



OREGON CULTURAL TRUST

Strategic Plan

2023-2027

culturaltrust.org



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Cover

Irma Pineda of the Teokalli Aztec Dancers lends her performance to Anima Mundi Productions' new immigration-themed opera, Dreams Have No Borders during a recent recording in Southern Oregon. Photography by Chava Florendo. Courtesy of Anima Mundi Productions.



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PREAMBLE

The Oregon Cultural Trust Board of Directors and staff are committed to achieving the goals outlined in this aspirational strategic plan. We are grateful for the many hours of community member input during listening sessions that shaped and informed this work. We recognize that reaching our goals is contingent upon many factors, including successful legislative outcomes and capacity investments. We look to this plan to navigate future challenges and opportunities in our service to the people of Oregon.

Our commitment to Diversity, Equity and Inclusion

The Oregon Cultural Trust supports a future where Oregonians express, celebrate and pass on the diverse lived experiences of their cultures and histories in ways significant to them. As a division of the Oregon Business Development Department, the Cultural Trust also shares and supports our agency's goals outlined in the agency's Diversity, Equity and Inclusion plan.

OUR PLAN

The Cultural Trust's five-year strategic plan will set priorities and guide the work of the Board and staff. Three core areas of **Advancement, Capacity and Resources** have been identified. Incorporated into core area objectives are commitments to diversity, equity and inclusion specific to the role of the Cultural Trust. This plan will be reported on annually by staff to the Board of Directors and evaluated using key plan milestones and timelines.

OUR VISION

We envision an Oregon that champions and invests in creative expression and cultural exchange, driving innovation and opportunity for all.

OUR MISSION

To lead Oregon in cultivating, growing and valuing culture as an integral part of communities. We do this by inspiring Oregonians to invest in a permanent fund that provides annual grants to cultural organizations.

ADVANCEMENT

Champion Oregon's arts, heritage and humanities sector to serve all Oregonians

OBJECTIVE A:

Engage and inform legislative advocates and partners

Within this objective, the Cultural Trust's commitment to diversity, equity and inclusion is rooted in making the case for "culture" writ large. The Trust recognizes and affirms that cultural expression is foundational to prosperous communities. To that end, the Cultural Trust will gather and share data that is meaningful to cultural organizations and the communities they serve. Success in our work will be measured first and foremost by positive community impact. The Cultural Trust will prioritize greater transparency in where our funds go and how they are leveraged. Our work will prioritize those partnerships committed to community impact. In our roles as a state agency representing Oregon's arts, heritage and humanities, the Cultural Trust will convene cultural agencies to support inclusive goals and priorities that best serve our field.

Actions:

- Elevate Oregon's cultural sector as a legislative priority by establishing the Arts and Culture Caucus;
- Provide the Arts and Culture Caucus with access to data and cultural events;
- Provide regular and strategic communication with legislators on the impact of the Cultural Trust's funding of the cultural sector;
- Improve awareness of Oregon's Cultural Tax Credit among elected officials at the local and state level;
- Cultivate strategic partnerships with local and statewide organizations; and
- Collaborate with cultural statewide service agencies to set and present legislative priorities.





OBJECTIVE B:

Promote the impact and value of Oregon's diverse cultural network

Within this objective, the Cultural Trust's commitment to diversity, equity and inclusion includes collecting regional and culturally specific data that promotes direct giving by local donors. Barriers to accessing the Cultural Tax Credit for lower income donors will be addressed.

Actions:

- Develop a diversity, equity, accessibility and inclusion plan that is responsive to all regions in the state;
- Create an educational/community advocate Cultural Ambassador program to engage cultural leaders and donors to promote the Cultural Trust and tax credit;
- Promote the arts, heritage and humanities as essential to community and economic development; and
- Communicate cultural expression as a vital and integral element of healthy communities.

OBJECTIVE C:

Increase annual cultural funding by engaging prospective and existing donors

Within this objective, the Cultural Trust's commitment to diversity, equity and inclusion includes a commitment to focus efforts on the value and impact of all contributions, regardless of amount, fostering a culture of giving more accessible to lower-income donors. Working with cultural funders, we will uphold the value of inclusivity and demonstrate that value across our grant programs, partnerships and initiatives.

Actions:

- Develop marketing and outreach strategies that increase donor contributions;
- Increase number of donors by 5-7% annually;
- Increase total donations annually by 5-7%, adjusting for inflation;
- Increase impact of tax credit limit in the 2025-27 legislative session;
- Work with cultural funders to increase funding to the sector; and
- Maintain or increase sales of the Cultural Trust license plate each year.



A Wisdom of the Elderberry Farm video shoot, supported by the Cultural Trust.

CAPACITY

Increase capacity and access to resources by investing in Oregon's arts, heritage and humanities sector

OBJECTIVE A:

Assess grant programs to respond to and support the evolving needs of the cultural sector

Within this objective, the Cultural Trust's commitment to diversity, equity and inclusion includes investing in tools and resources that reduce barriers and diversify engagement in our work. To support our County and Tribal Cultural Coalitions, a shared grant management platform will streamline local processes while efficiently gathering and sharing data. In honor of our peer-review grant review process, the Cultural Trust will compensate reviewers for their time and expertise, ensure geographic and cultural diversity among panelists, and streamline processes.

Also within this objective is the commitment to explore how we can best serve Oregon's indigenous peoples. We commit to assessing how diversity, equity and inclusion is best-served through our grant programs, including barriers to the application process, how Cultural Trust funds may be used and expectations of grant recipients in fostering their organizations' own diversity, equity and inclusion initiatives. The Cultural Trust will continue to prioritize funding for activities that advance the mission of the Cultural Trust, including our diversity, equity and inclusion goals, and that result in meaningful outcomes.

Actions:

- Review and implement a new grants management system to improve access to communities across the state;
- Improve grant application review processes based on community input;
- Conduct a cultural service and support gap analysis to determine potential unmet needs;
- In response to the cultural service and support gap analysis, review and revise grant programs; and
- Integrate diversity, equity, inclusion and accessibility objectives into grant programs to broaden access to funding.





OBJECTIVE B:

Strengthen Oregon's cultural network of County and Tribal Cultural Coalitions

Within this objective, the Cultural Trust's commitment to diversity, equity and inclusion includes increased support for our County and Tribal Cultural Coalition members and network. A focus will be to reduce administrative burdens while empowering regional capacity in grantmaking, fund development and advocacy efforts. The Cultural Trust will centralize data collection and sharing, using community-defined metrics of success, while supporting best practices for urban and rural diversity, equity and inclusion priorities. We will partner with County and Tribal leadership to reduce barriers to Cultural Trust funds and grantmaking.

Actions:

- Convene quarterly Coalition meetings to share information and provide support;
- Survey Coalitions for long-term needs;
- Develop rural outreach programs in coordination with Coalitions;
- Implement Coalition capacity building process, including administration, grants management system, marketing and communication support, and updating cultural plans; and
- Ensure all nine federally recognized tribes receive Coalition awards.



OBJECTIVE C:

Fully engage the five Cultural Trust Partners to develop strategic statewide investments

Actions:

- Support Cooperative Partner grantmaking initiatives that invest in the field, including trainings and workshops;
- Explore hosting cultural gatherings every two years for organizations and individuals; and
- Engage Partners in annual fundraising efforts.

The newly restored log entry of Santiam Pass Ski Lodge near Sisters; the lodge's renovation has been supported by several Cultural Trust grant awards.

OBJECTIVE D:

Expand services to Cultural Nonprofit network (CNP)

Within this objective, the Cultural Trust's commitment to diversity, equity and inclusion includes finding and adding culturally specific and/or emerging cultural nonprofits to our list of eligible cultural nonprofits. We are also committed to gathering and sharing data on the impact of their work in community, and within cultural nonprofit organizations, focusing especially on community-centered metrics.



Actions:

- Survey and research CNP needs and opportunities;
- Create and implement a CNP toolkit that supports the work of cultural nonprofits while advocating for the Cultural Tax Credit;
- Share CNP impact stories in communication and advocacy work; and
- Develop workshops and educational trainings for CNPs.



OBJECTIVE E:

Expand and strengthen strategic partnerships

Within this objective, the Cultural Trust's commitment to diversity, equity and inclusion includes fostering a culture of donor inclusivity, where contributions of any amount are celebrated and encouraged. Our leadership within the cultural sector will embody the adage "nothing for us without us" in all work with community.

Actions:

- Continue to explore fundraising partnerships; and
- Serve as a leader, advisor and convener for the cultural community.

En Taiko performs at a Northwest Children's Theatre event. En Taiko's collaboration with CymaSpace, funded in part by the Cultural Trust, makes drum performance more accessible to the deaf community.

RESOURCES

Maximize the effectiveness
of the Cultural Trust

OBJECTIVE A:

Increase and modernize the Cultural
Trust's ability to serve Oregonians

Actions:

- Revise administrative spending cap set in statute through legislative process to remove the \$400,000 cap and replace with percentage of permanent fund;
- Review current capacity and staffing structure;
- Request additional positions for administration and campaign support in the legislative process; and
- Modernize grant and donor management systems.





OBJECTIVE B:

Increase Board and volunteer engagement and commitment to supporting culture

Actions:

- Develop Board Committees to focus on capacity building, governance, marketing/communication and DEIA;
- Build relationships with cultural nonprofit board members and grantees; and
- Develop educational trainings for CNPs to promote the Cultural Tax Credit.

An image created by artists Shelby David and Crystal Schenk that depicts the Salmon Run sculpture for the Oregon Coast Aquarium's new lobby, supported by a FY2024 Cultural Trust grant award.

CULTURAL TRUST BY THE NUMBERS 2024

COUNTY/TRIBAL COALITIONS

\$19,015 Average award to a coalition in 2023

450 Approximate number of grants awarded by coalitions each year



Northwest Professional Dance Project



CULTURAL DEVELOPMENT GRANTS

1,450 Number of Cultural Development grant awards to-date

\$19,396 Average Cultural Development grant award in FY2024

\$19,748,921 Total amount awarded in Cultural Development grant awards to-date

Artist Liza Mana Burns puts finishing touches on a Celebrate Oregon! mural. Photo by Athena Delene.

DONATIONS

10,271 Total number of donations 2023

\$5.4 million Total raised by Trust in 2023

\$85,877,646 Total raised by Trust to-date

\$480 Average donation to the Trust in 2023

\$32 million Trust permanent fund in 2024



Mel Brown performs at the Montavilla Jazz Festival, supported by the Cultural Trust.

PARTNERS AND COALITIONS

OFFICIAL STATE PARTNERS OF THE CULTURAL TRUST

Oregon Arts Commission
Oregon Humanities
Oregon Heritage Commission
State Historic Preservation Office
Oregon Historical Society



COUNTY AND TRIBAL CULTURAL COALITIONS

Baker County Cultural Coalition
Benton County Cultural Coalition
Burns Paiute Tribe
Clackamas County Cultural Coalition
Clatsop Cultural Coalition
Columbia County Cultural Coalition
Confederated Tribes of Coos, Lower Umpqua, Siuslaw
Confederated Tribes of Grand Ronde
Confederated Tribes of Siletz
Confederated Tribes of the Umatilla
Coos County Cultural Coalition
Coquille Indian Tribe
Cow Creek Band of Umpqua Indians
Crook County Cultural Coalition
Cultural Coalition of Washington County
Curry County Cultural Coalition
Deschutes Cultural Coalition
Douglas County Cultural Coalition
Gilliam County Cultural Coalition
Grant County Cultural Trust Coalition
Harney County Cultural Coalition
Hood River Cultural Trust
Jackson County Cultural Coalition
Jefferson County Cultural Coalition
Josephine County Cultural Coalition

Klamath County Cultural Coalition
Klamath Tribe
Lake County Cultural Coalition
Lane County Cultural Coalition
Lincoln County Cultural Coalition
Linn County Cultural Coalition
Malheur County Cultural Trust
Marion Cultural Development Corporation
Morrow County Cultural Coalition
Multnomah County Cultural Coalition
Polk County Cultural Coalition
Sherman County Cultural Coalition
Tillamook County Cultural Coalition
Umatilla County Cultural Coalition
Union County Cultural Coalition
Wallowa County Cultural Trust Coalition
Wasco County Cultural Trust Coalition
Washanaksha Cultural Coalition
Wheeler County Cultural Heritage Coalition
Yamhill County Cultural Coalition



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