

THEORY OF CHANGE: ARTS AND CULTURE HUBS STRATEGY

Goal: Ensure artistically exceptional arts and culture organizations centering racial equity and economic inclusion are able to reinforce and deepen their commitment and continue strengthening connections to community so that they create welcoming and relevant arts and culture experiences for people across the Philadelphia region.

WILLIAM PENN FOUNDATION ACTIVITIES

Organizations with a **Mature** Commitment to Equity and Inclusion

- Multi-year general operating support for arts and culture organizations that play a meaningful cultural, social, and civic role in the region and/or their communities and have a long-standing, core commitment to equity and inclusion.

Organizations with a **Growing** Commitment to Equity and Inclusion

- Multi-year general operating support for arts and culture organizations that play a meaningful cultural, social, and civic role in the region and/or their communities and have adopted meaningful, but still growing, commitments to equity and inclusion.

[Click here](#) to review the Arts and Culture Hubs Decision-Making Framework for selection criteria.

INTERMEDIATE OUTCOMES

For People

- Access to high-quality, inclusive, and relevant arts and culture experiences.
- Benefits such as:
 - » experiencing joy and beauty;
 - » affirming cultural or community identity;
 - » a deeper sense of belonging in the region;
 - » strengthened connections with others (including artists);
 - » a greater understanding of and appreciation for other cultural or community identities and experiences.

For Grantees

- Strengthened financial and operating capacity.
- Strengthened governance and operations practices to support deepened and sustained commitments to racial equity and economic inclusion.
- Greater understanding of the communities they seek to engage — including their assets and challenges — and stronger connections with community leaders and members.
- Increased skills and knowledge of programming practices to engage and build relationships with communities, with a focus on communities of color and/or economically vulnerable communities.

LONG-TERM OUTCOMES

- A wide diversity of arts and culture organizations — in terms of organizational scale, cultural practices, and communities served — flourishes in the Philadelphia region, supporting a diverse cultural workforce that is provided with fair compensation and good working conditions.
- Organizations in the Philadelphia region adopt practices to regularly and consistently create programming that is accessible, welcoming, and relevant to the communities they hope to engage.
- Communities of color, economically vulnerable communities, and other historically marginalized groups feel that a wide range of high-quality arts and culture programming is accessible, welcoming, and reflective of their identities, experiences, and interests.
- People across the Philadelphia region come together to participate in the building of vibrant, creative, and just communities.
- Communities throughout the Philadelphia region see local arts and culture organizations as essential to their social, economic, and civic well-being.
- Work that benefits communities of color and economically vulnerable communities and/or organizations led by people of color receive an increased proportion of all arts and culture funding across the Philadelphia region.