



# BAKEHOUSE ART COMPLEX

Next Generation Strategic Plan

2024 - 2029

## Letter from Chairman of the Board of Directors Chairman and Executive Director

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On behalf of Bakehouse Art Complex, we are excited to present the Next Generation Strategic Plan, covering 2024-2029. This plan, approved by the Board of Directors on August 26, 2023, reflects the organization's ambitions and commitment to taking Bakehouse to its next phase of development. Bakehouse is on the path to expanding its campus to include renovated and newly designed studios and community spaces, along with adding mixed-income housing for artists, educators, creative professionals, community members, and others. This expansion will allow Bakehouse to host an international roster of artists and thinkers as part of a new visiting residency program.

Our anticipated vibrant live-work community, anchored by artists, is embedded in and serves Wynwood Norte; but our aim is to elevate artmaking in Miami, connect the institution and its artists to a global creative community, and thereby become a model and cultural beacon for the City of Miami, Miami-Dade County, and beyond.

Since the last five-year plan was adopted in 2018, the world and our city have changed dramatically. The COVID-19 pandemic, inflation, escalating housing costs, and an almost 30% increase in construction costs have had both negative and positive consequences. During the pandemic, Miami experienced some of the highest net positive population growth of any large metropolitan area in the country. Miami's climate and outdoor lifestyle, its cost of living relative to other major urban centers, and the ability to work remotely have all contributed to this influx. The resulting demand for homes and rental properties has led to rising housing costs and a reduced supply of housing, which further exacerbates the pre-pandemic affordability crisis. At the same time, population growth in Miami has brought many economic benefits such as increased consumer spending, job creation, new talent, new capital and investments in various industries, and a growing tech sector.

So, what does this mean for the future of Bakehouse? We have an opportunity to tap into new talent and resources; to rethink, refine, and redefine how we add value to our mission by addressing the challenges and opportunities of Miami's changing cultural landscape.

While our big vision has always been to foster the creative potential of our region, we also want to build an ecosystem that encourages collaboration and elevates Miami as a global center of innovation and cultural production. We believe art and artists are agents of change and transformation: they make connections, build communities, and contribute to our economic vitality. Moreover, now that we can collaborate and connect with anyone, anywhere, at any time, we are able to engage with a larger global community of artists, institutions, and arts enthusiasts.

We are ready to build upon everything we have accomplished over the last five years. During this time, we actively participated in the creation of the Wynwood Norte Neighborhood Revitalization District (NRD-2) – a City of Miami designation that gives us land use entitlements and density to add a significant number of housing units to our 2.3-acre site. We diversified our artist community, staff, and Board of Directors to be more reflective of Miami's diverse population, while building the expertise we need to carry the organization forward. We stabilized our finances and grew our budget. Thanks to a City of Miami grant we raised new capital to invest in the renovation of our nearly 100-year-old building, and thanks to a grant from the Knight Foundation we are planning our renovation to accommodate the rapidly evolving role and impact of technology on art, artmaking, and connectivity. We developed partnerships that have placed our artists and the organization in different areas of Miami-Dade County

and have enabled us to engage with new audiences and often underserved communities. Finally, and most importantly, we have built on our founders' vision to provide more than 100 artists with studio subsidies, along with professional and creative development opportunities that have impacted their practices, supported their financial sustainability, and elevated their visibility.

We know that Bakehouse is more than just an art complex. It is a space, place, and community. It is where arts, technology, people, and ideas can converge, collide, and flourish.

This Next Generation Plan commits to using our resources – human, financial, real estate – to enable creative professionals to invest in their practices without economic pressure. We see the future Bakehouse as a "proofing" institution, a place where people go to find ideas germinating, artists thriving, and talent awaiting discovery.

In order to become this "place and space," we will focus the next five years on:

- Completing the renovation of our main building, which celebrates its centenary in 2026, and the redevelopment of the Bakehouse site as a vibrant live-work cultural campus that serves as an anchor institution to Wynwood Norte and a creative hub for the larger world
- Continuing to invest in Miami artists who need the space, community, and opportunity that only Bakehouse can offer, including emerging and established national and international artists as part of an embedded visiting residency program
- Deepening our relationships with our multiple audiences: artists, arts institutions, curators, government agencies, foundations, donors, art educators, among others
- Increasing our organizational capacity—governance, administration, technological infrastructure, and fundraising—to ensure that we can support and sustain our ambitious plans

In this fast-paced world, we understand the need for adaptability and flexibility. We will regularly review and adjust our strategies to ensure that we remain responsive to new challenges and opportunities.

We extend our heartfelt thanks to the many organizations, foundations, individuals, corporations, artists, and community members who have rallied for and supported us over the decades.

We are eager to embark on this next chapter of our journey, and we hope you will join us as we make our vision a reality.

Sincerely,



Jason Korman, Chairman



Cathy Leff, Executive Director

## History of Bakehouse Art Complex

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The Bakehouse Art Complex was founded in 1985 by a group of artists who, with support from the City of Miami and Miami-Dade County's Community Development Block Grant programs, were able to acquire a 33,000 square-foot former Art Deco-era industrial bakery situated on a 2.3-acre parcel of land in what was then an economically disadvantaged neighborhood. Its initial aim was to provide affordable studios and infrastructure for working artists and to contribute to the cultural and economic vitality of Wynwood. Bakehouse opened its doors to the public in 1986 with 60 artist studios, two galleries, a classroom, print room, photo lab, ceramics facilities, and woodworking and welding areas. Over the years, these spaces and amenities, most unavailable outside of academic institutions, have enabled local artists to work, make, discover, learn, and share their work and practices with each other and the broader community.

## Bakehouse's Local Context

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Bakehouse's campus is located in one of the most desirable neighborhoods in the heart of Miami's developing urban core (roughly defined by NW 29 to 36 Street, North Miami Avenue to NW 6 Avenue). It is bordered 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. Together, these neighborhoods are home to new mixed-use development projects, galleries, and established arts institutions, including the Margulies Collection, Rubell Museum, Espacio 23, Institute of Contemporary Art, De la Cruz Collection, YoungArts, Perez Art Museum Miami, among others. They also feature numerous public schools and parks, Miami's start-up and tech communities, and access to Miami's public transportation network.

Bakehouse benefits from its location in Miami's urban core: the epicenter of both advantages and challenges resulting from Miami's rapid transformation in recent years. It is situated in a working class neighborhood that, while in the vicinity of areas that have benefitted from investment and redevelopment, remains at present relatively unchanged.

In recent years, this area has seen turnover in real estate ownership and speculative investment. In 2018, Bakehouse, along with other neighborhood stakeholders – long-term and recent – formed the Wynwood Community Enhancement Association (WCEA) to begin to address the economic decline of the neighborhood, its housing stock, and infrastructure.

Between 2018 and 2020, the WCEA spearheaded a three-year community-driven and community-engaged planning process. The resulting Wynwood Norte Community Vision Plan was adopted and then codified in 2021 by the City of Miami Commission as the Wynwood Norte Neighborhood Revitalization District (NRD-2). While paving the way for investment in the neighborhood, the NRD-2 outlines land uses and other incentives and disincentives unique to

Wynwood Norte, such as incentivizing affordability and new mixed-income housing, mitigating displacement, and maintaining the mostly residential character of the neighborhood. It also incentivizes micro-retail and hyper-local business development, such as sole-proprietor artists and arts-related entrepreneurs, and the investment in and expansion of cultural, educational, and recreational facilities.

As the fifth largest landowner in the neighborhood, Bakehouse is prepared to play an important part in the community's positive transition and revitalization, enhancing the role of arts and culture and providing new housing options within the neighborhood.

## Miami's Maturing Arts and Cultural Ecosystem

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Over the past three decades, Miami has intentionally invested in a strong arts and cultural ecosystem. This is the result of:

- Long-term commitments to and investments in the arts, culture, and start-ups by Miami-Dade County, Knight Foundation, Miami Foundation, Pérez Family Foundation, and other private and public donors
- Maturing arts and arts-educational institutions, including arts and design feeder high schools such as New World School of the Arts and DASH, and the growth of regional and university art museums and other cultural organizations
- A growing recognition of the role that artists and culture play in transforming neighborhoods
- The success of Art Basel | Miami Beach, Design/Miami, and other annual art fairs

In sum, these factors demonstrate Miami's growing reputation and potential as an important global center for artistic and cultural innovation, production, and consumption.

And yet, artists and artist-serving organizations have not proportionately benefited from the value they create in under-resourced neighborhoods. On the contrary, a well-documented consequence of neighborhood redevelopment has been the loss of cultural spaces and the displacement of artists; a gentrification story that is all too common in cities such as Brooklyn, Seattle, and San Francisco.

Bakehouse's program underscores the belief that art and artists are a tool of transformation and community building. With the future redevelopment of the site will come new opportunities for supporting artists and engaging community. As a result, Bakehouse will provide a more robust commons for critical discourse, civic engagement, innovation, and socially impactful practices.

## Miami's Cultural Community During COVID

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Like many other cities, Miami's art community had to adapt to restrictions imposed by the pandemic. Many artists were working (and still are) in the gig economy and service industry,

which meant they lost any semblance of a stable income. The closure of galleries, museums, and performance venues, and the postponement or cancellation of exhibitions, commissions, and residencies further exacerbated the problem.

On the other hand, the Miami arts community demonstrated an enormous amount of resilience and adaptability, and its artists had more time to spend in their studios and focus on their practices. To stay relevant and visible, the Bakehouse community (much like other museums, galleries, and cultural institutions) embraced new digital tools and explored innovative ways to engage with audiences with virtual events, programs, and exhibitions. There was also a renewed interest in and focus on outdoor and public art installations that allowed audiences to experience art while social distancing.

Collaborative efforts emerged to support artists and cultural institutions. Federal and local governments, foundations, and other organizations all provided grants, emergency funds, and resources to mitigate the pandemic's impact. Artists and art organizations came together to support one another through virtual collaborations and initiatives. Local curators and gallerists, whose travel was limited by the temporary closure of institutions and museums, began to focus more on local talent.

Bakehouse artists benefited from this new interest: many received stipends from local and national organizations and emergency grant funds from the Miami-Dade County Department of Cultural Affairs and other governmental agencies that allowed them to further their practices and to make new work. Bakehouse also invested in opportunities for our artists to create large-scale, community-participatory, and outdoor public art projects. The pandemic even encouraged several of our artists to pursue art as their full-time art career, which in turn elevated their profiles and positioned them to receive significant exhibitions, museum acquisitions, gallery representation, and public art commissions.

And yet, despite these successes in a time of great tragedy, the opportunities that arose as a result of the pandemic did not totally offset the rising costs of living and working in South Florida.

## The Affordability Crisis in Miami

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Although Miami has enjoyed an economic boom in recent years, not everyone has benefited equally. Real estate markets nationwide are grappling with a housing crisis that is magnified in large metropolitan areas. Escalating costs, coupled with a shortage of affordable homes, have inhibited the ability of lower-income individuals and families to secure housing, which forces them to pay a greater percentage of their household income on rent and mortgage payments. This crisis is especially acute in Miami, where a population boom during COVID exacerbated many issues, including affordability. Currently, Miami is ranked among the least affordable large metro areas in the US and the seventh least affordable metro area in the world. Miami may not be the most expensive housing market, but Miamians earn less than residents of many other large metro areas while paying far more for housing.

The Bakehouse community feels the consequences of this crisis. Based on a recent survey, approximately 85% of our resident and associate artists report that they earn \$50,000 per year or less, with over 30% earning less than \$20,000 per year. In terms of housing costs, our current resident and associate artists (combined with artists seeking studio spaces at Bakehouse) who earn less than \$50,000 per year have reported spending an average \$22,240 per year on housing costs, while artists who report earning less than \$25,000 per year are spending \$18,187 per year on housing costs – a staggering 73% of their income. Approximately 50% of these respondents identify as Hispanic (Latino/Latina/Latinx), and 10% identify as Black or African American, both groups that are disproportionately impacted by the affordability crisis. If not for the space that Bakehouse provides, many of our artists have shared that they would be unable to find affordable studio space or artmaking infrastructure in Miami.

The implications for Bakehouse are clear: Our vision to unleash Miami’s creative potential cannot be achieved if artists lack workspace security and are unable to afford housing.

## Vision for the Future

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Bakehouse Art Complex is one of the oldest and largest artist-purposed nonprofits of its kind in Miami. It addresses a significant gap in the city’s cultural ecosystem: affordable studios and future living spaces where artists create and engage with each other and the greater community to achieve sustainable practices. Artists need spaces now more than ever, and Bakehouse has the potential to leverage its land holdings in a way that addresses this need. This proposed plan takes advantage of the capital appreciation of the site to serve its core mission and secure the future of the organization.

Bakehouse is fortunate to own a valuable piece of real estate (2.3 acres) that can be leveraged to transform its 100-year-old facility, provide new housing for artists and others, sustain a leading-edge residency program, and serve as a hub for creativity. We believe that the redevelopment of Bakehouse is not only viable but essential given the local context, Miami’s maturing arts and cultural ecosystem, and the ongoing affordability crisis. The planned renovation and redevelopment of Bakehouse’s campus ensures artists and art making will have a permanent place in Miami’s future.

Over the past five years, the Bakehouse Board of Directors has taken initial steps to lay the groundwork for transforming our vision into a path forward. Our goal is to transform the organization, physically and programmatically, so we can transform others. We are building on our founders’ vision to ensure affordability for artists. We aim to become a more critical node, or hub, in Miami’s arts and cultural ecosystem for all types of critical conversations and encounters that demonstrate the value and transformative power of artists and the arts.

With this vision in mind, our Next Generation Strategic Plan is designed to build on Bakehouse’s strengths, assets, and 37-plus-year history in Wynwood Norte to serve as a clear but flexible roadmap for the next five years that will guide our actions and allocation of

resources. This plan prioritizes the renovation of Bakehouse's 100-year old building and the redevelopment of its underutilized site to create the means by which Bakehouse can remain relevant, vital, and sustainable.

The planning process was spearheaded by the Bakehouse Board of Directors and Executive Director Cathy Leff in collaboration with the administrative team and rich input from our artist community and other stakeholders, which we gathered both informally and formally through a broadly disseminated strategic planning survey. Our community articulated ideas and aspirations for Bakehouse's future that have informed this plan.

In terms of our spaces, we desire diverse facilities, improved infrastructure, greater modularity, and more intentionally designed communal spaces. In terms of our residency program, we want to continue nurturing artists, building community, and expanding opportunities. We also want to make Bakehouse more equitable and engaging; for example, redesigning our website and making our application processes and residency qualifications more transparent. We also seek to build and nurture connections, both physical and virtual.

These insights provide direction for our future plans and underscore the importance of creating a space that is not just about supporting art production, but more broadly aspires to become an ecosystem that nourishes the most innovative minds in Miami into an intentional community where their creative potential is unleashed.

Bakehouse is positioned to implement this five-year plan thanks to generous support from the City of Miami; John S. and James L. Knight Foundation; Jorge M. Pérez Family Foundation, Miami-Dade County Department of Cultural Affairs, State of Florida, Department of State, Division of Cultural Affairs, National Endowment for the Arts, Wille Family Foundation, Arison Foundation for the Arts, Lynn and Louis Wolfson II Family Foundation, ARTHA Foundation, and many other private and public donors.

To prepare for this transformation, Bakehouse must advance the plans for its redevelopment. It must refine its programming, strengthen its community engagement, and build out its organizational capacity, with a Board and administrative team who can leverage their expertise to tackle the work ahead. Once redevelopment is complete, we will support our new campus with a business model that is sustainable, while simultaneously building an endowment that ensures Bakehouse's viability into the future. Bakehouse is up to the tasks at hand because it possesses a spirit of innovation. It has demonstrated a track record of accomplishment and ability to execute plans that furthers its mission. It is uniquely positioned to excel in a world where rapid change is the only constant.

**Vision:** Unleash the creative potential of Miami.

**Mission:** Build and cultivate an ecosystem that fosters creativity, encourages collaboration, and continues to elevate Miami as a global center of innovation and cultural production.

## Guiding Beliefs and Principles

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- Thriving cultural communities must ensure living and workspace security for artists
- Strong partnerships and collaborations foster learning, growing, and impact
- We do not operate in silos
- We should know and be good neighbors
- Artist-serving institutions anchor communities
- Multi-disciplinary and cross-disciplinary practices drive innovation and creativity
- Creative hubs should foster environments where diverse perspectives safely converge, collide, and interact
- We aim to create transformative (not just transactional) relationships
- Transformational relationships result when we become active agents of change, engage communities, and develop socially impactful practices
- Diverse perspectives and provocative ideas foster creativity and innovation
- Flexibility and adaptability in our rapidly changing world builds resilience and continued success
- We commit to work that matters

We commit to building an organizational culture where:

- We foster an environment where all individuals are respected, valued, and included, regardless of their background, identity, or abilities
- We encourage transparent and honest communication at all levels of the organization, promoting active listening and constructive feedback
- We value collaboration, cooperation, and teamwork to achieve common goals and foster a sense of camaraderie among colleagues
- We encourage a culture of continuous learning and personal/professional growth by providing opportunities for training, skill development, and knowledge sharing
- We promote a healthy work-life balance that supports employee well-being
- We empower employees to take ownership of their work, and contribute to the organization's success
- We acknowledge and appreciate employees' contributions, accomplishments, and efforts, creating a positive and motivating work environment
- We encourage innovation, creativity, and the exploration of new ideas, fostering an environment where individuals feel empowered to think outside the box
- We embrace flexibility and adaptability to accommodate changing circumstances, promoting a culture that can readily adjust to new challenges and opportunities
- We promote a strong work ethic and accountability, where individuals take responsibility for their actions, meet commitments, and strive for excellence

## Initial Steps Towards the Next Generation Plan

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One of our primary goals over the last five years has been to secure the rezoning of our property to enable the campus expansion. We achieved this through the City of Miami's NRD-2 designation, whereupon the Bakehouse Board began soliciting proposals from local developers who could be appropriate partners for our redevelopment, and whose vision for a community-embedded, mixed-income live-work cultural campus aligns with our own.

The Board is currently evaluating plans and proposals from prospective partners. We are fortunate to have the generous pro-bono legal counsel of Sharzhad Emami of Nelson Mullins and land use attorney Wesley Hevia of LSN Law to guide and support us.

Over the past five years, we also shifted our business model from a mostly landlord-tenant relationship, then deriving almost 88% of our income from studio rentals, to one that is investing in our artists by providing workspace security and opportunities for professional and creative development. To do this, we established an artist studio subsidy fund through private donations that allows us to support a larger and more diverse pool of talented artists with financial need. Today, our studios are subsidized anywhere from 50-100%, with rental income constituting only 22% of our total operating budget. Our studio residents also are more reflective of Miami's diverse populations. Based on a recent internal demographic assessment of our artist population, we estimate that approximately 63% of our current artist community identifies as Black, Indigenous, and People of Color, 58% identify as female, trans, nonbinary, or other, and 17% identify as LGBTQ+.

Simultaneously, we have invested resources in our artists and focused our exhibition programs on showcasing their work through solo exhibitions, temporary installations, and group shows. This has elevated the visibility of Bakehouse artists. During this past year alone, three of our artists have had solo museum exhibitions, others have participated in local and national museum group shows, many have received significant public art commissions, and others have been awarded prestigious fellowships and residencies. Over the past five years, a number of our artists have been able to leave day, and/or hourly jobs and sustain themselves through a full time practice. Others have been invited to teach in the art departments of University of Miami, Florida International University, and New World School of the Arts. Many of our artists also play an important role in art education at our regional museums.

In 2019 we launched a new Summer Open Studio Residency that welcomes local artists, including recent college graduates and art educators, to apply for twelve weeks of free communal space in our exhibition galleries. Thanks to the intentional programming and studio visitations we provide as part of this program, many of our Summer Open artists have gone on to receive full-time studios, gallery representation, exhibition opportunities, and invitations to other short-term residency programs. The program now receives over 150 applications for 12 juried spaces and provides participating artists the time and space to successfully transition into

their art practice and connect to a large community of artists who provide ongoing peer support and guidance.

We have also established critical partnerships with organizations that have allowed Bakehouse to expand its scope and reach, serve new communities, and provide additional income for our artists. Some of these partners have included The Underline, Miami Children’s Museum, Jose de Diego Middle School, Miami Dade County Public Schools, Bass Museum of Art, Perez Art Museum Miami, Consulate General of France and its Villa Albertine, and a recent partnership with the Cité internationale des arts in France that offers to at least one Bakehouse artists per year a two-month paid fellowship in Paris.

Bakehouse has also begun to stabilize and improve its 100-year-old facility and building infrastructure thanks to a \$2 million grant from the City of Miami through District Commissioner Christine King. This initial investment must be supplemented by another \$7-10 million for the building to become a state-of-the-art center for contemporary cultural production and dissemination. It also must meet current building codes as well as anticipate future needs and impacts of climate change. With the City funding, we are about to begin structural repairs to our building and replace the roof, which are required to meet the City of Miami’s 40- 50-year recertification and ensure that our building meets life-safety standards. Additional funding has come from a recent \$1 million investment from the Knight Foundation, which allows Bakehouse to begin planning for the role that technology will play in our future programming and physical spaces by enabling new types of connectivity between artists and audiences and providing new tools and infrastructure for all kinds of artmaking.

The Knight funds have allowed us to retain Paratus Group to develop a building program that balances our renovation goals, programming necessities, and community needs within our budget constraints and timelines. Once the building program is completed, we will retain Michael Maltzan Architecture with funding from an Our Town, National Endowment for the Arts grant to develop design schematics and renderings, from which a capital campaign can be developed. This planning process will be community engaged and involve Bakehouse stakeholders.

We have also begun to assess and redefine our residency program, to consider other types of programs, such as a visiting residency program, and artists with more diverse creative practices: sound artists, writers, composers, chefs, game designers, historians, urban planners, etc.

## Strategic Direction

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The Next Generation Bakehouse Strategic Plan lays out a clear path towards achieving our mission of unleashing creativity in a cultural campus that provides space, builds community, and creates opportunity. Programming and community engagement are integral to Bakehouse’s mission, but they require physical and digital infrastructure and spaces, stronger

organizational capacity (financial and human), and a campus development plan that can support our vision.

In tandem with the anticipated renovation and campus expansion, Bakehouse is embarking on a comprehensive and phased digital transformation. Over the next five years, we plan to integrate state-of-the-art digital infrastructure into physical spaces, thereby transforming them into dynamic hubs of creativity and collaboration. We will leverage digital tools and platforms to expand the reach and accessibility of our residency programs and foster a more diverse community onsite and online. Our strategic vision for technology also extends to community engagement, where we will adopt new user-friendly digital platforms and social media to better engage with our audiences. Digital technologies will also strengthen our operational capacity and help expand fundraising efforts to secure the resources needed to support Miami artists with greater workspace security and affordable housing.

As we embark on our physical and digital transformation, we remain committed to sustaining, elevating, and expanding our programmatic and outreach efforts. Our focus will be on engaging with different and diverse audiences with greater purpose, intentionality, and clarity. We will continue to invest in Miami artists of merit who are committed to their practice and need space, community, and professional and creative opportunities. We will assess and redefine our residency and membership programs to make the selection process more transparent and equitable. We will create a new visiting residency program. We also plan to expand the scope of artistic practices that benefit from our offerings by evaluating and honing our current programmatic initiatives, while continuing to strengthen and build partnerships locally, nationally and globally that offer creative and professional development opportunities for artists.

To improve our community engagement and outreach, we need to clarify our objectives, target our audiences, and develop relevant Key Performance Indicators (KPIs) to help us measure and quantify our impact, including participation at our public events and Open Studios, and the overall success and visibility of our artists. We also plan to better leverage streaming platforms and social media to build community and enhance communication. A more visually compelling website will showcase our programs, offerings, and artists as we expand our online resources and tools for artists' professional and creative development. As we approach the 100th anniversary of our building, we also plan to document and share the history of the Bakehouse building, site, and its artist alumni. These initiatives will further solidify our institution within its historical context and elevate the role the organization has played over the past four decades.

Below are the next steps that the Bakehouse Board has determined necessary to achieve this proposed transformation of Bakehouse. They revolve around four goals:

#### Goal 1

**Programming and Community Engagement:** Evaluate, redefine, and expand our residency program and other programmatic initiatives and partnerships, including short-term visiting

residencies. Offer new opportunities for artists to engage with each other and with diverse audiences and communities in Miami and beyond, showcasing their work (onsite, offsite, and virtually) as part of the larger Bakehouse ambition to be a globally recognized center of cultural production and innovation.

## Goal 2

**Organizational Capacity:** Strengthen governance, administrative, and operational capacities to support the needs of the Next Generation Plan. This includes building a strong administrative, operational, and program team, while maintaining flexibility and adaptability required by the unpredictability of our times and relative to changing notions of work and the workplace, especially in the digital age.

## Goal 3

**Site Development and Building Renovation:** Complete the renovation of Bakehouse's almost 100-year-old building and the redevelopment of the remainder of its site as a community-embedded and mixed-income live-work, artist-anchored, cultural campus that provides affordable housing for local and visiting artists and other creative and intellectual partners, while delivering the environmental and technological infrastructure needed to meet campus needs (security and connectivity), climate change, expanded programming, and community engagement.

## Goal 4

**Development and Fundraising:** Grow financial resources to meet the short- and long-term needs of the organization and prepare for a capital campaign. Our goals are ambitious. To realize them we must radically strengthen our Board's and overall fundraising capacity, especially relative to individual giving, while developing innovative approaches to using our talent and resources to generate new revenue streams, thereby capitalizing on the many opportunities and untapped resources in the Miami metro area.

## Goals, Objectives, and Key Actions

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### Goal 1: Programming and Community Engagement

Objective 1.1: Expand and formalize the scope and mission of our studio residency and associate membership programs

#### Key Actions

- 1.1.1 Establish a transparent application and renewal process with clear assessment guidelines and evaluation rubric with rigorous jurying and vetting processes that consider seriousness of practice, merit, contributions to the community, and financial need
- 1.1.2 Attract a wider range of artistic practices and disciplines, such as interactive media, sound and composition, culinary arts, design, digital humanities, etc.
- 1.1.3 Establish short-term and project-based residencies to supplement the studio residency program

Objective 1.2 Develop programming and partnership opportunities to increase the visibility and presence of the organization

#### Key Actions

- 1.2.1 Host creative minds with expertise in different fields to enrich and be enriched by the community
- 1.2.2 Research and implement strategic collaboration efforts and partnerships at local, national, and international levels
- 1.2.3 Identify approaches to expand our social responsibility, encompassing service and hospitality, as a resource for Wynwood Norte residents and the larger community
- 1.2.4 Research and develop mechanisms to measure the impact of community engagement and outreach initiatives as well as impact of Bakehouse on its artists

Objective 1.3 Make Bakehouse safe, transparent, and accessible for artists and the public

#### Key Actions

- 1.3.1 Facilitate peer-to-peer exchanges, mentorship, and informal learning opportunities for the artist community
- 1.3.2 Standardize protocols and procedures for various stages of onsite, offline, and online exhibitions, programs, and events
- 1.3.3 Improve safety, accessibility, and comfort of community and workspaces

Objective 1.4 Leverage digital platforms and technology to build community and connect Bakehouse to the larger world

## Key Actions

- 1.4.1 Develop a more user-friendly and visually compelling website that showcases programs, offerings, and artists
- 1.4.2 Offer online resources and tools to assist artists in their creative process and professional development
- 1.4.3 Building a comprehensive digital archive of our assets, including alumni, exhibitions, organizational history, and Bakehouse site history
- 1.4.4 Establish Bakehouse presence on Wikipedia to serve as a digital hub and connect Bakehouse artists to the machine-readable web
- 1.4.5 Create an ongoing and sustainable external communications strategy across digital platforms to ensure public awareness of and access to the organization, artists, and programs

## Goal 2: Organizational Capacity

Objective 2.1 Strengthen board and governance structure to support the mission and meet the needs of future programs and the campus

### Key Actions

- 2.1.1 Ensure Board composition meets Bakehouse's growing and changing needs and is diverse relative to gender, race, ethnicity and professional expertise.
- 2.1.2 Create and implement a board development plan, including roles, expectations, and evaluation to set clear guidelines for membership
- 2.1.3 Identify new potential board members with capacity to assist with a future capital campaign
- 2.1.4 Invite five new members to join the board (capping total board composition to no more than 20)
- 2.1.5 Assess legal structure to ensure it is appropriate for redevelopment work ahead and amend if necessary
- 2.1.6 Engage board in identifying and introducing new prospective donors, with a focus on networking in the local art, tech, and business communities
- 2.1.7 Set board expectations for fundraising and philanthropy, and solicit help in ways that align with their unique talents and connections

Objective 2.2 Strengthen organizational and operational capacity to support the mission and meet the needs of future programs and the campus

### Key Actions

- 2.2.1 Hire administrative staff as per organizational chart, prioritizing Technologist, CFO/COO, and Deputy Director for Development, who can expand our fundraising program and prepare for a capital campaign
- 2.2.2 Develop protocols, expectations, and budget for staff training and professional development opportunities to address future programs and operational needs, including investments and improvements in our digital infrastructure and capacity to advance the organization's digital maturity goals as defined by the Knight Foundation's 2023 assessment report
- 2.2.3 Develop and implement formal assessment protocols and rubrics for staff evaluation and review

### Goal 3: Site Development and Building Renovation

Objective 3.1: Complete the renovation of Bakehouse main building

#### Key Actions

- 3.1.1 Secure 40-50-year City of Miami recertification by completing structural and roof repairs and needed electrical repairs
- 3.1.2 Complete Paratus Group building program brief and align budget for the redesign and renovation of the main building as a state-of-the-art center for artmaking and engagement which anticipates impact of technology on the future building/smart and sustainability goals
- 3.1.3 Retain Michael Maltzan Architecture to prepare schematic plans and renderings, with NEA, Our Town grant, in response to building program brief and stakeholder input
- 3.1.4 Evaluate costs, phasing, and funding needs for building renovation
- 3.1.5 Secure funding for key actions outlined above
- 3.1.6 Phased renovation of building, pending funding

Objective 3.2: Redevelop Bakehouse as a live-work cultural campus, with new and renovated state-of-the-art cultural and community spaces

#### Key Actions

- 3.2.1 Finalize selection of Bakehouse developer partner and determine viability of working with the County to include their adjacent site as part of the overall campus design and program
- 3.2.2 Finalize joint-venture agreement with developer partner to outline business deal (estimated proforma), timeline, design, and program
- 3.2.3 Work with developer partner to jointly create site master plan that aligns with Bakehouse vision and economic constraints

- 3.2.4 Developer partners secures financing and other approvals, and completes pre-development activities
- 3.2.5 Assist developer partner with securing new public and private support for sustainability goals and other site enhancements
- 3.2.6 Break ground (rest is per developer agreement and timeline)

Objective 3.3: Build, strengthen, and integrate technology infrastructure into overall building and operations

#### Key Actions

- 3.3.1 Continue to develop a sustainable digital infrastructure with new hardware and hardware refresh cycles, software, and data management systems to support mission and strategic goals
- 3.3.2 Conduct a comprehensive audit in consultation with security experts to draft and implement a strategic initiative that fortifies physical and cyber security
- 3.3.3 Ensure organizational continuity with a Disaster Recovery Plan to recover and restore critical business operations in the event of major disruptions or disasters

### Goal 4: Development and Fundraising

Objective 4.1 Secure annual funding for operating support, artist studio subsidies, and building repairs

#### Key Actions

- 4.1.1 Establish schedule of mission-based engagement opportunities for donors and prospects with relevant marketing materials and messaging
- 4.1.2 Build a pipeline of major gift donors, build trusting and organization-based relationships with individuals of high capacity across professional and philanthropic sectors with a focus on new people in Miami, and create individual strategies for top prospects
- 4.1.3 Execute several mission-focused events by curating events for current and potential donors, and ensure follow-up communication about giving
- 4.1.4 Develop digital marketing campaigns and create meaningful digital content, with a focus on developing compelling year-end messaging for Give Miami Day
- 4.1.5 Seek a capital earmark through Congressional District for Bakehouse renovation
- 4.1.6 Develop new revenue streams that tap into Bakehouse's expertise and assets to deliver content and programs for other nonprofit and for-profit partners

Objective 4.2 Build the infrastructure required to run a high-functioning development operation

#### Key Actions

- 4.2.1 Review current donor list and giving over last three years and develop plan to establish reasonable fundraising goals based on current funding and donor capacity that ensures revenue growth is incremental over each fiscal year
- 4.2.2 Establish protocols for tracking donor outreach, contacts, giving, and overall strategy
- 4.2.3 Develop framework for development office “best practices” and ensure that policies and procedures are followed and monitored

Objective 4.3 Plan for a capital campaign

#### Key Actions

- 4.3.1 Prepare for capital campaign of a minimum of \$15 million USD by creating a compelling future vision and case statement by interviewing key stakeholders, developing a communications plan, developing a case statement with giving opportunities, and creating community events that ensure all constituents are aligned
- 4.3.2 Create giving and naming opportunities that align with funding needs, both unrestricted and endowment
- 4.3.3 Complete a campaign feasibility study by meeting with all stakeholders to discuss the campaign vision, fund goals, and mission
- 4.3.4 Create a capital campaign plan and timeline with a budget to support campaign activities, a gift range chart, and solicitation plans
- 4.3.5 Write a capital campaign case statement with support documents, including marketing brochures, updated website, gift proposals, gift terms, and donor gifts



Bakehouse Art Complex | 561 NW 32 St, Miami, FL 33127 | [www.bacfl.org](http://www.bacfl.org)

### Strategic Planning Team

Cathy Leff  
Executive Director

Shawn Clybor  
Chief Technology Strategist and Planner

Laura Novoa  
Assistant Director of Programs +  
Community Engagement

Cover photos: *In the Studio* by Pedro Wazzan.  
Artists (left to right): top row, Michelle Lisa Polissaint, Cornelius Tulloch, Bernadette Despujols; middle row, Najja Moon, Thomas Bils, Judith Berk King; bottom row, Robert Chambers, Rhea Leonard, Maru Jensen

### Board of Directors

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Wesley J. Hevia, Board Member Emeritus  
Christine M. King, Board Member Emerita

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### Bakehouse Founders

Ms. Faith Atlass | Ms. Helene Pancoast\* | Dr. David & Nathalie\* Nadel  
\* *in memoriam*