

2021-26

STRATEGIC PLAN



**PORTLAND
OVATIONS**



**Performing Arts &
Community Wellbeing**

Dear Friends,

Creating a strategic plan is always a daunting task. Creating one as a presenter of live performance in the midst of a worldwide pandemic is another thing. Drawing on best practices in organizational development, strategic planning and ongoing inclusion, diversity, equity and access (IDEA) training – the board and staff arrived at a new strategic plan that both articulates our existing ethos and pushes us to do more, be better, act more boldly – finding new purpose and renewed commitment to what Oventions has held dear for nearly a century: the power of live performance.

The performing arts lift our spirits, inspire, and entertain. They engage our minds and hearts, and stimulate our senses. Live performance is a transformative, magical, once-in-time moment that brings people together to share in something wholly unique. The arts allow us to revel in our shared humanity and honor our differences.

Oventions creates a multitude of performing arts experiences that occur both onstage, within concert settings, and at school and community sites through Oventions Offstage (O2). Oventions' curatorial vision is rooted in artistic quality; programmatic diversity; and various ways of encouraging engagement – all of which can occur in both customary and non-traditional concert venues and formats. Complementing live performance, O2 reaches the many smaller communities – defined by neighborhoods, social groups, schools, church groups, the workplace, etc. – that make up our larger community. Rooted in life-long learning, O2 provides relevant, inclusive performing arts experiences for all ages – both those who seek out arts experiences and those who are delightfully caught by surprise.

As Oventions celebrates its 93rd anniversary, we are compelled to accelerate our steadfast evolution by responding with heightened focus to the artistic, social, educational, and economic wellbeing of our communities.

Oventions' focus on "community wellbeing" is all the more potent and necessary in the wake of the COVID 19 pandemic and ongoing racial and social injustice. Gathering to share in the communal power of live performance is one of many pathways to individual wellbeing and community health. The arts are and can be transformative.

Oventions can only be successful if it continues to evolve with our communities, demonstrate relevance, build relationships, satisfy interests and curiosities, and remove barriers – offering the fullest expression of our community the greatest opportunity to engage with the power of live performance and live a more artful life.

This plan and all goal areas are informed by the concepts of inclusion, diversity, equity and access (IDEA) as defined in the accompanying glossary. Oventions is committed to being anti-racist. An historically white organization, Oventions continues to evolve its governance, operations and programs to embody IDEA. Oventions stands by and with the artists it presents and also for and with the communities and stories our artists represent.

Grounded in a practice of comprehensive benchmarking, with this plan Oventions' evaluative rigor expands to include formal qualitative assessment: we can more positively measure our communities' wellbeing by understanding our impact and better telling and sharing our stories.

This plan envisions staff and board growing, evolving and adapting together to realize the shared strategic vision of nurturing ours' and our communities' wellbeing – positively contributing to quality of life and place, where all people feel welcome and valued.

Thank you for taking time to learn and grow with us, to experience the delightful and transformative power of live performance. Only together can we truly nurture the wellbeing of our communities.

With gratitude,



Aimée M. Petrin
Executive & Artistic Director

Vision, Mission & Core Values

VISION

To inspire a curious and imaginative community where the experience of the performing arts is a vital part of everyday life.

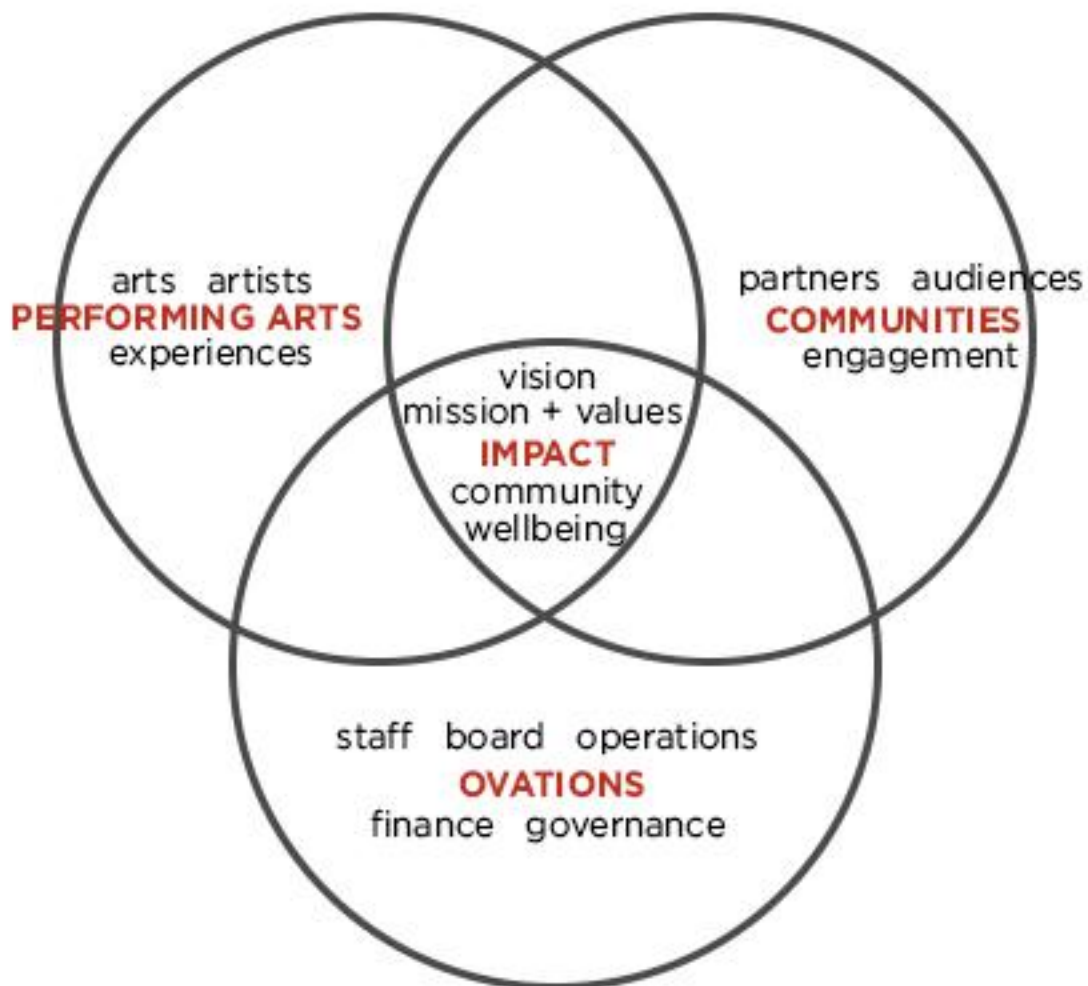
MISSION

Portland Ovations propels the artistic, social, educational and economic wellbeing of communities through the power of the performing arts.

CORE VALUES

Portland Ovations

- celebrates the power and brilliance of the performing arts.
- commits to being anti-racist.
- continues to evolve governance, operations, finances and programs to embody inclusivity, diversity, equity and access.
- nurtures a staff, board and collective culture that is compassionate, committed and enthusiastic.
- collaborates with other arts organizations, nonprofits, education systems and the business sector to promote lifelong learning through the arts.



Glossary

The following definitions are based on multiple sources and our understanding of these concepts, especially as they apply to Ovations and its work. We recognize language and these concepts are fluid and therefore we anticipate these definitions will continue to evolve.

Inclusion is the intentional, ongoing effort to ensure that people of a variety of identities are able to fully participate in all aspects of the work of an organization, including decision-making. Inclusion refers to the way individuals are valued and welcomed as respected members of a group.

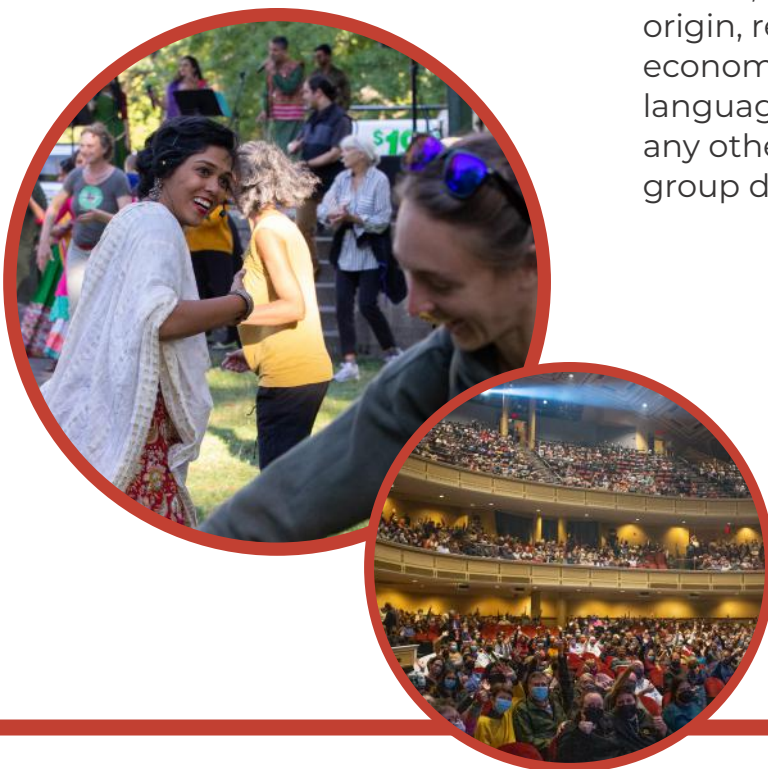
Diversity includes all of the ways in which people differ, encompassing a variety of identity markers and characteristics that make one individual or group different from another. The state of being a diverse organization means having the broadest possible representation of individuals, lived experiences, and perspectives.

Accessibility gives equitable access to everyone along the continuum of human ability and experience. Barriers to access may be geographical, social, economic, physical, etc. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings.

Equity is access, opportunity, and advancement for all people through just practices, policies, attitudes and cultural messages. Equity requires ongoing action and assessment of progress toward achieving specified goals and identification and elimination of barriers that have historically prevented the full participation of individuals or groups.

Identity Markers may include but are not limited to race, ethnicity, gender expression, age, national origin, religion, ability, sexual orientation, socio economic status, education, marital status, language, physical appearance, geography, and any other identifiers that make one individual or group different from another.

Intersectionality, as conceived by Kimberlé Crenshaw, is the theory by which one experiences oppression and discrimination resulting from the overlap of an individual's various social identities.





Partido: Music From The Sole, November 2021

Goal A

Offer a curated season of diverse, high quality, live performing art experiences in music, dance, and theater, spanning the traditional to the contemporary, the popular to the unexpected, the intimate to the large-scale, onstage and off.

1. Prioritize the presentation of artists and stories that embody multiple perspectives, cultures and life experiences, including from communities often marginalized by dominant culture
2. Discover and embrace innovative and non-traditional practices in the presentation of live performance.
3. Deliver performing arts experiences that inspire, entertain and connect with both our longstanding, and audiences new to Ovations.
4. Extend our vision by taking on complex projects that require multi-year planning.



Wabanaki Stories, February 2023

Goal B

Positively impact the artistic, social, educational and economic wellbeing of our communities.

1. Better understand the demographic mix of our communities and audiences and their choices, and through this knowledge identify 2-3 communities with which to deepen or expand participation.
2. Discover through research, practice and guiding resources — such as “The Art of Relevance,” “The Art of Gathering” and TYA/USA’s Anti-Racist & Anti-Oppressive Futures for Theatre for Young Audiences — non-hierarchical, inclusive and access-minded approaches to welcoming and gathering.
3. Determine qualitative and quantitative measures for the communities identified above (B.1) that assess their experience, and the positive impact on their artistic, social, educational and economic wellbeing.
4. Root engagement with our communities in the expression, activation and embodiment of IDEA values.



Dan + Claudia Zanes, October 2021

Goal C

Ensure Portland Ovations' relevance, positive impact and vibrance.

1. Assess, evolve and create governance, operations and programs that embody inclusion, diversity, equity and access, including the creation of a Racial Equity Plan.
2. Cultivate an organizational culture that prioritizes staff, board, volunteers', artists', and partners' wellbeing.
3. Employ a nimble, responsive and sustainable business model rooted in equitable practices and outcomes adapted from B corps values and principles that balance profit and purpose.
4. Inspire community and funding partnerships that align with core values.
5. Maintain a visible and active non-profit cultural presence in a downtown Portland location that is shared by and with communities.

“ I was reminded of how much the arts and live performance nurture my soul. ”
- OVATIONS MEMBER

