

Lane Arts Council cultivates belonging, learning, and investment to engage all of Lane County in the transformative power of the arts.



**STRATEGIC PLAN
2024-2028**

Strategic Plan Development

In the Spring of 2023, Lane Arts Council (LAC) selected Synergy Resources Group (SRG) to facilitate a stakeholder engagement process with a goal to gather internal and external feedback to inform LAC's prioritization of their efforts and resources in the upcoming years. Another goal of the stakeholder engagement process was for LAC to learn what the community needs and how LAC can best support the arts alongside the community.

LAC aimed to engage as many voices and perspectives from the community as possible to support the development of its new strategic plan. Therefore, stakeholder engagement activities included board and staff one-on-one interviews, external stakeholder interviews and focus groups, a board and staff Asset Inventory workshop, and a Community Feedback survey.

SRG developed an Insight Report for LAC that summarized and highlighted the feedback heard from the community. Within it, SRG shared their recommendations to the Board based on the voices of the internal and external stakeholders. These stakeholder informed recommendations became the basis for LAC's next strategic plan.

In the Fall of 2023, SRG began working with Lane Arts Council's Strategic Planning Committee (SPC) to develop their next strategic plan. At that time, the SPC responded to stakeholder feedback by prioritizing the most common needs expressed by the community. This rich information initiated many discussions with the SPC and the board and staff, resulting in LAC's new mission, vision, and values statements along with their goals, strategies, and success indicators.

Over the next four years, LAC invites the community to join them in their vision of the arts being deeply embedded in and essential to the social, cultural, educational, and economic well-being of greater Lane County.

Mission, Vision, and Values

Over the span of several months, Lane Arts Council’s Strategic Planning Committee (SPC) reevaluated their mission, developed an inspiring vision, and reflected on the meaningful values that represent LAC.

The SPC spent many hours discussing LAC’s current scope of work, how it has changed over the years, and the work they envision LAC doing in the future. As a result, a commitment to belonging, learning, and investing in the transformative power of the arts throughout Lane County was key to laying the foundation to ‘refresh’ LAC’s mission. Once the mission was in place, it guided the SPC in developing LAC’s vision for the next four years, helped the SPC create meaningful values for LAC, and be intentional about how they convey these messages to the staff, board, and community.

Every conversation among LAC’s board, staff, and SPC was reflective and meaningful, producing many common themes that stood out. From their recognition and commitment to diversity, equity, inclusion, and accessibility by actively working to support belonging in the arts, to sharing the power of creativity in all art forms and being ready to learn and adapt, to being responsible for LAC’s actions and commitments as they engage with the community. LAC is more driven than ever to be responsive to the people and relationships that make LAC’s work possible and purposeful.

Throughout the process, LAC’s board and staff were engaged, providing thoughtful feedback on the mission, vision, and values as well as participating in a capstone workshop to finalize these important statements. Moving forward, LAC will look to their ‘refreshed’ mission, new vision, and values to guide every aspect of Lane Arts Council’s work both internally and externally.

Mission, Vision, Values

Mission: *Lane Arts Council cultivates belonging, learning, and investment to engage all of Lane County in the transformative power of the arts.*

Vision: *All arts are deeply embedded in and essential to the social, cultural, educational, and economic well-being of greater Lane County.*

Values:

Human-Centered. *We are driven by and responsive to the people and relationships that make our work possible and purposeful.*

Equitable. *We actively work to support accessibility and belonging in the arts.*

Creative. *We believe in creativity as a catalyst and the transformative power of all art forms.*

Inquisitive. *We approach our work with courage and vulnerability, ready to learn, adapt, and be inspired.*

Accountable. *We are responsible for our actions, commitments, and decisions and will engage our community with authenticity and humility.*

Capacity Building

Over the past several years, Lane Arts Council has experienced tremendous organizational growth. Stakeholders shared their amazement about how much LAC accomplishes in the community with limited staff capacity. On the other hand, LAC's board and staff expressed the need to realign staff capacity, stabilize the organization, and deepen existing programs. Going forward, LAC wants to grow and expand responsibly by prioritizing multi-year funding strategies to ensure that staff capacity aligns with quality programming and positively impacts the community. LAC's human-centered lens will be at work, responding to the people and relationships that make their work possible and purposeful.

To build capacity, LAC will strengthen donor relationships and build creative and innovative funding strategies while increasing the number of community champions that support the creative sector. LAC's focus is on building stronger relationships with their donors, giving the staff and board the opportunity to cultivate meaningful discussions and find new ways to collaborate. LAC will continue to hold itself accountable to those who support the organization and mission, leveraging that support to increase access to the arts for all.

Further, with access to stable and ample funding, LAC can think about their organizational growth and long-term goals more intentionally and thoughtfully, ensuring that their staff and programming are growing not just in quantity, but in quality too.

Goal: Lane Arts Council grows our revenue through donor relationships and consistent, innovative fundraising practices to expand organizational capacity and increase the impact of the arts in the region.

Key Strategies:

1. Audit Lane Arts Council's resource allocations and analyze the current and potential return on investment on programming and services.
2. Develop a 4-year fundraising plan including larger and longer-term funding sources.
3. Grow a skilled and experienced development team that can lead fundraising efforts with support from the Board of Directors and Executive Director.
4. Facilitate training sessions for the LAC fundraising committee where personnel will train, guide, and facilitate fundraising support from the board.

5. Identify and leverage annual keystone events to grow meaningful connections with existing and new donors.
6. Plan the sequence of organizational mapping and audits to ensure they inform and build off each other.

Success Indicators:

1. The board and staff demonstrate they have the knowledge to align staff resources with Lane Arts Council's programming and services as evaluated by the Strategic Planning Committee.
2. A measurably more proactive and strategic Fundraising Committee.
3. Increased overall earned and contributed revenue by 20% by 2027.
4. Identify current multi-year contributions from individuals and business sponsors and determine a target for increasing those multi-year contributions.
5. Identify the number of reoccurring donations from existing donors and increase the number of reoccurring donations from existing donors by ____%. (As determined by the Fundraising Committee's four-year Fundraising Plan.)
6. Increased new donors annually by 10%.

Lane Arts Council's Identity

As Lane Arts Council grows, the board and staff believe it is vital that people throughout Lane County are aware of the work the organization does and its impact. LAC has been engaging the community in new ways over the last few years, however, stakeholders feel that the public does not often realize that LAC is the entity behind programs and events, or that the public only has a vague awareness of the overarching support that LAC offers.

In addition, many people believe LAC is a government entity, signaling LAC to focus on providing more clarity and transparency in their programming and services. One of LAC's many priorities is to communicate more effectively with stakeholders about its mission, vision, values, and impact in the community.

LAC is a catalyst that inspires creativity and is a recognizable name in the community, especially when their stakeholders are helping to share how LAC supports the arts in Lane County. With the support of stakeholders and using clear and compelling messages about LAC's services and programs, LAC will see an increase in engagement and awareness among partners, funders, artists, and audiences in the community. Further, providing clarity around LAC's work and impact will aid fundraising efforts and future advocacy work.

LAC believes storytelling is one of the best methods to convey their impact in the community, especially when the stories are collected from program participants, staff, LAC's board, artists, and stakeholders. These stories will adequately prepare LAC's partners with useful information to share with others in the community. Moreover, these collaborative efforts will increase the community's recognition of LAC's contribution to the arts sphere. These stories about creative endeavors will be a catalyst in the community and inspire others to support the arts.

Goal: Our community understands the impact of our organization's range of services and programs, the values we hold, and our place in the regional arts ecosystem.

Key Strategies:

1. Engage a professional Communications, Public Relations, and Marketing Consultant to lead the process of Lane Arts Council's identity development.
2. Launch Lane Arts Council's identity development at the 50th Anniversary celebration.
3. Restructure staff to support deeper communications and messaging strategies.
4. Create and reinforce brand standards, style guidelines, and ensure they are accessible for staff, board members, and partners.
5. Empower board and staff with unified messaging and tools for messaging.
6. Require the physical presence of board members at Lane Arts Council's events to give speeches, host, and answer questions.

Success Indicators:

1. A full identity development including an upgraded website and highlighting the distinctive differences between Lane Arts Council and other arts organizations.
2. All Lane Arts Council board and staff have the tools and can clearly and consistently communicate Lane Arts Council's unique programs and services with the public.
3. All Lane Arts Council board and staff have the tools and can clearly and consistently communicate Lane Arts Council's impact with our partners and funders.

Diversity, Equity, Inclusion, Accessibility+

Lane Arts Council's board and staff are committed to creating a more diverse, equitable, inclusive, and accessible organization where their values are conveyed in everything they do internally, alongside the community, and within the arts ecosystem. While stakeholders expressed their appreciation of LAC's efforts thus far, conversely, staff and board acknowledge they have work to do. LAC is looking forward to working with a professional to gain the knowledge and strategies on how to incorporate diversity, equity, inclusion, and accessibility+ (DEIA+) into every aspect of the organization.

LAC believes it is critically important that all people have opportunities to participate in the arts and are actively working to support accessibility and belonging within the arts. Stakeholders feel that people need to see themselves represented in creative spaces. Stakeholders also think that LAC must increase representation within the organization and its programs and services, whether it is representation from rural areas of Lane County, from artists who practice non-visual art forms, or from a breadth of genders, ethnicities, and sexual orientations.

Further, LAC is making efforts to invest their resources on developing diverse programming with presenters and participants from all demographics and lived experiences. These investments are helping to eliminate "gatekeeping," elevate voices and creativity, and support access to opportunities for artists to share their work and passion with the community. LAC wants to build community trust and more responsive programs and services that allow people to feel more valued, seen, and heard. LAC recognizes that this work takes time but believes that it is vital to creating a vibrant and welcoming arts community.

Goal: Lane Arts Council fosters an environment of belonging where everyone has opportunities to explore their creativity and engage in the transformative power of the arts. *

**This works includes fostering diversity, equity, inclusivity, and accessibility+ internally, alongside our community, and within the arts ecosystem. We understand that these words can be limiting and change over time.*

Key Strategies:

1. Contract with an equity partner to perform a DEIA+ audit and be responsive and accountable to feedback and recommendations throughout the organization.
2. Proactively and consistently acknowledge Lane Arts Council's history, struggles, and responsibility to invest in change amongst ourselves, with our community, and with our partners.
3. Develop a working group comprised of a diverse group of staff, board members, and key stakeholders to lead and inform this effort.
4. Deepen Lane Arts Council's relationships with organizations that serve historically marginalized communities through organic, authentic, and consistent efforts.
5. Practice trust-based and mutually beneficial relationship building over transactional interactions and recognize potential power imbalances across all relationships.

Success Indicators:

1. Staff and board better understand Lane Arts Council's served and underserved demographics, communication strategies, and effectiveness of programs and services to meet community needs.
2. Barriers related to Lane Arts Council's organizational systems, structures, processes, and communications for historically marginalized communities are identified, reduced, or removed.
3. Lane Arts Council staff and board are clear about and held accountable for the organization's values, expectations, and goals for DEIA+.
4. Lane Arts Council's equity statement and audit recommendations guide and inform actionable changes across the organization's programs and services.

Organizational Reach and Partnership

While stakeholders expressed their gratitude for the support they receive from Lane Arts Council, its large network, and program offerings, there is an increasing desire for LAC to engage more with areas outside of Eugene. During the strategic planning process, it became clear to LAC's board and staff that collaborating and building partnerships with artists and leaders across Lane County would be a key strategy to focus on over the next few years. Through these partnerships, LAC will gain a better understanding of the needs, challenges, and opportunities in communities across the county.

Moving into the next four years, LAC will clarify the extent of their reach to determine how to realistically allocate their resources more effectively in the future. A clear and defined scope of work will give LAC the direction needed to support artists and arts organizations across the county, while still honoring LAC's capacity and strategic focus. LAC believes in a thriving arts community for all, and wants to offer support, acknowledgement, and comradery to other arts organizations across the county.

Goal: We work in cooperation with artists, organizations, and agencies to intentionally define our realistic scope of work to support the unique arts and cultural needs of communities in our region.

Key Strategies:

1. Map Lane Arts Council's programs and services throughout the region and publicly present it in print and digital communications.
2. Participate in collaborative advocacy efforts to understand and support regional arts sector advancement.
3. Identify regional opportunities and areas of overlap within Lane County.

Success Indicators:

1. Lane Arts Council has a well-defined scope of work and can communicate it to others.
2. Lane Arts Council has identifiable strategic partnerships in our region to support advocacy, sector advancement, and our programs and services.

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Approved as a living document by the Board on _____