



Tuscarawas
Arts Partnership

5 YEAR STRATEGIC PLAN



WEDNESDAY, JUNE 15, 2022

Prepared for
Tuscarawas Arts Partnership

Goals and Outlines for
2022 - 2027



Tuscarawas
Arts Partnership

This 5 Year Strategic Plan is dedicated to the movers and shakers; the creators and creative supporters; the ones who choose to make a positive difference in Tuscarawas County. Thank you for being our inspiration.

A COLORFUL OUTLOOK

As Tuscarawas County's arts council, we aim to look at the big picture and work in tandem with local partners to support, encourage and give the arts, culture, and creative community a space to thrive. Our work revolves around how Tuscarawas Arts Partnership can best serve the community in the current moment while looking to the future for growth and investment.

The future is looking bright for TAP. We envision an arts council that will live and breathe along with the arts, culture, and creative community. As TAP grows in its capacity, our services and support for the community will grow as well.



Wilma K. Mullet, Executive Director





ABOUT TAP

OUR MISSION

To cultivate and support the arts landscape for our community.

OUR VISION

Let's paint a picture - what does a thriving culture for Tuscarawas County look like? It is a community that embraces all aspects of a positive quality of life - for its people to live, work, and play.

It is an environment that supports and elevates the social and economic wellbeing of a community through local arts and emphasizes the community's artistic, cultural, and creative value. It is cultivating a part of our creative humanity that revolves around inclusivity, diversity, and pride of place.

Our focus is:

- To understand and respond to the needs of the arts, culture, and creative community
- To build relationships and drive economic development with community partners and local businesses
- To collaborate and implement strategies and necessary work for arts programming
- To fund and support arts, culture, and creativity across Tuscarawas County.

We are empowering, advocating, and educating. We are TAP.

THE HISTORY

In 2014, Tuscarawas County leaders gathered to discuss the arts throughout the county. Their shared vision for the county included a vibrant and growing arts culture. The County Commissioners commissioned a feasibility study to determine the need for a new, countywide, non-profit organization, focused on supporting and growing the arts. The study included a local artist inventory and artist survey. The survey asked the artists what they needed; their answers guided and influenced the actions of the resulting new arts organization.

The Tuscarawas Arts Partnership (TAP) formed a Board of Directors in early 2015, incubating as a non-profit under the umbrella of the Tuscarawas Valley Heritage, Inc. whose mission supports the advancement of cultural heritage. From there, TAP has grown with careful action by their Board of Directors and in fiscal partnership with the TVH as the non-profit.

In 2019, TAP received its 501c3 nonprofit status and hired its first Executive Director to lead the organization's growth. Over the years, TAP has made efforts to grow as an organization and serve the arts in Tuscarawas County at its best capacity. Today, TAP continues its mission to cultivate and support the arts landscape in Tuscarawas County.





FOR THE NEXT 5 YEARS

As Tuscarawas Arts Partnership navigates its way through the pandemic and finds its way as an organization, the focus shifts to look at what TAP's goals will be over the next 5 years until 2027. With the increase in activity and work in Tuscarawas County, it became apparent that this 5 Year Strategic Plan needs to focus on how TAP can increase its operations and capacity to meet the needs of the community. Concurrently, as the organization grows, the Tuscarawas Arts Support Grant Program would grow and offer more grant funding opportunities for arts, culture, and creativity in Tuscarawas County.

In this 5 Year Strategic Plan, readers will find the following:

1. A budget for each calendar year to meet the goals and needs of TAP
2. A description of what the upcoming needs will be for TAP
3. Actionable goals to implement within the calendar year



2022

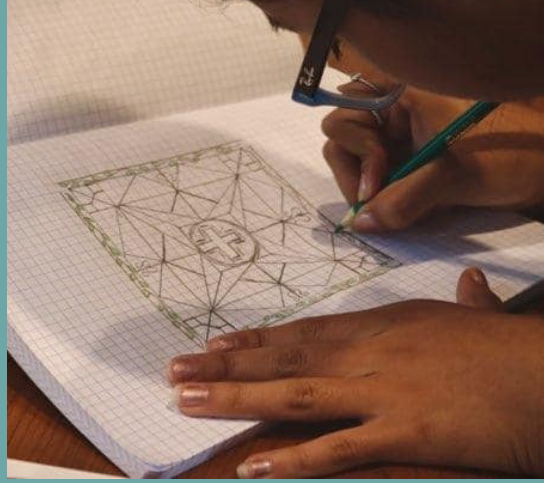
Budget - \$95,000.00 Organizational Budget + \$169,000.00 LoveTusc Project Budget

In the current year, the amount of activity and tasks the part-time Executive Director is working on is increasingly requiring more time. The focus of 2022 is to add another gradual increase to the Executive Director's hours and look at delegating specific tasks for a secondary person or group of people to fulfill. The shift in personnel will be needed for assistance in fundraising for the LoveTusc: Tuscarawas County Sculpture Tour which is \$169,000.00. In addition, pARTnership donations will be itemized for TAP's general fund for operations and added to the Tuscarawas Arts Support Grant Program. The funding goal for TAP's regular operations and programming is \$95,000.00 The following goals for 2022 are:

1. Increase Executive Director's hours to 26 - 28 hours per week
2. Start a paid internship program for a Social Media and Communications Intern
3. Develop a volunteer program for administrative tasks and work with TAP
4. Establish a 70/30 model for pARTnership donations to general operating costs and the Tuscarawas Arts Support Grant Program
5. Coordinate the first county-wide art installation for Tuscarawas County

How to reach TAP's fundraising goal:

1. Work on materials for the pARTnership workplace campaign and private donors
2. Present TAP to at least 5 local organizations to become new pARTner donors
3. Share TAP's information and give donation forms out at Art on the Alley
4. Create connections to help fundraise for the LoveTusc: Tuscarawas County Sculpture Tour



2023

Budget - \$150,000.00

The overall budget will reflect a decrease as the county-wide project's funds will be phasing out in TAP's regular budget. However, with the growing need for TAP's operations and grant program, TAP will focus on making a county-wide impact with its Tuscarawas Arts Support Grant Program and increasing its services to advocate for and support the arts. Within 2023, the Executive Director will need more hours to manage TAP's tasks and programs, and look at options and opportunities for the organization and grant program to grow and oversee its interns and volunteers. The following goals for 2023 are:

1. Establish Executive Director to 32 hours per week (setting TAP at a 4 day work week)
2. Revisit county lodging tax for Culture Impacts Community Funding or look into another source of funding for county arts support
3. Begin planning for the 10th Anniversary of TAP in 2025
4. Hire part-time Finance Manager and Bookkeeper position

How to reach TAP's fundraising goal:

1. Build upon relationships with individuals and organizations established through past projects and programs
2. Increase Board of Directors numbers and create a Fundraising or pARTner Relations Committee
3. Establish a pARTnership campaign or a similar Annual Arts Fund from ArtsinStark



2024

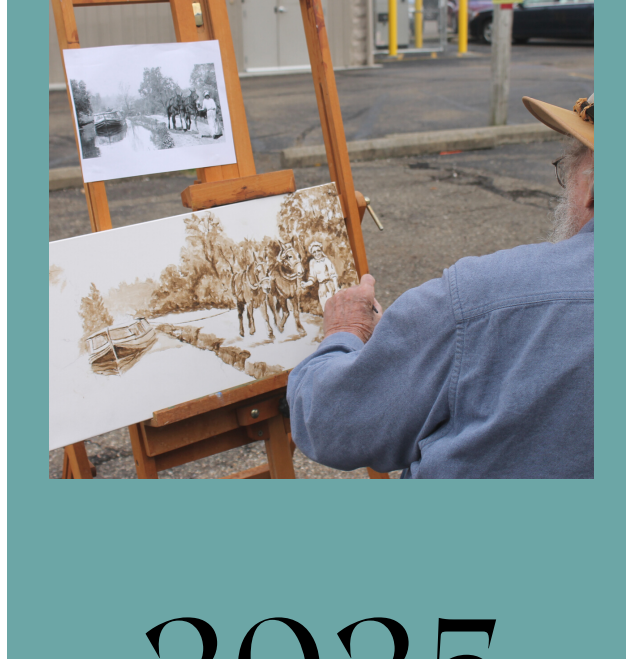
Budget - \$175,000.00

As TAP continues to grow in its work throughout Tuscarawas County and prepares for its 10th Anniversary, there will be a need to hire an additional employee that can assist the Executive Director in Advancement and Fundraising. In addition, there will be a shift in the grant program to offer more funds and grant opportunities. The goals for 2024 are:

1. Hire part-time employee in Advancement and Fundraising
2. Set Executive Director's payroll as a comparable salaried position
3. Increase Tuscarawas Arts Support Grant Program awards to \$1,000.00 grants and expand grants for operations and capital projects
4. Look for a new office space or building in anticipation of increased operations and capacity

How to reach TAP's fundraising goal:

1. Build relations with the current donor base in the wake of the 10th anniversary
2. Reach out to new corporations to become donors and support TAP's capital and capacity building



2025

Budget - \$275,000.00

As TAP celebrates its 10th Anniversary, the need will revolve around accommodating the growing staff of the organization and increased activity in the grant program. TAP will not only need full-time employee status and a larger space to operate out of, but it will look at offering health insurance to its employees. Additionally, the grant program will become more robust and needs to be set up for better online usability. By its 10th Anniversary, the goals for 2025 are:

1. Shift Advancement and Fundraising employee to salaried Full-Time Director of Advancement
2. Move TAP to a larger office space or building to accommodate for growing capacity
3. Set up health insurance for full-time employees
4. Announce a request for proposal for updating the TAP website and create a portal or online platform for the grant program

How to reach TAP's fundraising goal:

1. Begin creating a legacy giving program for current and new donors to give to TAP and its mission
2. Accompany legacy giving program with long term planning for TAP



2026

Budget - \$300,000.00

After reaching its 10th Anniversary, TAP will continue its capacity growth and meet the organization's needs for the next 10 years. At this point, TAP will shift to begin the hiring process for an additional staff person to manage its social media, website, and marketing responsibilities, revamp the internship program and update the grant program. The goals of 2026 are:

1. Hire Part-Time Marketing and Social Media Coordinator
2. Reorganize the Internship Program to fulfill the current needs of TAP
3. Initiate a new grant program for arts educators
4. Reorganize grant programs and award amounts

How to reach TAP's fundraising goal:

1. Update fundraising strategies and goals to reflect the grant program need for arts educators



2027

Budget - \$400,000.00

At this time, the focus will be to expand TAP's ability to serve and work with Tuscarawas County's arts education. Not only will there be a dedicated grant program for arts education, but there will be a dedicated person working for TAP that will work with arts educators throughout Tuscarawas County to help support their arts departments and set up an artist-in-residency program. The goals of 2027 include:

1. Shift Part-Time Marketing and Social Media Coordinator to Full-Time Director of Marketing and Communications
2. Hire Full-Time Director of Education to oversee arts education-based programs and set up artist-in-residency for arts education programming

How to reach TAP's fundraising goal:

1. Build more support for the educational outreach for the artist-in-residency program and Director of Education

How can I support the growth of TAP?

BECOME A PARTNER FOR THE ARTS

A pARTner believes in the impact that the arts can make in their local communities, schools, and lives. Being a pARTner for the arts with Tuscarawas Arts Partnership (TAP) is an invitation to support and encourage arts, culture, and creativity across Tuscarawas County. Your tax deductible contribution will support TAP's operations and programs, and provide funds for the Tuscarawas Arts Support Grant program which awards grants to individuals, organizations, and businesses with innovative and creative art ideas within Tuscarawas County.

As a pARTner for the arts, you become part of a community that wants to see and support a thriving arts, culture, and creative community across Tuscarawas County. You can contribute to Tuscarawas Arts Partnership, a 501c3 nonprofit arts council, through either a monthly donation or yearly donation.



Become a

PARTNER
for the arts!

Become a

PARTNER

for the arts!

Business Name (if applicable): _____

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone Number: _____

Email: _____

Select Your pARTnership Donation Level

- ☐ Friend Level - \$50.00
- ☐ Ally Level - \$100.00
- ☐ Patron Level - \$250.00
- ☐ Benefactor Level - \$500.00
- ☐ Advocate Level - \$1,000.00
- ☐ Supporter Level - \$2,500.00
- ☐ Philanthropist Level - \$5,000.00
- ☐ Write-In Amount: \$ _____

☐ Please keep my donation anonymous

☐ Mail Donation

Make checks payable to Tuscarawas Arts Partnership and mail to:

**124 E. High Ave Suite A
New Philadelphia, OH 44663**

☐ Pledge Now, Donate Later

Invoice me \$ _____
on this date: _____

☐ Donate Online

Scan the QR code to make a donation
or visit our website to donate.



Your gift is tax-deductible!



Tuscarawas Arts Partnership
124 E. High Ave. Suite A New Philadelphia, OH 44663
tuscarawasartspartnership@gmail.com | 330-451-6086
www.tuscarawasartspartnership.org/donate
Tuesdays - Fridays 8:30 AM - 3:00 PM