

Brew House Association

Strategic Plan 2023 - 2025



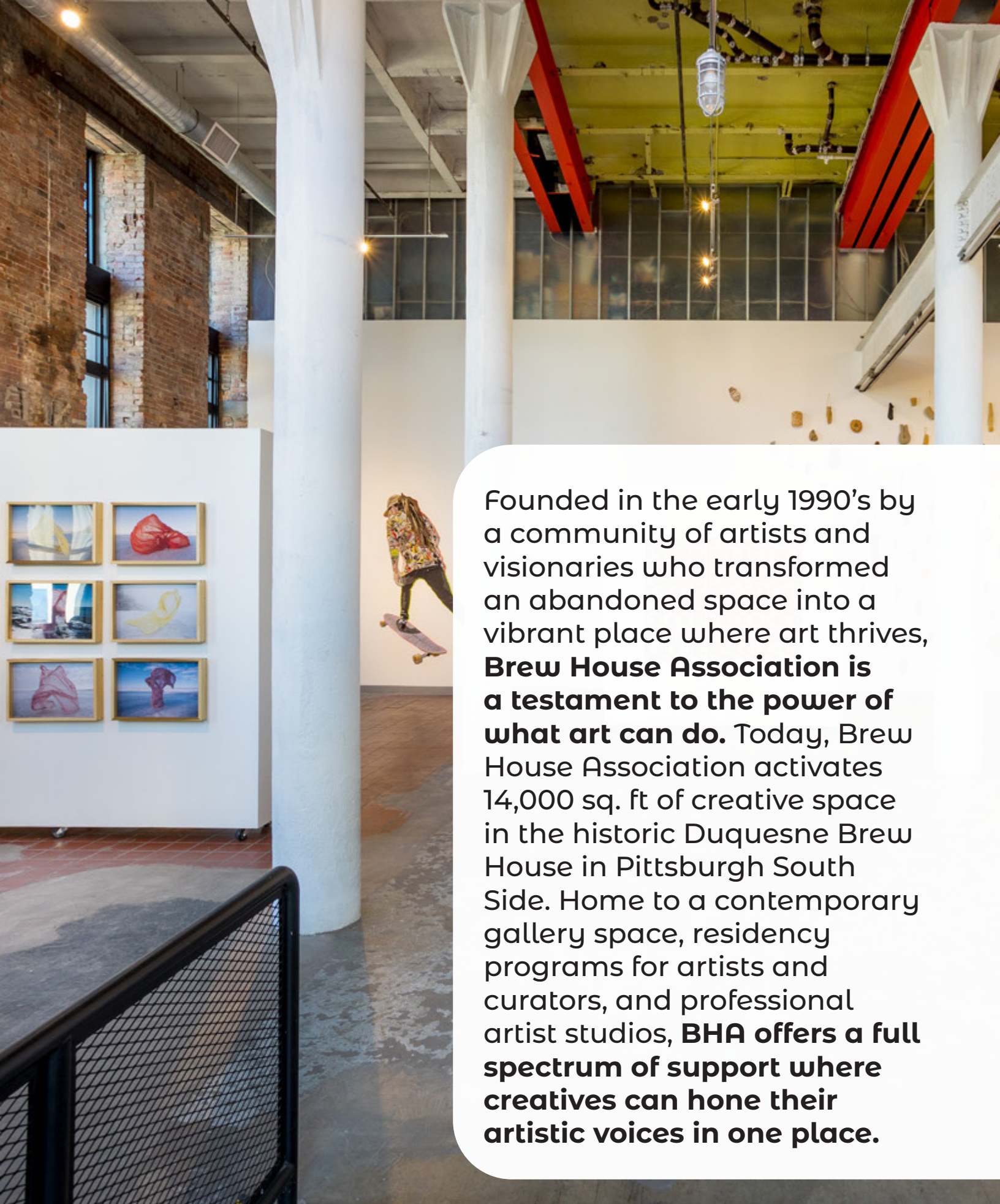


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Founded in the early 1990's by a community of artists and visionaries who transformed an abandoned space into a vibrant place where art thrives, **Brew House Association is a testament to the power of what art can do.** Today, Brew House Association activates 14,000 sq. ft of creative space in the historic Duquesne Brew House in Pittsburgh South Side. Home to a contemporary gallery space, residency programs for artists and curators, and professional artist studios, **BHA offers a full spectrum of support where creatives can hone their artistic voices in one place.**

Letter From The Executive Director

I've been proud to work with and grow with Brew House Association over the past five plus years. Over this time, we've re-established BHA as a key component in the arts scene of Pittsburgh. We've gained recognition for our exhibition and residency programs, support from individuals and local foundations, and have worked to establish meaningful partnerships that center the voices of underrepresented artists. We've listened to input from our community, staff, and board to create a shared dream for our future.

Our vision is a Brew House Association that is a nationally recognized art center that enables creatives to experiment, exhibit, and connect directly with communities in Pittsburgh.

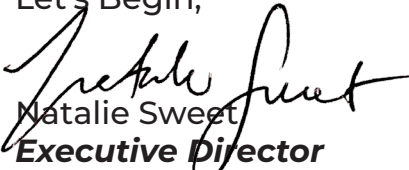
Over the next three years, we will work towards this vision by focusing on three main areas:

- 1. Program Investment**
- 2. Raising Visibility**
- 3. Budget Growth**

In addition to these core areas which will help BHA guide its strategy for the next three years, we've outlined an Operations Plan to work in tandem with our strategic plan as we continue to improve our program evaluation, daily operations, and plan for the future.

Woven into all of our work, we center our organizational values. We aim to make Brew House a home for people of all backgrounds and a space that surprises our visitors with the power of what art can do.

Let's Begin,


Natalie Sweet
Executive Director



Mission:

Brew House Association provides space and support for people to connect and expand their relationship with the arts.

Vision:

Brew House Association will be a nationally recognized art center that enables creatives to experiment, exhibit, and connect directly with communities in Pittsburgh.

Values:



Connection - Nurturing long-term relationships cultivated through shared time and space and providing opportunities for collaboration and exchange



Livability - Centering art as an accessible & integral part of a full life and as a sustainable means for income generation for artists and other arts workers



Representation - Increasing social awareness through representation of justice oriented & non-mainstream perspectives

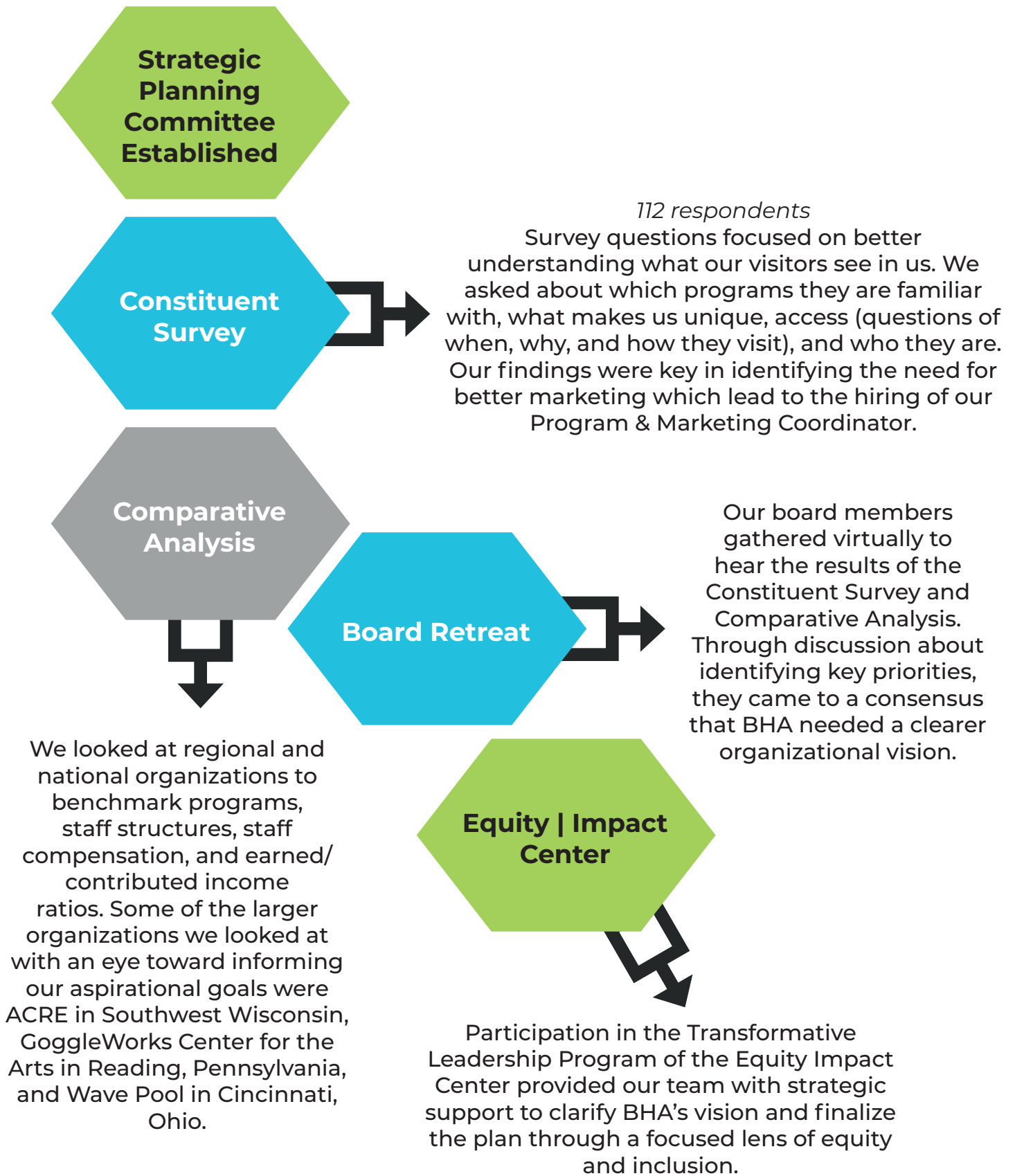


Practice - Honoring flexible and adaptive ways of working, experimentation, and creative risk-taking towards continuous artistic growth



Mentorship - Fostering peer-to-peer mentorship networks that value non-hierarchical structures of learning

Strategic Methodology



Key Survey Findings



82% of respondents said artwork in the gallery made them **think differently** about something, demonstrating the great power of art to shift perspectives, and the role BHA takes in facilitating that transformation.



86% of respondents said they see **quality exhibitions** in the BHA gallery.



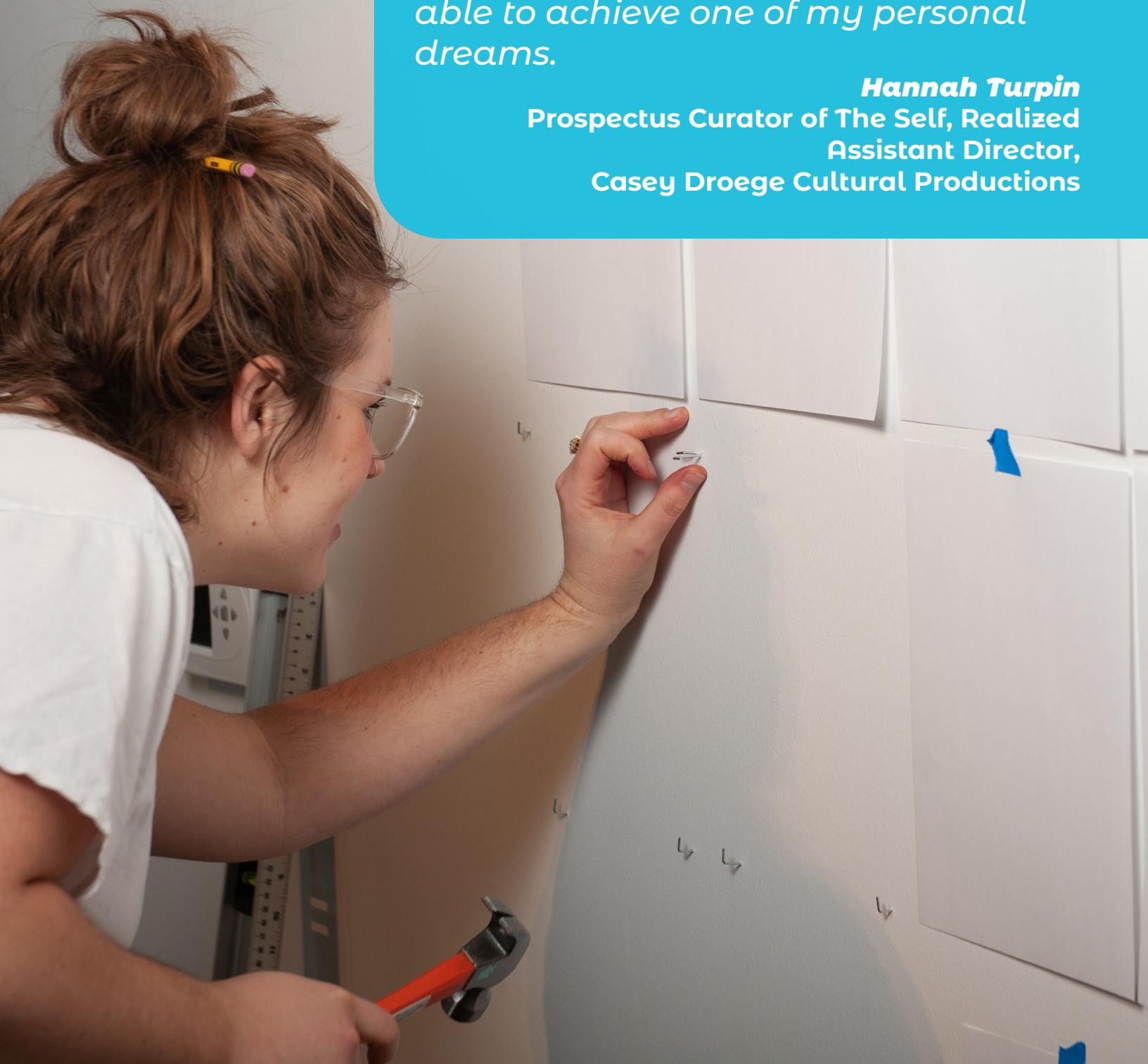
78% of respondents said they see programming at BHA that is **relevant** to them.



67% of respondents said they engage with BHA **multiple times a year**, **23%** said they engage once per year, while only **10%** said they engage less than once a year.

Through this opportunity to establish community and realize my own curatorial vision, I have grown significantly in my confidence as a curator and feel that I have been able to achieve one of my personal dreams.

Hannah Turpin
Prospectus Curator of The Self, Realized
Assistant Director,
Casey Droege Cultural Productions



GOAL 1:

Invest in Programs to Grow Audience

Programs provide the entry point for new audiences to engage with Brew House Association. Our goal is to expand our reach, become an industry leader in anti-oppressive inclusive programming, and establish our reputation as a resource for art practitioners locally, regionally, and nationally. We will invest in making our leadership, staff, gallery, exhibitions, and programs more accessible and equitable, embedding this philosophy in every offering. We will connect local artists to national networks and center relationship building in the process. When BHA exhibitions and residencies include a wider range of Black, Indigenous, queer, disabled, and people of color, it opens doors to paid opportunities for more artists in need and a platform for conversations that can shift perspectives.



Actions:

1. Invest in an inclusive exhibition program by creating a transparent process for selection and prioritizing space for historically excluded artists.
2. Develop new and consistent programs to make art easier to access for Pittsburgh's residents and visitors.
3. Cultivate relationships outside of Pittsburgh, apply for national funding opportunities, and pilot an exchange program that creates opportunities for Pittsburgh-based artists to explore national networks.

We will know we've been successful when:



- ▷ We've established clear program values, and transparent standard operating procedures for exhibition selection
- ▷ Have a full exhibition calendar in place 3 years out



- ▷ 35% or more artists that participate in BHA programs each year identify as BIPOC (Black, Indigenous, and People of Color)
- ▷ 100% of scholarship needs are met for residency programs



- ▷ Increase attendance by 10% annually
- ▷ We deliver monthly programs in addition to opening receptions



- ▷ We have a plan in place to test a national residency program
- ▷ We've received funding from a national foundation source

From my experience, this is one of the best artist residencies in the city... Brew House basically provided all the resources I needed to transform my artistic practice into a serious self supporting career, to the point where I was comfortable enough to become a full-time artist.

Darrin Milliner
Distillery 12 Artist
Owner, Social Living



GOAL 2: Increase Brand Awareness

By rebranding as **Brew House Arts**, BHA will clarify its role for the community and improve our ability to tell the story of our organization. When BHA expands its network and cultivates community partnerships, it nurtures connections that help artists to access resources and increases the livability of our city.



Actions:

1. Rebrand as **Brew House Arts** and work with consultants to launch an advertising campaign and grow our following online.
2. Implement strategic partnerships that engage past program participants, artist alumni, and community leaders to reach audiences that have been historically excluded from the arts.
3. Invest in our physical presence through gallery improvements, better building signage, and responsible stewardship of the Duquesne Brewery site that removes barriers for participation and makes visitors feel welcome.
4. Utilize BHA archives to share our rich organizational history and grow recognition.

We will know we've been successful when:



- ▷ We've completed a rebrand as Brew House Arts
- ▷ We've updated physical signage on our building



- ▷ We increase the number of BIPOC creatives that apply to residency programs by 5% annually
- ▷ We've increased our social media following and improved website SEO (Search Engine Optimization)



- ▷ We've created clear ways for alumni to stay involved with our activities
- ▷ We receive positive national press for our exhibitions
- ▷ 100% of program participants agree they felt comfortable showing up as themselves at BHA

GOAL 3:

Grow Budget Size

In order to build a more impactful organization that values a high quality of life for its employees and program participants, BHA must grow its budget by 30% over the next three years through diversified revenue streams. With an intentional growth plan, BHA will be able to create a sustainable business model for the organization and increase its ability to serve the arts community.



Actions:

1. Diversify earned revenue through increased artwork sales, financial investment opportunities, and increased rental income.
2. Increase contributed revenue by growing our individual giving network and securing multi-year grants to build capacity.
3. Integrate financial and fundraising systems by increasing staff support in these areas to implement the use of a CRM (Customer Relationship Manager.)
4. Review staff structure and improve workplace benefits to remain a competitive employer and attract future talent.

We will know we've been successful when:



▷ We've completed a financial investment plan



▷ Grown the number of individual donors and the amount of income from donors



▷ Started integrating use of a CRM into our work



▷ Outlined an ideal organization staff chart and a timeline to get there

OPERATIONS PLAN

By establishing improved day-to-day systems, BHA will be able to better understand its audience and track community engagement. When program participants, staff, and board have access to the tools they need to practice and grow, BHA becomes an atmosphere for innovative work to thrive. This plan will further help the organization to ensure institutional resilience and plan for future staff and board transitions.



Actions:

1. Improve evaluation methods to ensure that our core programs reach those most in need and remain relevant to the participants.
2. Perform cultural competency assessments for BHA staff and board.
3. Resiliency planning to implement routine knowledge tracking and create a leadership succession plan.
4. Maintaining an active and engaged Board of Directors that orients new members to BHA mission and values, increases fundraising efforts, and remains a strong organizational support.

Measures of success:



- ▷ Participant input gained through surveys and evaluations is directly guiding programmatic changes
- ▷ We've updated the 2019 BHA DEAI (Diversity, Equity, Access, and Inclusion) Plan and embedded those goals throughout future document and policy updates



- ▷ Creation of a Board of Directors Handbook
- ▷ Board of Directors has defined a clear fundraising strategy



- ▷ A Leadership Succession Plan is completed
- ▷ All BHA representatives including staff and board can engage deeply with cultures different than their own

THE TEAM

Brew House Association Staff

Natalie Sweet,
Executive Director

Stephanie Garrison,
Operations Director

Brent Nakamoto,
Program & Marketing Coordinator

Board of Directors

- Sam Laffey | **President**
- Teresa Trich | **Vice-President**
- Candace Opper | **Treasurer**
- Joe Farrell | **Secretary**
- Mathias Barlat
- Brigette Bethea
- Matthew Bohince
- Mac Booker
- Larry Castner
- Lori Crawford
- Clare Drobot
- Justin Gilmore
- Annie Harder
- Tim Kaulen | **Emeritus**
- Jessica Gaynelle Moss

Advisory Committee Members

- Scott Turri
- Marlana A. Vassar



Brew House Association: Natalie Sweet and her team are truly changing the game for artists, curators, and the arts community at large in Pittsburgh.

Karen Lue
Past VACE Fellow
Senior Program Manager of Digital Inclusion and
Innovation, Neighborhood Allies