

## Arts & Culture Board of Trustees Meeting

Wednesday, January 24, 2024 – 5:30 pm

Douglas City Hall, Conference Room

101 N. 4<sup>th</sup> Street, Douglas, WY

1. Welcome!

Roll Call of Board Members

Introductions of Guests

2. Approval Of Agenda

3. Approval Of Board Meeting Minutes

3.a. Arts & Culture Board Of Trustees Meeting Minutes: December 13, 2023

Documents:

[20231213 MEETING MINUTES - NEW EDITED 20240105.PDF](#)

4. Treasurer's Report

5. Old Business

5.a. Jackalope Square Interactive Feature

5.b. Jack Statue

5.c. Acknowledgement Of Josh Butts Proposal

6. New Business

6.a. Mission/Vision Statements

Documents:

[MAP CONVERSE 2024 - SUMMARY REPORT - WYOMING ARTS ALLIANCE.PDF](#)

6.b. Review Of Draft Strategic Initiatives & Draft Priorities With Action Steps

Documents:

[MAP CONVERSE 2024 - SUMMARY REPORT - WYOMING ARTS ALLIANCE.PDF](#)

7. Adjournment

**Arts & Culture Board of Trustees: December 13, 2023**

**Board Members**

Chair: Michele Carter  
Vice Chair: Betsy Varland  
Secretary: Chevy Meyer  
Treasurer: Richard Burk

Shea Burk  
Amanda Smylie  
Karma McKelvey  
City Staff: Clara Chaffin

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**Meeting Called to Order** at 5:30pm.

**Attendees**

- **Board:** Michele, Richard, Betsy, Amanda
- **Absent Board:** Shea, Chevy, Karma
- **City:** Clara, JD, Heidi (representing Strategic Doing KPI's and Historic Preservation Commission)
- **Guests:** Josh Butts (Culture Officer, Converse County Bank), Jeremy Settlemeyer (CCSD#1, Art Teacher - Grades 9-12)

**Introductions**

**Approval of Agenda**

- **Motion:** Amanda
- **Second:** Richard
- **Discussion:** None.
- **Vote:** 4/0, 3 absent

**Approval of November 29, 2023, Meeting Minutes**

- **Motion:** Richard
- **Second:** Amanda
- **Discussion:** None.
- **Vote:** 4/0, 3 absent

**Treasurer Report (Richard Burk)**

| Account      | Amount       | Billed      | Balance      | Strategic Doing   |
|--------------|--------------|-------------|--------------|---|
| 56-5560-2153 | \$50,000.00  | \$27,304.75 | \$22,695.25  | UPI-05 Downtown Streetscape. (Clara)                    |
| 56-5560-6544 | n/a          | n/a         | n/a          | UPI-05 Downtown Streetscape. (Clara)                    |
| 65-5650-2153 | \$20,000.00  |             | \$20,000.00  | UPI-06 Interactive feature at Jackalope Square. (Heidi) |
| 65-5650-6544 | \$180,000.00 |             | \$180,000.00 | UPI-06 Interactive feature at Jackalope Square. (Heidi) |
| 10-5100-2158 | \$15,000.00  |             | \$15,000.00  | UPI-08 Visual arts program. (Teya)                      |
| 10-5100-2115 | \$6,200.00   |             | \$6,200.00   | UPI-09 Cultural programming. (Heidi)                    |
| 10-5100-2158 | \$12,500.00  |             | \$12,500.00  | UPI-09 Cultural programming. (Heidi)                    |

Richard indicated that nothing has changed since the las meeting. Richard stressed that there is funding that the Board should focus on in UPI-08 and UPI-09 to responsibly spend in Fiscal Year 2024. UPI-06 is Heidi's focus that the Board should assist in finding a project to benefit the community.

- **Motion:** Betsy
- **Second:** Amanda
- **Discussion:** None.
- **Vote:** 4/0, 3 absent

### **Jackalope Square Interactive Feature**

Heidi presented ideas for the Jackalope Square Feature including something like the Glenrock feature (splash pad that converts to the ice rink) or a stage area for bands and performances. Rapid City splash pad includes a waterfall sculpture.

Amanda indicated that a lot of parents would like a splash pad. More people Downtown could promote more businesses to open in Downtown.

Richard brought up the idea of a climbing wall, e.g., Lander at Sinks Canyon has a children's climbing wall. Jackson has, next to Snow King, slides and climbing walls and picnic gazebos where the whole community gathers for events and activities.

David Street Station is a feature that ideas could be drawn from.

Kansas City Power & Light District has a space with a large interactive sculpture as a backdrop to the theater space.

Jeremy discussed a red-rock amphitheater that could be used for both climbing and a theater. Could incorporate other features such as a splash pad to use the space when not being used for a concert.

Clara asked JD about the idea of the sculptures that also mimicked an interactive water feature. Jeremy expanded on that idea with the sculptures being related to the local industry. Heidi brought in the historic element depicting the people on the Oregon Trail. JD tied each statue to depict the story of Douglas' history.

JD stated that liability can be mitigated.

JD brought up 112 N 2<sup>nd</sup> Street as an opportunity for some of these ideas.

### **Jackalope Statue Conversation**

- **Streetscape:** Clara showed the concepts provided by CEPI. The jackalope statue would be facing 2<sup>nd</sup> Street.  
**Feedback:** Place "Jack" where the benches are shown facing 2<sup>nd</sup> Street on the inside of the curve (make the curve deeper and wider). Space a few feet from the wall so people don't try to jump onto the sculpture.  
 Benches could be enhanced with sculptures to sit next to or enhanced with a strap mimicking the river. Make the bench double sided. Keep the Jackalope medallions currently being used in the benches.  
 Keep as many of the existing trees as possible.
- **Rice-paper Mural:** Jeremy would have the high-school kids create the mural for the back side of Coopers Arena. The squares would need to be "repasted" bi-weekly and would last through the summer. The squares would need to be pressure washed off prior to winter.

- **Permanent Mural:** With permission, place a permanent mural on the buildings behind the Walnut Street parking lot such as 216 Walnut Street (cinder block that has already been painted). Make it something that could be interactive for selfies.
- **Statue:** The statue would need periodic UV spray to protect it from fading. Hold off on getting a “Harriet” until we see how the current sculpture holds up.
- **Heated Space:** Add heated fire feature to activate space during colder months.

## Old Business

- **Wyoming Arts Alliance MAP (More Art Program):** Helps the Board set the 5-year plan. Scheduled for January 6<sup>th</sup> for a single day meeting from 8:30am to 5:30pm. Attendees will include the Board, inviting Rachel Clifton (ED, Wyoming Arts Council), Andrew Schneider, invite Heidi to represent Main Street and HPC, Morryah (the Enterprise). CCB has offered to pay for breakfast if someone orders it. The City will provide coffee. Richard will look at lunch. Workshops: Defining Mission and Developing the 5-year Plan (Vision), Partnerships & Community Collaboration, Advocacy.
- **Other**
  - Overall Feel:** Consider type and cohesion of styles of art that is desired in the historic downtown.
  - Mural Festival:** Present Jack during the Mural Festival. Focus on the 2.5 Alley and the Depot Parking lot Alley for the Murals.
  - Streetscape:** Ideas included:
    - Possible (Feasibility?): A fire feature with a heating element to enable wintertime activities such as the Jackalope Square Lighting, ties into 1880’s cultural concept, etc.
    - Sculptures with lighting. \*Run electricity to all of the bulb-outs on both streets.
    - Water feature (2<sup>nd</sup> Street East side center). Idea with an arch and fly fisher.
    - Music downtown.
  - 111, 113, & 115 South 2nd Street:** Contact building owners and see if the space could be activated for an artist cooperative (Josh has experience in owning a similar facility). Coordinate with Retail Coach.

## Fiscal Year Plan (Completion of Plan by December 13 Meeting) (See Supplemental Materials)

- **Jack at Walnut Street Parking Lot**  
**Action Item:** Review UPI-05 and see if it can be changed for Jack. Merge language with FUN-06 Design full streetscape for all Downtown streets South of Center Street.
- **UPI-08 (Murals):** Josh proposed submitting a series of concepts themed with a unifying concept that relates to Douglas’ identity to install on several buildings. The theme could be iconic landscapes and terrains around the community; places identified by Converse County Tourism, the City, the County, etc., that are being promoted. Examples could include Ayres Natural Bridge, Box Elder Canyon, Grasslands, Esterbrook, Oregon Trail (currently have a sheep wagon mural). Eventually create an art walk.  
**Action Item:** Josh provide a proposal with specific buildings and costs.
- **UPI-06 (Jackalope Square Feature):** **Action Item:** Board to bring design ideas back to the January meeting.
- **UPI-09 (Alley Murals or Train Museum Graphite):** Mural festival for alley along Depot Parking

Lot or interactive train graphite wall at the Train Museum. Depot Parking lot fence should reflect the rolling hills.

- **WORTH Initiative:** UW Destination Development – City will be contracting with UW (possibly with Converse County Tourism).
- **Jackalope Square Lighting:** Excellent example of critical mass of activities. For this event, DORA was approved to cross Center Street and include Jackalope Square. Consider lessons learned for all events downtown. Next year add a cultural activity to the event, e.g., ice sculptures.

**Next Meeting Date:** January 24, 2024 at 5:30

### **Adjourn**

- Motion to Adjourn: (not quorum to vote to adjourn)
- Second:
- Vote:

**Meeting adjourned** at 7:37pm.

## Action Items from 10/25/2024

- **Michele:** Contact schoolteachers and request they bring ideas with them regarding the rice-paper murals.  
**Update 11/29/2024:** Jeremy (CCSD#1) requested a list of questions be provided for him to respond to.  
How would the rice paper murals be attached to buildings?  
How long would they last?  
What is the square foot cost? How would the paper be removed and what would the cost be?  
Would the murals be a senior project?  
How long would the install take and cost?  
What risk management protocols would be employed?
- **Richard:** Request Wyoming Arts Alliance schedule the More Art Program (MAP) program; possibly for January with the idea of putting a FY25 plan and five-year plan together.  
**Update 11/29/2024:** Richard has applied online, including the 5-year plan. January is an appropriate timeframe. Could do one full day (Saturday) or break into two half days (Saturday/Sunday). February will not work, aim for January. Consider who else to invite to the meeting.  
**Request January 6<sup>th</sup>.**
- **Shea:** Request the Community Choir for the Jackalope Square Lighting on December 1.  
**Update 11/29/2024:** Community Choir was not available. May have a group of church members attend. Have starting planning for next year.
- **Board:** Set this year's fiscal year plan by the December 13 meeting.  
**Update 11/29/2024:** (see minutes from 11/29/2023)
- **Clara:** Add SD document to Arts & Culture SharePoint.  
**Update 11/29/2024:** Done.
- **Clara:** Bring Walnut Street parking lot concept drawing to the next meeting.  
**Update 11/29/2024:** (see minutes from 11/29/2023)
- **Clara:** Request Heidi to attend to discuss interactive feature at Jackalope Square.  
**Update 11/29/2024:** Done.
- **JD:** Recommendation to the Converse County Tourism Board to consider getting quotes for a bronze "Harriett" given the vandalism the City is experiencing.  
**Update 11/29/2024:** JD will speak with the Converse County Tourism Board. Tourism Board would like to see the plans for both Jack and Harriett and would like to see Jack placed.

## Action Items from 11/29/2024

- **Michele:** Add Streetscape to next agenda.  
**Update 12/13/2023:** Done.
- **Clara:** Send email invitation to the A&C Board for the 112 North 2<sup>nd</sup> Street community meeting when set.  
**Update 12/13/2023:** Will do.
- **Josh:** Obtain example RFQ's for mural festivals.  
**Update 12/13/2023:** Josh will be providing a proposal.
- **Staff:** Develop a "flow" of how a project will be proposed and what process it will go through until completion to present to the Board for further input.

**Update 12/13/2023:** No progress.

- **Board:** Develop a packet to use when presenting to property/business owners.

**Update 12/13/2023:** No progress.

- **Josh:** See if banks would be willing to start the sponsorship process.

**Update 12/13/2023:** No progress.

- **Heidi:** Review existing Downtown guidelines and identify properties that can be modified.

**Update 12/13/2023:** List of properties added to the agenda folder and reviewed at the 12/13/2023 meeting.

- **Heidi:** Add Downtown Historic District Guidelines and the Rehabilitation Standards.

**Update 12/13/2023:** Done.

### **Action Items from 12/13/2023**

- **Clara:** Review UPI-05 and see if it can be changed for Jack. Merge language with FUN-06 Design full streetscape for all Downtown streets South of Center Street.
- **Josh:** Provide a proposal with specific buildings and costs.
- **Board:** Bring design ideas back to the January meeting for the Jackalope Square interactive feature.

# Converse County, WY

## Fostering a Collaborative Arts & Culture Community



### *Summary Report*

January 6, 2024  
Douglas, WY

Facilitated by  
Andrew Schneider  
Wyoming Arts Alliance



**MORE ARTS PROGRAM – CONVERSE  
WYOMING ARTS ALLIANCE  
Douglas City Hall  
January 6, 2024**

**WYAA More Arts Program:** MAP is a professional development program created to address the community and cultural leadership training needs of Wyoming communities. This training program is seen by WyAA as critical to building a stronger consortium of voices in support of the arts as key components in community development and in enhancing a statewide creative economy.

**Workshop Objective:** Celebrate and enhance the Douglas-area’s collaborative arts community by building and growing the partnerships and momentum of the Douglas Arts & Culture Board of Trustees. Explore ways to support and grow artists as community leaders.

Andrew Schneider, Wyoming Arts Alliance  
Amara Fehring, Wyoming Arts Council  
Amanda Smylie, Board Member  
Betsy Varland, Board Member, Vice Chair  
(Absent) Chevy Meyer, Board Member, Secretary  
Shea Burke, Board Member  
(Absent) Karma McKelvey, Board Member  
Richard Burke, Board Member, Treasurer  
Michele Carter, Board Member, Chairperson

JD Cox, City Manager  
Clara Chaffin, Community Development Director  
Heidi McCullough, Planning Technician (Historic Preservation)  
Jen Goodwin, Enterprise  
(Absent) Jen Rassmussen, Railroad Museum (Enterprise)  
Josh Butts, Culture Officer, Converse County Bank  
Matt Carlson, CCSD Middle School Shop Teacher

- 8:00 AM GATHER Light Breakfast and Coffee
- 8:30 AM Introductions/Setting Mindset and Expectations for the Day
- 8:45 AM Brainstorming: State of the Arts in Douglas
- 9:45 AM The Collaborative Community
- 10:30 AM BREAK
- 10:45 AM Building a Shared Direction
- 12:00 PM LUNCH
- 1:00 PM Community Support – Amara Fehring
- 2:00 PM Brainstorming: 5-Year Vision & Mission
- 3:00 PM BREAK
- 3:15 PM Priorities: Your Role
- 4:15 PM Building the Framework
- 5:30 PM ADJOURN

## *Draft Vision*

Douglas is a vibrant gateway to Wyoming's backcountry beauty. The arts attract entrepreneurs and audiences.

## *Draft Mission*

The board will cultivate a community of collaboration in which the arts serve as a boon to the local economy, help define Douglas's identity as a vibrant destination, and act as a catalyst for the city's vision: To be a community with the highest quality of life, growing towards tomorrow.

Some communities also include values to further define their purpose. This is optional, but might help you prioritize the numerous concepts that came up repeatedly throughout the workshop. Outlining your community's values can signal the importance of color (not brown!), fostering creativity in everyone (accessibility), etc.

## *Draft Strategic Initiatives*

Further work to organize objectives into key initiatives will help clarify how you are going to pursue your mission and reach your vision.

- Participate in brainstorm for Murphy's building downtown in Feb/Mar. Share examples of what communities have done. Collect community input on uses.
- Adopt 5 year plan by March.
- Establishing \*visual\* public art policies by end of June - either internally to board or to recommend to council for broader adoption. Due in 2-3 months.
- Gift policy already exists. Review it.
- Identify and develop downtown district brand that will be promoted. Branding workshop with mainstreet and city, involve community.
- Downtown streetscape vision details. (e.g. signage) Redo downtown sketchbook.

## *Draft Strategic Initiatives Continued*

- Encouraging existing agencies/groups to engage with board.
- Create space and time for collaboration. Empower thru visioning. Friendraiser.
- Gather leadership to getting to know each other: Local biz, churches, nonprofits. BGC. 4H. Master gardeners & extension coordinator. Individual artists. Tourism board. Other muni boards? To reach a point where resources can be shared.

- Help city understand the board serves at pleasure of community.
- Participate in existing community collaboration group meeting. Don't duplicate.
- Establish a gallery/exhibit space. Establish culinary/creative/doing space.
- Inventory existing spaces: pros/cons. Inventory blighted properties. Inventory 'brown town' buildings.
- Encourage children. Champion creativity in our youth. Youth advisory group? Youth wall in J Square.

Participate in Jackalope days, summer events.

- Urgent/Important: Board should show the community what we can do with 6 months of existence, in year 1: First event by June (participating in existing event).
- Public awareness activities: Have booth at vendor fair for visibility. Online survey. Hands-on arts activities at community events. Coloring book/sheets. Presentation to Council?
- Complete city-budgeted projects for 2024: Determine what budget is available and due dates for this as first step.
- Jack statue at Walnut St. Parking, Murals (festival this summer?), Progress on design of Jackalope Square feature and additional lighting, Graffiti alley or train museum, worth initiative destination development, kids wall.
- Implement visual arts program, including murals/facades.
- Giant wood billboard pieces at RR Museum needs a life. Collab opportunity with mainstreet and arts board. Instagramable moment.
- Artists offer classes: writing, drawing, etc.
- Jackalope Square Bandshell, incorporating gazebo, developing splash pad, integrating other artistic elements

## ***DEFINING YOUR COLLABORATIVE COMMUNITY***

Create a space for creativity to serve the community. The space will serve gallery/exhibition needs. The space will serve culinary needs. The space will serve visual creative making/doing space. The space will serve performing arts needs. The space will serve creative entrepreneur needs.

| Priorities   | Action Steps   | Person(s) Responsible | Tentative Due Dates (revise as needed) |
|--|--|-----------------------|--|
| Organize, Structure Douglas Collaborative Community                            | Address the questions on P.4 to organize the collaborative structure.  |                       |  |
| Prioritize Strategic Initiatives   | Add new/remove initiatives. Flesh out the priorities as needed to better define. Prioritize based on importance or time sensitivity. |                       |  |
|  | Adopt 5-year Strategic Plan  |                       | March                                  |
| Identify Community Space Needs   | Participate in brainstorm for Murphy's building downtown in Feb/Mar.   |                       | Feb/March                              |
|  | Share examples of what communities have done to inspire ideas.   |                       |  |
|  | Collect community input on uses.   |                       |  |
| Identify a space that will serve the strategic initiatives and community needs | Inventory vacant/available spaces.   |                       |  |

Complete the chart to include due dates and person(s) responsible to lead and organize each effort.

# *THE DOUGLAS COLLABORATIVE ARTS & CULTURE COMMUNITY*

## BEST PRACTICES IN CREATING A COLLABORATIVE COMMUNITY

### QUESTIONS TO CONSIDER

1. Review your shared vision, mission and values.
2. Organize your structure.
  - Is your collaboration formal or informal? What does it look like?
  - Example: Are you creating a new 501C3 or is this an informal collaboration network? What, if any, are the legal requirements?
  - Is it a formal board structure with a chair or president and an executive committee or is it an informal board?
  - What are the roles, responsibilities, and expectations for each member?
  - How do you make decisions? Is it a negotiating and voting process or something else?
  - Do you have or need guidelines for funding and fundraising?
  - How often do you meet? When and where?
3. Flesh out your collaborative membership.
  - Who (and how) will you recruit new collaborative members and partners?
  - Is your collaboration reflective of the community you are serving? Whose voices are missing? How do you ensure those voices are at the table?
4. How will you communicate with one another?
  - Do you have a clear, accessible structure for trading information and communicating?
  - Does everyone understand, and agree upon, timelines and expectations?
  - What are your agreed-upon guidelines - email, text, apps, and/or online services?
5. How will you communicate with your stakeholders, your community, and the outside world?
  - Is your branding and messaging consistent?
  - Do you have a crafted media strategy?
6. How do you foster the Team, or Collaborative, culture?
  - Are all team members focused on the long-term mission and goals? Do all members understand and agree on the mission and goals?
  - Do all members have what they need to be successful? Do they have clear expectations and guidelines? Do they feel like a valued member of the team? Can they use their skills to add value to the collaborative?
  - Do you incorporate Relationship Building into every opportunity?
7. How will you involve your community?

## *GROUP BRAINSTORMS: Your Collaborative Community*

### STRENGTHS

1. Arts & Culture Board of Trustees.
2. Diverse backgrounds on the Board.
3. City Council Support. Financially support.
4. Community Partners who have been attending Board meetings.
5. Diverse leadership – on the Board and partners.
6. Douglas' lack of A&C enables the Board to start from the beginning.
7. Clean slate.
8. Board has a common goal (unity) to get A&C in Douglas.
9. Hunger for A&C at the community level.
10. Resources: WYAA, WAC, WY Humanities, WY Community Foundation, individuals.
11. Stakeholder (local) support.
12. Unity within the Board.
13. Lots of existing groups and efforts within the community.
14. Community is becoming more diverse and accepting.
15. Advocacy from CCB encouraging others to step up.
16. Natural beauty. Hidden gem.
17. North Platte River.
18. Location and linkage (I-25).
19. Wyoming State Fair.

## *GROUP BRAINSTORMS: Your Collaborative Community*

### WEAKNESSES

1. Fear of boom/bust economy. Fear to invest in the community long-term.
2. Social Media (very active, sometimes angry, social media platforms).
3. Negative Public Opinion.
4. Might not always have financial support.
5. Lack of follow-through.
6. Ability to get new membership on the board when terms expire.
7. Board not working together.
8. Board taking ideas into action.
9. Board has a lot of idea people, but unsure of action people.
10. Board turnover.
11. Ability for the Board to prioritize.
12. Clean slate.
13. Proximity to Casper.
14. Migratory worker population not invested in Douglas.
15. Douglas is not attractive (built environment).
16. Locals take beauty of natural environment for granted (visitors see the beauty).
17. Public opinion: art is unnecessary – art is not essential, it's an option.
18. Opinion on how tax dollars are spent.
19. Online preference for experiencing art (digital divide).
20. Lack of participation. Interest does not translate to action/commitment.
21. Cultural outreach and coordination between groups.
22. Winter.
23. We don't know what we don't know.
24. Apathy.
25. Lack of professional services.
26. No culture of community service in Douglas.
27. Lack of labor pool in Douglas.
28. Housing shortage (missing middle).
29. Dug-in on opinions.
30. Traditions.
31. Water constraints.
32. Energy capital but highest cost of fuel in the state.
33. Communication challenges.

## *GROUP BRAINSTORMS: Your Collaborative Community*

### OPPORTUNITIES

1. Clean slate. Create identity.
2. Review City ordinances and guidelines.
3. "Look where we live."
4. Cultural Tourism as an Economic Driver.
5. City Council supporting economic investments to diversify economy.
6. Increase community excitement.
7. A&C education (schools, clubs, activities, partnerships).
8. Increase community interaction.
9. Increase community events.
10. Attract Casper residents.
11. Conferences are drawn to culturally rich communities.
12. Diversify income: Development of new A&C related businesses.
13. Use Placemaking SWOT analysis from May 2017.
14. Youth involvement. Develop mechanism for youth engagement. Mentorships.
15. Pride in the community.
16. Development of leadership succession.
17. Diversity of the community.
18. Diversity of the Board.
19. Build partnerships with the State.
20. Coalesce groups under umbrella of collaborative community.
21. Create a culture of engagement.
22. Integrate out historical narrative into our modern identity.
23. Leverage natural beauty for cultural events.
24. Walled garden: COG companies want to do business in WY.
25. Improve beautification of community.
26. Make community desirable to encourage new residents to stay through the winter and for years.
27. Engage new residents.
28. Find ways to help existing residents be welcoming to new residents.
29. Brownfield Remediation (EPA Brownfield Grant).
30. Develop an overlay: Creative Arts District.
31. Collaborative Opportunities (County, Glenrock, Glendo).
32. Demonstrate professional creative pathways to youth. A&C does not have to be a vocation to be an artist.
33. Redefine what art is.
34. Wyoming is attractive currently.

## *GROUP BRAINSTORMS: Your Collaborative Community*

### THREATS

1. Negative Public Opinion.
2. Change political leadership.
3. Vandalism.
4. City regulations and ordinances.
5. Community mind-set “we can’t.”
6. Not open to “outsiders.”
7. Youth moving away.
8. Funding.
9. Never being satisfied.
10. Lack of communication.
11. Community says they want it, we do it and they don’t show up.
12. Inability to collaborate between stakeholders.
13. Educating new or returning residents about activities and services in Douglas. Develop information center as a centralize point of information.
14. Narrow view of what art is and can be (focus on visual only).
15. Economy (boom/bust).
16. Lack of civility and information bias.
17. Sustainability (e.g. water constraints).
18. Political threats (e.g. losing State Fair, 1-cent sales tax).
19. Boad not being able to follow-through.
20. Longevity of communities.
21. Harsh weather.
22. Uninformed political leadership.
23. Stuck in ways “this is the way we’ve always done it.”
24. Failure to plan for longevity.
25. Social media.
26. Lack of engagement.
27. Public mistrust of government and/or others intentions.

# *Imagine Douglas, Wyoming in 2034*

*"From a brown town that does the arts  
to the quintessential colorful arts community."*

## **ACCOMPLISHMENTS**

- Douglas built a community that shares. Identity and culture. Creativity and culture.
- Douglas Wyoming is now the destination for all things arts, from our gallery to events.
- There's a healthy nightlife surrounding Jackalope Square. Music and lively events fill the night air, where once the silence was only broken by highway noise.
- Is now a regional destination for travelers looking for entertainment. Or a quiet place to regroup.
- The charming town of Douglas is barely recognizable. Baker's cafes and art galleries, where there were vacant buildings.
- Douglas Wyoming is now the destination for all things, from our gallery to horticulture shows to live music and theater, Douglas has it all.
- The city is a beautiful place to visit., live and work and has an atmosphere focused on community and opportunities.
- Transform the agricultural and energy-based community to one that appreciated aesthetics as much as profits.
- This is also result in economic diversification as well as putting the city on the map as a destination and all that it has offered.
- The community wasn't transformed into something it was not. Rather enhanced. In its reflective understanding of its own culture.
- A long road from a plane facade of a town to a vibrant colorful community.
- In a world where it is far too easy to take take take and use use use, Douglas stands as a bastion for those willing to create and contribute to their community. In the world around them.
- The city is known for its mythical jackalope: Symbol of the mysterious landscapes of the West. Douglas has grown to embody that magical mystery.
- a well-established, by written filing, uniquely identifiable, cohesive, and that created a place that can You get there first and making a form that under the community who are driven to see Dev as a T in a variety of arts and cultural activities.
- .There's always something to do no matter the time of the year.
- So we have murals, and active businesses downtown.
- Douglas has become a cultural tourism destination.
- We fixed the housing problem and we have new community members.
- There's a culture of saying hello to each other and being friendly.
- There's more than just energy and oil here.
- That kind of Douglas Wyoming has become a bustling arts community in a corridor for outdoor adventure.
- The population grew, which allows for thriving nightlife.

- People stopping off from I-25 are pleasantly surprised to find bustling local shops, restaurants, bookstores, fly fishing shops. Just outside of town, people can rent UTVs or hire a fly fishing guide on their way. To Medicine Bow National Forest
- This weekend, masses from as far away as Santa Fe, descend on Douglas for the goat head gravel Bike race. expecting over 5,000 participants.
- Ancillary programs have joined alongside the long-standing jackalope mural and music festivals: The 4 Horsemen Pony Express Race and the you died of dysentery ultra-marathon, which finishes in front of Jackalope square with a high school band cheering participants on. Over a hundred-thousand people are expected to be attendance over this week long festival alone.
- Studio space is limited for artists and makers. It's not due to a lack of options but abundance of demand.
- Surrounding communities have also benefited.
- Douglas is a regional and national draw,
- became a mecca for arts and achieved widespread community participation.
- The view of downtown Douglas has evolved over the last 10 years. Once a brown town, devoid of beauty and art, it is now a vibrant energetic community.
- New business folks have moved in to help support and be a part of our newly diversified economy.
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# Converse County, WY

## Fostering a Collaborative Arts & Culture Community



### *Summary Report*

January 6, 2024  
Douglas, WY

Facilitated by  
Andrew Schneider  
Wyoming Arts Alliance



**MORE ARTS PROGRAM – CONVERSE  
WYOMING ARTS ALLIANCE  
Douglas City Hall  
January 6, 2024**

**WYAA More Arts Program:** MAP is a professional development program created to address the community and cultural leadership training needs of Wyoming communities. This training program is seen by WyAA as critical to building a stronger consortium of voices in support of the arts as key components in community development and in enhancing a statewide creative economy.

**Workshop Objective:** Celebrate and enhance the Douglas-area’s collaborative arts community by building and growing the partnerships and momentum of the Douglas Arts & Culture Board of Trustees. Explore ways to support and grow artists as community leaders.

Andrew Schneider, Wyoming Arts Alliance  
Amara Fehring, Wyoming Arts Council  
Amanda Smylie, Board Member  
Betsy Varland, Board Member, Vice Chair  
(Absent) Chevy Meyer, Board Member, Secretary  
Shea Burke, Board Member  
(Absent) Karma McKelvey, Board Member  
Richard Burke, Board Member, Treasurer  
Michele Carter, Board Member, Chairperson

JD Cox, City Manager  
Clara Chaffin, Community Development Director  
Heidi McCullough, Planning Technician (Historic Preservation)  
Jen Goodwin, Enterprise  
(Absent) Jen Rassmussen, Railroad Museum (Enterprise)  
Josh Butts, Culture Officer, Converse County Bank  
Matt Carlson, CCSD Middle School Shop Teacher

- 8:00 AM GATHER Light Breakfast and Coffee
- 8:30 AM Introductions/Setting Mindset and Expectations for the Day
- 8:45 AM Brainstorming: State of the Arts in Douglas
- 9:45 AM The Collaborative Community
- 10:30 AM BREAK
- 10:45 AM Building a Shared Direction
- 12:00 PM LUNCH
- 1:00 PM Community Support – Amara Fehring
- 2:00 PM Brainstorming: 5-Year Vision & Mission
- 3:00 PM BREAK
- 3:15 PM Priorities: Your Role
- 4:15 PM Building the Framework
- 5:30 PM ADJOURN

## *Draft Vision*

Douglas is a vibrant gateway to Wyoming's backcountry beauty. The arts attract entrepreneurs and audiences.

## *Draft Mission*

The board will cultivate a community of collaboration in which the arts serve as a boon to the local economy, help define Douglas's identity as a vibrant destination, and act as a catalyst for the city's vision: To be a community with the highest quality of life, growing towards tomorrow.

Some communities also include values to further define their purpose. This is optional, but might help you prioritize the numerous concepts that came up repeatedly throughout the workshop. Outlining your community's values can signal the importance of color (not brown!), fostering creativity in everyone (accessibility), etc.

## *Draft Strategic Initiatives*

Further work to organize objectives into key initiatives will help clarify how you are going to pursue your mission and reach your vision.

- Participate in brainstorm for Murphy's building downtown in Feb/Mar. Share examples of what communities have done. Collect community input on uses.
- Adopt 5 year plan by March.
- Establishing \*visual\* public art policies by end of June - either internally to board or to recommend to council for broader adoption. Due in 2-3 months.
- Gift policy already exists. Review it.
- Identify and develop downtown district brand that will be promoted. Branding workshop with mainstreet and city, involve community.
- Downtown streetscape vision details. (e.g. signage) Redo downtown sketchbook.

## *Draft Strategic Initiatives Continued*

- Encouraging existing agencies/groups to engage with board.
- Create space and time for collaboration. Empower thru visioning. Friendraiser.
- Gather leadership to getting to know each other: Local biz, churches, nonprofits. BGC. 4H. Master gardeners & extension coordinator. Individual artists. Tourism board. Other muni boards? To reach a point where resources can be shared.

- Help city understand the board serves at pleasure of community.
- Participate in existing community collaboration group meeting. Don't duplicate.
- Establish a gallery/exhibit space. Establish culinary/creative/doing space.
- Inventory existing spaces: pros/cons. Inventory blighted properties. Inventory 'brown town' buildings.
- Encourage children. Champion creativity in our youth. Youth advisory group? Youth wall in J Square.

Participate in Jackalope days, summer events.

- Urgent/Important: Board should show the community what we can do with 6 months of existence, in year 1: First event by June (participating in existing event).
- Public awareness activities: Have booth at vendor fair for visibility. Online survey. Hands-on arts activities at community events. Coloring book/sheets. Presentation to Council?
- Complete city-budgeted projects for 2024: Determine what budget is available and due dates for this as first step.
- Jack statue at Walnut St. Parking, Murals (festival this summer?), Progress on design of Jackalope Square feature and additional lighting, Graffiti alley or train museum, worth initiative destination development, kids wall.
- Implement visual arts program, including murals/facades.
- Giant wood billboard pieces at RR Museum needs a life. Collab opportunity with mainstreet and arts board. Instagramable moment.
- Artists offer classes: writing, drawing, etc.
- Jackalope Square Bandshell, incorporating gazebo, developing splash pad, integrating other artistic elements

## ***DEFINING YOUR COLLABORATIVE COMMUNITY***

Create a space for creativity to serve the community. The space will serve gallery/exhibition needs. The space will serve culinary needs. The space will serve visual creative making/doing space. The space will serve performing arts needs. The space will serve creative entrepreneur needs.

| Priorities   | Action Steps   | Person(s) Responsible | Tentative Due Dates (revise as needed) |
|--|--|-----------------------|--|
| Organize, Structure Douglas Collaborative Community                            | Address the questions on P.4 to organize the collaborative structure.  |                       |  |
| Prioritize Strategic Initiatives   | Add new/remove initiatives. Flesh out the priorities as needed to better define. Prioritize based on importance or time sensitivity. |                       |  |
|  | Adopt 5-year Strategic Plan  |                       | March                                  |
| Identify Community Space Needs   | Participate in brainstorm for Murphy's building downtown in Feb/Mar.   |                       | Feb/March                              |
|  | Share examples of what communities have done to inspire ideas.   |                       |  |
|  | Collect community input on uses.   |                       |  |
| Identify a space that will serve the strategic initiatives and community needs | Inventory vacant/available spaces.   |                       |  |

Complete the chart to include due dates and person(s) responsible to lead and organize each effort.

# *THE DOUGLAS COLLABORATIVE ARTS & CULTURE COMMUNITY*

## BEST PRACTICES IN CREATING A COLLABORATIVE COMMUNITY

### QUESTIONS TO CONSIDER

1. Review your shared vision, mission and values.
2. Organize your structure.
  - Is your collaboration formal or informal? What does it look like?
  - Example: Are you creating a new 501C3 or is this an informal collaboration network? What, if any, are the legal requirements?
  - Is it a formal board structure with a chair or president and an executive committee or is it an informal board?
  - What are the roles, responsibilities, and expectations for each member?
  - How do you make decisions? Is it a negotiating and voting process or something else?
  - Do you have or need guidelines for funding and fundraising?
  - How often do you meet? When and where?
3. Flesh out your collaborative membership.
  - Who (and how) will you recruit new collaborative members and partners?
  - Is your collaboration reflective of the community you are serving? Whose voices are missing? How do you ensure those voices are at the table?
4. How will you communicate with one another?
  - Do you have a clear, accessible structure for trading information and communicating?
  - Does everyone understand, and agree upon, timelines and expectations?
  - What are your agreed-upon guidelines - email, text, apps, and/or online services?
5. How will you communicate with your stakeholders, your community, and the outside world?
  - Is your branding and messaging consistent?
  - Do you have a crafted media strategy?
6. How do you foster the Team, or Collaborative, culture?
  - Are all team members focused on the long-term mission and goals? Do all members understand and agree on the mission and goals?
  - Do all members have what they need to be successful? Do they have clear expectations and guidelines? Do they feel like a valued member of the team? Can they use their skills to add value to the collaborative?
  - Do you incorporate Relationship Building into every opportunity?
7. How will you involve your community?

## *GROUP BRAINSTORMS: Your Collaborative Community*

### STRENGTHS

1. Arts & Culture Board of Trustees.
2. Diverse backgrounds on the Board.
3. City Council Support. Financially support.
4. Community Partners who have been attending Board meetings.
5. Diverse leadership – on the Board and partners.
6. Douglas' lack of A&C enables the Board to start from the beginning.
7. Clean slate.
8. Board has a common goal (unity) to get A&C in Douglas.
9. Hunger for A&C at the community level.
10. Resources: WYAA, WAC, WY Humanities, WY Community Foundation, individuals.
11. Stakeholder (local) support.
12. Unity within the Board.
13. Lots of existing groups and efforts within the community.
14. Community is becoming more diverse and accepting.
15. Advocacy from CCB encouraging others to step up.
16. Natural beauty. Hidden gem.
17. North Platte River.
18. Location and linkage (I-25).
19. Wyoming State Fair.

## *GROUP BRAINSTORMS: Your Collaborative Community*

### WEAKNESSES

1. Fear of boom/bust economy. Fear to invest in the community long-term.
2. Social Media (very active, sometimes angry, social media platforms).
3. Negative Public Opinion.
4. Might not always have financial support.
5. Lack of follow-through.
6. Ability to get new membership on the board when terms expire.
7. Board not working together.
8. Board taking ideas into action.
9. Board has a lot of idea people, but unsure of action people.
10. Board turnover.
11. Ability for the Board to prioritize.
12. Clean slate.
13. Proximity to Casper.
14. Migratory worker population not invested in Douglas.
15. Douglas is not attractive (built environment).
16. Locals take beauty of natural environment for granted (visitors see the beauty).
17. Public opinion: art is unnecessary – art is not essential, it's an option.
18. Opinion on how tax dollars are spent.
19. Online preference for experiencing art (digital divide).
20. Lack of participation. Interest does not translate to action/commitment.
21. Cultural outreach and coordination between groups.
22. Winter.
23. We don't know what we don't know.
24. Apathy.
25. Lack of professional services.
26. No culture of community service in Douglas.
27. Lack of labor pool in Douglas.
28. Housing shortage (missing middle).
29. Dug-in on opinions.
30. Traditions.
31. Water constraints.
32. Energy capital but highest cost of fuel in the state.
33. Communication challenges.

## *GROUP BRAINSTORMS: Your Collaborative Community*

### OPPORTUNITIES

1. Clean slate. Create identity.
2. Review City ordinances and guidelines.
3. "Look where we live."
4. Cultural Tourism as an Economic Driver.
5. City Council supporting economic investments to diversify economy.
6. Increase community excitement.
7. A&C education (schools, clubs, activities, partnerships).
8. Increase community interaction.
9. Increase community events.
10. Attract Casper residents.
11. Conferences are drawn to culturally rich communities.
12. Diversify income: Development of new A&C related businesses.
13. Use Placemaking SWOT analysis from May 2017.
14. Youth involvement. Develop mechanism for youth engagement. Mentorships.
15. Pride in the community.
16. Development of leadership succession.
17. Diversity of the community.
18. Diversity of the Board.
19. Build partnerships with the State.
20. Coalesce groups under umbrella of collaborative community.
21. Create a culture of engagement.
22. Integrate out historical narrative into our modern identity.
23. Leverage natural beauty for cultural events.
24. Walled garden: COG companies want to do business in WY.
25. Improve beautification of community.
26. Make community desirable to encourage new residents to stay through the winter and for years.
27. Engage new residents.
28. Find ways to help existing residents be welcoming to new residents.
29. Brownfield Remediation (EPA Brownfield Grant).
30. Develop an overlay: Creative Arts District.
31. Collaborative Opportunities (County, Glenrock, Glendo).
32. Demonstrate professional creative pathways to youth. A&C does not have to be a vocation to be an artist.
33. Redefine what art is.
34. Wyoming is attractive currently.

## *GROUP BRAINSTORMS: Your Collaborative Community*

### THREATS

1. Negative Public Opinion.
2. Change political leadership.
3. Vandalism.
4. City regulations and ordinances.
5. Community mind-set “we can’t.”
6. Not open to “outsiders.”
7. Youth moving away.
8. Funding.
9. Never being satisfied.
10. Lack of communication.
11. Community says they want it, we do it and they don’t show up.
12. Inability to collaborate between stakeholders.
13. Educating new or returning residents about activities and services in Douglas. Develop information center as a centralize point of information.
14. Narrow view of what art is and can be (focus on visual only).
15. Economy (boom/bust).
16. Lack of civility and information bias.
17. Sustainability (e.g. water constraints).
18. Political threats (e.g. losing State Fair, 1-cent sales tax).
19. Boad not being able to follow-through.
20. Longevity of communities.
21. Harsh weather.
22. Uninformed political leadership.
23. Stuck in ways “this is the way we’ve always done it.”
24. Failure to plan for longevity.
25. Social media.
26. Lack of engagement.
27. Public mistrust of government and/or others intentions.

# *Imagine Douglas, Wyoming in 2034*

*"From a brown town that does the arts  
to the quintessential colorful arts community."*

## **ACCOMPLISHMENTS**

- Douglas built a community that shares. Identity and culture. Creativity and culture.
- Douglas Wyoming is now the destination for all things arts, from our gallery to events.
- There's a healthy nightlife surrounding Jackalope Square. Music and lively events fill the night air, where once the silence was only broken by highway noise.
- Is now a regional destination for travelers looking for entertainment. Or a quiet place to regroup.
- The charming town of Douglas is barely recognizable. Baker's cafes and art galleries, where there were vacant buildings.
- Douglas Wyoming is now the destination for all things, from our gallery to horticulture shows to live music and theater, Douglas has it all.
- The city is a beautiful place to visit., live and work and has an atmosphere focused on community and opportunities.
- Transform the agricultural and energy-based community to one that appreciated aesthetics as much as profits.
- This is also result in economic diversification as well as putting the city on the map as a destination and all that it has offered.
- The community wasn't transformed into something it was not. Rather enhanced. In its reflective understanding of its own culture.
- A long road from a plane facade of a town to a vibrant colorful community.
- In a world where it is far too easy to take take take and use use use, Douglas stands as a bastion for those willing to create and contribute to their community. In the world around them.
- The city is known for its mythical jackalope: Symbol of the mysterious landscapes of the West. Douglas has grown to embody that magical mystery.
- a well-established, by written filing, uniquely identifiable, cohesive, and that created a place that can You get there first and making a form that under the community who are driven to see Dev as a T in a variety of arts and cultural activities.
- .There's always something to do no matter the time of the year.
- So we have murals, and active businesses downtown.
- Douglas has become a cultural tourism destination.
- We fixed the housing problem and we have new community members.
- There's a culture of saying hello to each other and being friendly.
- There's more than just energy and oil here.
- That kind of Douglas Wyoming has become a bustling arts community in a corridor for outdoor adventure.
- The population grew, which allows for thriving nightlife.

- People stopping off from I-25 are pleasantly surprised to find bustling local shops, restaurants, bookstores, fly fishing shops. Just outside of town, people can rent UTVs or hire a fly fishing guide on their way. To Medicine Bow National Forest
- This weekend, masses from as far away as Santa Fe, descend on Douglas for the goat head gravel Bike race. expecting over 5,000 participants.
- Ancillary programs have joined alongside the long-standing jackalope mural and music festivals: The 4 Horsemen Pony Express Race and the you died of dysentery ultra-marathon, which finishes in front of Jackalope square with a high school band cheering participants on. Over a hundred-thousand people are expected to be attendance over this week long festival alone.
- Studio space is limited for artists and makers. It's not due to a lack of options but abundance of demand.
- Surrounding communities have also benefited.
- Douglas is a regional and national draw,
- became a mecca for arts and achieved widespread community participation.
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