

ARTS *Build* 2024-2027

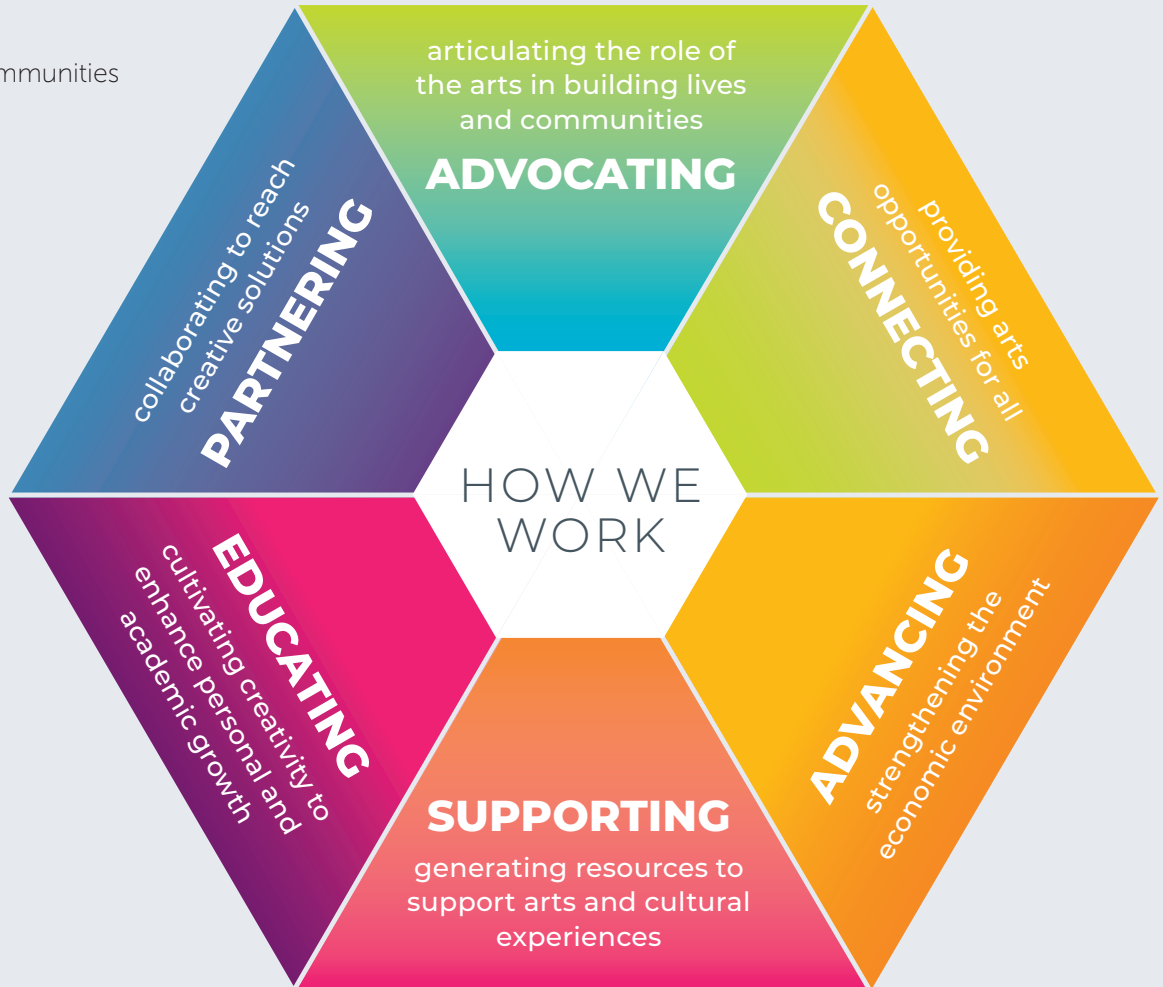
STRATEGIC PLAN

MISSION

Building stronger communities through the arts.

VISION

More arts in more places for more people.



OUR PRIORITIES



PRIORITY 1

To **generate financial resources** that support the arts in Chattanooga-Hamilton County.



PRIORITY 2

To **maintain our vision of leadership** in the arts as a successful nonprofit arts organization.



PRIORITY 3

To **create strategic collaborations** to broaden understanding of our arts organizations' impact and build communities of support for our work.



PRIORITY 4

To **grow partnerships** throughout our local educational systems, community and civic groups, and governmental policy makers to expand our communities participation in and perception of the arts.



PRIORITY 5

To **articulate the role of the arts ecosystem** in building lives and communities, invest and advocate for individual artists and the creative process and strengthen the capacity of our community's cultural organizations to effectively partner with these artists.

STRATEGIC PLAN FOR **ARTS** *Build*

SCOPE

This plan outlines Priorities (Goals) and Initiatives (Action Items) for ArtsBuild for **FY2024-2027**.

MISSION

At ArtsBuild our mission is to build stronger communities through the arts.

VISION

More arts in more places
for more people.

WHAT WE VALUE:

- **Arts institutions, artists, and the creative process.** ArtsBuild values the individual and collective contributions of arts institutions and artists in society and the ingenuity and imagination of the creative process. We are committed to freedom of artistic expression and believe 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 arts and culture sector, which we interpret as all people having fair access to the tools and resources that they need to realize creative and community endeavors.
- **Knowledge building and sharing.** ArtsBuild values the importance of inquiry, information gathering, and collaborative learning opportunities that strengthen ArtsBuild's practices and the arts and culture sector.
- **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 these partnerships 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.

WHERE WE STARTED:

Most “United Arts Funds” 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.

WHERE WE ARE:

The Chattanooga Region continues to transform into an increasingly diverse area. **The nonprofit arts sector in Hamilton County generates \$191 million in economic impact and enables 2.2 million arts interactions annually**, according to the 2023 Arts & Economic Prosperity® 6 report. The Chattanooga Region is a hub of creative innovation, technology, and the arts. The arts play an essential role in the health and prosperity of our community. At ArtsBuild we work each day towards building stronger communities through the arts with our investments and focus in three main areas: arts access, arts education, and arts leadership to grow the arts ecosystem. We are leaning into our mission to build stronger communities through the arts and our vision of more arts in more places for more people.

HOW WE WORK:

- **PARTNERING** - collaborating to reach creative solutions.
- **ADVOCATING** - articulating the role of the arts in building lives and communities.
- **CONNECTING** - providing arts opportunities for all.
- **EDUCATING** - cultivating creativity to enhance personal and academic growth.
- **ADVANCING** - strengthening the economic environment.
- **SUPPORTING** - generating resources to support arts and cultural experiences.



PRIORITIES & INITIATIVES



PRIORITY 1

To **generate financial resources** that support the arts in the greater Chattanooga Region.

INITIATIVES

1. Build organizational resilience through revenue growth and diversification.
 2. Each year as a part of our financial planning process, develop a comprehensive funding plan that addresses our donor base, grant opportunities, and endowment fund.
 3. Identify new grant opportunities that align with our mission and current programs and explore ways to maximize the Arts Building as a source of revenue.
 4. Build the Endowment Fund by continuing to assess and improve endowment investments by identifying potential short-term and/or long-term mechanisms.
 5. Complete a donor survey every three years and integrate the feedback into our development and retention strategies.
 6. Cultivate new donors and supporters for ArtsBuild.
 7. Grow the Holmberg Arts Leadership Awards into a special annual event that raises funds for the organization while celebrating the arts sector in the Chattanooga area.
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PRIORITY 2

To **maintain our vision of leadership** in the arts as a successful nonprofit arts organization.

INITIATIVES

1. Operate with a responsive organizational culture that values innovation, success, teamwork, commitment, diversity of thought and personal development.
2. Use the Holmberg Arts Leadership Institute as a pipeline for new board members for ArtsBuild and other arts sector boards. Cultivate volunteerism among the graduates of the program in such a way that supports the arts sector and our local arts ecosystem overall.

3. Be intentional about recruiting leaders of large local and regional companies to our board as well as board members who are eager to help fundraise.
4. Prioritize that our board reflects the demographics of our city. Model a proactive culture by implementing diversity, equity, inclusion, and accessibility best practices.



PRIORITY 3

To **create strategic collaborations** to broaden understanding of our arts organizations' impact and build communities of support for our work.

INITIATIVES

1. Cultivate a network of providers, consultants, technological resources for workshops, training and shared services based on the needs identified and prioritized by our arts partners and the greater arts sector.
2. Implement and evaluate the new bi-annual Mission Support Grant funding process; monitor for the next three years. Make changes as necessary.
3. Provide workshops, training opportunities and shared services that the staff of our organization partners and members of 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.
4. Foster cross-sector support to benefit local arts agencies. Continue to document and map funding, partnerships, outreach, and engagement within the sector and encourage more collaboration. Work to reach areas we have not adequately served or engaged.
5. Improve ArtsBuild's leadership development programs and artist professional development programs in support of the arts ecosystem.



PRIORITY 4

To **grow partnerships** throughout our local educational systems, community and civic groups, and governmental policy makers to expand our community's participation in and perception of the arts.

INITIATIVES

1. Raise awareness of the development and training of independent teaching artists; assist and prepare them for opportunities in Hamilton County Schools and the broader community.

2. Grow partnerships with Higher Education Institutions throughout the region to support the pipeline of young artists and arts professionals.
3. Advocate for funding and other resources necessary to sustain the community's long-term goals for K-8 arts education and arts access for every child.
4. Collaborate with policymakers and government leaders to influence arts and education policy so that the Any Given Child and Partners in Education initiative's gains are institutionalized.
5. Enhance engagement with youth development professionals, community educators, early child, homeschool, and private school communities in ArtsBuild education programming to ensure that our arts education resources are available to teachers and students throughout the Greater Chattanooga region.
6. Grow partnerships with local community and civic groups to increase positive perception of the arts and artists.



PRIORITY 5

To **articulate the role of the arts ecosystem** in building lives and communities, invest and advocate for individual artists and the creative process and strengthen the capacity of our community's cultural organizations to effectively partner with these artists.

INITIATIVES

1. Provide artists, arts programs, and arts related efforts with increased resources to connect creatively with each other and build capacity.
2. Invest in signature programs and models that deeply and systemically advance and link paid opportunities for artists, artmaking, and communities.
3. Support learning, mentorship, and network-building for and among artists, cultural organizations, and arts advocates.
4. Use the public spaces in our building to exhibit and celebrate the arts programs and individual artists in Hamilton County.
5. Expand outreach for Community Cultural Connections grants into areas of the county targeting groups, artists, organizations, and projects new to ArtsBuild funding.
6. Continue to seek funding to offer individual artist focused grants.

CONCLUSION

TO PROVIDE ARTS OPPORTUNITIES FOR ALL.

For almost 55 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 priorities 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 stronger communities through the arts.

ARTSBUILD'S LEGACY:

It is our hope that by continuously working towards our mission to build stronger communities through the arts for the past 50 years and the next, that our legacy will create an ecosystem of arts organizations that thrive and are responsive to the needs of the community, where the creative process among artists and across those organizations flourish, and where everyone in Chattanooga-Hamilton County is touched by the arts in some way that makes their quality of life better.