



# PARKS ADVISORY COMMITTEE AGENDA



May 8, 2023

6:00pm      Public Meeting Session: Hybrid (Remote & In-Person)  
Customer Service Center – 3050 N Delta Hwy., Eugene  
Goodpasture Room

Members: Greg Hyde (Chair), Mike Allen (Vice-Chair), Julie Daniel, Timothy Foelker, Reilly Newman,  
Darlene Raish, Richard Vasquez

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## PAC Meeting

- I.      **Introductions** – (5 min.)
- II.     **Public Comment** – (up to 10 min.)
- III.    **Assignment Review** – (5 min.)
- IV.    **Review of Meeting Summary** – All (5 min.)
- V.     **New Business** (10 min.)
  - 1) CFI Grant
  - 2) Parks Quarterly Newsletter
- VI.    **Old Business** (10 min.)
  - 1) Covered Bridge Task Force
  - 2) PAC Field Trip
- VII.   **Staff & Committee Updates/Reports** – (30 min.)
  - 1) Equity Retreat Report
  - 2) Rivers to Ridges Report
  - 3) Armitage Maintenance Shop Report
  - 4) HBRA Security Cameras
  - 5) Lane County Climate Action Plan
- VIII.   **Open** – All (5 min.)
- IX.    **Operations Reports** - (5 min.)
- X.     **Meeting Wrap-up/Assignments** – (5 min.)
- XI.    **Adjourn**

## 2023 Meeting Dates:

JANUARY 9	MAY 8	SEPTEMBER 11
FEBRUARY NO MEETING	JUNE 12	OCTOBER 9
MARCH 13	JULY NO MEETING	NOVEMBER 13
APRIL 10	AUGUST 14	DECEMBER 11

## Lane County Parks Advisory

April 10<sup>th</sup>, 2023

### Meeting Summary

**This written indexed summary of minutes is provided as a courtesy to the reader. The recorded minutes created pursuant to ORS 192.650(1) are the official minutes of this body under Oregon law.**

**The recorded minutes are available on the Parks Advisory Committee website:**

<https://www.lanecounty.org/cms/One.aspx?portalId=3585881&pageId=4279856>

Members Present: Greg Hyde, Mike Allen, Timothy Foelker, Richard Vasquez, Darlene Raish, Julie Daniel, Reilly Newman

Members Absent: None

Staff Present: Brett Henry, Ed Alverson, Kylee Tupes

Guests Present: Dan Hurley (Public Works Director), Latiffe Amado (Lane County Equity Manager)

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Chair Hyde called meeting to order at 6:00pm.

00:00:00 Introductions

00:02:45 Public Comment

- None

00:02:56 Assignment Review

- Onboarding materials for PAC members
- Correct and Post dates for upcoming PAC meetings on the website
- Decided to stick with Microsoft Teams for remote attendance and recording of PAC meetings
- August PAC meeting scheduled for August 14<sup>th</sup>

00:06:30 Review of Meeting Summary for March 13<sup>th</sup>, 2023

- Mike Allen moved to pass with changes recommended by Brett Henry, Richard Vasquez seconded, motion unanimously passed

00:08:36 New Business

- Lane County Equity Lens Toolkit (details within meeting materials)
  - On April 28<sup>th</sup> a retreat will be held for county staff to review equity within Parks.
  - An ADA assessment will be scheduled for all Parks facilities in 2024.
- Parks Levy Communication and Outreach

- Jodi Low created a quarterly e-newsletter that informs the public about the Parks Levy, when the funding enters our budget, and how those funds are being used.
- We are working with a Public Information Officer within the county about putting together a web page on our website that will be a central place to post information about upcoming projects.
- Research possibly using QR codes that the public can use at different parks to access Parks information in different languages.
- Onboarding Committee Members
  - Research the possibility of recruiting more members for the Large Events Overview Committee besides the current PAC members.
  - An Equity statement that was approved by the PAC needs to be added to the current by-laws.
  - Arrangements will be made to either take photos or collect photos of all PAC members to create a poster that will include the new members.
  - Compile a brief history of Lane County Parks, a physical map of our county, and an organizational chart of current Parks staff for PAC Members.
- Cost Recovery and Maintenance Contracts
  - Lane County Parks currently has an estimated eleven maintenance contracts with other agencies/organizations that are due for review and possible renegotiation. Moving forward renewed contracts will be evaluated on an annual basis.
  - A goal is to have services that the public wants and that Parks can afford to maintain and operate in the long-term while working towards self-sustainability.

01:18:41 Old Business

- Covered Bridges Task Force
  - The three “off-line” bridges (Currin, Lowell, & Stewart) are not in good condition. Previous inspections revealed significant deterioration that must be addressed.
  - Mr. Henry met with Chamber members from Cottage Grove and their tourism committee and was notified by this group that the covered bridges are their number one tourist draw. Methods to fund the covered bridges were discussed.

01:27:14 Staff & Committee Updates/Reports

- Armitage Maintenance Shop
- Parks is hiring a contractor to install a prefabricated metal building to replace the main structure of the Armitage maintenance shop. Currently, an RFQ was sent out for the pre-engineered metal building. Building permits will be required.
- Lane County Climate Action Plan Update
  - Michael Allen provided a brief review of the project for the new PAC members.
  - There are two grants that this taskforce are currently pursuing. The Environmental Justice Government to Government grant and a Charging and Fueling Infrastructures grant.
  - Michael Allen recommends that Kristin Lee attend the next PAC meeting to give a more in-depth presentation about the grants the taskforce is currently pursuing.

01:38:06 Open

- Michael Allen will be hosting a clean-up at the North Jetty on Earth Day, April 22<sup>nd</sup>.
- Julie Daniel asked about the possibility to install Park Hosts at parks that need consistent monitoring and security.

01:44:56 Operations Reports – Refer to Meeting Materials

- Parks are getting prepped for the recreation season. Seasonal campgrounds are being cleaned and stocked for reopening.
- Harbor Vista Campground has a new host campsite under construction.
- Ed Alverson discussed updates within natural areas. Rivers to Ridges partnership is updating their vision document.

01:52:29 Meeting Wrap-up/Assignments

- Correct and post dates for upcoming PAC meetings on the website.
- An Equity statement previously approved by the PAC needs to be added to the current by-laws.
- Arrangements will be made to either take photos or collect photos of all PAC members to create a poster and e-newsletter that will include the new members.
- Compile a brief history of Lane County Parks, a physical map of our county parks, and an organizational chart of current Parks staff for PAC Members.
- Correct Michael Allen's information within the Lane County Parks Advisory Committee Member Handbook from stating he is in his second term. Change it to acknowledge he is in his first term.
- Look into the possibilities of arranging more than one annual field trip for PAC members.
- See about finding seven of the map books of Lane County Parks to give to the PAC members.
- Look into inviting Kristin Lee to the next or a future PAC meeting.

Meeting adjourned at 8:00 pm



# Lane County Parks Advisory Committee

## Membership Information – Updated 4/2023

<u>Member</u>	<u>Appointment</u>	<u>Term Expires</u>
Mike Allen	Appointed by Commissioner Farr for District 4 BO# 16.02.02.02	1/7/2024 First Term
Julie Daniel	Appointed by Commissioner Trieger for District 3 BO# 23-04-04-06	4/4/2027 First Term
Tim Foelker	Appointed by Jay Bozievich for District 1 BO# 22-04-05-02	4/5/2026 First Term
Greg Hyde	At-Large Appointment BO# 21-01-05-14	12/31/2024 Second Term
Reilly Newman	At-Large Appointment BO# 23-04-04-07	4/4/2027 First Term
Darlene Raish	Appointed by David Loveall for District 2 BO# 23-04-04-08	4/4/2027 First Term
Richard Vasquez	Appointed by Commissioner Buch for District 5 BO# 22-08-30-02	8/30/2026 First Term

# Charging and Fueling Infrastructure (CFI) Competitive Grant Program Q & A

5/5/2023

## **CFI Competitive Grant Program Questions and Answers**

Except for the statutes and regulations cited, the contents of this document do not have the force and effect of law and are not meant to bind applicants in any way. This document is intended only to provide information regarding existing requirements under the law or agency policies.

## Eligibility and Application Questions

### **Question 1: Who are the eligible entities that can apply for the CFI Grant Program?**

Answer:

Please see NOFO Section C.1 entitled Eligible Applicants. Because ownership structures of potential applicants vary significantly across the country, an entity must evaluate the list of eligible applicants and demonstrate they are eligible for award. The ultimate determining factor regarding eligibility under the CFI Grant program is whether the entity is owned by a State, a political subdivision of a State, a metropolitan planning organization (MPO), or a local government as per 23 U.S.C. 151(f)(3)(G). For community grants only, the entity would also be eligible if it is a State or local authority with ownership of publicly accessible transportation facilities as per 23 U.S.C. 151(f)(8)(C)(ii). In this case, it is the responsibility of the applicant to demonstrate that entity ownership makes them eligible.

The application must be submitted by one lead applicant that meets the eligibility criteria contained in the NOFO Section C.1. The lead applicant may propose other organizations (such as a private company) as part of the applicant team. Generally, such other organizations would fall into a subrecipient/subcontractor role as defined in 2 CFR 200.331.

### **Question 2: What level of detail is required for the location of each charging or fueling station in the application? Is it sufficient to provide a general geographic location (e.g., a census tract), or do applicants need to include additional information such as site design?**

Answer:

Applicants should provide as much information as possible for the location of the project site(s), keeping in mind the award is limited to the project and location as described in the application. If there is some uncertainty regarding the location, this should be described in detail in the application and the potential sites discussed.

In addition, the NOFO describes multiple types of information related to the project site that should be included in a complete application (including but not limited to NOFO sections A.1.i, A.1.ii, C.3, C.4, C.5, D.2.i, D.2.iv, E.1.iv, E.1.v, E.1.vi). As part of the review and selection process, the Project Merit Criteria listed in section E.1.iv of the NOFO will be used to evaluate the application.

**Question 3: Do the National Electric Vehicle Infrastructure Standards and Requirements (23 CFR Part 680) apply to CFI Grant project(s)?**

Answer:

Yes. The National Electric Vehicle Infrastructure Standards and Requirements (23 CFR Part 680) apply to Community and Corridor CFI recipients that include electric vehicle (EV) infrastructure projects. They do not apply to awards for other eligible alternative fuel infrastructure projects. See the [NEVI Resources website](#) for more information.

**Question 4: Can an applicant request funding for utility work related to installing EV charging infrastructure?**

Answer:

Yes. Costs to acquire and install on-site electric service equipment (e.g., power meter, transformer, switch gear) are eligible.

Costs for minor grid upgrades are also eligible, provided the work is necessitated solely by the construction or upgrading of the EV charging station and participation in the upgrade does not exceed the allocable cost of the minimum upgrades needed to match the planned power requirements of the EV charging station. A minor grid upgrade is defined as the work necessary to connect an EV charging station to the electric grid distribution network; for example, extending power lines or upgrading existing power lines several miles.

However, major grid upgrades, such as longer line extensions or upgrades, improvements to offsite power generation, bulk power transmission, or substations are ineligible.

**Question 5: What is the Alternative Fuel Life-Cycle Environmental and Economic Transportation (AFLEET) tool and is it required as part of my application to the CFI Grant Program?**

Answer:

Argonne National Laboratory created a customized version of the AFLEET tool specifically for applicants to the CFI Grant Program. The AFLEET CFI Emissions Tool estimates well-to-wheel greenhouse gas emissions, vehicle operation air pollutant emissions (CO, NOx, PM10, PM2.5, VOC, SOx) and Fuel Dispensed.

The use of the ALFEET tool is required for the CFI Corridor Program as listed under the Corridor Program heading in section D.2.i of the NOFO. Applicants to the CFI Community Program must demonstrate and explain how their project will significantly reduce greenhouse gas emissions and may choose to use the AFLEET CFI tool.

Applicants can download the spreadsheet from the [AFLEET CFI website](#). Instructions in the spreadsheet explain where to enter a few key pieces of information (location of project, number of charging or fueling stations, etc.) about the project. Then the spreadsheet will calculate the emissions reductions in a table format that can be copied and pasted directly into grant applications.

Please contact Argonne National Labs if you need assistance at: [afleet@anl.gov](mailto:afleet@anl.gov).

**Question 6: Are medium-/heavy-duty charging depots or similar commercial truck related facilities eligible?**

Answer:

Yes. They must be “publicly accessible,” as discussed in the NOFO.

## Contracting and Subgrants

**Question 7: Is a CFI Grant recipient required to contract with a private entity to implement a CFI Grant project?**

Answer:

It depends. The CFI Corridor Program requires, as per 23 U.S.C. § 151(f)(6)(A), that CFI Grant recipients contract with a private entity(ies) for the acquisition, construction, and installation of publicly accessible charging or fueling infrastructure. Corridor Program recipients may, but are not required to, contract with a private entity for operations and maintenance as per 23 U.S.C. § 151(f)(6)(C). The CFI Community Program states at 23 U.S.C. § 151(f)(8)(H) that CFI Grant recipients may, but are not required to, contract with a private entity (or private entities) for the acquisition, construction, installation, maintenance and/or operation. For other allowable costs, including other project services, the CFI Grant recipient has the discretion to determine their contracting needs to complete the project in compliance 2 CFR part 200. Under the CFI Program, a “private entity” means a corporation, partnership, company, or nonprofit organization as per 23 U.S.C. § 151(f)(1).

Note: Contracting with a private entity may entail one contract with one private entity, or multiple separate contracts with different private entities, to provide the acquisition, construction, installation, maintenance, and/or operation of publicly accessible charging or fueling infrastructure. The decision to issue one or multiple contracts is up to the CFI Grant recipient.

**Question 8: Is a competitive procurement process required for contracts with private entities for acquisition, construction, installation, maintenance, and/or operation of charging or fueling infrastructure?**

Answer:

Yes. The CFI grants are subject to the Procurement Standards included in 2 CFR 200.317 through 200.327 and 2 CFR 1201.317. All contracts under this program with private entities for the acquisition, construction, installation, maintenance, and/or operation of publicly accessible charging or fueling infrastructure must be conducted in a manner providing full and open competition consistent with the standards of 2 CFR 200.319 and 200.320, and (for State DOTs) 23 CFR 635 and 23 CFR 636. Please refer to question 12 on real property interests for additional information.

**Question 9: The NOFO says, "Eligible entities that contract with a private entity as required for the Corridor Program or as permitted by the Community Program must include in those contracts a condition that the private entity shall be responsible for the share of the project cost carried out with CFI Program funds that is not paid by the Federal Government." Can the applicant give the 20 percent match to the private entity or pay it on their behalf?**

Answer:

No. The CFI Recipient cannot give the 20 percent match to the private entity or pay it on their behalf. As per 23 U.S.C. 151(f)(10), the Federal share for the cost of a project carried out with these grants shall not exceed 80 percent. The CFI Grant Recipient is ultimately responsible for ensuring the cost share is satisfied, but the statute requires that the private entity shall agree to provide the 20 percent match.

**Question 10: Can a CFI Grant recipient use a contractor that was selected before submitting a CFI application or receiving CFI grant funds for their project?**

Answer:

Yes. The competitive procurement process for the acquisition, construction, installation, maintenance, and/or operation of charging or fueling infrastructure may occur before or after submittal of the CFI Grant application.

**Before Submitting Grant Application:** If an applicant conducted a competitive procurement prior to submittal of a CFI Grant application, the applicant should name the private entity contractor(s) in the application and demonstrate the contractor(s) were selected in a manner that provided full and open competition consistent with the standards of 2 CFR 200.319 and 200.320, and (for State DOTs) 23 CFR 635 and 23 CFR 636.

**After Submitting Grant Application:** If an applicant proposes to conduct a competitive procurement after submittal of a CFI Grant application, the applicant should describe their planned procurement in the application and confirm the contractor(s) will be selected in a

manner that will provide full and open competition consistent with the standards of 2 CFR 200.319 and 200.320, and (for State DOTs) 23 CFR 635 and 23 CFR 636.

Pre-CFI Program Grant award costs (costs incurred prior to execution of a grant agreement or authorization in Financial Management Information System) will not be reimbursed. The existence of any such contract does not obligate the FHWA to select an application for an award – the applicant bears all the risk and obligations under any such contract, including the risk of compliance with applicable Federal procurement requirements.

**Question 11: How can an applicant satisfy the additional considerations as listed in Section E.1.vi. of the NOFO for the Corridor Program regarding the contracted private entity’s financial statements and experience in installing and operating charging or fueling infrastructure in the grant application?**

Answer:

Applicants who name their proposed private entity in the application, based on a previously conducted competitive procurement, may submit the relevant information regarding the named private entity in the application as an attachment using the Attachments Form in Grants.gov.

Applicants who plan to select their private entity using a competitive procurement process after being selected to receive a CFI grant award may submit a description of the applicant’s plan to obtain the relevant information after award.

**Question 12: A private business reached out to an eligible applicant to serve as a site host for a CFI Grant project. Are costs associated with the site host reimbursable under the CFI Grant Program?**

Answer:

Yes. Site rental or lease costs are allowable per 2 CFR 200.465, Rental Costs of Real Property and Equipment. Per paragraph (a) of the section, “rental costs are allowable to the extent that the rates are reasonable in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased. For additional information, please refer to question 17 on the length of time that the charging or alternative fuel stations need to remain publicly available after installation.

**Question 13: Would the applicant be allowed to partner with this site host without competitively bidding for site selection in the area?**

Answer:

Yes. The project site may be selected without competition and named in the application as a site host only. Independent rental or lease agreements for project site are not considered to be a

procurement transaction that requires full and open competition under 2 CFR 200.319 and 200.320.

If a site host will also participate in performing construction, installation, operations and/or maintenance, the competitive procurement requirements do apply and, as such, the site host cannot be selected without competition. All contracts under this program with private entities for the acquisition, construction, installation, maintenance, and/or operation of publicly accessible charging or fueling infrastructure must be conducted in a manner providing full and open competition consistent with the standards of 2 CFR 200.319 and 200.320, and (for State DOTs) 23 CFR 635 and 23 CFR 636.

In addition, the CFI Grant recipient must have appropriate real property interests for the project compliant with 23 CFR 1.23 and Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended.

**Question 14: Can eligible applicants (e.g., a State, county government, local government, etc.) apply for funds with the intention of subgranting funds based on a subsequent Notice of Funding Opportunity?**

Answer:

Yes. Under 2 CFR 200.331, CFI Grant recipients may perform some or all the award through a subgrant.

**Question 15: Can eligible applicants propose to subgrant funds to another entity as a subrecipient?**

Answer:

Yes. If the relationship reflects a subrecipient relationship under 2 CFR 200.331, then the requirements for pass-through entities in 2 CFR 200.332 apply.

**Question 16: What is the difference between subrecipient and a contractor as defined in 2 CFR 200.1 and discussed in 2 CFR 200.331?**

Answer:

Subrecipient means an entity, usually but not limited to non-Federal entities, that receives a subaward from a pass-through entity to carry out part of a Federal program; but does not include an individual that is a beneficiary of such award. A subrecipient may also be a recipient of other Federal awards directly from a Federal awarding agency. Ultimately, the direct recipient is responsible for ensuring Federal requirements outlined in the award are followed however, the rights and the obligations stated in the prime grant terms and conditions generally flow down to a subrecipient as per 2 CFR 200.332. The subrecipient is responsible for programmatic decision making, is responsible for ensuring Federal requirements outlined in the subaward are followed, and uses the Federal funds to carry out a program of the organization as opposed to providing

goods or services to the prime grantee. The 2 CFR 200 Procurement Standards apply to contractor awards but not to subrecipient awards.

Contractor means an entity that receives a contract. Contract means a legal instrument by which a recipient or subrecipient purchases property or services needed to carry out the project or program under a Federal award. A contract is for the purpose of obtaining goods and services for the recipient's or subrecipient's own use and creates a procurement relationship with the contractor. Characteristics indicative of a procurement relationship between the recipient/subrecipient and a contractor are when the entity receiving the Federal funds: 1. Provides the goods and services within normal business operations. 2. Provides similar goods or services to many different purchasers. 3. Normally operates in a competitive environment. 4. Provides goods or services that are ancillary to the operation of the Federal program. 5. Is not subject to compliance requirements of the Federal program as a result of the agreement. Typically, a contractor may be an expert advisor or service provider who is paid a fee for services or product rendered and delivered to the recipient/subrecipient. The 2 CFR 200 Procurement Standards apply to contractor awards but not to subrecipient awards.

**Question 17: Does the Disadvantaged Business Enterprise (DBE) Program apply to CFI Grant Program projects?**

Answer:

Yes. As stated in section F.2 of the NOFO, DBE applies to the CFI Program.

## Operations and Maintenance

**Question 18: Would an eligible applicant have to own and/or operate charging or fueling station(s) funded through the CFI Community and the CFI Corridor Grant Programs?**

Answer:

No. The NOFO does not require the CFI Grant recipient to own or operate the charging or fueling stations.

**Question 19: How long will the charging or alternative fuel stations need to remain publicly available after installation? What happens if there is a change in property ownership and the new owners want to make the property private?**

Answer:

For EV charging infrastructure, 23 CFR 680 requirements apply to Community and Corridor CFI projects. 23 CFR § 680.106(i) provides that States or other direct recipients must ensure that chargers are maintained in compliance with 23 CFR 680 for a period of not less than 5 years from the initial date of operation. Grantees must ensure that this provision is met even if there are changes in ownership of the EV charging stations. For other alternative fuel stations, grantees should specify the minimum period of operation.



## Fees and Access

### **Question 20: Are there requirements for days/hours that charging or fueling stations must be open to the public?**

Answer:

It depends. For EV charging stations, 23 CFR 680.106(e) addresses availability requirements. EV charging stations located along and designed to serve users of designated AFCs must be available 24 hours per day, 7 days per week. This includes stations funded through the CFI Corridor Grant Program. EV charging stations in other locations must be available at least as frequently as the business operating hours of the site host. This includes stations funded through the CFI Community Grant Program. For other alternative fuel stations, grantees should specify the minimum hours of operation.

### **Question 21: Can a fee be charged to customers for charging or fueling at project sites funded under the CFI Grant Program?**

Answer:

In general, yes. A fee can be charged to users for a charging session or for refueling.

However, locations located within the right-of-way of the Interstate System cannot charge a fee for commercial activities unless they meet the exception under 23 U.S.C. 111 (a) or Federal funds have never been used on that highway.

For EV charging infrastructure, 23 CFR 680 requirements apply to community and corridor CFI projects. See 23 CFR 680.106(m) “Use of Program Income” and 23 CFR 680.116(a) “Communication of Price”.

### **Question 22: Are fees to gain access to a charging or fueling station in a parking garage or a parking lot allowed?**

Answer:

No. For both the Community and Corridor CFI Grant Programs, per the footnote on p.1, the NOFO states, “Publicly accessible means the equipment is available to the public without restriction. A station that is not maintained or restricts access only to customers, tenants, employees, or other consumers is not publicly accessible.”

Additionally, in section A.1.i, the NOFO states, “Fees to gain access to the charging or fueling infrastructure funded by this grant are not permitted.”

Fees associated with gaining access to parking facilities such as garages or lots are not allowed per this definition of publicly accessible.

Other parking fees, dwell time fees, connection fees, or fees charged for occupying the site while charging or fueling or after the charging or fueling session is complete are allowed and should be clearly displayed and explained to the public. In addition, EV charging infrastructure must comply with 23 CFR 680.116(a) “Communication of Price”

**Question 23: Are reservation systems to reserve a charging or fueling space allowed?**

Answer:

Yes. A reservation system is allowed so long as the reservation system is open and available for the general public to use.



# TRAVEL OREGON'S 10-YEAR STRATEGIC VISION

Oregon Tourism Commission | 2022

TRAVEL



OREGON

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# VISION

Oregon is a welcoming destination where tourism drives economic prosperity, benefits the natural environment and celebrates rich, diverse cultures.

# MISSION

We inspire travel that uplifts Oregon communities. Collaborating with stakeholders and partners to align as stewards of Oregon, we work to optimize economic opportunity, advance equity and respect the ecosystems, cultures and places that make Oregon...Oregon.

# VALUES

## INTEGRITY

Our words match our actions. We measure the impact of our work, celebrate successes, adapt and change course when necessary, and continually improve together.

## EQUITY

We lead through a lens of racial equity and commit to making systemic changes, so Oregon is a more equitable place to live and visit.

## COMMUNITY

We honor the people, cultures and places of Oregon. We nurture our relationships with colleagues, the tourism industry and local communities as we collaborate to make better Oregon experiences.

## STEWARDSHIP

We lead through a lens of destination stewardship to build resiliency for a regenerative future.





A welcoming destination where tourism benefits the environment, celebrates cultural diversity and drives economic prosperity in every corner of the state, is the Oregon we envision. In 2021, the global tourism economy faced challenges brought on by the COVID-19 pandemic, climate change and high visitation, among others. Like so many businesses, attractions and destinations around the world, when the pandemic hit, we at Travel Oregon found ourselves in new territory.

If living through a pandemic has taught us anything, it is that we must be nimble, patient and ready to learn, grow and adapt.

The objectives and strategies presented in our 10-year strategic vision will take leadership, partnership and alignment among our **stakeholders and partners** as we all leverage one another's ideas and passions. We recognize that we cannot and should not do this work alone. This means building upon successes, learning from failures and acknowledging we have more work to do. It means identifying how to make Oregon an amazing place to live and visit, in a way that is authentic to our values with respect for all people, places and every community.

We aim to optimize Oregon's economy with a destination stewardship approach at the forefront of the decisions that guide our work. The urban and rural challenges facing Oregon's tourism economy — workforce development, economic prosperity, infrastructure and stewardship of our natural resources — are interwoven and directly impact our communities and visitor experiences. What sets us apart from the rest, and what we believe will help ensure all voices and perspectives are represented in the totality of our work, is the destination stewardship approach we are committed to applying to guide the decisions and actions we take as an agency.

But what is a destination stewardship approach? We're glad you asked.

We believe true stewardship focuses on more than environmental aspects — it also includes the socio-cultural and economic impacts of the people and places of Oregon. We understand tourism is a strong economic driver; after all, it is a leading export-oriented industry in Oregon. But we further commit to improving economic prosperity while enhancing livability of communities and protecting vital eco-systems to ensure we have the local resiliency and positive social reputations to attract visitors in the first place.

**Stakeholders and Partners: visitors and residents, RDMOs and DMOs, Oregon's nine federally recognized tribes, tourism-related businesses and workforce, non-profits, natural resource management agencies and more.**

The State of Oregon Executive Order 20-04<sup>1</sup> directs state agencies to take actions to reduce and regulate greenhouse gas emissions — Travel Oregon's destination stewardship approach is our agency heeding the call and committing to do our part. By understanding environmental, socio-cultural and economic aspects are all beautifully intertwined, we can commit to stewarding our destination for future generations.

There is much to reconcile and resolve, and we are committed to positioning ourselves to step into differing roles as needed: a leader, a convener, a collaborator and supporter. Travel Oregon is committed to collaborating with other agencies and organizations that have direct authority or jurisdiction

<sup>1</sup> [https://www.oregon.gov/gov/Documents/executive\\_orders/eo\\_20-04.pdf](https://www.oregon.gov/gov/Documents/executive_orders/eo_20-04.pdf)





to manage tourism resources; sharing our capacity and investments as available to help address the tourism challenges facing our destination. We commit to engaging and working with stakeholders and partners to ensure tourism enhances our communities, places and people, in turn creating positive outcomes and safeguarding against unintended impacts for Oregon's most vulnerable communities.

Admittedly, our role isn't always leading, as much as it is learning — witnessing the development of strategic initiatives in action and growing alongside partners to support them. Using the relationships we've built with natural resource management agencies and innovative organizations we've seen new collectives form, bringing entities together to wade through challenges and find solutions. And when there are great stories to tell about Oregon's tourism industry, we uplift and amplify them throughout the state.

Prior to the pandemic, Oregon's tourism economy saw 10 consecutive years of growth in visitor spending, tax revenue and job creation. The impacts from the pandemic were swift and severe. Yet, Oregonians, our communities and the travel and tourism industry showed great resilience. Our spirit remains unquenchable, and our determination is stronger than ever. As visitors seek solace in Oregon's outdoors in increasing numbers, we are helping them to find comfort in Oregon's gateway communities, so the impact of increased visitation is not only felt on the trails, but on the bottom line of nearby breweries, art galleries, coffee shops, rental companies and lodging properties. It's critical for us to make sure businesses are resilient through any challenge thrown their way.

To our tourism industry partners reading this strategic vision, thank you for all you do to make this state an amazing destination for visitors from around the world and for all of us to discover (or rediscover) and enjoy. Thank you for standing with your communities and being innovators when life turned upside down.

The tourism industry, at its best, enriches the lives of both Oregon's residents and the guests we welcome. Together, by nurturing destinations across the state, helping steward the natural environment and celebrating the people and cultures that make Oregon, we create a stronger, future-ready economy. We know Travel Oregon's 10-year strategic vision is aspirational. This is not just Travel Oregon's work, it's Oregon's work. From residents to state agencies, to tourism industry partners — together, this is our work — to create a future of equity, stewardship and prosperity across Oregon.



# ABOUT TRAVEL OREGON

The Oregon Tourism Commission (OTC), doing business as Travel Oregon was formed in 1995 and granted semi-independent agency status in 2003 by the Oregon state legislature. Funded by the 1.5% statewide transient lodging tax, Travel Oregon carries out statewide work as the official destination management organization — directly investing 30% into Oregon's tourism industry and communities through the dedicated Regional Cooperative Tourism Program and competitive grants program.

A nine-member board of commissioners, including five lodging representatives, three tourism industry-at-large representatives, and one public-at-large representative (ORS 284.107), are appointed by the governor to oversee the agency and approve the budget and strategic plan that directs the actions of the Travel Oregon staff.







The original legislative findings<sup>2</sup> outlined below from Chapter 284 of the Oregon Revised Statute, which created the OTC over 25 years ago, remain ever-present and guide the strategic vision:

1. Travel and recreation industries are important to the State of Oregon as a whole, and the health of these industries affects the well-being of all Oregonians.
2. Tourist facilities and attractions serve the recreational and cultural needs of both visitors and residents.
3. It is in the public interest to encourage the orderly growth and development of nonpolluting, labor-intensive industries such as tourism within the state.
4. The travel and recreation industries have become increasingly important to the economic growth of the state and will become more important in the future because of increased leisure time and declining employment opportunities in other traditional Oregon industries.
5. State involvement in tourism, recreational and cultural activities needs to be better coordinated to respond effectively to state interests and, where appropriate, to meet the needs of local governments and the private sector.
6. There is a need to encourage communication, partnership and cooperation between the public and private sectors of the industry to promote orderly growth and implementation of statewide objectives.
7. It is desirable that there be an agency in state government to act in matters pertaining to public relations.
8. It is in the public interest to promote quality, integrity and reliability in all tourism and tourism related services and in information offered to visitors to the State of Oregon.
9. Oregonians want to preserve the historical and cultural foundations of the state as a living part of community life and development and to ensure future generations and visitors the opportunity to appreciate and enjoy the rich heritage of Oregon.
10. Planning and promotion of tourism and recreation should be compatible with other state interests in energy development and conservation, environmental protection, transportation and the judicious use of natural resources.
11. It is in the best interest of the nation and the tourism and recreation industries to proceed in an orderly fashion toward the development of a promotional program for advancing and enhancing tourism in the state.

<sup>2</sup> [https://oregon.public.law/statutes/ors\\_284.104](https://oregon.public.law/statutes/ors_284.104)

### Creation of Oregon's Transient Lodging Tax — HB 2267

In 2003, Travel Oregon came into existence as a semi-independent state agency through House Bill 2267.

The creation of the 1% statewide transient lodging tax for the promotion of Oregon's tourism programs was a strong economic development strategy. In fact, it was so successful that when the Oregon Tourism Investment Proposal went into full effect in 2005, Oregon's share of national visitor spending was less than 1%. By 2017, our share had grown to 1.19%. A .22% increase may not sound significant, however, every .1% of share is equivalent to shifting over \$1 billion from other destinations to Oregon. So, the 0.22% is equal to a \$2.3 billion shift in Oregon's share of visitor spending.

### Enhancements to Oregon's Transient Lodging Tax — HB 4146

Capitalizing on this investment, in 2016, Governor Kate Brown signed into law House Bill 4146. HB 4146 increased the transient lodging tax rate from 1% to 1.8% for the period of July 1, 2016-July 1, 2020. On July 1, 2020, the rate decreased to 1.5%. HB 4146 is a big deal for a lot of reasons — we see it as Oregon's tourism investment 2.0 — a testament to the success of the tourism industry.

Along with increased funding for the industry, HB 4146 changed the Regional Cooperative Marketing Program to the now Regional Cooperative Tourism Program (RCTP). In changing one word "marketing" to "tourism" it allows funds allocated to be used for tourism product development to create authentic products to inspire visitors through marketing. This change allows RDMOs to be nimbler in recognizing and acting on what their regions need in order to sustainably attract and host more visitors.

Additional changes in HB 4146 included increasing the amount of the state transient lodging tax dollars to be collected and invested back through the seven Oregon tourism regions based on a pro-rata basis up from "up to 15%" to 20%. HB 4146 also sets up 10% of our funding to go to a competitive grant program to bring the best marketing, development, sales and industry ideas to life.

### COVID-19 Pandemic Impacts

The pandemic significantly impacted the businesses and attractions that make up the state's tourism economy. According to the Oregon Employment Department, from December 2019 to December 2020, the leisure and hospitality sector lost 38.7% of payroll employment, compared with a loss of 9.1% across all Oregon industries. Estimates from Dean Runyan Associates shows in 2021, the Oregon tourism economy recovered 66% of what was lost in 2020:

	2003	2019	2020	2021	Absolute change (2003-21)
Taxes (state/local)	\$ 242M	\$ 597M	\$ 416M	\$ 534M	121%
Direct employment (# jobs)	85,600	118,500	92,300	100,700	18%
Employee earnings	\$ 1.7B	\$ 3.8B	\$ 3.1B	\$ 3.5B	109%
Visitor spending	\$ 6.5B	\$ 12.8B	\$ 6.5B	\$ 10.9B	67%

Although lodging occupancy and revenue have steadily recovered following the steep and immediate impacts at the onset of the pandemic, both are still below pre-pandemic levels.

## WHAT IS THE 10-YEAR VISION?

We encourage those who venture into Oregon's outdoor spaces to be prepared. Pack the Ten Essentials — a map, a compass, let people know where you're going in case you get lost along the way. In many ways, our 10-year strategic vision serves a similar purpose. For the next decade, this strategic vision serves as a road map to guide Travel Oregon in work we undertake — from advertising campaigns and sales promotions, to destination and community projects we develop alongside the industry, grant dollars we deploy and hiring decisions we make. If we've learned anything, it's that situations are fluid, and being nimble is key. The objectives laid out in our strategic vision will help us stay true to our vision, help us stay on course. Biennial planning and budgets will change, but the goals that we want to achieve as an agency, and a leader of Oregon's tourism industry will not falter.

Travel Oregon's strategic vision is designed at a high-level. This approach enables us to keep clear sights on our mission and vision, and outline ways in which we will work with and in service to our industry. But through a 10-year vision, we are also able to adapt and continue to envision ways to be responsive to meet the most timely and significant opportunities and varied needs of our residents, industry and visitors.

As Travel Oregon envisions what the next decade looks like for Oregon and for tourism in our state, we will work toward executing the objectives outlined in this strategic vision with actionable, biennial plans. Plans

that will be developed with this strategic vision as a sort of framework — helping us stay on track and monitor our progress toward achieving our vision.

From our inception, Travel Oregon has been rooted in economic development. When we say our vision is a welcoming state where tourism drives economic prosperity for all — this means ensuring tourism remains a strong contributor to Oregon's economy. The tourism industry's success has long been defined by the number of heads in beds. And, don't get us wrong, this metric is certainly linked to increases in visitor spending, job creation and tax revenue. But better doesn't mean bigger, faster or more. We believe by slowing down, looking at the big picture with intentionality we will not only continue to increase economic vitality in Oregon, but will work to preserve the scenic wonder of our state, enhance the visitor experience, increase livability and equity for residents and visitors.

To achieve the vision and outcomes set forth in our 10-year strategic vision, not only will we deploy efficient and well-designed internal structures and processes, but we must grow and evolve our relationships with residents, the industry and visitors. To guide this journey, we have established values and lenses to root us in our focus and provide a strong foundation to align our actions and decisions, alongside our stakeholders.



As the destination management organization for Oregon — the place we are fortunate to call home — Travel Oregon has developed a destination stewardship approach. This three-pronged approach seeks to balance and meet the economic, environmental and social/cultural needs of a destination, while working in close partnership with the destination's tourism industry and residents.

To implement this approach, we will employ three lenses to guide our future decisions, programming and actions:

- Prosperity Lens
- Racial Equity Lens
- Regenerative Tourism Lens

Like any good travel guide, these lenses help us ask the right questions, so the journey is thoughtfully planned, and we can successfully reach our destination.

### Prosperity Lens

- How will this work best optimize economic impact?
- What tourism industry jobs will be created and/or supported?
- Are economic benefits realized equitably at a regional and community level throughout the state?

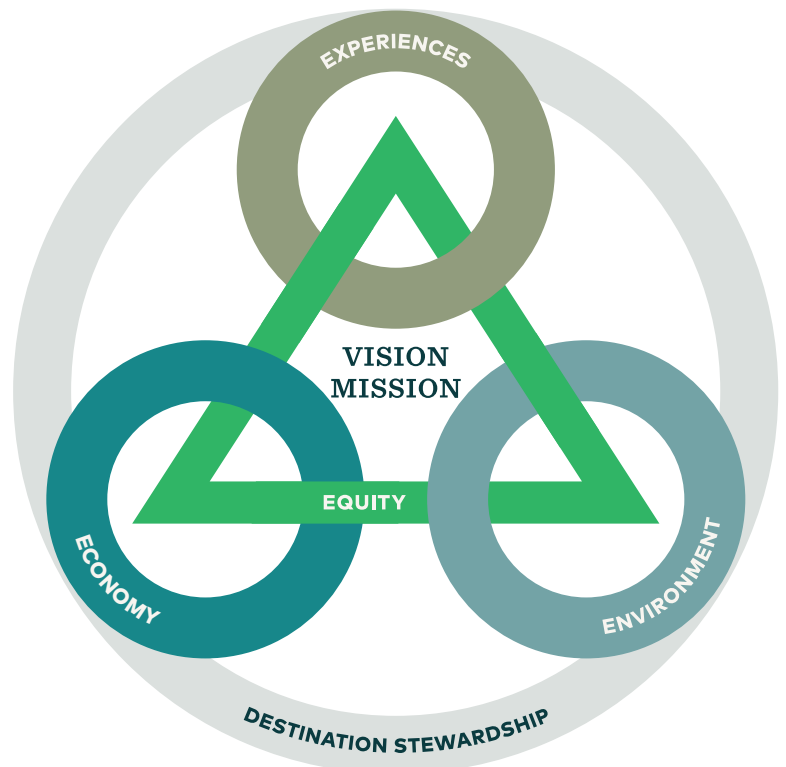
### Racial Equity Lens

- What are the racial inequities that exist related to this work?
- How might decisions around this work contribute to racial inequities and/or racial equities?
- Who benefits from this decision? Who will be burdened by it?
- How might unintended consequences contributing to racial inequities be mitigated as the decision is made and implemented?

### Regenerative Tourism Lens

- What types of effects will this work have on the environment and future generations?
- Will the results of this work support visitors in having a positive impact on the destination?
- Have residents and other stakeholders been involved in an inclusive way— informing, validating, and co-creating the management of the destination, including promotional efforts, accommodations, transportation and more?

Applying these lenses means asking critical questions that will be instrumental in fulfilling our strategic vision over the next decade. In some cases, we will continue to strengthen and improve work already underway — in others, the destination stewardship approach encourages us to learn and work together. We know we can't do this alone and believe by collaboratively aligning the industry around this destination stewardship approach, Oregon as a destination will continue to flourish — providing meaningful jobs for Oregonians, welcoming visitors from near and far and building connection and respect for diverse cultures and environments.







The work we undertake as a destination management organization is rooted in our purest intention to be in service to the industry and our desire to be ever-responsive to what our stakeholders need. To develop a strategic vision, which focuses on long-term success and protecting our state's people and natural resources for the future is not something we could ever do alone. The success of our industry relies on strong partnerships. And so, to ensure that we can always be in lockstep with the industry we serve, we knew alignment with our stakeholders was key.

Over an 18-month period, beginning in late 2020, we hosted surveys, listening sessions, interviews and focus groups. We engaged local consultants to lead racial equity trainings with industry partners and staff to ensure commitment and alignment in developing the racial equity lens. Worldwide destination marketers, Destination Think!, provided Travel Oregon with an extensive "Destination Assessment" that helped us better understand key areas where our agency could improve, and make more significant impacts to the state's tourism economy. We held discussions open only to Oregon's nine federally recognized tribes to understand how to support our state's sovereign tribal nations through tourism. Travel Oregon also worked with Empress Rules, a local equity and inclusion consulting organization, to help us understand how we can meaningfully engage with and include Black, Indigenous and people of color (BIPOC) in our work.

Through these processes we engaged nearly 2,000 Oregonians representing regional and local DMOs (including OTC staff/commissioners), tourism-related businesses and workforce, non-profits and government agencies. What we learned is increased visitor spending isn't the only measure of success. Filling lost jobs doesn't ensure workforce vitality — it doesn't address deeper issues impacting the Oregon tourism industry's frontline staff.

The information gathered helped establish the destination stewardship approach we are committed to implementing over the next 10 years (and beyond). It helped inspire the three lenses, which will guide us through every single day at Travel Oregon — enabling us to remain steadfast in our commitment to economic prosperity, a thriving environment and achieving racial equity. Ten years is a long time, and it is imperative that we continue to engage and collaborate with our stakeholders every step of the way. We don't want a pre-pandemic Oregon; we want a resilient Oregon.

## OBJECTIVE

### Oregon's tourism economy is flourishing.

*Oregon's tourism industry contributes to strong, balanced and optimized economic growth.*

#### STRATEGIES

1. Improve perception of the value of tourism and increase advocacy among industry workforce, residents and policymakers.
2. Tell authentic, honest stories accurately reflecting the historic and present intersecting identities and cultures of Oregon's communities.
3. Increase demand by leveraging Oregon's brand through engagement of broader audiences inclusive of Oregon's diverse cultures, people and places.
4. Create flexible, targeted promotions that address visitor pressures — dispersing visitation and economic impacts — by focusing on visitor passions and market research/trends.
5. Align and support communications across the tourism industry to improve visitor behaviors and experiences with timely information, responsible recreation practices and respect for all communities.
6. Expand opportunities for residents and tourism stakeholders to actively engage and collaborate in destination management processes; provide timely feedback loops.



The Port of Portland



## OBJECTIVE

### **Oregon is striving to be a place of equity.**

*Oregon's tourism industry is contributing to decrease inequities that harm historically and currently underserved and under-resourced communities.*

#### STRATEGIES

1. Work in collaboration with stakeholders to develop and implement a racial equity plan incorporating the strategies from the State of Oregon DEI Action Plan.
2. Ensure diversity, equity and inclusion (DEI) is emphasized and integrated agency-wide, from programming and procurement to employee recruitment and training.
3. Increase awareness of, advocate for and advance social equity within Oregon's tourism workforce.
4. Engage with industry stakeholders to apply the racial equity lens — supporting welcoming destinations and helping reduce impacts of racial inequities.
5. Foster deep relationships with and elevate the voices of historically and currently underserved and under-resourced communities, including BIPOC, Oregon's nine federally recognized tribes and LGBTQIA+ communities.

## OBJECTIVE

### **Oregon delivers remarkable experiences.**

*Stakeholders are aligned on the identification and promotion of experiences making Oregon a thriving place to live and visit.*

#### STRATEGIES

1. Support the stewardship and development of new and existing tourism experiences and amenities.
2. Stimulate and bolster regenerative tourism business and product development opportunities in urban, rural and tribal lands, providing visitors with immersive Oregon experiences.
3. Reduce high visitation pressures and increase community livability by investing in the development of niche tourism product that is based on growing visitor demand and Oregon's competitive advantage (e.g., outdoor recreation, culinary, agritourism, arts and culture).
4. Provide resources and assistance to tourism-related businesses, organizations and communities that are experiencing, or have experienced, crises (e.g., wildfires, drought, global pandemic).
5. Utilize partnerships to advance educational and career opportunities to develop, attract and retain Oregon's tourism workforce.

## OBJECTIVE

### Oregon respects its natural environments.

*Oregon's tourism industry is building a regenerative future to assure resiliency and prosperity for generations to come.*

#### STRATEGIES

1. Work in tandem with stakeholders and partners to create and implement a climate action plan in alignment with Executive Order 20-04 to reduce tourism industry carbon emissions.
2. Partner with and support resource management agencies (tribal, local, state, federal) to sustain natural resources and mitigate visitor impacts on public and tribal land and waterways.
3. Provide the tourism industry with opportunities to better understand how tourism impacts the environment, livability and community well-being, as well as how to apply the Regenerative Tourism Lens to their work.







Kamrin Nielsen

## KEY PERFORMANCE INDICATORS

No vision becomes a reality without measuring its progress. In addition to our traditional economic impact indicators, we have developed new KPIs to monitor our progress against the 10-year strategic vision. These KPIs, together with economic sustainability measures, align with the objectives and provide comprehensive, quantifiable measures of Oregon's statewide tourism performance and impacts.

### Economic Prosperity

Estimates the annual economic impacts generated by tourism activities in areas of visitor spending, employment and tax revenue.

### Oregon Tourism Diversity

Measure and monitor the racial composition of Travel Oregon staff, Oregon tourism workforce and visitors.

Records and monitors Travel Oregon's investment (funding and engagement) in supporting BIPOC-owned businesses and communities.

### Oregon's Reputation

Measure and monitor resident and visitor sentiments about Oregon as a tourism destination biannually:

- Resident sentiment measures perception of tourism impacts, both positive and negative, in the areas of sociocultural, economic and environmental, as well as support for tourism in the resident's community.
- Visitor sentiment is measured through three standard customer loyalty metrics. The first metric is a visitor satisfaction score which will be used to

gauge how satisfied a visitor is with a particular interaction or overall experience when traveling to and within Oregon. The second loyalty metric is a "Net Promoter Score." The Net Promoter Score gauges overall visitor satisfaction and loyalty based on a visitor's willingness to recommend a destination to others. The third loyalty metric measures the likelihood of travelling to and within Oregon in the future.

### Environmental Sustainability

Records and monitors Travel Oregon's investment (funding and engagement) in supporting Oregon's greenhouse gas reduction goals and its impact in two areas:

- Developing and promoting regenerative tourism products and experiences.
- Empowering the tourism industry and visitors to take steps to reduce their carbon emissions and adopt regenerative tourism practices.

These KPIs represent overall Travel Oregon indicators and will be available to the industry. Specific goals will be developed and included in biennial plans. While there is no expectation for partners to use the same measurements, we are committed to supporting those who are interested in joining us on this journey.



Change is inevitable. In many ways, we want to transform the way Travel Oregon and the tourism industry approaches destination management. But we realize that over 10 years, destinations change, as do the needs of residents and visitors. Travel Oregon's 10-year strategic vision is designed with fluidity and flexibility in mind. While the day-to-day actions of Travel Oregon will (and should) evolve over the next decade, the commitment to our vision will not change.

This 10-year strategic vision reflects hours spent in enriching conversations with tourism industry and agency partners, as well as BIPOC communities affected by the tourism industry. The input and guidance shared was invaluable in helping us reimagine the role and responsibility the tourism industry has in shaping Oregon's future and was vital in forming the foundation of this vision that will guide our work in supporting Oregon's tourism industry over the next 10 years. At its core, this strategic vision is both an industry and an agency vision. It maps Travel Oregon's work and will serve the industry as a long-term strategy to work through, learn from, collaborate with and align together as we take the incremental steps needed to achieve a more resilient future. This strategic vision and its objectives are created to serve you, our industry, as we learn together how to build a stronger, resilient Oregon economy.

The positive potential for Oregon is significant. The greatest success is possible when we all move together. We invite you to join us on this journey.





For our strategic vision to become reality, Travel Oregon will continue to provide biennial plans and budgets for OTC approval. The biennial planning and strategy-based budgeting processes will be guided by the strategic vision, the current state of Oregon tourism and global circumstances and stakeholder input and will include the next set of priority actions for Travel Oregon staff to carry out.

To get started, Travel Oregon will prepare for the 2023-2025 biennium by making sure our team is aligned and working in the most efficient way. This will include working with change management experts to ensure that our internal organization is optimally designed to execute the objectives we will work to achieve. As with the development of this strategic vision, the industry partners seated at the table will be key. Travel Oregon will continue to engage, listen and respond to the needs of our partners, stakeholders and industry as we develop plans and set this strategic vision into action.



## Oregon Cultural Trust FY2024 Cultural Development Grant Guidelines

To support activity occurring between  
September 1, 2023, and August 31, 2024

**Application Deadline:**  
**12 pm Friday, May 5, 2023**

Para asistencia en español, llame al 971-345-1641

### Vision

We envision an Oregon that champions and invests in creative expression and cultural exchange, driving innovation and opportunity for all. The mission of the Cultural Trust is to lead Oregon in cultivating, growing and valuing culture as an integral part of communities. We do this by inspiring Oregonians to invest in a permanent fund that provides annual grants to cultural organizations.

### Cultural Development Project Grants

#### *Goals and Requirements*

By statute [ORS 359.431] Cultural Development Project Grants must be used to:

- Address significant opportunities to advance, preserve or stabilize cultural resources;
- Invest in the development of new resources;
- Support proposals that have a broad cultural impact beyond the applicant itself; and
- Support proposals from applicants with culture as a priority within the mission of the organization.

Projects should support the Cultural Trust's vision and mission:

- Create an Oregon that champions and invests in creative expression and cultural exchange;
- Help drive innovation and opportunity for all;
- Cultivate, grow and value culture as an integral part of communities;
- Inspire Oregonians to invest in cultural nonprofits;
- Maximize visibility for the role of culture in our lives; and
- Strengthen collaboration and support within the statewide cultural network.

### Grant Award Range

Cultural Development Grants generally range from \$5,000 to \$40,000; the maximum request amount is \$40,000 for activities occurring from September 1, 2023, to August 31, 2024.

The Cultural Trust may not consider applications that exceed the maximum request amount.

The Cultural Trust encourages organizations seeking grants under \$5,000 to contact the County or Tribal Cultural Coalition in their area. Contact information for the Coalitions is available at [www.culturaltrust.org/coalitions](http://www.culturaltrust.org/coalitions).

## Application Categories

### *What do Cultural Development Grants fund?*

Cultural Development Grants recognize and support significant cultural projects that preserve and enhance Oregon's diverse arts, history, heritage, preservation, and humanities efforts.

The Cultural Development Grant program has four distinct categories. **Organizations may submit only one application to one category a year:**

- **Access:** Projects that make culture broadly available to Oregonians
- **Preservation:** Projects that invest in Oregon's cultural heritage by recovering, preserving, and sharing historic assets and achievements
- **Creativity:** Projects that create and/or present cultural or scholarly work; projects that support the development of artists, cultural experts or scholars who promote creative expression as a core part of vibrant communities
- **Capacity:** Projects that strengthen cultural organizations to increase stability, improve sustainability and/or measure/share cultural impacts

## Application Review Process

### *How does it work?*

Cultural Trust staff review submitted applications for eligibility, completeness, and accuracy. Applications that meet program requirements are accepted for further review. Staff will contact and provide an explanation if an organization or project does not meet the eligibility requirements. Eligible applications are organized by project categories and sent to peer review panelists along with instructions.

Applications are reviewed by a panel of professionals with experience in the fields relevant to the Cultural Development program category. Membership on review panels changes every year, so applicants should not assume that panelists have any prior knowledge of their work. Applicants who would like to nominate a panelist for consideration to review applications may do so by filling out the form at <https://culturaltrust.org/grants/how-to-apply/>. Each program category panel will evaluate and score eligible applications.

Each panel is chaired by a non-voting Cultural Trust Board member, or the Executive Director. The Cultural Trust staff will present funding recommendations based on panel evaluation, number of applications and availability of funds to the Cultural Trust Board for final review and action. Applicants will be notified by email of the Cultural Trust's action once the state budget is enacted, typically in August.

## Application Review Criteria

### *How are applications scored?*

Eligible applications are reviewed and scored by peer review panels based on the following criteria:

1. Quality of project and project design and alignment within the selected category.
2. Significance of the project.



3. Community impact and public benefit of the project.
4. Project evaluation of the project.
5. Organization and project management.

## Who Can Apply?

### *Eligibility Requirements*

The Cultural Trust seeks to support a wide range of cultural organizations and projects, making investments across the state. ORS 359.400 defines a “cultural organization” as one that is “organized primarily for the purpose of producing, promoting or presenting the arts, history, heritage and humanities to the public or organized primarily for identifying, documenting, interpreting and preserving cultural resources.” **Organizations using a fiscal sponsorship are not eligible to apply.**

At the time of the application deadline, all applicant organizations must:

- Have active registration with the State of Oregon for corporate, non-profit status *and*
- Provide services that take place within the state of Oregon *and*
- Have current IRS 501(c)(3) federal tax-exempt status *or*
- Be a cultural entity within a federally recognized Indian Tribe based in Oregon *or*
- Be an institution of higher learning (universities and colleges) that has a significant cultural program or cultural organization

**Applicants must have current registration on the Cultural Trust’s website as an eligible cultural nonprofit.** The online application form is available here:

<https://culturaltrust.org/toolkit/PDFs/application.pdf>

Recipients of Cultural Development grants over two consecutive fiscal years are **not eligible** to apply for funds in the following fiscal year. As a result, organizations awarded a grant in both FY2022 and FY2023 are **not eligible** to apply for FY2024 funds and must wait until the FY2025 grant cycle.

The Cultural Trust has final determination on eligibility. Applications found ineligible will be withdrawn from consideration. The Cultural Trust may review eligibility at any time and request more information as necessary.

## Matching Requirement

### *One to One (1:1) Award Match*

ORS 359.431 requires that Cultural Development Grant awards be matched at least 1:1 with earned, contributed or eligible in-kind support. For example:

Trust Grant Request	Cash Match	In-Kind Match	Total Project Budget
\$5,000	\$3,500	\$1,500	\$10,000

In-kind contributions are any non-cash contributions of time, services or property donated by individuals or organizations other than the applicant organization (third-party).

In-kind contributions may include:

- Goods (computers, software, furniture, and office equipment for use by your

- organizations or for special events),
- Services (meeting space, photocopy and mail services, administrative/financial support), or
- Expertise (legal, tax or business advice, marketing and website development, strategic planning).

Examples of in-kind contributions:

- A consultant regularly charges \$1,000 but gives you a reduced rate of \$600. The full value is \$1,000 but \$600 is a fee and \$400 is an in-kind donation.
- The local newspaper regularly charges \$350 for an ad but they are giving it to you for free. The in-kind donation is valued at \$350.
- Volunteer time should be calculated using the Independent Sector value:  
<https://independentsector.org/resource/value-of-volunteer-time/>

In-kind contributions must be in alignment with Standard Accounting Principles to be considered. Staff or board member time is not considered an eligible in-kind contribution unless the board member is providing a professional service at a discounted rate.

The most competitive applications will show cash matches committed by other funders or contributors. Questions about what qualifies as a match? Contact Trust Manager Aili Schreiner at [aili.schreiner@biz.oregon.gov](mailto:aili.schreiner@biz.oregon.gov) or (503) 428-0963.

**Applications that do not have at least a 1:1 match will be found ineligible and will not be considered for funding.**

### **What We Don't Fund**

*The following are not eligible for Cultural Trust funding:*

- Indirect costs not directly associated with the implementation of the project. Indirect costs are activities or services not directly related to the project such as operational expenses and salaries for staff not involved with the project. Direct costs are activities or services that support the specific project, e.g., salaries for project management, materials, marketing, etc.
- Scholarships or tuition assistance for college, university or other formal degree bearing courses of study.
- Projects that have been substantially completed by September 1, 2023, the start date of the grant period.
- Requests to offset previous project expenses and or deficits.
- Events whose primary focus is to raise funds for a non-cultural cause.

Applications from institutions of higher learning (universities and colleges) must be for projects and activities that focus on, benefit, and are open to the general public; the general public must form a significant portion of the total audience/community served.

## TO APPLY

**Submission Deadline:** 12 pm Friday, May 5, 2023

All applications must be submitted through our online portal:

<https://oregon4biz.force.com/OAC/s/login/> no later than 12 pm Friday May 5, 2023, to receive consideration for funding. The Cultural Trust is not responsible for late applications and cannot guarantee processing of applications submitted after the published deadline.

**Incomplete applications will be deemed ineligible and may not be considered for funding.**

### Tips for working in online application:

- Cut and paste plain text only into the online forms. Software such as Notepad works well.
- Add paragraph breaks after pasting text; it helps panelists to read your material. The online character count is activated by typing in the narrative field; pasting alone will not work. We recommend deleting something and adding it back if you want to check characters remaining. Because the character count feature varies from software to software, an answer may be cut off if the count is exceeded.
- To avoid losing data, you must save every page in the online system before moving on to the next.

### Submission Checklist:

**Upload the following required attachments to your online application**

- **FY24 Cultural Development Budget Form**
- **Board list** including member's affiliations
- Board-approved financial statement or audit for **last completed fiscal year** and **current** balance sheet. Financial statements must include both an **Operating Statement** and a **Balance Sheet**.
- Other supporting material (e.g. strategic plans, press clippings, artist/scholar resumes) floor plans or site plans on 8 1/2" by 11" pages, images, short (no more than 1-2 minute) videos. Or include a PDF document with embedded links. Panelists value the chance to get to know your project!
- **First time applicants only:** **IRS 501(c)(3) letter** or proof of **Tribal status** (one copy)
- Applications requesting funds for **collaborative projects** must include **letters of commitment** from participating organizations outlining how they will collaborate in the work.
- Applications requesting funds to support **activities in, or in partnership with, K-12 schools** must include a letter of support from participating school(s) that indicates their role in activity planning and anticipated participation.
- **Project timeline** with key benchmarks for project outputs and outcomes
- Adopted policies or practices on **Diversity, Equity, and Inclusion** (as applicable)

**Do not submit any additional supplemental materials by mail.**



### Contact for Cultural Development Grants:

Aili Schreiner, Trust Manager  
Oregon Cultural Trust  
775 Summer St NE, Ste. 200  
Salem, OR 97301  
(503) 428-0963  
[Aili.Schreiner@biz.oregon.gov](mailto:Aili.Schreiner@biz.oregon.gov)

### Contact for Online Grant Administration:

Kat Bell, Office & Grants Coordinator  
Oregon Cultural Trust  
775 Summer St NE, Ste. 200  
Salem, OR 97301  
(971) 304-5044  
[Kat.Bell@biz.oregon.gov](mailto:Kat.Bell@biz.oregon.gov)

### Assistance

#### *Applicant Resources*

Assistance with technical requirements and application scope is available from Cultural Trust staff prior to the application deadline. To schedule time for a pre-application project/draft application review, send a request to [Aili.Schreiner@biz.oregon.gov](mailto:Aili.Schreiner@biz.oregon.gov) or call (503) 428-0963. Applicants may also seek feedback after funding decisions and notification has been made.

We strongly urge you to request assistance **before April 21, 2023**, to ensure you have adequate time to incorporate feedback.

### FINAL REPORTS

#### **Final Report Deadline: 12 pm Friday, October 6, 2024**

Information is required from award recipients at the conclusion of the funding period. To help the Cultural Trust report on the results of public funding, entities receiving awards must complete a final report. Final reports must be submitted within thirty (30) days of the completion of the funding period. All awardees are subject to periodic monitoring by the Cultural Trust and must retain fiscal records for a period of three (3) years following completion of the funding period. Award recipients that have been previously funded by the Cultural Trust must fulfill outstanding final reporting requirements before new funds will be distributed.

The following questions and data will be collected on the Final Report. Please track this information during the funding period:

1. Did you achieve the goals of your project? Describe how your successes were measured, and how any setbacks were handled. Include in your answer any changes to your project/activities that occurred during the grant period.
2. Using specifics, describe who participated in your project and the individuals who benefited from your project (numbers, age, geographic distribution, etc.). How did this project impact your organization and your community?
3. Did your project provide educational opportunities? Please describe what these were,

who benefitted and how, include number of people served.

4. Provide a detailed list of in-kind contributions (include estimated value and description).
5. What was the total value and source of project contributions (include descriptions)?

Be prepared to document project locations (see template) and attach all promotional materials produced for your project that credit your grant award from the Oregon Cultural Trust.

Final report data will not be evaluated by the Cultural Trust review panels and does not affect current or future applications. This information will be used by the Cultural Trust for reporting and is required with the final report for funded applications. If you have questions, please contact the Oregon Cultural Trust at [cultural.trust@biz.oregon.gov](mailto:cultural.trust@biz.oregon.gov) or call (503) 986-0088.

### Appeal Process

The Oregon Cultural Trust recognizes that procedural errors may occur in the application process. The Cultural Trust is committed to acknowledging errors and rectifying the effects. Appeals may not be made on the basis of an applicant's disagreement with an assessment of how the application met the review criteria, the judgment of a review panel or the amount of the award.

Applicants considering an appeal should contact Cultural Trust Manager Aili Schreiner, by phone at (503) 428-0963 or email [Aili.Schreiner@biz.oregon.gov](mailto:Aili.Schreiner@biz.oregon.gov), for advice and guidance. Letters of appeal must be submitted to the Cultural Trust's Executive Director within 30 days of public notice of grant awards. Appeals are reviewed and acted on by the Cultural Trust Board. Appeals may result in an approval of an award or an increase in the award amount if the applicant can satisfactorily document that the application was misrepresented or improperly reviewed through no fault of the applicant. If the appeal is supported by the Cultural Trust's Board, funds will be awarded as they are available.

Applicants not meeting one or more of the eligibility requirements as determined by staff are encouraged to discuss the decision with staff. Appeals concerning eligibility determination may be made. Letters of appeal must be submitted to the Cultural Trust's Executive Director within 15 days of public notice of grant awards. All decisions made by the Cultural Trust are final.

### Pending Status

Occasionally the Cultural Trust may put a grant on pending status if a project is preliminarily awarded. Cultural Trust staff will contact the applicant on pending status and discuss the information that is needed in order to review and act.

### Americans with Disabilities Act Statement of Non-discrimination

Any entity that provides services to the public must certify that it complies with the Americans with Disabilities Act of 1990, 42, USC Sec. 12101, et seq. and agrees not to discriminate on the basis of race, creed, religion, color, sex, marital status, political opinion, familial status, national origin, age, gender, sexual orientation, military status, gender identity, source of income or disability status. The Cultural Trust provides assistance to

Oregon cultural groups on issues of access. Contact the Oregon Cultural Trust at (503) 986-0082 or [kat.bell@biz.oregon.gov](mailto:kat.bell@biz.oregon.gov) for information or assistance. TDD assistance is available at (800) 735-2900. Applicants will certify their compliance within the application.

**The Cultural Trust has adopted the following Accessibility Grievance Procedure:**

If a person with a disability believes that a facility or program funded by the Oregon Cultural Trust is inaccessible, he or she is encouraged to communicate the grievance to the sponsoring organization. If an acceptable response is not received within two weeks, that individual may contact Oregon Arts Commission Executive Director Brian Rogers at [brian.rogers@biz.oregon.gov](mailto:brian.rogers@biz.oregon.gov) or 971-209-5385. The Oregon Arts Commission is one of the core statewide partners of the Oregon Cultural Trust.

Each grievance reported to the Oregon Cultural Trust will be handled on a case-by-case basis. Possible Oregon Cultural Trust actions include:

- Sending staff to assist the organization on issues of accessibility.
- Involving people with disabilities from the local community in an effort to increase the organization's accessibility.
- Requesting return of funds already granted for the current fiscal years; and
- Denying future grant requests.
- In all cases, an organization with a pending grievance will be denied funding unless it can demonstrate to the Oregon Cultural Trust that it is working toward compliance with current accessibility standards.

## CULTURAL DEVELOPMENT: ACCESS CATEGORY

Apply to the category that **best aligns with the goals and outcomes of your project**. For examples of previous awards by program category visit <https://culturaltrust.org/blog/>. Contact Trust Manager Aili Schreiner at [Aili.Schreiner@biz.oregon.gov](mailto:Aili.Schreiner@biz.oregon.gov) or (503) 428-0963 with questions regarding program categories. Applicants are encouraged to use published [application assessment rubrics](#) when choosing the appropriate grant category.

### ACCESS PROJECTS

Access projects make culture broadly available to Oregonians by removing barriers to opportunities. Funded Access projects can include public exhibits/artworks, new/increased access to cultural programming and outreach to new/underserved communities, among others.

#### Summary of Project & Request *(500 characters with spaces)*

Provide a summary of your project and request for support. Begin with the words "To support...". For example: *"To support access to theatre performances for hearing impaired audience members by contracting with American Sign Language interpreters."*

#### Summary of Organization and Community Served *(2,000 characters with spaces)*

State your organization's mission and summarize your organization's programs and activities. How are stakeholders and other constituents involved in the work and/or decision-making of the organization? Briefly describe the community your organization serves, noting if you serve communities of color, culturally specific communities, rural areas, or any other traditionally under- served populations.

#### Application Questions: 100 total possible points

1. **Significance of Project** *(1,500 characters with spaces), 20 points*  
Explain the significance of the barriers to cultural opportunities in your community. How will this project address those barriers?
2. **Quality of Project & Design** *(1,500 characters with spaces), 20 points*  
Define the quality of your project- its scope, time, and budget allocation. Describe the project design process- how will it help accomplish the strategic objectives of your organization?
3. **Community Impact and Public Benefit** *(2,500 characters with spaces), 30 points*  
Describe the change that will result from this project within the project period. How will increased access to cultural opportunities impact your community? Include intended outcomes and who will benefit (include population/geographic scope). If your organization has developed goals around diversity, equity, and inclusion, how does this project help achieve these goals?
4. **Project Evaluation** *(1,500 characters with spaces), 20 points*  
Who will measure the project's success and what indicators will they use? Referencing

your submitted project timeline, identify key benchmarks for stated project outputs (number of participants, demographics, deliverables) and outcomes (change in engagement of community members in area of service, barriers diminished, value of culture to community increased, other shifts in attitude or behaviors).

5. **Organization and Project Management** *(1,000 characters with spaces)*, 10 points  
Identify the qualifications and effectiveness of professional staff and board to support the organization's mission, programming and services, including the organization's ability to plan and evaluate project progress; evidence of effective financial management and health (including maintaining appropriate organizational budgets and the ability to address financial challenges).

### **Budget Requirements**

All applicants must complete the online budget form with project expenses and revenue. Please use the online budget narrative section to provide detailed information on your budget that will clarify items for the review panel.

### **Budget Narrative** *(1,000 characters with spaces)*

Use the budget narrative section to provide detailed information on your budget. How will Trust funds be used? Should you receive partial funding from the Cultural Trust or other sources, is the project scalable?

## CULTURAL DEVELOPMENT: PRESERVATION CATEGORY

Apply to the category that **best aligns with the goals and outcomes of your project**. For examples of previous awards by program category visit <https://culturaltrust.org/blog/>. Contact Trust Manager Aili Schreiner at [Aili.Schreiner@biz.oregon.gov](mailto:Aili.Schreiner@biz.oregon.gov) or (503) 428-0963 with questions regarding program categories. Applicants are encouraged to use published [application assessment rubrics](#) when choosing the appropriate grant category.

### PRESERVATION PROJECTS

Preservation projects invest in Oregon's cultural heritage by recovering, preserving, and sharing historic assets and achievements. Funded Preservation projects can include historic restoration/ renovation, exhibits, digital and oral preservation/archive work, work with museum collections and historic research/publications, among others. Organizations undertaking large scale preservation construction/ renovation projects (+\$500,000) are encouraged to contact the Cultural Advocacy Coalition to discuss the Cultural Resource Economic Fund ([www.oregonculture.org](http://www.oregonculture.org)).

#### Summary of Project & Request *(500 characters with spaces)*

Provide a summary of your project and request for support. Begin with the words "To support...". For example: *"To support the design and creation of a sustainable historic lighthouse garden for contextual and educational programing."*

#### Summary of Organization and Community Served *(2,000 characters with spaces)*

State your organization's mission and summarize your organization's programs and activities. How are stakeholders and other constituents involved in the work and/or decision-making of the organization? Briefly describe the community your organization serves, noting if you serve communities of color, culturally specific communities, rural areas, or any other traditionally under- served populations.

#### Application Questions: 100 total possible points

1. **Significance of Project** *(1,500 characters with spaces)*, 20 points  
Explain the significance of the preservation project to your community and your organization. If funded, how will the project advance cultural heritage by recovering, preserving, and sharing historic assets and achievements?
2. **Quality of Project & Design** *(1,500 characters with spaces)*, 20 points  
Define the quality of your project- its scope, time, and budget allocation. Describe the project design process- how will it help accomplish the strategic objectives of your organization? If this is a renovation or construction project, identify the proposed contractor and their qualifications and ability to carry out the project.
3. **Community Impact and Public Benefit** *(2,500 characters with spaces)*, 30 points  
Describe the change that will result from this project within the project period. How will increased investment in cultural heritage impact your community? Include intended outcomes and who will benefit (include population/geographic scope). If your organization has developed goals around diversity, equity, and inclusion, how does this project help achieve these goals?

4. **Project Evaluation** *(1,500 characters with spaces)*, 20 points

Who will measure the project's success and what indicators will they use? Referencing your submitted project timeline, identify key benchmarks for stated project outputs (number of participants, demographics, deliverables) and outcomes (change in historic assets and achievements recovered/preserved/ shared; value of investment in Oregon heritage increased; change in engagement of community in area of service, other shifts in attitude or behavior.

5. **Organization and Project Management** *(1,000 characters with spaces)*, 10 points

Identify the qualifications and effectiveness of professional staff and board to support the organization's mission, programming and services, including the organization's ability to plan and evaluate project progress; evidence of effective financial management and health (including maintaining appropriate organizational budgets and the ability to address financial challenges).

**Budget Requirements**

All applicants must complete the online budget form with project expenses and revenue. Please use the online budget narrative section to provide detailed information on your budget that will clarify items for the review panel.

**Budget Narrative** *(1,000 characters with spaces)*

Use the budget narrative section to provide detailed information on your budget. How will Trust funds be used? Should you receive partial funding from the Cultural Trust or other sources, is the project scalable?



## CULTURAL DEVELOPMENT: CREATIVITY CATEGORY

Apply to the category that **best aligns with the goals and outcomes of your project**. For examples of previous awards by program category visit <https://culturaltrust.org/blog/>. Contact Trust Manager Aili Schreiner at [Aili.Schreiner@biz.oregon.gov](mailto:Aili.Schreiner@biz.oregon.gov) or (503) 428-0963 with questions regarding program categories. Applicants are encouraged to use published [application assessment rubrics](#) when choosing the appropriate grant category.

### CREATIVITY PROJECTS

Creativity projects create and/or present cultural or scholarly work; they support the work developed by artists, cultural experts or scholars who promote creative expression as a core part of vibrant communities. Funded Creativity projects can include public exhibits, cultural/artistic residencies, cultural/artistic programming/productions/performances, commemorative works, scholarly research and publications, and special commissions to support emerging cultural/artistic leaders, among others.

#### Summary of Project & Request *(500 characters with spaces)*

Provide a summary of your project and request for support. Begin with the words "To support...". For example: *"To support the residency of an artist and a humanities expert to develop a commemorative work to celebrate our organization's 30<sup>th</sup> anniversary."*

#### Summary of Organization and Community Served *(2,000 characters with spaces)*

State your organization's mission and summarize your organization's programs and activities. How are stakeholders and other constituents involved in the work and/or decision-making of the organization? Briefly describe the community your organization serves, noting if you serve communities of color, culturally specific communities, rural areas, or any other traditionally under- served populations.

#### Application Questions: 100 total possible points

1. **Significance of Project** *(1,500 characters with spaces), 20 points*  
Explain the significance of the project to your community and your organization. If funded, how will the project support the work developed by artists, cultural experts or scholars who promote creative expression as a core part of vibrant communities?
2. **Quality of Project** *(1,500 characters with spaces), 20 points*  
Define the quality of your project- its scope, time, and budget allocation. Describe the project design process- how will it help accomplish the strategic objectives of your organization?
3. **Community Impact and Public Benefit** *(2,500 characters with spaces), 30 points*  
Describe the change that will result from this project within the project period. How will support for creative expression impact your community? Include intended outcomes and who will benefit (include population/geographic scope). If your organization has developed goals around diversity, equity, and inclusion, how does this project help achieve these goals?



4. **Project Evaluation** (1,500 characters with spaces), 20 points

Who will measure the project's success and what indicators will they use? Referencing your submitted project timeline, identify key benchmarks for stated project outputs (number of participants, demographics, deliverables) and outcomes (change in engagement of artists/cultural workers in area of service value of creative expression as core part of vibrant communities increased, other shifts in attitudes or behaviors towards emerging cultural/artistic leaders).

5. **Organization and Project Management** (1,000 characters with spaces), 10 points

Identify the qualifications and effectiveness of professional staff and board to support the organization's mission, programming and services, including the organization's ability to plan and evaluate project progress; evidence of effective financial management and health (including maintaining appropriate organizational budgets and the ability to address financial challenges).

**Budget Requirements**

All applicants must complete the online budget form with project expenses and revenue. Please use the online budget narrative section to provide detailed information on your budget that will clarify items for the review panel.

**Budget Narrative** (1,000 characters with spaces)

Use the budget narrative section to provide detailed information on your budget. How will Trust funds be used? Should you receive partial funding from the Cultural Trust or other sources, is the project scalable?

## CULTURAL DEVELOPMENT: CAPACITY CATEGORY

Apply to the category that **best aligns with the goals and outcomes of your project**. For examples of previous awards by program category visit <https://culturaltrust.org/blog/>. Contact Trust Manager Aili Schreiner at [Aili.Schreiner@biz.oregon.gov](mailto:Aili.Schreiner@biz.oregon.gov) or (503) 428-0963 with questions regarding program categories. Applicants are encouraged to use published [application assessment rubrics](#) when choosing the appropriate grant category.

### CAPACITY PROJECTS

Capacity projects strengthen cultural organizations through increased stability, improved sustainability or by measuring/sharing/evaluating community cultural impact. Funded Capacity projects can include organizational or community cultural planning, new investments in organizational capacity (staffing, equipment, marketing, development, online resources, building infrastructure, etc.), and new investments for organizational sustainability, among others.

#### Summary of Project & Request *(500 characters with spaces)*

Provide a summary of your project and request for support. Begin with the words "To support...". For example: *"To support a planning process to enable our organization to effectively respond to increased demand for our services and activities."*

#### Summary of Organization and Community Served *(2,000 characters with spaces)*

State your organization's mission and summarize your organization's programs and activities. How are stakeholders and other constituents involved in the work and/or decision-making of the organization? Briefly describe the community your organization serves, noting if you serve communities of color, culturally specific communities, rural areas, or any other traditionally under- served populations.

#### Application Questions: Total possible points 100

1. **Significance of Project** *(1,500 characters with spaces), 20 points*  
Explain the significance of this one-time, strategic investment to your organization. If funded, how will the project build your organization's capacity by increasing stability, improving sustainability, and/or developing a cultural impact process? Is this an investment in your organization's programmatic or operational capacity?
2. **Quality of Project & Design** *(1,500 characters with spaces), 20 points*  
Define the quality of your project- its scope, time, and budget allocations. Describe the project design process- how will it help accomplish the strategic objectives of your organization?
3. **Community Impact and Public Benefit** *(2,500 characters with spaces), 30 points*  
Describe the change that will result from this project within the project period. How will a strategic investment in your organizational capacity impact your community in the short and long term? If your organization has developed goals around diversity, equity, and inclusion, how does this project help achieve these goals?
4. **Project Evaluation** *(1,500 characters with spaces), 20 points*

Who will measure the project's success and what indicators will they use? Referencing your submitted project timeline, identify key benchmarks for stated project outputs (new staffing, equipment, marketing, development, online resources, building infrastructure, etc.), and outcomes (increased stability, improved sustainability, barriers to organization diminished, value of organization to community increased, other shifts in attitude of behaviors related to organization's service to the field.

5. **Organization and Project Management** *(1,000 characters with spaces)*, 10 points  
Identify the qualifications and effectiveness of professional staff and board to support the organization's mission, programming and services, including the organization's ability to plan and evaluate project progress; evidence of effective financial management and health (including maintaining appropriate organizational budgets and the ability to address financial challenges).

### **Budget Requirements**

All applicants must complete the online budget form with project expenses and revenue. Please use the online budget narrative section to provide detailed information on your budget that will clarify items for the review panel.

### **Budget Narrative** *(1,000 characters with spaces)*

Use the budget narrative section to provide detailed information on your budget. How will Trust funds be used? Should you receive partial funding from the Cultural Trust or other sources, is the project scalable?



## FY24 Cultural Development: Project Budget Form

Complete and upload as an attachment to your online application.

EXPENSES	Description	Expense (Cash)	In-Kind Expense	Total Expense
<i>Only list direct expenses</i>				
Staff - Administration				
Staff - Project Specific				
Contracted Services - Cultural Services				
Contracted Services -Other				
Space/Facility Costs				
Materials/Supplies				
Equipment				
Travel/Per Diem				
Marketing and Promotion				
Other				
Other				
<b>A. Total Expenses</b>				

Expenses and Revenue must balance. Questions? Contact Aili at (503) 428-0963 or email at [aili.schreiner@biz.oregon.gov](mailto:aili.schreiner@biz.oregon.gov).





## FY24 Cultural Development: Project Budget Form

Complete and upload as an attachment to your online application.

REVENUE	Status <i>(Planned, Pending or Confirmed)</i>	Revenue	In-Kind Revenue	Total Revenue
<b>Earned Revenue</b>				
<i>Admissions</i>				
<i>Memberships</i>				
<i>Fees for Services</i>				
subtotal				
<b>Corporate Support (sources)</b>				
<i>1</i>				
<i>2</i>				
<i>3</i>				
subtotal				
<b>Foundation Support (sources)</b>				
<i>1</i>				
<i>2</i>				
<i>3</i>				
subtotal				
<b>Individual/Community Support</b>				
<i>1</i>				
<i>2</i>				
<i>3</i>				
subtotal				
<b>Government Support</b>				
<i>City</i>				
<i>County</i>				
<i>State</i>				
<i>Federal</i>				
subtotal				
<b>Applicant Cash Allocated to the Project</b>				
<b>Grant Request</b>	<b>Cultural Trust Request &gt;</b>			
<b>B. Total Revenue</b>	<b>Line A must = Line B</b>			

Expenses and Revenue must balance. Questions? Contact Aili at (503) 428-0963 or email at [aili.schreiner@biz.oregon.gov](mailto:aili.schreiner@biz.oregon.gov).

# PRESERVING OREGON GRANT

## 2023 INFORMATION

OREGON STATE HISTORIC PRESERVATION OFFICE, OREGON HERITAGE

*Oregon Parks and Recreation Department is committed to valuing and serving everyone by actively working to provide safe and equitable access to state parks and agency programs. To this end, the department will not tolerate racism, harassment, discrimination, or intimidation in any form.*

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Preserving Oregon Grant Programs funds are to be used for:

- rehabilitation work on properties listed in the National Register of Historic Places, or
- significant work contributing to identifying, preserving and/or interpreting archaeological sites.

Grants must be submitted through the Oregon Parks and Recreation Department Grants Online program. A Letter of Intent to apply and approval is required to apply for the Preserving Oregon Grant.

**FINANCIAL INFORMATION:** Grant funds may be awarded for amounts up to \$20,000.

**MATCH:** Grants must be matched 1:1 by the grantee. Match can be in the form of cash, in-kind donations, and volunteer time. Match can be in the form of cash, in-kind donations and volunteer time. Rates for volunteer services may not exceed Oregon minimum wage, except in those instances in which the volunteer is using their professional skills for the grant assisted work.

**BUDGET INFORMATION:** Bids and estimates strengthen the grant request when applicable. If awarded the grant requires at least three estimates for work over \$10,000.

**PRESERVATION REQUIREMENTS:** The application must convey that all work will be completed using appropriate preservation practices, for example, the Secretary of the Interior's Standards for Rehabilitation of Historic Properties, SHPO regulations for archaeological work, etc.

**GRANT REPORTING AND PAYMENT:** Awarded projects will be the subjects of binding agreements between the State and the applicants. Typically, grant funds are dispersed on a reimbursable basis. Details of payment arrangements and grant reporting will be provided at the time of award.

### **GRANT TIMELINE:**

Letter of Intent Deadline – (11:59pm) April 11, 2023

Deadline – (11:59pm) May 8, 2023

Project start with signed agreement – July 1, 2023

Project completion and Reporting deadline – April 30, 2024

### **HISTORIC PROPERTIES GRANTS ELIGIBILITY, PRIORITIES AND CRITERIA:**

- Properties must be listed on the National Register of Historic Places, either individually or as a "contributing" property in a Historic District, to qualify for funding.
- Higher priority will be given to publicly owned resources and private nonprofit resources, and properties that offer the greatest public benefit through visual access and interpretive/educational value.



- Properties that are not publicly owned or nonprofit-owned must have exceptional significance and/or extraordinary public benefit to compete.
- Commercial or depreciable properties that are taking advantage of the federal investment tax credit cannot include these grant dollars in the expenses for the tax credit.
- Interior work will be considered on a case-by-case basis depending on the significance of the interior and its public value.
- All work must meet the Secretary of the Interior's Standards for Rehabilitation of Historic Properties; see <http://www.nps.gov/history/hps/tps/tax/rhb/stand.htm>. Examples of eligible projects include: roof and gutter repair, foundation work, structural stabilization, replacement of deteriorated historic features, and weatherization.
- Remodeling, new additions, or solely cosmetic efforts are not eligible for funding.

The review panel will evaluate each project proposal by the following criteria.

#### CRITERIA FOR PRESERVATION PROJECTS:

- How significant the work is to the structure's integrity.
- The level of preservation of character-defining features.
- How well the work plan and cost estimates are developed and described.
- How well the project is shown to meet the Secretary of the Interior's Standards for Rehabilitation of Historic Properties.
- Historic significance of the property.

#### PRIORITIES FOR PRESERVATION PROJECTS:

- Higher priority will be given to publicly owned resources and private nonprofit resources, and properties that offer the greatest public benefit through visual access and interpretive/educational value.
- Properties that are not publicly owned or nonprofit-owned must have exceptional significance and/or extraordinary public benefit to compete.
- Properties associated with untold perspectives and histories of people frequently excluded from historic interpretation.
- Geographic distribution.
- Additional evaluation will be based on demonstrated project readiness and the matching dollar share in-hand commitment.

#### ARCHAEOLOGY GRANTS ELIGIBILITY, PRIORITIES AND CRITERIA:

Priority will be given to field-based research projects concerning the documentation of archaeological sites, structures, and artifacts, including:

- conservation and stabilization of specific archaeological sites and monuments;
- field or experimental testing of new or developing methods and materials for identification or conservation;
- development, testing or implementation of heritage management plans;
- programs promoting public awareness of and education about the value and fragility of cultural resources;
- developing and/or implementing innovative techniques in dating, monitoring, analysis, remote sensing of and predicting locations for archeological sites and artifacts;
- projects that discover or study previously untold perspectives and histories of people frequently excluded from historic interpretation;



- conducting surveys and preparing contexts of archaeological sites
- documenting archaeological resources at risk; and
- preparing National Register nominations of archaeological sites.

The review panel will evaluate each project proposal by the following criteria. The proposed project should:

**CRITERIA FOR ARCHAEOLOGY PROJECTS:**

- The significance of the contribution to the field of archaeology.
- The demonstration of technically sound methodology.
- Includes a principal investigator who is a professional archaeologist.
- Disseminate project results effectively
- Historic significance of the property.
- Is cost effective given the scope of work and the audience.
- The capability of the applicant to carry out the proposed project.

**PRIORITIES FOR ARCHAEOLOGY PROJECTS:**

- Projects that discover or study previously untold perspectives and histories of people frequently excluded from historic interpretation.
- Projects with a well-prioritized, clearly explained work plan with an appropriate level of detail and realistic cost estimates.
- Geographic diversity.
- Project readiness, including matching dollar share in-hand.
- Shows that it is part of a larger project, or has far reaching results and uses beyond the submission of the product to SHPO.

**LETTER OF INTENT SUBMISSION:** Visit the OPRD: Grants Online at [www.oprdgrants.org](http://www.oprdgrants.org) and register to submit the letter of intent. The online letter of intent includes a very short project description, estimated cost, estimated request, and physical location of the property. The project will be reviewed and, if necessary, a site visit will be scheduled. You will receive follow up information or approval to apply following the review. Instructions for OPRD: Grants Online visit our website.

<https://www.oregon.gov/oprd/OH/Pages/Grants.aspx#ten>

**APPLICATION SUBMISSION:** Once you receive notification that you are eligible to apply you will receive an email from the OPRD: Grants Online. At that time you will be able to submit your application. You can enter information, save, log out, log back in, enter more, etc. as many times as you would like before you submit. Instructions for OPRD: Grants Online visit our website.

<https://www.oregon.gov/oprd/OH/Pages/Grants.aspx>

**ASSISTANCE:**

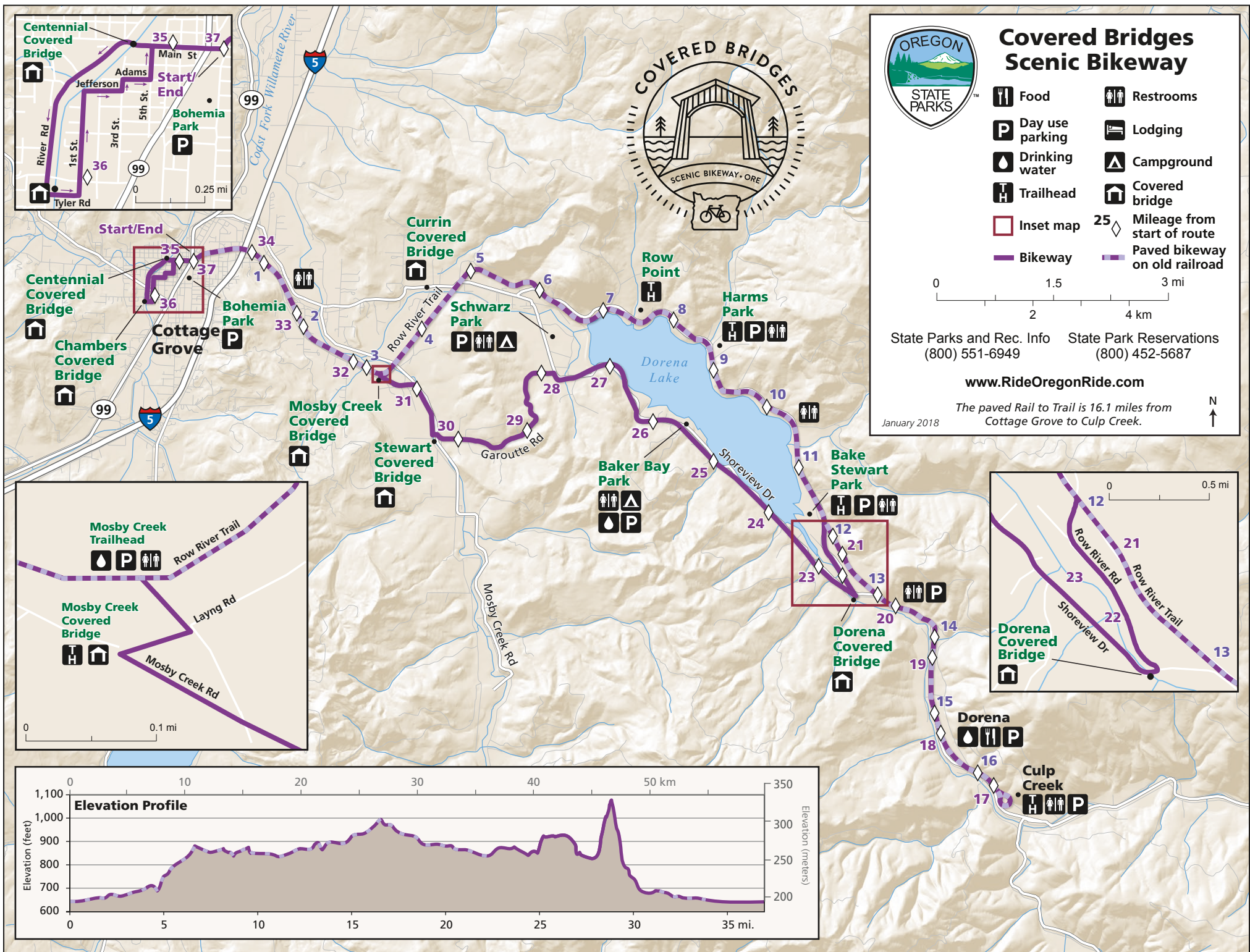
Please read the Preserving Oregon Grant Guidelines

<https://www.oregon.gov/oprd/OH/Pages/Grants.aspx#ten> for details on the application, review, award, grant management, reporting, and reimbursement.

For grant questions, [OPRD GrantsOnline](http://www.oprdgrants.org) system questions, translation and accessibility needs contact Kuri Gill, [kuri.gill@oprd.oregon.gov](mailto:kuri.gill@oprd.oregon.gov), 503-986-0685.









## Covered Bridges Scenic Bikeway



Mile-point	Directions	Notes/Points of Interest
0.0	Northeast through Trailhead Park on Row River Trail	Scenic Bikeway starts in Trailhead Park at the intersection of Main St and 10 <sup>th</sup> St in Cottage Grove
3.2	Continue on Row River Trail	Mosby Creek Trailhead - water, restrooms
3.8	Continue across Layng Rd on Row River Trail	Use extreme caution crossing road.
4.8	Continue through tunnel on Row River Trail	Use the new tunnel to avoid “at grade” crossing of Row River Rd
6.2	Continue across Row River Rd on Row River Trail	Use extreme caution crossing the road. Motorized traffic is fast and coming from blind turns and warning lights do not always operate properly
8.8	Continue on Row River Trail	Harms Park - pit toilets
11.9	Continue across Row River Rd on Row River Trail	Use extreme caution crossing the road. Motorized traffic is fast and coming from blind turns.
16.1	Turn around at end of paved Row River Trail	Restrooms and parking at end of path. 2 miles on Row River Rd to Wildwood Falls
17.4	Continue on Row River Trail	Dorena just off route on the left - food, water
20.2	Left on Row River Rd	Information kiosk on the opposite side of the intersection.
20.4	Continue on Row River Rd	Bake Stewart Park on right - restrooms
21.2	Sharp right on Shoreview Dr	
21.2	Continue on Shoreline Dr	Dorena Covered Bridge to the left
24.7	Continue on Shoreline Dr	Baker Bay County Park - restrooms, water, camping
26.7	Left on Garoutte Rd	Begin climbing hill with 8% grade and sharp corners.
29.1	Continue on Garoutte Rd	Stewart Covered Bridge on right
29.2	Right on Mosby Creek Rd	Use caution: narrow shoulder

<b>Mile-point</b>	<b>Directions</b>	<b>Notes/Points of Interest</b>
30.3	Right on Jenkins Rd	
30.4	Left on Row River Trail after crossing Lang Rd	Mosby Creek Trailhead - water, restrooms
33.6	Right on Main St	Historic Downtown Commercial District
34.0	Left on River Rd	Centennial Covered Bridge and Applegate Trail Interpretive panels on right
34.6	Left at crosswalk onto ramp to Chambers Bridge	
34.7	Continue through Chambers Bridge and park	Chambers Bridge is an historic railroad bridge that has been restored. Interpretive panels in bridge and in Covered Railroad Bridge Park
34.8	Left on 1 <sup>st</sup> St	
35.1	Right on Jefferson Ave	
35.3	Left on 3 <sup>rd</sup> St	
35.3	Right on Adams Ave	
35.4	Left on 5 <sup>th</sup> St	
35.6	Right on Main St	
35.8	Route ends at Trailhead Park	

**I. Welcome and Introductions (15 minutes)**

*Objective: Create a welcoming and inclusive environment where attendees feel comfortable sharing their ideas and experiences. Familiarize attendees with each other and their backgrounds.*

**II. Case Study Discussion & Application (30 minutes)**

*Objective: Analyze and discuss case studies (Narratives in Nature, Trail Accessibility at Howard Buford Recreation Area). Help attendees to identify successful strategies and challenges to applying an equity lens in their own work.*

- Summarize *Narratives in Nature* and *Trail Accessibility*
- In a group discuss the case studies they were assigned
  - What takeaways did you have?
  - What barriers to accessibility were identified?
  - What are some additional barriers to access not studied?
  - How might you apply their learnings?
  - What challenges in their solutions did you identify?

**III. Applying the Equity Lens in Park Planning (90 minutes)**

*Objective: Provide attendees with practical experience in applying the equity lens and design tool to park planning and design. Foster creative thinking and problem-solving skills in applying an equity lens to a specific park project.*

- Provide examples of how an equity lens can be applied to park design and planning.
- Apply the equity lens and design tool to a specific park project.

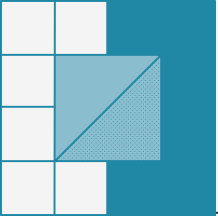
LUNCH

**IV. Action Planning (90 minutes)**

*Objective: Encourage attendees to synthesize the information and insights from the summit and brainstorm actionable steps to apply an equity lens in their own work. Assign action items and next steps to individuals or groups to ensure that the lessons learned are put into practice.*

- Summarize the key takeaways and insights from the day.
- Categorize Ideas
- Prioritize Ideas Generated
- Break attendees into small groups based on categories.
  - Brainstorm actionable steps that can be taken to apply an equity lens to park planning and design.
  - Assign action items and next steps to individuals or groups.

**V. Closing Remarks (15 minutes)**

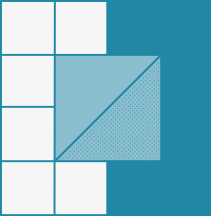


# Parks Levy Retreat

April 28, 2023







**Goal:** Our goal for this retreat is to leverage case studies, apply an equity lens, and work together to create an actionable plan that promotes equitable access throughout our park system, leading to positive and lasting change.

### **How we will spend our time today:**

1. Welcome and Introductions (15 minutes)
2. Brief History of Equity Lens
3. Case Study Discussion & Application (30 minutes)
4. Applying the Equity Lens in Park Planning (90 minutes)
5. *Lunch*
6. Action Planning (90 minutes)
7. Closing Remarks (15 minutes)





# Introductions

1.Name

2.Role and Organization

3. Pronouns (if comfortable sharing)

4.Select on of these prompts:

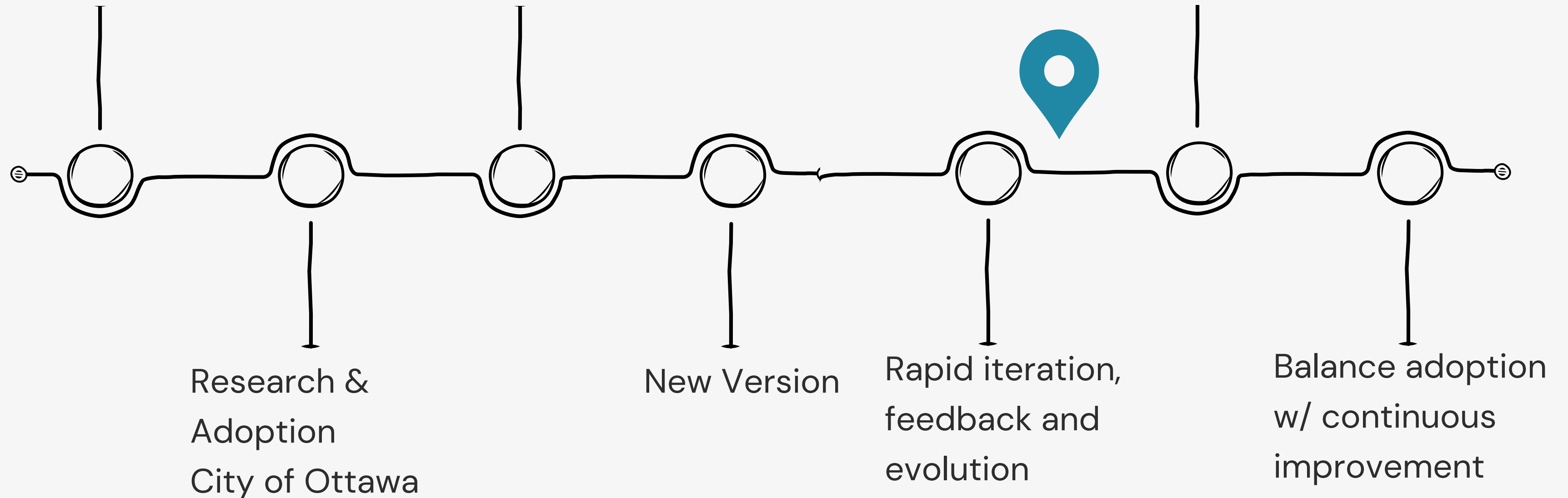
- *What different jobs or experiences led you to your current career path?*
- *Share one thing on your bucket list that you hope to accomplish outside of work. It could be a hobby you want to try, a place you want to visit, or a skill you want to master. Why is this important to you?*


# Brief History

Sub-committee of  
Equity & Education  
Committee (E2)

Pilot Projects

County-Wide  
Training





# Equity is integrated into everything that Lane County does

- SP 1.A.2.- Engage Community Partners
- SP 2.A.3.- Equitable Resource Opportunities
- SP 2.B.3.- Capital Building Projects
- SP 2.B.4. – Data Collection
- SP 2.C.2.- Community Engagement
- SP 2.D.1.- Connection to Community
- SP 3.E.3.- Equity Lens to Facility and Maintenance Plans
- SP 4.B.1.- Equity Training
- SP 4.B.2.- Defined Roles of Equity Program
- SP 4.B.3.- Equity Strategic Plan
- SP 4.B.4.- Departmental Equity Strategic Plans

VISION

LANE COUNTY IS THE BEST COUNTY IN  
WHICH ALL CAN LIVE, WORK, AND PLAY

PURPOSE

TO IMPROVE LIVES

STRATEGIC LENSES

STEWARDSHIP OF RESOURCES  
EQUITY  
COLLECTIVE IMPACT

VALUES

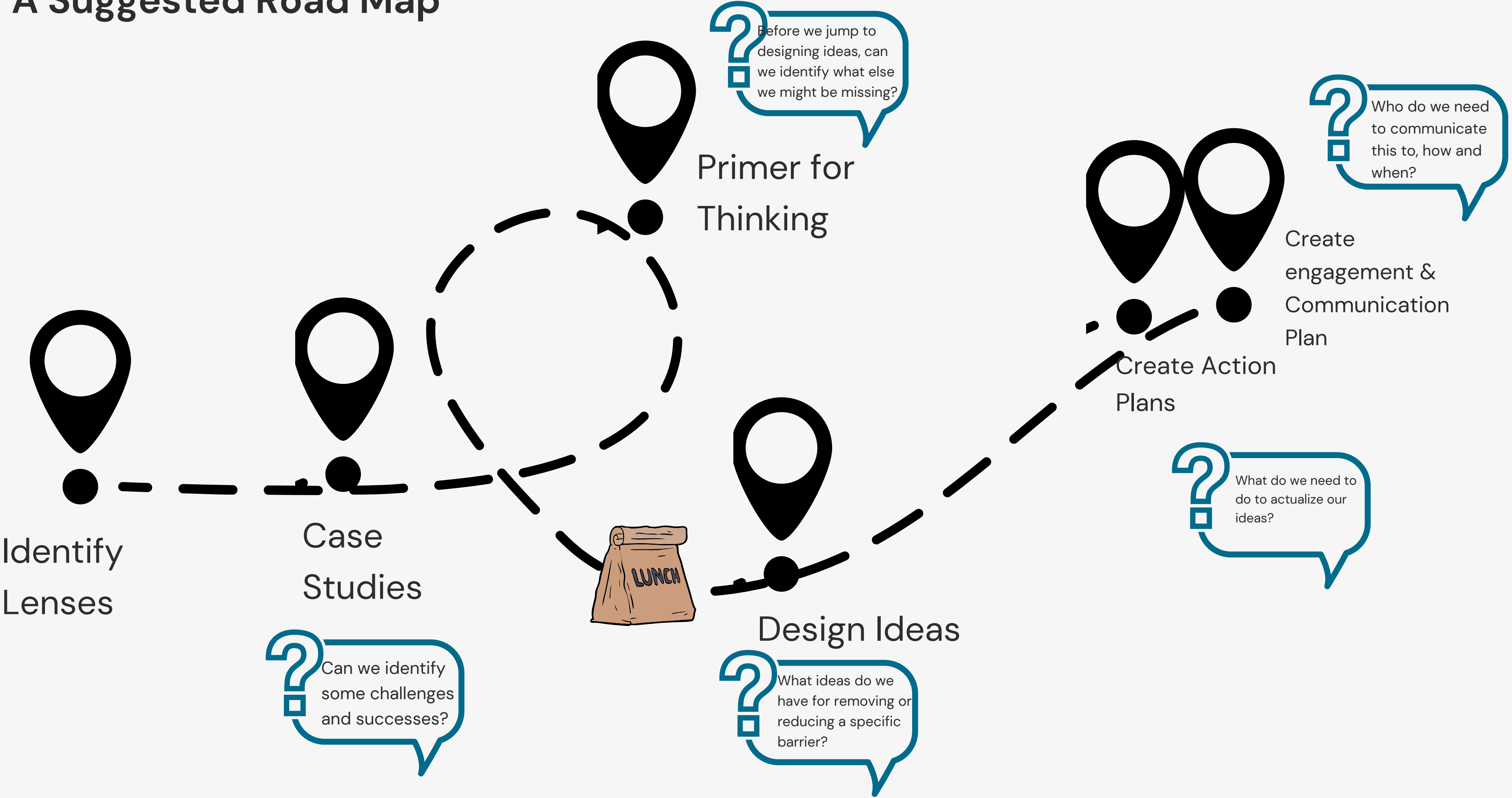
INTEGRITY  
EXCELLENCE  
EQUITY AND RESPECT

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# A Suggested Road Map

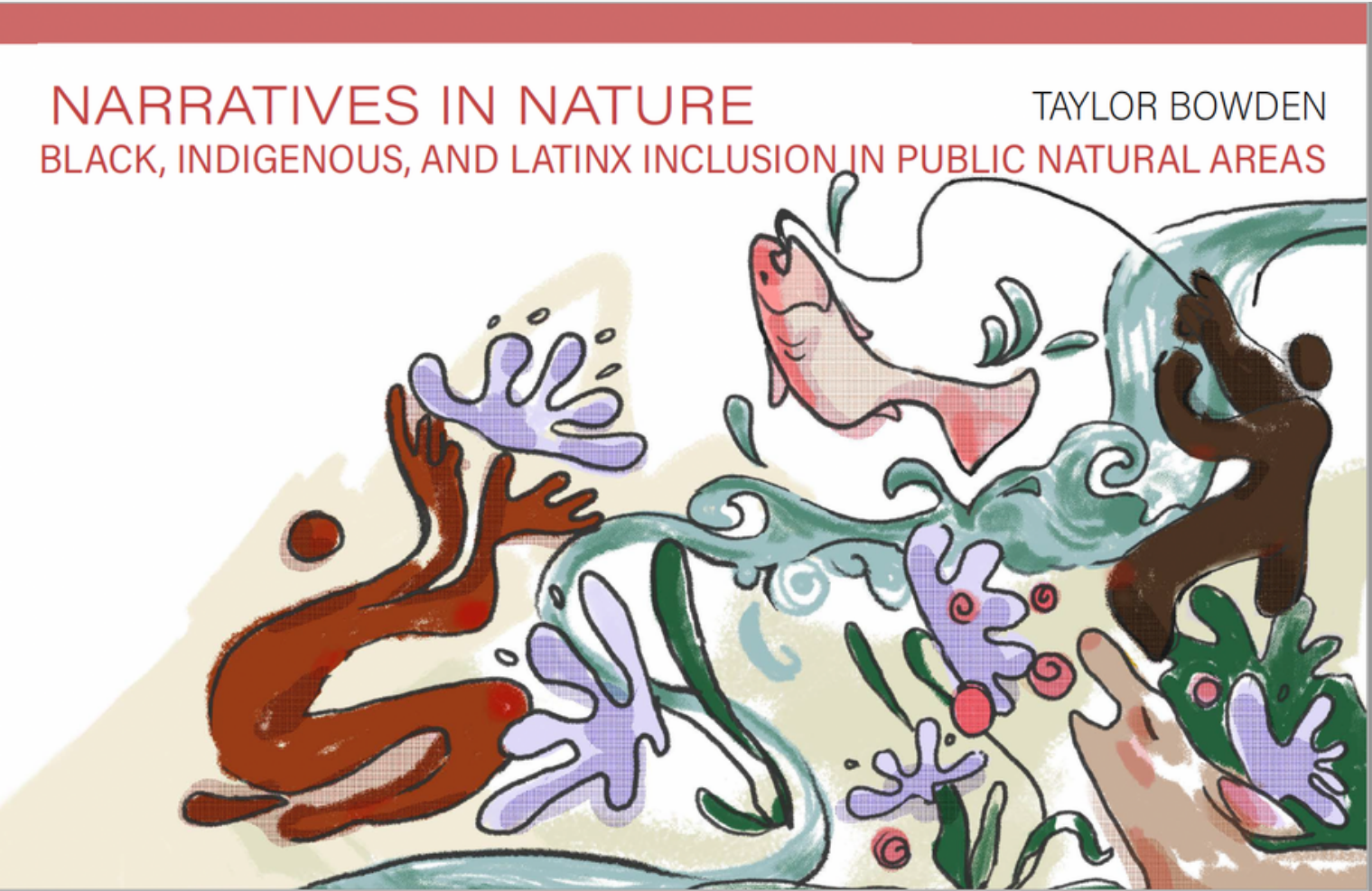


# Focus Barriers

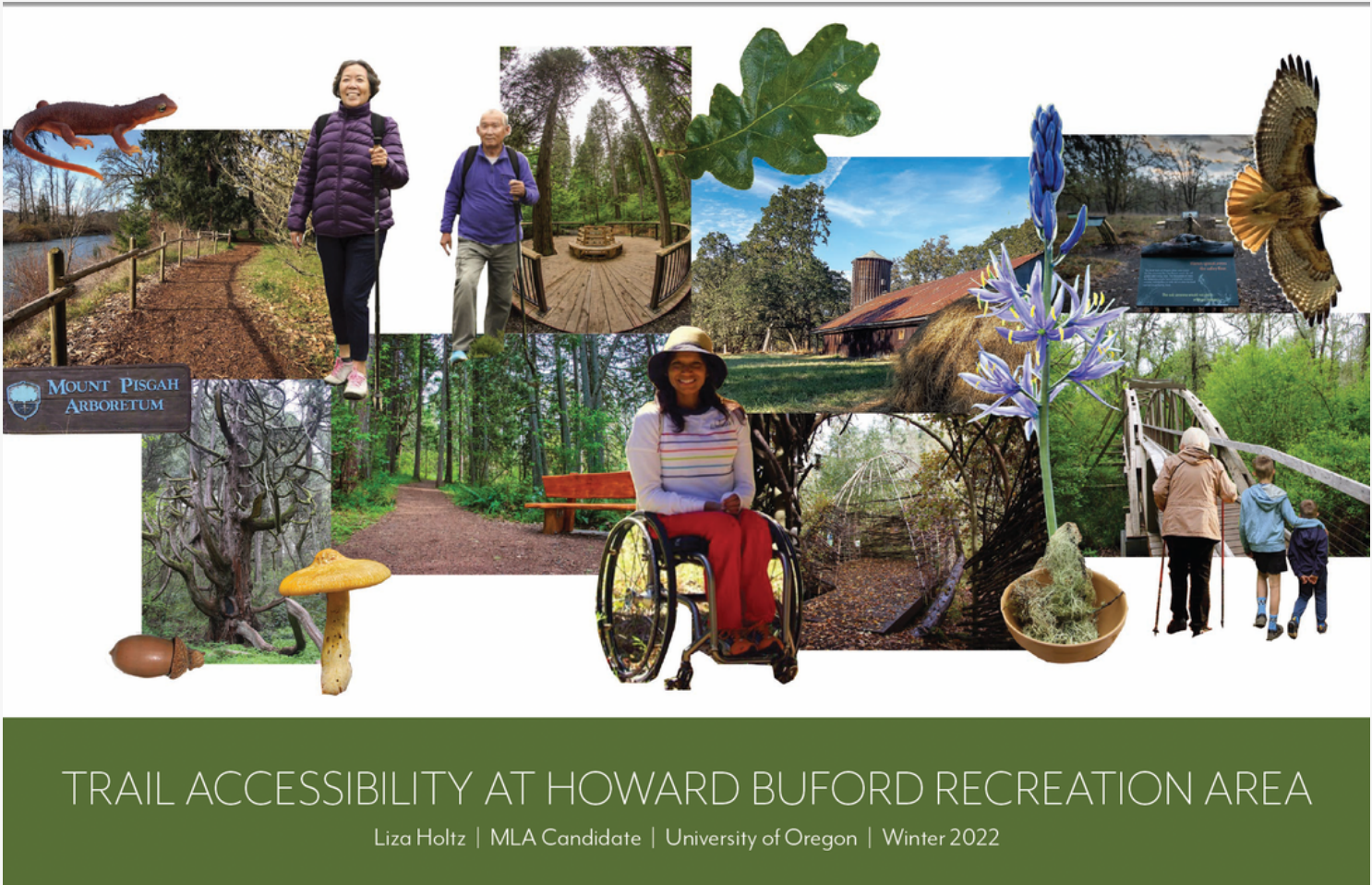
- Structural Accessibility
  - physical
  - sensory
- Systemic Accessibility
  - socioeconomic
- Cultural Accessibility
  - belonging

# Case Studies

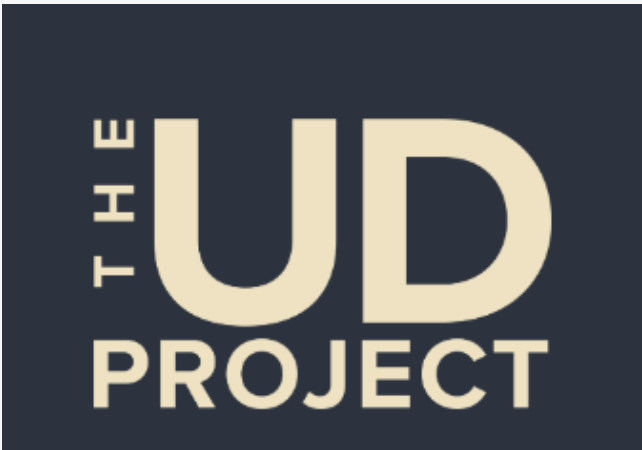
## NARRATIVES IN NATURE



## TRAIL ACCESSIBILITY AT HOWARD BUFORD RECREATION AREA

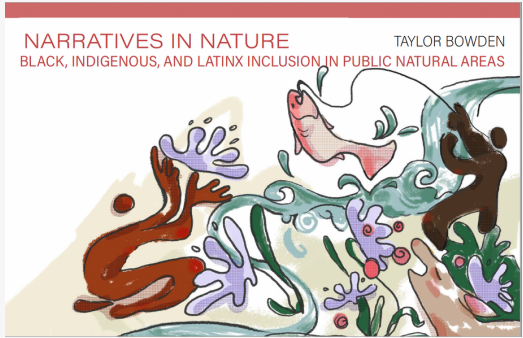


## UNIVERSAL DESIGN- BATHROOMS





# Case Studies



## TYPES OF CONSTRAINTS



### INTRAPERSONAL

PERSONALITY NEEDS, AS WELL AS PSYCHOLOGICAL BARRIERS

- Stress
- Depression
- Personal fears



### INTERPERSONAL

BASED IN RELATIONSHIPS

- Considering the needs of children
- Considering the needs of disabled friends/ family
- Concerns of conflict with others



### STRUCTURAL

BASED IN CIRCUMSTANCE OR PLACE AND LARGELY OUT OF A PERSON'S CONTROL

- Cost of visitation
- Distance from a park
- Lack of time
- Lack of transportation

PROJECT'S  
SCOPE

Terms from Crawford and Godbey 1987 article, "Reconceptualizing barriers to family leisure"

## 18 BARRIERS IDENTIFIED

### ■ EXCLUSION



- Colonial Histories
- Gatekeeping
- Erasure

### ■ POOR ACCOMMODATIONS



- Programming Options
- Dedicated BIPOC spaces
- Translations
- Cultural Practice

### ■ STAFF REPRESENTATION



- Staff Diversity
- Inequities
- Tokenism
- Allyship

### ■ RACISM



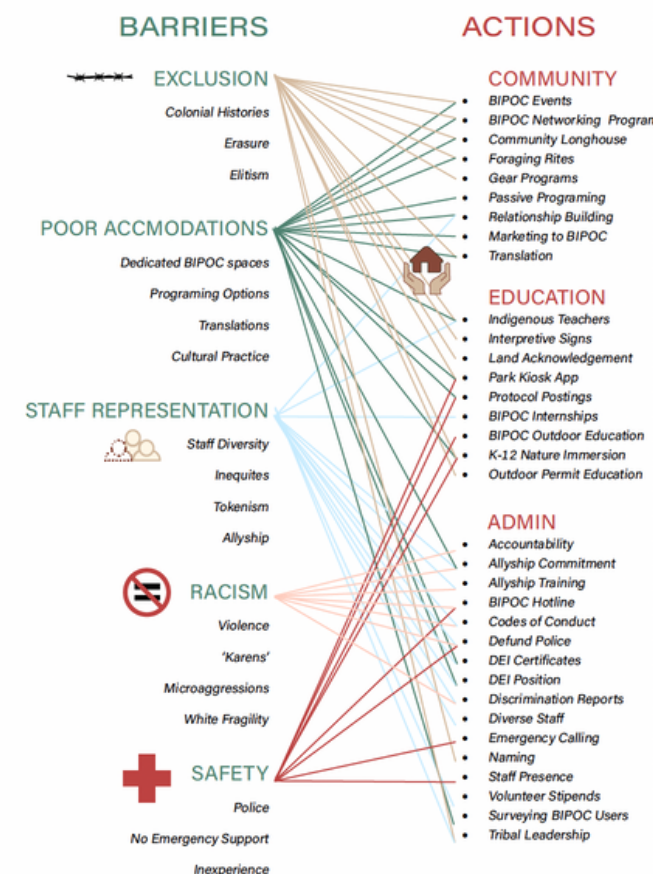
- Violence
- White Fragility
- 'Karens'
- Microaggressions

### ■ SAFETY



- Inexperience
- Police
- Emergency Support

## ACTION ITEMS



34 ACTION ITEMS -

▪ 9 COMMUNITY

▪ 9 EDUCATIONAL

▪ 16 ADMINISTRATIVE

Complexity diagram tying barriers to action items in 3 categories

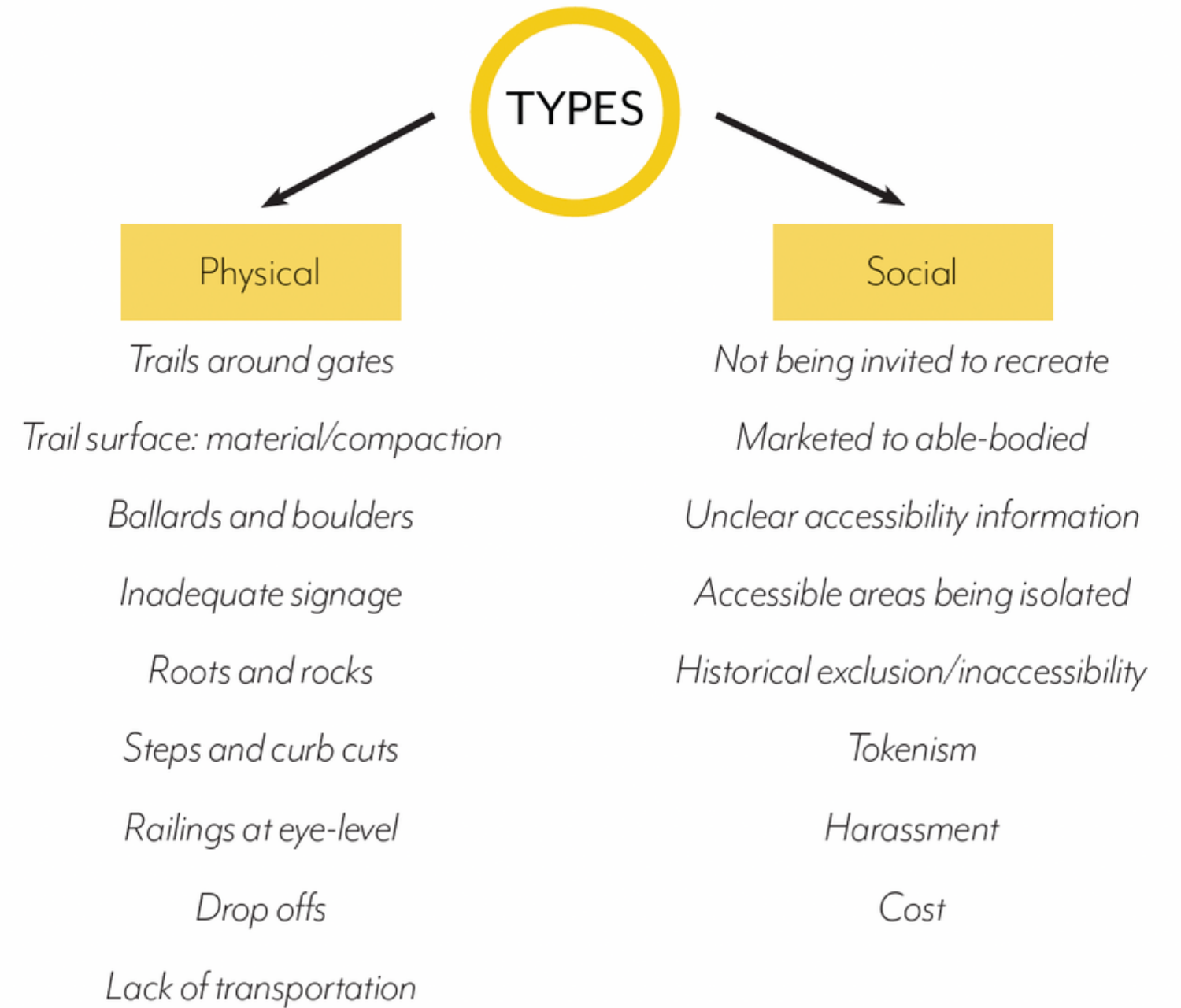
**accessibility** = “being suitable or adapted for use by people with disabilities”<sup>1</sup>

**diversity** = “presence of difference that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age religious commitment, or political perspective”<sup>2</sup>

**inclusion** = “an outcome to ensure those that are diverse actually feel and/or are welcomed”<sup>2</sup>



### Independent Living





## Case Studies



Public restrooms are an essential part of everyday life, but they are often designed without considering the diverse needs of users. Universal design can help create restrooms that are accessible, comfortable, and safe for everyone.

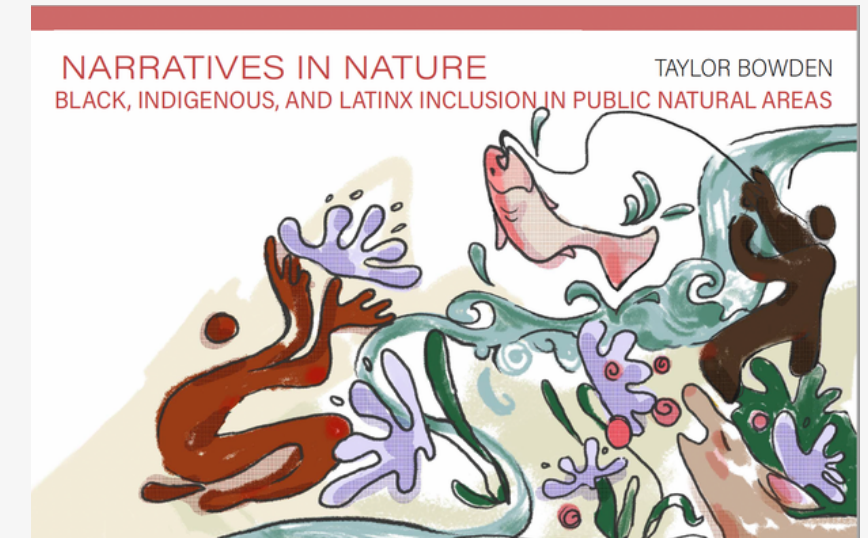
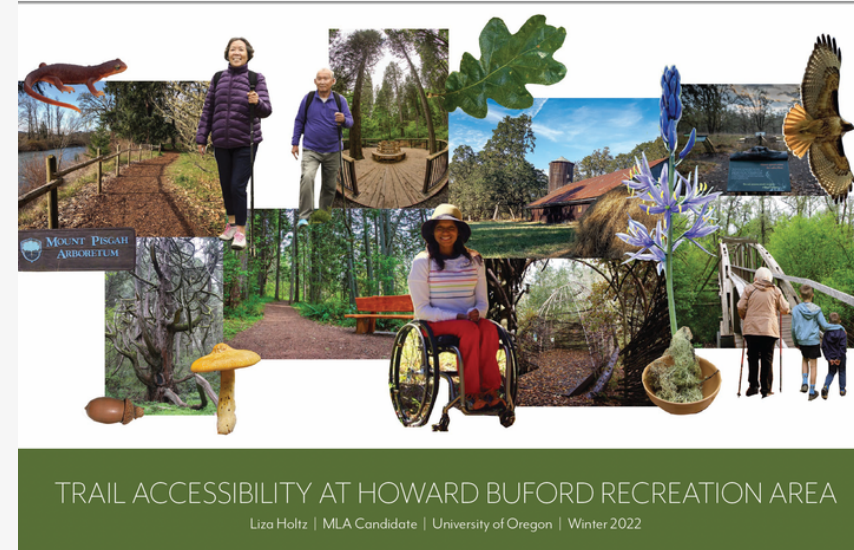
Universal design principles for public restrooms can include features such as clear signage, non-slip floors, accessible stalls, and grab bars. These features can benefit not only people with disabilities but also seniors, parents with strollers, and anyone who may need extra support or assistance.

Gender-neutral restrooms can be a solution for providing safe and inclusive spaces for all users, regardless of their gender identity or expression.

Public restrooms should prioritize both sound privacy and visual privacy to create a more comfortable and welcoming environment for all users. This can be achieved by designing restrooms with features such as sound-absorbing materials and private stalls with full-height doors.

Collaboration between architects, designers, and users with diverse backgrounds and abilities is crucial in creating public restrooms that truly meet the needs of all users. Involving these stakeholders in the design process can help ensure that public restrooms are universally accessible, comfortable, and safe for everyone.

# Case Studies



1. What takeaways did you have?
2. What barriers to accessibility were identified?
3. What are some additional barriers to access not studied?
4. How might you apply their learnings?
5. What challenges in their solutions did you identify?



## A short tool to get started:

An equity lens involves asking critical questions when planning, developing, or evaluating policies, programs, or decisions to identify potential impacts on marginalized groups and eliminate barriers. Use this short tool to ask critical questions and start the process.

When applying an equity lens, ask yourself (or your work group):

### PURPOSE

- What are we trying to do?
- What is the issue, policy, or process being examined?

### ASSUMPTIONS

- What assumptions are we bringing into the issue?

### INCLUSION

- Who will be impacted and are they being included?
- How are we intentionally engaging multiple perspectives?
- How will barriers to participation be addressed?

### IMPACT

- What are the outcomes we are hoping to create?
- What are potential unintended outcomes? How will we address these?
- How might this decision increase, decrease, or ignore equity?

### COMMUNICATION

- How and when will the process be communicated?
- How will we ensure communication takes place in an inclusive, culturally sensitive and responsible manner?

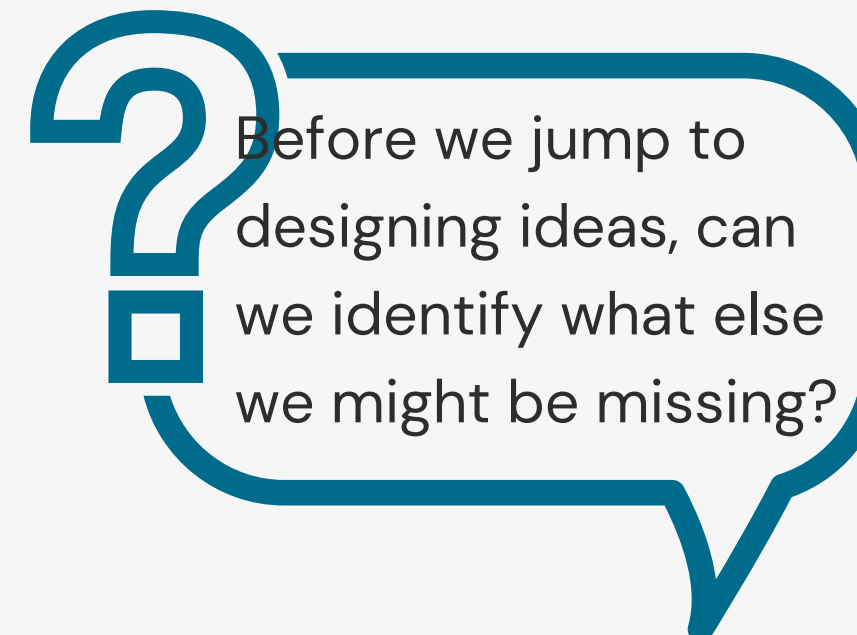
### EVALUATION

- Are we accomplishing our initial goal?
- What barriers prevented more equitable outcomes?
- How will we address these?
- How will we incorporate this learning next time?

Please note that this short tool is intended as a starting point and we encourage you to dive deeper into the other tools available in the equity toolkit to enhance your understanding of the issues at hand.

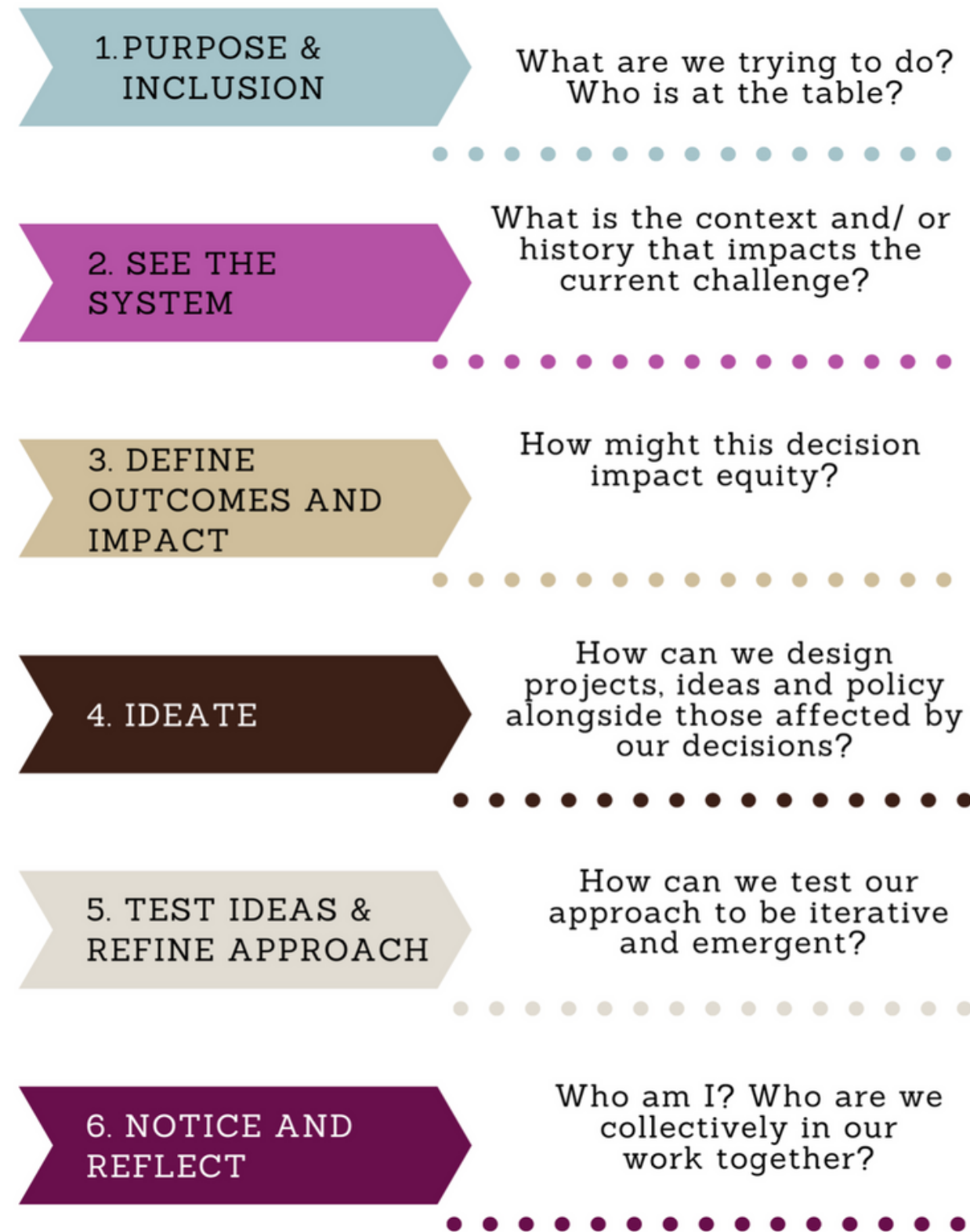
## Ways to think about this tool:

- Primer for thinking
- Start here BUT do not end here
- Use to identify what areas need more attention and lead you to the Toolkit





Design Tool:



\*Adapted from the [National Equity Project](#)

- Structural Accessibility
  - physical
  - sensory
- Systemic Accessibility
  - socioeconomic
- Cultural Accessibility
  - belonging





## 1. PURPOSE & INCLUSION

What are we trying to do?  
Who is at the table?

### IDENTIFY PURPOSE

1. What is the issue, policy, or process being created/designed?
2. What are we trying to accomplish?
3. Is there an opportunity to align and integrate our equity goals in your purpose?

### IDENTIFY THE TEAM

1. Identify where you might have a limited perspective on the issue?
2. List who is included in this process. List who is not included in this process. Are those that might be impacted by this policy or decision present?
3. Create a plan to engage key stakeholders using the *Engaging Community and Staff* tool (pages 30-31)

### CREATE A REALISTIC TIMELINE

1. What timeline will allow you to complete the task at hand and meaningfully engage your key stakeholders? Remember that you can move at the speed of trust. Consider if the key stakeholders are existing or new relationships and adjust the timeline from there.

### INVITE YOUR TEAM

1. How might an individual's or community's experiences affect how I am seen or the level of trust between us?
2. Remember there is a difference between being invited and feeling welcomed. Create the conditions for belonging by using the *Gathering and Belonging* tool (pages 32-34)

## 2. SEE THE SYSTEM

What is the context and/ or history that impacts the current challenge?

### SEE THE SYSTEM

1. What historic information and context is important for everyone to know and understand?
2. What is important to acknowledge about our history? Remember that acknowledging is the first step toward repairing harm.
3. What inequitable patterns of experience and outcomes are playing out in our system? How do we know?
4. What structures and system dynamics are contributing to these inequitable patterns?

### IDENTITY INFLUENCE AND COMMUNICATION NEEDS

1. Who are your champions of the work? Who are the resisters? Consider looking at the *Communication* tool (page 28-29).

## 3. DEFINE OUTCOMES AND IMPACT

How might this decision impact equity?

### DEFINE OUTCOMES AND IMPACT

1. Is this a challenge we understand well enough to start designing for? Or is it more complex and we need to inquire further?
2. What outcomes are you hoping to create?
3. Would people in the community also identify these as important outcomes?
4. What might be some unintended outcomes?
5. Do these unintended outcomes negatively impact marginalized communities? Consider race, gender, gender identity, age, disability, neurodivergence, social-economic status, language, geography, country of origin, citizenship.

## 4. IDEATE

How can we design projects, ideas and policy alongside those affected by our decisions?

### IDEATE

1. Are we making our brainstorming process accessible to everyone? Did we choose methods that allow all people to contribute according to their strengths: visually, verbally, physically?
2. Are we giving ourselves permission to consider ideas that may not feel possible in order to move past status quo solutions?
3. Invite everyone on the team to imagine and ideate on solutions to the problem. You're aiming for volume and for divergent thinking to conceive creative and radical ideas.
4. Narrow the ideas down by engaging in convergent thinking, and ask people to vote on their favorite 2-3 ideas. Consider doing this in a way that does not feed into groupthink. Perhaps ask everyone to write down their favorite ideas and then share whole-group.
5. Now further develop the top 1-2 ideas by asking everyone to consider the following question. What would it take for this idea to come to life? Develop a plan to make this idea happen.
6. Now you can ask everyone to put on their critic hat and identify weaknesses, obstacles or risks to ideas,

### PROTOTYPE

1. Now that you have some ideas on the board, go ahead and develop your prototype idea or policy.

STOP



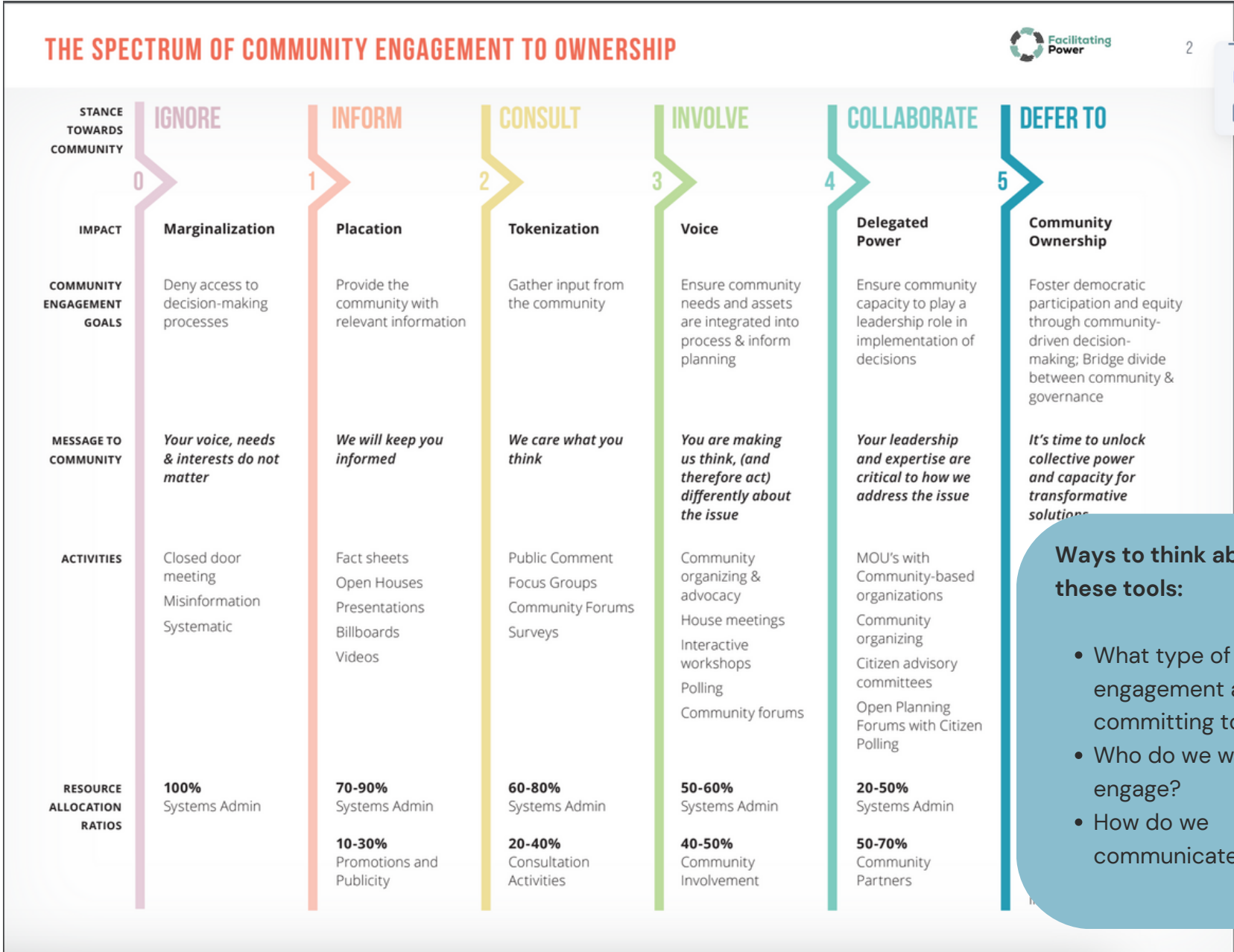
# Project Plan

To Do, Assignee,  
Due Date,  
Progress, Priority

?

What do we need to do to actualize our ideas?

# Engagement & Communication Plan



Ways to think about these tools:

- What type of engagement are we committing to?
- Who do we want to engage?
- How do we communicate?

CREATING A CULTURE OF BELONGING

Communication

Start with Inclusion

1. Who is not included in the work you do?
2. What could contribute to this exclusion?
3. What can you do differently to ensure inclusion?

1. Have we considered all possible target audiences? Who might be at risk of exclusion?
2. What specific communication strategies are needed to reach them?  
(e.g., working with community leaders, bulletin boards, community newspapers, social media)
3. Do our communication materials get out to the community organizations and networks that serve the diverse populations we need to reach? Do we check periodically to ensure materials are being shared, are stocked and being used?
4. How do the messages we are communicating foster inclusion, respect and equity?
5. Are there concepts or terms that may be culturally specific and need to be changed to make them more accessible?
6. Is the medium easily accessible and understood by the full diversity of our target audience? (e.g., plain language, accessible formats, graphics, multiple languages, both online and print, voicemail)
7. Have we considered what populations will be missed by only using certain methods? (e.g., online or social media communications) What other approaches might we use?
8. Have we considered if there is a budget or alternative resources for translation services?
9. Do images represent the full diversity of employees or residents?
  - a. Do they capture the diversity within specific communities of people?
  - b. Will the people portrayed in the images relate to and feel included in the way they are represented?
  - c. Is everyone portrayed in positive images that promote equity and break stereotypes? Consider: who is active and passive, who is at the center, who is serving and being served.

?

Who do we need to communicate this to, how and when?



# Thank you for being in community with the Equity Program

Have questions or feedback?

Email: [latiffe.amado@lanecountyor.gov](mailto:latiffe.amado@lanecountyor.gov)



## **Equity Action Plans**

### Structural Barriers:

- ADA Water Access Points
- Universal Design Bathrooms/Parking
- All-Terrain Wheelchair Rentals
- Sensory/Nature/ADA Playground

### Systemic/Socio-economic Barriers:

- LTD Bus Line to HBRA
- Robust volunteer program (DucksRISE, 4J, Bethel, Employees)
- Library Passes (Rural and Urban) & other Social Programs
- No Parking Fee Plan (two Fridays a month free parking, parking holidays, free or reduced annual passes for low income residents)

### Cultural Barriers:

- Hiring Diverse Representation among staff/volunteers
- Marketing for Belonging
- Visuals of Belonging
- Bilingual Signage
- Recreation Differences (e.g., large gathering spaces)
- Cultural Programming

### Decolonization Work

- Land Acknowledgement Statement
- Armitage Park - rename in coordination to UO connection (historic Native American settlement across river)
- Mount Pisgah - rename

### Next Steps:

- (1) Community Survey (ranking of action plans)
- (2) Parks staff review

### Assignments:

- (1) Brett, Jodi, Devon -- design survey and distribute
- (2) Latiffe -- distribute community partner list





# AGENDA

## Joint Implementation/Executive Team Meeting and Vision Refresh Process Celebration

---

**Date and Time:** Wednesday, May 3, 2023 from 2:00-4:00 with Social Hour from 4:00-5:00

**Location:** Howard Buford Recreation Area – White Oak Pavilion

**Contacts:** Jeff Krueger, [jkenvironments@gmail.com](mailto:jkenvironments@gmail.com) , 541-579-0241  
Sean Stewart, OPRD, [sean.stewart@opr.oregon.gov](mailto:sean.stewart@opr.oregon.gov)

---

**2:00 – 2:15 1. Greetings and Agenda Review – Sean and Jeff**

**2:15 – 2:45 2. Report back on Refresh Process and Vision Highlights – Jeff**

- A look back on the Refresh Process
- 2023 Vision Overview and What's New
- Questions and Comments

**2:45 – 3:05 3. Small Group Discussion**

- What aspects of the vision and partnership are you most excited about?
- What opportunities are there for project collaboration in the next several years?
- How should the Partnership roll out the vision (boards, organizations, public)?

**3:05 – 3:45 4. Small Groups Report Back and Discussion**

**3:45 – 4:00 5. XT Final Thoughts and Looking Forward (Next Steps)**

- Final thoughts on the Refresh process
  - Call to action
- 

**4:00 – 5:00 Celebration!**

- Drinks and cake will be provided!

## Meeting Agenda

**2:00 – 2:15 1. Greetings and Agenda Review – Sean and Jeff**

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**3:45 – 4:00 5. XT Final Thoughts and Looking Forward (Next Steps)**

- Final thoughts on the Refresh process
- Call to action

---

**4:00 – 5:00 Celebration!**



*The cake*

# Rivers to Ridges Joint XT/IT Meeting Summary Notes

**Meeting Date:** Wednesday, May 3, 2023 from 2:00-4:00 with Social Hour from 4:00-5:00

**Location:** White Oak Pavilion HBRA

**Summary Notes:** Compiled by Jeff Krueger based on flip charts from small group discussion

**Meeting Purpose and Overview:** This was a joint meeting of the Executive Team and the Implementation Team along with additional key stakeholders. Approximately 40 people participated. The focus on this meeting was to wrap up the 3-year Refresh Process and look forward. The weather was nice and it was fun to have an in-person celebration and time to catch up.



*Meeting participants*



## Small Group Discussion Notes

The group was split into six small groups and spent approximately a half hour discussion the following questions. The full group reconvened to report back. The following questions were discussed:

1. What aspects of the vision and partnership are you most excited about moving forward?
2. What opportunities are there for project collaboration in the next several years?
3. How should the Partnership roll out the vision (boards, organizations, public)?

The bullets listed below are taken from the flip charts verbatim.



*Small group exercise*

### **1. What aspects of the vision and partnership are you most excited about moving forward?**

- Being able to identify focus areas for possible acquisitions to bring the big picture together
- We have a unified voice for land conservation goal vs. development
- Focus on interface between human engagement and conservation of natural areas
- Urban-rural interface and partnership with developers to preserve key green spaces
- Types of projects that can be targeted for collaboration
- Vision is vehicle for partnership
- More recreational access



- Improved wildlife habitat
- Clean healthy watersheds
- Restoration efforts
- Providing cultural and educational resources to the community
- Alternative transportation options to trailheads
- Green Streets as corridors of connectivity (resource for underserved areas)
- Face the challenge of meeting human needs in the context of connecting people to nature
- Resilience of natural areas and communities with in a changing landscape with a “just” transition
- Climate change solutions – Plan for climate impacts
- Disperse recreational use across more areas
- Improved connectivity to rural communities
- Green Streets (and blue streets)
- Connectivity priority for paths and trails
- Rails to trails
- Improved river access
- Inclusion
  - Low threshold for new partners to join
  - Break down nature/culture divide – cultural construct
  - Stewarding the fringe using fire
- Salmon watch – collaboration and multiplying effect for programs
- Acquisition and restoration at McKenzie/Willamette confluence
- Tribal processes and knowledge
- Making public health a focus – Reinforcing healthy habits with regional trails.
- Interconnected regional trail systems – connecting urban and rural trails
- Prescribed fire capacity and tribal engagement
- Utilizing a DEI lens for all work
- Greet street corridors and pocket parks
  - Habitat, DEI, climate resiliency, green infrastructure
- Collaborate with industry, chamber of commerce, developers, etc. in planning
- Collaborate with Friends of Trees for green streets
- Diversity and equity opportunities
- Urban/rural interface
- Public/private partnerships

## 2. What opportunities are there for project collaboration over the next several years?

- Good fire – increase public awareness and differentiate from wildfire
- Lobbying for wildlife passage
- Watershed Councils partnering with cities to refine and implement “green streets”.
  - Who’s already done this?
  - Are there local or national examples of existing green streets?
  - Public opportunities – implementation, design/planning
  - Equity neighborhoods that would benefit most.

- Potential UO landscape architecture design studio
- Acquisition – making connections.
  - Partnering on restoration
  - Accommodate habitat and trails
- Connections
  - Habitat connections
  - Streets/Paths/Trails
  - People feeling connected
- Ecological Burning – Expansion of burning.
  - Including Tribes
  - Eco-studies Institute
  - Expanding fire to uplands = ecology and fuels reduction
  - Collaborating on training
  - Outreach
- Availability of native seed and other plant materials
  - WV Native Plant Partnership
  - R2R Plant Materials
  - Climate resiliency
- Trail connections and construction
  - Funding (leveraging)
  - Gaps in trail availability, expands/support new collaboration opportunities
  - Shared trail maintenance crews
- Green Streets
  - Eugene/Springfield connections
  - Connections to rural areas
- Partnering to carve out a part time R2R coordinator position
- Sharing/contracting with staff from other organizations to help our projects in the short-term
- Funding opportunities
  - Joint applications
  - Would be helpful to have a R2R coordinator
  - Central location for info on funding
- Green streets: Changes to land use regulations and impacts on population density and acquisition opportunities.
- Wildlife corridors (may inform green streets and trail connections (ODFW OCAMP))
- Habitat restoration and management
- Connecting education with space ( parks and natural areas)
- Schools to career pathways
- R2R as a vehicle for bringing in non-traditional groups
- Public/private partnerships
-

### 3. How should the Partnership roll out the vision (boards, organizations, public)?

- Annual R2R public facing event
- Multimedia who does fire messaging
- R2R area park map app (geolocated)
- Science Pubs
- Pins, stickers, hats
- Goal – Community awareness
  - Awareness of members
  - Access to information
- Parades and other community events
- Develop a region-wide map for public access (where to go)
- More social media
- Presentations to staff (with a pre-packaged PPT available to all Partners)
  - Presentations to elected officials
  - Presentation to key Stakeholder groups (continue to build a relationship)
- Elected officials would need more coordination and support
- Spreading the word about the R2R vision
  - Tell our story
  - Emphasize habitat and health
  - Working together
  - Who's doing the work
- Develop the region-wide parks and trails app or map – Perhaps revive the sub-committee (high priority)
- R2R fire group outreach – Utilize Paul Gordon drone videos
- Fire, Water, Air – Connecting/messaging/video
- Need for messaging plan/messaging sub-group (under IT!) – Keep the concept simple for the public – There would be multiple messages depending on the group (e.g., rural areas)
- Listening sessions with feedback on opportunities
- Use as opportunity to outreach to non-traditional partners
- Opportunities for outreach to rural interface – build relationships and understanding

### Closing Thoughts from Executive Team Members

- The Refresh was a successful collaborative process
- It was wise to build on the existing (2003) vision rather than starting anew
- Jeff K. lots of applause :)
- Welcoming process/cohesiveness with Jeff spanning two visioning processes, twenty years apart.
- IT! did a fantastic job of guiding the refresh process
- This was a great partnership effort to help prioritize for the future

- Technical advances have been immense over the past twenty years and we've been able to take advantage of those (e.g., spatial data)
- Refresh was an organic process versus formal adoption was a good choice
- The Refresh process helped build relationships among the partners
- The Partners will be able to lean on the vision to support programs/projects/acquisitions
- Virtual meeting are good for quick response and efficiency, but in-person meetings and celebrations provide a lot better opportunity for building relationships

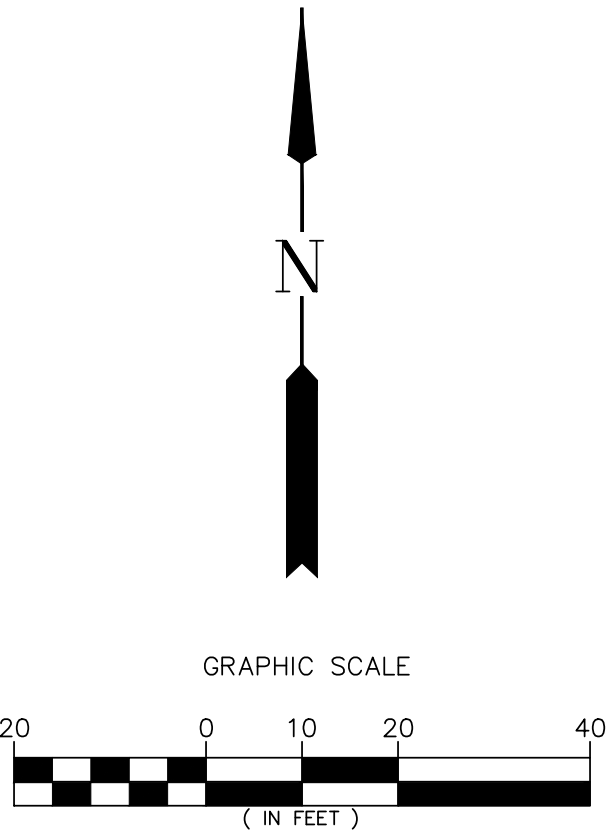
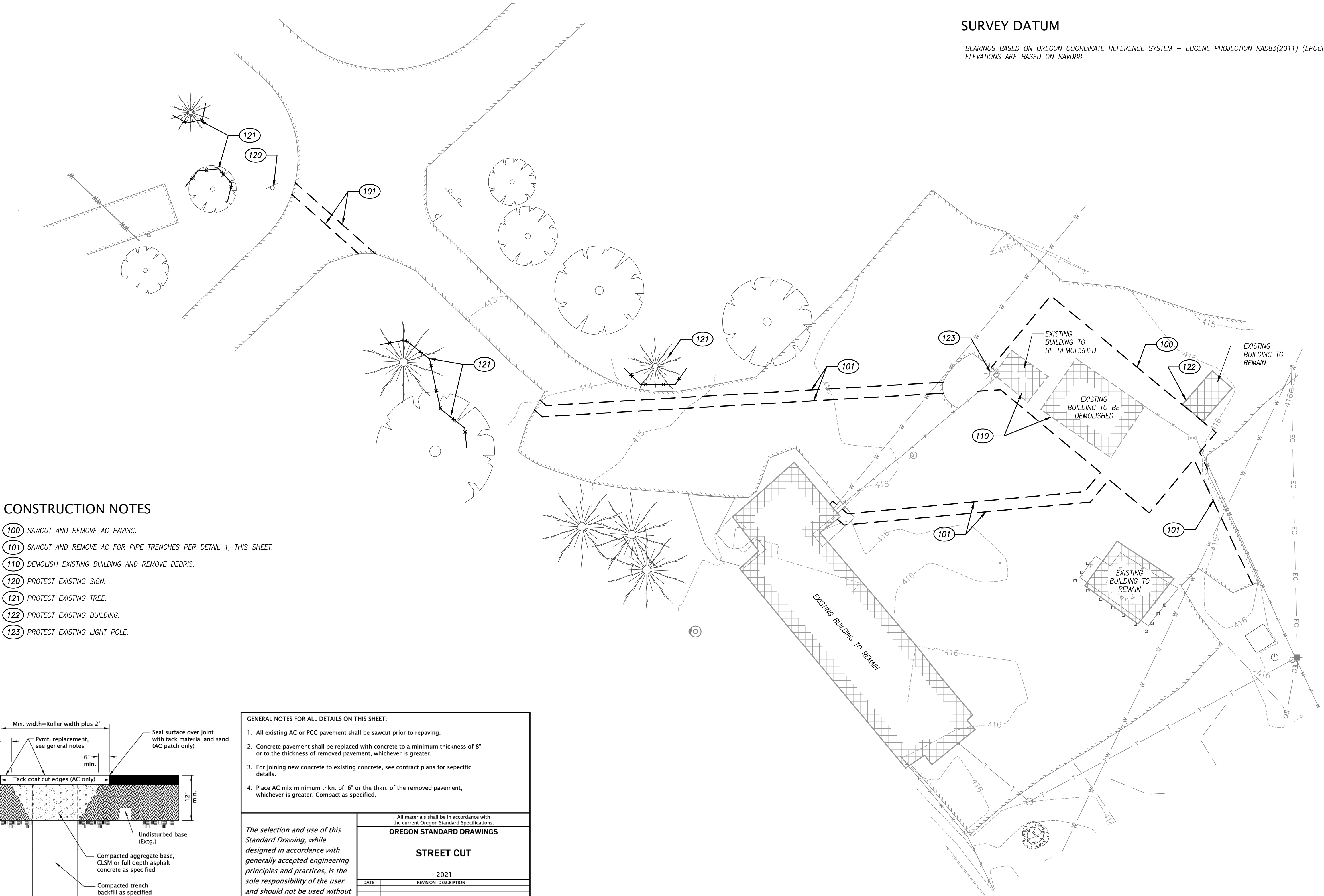


## UTILITY LOCATE NOTE

THE LOCATION OF EXISTING UNDERGROUND UTILITIES ARE SHOWN IN AN APPROXIMATE WAY ONLY AND HAVE NOT BEEN INDEPENDENTLY VERIFIED BY THE OWNER OR ITS REPRESENTATIVE. THE SITE CONTRACTOR SHALL DETERMINE THE EXACT LOCATION OF ALL EXISTING UTILITIES BEFORE COMMENCING WORK, AND AGREES TO BE FULLY RESPONSIBLE FOR ANY AND ALL DAMAGES WHICH MIGHT BE OCCASIONED BY THE SITE CONTRACTOR'S FAILURE TO EXACTLY LOCATE AND PRESERVE ANY AND ALL UNDERGROUND UTILITIES. THE SITE CONTRACTOR SHALL CONTACT UNDERGROUND SERVICE ALERT (USA) AT (800) 227-2600 TO INDICATE EXISTING UTILITIES AT LEAST 48 HOURS PRIOR TO BEGINNING WORK. THE SITE CONTRACTOR SHALL TAKE PRECAUTIONARY MEASURES TO PROTECT THESE UTILITIES. THE SITE CONTRACTOR SHALL DO NO EXCAVATION UNTIL ALL UTILITY AGENCIES HAVE BEEN NOTIFIED AND HAVE BEEN GIVEN THE OPPORTUNITY TO MARK THEIR FACILITIES IN THE FIELD.

## SURVEY DATUM

BEARINGS BASED ON OREGON COORDINATE REFERENCE SYSTEM — EUGENE PROJECTION NAD83(2011) (EPOCH 2010)  
ELEVATIONS ARE BASED ON NAVD88





PROPOSED MAINTENANCE SHOP  
FOR LANE COUNTY PARKS

90064 COBURG RD.  
EUGENE, OREGON

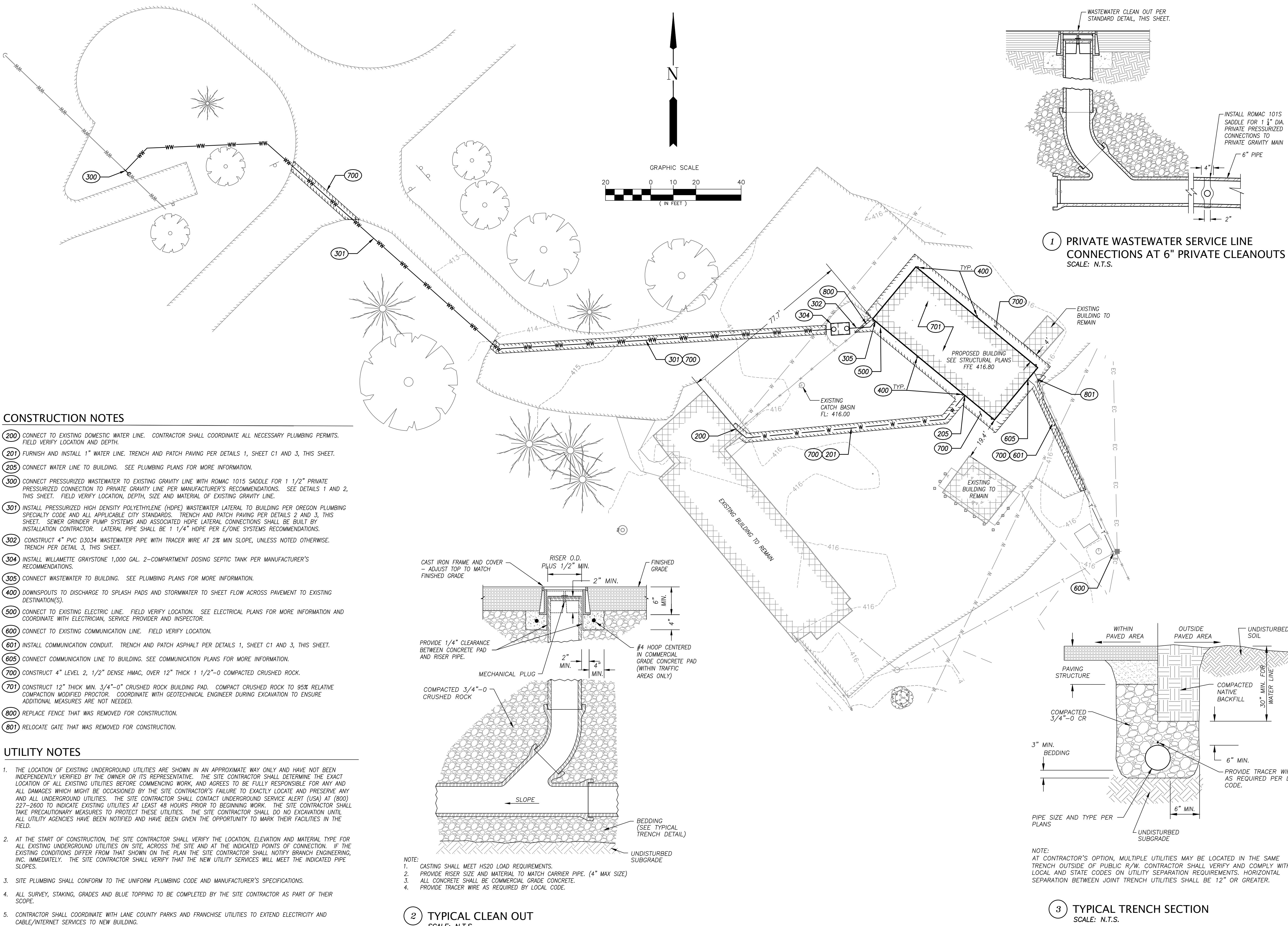
revisions:

date: APR. 3, 2023  
drawn by: ARS  
designer: NP  
project no: 23-116

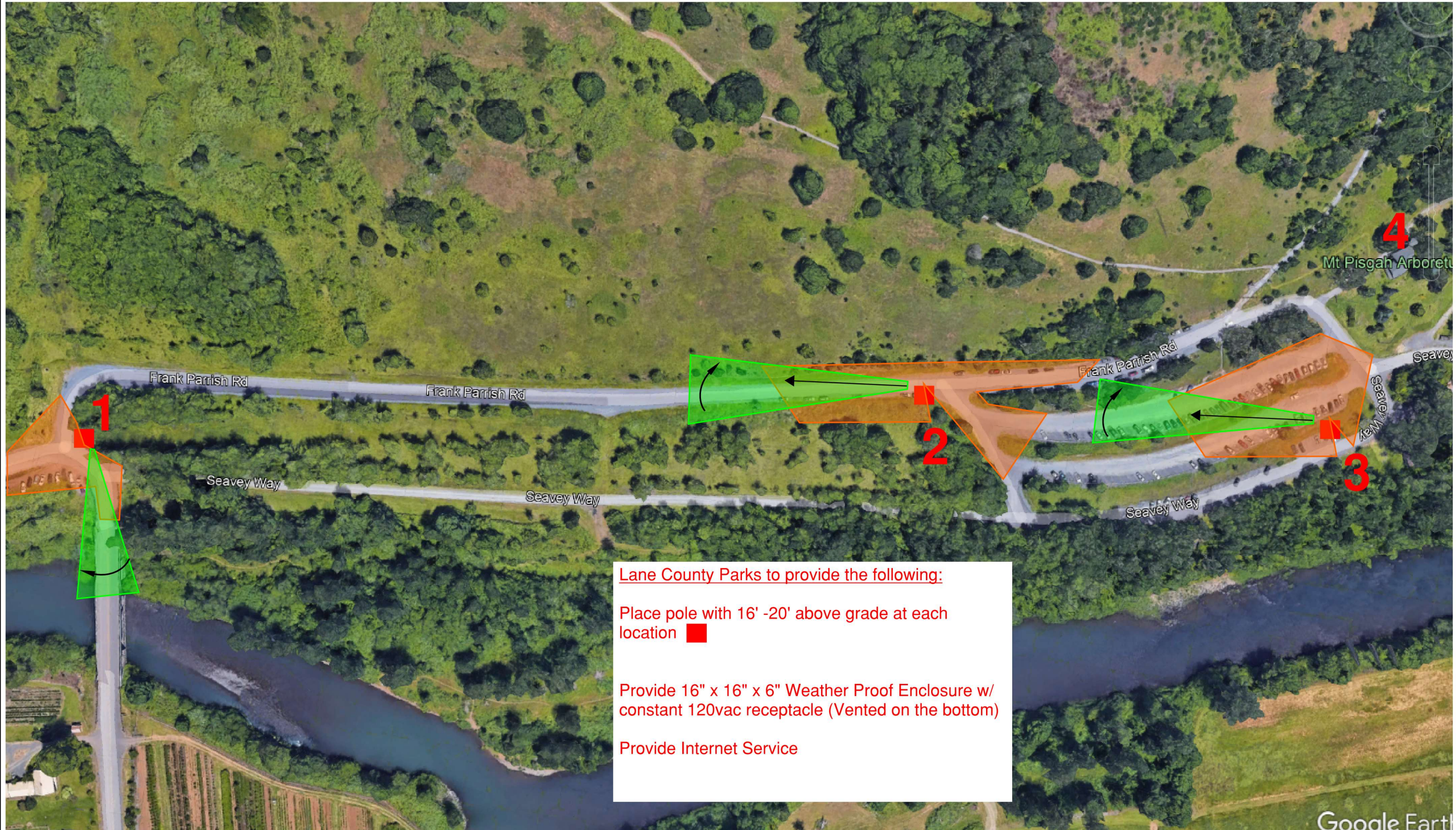
UTILITY AND  
PAVING PLAN

sheet:

C1







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TITLE	Lane County Parks- Mt Pisgah
PROJECT	Video Surveillance Solution





# Lane County Parks Operations Report

## April 2023



The purpose of this report is to provide a summary of operational highlights from April 2023.

### **Coast Zone**

- Built handrail on porch at cabin #2 Harbor Vista Park
- Added a third host site at Harbor Vista Campground
- Fee machine repair at Heceta Beach Park
- Mowing at all parks
- Picnic table construction and distribution at all parks

### **Valley Zone**

- Richardson and Orchard Point domestic water float repairs
- Opened seasonal campgrounds
- Repaired pump at Richardson sewage lagoon
- Fee machine repair at Baker Bay
- Mowing at all parks
- Picnic table construction and distribution



## **Lane County Parks Natural Areas Operations Report for April 2023 - Ed Alverson**

-I worked with Jeff Krueger, the consultant hired to facilitate and assemble the Rivers to Ridges 20 year planning update ("Refresh"). In particular, I elaborated on the "Habitat and Trails Corridors" concept, wrote descriptions for each of the Community Gateway sites, and reviewed/edited the Rivers to Ridges maps for omissions and errors.

-This year the iNaturalist City-Nature Challenge for Lane County was held on the weekend of April 30 to May 1, 298 observations from Lane County Parks were added to iNaturalist during the challenge. Altogether, iNaturalist observers have contributed nearly 15,000 observations of 1817 different species from Lane County Parks.

-At HBRA, the North Parking Lot kiosk project with Sea Reach is continuing, working with stakeholders to review and edit kiosk text, and providing Sea Reach with the GIS files and other materials that they need.

-Stakeholder coordination continued at HBRA, including the monthly stakeholder meeting, Friends Trails Committee, the Trail 3 East project, and coordinating invasive species treatments, and

-I've initiated small fuels reduction projects in four parks (Blue Mountain, Kinney, Vickery and Zumwalt) using funding from our BLM assistance agreement. This month I've been lining up contractors, making site visits, and working on contracting details.

-Armitage Campground expansion: I participated in the ongoing project meetings, including a site visit with the project team, to review campground layout options.

-Eagle Rock Park planning project with RTCA: I continue to collect feedback from neighbors and stakeholders on issues around rebuilding the park.

-I participated in a half-day media training session.

-I hosted two meetings of the Rivers to Ridges Prescribed Fire subcommittee here at Public Works, where partners worked on coordinating and planning for the upcoming prescribed burning season.

-I marked off the locations of patches of camas and other wildflowers in Zumwalt Park to allow the maintenance staff to mow around these patches while they are blooming and setting seed.

-Media: I attended a half-day media training sponsored by Lane County's Public Information Officer. I met at HBRA with a journalist from the "Living Planet" radio program to talk about the role of prescribed burning in restoring and maintaining wet prairies in the Willamette Valley.

-We continue to explore funding opportunities for habitat and trails work, with ongoing conversations with partners and funding sources, including USFWS, BLM, and OWEB. I facilitated a meeting with Oregon State Marine Board to discuss the potential for water access projects at Hileman Park and Whitely Landing.