



Oregon State Capitol Foundation
Strategic Plan
For Oregon's History Gateway at the State Capitol
June 2012



Developed for the Oregon State Legislature by The Oregon State Capitol Foundation and Legislative Administration with ideas, input and involvement from key leaders, associated organizations and the citizens of Oregon as navigated by The Canoe Group, Inc.

Oh, the stories I could tell!



With involvement from all of the participants below, the Strategic Plan for Oregon's History Gateway at the State Capitol was developed between August 2011 and June 2012 through a collaborative research and planning process guided by The Canoe Group, Inc. that is detailed herein.

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Letter of Welcome and Introduction

Welcome to the Strategic Plan for Oregon's History Gateway at the State Capitol.

The document you hold in your hands would not have been possible without the passion, commitment, ideas and insights of legislators, legislative leadership, the Oregon State Capitol Foundation, the staff of Legislative Administration, key leaders from a broad variety of history and cultural organizations, volunteers and citizens from all walks of life.

All of us share a common love for this historic building. We have walked its halls. We know its stories, have known its leaders and honored those who have passed before us. We believe that preserving history and passing stories down from generation to generation heightens life's continuity and generates learning, knowledge and wisdom.

We come together to recommend this strategic plan, a plan that invites partnership, builds from the unique assets of the State Capitol, connects the history of our beloved Oregon and its cultural institutions. The History Gateway plan aims to make the most of what we hold dear.

In years to come, our hope is that we remember and learn from the lessons of our forbearers. May the State Oregon Capitol be known as a gateway both to the past and to the future for our state's revered democracy.

June 30, 2012

Scott Burgess
Legislative Administrator

Fred VanNatta
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Executive Summary

Contextual Overview

With Senate Bills 961 and 1019, the Oregon State Legislature dedicated resources, to be generated through the sales of the *Pacific Wonderland* license plate, to fund a *history center* at the State Capitol. The Legislature tasked the Oregon State Capitol Foundation (OSCF) with the responsibility to steward the license plate sales and funds in service to the planning and development of such a history center.



The single most important question facing any visionary new project is, “What is worth doing, and how much is it worth?” In spring 2011, OSCF determined that a strategic plan was needed to focus the many ideas generated by the legislative imperative of a *history center* and hired The Canoe Group, Inc. to guide the planning beginning in August 2011.

The resulting Strategic Plan describes and recommends the investment of existing resources, accumulated *primarily* through license plate sales, for the creation of what is now being called *Oregon's History Gateway at the State Capitol*.

As a result of ten months of inclusive community engagement, the planning team generated a *strategic framework* of mission, vision, values and strategic goals that were carefully crafted to guide current and future development of *Oregon's History Gateway at the State Capitol*. This strategic framework is detailed at the end of this Executive Summary.

The *strategic framework* becomes the foundation to guide what will be *done*, and *not done*, to fulfill the legislative imperative. It provides future experts — commissioned to undertake interpretive planning for the History Gateway — with clarity of choices and measures of success. Each of the strategic goals is articulated with strategic objectives that will guide Phase One of the plan and inform future investments in history-based, visitor experiences at the State Capitol.

What would Oregon's History Gateway at the State Capitol Look Like?

By aligning the thinking of many key leaders and stakeholder groups throughout the planning process, Oregon's History Gateway becomes relatively simple to both describe and implement. Phase One will include: 1) a physical *Visitor Welcome Center*, 2) a State Capitol *online resource website* and 3) a State Capitol *Visitor Pathway* through the building and grounds.

The History Gateway's Phase One will be resourced from license plate sale receipts obtained by the Oregon State Capitol Foundation before construction begins July 1, 2013. Phase One's development and build-out is budgeted (see Appendix A) at \$570,000-\$656,000. This budget does not include the staffing required for project coordination by Legislative Administration.

The components of Oregon's History Gateway will provide the following:

- ◆ The Visitor Welcome Center will introduce the State Capitol *Visitor Pathway*, which will showcase 50-100 individual "history spaces" and/or artifacts, each of which will be interpreted. The Visitor Welcome Center will also provide visitors with a "point of entry" or "launch point for discovery" for a quality experience.
- ◆ The *online resource site* will aggregate, introduce and connect to Oregon's rich history reserves, already gathered and displayed online at local and county history museums and at our state's primary history institutions, including the Oregon Historical Society, the Oregon State Archives and the Oregon State Library.

Oregon's History Gateway Phase One: Supporting the Capitol Master Plan

During the 2013 session, the Oregon State Legislature will be asked to consider funding the 2011 Oregon State Capitol *Master Plan*. The Master Plan, designed to earthquake-proof and upgrade the historic landmark that is Oregon's State Capitol, recommends *dedicated history center and other spaces* for history exhibits and provides a new, remodeled ground floor visitor entrance and facilities.

The current thinking of those participants familiar with the Master Plan suggests a State Capitol remodel will not break ground for four or more years. Initiating interpretive planning now, and developing the Visitor Pathway in FY14, will provide Master Plan architects with well-organized historical content. It will also demonstrate a quality visitor experience to carry forward into the Master Plan implementation.

This Strategic Plan describes an adaptable solution that will 1) improve the visitor experience, 2) focus and optimize the existing and extraordinary historical assets of the State Capitol, and 3) lay the groundwork to improve exhibits and public programs. The Strategic Plan can inform and supplement the design of the permanent visitor welcome center planned on the ground floor of the remodeled State Capitol and adapt to the changes developed from the Master Plan implementation.

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This Strategic Plan's **Phase One** will begin with interpretive planning and other development activities undertaken in FY13.

The appendices of the Strategic Plan accumulate and catalogue the documents gathered and reviewed during strategic planning: Lists of state-held artifacts, state policies, associated interpretive plans, heritage resources, potential partners and more. Additionally, the appendices include a catalogue of design scenarios generated during strategy development, which may provide context and content to support the interpreters' knowledge, imagination and decisions.

How Will Oregon's History Gateway be Funded?

In 2009 and 2010 Legislative sessions, SB 961 (and the later revision SB1019) created and dedicated funds from the sales of the Pacific Wonderland commemorative license plate to develop a history center at the Oregon State Capitol.

With over \$500,000 in license plate sales to date, and approximately \$10,000 being generated on average each month, the resources are already available to design, develop and implement Phase One of Oregon's History Gateway.

The State Capitol Foundation estimates that upon completion of the sale of the 40,000 *Pacific Wonderland* license plates, a total of \$1.8m is dedicated for the History Gateway once all license plates are sold. Phase One will employ less than \$700,000 over the next two years.

The remaining approximately \$1.1m in history center funds from license plate sales would be gathered over the coming decade, and will be available for design/implementation of later phases, informed by the anticipated State Capitol Master Plan remodel. Private fundraising by the Oregon State Capitol Foundation may supplement the license plate funds as programs and build-out require it.

Staffing and management of the History Gateway will be the responsibility of Legislative Administration, including its reorganized *Visitor Services* staff. It is anticipated that current staffing, supplemented with continued volunteer support, will provide adequate management.

What Will Result from Phase One?

As envisioned, Oregon's History Gateway will develop in several phases. Phase One of activities, an initial workplan/timeline and FY2013 budget are outlined in this Strategic Plan. Specifically, Phase One will result in:

- A volunteer-staffed, simple yet innovative *Visitor Welcome Center* with exhibits and videos that introduce visitors to the rich history of Oregon's democracy and to the pathway of history the State Capitol offers
- A building-wide/grounds *Visitor Pathway*, connecting visitors to artifacts, insights, architectural details and Oregon's history

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- Inclusive and representative *annual*¹ history exhibits in the 16 Galleria display cases, which will be retro-fitted with secure windows and improved lighting
- A new *Oregon History Timeline* wall display, designed as a portable installation
- *Listening posts* installed in the Capitol's now-abandoned telephone booths, with oral histories illuminating the Pathway offerings
- *Digital resources*, catalogued and accessed via multiple channels: a History Gateway website, printed State Capitol Visitor Pathway maps, and rich content accessible through smart-phones

Partnering to Accomplish Oregon's History Gateway at the State Capitol

The mission of Oregon's new History Gateway at the State Capitol is to "*Ignite belief and stimulate involvement in Oregon's democracy*". This mission connects people to our shared past where citizens – working with and through government – have strengthened Oregon's vitality. This mission is also *unique* to the State Capitol. Assisting in this mission are key partners that will include the Oregon Legislature, our state's universities, the Oregon Historical Society, the state's many local nonprofit, history museums and entities, Oregon State Archives, Oregon State Parks and Recreation and the Oregon State Library.

The Oregon State Capitol Foundation is now examining its own mission and role in future fundraising, and will – in October 2012 – revise its own strategic plan. Key questions being addressed in this examination will include how to 1) accelerate sales of the remaining Pacific Wonderland license plates, 2) steward the History Gateway funds, 3) pursue private fundraising support for the Gateway and other projects to carry out its mission, and 4) advocate for and track the Legislature's implementation of the State Capitol Master Plan.

After approval by the OSCF, the Legislative Administration Committee (LAC) will have final approval authority for the *Strategic Plan for Oregon's History Gateway at the State Capitol*, and for future plans. The Capitol Preservation Advisory Committee (CPAC, an representative historic preservation advisory group) will have a History Gateway council, to guide and review critical design development and will later provide advice for History Gateway operations. Legislative Administration will provide the *project management* for Phase One design, development and implementation over FY2013 and FY2014, and beyond.

¹ Currently the Galleria display cases are changed every 2 years.

The Strategic Framework for Oregon's History Gateway at the State Capitol

Purpose

“Oregon's History Gateway at the State Capitol will serve as a lens through which thousands and thousands of visitors can examine and clarify their understanding of the relationship of the State Capitol to The Oregon Story.”

Core Values

- ◆ Feature our State Capitol as “The People's Building”
- ◆ Educate people
- ◆ Preserve the past
- ◆ Showcase individuals and events
- ◆ Reflect our diversity
- ◆ Demonstrate the worth of remembering what has gone before

Mission

“Ignite belief and stimulate involvement in Oregon's democracy.”

Strategic Goals

Goal One: Visitors will be welcomed by easy access to exceptional historical interpretation and programming that connect the Oregon State Capitol to the Oregon Story.

Goal Two: Oregon's History Gateway will connect citizens to compelling history resources that can illuminate their State Capitol experience and the Oregon Story.

Goal Three: Oregon's History Gateway at the State Capitol will have strong, solid operating agreements with clearly defined roles and responsibilities.

Goal Four: The Oregon State Capitol Foundation will make new commitments to regular and ongoing fundraising activities that may require some changes to the Foundation's operating structure. During Phase One, permanent agreements for will be formalized in a **memorandum of agreement** between the Oregon State Capitol Foundation and LAC.

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