

A pink-toned mural of a woman's face and hands, with a heart-shaped pendant hanging from her ear. The woman's hands are clasped in front of her face, and she is wearing a heart-shaped pendant. The background is a light blue wall.

Resiliency & Recovery:  
2020-2022 RACC Strategic Plan Framework

June 2020

**CHANGE IS HERE!**

*“When members of a society wish to secure that society's rich heritage, they cherish their arts and respect their artists.*

*The esteem with which we regard the multiple cultures offered in our country enhances our possibilities for healthy survival and continued social development.”*

– Maya Angelou

# Background

# Context & Design

Our objective - Design a strategic plan framework that can be used as a road map for a constantly changing environment to help shape RACC's future. We share this initial framework knowing and planning to evolve it on an ongoing basis to best meet the needs of our artists, communities, and neighborhoods. We hope it provides both accountability and opportunity.

Not traditional - This is not a traditional process or plan. Due to current circumstances, we can't apply an in-person approach to getting feedback. We have instead created a short-hand technological approach. We hope you enjoy it!

Not fixed - Our plan must be flexible, timely, and adaptable, not set in stone. We plan to create a MURAL canvas and keep it open and available to our stakeholders' comments, and we will periodically revisit the framework to be responsive to the needs of our communities, artists, and partners.

Consider the time - The plan itself must be mindful of the fact that we are in a fierce storm right now. There is no guarantee we will continue to have the kind of support we have traditionally had in the past. Therefore, emphasis has been placed on how to remain sustainable and seek innovative models and approaches. This is our chance to break or improve the traditional arts agency model.

Support - We will continue to provide space, time, financial support, and resources that help center, amplify, and materially support Black and Indigenous artists, artists of color, and to help artists and communities come together to grieve, celebrate, learn, and unlearn.

# Background: Content from Portland Arts Plan 2000+

## GOALS of ARTS PLAN 2000+

Developed in 1992, in response to the public's desire for arts and entertainment services, Arts Plan recommends the following regional public policy goals:

- **Access for Every Citizen**  
Provide low-cost and free museum visits, performances and classes so that any citizen can afford to participate, especially those with diverse cultural background, seniors, those who live outside of the central city, the disabled and others who have not enjoyed access.
- **More Arts Education**  
The arts open the door to critical thinking skills, diverse perspectives, self-esteem and achievement that can last a lifetime. But access to existing programs is severely restricted. We must assure that all children have the opportunity to learn from the arts of our diverse heritages.
- **Strengthen Arts Organizations and Facilities**  
Organizations and facilities make possible the programs and educational opportunities our citizens want. But many are on the brink of closure, and need substantial public and private investment. Our arts organizations already generate far more of their total income from ticket sales and admissions than similar groups across the country. Over-reliance on these fees means that admission costs spiral higher and higher - and fewer people can afford to attend.
- **Support Individual Artists**  
Artists are the creative foundation of our community. Arts Plan proposes more financial support and opportunities for artists to present their work.

# Current Environment - RACC

RACC is recognized as a leader in the field for major innovations in its grantmaking process, care and stewardship of a world-class Public Art collection, focus on equity, diversity, inclusion and advocacy for access to the arts for everyone.

RACC's services and funds are as relevant today as they have been for the past three decades. RACC's service area includes the greater Portland metro area, 29 school districts, more than 350 nonprofit arts & culture organizations, and artists of every discipline. Neighborhoods, businesses, and residents directly benefit from RACC programs and services every year.

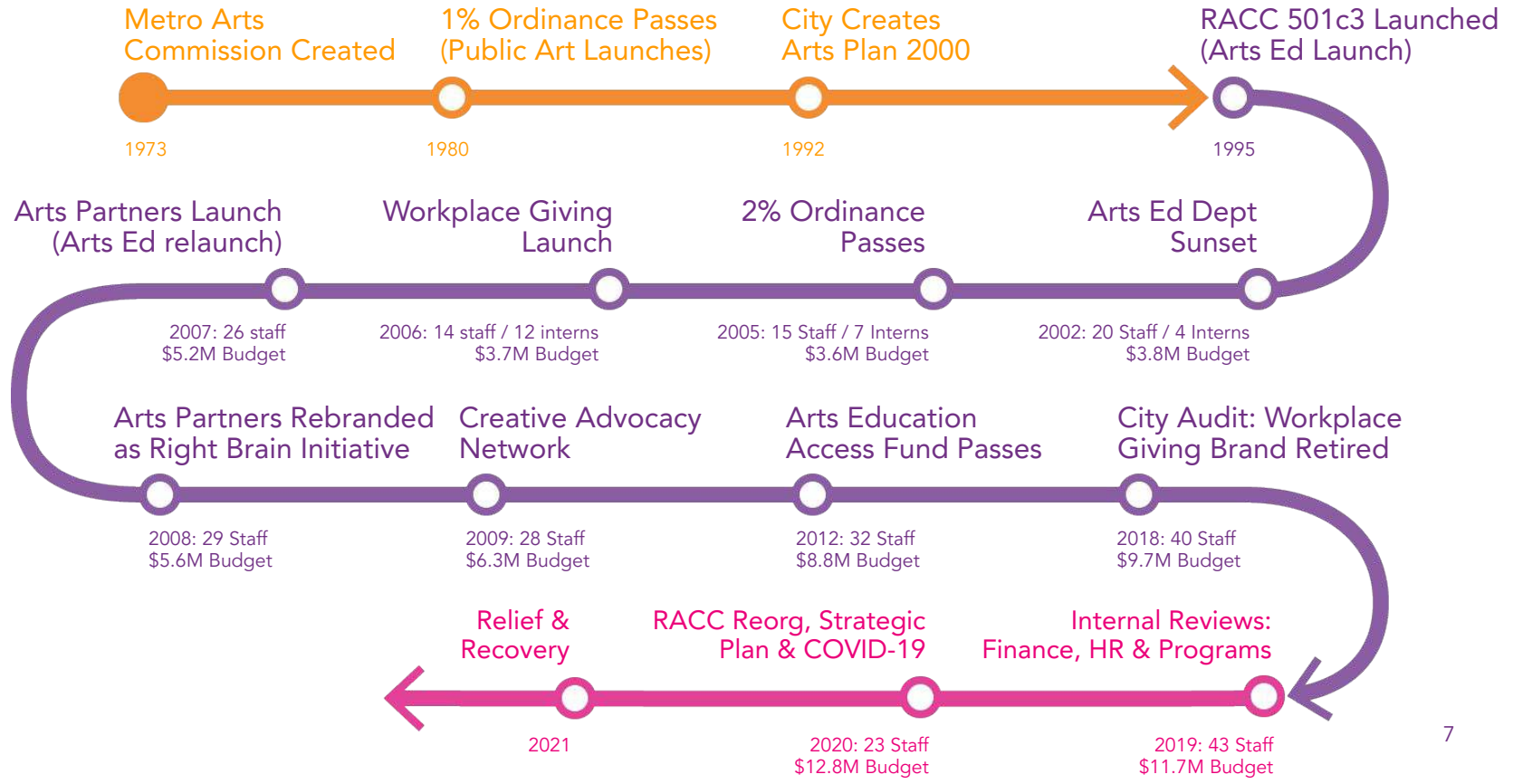
What has changed significantly, however, is the economy, environment and the community we serve, which must be taken into consideration moving forward.

Shifting demographics, generational attitudinal changes, technological impacts, growing inequities, and support of the 'arts' by funding partners are significantly shifting and disrupting current paradigms. These shifts call for changes in the way that RACC operates, with special attention to:

- Centering racial equity
- COVID-19 which has caused a significant decline in the economic health of the nation
- Fiscal health of organization to be rebuilt with diverse revenue streams and investment strategies.

This situation requires change, innovation, and diverse strategies that are interdependent and ensure equitable and sustainable conditions for our communities, businesses and individuals.

# RACC Timeline



# Plan Framework



# Vision

A thriving region, powered by creativity,  
with arts and culture in every  
neighborhood.



# Core Values

- Accessibility - Inclusion, simplicity and ease
- Advocacy - Visibility, resources, and impact
- Equity - Racial justice and representation in services and investments
- Diversity - Of art forms and artistic traditions
- Community - For belonging, support, and connection
- Innovation - Testing & adapting; finding new ways to deliver value.



# Goals

1. Build RACC as an equitable, innovative, and sustainable organization
2. Increase Access
3. Advocate for Arts and Culture
4. Diversify & Increase Resources
5. Drive Innovation & Partnership



# Goal 1: Build RACC as an equitable, innovative, and sustainable organization

## *Objectives*

- CREATE - Create and support a positive organizational culture centered on equity
- BUILD - Invest in infrastructure to better support people, program delivery, and reporting
- GROW - Provide opportunities for staff, volunteers, and board members to learn, grow, and lead.



# Goal 2: Increase Access

## *Objectives*

- INCREASE - Increase access to resources and investments in artists, students, businesses, communities and individuals marginalized by conventional support systems
- REACH - Increase community access to arts, culture, and creative programming
- ENGAGE - Engage with underrepresented\* communities, continue to identify and reduce barriers to resources and services.

\* Black, Indigenous, people of color, low-income, LGBTQ+, and individuals with disabilities



# Goal 3: Advocate for Arts and Culture

## *Objectives*

- DEVELOP - Dedicate staff and resources to frame issues, and develop champions for the creative, design, and arts communities
- ADVOCATE - Identify key policy topics, such as equitable access, affordability, and arts education, to positively impact our communities
- UPLIFT - Raise awareness and visibility for all creatives with an intentional focus on underrepresented arts, culture and creative communities.



# Goal 4: Diversify and Increase Resources

## *Objectives*

- IDENTIFY - Identify and secure new, sustainable, sources of funding
- INVEST - Increase overall annual investment in the region's arts, culture, and creative sector
- PARTNER - Build innovative partnerships with individuals, businesses, foundations, and others to generate new revenue and non-monetary resources.



# Goal 5: Drive Innovation and Partnership

## *Objectives*

- SUPPORT - Support underrepresented arts organizations in the way they believe will be most impactful for them
- EQUITY - Make intentional investments, over time, in people and projects that have been marginalized by institutional racism and/or conventional support systems
- CREATE - Create and provide resources, training, and tools that enable creatives to make a living wage and grow wealth from their art, creative, or cultural practice





# Conditions for Success

## Digital

We must harness the power of technology and data to understand our customers and communities within a changing landscape and bring our customers closer to us in every way.

## Policy

The potential contribution that arts and culture can deliver must be understood and acknowledged with the right policy and regulatory landscape in place to support RACC's vision.

## Ability to Pivot

The current environment is an extraordinary time. The number and power of changing factors affecting RACC's sustainability requires the organization be highly flexible, nimble, willing and able to quickly pivot to adapt and survive.

## Investment

Access to public and private investment for innovation and development; finding new and better ways of doing things that improve the value of arts, culture, and creativity in the region.

## Network of Partnerships

Our work will be supported through a stronger network of partners to improve collaboration, efficiency and to deliver greater value back into our communities and artists.