

METRO ARTS

Crafting a **CREATIVE** City
Metro Arts' 5 Year Plan for Nashville

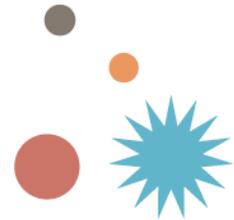
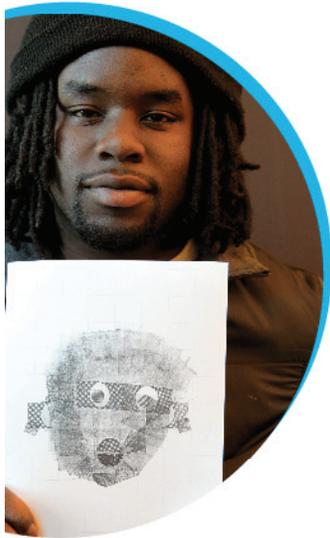
Creative Is Who We Are

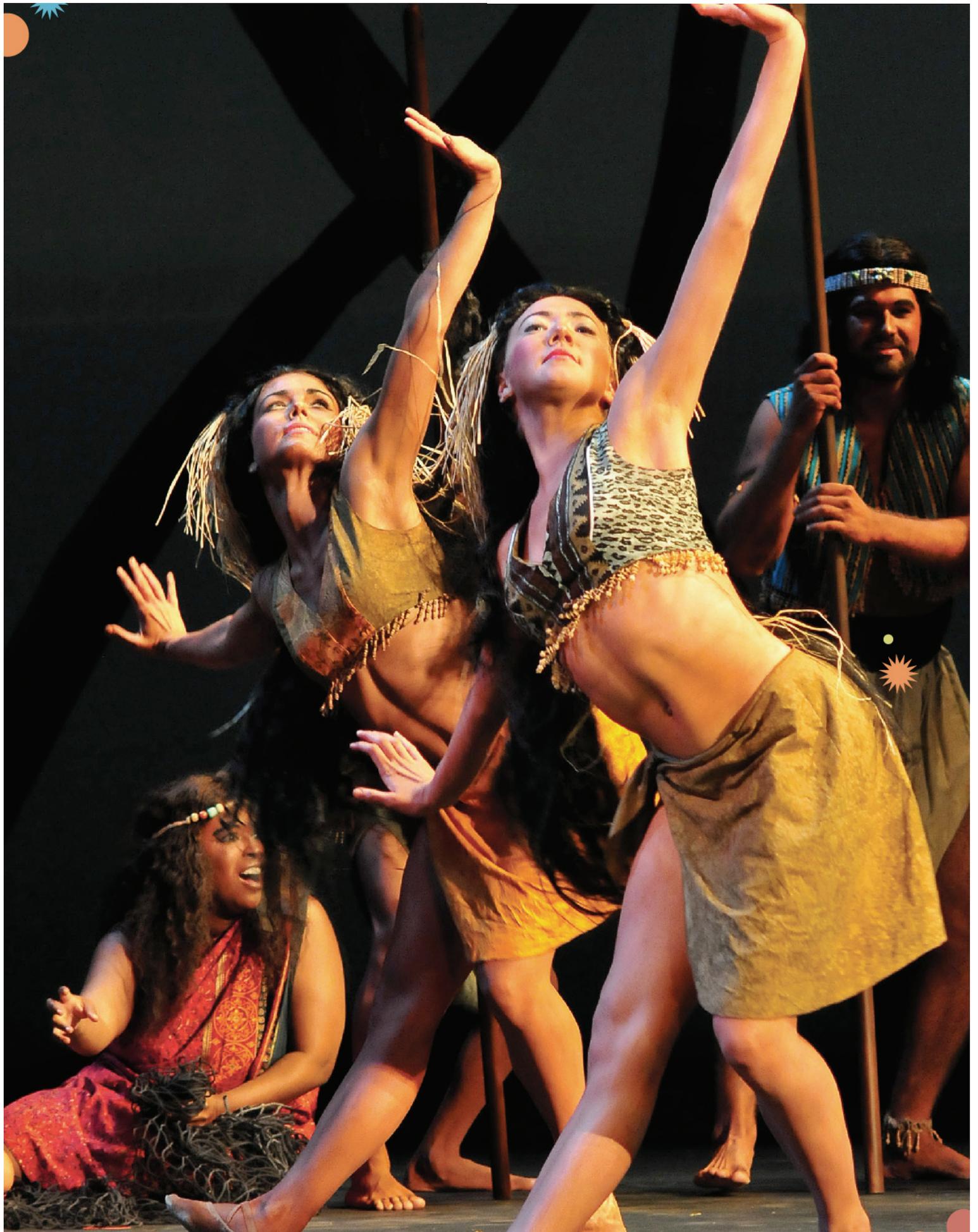
Art, culture and creativity reflect a city's spirit and values—they are its pulse.

Since its founding, arts and cultural participation have been central to Nashville's history and economic livelihood. The music infrastructure has acted as what cultural scholar Dr. Elizabeth Currid-Halkett calls a "Warhol Economy"—an informal culture of sharing and collaboration between creative people that generates social capital, new ideas and community identity.

Through this affect, the music industry has served as a magnet attracting visual artists, actors, fashion designers and cultural organizations to this "Athens of the South." Nashville's diverse creative ecosystem is one of the many reasons it has become a cultural "It City" and international tourist destination. This combination of cultural production and cultural tourism represent 28% of the workforce and contribute more than \$13 billion dollars to the regional economy.

The National Center for Arts Research recently cited Nashville as the second most vibrant creative city in the U.S.—beating out Los Angeles and New York. Arts and culture are Nashville's unique competitive edge. Metro Arts is the designated driver and facilitator of programs, policies and practices that support our arts and cultural vibrancy.





What We Learned

Cities change rapidly.

Metro Arts' last plan was adopted in the midst of a recession and an agency leadership change. Nashville has emerged from the recession as a top international market for culture and is growing and diversifying faster than most U.S. cities.

Each 25 years our city creates a master plan, known as a general plan. Our own strategic work was conducted concurrently with the larger 18-month *NashvilleNext* General Plan process. Information gathered in dozens of *NashvilleNext* sessions from 2013-2015 online surveys and forums were folded both into the General Plan and this plan.

Through the leadership of v.p.s. cartographie (Victoria Plettner-Saunders) and a local social media guru (Kia Jarmon), we initiated additional focus groups and sessions with board, staff and more than 100 artists, cultural agencies, elected officials and other partners to map our long range vision around art, culture and a creative economy.

Those sessions identified core community strengths we must use to ground us and community conditions we must change to support a dynamic creative city.



Community Strengths

- Nashville Deeply Values Cultural Participation and Activity
- Creative City Brand is Well Formed
- Our Economy Depends on Arts and Culture
- Cultural Diversity Makes us Stronger
- Creative Workers' Ability to Shape and Drive Larger City Challenges

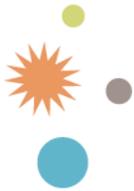
Community Conditions

- Stagnant Public Funding for Arts and Cultural Programs and Public Art
- Stagnant Funding for Arts Education within the Schools
- Limited Corporate and Foundation Funding for the Arts
- Rapid Loss of Affordable Housing and Production Space for Creative Workers
- Limited Cultural Infrastructure in Neighborhoods Outside of the Urban Core
- Limited Post-Graduation Professional Development Tools and Access to Resources for Creative Workers
- Outdated Land Use and Zoning Policies for Creative Businesses
- Rapid Growth in Immigrant and ESL Populations
- Increased Demand for Cultural Programs and Content in the Community

Cultivate The Creative Ecosystem



How We Will Lead



Expand Programs that Work

Expand things that add value, support, measurement and evaluation.

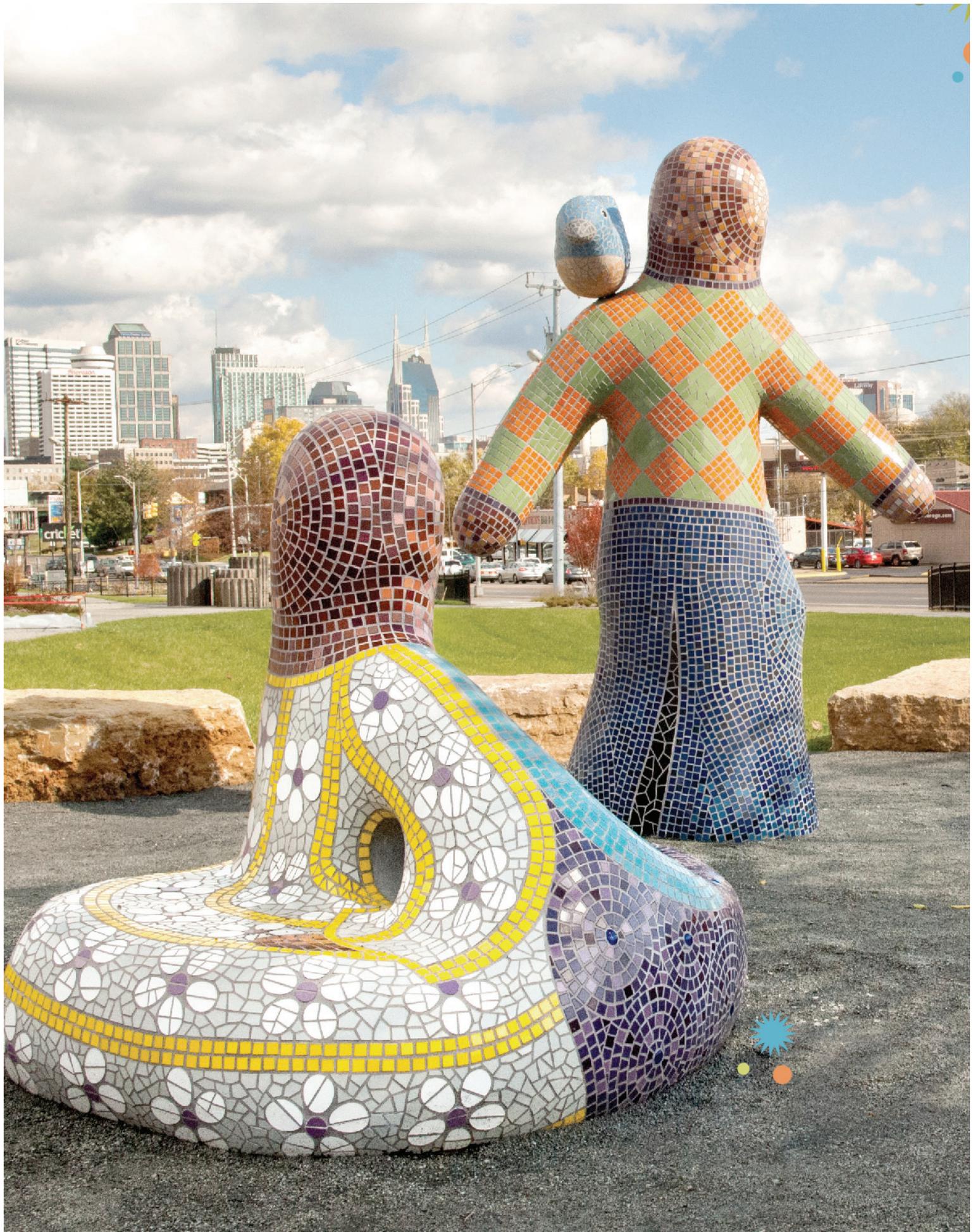
Be a Knowledge and Policy Leader

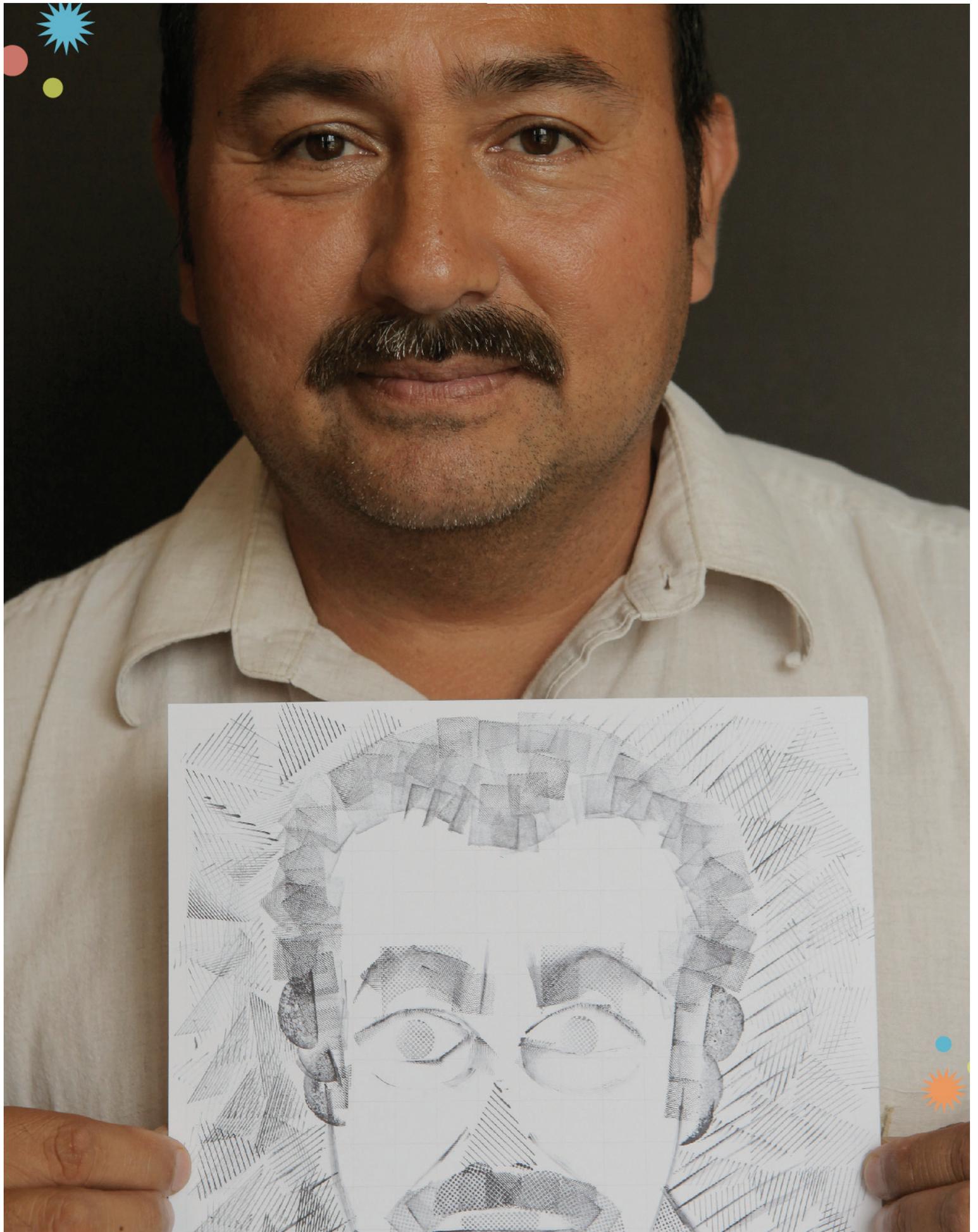
Fewer direct programs and more long range system change.

Facilitate Collaboration

Drive big conversations and bring people together for collective impact.







What We Believe

VISION

Every Nashvillian Participates in a Creative Life

MISSION

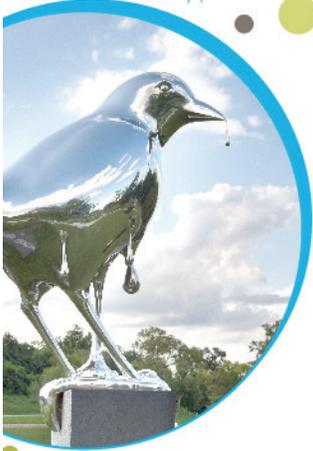
Drive an **EQUITABLE** and **VIBRANT** Community through the Arts

VALUES

- Culture is Rooted in Community
- Arts are for Everyone
- Artistic Excellence Drives Community Excellence
- Collaboration Creates Shared Value
- Strong Arts = Strong Community



Our Theory Of Change



Strategies

- Increase Resources for the Creative Ecosystem
- Drive Equity/Inclusion/Access in the Creative Ecosystem
- Improve Community Creative Infrastructure
- Lead by Example



Tactics

- Programs
- Training & Education
- Policies
- Partnerships



Community Outcomes

- Stronger Creative Workforce
- Deeper Creative Participation
- More Dynamic, Creative Neighborhoods

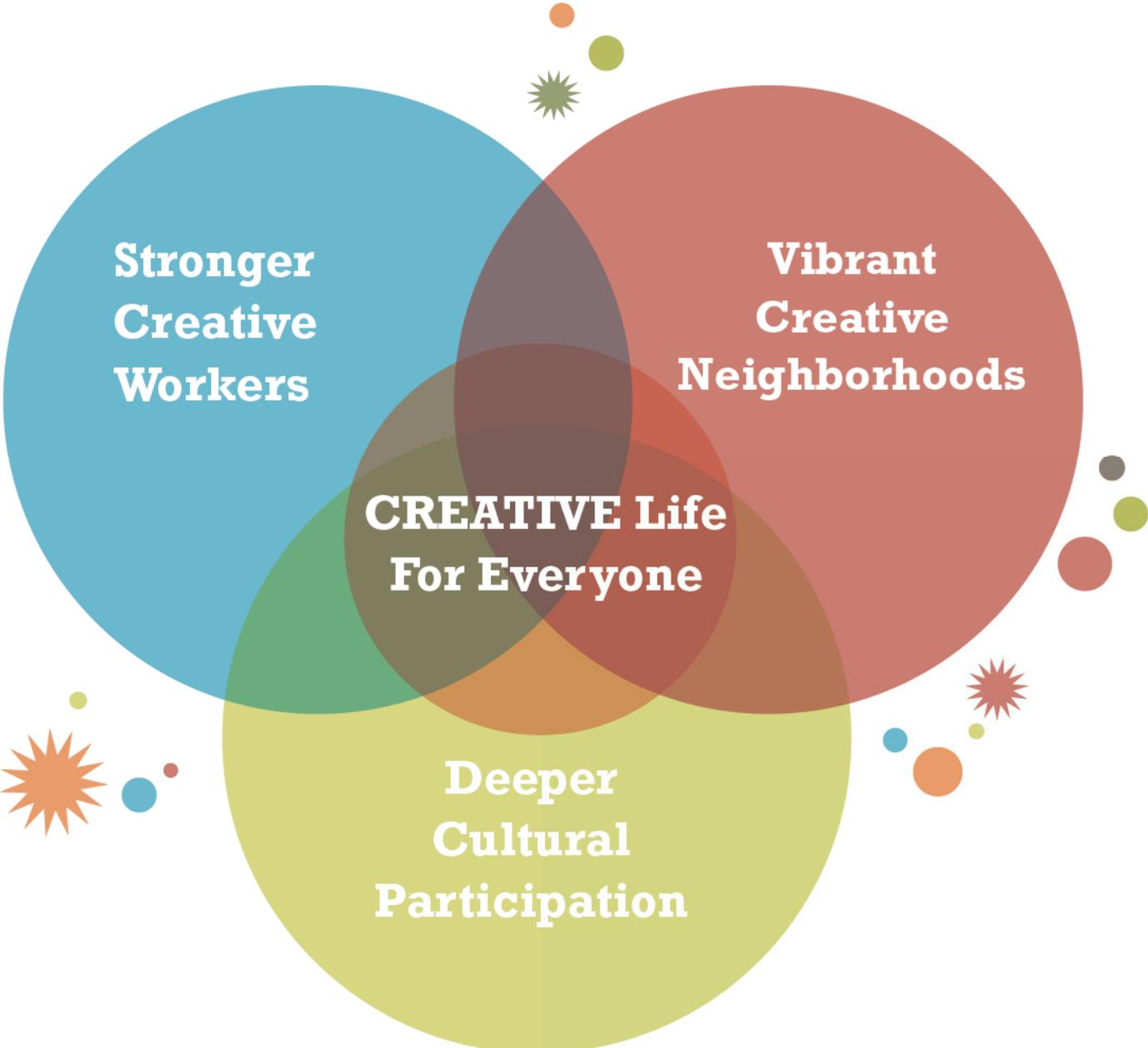


Every Nashvillian

Participates in a CREATIVE Life.



A Creative Life For Everyone



Strategic Plan

Tactics

Ongoing Activities

Short Term Activities (2015-2017)

Long Term Activities (2017-2020)

Programs

- THRIVE
- Public Art Projects
- Poetry in Motion®
- Artober Nashville
- ExploreNashville-Art.com
- Metro Arts Grants
- ABC Grants
- Artist Tools
- Expand THRIVE
- Expand Public Art Curriculum
- Expand ExploreNashvilleArt.com
- Align Grants w/Theory of Change
- Establish Equity & Inclusion Task Force
- New Grants for Neighborhoods & Cultural Equity

Training & Education

- Workshops
- THRIVE Tutorials
- Support Periscope
- Creo@Artober
- Artist Training
- THRIVE Toolkit
- Art Bike Rack Program Toolkit
- Public Art Collection Engagement Plan
- Equity/Inclusion Task Force
- Creative City Learning Cadre w/Curb Center
- THRIVE Learning Lab w/Lipscomb
- Creative City Program w/Curb Center

Strategic Plan



Policies & Plans

- | | | |
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| <ul style="list-style-type: none"> • Monitor State/Federal Policies • Metro Arts Brand • Metro Arts Operations • Creative Edge Coalition • <i>Make A Mark</i> Program • Artist Affordability • Public Art • Increase Grant Funds • Document Cultural Infrastructure | <ul style="list-style-type: none"> • Update Logo & Brand Platform • Leadership Succession Plan • Establish Loan Pool w/Housing Fund • Artisan Manufacturing Amendment • Public Art Master Plan • Appoint Study Team for Sustainable Cultural Revenue Model • Publish <i>Culture Here</i> Study w/Chamber | <ul style="list-style-type: none"> • <i>NashvilleNext</i> Implementation Measurement • Public Art Developer Incentives • Public Art Maintenance Fund • Establish Temporary Art Fund & Program • Implement Study Team Recommendations • Establish <i>Culture Here</i> database tool |
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Partnerships

- | | | |
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| <ul style="list-style-type: none"> • Music Makes Us • Curb Center • Lipscomb • Nashville Chamber • The Housing Fund • Planning/MTA/MDHA • Arts & Business Council | <ul style="list-style-type: none"> • The HUB • Creative City Series • THRIVE Learning Lab • <i>Culture Here</i> • <i>Make A Mark</i> • Various • Periscope | <ul style="list-style-type: none"> • TBD • TBD • Leadership Academy • TBD • TBD • TBD • TBD |
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METRO ARTS

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Connect With Us

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www.artsnashville.org
www.explorenashvilleart.com
www.artobernashville.com



Artist & Organizational Credits

Blackbird Theatre
Blue Moves
Dance Theatre of Tennessee
Frist Center for the Visual Arts
From the Four Corners, Paul Vexler
Ghost Ballet for the Eastbank
Machine Works, Alice Aycock
Metro Parks
Microphone, Keith Harmon, Mac Hill,
Franne Lee
Nashville Children's Theatre
Nashville Convention
Visitors Corporation
Nashville Opera
Our Town Nashville, Bryce McCloud
(various)

Porter Flea
Reflection, Lawrence Argent
Room in the Inn
Sarah Shearer
Tennessee Performing Arts Center
The Arts Company
The Gathering, Sherri Warner Hunter
The Hermitage
Watkins College of Art,
Design & Film

Photo Credits

Gary Layda
Reed Hummell
Stacey Irvin
Griffin Norman

