CULTURAL EQUITY & STRATEGIC CHANGE

The process of transformation at Portland Opera is ongoing, and meaningful change is coming to fruition. Throughout this year, we continued our work to center the voices and stories that have historically been absent or underrepresented in our art form. Our work for transformation deepened as our staff-led Cultural Equity Committee organized to build sustainable and institutional change together, based on findings from our learning labs and workshop sessions. We used our newly tooled Equity, Financial and Strategic lens to guide our decision-making, assess current practices—and began implementing those changes in all departments, in areas of hiring, donation management, and ensuring artist safety and transparency in the rehearsal and performance process.

Our work to institutionalize DEI to transform our organization was recognized by the Regional Arts and Culture Council, in the form of an Investment Award grant. In addition, the Asian Opera Alliance researched and published data pertaining to diverse mainstage casting practices for the largest and most well-known 24 opera companies nationally, for the 22-23 artistic season. Among these companies, Portland Opera’s season included the most diverse casting in the nation. Learn more about cultural equity at Portland Opera, and our adjusted strategic plan, here.

21 -22 OPERA SEASON

Tosca • Composed by Giacomo Puccini • Libretto by Luigi Illica and Giuseppe Giacosa • October 29 – November 6, 2021 • Keller Auditorium & Portland Opera Onscreen

When the Sun Comes Out • Composed by Leslie Uyeda • Libretto by Rachel Rose • January 28 – February 12, 2022 • The Hampton Opera Center & Portland Opera Onscreen

The Central Park Five • Composed by Anthony Davis • Libretto by Richard Wesley • March 18 – 26, 2022 • Newmark Theatre & Portland Opera Onscreen

George & Friends: A Special Concert • various composers & librettists • Friday, May 13, 2022 • Keller Auditorium

Portland Opera a la Cart pop-up concerts, and educational activities were held throughout the season.
BY THE NUMBERS: Portland Opera Association, Inc.

Primary Revenue Sources

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions, Grants &amp; COVID Relief Funding</td>
<td>45%</td>
</tr>
<tr>
<td>Broadway &amp; Opera Ticket Sales</td>
<td>32%</td>
</tr>
<tr>
<td>Endowment &amp; Facility Rental Income</td>
<td>23%</td>
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Primary Use of Expenses

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadway &amp; Opera Production Costs</td>
<td>50%</td>
</tr>
<tr>
<td>Broadway &amp; Opera Development, Marketing &amp; Sales</td>
<td>26%</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>16%</td>
</tr>
<tr>
<td>Facilities</td>
<td>8%</td>
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For more information visit https://www.portlandopera.org/about/financial-information/

KEY MOMENTS AND STORIES FROM 21-22

PORTLAND OPERA TO GO (POGO):
UN CAMINO DE FE
POGO returned to in-person performances at schools statewide with our production of A Journey of Faith/Un Camino de Fe. This youth opera tells the story of a young Latina high school student who finds pride in her immigrant family and heritage. Performed in English and Spanish, the story resonated strongly with students around the state. We reached nearly 1,700 students via 16 performances as we ramped up this program to tour again after a nearly two-year absence.

BEATRICE: A World Premiere!
As part of commitment to develop new works, we commissioned our first opera for POGO: Beatrice, sharing the story of Oregon civil rights pioneer Beatrice Morrow Cannady. Composer Dave Ragland and librettist Mary McCallum brought Cannady’s life and words to the Hampton Opera Center as we workshopped and developed this opera with audiences; setting the stage stage for a full tour in fall, 2022. This opera is the first installment of our multi-year commitment to commissioning new youth operas focused on stories of underrepresented and unsung heroes from our past.

THE CENTRAL PARK FIVE
In March 2022, Portland Opera presented the second professional production of Anthony Davis and Richard Wesley’s Pulitzer Prize-winning opera, The Central Park Five. The second production is a crucial step in the life of a new work, and it generated interest from opera companies around the country, as well as national press attention (including two mentions in The New York Times).

The cast, creative team, and POA staff were honored to work directly with composer Anthony Davis during his visit to Portland.

This production of The Central Park Five strengthened our partnerships, and continued our multiyear commitment to share stories of journeys to justice. We partnered with the Oregon Innocence Project for community dialogue regarding those who are falsely accused of crimes in our present community, and how audience members can take action to make an impact.

CULTIVATING COMMUNITY
We received a two-year Innovation Grant from OPERA America to further develop the Hampton Opera Center’s capacity as an arts resource and venue, which we’ve taken to heart within our workflows and our use of physical spaces/resources. We remain committed to being an accessible, affordable artistic space for our community. We hosted performances by four arts & culture groups as well as an array of private events, helping us realize this opportunity.

Discover more stories of impact and community: read the current issue of Toi Toi Toi Magazine.