

CITY OF EUREKA STRATEGIC ARTS PLAN 2017-2022





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LETTER FROM ARTS AND CULTURE COMMISSION

The Art and Cultural Commission is pleased to introduce a Strategic Plan for the Arts. The plan strengthens Eureka's commitment to the Arts as essential to the life and economy of our City.

The Mayor formed the Eureka Arts and Culture Commission over 35 years ago to advise on arts ideas. The city recently expanded the commission from 4 to 7 commissioners. The Commissioners champion Eureka as a place of artful experiences where people want to live, work and visit. Eureka's commitment to public art is gaining standing.*

The Commission forms partnerships with arts and city organizations, businesses and community members. While Partnering with Eureka Main St.'s Design Committee, the Ink People, Redwood Art Association, the Humboldt Arts Council and City Representatives many projects flourished. Projects include Linda Wise's horse sculpture, the placement of the Jan Milstead sculpture collection throughout the city, Jack Sewell and Rick Kistler permanent sculptures at C St., the installation of pedestals and lights for sculptures and the rotating sculpture show. This show, while managed by the RAA, continues to be a multi-organization endeavor. The EACC created the original mural tour map. In response to abundant requests from community members and tourists, The Ink People redesigned a new enlarged mural/sculpture map. The city owns over 50 works of art, as inventoried by the EACC. The Commission honored artists and arts advocates who contributed to the betterment of Eureka with a recognition award for many years. The Commission recognized citizens who contributed to the creative environment of Eureka with a recognition award. A Mayors award is currently in the Strategic Plan.

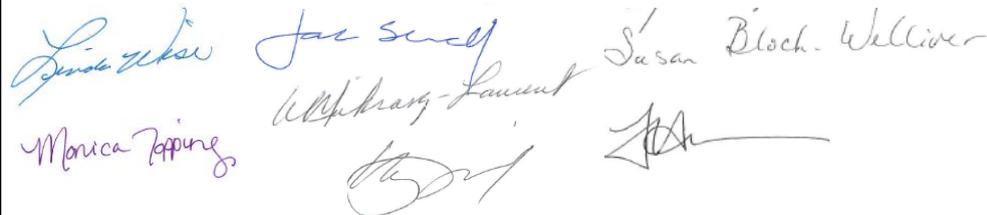
The overwhelming response from the community demonstrates a community knit together with art and eager for more.

The City's 2013-2028 Strategic Plan describes public art as essential to Eureka's vision of a "livable and sustainable community." The Strategic Arts Plan supports that vision with specific recommendations for public art projects and initiatives.

These art projects activate our city environment in lively, distinctive and unusual ways. Art connects diverse groups, discourages blight, encourages tourism, and generates revenue. Planning a creative environment with walls, utility boxes and street corners painted; poetry appearing on wet sidewalks, people playing music on multi-colored pianos outdoors; strolling under cherry trees gifted by our Japanese sister city Kamisu is all about caring for our residents and instilling pride. It mirrors creative possibilities; reflecting opportunities where none existed, affecting livelihoods, families, health and well-being.

The Strategic Arts Plan offers ideas to nurture our quality of life, grow business, anchor desirable neighborhoods and further shape a dynamic city where everyone can thrive. The plan integrates input from over 200 residents, business owners and city employees.

Please join the City of Eureka Arts and Culture Commission in moving the Arts forward into our future.



Handwritten signatures of commission members: Linda Wise, Jack Sewell, Alphonse Laurent, Monica Zapone, Susan Bloch-Welliver, and another signature.

LETTER FROM DEVELOPMENT SERVICES DIRECTOR

I was originally very reluctant to approve the staff time and funding required to initiate this plan. As Director of Development Services for the City, I oversee a wide range of development and economic activities. Prioritization is a large part of my job and the task of prioritization is rarely easy. There is no end to the great ideas and ambitious dreams of City staff and interested community members. Yet, we have limited time and limited money with which to accomplish the many tasks that must get done. Development applications and business license applications never stop flowing into City Hall and must be processed in a timely manner. The City's General Plan Update and Zoning Code Update must be completed. And we must keep up with our housing programs and economic development initiatives. So, my first instinct was to de-prioritize the arts when the idea was first suggested that we needed a "Strategic Arts Plan." It's not that the arts are unimportant; it's just that arts didn't come out at the top of my list when I conducted an honest prioritization of critical tasks.

But, unlike most things that get put onto the back burner, the arts just would not go away. The need for a Strategic Arts Plan turned up everywhere I went. When meeting with business owners, I heard repeatedly that the City needed to invest in our aesthetic appearance. An endless stream of community members told me that Eureka needs "more things to do." Hotel owners consistently pointed to the need to clean up the City and show a "brighter side" to tourists and visitors. Building owners took me on walks through alleys to point out ideas they had for murals. Representatives from the Chamber of Commerce consistently pointed to the claim that Eureka is home to the State's highest per capita population of professional artists and asked me what the City is doing to build upon such an asset. Several prospective buyers of several different buildings began asking me if the zoning code would permit the installation of artist studios in different parts of town. These were all signs that City was in need of some strategic planning for the arts, but I still wasn't quite convinced that it was time to prioritize such a plan.

My thinking began to turn a corner when I learned that the "arts industry" produced an equal amount of revenue in Eureka as the fishing industry. The arts are a serious component of our local economy. Perhaps equally as important, I came to realize that the arts are a major driver of our quality of life. Eureka is a great place to live, in part, because of the arts. Then City Manager Greg Sparks instructed me to prepare a joint study session between the City Council and the Arts & Culture Commission. When I asked him why he was seeking such a meeting, he indicated that he was independently hearing all of the same things I that I had been hearing. The need for a Strategic Arts Plan was evident. The race was on as soon as City Council indicated that they were excited to see the completion of such a plan.

My only regret about this plan is that we didn't start sooner. I genuinely believe that the document that you hold in your hands will significantly shape Eureka's future. Section 3 focuses on a series of projects that can be accomplished in the coming five years. As demonstrated in Section 2, each of the projects were filtered through significant stakeholder and public consideration. And, each project is designed to satisfy goals outlined in Section 1. Best of all, the document is a visual encyclopedia of the arts in Eureka. The images found throughout demonstrate that Eureka is a bright beacon of cultural and artistic creativity and that the arts are a solid cornerstone of our community.

This plan would not have happened without the persistence and dedication of Assistant Planner Swan Asbury. She envisioned this document from the beginning, oversaw its coordination, managed its budget and schedule, compiled its findings, organized its meetings, designed its layout, and drafted its content. Mrs. Asbury must be commended for a job well done.

It is my sincere hope that this plan leads to the creation of new jobs, increases the number of "things to do" in Eureka, makes various forms of art more accessible to Eureka's every-day citizens, leads towards the beautification of the City, makes it easier to thrive as a professional artist in Eureka, and drives the City towards the implementation of amazing projects.

Rob Holmlund





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ARKLEY CENTER FOR THE PERFORMING ARTS

WOOD CAPITAL BANK

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

This document is meant to be a visual celebration of arts in Eureka as much as it is meant to be a strategic plan. Accordingly, dozens of photographs, images, and scans are found throughout the document. The last page provides a list of credits to the artists responsible for the graphics and also provides a description of the images. Please support the artists and organizations that made this document possible.

This Strategic Arts Plan focuses on six goals and 35 projects designed to implement those goals. Led by the City of Eureka Arts and Culture Commission and created in collaboration with over 75 community stakeholders, this document represents Eureka's first comprehensive Strategic Plan for the Arts. The document also reflects the thinking of the general community, with over 150 people attending the plan's public meeting and over 800 individuals responding to the on-line surveys.

Section 1 clarifies the vision and goals of this plan and provides detailed background information that will serve as a baseline for understanding the current state of arts and culture in Eureka. Qualitative assessments and quantitative data are provided courtesy of some of the best minds in Eureka (Libby Maynard and Randy Weaver). Also outlined in this section is a summary of the various other City documents and programs with which this document was coordinated.

Section 2 summarizes the various efforts conducted to engage the community in the drafting of this plan. The first step in the development of this plan was a series of interviews conducted with key stakeholders. This led to an extensive series of focus groups, which engaged organizations including a panel from the Eureka Police Department, the Board of Eureka Main Street, staff from Humboldt Area Foundation, two committees of the Greater Eureka Chamber of Commerce, and several others. This section also highlights the highly successful public meeting, which resulted in more community feedback than could possibly be processed. Also included in this section is a summary of the four on-line surveys conducted exclusively for this plan. Appendix B provides the full results of the four surveys.

Section 3 outlines 35 projects that were developed directly from the outreach conducted in Section 2. Each project is evaluated by a range of measures. The most important component of Section 3 is the Project Phasing Plan, which prioritizes the projects and identifies a timeline for their implementation. Also included in Section 3 are the parties responsible for the planning and implementation of each project. Appendix A provides detail for each of the projects.

This document represents an extraordinary amount of time and effort and demonstrates the City's unwavering commitment to supporting, promoting, and enhancing the arts in Eureka. This document is also deliberately designed as a five-year plan that is to be revisited annually.





SECTION 1: VISION, GOALS, AND BACKGROUND



EUREKA'S VISION FOR THE ARTS

The Arts in Eureka
nurture our quality of life,
document our cultural history,
grow and expand our businesses,
make neighborhoods more desirable places to be,
and shape a city that residents & visitors can't wait to explore.

"Art enables us to find ourselves and lose ourselves at the same time."
Thomas Merton



DEFINING “ARTS”

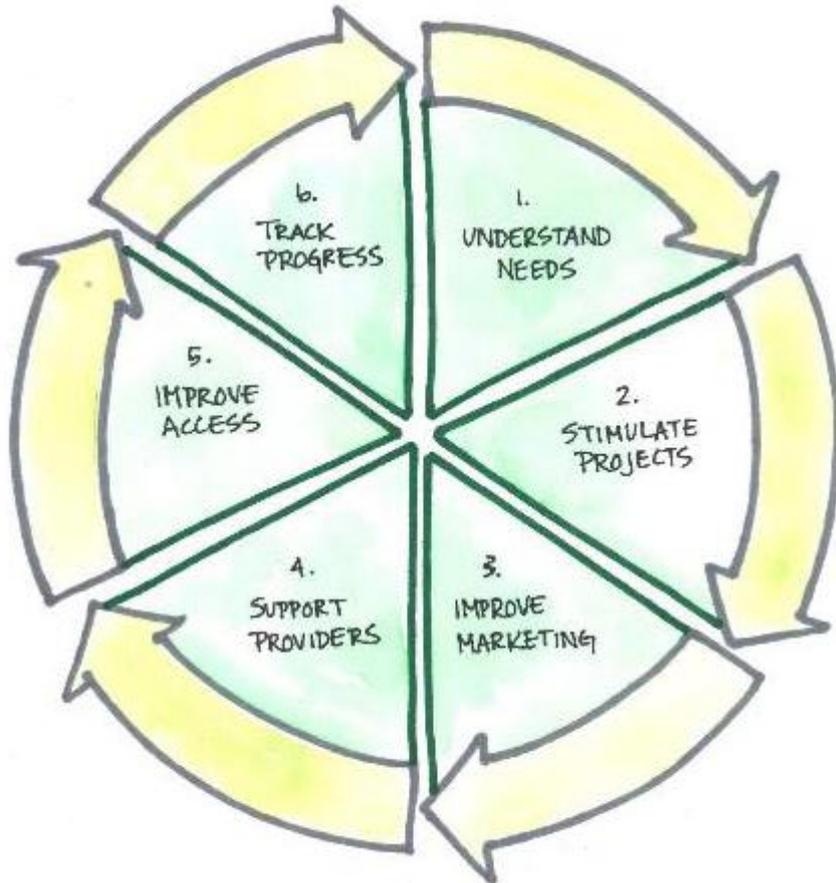
For the purposes of this plan, the terms “arts” and “artists” are used in a very broad sense. These two terms appear repeatedly throughout the document and are meant to apply to the following:

- Animation
- Artisan Manufacturing
- Blown glass
- Ceramics
- Crafting
- Culinary Arts
- Dance/Performance
- Fashion/Fabric
- Film/Video/Digital Media
- Gallery owner
- Graphic/Information design
- Illustration/Drawing
- Jewelry
- Landscape Architecture
- Literary Arts/Poetry
- Mosaic
- Murals
- Music
- Painting
- Photography
- Print-making
- Product/Packaging
- Sculpture
- Signage
- Stained glass
- Theater
- Visual arts
- Weaving
- and others...



GOALS

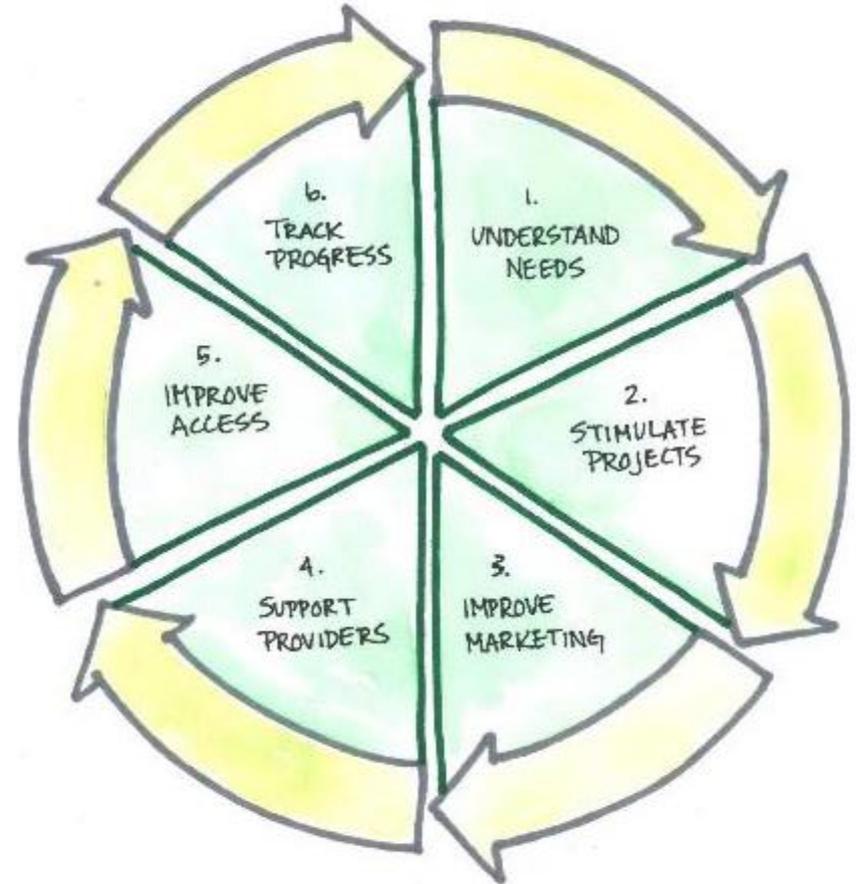
This Strategic Plan focuses on six goals, which work together in a cyclical sequence (see image to the left). The entire cycle is designed to be completed within a five-year period and to then start again. Each of the goals overlap to some degree and will not always occur in the exact sequence shown. For the most part, however, the cycle of goals will generally occur in order and will build on one another. The cycle is designed to progressively accomplish the vision of this strategic plan. Accordingly, the various sections of this document are guided by these goals:



- 1. Understand Needs:** The first goal focuses on understanding the arts and culture needs and interests of our community as well as gaining a thorough understanding of the arts and culture assets and resources that already enrich our City. Sections 1 and 2 of this document focus largely on this goal and establish a baseline of understanding the current state of Arts and Culture in Eureka. Also, many of the projects and initiatives in Sections 3 and 4 revolve around this goal.
- 2. Stimulate Projects:** The second goal outlines a series of projects and campaigns designed to stimulate the development of arts and culture, generate revenue for the City government, spark economic development for the City populace, and improve the City's overall image. Sections 3 and 4 of this document describe a series of projects, outline a prioritized phasing plan, and identify a strategy for accomplishing the projects.
- 3. Improving Marketing:** The focus of the third goal, which is to improve outreach and marketing of arts and culture in Eureka, builds upon the first two goals and sets the stage for the following two goals. Good marketing requires a thorough understanding of our needs and existing conditions (Goal 1). At the same time, enhancing the City's marketing of arts and culture will attract more local and regional tourists and visitors to the City, which will in turn make the projects from Goal 2 more successful. Finally, good marketing is key to supporting the providers of arts (Goal 3) and is also key to improving the general populace's access to arts and culture (Goal 4). Marketing is the keystone to this entire plan and is emphasized heavily in the project and initiatives founding throughout Sections 3 and 4.

GOALS

- 3. Support Providers:** The heart and soul of arts and culture in Eureka are artists, performers, organizers of arts-related events, the leaders of arts-related education programs, and the staff of arts-related non-profit organizations. Without these creative and dedicated individuals, arts would not exist. Accordingly, Goal 4 emphasizes approaches to supporting these “providers” of arts and culture by increasing their sustainability, vitality, and expansion. Many of the projects and initiatives outlined in Sections 3 and 4 are designed to provide such support.
- 4. Improve Access:** Goal 5 focuses on enhancing the general public’s access to arts and culture. If the arts are difficult for the average person to access, then the City’s promotion of arts will fail and the providers of arts will struggle. Accordingly, many of the projects and initiatives outlined in Sections 3 and 4 emphasize means of enhancing and improving access to the arts.
- 5. Tracking Progress:** The final Goal works to measure and track the progress of the other Goals in order to make informed decisions about how to further promote and enhance the arts. Goal 6 leads back to Goal 1 and the cycle will begin again with an updated plan.





WHAT IS A “SAP” AND WHY NOW?

This Strategic Arts Plan (SAP) combines the efforts of the City of Eureka Art & Culture Commission and a long list of community stakeholders to define the role of the City in supporting the arts and to set the role of arts and culture in accomplishing the city’s broader goals.

What is a Strategic Arts Plan?

Strategic Planning has been around since the mid-twentieth century helping create missions, long-term manufacturing or production operations and marketing for businesses. Often it means defining a product or service, sizing up the competition, projecting and quantifying challenges and successes through disciplined analysis.

Over time civic, community and artistic interests applied the traditional tools of strategic planning to the mission of public service. The arts contributed the belief that successful strategic planning combines public inspiration with the disciplined pursuit of results. When public inspiration combines with the traditional tools of strategic planning, public life and places get good and better.

Public strategic arts plans convert public creativity into public plans that revitalize towns, increase tax bases and help balance limited resources with the motivation to work together for a better future.

Why a Strategic Arts Plan now?

Producing a Strategic Arts Plan for Eureka is motivated by a local tradition of creating economic vitality and a unique identity for the city through the arts. That tradition is incorporated into the City’s current General Plan Update, with an entire section dedicated to policies and implementation actions associated with the arts. The City’s General Plan Update confirms that with thoughtful development, the arts can provide one of the more immediate ways to move Eureka forward.

Eureka’s Strategic Arts Plan presents easy-to-use information and recommendations for policy makers and the public. This SAP describes projects and ways we can get things done together. This is an opportunity to integrate art and culture into our identity, quality of life, economic vitality, and civic health.





BENEFITS OF ART & CULTURE

What are the benefits of Art & Culture in our City? The arts have been recognized for their importance in community life throughout history. Visual art forms continue to contribute to communities that convey individuality and a sense of place. People choose to live, work, and visit communities because of the presence of unique and attractive visual things to see and cultural things to do.

Quality of Life: Our artists and cultural activities provide us with more “things to do,” make Eureka a better place to live, and contribute to our sense of community.

Economy: Arts and culture provide a distinctive atmosphere that helps attract and hold onto a diverse array of talented people with the resources and determination to support the city’s economic growth.

Education: Recent trends in education emphasize the importance of “STEAM,” placing arts in the same category as Science, Technology, Engineering, and Mathematics.

Built Environment: Arts and culture can energize reuse and redevelopment of existing commercial, retail, and residential properties.

Tax Base: A defined and well-marketed identification as an arts and cultural city can attract and encourage investment in our city.

Health and Wellbeing: According to the National Endowment for the Arts, the quality of a community’s “arts scene” is a strong measure for the overall health and wellbeing of the community as a whole.

Welcoming Community: Through the combination of everything above, arts and culture can also provide the foundation for creating a sense of prosperity that is essential to attracting visitors and keeping a millennial generation enthused about staying and thriving in Eureka.





AUTO CRANE

PLAN COORDINATION

For this Strategic Arts Plan to be effective, extensive coordination with other City-led efforts is necessary. Accordingly, development of this plan took into consideration several other recently completed, current, and upcoming planning efforts conducted by the City. Chief among these is the City of Eureka General Plan Update and a pending comprehensive update to the City's Zoning Code. The City's recently completed 2015 Economic Development Strategic Plan was also thoroughly consulted and this plan was aligned with the findings of that plan. In all, the following plans and studies were consulted, several of which are still in the planning and drafting stages:

- Prosperity 2012 Targets of Opportunity (2012)
- Business Ready Study (2015)
- Economic Development Strategic Plan (2015)
- South Gateway Plan (2015)
- Sequoia Park Zoo Master Plan (2016)
- Eureka Main Street Vacancy Rate Analysis (2016 and on-going)
- Capital Improvement Plan (2017 and annual)
- Opera Alley Visioning Plan (pending; 2017)
- 2017 City Council Strategic Plan (pending; 2017)
- Prosperity 2017 Targets of Opportunity (pending; 2017)
- Strategic Plan to Create Manufacturing Jobs (pending; 2018)
- City of Eureka General Plan Update (pending; 2018)
- City of Eureka Zoning Code Update (pending; 2018)



ARTS BY THE NUMBERS

For most of Eureka’s residents, the health and vibrancy of Humboldt County’s “arts scene” is instinctively well understood. From a qualitative perspective, the Arts thrive in Eureka. From a quantitative perspective, the numbers tell the same story. The “by-the-numbers” analysis of Arts in Humboldt County provided on this page and the following pages was researched and drafted by Randy Weaver of the *Labor Market Info Division* of the California State *Employment Development Department*.

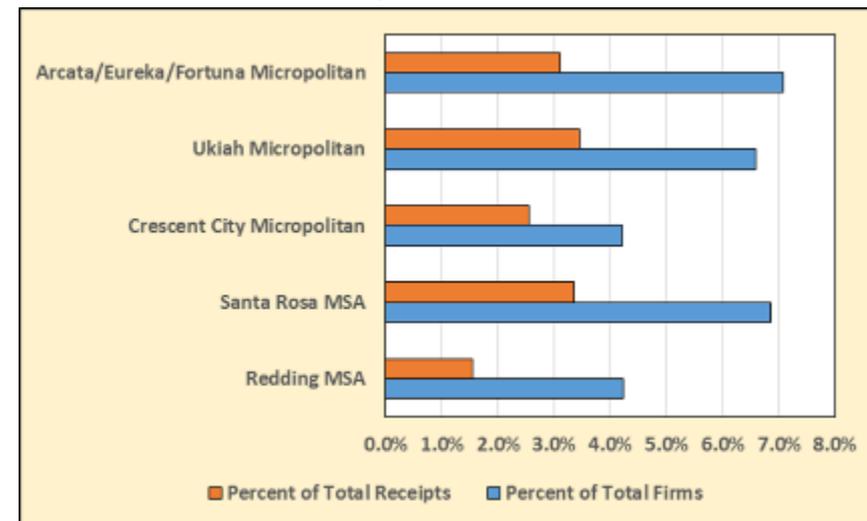
ARTS BY THE NUMBERS, by Randy Weaver

Humboldt County has long been noted for its vibrant arts and culture scene. As the county seat and population center, Eureka is a focal point for artistic and cultural activities. The city hosts multiple art and entertainment events throughout the year, such as the monthly Arts Alive event, which typically draws hundreds of residents and visitors to the city’s historic Old Town district to visit galleries, dine in restaurants, listen to music and participate in the artistic community.

Arts, Recreation and Entertainment firms (NAICS Code 72) make a significant direct contribution to Humboldt County’s economy in relation to the size of the industry. The combined 2014 revenue for these firms exceeded \$20 million dollars. Additionally, firms in this classification comprise a larger share of the county’s total firms and revenue than in surrounding counties. Arts, Recreation and Entertainment firms comprised over 7% of Humboldt County’s total number of firms and over 3% of its total revenue. However, this figure is likely an underestimate, as many artists do not seek to register as legal businesses for a number of reasons. For example, many artists may not engage in these activities as their primary source of income or may only engage in selling their art sporadically during the course of the year. Nonetheless, Humboldt County compares favorably with the region in Arts, Recreation and Entertainment firms, even slightly surpassing Sonoma County to the south (Santa Rosa Metropolitan Statistical Area). This is an important fact because Sonoma County not only possesses a population five times larger than Humboldt County, but also enjoys close proximity to the large urban art market of the San Francisco Bay region.



Percentage of Arts, Recreation and Entertainment Firms by Area 2014



ARTS BY THE NUMBERS, cont.

Covered Employment in Arts, Recreation and Entertainment Firms

Covered employment is commonly defined as employment performed for wages or under contract of hire requiring the participation of the firm in the state Unemployment Insurance program. While covered employment constitutes a fraction of the county's Arts, Recreation and Entertainment firms, this small group of employers makes important contributions to the county's economy through the payment of wages, fees and the generation of sales tax. For example, between 2002 and 2012, revenue for these firms increased by \$745,000. Additionally, wages grew by \$984,000 in the same period.

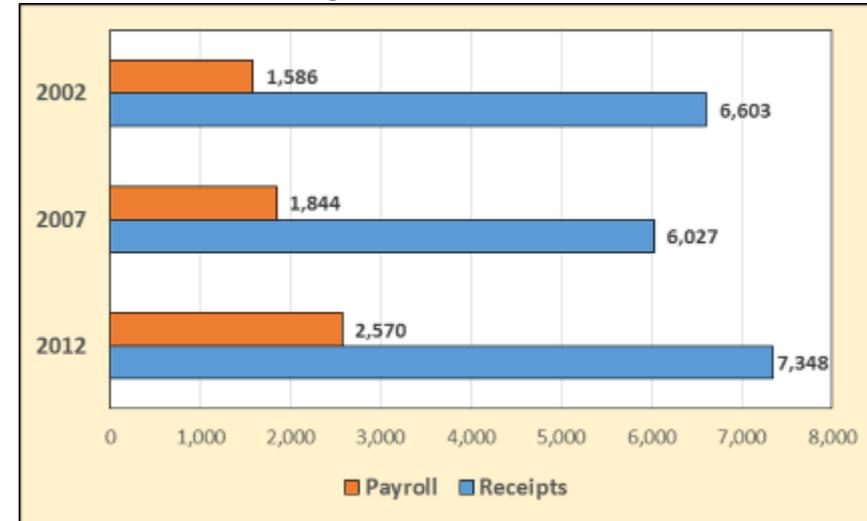
Non-Employer Arts, Recreation and Entertainment Firms

Non-employer firms are legally registered businesses that have no employees. Following the growth and contraction of non-employer firms is one of the ways that entrepreneurial activity is tracked in an area. Not only do these firms contribute to the overall economy of an area, but they also have the potential to grow and become employers in the community, adding to their economic impact.

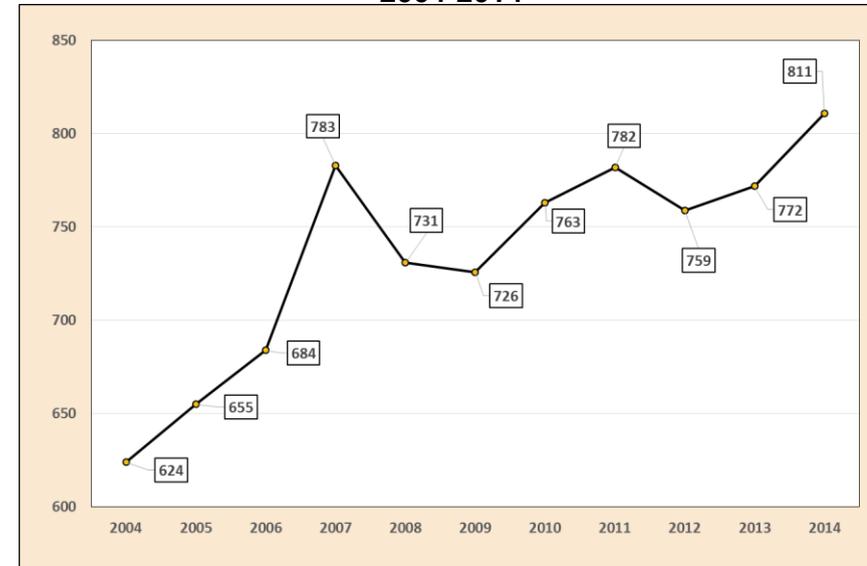
Humboldt County Arts, Recreation and Entertainment non-employer firms have followed an overall trend of growth between 2004 and 2014. In 2004, there were 624 non-employer firms that fell into this classification. By 2014, that number had risen to 811. Additionally, the revenue for the county's Arts, Recreation and Entertainment non-employer firms saw significant gains during the same time period.

As with businesses throughout the economy, these firms were impacted by the most recent recession. Both the number of firms and their revenue saw a significant peak in 2006 as the economy saw rapid growth. In the aftermath of the recession, there was a contraction in both the number of non-employer firms and their revenue. However, since the recession there has been a reversal in this trend and the number of firms and gains in revenue have surpassed the pre-recession peak (see chart to the right).

Arts, Recreation and Entertainment Firm Revenue and Wage Growth 2002-2012



Non-Employer Arts, Recreation and Entertainment Firms 2004-2014



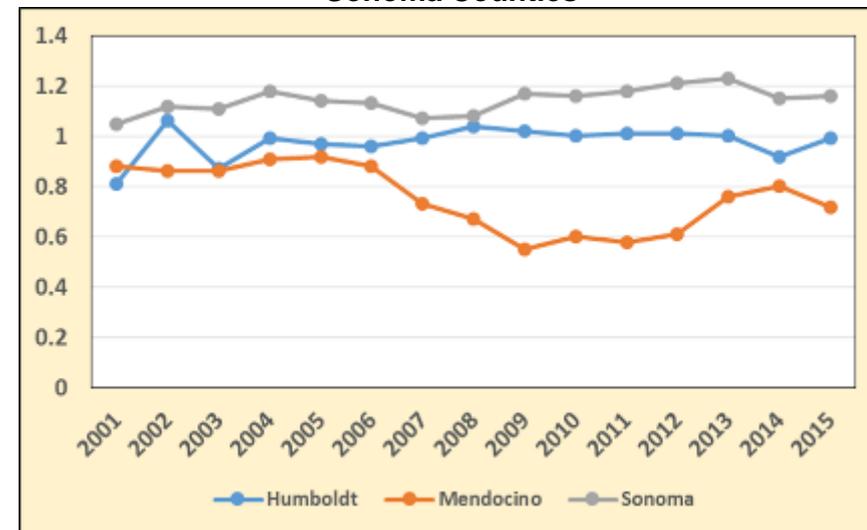
ARTS BY THE NUMBERS, cont.

Concentration of Firms

Popularized by Michael Porter of the Harvard Business School, the study of the concentration of industry firms in a geographic area is an important tool in understanding the competitive advantages possessed by that area. The system creates a numerical index of an industry's concentration by measuring the concentration of industry in a local area in comparison to a larger area, in this case Humboldt County compared to California as a whole. The base measure is 1.0, which represents the concentration of the industry at the state level. Industries with a concentration less than 1.0 are considered to be less concentrated than at the state level and to be locally serving industries. Industries with a concentration higher than 1.0 are considered to have a competitive advantage over neighboring regions arising from unique local conditions, such as a concentration of resources or a highly trained labor pool. Industries with a concentration exceeding 1.25 are considered to be highly concentrated in an area. Additionally, high concentration industries are exporting industries which often import substantial outside capital into the community, which in turn generates economic growth in that area.

The concentration of Arts, Recreation and Entertainment firms in Humboldt County has largely paralleled the concentration at the state level. However, in the past 14 years, the county's concentration of these firms has exceeded the statewide concentration twice and is once again on the rise. Moreover, Humboldt County is in a strong position when compared to surrounding areas such as Sonoma County and Mendocino County. While Mendocino County's art community enjoys a reputation similar to Humboldt County's art community, the concentration of Arts, Recreation and Entertainment firms in Mendocino did not exceed the 1.0 mark in the fifteen year study period. In fact, while Humboldt has maintained or gained concentration, Mendocino's industry concentration has, at times, contracted to almost half the concentration of the state. While Mendocino did see a surge in concentration from 2011 to 2014, the concentration is once again declining. In addition, Humboldt's concentration also compares favorably with Sonoma County. Over the fifteen year period, the difference in concentration of the two counties rarely exceeded two-tenths of a point. Moreover, between 2014 and 2015, Sonoma County's concentration plateaued at just over 1.1, while Humboldt County's concentration grew from slightly less than the statewide level to equal that level.

Comparative Concentrations – Humboldt, Mendocino and Sonoma Counties



ARTS BY THE NUMBERS, cont.

Conclusion

Humboldt County possesses a lively arts and culture scene which makes important contributions to the county's overall economy. In addition to its monetary contributions, Arts, Recreation and Entertainment firms add considerably to the area's quality of life and make it an attractive place to live and also for relocation by urban dwellers seeking a more livable, affordable community without giving up the perks of metropolitan living. Measures taken by the municipalities and the county to support the growth of Arts, Recreation and Entertainment firms will likely continue this trend, which has a positive and long term effect on the economic well-being of the county.

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ARTS FROM AN INSIDER'S PERSPECTIVE

While the several previous pages provide a perspective of arts “by the numbers,” it is also important to understand the “current state” of arts from the perspective of artists. Libby Maynard, Director of the Ink People, has provided the following perspective of the arts.

THE “STATE OF ARTS” IN EUREKA, by Libby Maynard

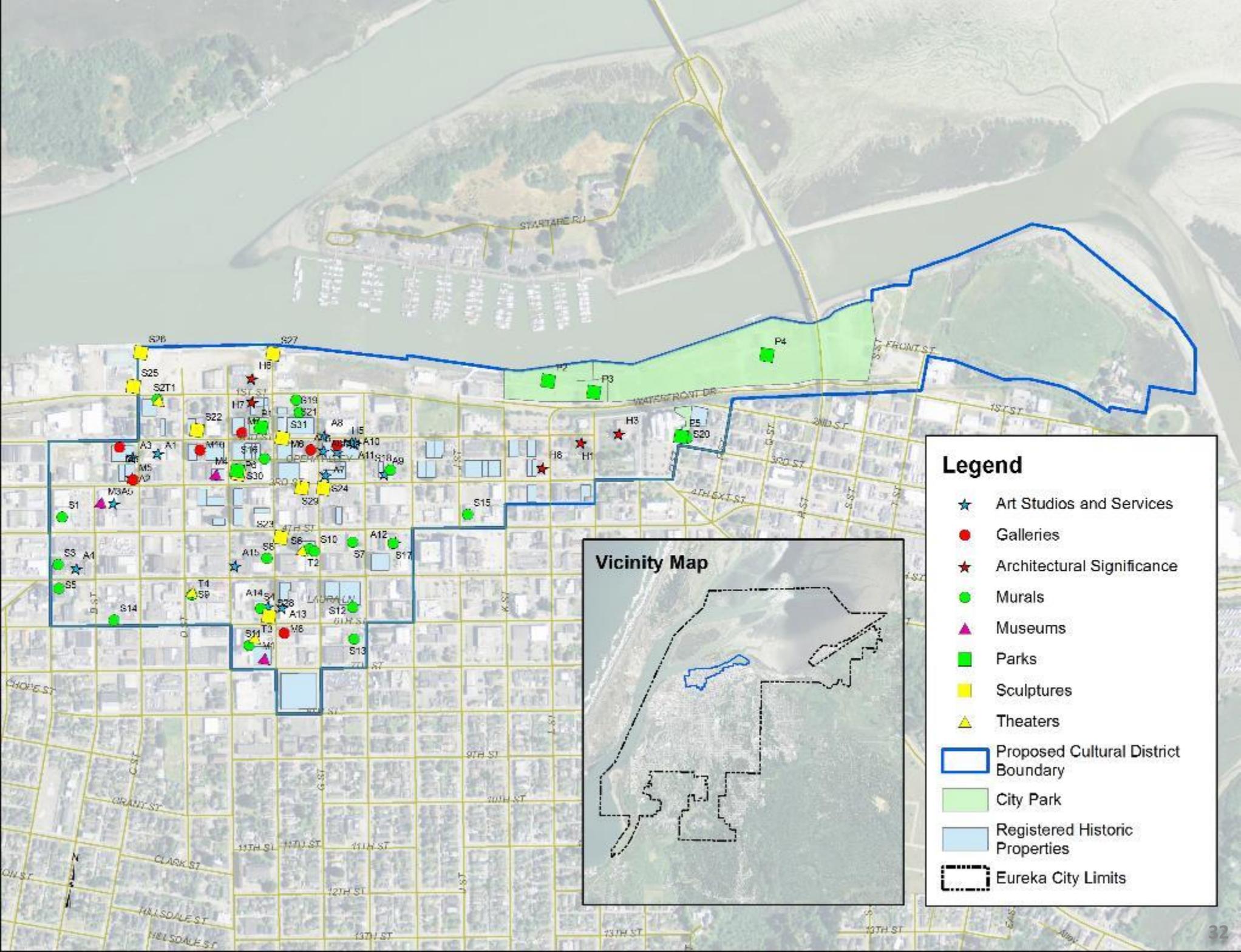
Eureka is the home of vibrant and engaged arts communities anchoring activities and participation for Humboldt County. Culturally diverse communities are present, including local Native Americans, Hmong, Latin, and Euro-American, such as Scandinavian and Portuguese. All disciplines are represented – visual arts, music, performing arts, literature, poetry, dance, digital media, video, filmmaking, you name it.

The oldest and most far reaching arts organizations are based here. The Redwood Art Association started in 1956. The Humboldt Arts Council, Humboldt’s State-Local Partner with the California Arts Council, followed in 1966, and the Ink People Center for the Arts, Eureka’s local arts agency, sprang up in 1979 to meet unmet needs. Community theater groups North Coast Repertory Theater and Redwood Curtain Theater present familiar and edgy plays, and the Arkley Center for the Performing Arts provides a venue for symphony, dance and musical theater.

Eureka Main Street presents Arts Alive! the first Saturday of each month and produces a variety of festivals year round. All of these are informed by Eureka’s Art & Culture Commission. Music has always kept Eureka swaying with blues, classical, rock, hip hop, jazz, avant garde, folk, country, and blue grass. Stunning murals are scattered about town, with the most concentrated in the Old Town and Downtown areas.

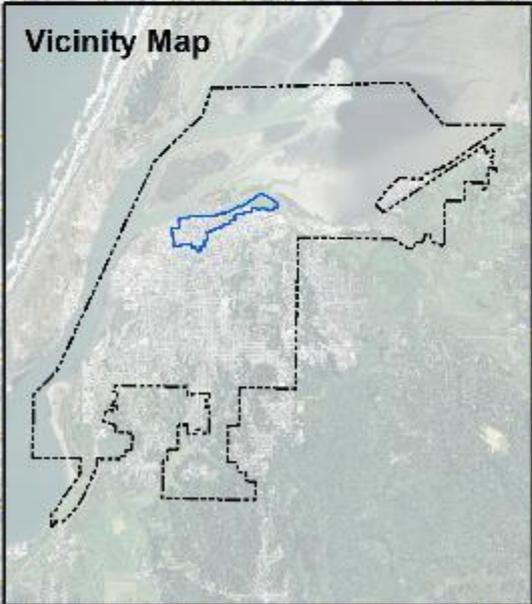
Humboldt County is home to the highest per capita number of artists in California and Eureka is the center. These artists are actively involved in creating a community that is fun, responsive to needs, diverse, and open to difference.





Legend

- ★ Art Studios and Services
- Galleries
- ★ Architectural Significance
- Murals
- ▲ Museums
- Parks
- Sculptures
- ▲ Theaters
- ▭ Proposed Cultural District Boundary
- ▭ City Park
- ▭ Registered Historic Properties
- ▭ Eureka City Limits



CULTURAL ASSET MAPPING

NAME OF CULTURAL ASSET	TYPE	CODE
Mendenhall Studios	Art Studios and Services	A1
The Stuido Art Center	Art Studios and Services	A2
C Street Studios	Art Studios and Services	A3
The Ink People Center for the Arts	Art Studios and Services	A4
Wood working Studio	Art Studios and Services	A5
Parasol Arts	Art Studios and Services	A6
Artist Studios	Art Studios and Services	A7
Artist Studios	Art Studios and Services	A8
Studio S	Art Studios and Services	A9
Lotus Studio	Art Studios and Services	A10
Cloud 9 Studio	Art Studios and Services	A11
Scrapper's Edge	Art Studios and Services	A12
Swanlund's Photography	Art Studios and Services	A13
Eureka Rubber Stamp	Art Studios and Services	A14
Ellis Art and Engineering	Art Studios and Services	A15
Art Center Frame Shop	Art Studios and Services	A16
The Pink Lady	Historical Interest	H1
Carson Mansion	Historical Interest	H3
630-36 2nd Street	Historical Interest	H5
Oldest Building in Eureka/Whiplash Curve Jewelry	Historical Interest	H6
E. Janssen Building	Historical Interest	H7
Nature's Bounty Mural	Murals and Sculptures	S1
Thearer Takes Courage Mural	Murals and Sculptures	S2
Storybook Whale Mural	Murals and Sculptures	S3
Inharmonius Mural	Murals and Sculptures	S4
A Fertile World Mural	Murals and Sculptures	S5
Arkley Center for the Performing Arts Mural	Murals and Sculptures	S6
Performing Arts Mural	Murals and Sculptures	S7
Busy Dogs-No Barking Anytime Mural	Murals and Sculptures	S8
At the Theater Mural	Murals and Sculptures	S9
Alley Cats Mural	Murals and Sculptures	S10
Indian Island Mural	Murals and Sculptures	S11
Post Office Alley	Murals and Sculptures	S12
Climbing Plants Mural	Murals and Sculptures	S13
Murray Field Vintage 1930 Mural	Murals and Sculptures	S14
Animals are People Too Mural	Murals and Sculptures	S15

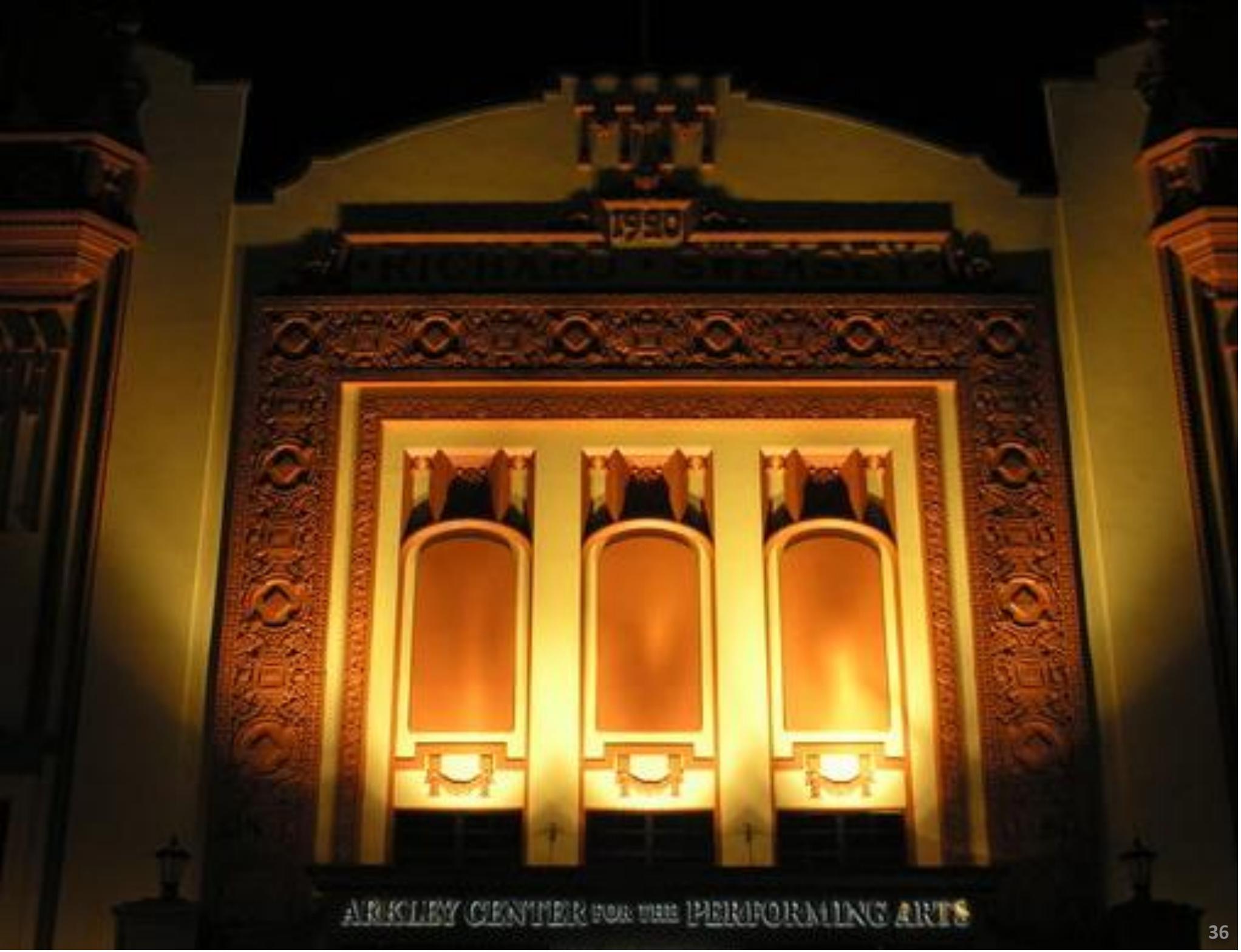
NAME OF CULTURAL ASSET	TYPE	CODE
Nature and Life of a River Mural	Murals and Sculptures	S16
Fishellation Mural	Murals and Sculptures	S17
The Grey Victorian Mural	Murals and Sculptures	S18
Dragon of Fu De Do Mural	Murals and Sculptures	S19
Firehouse Alarm Mural	Murals and Sculptures	S20
Attack of the Giant Squid Mural	Murals and Sculptures	S21
Romano Gabriel Sculpture Garden	Sculptures	S22
Luigi Testa Sculpture	Sculptures	S23
John Fick Sculpture	Sculptures	S24
Wanderlust Sculpture	Sculptures	S25
Following Current Events"" sculpture	Sculptures	S26
Eureka Boardwalk Flag Sculpture	Sculptures	S27
Masabi Drum Sculpture	Sculptures	S28
Gregory Wescott Sculpture	Sculptures	S29
Saga Sculpture	Sculptures	S30
Ed Pogue Sculpture	Sculptures	S31
Redwood Curtain Theater	Theaters	T1
Arkley Center for the Performing Arts	Theaters	T2
Eureka Theater	Theaters	T3
North Coast Reperatory Theater	Theaters	T4
Morris Graves Museum	Museums	M1
Kinetic Museum	Museums	M3
Clarke Museum	Museums	M4
The Studio Gallery	Galleries	M5
Black Fawn Gallery	Galleries	M6
Old Town Art Gallery	Galleries	M7
Redwood Art Asscoiation Gallery	Galleries	M8
IDK Studios Gallery	Galleries	M9
Kimberly Ann Budoir Photography	Galleries	M10
Piante Gallery	Galleries	M11
Carter House	Historical Interest	H8
Halvorsen Park	Parks	P4
Adorni Recreation Center	Parks	P2
Sacco Outdoor Ampitheater	Parks	P3
Clara Mae Berry Park	Parks	P5
Old Town Gazebo Plaza	Parks	P1
Clark Plaza	Parks	P6

In late 2016, the California Arts Council announced that the State will soon be certifying a limited number of “Cultural Districts” throughout California. Though the program is not yet fully defined, these state-designated districts will likely provide cities with access to marketing resources and funding for the arts. This naturally fit into the goals of this plan and immediately became a focus of effort. The map above represents the boundary that is proposed by the City of Eureka Arts and Culture Commission to serve as Eureka’s State-certified “Cultural District.” The area defined includes a significant number of “cultural assets” that were identified and mapped by the Arts and Culture Commission as features that contribute to the City’s Cultural District.





SECTION 2: PUBLIC ENGAGEMENT



ARGYLE CENTER FOR THE PERFORMING ARTS

WHY ENGAGE THE PUBLIC?

One of the first efforts in the development of this strategic plan was to identify a vision and goals that would align with the creative ideas of citizens and stakeholders.

The process of drafting this Strategic Arts Plan began by examining similar plans of other cities and researching successful elements recommended by the California Arts Council and the National Endowment for the Arts. Records kept by the City of Eureka regarding the arts were also reviewed. A broad and deep process of public input was key to success in all research sources, and in the arts plans of other cities from Columbus, Ohio to Jackson Hole, Wyoming. The processes of citizen interviews, focus groups, and public meetings delivered ideas, public support, and the eventual financial support necessary to complete notable projects that lasted. The value of a comprehensive public process fit well in the history of Eureka's tradition of active public engagement in city policy and programs. Accordingly, a robust public engagement system was developed for this plan, which is described in the following pages.





PUBLIC ENGAGEMENT PROCESS

Interviews

Stakeholder Interviews: Individuals with expertise and different perspectives on or about the arts were identified for one-on-one key stakeholder interviews. The interviews established a core of project ideas and initiatives and helped confirm or better define success criteria. Over **20** people were interviewed.

Focus Groups

Focus groups were organized to integrate and test the viewpoints of the stakeholders, stimulate consensus, continue to refine and identify criteria and contribute new project ideas. The outcomes of the stakeholder interviews were presented to additional focus group participants. Participants focused on reviewing criteria for success, understanding, and prioritizing projects and contributing new ideas. Over **60** individuals from **14** organizations participated in the focus groups.

Public Meeting

Public Meeting: A public meeting was organized and presented to help people better understand and ask questions about the plan, contribute comments, offer new ideas, and vote on project priorities. Over **150** people attended the meeting.

Surveys

Surveys: Local data regarding the impact of art and culture in our community has been difficult to find. We created four surveys: one for the public, one for artists, one for lodging establishments (hotels and vacation rentals), and one for arts organizations. Our goal is for the data to fill in any gaps in our research, helping us make informed decisions as to which projects will be the most helpful to our city. Over **800** individuals responded to the surveys (Appendix B).



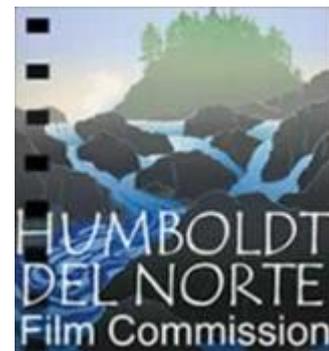


OFFICE

INTERVIEWS AND FOCUS GROUPS

The first and most important step of the public engagement process was to identify and interview key stakeholders from throughout the community that would be able to provide a wide range of perspectives regarding arts in Eureka. A net was cast far and wide, and eventually over 75 individuals from over 12 organizations participated in one-on-one interviews and/or focus group meetings. These engagements led to the development of much of the content in this plan and most of the projects presented in Section 3. The organizations and individuals engaged, include:

- The City of Eureka Economic Development Commission
- The City of Eureka Parks and Recreation Department
- The Humboldt Del Norte Film Commission
- The Ink People
- Eureka Main Street
- The Eureka Police Department
- The Greater Eureka Area Chamber of Commerce Tourism Committee
- The Greater Eureka Area Chamber of Commerce Business and Industry Committee
- The Eureka Lodging Alliance (Committee of the Humboldt Lodging Alliance)
- The Humboldt County Prosperity Network
- The Humboldt Area Foundation
- The Redwood Art Association
- North Coast Open Studios
- The Redwood Region Economic Development Commission





PUBLIC MEETING

On December 7th, 2016 the City held a Strategic Arts Plan public meeting. Invitations to the meeting were distributed via digital media and posted on the city's website. Media representatives were notified, and press releases encouraging public attendance were generated. Most of the local news networks graciously advertised the event.

The amount of enthusiasm from the community in preparing for the event was enormous. The number of volunteers was countless and included a renegade band of local musicians (Bandamonium) that voluntarily showed up at the event to greet people at the front door as they arrived. Inside, modern pop music echoed off the walls and pizza was available for the first 100 people through the door.

Nearly 200 people were in attendance and made the event one of the most successful public meetings in Eureka's recent history. Once the meeting was underway, a draft of the Strategic Arts Plan was presented and dozens of potential projects were reviewed. Participants then circulated around the room, contributing feedback at seven stations, each of included staff facilitators, computers, dialog tables, and large paper sheets and markers.

Questions posted on overhead sheets prompted written feedback: What can be done to better market Arts and Culture in Eureka? How should we measure success? What does Eureka need in the arts? What are our greatest Arts and Culture assets? What assets do we currently have that we should strive to preserve? What new thinking or ideas can you contribute?

A separate area of the Public Forum allowed anonymous voting for each attendee to prioritize projects. Attendees were given twenty "Eureka Dollars" to "spend" on their favorite projects. Graphic recorder, Heather Equinoss was present to catch feedback developed the following drawings representing community input. Graphics generated at the meeting by Mrs. Equinoss are found on the following pages and throughout this document.





CITY OF EUREKA STRATEGIC ARTS PLAN

Public Meeting 12.7.16



Goals:
* Review & respond to criteria
* Prioritize projects using criteria

Criteria:
* Accomplishable in the next 3-5 years
* Imbed the arts in the City's Strategic Plan
* Positive economic impact
* Unify our identity
* Encourage visitors
* Vibrant, inclusive experience
* Build community



NEEDS

VISION

MARKETING

ASSETS

- Gateways to the City - Public Art @ entrances eg. 101
- Live/work space for artists
- Canopy walk @ Sequoia Park
- Children's Art Education
- More big sculptures
- Fall local music festival @ C Street Plaza

- Comprehensive support of arts & artists - safe, affordable, beautiful spaces & places to create
- Diverse, multicultural engagement
- Celebration of all cultures, Native peoples, link to historical, cultural experiences

- Market out-of-area & to locals
- Better signage, wayfinding
- Give marketing \$ to artists

MEASURES

- Diversity of reach
- Better entrance to Eureka
- Improved ability to recruit & retain business & professionals

- Vibrant arts scene
- Affordable place for artists to live/work
- Authentic, gritty & memorable place ... embrace it!
- Unique local identity → awesome landscapes, history of our town, Native arts, local originals, e.g. Kinetic Sculpture race

CITY OF EUREKA STRATEGIC ARTS PLAN

Potential PROJECTS

F ST. ARTS CORRIDOR

STREET TREES

ART CROSSWALKS

WAYFINDING & BANNERS



CULTURAL ARTS DISTRICT

TROLLEY

CITY PAINTED INTERSECTIONS

SIDEWALK POETRY



MAYOR'S ART AWARD

CANOPY WALK

CHALK THE WALK

ARTISTS IN ACTION

THEATER FESTIVAL



STRING LIGHTS

OPERA ALLEY

ART IN THE ARCHES

STREET PIANOS



BRONZE CREATURES



CITY ENTRANCE IMPROVEMENTS

EUREKA Welcomes You

GATEWAY

PUBLIC ART on Bd. Way

101

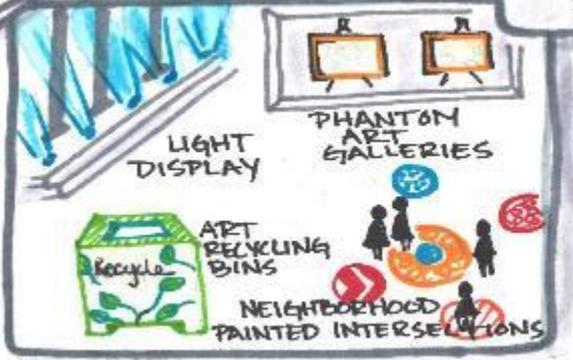


LIGHT DISPLAY

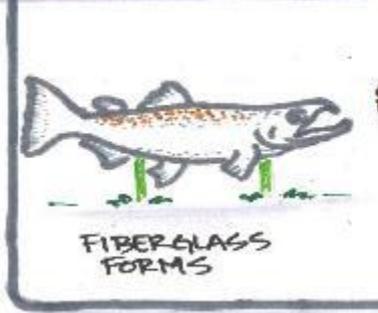
PHANTOM ART GALLERIES

ART RECYCLING BINS

NEIGHBORHOOD PAINTED INTERSECTIONS



FIBERGLASS FORMS



ARCHIMEDES



ONLINE SURVEYS

On the night of the public meeting (December 7th, 2016), the City announced an online survey for the general public regarding arts and culture in Eureka. In processing the results of the public survey, it immediately became evident that there was need for additional surveys. Understanding the specific needs of artists seemed necessary, while learning more about the needs of the art-based non-profit organizations also warranted additional effort. A desire to better understand what tourists to Eureka were seeking from the arts led to the development of a fourth survey, which was provided to owners and operators of lodging establishments. In all, over 800 individuals responded to the four surveys, the results of which are presented in Appendix B.

The surveys provided more information than can be summarized here. In fact, the surveys provided such a rich source of data that the City will be analyzing the results for months. In general, the following trends can be drawn from the surveys:

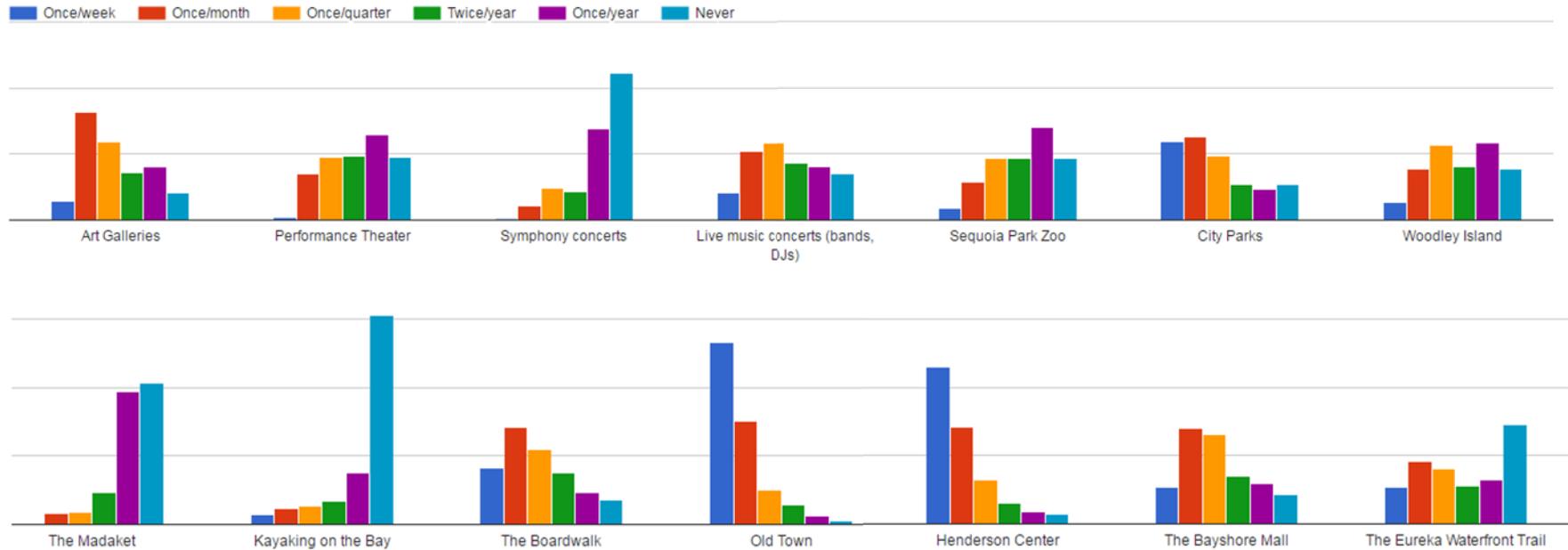
- Survey respondents believe that the arts are a significant contributor to the quality of life and the economy of Eureka.
- Big events draw the most interest from the general public, while the visual arts drawn more interest than the performing arts.
- Arts Alive is by far the most attended event, while the Morris Graves museum is the most attended facility.
- The majority of respondents indicated that they would prefer City efforts related to the arts to be focused on promoting Eureka as a tourism destination.
- Even though the survey respondents were seemingly enthusiastic supporters of the arts, approximately 25% of respondents never buy art, 62% respondents buy art only once or twice a year, and only 12% buy art four or more times per year.
- Of those respondents that buy art at least once per year, only 3% “always” buy their art in Eureka, while 25% “never” buy their art in Eureka.
- The expense of local art and the lack of local options are listed as the largest obstacles that prevented respondents from buying art in Eureka.
- Nearly 70% of respondents indicated that they believed that Eureka should prioritize some level of funding for arts and culture, even factoring into consideration the vast responsibilities of the City (including police services and road maintenance).
- In the survey created exclusively for lodging establishments, marketing of arts-related events and venues is already a frequent practice among lodging establishments.
- According to the lodging survey, art galleries draw more tourists than museums and performance theater draws more tourists than the symphony.
- The Redwood Coast Music festival appears to be a more important tourism draw than even Arts Alive.
- For the survey created exclusively for artists, over 94% of respondents indicated that they are self employed and 62% indicated that they are full time artists.
- The survey created exclusively for artists showed a wide range of salaries for full time artists, with 14% of respondents making more than \$50,000 per year from their art and 40% of respondents making less than \$5,000 per year.

The full results of the four surveys can be found in Appendix B.

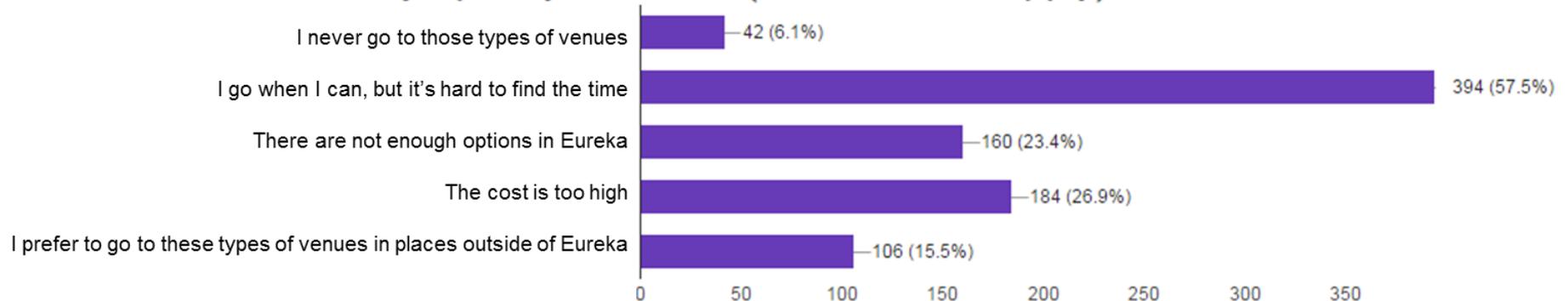


ONLINE SURVEYS (sample results)

5. How often do you visit the following venues or venue types in Eureka?



7. Which of the following prevents you from going to museums, performance theaters, and the symphony in Eureka (check all that apply)?





BANK OF EUREKA & THE SAVINGS BANK

McClure Memorial

Call of the Wild

CLARK HISTORICAL MUSEUM

WED - SAT 11-4

Museum & Gift Shop Open Wed-Sat

SECTION 3: PROJECT IMPLEMENTATION



"Art washes away from the soul the dust of everyday life."
Pablo Picasso

OVERVIEW OF PROJECTS

The following pages describe and evaluate the 35 projects listed to the right. Each project was identified and developed through one of the processes described in Section 2 above. The projects either came from directly from stakeholder interviews, focus groups, the public meeting, or one of the surveys. While each of the projects is worthy of implementation, the City has limited resources and cannot complete all 35 projects simultaneously; prioritization is necessary. Accordingly, the following pages seek to classify and evaluate the projects in a number of ways in order to demonstrate the thinking behind how the projects were ranked in order of priority. Each of the projects was evaluated and prioritized by the following criteria:

- Ability to Satisfy “Success Criteria”
- Category Type
- Alignment with Strategic Arts Plan Goals

PROJECTS IDENTIFIED FOR THIS PLAN

1. Art & Culture Annual Report
2. Art Crosswalks (F St Arts Corridor)
3. Arts in the Park Program
4. Artists in Action (aka Art Festival; “Artober”)
5. Arts & Culture Website and Maps to Public Art Sites
6. Bronze Fishermen
7. Chalk the Walk
8. Conduct NEA VALI Study
9. Cultural Arts District
10. Cultural Asset Map and Inventory
11. Engage Youth Participation and Education Institutions
12. Explore Incentive Program for Arts-based Businesses
13. F Street Arts Corridor
14. Fiberglass Forms
15. Gazebo Re-envisioning
16. Light Display
17. Mayor’s Art Award
18. Mini Libraries
19. Mural Strategic Plan and Implementation
20. Murals on Utility Boxes
21. Neighborhood Painted Intersections
22. Opera Alley
23. Passport for the Arts
24. Phantom Art Galleries
25. Railroad Bridge
26. Return of the Jedi Festival
27. SAP Implementation Progress Tracker
28. Second Street Pedestrian Plaza (temp or permanent)
29. Strategic Marketing Plan w/ HCCVB
30. Street Pianos
31. Street Trees Phases 1 & 2
32. Support Existing Events, Organizations, and Assets
33. Surveys
34. Theatre Festival
35. Wayfinding Banners/Signage



SUCCESS CRITERIA

One of the primary objectives of the stakeholder interviews and focus groups was to utilize the collective brainpower of those people interviewed to develop a set of “success criteria” by which each project would be evaluated. It was the original intent that the projects that satisfy the most number of these criteria would be the projects recommended as priorities for completion. The stakeholders collectively developed and agreed upon the following seven criteria by which to evaluate each project’s “potential for success.



PROJECTS BY SUCCESS CRITERIA

	...be “accomplishable” in the next three to five years.	...embed the arts in the City’s planning processes.	...unify Eureka’s identity.	...attract and encourage a range of visitors.	...stimulate positive economic impacts.	...promote vibrant, inclusive experiences for Eureka residents.	...build community.	SCORE
Art & Culture Annual Report	X	X						2
Art Crosswalks (F St Arts Corridor)			X	X				2
Arts in the Park Program	X	X	X	X		X	X	6
Artists in Action (aka Art Festival; “Artober”)	X			X	X			3
Arts & Culture Website and Maps to Public Art Sites	X	X		X				3
Bronze Fishermen								0
Chalk the Walk	X			X	X	X	X	5
Conduct NEA VALI Study	X	X						2
Cultural Arts District	X	X	X	X	X	X	X	7
Cultural Asset Map and Inventory	X	X	X					3
Engage Youth Participation and Education Institutions	X	X				X		3
Explore Incentive Program for Arts-based Businesses	X	X					X	3
F Street Arts Corridor	X		X	X	X			4
Fiberglass Forms			X	X	X		X	4
Gazebo Re-envisioning				X				1
Light Display	X							1
Mayor’s Art Award	X	X				X	X	4
Mini Libraries	X	X				X	X	4
Mural Strategic Plan	X	X						2
Murals on Utility Boxes	X		X			X		3
Neighborhood Painted Intersections						X	X	2
Opera Alley		X	X	X	X		X	5
Passport for the Arts	X			X	X	X	X	5
Phantom Art Galleries	X	X				X	X	4
Railroad Bridge			X					1
Return of the Jedi Festival	X			X	X	X	X	5
SAP Implementation Progress Tracker	X	X						2
Second Street Pedestrian Plaza (temp or permanent)	X			X	X	X	X	5
Strategic Marketing Plan w/ HCCVB	X	X						2
Street Pianos	X					X	X	3
Street Trees Phases 1 & 2	X	X	X	X	X			5
Support Existing Events, Organizations, and Assets	X	X						2
Surveys	X	X						2
Theatre Festival	X			X	X	X	X	5
Wayfinding Banners/Signage	X	X	X	X	X			5

PROJECT CATEGORIES

The following three categories or types of projects and initiatives emerged from a mapping of ideas gathered from key stakeholder interviews, focus groups, and the public forum. Each category is described below. The next page maps the projects according to which category they most directly fit.

Category 1: Creative Placemaking

According to the National Endowment for the Arts, “creative placemaking is the intentional use of arts and culture to shape the physical, social and economic future of communities.” In creative placemaking, partners from public, private, non-profit, and community sectors strategically shape the physical and social character of a neighborhood, town, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired. Many of the projects fall into this category.

Category 2: Live Arts

While, most of us first think of painting, sculpture, and other visual formats in the context of “arts,” the performing arts are likely the format that most frequently engages the general public. Dance, theater, film, live music, and events probably provide the greatest opportunity for the promotion of arts in Eureka. While the list of projects that falls into this category is shorter than the other categories, the projects proposed are designed specifically to further the “live arts” in Eureka.

Category 3: Marketing, Communication, & Partnerships

When it comes to the arts, a major role for the City is communication and coordination. Marketing is chief among the topics that the City needs to coordinate. In addition, many of the goals of this plan cannot be accomplished without collaboration with other organizations specializing in specific creative content, audiences, or art forms. Examples include partnerships with K-12 arts education, the Ink People, Eureka Main Street and Arts Alive, Humboldt County Convention and Visitor Bureau, Humboldt Lodging Alliance, the Humboldt/Del Norte Film Commission, and many others. Accordingly, many of the projects presented in this section fall into this category.

Creative Placemaking

Physically tangible projects for property, intersections, streets, parks, alleys, and trails.

Live Arts

Performances, pop-up, and temporary live art experiences, events, and festivals.

Marketing, Communication, & Partnerships

Wayfinding and website links to information for visitors, residents, and artists seeking to work with the city on projects that require codes and permits. And coordination with arts and educational organizations.

PROJECTS BY CATEGORY

Creative Placemaking

Physically tangible projects for property, intersections, streets, parks, alleys, and trails.

1. Art Crosswalks (F St Arts Corridor)
2. Bronze Fishermen
3. Cultural Arts District
4. F Street Arts Corridor
5. Fiberglass Forms
6. Gazebo Re-envisioning
7. Light Display
8. Mini Libraries
9. Mural Strategic Plan and Implementation
10. Murals on Utility Boxes
11. Neighborhood Painted Intersections
12. Opera Alley, Phases 1 and 2
13. Phantom Art Galleries
14. Railroad Bridge
15. Second Street Pedestrian Plaza (temp or permanent)
16. Street Trees, Phases 1 and 2

Live Arts

Performances, pop-up, and temporary live art experiences, events, and festivals.

17. Artists in Action (aka Art Festival; “Artober”)
18. Chalk the Walk
19. Return of the Jedi Festival
20. Street Pianos
21. Theatre Festival

Marketing, Communication, & Partnerships

Wayfinding and website links to information for visitors, residents, and artists seeking to work with the city on projects that require codes and permits. And coordination with arts and educational organizations.

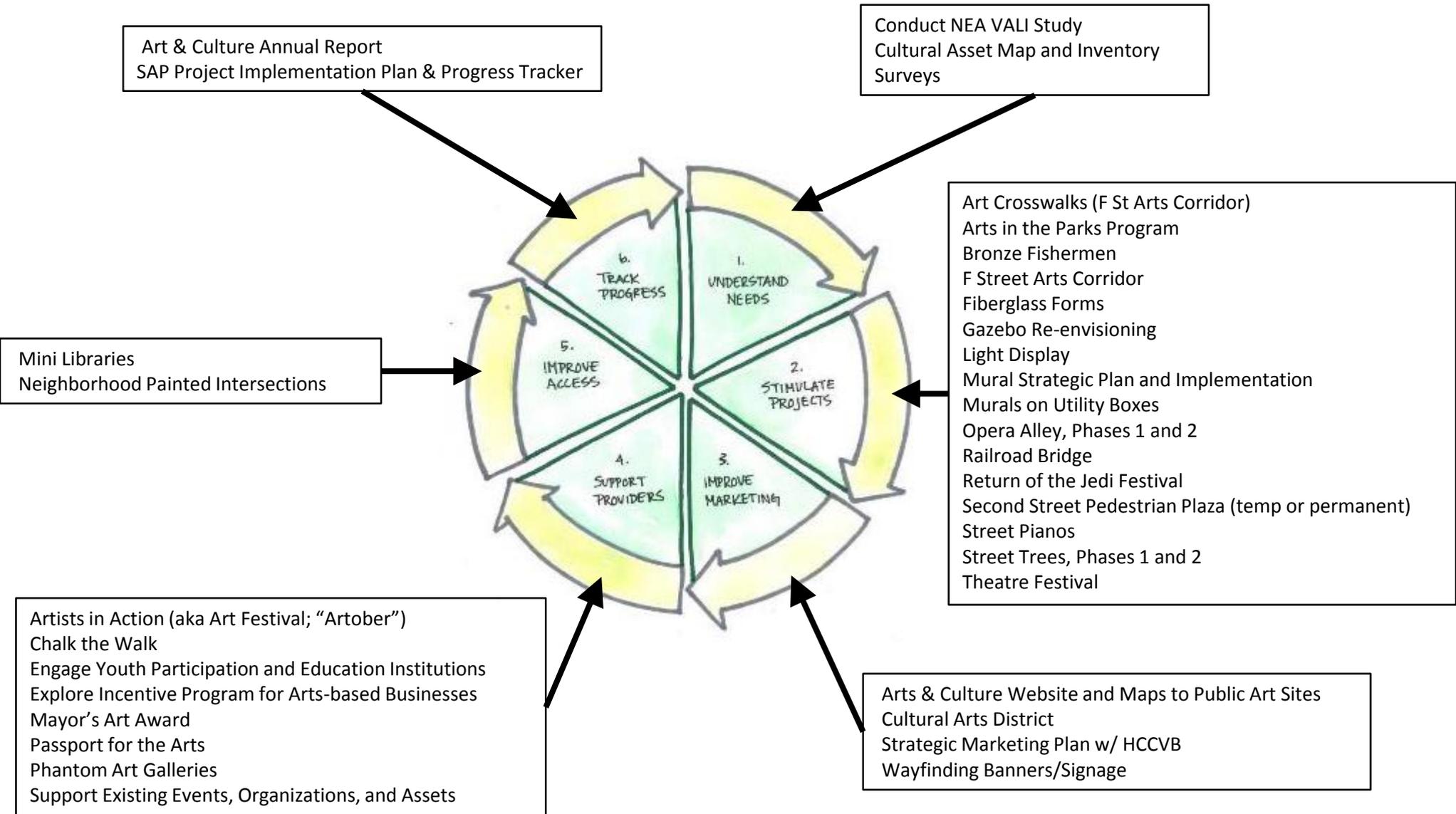
22. Art & Culture Annual Report
23. Arts & Culture Website and Maps to Public Art Sites
24. Arts in the Parks Program
25. Conduct NEA VALI Study
26. Cultural Asset Map and Inventory
27. Engage Youth Participation and Education Institutions
28. Explore Incentive Program for Arts-based Businesses
29. Mayor’s Art Award
30. Passport for the Arts
31. SAP Project Implementation Plan & Progress Tracker
32. Strategic Marketing Plan w/ HCCVB
33. Support Existing Events, Organizations, and Assets
34. Surveys
35. Wayfinding Banners/Signage

SAP GOALS

The goals for this plan are outlined in section one. While each of the projects is capable of satisfying more than one goal, each project is most directly aligned with one specific goal. The next page maps which goal each project satisfies.



PROJECTS BY GOAL





"Creativity takes courage."
Henri Matisse

EVALUATION OF PROJECTS

Each of the projects was evaluated by its ability to satisfy the “success criteria,” the “category” in which it fell, its alignment with goals of this Strategic Plan, and by how many votes the project received at the public meeting and during the stakeholder interviews and focus groups. This evaluation was then used to classify the projects into the phases presented on the following pages.

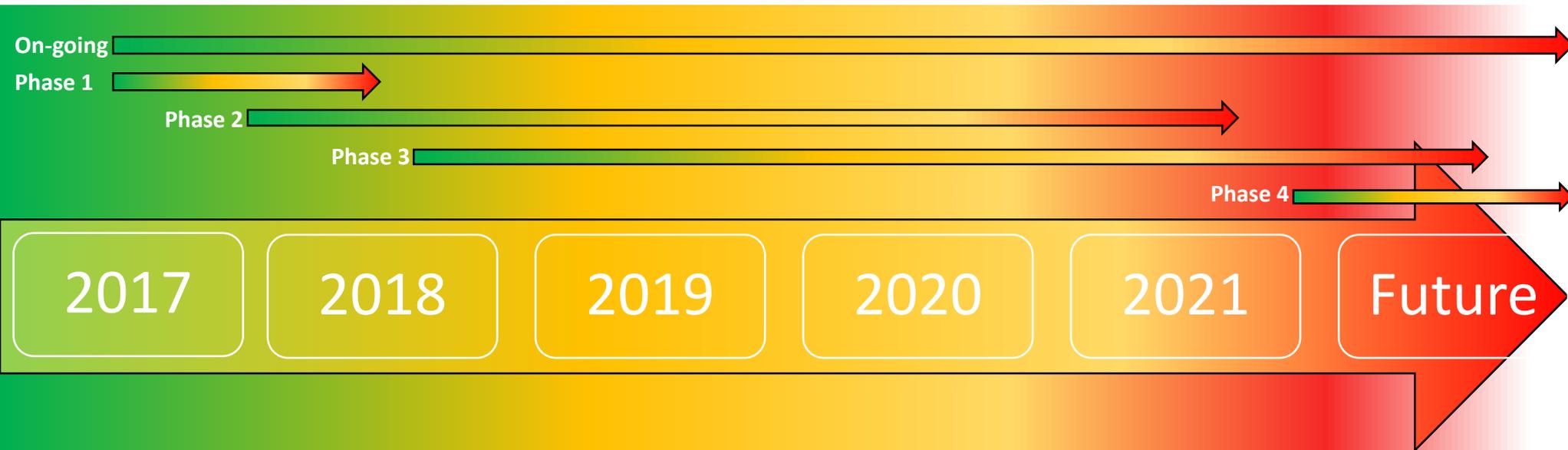




"To affect the quality of the day, that is the highest of arts."
Henry David Thoreau

PROJECT PHASING PLAN

The following pages present a phasing plan for the 35 projects. Each project falls into one of four phases, satisfies at least one of the goals outlined in Section 1, and is assigned to a primary party responsible for implementation. Each of the phases is meant to occur in order. The “On-going” projects will reoccur on an annual or biennial basis and have no definitive end. Most Phase 1 projects are already underway and each of these projects will be completed in 2017, but may extend into 2018. The Phase 2 projects are either in the early planning stages or preliminary planning will begin in 2017. While many Phase 2 projects will require several years of planning, fundraising, and coordination, most Phase 2 projects should be implemented within the next five years. Early planning for the Phase 3 projects will not likely begin until 2018 or 2019, and the full implementation of these projects may be outside of the timeline of this five-year plan. Phase 4 projects are effectively “just ideas” at the current time and will need to be re-visited in a future Strategic Arts Plan or re-prioritized in the coming years. Within each phase, the projects are prioritized. To the greatest degree possible, staff effort will be focused on implementing the projects in the prioritized sequence. Appendix A provides detail for each of the projects.

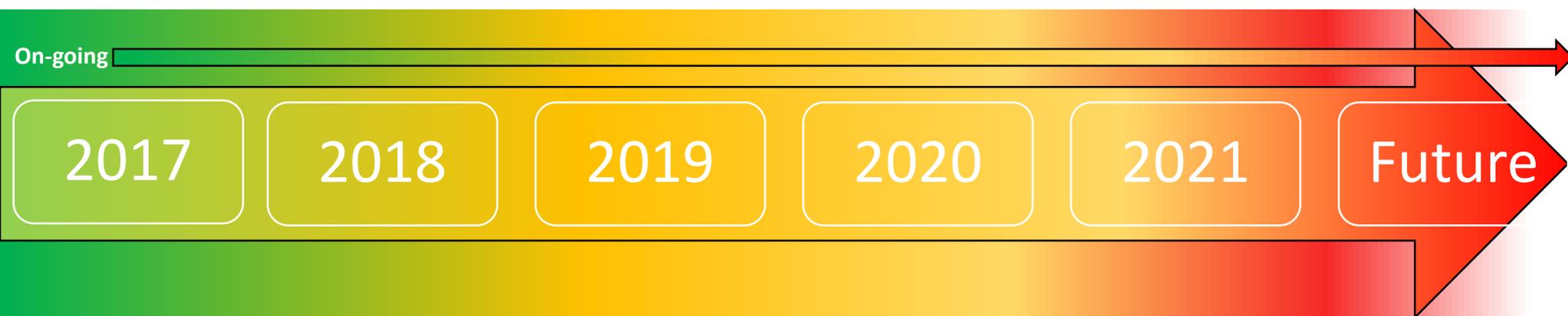


ONGOING PROJECTS

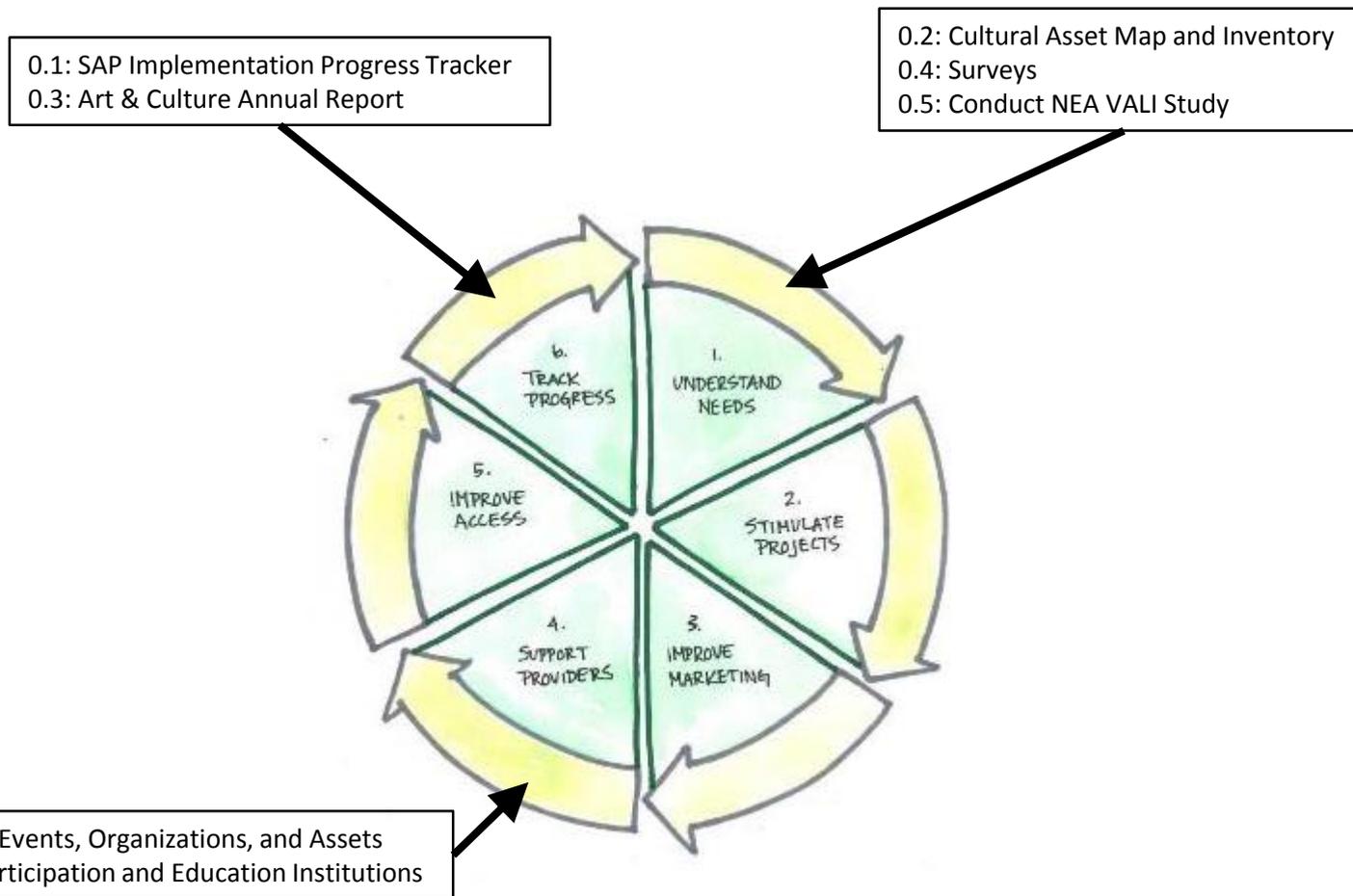
On-going projects are activities coordinated and accomplished by City staff and the Arts & Culture Commission. These projects re-occur on an annual or biennial basis throughout the five-year lifespan of this Strategic Plan. The first five of these projects consist of reports, analyses, and studies designed to help the City better understand the needs of the community and to track the City's progress in implementing this plan. The sixth and seventh projects focus on building upon the City's currently existing assets.

The City is committed to completing these seven projects throughout the five-year timeline of this Strategic Arts Plan.

PHASE AND PRIORITY	PROJECT	PARTY RESPONSIBLE FOR PLANNING	PARTY RESPONSIBLE FOR IMPLEMENTATION
O.1	SAP Project Implementation Plan & Progress Tracker (annual)	City (staff)	City (staff)
O.2	Conduct NEA VALI Study (biennial)	City (staff)	City (staff)
O.3	Cultural Asset Map and Inventory (revisit annually)	City (EACC)	City (staff)
O.4	Art & Culture Annual Report (annual)	City (EACC)	City (EACC)
O.5	Follow Up Surveys (biennial)	City (staff)	City (staff)
O.6	Support Existing Events, Organizations, and Assets	City (EACC)	City (EACC)
O.7	Engage Youth Participation and Education Institutions	City (EACC)	City (EACC)



ONGOING PROJECTS BY GOAL

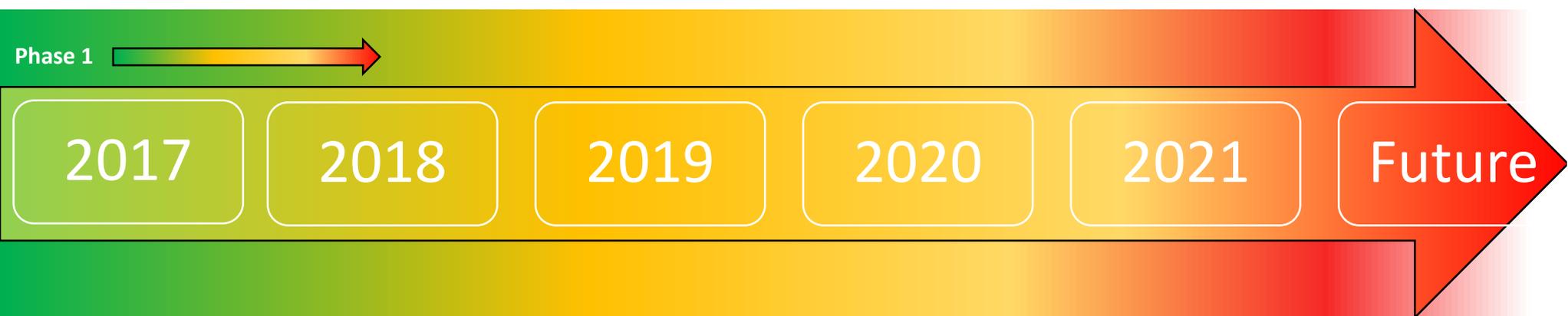


PHASE 1 PROJECTS

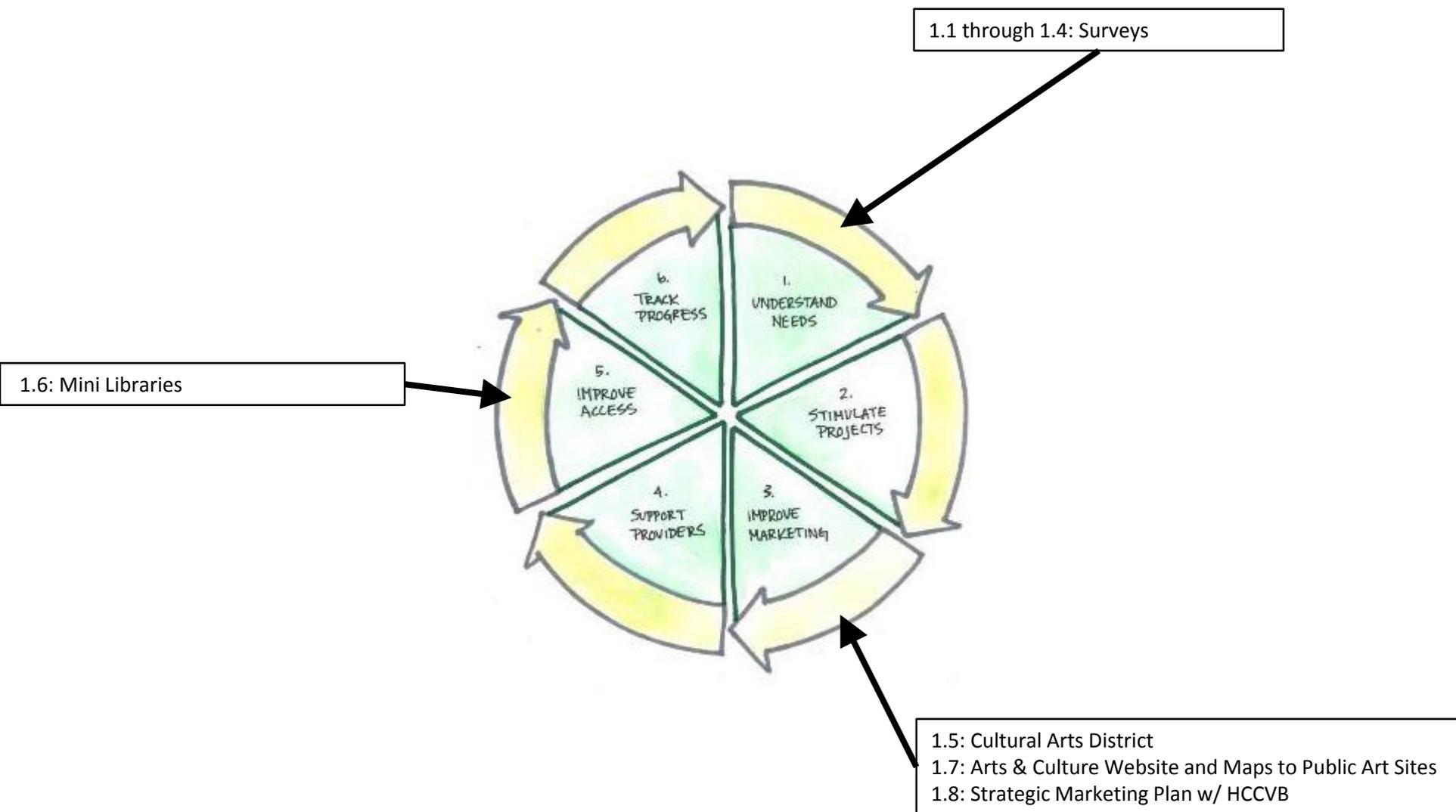
Phase 1 projects are activities primarily coordinated and accomplished by City staff and the Arts and Culture Commission, but also includes some other stakeholders. Unlike the “on-going projects,” Phase 1 projects are distinct short-term projects that have a specific completion state. The first four of these projects consist of on-line surveys that have already been completed (see Section 2 above) and were designed to help the City better understand the needs of the community. The fifth project is a key initiative around which many other projects are centered. The sixth project is intended to establish parameters by which community members can create art-related mini-libraries. The seventh and eighth projects are City initiatives designed to promote arts and support future projects. Appendix A provides detail for each of the projects.

The City is committed to completing these eight projects in 2017 or 2018.

PHASE AND PRIORITY	PROJECT	PARTY RESPONSIBLE FOR PLANNING	PARTY RESPONSIBLE FOR IMPLEMENTATION
1.1	Survey #1: General Public	City (staff)	City (staff)
1.2	Survey #2: Arts Organizations	City (staff)	City (staff)
1.3	Survey #3: Professional Artists	City (staff)	City (staff)
1.4	Survey #4: Lodging Establishments	City (staff)	City (staff)
1.5	Establish Cultural Arts District	City (EACC)/ Ink People	Ink People
1.6	Mini Libraries	City (EACC), Policy	Private
1.7	Arts & Culture Website and Maps	City (EACC)	City (staff)
1.8	Strategic Marketing Plan w/ HCCVB	City (staff)/HCCVB	HCCVB



PHASE 1 PROJECTS BY GOAL

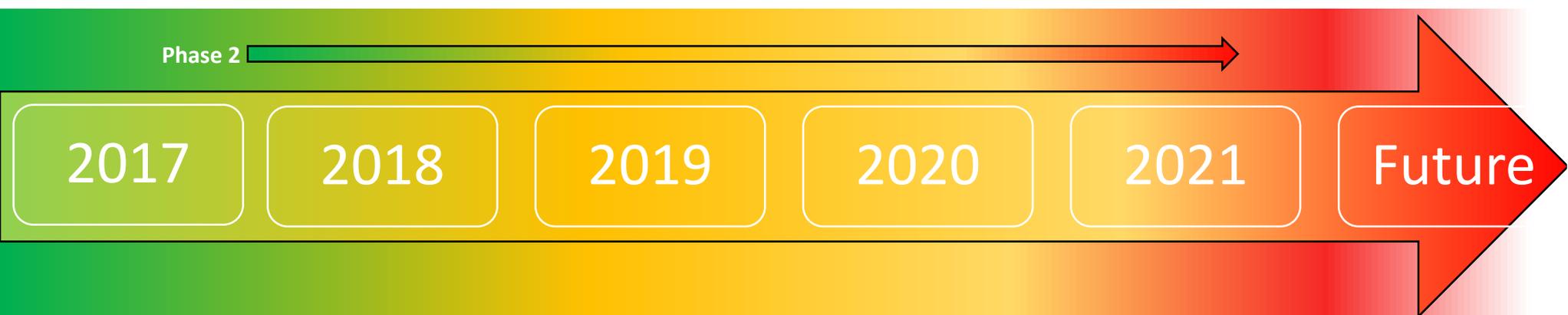


PHASE 2 PROJECTS

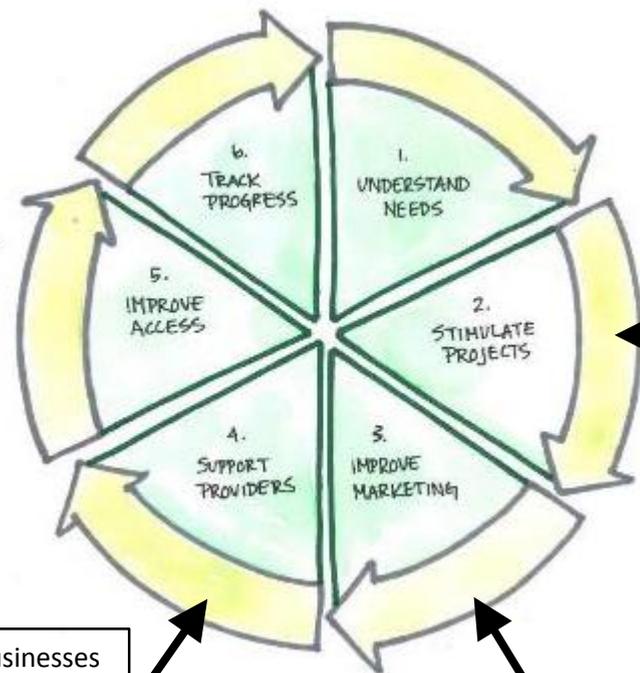
This is arguably the most important page of this Strategic Plan. Phase 2 projects constitute larger, more complex projects that the City is committed to completing within the five year timeline of this Strategic Plan. Unlike the “on-going projects” and the Phase 1 projects, these projects may be challenging to implement and may require some City investment. Project 2.2 in particular could represent a significant investment, though it is likely that this investment will bring new revenue to the City. Appendix A provides detail for each of the projects.

The City is committed to completing these 12 projects in by the end of 2021.

PHASE AND PRIORITY	PROJECT	PARTY RESPONSIBLE FOR PLANNING	PARTY RESPONSIBLE FOR IMPLEMENTATION
2.1	Opera Alley, Phase 1	City/EMS/Private	City/EMS/Private
2.2	City-wide Wayfinding Plan and Implementation	City (staff)	City (staff)
2.3	Street Trees, Phase 1 (F St Arts Corridor)	City/EMS/KEB	KEB
2.4	Street Trees, Phase 2 (4 th and 5 th Streets)	City/Caltrans/KEB	City/KEB
2.5	Murals on Utility Boxes	City (EACC)	City (EACC)
2.6	Phantom Art Galleries	City/EMS/HSU/Private	HSU/EMS/Private
2.7	Second Street Pedestrian Plaza (temp or permanent)	City/EMS	City/EMS
2.8	Mayor’s Art Award	City (EACC)	City (EACC)/(CC)
2.9	Passport for the Arts	City (EACC)	City (EACC)
2.10	Mural Strategic Plan and Implementation	City (EACC) Sub Committee	City (EACC)
2.11	Arts in the Parks Program	City (EACC)	City (EACC)
2.12	Explore Incentive Program for Arts-based Businesses/Orgs	City (EACC/staff)	City (staff)



PHASE 2 PROJECTS BY GOAL



2.1: Opera Alley, Phase 1
2.3: Street Trees, Phase 1
2.4: Street Trees, Phase 2
2.5: Murals on Utility Boxes
2.7: Second Street Pedestrian Plaza (temp or permanent)
2.10: Mural Strategic Plan and Implementation
2.11: Arts in the Parks Program

2.12: Explore Incentive Program for Arts-based Businesses
2.6: Phantom Art Galleries
2.8: Mayor's Art Award
2.9: Passport for the Arts

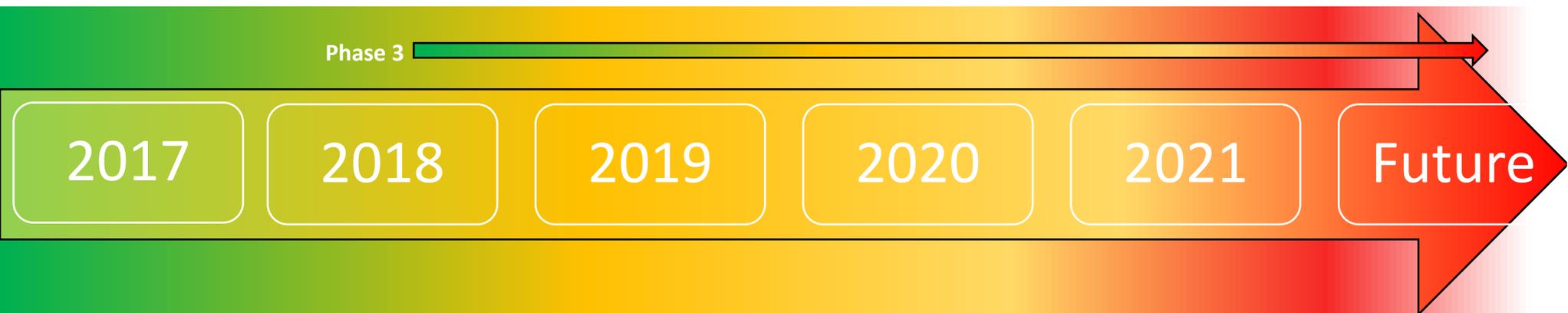
2.2: Wayfinding Banners/Signage

PHASE 3 PROJECTS

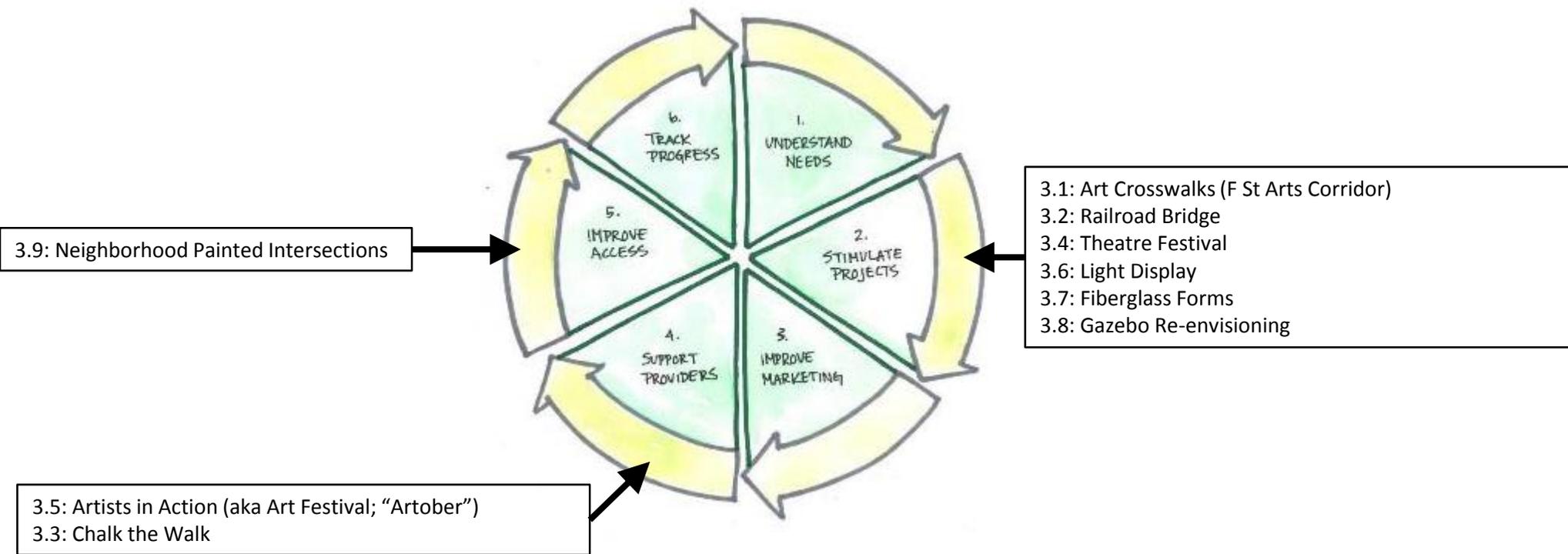
Like Phase 2 projects, Phase 3 projects are relatively complex and potentially expensive. However, this list consists of projects that may not be completed in the five-year lifespan of this Strategic Plan. While each of these projects is worthy of completion, the prioritization process pushed these projects to into Phase 3. Appendix A provides detail for each of the projects.

The City is committed to exploring the possibility of implementing these eight projects by 2021, but the City is not committing to the completion or implementation of any of these projects by that time.

PHASE AND PRIORITY	PROJECT	PARTY RESPONSIBLE FOR PLANNING	PARTY RESPONSIBLE FOR IMPLEMENTATION
3.1	Art Crosswalks (F St Arts Corridor)	City (EACC)	City (staff)
3.2	Railroad Bridge	City (staff)	City (staff)
3.3	Chalk the Walk	City/EMS	EMS
3.4	Theater Festival	EMS	EMS
3.5	Artists in Action (aka Art Festival; "Artober")	EMS	EMS
3.6	Light Display	City (staff)	City (staff)/Private
3.7	Fiberglass Forms	City/Chamber	Chamber/Private
3.8	Gazebo Re-envisioning	City (staff)	City (staff)
3.9	F Street Art Corridor (includes other projects listed above)	TBD	TBD
3.10	Neighborhood Painted Intersections	City (EACC), Policy	Private



PHASE 3 PROJECTS BY GOAL

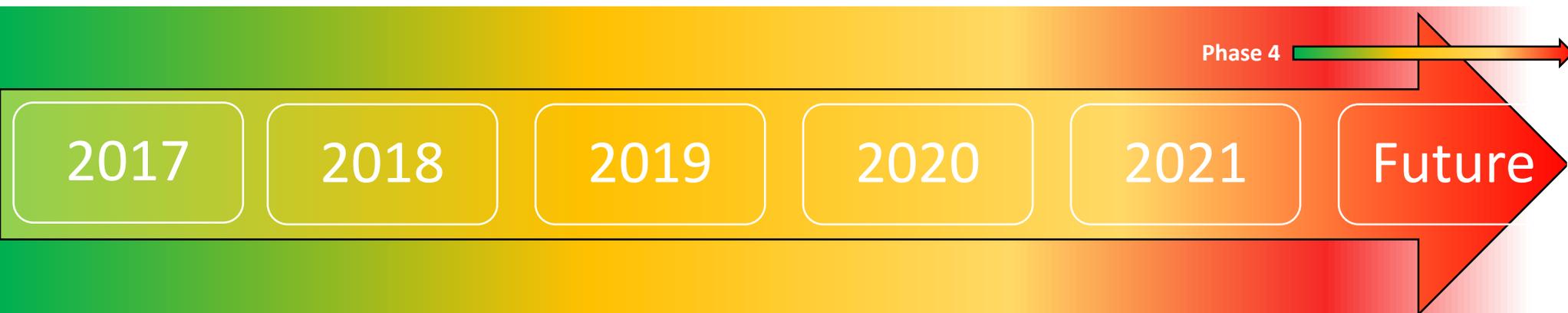


PHASE 4 PROJECTS

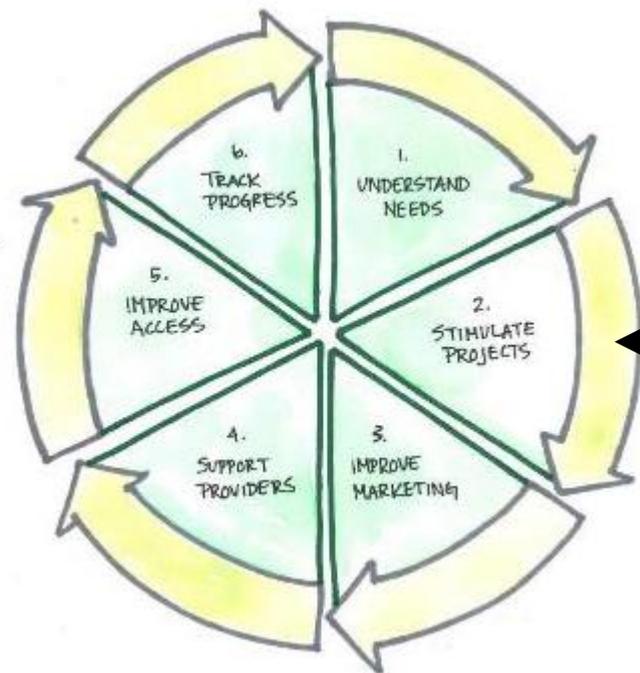
Phase 4 projects are effectively “ideas” for the purpose of this Strategic Plan. While many of these projects are clearly worth implementing, the prioritization process required that some projects were pushed further down on the list. Appendix A provides detail for each of the projects.

The City is not committed to initiating or completing any of these projects in the five-year lifespan of this Strategic Plan, though some of these projects may be explored in that period.

PHASE AND PRIORITY	PROJECT	PARTY RESPONSIBLE FOR PLANNING	PARTY RESPONSIBLE FOR IMPLEMENTATION
4.1	Street Pianos	EMS	EMS
4.2	Bronze Fishermen	EMS/HFMA/HSU	TBD
4.3	Return of the Jedi Festival	HDFC/City	HDFC/City
4.4	Opera Alley, Phase 2	City/EMS/Private	City/EMS/Private
4.5	City Painted Intersections	City	City
4.6	Sanctioned Graffiti Wall	Private	Private
4.7	Sidewalk Poetry	City	City
4.8	Archimedes Sculpture	City	City
4.9	Alexander Von Humboldt Statue	City	City
4.10	South Gateway Project	City/Caltrans	City/Caltrans



PHASE 4 PROJECTS BY GOAL



4.1: Street Pianos
4.2: Bronze Fishermen
4.3: Return of the Jedi Festival
4.4: Opera Alley, Phase 2
and others...



BUDGETING & FINANCE

The public planning process identified four recommendations for reaching success with monetary resources. Each of these four steps will be completed for Phase 1 and Phase 2 projects.

1

Stage project development, so that projects with modest cost can be accomplished more quickly while larger projects needing more resources and partners can be developed and show progress

2

Create preliminary funding plans that recommend or identify multiple sources of financing, from crowd funding and grants to financing from Community Development Finance Institutions (CDFI)

3

Include/assume costs for project maintenance in cost estimates

4

Collaborate with other city services and commissions to maximize resources and serve the greatest number of residents and visitors.



RECOMMENDED NEXT STEPS

Next steps were identified from a the stakeholder interviews, focus group meetings, the public meeting, and by the Eureka Arts and Culture Commission. Next steps are presented as recommended actions that will secure the goal of implementing this Strategic Arts Plan projects.

1. Recommendations to City of Eureka, City Council:

- a) Pass a resolution to adopt the plan including recommendations to further develop and consider detailed financing, maintenance, and implementation plans.
- b) Continue to value and embed the arts in future strategic plans for the City of Eureka.
- c) Incorporate the thinking from this Strategic Arts Plan into the 2017 City Council strategic planning session.

2. Recommendations to City of Eureka Arts and Culture Commission:

- a) Organize three to four subcommittees, one for each category of project and ideas: Creative Placemaking, Live Arts, Communications and Marketing.
- b) Work to create and facilitate implementation plans for those categories with city staff and community members.
- c) Recruit business owners, property owners, artists, and other stakeholders to complete projects outlined in this plan.

3. Recommendations for City staff:

- a) Develop detailed implementation and funding plans for projects and initiatives.
- b) Lead the implementation of Projects and Initiatives.
- c) Establish partnerships with community, civic and arts organizations to manage, or finance projects.
- d) Develop a mapping of processes for arts related projects and initiatives that require code or permit action and link or post on the City website.
- e) Develop an approach and preliminary plan for the maintenance of existing and new permanent artworks owned by the City.



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Tourism Council



Eureka Ca. Love This
Place, Pinterest



Brian Lalor



Redwoods.info



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Ryder Dschida



City of Eureka



Richard Stenger
Mark McKenna



Rob Holmlund



Living Room
Landscape
Design Blog



Corey Drieth



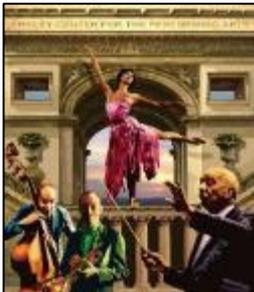
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North Coast Open Studios



Eureka Main Street



Robert Fasic



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Sible Photography



STAKEHOLDERS AND FOCUS GROUPS

STAKEHOLDER INTERVIEWEES

Nancy Fleming
 Cherie Arkley
 Charlotte McDonald
 Tony Smithers
 Richard Stenger
 Sally Arnot
 Steve Karp
 Kacie Flynn
 Ahn Fielding
 Angelina Hill
 Natalia Margulis
 Carol Jacobson
 David Tyson
 Virginia Bass
 Virginia Niekrasz-Laurent
 Lori Goodman
 Jack Sewell
 Susan Bloch-Welliver
 Jemima Harr
 Monica Topping
 Libby Maynard
 Marian Brady

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 Julie Fulkerson
 Gail Mentink
 Kash Boodjeh
 Megan Cairns
 Randy Weaver
 Prudence Ratliff
 Christina Swingler
 Jane Hill
 Connie Stewart
 Lucas Thorton
 Cassandra Hesseltine
 Ara Pachmayer
 Brian Heaton
 Jennifer Catsos
 Bill Funkhouser
 Emily Jacobs
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 David Lindberg
 Lyn McKenna
 Arron Ostrom
 Chet Albin

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 Robert Maxon
 Joe Filgas
 Linda Wise
 Cathy Kunkler
 Steve Watson
 Mike Guy
 Young Porambo
 Brittany Powell
 Brittany Wilson
 Katie Hill
 Cory Crnich
 Polly Endert
 Becky & Jerry Reece
 Julie Benbow
 Bruce Conner



“Science can give us empirical facts and try to tie them together with theories, but it’s the humanists and the artists who turn them into narratives with moral, emotional and spiritual meanings.” Walter Isaacson





From the City of Eureka Arts and Culture Commission

THANK YOU TO THE ARTISTS OF EUREKA!

