



## **POLICY FOR FUNDING CULTURAL INVESTMENTS**

### **POLICY ADOPTED BY THE CCDC BOARD OF COMMISSIONERS**

**ORIGINAL ADOPTION: JUNE 10, 2002**

**REVISION: JUNE 14, 2004**

---

#### **INTRODUCTION:**

The Capital City Development Corporation (CCDC) has adopted the following mission statement:

As directed by Idaho Statute and the Boise City Council, the Capital City Development Corporation facilitates the ongoing redevelopment of (downtown) Boise (and its) neighborhoods, ensuring high-quality physical environments and a versatile, modern infrastructure, while supporting social well-being and long-term economic vitality. This unique role is accomplished both independently and through collaborative partnerships with public agencies and private entities focusing on professional master planning, historic preservation, infrastructure and facility development, financial access, public property management and community-wide advocacy and education.

CCDC regards targeted investments in cultural resources as valuable tools for urban renewal and economic revitalization in downtown Boise. For purposes of this policy, cultural investments include artworks; cultural facilities such as exhibition space for visual arts, museums, studio and performance spaces; historic preservation, distinguished architecture, performing arts such as theater, dance and music, media arts; literary readings and lectures; and events celebrating arts, culture, heritage and learning. Other significant tools used by CCDC include the construction and reconstruction of public infrastructure such as streets, sidewalks, water and sewer lines and storm drains, streetscaping, creation of urban parks and plazas, construction of public parking garages and development partnerships.

CCDC has invested an increasing amount of its resources in purchasing public artwork, sponsoring arts programs and developing cultural facilities.<sup>1</sup> CCDC's initial investment in artwork was \$17,500 in 1978. In the last 25 years, CCDC has invested over \$1.08 million in public art and other cultural investments. The urban renewal plans adopted by the Boise City Council and the CCDC Board of Commissioners for the three redevelopment districts managed by CCDC identified benchmarks, and in the case of the Central District, requirements for funding the arts. The urban design master plans for the districts include goals, objectives and references related to arts and culture and to creation of a Cultural District in downtown Boise.<sup>2</sup> The Boise City Comprehensive Plan and the Metro Arts Plan also include objectives related to public art and promoting downtown Boise as the cultural center of the community.<sup>3</sup>

This policy is intended to establish a more systematic approach to CCDC's cultural investments, provide guidance when budget decisions regarding these investments are made and assure that these decisions are consistent with CCDC's statutory responsibilities, its mission and adopted urban renewal and urban design plans. It is also intended to assist when decisions must be made between cultural investments and other types of investments, all of which contribute to revitalization.

## **BACKGROUND**

### **Statutory Provisions Governing CCDC**

CCDC exists as a public agency formed and operated under Idaho State Code Title 50, Chapters 20 and 29. Chapter 20, which is the Urban Renewal Law, was established in 1965 and lists the powers given to urban renewal agencies, defines urban renewal projects and requires preparation of urban renewal plans for project areas. The emphasis is on property acquisition and disposition, acquisition and rehabilitation or demolition of structures, physical improvements and infrastructure to revitalize deteriorated urban areas.<sup>4</sup> Chapter 29, which is the Local Economic

---

<sup>1</sup> See Appendix 1 for CCDC's cultural investments from 1978 to 2002.

<sup>2</sup> See Appendix 2 for a listing of the goals, objectives and references related to arts and culture in adopted urban renewal plans and urban design plans for each of Boise's approved urban renewal areas.

<sup>3</sup> This information is included in Appendix 2.

<sup>4</sup> Idaho State Code provisions regarding urban renewal powers and the definition of urban renewal projects are included in Appendix 3.

Development Act, allowed the use of tax increment financing to fund urban renewal projects in Boise beginning in 1987 and for all urban renewal agencies in Idaho in 1988. This chapter includes a definition of “project costs” which is summarized below and stated in full in Appendix 4.

- Capital costs, including actual construction costs of public works or improvements, facilities, buildings and structures; demolition, alteration, repair or reconstruction of existing buildings and structures; acquisition of equipment; and clearing and grading of land
- Financing costs
- Real property assembly costs
- Professional services costs, including those incurred for architectural, planning, engineering, and legal advice and services
- Direct administrative costs
- Relocation costs
- Other incidental costs

CCDC’s primary source of funding for revitalization activities, including cultural investments, is tax increment financing.<sup>5</sup> The Idaho Code requires that funds collected in a given urban renewal district be spent in that district.

Given the statutes that apply to urban renewal, CCDC’s primary focus has been and will most likely continue to be investments in physical infrastructure; development and redevelopment and financing in support of residential and commercial projects such as development partnerships; land acquisition and disposition; and building parking garages, streetscaping and other public improvements. Development is the

---

<sup>5</sup> In simplest terms, under tax increment financing (or revenue allocation in Idaho), the taxes generated by increasing property values in an urban renewal district are used to pay for public improvements and other revitalization activities in that district. At the time an urban renewal district is formed, the county assessor establishes the current value for each property *in that district*. This value is referred to as the “base” value. Over time, as both public and private dollars are invested and development occurs in the district, property values tend to rise. The increase in value over the base is called the “incremental” value or increment. The taxes generated by this incremental value are shared by the school district and the urban renewal agency, if the city council has created a revenue allocation area to go with the urban renewal district. In Boise, the City Council has created a revenue allocation for each urban renewal district it has formed, and therefore a portion of the tax increment is allocated to CCDC. These funds must be reinvested in projects in the district from which they came.

engine that produces tax increment, i.e. dollars that can be reinvested in order to spur additional revitalization. The goal is to use public dollars to leverage private investment. CCDC is convinced that creating a strong cultural infrastructure in Boise's urban renewal districts contributes to attracting development and creates places where people want to live, work and visit. This cultural infrastructure may differ in character from district to district, but the typical components would be public artworks, cultural facilities, incorporating art and exceptional architecture into developments and creating public spaces that are available for cultural activities.

### **Economic Impact of Arts & Culture**

Considerable research has been done on the economic impact of cultural activities and the common conclusion is that they put money back into the economy at a multiplied rate. Nationally, nonprofit arts organizations generate \$36.8 billion per year in economic activity. This includes, but is not limited to, employment, ticket sales, souvenirs, food and beverage sales, hotel stays and cultural tourism. Appendix 5 provides a summary of the results of numerous large- and small-scale studies with references. Highlights from studies are noted below.

Boise is one of 91 communities nationwide that participated in *Arts & Economic Prosperity*, a study conducted by the arts advocacy organization Americans for the Arts, during 2000 and 2001. Results of the study were released in 2003 and provide firm evidence that the arts promote economic development and a community's well-being. The study's introduction reports:

*Arts & Economic Prosperity* provides compelling new evidence that the nonprofit arts are a significant industry in Boise—one that generates \$18 million in local economic activity. This spending--\$9.8 million by nonprofit arts organizations and an additional \$8.2 million in event-related spending by their audiences—supports 612 full-time jobs, generates \$12.6 million in household income to local residents, and delivers \$1.7 million in local and state government revenue.

### ***Multiplier Effect***

- Patrons of nonprofit arts events in Boise in 2001 spent between \$16.13 and \$42.39 per person in addition to the cost of buying a ticket.
- In Idaho, each dollar spent by a nonprofit arts organization creates \$24 in additional transactions (1990).

- In Texas, for every dollar invested in the arts there is a long-term economic impact of \$298 in local economies.

#### *Impact Relative to Professional Sports*

- In the Denver Metropolitan Area, 7.1 million people attended scientific and cultural events compared to a combined attendance of 2.4 million for the Colorado Rockies, Denver Nuggets and Denver Broncos sports teams (1995).
- A study in Missouri showed twice as many people, 11.3 million, attended an art or cultural event than a professional sports event (1997).
- An economic study conducted by Deloitte & Touche for Kansas City noted, "Kansas City's top cultural organizations in 2001 attracted a bigger audience than did the Kansas City Chiefs football team and the Kansas City Royals baseball team..." (2001).<sup>6</sup>

#### *Cultural Tourism*

- In 1998, Partners in Tourism commissioned the Travel Industry Association of America to determine the length of time that travelers extend trips because of cultural activities or events. This study showed 46% of 199.8 million adult travelers (92.4 million) included a cultural, arts, heritage or historic activity while on a trip of 50 miles or more; of the 92.4 million who included a cultural activity, 29% (25.7 million) added extra time to their trip because of this cultural activity or event (1998).
- A study conducted in Oregon showed that cultural tourism generates more economic activity than other types of tourism, with cultural tourists staying 47% longer at his or her destination and spending 44% more money than visitors coming for other reasons (2001).

#### *Job Creation*

- In Montana, arts and cultural organization are in the top 16% of industries for job creation (1997).

#### *Importance of Arts & Culture to Economic Development*

- Property tax revenues in Pittsburgh's Cultural District rose from \$7.9 million to \$19.1 million in eight years after this area was designated as a district.
- After four years, property values in the Tucson Arts District rose 11.7% compared to a citywide increase of 7.4%.

---

<sup>6</sup> Sheridan, Mike. "Culture Club," Urban Land. April 2002, p. 78.

In June 2001, the Boise City Mayor's Office and CCDC held the Smart City Community Forum, a day-long conference focused on how to redevelop the River Street-Myrtle Street urban renewal district so it offers:

- A great location in which cutting-edge, new economy businesses can sprout and grow, and
- A creative and exciting urban environment in which people can live, work, recreate and learn.

Two national speakers addressed the group, both of whom cited a connection between economic prosperity and cultural investments.<sup>7</sup>

### **Current Relationship with Boise City Arts Commission**

CCDC and the Boise City Arts Commission (BCAC) have formed a working partnership to promote arts and culture in downtown Boise. Beginning in 1978, CCDC became involved in purchasing public art. It became evident that the agency needed assistance from an organization with expertise in the arts. Over time, BCAC has become, in effect, adjunct staff to the agency in the following areas:

- Preparing a proposed budget for cultural investments each year for consideration by the CCDC Board.

---

<sup>7</sup> Dr. Richard Florida of Carnegie Mellon University has conducted extensive research on factors contributing to economic revitalization of urban areas, and has concluded that a talented workforce has become the key resource. Both start-up and traditional businesses are placing more and more reliance on what has been termed the "creative class" to be competitive. Companies are now gravitating to cities where these talented people either live or want to live because having a talented workforce has become such a critical issue. He has also documented through indices that these workers are attracted to cities with a lively cultural scene and where creativity flourishes. Arts and culture have now become a key component in economic development and prosperity.

Weiming Lu, the executive director of the Lowertown Redevelopment Corporation in St. Paul, Minn., indicated that the corporation made a conscious effort to encourage an artist community in its redevelopment area as part of its revitalization strategy. They view artists and arts organizations living and locating in Lowertown as making a significant contribution to the vibrancy of an area, which then attracts other people who want to live or establish businesses in the area. Significant residential and commercial development has followed.

- Managing funds allocated to them for implementation of arts and cultural projects, as determined by the CCDC budget.
- Preparing calls for artists, assembling selection panels and supervising the selection process for artwork funded partially or wholly by CCDC.
- Preparing and administering artists' contracts.

This partnership has led to other types of arts activities for the agency beyond purchasing public artworks, including sponsorship of City Arts Celebration and the City Arts Fund, development of the Cultural District in the River Street-Myrtle Street district, investment in the Fulton Street Theater and a program to prepare Idaho studio artists to compete for public art contracts. CCDC also has been paying one-quarter of the salary for the public arts manager and for the performing arts manager on the BCAC staff.

In 1997, an agreement was reached that Boise City would incorporate BCAC into its municipal government structure. The statutory provisions governing CCDC allow for cooperative efforts with other public entities including Boise City. General cooperative text is also found in the urban renewal plans that have been adopted by the City and that govern CCDC's urban renewal activities. However, the objectives, purposes and constituencies of the City and CCDC are different and can lead to different priorities and different philosophies.

This policy envisions continuation of the partnership between CCDC and BCAC, with additional involvement in:

- development of a cultural element in urban renewal plans
- identification of cultural opportunities in the development of urban renewal districts
- assessment of the economic impact of cultural investments

The role of BCAC in the implementation of this arts funding policy is stated in the policy itself, which follows.

## CCDC POLICY FOR FUNDING CULTURAL INVESTMENTS

### PURPOSE OF INVESTMENT

CCDC recognizes that the existence of a vibrant cultural life is an important aspect of successful communities. Recent studies and socio-economic research indicate that cultural investments are as important to economic revitalization as are roads and utilities.<sup>8</sup> Our changing economy is becoming more and more reliant on human talent as its primary resource. People are seeking to live and work in communities that have a high quality of life, and cultural amenities are an important component in this quest. To this end, CCDC sees cultural investments as a means for increasing the social and economic prosperity of the Boise community. The primary purposes of this investment are to:

*Cultivate prosperity in Boise through cultural investments that create a sense of place, add to the City's long-term livability, vitality and appeal, and create a system of cultural infrastructure in each of the City's urban renewal districts.*

*Support downtown Boise as the cultural heart of the community, and take an active role in the development of the Cultural District within the River Street/Myrtle Street Urban Renewal Area.*

*Assist in creating permanent facilities for the performing and visual arts in the downtown urban renewal districts, consistent with this policy and the adopted master plans for these districts.*

*Provide funding for cultural events and performances that act as tools for economic revitalization by making urban renewal districts desirable places to locate and grow businesses and for people to live, work, visit and learn.*

*Provide seed money for pilot projects related to arts and culture that have the potential for contributing to economic revitalization, with the intention of finding*

---

<sup>8</sup> See Appendix 5 for a summary of recent studies and research on the economic impact of arts and culture and the value of these activities in urban revitalization.

*other sources of continuing funding as the project moves beyond the experimental stage.*

*Regularly assess the economic impact of cultural investments on urban renewal on an ongoing basis.*

## **GOAL**

It is a goal of the CCDC Board of Commissioners to utilize cultural investments as one means of economic revitalization in Boise's urban renewal districts. These investments are intended to create a strong cultural infrastructure in each urban renewal district, which will:

- celebrate the unique cultural characteristics of each district
- involve residents and business owners in its design and development
- utilize and develop the talents of local, regional and national artists
- develop and promote Idaho artists
- promote economic prosperity
- create vibrant places for people to live, work and visit
- create places of great aesthetic value
- nurture the creative spirit of the community

## **POLICIES**

### **A. Urban Renewal Plans**

1. Each urban renewal plan recommended for adoption by the CCDC Board of Commissioners shall include an arts and culture element or an arts and culture element shall be developed for downtown as a whole with recommendations for cultural investments in each urban renewal district. This element shall describe:

- unique cultural resources present in the urban renewal districts
- opportunities for the inclusion of artworks and cultural facilities, and the creation of performance spaces in the urban design of districts
- how cultural infrastructure could be created or enhanced through public and private investment

Typically this element will be contained in the urban design plan or master plan for each district or in a separate document that is part of the agency's overall plan for downtown redevelopment. The staff and/or consultant team preparing the urban design plan or master plan shall include a representative from the Boise City Arts Commission (BCAC) selected by CCDC based on recommendations from BCAC.

2. CCDC shall involve residents and business people from the district or districts to be addressed in the development of the arts and culture element in order to discover and utilize the unique artistic, cultural and historical aspects of the area in development of the plan.
3. The arts and culture element shall include guidelines promoting outstanding architecture and urban design in the built environment and for public improvements.
4. The economic feasibility study prepared for a proposed urban renewal district shall include funds for cultural investments. Whenever feasible, cost estimates should be included for major cultural components.
5. CCDC shall revise existing urban design or master plans for urban renewal districts (Central District, River Street-Myrtle Street and Westside Downtown) to add an arts and culture element by using the same process as described in Section 1 above.

#### **B. Creation of Cultural Trust Funds**

A cultural trust fund shall be created for each urban renewal district. The cultural trust funds serve the following purposes:

1. Allow money to be pooled from several development projects and various funding sources to fund larger-scale cultural investments.
2. Provide a place to direct funds when a cultural investment is either impractical or inappropriate as part of a particular capital project, but an investment is still desirable.
3. Allow more flexibility in the type and timing of cultural investments.

4. Provide CCDC and developers with an alternative to incorporating cultural elements in individual projects, when a different approach is more appropriate.
5. Provide a source of funding for pilot projects and seed money.
6. Provide a source of funding for cultural events that foster economic revitalization.

The method for creating and administering cultural trust funds shall be defined in operating procedures adopted by the CCDC Board. Those operating procedures will identify the statutory requirements CCDC must follow and establish the accounting standards CCDC will use regarding these funds, including the separate nature of funds among the several urban renewal districts. Projects funded by cultural trust funds will be measured, first, by how they serve the revitalization mission of CCDC and, second, by how they meet the purpose of investment defined in this policy.

### **C. Types of Projects**

#### **1. CCDC Projects**

These policies apply to capital projects undertaken by CCDC, where CCDC determines the budget and design, and will finance, construct and own the project. An example is the Grove Plaza or City Centre Parking Garage.

- a. It is the policy of the CCDC Board that the agency's capital projects will be designed and built so they work to implement the arts and culture element of the urban renewal plan for the area in which the project will be located. Whenever feasible and practical, capital projects undertaken by the agency shall contribute to the creation of cultural infrastructure for the district. Project budgets shall include funds for artworks, cultural facilities or for deposit in the appropriate cultural trust fund.

Project designs shall serve as examples of the high standard CCDC desires in the built environment for both public and private developments.

- b. A target shall be established that each CCDC capital project with a hard dollar construction cost of at least \$500,000 include an amount equivalent to 1% of the hard construction cost, up to a maximum of \$200,000, in cultural investments in the project budget, unless otherwise determined

by the CCDC Board. The CCDC Board shall evaluate each project on a case-by-case basis and determine if the 1% target will be applied to the project, if it will be modified or if the project will be exempted from the target. The CCDC Board shall obtain a recommendation from BCAC on the application of the target to eligible projects. The CCDC Board shall determine the specific amount and type of investment, whether it shall be for public artwork, cultural facilities or deposited in the appropriate cultural trust fund. The CCDC Board may exempt a project from the 1% target based on the following criteria:

- Importance of the project to achieving other plan goals, and the inability to fund an investment in cultural infrastructure due to budget constraints.
  - Inclusion of artwork, etc., is inappropriate due to the nature of the capital project.
- c. The CCDC Board may determine that a phased project, where each phase has a hard dollar construction cost of less than \$500,000 but where the total cost of the project is \$500,000 or more, has a cumulative effect that warrants applying the 1% target. The CCDC Board may also determine that funds reserved for cultural investments shall be accumulated from the project phases and be spent in conjunction with a particular phase to achieve a greater impact.
- d. When the annual capital budget for an urban renewal district contains a series of capital projects each having a hard dollar construction cost of less than \$500,000 but the total capital expenditure for that year is \$500,000 or more, the CCDC Board may determine that an amount equivalent to 1% of the annual capital budget for that district up to \$200,000 be reserved for cultural investments.
- e. The cultural investment portion of a capital project budget shall include its own contingency of at least 10%, which shall be held in reserve from the amount advertised as available for the artist commission or for installation and administrative expenses. If some or all of the contingency is not used, then it shall be deposited in the appropriate cultural trust fund for re-use as contingency on future projects.

- f. The design team for each capital project undertaken by CCDC shall include an artist or representative from BCAC. BCAC shall assist CCDC in selecting an appropriate professional artist or BCAC representative. If a professional artist is selected as a general advisor on the design team, the artist shall receive compensation for his or her participation, as determined by the CCDC Board in the project budget. If a professional artist is selected in order to create an artwork in conjunction with the capital project, the artist shall be compensated as provided in the artist's contract for the artwork.
- g. If an artwork is integral to the construction of the capital project, the construction team and the artist shall work in close coordination for that portion of the project.
- h. The target percentage and dollar amounts stated in this section shall be re-evaluated every five years for possible adjustment to take into account inflation and changes in costs.
- i. Selection of design team members or consultants shall comply with applicable statutory standards governing CCDC and any internal procedures adopted by CCDC for both CCDC projects and partnership projects described below.

## **2. Partnership Projects between CCDC and Private Sector**

These policies apply to capital projects undertaken by CCDC in partnership with private developers.

- a. It is the policy of the CCDC Board that partnership projects between CCDC and private developers be designed and built so they work to implement the arts and culture element of the urban renewal plan for the area in which the project will be located. Whenever feasible and practical, partnership projects shall contribute to the creation of cultural infrastructure for the district. As part of the development agreement, CCDC and the developer shall identify a specific amount in the project budget for investment in artworks, cultural facilities or for deposit in the appropriate cultural trust fund and a procedure for determining the type of investment and how the artist will be selected, if the investment is for artwork. The goal shall be for CCDC and the developer to contribute

proportionate shares toward this investment in arts and culture. The amount of the investment shall be determined on a case-by-case basis.

Project designs shall serve as examples of the high standard CCDC desires in the built environment for both public and private developments.

Generally CCDC and its development partners will enter into a development agreement which will address these issues; identify funds available and describe long term maintenance, repair and access issues.

- b. The design team for each capital project undertaken by CCDC shall include an artist or representative from BCAC. BCAC shall assist CCDC in selecting an appropriate professional artist or BCAC representative. If a professional artist is selected as a general advisor on the design team, the artist shall receive compensation for his or her participation, as determined by the CCDC Board in the project budget. If a professional artist is selected in order to create an artwork in conjunction with the capital project, the artist shall be compensated as provided in the artist's contract for the artwork.

### **3. Private Development Projects**

These policies apply to capital projects undertaken by private developers within the boundaries of urban renewal districts.

- a. CCDC shall advocate investments in artworks, cultural facilities or the appropriate cultural trust fund by developers who are undertaking private development projects in urban renewal districts.
- b. To the extent feasible, CCDC shall budget funds for use as matching money to create an incentive for developers to include artworks or cultural facilities as part of private development projects.
- c. CCDC shall notify BCAC of potential project development projects to give BCAC the opportunity to serve as an advocate with the developer for including public artwork, developing cultural facilities or making a contribution to the appropriate cultural trust fund.

#### **D. Ownership of Artworks**

It is the policy of the CCDC Board of Commissioners that when CCDC invests funds in the creation of an artwork or art piece intended for continuing public display in a more or less permanent location, ownership of that artwork or art piece shall be assigned to Boise City as part of the contract signed with the artist and with any other funding partners, unless the CCDC Board of Commissioners determines that special circumstances warrant CCDC retaining ownership. Provisions regarding ownership shall become effective upon delivery of the artwork by the artist and certification by BCAC and CCDC that it has been completed in accordance with the terms of the contract. The purpose of this policy is to assure that artwork funded by CCDC is in deed public and that it will become a continuing part of the community's collection of artworks and will generally be available for the public to enjoy. Boise City is the most permanent institution available to act as steward for these artworks. This section would not apply to the creation of film, videotape, radio or television programming, literature, poetry, dance, music, lyrics or other such artistic endeavors that could be used or performed on multiple occasions unless so determined by the CCDC Board of Commissioners.

#### **E. Cultural Events and Performances**

1. Funding for cultural events or performances will be considered on the basis of the following criteria:
  - a. The event or performance shall be designed to promote the economic vitality of the district in which it is held and of downtown Boise in general. The sponsors shall show how the event is expected to increase economic activity in downtown, create a draw for visitors and customers, and/or enhance the district's reputation a place to visit, shop, dine, work, live, etc.
  - b. The sponsors shall design the event or performance to build partnerships among themselves and downtown businesses so all are benefited and economic activity is stimulated.
  - c. The sponsors shall design the event or performance to build a sense of community or neighborhood in the district.

- d. Additional consideration shall be given to an event or performance that celebrates the district's or community's cultural heritage that involves community residents in participation or features local artists.
  - e. Additional consideration shall be given to an event that connects with and expands the impact of an established downtown draw such as the Saturday Market or First Thursday, or that has the potential for establishing a regular draw on its own.
  - f. Additional criteria may be established by the CCDC Board as part of the operating procedures, which are appended to this policy.
2. If funding is provided for a cultural event or performance from tax increment financing, the event or performance shall be held at a location within the boundaries of the district from which the funding is provided.
  3. Applications for funding for cultural events or performances may be submitted either to the BCAC or directly to CCDC for funding consideration as part of the annual CCDC budget process. BCAC shall evaluate and provide a recommendation on funding of cultural events and performances submitted independently to CCDC.
  4. Consideration will be given on a limited basis for funding unbudgeted events or performances that represent unexpected opportunities subject to fund availability and CCDC approval. Such events or performances shall have direct benefits to district and downtown economic vitality. BCAC shall assist CCDC in evaluating the results of funding such events.
  5. All funding shall comply with applicable statutory requirements, urban renewal plan provisions and procedures adopted by CCDC.

**F. Pilot Projects/Seed Money**

One of CCDC's roles is to provide seed money for planning and pilot projects that serve as catalysts for economic revitalization. Funding for cultural projects intended as catalysts will be considered on the basis of the following criteria:

- Offer the potential to increase number of visitors to downtown, and to connect arts and cultural activities to increased business activity.

- Offer a unique art or cultural experience not now available in downtown that will attract new patrons.
- Create new ways of using existing cultural resources.
- Enhance the reputation of downtown as a place to visit, shop, dine, live, work, etc.

#### **G. Evaluating the Impact of Cultural Investments on Economic Revitalization**

1. BCAC and CCDC shall develop a systematic process for evaluating the effect of cultural investments on economic vitality in the urban renewal district where investments are made, including artworks, cultural facilities, cultural events and performances, use of seed money and pilot projects.
2. In making decisions to fund specific cultural investments, the CCDC Board shall identify how the investment is intended to contribute to economic revitalization, and whether programming or additional actions are needed to realize this economic benefit. Upon completion of the project or program, CCDC shall evaluate whether the intended benefit is being realized and if other action is needed. CCDC may request that BCAC assist in conducting this evaluation.
3. BCAC shall conduct systematic evaluation of economic impact of cultural events and performances funded by CCDC, and shall provide a report to the CCDC Board as part of CCDC's annual budget process or as otherwise determined by the CCDC Board.
4. BCAC shall conduct evaluation of continuing programs such as Visual Chronicle, City Arts Fund and City Arts Celebration on a periodic basis to determine if programs are effective in achieving the economic revitalization goals identified for the program. BCAC shall provide a report to the CCDC Board as part of CCDC's annual budget process or as otherwise determined by the CCDC Board.

#### **H. Role of BCAC in Policy Implementation**

This policy envisions the continuation of a partnership between CCDC and BCAC. The role of BCAC in this partnership would include the following:

- Bring an arts perspective to development of plans for urban renewal areas.

- Serve as advocates for developing cultural infrastructure in districts.
- Serve as advocates for investments by private developers in public art, cultural facilities and cultural trust funds.
- Prepare a proposed budget for cultural investments each year for consideration by the CCDC Board.
- Manage funds allocated to BCAC for implementation of cultural projects, as determined by the CCDC budget.
- Maintain an artist registry and provide expertise in locating and selecting artists for project design teams and public art projects.
- Prepare calls for artists, assemble selection panels and supervise the selection process for artwork funded partially or wholly by CCDC.
- Prepare and administer artists' contracts.
- Assist developers in how to incorporate art and culture into private projects.
- Assist CCDC in evaluating the results of its cultural investments on economic revitalization of districts, and provide periodic reports.

## I. Definitions

1. **Architecture:** Art or practice of designing and building structures, especially habitable ones; a particular style or method used in designing or constructing buildings.
2. **Arts:** Conscious use of skill, creativity and imagination in the production of works designed to communicate with an audience and having an effect on the senses and intellect. For purposes of this policy, arts include visual, performing and media arts. Visual arts include but are not limited to painting, sculpture, collage, mosaics, etc. Performing arts include theater, dance and music. Media arts include film, radio, television, and other forms of video or audio recording and broadcasting.
3. **Cultural Infrastructure:** Creation of a framework or unified structure of cultural resources in a geographic area in order to create a sense of place and promote economic revitalization.
4. **Cultural investments:** Provision of funding for artworks; cultural facilities such as exhibition space for visual arts, museums, studio and performance spaces, historic preservation, distinguished architecture, performing arts such as theater, dance and music, media arts; literary readings and lectures; and events celebrating arts, culture, heritage and learning.

5. **Cultural resources:** Means of expressing arts and culture either through works or performances, the works and performances themselves and the places needed in which to display or perform cultural activities, which are either indigenous to a specific place or are developed through cultural investments.
6. **Cultural trust fund:** A separate fund established and maintained by CCDC for each urban renewal district for the deposit of funds from CCDC, other grant-funding agencies, corporations, citizens, property owners and developers for the purpose of cultural investments. Management of each fund shall be in accordance with procedures adopted by the CCDC Board of Commissioners.
7. **Culture:** Evidence of human intellectual and artistic activity intending to communicate ideas, values, creativity and learning. For purposes of this policy, culture includes arts; crafts; patterns, material traits and products reflecting a particular people's value system and way of living; literature; and creation, discovery, interpretation and preservation of archeological and historical resources. (See also arts.)
8. **Urban Design:** The application of design principles to the arrangement of the built environment in cities including placement and design of buildings, public and private outdoor spaces and public improvements in a manner which creates a sense of place and livability.

### Operating Procedures

Procedures shall be developed to address the following issues that are listed below, and adopted by the CCDC Board of Commissioners. These procedures shall become an addendum to this policy.

- Budget process
- Cultural trust funds
- Management of funding
- Application process for funding
- Artist selection process

- Artists registry
- Ownership, maintenance and insurance
- Copyright issues
- Addressing developer commitments for cultural investments in development agreements
- Assuring access to public artworks in private development projects
- Evaluation of results of cultural investments

Approved by CCDC Board of Commissioners  
As of June 10, 2002 (Reso #896)

---

Dale Krick, Acting Chairman

Revised by CCDC Board of Commissioners  
As of June 14, 2004 (Reso #971)

---

Cheryl Larabee, Acting Chairman