

# Bridge Plan

Regional Arts & Culture Council

# Glossary

A **purpose** statement is a declaration of why the organization exists. It is meant to be inspirational.

A **vision** statement is a description of what the organization wants to become or achieve in the future. It is meant to be aspirational.

A **mission** statement is a statement about how the organization intends to bring its vision to fruition. It is meant to be tactical.

A **core values** statement expresses how we aspire to do our work.

A **position** statement speaks to the unique value offered by the organization in the context of community needs. It is meant to be differential.

# Purpose

For nearly 30 years, we've played a supporting role to foster creativity, curate the public spaces of our region, and elevate the myriad voices of our artistic community. Today, we are stepping into the spotlight, embracing a bold, new role as a catalyst for artistic innovation and economic growth.

Our mission is evolving. In a world where creativity drives economies and shapes identities, we are committed to cultivate the power of artists, arts organizations, and creative entrepreneurs so they can thrive. We will lead in the curation and management of public art, bringing new vibrancy to the tri-county region and beyond. We will equip our artistic community with the tools they need to succeed, offering professional development and advocating fiercely for the arts. We will collaborate with city, county, and state governments to ensure that creativity is woven into the fabric of every new building, every public space.

This is not a journey we will take alone. We invite you—our partners, our artists, our community—to join us. Together, we will build coalitions, lead initiatives, and craft a shared vision for an equitable future of arts and culture in our region. Together, we will ensure that the creative economy becomes a pillar of strength and resilience for our city.

Our story is just beginning, and we're excited to write it with you.

# Vision:

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

# Mission:

To enrich our communities through arts and culture

# 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 and adapting; finding new ways to deliver value

# Position

We cultivate the future of communities by providing equitable, innovative, artist-focused services, including:

- A nationally acclaimed public art program that integrates a wide range of art in public places
- Tireless advocacy, convening, and coalition building to elevate and increase visibility of arts and culture communities in Oregon
- Direct support for artists, arts organizations, and the creative sector
- Serving as consultants to advise, share knowledge, mentor, and connect partners to information and resources
- Professional development, mentorship, and learning opportunities for artists, arts organizations, and creative businesses throughout the region to support a robust arts ecosystem
- Building connections between our arts & culture communities and the broader region, reinforcing the idea that art is an essential element of vibrant and thriving communities

# Objective One

## Enhance Our Programs & Partnerships

### Strategy 1.1: Cultivate, build and sustain relationships

Grounded in intention and humility, engage with partners and communities to spark innovation and collaboration

- Build new, mutually beneficial collaborations with new partners
- Steward relationships with regional jurisdictions
- Reignite relationships with corporate partners and supporters

### Strategy 1.2: Adapt and expand programs to meet community needs

Step up capacity and vision for multi-faceted program roles  
Convene conversations within creative sector among artists, nonprofits and arts businesses

- Convene conversations for creative sector across other relevant community issues
- Build network and connections across arts/creative ecosystem
- Advocate for healthy and sustainable creative sector
- Provide services to support artists, organizations, and creative entrepreneurs and businesses.

# Objective Two

## Evolve Our Culture & Identity

### Strategy 2.1: Evolve and stabilize leadership culture

Build culture for sharing leadership among staff and board

- Hire new Executive Director
- Create more transparency and inclusion in decision making practices

### Strategy 2.2: Grow a culture of fundraising

Engage in mission-driven, values-based fundraising and revenue generation to build relationships and diversify income

- Create development and fundraising plan
- Engage in new earned revenue projects
- Cultivate relationships with current funders and new stakeholders

### Strategy 2.3: Strategize rebranding timeline

Develop messaging and strategy to tell RACC's story and share evolving identity

- Develop messaging to tell RACC story
- Increase RACC's visibility through programs and partnerships
- Evolve RACC's identity as a regional "lighthouse" for arts, culture and creative sector