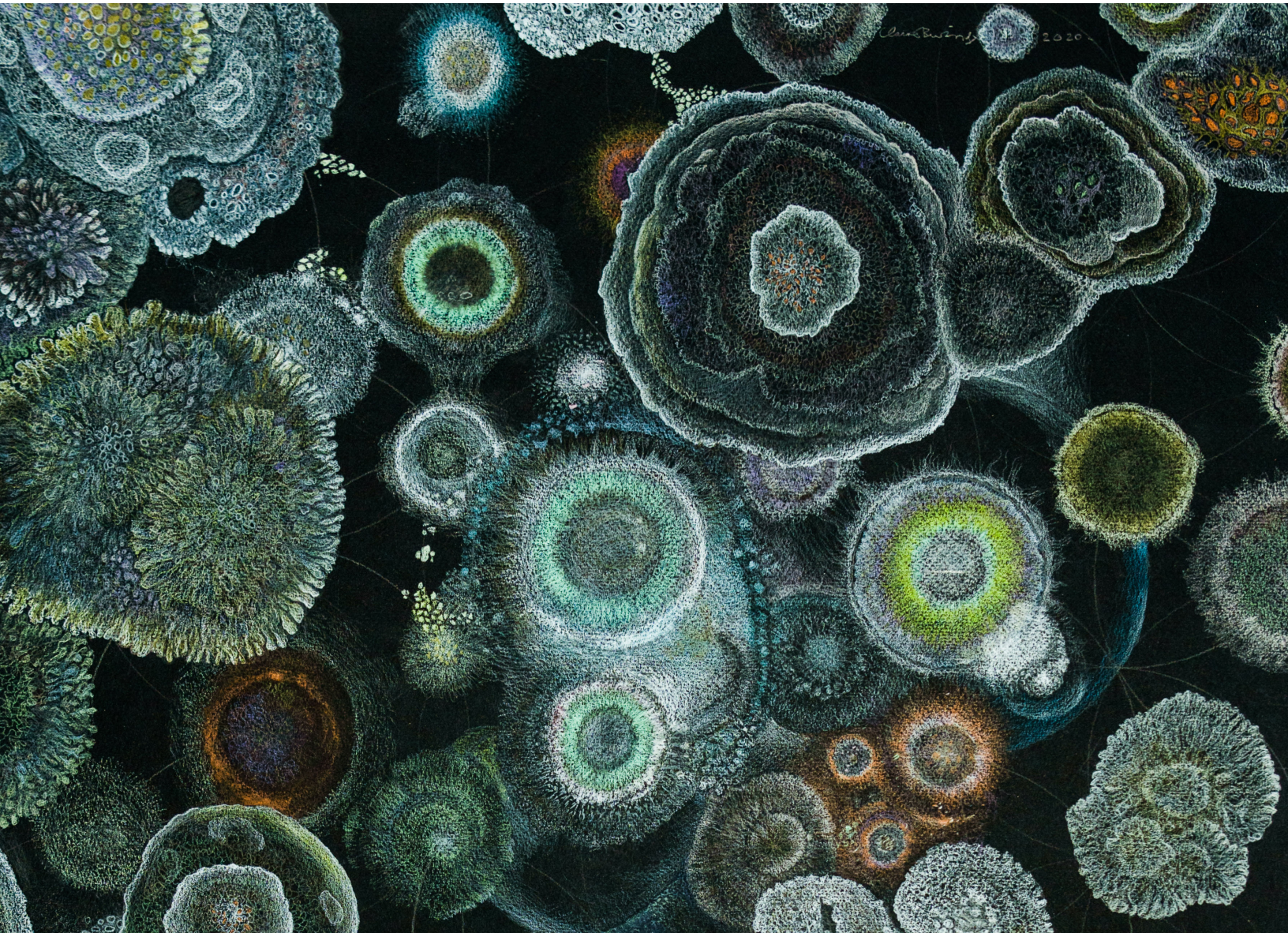


Strategic Plan

Oregon Arts Commission

January 2023-December 2027



OREGON ARTS
COMMISSION

Oregon Arts Commission

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Cover photo: "Saprophytes" by Claire Burbridge.
Recently installed at the new Natural Sciences
Building at Western Oregon University as part of
Oregon's Percent for Art Program.

Top right: Salem Multicultural Institute's 2020
World Beat Festival.

Right: A young participant in the Sitka Center
for Art and Ecology's Youth Program.



**OREGON ARTS
COMMISSION**

775 Summer Street NE, Ste 200
Salem, Oregon 97301-1280
(503) 986-0082
oregonartscommission.org



Mission:

The Oregon Arts Commission enhances
the quality of life for all Oregonians
through the arts by stimulating creativity,
leadership, and economic vitality.



Vision:

The Oregon Arts Commission envisions
a future where communities celebrate
creative expression, artists and arts
organizations thrive through robust public
support, the arts are recognized as an
essential economic driver and Oregon
is recognized as a leader for equity and
inclusion in the arts.

Strategic Planning Process

The Arts Commission's 2023-2027 Strategic Plan was developed with the input of various stakeholders including artists, arts organization representatives, staff and Commissioners. We conducted a dozen listening sessions including more than 300 artists, arts leaders, educators, legislators, media professionals and community members.



Oregon Shakespeare Festival's 2020 production of "The Copper Children."

During our listening sessions, we asked the following three questions:

Given the major impact of the pandemic and considering the near future, what are your organization's top priorities, challenges and potential opportunities?

What does equity mean to you, your organization and your community?

How might the Arts Commission better support you and/or your organization?

Listening sessions were held virtually during the pandemic's peak in 2021. Artists and leaders of arts organizations shared the tremendous impact the pandemic had on their work and lives. With an uncertain future and ever-evolving information, they had to constantly pivot and create new ways of reaching audiences. They also shared their gratitude for the Arts Commission's focused effort to support the arts community and provide relief funding during the pandemic.

The Arts Commission created an ad-hoc planning committee and worked with Linzer Consulting to review input from the listening sessions and identify the key issues that emerged from the sessions. In March 2022,

the Arts Commission held a board retreat to further discuss key issues and identify goals for the next five years. Staff and Commissioners worked in partnership to develop and refine the goals, objectives and actions for each goal area. We also developed an action plan with metrics and timelines to guide implementation of the plan.

The Arts Commission approved its new 2023-2027 Strategic Plan at its October 2022 meeting. We consider it a living, dynamic document. The Commission will regularly review progress on the plan and make revisions as needed. We look forward to sharing our successes with you!

Irma Pineda in Anima Mundi Productions' "Dreams Have No Borders." Photo by Chava Florendo.





Dear Oregon Arts Community,

The Oregon Arts Commission is proud to present the new Strategic Plan that will guide our work for the next five years. We greatly appreciate all of your feedback and thoughts during the listening sessions that preceded the plan's development.

This Strategic Plan is being released at a critical time. The pandemic had a dramatic impact on artists and arts organizations over the last few years. The inability to participate in live events and programs affected us all.

However, the pandemic has shown us that arts and creativity are the soul's first responders. We are deeply grateful to reconnect with our community during the reopening of arts events and programs, and we treasure how the arts reignite our lives. The pandemic and societal changes have also shown that we cannot conduct business as we have in the past. We must reimagine new possibilities to strengthen our communities, schools and each other's lives.

Our Strategic Plan is ambitious, exciting and inspiring. It outlines the following four goal areas:

IMPACT: Strengthen and Secure Dependable Funding for the Creative Sector to Meet the Needs of All Oregonians;

EQUITY: Facilitate Community-Informed Work to Increase Diversity, Equity, Inclusion and Accessibility;

ENGAGE: Utilize the Power of the Arts to Engage Oregonians of all Ages; and

THRIVE: Advance the Creative Sector as an Economic Driver in Communities.



More funding and support is needed for artists and arts organizations to ensure that all Oregonians have access to the arts. We must prioritize equity in all programming, policy decisions and outcomes. It's time to identify new ways to engage Oregonians and to demonstrate that art and creativity are critical to the recovery of our communities and economies.

The arts community encouraged us to "go big" in increasing our impact throughout the state. We are determined, enthusiastic and ready to address the current needs of Oregonians while creating long-term solutions for artists and the arts community. We look forward to achieving our goals and objectives through the leadership of our remarkable staff, Commissioners, service partners and stakeholders who are committed to transforming the lives of Oregonians through the arts.

The arts heal the soul, engage young learners and build strong and inspired communities. Thank you for being an essential partner and for truly understanding the value of the arts and creative expression in all of our lives.

Sincerely,

Jenny Green
Jenny Green
Commission Chair

Brian Rogers
Brian Rogers
Executive Director



Top photo: *Changui Majadero celebrates at the 2021 Sisters Folk Festival.* Photo by Rob Kerr.

Middle photo: *Illinois Valley Community Development Organization's "Silus on Fire" RiverStars Performing Arts program.*

Bottom photo: *Open Hearts Open Minds concert at Columbia River Correctional Institution.* Photo by Jenna Sween.



GOALS

IMPACT:

Strengthen and Secure Dependable Funding for the Creative Sector to Meet the Needs of All Oregonians

OBJECTIVES

- Engage at least 10 bipartisan and bicameral legislative advocates through a robust Arts and Culture Caucus to dramatically increase awareness of the impact of the creative sector in Year One. Expand the number of legislative advocates in Year Two and Year Three.
- Seek an increase in General Funds to expand arts and cultural offerings for all Oregonians during the 2023-2025 legislative biennium session.
- Identify new funding opportunities for increased sector stability and growth as part of an on-going three-year effort.

ACTIONS

- Work with Arts and Culture Caucus leadership to hold and coordinate regular meetings and events with caucus members to increase funds and Legislative Concepts during the upcoming legislative session, including increases in general funds, Art in Public Places and Creative & Cultural Districts.
- Ensure consistent communication between the Arts and Culture Caucus and partners in the field.
- Communicate the impact and value of artists and arts organizations through locally relevant stories, including data.
- Strengthen current partnerships at all levels and build new relationships with funders.



EQUITY:

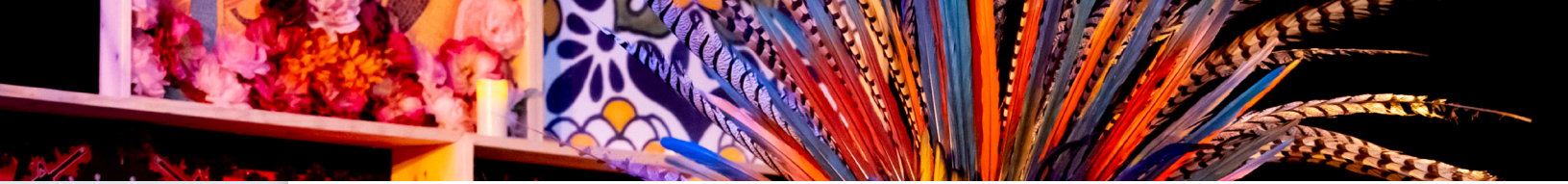
Facilitate Community-Informed Work to Increase Diversity, Equity, Inclusion and Accessibility

OBJECTIVES

- Actively work to reduce barriers to grant programs and services through increased awareness in Year One.
- Increase funding to currently and traditionally underserved and under-resourced communities and artists in Years One through Three.
- Monitor and evaluate progress in reducing barriers to grant programs and services beginning in Year Two.
- Increase the diversity of staff, Arts Commissioners, panelists and stakeholders by 15 percent in Years One through Three.

ACTIONS

- Review and revise all grant programs with the assistance of stakeholders to ensure that guidelines are accessible and equitable.
- Implement grant management systems that are efficient, accessible and effective.
- Explore alternatives to the traditional grant application process.
- Develop a process to identify equity gaps and ensure funding is equitably distributed to underserved communities.
- Identify the barriers that rural communities face in accessing grant programs.
- Propose changes and revisions to current policies and explore new programs to address inequities in grantmaking.
- Develop and implement a Diversity, Equity, Inclusion and Accessibility Action Plan.
- Revise policies and practices to ensure programs and services are accessible to people of all abilities.
- Annually review the progress on the DEIA Action Plan.
- Develop peer review panels that represent the diversity of the state.
- Develop compensation for panelists to acknowledge their professional expertise.



ENGAGE:

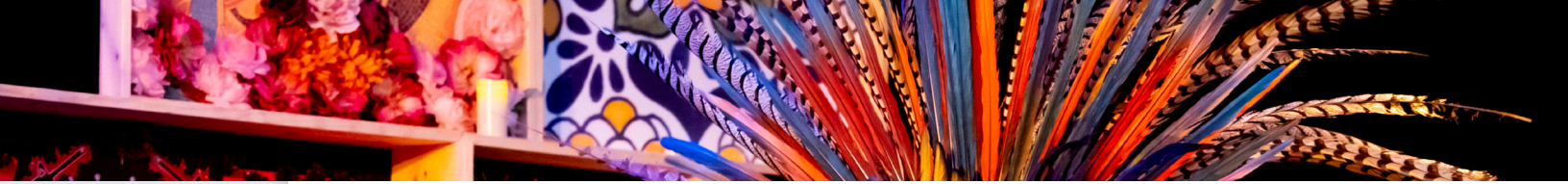
Utilize the Power of the Arts to Engage Oregonians of all Ages

OBJECTIVES

- Increase the agency's participation in arts education in Year One through Three to support lifelong learning and engage funding and service partners.
- Secure an increase of 50 percent in funding to current programs to ensure the sustainability of arts organizations beginning in Year Two.
- Secure a 50 percent increase in financial support to invest in public art that increases civic engagement by Year Four.
- Encourage ongoing recognition of the role artists play in enhancing the quality of life in Oregon's communities through evaluation in Years Four and Five.

ACTIONS

- Work with the Oregon Department of Education and other statewide partners to support arts education initiatives.
- Support arts education leaders through convenings and technical assistance.
- Explore new strategies to increase operating support for arts nonprofits.
- Convene cohort groups for peer learning on a regular basis.
- Develop annual capacity building programs and initiatives for arts nonprofits and artists, particularly in the areas of fiscal management, board development and long- and short-range planning.
- Explore opportunities to increase arts programming for older adults.
- Increase resources to sustain the Art in Public Places program and collection.
- Increase funding for artists through existing programs.
- Explore and develop new opportunities for artist funding and income.



THRIVE:

Advance the Creative Sector as an Economic Driver in Communities

OBJECTIVES

- Develop the Creative & Cultural Districts Program to support vibrant arts and cultural communities in Years One through Three.
- Raise awareness of creative sector funding as a high-return investment during Years One through Three.
- Integrate the arts with state economic, community development and tourism goals in Years Two and Three.
- Increase artists' access to resources by 25 percent in Years Two through Five.

ACTIONS

- Implement the Creative & Cultural Districts Program in communities across the state.
- Communicate the economic impact of the arts through data from the Arts and Economic Prosperity Study.
- Evaluate grant programs to identify the economic return on investment.
- Partner with Business Oregon on economic and community development initiatives across the state.
- Coordinate efforts with Travel Oregon and Regional Destination Marketing Organizations.
- Promote the artist registry and increase artists' participation.