

BRIC

STRATEGIC PLAN 2025-2029



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Melanie Charles at BRIC Jazzfest
Photo by Jonathan Michel



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**We are proud to
continue to amplify
the voices of
Brooklyn, New York,
and beyond.**

"Monument to the Sounds of the Roland 808 Drum Machine"
a part of the Fall 2023 CA "B-Side: (Broken) Memory and Remix" exhibition
Photo by Toby Tenenbaum

FOREWORD



At BRIC, we love to scratch that creative itch – all in service to our communities. At BRIC, you can be curious and manifest an idea that you thought would never see the light of day. That idea can be a play, a TV show, a piece of choreography, a series of photos, a performance, or almost anything you set your mind to. We welcome it. We nourish it and allow it to take shape without gatekeeping or undue influence. BRIC is a place of alchemy. We turn nothing into something every day. And as a nonprofit we are beholden to you, the people. We are here to serve.

Why? That is the root of it all. Why do we dedicate our time to a particular organization? Why is our work important? Why should you support us? Why BRIC? Why Now?

My answer is simple. I wish I had a place like BRIC when I was a teenager trying to connect my passion to my purpose. There weren't many examples of what we call "creators" when I was growing up. They were on TV and seemed far away. They didn't look like me and didn't seem to come from where I came from. To be creative and live your truth seemed as fantastic as lightsabers and talking robots.

In that spirit, we listen to you, adjust our frequencies, and strive to represent you. We want you to see yourself on our screens, stages, and classrooms. That is how we build a new creative future together, by leaning on each other and building with one another. In this document, we want to open the door to our 'Why' and get to the 'How' and 'What' so we can use arts and culture to shine a little more light on the beauty of Brooklyn.

I hope you will join us.

A handwritten signature in black ink, which appears to read "Wes Jackson".

Wes Jackson, President

01

INTRODUCTION

For over four decades, BRIC has been a cultural anchor of Brooklyn, serving as a leading multi-disciplinary arts and media institution. Brooklyn today is more than a borough in New York City; it is a brand, a vibe, and a local, regional, and global center for creativity, activism, and culture. BRIC exemplifies the spirit of Brooklyn, and the incredible impact a community arts and culture organization can have. From its flagship Celebrate Brooklyn! concert series, to its Community Media Center, to its contemporary art gallery, to its work in New York City schools, and to its programs that incubate and nurture new talent, BRIC builds Brooklyn's creative future.

Deeply rooted in community, BRIC offers gathering spaces, uplifts artists, educates the public, provides workforce development, and enriches audiences with vibrant programs, events, and resources. With new leadership in place and the rising star of Brooklyn as a worldwide phenomenon, the time is right to consider the organization's direction with a new strategic plan.

Towards this end, BRIC engaged the international consulting firm of Lord Cultural Resources to work collaboratively with its Board, President, and staff leadership to facilitate a strategic planning process to set impactful goals, review its mission and vision, and develop an implementation plan to lead BRIC into even brighter times ahead.



Catch
the latest
from BRIC





**BRIC exemplifies
the spirit of Brooklyn,
and the incredible
impact a community
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Photo by Stéphen ILLFLIX Edwards

BRIC undertook the strategic planning process in three phases illustrated on the next page.

PHASE 1:

Organizational Assessment

November 2023 - April 2024

PHASE 2:

Priority Setting

May 2024 - July 2024

PHASE 3:

Implementation Planning and Final Plan

August 2024 - January 2025



Phase One entailed gathering data from a background review of BRIC, an environmental scan, and conversations with a variety of internal and external stakeholders. Community engagement and deep listening was key to the BRIC strategic planning process. During this phase of the process, input was received from 94 points of interaction internally and 153 points of interaction externally. This engagement included BRIC Board and staff; representatives from New York City government, media, philanthropy, arts and culture peer organizations, and education; and a broad spectrum of BRIC constituents. All this of this robust data was analyzed and synthesized by the Lord team into key findings to holistically understand BRIC’s current strengths, challenges, and opportunities for the future.

Phase Two consisted of a review of the key findings and strategic opportunities submitted to the BRIC Board and leadership prior to the strategic planning workshop. This full day workshop was held in May 2024 at BRIC’s flagship BRIC House, convening BRIC Board of Trustees members and senior staff. The day featured level setting using a common data set, robust discussion, a review of BRIC’s foundational statements, and high-level goal setting. Following the workshop, the goals were refined to form the basis of this strategic plan.

Phase Three of this process consisted of implementation planning, where the Lord team worked with BRIC staff to develop clear strategies and actions to ensure a road map to achieve each goal in this strategic plan.

03

MISSION

An organization's mission states the intent or purpose of the organization - its reason for being.

BRIC's current mission is:

BRIC builds Brooklyn's creative future. We advance opportunity for visual artists, performers, and media makers. We present bold work that reflects diverse audiences and speaks to the world. We ignite learning in people of all ages. We unite Brooklyn through art and creativity to build community and make change.

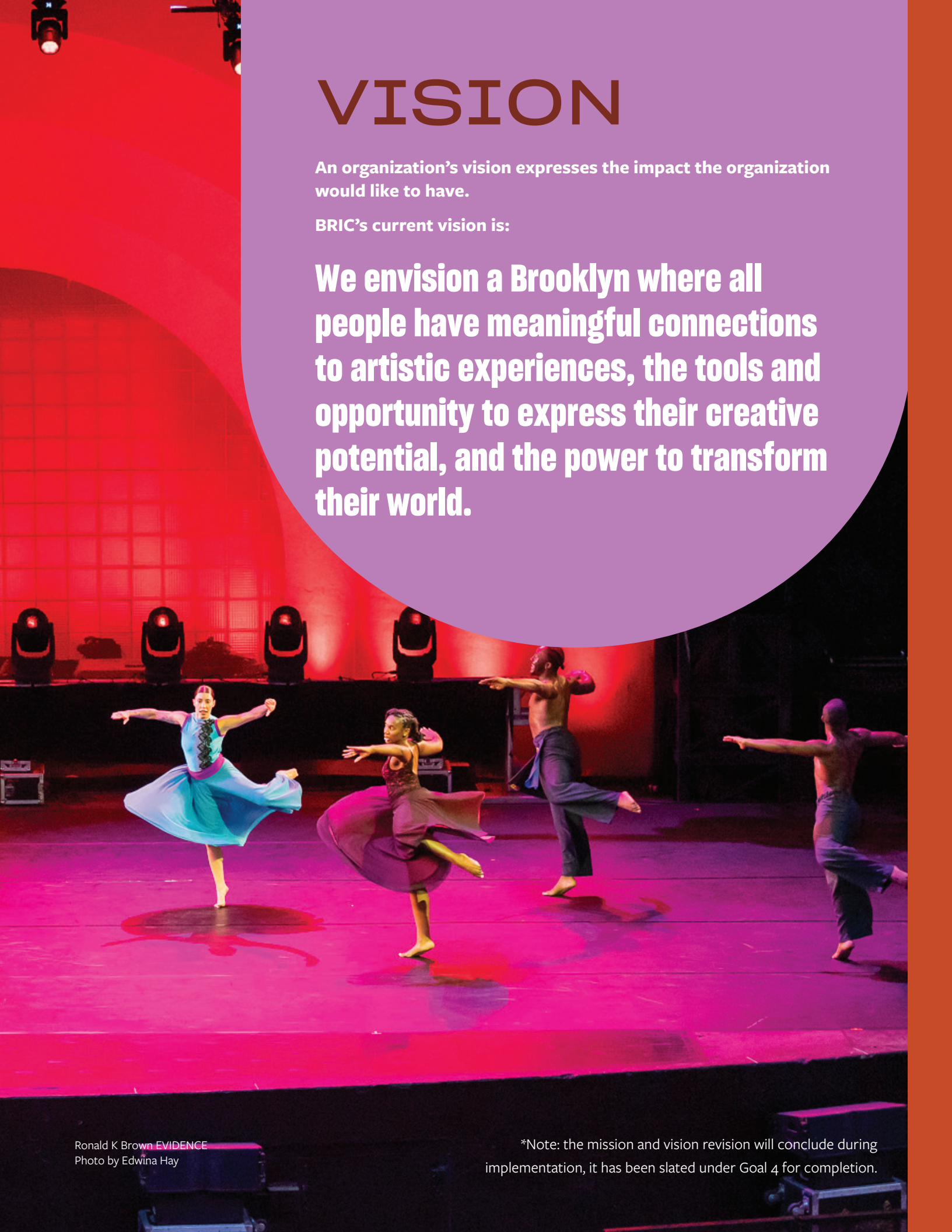


VISION

An organization's vision expresses the impact the organization would like to have.

BRIC's current vision is:

We envision a Brooklyn where all people have meaningful connections to artistic experiences, the tools and opportunity to express their creative potential, and the power to transform their world.



04

GOALS &

1

Ensure BRIC is Brooklyn's town square by fostering community, creating media and art, and nurturing skills.

BRIC's flagship BRIC House in the heart of the Downtown Brooklyn cultural district is situated at the literal and metaphorical intersection of so much of Brooklyn's creativity. With additional sites at 75 Rockwell Place, the Lena Horne Bandshell in Prospect Park, and increasing "pop-up" events, BRIC is ideally positioned to be the premiere creative hub and "third space" for the creative community in Brooklyn, New York City, and beyond. Partnerships and collaborations are key to fully activating BRIC's physical and digital spaces to continue to deeply serve its many communities.

STRATEGIES

- > Elevate BRIC's campus in downtown Brooklyn and the Prospect Park Bandshell with strategic investments in physical and technological infrastructure.
- > Collaborate with artists and cultural organizations to activate BRIC's spaces with community-driven and co-created programs and events.
- > Deepen partnerships with education (higher ed and K-12), small businesses, the media and tech sector, local nonprofits, and government agencies to provide workforce development, training, and talent incubation.
- > Develop BRIC's presence beyond the walls of the physical campus in partnership with communities.

2

Strengthen BRIC's institutional identity with a unified curatorial vision connecting all of BRIC's activities.

BRIC's rich history and diverse spectrum of programs provide a dazzling array of choices for the public. In today's fractured media environment, it is essential that BRIC connects the dots between its many offerings to raise awareness of all that it does. By foregrounding a unifying curatorial vision, BRIC can mine its wealth of content to create new experiences for its audiences.

STRATEGIES

- > Rebrand BRIC with inspiring storytelling and strong holistic messaging.
- > Create clear connections between BRIC's varied activities.
- > Leverage BRIC's 50th anniversary to mine BRIC's archive to build BRIC's future.
- > Optimize BRIC's physical and digital spaces to convey BRIC's identity.

STRATEGIES

3

Develop long-term financial sustainability for future growth.

All of the goals of this plan require a foundation of financial sustainability. Given shifts in cable fees that have historically been a core component of BRIC's revenue, BRIC must adapt to the changing media landscape with alternate funding streams. These can include leveraging BRIC's space, archive, and unique position at the juncture of community media, art, and social justice.

STRATEGIES

- > Align revenue generation approaches and infrastructure across earned income, marketing, and development teams.
- > Create a sustainable partnership revenue model based on skills training, workforce development, programming, and space utilization.
- > Develop a multi-year development plan with increased infrastructure to support it.
- > Grow BRIC-for-hire models to create earned revenue opportunities for both BRIC and its network of community producers.

4

Model operational excellence internally so that staff can better serve the community.

One of BRIC's greatest assets is its passionate and brilliant staff. To ensure BRIC meets its goals, it is essential to support efficiency and collaboration at every level – from BRIC's Executive team and Board to its front-facing staff – to ensure all work optimally together to build a brighter future.

STRATEGIES

- > Embrace clear and transparent communication channels, protocols, systems, and org chart.
- > Invest in BRIC's IT systems.
- > Modernize BRIC's technology for public equipment.
- > Create a culture of accountability, shared knowledge, and agile decision-making.
- > Be meticulous in execution and processes at all levels of the organization.

ACKNOWLEDGMENTS

We would like to express our deepest gratitude to everyone whose valuable advice, insights, and support contributed to the development of this strategic plan:

BOARD OF TRUSTEES

STEERING COMMITTEE MEMBERS

**BRIC STAFF
MEMBERS**

**STAKEHOLDER INTERVIEW
PARTICIPANTS**

**COMMUNITY
CONVERSATIONS
PARTICIPANTS**

We'd also like to thank the team at Lord Cultural Resources for their efforts and guidance.

We look forward to continue collaborating as we build BRIC's future together.

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BRIC CELEBRATE BROOKLYN!



BRICartsmedia.org

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Celebrate Brooklyn! at the Lena Horne Bandshell in Prospect Park
Photo by Julia Drummond



BRIC

#BHeard Town Hall
Photo by Toby Tenenbaum