



# Tualatin Valley Creates

Strategic Plan  
2019

Vision: Foster the growth of a robust arts and culture ecosystem in Washington County.

Mission: Tualatin Valley Creates drives the development of inclusive, resilient, creative communities using arts, culture, heritage, and humanities.

Goals:

- Increase visibility and community engagement with local arts and culture.
- Engage under-served populations in arts and culture.
- Cultivate economic opportunities in the arts and culture ecosystem.
- Support people working in the local creative industries.

# Our work in context

The arts drive economic development and build community. Washington County is the economic engine of Oregon, and yet a 2017 study revealed that per capita, our county has one of the smallest nonprofit arts industries in Oregon.

For years the arts have been at a stand still in Washington County, as there has been little public investment in the sector outside of Hillsboro and Beaverton. But the local arts industry is no longer treading water. It is now moving backward.

When Oregon College of Art & Craft closed in May 2019, the annual economic impact from the arts in Washington County dropped by 20%. If action is not taken now, the local arts and culture community in Washington County will continue to slip further behind the rest of the state.

Tualatin Valley Creates has momentum and is moving forward, building steadily. As the only countywide nonprofit arts service organization, TVC is working to increase the visibility of local arts and culture, streamline countywide arts services to build sustainable arts infrastructure, and increase public and private support for arts and culture.

# Tualatin Valley Creates foster the growth of our local arts and culture ecosystem



## TVC Priorities for 2019:

- Diversify funding streams and increase earned income for the organization.
- Focus on board development and engagement.
- Renew ongoing commitment to equity in all aspects of our work.

## Strategic Initiatives for 2019:

- Expand the board and establish a more formal committee structure.
- Expand existing community engagement programs.
- Continue to leverage public and private funds to achieve our mission.
- Launch the Arts & Culture Leadership Incubator.

Tualatin Valley Creates drives the development of inclusive, resilient, creative communities using arts, culture, heritage, and humanities.

## Livability

- Livability is the sum of factors that affect a community's quality of life—the environment, economy, social stability, education, and culture. In that mix, can you imagine a community without the arts?

## Economic Development

- Economic development seeks to create economic well-being for a community. The arts generate hundreds of billions of dollars in positive economic impact each year.

## Public Welfare

- The arts inspire community pride and mutual trust, provide alternative activities, and help make places healthier and safer.

## Civic Dialogue

- Civic dialogue is when communities discuss issues, policies, and challenges in people's lives, communities, and society. The arts are a powerful facilitator for positive dialogue and engagement.

## Equity

- The pursuit of equity seeks to improve conditions by addressing systems that can create equal opportunities for all. The arts bridge divides, open dialogues, and create understanding—and all three of those tools are essential in working toward diversity, access, equity, and inclusion.

## Tourism

- Tourism is both an economic driver and an engine for increased understanding and empathy between different communities. Arts and culture destinations are key factors in determining where people choose to travel.

## Workforce Development

- The arts help create well-rounded workers who drive innovation, foster participation, and excel at communicating in an ever-changing and swifter business environment.

## Community Development

- Community development brings resources together to build healthier, more vibrant, equitable neighborhoods. The arts break down barriers, encourage participation, and spark innovation—all necessary characteristics for communities to expand and flourish.

# Work Plan for FY20





The following tables identify core action items and ongoing objectives in order for TVC to effectively fulfill its mission. Each table (Deliverables, then Strategies & Specifics) are prioritized from top to bottom. Lower listings will need to be addressed as time permits.

### Marketing and Communications

Deliverables	Strategies & Specifics	Timeline
Web-based Resources: (Event Calendar, Events eBlasts, Website)	<ul style="list-style-type: none"> <li>● Develop a policy to regulate the number and type of events listed on the calendar.</li> <li>● Encourage local arts industry stakeholders to post their own events to the calendar.</li> </ul>	Ongoing
Original Storytelling	<ul style="list-style-type: none"> <li>● Increase original storytelling efforts as capacity allows.</li> <li>● Continue focus on diverse and emerging artist series.</li> <li>● Explore partnerships with local colleges.</li> </ul>	Ongoing
Strategic Marketing Campaigns	<ul style="list-style-type: none"> <li>● Use social media ads to increase subscriptions to eNews lists and drive traffic to our website.</li> </ul>	Ongoing
Social Media Outreach & Promotion	<ul style="list-style-type: none"> <li>● Continue promoting arts and culture news and events through Facebook and Instagram.</li> <li>● Develop creative themes for campaigns.</li> <li>● Feature original artwork and photography.</li> </ul>	Ongoing
Mapping & Directory Database	<ul style="list-style-type: none"> <li>● Identify a lead partner to perform research and to collect content that TVC will manage within the master database of arts and culture organizations.</li> <li>● Update existing database of arts and cultural organizations in preparation for AEP6.</li> <li>● Explore SpaceFinder app and promote to local venues as appropriate.</li> <li>● Continue to research other mapping and directory opportunities.</li> </ul>	Fall 2019 Ongoing



## Programs

Deliverables	Strategies & Specifics	Timeline
Arts & Culture Leadership Incubator	<ul style="list-style-type: none"> <li>• Prepare contract scope for incoming Incubator Coordinator. Post RFB and review submissions. Hire and oversee their progress, supporting as needed.</li> <li>• Prepare logistics for six incubator sessions with curriculum planned and led by faculty team.</li> <li>• Seek feedback from faculty and participants regularly.</li> <li>• Evaluate and assess program activities; alter as needed for year two.</li> <li>• Recruit and hire faculty team for year two.</li> <li>• Plan end of program showcase and fundraising event.</li> </ul>	July 2019  Summer  Fall Winter  Winter Spring
Professional Development Workshops	<ul style="list-style-type: none"> <li>• Continue expanding partnership with the Cities of Hillsboro and Beaverton to promote workshops.</li> <li>• Plan workshop topics that are relevant to both individuals and organizations when possible.</li> <li>• Aim to host four workshops during the year.</li> </ul>	Fall and Spring
Grassroots Networking Events	<ul style="list-style-type: none"> <li>• Plan quarterly networking events that rotate around the county.</li> <li>• Work to ensure these events are accessible.</li> <li>• Explore partnerships to support these events.</li> </ul>	Quarterly
Arts & Economic Development Outreach	<ul style="list-style-type: none"> <li>• Identify Board member representatives or subcommittees to oversee AEDO efforts.</li> <li>• Explore partnerships with Forest Grove Chamber, Tigard Chamber, and Sherwood Chamber to host conversations about arts and economic development.</li> <li>• Work with stakeholders to develop a plan and move from conversation to action.</li> <li>• Support and engage with research being done in Beaverton by UO professor.</li> </ul>	September 2019  Ongoing
Arts Service Coordination & Meetings	<ul style="list-style-type: none"> <li>• Facilitate communication among arts service providers by organizing meetings, networking events, and other.</li> <li>• Engage arts service providers outside Washington County including Columbia County, Yamhill County, Clackamas County, and Multnomah County.</li> </ul>	Fall and Winter
Arts & Culture Mini-Conference	<ul style="list-style-type: none"> <li>• Identify partners from diverse sectors including business community, arts service providers, tourism promoters, and more to explore the feasibility of hosting an arts conference in spring 2021.</li> <li>• Develop plan for conference including role of partners, funding, location, and expectations.</li> </ul>	June 2020
Grants	<ul style="list-style-type: none"> <li>• Explore expansion of programming to include small grants. Discuss with Board for approval.</li> <li>• Identify funding mechanism for grants.</li> <li>• Develop guidelines and reporting requirements.</li> </ul>	

## Development

Deliverables	Strategies and Specifics	Timeline
Revenue Evaluation and Strategy	<ul style="list-style-type: none"> <li>Evaluate existing funding mechanisms and sources based on efficient use of resources (man-power) and ROI.</li> <li>Develop plan to identify sustainable funding streams, whether general operating support or program support.</li> <li>Initiate efforts to diversify funding streams.</li> </ul>	Summer 2019 Ongoing
Increase Visibility & Recognition	<ul style="list-style-type: none"> <li>Identify strategy and purpose.</li> <li>Revisit list of influencers.</li> <li>Develop messaging and collateral.</li> <li>Utilize Board networks.</li> </ul>	August 2019
Donor Events with the Oregon Oregon Cultural Trust	<ul style="list-style-type: none"> <li>Work with the Trust to organize and coordinate event.</li> <li>Use the event to promote Creativity Fund and Oregon Cultural Tax Credit</li> </ul>	Summer 2019 Late Fall 2019
Promote the Creativity Fund	<ul style="list-style-type: none"> <li>Meet with RACC to collaborate on funding sources, and to strategize an effective and efficient Creativity Fund.</li> <li>Develop collateral to promote Creativity Fund.</li> <li>Run Fall giving campaign.</li> <li>Explore partnerships to increase visibility for Creativity Fund.</li> <li>Utilize CCWC to promote Creativity Fund.</li> </ul>	Ongoing
Incubator Showcase & Fundraiser	<ul style="list-style-type: none"> <li>Work with Incubator Faculty and Participants to plan for a June 2020 event.</li> </ul>	Fall 2019

## Earned Income

Deliverables	Strategies and Specifics	Timeline
Sponsorships	<ul style="list-style-type: none"> <li>Identify program-specific and general sponsorship opportunities.</li> <li>Engage Board to help develop relationships and solicit sponsorship.</li> </ul>	August 2019 Ongoing
Workshops and Networking Events	<ul style="list-style-type: none"> <li>Use event cost recovery as a guideline for setting ticket prices.</li> <li>Explore and develop ideas for revenue sharing programs.</li> </ul>	Ongoing
Fees for Service	<ul style="list-style-type: none"> <li>Develop a fee schedule for TVC professional services.</li> <li>Develop service packages and pricing.</li> </ul>	October 2019

Advertising	<ul style="list-style-type: none"> <li>Explore the potential for an Arts &amp; Culture Give Guide with pay for participation.</li> <li>Cultivate partnership opportunities with local media outlets.</li> </ul>	Spring 2020
Memberships	<ul style="list-style-type: none"> <li>Explore potential for (non-voting) membership and/or subscription packages, fees, and benefits.</li> </ul>	Spring 2020

## Contributed Income

Deliverables	Strategies and Specifics	Timeline
Washington County	<ul style="list-style-type: none"> <li>Continue to develop partnership with Washington County staff and elected leaders.</li> <li>Aim to define a multi-year plan for funding to provide more certainty in support.</li> </ul>	Ongoing
Cities	<ul style="list-style-type: none"> <li>Develop contacts at each city and request meetings to share more about our programs and services.</li> <li>Explore interest at city level for providing financial support for our programs and services for FY21.</li> <li>Identify potential contract opportunities with cities.</li> </ul>	Ongoing
Individual Donations	<ul style="list-style-type: none"> <li>Further develop use of Little Green Light donor software to track and manage donations.</li> <li>Engage Board to facilitate stewardship with donors.</li> <li>Build relationships with donors by inviting them to coffee, key events, and programs.</li> </ul>	Ongoing
In-Kind Support	<ul style="list-style-type: none"> <li>Develop a list of potential in-kind donation needs.</li> <li>Engage Board to help seek and broker in-kind donations.</li> </ul>	Ongoing
Grants	<ul style="list-style-type: none"> <li>Apply for grants to support the Leadership Incubator to the Oregon Community Foundation, Collins Foundation, Regional Arts &amp; Culture Council, Reser Foundation, Spirit Mountain Community Foundation, Murdock Foundation, and others.</li> <li>Apply for AEP6 funding from the Oregon Cultural Trust.</li> <li>Apply for marketing funding from the CCWC.</li> <li>Apply for general operating support from the Oregon Arts Commission.</li> </ul>	Ongoing

## Board & Volunteers

Deliverables	Strategies and Specifics	Timeline
Board Recruitment and Retention	<ul style="list-style-type: none"> <li>Revisiting Board Recruitment Policies and Procedures</li> </ul>	August 2019

Board Meetings	<ul style="list-style-type: none"> <li>Review meeting conduct policies and Board reports.</li> <li>Move to six meetings a year - alternating months.</li> </ul>	August 2019 Ongoing
Board Engagement Plans	<ul style="list-style-type: none"> <li>Update Board Engagement Plan Document.</li> <li>Meet with Board Directors to complete all Board Engagement Plans.</li> <li>Review Board Engagement Plans as needed.</li> </ul>	August 2019  Ongoing
Board Committees and Assignments	<ul style="list-style-type: none"> <li>Identify potential subcommittees for FY20; meeting schedules; and who will lead them.</li> <li>Recruit community members to serve on subcommittees.</li> </ul>	July 2019

### Staffing & Infrastructure

Deliverables	Strategies and Specifics	Timeline
Executive Director	<ul style="list-style-type: none"> <li>Review job duties and update scope of work for Executive Director.</li> <li>Conduct annual review of ED performance based on goals and objectives identified in updated scope of work.</li> </ul>	July 2019
Contractors	<ul style="list-style-type: none"> <li>Establish procedures for hiring and evaluating the work of contractors including Incubator Faculty, program support positions, graphic designers, and others as needed.</li> <li>Develop standard contract language and have it reviewed by a legal professional.</li> </ul>	Fall 2019
Bookkeeping	<ul style="list-style-type: none"> <li>Explore hiring a bookkeeper to manage Quickbooks and provide updated financial information monthly.</li> </ul>	July 2019
Payroll	<ul style="list-style-type: none"> <li>Compare payroll options and services available.</li> </ul>	July 2019
Human Resources	<ul style="list-style-type: none"> <li>Review draft Employee Handbook with legal counsel.</li> <li>Finalize and adopt Employee Handbook.</li> </ul>	Fall 2019
Bylaws	<ul style="list-style-type: none"> <li>Review and update bylaws as necessary.</li> </ul>	September 2019

#### Frequently used acronyms:

CCWC	Cultural Coalition of Washington County
ED	Executive Director
OAC	Oregon Arts Commission
OCT	Oregon Cultural Trust
RACC	Regional Arts & Culture Council
RFB	Request for Bids
ROI	Return on Investment
TVC	Tualatin Valley Creates