

Prepared For

City of Bainbridge Island

Community Arts Plan

HUB

**Right-sized, collaborative,
experienced, woman-owned,
industrious, fun, curious.**



December 15, 2023

Cover Letter

Dear Ellen and Public Art committee,

HUB Collective enthusiastically submits for your review our proposal for a city arts plan. HUB has a passion for collaborating with cities, towns and counties to help them align on what they have and what they want, and putting together a plan to help them get it. We are excited about the potential of working with you to define a cohesive vision for a thriving arts scene in Bainbridge Island and to create the strategic plan that helps you achieve it. In the following pages you will learn more about HUB and how we work with our clients to discover the attributes, assets and aspirations that will be the cornerstone of your arts plan.

Founded in 2004, HUB is a woman-owned agency of creative strategists and designers with a diverse client base that spans tourism, higher education, retail, government agencies, and nonprofits. We get our clients in ways big agencies don't. We don't show up and tell you our big ideas. We listen, learn and discover them together. HUB has extensive experience working with cities, towns, counties and various state and national organizations on strategy, planning and design projects of all shapes and sizes.

For this project **HUB is collaborating with Jamie Horter**, a rural advocate, artist, and visual facilitator. Jamie uses art mediums and processes to create opportunities for people to engage in conversations and decisions impacting their communities and organizations. Her work is multidisciplinary, intergenerational, inclusive, and welcomes collaborators.

As you review our proposal, we hope you see the potential of collaborating with HUB and entrusting in us your voice, your vision, and your aspirations. We feel that It is through true collaboration and respect that we create beautiful, strategic solutions that are authentic to you. If this approach to creative development works for you then we look forward to getting started!

Sincerely,

Jennifer Guibord

Director of Creative Development
jen@hubltd.com
503-222-0165

1200 NW Naito Parkway, No. 470, Portland, OR 97209
hubltd.com

HUB

HUB is...

RIGHT-SIZED.

One office. 9 employees. Our team is nimble and accessible.

COLLABORATIVE.

Listening is our superpower. We know a good idea can come from any voice in the room, so we work collaboratively to surface it.

EXPERIENCED.

19 years running. Hundreds of projects. Lots of repeat customers. Whatever you need, chances are we've been there.

FUN.

We're serious about what we do. And we guarantee you'll smile, laugh, and maybe squirt water out of your nose along the way.

WOMAN-OWNED.

And proud of it.

INDUSTRIOUS.

We know how to make a lot from a little. Big or small, we are personally invested in the outcome of every project.

THRIFTY.

We deliver real value for money. Your fees turn into great work, not vintage pinball machines or kegerators.

APPROACHABLE.

We speak business and have the strategic chops to prove it. We also aren't the kind of people who want to impress you with all the three-letter acronyms we know.

CURIOS.

What's your story?



Ready. Set. Go.

The Opportunity

Arts and Culture directly speaks to the spirit of a place, its people, values, and overall quality of life. And a City-led plan that nurtures and enriches the arts in a community can increase not only arts opportunities and activities, but the overall pride and investment in a place.

The plan needs to be an essential, foundational document for the City - alongside plans like those for infrastructure maintenance or sustainable growth.

The challenge is to define a creative and manageable arts plan that celebrates and funds all that Bainbridge Island has to offer in a way that energizes local artists, residents, businesses, and funders.

We've got you!

As your partner on all things planning, we foster collaboration and dig deep to understand what you have, what you want, and what you need to get there.

Our approach is collaborative and iterative. We don't come in with a big idea that we sell to you. We work with you to discover what makes Bainbridge Island great and how a plan can strengthen the arts scene and cultural initiatives that you already have.

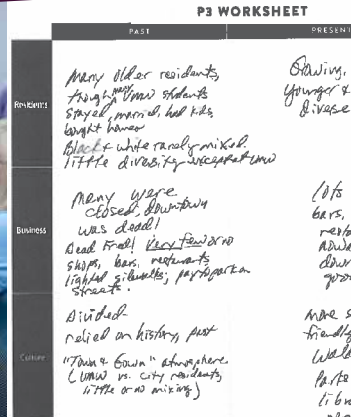
Little Steps lead to big changes

A cohesive, strategic plan that focuses on actionable, executable steps is key. At HUB we work with our clients to define and cultivate plans that align with budgets, staffing, and partnerships - what good is a plan that you don't have the means to put into action? Our plans are, in fact, robust toolkits, empowering you to use them going forward to achieve your goals and objectives.

OUR PLAN FOR Bainbridge Island:

- Listen to your stakeholders and community members. What's important to them in this process? How can we meaningfully work together every step of the way?
- Say the hard things and ask the difficult questions - then listen and learn from your answers.
- Embrace universal truths about art and culture development while capitalizing on the amenities and essence of Bainbridge Island.
- Understand your audiences. Craft a plan that speaks to each of them.
- Unite vision and pragmatism. An arts plan should be bold and big-picture while making it clear how small actions and collaboration lead to success.

Community Engagement



Gathering community input

Planning projects involve many stakeholders with lots of opinions, and we want to hear them all! Whether we are crafting a strategic vision or complex master plan, we need to hear everyone’s side of the story and understand what they value and what concerns need addressing. And not everyone wants to engage the same way. That’s why we use a variety of methods to ensure a depth and breadth of responses that will be truly valuable.

These include public workshops with hands-on and off-the-wall activities that charm the skeptics and get the introverts talking, broad surveys for those who need to participate on their own time, focus groups of three to five for intimate discussions, one-on-one interviews with key stakeholders whose buy-in is essential, plus more on-the-fly approaches like an in-person polling popup at a local coffee shop.

Hearing from everybody

Good public engagement means we hear from a lot of people, sure, but that we also hear from a diverse representation of people. When we start planning our engagement process, we talk with our clients

about the hard-to-reach stakeholders - those who may not attend a City-sponsored workshop or take a survey - and discuss the best ways to reach them. This approach often leads us to visiting high school classes to get the opinion of young people, attending breakfast meetups for seniors who don’t get out much, or coordinating with community groups so that we can host a workshop or activity at an established location where an underrepresented group might feel safer or be more likely to visit.

We also aren’t afraid to revise our approach or timeline if it means we hear from groups who are hard to reach. This work is important and takes time, and often moves at the speed of trust rather than a predetermined timeline.

Unifying diverse voices

We distill all the feedback and research into a cohesive findings statement that drives the development of the overarching vision and messaging. If our findings point out that we’re still missing an important voice, or if it raises more questions we need answers to, we’ll work with the client to figure out the best way to get that information before moving on.

TIMELINE & DELIVERABLES

PROCESS

<p>March</p>	<p>PROJECT KICK-OFF - DEVELOP FRAMEWORK</p>
<p>90 minute meeting</p>	<p>Meet the team from the City, align on project scope, discuss priorities, refine schedule with key dates and deliverables, outline the approval process and choose collaboration tools. Work to define our core working team for the project.</p>
<p>Deliverable</p>	<p>ANALYSIS, RESEARCH, COMMUNITY ENGAGEMENT PLANNING</p>
<p>- Initial research summary - Workshop/visit plan</p>	<p>Review existing plans, documents, research, and other important materials that will inform how we should approach staff, community, and stakeholder outreach sessions.</p>
	<p>Work with core team to structure HUB’s in-person visit, including independent assessment time, stakeholder interviews, community workshops, targeted engagements (i.e artists, arts organizations, elected officials, etc.), etc. To develop our approach, we will consider:</p>
	<ul style="list-style-type: none"> • What existing events or meetings can we attend? • What facilities or community spaces can host workshops and help us directly reach specific stakeholders? • What opportunities or spaces provide a chance to engage in a more ad-hoc way with community members who may be harder to engage? • What audiences would benefit from an online survey, and when would be the most helpful time to implement it?

<p>April</p>	<p>IN-PERSON VISIT, ASSESSMENT, ENGAGEMENT & OUTREACH</p>
<p>4-5 day trip</p>	<p>HUB visits Bainbridge Island, holds public workshops, special interviews and focus groups, and takes the time for any needed on-site analysis, conversations with key staff and residents, and captures informal observations.</p>
	<ul style="list-style-type: none"> • We will get a sense of the in-person experience of the arts landscape. This includes a look at performance spaces, artist studios, public art, etc. • We conduct one-on-one talks or small group discussions with key stakeholders (commission and city leaders, key arts organizations, etc.) on their aspirations for the arts. We’ll want to know about what’s in the works within the city and beyond, so we can understand how a plan can best align with the overall goals for a vibrant, arts-focused community. Identified desired outcomes will be foundational for our plan approach. • Host a series of workshops (for the general public and/or with specific groups) to gain a better understanding of the local opinions on, possibilities of, and vision for arts and culture. • Upon visit completion and if appropriate, develop an online community questionnaire based on our initial impressions and feedback
	<p>POTENTIAL ADD-ON</p>
	<p>Local ambassadors facilitate engagements and provide trusted access to community groups and stakeholders. These positions would be compensated for their time and expertise and be an integral part of the process.</p>

TIMELINE & DELIVERABLES

PROCESS

May

Deliverable

- Analysis presentation

ASSESSMENT OF ARTS LANDSCAPE

Based on our experiences, research, and conversations, HUB will compile a comprehensive asset map that catalogs experiential, relational, and established assets

- identify locations, relationships, timing and seasonality, thematic strengths and weaknesses, audiences, and major gaps or dormant opportunities for arts cultivation
- develop evaluative tools to measure health and impact across the community
- digitally map locations of current art and prime areas for future public art

The asset mapping process will be a foundational piece of our findings, including shaping and defining specific vision themes and recommendations on how existing assets plus new investment and initiatives can strengthen each theme

June

Deliverable

- Findings Report
- Vision definition

FINDINGS & PLAN APPROACH

When we have completed our assessment, stakeholder engagement, research, and asset mapping, we will synthesize what we learned into a collection of key themes and include them in a findings report that will highlight:

- the general consensus about the purpose, challenges, and opportunities for the arts
- understanding of the different audiences that Bainbridge Island's arts plan should consider
- asset map, including a gap analysis of what you have versus what you need
- findings from the different stakeholders invested in the arts; their insights, concerns and priorities
- themes and concepts that are most exciting/motivating to the commission, community, and stakeholders

HUB will synthesize these into a well constructed findings report to guide the creation of a vision, and goals that embody all that we have learned to date. We will conduct a work session with the core team with the findings report, facilitating a discussion of learnings and ask for additional feedback. The Vision will be guided by the following questions:

- Vision: What is the ideal future state we will strive to create? What are you committing to make it happen?
- Goals: What will we do to help create the vision? How will you achieve this work?

At this point, HUB recommends the vision should dictate the plan approach we will take. Rather than building out a detailed approach for 2-3 approaches, let's decide, based on the information we have and the goals we want to achieve, what kind of approach will achieve this. The written plan will include a dynamic approach: a process that you can use to move toward your goals no matter what shifts need to occur along the way.

POTENTIAL ADD-ON:

STAKEHOLDER ENGAGEMENT: FINDINGS, VISION, GOALS

Present to stakeholder groups the findings, vision, and strategy. Facilitate a workshop around priorities, opportunities and concerns.

Meetings will be held remotely and recorded. If funds are available, HUB may do a second 2-3 day trip to host these visioning sessions. HUB would compile and address feedback.

TIMELINE & DELIVERABLES

PROCESS

<p>July</p> <p>Deliverable</p> <ul style="list-style-type: none"> - Plan structure draft - Plan full draft 	<p>PLAN DEVELOPMENT</p> <p>HUB will begin outlining the plan structure and defining the different subsections of each focus area.</p> <p>RECOMMENDATIONS & GUIDELINES</p> <p>Compile recommendations around policies, procedures, funding, and development for each of the focus areas. The goal will be to define the tools, procedures and investments that will facilitate reaching the plan’s goals. The plan will identify internal owners and advocates for recommendations and outline activities, best practices and opportunities for coordinated growth and promotion of arts and culture.</p> <p>Included in this will be aligning the different resources that are available to staff and stakeholders and how to maximize these to accomplish the goals and objectives. This includes defining funding sources and models and what role the City should play when it comes to assessing and distributing funds.</p> <p>ADOPTION & APPLICATION</p> <p>Working with the core team, HUB will put together an action-oriented outline for adopting and applying the plan. This will focus on mapping goals, priorities and strategies along a timeline with key deliverables and performance tracking windows identified. Together with the commission, HUB will outline budget allocations (percentages or actual dollar amounts as desired) and funding strategies.</p> <p>For performance tracking, HUB will outline recommendations for tracking, reporting and analyzing progress of individual tasks/action items, as well as ways to report back to internal and community stakeholders how things are going.</p> <p>POTENTIAL ADD-ON: ENGAGEMENT & OUTREACH</p> <p>Present to stakeholder groups and public the draft of the plan for feedback and consideration of any changes or additions to the plan. If funding is available, this may be a 1-2 day in-person visit to host workshops. We may also structure this as a digital interaction or survey if appropriate.</p> <p>POTENTIAL ADD-ON: MORE APPROACH OPTIONS</p> <p>Do all of the above for 1-2 additional phased plan approaches</p>
<p>August</p> <p>Deliverable</p> <ul style="list-style-type: none"> - Final written plan 	<p>PLAN FINALIZATION</p> <p>HUB will make any final revisions and updates to the plan based on feedback and present it for review and approval by the City/committee.</p> <p>HUB will then create a final design for the document that creates a polished, professional, and visually compelling presentation of all the themes, findings, guidelines, recommendations, roll-out plan, and appendices that highlight the process of making the plan.</p>
<p>1 year</p> <p>Deliverable</p> <ul style="list-style-type: none"> - Regular consultations 	<p>POTENTIAL ADD-ON: IMPLEMENTATION CONSULTING</p> <p>HUB and the Committee may develop an implementation assistance plan that works for everyone and ensure the commission is set up to successfully begin implementing the plan. Regular consultations throughout the year will allow HUB to assess potential challenges in implementation and make revisions to the plan alongside the City.</p>

Meet the Team

Our team wears many hats. Most sit squarely in **strategy, creative, and project management** and many fall outside those lines. We share project loads depending on the work required putting the most well suited at the helm. Projects are assigned one point of contact to help things run smoothly through the duration of a project. The project lead and key team members, as well as sub-consultants, will not be replaced without the City's prior approval.



Jen Guibord

Director of Creative Development

Tenure at HUB: 8 years

Jen provides strategy, vision and leadership for the studio's projects. Well-versed in creating powerful content-rich experiences, Jen seeks out opportunities to engage audiences in new and compelling ways.

Key Projects: City of Portland, Utah Counties, Fredericksburg, Pleasant Hill, Ellsworth, Prosser, Snohomish County, Salt Lake County Arts & Culture

Education: BA, Anthropology
St. Lawrence University

Work Experience: Studio
Director & Producer, Second Story;
Research Assistant, Smithsonian
Museum of Natural History



Bryan Buenacosa-Brooks

Strategic Project Manager (primary project contact)

Tenure at HUB: 6 years

As a creative strategist, Bryan Buenacosa-Brooks regularly helps clients solve long-term strategy and vision challenges. A skilled wrangler of people, deadlines, and details, he balances big-picture thinking with finely calibrated management so jobs run smoothly from concept to completion.

Key Projects: City of Portland, Snohomish County, Utah Counties, Fredericksburg, Ellsworth, Salt Lake County Arts & Culture, UNICEF, Mercy Corps

Education: Master of Architecture
University of Washington

Work Experience: Americorps
VISTA, Epicenter (nonprofit rural design center in Green River, UT); Studio
Instructor, University of Washington



Jamie Horter

Rural Advocate, Artist, Visual Facilitator

Project Partner

Based out of Lyons, NE (pop. 851), Jamie works primarily in rural places (under 50,000) and believes in the power of art to shape and enhance quality of life in rural communities.

Jamie utilizes a range of methods and artistic mediums to assist communities and clients. In addition to a background in art, Jamie is trained in the Art of Hosting, Circle Way, Technology of Participation, Strategic Doing, trauma-informed facilitation practice, conflict management, and visual scribing.

Jamie's practice includes intentional environmental design in the virtual and in-person spaces where people gather, for accessibility (across cultures, languages, disabilities, learning styles and neurodiversity, for sensitivities and sensory needs), and for creating warm, welcoming space to interact. More at www.jamiehorter.xyz.

Our design team is also on-hand to help visualize the plan and make it a beautiful, compelling document that will be exciting to read and inspiring to for everyone.



Colleen Fulford

Senior Designer

Tenure at HUB: 10 years

Key Projects: Morgan County UT, Emery County UT, Fredericksburg, City of Portland

Expertise: logo design, advertising, marketing, brand management, mood boards

Education: BFA, Applied Visual Arts & Graphic Design Oregon State University



Makenna Sullivan

Senior Designer

Tenure at HUB: 5 years

Key Projects: Carbon County UT, Beaver County UT

Expertise: brand development, illustration, user experience design, infographics

Education: BFA, Design & Digital Media Laguna College of Art & Design



Zack Custer

Senior Designer

Tenure at HUB: 9 years

Key Projects: Heber Valley UT, Ellsworth, City of Portland, Attleboro, Fredericksburg

Expertise: advertising, marketing, brand development, web design, standardization and iconography

Education: BA, Graphic Design Minneapolis College of Art and Design



Ruvini Wijesekera

Designer

Tenure at HUB: 2 years

Key Projects: Millard County, UT

Expertise: Brand & Identity Design, Graphic Design, Animation & Video Production, Typography, Iconography, Art Direction

Education: BA, Graphic Design Loyola University, New Orleans



Faith Hardersen

Strategic Project Manager

Tenure at HUB: 5 years

Key Projects: Carbon County UT, Linfield University

Expertise: advertising, marketing, brand management, media buying, digital services, video production, social media management

Education: BA, Marketing & Economics, Linfield College

References

Snohomish County

Everett, Washington

Primary Contact:

Sharon Swan

Department of Conservation and Natural Resources

(425) 388.6616

sharon.swan@co.snohomish.wa.us

Summary Statement:

HUB first began working with Snohomish County Parks, Recreation and Tourism (Parks) to help them update the vision and mission of the Department and create a new brand to convey that vision/mission to park users.

Our work continued with the county after executives combined four departments into a new Department of Conservation and Natural Resources. HUB helped the county assess the best way to bring the new department together and created a new mission and vision.

Additionally, HUB worked with the Arts Commission and Executive Office on visioning workshops and documents.

Downtown Ellsworth

Ellsworth, Maine

Primary Contact:

Cara Romano

Executive Director, Heart of Ellsworth

(503) 883.2373

pwilson@linfield.edu

Summary Statement:

HUB partnered with the City of Ellsworth, Heart of Ellsworth (downtown alliance), and local businesses to conduct an asset mapping survey to define a strong, cohesive vision for downtown development that aligned with the community's long-term goals.

The process involved an extensive community engagement period. The final assessment has been instrumental in securing Downtown's place of influence as the City embarks on updating its comprehensive plan.

City of Prosser

Prosser, Washington

Primary Contact:

John-Paul Estey

Executive Director, Prosser Chamber of Commerce

(509) 786.3177

johnpaul@prosserchamber.org

Summary Statement:

The City of Prosser engaged HUB to deliver a tourism and community assessment that would serve as a foundational document to inform future improvements and strategies.

HUB spent several days in town navigating the city as a tourist might and then met with local community leaders and business owners to gain a deeper understanding of the place, its challenges, and opportunities.

HUB then distilled its research and findings into a 60+ page report evaluating what Prosser was doing really well and where it needed improvement.

The city has since secured over \$50,000 to continue next steps based on the assessment.

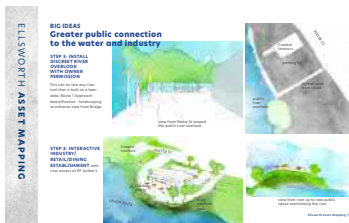
Work by HUB

CLICK TO DOWNLOAD FULL PLANS

Downtown Ellsworth

Asset Mapping & Vision

Cara Romano, Executive Director, Heart of Ellsworth
(207) 479.5011 / cara@heartofellsworth.org



SUMMARY STATEMENT:

HUB partnered with the City of Ellsworth, Maine, Heart of Ellsworth (downtown alliance), and local businesses to conduct an asset mapping survey to define a strong, cohesive vision for downtown development that aligned with the community's long-term goals.

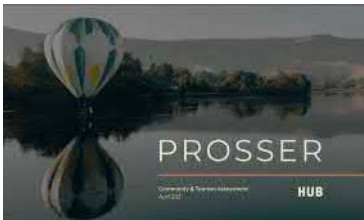
The process involved an extensive community engagement period. The final assessment has been instrumental in securing Downtown's place of influence as the City embarks on updating its comprehensive plan.

Duration: 6 months

City of Prosser

Tourism & Community Assessment

John-Paul Estey, Director, Chamber of Commerce
(509) 786.3177 / johnpaul@prosserchamber.org



SUMMARY STATEMENT:

The City of Prosser, Washington, engaged HUB to deliver a tourism and community assessment that would serve as a foundational document to inform future improvements and strategies. HUB spent several days in town navigating the city as a tourist might and then met with local community leaders and business owners to gain a deeper understanding of the place, its challenges, and opportunities. HUB then distilled its research and findings into a 60+ page report evaluating what Prosser was doing really well and where it needs improvement.

The city has since secured over \$50,000 to continue next steps based on the assessment.

Duration: 2 months

Snohomish County

Master Planning, Branding, Vision

Sharon Swan
Department of Conservation & Natural Resources
(425) 388.6616 / sharon.swan@co.snohomish.wa.us



SUMMARY STATEMENT:

HUB first began working with Snohomish County Parks, Recreation and Tourism (Parks) to help them update the vision and mission of the Department and create a new brand to convey that vision/mission to park users.

Our work continued with the county after executives combined four departments into a new Department of Conservation and Natural Resources. HUB helped the county assess the best way to bring the new department together and created a new mission and vision.

Additionally, HUB worked with the Arts Commission and Executive Office on visioning workshops and documents.

Duration: 8 months

Work by Jamie Horter

[SEE MORE AT JAMIEHORTER.XYZ](http://JAMIEHORTER.XYZ)

Creative Placemaking Technical Assistance Team, National Endowment for the Arts

2020-present

SUMMARY STATEMENT:

Jamie provides coaching and consulting to communities across the US who are working on creative placemaking projects. She helps those engaged in creative placemaking to both engage with their communities to find answers through the local collective wisdom, as well as providing direct consulting, advice, and being a thinking partner through design challenges along the creative placemaking process. Everything is tailored to the individual. Topics have included: consultation on finding and working with artists; community engagement strategy and process design; coaching on relationship building for strong private-public-community partnerships; how to facilitate meetings with stakeholders; community outreach; strategizing best paths forward through challenges; project design and management.

Community engagement artist

2010-present

SUMMARY STATEMENT:

Jamie facilitates artistic projects in rural communities across the US. Examples include Senior Spotlight, an intergenerational project highlighting senior students and senior citizens in public, storefront displays of photography and written narratives created by youth; and Community Studio, an art & civics program to place youth in design roles to create projects of their choice that positively impact their place.

Rural Regenerator Fellowship Facilitator

2021-present

SUMMARY STATEMENT:

Jamie co-created and co-facilitates a fellowship cohort model and process to support rural artists, culture bearers, organizers, makers, public sector workers, and other rural change-makers across the Midwest. Jamie's processes include designing in-person retreats to foster deep relationship building, trust, artistic development, and collaboration towards a larger growing, supportive ecosystem of rural creatives.

Speaker, Convener, Facilitator on community engaged creative placemaking processes

2014-present

SUMMARY STATEMENT:

Jamie creates participatory, engaging workshop sessions for artists and arts administrators, those working within community development, elected officials, and those in the nonprofit sector to gain support in their creative placemaking processes. Topic areas have included facilitation training, developing partnerships, working intergenerationally / with youth, meaningful community engagement strategies and frameworks, and more.

Clients include Citizen's Institute on Rural Design; Housing Assistance Council; Aspen Institute Community Strategies Group

Project Budget

With a longstanding history of working with clients ranging from small start-ups and nonprofit organizations to large corporations, we pride ourselves in our ability to tailor our engagement model to work with all budgets, timelines, and teams.

We know you're working within a set budget, and we want to honor its limits and propose a scope that falls within your budget but will still get you what you need. This is the standard rate below. We also believe more time and investment at certain points in the project will lead to more trust, clarity, and buy-in for the final plan. These have been outlined in the add-on column. Details about add-ons are listed within the scope approach.

We like to think of this budget as a conversation starter rather than a take-it-or-leave-it kind of proposal.

OUR FIXED COST ESTIMATE	STANDARD	ADD-ON
1. Community Engagement	\$12,000	\$9,500
2. Assessment of Arts Landscape	\$6,500	
3. Assessment of Desired Outcomes	\$5,000	\$5,000
4. City Role in Funding	\$2,500	
5. Public Art Availability & Locations	\$4,500	
6. Phased Plan Approaches	\$12,000	\$8-15,000
7. Develop Projected Costs	\$3,500	
+ implementation support		\$8-12,000
TOTAL	\$46,000	\$30,0500-
Reimbursable expenses (travel, shipping, etc.)not to exceed	\$4,500	\$41,500