 public art programs that responded had a budget of \$5,000 or less for public art maintenance. Many public art programs that fund maintenance and conservation of art do so by setting aside a percentage from the percent-for-art funding source, from 1 to 25 percent.

As public art collections grow and age, maintenance can become a significant expense. Artwork that is not maintained properly can require even greater expense when conservation is necessary. More often now, public art programs nationally are moving to commissioning fewer permanent artworks (20 years, plus) and more temporary (five years or less) art installations so they are not faced with the heavy burden of long-term maintenance.

The current Castle Rock public art collection is modest, approximately 24 artworks. Although this project did not set out to assess the condition of the artwork and develop maintenance recommendations, it can provide a realistic approximation. It is likely that the current collection does not need more than \$5,000 of regular cleanings per year. This figure could double over the next five to 10 years if regular purchases and new commissions occur. This approximation assumes the use of qualified and experienced vendor for art-maintenance services.

Through **Goal 6**, the PAC will learn the actual maintenance needs of the art collection and will be able to make a funding recommendation to Town Council. Whether the funding is allocated out of the current PAC funding mechanism or another stream is determined and employed, it is the PAC's responsibility to ensure the artworks are being taken care of on a regular basis.

Funding Mechanism for Public Art in Castle Rock

According to the Castle Rock Community Questionnaire on Public Art completed by this project, residents are supportive of a more formal public art program with 91 percent believing that public art adds value to their community. The questionnaire respondents were evenly divided on whether the artwork for the community should be privately funded (fundraising, donations, grants and developer fees) or funded entirely by the town. Many thought it should be a combination of public and private sources. This topic is an area for further research and outreach by the Town of Castle Rock.

At this time, the PAC has the financial capacity to achieve the goals outlined in the plan with the current funding mechanism and at the current level. The PAC can accomplish these goals with the members fully committing to tasks, within the current capacity of the staff liaison and with the assistance of a public art consultant for new commissions. Once the PAC accomplishes the goals recommended in this Public Art Plan and the community truly can see the dynamic impact of public art, it may be time to discuss additional funding mechanisms and bring a recommendation to Town Council. Until such time, the recommendation of this plan is to accomplish the goals of the Public Art Plan and provide the best programming possible within the current means.

Percent-for-Art Funding Model

There are several types of funding streams for public art programming, but, by far, the most common is a percent-for-art model. A percent-for-art ordinance or policy is where a percentage of a municipality's capital improvement project budget is set aside for public art (Americans for the Arts). Should the Town of Castle Rock choose to consider a percent-for-art funding mechanism, this section describes what that might look like. For the purpose of this example, the calculation used is 1 percent of capital project budgets. A public art program funded by 1 percent of Castle Rock's capital projects would yield a flourishing funding stream of \$110,050 per year, for a total of \$135,050 per year when added to the current funding amount. This assumes the development trend over the next few years is similar to 2017.

A percent-for-art model offers a program level that would have a noteworthy impact on Castle Rock, and results in increased capacity needs to accomplish public art projects. The implication of a \$110,050 annual budget is hiring additional staff or contracting a public art consultant to achieve the program objectives. Program administration at this level would be too great for the PAC to fulfill or the staff liaison to absorb. Tasks would entail developing long-range plans for art acquisition, community outreach and engagement, facilitating the art selection process,

collaborating with Town departments, working with commissioned artists to oversee contract milestones, overseeing art installations and managing maintenance projects.

The capital funds listed in the example below were selected from the 2017 Adopted Budget Expenditure Detail found on the Town website. Inclusion of specific funds was based on the understanding that they are construction projects with public impacts, both visually and socially. Further analysis is needed to determine if the construction projects are funded by grants or by other funding sources that prohibit public art expenditures.

A percent-for-art funding option can be achieved through an annual budget request or mandated by an ordinance passed by Town Council. Specific Town departments working on capital projects may voluntarily choose to place public art with their construction budgets, for example the Town Hall renovation. These projects also should be facilitated through the PAC art selection process to ensure equity and non-biased art selection.

Estimated Public Art Budget - Example Year: 2017 Capital Budgets

Fund and Project	2017 Budget	Estimated Public Art Budget at 1% of Construction
*Transportation Capital Fund (pg. 65)		
Impr Hwy 86 & Allen Way	\$360,000	\$3,600
Hwy 85 & Meadows	\$107,000	\$1,070
Impr Hwy 86 & 5th Street	\$175,000	\$1,750
Ridge Road Widening	\$400,000	\$4,000
Plum Creek/Wolfensberger	\$150,000	\$1,500
Total Transportation Capital Fund	\$1.19m	\$11,920
*Transportation Fund (pg. 52)		
Meadows Parkway	\$1.98m	\$19,800
Downtown Cross Walks	\$161,000	\$1,610
3 rd and Perry roundabout	\$1m	\$10,000
Prestwick Drive	\$432,000	\$4,320
Emerald Drive	\$1.33m	\$13,300
Total Transportation Fund	\$4.9	\$49,030
Fire Capital Fund (pg. 62)		
New Fire Station	\$4.76m	\$47,600
Golf Division (pg. 127)		
Site Improvements	\$150,000	\$1,500
Total Construction Projects Contributing to Public Art – Example: 1% of Budgets	\$11m	\$110,050

* Further analysis is needed to determine if the construction projects that are funded by grants or other funding sources prohibit public art expenditures.

Public Art in Private Development

Private development projects have the great responsibility to shape the look and feel of our urban landscapes. When a municipality sets high design standards for its public places, both the community and the economy benefit. The benefit accrues when the city and the developers have adopted an intentional and comprehensive program for public art in private development. More than 100 cities nationwide have incorporated public art standards in the design of private developments. According to Americans for the Arts, noted in the 2013 "Resource Guide for Public Art in Private Developments," when public art is thoughtfully incorporated into developments, they can put a city "on the map" and make it more competitive for tourism and business attraction.

Most public art in private developments are required by city code. In a development environment where savvy developers already are providing public art within their development, a mandate may not be needed; rather, early in the planning process, negotiations can take place to encourage the developer to include public art in the development design process. For example, offering incentives such as increased project floor space in exchange for providing public art.

This Public Art Plan project does not set out to identify if a private public art program would work in Castle Rock, and, if so, how. However, the Town Manager's office provided an estimate of how much square feet of private development projects are planned over the next few years. At 200,000 square feet of development forecasted, the Town has the opportunity to create a requirement or incentive program for developers to place public art at their developments.

For example, the Town may choose to require or negotiate a per-square-foot dollar allocation to go toward public art; perhaps 50 cents per square foot would be an amount to consider in Castle Rock (Tempe, Ariz., requires 44 cents per square foot and Coral Springs, Fla., requires 62 cents per square foot). At 200,000 square feet of developments, that amount would garner \$100,000 per year in public art projects in private developments. The greatest pro to building a program of this type is the potential to create public artworks through a non-municipal funding source. However, the administrative cost to oversee a program in private development is likely to exceed any proceeds gained.

The greatest pro to building a program of this type in Castle Rock is the potential to create public artworks through a non-municipal funding source. However, a private public art in private development initiative may not have the teeth to succeed in Castle Rock considering the administrative burden. Also, the Town may not want to place any further perceived barriers to development on the development community. A soft approach may be called for in this case; one in which developers are incentivized to place public art within their development rather than required.

There are many incentives that may work in Castle Rock, ranging from increases in floor area ratios to reductions of other requirements. A thorough investigation should be pursued with the Downtown Alliance and the Planning Department. See Project for Public Places for more information, <https://www.pps.org/reference/artfunding/>.

Other Funding Options

There are other areas of research that can be explored to find additional funding sources. Below is a list of potential funding sources.

- Investigate potential to capture any surplus funds from other Town programs.
- Community Development Block Grants for streetscape enhancements.
- Conservation Trust Fund.
- Open Space Funds.
- Federal Transportation or Colorado Department of Transportation grants.
- Tax Increment Financing.
- Proceeds from sales of city land
- Grants: National Endowment for the Arts or Scientific and Cultural Facilities District (if Castle Rock votes to be in the District).
- Partnerships:
 - Castle Rock Downtown Alliance.
 - Castle Rock Chamber of Commerce.
 - Proceeds from events or farmer's markets.
 - Partner with neighborhoods for community grants.
- Philanthropy.