



Strategic Plan
Version: 1/22/18
2018-2021

Mission

The Riverside Arts Center offers, promotes, and nurtures dynamic arts and cultural programs through arts education, performing arts, visual and fine arts activities that serve and engage the community in Ypsilanti, Washtenaw County, and the surrounding area.

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 galleries, dance studio, artist studios, and classrooms. With a primary focus on the Ypsilanti community, Riverside Arts Center provides artistic programming for Washtenaw County and the surrounding area.

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 the people we serve;
- **support** for a cultural and artistic community;
- **collaboration** with community members to better serve the people of Ypsilanti, Washtenaw County, and the surrounding area;
- **integrity** in our interactions with artists, audiences, partners, supporters and the community;
- **thoughtful innovation** that enables the Riverside Arts Center to serve as a community leader;
- **accessibility**, both physically and economically, that encourages creative engagement across the community.

Goals

1. Programming- Riverside Arts Center is a hub of creativity through positive and consistent programs, activities, and services.
2. Communications- Riverside Arts Center engages with the local community through consistent communication and strategic outreach.
3. Stewardship- Riverside Arts Center achieves diversified funding and responsible governance to ensure sustainability and continued growth.

Objectives + Measures

1. Programming- Riverside Arts Center is a hub of creativity through positive and consistent programs, activities, and services.

- a. Riverside Arts Center offers a comprehensive variety of visual and performing arts-related educational programming for youth and families.
 - i. FLY Creativity Lab after school programs launches in partnership with Family Empowerment Program, Hamilton Crossing, and Ypsilanti Community Schools at Riverside Arts Center by January 9, 2018 and continues weekly through 2018.
 - ii. FLY Creativity Lab launches 4 weeks of youth creativity summer camps in partnership with local artists and professors by July 2018.
 - iii. RAC maintains and expands after school programs with Bright Futures and Ypsilanti Community Schools in the elementary schools by October 2018.
- b. Youth members have an active presence and voice in Riverside Arts Center's program development.
 - i. FLY Creativity Lab launches the Youth Council, trained youth-leaders who create artwork, art shows and community service projects by November 2018.
 - ii. Establish two youth positions for high school students on the Board of Directors by February 2019.
 - iii. Launch summer employment program for youth in Ypsilanti by June 2019.
- c. Programming engages, attracts, and serves diverse participants across socioeconomic levels and geographic regions.
 - i. The Off Center launches as RAC's secondary free gallery space by January 5, 2018.
 - ii. Launch free weekly Friday Nights at Riverside Arts Center events within the theme of monthly exhibitions by January 4, 2018 and continuing weekly through 2018.
 - iii. RAC develops free inclusive community exhibitions for the 2018 and 2019 gallery schedule showcasing distinct community groups.
 - iv. RAC offers adult art classes and workshops by June 2020.
- d. RAC periodically assesses the artistic programming and facility usage data regarding the impact of Riverside Arts Center on the community.
 - i. Develop and utilize survey systems to collect user and audience usage data from rentals, rehearsals, performances, classes, exhibitions, and classes by December

2018.

- ii. Every renting 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 by December 2018.

2. Communications- Riverside Arts Center engages with the local community through consistent communication and strategic outreach.

a. Implement marketing and outreach strategies that promote activities at Riverside Arts Center as well as downtown, broader Ypsilanti community, and Washtenaw County.

- i. All marketing materials, including outdoor signage and website, are updated using the new branding guidelines by April 2018.
- ii. In partnership with Eastern Michigan University, complete a rebranding of the RAC/FLY organization by May 2018.
- iii. Launch a new RAC website by June 2018.
- iv. Market exhibitions and programs daily on social media increasing public engagement 20% by December 31, 2018.

b. Strengthen working relationships with area youth and nonprofit organizations.

- i. Form partnerships with local artists, arts organizations, and nonprofits to provide weekly programming at Friday Nights at Riverside Arts Center related to the themes of the exhibitions through 2018.
- ii. Continue to build stable, ongoing collaborations with City of Ypsilanti, Ypsilanti Downtown Development Authority, DTE Energy, Eastern Michigan University, Ypsilanti District Library, Ypsilanti Community Schools, Ypsilanti Housing Commission, and Washtenaw Community College.
- iii. Work with the Downtown Development Authority to reach agreement in 2018 that will ensure continuous use of the RAC building beyond the end of the current lease by April 1, 2021.

c. Offer professional support for users, small nonprofits, and artists.

- i. Produce professional development workshops for artists and small nonprofit January 2020.
- ii. Serve as a marketing platform for facilities users and partners by 2021.

3. Stewardship- Riverside Arts Center achieves diversified funding and responsible governance to ensure sustainability and continued growth.

a. The Board of Directors are strong advocates and fundraisers for Riverside Arts Center's mission.

- i. Operational policies such as bylaws, board member expectations, committee structure, fiduciary compliance, human resources manual, non-discrimination procedures, etc. will be updated by April 2018 and reviewed by an outside professional annually thereafter.

- ii. Recruit individuals to serve as board members who reflect the diversity of the community, add areas of expertise, and support RAC's mission. The Board of Directors will reflect greater diversity and expertise by December 2018.
 - iii. Board of Directors receives training on best practices, onboarding, and fundraising by January 2019.
- b. Provide affordable space and support for local artists, theatre and other performance groups, and arts-related educational programs.
 - i. Maintain, update and renovate two historic structures in downtown Ypsilanti using a socially responsible approach.
 - ii. All renovations are ADA compliant to allow physical accessibility to all parts of the Riverside Arts Center.
 - iii. Third-floor renovations of the Riverside Arts Center building are funded and complete to support expanded programming by December 31, 2019.
- c. Riverside Arts Center is fiscally responsible through a diversified fundraising platform.
 - i. Riverside Arts Center completes their first financial statement review prepared by an independent CPA firm by June 2018 and continues annually thereafter with the goal of having an audit performed by 2020.
 - ii. A comprehensive fundraising plan that includes clear measures in annual appeals, events, friend raising, community building, and grants is created by April 30, 2018.
 - iii. Riverside Arts Center Board of Directors and staff successfully raise 25% of the annual budget through grants and foundation donations by December 31, 2019.
- d. Riverside Arts Center offers competitive personal and professional support for staff members.
 - i. Recruit, train, and support volunteers and interns to enhance administration and assist with events and operations of the galleries, theater, and other programming areas. An annual volunteer program is offered including standardized training with staff support throughout the year.
 - ii. Staff members attend training and workshops related to their position in order to support their professional growth by June 2019.
 - iii. Develop new staff positions in response to growth opportunities and workload demands by June 2018
 - iv. RAC offers competitive salaries and benefits for staff by December 2019.