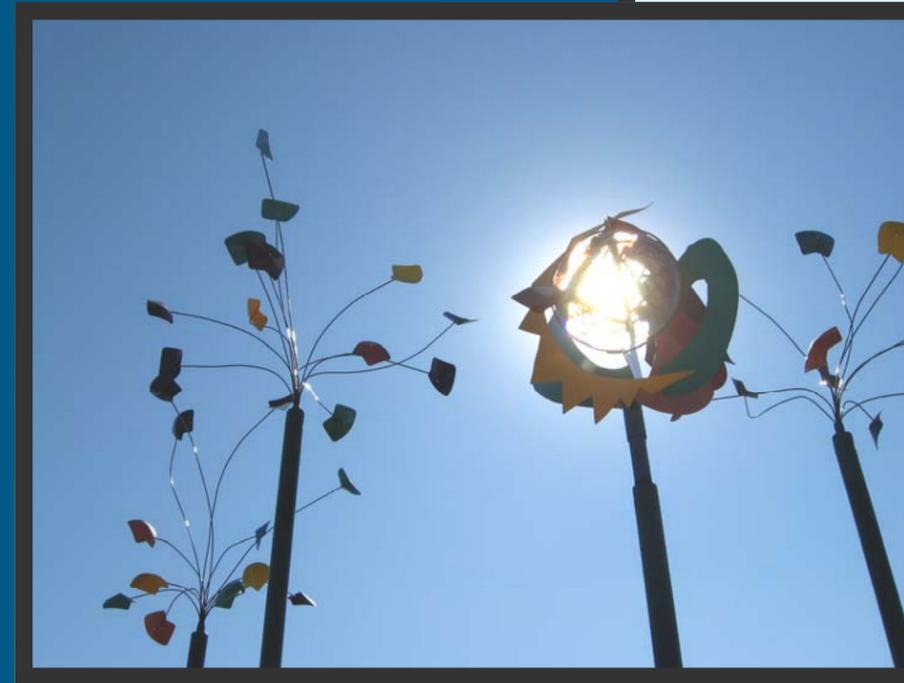


Lakewood
Public Art
Master Plan

2013



Acknowledgements

With gratitude we acknowledge the interest and assistance of the many participants in the planning process for this Public Art Master Plan. In addition to the many citizens who participated in the open houses and community-wide survey, we specifically acknowledge the following individuals:

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Lakewood Commons/Hannay
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"Morris the Dragon"

Location: Morse Park
Artist: Jane Rankin

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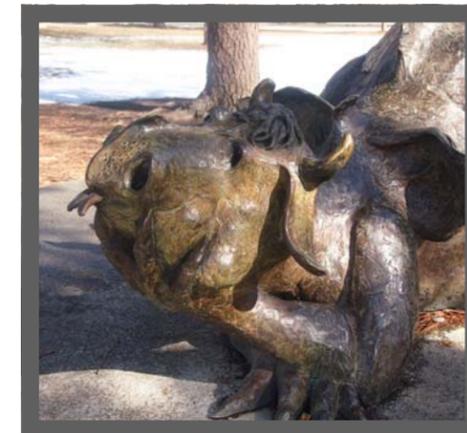
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Public Art Master Plan of the City of Lakewood

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Artwork shown in this plan includes pieces from the City Art Collection as well as works included in the Lakewood's Guide to Public Art go to www.Lakewood.org/Publicart.



"Aspens and Moonagon"
Lakewood City Commons
Artist: Reven Marie Swanson
(Also cover photo)

Careful planning, an allocated budget, an objective selection process and a plan that is codified through well-constructed policies will help the City of Lakewood ensure that its commitment to the arts is thriving and protected.

~ Sue Damour
Regional Administrator
General Services Administration



“Actors”

Location: East side of median at Alameda Avenue & Allison Parkway
Artist: Donald Mitchell

Public Art Master Plan of the City of Lakewood

EXECUTIVE SUMMARY

Since the early 1990s, the City of Lakewood has welcomed installations of public art as a reflection of its identity as a cultural community and community pride. This collection, now numbering more than forty artworks, has been acquired primarily through partnerships and collaborations with nonprofit organizations and business interests. Some of the artwork is also the result of innovative projects and generous donations. All contribute to the quality of life enjoyed by the citizens of Lakewood.

With increased interest in public art and expanding the public art collection, there is also a growing awareness of the importance of appropriate maintenance for these public assets. To address the potential of public art and its care, Lakewood's Heritage, Culture and the Arts embarked on a planning process to develop a Public Art Master Plan that would engage the community and explore innovative ways to bring public art and arts activities to all areas of the city. This approach, consistently reinforced by public comment, interviews and surveys, reaffirms the community's desire for a structured public art program that will benefit residents and visitors by enhancing public spaces and contributing to the economic vitality of the City of Lakewood.

Several remarkable characteristics define this Public Art Master Plan. One is the wide variety of interests from throughout Lakewood that have been involved in the effort to create the plan. These different perspectives bring an authenticity to this planning effort, new ideas, and continuing interest in helping to see these ideas implemented. With this encouragement, the plan embraces the community's aspirations for public art and its value to the civic and economic potential of the City of Lakewood.

Another feature is that implementation strategies focus on continued collaboration and partnerships with all these many interests to ensure the intentions of this plan are realized. Guiding Principles, Goals and Action Steps outlined in the Plan set forth a multifaceted strategy that will involve all parts of Lakewood's civic life; city departments, businesses, neighborhoods, schools, nonprofit organizations and other interests. Community engagement and participation are key elements, as is the commitment to evaluation of progress in achieving these goals.

The Public Art Master Plan will encourage people to see art in new ways, in new places and spaces where an artist's creativity can envision public art in Lakewood.

Quote from a Steering Committee Member



"Two Bears"

Location: Lakewood Public Safety Center

Artist: Walt Horton

Public Art Master Plan of the City of Lakewood

BACKGROUND

VISION

Lakewood's public art program will be recognized as innovative, forward-thinking and adaptive. Public art throughout the city will create welcoming spaces in civic buildings, plazas, transportation corridors, parks and other locations that are accessible to the public. Art in Lakewood will demonstrate high aesthetic expectations and will represent many different media. It may be interactive, kinetic or functional and will inspire and initiate dialogue between people of all ages. The Public Art Master Plan will guide development of a rich tapestry of artwork, activities and arts experiences in Lakewood by establishing clear policies, inclusive processes, thoughtful procedures, and inventive funding strategies and partnerships to the benefit of the entire community.



"Endo"

Location: Lakewood Sister City Bank

Artist: Marvin Lober

The City of Lakewood has long recognized the contributions of public art to the quality of life in this community. The community's desire for public art has continued to develop with each project, suggesting the need for establishing an ongoing public art program in Lakewood. Lakewood's first formal process for installation of permanent public art pieces was funded through private donations and grants beginning in 1994. These efforts were led by the Lakewood Arts Council prior to the creation of the Herit-

age, Culture and the Arts Division. An agreement with the Lakewood Arts Council and subsequent collaborations led to the Sculpture in the Park program, with the intent of placing sculptures in five Lakewood parks. By 1998, this program had a committee structure and the City of Lakewood allocated funds for installation of the first sculpture in Union Square Park.

By 2000, the Heritage, Culture and the Arts Commission, the citizen commission promoting cultural development in Lakewood, designated a Public Art Committee that initiated and coordinated an art on loan program, called Art on the Commons, on the plaza area surrounding the Lakewood Cultural Center and the Civic Center offices.

In 2001, the collection grew through the acquisition of several works funded through Economic Development, including the Colfax Entry Towers. Community Development Block Grants funded an additional four pieces that same year; they can currently be seen at Mountair Park. In 2002, two bronze sculptures were purchased and placed at Fox Hollow Golf Course. Another traditional bronze sculpture was installed at

Lakewood Heritage Center through private donations and fundraising efforts led by the Heritage, Culture and the Arts Commission in 2004.

More public art efforts emerged in 2004 with the Alameda Arts Along the Corridor initiative with a mission of placing sculptures and introducing programming along the Alameda Corridor in Lakewood to promote the arts, enhance the physical environment and create a vibrant identity for the area. The first of these sculptures, *Flow*, by Jonathan Stiles, was installed at Alameda Avenue and Sheridan Boulevard, an eastern gateway to the City of Lakewood.

In 2007, five local sculptors each received a stipend to create kinetic artwork to be exhibited on a temporary basis in Aviation Park. The original two-year loan period has been extended because of the popularity of the artwork. This kinetic, flight-inspired artwork helped expand the community's understanding of the potential of public art programming. Aviation Park continues as a location for temporary installations of artwork.

In 2007, the structure of the City's commissions changed and City Council established the Advisory Commission for an Inclusive Community (ACIC). Public Art and Culture became one of eight focus areas for this new commission. Its stated purpose:

As ambassadors to the community, the Public Arts and Culture Committee of the Advisory Commission for an Inclusive Community will advise City Council on ways to further promote general public arts, engage the public in cultural experiences, and provide lasting and value-added aesthetic items to public areas.

The 2007 Community Resources Master Plan identified Public Art as a goal as did Lakewood 2028, a 2008 collaborative community planning effort focused on envisioning the future of culture in Lakewood.

By 2009, the Art on the Commons program returned as a collaborative project with funding for the artist stipends provided by the Alameda Corridor Business Improvement District (ACBID). Subsequent expanded partnerships supported installation of artwork in the medians along the Alameda corridor. A new sculpture, Donald Mitchell's *Actors*, was installed in the Alameda Avenue median at Allison Parkway, and *Aspen Trees and Dancing Moon* by Reven Swanson was placed in the roundabout on Allison Parkway near the Lakewood Cultural Center. Kevin Robb's sculpture, *Joyfully Dancing*, graces another median on Allison Parkway beyond Civic Center Plaza. Funding for these sculptures and ongoing maintenance are provided by ACBID. These collaborative public art efforts continued to generate more community awareness, a boost for expanding public art activity with more than a dozen future locations identified and planned for intersections along the Alameda corridor.

In spring 2009, City Council asked the ACIC to explore opportunities to integrate public art and investigate possibilities of setting aside funds to purchase public art. The committee spent a year examining current City procedures and researching how other communities fund public art. In fall 2010, the ACIC Public Arts Committee recommended monies be set aside for the funding of a public arts program. This endorsement, combined with heightened public interest in a public art program, prompted a planning process in 2012 for development of a comprehensive Public Art Master Plan for Lakewood that would:

- ◇ Create opportunities for the community to enjoy a variety of public artworks and public art experiences throughout the community;
- ◇ Provide maintenance for public art assets;
- ◇ Ensure multiple funding strategies and ongoing collaborations to support these initiatives.



“Molecule ”

Location: Bellows Park

Artist: Collaboration

This approach, consistently reinforced by public comment, interviews and surveys, reaffirms the community's desire for a structured public art program that will benefit residents and visitors by enhancing public spaces and increasing the economic vitality of the City of Lakewood.

As of 2013, the City of Lakewood has, on display, a public art collection numbering nearly 40 permanent artworks installed throughout the city plus the artworks on loan as Art on the Commons in the Civic Center Plaza and exhibitions at Aviation Park. This collection demonstrates the importance of collaboration inasmuch as it was acquired through private funding, donations and contributions from neighborhood groups and valued partnerships with the Lakewood Arts Council and the Alameda Corridor Business Improvement District. Through the years, the City has also allocated funding from Economic Development, Open Space and Community Development Block Grant sources.

While Lakewood is fortunate to have continued community support for public art initiatives, these projects reflect the interests of the collaborators and may not fully address the public art priorities of the City, such as public art opportunities widely available in all parts of the city or a greater variety of public art experiences. Intentional public art planning will achieve these outcomes and take advantage of other benefits of public art such as community building, economic development and cultural tourism.

In addition to incorporating past initiatives and suggestions from the community, the Public Art Master Plan will incorporate strategies for ongoing maintenance and conservation of the public art collection in Lakewood.

This Public Art Master Plan contains a companion document, Public Art Guidelines and Procedures, to strengthen implementation of the action steps. The Guidelines and Procedures document is intended to be a working guide to implementing the Public Art Program and will change over time.

*Art builds and
strengthens community.*



"New Ideas"
Location: Bellows Park
Artist: Donald Mitchell

Public Art Master Plan of the City of Lakewood

A SENSE OF PLACE

LOCATIONS AND OPPORTUNITIES FOR PUBLIC ART

Determining the location or site for artwork is of nearly equal importance to selection of the work itself. Community response indicated interest in exterior sites for art such as city parks, light rail stations, the spaces surrounding City buildings, along city streets and in medians, and entrances to the city. Interior spaces in recreation centers and City buildings were also mentioned as opportunities for artwork. Adoption of the Public Art Master Plan will enable the public art program to look at the city as a whole, incorporate these suggested sites and identify additional locations for public art to generate gathering places that foster civic dialogue, create focal points for neighborhoods, assist revitalization initiatives and contribute to economic development.

Site planning will have two aspects. One is focused on the location itself, its suitability and sustainability, for artwork. Another consideration is what types of public art experiences can be designed to animate various places around the city to provide educational opportunities, entertainment or enjoyment, give expression to community values or tell the community's stories.

The suitability of a location includes the space itself and consideration of how the space is used. Neighborhood or environmental features need to be accommodated. Another factor is how artworks relate to the site and to each other in that location. The artwork should respect the site as the site should respect the artwork. Initial identification of locations in all parts of the city is a priority to engage and benefit more citizens.

Lakewood's public art program intends to acquire artwork for permanent installation in suitable locations and artwork on loan for temporary exhibition. This Public Art Master Plan looks beyond those traditional ventures to include opportunities for neighborhoods to engage in public art projects for numerous traditional and non-traditional, even spontaneous, arts activities or events that draw members of the community and attract visitors.

In establishing priorities with community input, the public art program can commission or purchase types of artwork not currently part of the City's public art collection and place them in appropriate areas. Some examples include larger or site-specific artwork, works that represent historic individuals or events, artwork integrated into building construction, or multiple elements such as a bench project. Commissions for public art could also fulfill revitalization or economic development agendas and support cultural tourism.

A formal, intentional Public Art Master Plan, a Public Art Program and public/private funding strategies can realize these aspirations for public art, for artists and for the community.

*Art can be a window to the past and a reflection of our present. Public art can help
create places with a future.*

Community Member

Public Art Master Plan of the City of Lakewood

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT AND RESPONSE

An essential element of the planning process for this Public Art Master Plan has been public engagement. Guided by a civic steering committee and a staff work group, this planning process involved research into comparable plans and communities, widely publicized surveys, interviews with key interests and two open houses.

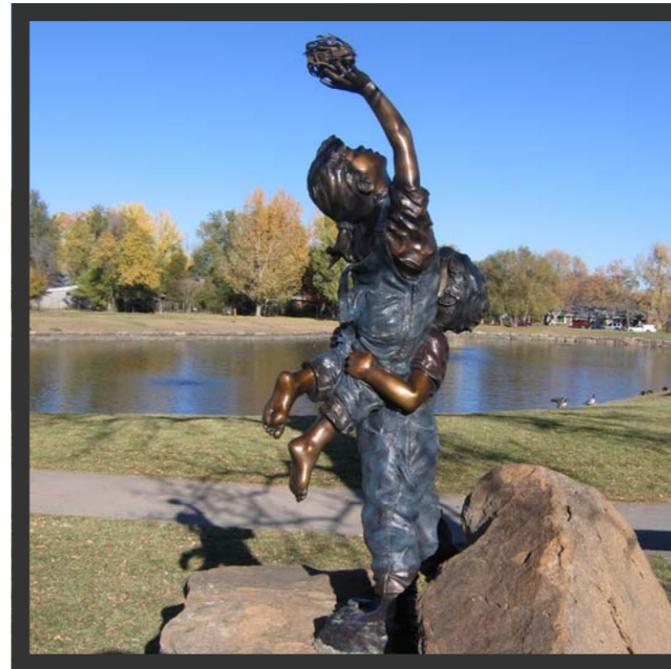
The Steering Committee convened for three meetings to craft a vision and goals for a Public Art Master Plan and to explore funding options for implementation. Subsequent meetings involved review of survey results, public comments, and suggestions for action steps to be incorporated into the plan. Key concepts gleaned from all the public comments included:

- ◇ Be innovative in expanding the notion of public art to embrace a variety of art projects in nontraditional spaces and engage more people.
- ◇ Support opportunities for local, regional, national and international artists.
- ◇ Tell Lakewood's story; create a feeling of belonging; being part of a larger community.
- ◇ Use print and social media creatively to build awareness throughout the community.
- ◇ Design an ongoing funding allocation for public art programming and arrange for regular maintenance and conservation of the public art collection.
- ◇ Continue to cultivate strong collaborations and partnerships within the city and in the private and nonprofit sectors to strengthen the public art program.
- ◇ Acquire and/or display lively, thought-provoking artwork. Display a greater variety of artwork.
- ◇ Place artwork where people gather. Place more art in more locations that encourage people to linger longer at a location creating both a social benefit and an economic benefit.
- ◇ Build trust with the community; seek to provide public art programming and artwork in every ward in the city.
- ◇ Integrate public art into its surroundings. Focus on aesthetics and sustainability by employing a rigorous selection process for all art in public spaces.
- ◇ Show pride in the community through public art.
- ◇ Build and strengthen the community with public art that offers visual hospitality for residents and visitors.
- ◇ Include functional community art. Focus on areas becoming art areas.

- ◇ Help define the culture of the city through public art; only through a well thought out plan does the community make a statement about itself and its citizens.

The Public Art Master Plan survey was widely promoted through city media outlets and other avenues for outreach throughout the city. More than 100 respondents supported diverse public art programming and more than 86 percent indicated that public art is important or very important. In addition to suggestions for locations for public art, many respondents expressed interest in serving on public art committees.

Thanks to the advice and encouragement from the community, the plan embraces the community's aspirations for public art and its value to the civic and economic potential of the City of Lakewood.



“She Ain’t Heavy”

Location: O’Kane Park

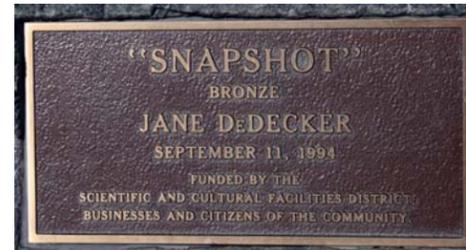
Artist: Walt Horton



"Snapshot"

Location: Addenbrooke Park

Artist: Jane DeDecker



By investing in public art, the City is investing in the community. It helps create equity and a sense of pride. I think it already does so with the mix of styles of sculpture. The variety at Lakewood Cultural Center Performances, the Summer Concert Series—all are diverse in themselves and together. ~ Lakewood Citizen

Public Art Master Plan of the City of Lakewood

GUIDING PRINCIPLES

Inclusivity: Public art processes and procedures will actively seek ideas and participation from all segments of our community in the activities of the public art program.

Geography: The Public Art Program will work collaboratively to generate arts experiences and activities in all parts of Lakewood.

Aesthetic Excellence: Project design and selection processes will strive for artistic excellence in artwork and art experiences.

Innovation: The Public Art Program will explore new approaches to public arts activities to engage citizens of all ages.

Education/Awareness: The Public Art Master Plan will be a catalyst for education and/or building awareness about the arts and their benefits for enhancing the quality of life and the economic vitality of our community.

Advocacy: The City's Public Art Program will continue to provide leadership for arts initiatives in partnership with the broader artistic community.



“Elementary School Mural Project”

Location: Lakewood Shops

Artist: painted by Lakewood Arts Council

Public Art Master Plan of the City of Lakewood

GOALS

GOAL 1: Establish and implement a Public Art Program to acquire and display artwork that cultivates a vibrant public art environment and reflects Lakewood's unique cultural identity and aspirations.

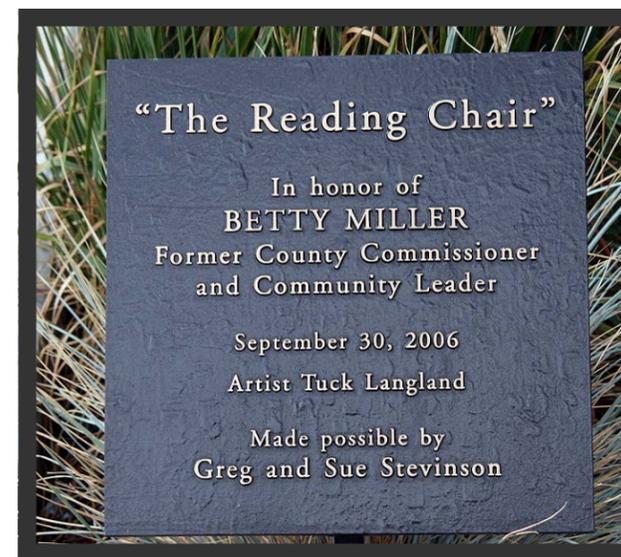
ACTION STEPS

- 1A. Develop and implement comprehensive policies and procedures for selection, permanent installation, maintenance and conservation of artworks in public spaces and civic facilities.
- 1B. Continue to seek opportunities for temporary exhibitions of artwork, art on loan and touring artwork.
- 1C. Encourage innovative projects and public arts activities that make Lakewood unique; a public art destination.
- 1D. Develop and implement a policy for soliciting and accepting donations, gifts or loans of artwork and memorials.
- 1E. Seek opportunities to involve local artists.
- 1F. Formulate evaluation measures for this goal. Apply and use the results to refine the action steps.



“The Reading Chair”

Location: Belmar Library
Artist: Tuck Langland



Public Art Master Plan of the City of Lakewood

GOAL 2: Enliven and enhance spaces and places throughout Lakewood for the community and visitors to enjoy public art and arts activities.

ACTION STEPS

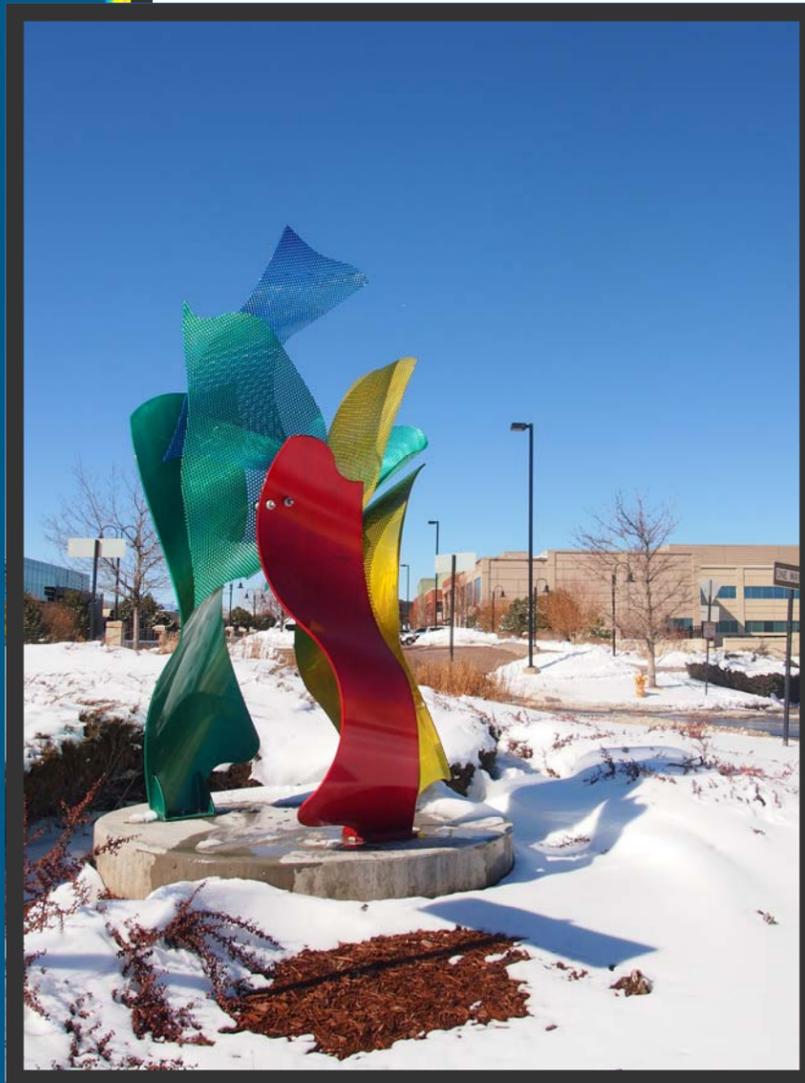
- 2A. Conduct an inventory and prioritize potential areas for future consideration of public art and arts activities; update annually.
 - 1. Exterior sites include, but are not limited to, City parks, areas adjacent to light rail stations, the spaces surrounding City buildings, along city streets and in medians, and entrances to the city.
 - 2. Interior opportunities include recreation centers, City buildings and other gathering places.
 - 3. Explore and identify other locations in the city suitable for public art installations, exhibits and/or other public arts activities.
 - 4. Encourage people to see art in new ways, in new places and spaces where an artist's creativity can envision public art.
- 2B. Analyze the character and use of identified locations and develop a list of media and scale that might be appropriate for artwork at each location.
- 2C. Generate community involvement with art projects.
 - 1. Meet with neighborhoods and community groups to promote the Public Art Master Plan and cultivate opportunities for public art programming in neighborhoods and throughout Lakewood.
 - 2. Work with schools at all levels to promote and partner on arts activities.
 - 3. Create the framework for interactive arts activities or workshops in various locations for all ages.
- 2D. Expand the concept of public art with spontaneous arts experiences in non-traditional settings.
- 2E. Formulate evaluation measures for this goal. Apply and use the results to refine the action steps.



“The Hand That Creates”

Location: Bellows Park
Artist: Artist in residence and
Junior High School Students

Public Art Master Plan of the City of Lakewood



“Joyfully Dancing”

Location: Lakewood City Commons
Artist: Kevin Robb

GOAL 3: Secure and manage funding for the public art program and the care and maintenance of public art assets.

ACTION STEPS

- 3A. Develop a staffing and resource model to ensure that the goals of the Public Art Program are achieved.
- 3B. Identify a funding mechanism for supporting public art coordination, projects and programming including, but not limited to, a line item for an annual appropriation for realization of the Public Art Master Plan.
 - 1. Determine strategies and timelines for establishing an annual budget allocation for public art projects and maintenance of the public art collection.
 - 2. Work on supplementary funding tactics including other funding sources such as grants, collaborations and/or partnerships, or an ordinance designating that a percent of capital construction costs be allocated to public art for the project.
- 3C. Identify strategies to cover maintenance and conservation of public art.
 - 1. Conduct a regular condition assessment of all the artworks in the city's public art collection to determine which pieces need maintenance or conservation, or should be evaluated for deaccessioning.
 - 2. Prioritize conservation needs.
 - 3. Identify and secure funding to provide the necessary treatment.
 - 4. Utilize Adopt-a-Sculpture, when feasible, with appropriate training in maintenance techniques.
 - 5. Investigate collaborations and partnerships with individuals and community organizations to assist with maintenance and conservation with appropriate training in maintenance techniques.
 - 6. Secure the services of a professional conservator for assessment and/or conservation.
- 3D. Formulate evaluation measures for this goal. Apply and use the results to refine the action steps.

Public Art Master Plan of the City of Lakewood

GOAL 4: Pursue active collaboration with municipal, civic, nonprofit and private sector developments to create opportunities for public art.

ACTION STEPS

- 4A. Develop a process to bring Heritage, Culture and the Arts staff and/or artists into early design discussions and planning for capital projects in the public right of way and public facilities and spaces.
 1. Inform and involve City departments about the plans and potential for implementation of the Public Art Master Plan and the Guidelines and Procedures for Public Art.
 2. Identify and meet with key departments where public art partnerships and collaborations can be developed, and identify opportunities for partnerships and collaboration on public art projects at the time of construction or at a later time.
 3. Work with existing City committees considering wayfinding projects that may incorporate artwork.
- 4B. Cultivate partnerships in all sectors of the community to assist with acquisition of artwork and spaces for artwork and/or arts activities.
- 4C. Promote incorporation of public art in private development.
 1. Encourage private developers to work closely with City staff on the potential value of public art as part of their developments. The Lakewood Zoning Ordinance allows for relief from certain standards when a proposal includes "superior design." Providing public art as a part of a development may be one way to achieve superior design for this purpose.
 2. Explore the feasibility for an ordinance requiring public art in private development.
- 4D. Formulate evaluation measures for this goal. Apply and use the results to refine the action steps.



"Boy Fishing"

Location: Stone House

Artist: Walt Horton

Public Art Master Plan of the City of Lakewood



“Twilight Hunter”

Location: Fox Hollow Golf Course

Artist: Christine Brown

GOAL 5: Build awareness and promote understanding about public art and the benefits of the arts in general.

ACTION STEPS

- 5A. Develop a promotional campaign about the City's public art collection that targets all available media and that will reach all segments of the population.
 1. Identify and implement community awareness strategies for every public art project installed.
 2. Identify and widely publicize events and/or opportunities associated with or in proximity to artworks and highlight the artwork, its unique history and the artist.
 3. Use strategies such as mobile murals to attract attention to the arts and public art opportunities.
- 5B. Assemble and maintain a variety of communication and/or media networks in order to target audiences of all ages and backgrounds for these messages.
- 5C. Promote the role of public art and cultural activity in enhancing economic development efforts.
- 5D. Evaluate the awareness campaigns associated with art projects to determine successful approaches and refine as needed.



Public Art Master Plan of the City of Lakewood

Definitions

Acquisition means the inclusion of an artwork in the permanent City Art Collection, whether by commissioning, purchase, donation or other means.

Arts Professional means a professional designer, curator, collector, art administrator, art educator, etc.

Artwork means works in a variety of media produced by artists. The Public Art Program should encompass the broadest possible range of expression, media and materials.

Deaccessioning is the formal process for removal of an artwork from permanent display, whether or not it is removed from the City Art Collection. This process may also include relocation or, if necessary, disposal of the artwork.

Maintenance/Conservation: Maintenance is the routine care given to artwork as specified by the artist. Conservation is a broad concept of care of works of art that includes condition assessment, preservation and/or restoration in a systematic and timely manner.

Media describes the materials and/or processes that create a work of art. This can typically include oil, watercolor, print, stone, metal, clay, fiber, glass, wood, and other materials as well as light, sound or digital processes.

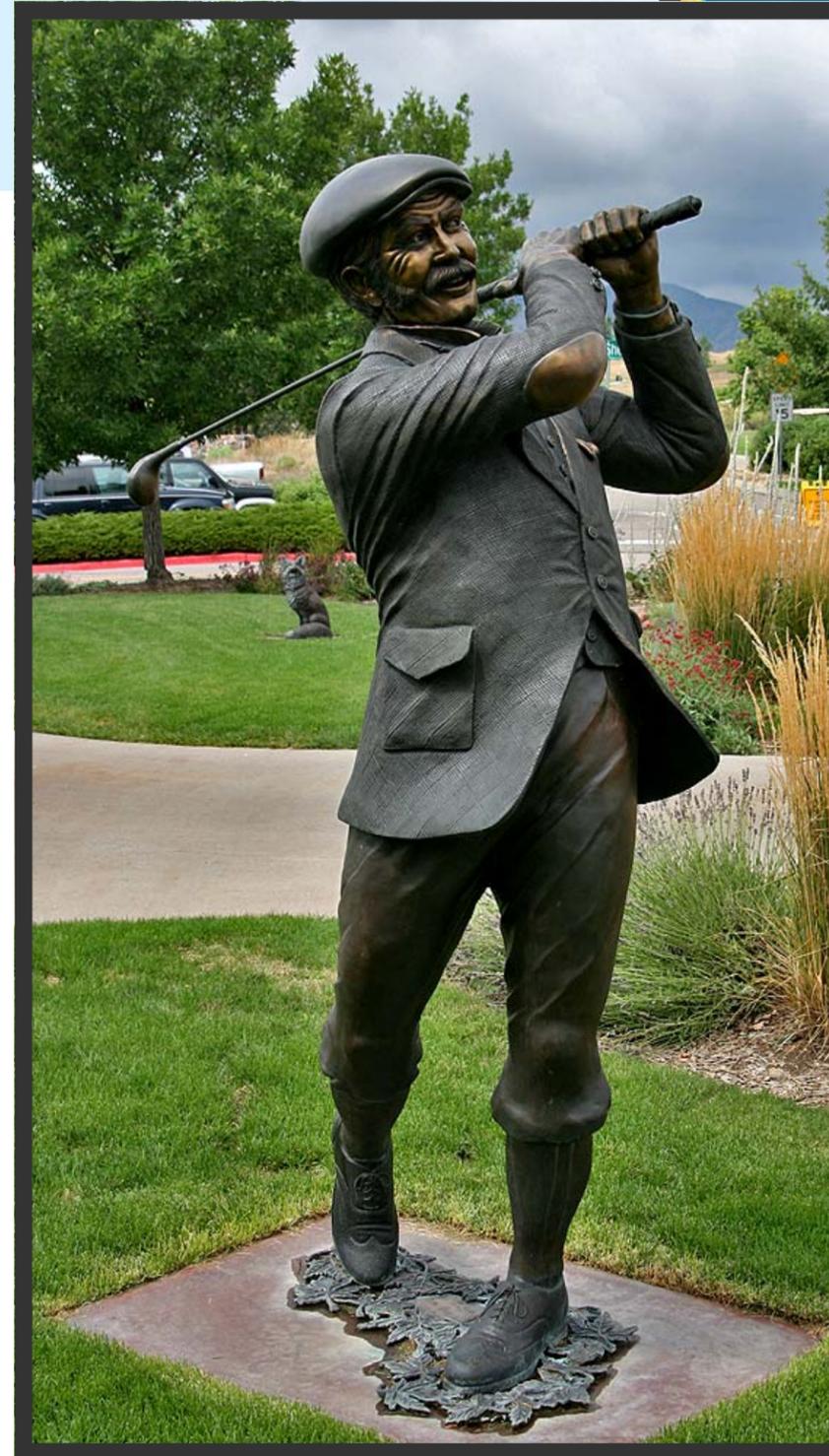
Public Art may be generally defined as artwork acquired through a public selection process, using public funds and installed in a location to which the public has access. This artwork may be temporarily on display, art on loan or permanent installation.

Public Art Committee means a qualified citizen committee selected by the Heritage, Culture and the Arts Division to give input to the City of Lakewood's public art programs. See Public Art Guidelines and Procedures for policies that govern the work of this committee.

Public Art Master Plan means an ongoing plan for visual arts development and enhancement, with recommended selection procedures, evaluated and updated on a periodic basis by the Heritage, Culture and Arts Division.

This Public Art Master Plan encourages an expansive view that also includes art projects that engage the community, temporary art projects, art on loan, performance art, as well as the installation of permanent artwork.

Public Art Program means the program, the entity and the activities including the Public Art Committee and City staff, which develop and implement the purpose and goals of the Public Art Master Plan and any public art ordinances, following established policies and procedures.



“John Reid: The 18th Hole”

Location: Fox Hollow Golf Course

Artist: Tim Trask



*Art serves as visual
hospitality for resident
and visitors. ~ Kimra Perkins
SCSM/General Manager*

*"Morning Mist"
Location: Belmar Park
Artist: Greg Todd*

Public Art Master Plan of the City of Lakewood

Implementation

Implementation of this Public Art Master Plan will be accomplished through support from partnerships in various sectors of the Lakewood community. Identification and allocation of funding, collaboration with other departments in City government, and strategic partnerships with community and business leadership will enable the Heritage, Culture and the Arts Division to prioritize and undertake the provisions of each of these goals on behalf of the citizens of Lakewood.

Business Partners

Alameda Corridor Business Improvement District
Alameda Gateway Community Association
Lakewood-West Colfax Business Improvement District
West Colfax Community Association

Community Arts and Culture Partners

BADGER
Belmar Block 7
Colorado School of Acting
40 West Arts District
HCA Alliance
Jefferson County Public Libraries
Lakewood Arts Council
Lakewood Historical Society
Lakewood Symphony
Performance Now Theatre Company
Rockley Music Center
The Edge Theatre Company

Schools

Colorado Christian University
Jefferson County School District (pK-12 schools in Lakewood)
Red Rocks Community College
Rocky Mountain College of Art + Design



“Flip Essentials”
Location: Mountair Park
Artist: Donald Mitchell

PUBLIC ART MASTER PLAN Work Plan

GOAL 1: Establish and implement a Public Art Program to acquire and display artwork that cultivates a vibrant public art environment and reflects Lakewood's unique cultural identity and aspirations.				
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role#
1A. Develop and implement comprehensive guidelines and procedures for selection, permanent installation, maintenance and conservation of artworks in public spaces and civic facilities.	<ul style="list-style-type: none"> -Guidelines and Procedures are completed. -Public Art Master Plan and Guidelines and Procedures are disseminated to departments. -Follow up visits are made and response measured. -Departments adopt public art initiatives and collaborate successfully. -Criteria developed to define what determines progress; quantitative and qualitative. -Progress reviewed annually and programming, guidelines and procedures refined as necessary. 	2013 2013 2013-14 2014/Ongoing 2014/Ongoing Ongoing	Heritage, Culture and the Arts Division (HCA)	<ul style="list-style-type: none"> -Community Resources -Planning -Public Works
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
1B. Continue to seek opportunities for temporary exhibitions of artwork, art on loan and touring artwork.	<ul style="list-style-type: none"> -Sources of temporary exhibitions are identified, prioritized and scheduled as feasible. -Art on loan projects are researched and HCA determines if and how to pursue this option. -Criteria developed to determine outcomes desired. -New sources of touring artwork are developed and utilized successfully. -The outcomes of these exhibitions are reviewed annually and this information is used to refine programming for the next year. 	2014/Ongoing 2015/Ongoing 2014 2015/Ongoing Ongoing	HCA	<ul style="list-style-type: none"> -Community Arts and Cultural Partners -Arts Districts -Schools -Business Partners (BIDs)
1C. Encourage innovative projects and public arts activities that make Lakewood unique; a public art destination.	<ul style="list-style-type: none"> -The programming is open to "outside-the-box" thinking and opportunities. -Criteria developed to determine outcomes desired. -The programming draws new audiences and generates helpful feedback. -Programming outcomes are reviewed annually and this information is used to refine programming for the next year. 	Ongoing	HCA Public Art Committee	<ul style="list-style-type: none"> -Community Arts and Culture Partners -Neighborhood Groups -Schools -Colorado Department of Transportation (CDOT) -Regional Transportation District (RTD)
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
1D. Develop and implement a policy for soliciting and accepting donations, gifts or loans of artwork and memorials.	<ul style="list-style-type: none"> -Guidelines, procedures, and criteria are aligned with current practices. -Criteria developed to determine outcomes desired. -Guidelines, procedures, and criteria designed, understood and implemented. -The City's Public Art Collection continues to grow in numbers of artworks and the quality of artwork. -Outcomes are reviewed annually and this information is used to refine guidelines and procedures for the next year. 	2013-14/Ongoing	HCA Public Art Committee	<ul style="list-style-type: none"> -Resource Development -Community Resources -Planning -Public Works
1E. Seek opportunities to involve local artists.	<ul style="list-style-type: none"> -The geographic area for the term <i>local artists</i> is defined. -A baseline of information about activities in which local artists have participated is determined. -Needs of local artists that can be addressed by public art programs and activities are assessed. -Programs that respond to these needs are developed and involve local artists. -Number of local artists involved in programs and activities analyzed annually. -Evaluate outcomes to determine if these needs have been met. 	2013 2014 2014/Ongoing 2014-15/Ongoing Ongoing Ongoing	HCA Public Art Committee	<ul style="list-style-type: none"> -Community Arts and Cultural Partners -Schools -Business Partners (BIDS)
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
1F. Formulate evaluation measures for this goal. Apply and use the results to refine the action steps.	<ul style="list-style-type: none"> -Evaluation measures developed and used to refine action steps annually. 	2014/Ongoing	HCA Public Art Committee	<ul style="list-style-type: none"> -City Departments and Divisions -Community Partners

Note: Action Steps will be implemented as funding is made available for these projects.

GOAL 2: Enliven and enhance spaces and places throughout Lakewood for the community and visitors to enjoy public art and arts activities.				
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
2A. Conduct an inventory and prioritize potential areas for future consideration of public art and arts activities; update annually. <ul style="list-style-type: none"> ◇ Exterior sites include, but are not limited to, city parks, areas adjacent to light rail stations, the spaces surrounding City buildings, along city streets and in medians, and entrances to the city. ◇ Interior opportunities include recreation centers, City buildings and other gathering places. ◇ Explore and identify other locations in the city suitable for public art installations, exhibits and/or other public arts activities. ◇ Encourage people to see art in new ways, in new places and spaces where an artist's creativity can envision public art. 	<ul style="list-style-type: none"> -Sites identified and prioritized. -Suitability and audience response reviewed annually. -Exterior sites are identified throughout the city. -Interior sites are identified throughout the city. -Non-traditional locations are identified. -Each site/location is analyzed for appropriateness for various types of public artwork and public arts activities, including "out-of-the-box" opportunities. -Criteria developed to determine desired outcomes. -Public art projects and activities appropriate for each site/location are developed, prioritized and scheduled. -Outcomes reviewed and evaluated. -Information used to refine projects and activities for next year. 	2014 Ongoing 2014 2014 2015 Ongoing 2014 2015/Ongoing Ongoing Ongoing	HCA Public Art Committee	<ul style="list-style-type: none"> -Planning -Public Works -Economic Development -Community Arts and Culture Partners -Business Partners
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
2B. Analyze the character and use of identified locations and develop a list of media and scale that might be appropriate for artwork at each location.	<ul style="list-style-type: none"> -List of suggested media and scale identified and prioritized, and appropriate public art projects implemented. -Criteria developed to determine desired outcomes. -Outcomes evaluated and utilized to refine future projects and procedures. 	2014/Ongoing 2014 Ongoing	HCA Public Art Committee	<ul style="list-style-type: none"> -Public Works -Community Resources
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
2C. Generate community involvement with art projects. <ul style="list-style-type: none"> ◇ Meet with neighborhoods and community groups to promote the Public Art Master Plan and cultivate opportunities for public art programming in neighborhoods and throughout Lakewood. ◇ Work with schools at all levels to promote and partner on arts activities. ◇ Create the framework for interactive arts activities or workshops in various locations for all ages. 	<ul style="list-style-type: none"> -A baseline for community involvement established. -Partners identified in all parts of the city. -Criteria developed to determine desired outcomes. -Resource bank of programming opportunities, networks and contact information developed for communities to access if desired. -List of potential funding sources for these activities developed. - Response reviewed and analyzed. -Outcomes evaluated and utilized to refine future projects and procedures. 	2014 2014 2014 2015/Ongoing 2014/Ongoing Ongoing Ongoing	HCA	<ul style="list-style-type: none"> -Community Resources -Community Arts and Culture Partners -Schools -Business Partners
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
2D. Expand the concept of public art with spontaneous arts experiences in non-traditional settings.	<ul style="list-style-type: none"> -Special arts experiences in unique settings designed and/or organized when feasible. -Criteria developed to determine desired outcomes. -Response reviewed and analyzed. -Outcomes evaluated and utilized to refine plans for the following year. 	2014/Ongoing 2014 Ongoing Ongoing	HCA	<ul style="list-style-type: none"> -Community Arts and Culture Partners - Neighborhood Groups -Schools -Business Partners -Service Clubs
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
2E. Formulate evaluation measures for this goal. Apply and use the results to refine the action steps.	<ul style="list-style-type: none"> -Evaluation measures developed and used to refine action steps annually. 	Ongoing	HCA Public Art Committee	<ul style="list-style-type: none"> -Community Arts and Culture Partners -Business Partners -Participants in these activities

Note: Action Steps will be implemented as funding is made available for these projects.

GOAL 3: Secure and manage funding for the public art program and the care and maintenance of public art assets.				
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
3A. Develop a staffing and resource model to ensure that the goals of the Public Art Program are achieved.	-Adequate staffing and resources are available to implement the public art program. -Public art program goals and outcomes developed. -Goals and outcomes evaluated annually to determine success of the program. -Information utilized to refine program goals for the next year.	2013/Ongoing 2014/Ongoing Ongoing Ongoing	HCA	-Community Resources -Finance -Resource Development
3B. Identify a funding mechanism for supporting public art coordination, projects and programming including, but not limited to, a line item for an annual appropriation for realization of the Public Art Master Plan. ◇ Determine strategies and timelines for establishing an annual budget allocation for public art projects and maintenance of the public art collection. ◇ Work on supplementary funding tactics including other funding sources such as grants, collaborations and/or partnerships, or an ordinance designating that a percent of capital construction costs be allocated to public art for the project.	-An adequate funding mechanism for implementation of the Public Art Master Plan designed and successfully incorporated into the City budget. -Process reviewed and refined for subsequent budget years. -Supplementary funding sources and/or partnerships are identified and support is sought and received. -Funding evaluated annually and strategic increases planned.	Summer/2013 Annually 2014/Ongoing Annually	HCA Community Resources	-Staff Work Group -Resource Development
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
3C. Identify strategies to cover maintenance and conservation of public art. ◇ Conduct a regular condition assessment of all the artworks in the City's public art collection to determine which pieces need maintenance or conservation, or should be evaluated for deaccessioning. ◇ Prioritize conservation needs. ◇ Identify and secure funding to provide the necessary treatment. ◇ Utilize Adopt-a-Sculpture, when feasible; with appropriate training in maintenance techniques. ◇ Investigate collaborations and partnerships with individuals and community organizations to assist with maintenance and conservation with appropriate training in maintenance techniques. ◇ Secure the services of a professional conservator for the assessment and/or conservation.	-Condition assessment of the entire public art collection conducted and priorities developed. -Adequate resources are secured to respond to maintenance and conservation priorities. -Professional conservation used where necessary. -Participants in maintenance/conservation collaborations are trained appropriately and able to assist with these tasks. -Maintenance/conservation system assessed and procedures refined for the next year.	Summer/2013 Ongoing, as needed 2014/Ongoing Ongoing	HCA	-Parks -Public Works -Service Organizations -Neighborhood Groups -Schools
3D. Formulate evaluation measures for this goal. Apply and use the results to refine the action steps.	-Evaluation measures developed and used to refine action steps annually.	Ongoing	HCA Public Art Committee	-Parks -Public Works

Note: Action Steps will be implemented as funding is made available for these projects.

GOAL 4: Pursue active collaboration with municipal, civic, nonprofit and private sector developments to create opportunities for public art.				
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
<p>4A. Develop a process to bring Heritage, Culture and the Arts staff and/or artists into early design discussions and planning for capital projects in the public right of way and public facilities and spaces.</p> <ul style="list-style-type: none"> ◇ Inform and involve City departments in the plans and potential for implementation of the Public Art Master Plan and the Guidelines and Procedures for Public Art. ◇ Identify and meet with key departments where public art partnerships and collaboration can be developed, and identify opportunities for partnerships and collaboration on public art projects at the time of construction or at a later time. ◇ Work with existing City committees considering wayfinding projects that may incorporate artwork. 	<ul style="list-style-type: none"> -Process developed and implemented. -HCA staff apprised of potential public art projects (with funding) early enough to integrate artwork into the project, as appropriate, and/or plan for artwork to be installed at a later time. -Departments respond positively to public projects and work collaboratively with HCA staff on the promotion and care of these artworks. -Additional/other criteria for desired outcomes developed. -Outcomes reviewed and evaluated and used to refine plans for next year. 	<p>Summer 2013 Ongoing</p> <p>Ongoing</p> <p>2014</p> <p>Ongoing</p>	HCA Development Assistance Team (DAT)*	<ul style="list-style-type: none"> -Planning and Construction -Planning -Parks -Public Works -Economic Development -Finance
4B. Cultivate partnerships in all sectors of the community to assist with acquisition of artwork and spaces for artwork and/or arts activities.	-Networks and partnerships developed that provide assistance and/or spaces for artwork and arts activities.	2014/Ongoing	HCA	<ul style="list-style-type: none"> -Community Arts and Culture Partners -Business Partners -Schools -Neighborhood Groups -Service Clubs
*Lakewood's interdepartmental Development Assistance Team (DAT) meets weekly to oversee review of development proposals throughout the City to ensure that they are consistent with the City's goals and safety standards.				
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
<p>4C. Promote incorporation of public art in private development.</p> <ul style="list-style-type: none"> ◇ Encourage private developers to work closely with city staff on the potential value of public art as part of their developments. The Lakewood Zoning Ordinance allows for relief from certain standards when a proposal includes "superior design." Providing public art as a part of a development may be one way to achieve superior design for this purpose. ◇ Explore the feasibility for an ordinance requiring public art in private development. 	<ul style="list-style-type: none"> -Campaign and strategic messages for private developers developed and implemented. -Criteria developed for desired outcomes. -Outcomes reviewed and evaluated and used to refine plans for next year. -Conditions for promoting an ordinance for public art in private development assessed and strategies and timeline determined. 	<p>2014/Ongoing</p> <p>2014 Ongoing</p> <p>2015/Ongoing</p>	Planning Economic Development DAT	<ul style="list-style-type: none"> -HCA -Business Partners
4D. Formulate evaluation measures for this goal. Apply and use the results to refine the action steps.	-Evaluation measures developed and used to refine action steps annually	Ongoing	HCA Public Art Committee	<ul style="list-style-type: none"> -Planning -Economic Development

Note: Action Steps will be implemented as funding is made available for these projects.

GOAL 5: Build awareness and promote understanding about public art and the benefits of the arts in general.				
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
5A. Develop a promotional campaign about the City's public art collection that targets all available media and that will reach all segments of the population. <ul style="list-style-type: none"> ◇ Identify and implement community awareness strategies for every public art project installed. ◇ Identify and widely publicize events and/or opportunities associated with or in proximity to artworks and highlight the artwork, its unique history and the artist. ◇ Use strategies such as mobile murals to attract attention to the arts and public art opportunities. 	<ul style="list-style-type: none"> -Promotional campaign developed; targets for media and population identified; campaign launched and evaluated. -Community awareness strategies developed and implemented for every public art project. -Other promotional opportunities captured and utilized. -Criteria developed for other desired promotional outcomes. -Outcomes reviewed and evaluated and utilized in refining plans for next year. 	2015/Ongoing 2015/Ongoing Ongoing 2016/Ongoing Ongoing	HCA Public Information	<ul style="list-style-type: none"> -Community Arts and Culture Partners -Business Partners -Chambers of Commerce -Schools
5B. Assemble and maintain a variety of communication and/or media networks in order to target audiences of all ages and backgrounds for these messages.	<ul style="list-style-type: none"> -Various communication and/or media networks identified, cultivated and activated for promotional efforts. -Outcomes reviewed and evaluated and utilized in refining plans for next year. 	2014/Ongoing Ongoing	HCA Public Information	<ul style="list-style-type: none"> -Planning -Economic Development
5C. Promote the role of public art and cultural activity in enhancing economic development efforts.	<ul style="list-style-type: none"> -Rationales for public art and cultural activity as enhancing economic development researched, developed and promoted to key targets. -Outcomes reviewed and evaluated and utilized in refining plans for next year. 	2014/Ongoing 2014/Ongoing	HCA Community Partners	<ul style="list-style-type: none"> -Planning -Economic Development -Community Arts and Culture Partners -Business Partners
Action Steps	Tasks To Be Completed	Timeline for Completion	Lead Players	Supporting Role
5D. Evaluate the awareness campaigns associated with arts projects to determine successful approaches and refine as needed.	<ul style="list-style-type: none"> -Evaluation measures developed and used to refine action steps annually. 	Ongoing	HCA Public Information Public Art Committee	-City staff

Note: Action Steps will be implemented as funding is made available for these projects.



City of Lakewood
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