

ATTACHMENT B

Goal I – Strengthen public and private sector engagement, leadership, and funding for arts and culture in Eugene.

Strategy I.1 – Establish an “Alliance” for arts and culture that will coordinate and strengthen the efforts of the public, private, and nonprofit cultural sectors and foster high-level civic leadership in support of arts and culture. Priority Level 1.

CITY & EXTERNAL INPUT	CITY OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> \$15,000-\$50,000 from City Chamber of Commerce Business Organizations Cultural Organizations Civic Organizations Cultural Services staff 	<ol style="list-style-type: none"> City convenes implementation taskforce 	<ol style="list-style-type: none"> An organization that is a leader in building relationships between public, private, & nonprofit sectors to strengthen arts & culture sector & whole community. Foster connections, dialogue, & planning among sectors. Provide services to cultural sector. Provide services to build capacity of neighborhood groups & artists. Serve as “fiscal agent” so individuals & groups can manage short-term project w/out incorporating as nonprofits. Highlight & celebrate value & accomplishments of Eugene’s cultural sector. Undertake fund-raising initiatives in support of cultural sector. 	<ul style="list-style-type: none"> ABAE was created as a 501(c)3 and one of its major strengths and unique attributes is the diverse coalition that founded it. The coalition, consisting of UO, the City of Eugene, Chamber of Commerce, Lane Community College and Travel Lane County, continue to have representatives of their respective organizations on the Board. ABAE was created based upon the model best suited for the community. BRAVA Breakfast, Eugene-a-go-go. ABAE partner with City of Eugene and Travel Lane County to develop a downtown lighting program/wayfinding assets. ABAE continues to work towards developing more partnerships with businesses and the arts. The goals of developing strong leadership in Eugene’s nonprofit sector and a younger audiences are unmet needs.

Strategy I.2 – Define a broader role for the City of Eugene relative to arts and culture and provide the necessary staff and budgetary support. Priority Level 1.

CITY & INTERNAL INPUT	CITY OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> City personnel \$60,000-\$100,000 annually for additional staff positions 	<ol style="list-style-type: none"> Review staff positions within the Cultural Services Division Implement change as needed 	<ol style="list-style-type: none"> Extend the role of Cultural Services beyond that of venue management into the greater community. Cultural Services facilitates, coordinates, & implements arts and culture projects. 	<ul style="list-style-type: none"> This strategy was implemented. Cultural Services was reorganized internally and more capacity was built for more community based programming.

Strategy I.3 – Establish and fund a dedicated endowment or trust for Eugene’s cultural organizations to increase public and private sector financial support for arts and culture. Priority Level 1.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? NO
<ol style="list-style-type: none"> 1. \$100,000 annually for ten years from the City 2. Cultural organizations 3. Oregon Community Foundation 4. Oregon Cultural Trust 5. Private sector businesses 6. Philanthropists 	<ol style="list-style-type: none"> 1. Fund raising 2. Annual challenge match for ten years on behalf of City 3. Consideration of possible new revenue mechanisms 4. Reallocate portion of Transient Room Tax to contribute to endowment 	<ol style="list-style-type: none"> 1. \$10,000,000 Endowment for arts and culture in Eugene. 2. Relieve financial strain on Eugene’s arts and culture organizations. 3. Provide operating support 4. Support broad, decentralized, diverse programming. 5. Ongoing fundraising initiatives. 	<ul style="list-style-type: none"> • This strategy was not pursued because the founding of ABAE was considered the greater priority. • The Loan Fund to be established under a partnership of ABAE and the City of Eugene is the means to address funding to move the arts forward. The City will administer the Fund and ABAE will conduct the evaluation process of identifying appropriate projects to receive funding.

Strategy I.4 – Conduct a thorough review of Hult Center operations to develop, if necessary, a new mission and implement a new operating model that will support that mission in a long-term, financially sustainable way. Priority Level 1.

CITY & EXTERNAL INPUT	CITY OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> 1. \$40,000 - \$60,000 from the City for study 	<ol style="list-style-type: none"> 1. Implement a review process of Hult Center operations 2. Implement a decision-making process of Hult Center operations 3. Identify solutions 4. Make changes as necessary 	<ol style="list-style-type: none"> 1. Address persistent financial issues of Hult Center. 2. Create financial stability and long-term viability of both the Hult and Cuthbert. 	<ul style="list-style-type: none"> • This strategy was implemented through an external consultant review and a financial/revenue audit by the CS Director in January of 2014. • The Hult Center and Cuthbert Amphitheater are both financially stable and viable into the future after streamlining operations and reorganizing during the economic downturn of 2008-2013. • The Hult Center has reengaged in presenting programming to support Hult Center operations and community arts goals. • The Cuthbert Amphitheater is currently under management by Kesey Productions and is producing above revenue targets as well as providing a good partnership for the City in producing low cost summer concerts and events.

Goal II – Provide comprehensive arts learning experiences for Eugene’s children, youth, and adults.

Strategy II.1 – Create mechanisms to deliver more comprehensive and coordinated arts learning for Eugene children and youth through K-12 schooling and extracurricular opportunities. Priority Level 2.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, VIA PARTNERS
<ul style="list-style-type: none"> • Lane Arts Council • Public school districts • Lane Community College • Cultural organizations • City representation 	<ul style="list-style-type: none"> • Cultural organizations provide in-school and after-school programs for K-12 • Create entity that is a “match-maker”/consortium for schools and artists/arts organizations • Encourage school districts to participate 	<ul style="list-style-type: none"> • Increase access to the arts in public schools. • Increase coordination between arts organizations and schools. • Decrease overlap and lack of communication between arts and culture entities and schools. • Provide opportunities that are effective. • Consortium housed at Lane Arts Council. • Advocate for arts in education. • Increase financial support for arts education in public schools. 	<p>Lane Arts Council has served as the primary arts education program partner for the City of Eugene and since the completion of the CPR has:</p> <ul style="list-style-type: none"> • Realigned community arts grant programs funded by COE to ensure arts education goals are being addressed. • Become primary Arts Education provider for ArtCore: An immersive studio-to-school arts integration project through the U.S. Department of Education, Arts in Education Model Development & Dissemination Grant and the Oregon Community Foundation. • Contracted with 4J BEST Afterschool Program to provide STEAM based education to elementary and middle school students including teacher training and artist residencies. • Created the Culture and Education Alliance (an ongoing arts education organizational consortium of local thought leaders). • With support from LaneESD, created www.lanecea.org, which lists arts/culture resources for schools and organizations around Lane County.

Strategy II.2 – Enrich the range of and access to arts and cultural learning opportunities for teens and adults. Priority Level 2.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> 1. Arts and cultural organizations 2. Lane Arts Council 3. Lane Community College 4. University of Oregon 5. Public school administrators 6. Public school teachers 7. City Recreation Services 	<ol style="list-style-type: none"> 1. City reexamination of existing programming in recreation centers 2. City reexamination of existing programming in the Library 3. Reconfiguration of existing programming staff in Community Events 	<ol style="list-style-type: none"> 1. Offer an enriched range of learning opportunities to include education, athletic, and remedial tutoring. 2. Opportunities are accessible for these age groups in regards to place. 3. Relationships built between religious & social providers & arts and culture organizations. 4. Greater clarity on what university & college classes, programs, and lectures are open & available to general population. 	<ul style="list-style-type: none"> • A comprehensive variety of arts and cultural learning opportunities are now available through programs offered by the Library, Recreation, and Cultural Services Division. LRCS has identified that more effective communications and marketing of existing programs is an effective way to increase participation and has invested in marketing team resources in LRCS. • Through Lane Arts Council, provide funding for arts programs that serve underserved communities.

Strategy II.3 – Build more effective ties between Eugene’s institutions of higher learning, the City, and cultural organizations and audiences. Priority Level 3.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> 1. City staff 2. University of Oregon 3. Lane Community College 4. Northwest Christian College 5. Cultural organizations 	<ol style="list-style-type: none"> 1. Initial convening of ad hoc committee of input leaders by the City 	<ol style="list-style-type: none"> 1. Ongoing high-level participation. 2. Improved communications between partners. 3. Placement of appropriate, current, or new college and university cultural programs downtown. 4. Increased visibility & access for audiences. 5. Location of future college or university cultural facilities downtown. 6. Better communication about which campus events are open to public. 	<ul style="list-style-type: none"> • ABAE serves as a “super committee” of engaged UO/City/cultural community. • COE Cultural Services staff regularly speak on panels and lecture at the U of O AAD program and others. • Interns from the U of O are now a key part of our cultural services team. • The expansion and support of the (sub)Urban Projections – the digital art and media festival produced by Cultural Services and the U of O and local artists/academics is a strong partnership that is growing and evolving. • AAD Prof Proj from 2014 – integrated learning from that project into planning. • COE and U of O developed a partnership to bring the Product Development Lab to downtown in 2015.

Goal III – Build participation in and audiences for arts and culture in Eugene.

Strategy III.1 – Develop a comprehensive communication mechanism to provide information about Eugene’s arts and culture to residents and visitors. Priority Level 2.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> 1. City staff 2. Cultural organizations 3. CVALCO (?) 4. Business Leaders 5. Business Community 	<ol style="list-style-type: none"> 1. Initial convening by City 2. List City events 3. Create communication mechanism to consolidate organizations’ efforts & ease of finding information 	<ol style="list-style-type: none"> 1. Reduce barriers to participation. 2. Increased cultural participation. 3. Current & complete. information listed on website 4. Scheduling conflicts are reduced. 	<ul style="list-style-type: none"> • Eugene A Go Go is the key outcome of this strategy – an arts website with comprehensive info on all arts/culture events in the area. • While this was not originally intended to be an initiative of ABAE per the Cultural Policy Review, it was found to be an opportunity for the organization and has been successfully implemented by it. • LRCS developed a shared marketing team and added resources to help promote cultural services events and recreation programs to a wider audience.

Strategy III.2 – Implement a coordinated awareness campaign to highlight the value and strength of Eugene’s arts and culture. Priority Level 1.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, ONGOING
<ol style="list-style-type: none"> 1. City staff 2. Cultural organizations 3. ABAE 4. CVALCO 5. Chamber of Commerce 6. Lane Arts Council 7. Civic organizations 8. University of Oregon 9. Lane Community College 10. \$50,000 from City budget for marketing 	<ol style="list-style-type: none"> 1. City coordination of awareness campaign 2. Collaboration with partners 3. Arts summit of community & cultural leaders about role of arts and culture in economic development 4. Coordination of offering “cultural sampler” at meetings of civic & religious organizations 5. Build relationships with local media 	<ol style="list-style-type: none"> 1. Increased awareness of wealth and value of arts and culture offerings in Eugene. 2. Increased awareness of how the arts and culture sector affects the rest of the economy and quality of life. 3. Business round-table breakfast sessions are held regularly 4. Lecture series of artists discussing their work & engage in dialogue. 5. Organic creation of Eugene Brand is supported. 	<ul style="list-style-type: none"> • This strategy has been successfully implemented through a number of programs sponsored by the City and ABAE. They are Arts After Hours, ALES, ABAE Meet ups, and Bi-annual BRAVA Breakfasts. • The City Council has participated in annual work sessions. • ABAE conducted an Arts and Economic Prosperity study to demonstrate the impact of the arts on Eugene’s economy. This study illuminated the large economic and workforce value of the arts sector in Eugene. (1700 jobs and over 46m per year in economic impact!).

Strategy III.3 – Build existing audiences and develop new ones for arts and culture. Priority Level 2.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, ONGOING
<ol style="list-style-type: none"> 1. City staff 2. ABAE 3. CVALCO 4. Businesses 5. Hospitality Industry 6. Cultural organizations 	<ol style="list-style-type: none"> 1. Represent underserved audiences on planning committees 2. Cultural organizations & private sector build participation through joint initiatives 3. Attract tourists through joint initiatives of arts organizations & tourism 4. Inform national agencies about tourism activities 5. Reduce participation barriers 6. Develop joint advertising & promotions 7. Expand programming into late spring & early fall 8. Create discounted or free tickets/ticket incentives (passport) 9. Promote and highlight social aspect of cultural participation 10. Enhanced arts education opportunities for young people 11. Engage young adults under 30 & minorities 12. Create advisory committees for arts organizations to craft programming 	<ol style="list-style-type: none"> 1. Increased participation by visitors & tourists. 2. Increased festival & outdoor event attendance. 3. Increased attendance by targeted audience segments. 	<ul style="list-style-type: none"> • Eugene-a-go-go has contributed to building and developing audiences. • Cultural evaluate and revamped Summer in the City/Community events to reach new audiences. • COE sponsors the free Eugene Symphony outdoor concert every summer. • Development and support of (sub)Urban Projections and the digital art community in general has expanded audiences for arts events and has spawned a festival that could attract cultural tourists. • The Hult Center has sponsored after show events, dance parties, and “pop up” events that have broadened arts audiences for our Resident Companies. • More partnerships have been created because of new programming at the Hult and throughout Cultural Services and work being done to implement this strategy. • Programming events outside the Hult and those programs planned for the coming year (pARTy on the Plaza) and activation of the Hult Center in more dynamic ways.

Goal IV – Strengthen the ability of cultural organizations and artists to serve the community.

Strategy IV.1 – Build the capacity of Eugene’s artists and cultural organizations through coordinated programs of professional development. Priority Level 2.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, ONGOING
<ol style="list-style-type: none"> 1. ABAE 2. University of Oregon 3. Lane Community College 4. DIVA 5. Maude Kerns 6. Cultural organizations 7. Technical assistance providers 8. Business leaders 9. \$10,000 - \$25,000 for initial coordination 	<ol style="list-style-type: none"> 1. ABAE facilitates 2. City coordinates partners and gather information 3. Provide professional training for individual artists to enhance business skills 4. Create opportunities to provide peer-to-peer information 5. Provide training & professional development for volunteers, professional staff, & board members 6. Centralize information source for trainings locally, regionally, & nationally 7. Bring outside world of professional advancement training to Eugene 8. Organizations collaboratively research information 9. Provide all levels of training 	<ol style="list-style-type: none"> 1. Enhance careers & quality of life of artists in all disciplines. 2. Strengthen economic contribution of organizations & arts & culture sector. 3. Enhance community quality of life through vibrant arts and culture sector. 	<ul style="list-style-type: none"> • Eugene-ago-go has benefited the coordinating process and awareness of overlaps between organizations in programming and/or scheduling. • Lane Arts Council provides professional development opportunities through professional development workshops sponsored by Cultural Services. • Chamber of Commerce provides a Young Leaders program to develop young leaders, but more is to be done to address this need. • ALES (Arts Leaders of Eugene and Springfield) is a new partnership with the Oregon Community Foundation and Lane Arts Council to offer networking/community building events for local arts administrators.

Strategy IV.2 – Assist cultural organizations to develop initiatives that respond to trends in cultural programming. Priority Level 3.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> 1. City staff 2. Cultural organizations 3. Artists 4. Representatives of business sector 	<ol style="list-style-type: none"> 1. City participates in initiatives as appropriate 2. Program according to trends, including interest in global cultural expressions/more culturally diverse, inclusive programming 3. Program for activities incorporating arts & outdoors 4. Create programs partnering arts with businesses to benefit business community 	<ol style="list-style-type: none"> 1. Increased attendance & participation. 2. Add value to the arts and culture experiences through social engagement. 3. Diversify audiences. 4. Develop brand for innovation. 	<ul style="list-style-type: none"> • Programming has become more varied and accessible to a broader audience. Examples: • Eugene Symphony presents a free concert in the park every summer, resulting in a diversified audience. • Quixotic & (sub)Urban Projections brings new audiences to Hult Center. • Added comedy programming at Hult Center. • Added speaker programming at Hult Center. • The Hult Center is working with Eugene Opera to develop a “chamber Opera” concept to allow them to produce new/premier programming affordably. • The Hult Center’s new Broadway presenter is bringing seven shows next year and is anticipating a record breaking season.

Goal V – Integrate arts and culture into the fabric of downtown Eugene and other neighborhoods as part of a comprehensive strategy of revitalization.

Strategy V.1 – Integrate arts and culture into planning and development activities in Eugene’s downtown. Priority Level 2.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, ONGOING
<ol style="list-style-type: none"> 1. Downtown Eugene, Inc. 2. Cultural Services staff 3. Chamber of Commerce 4. ABAE 5. Developers 6. Cultural organizations 7. Lane Community College 8. University of Oregon 9. \$1,000 - \$2,000 annually from City budget 	<ol style="list-style-type: none"> 1. Review planning bodies to ensure inclusion of representatives of arts and culture 2. City is initial convener 3. Create downtown advocacy group including arts and culture sector leaders 4. Develop more initiatives downtown that mix art and commerce as part of downtown plan 5. Create creative, youth-oriented programming downtown 6. Incorporate cultural programs from high-education into downtown programming 7. Create incentives for developers to include cultural amenities 	<ol style="list-style-type: none"> 1. Inclusion of representatives of arts and culture in planning process. 2. Increased vitality downtown. 3. Arts and culture contribute to identity of Eugene. 4. Sustainment of cultural activities downtown. 5. Arts and culture is considered early in the planning processes. 6. Art & commerce initiatives occur year-round. 7. Decreased numbers of youths loitering. 8. Enriched programming. 9. Increased residential development downtown. 10. Downtown Advocacy Group evaluates plans & provides developers with information pertinent for new construction or renovations. 	<ul style="list-style-type: none"> • Artists and arts professionals participate in every planning initiative. • Community placemaking projects throughout downtown have been executed such as the commissioning of the painting of transportation boxes, portable restrooms, and solar parking meters as part of our public art program. In addition decorative bike racks at LCC, addition of the Blue Heron sculpture at UO’s University District; and new % for art pieces have been added to the collection. • A master artist was hired to consult on the arts and public art portion of the City Hall construction project. • Community events has developed a program of events that bring new folks downtown and encourage prosocial behaviors including Summer in the City programs, City Fashion Show; All Hallows Eugene (Halloween events and merchant activation downtown) , the annual Dodgeball downtown. • The Shedd Institute is thriving and has purchased a City lot for possible music school expansion. • Downtown activity. • Youth loitering is still unresolved.

Strategy V.2 – Establish approaches to cultural development in the downtown that dove tail with community priorities.
Priority Level 3.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES, ONGOING
<ol style="list-style-type: none"> 1. Cultural Services staff 2. Cultural organizations 3. Developers 4. Representatives of community planning initiatives 	<ol style="list-style-type: none"> 1. Create a Community Cultural Center downtown 2. Dedicate areas for the visual arts 3. Integrate cultural components into downtown capital projects 4. Accommodate visitors in the downtown core through more hotel development 	<ol style="list-style-type: none"> 1. New developments, including hotels, offer cultural amenities open to greater public, increasing tourism & cultural vitality. 2. Address community needs through addressing community priorities. 	<ul style="list-style-type: none"> • World Championships in Track & Field will be held at UO in 2021. 2016 Olympic Trials will be held at UO, Cultural Services is overseeing the Strategic and Community Programs for TT16. • As a result, capacity for increased tourism is being developed and hotels are being planned. • Incubators RAIN, Code Chops, Eugene Mindworks and Eugene Makerspace have opened downtown. Public library is adding Maker Space as well to support innovation. • Continued in-kind support for Jacobs Gallery. • Development of mural project in partnership with the users (skaters/youth) at the WJ Skatepark. • Job creation and economic prosperity are increasing with the growing tech and gaming industries which have created over 400 new jobs downtown. • Arts and Culture organizations Bijoux and OCT have relocated or opened new venues downtown; Ballet Fantastique is expanding. • Saturday Market continues to grow. • Artist live/work spaces not yet developed community cultural center still not addressed/quantified but will be addressed via placemaking projects at the Hult and other cultural sites.

Strategy V.3 – Enhance Eugene’s physical environment through public art in downtown and throughout the City. Priority Level 3.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? YES
<ol style="list-style-type: none"> \$45,000 - \$65,000 to hire Public Art Manager \$30,000 - \$60,000 for Public Art Plan Artists Cultural organizations Businesses Neighborhood representatives 	<ol style="list-style-type: none"> Hire Visual Arts Coordinator/Public Art Manager Continue Public Art Committee Develop a Public Art Plan 	<ol style="list-style-type: none"> Downtown is enhanced through public art. Public art program is used as a means to include artists on design & development teams. Inclusion of art in private development is encouraged and facilitated. Amenities with visual impact are integrated into large public art plan. 	<ol style="list-style-type: none"> Yes. Public Arts Manager hired. Plan developed. NEA grant was acquired to develop Public Art Master Plan. Public Art Committee is very strong. Way-finding initiative is in the works. Public Art has been included in the design of the new City Hall. Placemaking Plan has been created. ABAE/City Loan Program can support public art initiatives.

Strategy V.4 – Enhance Eugene’s urban environment through the use of architecture and streetscape design, signage, public spaces, and other amenities. Priority Level 3.

CITY & EXTERNAL INPUT	CITY & EXTERNAL OUTPUT	INTENDED OUTCOMES	ACHIEVED? IN PROGRESS
<ol style="list-style-type: none"> Cultural Services staff Cultural organizations University of Oregon CVALCO Chamber of Commerce DEI 	<ol style="list-style-type: none"> Review signage codes Propose changes to signage codes Plan for comprehensive way-finding signage system Explore public-private partnership to implement New architecture is blended with new Park and plaza spaces are maximized visually and programmatically 	<ol style="list-style-type: none"> Demonstrate how arts and culture are valued in Eugene. 	<ul style="list-style-type: none"> The Way-finding and Placemaking Plans are demonstrative of concerted efforts to incorporate artists into planning processes. ABAE Cultural Development Committee includes city planners outside of Cultural Services to hear information from broader perspective and practice. Strong partnerships have developed between Cultural Services and COE Planning and Development to ensure that all opportunities to integrate arts and cultural values into planning processes are acknowledged and leveraged.