



OREGON ARTS  
COMMISSION



## Strategic Plan and Goals

*October, 2003*



### *Values Statement*

The Oregon Arts Commission believes that the arts and culture are touchstones of community and civic life and that it is essential to preserve, stabilize and develop their central role in Oregon's quality of life. The Commission's role is:

- to lead through advocacy, policy development and planning,
- to seek funding for and make grants to the arts,
- to build coalitions between the public and private sectors and between arts and cultural organizations,
- to ensure the arts touch the lives of all Oregonians.

### *Goals*

1. Build public support for and access to arts in Oregon communities.
2. Increase and stabilize funding for the arts in Oregon.
3. Increase arts education opportunities for all Oregonians.

### *Philosophy for Implementation*

The Oregon Arts Commission will work toward realizing these goals using three primary means:

- Grant funding to arts organizations, artists, and other nonprofit entities.
- Partnerships with other agencies, funders, and sectors to leverage funding and other resources to assist constituents in realizing these three goals.
- Communication and technical assistance.



### *The Plan Update*

In September 2001, the Oregon Arts Commission made mid-stream corrections to its standing 1999-2004 plan. Several factors led to the revised, streamlined plan, including the launch of the Oregon Trust for Cultural Development, revised economic projections for Oregon, and the priorities of the state's arts organizations and artists. The plan recognized the paramount need to support the Trust and ensure it is funded so that it can, in turn, strengthen the arts statewide. It also recognized the importance of strengthening communications within the state's arts community, and between the Commission and its constituents.

While the Commission was forward-thinking in its plan revisions, it underestimated the economic pressures that would come to bear on Oregon's overall state budget. Five special sessions of the Oregon Legislature were convened in 2002 and resulted in repeated reductions to the Commission's General Fund appropriation.

When the 2003 Oregon Legislature convened, the state faced such severe revenue shortfalls that the early stages of the session were used to balance the 2001-2003 biennial budget. State funds for the Arts Commission were suspended between March 1 – June 30, 2003. A collaborative advocacy strategy to reinstate funds for the Arts Commission, preserve Oregon's Cultural Tax Credit and gain cost-savings and efficiencies through the merged operations of the Arts Commission and Cultural Trust was developed and achieved by the end of summer, 2003.

This plan update reflects that state funds for the Arts Commission reinstated by the Legislature for the 2003-05 biennium represent a 50% state funding reduction. It also reflects that operations of the Oregon Cultural Trust moved to the Arts Commission, which had managed the statewide cultural planning leading to the Trust's development, in September, 2003.

Additions to the plan are inclusive of the Commission's annual planning meeting [September, 2002], meetings of Oregon's regional arts council directors [2002 and June, 2003], interviews conducted with regional and statewide arts education providers [Spring, 2003] the facilitated planning meeting held by the Arts Commission in March, 2003, and a facilitated meeting of statewide arts education stakeholders on October 1, 2003. Additional regional forums and focus groups are planned for October-November, 2003.



*Goal 1: Build public support for and access to arts in Oregon communities.*

- Expand communication of key messages of the value of the arts to Oregonians and the public benefit of arts and culture.
- Maximize communication efforts to increase reach: cross-market information between the Cultural Trust and Arts Commission, other cultural partners.
- Strengthen statewide communications through email systems established during 2002.
- Seek partnerships to continue print media, given budget reductions.
- Develop plan for earned media coverage, and branding, drawing attention to Oregon Arts Commission funded projects.
- Undertake appropriate research to support the key messages: value of community development efforts, economic impact, and the growth of creative industries.
- Ensure the efficient flow of information, developing processes that allow the field to participate in message distribution.
- Leverage Arts Build Communities grants and the Cultural Trust's county and tribal cultural coalitions to maximize local and statewide visibility of arts and culture; continue documentation of accomplishments.
- Establish process and timeline for defining where to best use partnerships to achieve goals and plan outcomes: programs, communication, advocacy, fund development. Confirm that long term partners identify mutually desired outcomes and vision. Seek partners who bring financial resources to the Commission such as United States Department of Agriculture Forest Service and National Parks Service Rivers Trails and Conservation.
- Revitalize relationships with regional and local arts councils to maximize the statewide arts community's support of the Cultural Trust.
- Establish a statewide leadership network of 200 key individuals, "grass tops", who can facilitate communication and play strategic advocacy roles.
- Assess feasibility of developing and implementing an over-arching arts advocacy campaign, potentially linking with the promotion of the Oregon Cultural Trust.
- Convene statewide Arts Congress in Spring, 2004 for professional development of the field, to facilitate advocacy strategies, develop plans for the 2005 legislative session and celebrate accomplishments.



## *Goal 2: Increase and stabilize funding for the arts in Oregon.*

- Make reinstatement of state General Funds to the Arts Commission a high priority, assessing political and budget realities and policy direction from the Governor.
- Evaluate alternative revenue strategies for the Arts in Oregon, in addition to funds to be generated by the Cultural Trust.
- Reconfigure Arts Commission grant programs, weighing budget reductions, need for public investment and maximizing public benefit.
- Consider alternative funding sources to reinstate Individual Artist Fellowships, including private investment and/or development of statewide Artist Services organization, possibly a separate 501(c)(3) operation.
- Provide leadership in Cultural Advocacy Coalition discussions for interim legislative strategies to ensure legislative support for the Arts Commission and Trust.
- Work to leverage foundation money for the goals of the Arts Commission and Cultural Trust.
- Re-energize coalitions [arts, PTA's, mayors, county officials, youth and family advocates] to support arts and culture advocacy efforts.
- Establish a designated group of local elected officials who can champion local efforts and contribute to statewide advocacy coalition.
- Oversee Cultural Trust advocacy plans, developing interim strategy and linking elected officials with the Trust's ongoing work and accomplishments.
- Facilitate marketing and outreach for the Cultural Trust, ensuring that outreach and communications materials are as innovative and persuasive as the Trust's unique revenue strategies.
- Continue to advise the Governor and other state agencies of the value of the arts, encouraging investment in the arts by other public sector entities [education, tourism, economic and community development].
- Advise the Trust on grantmaking policies. Oversee the Trust's grantmaking capacity, providing operations staff. Assess growth and development of the Trust's county and tribal cultural coalitions and the evolution of Oregon's regional arts councils.
- Maximize efforts for investment in the arts in Oregon on all levels.



### *Goal 3: Increase arts education opportunities for all Oregonians.*

- Implement arts education stakeholder recommendations to develop a comprehensive plan for arts education. Clarify roles of statewide and regional arts education partners to maximize efforts and promote efficient program delivery: Regional Arts Education Network, arts education departments of arts groups, Alliance for Arts Education, Young Audiences, Oregon Department of Education.
- Strengthen Regional Arts Education Network through sustained grant funding, training and professional development opportunities, collaborative alternative funding strategies.
- Partner with arts education colleagues on statewide or special initiatives such as the Oregon Teacher Art Institute, Arts for Learning, Oregon Rural Artists Residencies.
- Promote arts education assessment and research based on Oregon activities to support advocacy efforts [political, program, budget].
- Provide best practices and program information to other funders.
- Develop process for identifying and cultivating leadership in Oregon for arts education.
- Partner to ensure that arts education has role in the 21<sup>st</sup> century learning centers and in after school programs.
- Advocate Department of Education efforts in arts education. Promote adoption of high standards for arts education requirements. Support leadership for arts education in the Department of Education.