MISSION
To enhance 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.

COMMISSIONERS
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Deb Vaughn, Arts Education Coordinator
Brian Wagner, Community Development Coordinator

Project Space 2013, Salem Art Association, Michael Boonstra.
PLANNING METHODOLOGY AND PROCESS

The Arts Commission began the planning process in October of 2014, expressing clearly that this process would include input from the public and as many stakeholders as possible.

In fall 2014 the staff and Arts Commissioners conducted 14 town meetings across Oregon. Over 500 people attended including elected officials, community leaders, staff from arts and cultural organizations, educators and members of the public. We used a participatory process that gathered information in an efficient way by having participants focus on the following question, “How can we (Arts Commission) find new ways to expand the resources available to artists and cultural institutions in Oregon?” Participants formed small working groups to develop topics responding to the questions, and then in plenary all of the topics were organized and discussed. Staff organized the topics from all of the town meetings and 13 theme areas emerged.

The Arts Commission and staff then held planning retreats to review the town meeting documentation and to develop the framework of the plan into five major goal areas. A mission statement was also developed for the first time and the vision statement was refined. A planning ad hoc committee was formed that was comprised of commissioners and key staff.

The ad hoc committee met several times to develop and refine the plan. Staff also worked with Richard Linzer, a planning and evaluation consultant. Mr. Linzer has developed numerous plans with arts organizations and state arts agencies. The full Arts Commission reviewed the draft plan at key meetings and approved the final version at its June 2015 meeting.

The ongoing evaluation of our progress toward meeting the goals is vital to our success and an integral component of the plan. Annually in September, the staff and Commissioners will formally review and measure progress, adjusting as necessary in response to external factors. Regular monitoring will take place at Commission meetings during the year.

The overarching theme of this plan is to sustain, measure and respond. We will sustain and measure our programs and services and their impact on organizations and citizens across the state. We are committed to responding to this information to increase participation in the arts.

This plan was designed to celebrate the ongoing work of the Commission while recognizing opportunities for growth and improvement. The goals of the plan build and expand naturally from nearly 50 years of serving Oregonians though the arts. Each goal is approached in three different ways:

1. Sustain – continue the work already in progress by supporting and providing services to artists and arts organizations in Oregon.
2. Measure – evaluate progress, identify areas of improvement, define targets and collect information.
3. Respond – use the information collected to shift programming and resources where they can help move Oregon even closer to our goals.
ARTS DATA AT A GLANCE: FY2015

- Unique Oregonian arts experiences: 10,714,218
- Total dollars granted: $2,015,938
- Number of grants awarded: 273
- Combined budgets of funded organizations: $219,500,000
- FTE of funded organizations: 1,758
- K-12 students reached: 113,478

PUBLIC ART
Since the statewide Percent for Art statute was enacted in 1975, more than 230 public art projects have been involved in new and renovation construction projects. In the past 13 years, 91 public art projects were completed with a total budget of $18.9 million.
THE OREGON ARTS COMMISSION
provides leadership, funding and arts programs through its grants, special initiatives and services. Nine commissioners, appointed by the Governor, determine arts needs and establish policies for public support of the arts. The Arts Commission became part of Business Oregon (formerly Oregon Economic and Community Development Department) in 1993, in recognition of the expanding role the arts play in the broader social, economic and educational arenas of Oregon communities. In 2003, the Oregon legislature moved the operations of the Oregon Cultural Trust to the Arts Commission, streamlining operations and making use of the Commission’s expertise in grant making, arts and cultural information and community cultural development.

The Arts Commission is supported with general funds appropriated by the Oregon legislature and with federal funds from the National Endowment for the Arts as well as funds from the Oregon Cultural Trust. More information about the Oregon Arts Commission is available online at www.oregonartscommission.org.

BUSINESS OREGON
works to create, retain, expand and attract businesses that provide sustainable, living-wage jobs for Oregonians through public-private partnerships, leveraged funding and support of economic opportunities for Oregon companies and entrepreneurs.

The development of our strategic plan over the past several months has been extremely informative and rewarding. We are very proud to present the final plan that will guide the Oregon Arts Commission for the next five years, including our 50th anniversary in 2017. We look forward to celebrating, with you, half a century of supporting Oregon’s arts organizations, artists and creative communities.

We are deeply grateful to the hundreds of people involved in the development of this plan. As explained in our methodology (page 3) we traveled the state to gather information about Oregon’s creative communities. We also connected with our local, regional and national partners and worked closely with the Governor’s Office, the Oregon Legislature and Business Oregon. We are appreciative of everyone’s time and clear commitment to supporting the arts.

As you review this plan, please remember that we are applying two interconnecting lenses for action: 1) diversity, equity and inclusion and 2) sustaining, measuring and responding. Each goal, objective and action is viewed through those lenses.

The commissioners and staff are committed to increasing our work in supporting, working with and reaching into the many diverse communities and populations across Oregon. This plan is a living map we will use to better reach and serve all Oregonians. As part of our ongoing evaluation process we will consider how each and every aspect of this plan and our actions addresses diversity, equity and inclusion.

We view the arts organizations and artists we support as partners in providing Oregonians lifelong access to creative expression through a wide variety of programs and services. As part of that commitment, the Arts Commission is a key partner in the national the Building Public Will for Arts and Culture project. The research and action from this project will provide our creative communities the tools to reach and serve the public more effectively.

Finally, the Arts Commission’s placement in Business Oregon provides us a unique opportunity to further develop economic vitality through and with the arts. Our plan includes collecting information about the impact of the arts in the economy through partnerships with the Arts and Economic Prosperity Study and the Cultural Data Project.

We are excited to start this amazing journey with you as, through art, we continue to increase the quality of life for all Oregonians.

Sincerely,

Julie S. Vigeland
Commission Chair

Brian Rogers
Executive Director
GOAL 1
Make the programs of the Oregon Arts Commission accessible to artists and arts organizations to enhance the quality of life for all Oregonians.
SUSTAIN or increase the current level of support for Oregon’s artists and arts organizations in years one and two.

- Provide operating support grants to arts organizations, including arts services organizations and small arts organizations.
- Recognize and support Oregon’s working artists via fellowships and grants.
- Continue to invest in programs that support the significant role of the arts as a part of growing healthy communities.
- Pursue opportunities to expand grant-making budget.

ADOPT formal equity and inclusion position statement for the Oregon Arts Commission in year two.

- Define the terms access, equity, diversity, inclusion and underserved in relation to the work of the Arts Commission.
- Research barriers that limit specific populations from accessing the Arts Commission’s programs and services.
- Assess the needs of populations with limited access to Arts Commission’s programs and services.
- Gather information about what support is most critical to artists from underserved populations and diverse disciplines.

ASSESS the impact of programs and services for currently underserved populations in years two and three.

- Create a report on per capita funding.
- Create a benchmark of the current impact of programs and services (both direct and indirect) on specifically defined underserved populations.

UTILIZE results of research to increase impact of programs and services in years three through five.

- Modify, refine or develop responsive funding programs.
- Develop services to respond to research findings.

Photo credit (left to right): Danceability, photo by Jenny Graham; Ben Buswell exhibition, photo by Worksighted, courtesy of The Art Gym and Upfor; © Oregon Folklife Network, funded by NEA Art Works, Folk & Traditional Arts, photo by Douglas Manger; White Bird Dance, photo by Camille A. Brown.
GOAL 2
To advance the essential role that the arts play in supporting the economic vitality of Oregon.
CONTINUE existing economic vitality advancement efforts in year one and two.

- Work with Regional Solutions offices to engage the arts in conversations about local needs and opportunities.
- Integrate the arts more fully into the work of other statewide organizations that share similar economic vitality goals.
- Implement the Cultural Data Project.*

MEASURE economic impact of the arts statewide and in at least four communities in year three.

- Implement the Arts and Economic Prosperity Study.
- Utilize information provided by the Cultural Data Project.
- Collect stories statewide that illustrate strategic collaborations between the arts and business sectors.

EXPLORE ways to increase the economic impact of the arts in years three through five.

- Include arts leaders in Business Oregon’s conferences for content discussions and include business leaders in arts conferences.
- Discuss viability and impact of artist live/work spaces with development corporations.
- Integrate and align programs more meaningfully with Business Oregon to promote reciprocal knowledge transfer.
- Seek opportunities for business improvement districts to include performance/exhibit spaces and public art into their plans, e.g. Creative Placemaking.

*The Cultural Data Project is a national online tool designed to strengthen arts and cultural organizations by gathering reliable, longitudinal data.
GOAL 3

To stimulate opportunities for Oregonians of all ages to pursue learning in and through the arts.
INCREASE the number of schools receiving Oregon Arts Commission supported projects from 200 to 300 over five years.

- Map schools served annually through the Arts Commission's grant programs.
- Stipulate that applicants will serve schools that have not previously received services funded by Arts Commission's grant programs.

RAISE visibility of arts learning by providing at least four opportunities per year to showcase Oregon talent.

- Increase number of schools participating in Poetry Out Loud.
- Support existing award programs such as Scholastic Art Awards, Oregon Department of Education Student Art Contest, etc.
- Highlight arts learning excellence at arts and non-arts convenings including conferences, performances and regional gatherings.

PROVIDE at least 5% of arts learning grants beyond the K-12 in-school setting by year four.

- Provide funding for early childhood projects.
- Promote Creative Youth Development* programs with youth ages 5 to 18.
- Seek opportunities to fund work with targeted groups of all ages such as incarcerated populations, English Language Learners and aging populations.
- Explore direct-to-school funding process.
- Identify ways to strengthen local and regional collective impact delivery models for education.
- Explore multi-year funding process for education grants.
- Explore investment in training for teachers and teaching artists.

Photo credit (left to right): Peter Pan at Ross Ragland Theater in Klamath Falls; Ludi and Jim Phillips playing Old-Time Fiddling, Ontario, Oregon, courtesy of Oregon Folklife Network; Pendleton Arts Center; Youth Choir of Central Oregon in Italy June 2015, photo by Lisa Armstrong, Tumbleweed Photography.

*Creative Youth Development is an out-of-school program that sparks young people’s creativity and personal and social development through high-quality learning experiences in the arts, humanities and sciences.
GOAL 4

To advocate and communicate the value that artists and arts organizations bring to Oregon.
ENLIST a coalition to expand communication about the value of the arts in Oregon by year four.

- Develop and maintain effective, valuable relationships with the Cultural Advocacy Coalition and other partners.
- Collect specific stories of impact from grant recipients that build the case for increased investment in the arts.

SHARE at least 10 stories per year with the public about the impact Oregon Arts Commission’s programs have on the lives of Oregonians, establishing a baseline of communications.

- Determine effective media to communicate qualitative impact of Arts Commission’s grant investments.
- Collect and disseminate data from quantitative resources such as the Arts and Economic Prosperity study and the Cultural Data Project.

- Conduct an annual state-wide arts gathering.
- Explore reinstating the Governor’s Arts Awards.
- Maintain a leadership role in implementation of Phase 2 of the Building Public Will for the Arts and Culture* project.
- Disseminate information gathered through implementation of this plan.

*Building Public Will for the Arts and Culture is a national initiative led by Arts Midwest and the Metropolitan Group to advance arts and culture in our nation.

Photo credit (left to right): La Grande Public Art Project; Write Around Portland, photo by Bonnie Caton; Mariachi Mestizo at Oregon Shakespeare Festival Green Show, photo by Jenny Graham; The Best of Everything, Venetian Theatre, photo by Casey Campbell.
GOAL 5
To improve the efficiency and effectiveness of the Oregon Arts Commission to better serve artists, arts organizations and client agencies.
IDENTIFY areas of improvement in year one.

• Create target benchmarks for ongoing processes such as panel selection, contracting procedures and grant allocation decision-making.
• Provide support required to maintain mandated programs, such as the Percent for Art Program.
• Review internal procedures such as meeting planning, travel, efficacy of technology systems.
• Implement annual evaluation of this strategic plan to review progress and respond to changes.

IMPROVE efficiency and effectiveness by 10% as identified in year one.

• Reduce redundant data entry in information technology platforms.
• Clarify roles, responsibilities and internal communications for staff and commissioners.
• Utilize available Business Oregon systems.

Photo credit (left to right): Stephen Hayes, Tisch, 2012, acquired by Lewis & Clark College with the assistance of The Ford Family Foundation’s Art Acquisition Funds, administered by the Oregon Arts Commission; Pat Courtney Gold at Folk Arts in the Parks program, photo by Riki Saltzman; In the Next Room, Profile Theatre, photo by David Kinder; Washed Ashore in Bandon, Oregon.
STRATEGIC PARTNERS

Americans for the Arts
Arts Northwest
Cultural Advocacy Coalition
The Ford Family Foundation
National Assembly of State Arts Agency
National Endowment for the Arts
Oregon Cultural Trust
Oregon Film
Oregon Folklife Network
Oregon Heritage Commission
Oregon Historical Society
Oregon Humanities
Oregon Main Street
Travel Oregon
University of Oregon Arts and Administration Program
Western States Arts Federation