

SNAD Strategic Plan April 2019

Our Vision

The Station North Arts District is the premier arts district in Baltimore and beyond. Exemplified by a thriving and diverse arts ecosystem, the district is driven by a vibrant, multi-disciplinary and evolving creative community with access to the tools, resources and assets it needs to flourish.

Proposed Services

Station North Arts & Entertainment, Inc supports and advocates for a thriving and diverse arts community by promoting civic and cultural engagement, harnessing and directing resources and preserving and enhancing the creative vibrancy of the district. SNAE works as a convener, connector and promoter to assist existing and recruit new artists and artistic entities.

Our Focus Areas

District Promotion

- Build a strong narrative about cultural continuity, vitality, and community in Station North.
- Enhance existing work of cultural organizations and other arts advocates in the District through collaborations, and promotion.
- Serve as an amplifier and connector for happenings in the District. Support civic and cultural engagement, harness and direct resources.

District Activation

- Recruit new artists and artistic entities to the District.
- Support of existing businesses, and attracting new businesses that will enhance the experiences of residents, artists and patrons.
- Facilitate and invest in the production of daring arts and cultural work, and emerging ideas among artists and arts-related organizations.

Artist Outreach and Advocacy

- Preserve, enhance, and create space for artists including existing cultural assets within the District that support creative entrepreneurs, artistic/cultural institutions, third spaces
- Support placemaking and placekeeping through advocacy around public policy, capital development and additional on the ground factors impacting the arts community

Our Principles and Values

- Encouraging Public Gathering, *creative placemaking/placekeeping, fun*
- Celebrating Cultural Memory, local legacy, history, and preservation
- Elevating Inclusion, equity, multiculturalism, agency, community (including non-artist residents)
- Supporting Process and Making, organic creation, co-authorship and collaboration
- Maximizing Impact, reflection, assessment, relevancy

Tactical Programming

1. District Promotion

Build a strong narrative about cultural continuity, vitality, and community in Station North. Enhance existing work of cultural organizations and other arts advocates in the District through collaborations,

and promotion. Serve as an amplifier for happenings in the District. Support civic and cultural engagement, harness and direct resources.

Strategies	2019	2021	2023
<i>Elevate the physical presence and identity of the district</i>	● Banner Refresh along Charles and North ● YNOT Lot Update ● The Stoop at Penn Station	● Expanded streetscaping ● Improved wayfinding and signage ● Develop a District Vision Plan	● Support large, permanent or semi-permanent public art projects at key intersections and corridors
<i>Amplify the people, businesses and anchors that support our creative ecosystem</i>	● Cross Promotional Event Coverage ● District Newsletter ● Voices of Station North Series ● #SNShines Social Media Campaign	● District Podcast in collaboration with GBCA ● Increase Website traffic and usage	
<i>Create channels for economic opportunity that celebrate the district</i>	● Neighborhood Tours Phase 1 - Promote Existing Tours. Partners with organizations and establish criteria for tours and docents	● Neighborhood Tours Phase 2 - Establish Curated hosting platform ● SN Mobile Merch Cart	

2. District Activation

Facilitate an active and vibrant presence. Invest in the production of daring arts and cultural work, and emerging ideas. Work with existing and recruit new artists and artistic entities to the District. Support of existing businesses, and attracting new businesses that will enhance the experiences of residents, artists and patrons

Strategies	2019	2021	2023
<i>Host and facilitate spaces that support creative gathering in the district</i>	● Ongoing YNOT Lot Promotion and Coordination ● SNAED Venue Signage aligned with directory	● Identify locations for YNOT2 ● High Value Event that directly supports artists	● Host and run gallery/work space for district artists, goods and visitor information
<i>Provide a recurring, accessible district event for both residents and visitors to engage with local businesses, artists and anchors.</i>	● Monthly Cross-Organization/ Anchor Coordinated Event (Alloverstreet 2.0)	● Monthly Event grows, adopts themes and partner organizations. Aligns with Pride, Artscape, etc.	● Station North Shines Annual Festival
<i>Support creative activation through issue advocacy</i>	● Public Realm Activation Initiative - Recommendations to ease limitations/ Increase creative activity in the public realm	● Host Annual Convening around key economic development issues in arts districts	

3. Artist Support and Outreach

Position SNAE as a service provider that enhances existing work of cultural organizations, and artists in the District through partnerships, and promotion. Preserve enhance, and create space for artists including existing cultural assets within the District that support creative entrepreneurs, artistic/cultural institutions, third spaces

Strategies	2019	2021	2023
<i>Connect artists to resources that facilitate their success and equitable creative expression</i>	● Leverage website to provide online directories and resources	● Build services network of providers focused on supporting artists (legal,	● Incubate a cohort of artists in the district - Station North Fellows

		accounting, grant writing) • Provide a district artist in residency	
<i>Provide Real Estate Advisory (Spaces, Walls, Open Space), at the individual scale.</i>	•	•	•

Our Partners and Collaborators

We see our distinct role in the district as facilitating the three core focus areas above, and creating formal channels of connectivity across our network of partners and collaborators with artists, creatives, makers, residents, businesses and visitors. Our partners fall into several categories, listed, but not limited to the below:

- Beneficiaries and friends of SNAED as advocates
- Community Anchors (Motor House, Impact Hub, Open Works, Baltimore Design School, Parkway Theatre)
- Non-Profit Leaders (Central Baltimore Partnership, Neighborhood Design Center, Greater Baltimore Cultural Alliance, Baltimore Creative Acceleration Network)
- Institutional Anchors (UB, MICA, JHU, BMA, Union Memorial Hospital, Penn Station)
- Events (Artscape, Pride, Baltimore Marathon)
- Neighborhood Civic Organizations (Greenmount West, Barclay)
- Existing and planned high impact initiatives (e.g., city and state plans, policies, legislation, and funding, anchor institution work, capital development)

Funding and Income

As we continue to work towards more diverse income streams, the organization is targeting the following mix of sources. Percentages are based on a \$150,000 annual operating budget.

- 30% Government Grants (Federal, Baltimore City, Maryland State Arts Council) (60k)
- 30% Private Foundation Support (40k)
- 10% Institutional Support (40k)
- 10% Corporate Sponsors (25k)
- 10% Earned Income (5k)