

CITY OF LA CROSSE ARTS BOARD PLAN

June 2013

in the dark, she swallows
half the moon
waiting for the eclipse
Beth M. Erickson



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Adopted by Common Council: Resolution No. _____ Date: _____

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Special Thanks to Anne Katz, Arts Wisconsin for
Facilitation and Editing

Executive Summary

The City of La Crosse is continually working to fulfill the goals slated in the Vision 2020 Downtown Master Plan. This Plan has positioned the City to prepare and implement a platform for significant investment in the arts environment. The City Council created the City of La Crosse Arts Board in 2009 to champion the integration of the arts and creativity into the work and services of the City through policy, education, placemaking and planning. The Board serves as a conduit and catalyst to receive information and ideas from the community, foster engagement in city processes and help the City address civic issues with creative solutions.

The City of La Crosse Arts Board Plan documents the past, present, and future efforts to improve La Crosse as an arts destination. The City of La Crosse Arts Board in conjunction with the Planning Department developed the Arts Board Plan with review and approval by the City Council. This plan contains a general history of the Arts Board, a review of arts outlets and organizations in La Crosse, a summary of past arts and cultural assessments and reports, and a launchpad for the creation of a downtown arts district and the possibility of other such districts throughout the city. The plan also reports on the mission and areas of focus for the Arts Board, including strategies and action steps.

These four areas of focus are:

1. Development of a downtown Arts District as identified in City Vision 2020.
2. Serve as a forum to receive proposals and forward them, with specific recommendations, to the City Council or appropriate committee of the Council.
3. Advocate for the arts by advising on policies and plans of the City, and by seeking non-City public and private resources to advance the work of the Arts Board.
4. Analyze gaps and opportunities in programming, support, funding, and promotion for the arts, cultural activity and economic development.

The strategies and action steps coordinating with each Area of Focus provide guidance to accomplishment. This plan presents continuation of current Arts Board actions, as well as new projects and ideas for the Arts Board to address and complete. An outlined plan focuses the Board's work for the next 5 years to ensure La Crosse is advancing arts development and ensuring access to the arts for all city residents. By incorporating more public art, artistic programming and support for the arts overall, La Crosse will expand its recognition as an arts destination for artists, residents and visitors.

A growing body of local and global research, best practices and studies show that investment in a communities arts infrastructure significantly benefits the local and regional economies; creative entrepreneurs and arts organizations and businesses contribute to higher government revenue, support job growth, and are a key component in tourism. Clearly, the arts sector energizes local economies and sustains vibrant communities on various levels.

Our definition of the arts is forward-thinking and covers an ever-expanding range of disciplines, worldviews, tradition, and possibilities. Visual arts include but are not limited to ceramics, sculpture,

painting, drawing, sketching, printmaking, metalwork, wood crafting, textiles, photography, mixed media, crafts and jewelry. The performing arts encompass music, theatre, performance, fashion, cuisine, dance, literature, poetry, electronic media and film. The diversity of our community adds much to the creative mix of opportunities available. Our view and support of the arts involves artistry, heritage, and creativity manifested in new and innovative ways, all to provide creative, economic, civic, educational and aesthetic benefits for the city of La Crosse and all of its residents.

Chapter 1: Introduction

1.1 Overview of La Crosse: Grand River • Great City

Gorgeous bluffs rising to the east and the river and bluffs to the west, La Crosse is nestled in a most unique scenic area. La Crosse boasts the confluence of three rivers: the Mississippi River, the Black River, and the La Crosse River. The bluffs, rivers, forests and prairies offer exceptional recreational activities; shopping, dining, arts & entertainment, historic downtown La Crosse offers experiences not found elsewhere.

Established in the mid 1800s, La Crosse was a vital trading post along the Mississippi River, which later developed into a prime location for the lumber and brewing industry. Today, La Crosse remains the largest city on the midwestern border of Wisconsin, with a population of approximately 51,000. The city is a metro hub that impacts the surrounding region of 133,000 people. Demographically, the City of La Crosse is majority Caucasian; however minorities make up almost 10% of La Crosse’s population and the growing diversity provides assets and opportunities for all residents.



Within a 150 mile radius of La Crosse, there are roughly 4 million people from major cities such as Madison, WI and Minneapolis/St. Paul, MN. The La Crosse Municipal Airport, state highways, river transportation, and an Amtrak train station make La Crosse an easily accessed city. People from surrounding communities come to La Crosse to enjoy the scenic bluffs, rivers and nature hiking trails, the historic downtown area lined with specialty shops, and the growing art scene featuring music, theatre, and arts venues.

Located in the tri-state area (Minnesota, Wisconsin, and Iowa), La Crosse has a relatively stable economy as a result of having a variety of businesses, industry, and institutions. With the combination of two major healthcare facilities, two accredited universities and one technical college, numerous successful businesses, and the center for local and county government, La Crosse has faced challenges, but has remained economically successful.

The City of La Crosse is continually working to grow and diversify its economy. The downtown area is a primary focus for opportunity. In 2004, the City of La Crosse and Downtown Main Street Inc.



collaborated to identify goals and strategies for improvement of the downtown area. This plan is titled *City Vision 2020 Master Plan*, and it currently provides the primary focus for downtown economic development. Over the course of past decades the downtown area has been building

both upon its historic character and the natural appeal of the riverfront. The revitalization that has taken place has shifted the downtown from former industrial activity to a business, retail, restaurant and entertainment hub. Employment in the downtown has grown to 7,500, adding 3,000 jobs in the last five years, primarily from the expansion of two large employers. Over 400 businesses and 700 housing units are currently located in downtown.

The arts and creativity are a growing and important component of downtown redevelopment and revitalization.

1.2 Overview of Arts in La Crosse

La Crosse has advanced significantly as a community that cares about and invests in the arts. Over 20 organizations devoted to the arts, 15 art galleries and studios, educational programs in schools, and a variety of festivals focused on arts, music and literature contribute to the availability of and participation in the arts in this great river city.

One of the major contributors to the area is the Pump House Regional Arts Center, recognized for visual arts, theatre, music, and independent film alternatives. The music scene in La Crosse is impressive and includes organizations as well as tavern music venues. Organizations devoted to choir, band, jazz music, as well as a professional symphony orchestra, add to the arts offerings. Additionally, in the area are three theatres, a convention center for larger performances, and various dance groups. Finally, the city supports the arts with artist live-work apartments at Grand River Station in downtown La Crosse.

Cultural Facilities

There are numerous arts facilities and organizations in La Crosse; some of the most notable ones are found below:

- **The La Crosse Community Theatre** has been entertaining the La Crosse area with musicals, comedies, dramas, and children's theatre productions for almost 50 years. The new facility has a spacious lobby with a view of the river, 450 seat theatre, a smaller black box theatre, adequate rehearsal space, room for costume and prop creation and storage, and a rentable classroom.
- **The Pump House Regional Arts Center** is a multidisciplinary art space offering gallery displays, theatre performances, art classes, poetry readings, live musician events, and a film society.
- **University of Wisconsin-La Crosse** and **Viterbo University** both offer higher education in arts, theatre, and music. Both universities have theatre and performance facilities and a student gallery for the public.
- **La Crosse Symphony Orchestra** presents symphony performances from talented musicians across the globe for the tri-state area. They also provide opportunities for high school and college students to perform with a high caliber orchestra.
- **The La Crosse Center**, the downtown convention center, has an area with up to 8,000 seats used for large scale concerts and performances, as well as craft fairs and conventions. The building also has a 6,000 sq. ft. ballroom and two large halls to accommodate a wide spectrum of events.

- **Grand River Station** is an apartment complex accommodating to artist living. The second floor offers artist live-work spaces that have extra wide doors, polished concrete floors, and slop sinks. Tenants can also use the furnished community workshop, small theatre, and lobby gallery.
- **Historic Theatres and Live Music** – The newly renovated Cavalier Theatre and Lounge, the historic Rivoli movie theatre and the historic Hollywood Theatre (currently under renovation) add to the historic and artistic portfolio of the downtown. Live music abounds in the downtown with many local restaurants and taverns hosting local and regional acts.

Furthermore, there is a breadth of local organizations devoted to the arts sector. Over 25 groups engage the community in all forms of art including visual arts, theatre, music, crafting, dance, and literature. View an extensive list of these organizations in Appendix C.

Lastly, La Crosse is scattered with multiple art galleries and studios:

Gallery	Location
Art 211 Pearl	211 Pearl Street
Behind-the-Brewery-Gallery	1026 South Front Street
By James Galleries & Custom Framing	511 Main Street
Gallery La Crosse	320 Main Street
Generous Earth Pottery	221 Pearl Street
Grand River Station Gallery	315 South 3 rd Street
JMP Art Studio & Gallery	1236 Caledonia Street
Pump House Regional Arts Center	119 King Street
Satori Arts	201 Pearl Street
State Street Gallery	1804 State Street
Studio Gallery 1311	1311 Market Street
The University Gallery	Center for the Arts, UW-L
Vision of Light Stained Glass	129 4 th Street S.
Vitamin Studio	129 South 6 th Street
Viterbo University Gallery	Fine Arts Center, Viterbo University

1.3 Purpose of the Plan

The City of La Crosse Arts Board Plan was developed to focus the Arts Boards’ efforts on achieving set goals over the next 5 years. As a civic entity, the Board will leverage and encourage artistic activities throughout the City. It will also cultivate the arts through internal city channels to ensure incorporation in policies, planning and infrastructure. This plan is a framework of strategies and actions which can annually be built upon as initiatives continue to move forward. A portion of the work in the plan is recognized by the City Vision 2020 plan, which offers a city-wide plan for strategic development of La Crosse. The City Vision 2020 plan identifies a need for an Arts District in a portion of the downtown area. The Arts Board Plan will present strategies for arts and cultural development in La Crosse, many of

which directly support the future Arts District. By accomplishing the goals in the following plan, the City of La Crosse Arts Board fulfills its mission of promoting, supporting, and advocating for the arts.

Under City Council direction, the Board and this Plan stress the need for placemaking. “Placemaking’ is both an overarching idea and a hands-on tool for improving a neighborhood, city or region. It has the potential to be of the most transformative ideas of this century.” – Metropolitan Planning Council of Chicago. The placemaking approach helps citizens transform public spaces into vital places that attract people, highlight local assets, spur rejuvenation and serve common needs. In its broadest application, placemaking is a catalyst for building healthy, sustainable and economically viable cities of the future. Arts and architecture, through placemaking, help us to design memorable and attractive buildings, bridges, plazas, parks, streets and waterfronts. The Arts Board and this Plan will continue to focus government, businesses and residents on placemaking in future planning and development efforts.

Chapter 2: History

La Crosse has supported the arts for many years through both governmental and individual organizations, and while much has been accomplished, more opportunities exist. The United Fund for the Arts and Humanities and the La Crosse Arts Alliance exist specifically to coordinate, fund and develop the arts. Government support for the arts increased when the City Arts Steering Committee recognized the need for more governmental support and evolved into the City of La Crosse Arts Board. All of the stated organizations and boards have worked with consulting agencies that have evaluated arts and culture of La Crosse over the last 20 years. The following section provides an explanation of supporting organizations, a review of the arts and culture assessment studies, and the mission, focus, and past accomplishments of the City of La Crosse Arts Board.

2.1 Organizations Supportive of the Arts in La Crosse

United Fund for the Arts and Humanities (UFAH) is a fundraising organization for arts organizations in La Crosse. Each year UFAH leads an annual fundraising campaign in La Crosse, and then distributes the funds to its member organizations. The need for an organization like this was recognized in 1977 when a representative of the National Endowment of the Arts announced that businesses would prefer not to be disturbed by multiple organizations for funding requests, and would rather donate to a central fundraising organization that supports all art organizations. In 1983 the United Fund for Arts and Humanities (UFAH), formerly United Fund for the Arts (UFA) was founded in collaboration with Western Wisconsin Regional Arts (WWRA). The two collaborating organizations split in 1985 when UFAH could financially support itself and the member organizations. At the organization’s 25th anniversary in 2008, UFAH had raised \$3,113,629, to date and is continually raising support for the arts in La Crosse today. Current member organizations include: Coulee Chordsman,



Great River Festival of Arts, La Crosse Area Youth Symphony Orchestras, La Crosse Boy Choir, La Crosse Chamber Chorale, La Crosse Community Theatre, La Crosse County Historical Society, La Crosse Symphony Orchestra, Mississippi Valley Archeology Center, and Pump House Regional Arts Center.

La Crosse Arts Alliance is an organization made-up of the executive directors and heads of numerous arts organizations in La Crosse. The purpose of this organization is to facilitate communication among arts organizations, city government, and artists to help build collaborating relationships and promote the arts in La Crosse. In its history, the La Crosse Arts Alliance has sponsored studies for analysis of the economic impact of arts in La Crosse, performed research on an arts and culture event calendar, and established a website featuring arts organizations. They are currently working together to create a more extensive, user-friendly website featuring an event calendar and announcements about the member organizations.

The City Arts Steering Committee was developed in 2005 to oversee and guide the feasibility, planning, design, and construction process for the development of a mixed use arts facility for the La Crosse Community Theatre and other community art needs. The City Arts Steering Committee was the main contributor to research, guidance and assistance of the development of Grand River Station. Committee members researched and toured similar facilities, helped achieve low income housing tax credits, and held public meetings about area artist's needs.

2.2 City of La Crosse Arts Board

In 2009, the City Council created the City of La Crosse Arts Board to serve as a conduit to champion the arts into the work of the City through policy, education, placemaking and planning. The Board will serve to receive information and ideas from the community, fostering engagement in city processes and will help the City address civic issues with creative solutions. From 2005 to 2008 the City Arts Steering Committee managed these tasks but the City of La Crosse wanted more; they wanted to be identified as an "arts destination" -- a location acknowledged and known for the arts. In 2008 the committee researched over 30 communities recognized as "arts destinations" and found that those communities had a version of formal government sponsorship, indicating the necessity of the development of an Arts Board. A local board that nurtures the arts can ensure governmental attention to arts which will benefit the community aesthetically, culturally and economically. From this, the City Arts Steering Committee was dissolved and the City of La Crosse Arts Board was created, complete with six board members. View the Arts Board creation resolution in appendix B on page 30. The Arts Board has now grown into a board of nine members in addition to many other contributing community members.

The City of La Crosse Arts Board is comprised of up to nine members appointed by the Mayor. The Board may include up to three non-city residents if approved by the Common Council. Approved Arts Board members serve a two year term that is staggered initially with five members serving two year terms and four members serving one year terms.

Mission: The City of La Crosse Arts Board, as created by the Common Council and supported by the La Crosse County Board, promotes, supports and advocates for the arts as an essential part of City and regional life. The board celebrates the community’s diversity through creative endeavors and champions the arts as vital to economic growth by focusing on its role as a civic advisory board.

The resolution creating the Arts Board stipulated the following four principal areas of focus that then provide direction to the Boards short and long term work plan.

1. Development of the Arts District as identified in City Vision 2020.
The City Vision 2020 Plan ultimately has a vision to “promote the arts as a unique downtown attraction.” The plan suggests executing an arts district, or “a neighborhood where visual and performing artists live, create, sell and share their artistic achievements.” The proposed arts district will include streetscaping, public artwork, and alternative evening activities that embrace the arts.
2. Serve as a forum to receive proposals and forward them, with specific recommendation, to the Common Council or appropriate committee of the Council.
The City of La Crosse Arts Board is a civic advisory committee to the Common Council and advances ideas from the committee to the Common Council which then gains approval by city government. Projects by the Arts Board are mainly implemented by volunteers led by a Champion, sanctioned by the Board.
3. Advocate for the arts by commenting on policies and plans of the City, and by seeking non-City funding to advance the work of the Arts Board.
The Arts Board understands the economic and cultural importance of arts within the community, and is a dedicated advocate for developing and improving the presence of arts in La Crosse.
4. Analyze gaps and opportunities in programming, support, funding, and promotion for the arts, cultural activity and economic development.
New art initiatives, programs, and plans are recommended and realized by the City of La Crosse Arts Board. In order to execute plans, the Board receives funding from the City of La Crosse, accepted grants, and community donations. The Arts Board strives for new projects that create an arts identity for La Crosse.

Arts Board Projects/Accomplishments:

Friendly Film Resolution—July 2009

Grand River Station—August 2010

Presentation of Trompe L’ Oeil by specialty artist, John Pugh—April 2011

Storefront Arts—Summer 2011 and 2012

Strolling Poem and Dances Steps—2011 and 2012

National Endowment for the Arts—Our Town Grant submitted – 2011 and 2012

Arts District tree grates installed on King St., Jay St., 2nd St., and Front St.—August 2011

Public Art Inventory and Assessment of Conditions – 2012
Ann Markusen Placemaking Presentation—February 2013
Arts La Crosse Banners – May 2013

Project Champions

As a way to engage a broader community and as a means of accomplishing more with less dependence on city staff, the Arts Board is looking to designate project champions as a new way of working with the city. Project champions can be designated for Arts Board projects and activities and they are not required to be an Arts Board member. A champion will be assigned a contact, typically city staff, the Chair or Vice Chair who will assist and guide project coordination.

A Project Champion may be appointed by the Vice Chair or Chair with the concurrence of City Staff. This will allow work to begin without waiting for an Arts Board meeting. Appointments will be for designated Arts Board projects and will be reported to the Arts Board. A Project Champion will have authority to receive pricing and quotations but cannot encumber the City, in anyway, without explicit understanding and approval of their Assigned Contact. A Champion is encouraged to recruit other volunteers to work on a project and make plans and speak for the Arts Board on matters related to their project. All decisions are subject to coordination with the City's requirement, procedures and consistent with the discussed understandings with their Assigned Contact. Champions are expected to create a project outline (if one is not provided) and timeline for their project. It is anticipated that the outline will include the work to be completed and the proposed plan for work. They are expected to include their Assigned Contact on all correspondence and attend Arts Board meetings to provided updates to the board, receive direction and insure good coordination with other activities and adherence with City policy.

It is intended that a Champion have a good experience and ensure a good experience for others engaged. Achievement can be its own reward, but a little fun as part of the Arts, can go a long way to growing those interested in participation. Champions serve at the pleasure of the Board and with the sincere appreciation from the Board.

2.3 Significant Reports

1991 Cultural Needs Assessment by ArtsMarket Consulting: This study was conducted to assess the strengths and weaknesses of La Crosse's arts and culture environment. The results provided necessary research for future long-term collaborative planning for projects to broaden the cultural environment throughout La Crosse. The consulting company received feedback from questionnaires, in-depth interviews, discussions, focus groups, and telephone surveys. Over 350 people including arts organizations leaders, artists, La Crosse County residents, arts attendees and non-attendees, arts organization members, and key community members participated in the study.

Five main planning tasks were outlined in the study:

- Involve a larger percentage of residents in the arts. A collaborative marketing campaign among the arts organizations would improve knowledge and participation in the arts.
- La Crosse County needs a community arts endowment fund of at least \$1 million to provide arts and culture organizations operating funds.
- Develop a plan for a comprehensive cultural facility with space for arts education and expanded office and meeting space. The Pump House Regional Arts Center would be the most logical location for these improvements. A long-term development plan for a municipal art museum was also suggested.
- Incorporate the arts into the revitalization of downtown using public art, streetscape, signage, and public art performances.
- Improve access to the arts to all people in La Crosse, including more public school art programming and underserved populations such as the elderly and Hmong.

City Vision 2020 Downtown Master Plan, 2004: The objective of the plan was to prepare a comprehensive update of the City Vision 2000 Downtown Master Plan including a detailed strategic implementation program that lists specific prioritized actions. The following goals and highlighted strategies were established for the Plan, in no particular order and pertain specifically to the Arts Board:

- Maximize the Downtown’s connection to the river and river related activities
- Create and maintain available, visible and convenient Downtown parking
 - Provide landscaped pedestrian connections through parking lots and alleys
- Facilitate redevelopment of major catalytic project nodes
 - Promote the arts as a unique Downtown attraction
- Continue improvements in historic core
 - Promote a balance of activities at night to provide alternative to bar scene. A more diversified mix of attractions would include art and cultural attractions, fine restaurants, bars appealing to an older (after college) crowd
- Establish prominent entrance gateways into Downtown from north, south and east
- Provide effective Downtown management, processes and marketing
- Enhance Placemaking in Downtown La Crosse

Plan recommended actions specific to the City Arts Board include the following:

- Incorporate decorative lighting, special paving, and wayfinding signage to create a new “gateway” into La Crosse from the north.
- Renovate the Copeland Avenue Bridge over the La Crosse River to enhance the “gateway” experience. Install decorative lights, railings, and planters to improve the current utilitarian character of the bridge.
- Provide the historic streetscape palette along public parkway drives.
- Consider landscape modifications to the Main Street Mall (pedestrian mall between Front and Second Streets) to open up the middle of the space to allow a better view toward the water from the Downtown. A gateway structure provided at the end of the mall on the east side of Front Street would enhance the sense of entrance into the Downtown from the riverfront.

- Promote and attract art-oriented activities and businesses/institutions in the neighborhood, especially along King Street, which is envisioned as a “main street” for this neighborhood. This area would become known as an "Arts District," a neighborhood where visual and performing artists live, create, sell and share their artistic achievements. Related businesses like restaurants, coffee houses, markets, shops and museums would also exist in this synergy of arts, commerce and community.
- Provide a “sculpture walk,” a series of sculptures or art pieces along the length of the riverwalk.
- As the Bridge Landing neighborhood redevelops, the overall character of this area would be one of the most diverse in the Downtown and is expected to include a mix of new residential housing, converted “loft” housing, some light industrial/commercial uses, retail/restaurant establishments (not college oriented), and arts/cultural attractions.
- Treat the area between the two bridge ramps as a singular “gateway” redevelopment parcel. The area should be developed to be a large green space.

ArtSpace Feasibility Report, 2007: Funded jointly by the City of La Crosse and the La Crosse County, this study was conducted by ArtSpace Projects, Inc. and Swan Research and Consulting to analyze if La



Crosse was in realistic need of a new La Crosse Community Theatre and mixed-use art facility. ArtSpace surveyed artists, arts organizations, and interested businesses on what they will need in the future for art space and facilities (**Survey of Artists’ and Arts Organizations’ Space and Needs Preferences, 2006**). Forty-two percent of artists indicated interest in rentable studio space, and 31% were interested in studio live-work space. The study revealed a demand for approximately 24 live-work spaces and 30 artist studios in La

Crosse. Art organizations and businesses indicated an interest in relocating or expanding to a new multi-use arts facility, but many were hesitant about the affordability.

Arts & Economic Prosperity Study by Americans for the Arts, 2007 and 2012:

The Arts and Economic Prosperity Study provides research on how nonprofit arts and culture organizations and their audiences influence economic impact in La Crosse. The study analyzes nonprofit arts and culture organizations in La Crosse, and develop results based on those organizations and their attendees. Results show that the nonprofit arts and culture organizations are a multi-million dollar industry in the City of La Crosse—supporting hundreds of full-time jobs, and generating hundreds of thousands of dollars in local and state government revenue. Arts and culture attendees in La Crosse spend elsewhere before or after an event such as eating at a restaurant, going out for dessert, and for non-residents, paying for lodging and long distance travel expenses. Arts and culture organizations in La Crosse not only benefit themselves, but yield revenue for other industries as well. The study was paid for by Viterbo University, the Arts Alliance, and the City of La Crosse.



Chapter 3: An Arts District/Destination

A portion of the City Vision 2020 Plan for La Crosse identifies need to further incorporate art into the city. The plan calls for an “arts district” to promote and attract art-oriented activities and businesses/institutions in the downtown area.



An arts district is a neighborhood where visual and performing artists live, create, sell and share their artistic achievement. It is a cluster of studio spaces, gallery spaces, living spaces, classroom spaces, rehearsal spaces, and performance spaces, which will, by being densely concentrated, become a magnet and destination area, nurturing the community’s participation and enjoyment of theatre, dance, music, film, video, and the visual arts. It is a pedestrian friendly area with attractive signage, outdoor exhibition and performance spaces, sculpture gardens, streetscapes, and recognized entrances or gateways. Related businesses like restaurants, coffee houses, markets, shops, theatres, and museums will also exist within this synergy of arts, commerce and community.

A thriving arts community is a sign that an entire community is thriving. It enhances the quality of life for all. An arts district/destination in La Crosse can help improve the following:

- Increase economic impact of the arts and related businesses
- Become a magnet and destination area for local residents and visitors
- Rejuvenate the neighborhood in which it is located
- Improve the visibility of the arts
- Support artists in their work
- Exposes community members of all ages to all varieties of art
- Strengthens the community’s identity as an intellectual, creative, entertaining, fun, and diverse area for the arts



The City of La Crosse Arts Board has been working to enhance components of an arts district/destination. These components include poetry and dance steps in the sidewalks (unique as a community to include both), artistic tree grates, arts banners, and artistic bike racks. During the Arts Board strategic planning session, the Board discussed the need to further define what is meant by Arts Districts: what do they do for cities? How do they interact with other (historical) districts? Define goals, objectives, elements of success and education/outreach needs. The Arts Board held public meetings in 2009 to define elements of an Arts District”, see Appendix D.



Chapter 4: Areas of Focus and Strategies

4.1 Board Function

The City of La Crosse Arts Board is created by the City Council, with participation of La Crosse County to further the arts both internally through City processes/policies and externally by encouraging artistic and creative development throughout the City. Specifically, the Board champions the integration of the arts and creativity into the work and services of the city through policy, education, placemaking and planning. The Board serves as a conduit and catalyst to receive information and ideas from the community, foster engagement in city processes, and help the City address civic issues with creative solutions. The City of La Crosse Arts Board is one of only five communities in Wisconsin to have a municipal arts board, and is the only one with County participation.

4.2 Areas of Focus (AoF)

The goal of the City, through the work of the City of La Crosse Arts Board, is to advance the City and region as a cultural destination, to be recognized as supportive of the arts, by helping to ensure access to the arts for all residents, to help retain and attract young artists and creative entrepreneurs to the region, and to champion a vitality that attracts and retains businesses and their essential employees because of the City's commitment, attention, and support of the arts. Working under the goal of the City, and the following Areas of Focus set by the City Council, the City Arts Board has established the following strategies to move forward. They are not listed in order of priority.

AoF 1: Advance the City as a Cultural Destination with Continued Development of the Arts District

- Strategy 1.1: Develop the Arts District/Destination
- Strategy 1.2: Promote and facilitate where possible through the installation and integration of unique infrastructure in the arts district
- Strategy 1.3: Coordinate installation of lighting on 14/61 bridge
- Strategy 1.4: Coordinate first Street Art Festival with the goal to make it an annual or biennial event
- Strategy 1.5: Consider items for the City Capital Improvement Program; including one item in the Arts District that may be enhanced, and one additional item for inclusion
- Strategy 1.6: Coordinate installation of a monumental trompe l'oeil public mural project on a downtown building
- Strategy 1.7: Collaborate with the City Park Board on the use and development of Riverside Park
- Strategy 1.8: Investigate development of a building specific for artist live/work space
- Strategy 1.9: Assist with investigations for a La Crosse Center for the Performing Arts

AoF 2: Serve as a forum to receive proposals and forward them, with specific recommendation to the Common Council or appropriate committee of the Council

- Strategy 2.1: Coordinate a City public arts policy
- Strategy 2.2: Be the conduit to bring arts ideas and engagement to City government
- Strategy 2.3: Continue to increase communications about the arts and civic engagement

AoF 3: Advocate for the arts and community vitality by commenting on policies and plans of the City, and by seeking City and Community funding to advance the work of the Arts Board.

- Strategy 3.1: Establish a mechanism within or outside of the City government to receive funds
- Strategy 3.2: Seek and generate funding opportunities for arts planning and development
- Strategy 3.3: Work to encourage creative placemaking throughout City plans and policies
- Strategy 3.4: Secure support to achieve the creation of a % for the Arts program

AoF 4: Analyze gaps and opportunities in programming, support, funding and promotion for the arts, cultural activities and economic development

- Strategy 4.1: Explore ways to increase participation in the arts and culture with particular emphasis on finding new ways to engage current non-participants
- Strategy 4.2: Establish an artist in residence program in the City of La Crosse
- Strategy 4.3: Coordinate a more inclusive range of arts and cultural experiences for teens and young adults
- Strategy 4.4: Explore ways to increase access to programs of capacity building and professional development for artists and cultural groups

Chapter 5: Implementation

5.1 Action Plan

The Action Plan outlines specific actions to achieve the plan’s goals and strategies. Each action includes a timeline for implementation, the party responsible for completion, and an estimated cost. A short-term timeline indicates 0-3 years and a long-term timeline indicates 4+ years; some actions are continuous, and should be attended to at all times. These responsible parties will be referred as follows: City of La Crosse Arts Board (Arts Board), Downtown Mainstreet, Inc. (DMI), and the La Crosse Area Convention and Visitors Bureau (LACVB). Lead responsible parties are indicated in bold below; the Arts Board is the lead agency for the majority of actions.

The Arts Board should revisit this list of actions annually. Completed actions should be celebrated and shifted to the list of accomplishments, while those actions not yet accomplished should be analyzed and given new deadlines (if appropriate) and updates per the new schedule. When updating the Action Plan, the Arts Board may choose to pursue actions not on the list, and it may choose not to pursue actions on the list, but attention should be made to ensure updated actions are consistent with the goals and strategies of this plan.

AoF 1: Advance the City as a Cultural Destination with Continued Development of an Arts District/Destination				
Strategy	Timeline	Responsible Parties	Estimated Cost	
1.1	Develop the Arts District/Destination			
	Actions			
	a. Create a sub-committee to further research and define an arts district/destination and what it may mean to La Crosse	Short-term	Champion: Don Smith None.	
1.2	Continue to promote and facilitate where possible the installation of unique infrastructure downtown to create a sense of place			
	Actions			
	a. Install art on lamp post banner arms. Determine banner style, rotation, funding, and artist selection process.	Short-term and annually	Champion: Eva Marie Restel/Michelle Peterslie	\$2,000 annually. Possible sponsorships.
	b. Stamp sidewalks with poems and dance steps. Determine feasibility for an annual project, and location for future stamps.	Short-term and annually until complete	Champion: David Krump, City Engineering Department	\$3,000 annually
	c. Expand artistic tree grates	Annually until complete	Champion: Greg Pedersen	One time design charge of \$450. Medallion cost: \$195 each. Tree grate cost: \$875
	d. Involve art into city benches, street signs, landscaping and ordinary street amenities	Continuous	Champion: ?	Varying cost
	e. Continue investigation of Design Studio	Long-term	Champion: Jan Gallagher	Minimal
	f. Close-out Phantom Gallery Program	Short-term	Champion: Don Smith	Minimal
1.3	Coordinate installation of lighting on 14/61 bridge			
	Actions			
	a. Build upon the work being completed by U of M students and continue to re-define the vision	Short-term	Champion: Don Smith	Minimal
	b. Find and develop funding	Long-term	Champion: ?	Minimal
	c. Develop Request for Proposal for design and construction of bridge lighting—execute plans	Long-term	Champion: ?, City, selected artist, engineer, and/or construction company	Not available

AoF 1: Continued

Strategy	Timeline	Responsible Parties	Estimated Cost
1.4 Assist with coordination of first Street Art Festival; then continue it as an annual or biennial event			
Actions			
a. Form festival committee(s)	Long-term	Champion: ? , LACVB, DMI, local arts orgs.& businesses	Minimal
b. Identify funding sources, sponsorships, lead agency	Long-term	Champion: ? , LACVB, DMI, local arts orgs.& businesses	Minimal
c. Develop timeline and plan. Plan includes: artist recruitment, festival marketing and promotions, confirming festival location, vendor recruitment, entertainment recruitment, volunteer coordination and event logistics	Long-term	Champion: ? , LACVB, DMI, local arts organizations and businesses, Festival Committee	Not available
1.5 Consider items for the City Capital Improvement Program; including one item in the Arts District that may be enhanced, and one additional item for inclusion			
Actions			
a. Coordinate items for the Capital Budget annually	Continuous	Champion: Amy Peterson	None.
b. Provide support for items proposed to the Capital Budget	Continuous	Board Members	None.
1.6 Coordinate installation of a monumental trompe l’oeil public mural project on a downtown building			
Actions			
a. Apply for NEA grant	Annually until funded	Champion, Jan Gallagher	Minimal
b. Discuss mural specifics with John Pugh	After funded	Champion, Jan Gallagher	Minimal
c. Create education and outreach plan for mural creation and public engagement	After funded	Champion, Jan Gallagher	Minimal
d. Determine building for mural location	After funded	Champion, Jan Gallagher	Minimal
e. Assist with art-intern recruitment prior to mural execution	Mid-term	Champion, Jan Gallagher	Mural execution: \$100,000+
1.7 Collaborate with the Board of Park Commissioners on the use and re-development of Riverside Park (and other parks in the future)			
Actions			
a. Attend Board of Park Commissioners meetings and assist in the planning and placemaking process.	Short-term	Champion: ? Board of Park Commissioners	Not available

AoF 2: Serve as a forum to receive proposals and forward them, with specific recommendation to the Common Council or appropriate committee of the Council

Strategy	Timeline	Responsible Parties	Estimated Cost
2.1	Coordinate a City public arts policy		
	Actions		
a.	Create policy to receive and maintain art donations	Short-term	Champion: Amy Peterson Minimal
b.	Work with the Finance Dept. to create the financial mechanism	Short-term	Champion: Amy Peterson Minimal
c.	Find external funding sources for current art	Short-term	Champion: Don Smith TBD
d.	Implement policy	On-going	Champion: Amy Peterson Minimal
2.2	Be the conduit to bring arts ideas and engagement from the community to City government		
	Actions		
a.	Listen to and act on/forward proposals as deemed appropriate	On-going	Arts Board None
b.	Hold an arts public listening session bi-annually	On-going	Champion: ? Minimal
2.3	Continue to increase communications about the arts and civic engagement		
	Actions		
a.	Hold a learning opportunity for the broader community	Annually	Champion: ? \$2000
b.	Further enhance and develop the Arts Board web-page	Short-term	Champion: Amy Peterson None
c.	Coordinate the development of an arts brochure/interactive map	Long-term	Champion: \$2000

AoF 3: Advocate for the arts and community vitality by commenting on policies and plans of the City, and by seeking City and Community funding to advance the work of the Arts Board.				
Strategy	Timeline	Responsible Parties	Estimated Cost	
3.1	Establish a mechanism within or outside of the City government to receive funds			
	Actions			
	a. Work with the Finance Department to determine feasibility	Short-term	Champion: Amy Peterson	Minimal
	b. Identify external funding sources	Short-term	Champion: ?	Minimal
3.2	Seek and generate funding opportunities for arts planning, development and community projects			
	Actions			
	a. Identify external funding sources	Long-term	Champion: ?	Minimal
	b. Set structure through which to support funding projects	Long-term	Champion: ?	Minimal
3.3	Work to encourage creative placemaking throughout City plans and policies			
	Actions			
	a. Be the conduit to the Board of Park Commissioners (See 1.7a)	On-going	Champion: ?	None
	b. Be the conduit to the Neighborhood Revitalization Commission	On-going	Champion: Brian Fukuda	None
	c. Be the conduit to the Planning Department	On-going	Champion: Amy Peterson	None
	d. Ensure arts are embedded in the upcoming Comprehensive Planning process for the City	Short-term	Champion: Jan Gallagher with Dale Montgomery	Minimal
3.4	Secure support to achieve a % for the Arts program			
	Actions			
	a. Continue discussion with policy leaders	Short-term	Champion: Don Smith	Minimal

AoF 4: Analyze gaps and opportunities in programming, support, funding and promotion for the arts, cultural activities and economic development			
Strategy	Timeline	Responsible Parties	Estimated Cost
4.1	Explore ways to increase participation in the arts and culture with particular emphasis on finding new ways to engage current non-participants		
	Actions		
a.	Survey current arts and culture participation in La Crosse	Long-term	Champion: ? Not available
a.	Determine artistic park amenities for green space beneath the 14/61 bridge	Short-term	Champion: ? TBD
4.2	Establish an artist in residence program in the City of La Crosse		
	Actions		
a.	Research feasibility, funding, partners and structure for program	Long-term	Champion: ? Not available
4.3	Coordinate a more inclusive range of arts and cultural experiences for teens and young adults		
	Actions		
a.	Research ideas, feasibility, funding, and options for program	Long-term	Champion: ? Not available
4.4	Explore ways to increase access to programs of capacity building and professional development for artists and cultural groups		
	Actions		
a.	Develop a scholarship fund for artists	Long-term	Champion: ? Not available
a.	Work to fund local artists in placemaking projects	On-going	Arts Board Not available

5.2 Adoption and Amendment Procedures

Adopted by a majority vote of Arts Board, the full plan shall be updated at least every five years. As mentioned in section 5.1, the action plan should be updated annually, keeping within the goals and strategies. If goals and strategies change, the plan needs to be amended.

Appendix

Appendix A: City of La Crosse Arts Board Creation Resolution

Appendix B: Art Organizations in La Crosse

Appendix C: Information, Funding and Grant Sources

Appendix D: What's in an Arts District?

Appendix A: City of La Crosse Arts Board Creation Resolution

RESOLUTION

WHEREAS, in 2005 the City Arts Steering Committee was created by the Common Council and appointed by the Mayor and charged with managing the work with Art Space Projects, Inc. in order to achieve a new location for La Crosse Community Theater in a mixed-use facility that would have residential and commercial uses; and

WHEREAS, in 2006 La Crosse Community Theatre announced their partnership with the Weber Family on a theatre location within the Riverside Centre II building; and

WHEREAS, the City Arts Steering Committee has worked on several items from 2005 to 2008 including:

- Work with the City, La Crosse County and Art Space Projects, Inc. on a feasibility study of a mixed-use arts facility, including a survey of local artists and arts organizations, which was accepted by the Common Council in January, 2007 and was an essential component that helped Gorman & Company obtain low income housing tax credits from WHEDA for the Grand River Station project;
- Convened public meetings to discuss design options for artist specific housing within the Grand River Station project;
- Reviewed and endorsed the Film Commission of Western Wisconsin;
- Investigated communities that have a vibrant appreciation and support for the arts and the various roles and structures that arts commissions (cultural and arts boards) played in those successful communities;
- Reviewed relationship with the La Crosse Arts Alliance;
- Reviewed previously prepared Cultural Needs Assessment Report for La Crosse;
- Assisted Gorman & Company with marketing of the Grand River Station for artist focused tenants to match the live-work units and special amenities of the Grand River Station project; and

WHEREAS, after review and analysis of over 30 communities, it was found that communities that are generally recognized as “arts destinations” had some form of governmental sponsorship; and

WHEREAS, the purpose of a local arts board was to ensure governmental attention to the arts and culture to benefit the larger community; and

WHEREAS, the rescinding of the City Arts Steering Committee and creation of the City of La Crosse Arts Board to take on the role of local support and attention to La Crosse’s arts and

cultural in order to benefit the community would make a statement of the City's recognition of the importance of the arts to the cultural and economic life of the community; and

WHEREAS, the Common Council desires the City of La Crosse Arts Board to be an active part of the operation of the City providing a proper conduit for matters to proceed from the Arts Board to the Common Council floor; and

WHEREAS, the Common Council of the City of La Crosse recognizes the importance of the arts to the cultural and economic vitality of the community and to ensure proper attention of the City to the arts and economic development, the City of La Crosse Arts Board is hereby formed as an advisory committee to the Common Council.

NOW, THEREFORE, BE IT RESOLVED: by the Common Council of the City of La Crosse, that the City Arts Steering Committee is hereby rescinded and the City of La Crosse Arts Board is hereby created; and

BE IT FURTHER RESOLVED: the goal of the City, through the work of the City of La Crosse Arts Board, is to advance the City and region as a cultural destination, to be recognized as supportive of the arts, to retain young artists and attract new artists to the region, and to establish a vitality that attracts and retains businesses and their essential employees because of the City's commitment, attention, and support of the arts; and

BE IT FURTHER RESOLVED: that the City of La Crosse Arts Board will be comprised of a total of up to nine members appointed by the Mayor, including up to four non-City residents, approved by the Common Council to serve a two year term that are staggered initially with five members serving two year terms and four members serving one year terms; and

BE IT FURTHER RESOLVED: that the City of La Crosse Arts Board will continue to be staffed primarily by the City Planning Department; and

BE IT FURTHER RESOLVED: that the City of La Crosse Arts Board will focus on four principal areas:

1. Development of the Arts District as identified in City Vision 2020.
2. Serve as a forum to receive proposals and forward them, with specific recommendation, to the Common Council or appropriate committee of the Council.
3. Advocate for the arts by commenting on policies and plans of the City, and by seeking non-City funding to advance the work of the Arts Board.
4. Analyze gaps and opportunities in programming, support, funding, and promotion for the arts, cultural activity and economic development.

Appendix B: Art Organizations in La Crosse

Organization	Description
Bluff Tale Spinners— Storytelling Festival	A guild of storytellers and story listeners from various backgrounds. They host an annual storytelling festival.
Clogjam	Offers clogging dance lessons and performances
Coulee Chordsmen	A men’s barbershop a cappella singing and performance group
Coulee Region Wood Turners	A regional organization practicing the craft of wood turning
Eastbank Artists Inc.	An organization for visual artists that offers critiques and professional artist development support
Great River Folk Festival	A festival embracing folk music, dance, and craft
Grand River Singers	A community show (singing and dancing) performance choir
La Crosse Area Camera Club	A diverse group of people with interest in improving their photography skills
La Crosse Area Jazz Society	Promotes jazz music and host the annual summer JazzFest event
La Crosse Area Writers Group	Sharing and critiquing all forms of writing and technique
La Crosse Area Youth Symphony Orchestra	Provides opportunities for youth to develop their artistry in symphonic tradition
La Crosse BoyChoir	A group offering music and vocal training for boys ages 7-14
La Crosse Blue Stars	A community adult drum and bugle corps
La Crosse Blue Star Cadets	A community youth marching band
La Crosse Chamber Choral	A community choir with concentration on chorale singing
La Crosse Concert Band	Musicians of all ages bringing free, quality, and multigenerational band music to La Crosse
La Crosse & District Pipes and Drums	A Scottish pipe and drum band
La Crosse GirlChoir:	Providing young girls instruction in vocal music and performance
La Crosse Jazz Orchestra	Western Wisconsin’s only jazz repertory orchestra
La Crosse Society for Arts and Crafts	A group supportive of hobby and professional artist development
Muse Theatre	A community theatre offering quality theatre performances
Odin Arts Cooperative	An organization for further development of professional artists
Sahara Desert Dancers	Offers belly dancing classes, workshops, and performances
Three Rivers Knitters	Brings knitters together in La Crosse, Onalaska, and Holmen
Three Rivers Weaving and Spinning Guild	Textile artists from Minnesota, Wisconsin, and Iowa come to learn and teach the art of weaving and spinning
Western Wisconsin Imaging Group	Advanced photographers practicing the art of photography

Appendix C: Information, Funding and Grant Sources

Information Resources

- Arts Wisconsin www.artswisconsin.org
- Wisconsin Arts Board www.artsboard.wisconsin.gov
- Americans for the Arts www.artsusa.org
- National Assembly of State Arts Agencies www.nasaa-arts.org
 - Creative Economic Development: www.nasaa-arts.org/Research/Key-Topics/Creative-Economic-Development/index.php
- National Endowment for the Arts www.arts.endow.gov
- National Governors Association www.nga.org/
 - NGA Center for Best Practices - arts policy info <http://www.nasaa-arts.org/Research/Key-Topics/Creative-Economic-Development/National-Governors-Association-Center-for-Best-Practices-Arts-Policy-Publications.php>
- US Conference of Mayors www.usmayors.org/

Funding and Grant Sources

Arts Midwest, Performing Arts Fund <http://www.artsmidwest.org/programs/paf>

The Performing Arts Fund is funded in part by the National Endowment for the Arts with additional contributions from Arts Midwest's nine-member state arts agencies, General Mills Foundation, and Land O'Lakes Foundation.

What the Performing Arts Fund funds:

- a. Inter-state touring of professional performing artists specializing in the fine arts of dance, theater, music, youth and family entertainment, and other meaningful performing arts
- b. Public performances and in-depth educational activities reaching audiences that lack access to the performing arts.

Who Can Apply? Performing Arts organizations in Illinois, Indiana, Iowa, Michigan, Minnesota, North Dakota, Ohio, South Dakota, and Wisconsin

Funding: Funding is based on your request

Timelines: 2011-2012 grant applications will be available in November/December 2011

Black Rock Arts Foundation

<http://www.blackrockarts.org/>

Since 2002 Black Rock Arts Foundation has provided grants to artists in support of interactive installations and performances around the world. They continue to increase the total dollar amount dispersed and number of grant recipients.

What Black Rock Arts Foundation Funds:

- a. Highly interactive works of art
- b. Art that is accessible to the public and prompts the viewer to act

- c. Art that is meant to be touched, heard, or experienced, as well as viewed
- d. Art that involves the community and audience in its creation and presentation

Who Can Apply? Available to individual artists, artists collectives, and art organizations all over the world; there are no geographic restrictions

Funding: Ranges from \$500- \$6000. Over 300 apply, and 8-12 projects a year a funded.

Timeline: 2012 applications will be available in fall of 2011

Wisconsin Department of Tourism, Joint Effort Marketing (JEM) Grant

<http://industry.travelwisconsin.com/Grants/Joint+Effort+Marketing.aspx>

For nearly 20 years now, the Department of Tourism has been giving grants to keep Wisconsin's tourism industry strong and growing. These days, Joint Effort Marketing Grants top out at \$1.13 million annually. Project must fall into one of the following categories: Destination Marketing, New Event, Sales Promotion, Existing Event, and One-Time, One-of-a-Kind

What the (JEM) Grant funds:

- a. An event or promotion that will generate an increase in number of visitors and dollars brought into the local area
- b. Eligible expenses include: e-mail marketing, print and broadcast ads, direct mail, publicity, and billboards

Who Can Apply? Anyone in the state of Wisconsin

Funding: Up to \$39,550

Timeline: Funds four grants annually; final application submitted by August 1

Wisconsin Arts Board, Creative Communities Grant

<http://artsboard.wisconsin.gov/category.asp?linkcatid=3398&linkid=1653&locid=171>

The Creative Communities grants program encourages arts education and community arts development in Wisconsin. It provides support for projects that further the Arts Board's goals.

What the Creative Communities Grand funds:

- a. Projects focused on arts education
- b. Projects focused on folk and traditional arts
- c. Projects focused on local arts

Who Can Apply? Any Wisconsin arts organization

Funding: Dependent on organization's request and the score received from grant judging

Timeline: Three separate deadlines for the three focus areas. 2012 deadlines not yet released.

National Endowment for the Arts

<http://www.nea.gov/grants/index.html>

The National Endowment for the Arts offers a variety of grants for all forms of art; visual, media, theatre, dance, music, literature, etc. Check back regularly to see what grants are available at the time. Grants are created mostly for non-profit arts organizations. Funds vary greatly.

The Wallace Foundation

<http://www.wallacefoundation.org/learn-about-wallace/GrantsPrograms/Pages/default.aspx>

Their mission is to improve learning and enrichment opportunities for children. They complete this mission by granting support in five categories: School Leadership, After School Programs, Summer and Extended Learning Time, Arts Education, and Audience Development for the Arts.

What the Wallace Foundation Funds:

- a. Arts Education: Expanding arts learning opportunities for children and teens in school and beyond
- b. Audience Development for the Arts: Supporting arts organization to develop and test ideas for reaching new audiences so that many more people might enjoy the benefits of the arts

Who Can Apply? The Wallace Foundation usually identifies possible grantees, but a project summary and inquiry may be sent in at any time. The Wallace Foundation grants money nationwide.

Funding: Various amounts

Timeline: Varies

The Foundation Center

<http://foundationcenter.org/>

This is a database with information regarding grant opportunities all over the world. Possible grantees for Arts Board projects are below. You can receive more information about what specifically they fund and how to apply by using the database at the Library; the online version does not provide extensive information.

Ellinger Foundation, Albert J. and Flora H.

Located in Milwaukee, WI, funds La Crosse area

Evan & Marion Helfaer Foundation

Located in Elm Grove, WI, funds La Crosse Area

Marian & John A. Elliott Foundation inc.

Located in Santa Barbara, CA, funds La Crosse Area

JSJ Foundation

Located in Grand Haven, MI, funds La Crosse Area

The Elmwood Foundation

Located in La Crosse, WI

Melitta S. Pick Charitable Trust

Located in Milwaukee, WI, funds La Crosse Area

Appendix D: What's in an Art's District?

In 2009 the Arts Board facilitated meetings in the City of La Crosse; this list was compiled from public input at those meetings.

- Street performers
- Places to sit and gather
- Outdoor dining & drinking; food vendors
- Artists drawing & painting outside
- Visually interesting architecture
- Neon lighting; laser lighting
- People out walking – dog friendly
- Art projected on buildings
- Close Pearl Street to vehicular traffic
- Increase landscaping and green space
- Bike friendly including bicycle racks
- One night a week dedicated for: teens, seniors, families
- Riverside Park – movies/concerts
- Cameron Park – add to farmer's market
- A more complete publication to cover the area's theater and music performances
- Arches with landscaped paths with art and people performing
- Interactive sculptures
- Publicly advertise what's happening (signs)
- Interactive opportunities – A community coming together to make art
- Use art for healing & bringing people together
- Multi-cultural opportunities – share traditions/ethnicities
- Revive Julia Belle Swain, trolley & re-enactors
- Audio/visual performance – venues to attract people – outdoor venues
- Museum of Temporary Art – outdoor artwork
- Creative vitality – banners, creative lighting
- Contemporary design to integrate with old
- Somehow stimulate people to buy art
- Family oriented arts activities
- Music
- A defined arts district area
- Lighting, landscape architecture
- Holiday lights
- Poetry and dance steps in the sidewalks
- Podium – open mic
- Boat docks
- Outdoor seating
- Pedestrian mall areas
- Variety