

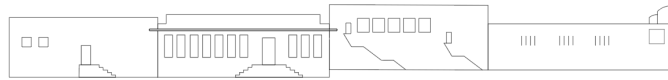
BAKEHOUSE ART COMPLEX

Strategic Plan 2019-2024

Vision for a Future Arts Campus

BAKEHOUSE ART COMPLEX

**Strategic Plan 2019-2024
Vision for a Future Arts Campus**



LETTER FROM THE BOARD OF DIRECTORS AND ACTING DIRECTOR

On behalf of the Bakehouse Board of Directors, we are pleased to present our five-year strategic plan for 2019-24. This plan, adopted by the Board on January 28, 2019, lays the groundwork to transform the organization, physically and programmatically, so it can transform others; to build on its founders' vision to ensure affordability in perpetuity for artists; to be a more critical and intentional node in Miami's arts and cultural ecosystem, serving as a community hub for all types of critical conversations and encounters that demonstrate the value and transformative power of art.

From its inception in the mid-1980s, Bakehouse Art Complex has provided thousands of artists with affordable spaces in Miami's urban core to work and make art, learn from each other, and engage with the broader community. Bakehouse's mission underscores the organization's belief that art and artists are a tool of transformation and community building.

Building on the organization's foundation and 30-plus year history and anticipating the work needed to take Bakehouse to the next level of development, the plan prioritizes three overarching goals:

- Redevelop the Bakehouse site, maximizing the opportunity to provide affordable live, live-work, and work spaces for artists and generating resources for the long-term growth and sustainability of the organization.
- Continue to elevate the quality of Bakehouse artists and programming and plan for expanded opportunities once the site redevelopment is secured.
- Increase Bakehouse's capacity to support its mission and to meet the needs of its new campus.

With the adoption of this plan, the Bakehouse Board and staff commit to investing in and growing transformational relationships with a community of multicultural, multigenerational, and multidisciplinary artists whose practices can inform, engage, and change our community.

We are excited to share this plan, one that emerged from a more than an eight-month planning process. We hope it will inspire you, as interested stakeholders and beneficiaries, to help us fulfill our mission to nurture and support promising talent by ensuring artists have affordable spaces in Miami's urban center. This plan results from an inclusive and iterative process that was guided by the organization's engagement with diverse members of the community through one-on-one interviews, focus groups, and conversations with artists, cultural leaders, neighbors, and funders.

In our fast-paced world, a traditional five-year plan could become obsolete. Priorities may shift based on anticipated and unanticipated challenges and opportunities. Therefore, Bakehouse will be responsive, constantly assessing its vision and course-correcting. To achieve this level of frequent evaluation, we will review this document during regular staff and Board meetings and make adjustments as needed.

We thank you for your support of Bakehouse Art Complex. We look forward to the work ahead.

Jason Korman, President, Board of Directors
Cathy Leff, Acting Director

Vision for the Future

Bakehouse Art Complex (Bakehouse) is the only artist-purposed, non-profit-owned site of its kind and size in Miami's urban core. It plays a major role in addressing a significant gap in the city's cultural ecosystem---affordable spaces where artists can create, live, and engage with each other and with the greater community. As real estate prices continue to rise, and with it the need for affordable work and living spaces for artists, it has the potential to leverage its land holdings in a way that can significantly increase the organization's impact. The redevelopment of Bakehouse ensures artists and art making will have permanence in a city whose real estate costs render this increasingly challenging.

Bakehouse is fortunate to own a valuable piece of real estate (2.3 acres) that can be capitalized to provide the financial resources to transform and sustain a new residency program and provide critically needed new spaces for artists. As artists continue to be displaced due to gentrification throughout Miami's urban core, the Bakehouse site has become increasingly more important to Miami's overall arts and cultural infrastructure. The combination of market conditions, recognition of art making and cultural production as central to the future of Miami, and the need to address affordability for artists makes the timing of a Bakehouse redevelopment project not only viable but necessary. This proposed redevelopment leverages the capital appreciation of the site and thus secures the future of the organization.

Over the past year, the Board of Directors of Bakehouse has taken initial steps to lay the groundwork for this new vision and path: to transform the very organization, physically and programmatically, so it can transform others; to build on its founders' vision to ensure affordability in perpetuity for artists; and to be a more critical and intentional node in Miami's arts and cultural ecosystem, serving as a community hub of sorts for all types of critical conversations and encounters that demonstrate the value and transformative power of art.

With this vision in mind, the strategic plan is designed to build on Bakehouse's strengths, assets, and 30-plus year history in Wynwood, while serving as a clear, yet flexible, roadmap to guide actions and the allocation of resources over the next five years. The plan intentionally places the redevelopment of the site as Bakehouse's most important priority, creating the means by which Bakehouse can remain relevant and sustainable in the years ahead.

The planning process, made possible with funding from the John S. and James L. Knight Foundation (Knight), was spear-headed by the Bakehouse Board of Directors in collaboration with its Acting Executive Director Cathy Leff. The process involved formal and informal conversations and meetings with internal as well as external stakeholders—Bakehouse staff and artists in residence, other Miami artists, cultural and community leaders, City planners, architects, designers, urbanists, and educators—both locally and beyond Miami-Dade.

With support from the Knight Foundation, Miami-Dade County Department of Cultural Affairs, and other private and public donors, Bakehouse is positioned to implement this five-year plan that will redefine its core and align the use of its assets in service of its mission: to address the need for affordable live, live-work, and work spaces for artists in Miami's urban core. In preparation of this transformation, Bakehouse's organizational culture, capacity, and infrastructure must be fundamentally strengthened. It must build a staff and board with expertise and experience to tackle the work and responsibilities ahead, a new business model that is sustainable and realistic, and establish an endowment for the future—all of which will ensure its

relevance and viability in the decades ahead. Bakehouse's small, highly skilled, and very focused Board and Acting Executive Director are up to the tasks and challenges at hand. The organization's innovative spirit and nimbleness will enable it to adapt and excel in an environment in rapid transition.

Vision:

- Bakehouse envisions a world that supports and values artists and recognizes their ability to shape, reflect, and transform our world.

Mission:

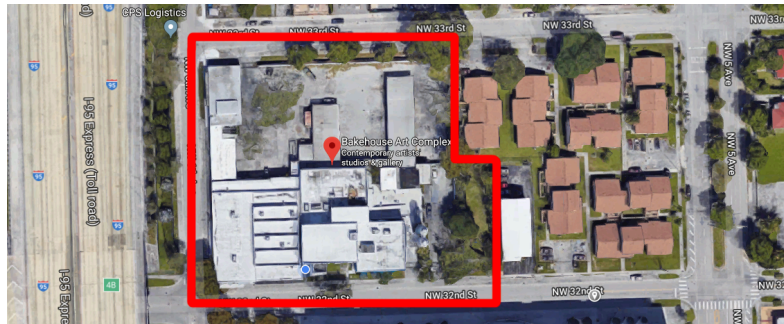
- To address the need for affordable live, live-work, and work spaces for artists in Miami's urban core.

Background

The Bakehouse Art Complex

The Bakehouse Art Complex was set in motion in the mid-1980s by a few artists who, with support from the City of Miami and Miami-Dade County's Community Development Block Grant programs, acquired a 33,000 square-foot former Art Deco-era industrial bakery (built 1926) situated on a 2.3-acre parcel (96K sq. ft footprint) in the then-blighted neighborhood of Wynwood. Their aim was to protect artists from future real estate booms and gentrification by acquiring their own site and providing in perpetuity affordable spaces for artists.

The Bakehouse's existing 33,000 square foot historic building comprises approximately 60 artist studios of varying sizes, two galleries, a classroom, print room, photo lab, ceramics facilities, woodworking and welding areas. These spaces and amenities, most unavailable outside of the universities, have enabled over the years thousands of resident and non-resident artists to work, make, discover, learn, and share their work and practices with each other and the broader community.



Location: Bakehouse Art Complex, 539-561 NW 32 Street, Miami FL

Now thirty years later, Bakehouse's campus is located in one of the most desirable neighborhoods at the heart of Miami's developing urban core. It is bounded on the north by the successful Miami Design District, on the south by the popular and internationally recognized Wynwood Arts District, on the east by Midtown, and on the west by the emerging neighborhood of Allapattah: soon-to-be-home to several private and public art collections and upscale mixed-use development projects. All of these neighborhoods are within walking distance from each other and/or accessible via public transport. Bakehouse is adjacent to numerous cultural organizations as well as Miami's emerging start-up and tech communities.

Bakehouse benefits from its location in the heart of Miami's urban core, epicenter of the benefits derived and challenges resulting from Miami's rapid and successful urbanization. It is situated in a still-authentic, yet-to-be-gentrified multicultural and multiracial neighborhood. While neighborhoods in the vicinity of Bakehouse have benefitted from investment and redevelopment, Bakehouse's immediate neighborhood (roughly defined by NW 29 to 36 Street, North Miami Avenue to NW 6 Avenue) has remained relatively unimproved. In recent years, however, there has been a quiet turnover in real estate ownership and speculative investment in the area. As the fifth largest landowner in the neighborhood, Bakehouse is prepared to play an important part in the community's transition and revitalization, enhancing the role of arts and culture and providing additional housing options within the neighborhood.

Local context: Miami's maturing arts and cultural ecosystem

During the past three decades, Miami has experienced radical and fast-paced development and urbanization. During this same time period, Miami has intentionally invested in and built a strong arts and cultural ecosystem and infrastructure. This is evidenced by and a result of a long-term commitment to and investment in arts, culture, and start-ups from Miami-Dade County, Knight Foundation, and other private and public donors; maturing educational institutions, including arts and design feeder high schools; now-rooted museums and cultural institutions; the emergence and transformation of neighborhoods, driven by artists and culture; and the successful Art Basel | Miami Beach, Design/Miami and other annual art fairs they spawned. All of this together demonstrates Miami's ambition to be an important global center for artistic and cultural innovation, production, and consumption.

While culture has been central to Miami's growth and success, artists and artists-serving organizations have not benefitted from the value they created when they moved into and animated then-blighted neighborhoods. Thus, one unintended consequence of this success is the loss of artists' and cultural spaces and displacement of artists: a cultural gentrification of sorts and paralleled in other arts-driven economic development in cities such as Brooklyn, Seattle, and San Francisco.

Bakehouse's program underscores the organization's belief that art and artists are a tool of transformation and community building. With redevelopment of the site and the resulting enhanced opportunities for artist support and community engagement, Bakehouse can provide a more robust commons for critical discourse, civic engagement, and socially impactful practices. It is committed to investing in and growing transformational relationships with a community of multicultural, multigenerational, and multidisciplinary artists whose practices can inform, engage, and change our community.

Initial Steps Towards a New Vision

Organizational assessment

Over the past years there has been no significant investment in the Bakehouse facility, infrastructure, fundraising, or in building a professional staff or sustainable organization, thus diminishing the effectiveness of Bakehouse to be an important center for art making, cultural production, and community engagement.

Last year the Bakehouse Board, with *pro-bono* services provided by its president Jason Korman through his company Gapingvoid Culture Group, conducted extensive stakeholder interviews and research to understand current perceptions of, and aspirations for, Bakehouse. The Board recognized the cultural landscape of Miami had vastly expanded and matured, and Bakehouse, likewise, needed to evolve. It realized Bakehouse, in truth, was underutilized and underperforming.

The Board concurrently commissioned a comprehensive study from the Falcon Group to examine the condition of its historic building and the extent of work required to renovate and bring the building up to current codes—a cost estimated to be \$3-4M.

In response to these assessments and in view of the Board's desire to put Bakehouse on a more meaningful path, it retained Cathy Leff, director emerita of The Wolfsonian museum, to help re-imagine Bakehouse for the long-term viability of the organization.

Initial changes: Shifting the business model and increasing support for artists

A necessary first step was to elevate the quality of artists applying for Bakehouse space, which necessitated a shift in its business model. While the current Bakehouse studio rental structure was well below market rate, it was still unaffordable to most artists. Under the status quo business model, rental income provides approximately 70% of the Bakehouse's operating budget. This model is increasingly unsustainable if Bakehouse desires to attract, support, and nurture the most promising talent. Over the past year and with funding from the Knight Foundation and private donors, Bakehouse began to shift this business model by creating an artist subsidy fund to provide rent relief to artists based on merit and financial need. This change has allowed Bakehouse to address, in a small way, the affordability crisis and begin its transition from a landlord/tenant relationship with artists to a relationship that transforms the lives of artists: a relationship that allows Bakehouse to play a more strategic role in nurturing and developing talent. It also has enabled the institution to intentionally recruit a more diverse community of artists, many of whom have social or collective, community-engaged practices. This diversity provides Bakehouse with important inputs about the needs of artists, their ability and desire to impact and engage community, and future possibilities for the organization.

Initial redevelopment feasibility assessment and planning

As real estate values in the neighborhoods surrounding Bakehouse have significantly escalated, so too has the value of Bakehouse's site. Immediately adjacent to the Bakehouse site to the east is a 2.5-acre parcel owned by Miami-Dade County Public Housing, which presently accommodates 22 Section 8 apartments, originally constructed in 1981. County officials have

expressed interest in exploring the potential for redevelopment of this site within the next 2 to 3 years. Together with the Bakehouse site, these properties collectively comprise nearly 5 acres and present an opportunity to create significant affordable housing for artists as well as teachers, librarians, and other working professionals in Arts and Education.

Over the past six months, Bakehouse has been in discussions with the City of Miami Planning Department and other key City officials about its intent to rethink its campus to create more affordable spaces for artists: live, live-work, and work. City officials are eager to work with Bakehouse on evaluating appropriate land use and zoning changes to facilitate reinvestment and expanded use of the site. The City is currently working on a citywide affordable housing action plan targeting a goal of 12,000 affordable housing units by 2024. They see Bakehouse as a model project that can address two of the City's pressing challenges: affordability and the retention of its creative community.

The Harvard Graduate School of Design ("GSD"), as part of its Knight-funded Future of the American City: Miami initiative, will include Bakehouse in a Spring 2019 seminar led by Professor Jesse Keenan to help Bakehouse examine redevelopment options. Additional professional expertise will be retained to complete a study of alternative uses, identify zoning and land use issues, review issues relating to its historic property, the site itself (massing, density, height) and economic pro formas. This work will enable the Board to evaluate the highest and best use of its campus.

Akerman LLP, led by partner Steven Wernick, has committed to providing *pro-bono* legal services advising on land use and zoning strategy and seeking entitlements to facilitate future redevelopment plans and identifying opportunities for public-private partnerships and incentives available through the City's Attainable Housing Program and the Miami Forever general obligation bonds, which has earmarked some \$100 million for affordable housing and \$78 million for culture and park improvements.

At the end of this initial stakeholder-engaged planning phase, the Bakehouse Board will be in a position to consider and approve acceptable uses of its site and prepare a solicitation for competitive proposals (RFP) from developers to joint venture with Bakehouse on the redevelopment.

The Next Steps Towards a New Vision: 2019-2024 Goals and Timelines

Below are the next steps that the Bakehouse Board has determined are necessary to achieve the proposed transformation of the Bakehouse, centered on three key goals:

- **Goal 1: Site Development:** Redevelop the Bakehouse site, maximizing the opportunity to provide affordable live, live-work, and work spaces for artists
- **Goal 2: Programming:** Continue to elevate the quality of Bakehouse artists and programming and plan for expanded opportunities once the site redevelopment is secured
- **Goal 3: Organizational Capacity:** Increase Bakehouse's capacity to support its mission and to meet needs of its new campus

Goal 1: Site Development: Redevelop the Bakehouse site as an affordable work, live, and live-work campus for artists

Key Actions

- 1.1 Create master plan
 - Complete study, using inputs from GSD on future land use/redevelopment options; retain additional expertise to finalize master plan: zoning, massing, density, historic site implications, site plan, and economic pro formas; explore partnership with Miami-Dade County for adjacent housing redevelopment
- 1.2 Secure necessary approvals
 - Work with Board, lawyers, and consultants on legal and political issues and strategies for entitlements for Bakehouse redevelopment plan
- 1.3 Secure public support and funding
 - Examine potential for securing Forever Miami bond funds and other available public funding sources
 - Engage and work with artist community, other Bakehouse stakeholders, City Planning officials, and City leadership to ensure public and political support
- 1.4 Implement construction process
 - Create and release RFP
 - Select development partner
 - Break ground
 - Open new campus

Goal 2: Programming: Continue to elevate the quality of Bakehouse artists and programming and plan for expanded opportunities once the site redevelopment is secured

Objective 2.1: Sustain high-level studio residency program: Attracting, supporting, and developing the most promising talent; shape future programming.

Key Actions

- 2.1.1 Maintain a rigorous residency program and jurying process to attract the most talented artists across disciplines
- 2.1.2 Provide subsidized studios and resources for the most promising talent including rent relief
- 2.1.3 Invest in artist development and encourage community engagement by building artist community and support
- 2.1.4 Establish a two-year curatorial fellowship with candidates recruited from the best curatorial studies programs (i.e., Bard, Stadel, Columbia, Yale) to stimulate fresh and elevate artistic programming

Objective 2.2: Reframe artist residency program that maximizes opportunities enabled by the redevelopment of the Bakehouse site

Key Actions

- 2.2.1 Reframe and redefine a residency program for the redeveloped facility engaging artists and other cultural and community stakeholders in the planning process
- 2.2.2 Launch new artist residency program as redeveloped facility nears completion

Objective 2.3 Increase Bakehouse's visibility and community engagement through community outreach and public programs

Key Actions

- 2.3.1 Engage Bakehouse community of artists in participating in and attracting high-level public programs, including onsite experimentation and installations, public talks and workshops, community classes, regular open studio visits that provoke community dialog and critical discourse
- 2.3.2 Establish strategic partnerships with other cultural organizations, school, universities, and colleges to create intentional and regular programming
- 2.3.3 Create an ongoing and sustainable external communications strategy and plan across digital platforms to ensure public awareness of and access to Bakehouse programs
- 2.3.4. Retain outside PR/communications firm to support communications strategy and plan

Goal 3: **Organizational Capacity: Increase Bakehouse's capacity to support its mission and to meet needs of its new campus**

Objective 3.1 Strengthen internal governance

Key Actions

- 3.1.1 Assess Board composition, competencies, and function

- 3.1.2 Recruit new members to meet changing needs of the organization (Board membership not to exceed 15 persons)
- 3.1.3 Implement a board development plan, including roles, expectations, and evaluation

Objective 3.2 Strengthen operational capacity

Key Actions

- 3.2.1 Hire CFO/COO to address financial and operational needs of organization now and going forward; create fulltime curatorial fellowship to enhance and grow artistic programming and development

Objective 3.3 Ensure financial resources are adequate for long-term growth and sustainability

Key Actions

- 3.3.1 Re-develop site to ensure a sufficient long-term revenue stream (Goal 1)
- 3.3.2 Seek foundation funding to recruit and hire a full-time CFO/COO position by Winter 2020 and a curatorial fellow by Fall 2020 to begin to shape and transition to future vision and mission and new campus
- 3.3.3 Regularize annual fundraiser.
- 3.3.4 Create and implement fundraising plan to minimally raise an additional \$250,000/yr. until redeveloped facility opens
- 3.3.5 Develop and implement in 2021 an endowment campaign around naming opportunities on the new campus

Timeline

Site Development

2019

Summer

- Begin to build community and political support for site redevelopment (ongoing)
- Create site master plan scenarios
- Finalize site master plan
- Prepare and file zoning change

Fall

- Acquire zoning change approval
- Create and release RFP for site development
- Pursue municipal bond funding

2020

Spring

- Select and contract with site developer
- Approve final plans
- Begin approval processes, permitting, and financing

2022

Jan/Feb

- Break ground

2024

- Open new facilities

Programming

2019

Spring

- Seek funding from Knight Foundation and other foundations
- Continue to enhance current programming and invest in artist development

2020-2023

- Continue implementing enhanced programming
- Conduct research and development for programming opportunities
- Create program plan for new site

2024

- Launch new programming as facility opens

Organizational Capacity 2019

Summer

- Hire CFO/COO
- Recruit Curatorial Fellow
- Assess current board capacity and create board recruitment and development plan

Fall

- Add new members to the board
- Create fundraising plan to raise an additional \$250,000/year

2020

- Hire Curatorial Fellow
- Implement board development plan
- Implement fundraising plan and set goals
- Launch endowment campaign around naming opportunities

2021

- Continue endowment campaign (ongoing)

Guiding Beliefs and Principles

- We are multi-disciplinary and cross-disciplinary, which drives innovation and creativity.
- Meaning and insight inspires our work.
- Art shapes and reflects society.
- Artists inform our times through smarter conversations and critical discourse to effect change.
- We seek transformational rather than transactional relationships with our artists, community, and stakeholders.
- Exchange and interchange create value.
- Be interesting.
- Rich inputs drive great work.
- We seek provocation inside and outside.
- Do work that matters.
- Great work is created in crucibles of diverse thought and action.
- A Bakehouse residency delivers an experience that pushes the boundaries of artistic practices, forms connections, and drives life-long transformation.



Administration

Cathy Leff
Acting Director

Amanda Bradley
Residency Program + External
Relations Manager

Laura Novoa
Administrative Assistant

Patrick Oleson
Part-Time Preparator

Aramis Celedon
Maintenance Manager

Joe Gedeon
Security

Board of Directors

Jason Korman, President
Lawrence Kline, Vice-President
Jose Felix Diaz
Marsh Kriplen
McKenzie Livingston
Claudio Riedi
Terry Schechter, Secretary
Lia Yaffar Pena, Treasurer

Bakehouse Founders

Ms. Faith Atlass
Ms. Helene Pancoast
Dr. David & Nathalie* Nadel

*in memoriam

BAKEHOUSE ART COMPLEX
561 NW 32 St Miami, FL 33127
www.bacfl.org