



R I V E R S I D E
A R T S C E N T E R

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Strategic Plan
Updated March 2017

Mission

The Riverside Arts Center offers, promotes, and nurtures a dynamic arts and cultural environment in Southeast Michigan through arts education, performing arts, and visual arts activities designed to engage and serve the community.

Vision

The Riverside Arts Center offers diverse and high-quality arts programming that makes a positive contribution to the image, culture, education, and economic development of the Ypsilanti community. A hub of artistic ventures, Riverside Arts Center produces and hosts various fine and performing artist activities in an accessible facility that includes a theater, art gallery, dance studio, artist studios, and classrooms. With a primary focus on the Ypsilanti community, Riverside Arts Center provides artistic programming to the surround areas in Jackson, Livingston, Monroe, Washtenaw, and Wayne counties.

Values

The Riverside Arts Center values . . .

- creativity at every level including all forms of artistic expression;
- diversity in the ways we think, the artists we promote, and in the audiences we serve;
- contributing to a cultural and artistic downtown;
- collaboration with community members to better serve the people of Southeast Michigan;
- integrity in our interactions with artists, audiences, partners, supporters;
- calculated risk-taking that enables the organization to serve as a community leader;
- and accessibility, both physically and economically, that encourages creative engagement across the community.

Goals

1. Offer a comprehensive variety of visual and performing arts programs, with an emphasis on promoting local and regional artistic talent.
2. Engage with the local community through consistent and strategic outreach.
3. Achieve diversified funding to ensure sustainability and continued growth.
4. Provide an outstanding facility for arts groups, performances, exhibitions, and education programs to increase community activities.

Objectives

Goal 1: Offer a comprehensive variety of visual and performing arts programs, with an emphasis on promoting local and regional artistic talent.

Objective 1-a: Offer and support arts-related educational programming with an emphasis on youth and senior citizen programs.

Measure 1-a.1: Collaborate with Ypsilanti and surrounding public schools to offer additional programming for their students and families by September 1, 2018.

Measure 1-a.2: Develop the exhibitions programming to be more interactive and inclusive to all ages and abilities December 31, 2018.

Measure 1-a.3: Develop and market free impactful programming opportunities at Riverside Arts Center in connection with the exhibitions, theater performances, and summer camps by December 31, 2018.

Other Potential Outcome Measures -- increases in class offerings, summer camps, and other art, dance and theatre programs; partnering and/or merging with existing community youth programs.

Objective 1-b: Collaborate with local organizations, schools and higher education institutions to develop joint educational programs, internships, performances, and exhibitions.

Measure 1-b.1: Riverside Arts Center has a comprehensive internship program, which is accessed by local high school, college, and university students by September 1, 2017.

Measure 1-b.2: Absorb FLY Children's Art Center, a resident arts group, who has shown programming success with youth and community engagement in the Eastern Washtenaw County by August 1, 2017.

Measure 1-b.3: Launch the FLY Creativity Lab as a youth and family program in Riverside Arts Center by October 1, 2017.

Other Potential Outcome Measures -- collaboration initiatives with other education institutions and human service agencies.

Objective 1-c: Provide space and support for local artists, performance groups, and arts-related educational programs.

Measure 1-c.1: The Theater is rented with performances 30 weeks of the year by December 31, 2017.

Measure 1-c.2: The Gallery hosts 11 exhibitions per year with at least five additional programming opportunities and a 25% increase in open hours by December 31, 2017.

Measure 1-c.3: The dance studio is rented 30 weeks of the year by December 31, 2017.

Measure 1-c.4: Riverside Arts Center develops an income based rental scale to encourage economic diversity among their partners by June 1, 2017.

Other Potential Outcome Measures –

- Occupancy rate for art studios
- Number of complimentary tickets given to youth, senior citizens, and people in need
- Schedule for classrooms
- Schedule for film series
- Schedule for music programming

Objective 1-d: Periodically assess the artistic and programming interests of artists and community constituents.

Measure 1-d.1: Every partner completes a survey to capture their opinion on Riverside Arts Center's potential in the community, which is assessed quarterly by the Board of Directors and Executive Director.

Measure 1-d.2: Form a Gallery Committee of local artists and art lovers to lead artistic development and programming in the gallery by May 1, 2017.

Other Potential Outcome Measures – complete needs assessments utilizing techniques such as surveys and/or focus groups with representatives from the community of artists and the broader Ypsilanti community.

Goal 2: Engage with the local community through consistent and strategic outreach.

Objective 2-a: Implement marketing and outreach strategies that promote activities at Riverside Arts Center as well as the downtown and broader Ypsilanti community.

Measure 2-a.1: Riverside Arts Center works in collaboration with the Convention and Visitors Bureau of Washtenaw County to create a marketing plan and branding guidelines by June 1, 2017.

Measure 2-a.2: All marketing materials, including outdoor signage and website, are updated using the new branding guidelines by December 31, 2017.

Objective 2-b: Employ a strategic use of social media as part of the marketing and communications effort.

Measure 2-a.1: Riverside Arts Center posts daily on Facebook, Twitter, and Instagram increasing public engagement 20% between December 31, 2016, and December 31, 2018.

Other Potential Outcome Measures – Increased use of social media for fundraising.

Objective 2-c: Collect and share usage data and financial impact data regarding the impact of Riverside Arts Center on the community.

Measure 2-c.1: Riverside Arts Center develops and utilizes systems to collect user and audience usage data from rentals, rehearsals, performances, classes, exhibitions, and classes by December 31, 2017.

Measure 2-c.2: Riverside Arts Center works with an outside consultant to develop and share data with the public regarding Riverside Arts Center's economic impact on the community by December 31, 2018.

Objective 2-d: Recruit, train, and support volunteers to enhance administration and assist with events and operations of the gallery, theater, and other programming areas.

Measure 2-d.1: Riverside Arts Center creates a volunteer program to standardize training and staff support by August 1, 2017.

Other Potential Outcome Measures – The number of volunteers and effectiveness of the volunteer program.

Goal 3: Achieve diversified funding to ensure sustainability and continued growth.

Objective 3-a: Implement a comprehensive friend raising and fundraising plan for programming, facility maintenance, and renovation.

Measure 3-a.1: A comprehensive fundraising plan is updated to include clear measures in annual appeals, events, friend raising, community building, and grants by December 31, 2017.

Other Potential Outcome Measures – Success in growing the number of supporters and raising needed funds.

Objective 3-b: Seek grant support for programming and facilities needs and oversee the implementation and required reporting with the grant funder.

Measure 3-b.1: Grant applications increase by 300% as programming grows between 2016 and 2018 totaling a minimum of 10 applications annually by December 31, 2018.

Measure 3-b.2: Riverside Arts Center successfully raises 25% of the annual budget through grants and foundation donations by December 31, 2019.

Other Potential Outcome Measures – Successes in implementing grant-funded projects.

Objective 3-c: Explore the viability of a membership program that contains benefits that would be of interest to potential members.

Potential Outcome Measures – Development of membership program. Growth and evaluation of membership program.

Goal 4: Provide an outstanding facility for arts groups, performances, exhibitions, education programs, and community activities.

Objective 4-a: Maintain, update and renovate the building assets.

Measures 4-b.1: Capital improvement theater renovations are funded and complete by May 1, 2019.

Measure 4-b.2: Third-floor renovations of the Riverside Arts Center building are funded and complete to support expanded programming by December 31, 2022.

Other Potential Outcome Measures – Annual maintenance and upkeep of the facility.

Objective 4-b: Work to improve facilities using a socially responsible approach.

Measures 4-b.1: Capital improvement theater renovations are funded and complete by May 1, 2019. Riverside Arts Center updates all lighting in the facility using energy efficient bulbs and fixtures by August 1, 2017.

Measure 4-b.2: Theater and third-floor renovations are ADA compliant to allow physical accessibility to all parts of the Riverside Arts Center.

Other Potential Outcome Measures – Implementation of other energy efficiency initiatives.