



**Eugene City Council**

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# EUGENE CITY COUNCIL AGENDA

December 16, 2015

12:00 PM CITY COUNCIL WORK SESSION

Harris Hall

125 East 8<sup>th</sup> Avenue

Eugene, Oregon 97401

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Meeting of December 16, 2015;  
Her Honor Mayor Kitty Piercy Presiding

**Councilors**

George Brown, President

Pat Farr, Vice President

Mike Clark

George Poling

Chris Pryor

Claire Syrett

Betty Taylor

Alan Zelenka

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**CITY COUNCIL WORK SESSION**

**Harris Hall**

**12:00 p.m. A. WORK SESSION:  
Economic Prosperity and Creative Industries Update**

**1:00 p.m. B. WORK SESSION:  
Introduction to a 350ppm Greenhouse Gas Target**

*Mayor: The Eugene City Council will now meet in Executive Session to consult with counsel concerning legal rights and duties regarding current litigation or litigation likely to be filed. The executive Session is held pursuant to ORS 192.660(2)(h).*

*Representatives of the news media and designated staff shall be allowed to attend the*

*executive session. All other members of the audience are asked to leave the room. Representatives of the news media are specifically directed not to report on any of the deliberations during the executive session, except to state the general subject of the session as previously announced. No decision may be made in executive session. At the end of the executive session, we will return to open session and welcome the audience back into the room.*

*\*time approximate*

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The Eugene City Council welcomes your interest in these agenda items. This meeting location is wheelchair-accessible. For the hearing impaired, FM assistive-listening devices are available or an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

City Council meetings and work sessions are broadcast live on the City's Web site. In addition to the live broadcasts, an indexed archive of past City Council webcasts is also available. To access past and present meeting webcasts, locate the links at the bottom of the City's main Web page ([www.eugene-or.gov](http://www.eugene-or.gov)).

El Consejo de la Ciudad de Eugene aprecia su interés en estos asuntos de la agenda. El sitio de la reunión tiene acceso para sillas de ruedas. Hay accesorios disponibles para personas con afecciones del oído, o se les puede proveer un interprete avisando con 48 horas de anticipación. También se provee el servicio de interpretes en idioma español avisando con 48 horas de anticipación. Para reservar estos servicios llame a la recepcionista al 541-682-5010. Todas las reuniones del consejo estan gravados en vivo en Metro Television, canal 21 de Comcast y despues en la semana se pasan de nuevo.

**For more information, contact the Council Coordinator at 541-682-5010,**

**or visit us online at [www.eugene-or.gov](http://www.eugene-or.gov)**

# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY




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### Work Session: Economic Prosperity and Creative Industries Update

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Meeting Date: December 16, 2015  
 Department: Library, Recreation & Cultural Services  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: A  
 Staff Contact: Tomi Anderson  
 Contact Telephone Number: 541-682-5700

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#### ISSUE STATEMENT

To support council goals, the Executive Team has been developing a comprehensive economic prosperity strategy that includes a series of potential focus areas, including “Investment in Creative Industries.” The goal of this update is to brief the council on progress in accomplishing the goals of the 2007 Cultural Policy Review (CPR), an overview of current creative industry economic prosperity activity and tools, and an outline of potential creative industry support activities that could enhance economic prosperity and community livability.

#### BACKGROUND

The City Council authorized and funded a “Cultural Policy Review” in the spring of 2005, to review current conditions, services and gaps in the cultural sector, identify goals and strategies to strengthen that sector, and provide options to assist the City in defining its role in supporting arts and culture in Eugene. This process and subsequent plan was adopted by the council in July of 2007.

In spring of 2015, the Cultural Services Division, in partnership with the University of Oregon’s Arts Administration program, completed a final inventory of success and ongoing needs of the CPR which is attached. While the City and its partners have been very successful implementing the recommendations of the CPR, there are still many opportunities for enhancing cultural vitality and economic prosperity using cultural assets and resources. Many of the recommendations dovetail with the council’s interest in *Investing in Creative Industries*, one of the 13 areas of focus (i.e. “the Baker’s Dozen”) the council favorably reviewed as means to encouraging economic prosperity.

This discussion is about possible areas of focus and will highlight potential program or policy strategies that could enhance arts and culture in Eugene and also significantly impact economic prosperity. Some of these areas include efforts to:

- Attract, grow, and retain creative businesses/artisans.
- Establish Eugene as an “Event Friendly City” with coordinated services, permitting, and support.
- Continue to grow cultural tourism—including local events and festivals that attract visitors.
- Develop a comprehensive Placemaking program.
- Support creative industry/artist “business parks”/incubators/maker spaces.

- Develop local film/television industry programs and support.

### **RELATED CITY POLICIES**

This item relates to the following Council Goals:

*Accessible and Thriving Culture and Recreation*

*Sustainable Development*

*Effective, Accountable Municipal Government*

Supports the implementation of priority strategies identified in the Cultural Policy Review. Supports the “Energize a Creative Economy” strategy in the Regional Prosperity Economic Development Plan.

This item is supported by the following policies from the Eugene Downtown Plan:

- Build upon downtown’s role as the center for government, commerce, education and culture in the city and the region.
- Downtown development shall support the urban qualities of density, vitality, livability and diversity to create a downtown, urban environment.
- Enhance public places throughout downtown through the careful design of civic buildings, streetscapes, parks and plazas. Include public art and other elements to create special places for all ages.
- Connect special places downtown with enhanced street designs, public art, directional signs, transit routes and historic markers to create an inviting and memorable route through downtown.
- Provide and promote development and community events that reinforce downtown’s role as the cultural center for the city and region.
- Reinforce the creative, distinctive culture of downtown as the arts and entertainment center of the city.

### **COUNCIL OPTIONS**

No options are provided; this item is informational only.

### **CITY MANAGER’S RECOMMENDATION AND SUGGESTED MOTION**

No recommendation is suggested; this item is informational only.

### **ATTACHMENTS**

- A. Cultural Policy Review Executive Summary, June 2007
- B. Cultural Policy Review Report Card, November 2015

### **FOR MORE INFORMATION**

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# Executive Summary

## Introduction

Eugene’s City Council authorized a “Cultural Policy Review” in the spring of 2005. The Eugene Budget Committee recommended funding for two years in support of the City Council Goal that promotes the Arts and Outdoors, which included the City Council's endorsement of branding Eugene as the “World's Greatest City of the Arts & Outdoors.” The City contracted with WolfBrown in June 2006 to conduct the year-long process. The purpose of the Review was to examine current conditions, services, and gaps in the cultural sector, to identify goals and strategies to strengthen that sector, and to provide options to assist the City in defining its role in support of Eugene’s arts and culture.

This Report provides details of that Review and offers a vision, goals and strategies, and an approach to implementation designed to enhance and strengthen the cultural sector. While the City is the recipient of this Report, many strategies can be implemented by other entities. For example, there may be public/private partnerships that involve the City or there may be efforts undertaken, individually or jointly, by cultural or civic organizations, artists, business or community groups, educational institutions, teachers, or many others. The City’s options are fully described in Parts IV and V of this report.

As part of this Review, the consultants have:

- Conducted a **cultural assessment** through over 50 confidential interviews and a dozen focus groups with representatives of all sectors of the community.
- Designed and conducted a **public process** of community meetings, attended by over 300 individuals.
- Conducted an **assessment of cultural facilities** including both an inventory of visual and performing arts spaces and on-site review of selected facilities.
- Implemented a “**cultural census**” survey of Eugene residents’ interests in and priorities for arts and culture that was completed by almost 2,500 individuals.

- Worked with a specially-appointed **Mayor’s Committee** that provided community perspectives and feedback.

This Review defines a “road map” for action for the next decade that reflects a vision for cultural development in the community at large. The consultants’ recommendations build on and synthesize community priorities and opportunities for action without being tactically proscriptive about how those priorities are implemented.

## **Overview of Eugene and the Region**

Eugene and the region are in the midst of a long, slow recovery from the impact of significant shifts in its economic base that began in the 1980s. The region has emerged from a difficult period with a more diversified economy than it has had in the past. Population has been growing, although more slowly since 2000. While Eugene is still predominantly white, there is small but growing Hispanic population. The presence of the University of Oregon has played a key role in the evolution of the City through its large student, faculty and staff population, its academic and cultural offerings, and its impact on the economy. In addition, the City’s geographic location, which allows it to serve as a retail and wholesale trade center for central and southern Oregon, contributes to its growth and vibrancy.

Eugene residents pride themselves on their independent inclinations, which have at times made collective decision-making a challenge. In general, community and philanthropic leadership tends to be “quiet,” which often means that leaders work behind the scenes rather than take high visibility positions. The level of community involvement is extraordinarily high. This was reflected during the Cultural Policy Review with over 300 people attending community meetings and almost 2,500 individuals completing the “cultural census” survey.

## **A Perspective on the Value of Arts and Culture**

There is an increasingly impressive body of research that highlights the impact of arts, culture, and creativity on the quality of life of a community. Cities large and small across the country are focusing on the ways in which arts and culture can enhance the quality of life. For example:

- National data<sup>1</sup> highlight that the nonprofit cultural sector alone contributes over \$166 billion annually and includes 5.7 million full-time equivalent jobs.
- Data show, for example, that the price of single family homes jumped 15 percent in a single year after an art museum opened in a depressed mill town in Massachusetts.<sup>2</sup>
- College Board research indicates that students who took four years of arts coursework outperformed their peers without that training by 58 points on the verbal portion and 38 points on the math portion of the SAT.<sup>3</sup>
- A recent initiative in the schools was designed “to improve student achievement by building connections between the arts and the core curriculum.” After only two years in operation, 2<sup>nd</sup> grade students scored significantly higher than their counterparts on all standardized tests.<sup>4</sup>

## Overview of Arts and Culture in Eugene

The range and diversity of arts and culture in Eugene is breath-taking – it includes the Oregon Country Fair, the Jordan Schnitzer Museum of Art, the Mayor’s Art Show, Art in the Vineyard, the Oregon Festival of American Music, the Oregon Bach Festival, as well as the other Resident Companies of the Hult Center and many, many others. The City boasts a mix of arts, culture, and entertainment that goes well beyond what one would expect in a city of 150,000 people. City government, having operated the Hult Center for 25 years, has played an important role in Eugene’s cultural sector. But while the Hult has added much to the City, it has also absorbed virtually all City cultural support, making it harder to address other community concerns relative to arts and culture.

Indeed, many of the issues addressed in the valuable “ArtsPlan” of the mid-1990s remain as challenges to the cultural sector today. Most notably, cultural organizations (in common with their colleagues nation-wide) struggle to identify sources of earned and contributed revenue from a limited base of residents and visitors. With some exceptions, these organizations are under-capitalized with limited paid professional staff. But the challenges extend beyond individual organizations to the sector as a whole. As much as Eugene’s cultural organizations

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<sup>1</sup> Americans for the Arts, Arts & Economic Prosperity III, June, 2007 (<http://artsusa.org>)

<sup>2</sup> Opinion Journal, “What MassMOCA has Wrought” July 7, 2004.

<sup>3</sup> The College Board, “2005 College-Bound Seniors: Total Group Profile Report” 2005

<sup>4</sup> Maricopa Regional Arts and Culture Task Force, “Vibrant Culture – Thriving Economy” 2004.

contribute to the City's quality of life, that contribution remains constrained because of the lack of the necessary "connective tissue," the infrastructure that coordinates communication, collaboration, and joint action within the cultural sector and between the sector and other aspects of the City. This problem is exacerbated by the general lack of awareness of the value of arts and culture.

It is important to note that Eugene's focus on combining its unique cultural and outdoor attributes (an aspiration articulated in the City's slogan) provides important opportunities for developing more effective partnerships between these two important sectors in order to better position the City to attract visitors.

## **Key Findings**

The consultants identified a number of core issue areas and those have been refined over the course of the Review. Key findings in five issue areas are summarized below, with additional detail provided in Part II of the report.

### **Leadership and Resources**

Cultural leadership in Eugene has been strong but it is difficult to find new, younger individuals to assume leadership roles. This is a national problem but is especially pressing here. It is complicated by the lack of an effective, city-wide local arts agency, an entity that is responsible for facilitating initiatives and coordinating collaborations within the cultural sector as well as being "at the table" for key community processes. Such an entity is often central to building community leadership for arts and culture.

Eugene's "cultural ecology" has been driven in large part by the Hult Center which has made many positive contributions to the community. However the Hult's current operating model is problematic and until this problem (which has existed since at least 1996) is resolved, it will serve as a brake on the sector, preventing it from reaching its full potential. City of Eugene staff capacity is narrowly focused on the Hult Center and does not address community-wide cultural issues

Fund raising in the private sector is challenging and competition among nonprofit organizations in various sectors has become more intense over the last decade. There is, however, some potential for growth in funding for arts and culture, especially if cultural initiatives are coupled with other community priorities, such as downtown development or improved education.



## **Education and Lifelong Learning**

As Eugene's public schools have had to cut back on arts education programs, cultural organizations have moved to fill the gap by providing extensive arts learning programming. However organizations' initiatives are not coordinated and that makes it considerably harder for educators to navigate among the various offerings. This problem is made more complicated because there is a general lack of understanding of the value of arts learning as a basic skill and as a way to enhance learning in all curricular areas. Lane Community College's integrative arts learning initiative has begun to address this.

The University of Oregon and Lane Community College have a vibrant mix of cultural facilities and active programs in the arts and they play an important role in the cultural life of the community. However, there is little coordination between these cultural initiatives and those of the non-academic cultural organizations so that possible synergies and community benefits are less likely to be fully realized.

## **Cultural Organizations and Artists**

Eugene's professionally managed and volunteer-driven cultural organizations are capable of producing high quality art, as are its professional and avocational performing and visual artists. However, these groups are subject to the same pressures such organizations face across the nation and achieving economic stability for both organizations and artists is difficult. The great majority of nonprofit cultural groups have small or mid-sized budgets and all of them, even those with large budgets (over \$1 million) are under-capitalized. This means that they are fragile administratively and less able to address long- and short-term issues.

Available performance and exhibition spaces are generally adequate but would benefit from improved maintenance and upgrades. In general, however, few facilities have the full mix of needed spaces for productions or exhibitions and support spaces for rehearsal, set or exhibit construction, and dressing rooms are problematic.

Artists and cultural organizations share a need for professional development. Organizations are concerned about capacity building relative to fund raising in general and board development in particular. While funders expressed concern about duplication and a lack of collaboration among cultural groups, there is some evidence that such efforts are underway. One problem is that there is no organization or other mechanism to facilitate collaborations and joint initiatives among cultural organizations in Eugene and the groups do not have the capacity to do it on their own.

## **Audiences and Participation**

Overall, the cultural census survey results are consistent with national trends that point to increased involvement and interest in more active forms of cultural participation, as well as arts experiences that serve to advance social needs, like spending more time with friends and family. Increasingly, informal venues such as the home, community centers, and places of worship, are playing an important role as a setting for arts and culture. This means that cultural groups must become more flexible in program design and communication to respond to these shifts.

Communication about arts and cultural activities and events is fragmented, both for residents and for visitors. There is no central source – either on-line or in print – for sharing information about the sector and its activities. This is a significant hindrance to building new local and tourist audiences and encouraging low-frequency attendees to increase their participation.

## **Downtown and the Built Environment**

The downtown is positioned to employ arts and culture to play an important role as a catalyst for its on-going revitalization. There are many major cultural assets located downtown, including the Hult Center, the new main branch of the Eugene Public Library, DIVA, the WOW Hall, the Shedd Institute, and an informal “gallery district,” as well as a “First Friday” art walk. But for arts and culture to play a more effective role, arts groups will need to be more actively engaged as part of a much larger revitalization initiative, one that includes a strong downtown residential component. Planning and development efforts require cultural sector representation from their inception.

Public art, much of it downtown but also in neighborhoods, can play a role in this revitalization as well as illustrate Eugene’s commitment to art and the outdoors. Architectural design, effective signage, and more appealing streetscapes and street furniture will also work to enhance the downtown’s appeal and to highlight the value Eugene places on arts and culture.

## **A Vision for Cultural Development in Eugene**

Participants in the Cultural Policy Review shared their ideas for a vision of Eugene and its arts and cultural landscape for the year 2017. A summary of that vision is presented on the following page.

*“Eugene in 2017 is a nationally renowned center of creativity in general and the arts in particular. Eugene is acknowledged as a leader in cultural opportunities that engage residents and draw visitors. The cultural sector is a source of community pride and its impact is central to the livability and economic vitality of the City. Eugene’s downtown is alive with an appealing mix of creative experiences for people of all ages. The Hult Center, its Resident Companies, and a thriving gallery district provide a downtown anchor for cultural programming. Its schools use the arts effectively for their expressive value and as a powerful tool in teaching and learning. Arts learning is a lifelong pursuit through programs for all ages. The cultural assets of the University of Oregon and Lane Community College are part of the powerful mix that builds the identity of Eugene as a center for the arts. City officials, leaders of public and higher education, the business sector, and arts and culture work together to support Eugene’s cultural sector to enhance Eugene’s livability and the civic pride of its residents.”*

## **Goals and Strategies**

Five goals and sixteen strategies have been defined to strengthen and enhance Eugene’s cultural sector so that it can contribute even more to the future vitality of the City. These goals and strategies are described in detail in the body of the Report, which also includes discussions of possible tactics, identification of potential roles for the City of Eugene and other entities, and a description of each strategy’s priority.

### ***Goal I***

#### **To 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.
- **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.
- **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.

- **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.

***Goal II***

**To 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.
- **Strategy II.2:** Enrich the range of and access to arts and cultural learning opportunities for teens and adults.
- **Strategy II.3:** Build more effective ties between Eugene’s institutions of higher learning, the City, and cultural organizations and audiences.

***Goal III***

**To 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.
- **Strategy III.2:** Implement a coordinated awareness campaign to highlight the value and strength of Eugene’s arts and culture.
- **Strategy III.3:** Build existing audiences and develop new ones for arts and culture.

***Goal IV***

**To 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.
- **Strategy IV.2:** Assist cultural organizations to develop initiatives that respond to trends in cultural programming.

***Goal V***

**To 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.
- **Strategy V.2:** Establish approaches to cultural development in the downtown that dovetail with community priorities.
- **Strategy V.3:** Enhance Eugene’s physical environment through public art in downtown and throughout the City.
- **Strategy V.4:** Enhance Eugene’s urban environment through the use of architecture and streetscape design, signage, public spaces, and other amenities.

**Initial Next Steps**

Once the Report has been presented to City Council, the task of implementation will begin. The consultants propose a “Cultural Policy Review Implementation Task Force” made up of six community leaders (representing business, cultural organizations, and higher education) and reporting to the Executive Director of the City’s Library Recreation and Cultural Services Department. This group would meet frequently to set priorities and make sure that a few, carefully selected initiatives are moving forward. It would present annual reports to the community to detail outcomes and progress. As the proposed Alliance takes shape, this Task Force can become the nucleus of its governing body. Responsibility for coordination and review of implementation would then fall to a sub-committee of the Alliance’s board. Additional details are provided in Part V of the Report.

**Conclusion**

This planning process has been remarkably participatory. No other community in which the consultants have worked, no matter how large it is, has shown the degree of diligence and passion evidenced by Eugene residents and in particular the members of the Mayor’s Committee. Planning is not an easy process. It requires attention to various viewpoints and overlapping perspectives and often puts existing systems and structures into the spotlight. The willingness of all parties involved to

look carefully at issues both large and small has led to the development of a road map that has the engagement and input of a broad cross-section of the community.

Not everyone – perhaps no one – will agree with *everything* in this document. But most participants will find some reflection of the comments that they made at various stages in the Cultural Policy Review. That is what makes this document powerful – its organic growth from the comments of hundreds, and ultimately thousands, of individuals. The consultants believe that the months of review and passionate debate have made this a stronger document that can serve as the first step on a journey to an even more vibrant and exciting cultural sector in Eugene.

**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"> <li>\$15,000-\$50,000 from City Chamber of Commerce</li> <li>Business Organizations</li> <li>Cultural Organizations</li> <li>Civic Organizations</li> <li>Cultural Services staff</li> </ol> | <ol style="list-style-type: none"> <li>City convenes implementation taskforce</li> </ol> | <ol style="list-style-type: none"> <li>An organization that is a leader in building relationships between public, private, &amp; nonprofit sectors to strengthen arts &amp; culture sector &amp; whole community.</li> <li>Foster connections, dialogue, &amp; planning among sectors.</li> <li>Provide services to cultural sector.</li> <li>Provide services to build capacity of neighborhood groups &amp; artists.</li> <li>Serve as “fiscal agent” so individuals &amp; groups can manage short-term project w/out incorporating as nonprofits.</li> <li>Highlight &amp; celebrate value &amp; accomplishments of Eugene’s cultural sector.</li> <li>Undertake fund-raising initiatives in support of cultural sector.</li> </ol> | <ul style="list-style-type: none"> <li>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.</li> <li>BRAVA Breakfast, Eugene-a-go-go.</li> <li>ABAE partner with City of Eugene and Travel Lane County to develop a downtown lighting program/wayfinding assets.</li> <li>ABAE continues to work towards developing more partnerships with businesses and the arts.</li> <li>The goals of developing strong leadership in Eugene’s nonprofit sector and a younger audiences are unmet needs.</li> </ul> |

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

**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"> <li>1. \$100,000 annually for ten years from the City</li> <li>2. Cultural organizations</li> <li>3. Oregon Community Foundation</li> <li>4. Oregon Cultural Trust</li> <li>5. Private sector businesses</li> <li>6. Philanthropists</li> </ol> | <ol style="list-style-type: none"> <li>1. Fund raising</li> <li>2. Annual challenge match for ten years on behalf of City</li> <li>3. Consideration of possible new revenue mechanisms</li> <li>4. Reallocate portion of Transient Room Tax to contribute to endowment</li> </ol> | <ol style="list-style-type: none"> <li>1. \$10,000,000 Endowment for arts and culture in Eugene.</li> <li>2. Relieve financial strain on Eugene’s arts and culture organizations.</li> <li>3. Provide operating support</li> <li>4. Support broad, decentralized, diverse programming.</li> <li>5. Ongoing fundraising initiatives.</li> </ol> | <ul style="list-style-type: none"> <li>• This strategy was not pursued because the founding of ABAE was considered the greater priority.</li> <li>• 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.</li> </ul> |

**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"> <li>1. \$40,000 - \$60,000 from the City for study</li> </ol> | <ol style="list-style-type: none"> <li>1. Implement a review process of Hult Center operations</li> <li>2. Implement a decision-making process of Hult Center operations</li> <li>3. Identify solutions</li> <li>4. Make changes as necessary</li> </ol> | <ol style="list-style-type: none"> <li>1. Address persistent financial issues of Hult Center.</li> <li>2. Create financial stability and long-term viability of both the Hult and Cuthbert.</li> </ol> | <ul style="list-style-type: none"> <li>• This strategy was implemented through an external consultant review and a financial/revenue audit by the CS Director in January of 2014.</li> <li>• 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.</li> <li>• The Hult Center has reengaged in presenting programming to support Hult Center operations and community arts goals.</li> <li>• 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.</li> </ul> |



## 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"> <li>• Lane Arts Council</li> <li>• Public school districts</li> <li>• Lane Community College</li> <li>• Cultural organizations</li> <li>• City representation</li> </ul> | <ul style="list-style-type: none"> <li>• Cultural organizations provide in-school and after-school programs for K-12</li> <li>• Create entity that is a “match-maker”/consortium for schools and artists/arts organizations</li> <li>• Encourage school districts to participate</li> </ul> | <ul style="list-style-type: none"> <li>• Increase access to the arts in public schools.</li> <li>• Increase coordination between arts organizations and schools.</li> <li>• Decrease overlap and lack of communication between arts and culture entities and schools.</li> <li>• Provide opportunities that are effective.</li> <li>• Consortium housed at Lane Arts Council.</li> <li>• Advocate for arts in education.</li> <li>• Increase financial support for arts education in public schools.</li> </ul> | <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"> <li>• Realigned community arts grant programs funded by COE to ensure arts education goals are being addressed.</li> <li>• 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 &amp; Dissemination Grant and the Oregon Community Foundation.</li> <li>• Contracted with 4J BEST Afterschool Program to provide STEAM based education to elementary and middle school students including teacher training and artist residencies.</li> <li>• Created the Culture and Education Alliance (an ongoing arts education organizational consortium of local thought leaders).</li> <li>• With support from LaneESD, created <a href="http://www.lanecea.org">www.lanecea.org</a>, which lists arts/culture resources for schools and organizations around Lane County.</li> </ul> |

**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"> <li>1. Arts and cultural organizations</li> <li>2. Lane Arts Council</li> <li>3. Lane Community College</li> <li>4. University of Oregon</li> <li>5. Public school administrators</li> <li>6. Public school teachers</li> <li>7. City Recreation Services</li> </ol> | <ol style="list-style-type: none"> <li>1. City reexamination of existing programming in recreation centers</li> <li>2. City reexamination of existing programming in the Library</li> <li>3. Reconfiguration of existing programming staff in Community Events</li> </ol> | <ol style="list-style-type: none"> <li>1. Offer an enriched range of learning opportunities to include education, athletic, and remedial tutoring.</li> <li>2. Opportunities are accessible for these age groups in regards to place.</li> <li>3. Relationships built between religious &amp; social providers &amp; arts and culture organizations.</li> <li>4. Greater clarity on what university &amp; college classes, programs, and lectures are open &amp; available to general population.</li> </ol> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• Through Lane Arts Council, provide funding for arts programs that serve underserved communities.</li> </ul> |

**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"> <li>1. City staff</li> <li>2. University of Oregon</li> <li>3. Lane Community College</li> <li>4. Northwest Christian College</li> <li>5. Cultural organizations</li> </ol> | <ol style="list-style-type: none"> <li>1. Initial convening of ad hoc committee of input leaders by the City</li> </ol> | <ol style="list-style-type: none"> <li>1. Ongoing high-level participation.</li> <li>2. Improved communications between partners.</li> <li>3. Placement of appropriate, current, or new college and university cultural programs downtown.</li> <li>4. Increased visibility &amp; access for audiences.</li> <li>5. Location of future college or university cultural facilities downtown.</li> <li>6. Better communication about which campus events are open to public.</li> </ol> | <ul style="list-style-type: none"> <li>• ABAE serves as a “super committee” of engaged UO/City/cultural community.</li> <li>• COE Cultural Services staff regularly speak on panels and lecture at the U of O AAD program and others.</li> <li>• Interns from the U of O are now a key part of our cultural services team.</li> <li>• 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.</li> <li>• AAD Prof Proj from 2014 – integrated learning from that project into planning.</li> <li>• COE and U of O developed a partnership to bring the Product Development Lab to downtown in 2015.</li> </ul> |

### 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"> <li>1. City staff</li> <li>2. Cultural organizations</li> <li>3. CVALCO (?)</li> <li>4. Business Leaders</li> <li>5. Business Community</li> </ol> | <ol style="list-style-type: none"> <li>1. Initial convening by City</li> <li>2. List City events</li> <li>3. Create communication mechanism to consolidate organizations’ efforts &amp; ease of finding information</li> </ol> | <ol style="list-style-type: none"> <li>1. Reduce barriers to participation.</li> <li>2. Increased cultural participation.</li> <li>3. Current &amp; complete. information listed on website</li> <li>4. Scheduling conflicts are reduced.</li> </ol> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• LRCS developed a shared marketing team and added resources to help promote cultural services events and recreation programs to a wider audience.</li> </ul> |

**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"> <li>1. City staff</li> <li>2. Cultural organizations</li> <li>3. ABAE</li> <li>4. CVALCO</li> <li>5. Chamber of Commerce</li> <li>6. Lane Arts Council</li> <li>7. Civic organizations</li> <li>8. University of Oregon</li> <li>9. Lane Community College</li> <li>10. \$50,000 from City budget for marketing</li> </ol> | <ol style="list-style-type: none"> <li>1. City coordination of awareness campaign</li> <li>2. Collaboration with partners</li> <li>3. Arts summit of community &amp; cultural leaders about role of arts and culture in economic development</li> <li>4. Coordination of offering “cultural sampler” at meetings of civic &amp; religious organizations</li> <li>5. Build relationships with local media</li> </ol> | <ol style="list-style-type: none"> <li>1. Increased awareness of wealth and value of arts and culture offerings in Eugene.</li> <li>2. Increased awareness of how the arts and culture sector affects the rest of the economy and quality of life.</li> <li>3. Business round-table breakfast sessions are held regularly</li> <li>4. Lecture series of artists discussing their work &amp; engage in dialogue.</li> <li>5. Organic creation of Eugene Brand is supported.</li> </ol> | <ul style="list-style-type: none"> <li>• 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.</li> <li>• The City Council has participated in annual work sessions.</li> <li>• 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!).</li> </ul> |

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

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

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

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

**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"> <li>1. Downtown Eugene, Inc.</li> <li>2. Cultural Services staff</li> <li>3. Chamber of Commerce</li> <li>4. ABAE</li> <li>5. Developers</li> <li>6. Cultural organizations</li> <li>7. Lane Community College</li> <li>8. University of Oregon</li> <li>9. \$1,000 - \$2,000 annually from City budget</li> </ol> | <ol style="list-style-type: none"> <li>1. Review planning bodies to ensure inclusion of representatives of arts and culture</li> <li>2. City is initial convener</li> <li>3. Create downtown advocacy group including arts and culture sector leaders</li> <li>4. Develop more initiatives downtown that mix art and commerce as part of downtown plan</li> <li>5. Create creative, youth-oriented programming downtown</li> <li>6. Incorporate cultural programs from high-education into downtown programming</li> <li>7. Create incentives for developers to include cultural amenities</li> </ol> | <ol style="list-style-type: none"> <li>1. Inclusion of representatives of arts and culture in planning process.</li> <li>2. Increased vitality downtown.</li> <li>3. Arts and culture contribute to identity of Eugene.</li> <li>4. Sustainment of cultural activities downtown.</li> <li>5. Arts and culture is considered early in the planning processes.</li> <li>6. Art &amp; commerce initiatives occur year-round.</li> <li>7. Decreased numbers of youths loitering.</li> <li>8. Enriched programming.</li> <li>9. Increased residential development downtown.</li> <li>10. Downtown Advocacy Group evaluates plans &amp; provides developers with information pertinent for new construction or renovations.</li> </ol> | <ul style="list-style-type: none"> <li>• Artists and arts professionals participate in every planning initiative.</li> <li>• 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.</li> <li>• A master artist was hired to consult on the arts and public art portion of the City Hall construction project.</li> <li>• 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.</li> <li>• The Shedd Institute is thriving and has purchased a City lot for possible music school expansion.</li> <li>• Downtown activity.</li> <li>• Youth loitering is still unresolved.</li> </ul> |

**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"> <li>1. Cultural Services staff</li> <li>2. Cultural organizations</li> <li>3. Developers</li> <li>4. Representatives of community planning initiatives</li> </ol> | <ol style="list-style-type: none"> <li>1. Create a Community Cultural Center downtown</li> <li>2. Dedicate areas for the visual arts</li> <li>3. Integrate cultural components into downtown capital projects</li> <li>4. Accommodate visitors in the downtown core through more hotel development</li> </ol> | <ol style="list-style-type: none"> <li>1. New developments, including hotels, offer cultural amenities open to greater public, increasing tourism &amp; cultural vitality.</li> <li>2. Address community needs through addressing community priorities.</li> </ol> | <ul style="list-style-type: none"> <li>• World Championships in Track &amp; 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.</li> <li>• As a result, capacity for increased tourism is being developed and hotels are being planned.</li> <li>• Incubators RAIN, Code Chops, Eugene Mindworks and Eugene Makerspace have opened downtown. Public library is adding Maker Space as well to support innovation.</li> <li>• Continued in-kind support for Jacobs Gallery.</li> <li>• Development of mural project in partnership with the users (skaters/youth) at the WJ Skatepark.</li> <li>• Job creation and economic prosperity are increasing with the growing tech and gaming industries which have created over 400 new jobs downtown.</li> <li>• Arts and Culture organizations Bijoux and OCT have relocated or opened new venues downtown; Ballet Fantastique is expanding.</li> <li>• Saturday Market continues to grow.</li> <li>• 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.</li> </ul> |



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

**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"> <li>Cultural Services staff</li> <li>Cultural organizations</li> <li>University of Oregon</li> <li>CVALCO</li> <li>Chamber of Commerce</li> <li>DEI</li> </ol> | <ol style="list-style-type: none"> <li>Review signage codes</li> <li>Propose changes to signage codes</li> <li>Plan for comprehensive way-finding signage system</li> <li>Explore public-private partnership to implement</li> <li>New architecture is blended with new</li> <li>Park and plaza spaces are maximized visually and programmatically</li> </ol> | <ol style="list-style-type: none"> <li>Demonstrate how arts and culture are valued in Eugene.</li> </ol> | <ul style="list-style-type: none"> <li>The Way-finding and Placemaking Plans are demonstrative of concerted efforts to incorporate artists into planning processes.</li> <li>ABAE Cultural Development Committee includes city planners outside of Cultural Services to hear information from broader perspective and practice.</li> <li>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.</li> </ul> |



# ECONOMIC PROSPERITY & CREATIVE INDUSTRIES UPDATE



Report to Council, December  
2015

# THE BAKER'S DOZEN

Investing in Manufacturing Communities Partnership  
21 World Championships - #INSPIRETHEWORLD  
Regional Accelerator and Innovation Network  
WEB Redevelopment  
Engine-specific metrics  
Prepare new industrial/employment lands  
Telling the story  
Sustainable funding for Parks and Recreation  
**Investment in Creative Industries**  
Expand high speed broadband network  
Moving ahead – faster transit  
Targeted industry conversations  
Workforce analysis



INVESTMENT  
IN  
CREATIVE  
INDUSTRIES:

proven



ACT I:  
CULTURAL  
-28-  
POLICY  
Y  
REVIEW



**Goal I – Strengthen public  
and private sector  
engagement, leadership,  
and funding for arts and  
culture**

-29-



Item A.

**B** ARTS & BUSINESS ALLIANCE OF EUGENE

**RAVA**  
-30- ARTS VISION & ACHIEVEMENT

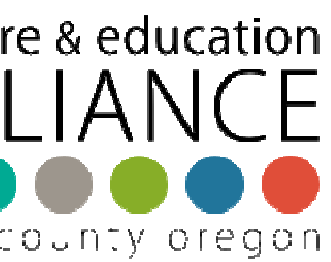
**LES**  
OF EUGENE & SPRINGFIELD







**Goal II – Provide comprehensive arts learning experiences Eugene’s children, youth, adults**



**Goal III – Build audiences  
for arts  
and culture in Eugene**

-33-



UG *fun!*

-34-





**Goal IV – Strengthen the ability of cultural organization and artists to serve the community**

# FESTIVAL SKILLS *for Artists*

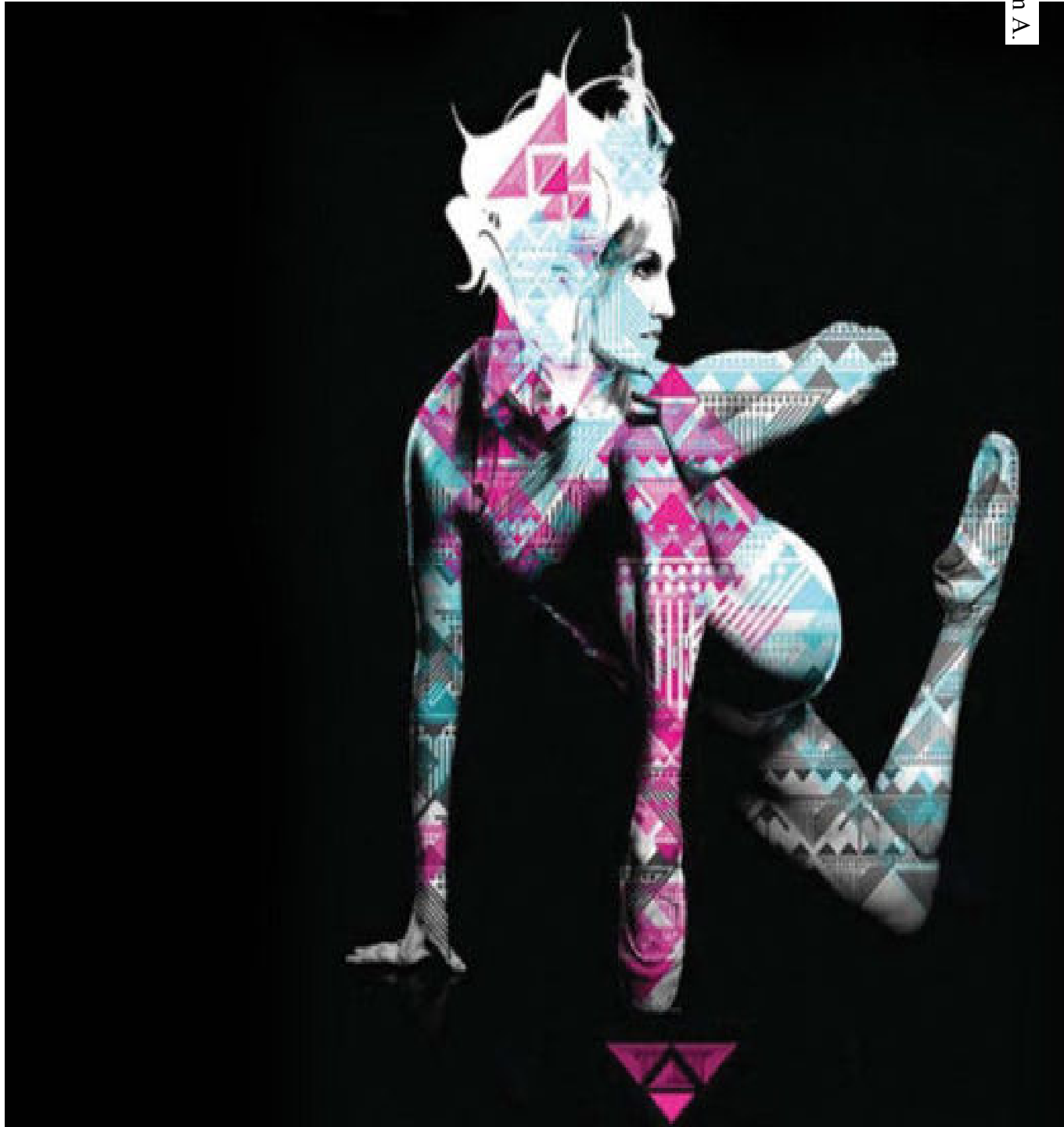


EUGENE  
OPERA

BALLET  
*Fantastique*



EUGENE SYMPHONY



-37-

# al V – Integrate arts and culture into the fabric of downtown Eugene



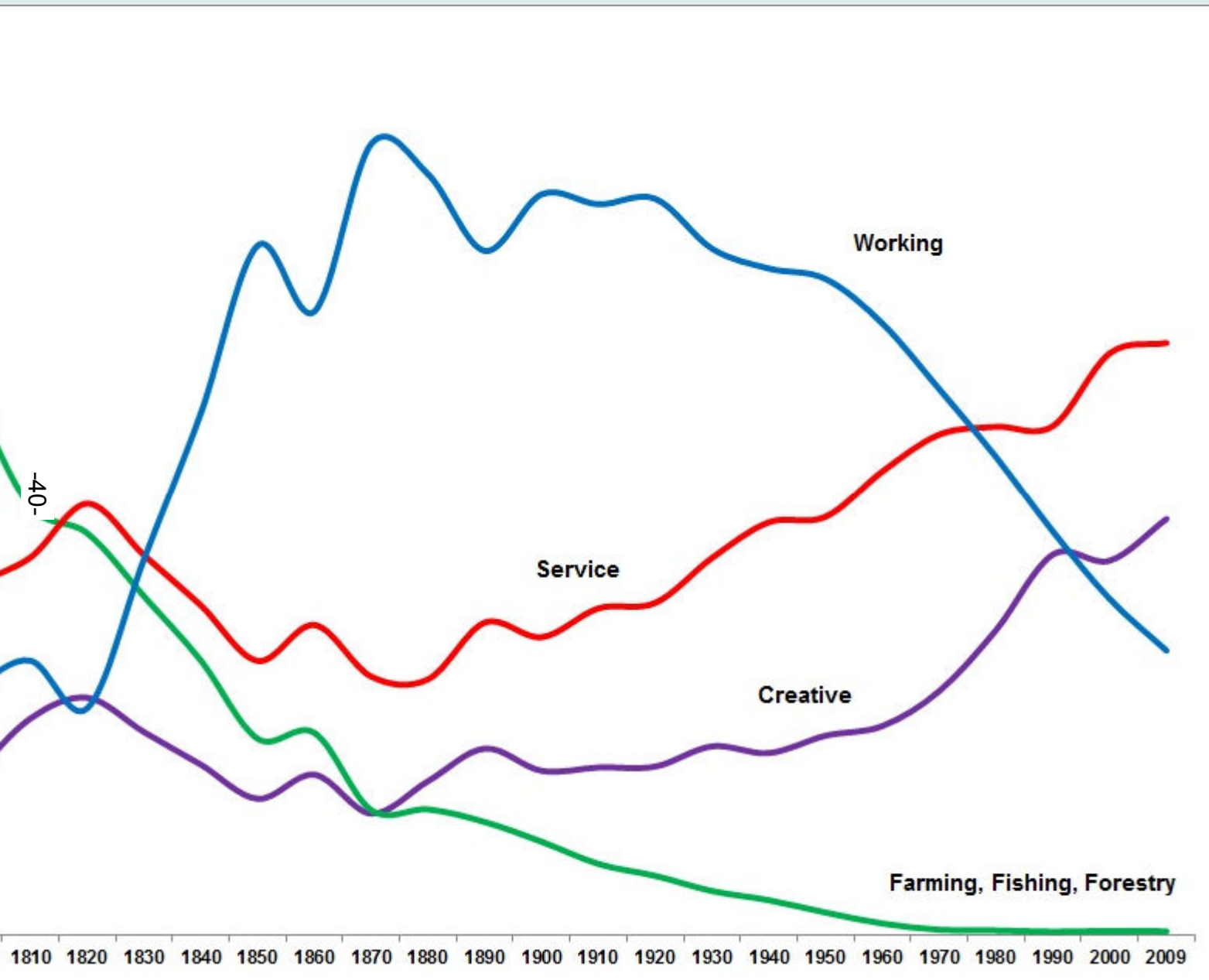






-39-

ACT IN  
TODAY  
Y



# Shares of American workforce 1800-2010

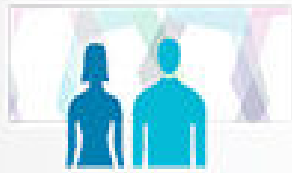
WORKING

SERVICE

CREATIVE

FARMING/FIS  
G/

# THE CREATIVE AND CULTURAL INDUSTRIES ARE DIVERSE



Museums



Environmental heritage



Libraries & archives



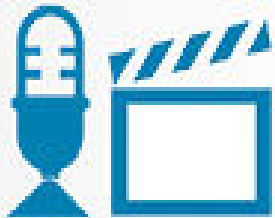
Literature & print media



Performing arts



Design



Broadcasting, electronic or digital media or film



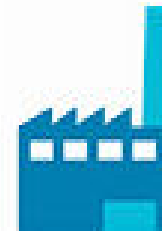
Music composition & publishing



Visual arts & crafts



Fashion



Cultural goods manufacturing & sales



Supporting activities

# Economic Impact of Nonprofit Arts & Culture Industry U.S.A. \$135.2 Billion Annual Expenditures (2010)

|                           |                |
|---------------------------|----------------|
| Full-Time Equivalent Jobs | 4.1 Million    |
| Resident Household Income | \$86.7 Billion |
| Local Government Revenue  | \$6.1 Billion  |
| State Government Revenue  | \$6.7 Billion  |
| Federal Income Tax        | \$9.6 Billion  |

# The Arts Mean Business in Eugene (2010):

<sup>-43-</sup> **\$16.1M**  
Event-related  
spending by  
Eugene arts  
audiences

**\$2.4M**  
Generated in  
local and state  
tax revenue

**\$45.6M**  
Economic activity  
generated by the  
arts/culture sector



# EUGENE V. NATIONAL

## EUGENE, OR

## SIMILAR STUDY REGIONS

(pop. 100-250K)

44-

Direct spending by arts  
organizations

**\$29.4 M**

Local government revenue

**\$984K**

FTE equivalent jobs

**1739**

Direct spending by arts  
organizations

**\$12.1 M**

Local government revenue

**\$419K**

FTE equivalent jobs

**836**

ACT  
III:  
-45-  
strategies for  
moving  
forward



# ATTRACT, GROW, AND RETAIN CREATIVE WORKERS





# DEVELOP & SUPPORT LOCAL FILM/TELEVISION INDUSTRY

47-



# SUPPORT CREATIVE INCUBATORS/MAKER SPACES



# CREATE AN “EVENT FRIENDLY” CITY AND GROW CULTURAL TOURISM



# DEVELOP A COMPREHENSIVE PLACEMAKING PROGRAM

WHAT MAKES A GREAT PLACE?



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**PROGRAMMING**

**MANAGEMENT**

**DESIGN**

# THE BAKER'S DOZEN

Investing in Manufacturing Communities Partnership  
21 World Championships - #INSPIRETHEWORLD  
Regional Accelerator and Innovation Network  
WEB Redevelopment  
Region-specific metrics  
Prepare new industrial/employment lands  
Telling the story  
Sustainable funding for Parks and Recreation  
Investment in Creative Industries  
Expand high speed broadband network  
Moving ahead – faster transit  
Targeted industry conversations  
Workforce analysis





**QUESTIONS?**

# EUGENE CITY COUNCIL

## AGENDA ITEM SUMMARY




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### Work Session: Introduction to a 350ppm Greenhouse Gas Target

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Meeting Date: December 16, 2015  
 Department: Central Services  
[www.eugene-or.gov](http://www.eugene-or.gov)

Agenda Item Number: B  
 Staff Contact: Matt McRae  
 Contact Telephone Number: 541-682-5649

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#### **ISSUE STATEMENT**

This is a work session to present background on a science-based community greenhouse gas reduction goal proposed through the Climate Recovery Ordinance adopted in July 2014. The purpose of this work session is to provide the council with an overview and scientific basis of 350 parts per million. Subsequent work sessions will address actions outlined in the Climate Recovery Ordinance.

#### **BACKGROUND**

##### **Climate Recovery Ordinance**

Adopted by the council in July 2014, the Climate Recovery Ordinance calls for the City to “propose for adoption by the city council, a numerical community-wide goal or ‘carbon budget’ for greenhouse gas emission reductions consistent with achieving 350 parts per million of CO<sub>2</sub> in the atmosphere by the year 2100.”

##### **Key Findings from Climate Science**

350 parts per million, or ppm, is a measurement of the concentration of carbon dioxide in the atmosphere.

Scientific research indicates that increased concentrations of atmospheric carbon dioxide result in warmer average global temperatures. The average global concentration of carbon dioxide is currently 400ppm and rising - up from 280ppm during pre-industrial times. Global temperatures have increased since the industrial revolution due to this increased concentration of carbon dioxide.

The increase in carbon dioxide does not result in immediate warming, however. There is a delay of several decades between the time carbon dioxide is emitted and when the associated warming occurs. Today the globe is experiencing warming from the carbon dioxide emitted some 40 years ago.

Atmospheric concentrations of carbon dioxide *increase* when fossil fuels are burned. Driving gas-powered cars and trucks, heating homes with natural gas, and burning coal for electricity all add

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carbon dioxide to the atmosphere.

Greenhouse gas emissions stay in the atmosphere for decades to centuries. Therefore, reducing the emissions in any one year is not the goal, rather, reducing total cumulative emissions is effective. This was the focus of recent global negotiations at COP21 in Paris.

In 2009, world leaders came to an agreement that nations would aim to increase temperatures no more than 2°C in order to avoid the worst effects of climate change. The concern is that somewhere at or near 2°C of warming (above pre-industrial temperatures), natural processes called feedbacks begin to magnify the warming and the ability to avoid runaway climate change is lost.

Based on the climate impacts already occurring, a growing number of scientists suggest that there is great risk of unstoppable warming as 2°C is approached. They suggest keeping CO<sub>2</sub> to 350 ppm to limit temperature rise to about 1.0°C. While first proposed in a 1990 federal climate action plan, this 350ppm target is also the basis for recent analysis by James Hansen and colleagues.

### **RELATED CITY POLICIES**

The City maintains a number of policies directly related to community-wide energy consumption including, but not limited to:

- Growth Management Policies
- Green Building Policy (2006)
- Sustainability Resolution (2000)
- Environmental Policy
- Sustainable Practices Resolution (2006)
- Sustainable Procurement Policy (2008)
- Community Climate and Energy Action Plan (2010)
- Internal Climate Action Plan (2009)

### **COUNCIL OPTIONS**

This is an information item only.

### **CITY MANAGER'S RECOMMENDATION**

The City Manager does not have a recommendation at this time.

### **SUGGESTED MOTION**

No motions provided.

### **ATTACHMENTS**

- A. Climate Recovery Ordinance



**FOR MORE INFORMATION**

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Staff E-Mail: matt.a.mcrae@ci.eugene.or.us





**COUNCIL ORDINANCE NO. 20540**

**COUNCIL BILL 5124**

**AN ORDINANCE CONCERNING CLIMATE RECOVERY  
AND ADDING SECTIONS 6.675, 6.680, 6.685, AND 6.690  
TO THE EUGENE CODE, 1971.**

**ADOPTED: July 28, 2014**

**SIGNED: July 29, 2014**

**PASSED: 6:2**

**REJECTED:**

**OPPOSED: Clark, Poling**

**ABSENT:**

**EFFECTIVE: August 29, 2014**



**ORDINANCE NO. 20540**

**AN ORDINANCE CONCERNING CLIMATE RECOVERY AND ADDING SECTIONS 6.675, 6.680, 6.685, AND 6.690 TO THE EUGENE CODE, 1971.**

**THE CITY OF EUGENE DOES ORDAIN AS FOLLOWS:**

**Section 1.** Sections 6.675, 6.680, 6.685, and 6.690 of the Eugene Code, 1971, are added to provide as follows:

**6.675** **Climate Recovery – Climate Action Goals.** The city shall carry out the requirements of sections 6.680 through 6.690 of this code in order to achieve the following goals:

- (1) By the year 2020, all city-owned facilities and city operations shall be carbon neutral, either by reducing greenhouse gas emissions to zero, or, if necessary, by funding of verifiable local greenhouse gas reduction projects and programs or the purchase of verifiable carbon offsets for any remaining greenhouse gas emissions.
- (2) By the year 2030, the city organization shall reduce its use of fossil fuels by 50% compared to 2010 usage.
- (3) By the year 2030, all businesses, individuals and others living or working in the city collectively shall reduce the total (not per capita) use of fossil fuels by 50% compared to 2010 usage.

**6.680** **Climate Recovery – Assessment.** Within six months of \_\_\_\_ [*effective date of this ordinance*], the city manager or the manager's designee shall complete an assessment of current efforts to reach the climate action goals. The assessment shall include a review and analysis of the following:

- (1) Trends in current energy use for the community and for city operations and facilities; and
- (2) Progress in implementing the community climate and energy action plan and the internal climate action plan.

**6.685** **Climate Recovery – Targets & Benchmarks.** To reach the climate action goals, the city council shall establish numerical targets and benchmarks, and take other actions that the council determines are necessary, for achieving the required reductions through the following steps:

- (1) Within 12 months of \_\_\_\_ [*effective date of this ordinance*], the city manager shall propose for adoption by the city council the following targets and benchmarks:

- (a) Numerical greenhouse gas and fossil fuel reduction targets equivalent to achieving the related goals; and
  - (b) Two-year and five-year benchmarks for reaching the numerical targets.
- (2) The city manager shall propose for adoption by the city council, a numerical community-wide goal or “carbon budget” for greenhouse gas emission reductions consistent with achieving 350 parts per million of CO<sub>2</sub> in the atmosphere by the year 2100. The community-wide goal shall include numerical targets and associated benchmarks.
  - (3) The city manager shall adopt administrative rules pursuant to section 2.019 of this code that establish a specified baseline amount and appropriate greenhouse gas inventory methodology.
  - (4) When the city manager prepares options for council consideration pursuant to this section, including options for meeting the goals, the manager shall include a triple bottom line assessment of the options including a cost-benefit analysis.

**6.690**     **Climate Recovery – Reporting.** Following council adoption of the numerical targets and benchmarks, the city manager shall report to the city council on progress in reaching adopted climate action goals as follows:

- (1) Provide a progress report every two years.
- (2) Provide a comprehensive report every five years that includes an assessment of greenhouse gas emission reductions to date and the status in reaching the established targets and benchmarks. If the five-year comprehensive report indicates that the city is not reaching the adopted targets and benchmarks, the city manager or the manager’s designee shall:
  - (a) Conduct an analysis of possible actions to get back on track to achieve the next adopted benchmark, together with a triple bottom line analysis of those options.
  - (b) Develop for council consideration potential revisions to the plan that reflect the necessary actions to achieve the next adopted benchmark.
- (3) Update the community climate and energy action plan and the internal climate action plan every five years, which shall be based on the updated greenhouse gas inventory.

**Section 2.** The City Recorder, at the request of, or with the consent of the City Attorney, is authorized to administratively correct any reference errors contained herein,

Item B.

or in other provisions of the Eugene Code, 1971, to the provisions added, amended or repealed herein.

Passed by the City Council this

28<sup>th</sup> day of July, 2014

Beth Forrest  
City Recorder

Approved by the Mayor this

29 day of July, 2014

Kathy Percy  
Mayor

# Climate Recovery Ordinance 350ppm Target Background

December 16, 2015



# Climate Recovery Ordinance

1. Clarifies and codifies existing goals:

Reduce community-wide fossil fuel use 50% by 2030  
Carbon Neutral City operations by 2020

2. Calls for an assessment of current efforts

*Reported to Council February 2015*

3. Calls for Targets and Benchmarks to achieve existing goals

*Discussed with Council November 2015*

**4. Calls for the development of a science-based community greenhouse gas reduction goal**

5. Calls for regular progress reports to Council

6. Establishes a process of analysis, reporting, and readjustment if community or internal targets are not met.

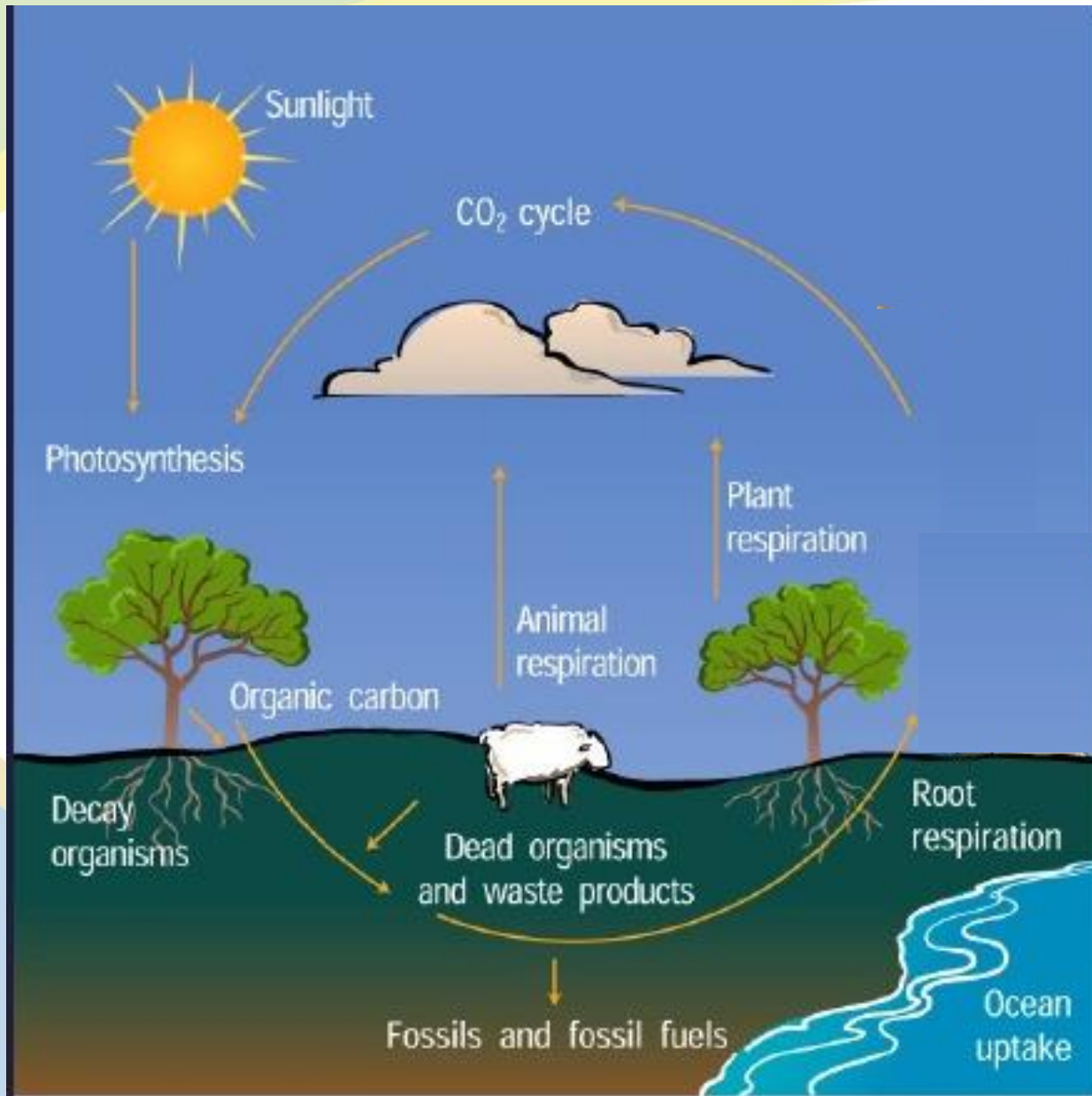




# Overview

1. Not All Carbon Is The Same
2. The Greenhouse Effect
3. Carbon And Temperature
4. Feedbacks
5. Next Steps

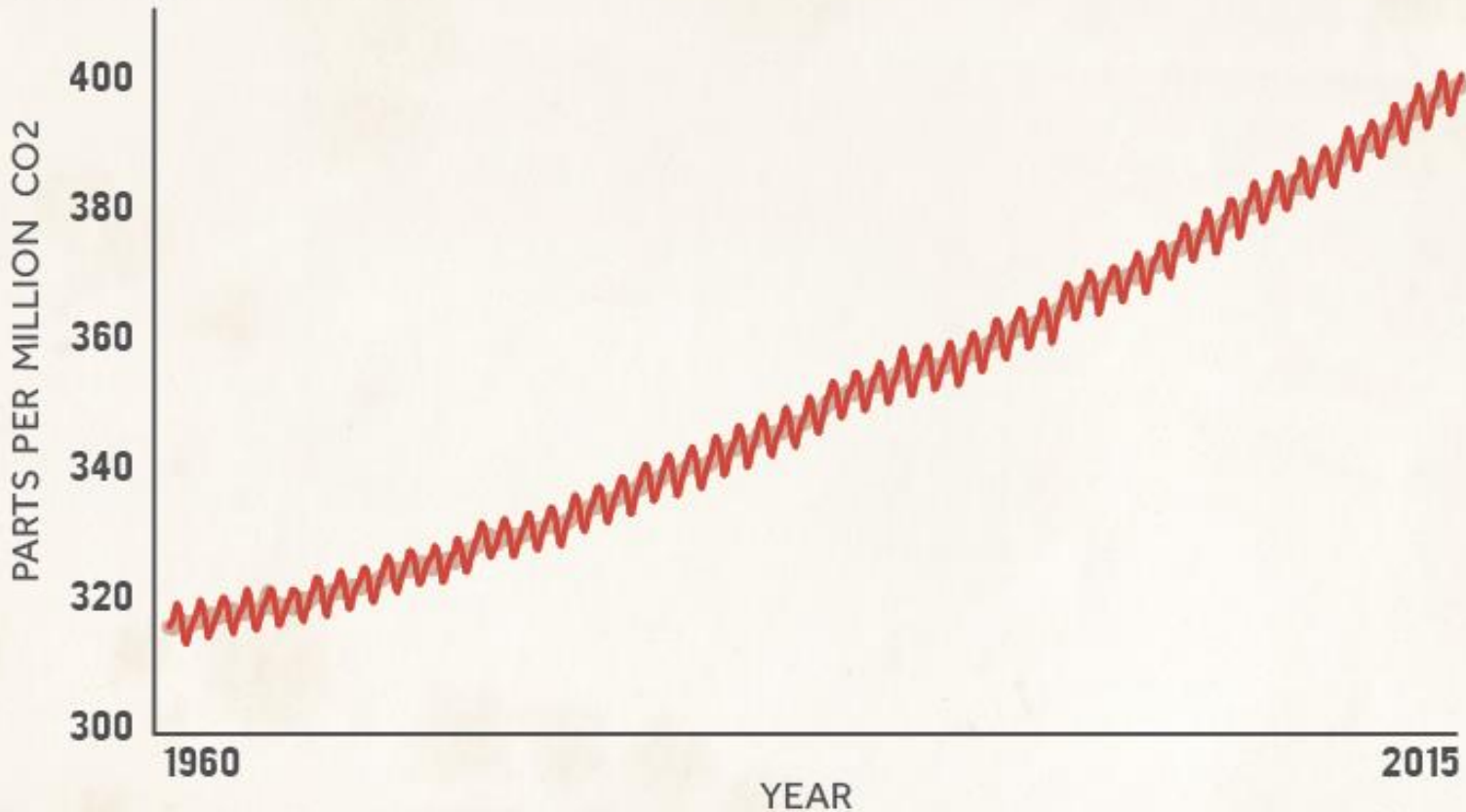
# Not all Carbon is the same



# 350ppm

## Rising Carbon Dioxide

To 400 PPM And Beyond?



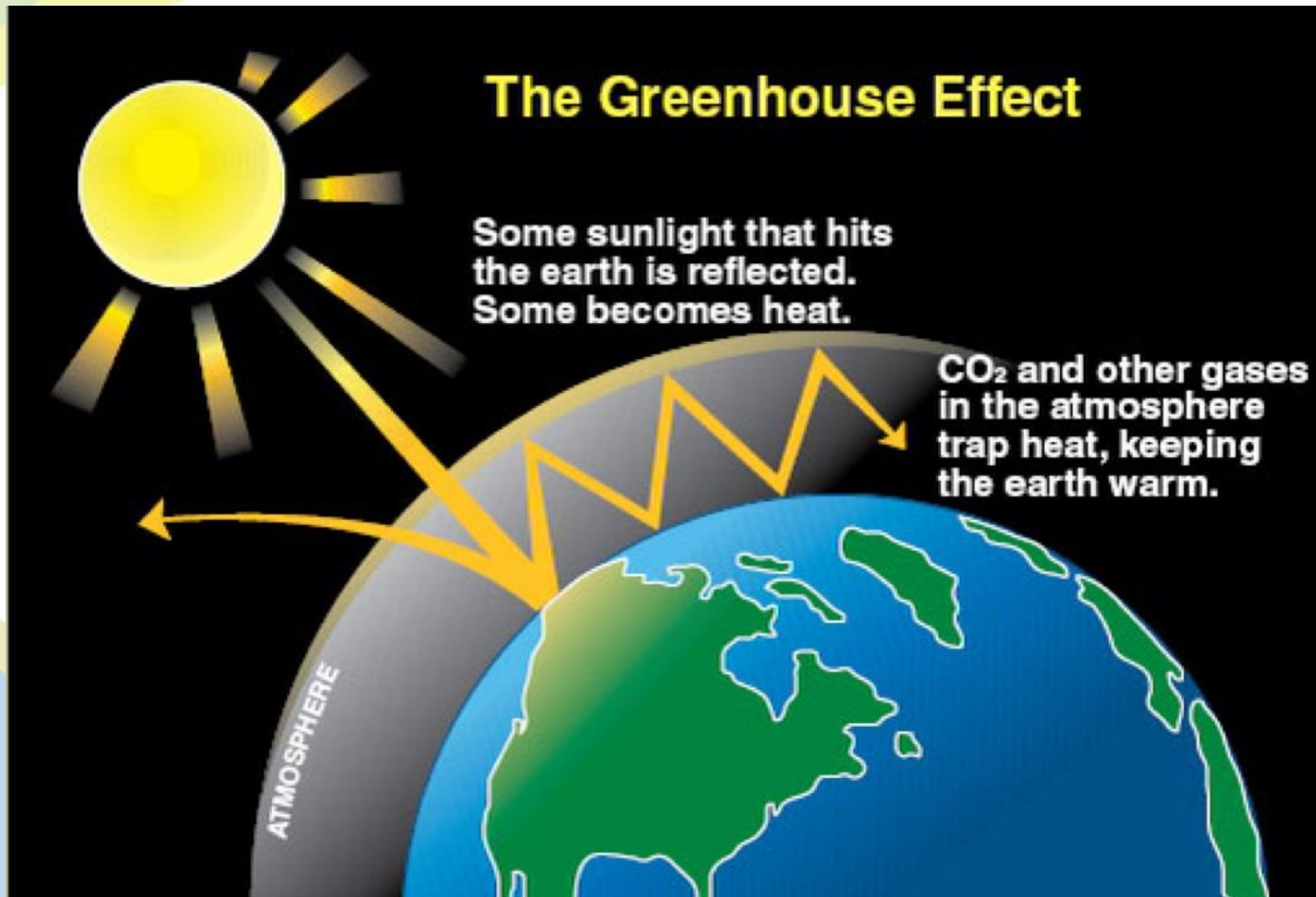
Data: Scripps Institute of Oceanography

CLIMATE  CENTRAL

Graphic credit: ClimateCentral.org

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# Greenhouse effect

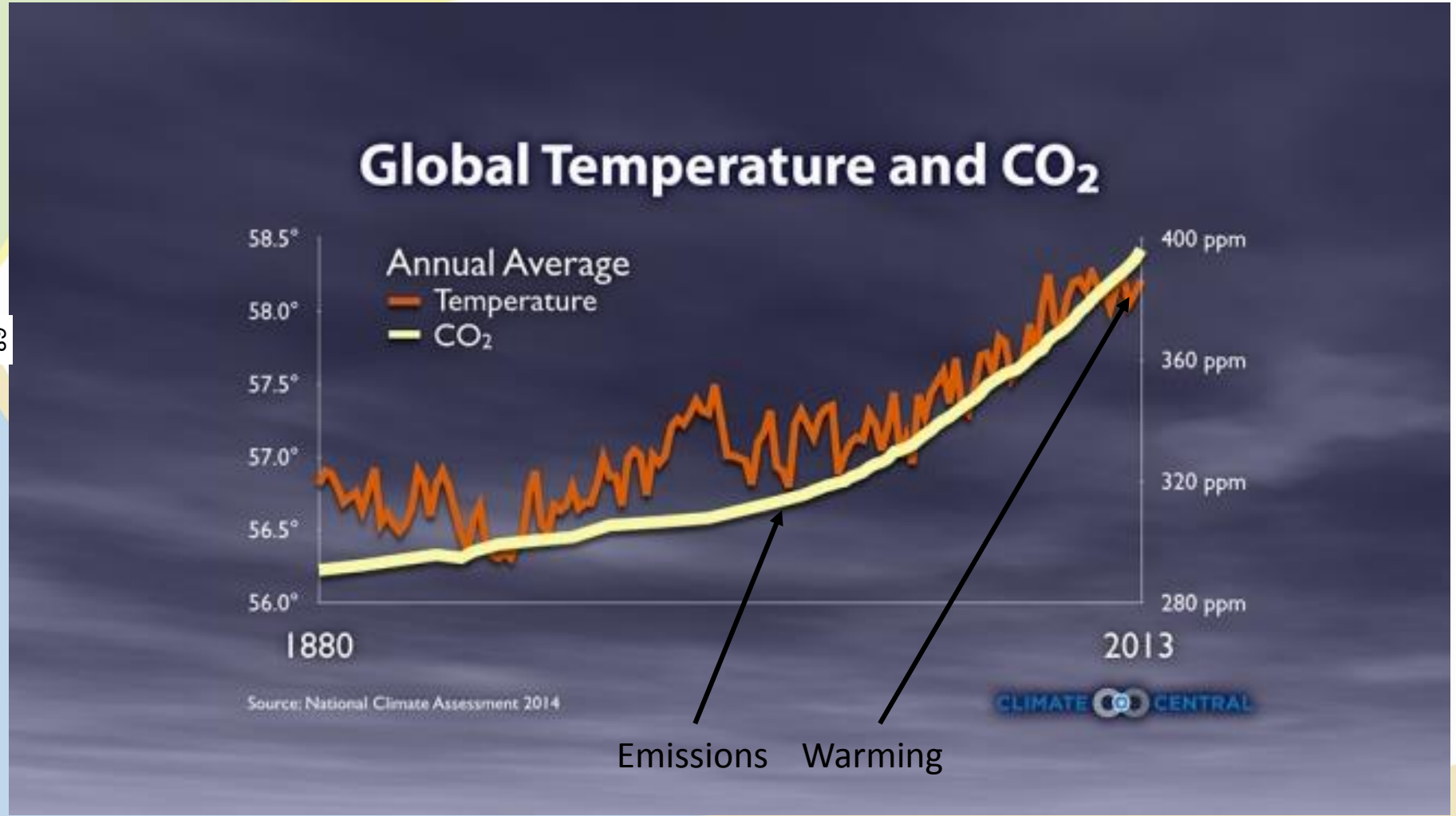


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Graphic credit: NOAA

# Carbon and temperature

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Graphic credit: ClimateCentral.org

# Feedbacks



# Feedbacks

September arctic sea ice extent 1979

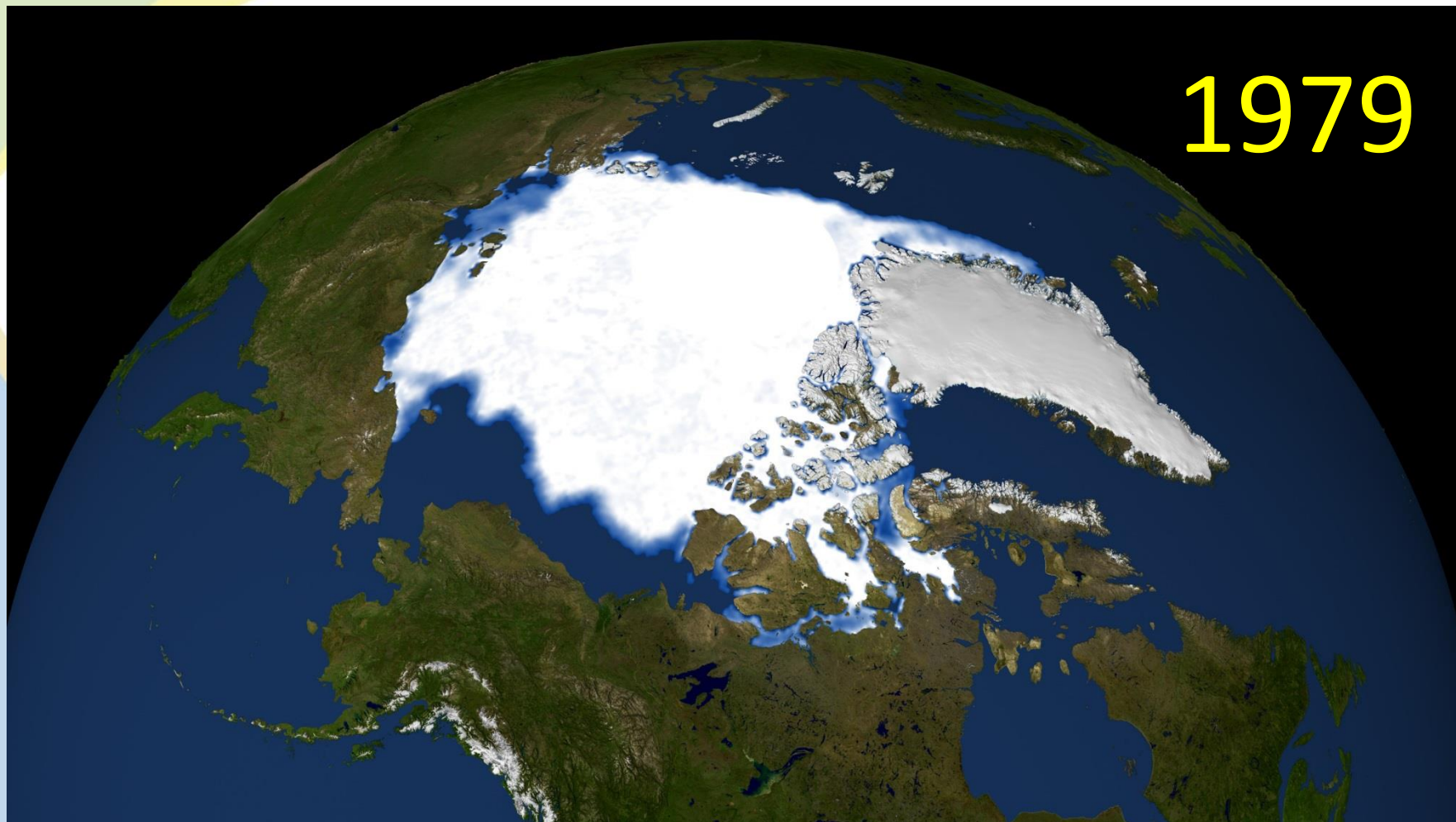


Photo credit: NASA/Goddard Space Flight Center Scientific Visualization Studio



# Feedbacks

## September arctic sea ice extent 2007

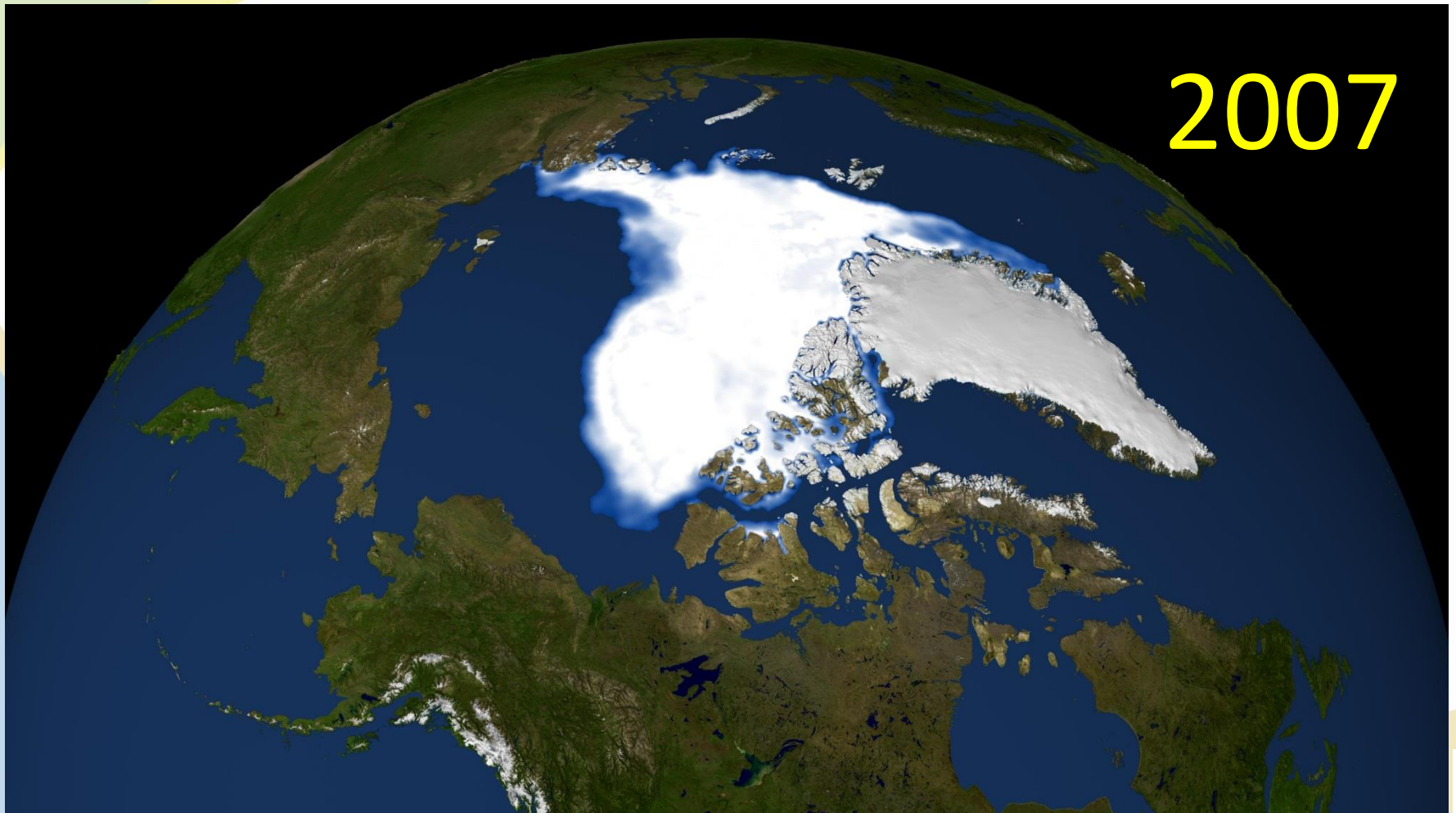


Photo credit: NASA/Goddard Space Flight Center Scientific Visualization Studio

# Feedbacks

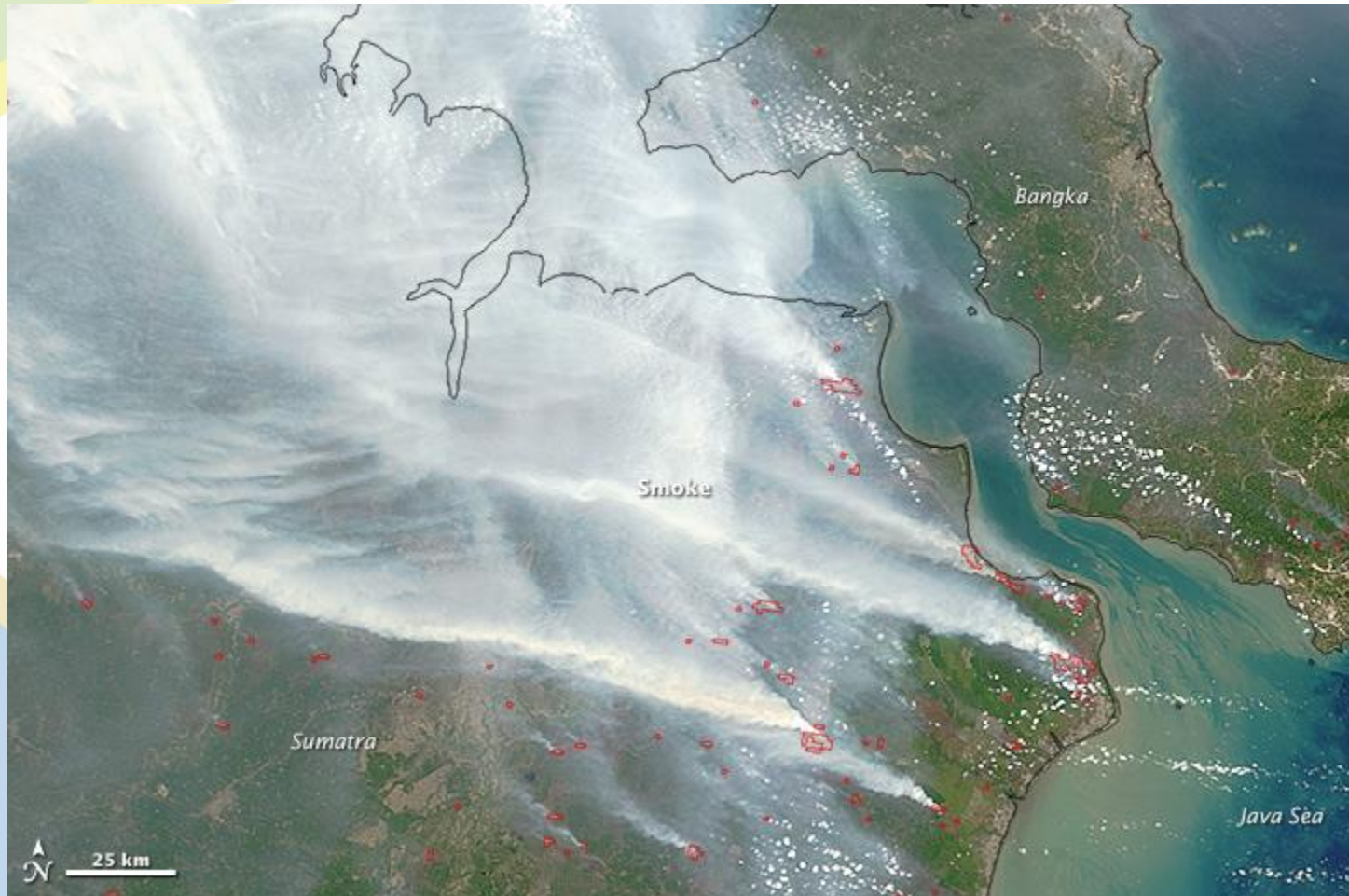


Photo credit: NASA

# Feedbacks



Photo credit: United Nations Environment Program

# Recap

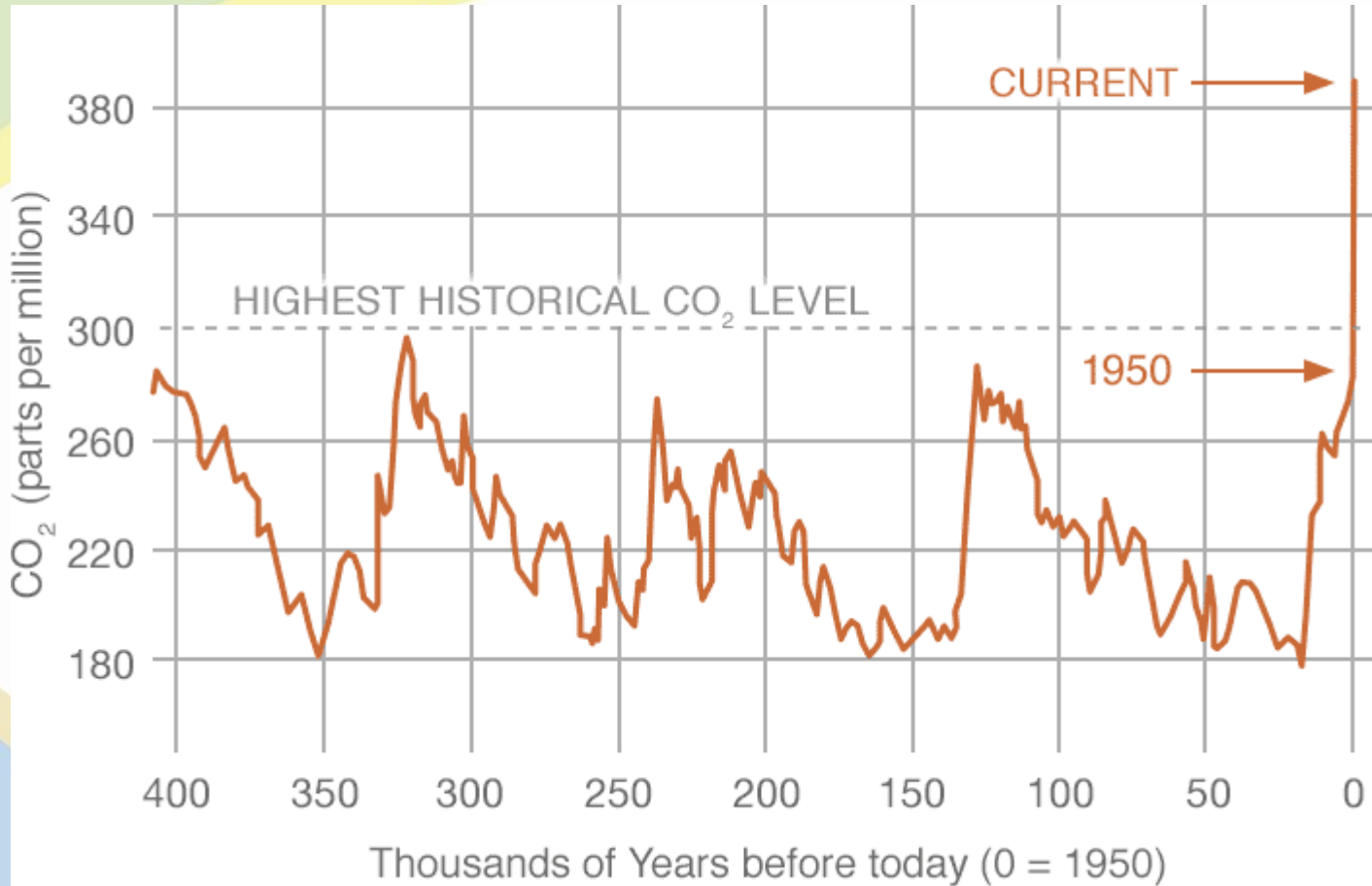
1. Rising CO<sub>2</sub> causes rising temperatures
2. Our influence
3. 350ppm would avoid feedbacks
4. Future work session

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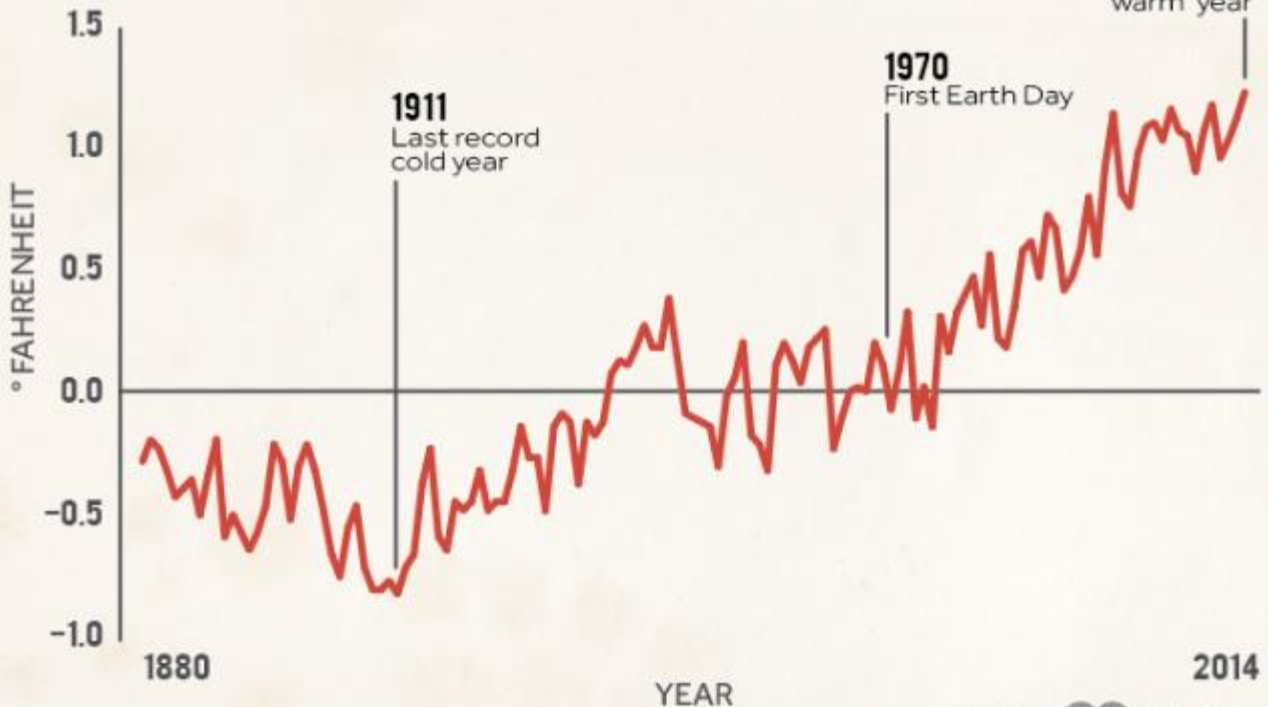
[www.eugene-or.gov/sustainability](http://www.eugene-or.gov/sustainability)

*Eugene City Council  
December 16, 2015*



# Global Average Temperature

A Warming Planet



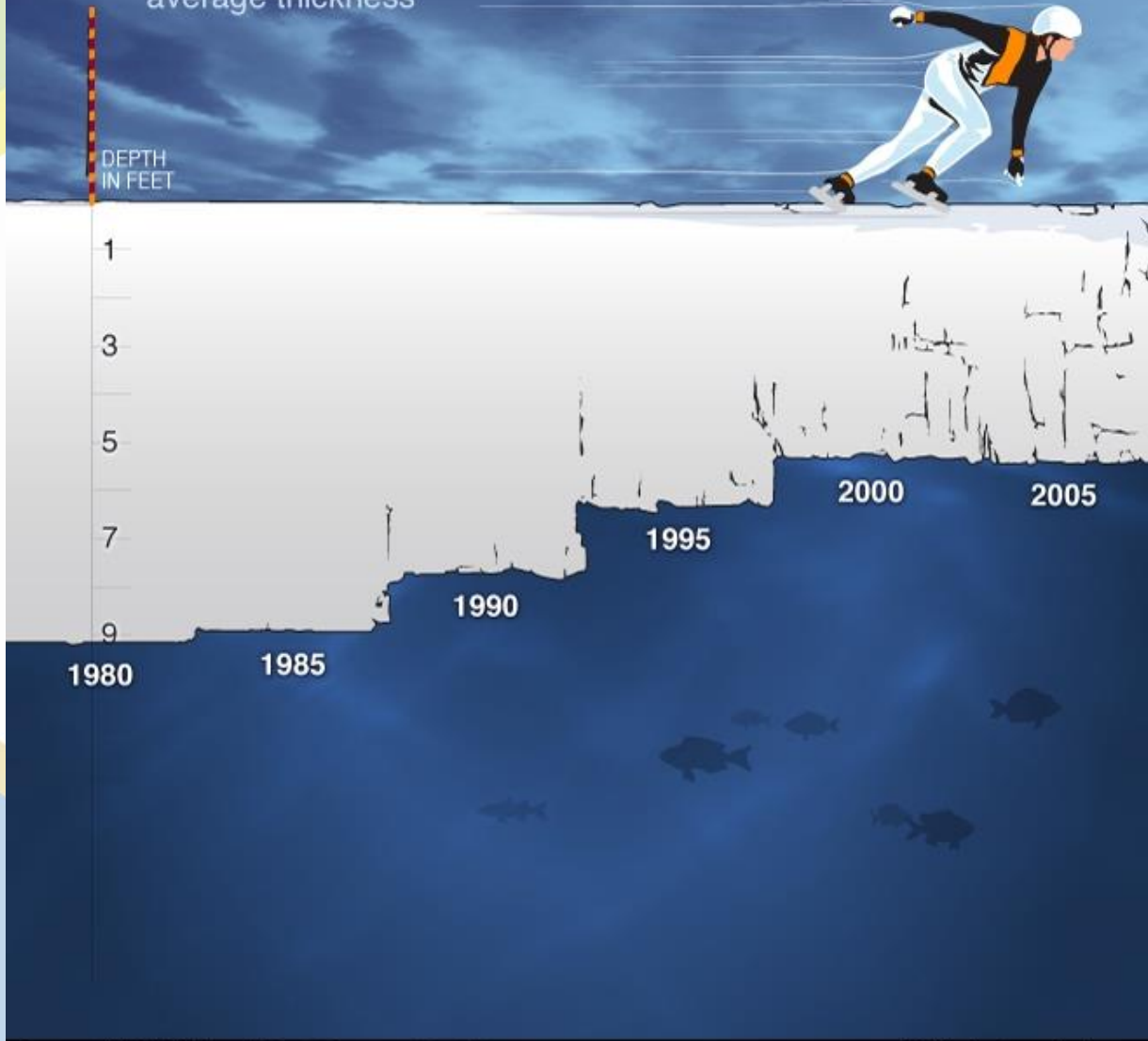
Data: NOAA National Climatic Data Center

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# Thin Ice

Changes in fall Arctic sea ice average thickness



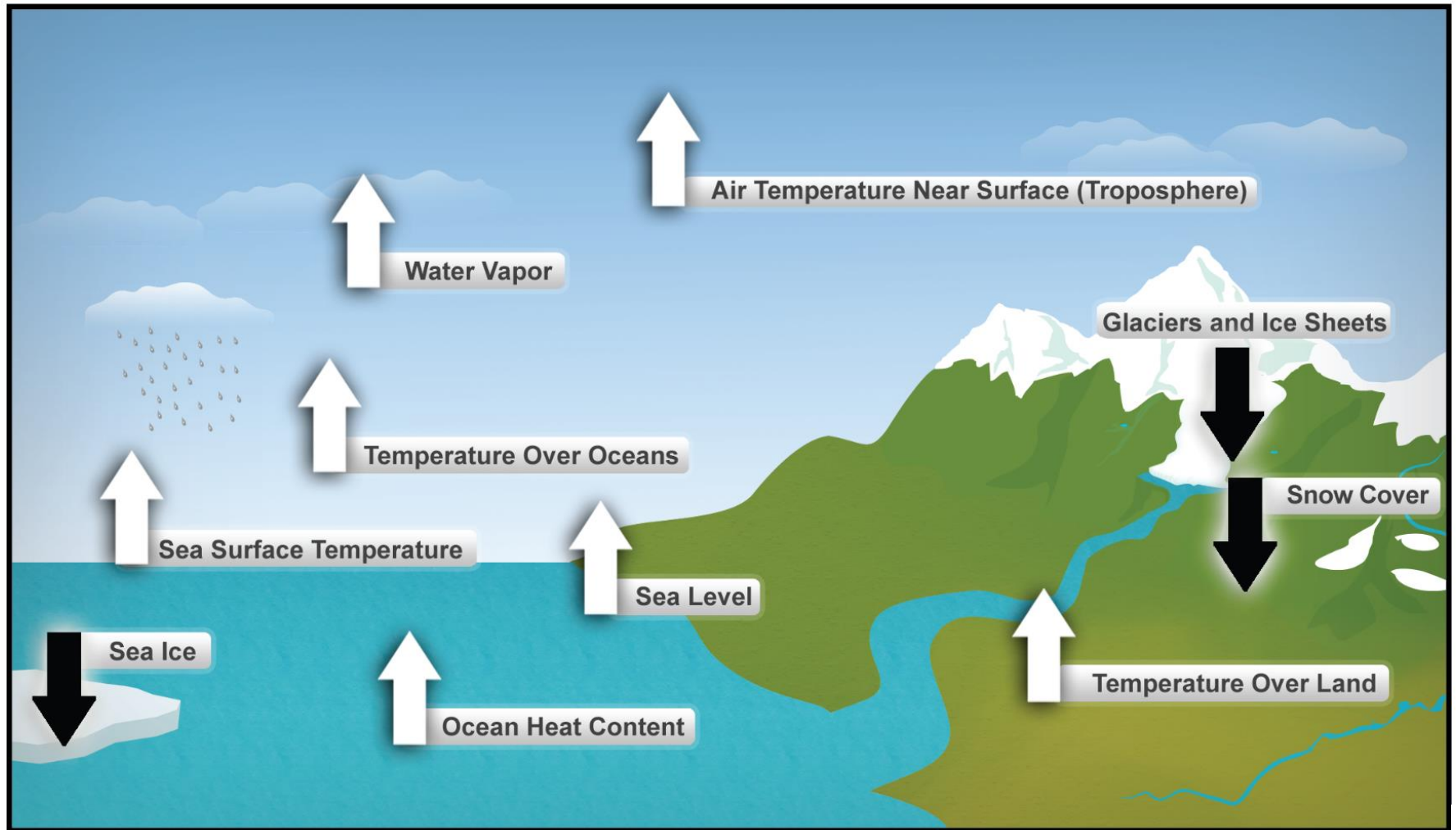
Sources: NASA, US Navy | More info: [www.get2.cc/63](http://www.get2.cc/63)

 climatecentral.org

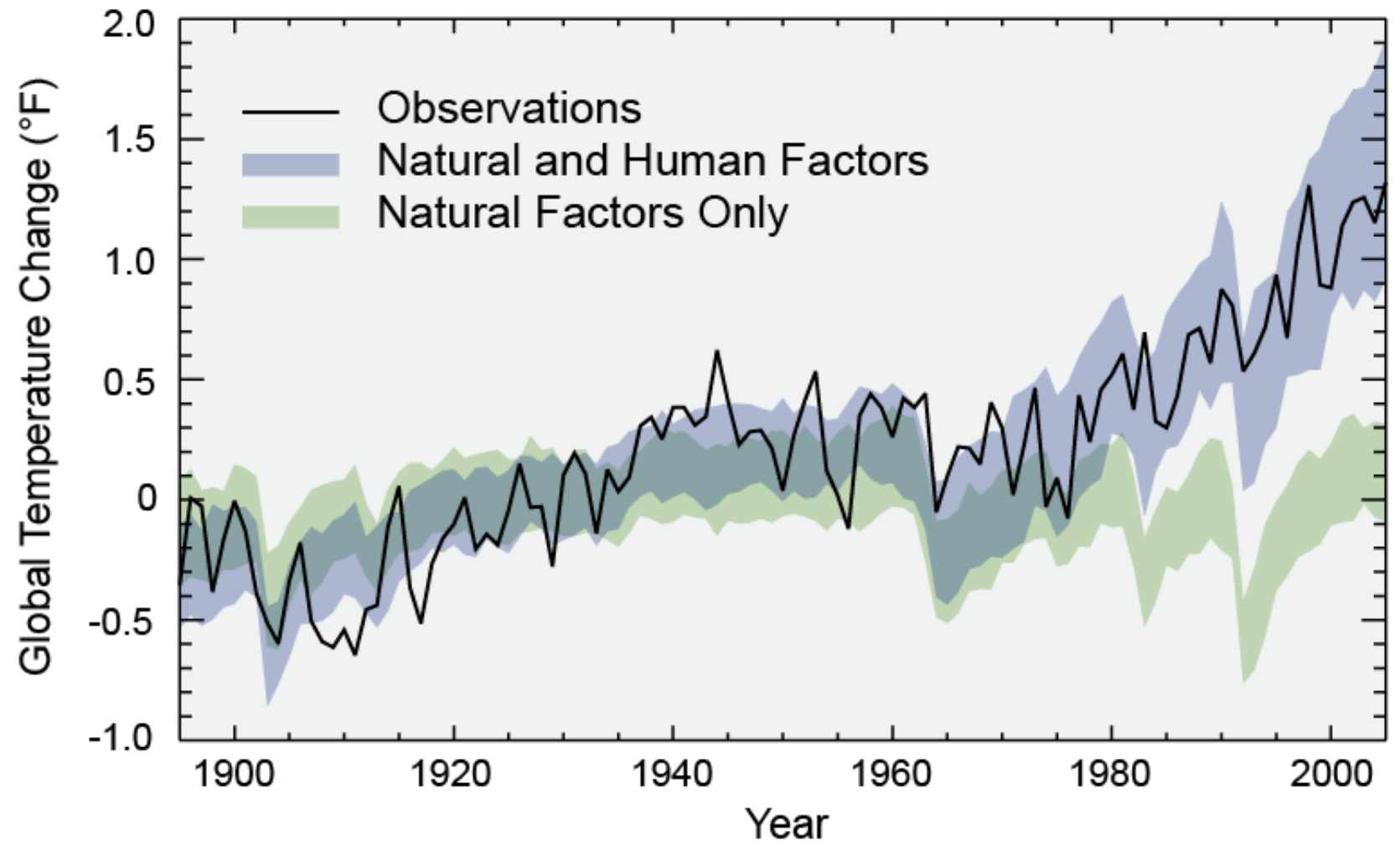
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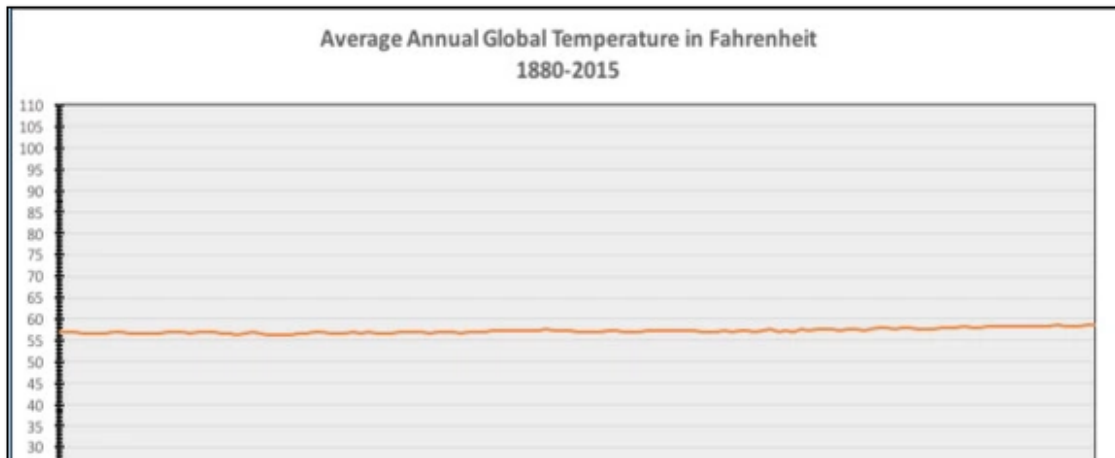
# Ten Indicators of a Warming World



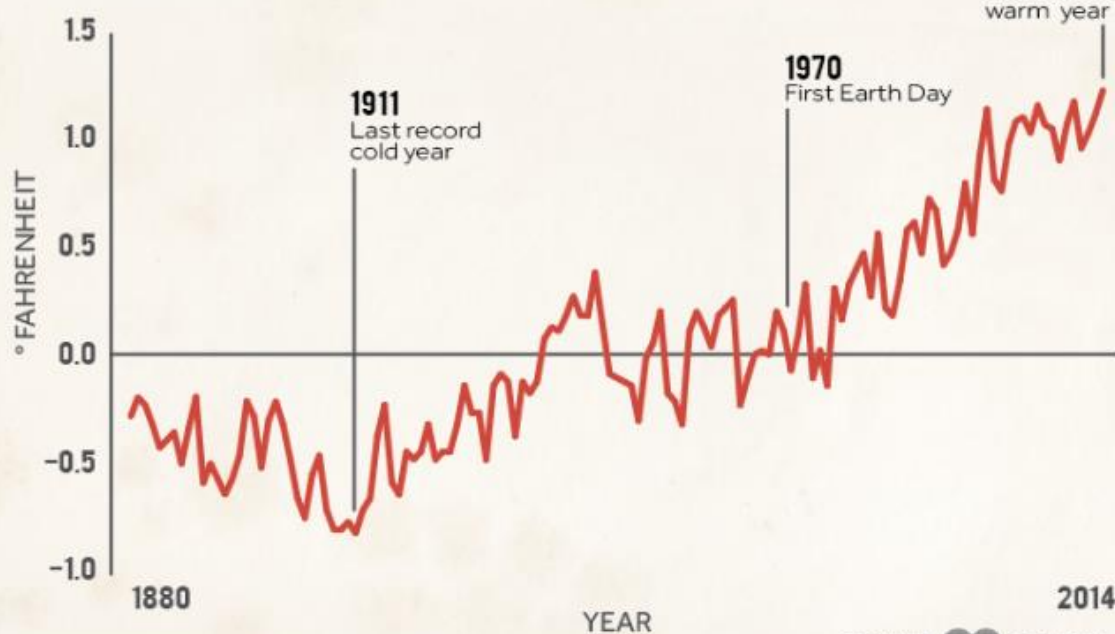
### Separating Human and Natural Influences on Climate



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### Global Average Temperature A Warming Planet



Data: NOAA National Climatic Data Center

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