



Public Arts Advisory Committee Agenda

March 3, 2024

Special Meeting – Strategic Planning

3:00pm–6:00pm, Siskiyou Conference Room

51 Winburn Way

Agenda

This is a Study Session with a focus on Strategic Planning.

I. (3:00) CALL TO ORDER:

- a) Welcome
- b) Quorum count

II. (3:05) LAND ACKNOWLEDGMENT

"We acknowledge and honor the aboriginal people on whose ancestral homelands we work – the Ikirakutsum Band of the Shasta Nation, as well as the diverse and vibrant Native communities who make their home here today. We denounce the egregious acts of the colonizers and government and recognize the horrific impacts that still exist today. We honor the first stewards in the Rogue Valley and the lands we live and depend on: Tribes with ancestral lands in and surrounding the geography of the Ashland Watershed include the original past, present and future indigenous inhabitants of the Shasta, Takelma, and Athabaskan people. We also recognize and acknowledge the Shasta village of K'wakhakha – "Where the Crow Lights" – that is now the Ashland City Plaza."

III. (3:10) PUBLIC FORUM (for items not on the agenda; up to 3 minutes per speaker)

IV. (3:15–3:40) LIAISON REPORTS

Liaisons:

- a) City Council Liaison, Gina DuQuenne
- b) APRC Liaisons, Michael Gardiner & Rachel Dials
- c) Community Development Liaison, Veronica Allen

V. (3:40–5:50) STUDY SESSION TOPICS (take breaks as needed)

- a) PAAC Strategic Plan – Susan Jain to lead Strategy Update – build on Strategy overview and timeline from previous meetings.

NOTE: Due to Study Session focus on Strategic/Master Plan update, **Sections VI, VII and VIII** will be deferred to March 20th meeting.

VI. APPROVAL OF MINUTES

- a) Delayed to next meeting

VII. OTHER BUSINESS UPDATES and ACTION ITEMS (up to 5 minutes per item)

VIII. ROUND TABLE – Member open discussion of project ideas or opportunities (2 minutes each)

IX. (6:00) ADJOURNMENT – Next Meeting Date: Thursday, March 20th @ 4:00 pm

Note: Anyone wishing to speak at any Public Arts Advisory Committee meeting is encouraged to do so. After you have been recognized by the Chair, give your name and City of residence. You will then be allowed to speak. Please note the public testimony may be limited by the Chair.



Memo

DATE: March 3, 2025
TO: Public Arts Advisory Committee
FROM: Veronica Allen, Associate Planner
DEPT: Planning
RE: Strategic Planning Continuation – Study Session

Strategic Planning efforts have been ongoing for the PAAC since late 2024. The previously proposed timeline included a “Full Design Thinking Workshop” as a “1/2 Day Session” to take place in January. Several meetings have included smaller updates to the Strategic Planning proposal and discussions from PAAC members. However, at the January regular meeting, members decided that a dedicated day to really sink their teeth into the material would be beneficial. It was decided that that this March Study Session meeting would be to kick start that process. Susan MacCracken Jain has been the lead in the Strategic Planning process and will once again lead the group to provide information and start discussions. Additionally, there was a City Council meeting held at the end of 2024 that highlighted the achievements of each city committee and their goals for 2025. Those have been included as an excerpt (PDF) and included in the packet materials for reference.

Planning Department

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Strategic Planning to Update 2007 Public Art Master Plan

[Link to 2007 Master Plan](#)

2024 Achievements and 2025/2026 Work Plan

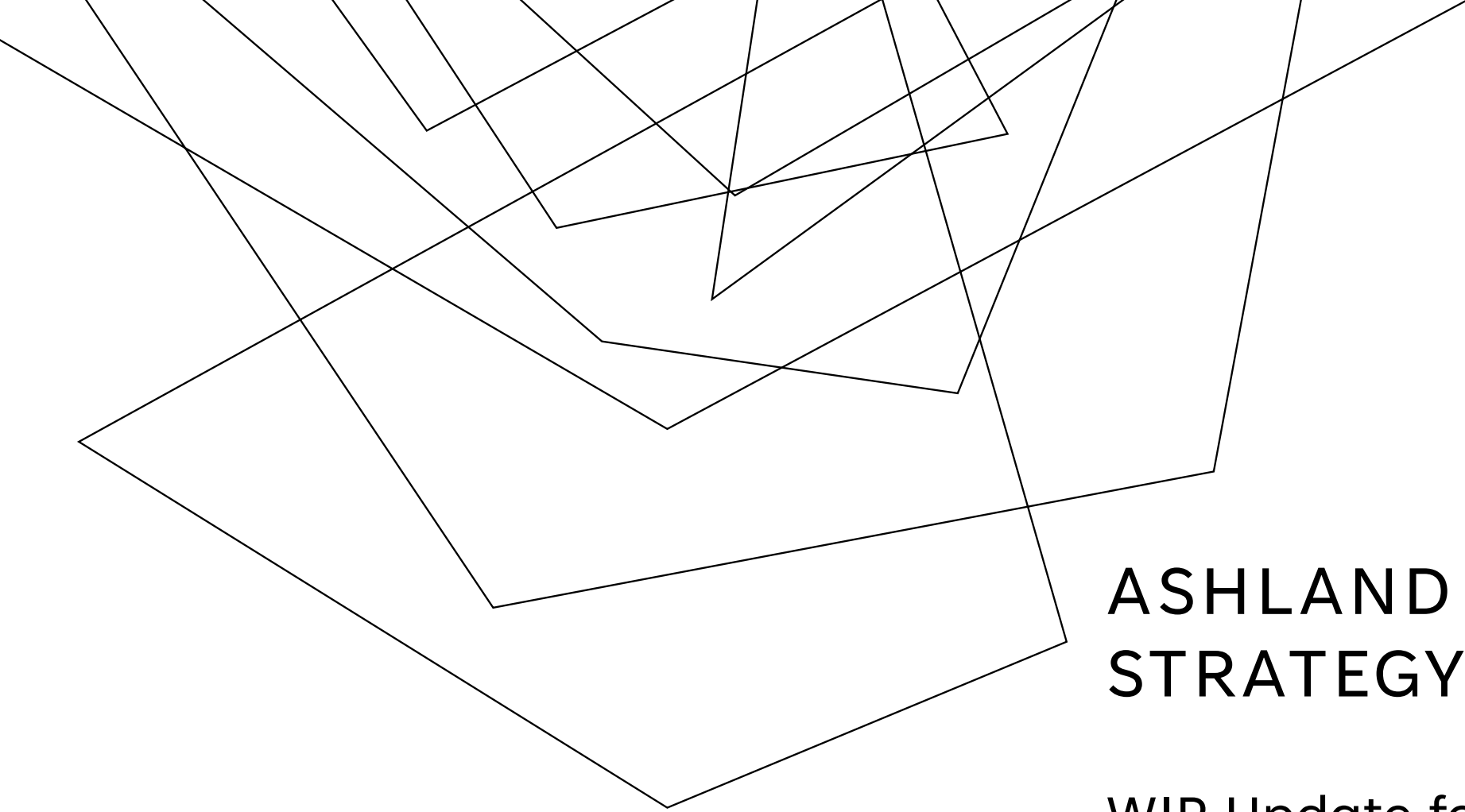
Public Arts Advisory Committee 2024 Achievements

- Implemented Street Crossing Art, “*Walking Upstream*” at entrance to Lithia Park; installed on July 2, 2024.
- Coordinated and implemented the Playwright Walk and first plaque, a Shakespeare quote in front of the Chamber, installed on October 7, 2024.
- Coordinated and implemented artist installation of three (first 3 of 20 identified) Oregon Department of Transportation utility traffic controller boxes community painting project with local artist and community engagement; implemented August – November 2024; task group planning for next set of boxes to be painted.
- Supported community-driven effort to fund and create a permanent, public art installation entitled “Ancestor’s Future: Crystallizing Our Call” by Micah Blacklight inspired by the “*Say Their Names*” Memorial.
- Support community-driven effort to fund and create a public mural installation at the Elks Building in Downtown Ashland entitled “*Where the Crow Lights*” by John Pugh.
The updated design will be presented by John Pugh to the PAAC on December 19, 2024, and recommendations from the PAAC to City Council regarding the updated design are forthcoming.
- Recruited the first SOU student representative to PAAC.
- Updated list and photos of City owned public artworks; began discussions for development of a maintenance plan.
- Kickoff meeting for update the PAAC Strategic Plan (formerly 2007 Master Plan).

2025 PAAC Upcoming Efforts

The following are PAAC priority projects and initiatives, set on November 21, 2024 - some originate from the community and others are initiatives of committee members and public citizens.

1. Update and adopt a Strategic Public Arts Plan in 2025, including potential launch to achieve UNESCO World Heritage status in the next 10 years.
2. Continue to strategize, identify, recommend, and implement projects that align with PAAC goal to create Ashland as an art destination through “Art Activations for Art Destinations” as identified in early 2024 PAAC priorities.
3. Continue to implement the Council/Oregon Department of Transportation (ODOT) MOU to promote local artist or community designed artwork on ODOT Traffic Controller Boxes, with funding assistance from the City of Ashland.
4. Obtain designation of the Downtown Historic District as the next Marking Ashland Places (MAP II) district, in concert with the Historic Preservation Advisory Committee and in compliance with the APRC *Art in Parks* policy.
5. Continue to support community-driven efforts in the ongoing implementation of the Playwrights Walk. Springboard from the initial philanthropic donation of 12 downtown plaques by Barry and Kathryn Thalden to an ultimate collection of 100 plaques city-wide for OSF’s 100th year anniversary in 2035.
6. Develop a plan, review the city insurance coverage for artwork, and evaluate ongoing maintenance and repairs needs and cost estimates to develop a line-item funding budget for artworks that are in the Public Art Collection, all in cooperation with the Public Works Department.
7. Select, coordinate, and implement additional street crossing art projects
8. Continue to add to the StoryMap and evaluate public reception of the self-guided Public Art Walking Tour.
9. Organize a celebration of “We Are Here” for the 2026 anniversary. Make a recommendation to City Council to make a proclamation for the celebration.
10. Identify opportunities and discuss and consider public art projects for southeast Ashland.
11. Identify, discuss and consider a permanent alternative or addition to the “Say Their Names” memorial.
12. Invite and add SERJAC member as liaison to PAAC with goal to promote and to include equity practices in public art.
13. Continue to support community-driven effort to fund and create a permanent, public art installation entitled “*Ancestor’s Future: Crystallizing Our Call*” by Micah Blacklight inspired by the Say Their Names Memorial.
14. Continue to support community-driven effort to fund and create a public mural installation at the Elks Building in Downtown Ashland entitled “*Where the Crow Lights*” by John Pugh.
15. Work to promote environmental awareness and sustainable practices in public art.

Abstract geometric lines in black on a white background, forming various overlapping polygons and triangles.

ASHLAND PUBLIC ARTS STRATEGY UPDATE

WIP Update for PAAC Discussion

Susan MacCracken Jain

12/19/2024

A composite image showing the Earth, Moon, and Sun in space. The Earth is at the bottom, showing blue oceans and white clouds. The Moon is in the middle, showing its craters and grey surface. The Sun is at the top, a bright yellow-orange sphere. The background is a dark blue space with white stars. A diagonal line separates the image from the text on the right.

*The best strategies happen when we reach for the sun
and land happily on the moon. Michael Cannon-
Brookes, IBM Growth Markets Strategy VP*

‘NOT JUST AN ORDINARY STRATEGY UPDATE’

Hypothesis:

We have the opportunity to develop a 10-year Public Arts plan that will establish an indelible legacy for Ashland as an arts-centric community.

- Leverage ‘As Is’ state and initiatives in process
- Optimize impact for ‘To Be’ outcomes
- Pursue World Heritage Site designation

Doing so will benefit Ashland not only visually, but also economically, educationally and in terms of quality of life.



For Today's Discussion

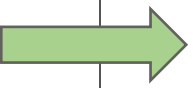
CHARTING AN
AUDACIOUS
ART
AMBITION
FOR
ASHLAND

TEST HYPOTHESIS

A strategy of continued, concerted focus on
Public Art can help Ashland to achieve
UNESCO World Heritage status in the next 10
years (by 2035.)

* Timeline coincides with 100th anniversary of OSF and
installation of 100th Ashland Playwrights Walk plaque

WHERE WE ARE IN THE PROCESS

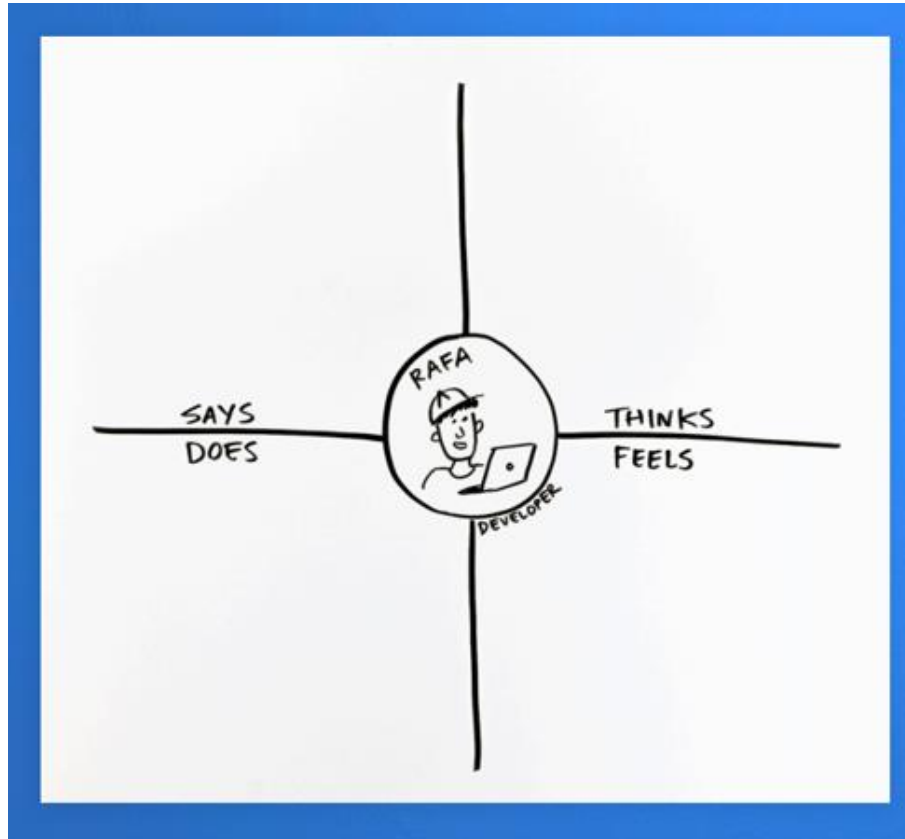
What	Why	How	When
'As is / To be' Mini-workshop	Set the stage	Define objectives, set hypothesis, identify key stakeholders	November Study Session
 Perform Discovery / Initial Assessments	Data collection in tandem with workshop	PAAC work team	November - January
Full Design Thinking workshop	Formulate key strategic elements Begin public involvement	Engage key stakeholders to participate	½ day session in January
Full Plan Development, Socialization	Prep for initial City Council presentation	PAAC work team ++	Feb. - June
Full Plan Finalization	Prep for final City Council presentation & adoption	PAAC work team ++	July – Sept.

TODAY'S TASKS

- Agree on Wheel of Interest, compiled from December personas brainstorm
- Select top personas for our strategy (3-4)
- Form groups to come back in February prepared to represent the selected personas for Wants & Needs assessment.

PERSONA NEEDS PUT THE 'WHYS' INTO OUR STRATEGY

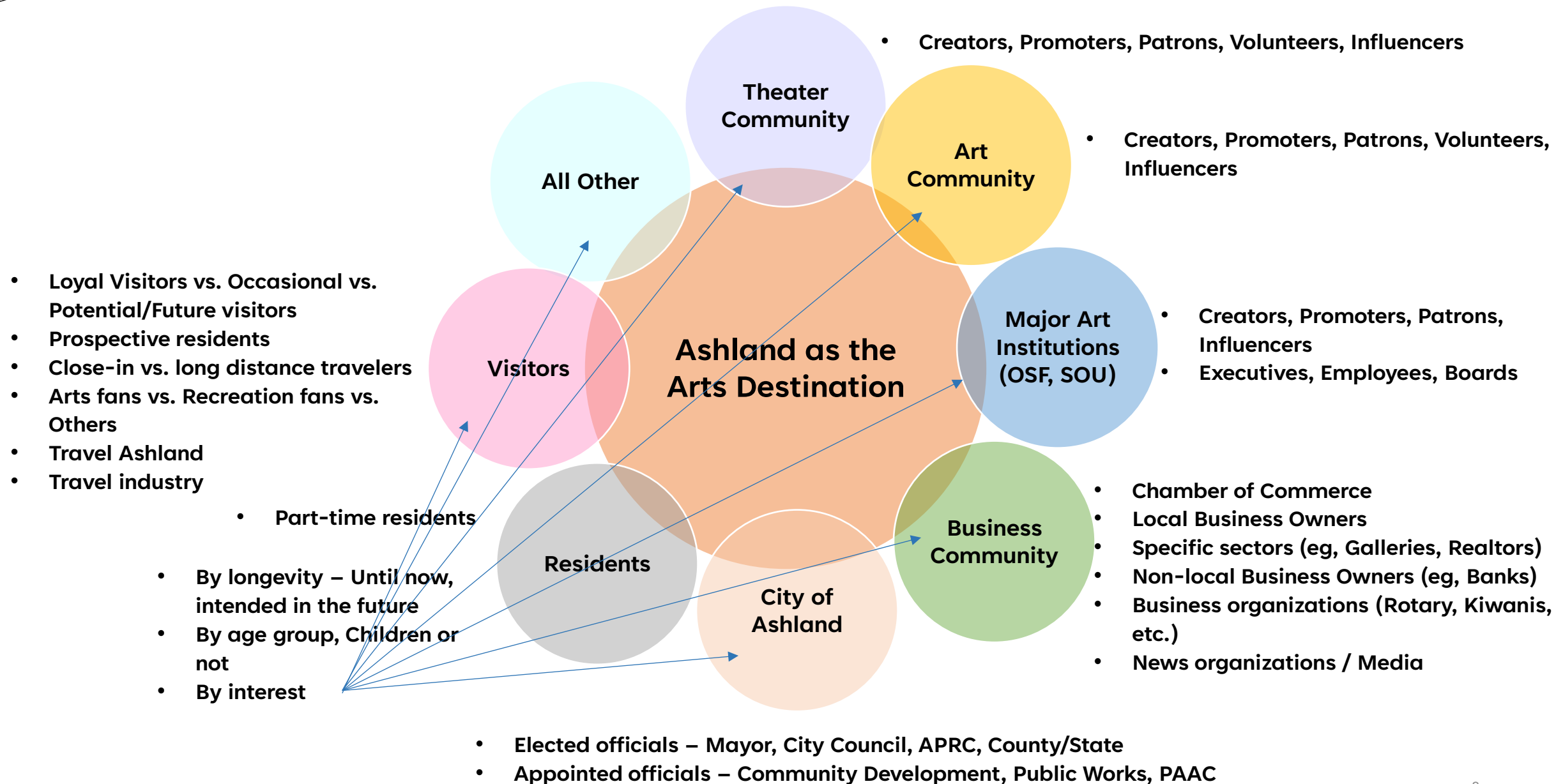
Next Activity I: Empathy Maps



Next Activity II: Needs Statements



ASHLAND PUBLIC ARTS WHEEL OF INTEREST (DRAFT)



PROPOSED NEXT STEPS / TIMELINE

What	Why	How	When
'As is / To be' Mini-workshop	Set the stage	Define objectives, set hypothesis, identify key stakeholders	November Study Session
Perform Discovery / Initial Assessments	Data collection in tandem with workshop	PAAC work team	November - January
Full Design Thinking workshop	Formulate key strategic elements Begin public involvement	Engage key stakeholders to participate	Dedicated work session in February
Full Plan Development, Socialization	Prep for initial City Council presentation	PAAC work team ++	Feb. - June
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PRIOR WORK & REFERENCES

OUR STARTING POINT IS STRONG



Photo: Mitch Diamond/Getty Images

10/13

Ashland, Oregon

Part of the 2018 edition of *The New York Times*' "52 Places to Travel," Ashland is located in the Rogue River area of Southern Oregon. Like much of the Pacific Northwest, the region is celebrated for its natural beauty, which includes Lithia Park and North Mountain Park defined by leafy vegetation and beautiful waterways. Home to Southern Oregon University, the college town is also known for the Oregon Shakespeare Festival, a local repertory theater that offers a myriad of performances not limited to just *The Bard*.

Architectural Digest's "13 Most Underrated Beautiful Cities in the World" 9/12/24

*If that wasn't enough, Ashland was the only U.S. city on the list **

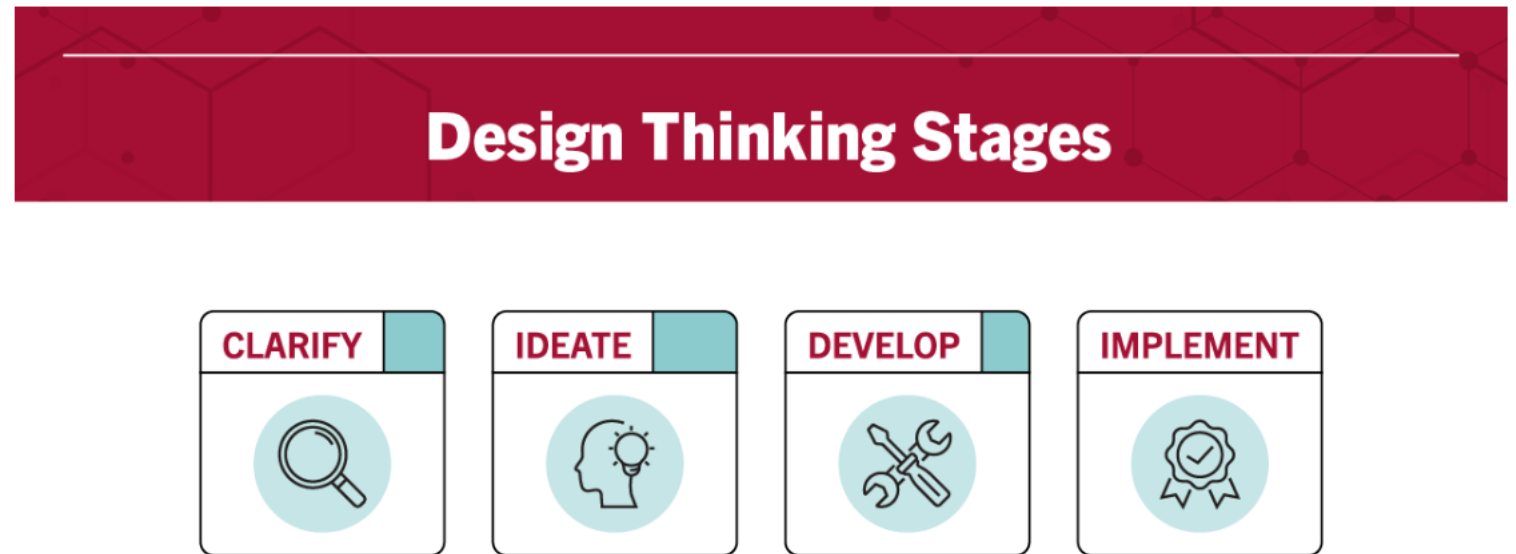
USING THE DESIGN THINKING APPROACH TO STRATEGY DEVELOPMENT CAN LEAD TO AN EXTRAORDINARY OUTCOME

What is Design Thinking? Design thinking is a human-centered approach to problem-solving and innovation that focuses on the needs of the user and the solution to a problem. It's an iterative process that involves observing how people interact with their environments, and then using that information to create innovative solutions.

Here are the four phases for effective innovation and, by extension, design thinking.

Why use Design Thinking:

1. Springboard for audacious thinking
2. Successfully tackles complex / 'gnarly' problems
3. Best-in-class method for strategy development and innovative outcomes
4. At least one DT certified PAAC member available to lead



Harvard Business School Online, 1/18/22

HOW DESIGN THINKING WORKS

Examples of everyday DT outcomes:

AirBnB

Uber Eats

Redbox

Small-size shopping carts



Centers on the user's experience



Comes up with ideas about opportunities to improve



Prioritizes the ideas for action and takes them on in 'sprints'



**Doesn't expect or obsess over perfection of total solutions -
- Consensus, action, progress and learning are the keys!**



Should be fun!

UNESCO WORLD HERITAGE STATUS

Examples of Places with WH status

1. Iowa City for Literature
2. City of Santa Fe for Crafts & Folk Art
3. Charlottesville for Monticello and UVA
4. Statue of Liberty
5. Mesa Verde
6. Kabuki Theater in Japan
7. National Theater of Guatemala
8. Search found for Theater in the US

How to Qualify

To be included on the World Heritage List, sites must be of outstanding universal value and meet at least one out of ten selection criteria.

<https://whc.unesco.org/en/criteria/>

Selection criteria

(i)

to represent a masterpiece of human creative genius;

(ii)

to exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design;

(iii)

to bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared;

(iv)

to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history;

(v)

to be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change;

(vi)

to be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance. (The Committee considers that this criterion should preferably be used in conjunction with other criteria);

(vii)

to contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance;

(viii)

to be outstanding examples representing major stages of earth's history, including the record of life, significant on-going geological processes in the development of landforms, or significant geomorphic or physiographic features;

(ix)

to be outstanding examples representing significant on-going ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals;

(x)

to contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation.

ASHLAND'S PUBLIC ART COLLECTION AT A GLANCE

Capstone Projects for UNESCO Designation

Playwrights Walk	John Pugh Mural	Sculpture Collection	Painterly Collection	Other Media
Goal of 100 plaques installed citywide by 2035, celebrating the city's vibrant arts community and commemorating the 100 th anniversary of OSF. First 12 plaques to be installed in early 2025, donated by philanthropists Barry & Kathryn Thalden.	"Where the Crow Flies" trompe l'oeil mural to be installed on the side of the Elks Building downtown as a signature celebration of Ashland's heritage. Fundraising underway.	X# Installed, including: • [list] Planned: • M. Blacklight's "Crystalizing our Call" • MAP II with APRC Possible: • W. Sugiyama's Owl (on 2/25 agenda)	Throughout the city, featuring: • Themed crosswalks • Decorated ODOT boxes • Outdoor murals	To be explored in the course of the strategic plan

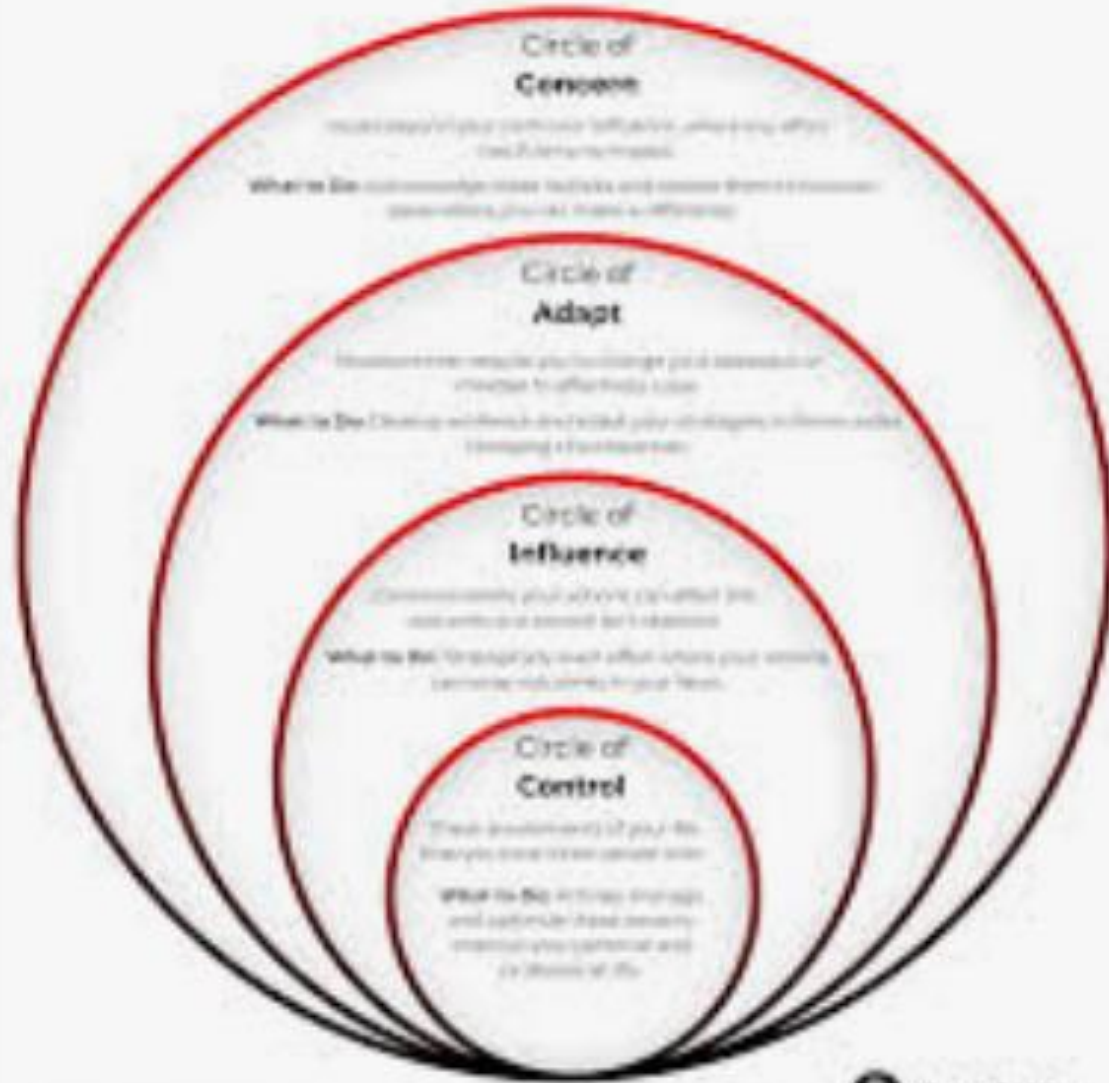
WHO ARE THE PAAC'S COMMUNITIES / PERSONAS?

	Local	Non-Local
People		
Organi- zations		

DECEMBER EXERCISE RESULTS

The Circles of Influence

Updated to Include the "Circle of Adapt"



STEVEN COVEY'S
CIRCLES OF
INFLUENCE

Two thin, dark gray lines intersect diagonally on a light gray background. One line runs from the top-left towards the bottom-right, and the other runs from the top-right towards the bottom-left. They cross each other in the upper-left quadrant of the image.

THANK YOU!!