

Portland Metropolitan Area Arts Ecology Study

September 10, 2020

Profile of Portland Metropolitan Area

Portland, OR
Vancouver, WA
Beaverton, OR
Hillsboro, OR
Lake Oswego, OR
Gresham, OR

(Referred to as “Portland” or “Portland MSA” in this study.)

1. Area History, Demographics, and Culture
2. National Trends in the Arts Ecology
3. Portland Arts Ecology: Profile & Key Issues
4. Portland Arts Organizations: Strengths & Weaknesses
5. Recommendations

Data Collection

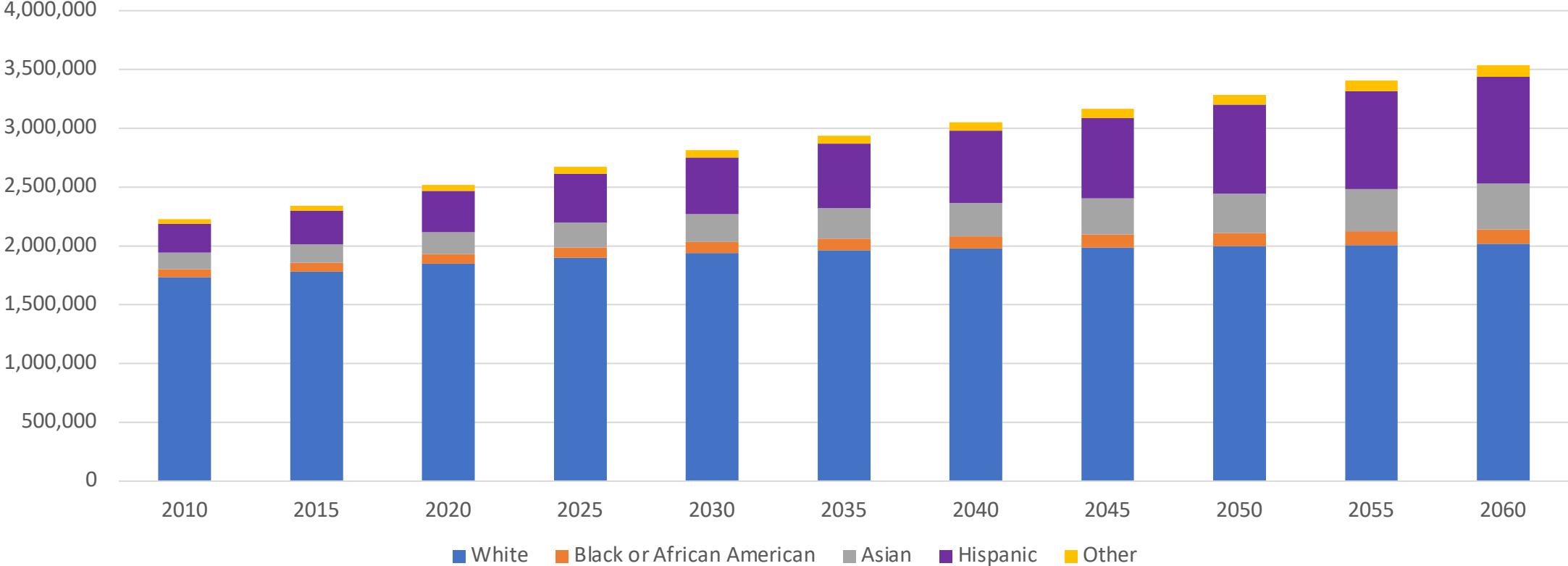
- Environmental research was conducted. Sources are noted on each slide.
- A request for interviews was sent to list of 94 arts leaders, funders, elected officials, business leaders, and board members.
- 58 telephone interviews were conducted, 30-60 minutes in duration.
 - 26 leaders of arts organizations
 - 12 funders
 - 5 politicians
 - 9 board members / business leaders
 - 3 media
 - 2 arts consultants
 - 1 independent artist (several leaders of arts organizations were also practicing artists)
- Questions were both quantitative and qualitative regarding their own organizations, and opinions regarding the arts ecology of Portland.
- Interviewees were informed that only aggregate information without identifiers would be brought forward for the study.
- A survey was also circulated by email, to all non-profit arts and culture organizations in the Portland MSA with annual budgets <\$200K (56 organizations).

Portland is Growing and Evolving

- The population of Portland MSA has grown by more than 1M since 1980 (1.3M to 2.5M).
- It is attracting tech and creative workers from San Francisco, Seattle, looking for a more affordable alternative.
- People are drawn to Portland's attractive lifestyle offered by its food scene, creative culture, and outdoors.
- Creative economy industries like technology, apparel, marketing are growing.
- Newcomers tend to be younger and more ethnically diverse than the existing population base.
- The area population is expected to reach 3M+ by 2040.

Portland Will Continue to Become More Ethnically Diverse

Portland MSA Population Projections, 2010 to 2060



Source: Metro Research Center: Population Forecast to 2060 (Portland-Vancouver-Hillsboro, OR-WA, Metropolitan Statistical Area) (2016)

Portland's Relationship to its Suburbs is Changing

- Gentrification is displacing artists and smaller arts organizations to outer neighborhoods and neighboring cities.
- Traffic is making it less desirable to travel downtown for arts and entertainment.
- Several suburbs are becoming younger and more culturally diverse. E.g., Hillsboro and Beaverton.
- Some suburban cities (e.g. Beaverton) are building arts infrastructure to serve citizens locally.
- This shifting landscape influences audience participation patterns and the availability of arts and culture spaces to create and present work.

Long-term Trends in the National Arts Ecology

- COVID-19
- Focus on Anti-Racism
- Reduction in arts and humanities education in the public schools
- Aging of traditional donor base
- Role of electronic substitutes
- Role of electronic distribution of cultural programming:
- In 2017, 74% of adults got arts on the internet, 50% attended a live event
- Many cultural institutions are having difficulty adapting to this new environment

Portland MSA Lags in State Arts Funding

Oregon

- Ranked 26th nationally in per capita spending on State Arts Agencies (\$1.29/pc in FY2020)
- The 1:1 tax credit program for arts donations via Oregon Cultural Trust offers a unique opportunity, but its potential is not yet maximized.
- The Oregon Cultural Trust Awarded \$3.02M to 137 cultural nonprofits in 2019.
- A recent study by The National Policy Consensus Centre at PSU suggested that the Oregon Arts Commission and Oregon Cultural Trust merge and become a semi-independent entity, to become more responsive to sectoral needs.
- Portland MSA contains 46.7% of the state population.

Washington

- Ranked 41st in per capita spending on State Arts Agencies (\$0.71/pc in FY2020)
- The Washington State Arts Commission issued \$420K in grants to 153 organizations in 2019.
- Vancouver contains 6.7% of the state population.

State governments across the nation face major budget shortfalls, as the post-pandemic economy will shrink tax revenue in coming years.

Sources: <https://issuu.com/arts.wa.gov/docs/fy-2019-annual-report-web> | https://nasaa-arts.org/nasaa_research/fy2020-state-arts-agency-revenues-report/
https://en.wikipedia.org/wiki/Portland_metropolitan_area | <https://culturaltrust.org/blog/news/record-3-02-million-in-grants-awarded-to-137-oregon-cultural-organizations/>

Portland's Top 10 Arts Organizations are Smaller Compared to Similar Sized MSAs

MSA	Population	Low End	High End	Average
Seattle-Tacoma-Bellevue, WA MSA	3.9M	\$5.1M	\$77.8M	\$25.5M
Minneapolis-St. Paul-Bloomington, MN-WI MSA	3.6M	\$11.8M	\$43.0M	\$26.3M
Denver-Aurora-Lakewood, CO MSA	2.9M	\$5.2M	\$80.0M	\$17.9M
St. Louis, MO-IL MSA	2.8M	\$7.0M	\$45.9M	\$16.7M
Portland-Vancouver-Hillsboro, OR-WA MSA	2.5M	\$3.3M	\$21.5M	\$10.7M
Pittsburgh, PA MSA*	2.3M	\$6.7M	\$60.9M	\$20.4M
Austin-Round Rock-Georgetown, TX MSA	2.2M	\$4.1M	\$13.2M	\$7.6M
Nashville-Davidson-Murfreesboro-Franklin, TN MSA	1.9M	\$5.4M	\$45.2M	\$15.2M

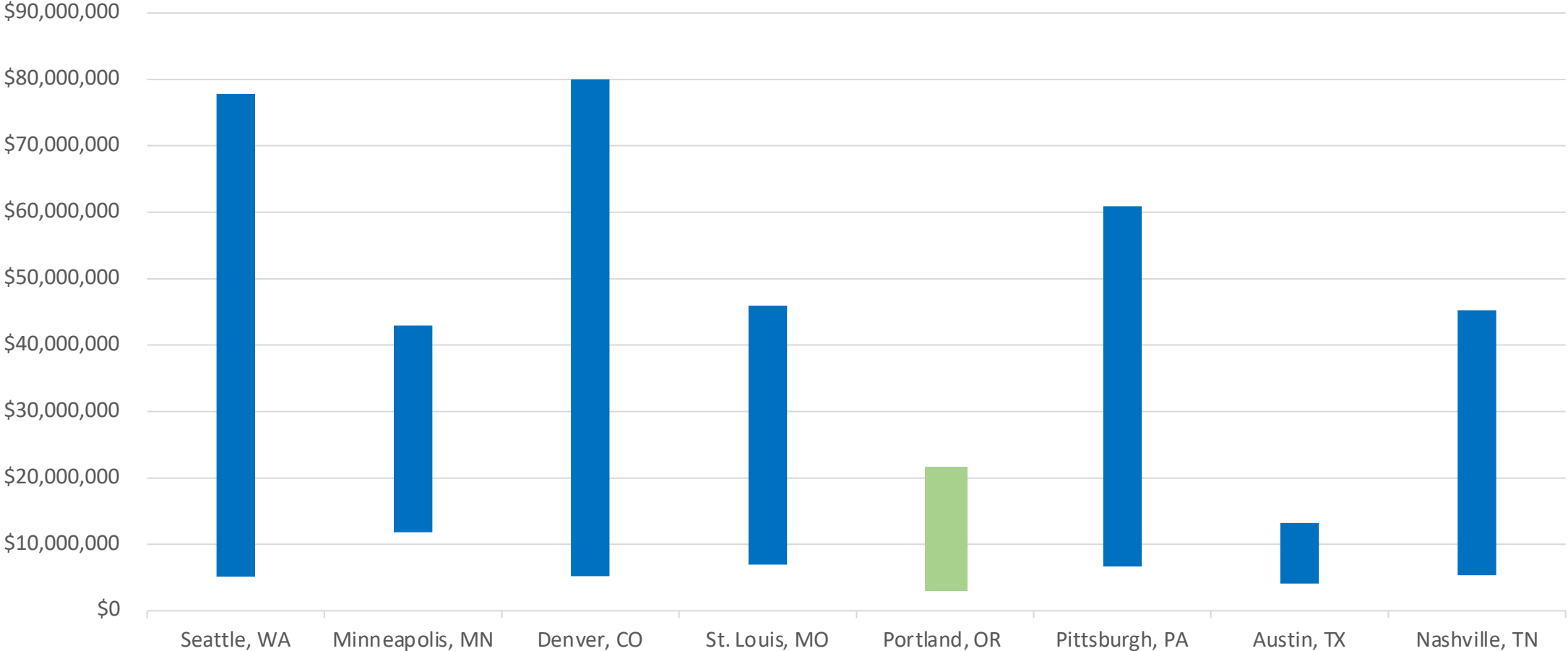
**Portland data excludes Oregon Public Broadcasting*

***Pittsburgh data excludes Carnegie Institute, but includes Carnegie Museums and Carnegie Library*

Source: IRS 990's FY18

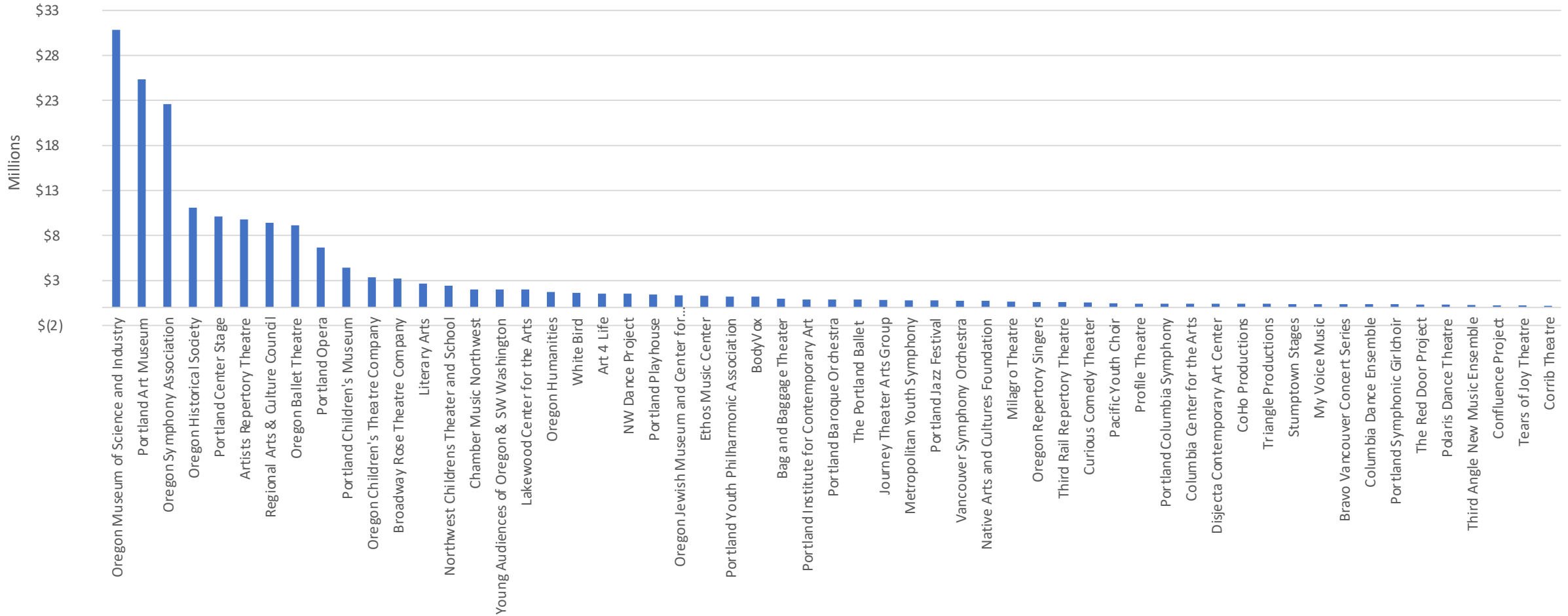
Portland's Top 10 Arts Organizations are Smaller Compared to Similar Sized MSAs

Budget Range of 10 Largest Arts Organizations
Source: IRS 990 FY18 Expenses



Portland Has Many Modestly Sized Organizations

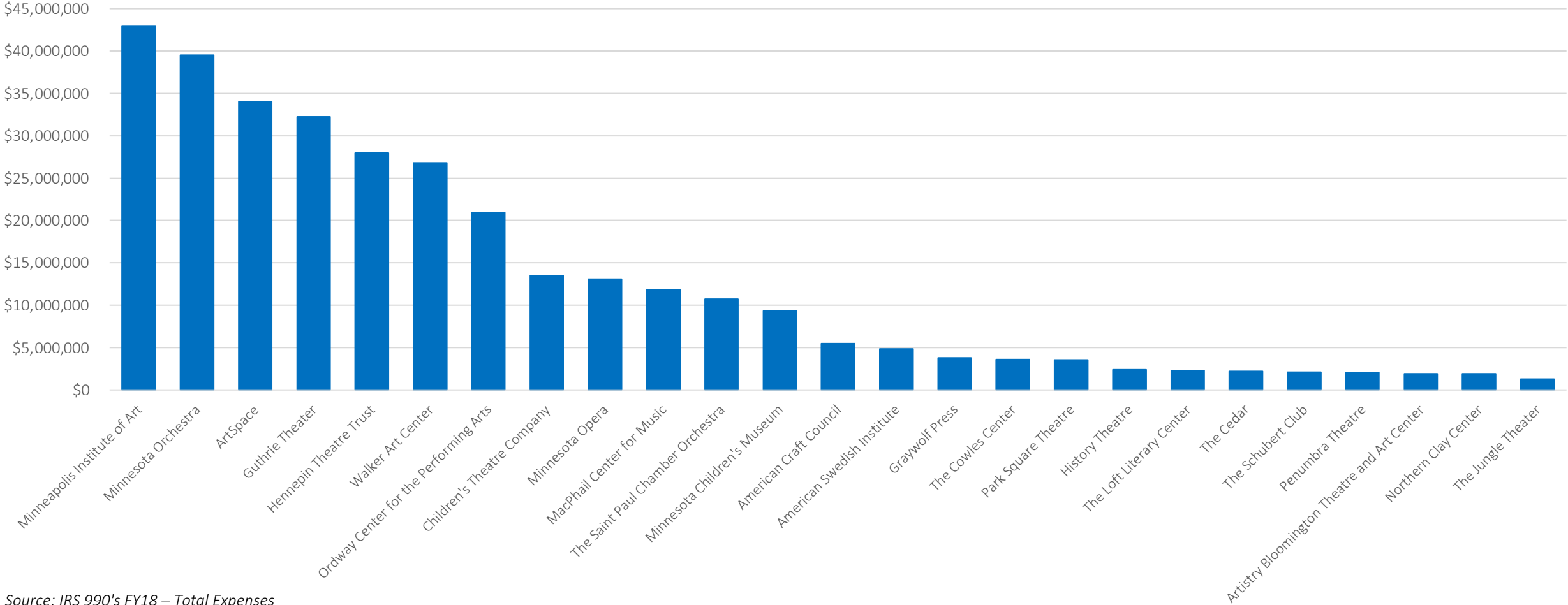
Non-Profit Arts Organizations in Portland MSA With Annual Budget > \$200K



Source: IRS 990s

Minneapolis Has a More 'Even' Spread With Large and Mid-Sized Arts Organizations

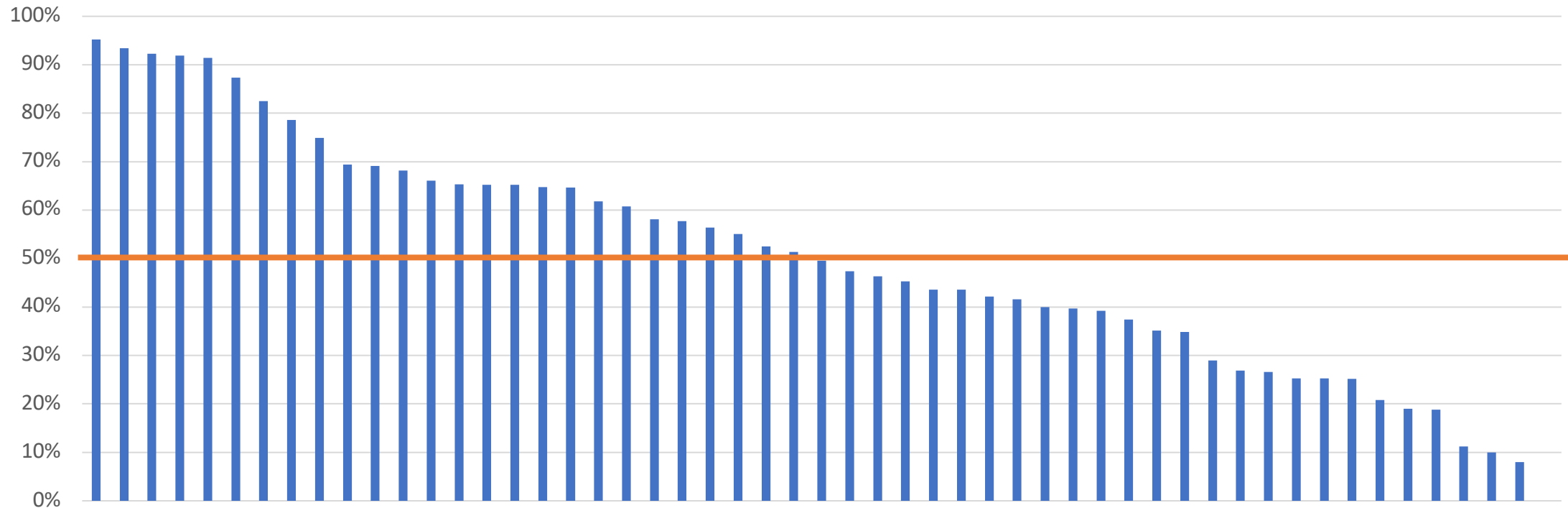
Top 25 NFP Arts Organizations



Source: IRS 990's FY18 – Total Expenses

Portland Arts Organizations, Contributed Revenue

% Contributed of Total Revenue of all Organizations with Budgets Over \$200K



- 17% of organizations rely on over 70% contributed revenue
- 24% of organizations receive less than 30% contributed revenue
- While there is no ideal mix for all, organizations that lean heavily on either type face greater exposure.

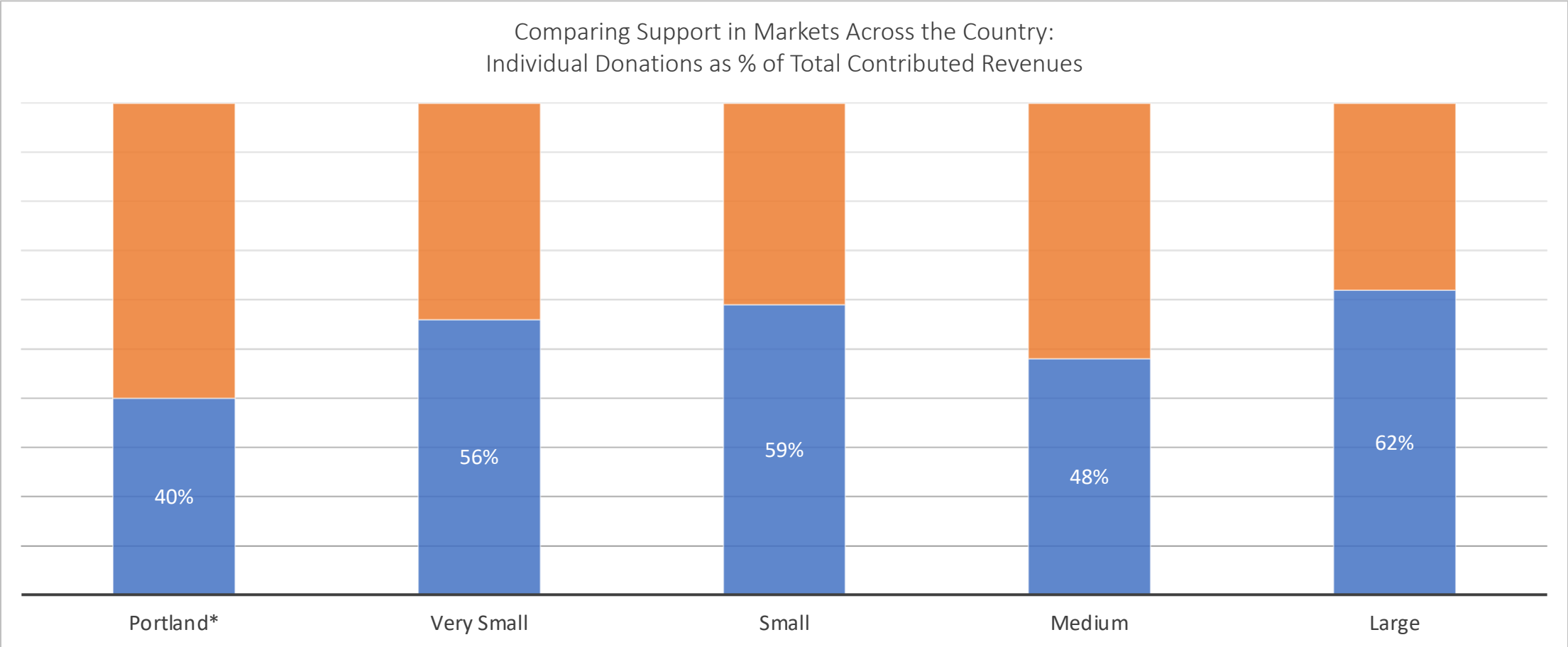
Source: IRS 990's FY16, *FY15; **FY17 Financial Statements

Philanthropy in Portland

Portlanders lead the nation in volunteerism, but lag in charitable giving.

- Wallethub ranks Oregon 1st in volunteer service, but 37th in charitable donations. Portlanders donated \$1.5B to charities in 2015.
- The top causes Portlanders support include poverty, health, the environment.
- Portland city is experiencing significant income growth; in 2017 it became the 10th wealthiest major US city.
- On average, arts organizations surveyed receive 40% of contributed revenue from individual donations. The national average for 2016 was 60%.

Portland Arts Organizations Received Less Contributed Revenue form Individuals



*Based on the % of contributed revenue from individuals in FY2019 reported by 27 sample organizations in Portland MSA.
Source: SMU National Center for Arts Research: Fundraising Report (2017)

Corporate Sponsorship

- New industries are growing, but are not very engaged with the arts.
- Corporations are giving, but not much to the arts. In 2018:
 - Nike \$12M, to Health, Transportation, Community Foundation, Sport
 - Kaiser Permanente \$8.6M, to Health & Wellness
 - An exception is Oregon Children’s Theatre’s major partnership to deliver its “Educational Theatre Program”
 - Intel \$8.4M, to Universities and Environment
 - Cambia Health \$6.3M, to Health
 - Harsh Investments \$3.9M, to Universities and Oregon Public Broadcasting
- Interviews suggest a lack of outreach by most arts organizations, to executives and senior staff at major corporations.
- Interviews report that despite best efforts, Portland's Business Committee for the Arts has been mostly ineffective over the past 10 years.

“Innovation seems to be at the heart of companies like Intel, Nike, and R2C group. The arts seem like a natural brand partner.”

“Corporate partnerships in the arts aren't being rewarded, celebrated, or developed.”

“I don't think the arts community is commanding the kind of attention they could be, or once did, from those remaining corporate headquarters and leading executives.” – Major Portland CEO & Philanthropist

Foundations

- Several local foundations are redirecting funds away from the arts to address cultural inequity and social issues.
- This shift is not unique to Portland, it is a national trend.
- Some organizations are responding with socially-engaged programming and successfully attracting foundation funding.
- Some organizations are responding by increasing individual giving.

“On the positive side, we have been able to hold the line in individual giving. We feel that we have the most opportunity there to replace the foundation funding we have lost.” – ED of Arts Organization

“I am interested in how the arts and culture community can strengthen its case for art as a solution to some of the pressing social issues in Portland, and better communicate that impact to funders.” - Local Foundation Trustee

Equity, Diversity, and Inclusion

“It is an exciting time to be involved in the arts in Portland in terms of the influx of energy, viewpoints, contexts, and perspectives that people are bringing to the arts.”

- Portland's trademark progressiveness rests on Oregon's troubled history of racial exclusion.
- Portland was slower to diversify than other cities in the Pacific Northwest, like San Francisco.
- Today Portland is still a majority white city, but racial diversification is expected to continue in future years.
- In recent years, public and private sector funders have increased diversity requirements to address cultural inequity. This has accelerated due to the recent national racial justice movement.
- Several surveyed arts organizations indicate increasing audience interest in the work of underrepresented artists.

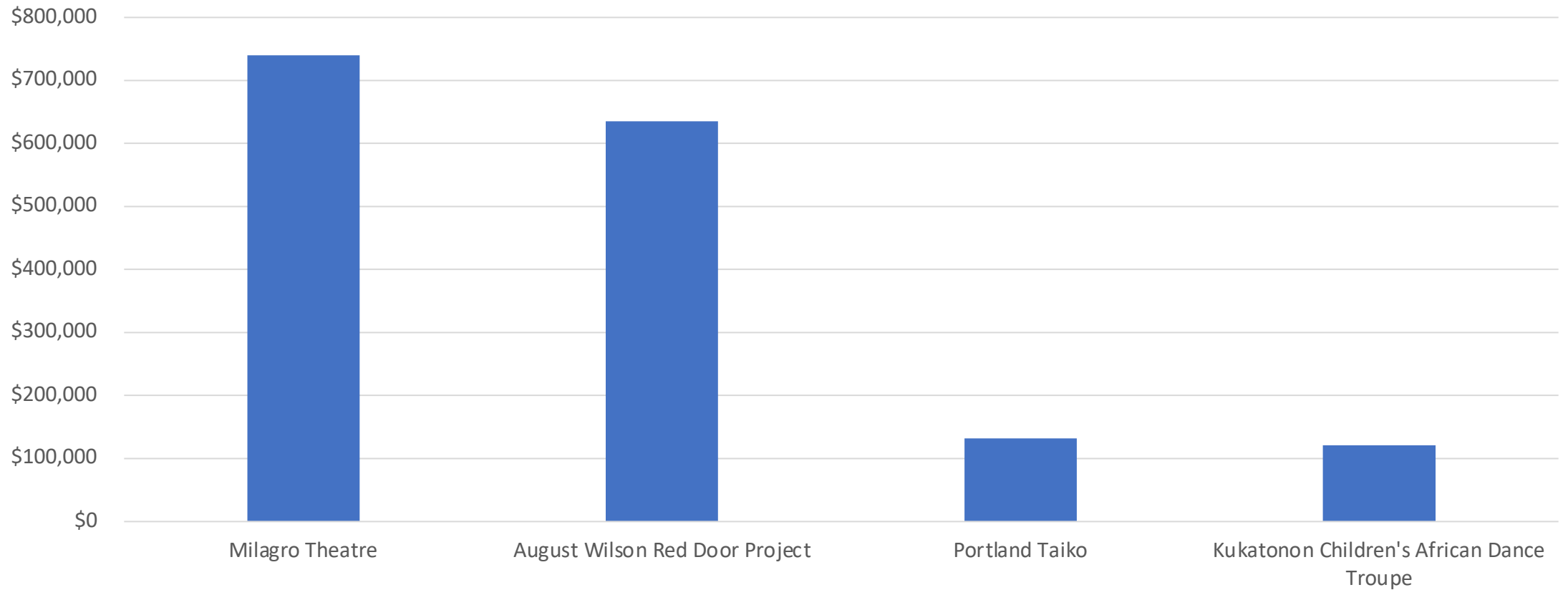
Organizational Responses to E.D.I.

- Many organizations report being ill-equipped to address EDI.
- Established euro-centric organizations face unique challenges in addressing cultural diversity.
- Most culturally-specific organizations are under resourced.
- Some organizations are successfully pivoting to include more culturally responsive programming oriented around social justice:
 - The Oregon Symphony's "Sounds of Home" series brings together social service organizations, community leaders, and arts groups to take action in the realms of immigration, environment, and homelessness.
 - Portland Institute for Contemporary Art prioritizes socially-engaged programming and partnerships. E.g. Offering space for a Black owned/run printing press.
 - Bag and Baggage Theatres' "Problem Play Project" invites POC artists to rewrite traditional euro-centric plays to give voice to the underrepresented.
 - Literary Arts has included an honest and thorough assessment of its E.D.I. goals in its most recent, publicly available strategic plan.
- Joint ventures and programming partnerships are reported as a popular strategy for expanding inclusivity.
- Barrier-free pricing initiatives are ubiquitous but there are concerns about the identification and removal of other logistical barriers (e.g. transportation) and other deterrents like the homogeneity of existing audiences.

"I think it is unfairly assumed that traditional organizations can't participate meaningfully in E.D.I. work."

"It seems like the same leaders of color get asked to join every arts board."

Culturally Specific Arts and Cultural Non-Profit Organizations in Portland MSA Have Comparatively Small Budget Sizes



Source: IRS 990s FY18 – Total Expenses

Racial Justice and the Arts in Portland

- On May 28, 2020 protests began in Portland, part of a national movement in support of racial justice. These nightly protests have continued for 60+ consecutive days.
- Portland has a history of social activism, so the length and intensity of recent protests is not surprising for many residents.
- Several arts organizations are providing support to protesters by offering their spaces to for protesters to organize. This has demanded flexibility from, and stretched the capacity of already downsized staff teams.
- This recent swell of racial justice has emboldened organizations to reexamine and accelerate existing anti-racism work, and examine gaps in these efforts.
- There is an urgency to go beyond presentational actions like Black Lives Matter statements, to enact lasting changes.
- For one organization, this involved striking a special adaptive planning group led by a hired POC facilitator.
- It is expected that higher standards in this area will exist permanently, after protests subside.

“We began anti-racism work a few years ago, but the recent activism has heightened our intent and fortified our direction. It has encouraged us to be even bolder.”

“We can actually do more structural renewal because we downsized our staff during COVID. We can rebuild the staff in a way that is more equitable, make more sweeping and structural changes.”

Space

- Downtown is becoming too expensive for small and mid-sized organizations.
- Larger organizations are facing increased occupancy costs at city owned venues; city venues are also facing cost increases.
- Some new spaces are being built, both downtown and in suburbs.
- Some interviewees believe that existing spaces are underutilized. (off hours, dark days, etc.)

"There are so many complaints about space, but arts leaders aren't thinking innovatively about this. They should be approaching the public institutions like schools, which have many underutilized theatre spaces which could be retrofitted."

"We partner with the community extensively to try to address the lack of space and resources to create and show work. We are responding to displacement, in what is sometimes an immediate and reactionary way."

Civic Leadership is not Championing the Arts

- There is concern that local civic leaders are not recognizing the value of the arts and culture sector, how it could be used to stimulate the economy, enhance quality of life, and advance cultural equity.
- The city could be more bold and innovative in taking risks, and seeing the value of the arts and culture as an agent of change.
- There seems to be confusion about which state level entity is charged with arts advocacy, both locally and statewide. Funders are playing a role, but there are also pure advocacy entities.
 - Locally is it the Regional Arts and Culture Council?
 - Statewide is it the Oregon Arts Commission (OAC), or the Cultural Advocacy Coalition?
- COVID-19 has focused advocacy efforts. A for-profit/non-profit coalition of music organizations successfully lobbied the state government for \$50M in relief funding.

"The arts always complains about how much money sports get, but we should really be looking to that sector to find out how to do a better job."

"I have seen how essential the arts are to the development of individuals and community. We need to voice to the City that the arts are an investment into society. We need to explain our case better. We need to make our needs clearer. We need to show the City how they can help."

"There is a lack of a central convener. Everyone is looking for leadership in terms of advocacy at a city-wide level. Leadership in regards to promotion and advocacy of the arts as a whole."

"After successfully securing this relief funding I think the community is realizing that serious, sustained advocacy can actually work in influencing government. I think we haven't created a collective voice like this in a long time."

Tourism

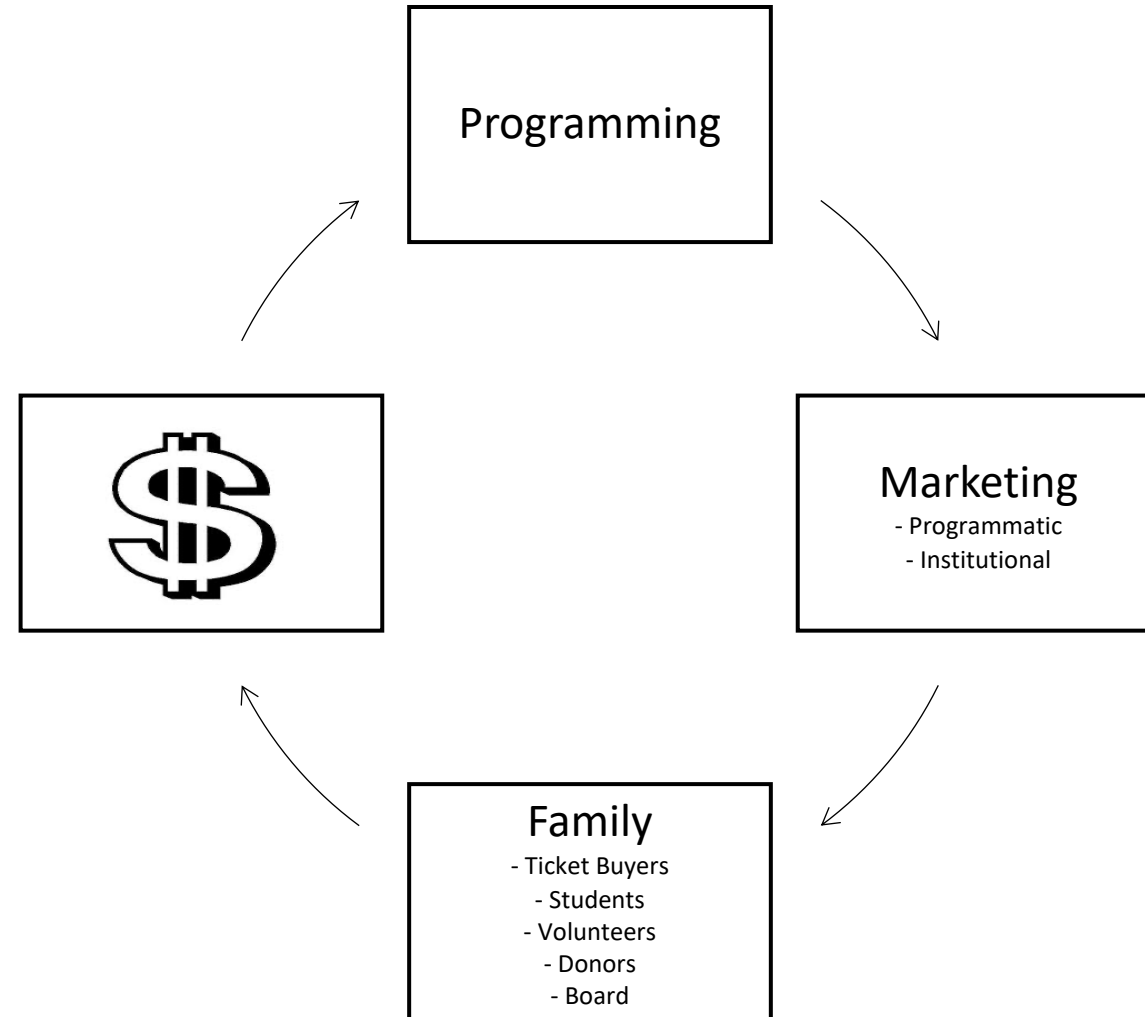
- Portland is a national tourist destination, but not for the arts.
- In 2019, Portland welcomed 8.8M overnight visitors who spent \$5.6B.
- Economic impact of tourism has increased annually since 2015.
- There is some regional arts tourism for marquee-level events.
- People are attracted to Portland for its food and beverage scene, the outdoors, and the aura of creativity and “DIY” artisanal spirit created by its artistic community.
- Arts and culture activities are a natural value-add for these visitor motives.
- Santa Fe has a small population of 84,000, but vibrant arts tourism entwined with its culinary scene and intriguing history. It welcomes 2M visitors each year.
- The arts are upfront and center in its marketing to tourists and its arts organizations are adept at attracting and serving an out of town audience.

Organizations with National Profile in Comparator Cities

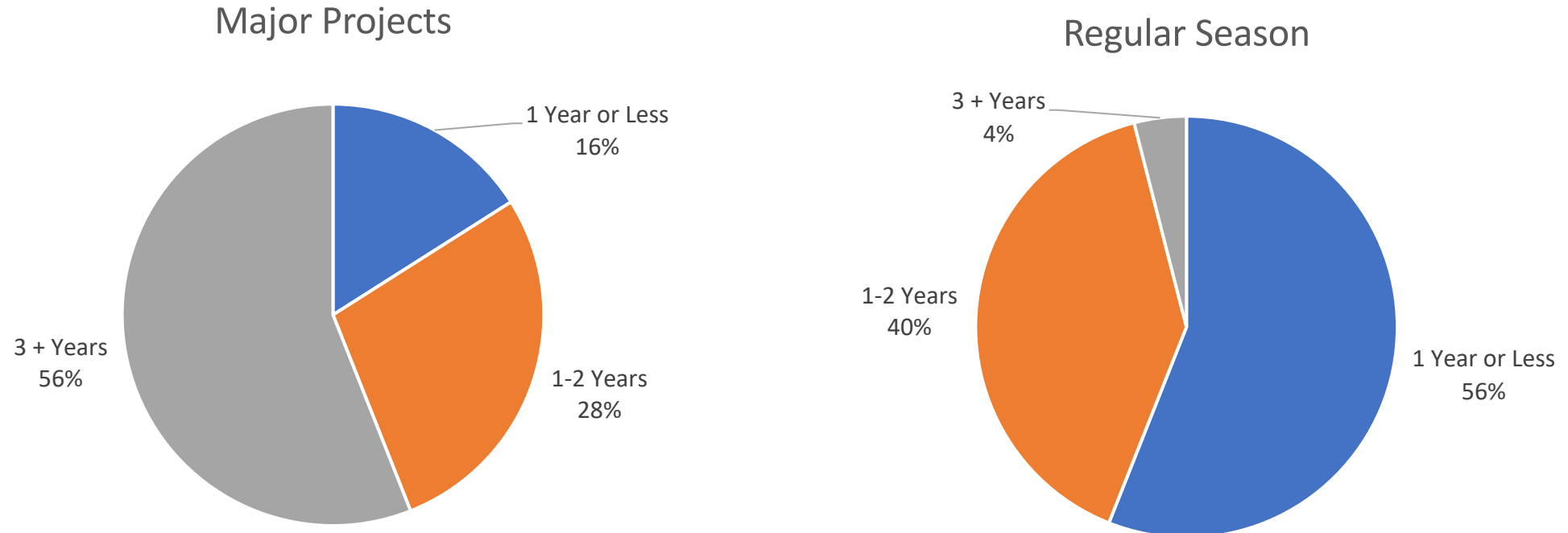
Some organizations in mid-sized cities hold rank with the nations biggest and best.

- St. Louis Symphony
 - Built a reputation as one of the nation's top orchestras through illustrious and prolific recording and touring.
- Opera Theatre of St. Louis
 - Positioned its summer festival as a fun, accessible, destination experience
 - First US company to appear at the Edinburgh Festival
 - Regularly enjoys coverage in national media like the New York Times and Fox News
- Guthrie Theatre, Minneapolis
 - Built a reputation for excellence that extends far beyond the Twin Cities
 - Won a Tony Award in 1982, for outstanding contribution to the American theatre
 - Reaches 350,000 patrons annually
- 5th Avenue Theatre, Seattle
 - Maintains a significant national profile and is the largest non-profit arts employer in the region (600+ persons)
 - Has established itself as a proving ground for exciting new musicals before they hit Broadway.
 - Played a major role in the revitalization of downtown Seattle in the 80's
 - Each year it reaches 300,000 audience members at performances and 75,000 youth with its extensive education programs.

The Cycle: A Model for Institutional Growth and Stability

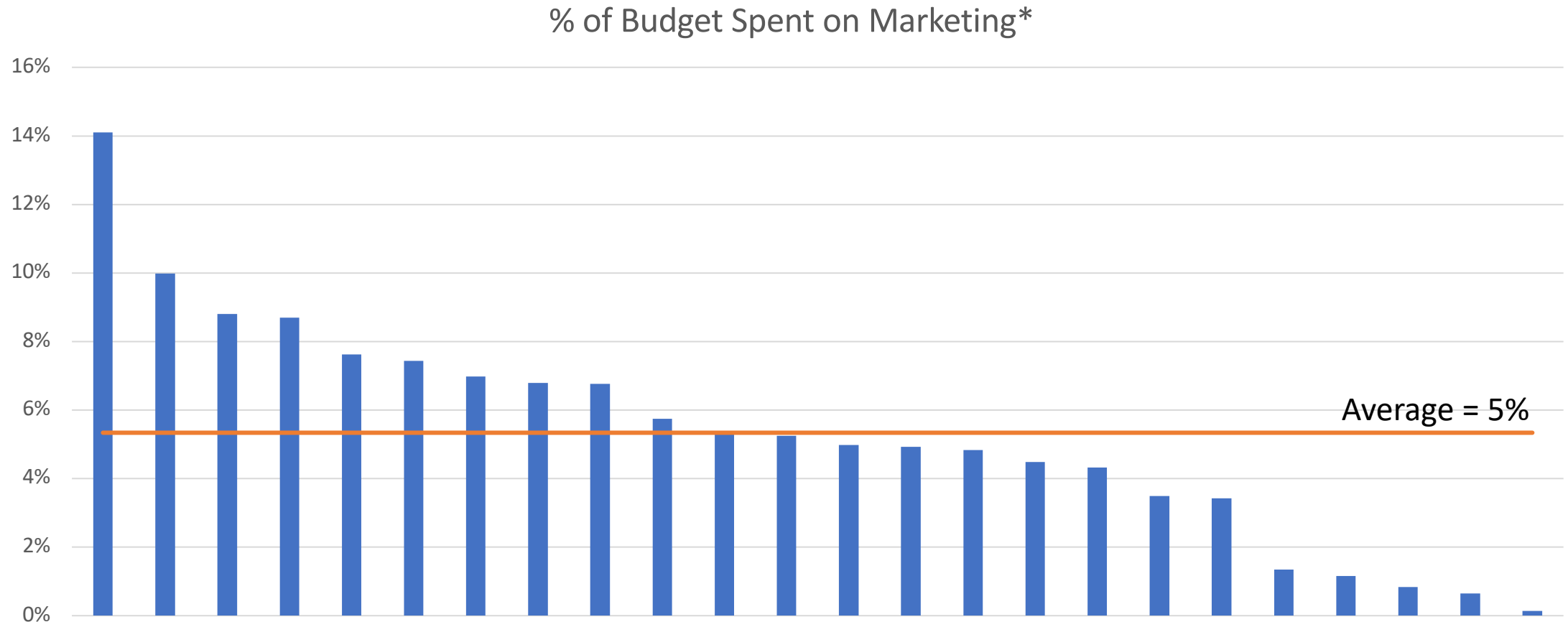


Artistic Planning



- The majority of organizations plan major projects 3+ years in advance, however regular programming is on a much tighter 1 year lead.
- Most respondents indicated a desire to extend the planning cycle further.

Many Organizations Spend Modestly on Programmatic Marketing



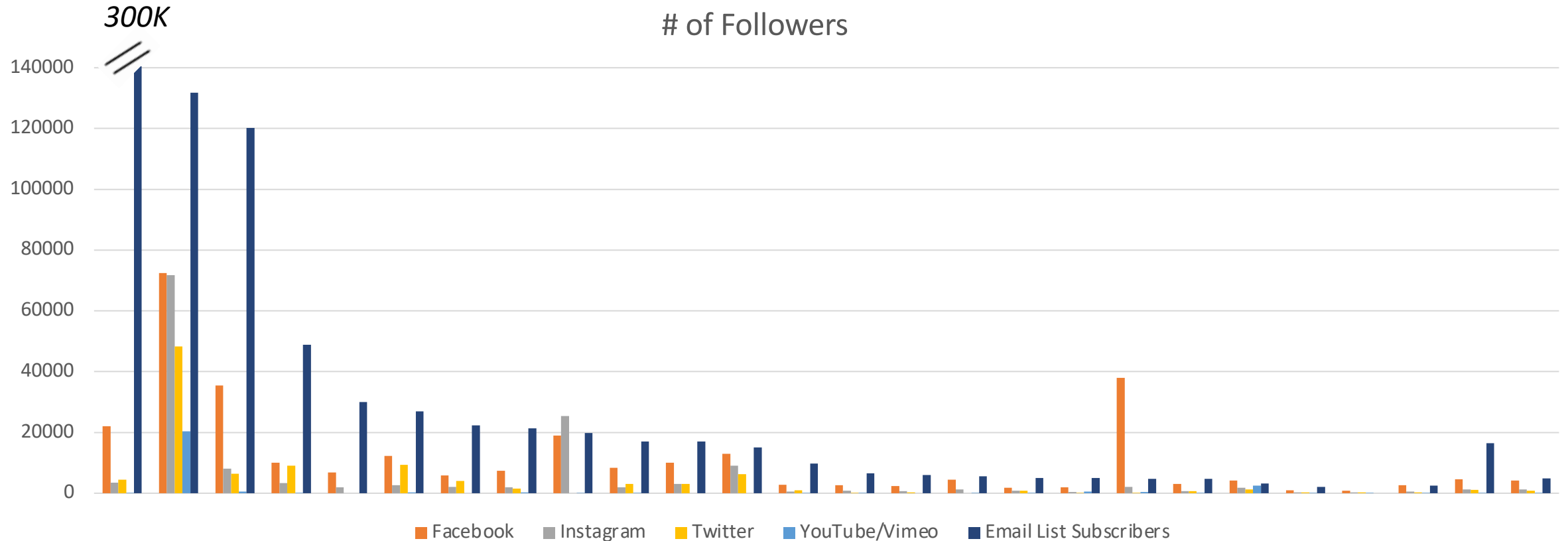
**Staff salaries excluded.
Source: Email survey. N=24*

Marketing

- 59% of organizations think that they are spending "too little" on marketing.
- 41% believe they are spending "enough".
- None reported overspending in this area.
- Marketing was frequently cited as an area lacking staff capacity.
- Some organizations reported acute staff recruitment and retention issues in marketing.
- Digital platforms are primary for nearly all organizations.
- There is a lack of institutional marketing. Most respondents indicated need to raise organizational profile, but cited lack of time and knowledge as barriers.

“Our marketing budget has stayed flat over the years, while other costs keep going up.”

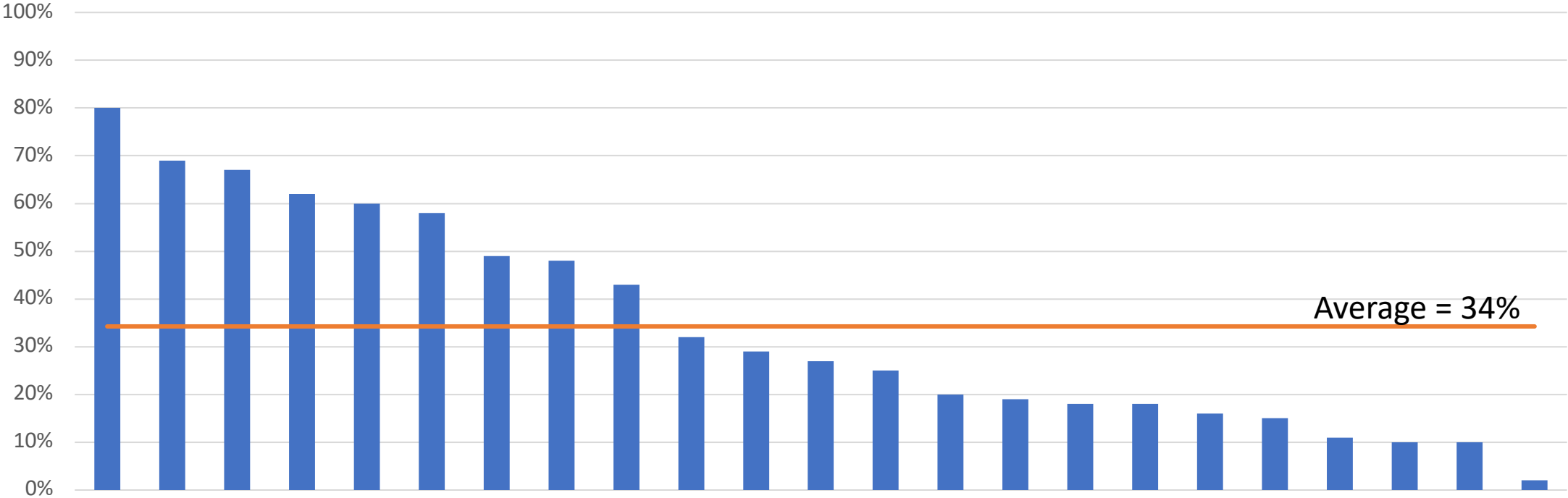
Audience Scope, “Reachable Universe”



- Most organizations have modest market penetration.
- In 2017, an estimated 71% of Oregonians attended a visual or performing arts event; this translates to 1.96M potential attendees in the Portland MSA.
- Email newsletters are crucial for most organizations.

Many Arts Organizations Rely On A Few Donors

% of Total Contributed Revenue From Top 5 Contributors



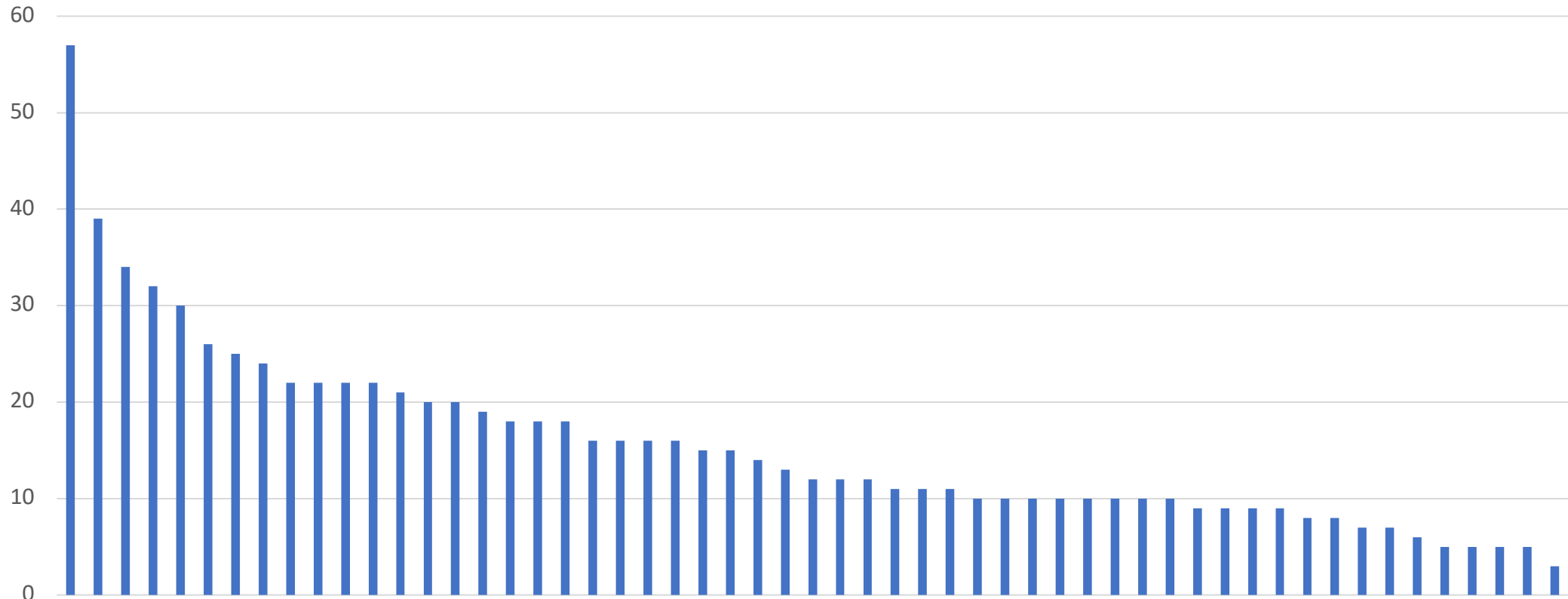
- 39% of respondents receive more than 40% of contributed revenue from their top 5 donors.

"We keep returning to the same small number of philanthropic families. I don't think we can keep relying on their generosity alone."

Source: Email surveys. N = 23

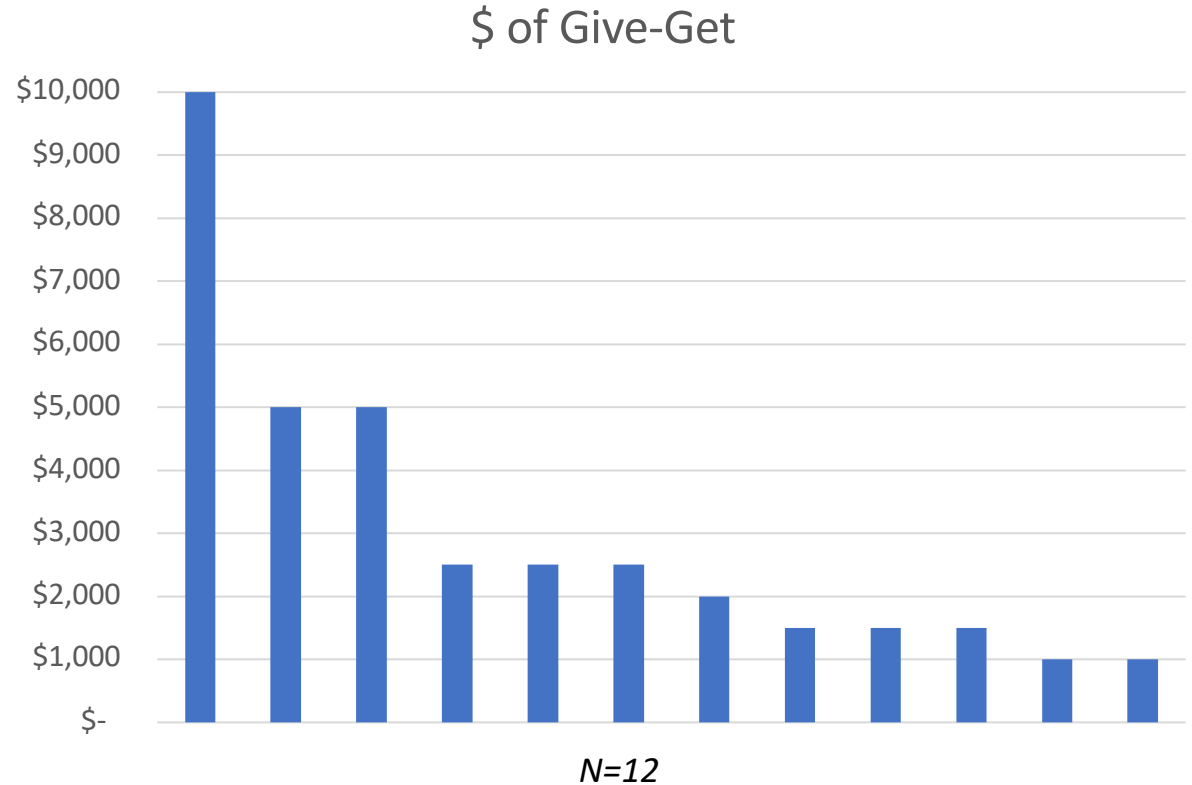
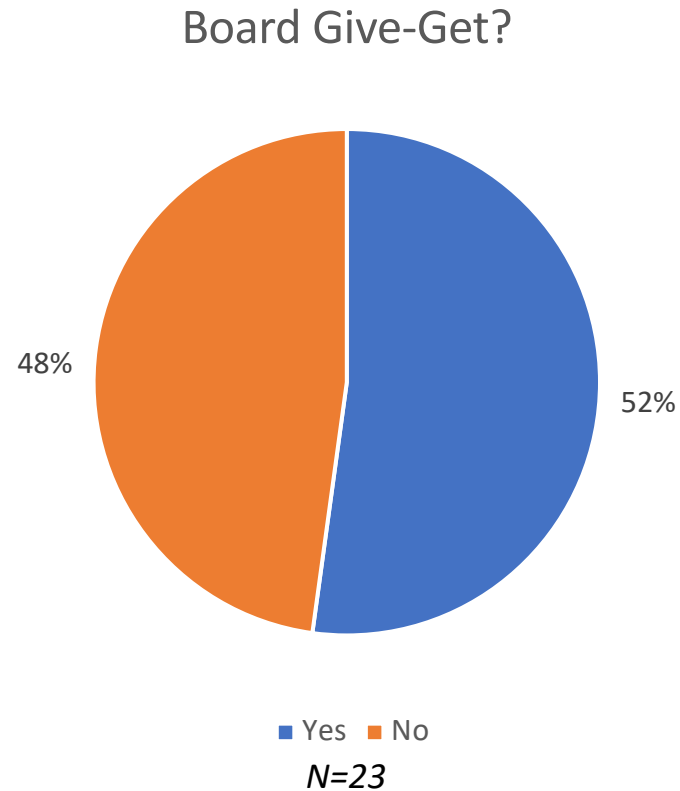
Arts Boards Are Relatively Small

of Board Members, Arts Organizations With Budgets \$200K+



- Several respondents indicated they were trying to increase the size of the board.
- 58% of respondents have a board with 15 or less members.

Contributions From Arts Boards



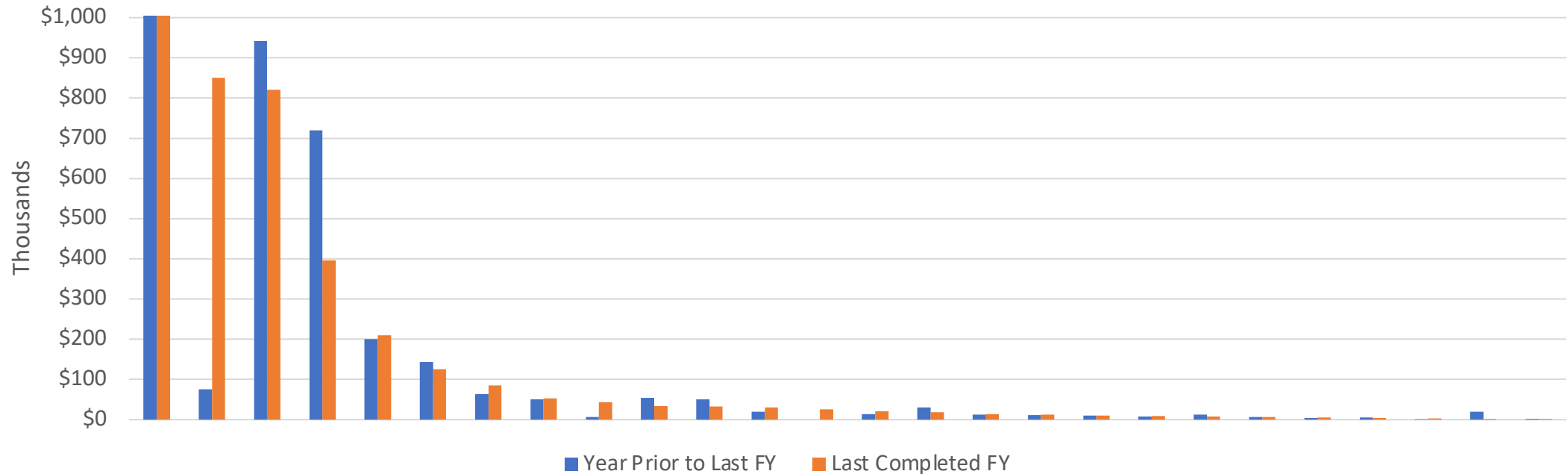
- Some organizations are turning away from give-get policies, in an effort to diversify board membership.
- Of those that have a give-get, the amount is typically modest.

Contributions From Arts Boards

5M/5.6M



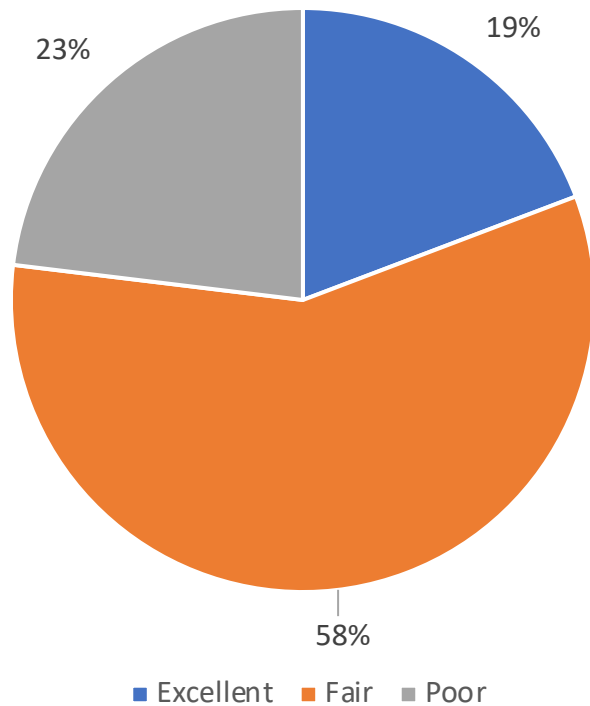
Total Board Contributions, Last 2 Years
(each pair of bars represents one arts organization)



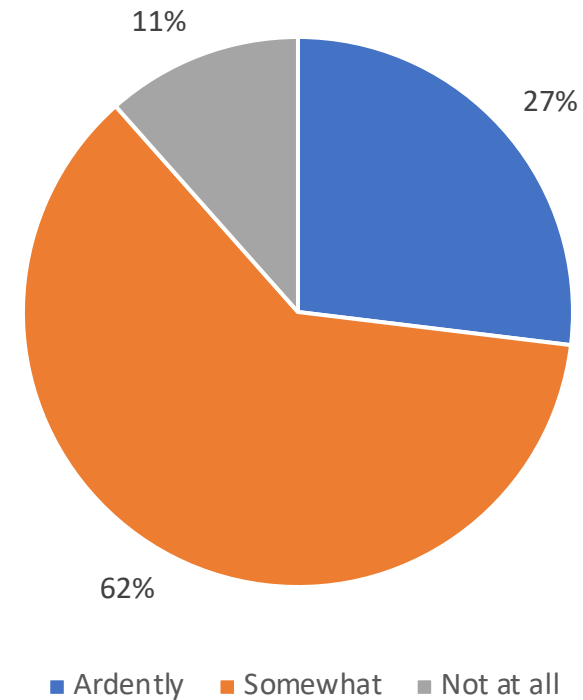
- For some organizations, the amount of board giving varies significantly year to year.
- The national average for board giving is 4-5% of total expenses. 73% of organizations surveyed fall short of this benchmark.

Board Fundraising Engagement and Capacity Are Lacking

Board Engagement in Fundraising



Is Your Board Working to Increase Fundraising Capacity?



- According to arts leaders interviewed, the majority of board members are not deeply engaged in fundraising.

Staff Retention, Training, and Capacity

- There are numerous entry level opportunities at small organizations, but career advancement options thin out quickly. Senior roles are harder to find.
- Staff retention appears stronger at larger institutions; several large organizations attributed competitive wages as a strength, as compared to smaller arts organizations.
- Development and Marketing were overwhelmingly cited as areas lacking capacity, both in terms of skills and number of staff.

“Small organizations run on skeleton budgets can't hire development staff with the skills to cultivate strong donor relationships.”

“It's hard to 'grow up' as an institution here; I'm constantly hiring 20-year-olds.”

“We are often forced to hire people with limited experience and train them. The training and support is challenging.”

“I am excited about the talented, exciting young leaders we have entering the Portland arts ecology. I think they are better prepared than the arts leaders that came up in previous generations. They may be facing more challenges, but they also seem to have more tools.”

Arts Education

- Since major state funding cuts to arts education in the 1980's, schools have worked to restore these programs
- Portland's "Arts Tax" was initially conceived to provide operating funding to arts organizations, but now primarily provides an arts teacher in every elementary school in Portland.
- In tax year 2018 \$11.09M of revenue was collected. \$7.57M was dispersed to school districts, \$2.06M to RACC, and \$1.47M to admin/overhead costs.
- The tax itself is fraught with optics and compliance issues. A quick analysis indicates that compliance is low. $\$11.09\text{M} / 536,888 \text{ adults} = \21 per capita , or 60% of the \$35 per capita goal.
- The quality and breadth of programs is uneven across neighborhoods.
 - Not all students have access to each core discipline (theatre, music, dance, visual art).
 - Arts organizations are filling the gap in exciting ways but offering sequential curriculum is challenging.
 - Programs are better in affluent neighborhoods that can supplement with parent council fundraising.

Summary Observations

- Portland's marquee institutions are modestly funded compared to similar cities
- There are many small, under-resourced organizations, fewer mid-size
- Access to space for creation and presentation is limited and shrinking
- Portland's population is becoming younger and more culturally diverse; some organizations are adjusting successfully, others face diminishing support
- The corporate community could be more engaged in the arts
- The donor community is underdeveloped; many organizations achieve less than the national average in individual giving
- Board giving is modest

Summary Observations, cont.

- Audience demand and enthusiasm is generally healthy
- Planning cycles are relatively short, especially in small organizations
- Staff capacity challenges in fundraising and marketing are common
- Most organizations underspend on marketing
- A lack of institutional marketing has resulted in tepid cultural tourism
- There is a lack of collective impact, joint ventures, and programming initiatives that produce visibility outside of Portland
- The intensity and complexity of the current pandemic and racial justice movement have coalesced to create conditions conducive to bold change.

Recommendations

Pandemic Support

Create a bridge to sustain during shutdown, and re-emerge with relevance and strength.

- Support for major organizations
 - Stabilization funding
- Planning services for midsized and small organizations
 - Response and scenario planning
- Assist mergers, prompted by pandemic conditions
 - Some small organizations with similar missions may find opportunity in mergers or formalized joint ventures
 - Provide consulting
 - Provide legal advice
 - Provide initial grant funding

Empowering Equity Initiatives

Advancing equity by helping culturally-specific organizations to flourish, while equipping historically white organizations to create comprehensive and lasting systemic changes.

- Funding for arts organizations to hire BIPOC facilitators to advance EDI work, over a 3 year period.
 - Complement this work with guest speakers, seminars, or peer learning.
 - Use an evidence-based approach to measuring change.
- Funding for partnerships between culturally-specific and historically white organizations.
 - Support production, residencies, research and experimentation in cross-cultural/intercultural work.
 - To spark new relationships, foster dialogue, create new opportunities, and access to wider markets.
 - Funds would flow directly to the culturally-specific organization.
- Offer focused capacity building program for organizations of color
 - Special training in artistic planning, marketing, fundraising, financial management
 - Targeted grants

Arts Incubator for Emerging Organizations

Create a program aimed at assisting new and small arts organizations:

- Offer low cost, subsidized office and rehearsal space
- Offer subsidized, shared back office services and technical assistance
- Support organizational development; provide access to consultation
- Stimulate collaboration and joint ventures
- Reserve space and resources specifically for BIPOC organizations
- E.g. [Intersection for the Arts](#), San Francisco

Funding for Flagship Organizations

- A healthy ecology depends on robust large organizations
- A healthy ecology depends on synergy between large and small organizations
- Invest to ensure a strong future for major organizations
 - Require marquee organizations to mentor smaller organizations
 - Require marquee organizations to share resources with smaller organizations

"We need to shift from a scarcity mentality to one of abundance, realizing that the sum is greater than its parts."

Building National Brand Awareness

- Position Portland as a national leader in artistic innovation
- Strong institutional marketing from major organizations
- Festivals and joint programming
- Export ambitious works created in Portland

"Portland's arts and culture scene seems hyper-local. There is a big opportunity to showcase the arts and culture scene here on a national scale. There is a unique freedom to the creativity here that could be celebrated externally."

Major Bi-Annual Festival

There are plenty of great Portland festivals, but none are a nationally significant, cross-discipline celebration of Portland's ingenuity.

- Amplify Portland's spirit of innovation and entrepreneurialism
- Focus on out-of-state tourism and get Travel Portland onboard
- Connect arts with other creative workers in tech, apparel, design, even health.
- Thematic thought leadership, e.g. *"Portland Festival of Arts & Ideas 2022: Frontier"*

The idea that boundaries are meant to be pushed and rules rewritten runs deep in Oregonian identity. It's that spirit that fuels the unbridled creativity in Portland's prolific arts scene. Experience the best Portland has to offer in this week-long festival, as the city comes alive with performances, street art, design and fashion showcases, talks, and culinary delights.

- Convene multiple cultural perspectives on the theme
- Take inspiration from The 1905 Lewis & Clark Expo. that showcased arts and industry, and profoundly raised Portland's National profile

Support of Marketing Efforts

Market penetration and institutional visibility is low for many organizations.

- Major funders could consider providing specific support for marketing plans that:
 - Create strong institutional images for arts organizations
 - Create high efficiency/high effectiveness programmatic marketing activities
 - Employ innovative digital marketing techniques
 - Build recognition outside of Portland
 - Foster collaborations between arts institutions to lower the cost of marketing while increasing reach

“It can be scary for my marketing staff to 'buy in' to institutional marketing because it doesn't generate immediate, measurable results. It's an important long-term investment.”

Developing a Vital Philanthropic Base

1) Foster Individual Giving

- Funding and capacity building for organizations committed to establishing a healthy individual giving program.
- Channel Portland's spirit of volunteerism and grassroots changemaking into financial support.
 - Is there an opportunity to offer more participatory engagement opportunities to appeal to 'hands on' millennial donors?
- Foundations could make matching grants to incentivize donor acquisition.

Developing a Vital Philanthropic Base

2) Build Bridges to the Business Community

- Consider re-establishing the Business Committee for the Arts, under private sector leadership
- Recognize star arts philanthropists from the business community
- Build excitement with ambitiously scaled, cross-sector programming with national visibility
- Political leaders and foundation leaders work together to engage corporate executives in the arts
- Encourage civic and business leaders to join arts boards

Celebrating Success is Essential

The prevailing attitude that “Portlanders have deep pockets, but short arms.” has created overly pessimistic view of the opportunity to cultivate a robust donor base.

- The Oregon Symphony, Literary Arts, and The Portland Art Museum maintain substantial donor bases.
- As of 2018-19, these organizations are raising 39-75% more private sector contributions than they were 5 years ago.

Space

- Conduct an inventory of vacant or underused community space which could be activated. Is [SpaceFinder](#) meeting this need?
- Consider an active matchmaking effort to identify and allocate unused space. This could be driven by a special committee.
- Large and mid-sized organizations have indicated a willingness to share space.
 - Clarify and formalize spaces that are being offered.
 - Offer residencies for smaller organizations with no home venue.
- Lobbying city government to reserve low cost space in downtown
 - Make this a central issue in the upcoming municipal election

Collective Advocacy

- Interviews suggest advocacy efforts have not been effective in recent years.
- Can the RACC Business Committee for the Arts or Cultural Advocacy Coalition be strengthened?
- Or, is there a need for a more comprehensive task force, with business leaders, politicians, philanthropists, representatives from major foundations, and educators?
 - E.g. Denver Commission on Cultural Affairs.
- The committee could act in an advisory capacity to municipal governments and public sector funders.
- This volunteer group could advance collective efforts in programming, public awareness and engagement, and advocacy.
- This group could be convened as an independent association, rather than be beholden to a specific funding body.

Major Initiatives Summary

- Help organizations survive the pandemic
- Advance cultural equity and racial justice with targeted initiatives
- Portland as a national leader in artistic innovation, entrepreneurialism, and diverse cultural perspectives
- Achieving scale and prominence need not be at odds with nurturing a diverse, responsive, and inclusive creative community
- Invest in the growth of exceptional small organizations and the sustainability of the largest sectoral leaders
- Get serious about developing and celebrating an engaged donor community
- Invest in building and reviving creation and development space
- Establish an arts task force to identify and advance collective opportunities