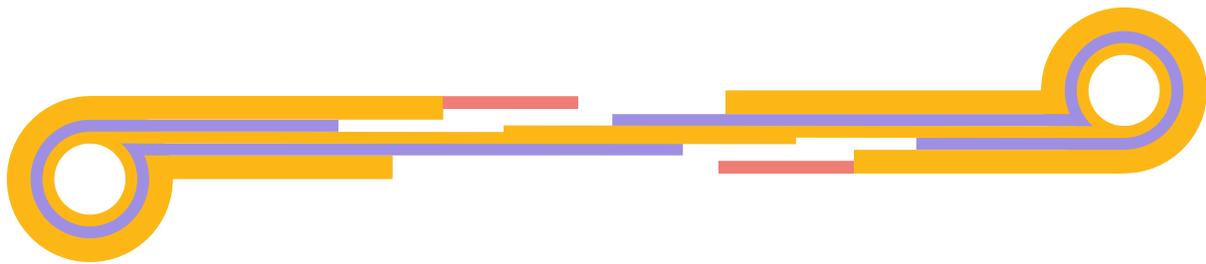


**ARTS** *Build*



**STRATEGIC PLAN**  
**2021-2023**

# Executive Summary

## A. Scope of Plan

- This plan outlines the goals and objectives for ArtsBuild for FY 2021 through FY 2023.

## B. Mission

- At ArtsBuild, our mission is to build a stronger community through the arts.

## C. Vision

- More arts in more places for more people.

## D. We value...

- **Arts institutions, artists and the creative process:** ArtsBuild values the individual and collective contributions of arts institutions and artists in society, the ingenuity and imagination of the creative process, and is committed to freedom of artistic expression. ArtsBuild believes in amplifying the voices of artists, arts institutions, the arts sector, and communities.
- **Equity, diversity, inclusion, and accessibility:** ArtsBuild values an equitable, diverse, and inclusive Chattanooga-Hamilton County, which we interpret as all people having fair access to the tools and resources they need to realize creative and community endeavors. We acknowledge structural inequities that have excluded individuals and communities from opportunity based on race, ethnicity, place of origin, gender, disability, sexual orientation, class, age, religion, and geography, and strive to counter those inequities in our work.
- **Knowledge building and sharing:** ArtsBuild values the importance of inquiry, information gathering, and collaborative learning that strengthens ArtsBuild's practices and the arts and culture sector. ArtsBuild promotes varied learning opportunities for diverse stakeholders and partners.
- **Leadership:** ArtsBuild believes that leadership opportunities for artists and cultural workers are essential to a stronger arts sector and healthier communities. ArtsBuild values the leadership role that we play to advance arts and culture in the region and the nation.
- **Partnership:** ArtsBuild values the interdependence of artists, organizations, and communities as essential to a holistic, equitable vision of community vitality and artistic success. ArtsBuild values our own partnerships with the National Endowment for the Arts, the John F. Kennedy Center for the Performing Arts, the Tennessee Arts Commission, funders, advisors, and stakeholders, which enable alignment of resources and strategies that lead to greater effectiveness.
- **Public funding for the arts:** ArtsBuild values public commitment to the arts and culture sector as vital to a just, healthy civic life, a robust democracy, and an essential leverage for private investment in the arts.

# Introduction

## Where We Started...

### E. The Evolution of the Organization from Strict United Arts Fund (UAF) to Current Structure

- Most UAFs across the nation have transitioned from raising money for a handful of backbone organizations to supporting a variety of diverse art forms and organizations by playing the role of fundraiser, convener and capacity-builder. Over the years ArtsBuild has responded to changes in the arts sector and the needs of the local community by focusing on access to the arts throughout Hamilton County. Our vision remains more arts in more places for more people.

## Where We Are...

### F. Our Realities & Environment

- Chattanooga continues to transform into an increasingly diverse city. The nonprofit arts sector in Hamilton County generates \$172.5 million in economic impact annually, according to Arts & Economic Prosperity® 5 (AEP5). Chattanooga is a hub of creative innovation, technology and the arts. The arts play an essential role in the health and prosperity of our community. ArtsBuild supports more local arts organizations through our Mission Support grant program now than we ever have before enabling them, our Community Arts Partners, to excel at what they do and strive to create access to their programs for youth and adults all across the community. We rely on these partnerships to fulfill our mission. We are working to strengthen our investment and advocacy in area individual artists through grant-making and resource-building collaboration opportunities. Our ongoing strong, aligned partnership with Hamilton County Schools is achieving better arts education for all students. A global pandemic and political environment have made arts participation difficult and placed an undue burden on arts organizations' patronage. Arts advocacy promoting the critical importance of the arts to economic, business and civic life is more challenging than ever. And yet, we are inspired by the creativity, innovation and resilience of the local arts sector during these challenging times. We are leaning in to our mission to build a stronger community through the arts.

# Goals, Strategies and Objectives

## Where We Are Going...

**Goal 1:** Expand and increase unearned revenue through resource development and community-engaged fundraising.

- **Strategy** - Annually create an achievable comprehensive fundraising and stewardship plan that includes goals for increasing revenue and growing the donor base.
- **Objectives**
  - Explore and develop new ways to engage donors and grow the Annual Campaign and Endowment Fund.
  - Evaluate marketing and communication tactics around Planned Giving that align with our case for support through outlined steps to integrate cultivation, solicitation, and messaging.
  - Continue to research new grant opportunities that align with our mission and current programs.
  - Build the Endowment Fund by continuing to assess and improve endowment investments by identifying potential short-term and/or long-term mechanisms.
  - Increase the number of individual donors and expand the diversity among donors contributing to support our mission.
  - Engage more donors through volunteerism, communication, programming and events.
  - Develop stronger community partnerships and collaborations between ArtsBuild and the arts, business, and philanthropic sectors of Chattanooga.

**Goal 2:** Be the example of a successful, transparent, thriving arts organization. Develop innovative programs and practices informed by research and emerging trends.

- **Strategy** - Operate with efficiency and transparency, cultivating a responsive organizational culture that values success, teamwork, diversity of thought, and personal development.
- **Organizational Culture Objectives**
  - Use a feedback loop to facilitate a culture of openness and transparency.
  - Celebrate our successes and have fun.
  - Learn from and respond to our shortfalls.
  - Increase outreach through communications, programs and events to generate awareness about ArtsBuild in the community.

- Model a proactive culture by implementing diversity, equity, inclusion and accessibility best practices.
- **Staff Objectives**
  - Establish a budget and a process to prioritize professional development opportunities for staff that propel ArtsBuild’s mission and relate to organizational culture and goals.
  - Pay our staff in an equitable manner which is consistent with their skills, workplace contributions, professional development and the salaries and benefits of the sector at large.
  - Hold quarterly staff meetings to assess organizational goals and benchmarks.
  - Complete annual personnel reviews with a focus on goal setting and growth that is aligned with the sector and the skills and successes of our staff.
- **Governance Objectives**
  - Improve Board governance by establishing a Board Orientation inclusive of review panel participation, training and board role descriptions and expectations.
  - Prioritize Board recruitment by developing a pipeline for new board members. Seek people with diverse arts and community-focused skills balanced with those who have corporate and philanthropic access.
  - Work towards using the Holmberg Arts Leadership Institute as a pipeline for new board members for ArtsBuild and other arts sector boards.
  - Use committees and grant panel Reviewers as avenues to connect with and recruit new board members.
  - Establish a “Young Friends of ArtsBuild” group in order to engage younger community members.

**Goal 3:** Continue to grow and support a network of partnerships and shared services that our Community Arts Partners and the greater arts sector can access to expand their capacity, promote growth, and further their flexibility to respond and meet their own needs and the needs of our community.

- **Strategy** - Develop a network of providers, consultants, technological tools as well as a financial model for shared services based on the needs identified and prioritized by our Community Arts Partners and the greater arts sector.
- **Objectives**
  - Hold annual focus groups and surveys with our Community Arts Partners to identify their needs and develop strategies to address them through shared services.

- Continue to document and map funding, partnerships, outreach and engagement within the sector and encourage more collaboration.
- Offer three sessions of Tech Goes Home each year to help bridge the digital divide in the local arts and cultural sector.
- Grow and improve ArtsBuild’s leadership development programs like Holmberg Arts Leadership Institute, Opportunity Fellows and internships.
- Support and stay involved with the Arts Forward Task Forces to be responsive to various challenges and opportunities as they arise.

**Goal 4:** Partner with schools, arts organizations, higher education, and the greater community to foster equitable and transformative education through the arts.

- **Strategy** - Develop and meet long-term goals and short-term action steps for planning, implementing, and sustaining arts education programs and resources for students.
- **Objectives**
  - Establish an organizational infrastructure to oversee and sustain effective Any Given Child/Partners in Education initiatives.
  - Develop support systems (including data collection, resources, and professional development) for arts education providers, such as classroom teachers, arts specialists, administrators, arts organizations, and teaching artists.
  - Place a focus on the development and training of independent teaching artists; assist and prepare them for opportunities in Hamilton County Schools and the broader community.
  - Grow partnerships with Higher Education Institutions throughout the region.
  - Secure funding and other resources necessary to sustain the community's long-term goals for K-8 arts education for every child.
  - Communicate and collaborate with policymakers and leaders to influence arts and education policy in the school district, local government, and arts organizations, so that the Any Given Child initiative's gains are institutionalized.
  - When possible, engage community educators, early child, homeschool, and private school communities in ArtsBuild education programming.

**Goal 5:** Invest and advocate for individual artists and the creative process. Strengthen the capacity of our community's cultural organizations to effectively partner with these artists.

- **Strategy** - Provide artists, arts programs and arts related efforts with increased resources to connect creatively with each other and build capacity.
- **Objectives**
  - Invest in signature programs and models that deeply and systemically advance and link opportunities for artists, art-making, and communities.
  - Develop artist support initiatives to complement grant-making that are geared towards sustainability of artist practice and work life (e.g., Equity in the Arts, Artist Emergency Fund).
  - Create educational opportunities that draw from ArtsBuild's program expertise and build capacity; embrace reciprocal learning between ArtsBuild and national initiatives.
  - Strengthen the capacity of cultural organizations and communities to support the diverse voices of creatives and their work.
  - Support learning, mentorship, and network-building for and among artists, cultural organizations, and arts advocates.
  - Use the public spaces in our building to exhibit and celebrate the arts programs and individual artists in Hamilton County. Establish guidelines and a program for exhibitions.

**Goal 6:** Educate and influence office holders and policymakers on the true impact and importance of the arts.

- **Strategy** - Communicate regularly with state and local elected and appointed officials about ArtsBuild programming and the impact of the organization and the arts sector to the region.
- **Objectives**
  - Participate in Arts Day on the Hill.
  - Establish an arts advocacy day locally with City Council and County Commission.
  - Hold candidate forums and survey local and state political candidates on arts-related issues; report results to the arts sector.
  - Continue to support the Tennessee Arts Commission's Specialty Arts License Plate Program.
  - Establish an ArtsBuild podcast to share our work throughout the region, thank donors, and highlight the local arts sector.

**Goal 7:** Recognize, support, and invest in diversity, equity, inclusion and accessibility (DEIA) as essential in all aspects of internal processes and external opportunities to build a stronger arts sector and organization.

- **Strategy** - Model a proactive culture and set an example as an organization implementing DEIA best practices in the local arts sector; encourage organizations we work with to set realistic DEIA goals which over time create a local arts sector that is reflective of our City's demographics.
- **Objectives**
  - Track and report staffing and board diversity for the sector annually and report it back to the organizations and sector at large.
  - Provide resources and training opportunities to Community Arts Partners on increasing and engaging around DEIA, including Board development.
  - Incorporate DEIA measures into ArtsBuild grant applications and reviews, specifically strategy, DEIA statements and budgets.
  - Continue to partner with Arts Forward to sustain conversation and education about DEIA within the arts sector.
  - Seek grants and/or budget for consulting, training, resources, and conferences that contribute to this goal.
  - Integrate DEIA elements into all of our programs and strategic initiatives.
  - Expand outreach for Community Cultural Connections grants into areas of the county targeting groups, artists, organizations and projects new to ArtsBuild funding.
  - Launch REGIA (Racial Equity Grant for Individual Artists) individual artists' fellowships and maintain funding for three years.

**Goal 8:** Work towards environmentally conscious practices throughout every facet of our operations and promote sustainable practices to the broader local arts sector.

- **Strategy** - Encourage employees and building tenants to make eco-friendly choices as they relate to our office work and environment. Set an example of an arts organization that is working toward environmental sustainability goals.
- **Objectives**
  - Conduct an annual environmental and energy audit of our building.
  - Recycle and source recyclable materials and use green cleaning products.
  - Connect interested Community Arts Partners to sustainability resources.

## **Conclusion**

For more than 50 years, ArtsBuild has been focused on generating support for the arts in Chattanooga-Hamilton County. Our environment continues to change and so our work will continue to evolve to meet the changing needs of the local arts sector. Over the next three years, ArtsBuild board members, staff, partners, and stakeholders will work toward the goals outlined in this strategic plan with a long-term vision of sustainability and growth in our capacity to fulfill our organization's mission to build a stronger community through the arts.