



“Creating, in partnership with the residents and stakeholders of the neighborhood, a home for arts, culture, and small businesses fulfilling our commitment to the revitalization of Historic Anacostia”

**ARCH Development Corporation
Three Year Strategic Plan
October 1, 2016- September 30, 2019**

Extended until 2021

Adopted by ARCH Board of Directors 29 September 2016

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HISTORY OF ARCH DEVELOPMENT CORPORATION

ARCH Development Corporation [ARCH] is a not-for-profit community development organization located in the historic neighborhood of Anacostia in Washington, DC. While ARCH Development Corporation was founded in 1991, its sister organizations had been working in Anacostia since 1986. The Development Corporation's initial focus was small scale business development and lending. In 2005, the Board of Directors developed a strategic plan that led to a change in focus of the organization to one that concentrated on employing arts and cultural and the creative economy as an approach to community revitalization in Anacostia. This ARCH's fourth strategic plan.

PROCESS FOR DEVELOPING THE FY 2017-2019 STRATEGIC PLAN

The Board of Directors approved the development of a new strategic plan at its annual meeting in September 2015. The first step was to review the prior strategic plan and determine what progress had been made on its goals. A summary of results of that study can be found in Appendix A.

The senior staff held a series of meetings to evaluate past results and outline activities that ARCH could potentially adopt as part of its plan. An internet survey was developed and sent to staff, the Board of Directors, Anacostia businesses and also to community members and visitors to the organization's events. Results of that survey can be found in Appendix B. A two-day strategic planning retreat for staff was held in May 2016. An analysis of the prior year programs was also performed. Artistic Programs presented by ARCH for the period July 1, 2015 through June 30, 2016 can be found in Appendix C. The staff discussed each past and potential new program in detail and came up with a preliminary list of prospective programs. The senior staff then meet in August to come up with a final list of programs for the next three years. Additionally, the staff reviewed the mission, values and goals of the organization.

The final draft of the plan was then provided to the Board of Directors for their review. This final plan was adopted at the annual meeting, held on 29 September 2016.

ARCH DEVELOPMENT CORPORATION MISSION AND VISION

ARCH, at its core, is a small neighborhood-based organization with its entire focus on the economic regeneration of the Historic Community of Anacostia in Washington, DC, using arts, cultural and the creative economy.

The Mission of ARCH is: *“To create, in partnership with the residents and stakeholders of the neighborhood, a home for arts, culture, and small businesses fulfilling our commitment to the revitalization of Historic Anacostia”*

Its Vision is: *“Anacostia should be a vibrant residential and commercial neighborhood that retains its historic charm and is filled with small businesses and cultural organizations, which serve Anacostia residents and is a destination for visitors.”*

Our motto is: *“ARCH, Committed to Anacostia since 1986”*

During the strategic planning process, it became apparent that the term “Development Corporation,” while an important legal distinction, is confusing to the general public. ARCH often gets mistaken for a developer, funder, or for-profit corporate entity. This is problematic for fundraising from individuals and for community relations. Therefore, the organization will drop “Development Corporation” from all but legal documents and will use “ARCH” for all other identification purposes.

Strategic Objectives:

- Provide support services to existing small businesses.
- Assist new small businesses to locate in Anacostia
- Present high quality arts in ARCH venues
- Assist artists, arts and culture organizations to find a home in Anacostia.
- Present programs that promote art by and for underrepresented populations.
- Provide support to artists who live or work east of the river.
- Bring visitors and their disposable income into the neighborhood
- Advocate for policies and projects that enhance the vitality of the community

ARCH’s strategic direction is not to be the ‘be all or end all’ of arts and cultural or economic development in Anacostia. Rather, ARCH wishes to be the catalyst and partner for creative economy development in the community. While ARCH operates a wide variety of arts, small business support and cultural related programs, it wants existing organizations to increase their role and visibility and new organizations to move to the community. It maintains its existing programs as an example of the viability of arts and cultural and small businesses in Anacostia.

LOCATION OF ARCH's ACTIVITIES

ARCH's target neighborhood is in Ward 8, which has the lowest family income in the District of Columbia. Specifically, our service area is from Good Hope Road SE on the North; St Elizabeth's Hospital on the South; the Anacostia River on West and 18th Street SE on the East. This includes the Anacostia Historic District and the Anacostia Business Improvement District. It encompasses a SBA HUB Zone and a District of Columbia Great Streets area.

ARCH STRATEGIC PARTNERS

ARCH understands the key roles that various community sectors play in a comprehensive, community-wide revitalization strategy. There are five main sectors involved in this process.

- **Residents:** Without resident approval, no matter how well funded, any revitalization strategy would fail. ARCH must consider the desires and hopes of both long time residents and newer arrivals to the community. Periodic community-wide meetings will be held not only to tell of our ARCH's plans but solicit resident desires and priorities.
- **Private Sector:** A key component of our strategy is to encourage new small businesses and entrepreneurs to locate in Anacostia, while also providing support and services to existing neighborhood businesses to ensure they thrive. Therefore, property owners and small businesses are critical to success. ARCH will work with the Anacostia Business Improvement District to collaborate on key strategic objectives and activities.
- **Artists and Art/Cultural Related Organizations:** Without the "buy-in" from this group, our strategy would be very limited. Over the past 9 years, ARCH has collaborated with artists and organizations East of the Anacostia River as well as throughout the District of Columbia to build a consensus that Anacostia has the potential to be a thriving arts district. ARCH will continue this relationship by having an active Artist Advisory Committee.
- **Government:** Obviously, local government plays a key role in community economic development. ARCH has multiple involvements with the DC government both from a funding relationship as well as providing input into the District of Columbia government's Cultural and Comprehensive plans.
- **Not-for-Profit organizations:** ARCH interacts with a wide variety of creative organizations by both promoting their activities and partnering with them on joint projects.

PROGRAM ACTIVITIES

For the period, October 1, 2016 through September 30, 2019, ARCH will concentrate its activities in the Historic Neighborhood of Anacostia in three main areas: Presenting Quality Art and Cultural Events; Providing Services to Artists and Arts and Cultural Organizations; and Assisting Existing Businesses and Supporting the development of New Small Businesses.

ARTS AND CULTURE PROGRAMS

ARCH will operate the following programs to meet its objectives of presenting high quality arts, helping arts and culture groups find a home in Anacostia, presenting programs that promote art by and for underrepresented populations, providing support to artists to live or work east of the river, and bringing visitors and disposable income into the neighborhood.

VISUAL ARTS PROGRAMS

Honfleur Gallery

Established in 2007, Honfleur Gallery is a contemporary art space located at 1227 Good Hope Road in Anacostia. Over the next three years its focus will be on offering high-quality visual arts exhibitions in a diversity of mediums; enlivening the block with its physical space; showcasing primarily artists who either currently live or are from the District of Columbia; and giving East of the River artists a voice in their own neighborhood. It will also showcase underrepresented groups. The curatorial team will seek exhibitions that have relevance/resonance for the District of Columbia and East of the Anacostia River communities.

In addition to this adjusted focus, the gallery is going to work to increase its annual visitors by 50% over the next three years. To accomplish this, it will embark on the following new projects:

- Offering field-trip experience for students (university and DC middle and high schools) which will include viewing the exhibitions and discussions with an exhibiting artist(s).
- Changing its schedule to increase the number of exhibitions. This increase will give more artists the opportunity to exhibit and provide more for opportunity for visitors to come to the gallery. Year 1 of the plan will be focused on planning, increasing in year 2 to 7 exhibitions, and 8 in year 3.

Vivid Solutions Gallery

Established in 2009 as an intimate photography and digital art exhibition space, Vivid Solutions Gallery ["Vivid"] has moved from its original storefront to the upstairs at Honfleur and finally to a gallery at Anacostia Arts Center. Vivid, in the last year, has changed its focus from being primarily a place to show photography to one where experimentation and creativity in approach is foremost.

To help capture interest and create more memorable and repeatable experiences for visitors, Vivid will expand its focus and footprint in the following ways:

- Expand the concept of “Vivid” as more than just a 4-wall gallery. Vivid exhibitions will break out of its gallery into other areas of the arts center, the neighborhood and beyond. Vivid programs will be the high-quality, yet off-beat visual arts programming arm for ARCH.
- Create exhibition schedules in weeks per year, rather than weeks per show. Vivid will host exhibitions for no fewer than 36 weeks/year. Instead of letting the timeline dictate the exhibition process, show length will be dictated by the artistic needs. This revised scheduling will be planned and tested in late 2017 for full implementation in 2018 and 2019.
- Focus on presentations that are experimental, environmental, unseen, and unusual. Vivid will look for shows that encourage visitors to have an active experience in the exhibition.

Blank Space SE

Established in 2011, Blank Space SE’s objective is to increase opportunities for artists to show their work with minimal curatorial gatekeeping while bringing in varied exhibitions to Anacostia Arts Center as well as rental income. In the coming years, Blank Space SE program will be adjusted in the following ways:

- Add the café walls as a Blank Space SE option in addition to the existing front lounge of Anacostia Arts Center. This will create a different environment for artists, additional calendar opportunities and price points. It will also help balance the availability if Vivid Solutions exhibitions require additional space. This will begin in year 1.
- Use the “Blank Space SE” branding more to distinguish it from ARCH curated programs.
- Increase support for Blank Space for users’ professional development as well as to maintain Arts Center experience integrity (especially since a Blank Space exhibition can be a visitor’s first impression of the Arts Center). Support will include: consultation on hanging and best practices; assistance with art labeling and publicity; and assistance with sales.
- This overall approach will be phased in in year 1 of the plan and refined in years 2 & 3. ARCH will re-evaluate its rates and exhibition packages to find a good balance between the artist’s budget and the cost of Art Center services.

ANACOSTIA ART CENTER

Anacostia Arts Center opened in June of 2013 and is home to a diverse array of creative spaces, small businesses and events. The Center houses a black box theatre, Vivid Solutions Gallery, a café and dining room and 5 additional “gallery spaces” that are home to small businesses. It also has a large lounge area for exhibitions, events, and casual use by guests during business hours.

The first three years of the Center were those of experimentation to determine the correct fit of creative spaces and retail. Over the next three years, there will be a strategic move to tighten the branding of the space as a “Place for Art, Design, Film, Fashion, and Performance”.

To accomplish this shift, ARCH will employ the following strategies.

Gallery Residents

There will be a transition for businesses who do not reflect one of the above categories into other locations in the neighborhood. As gallery space becomes available, the vacated spaces will add the following: Dance/Movement Studio, Artist and Artisan Co-Ops. These spaces will be managed by ARCH and include partnerships with artists and organizations. Planning for this transition will begin in Year 1, with the hope of launching at least one by end of the fiscal year. Implementation will happen as space becomes available and will be fully executed by year 3.

Black Box Theatre

The Center will begin a new “in-house” performance series. This new program will both incubate small theater companies and also guarantee higher quality performances at Anacostia Arts Center. In year 1, 12 weeks will be taken out of rental rotation for this series. In year 2, it will expand to 20 weeks and year 3, 26 weeks. When additional funding is secured, these small groups will not only be provided space and technical assistance at no cost, but also direct funding for performers and the development of new works. The objectives are to have a program of curated performances that would provide high-quality experiences; to be able to package a season that could be promoted in a cohesive campaign; and to spend more time incubating small, innovative performing arts groups.

Eclectic Tuesdays

The Center will program a monthly performance series. After two years of experimentation with Eclectic Tuesdays, AAC will make this a consistent program that happens once per month. It was decided that year-round consistency is important and that once per week is not sustainable. This monthly series will curate exciting performances and offer them for free to the public.

Community Engagement Programs

ARCH will continue its very successful “Selfies with Santa” and its partnership with the 11th Street Bridge Project on “Flower Power [Cherry Blossom]” over the next three years. ARCH has held three successful LUMEN8Anacostia events [which ranks high in favor with local residents]. However, these are very costly and funding for such events are difficult to raise.

Additionally, the Center will launch the following:

RE: Anacostia, in Anacostia: A series of community forums, debates and conversations to address bigger picture issues and ideas relevant to Anacostia and the District of Columbia. ARCH will be a convener for important discourse. In year 1, ARCH will launch a six topic series and it will assess the program to adjust that annual number accordingly for years 2 and 3.

Hands-On

Responding to the desire of community members to learn and do creative things, this program will offer “hands -on” making sessions with artists. Materials fee may be required, but ARCH will cover the cost of the instructor fee. In year 1, ARCH will launch a bi-monthly event. It will assess the program and adjust that annual number accordingly for years 2 and 3. It will also work with youth art organizations to develop activities for school age children.

Carnival

Creating an additional community arts event, ARCH would work with partners to create an annual Carnival event for Anacostia. As this is an ambitious project, ARCH will spend year 1 in planning, launch in year 2, and assess for year 3.

Art Hop Anacostia

Working with a concept developed as part of the first “LUMEN8ANACOSTIA”, ARCH would like to have an “Anacostia Arts Weekend” that inserts artwork into local businesses along MLK and Good Hope Rd. The idea is that these businesses would be open during a selected weekend[s] for their own foot traffic as well as for arts explorers. ARCH would accept submissions, pair artists with businesses, oversee installation, and market the weekend. The weekend of exhibitions will activate the neighborhood and be an attraction for residents and visitors alike. Additionally, it will be a service to artists who need more opportunities to showcase their work. Years 1 and 2 will be spent planning with a launch in year 3. This will help stagger some of the new program load between the three years.

Service to Artists

In addition to the work done in the visual arts and performing arts programs for local artists, ARCH will embark on the following programs to increase its service to visual artists.

East of the River Artist Directory

In year 1, ARCH will launch the site, DC Artists East. The site will serve as a directory for all visual artists who live or have studios east of the Anacostia River. The East of the River community includes a robust arts community and the goal of the site is to increase its visibility and further connect artists to each other and the larger arts scene. There will be no fee to artists for participation. It will also be platform for promoting events like open studios or exhibitions. The site will be launched in year 1, assessed in year 2, and expanded in year 3.

Professional Development

ARCH will work to host a series of workshops about the business of being an artist. It will also work to bring meetings about opportunities for artists (such as the Arts Commission grant opportunities) to Anacostia Arts Center to make it convenient for east of the river artists to participate. Year 1 will be planning and surveying what is currently available with a launch in year 2 and assessment in year 3. This program may have intersections with Hive 2.0.

Promoting work outside of Anacostia

To increase visibility of ARCH programs and EOR artists, ARCH will seek to find opportunities to showcase work outside of Anacostia. This will include exhibitions in businesses (e.g. law firms) as well as possible art fairs and street festivals.

Artist Housing/Workspace

ARCH will continue to operate four units of artist housing. Over the next three years, ARCH will also work with private sector developers to include artist housing and workspace in Anacostia mixed use and housing development projects.

East of the River Distinguished Artist Award

ARCH, with financial support from the Gautier Family, will provide at least one \$5,000 award each year to an Artist who lives east of the Anacostia River. The award celebrates the achievements and contributions of East of the River artists who, individually and collectively, have made an impact for the wealth of arts in Washington, D.C. Although these East of the River artists have been working in the District of Columbia over a number of years, their role in the DC cultural scene is often overlooked. In recognizing them, the award will help document the East of the River cultural history and continue the long tradition of EOR artists.

NEIGHBORHOOD ECONOMIC DEVELOPMENT ACTIVITIES

Small Business Assistance

ARCH will operate a traditional business incubator plus an ‘incubator without walls’ for entrepreneurs and small businesses in the Anacostia neighborhood. The traditional incubator will be located at two facilities within Historic Anacostia, 1227 and 1231 Good Hope Road. These two locations will provide more than 8,000 square feet for between 55 to 65 businesses. Both locations will have private offices and shared spaces as well as a range of services that promote the growth of the small organizations.

The ‘incubator without walls’ will offer the same range of business services, minus the physical location, and will concentrate on working with existing in-location and home-based businesses to assist them in maintaining and growing their businesses and profitability.

Business Recruitment

ARCH will work with the Anacostia Business Improvement District to develop new businesses and facilities in the community, creating opportunities and support systems for entrepreneurs and small start-up companies wishing to locate in the target area. ARCH will concentrate its efforts to recruit businesses that are compatible with residents' needs as well as recruit arts and cultural organizations.

Go Anacostia:

“Go Anacostia” is new venture, partnering with the Anacostia BID, that is both a website and a marketing campaign, simultaneously promoting the Anacostia community and inviting people to visit the historic neighborhood. The website will function as “THE” directory to businesses and organizations in the neighborhood. It will include not only listings of main street operations, but also the many hidden small businesses in the neighborhood. It will be the place to know where to shop, contract, play, or eat locally. In 2017 the preliminary categories will be: Eat (restaurants and cafes); Shop (retail); Play (arts organizations and events) and Stay (bringing to the forefront the many small B&BS in the neighborhood, which lacks hotels entirely). Additional categories will be added over an 18-month period to include Work (construction companies, contractors); Learn (tutoring, classes); and Health (pharmacy, fitness, physical therapy, etc.)

Store Front Improvement

ARCH will work with owners of Anacostia businesses and properties to design and implement projects to design new or upgrade facades for their buildings. This is part of an effort to improve both the physical aspects of Anacostia and overcome the negative perception of a “blighted” neighborhood. ARCH will continue to operate this program as long as funding is received from the District Government.

FACILITIES AND VENUES

ARCH owns the following properties:

- 1227 Good Hope Road, SE: a 4200 square foot building which currently houses the annex to the HIVE. It is currently figured with 9 single offices and a conference room on the first floor and on the second floor a six room office suite. ARCH will renovate the façade in 2017.
- 1231 Good Hope Road, SE: a 16,000 square foot facility which ARCH houses the HIVE 2.0 on the lower level and the Anacostia Art Center on the street level. The HIVE 2.0 has nine individual offices, a “bull pen” with 14 desks, two conference areas, a general working area as well as a kitchen. The Art Center has a 70 seat black box theater, six artistic and retail galleries, a café with a separate dining room and a 750 lounge that is used for exhibitions, events and musical performances
- 2208 Martin Luther King, Jr. Avenue. This building, renovated in 2016, will be rented out as a source of earned income.

ARCH also utilizes the following facilities:

- 1706 16th Street, SE is the site of ARCH's four-unit artist housing live/work space. This property is not owned by ARCH but ARCH currently has use of it at no rent, but ARCH pays all operating costs.
- 1241 Good Hope Road, SE which is the home of Honfleur Gallery on the first floor and ARCH's administrative offices on the second floor is rented. The rent for this property is substantially below market.

ARCH has no plans to buy, rent or develop any other properties or buildings for the time period of this strategic plan. However, it will enter into partnerships with local developers for additional artist housing and workspace.

ORGANIZATIONAL STRUCTURE

Bylaws

In FY 2012, ARCH revised its Articles of Incorporation and its Bylaws to conform to the new DC Code for not-for-profit organizations. It has also revised its operating policies to conform to revised IRS 990 regulations.

Board of Directors

ARCH is controlled by a 9 to 11-member Board of Directors, who serve staggered, three year terms. The Board is configured to conform to the requirements of the District of Columbia as a Community Development Corporation. The Board of Directors currently has the following committees: Executive, Personnel, Finance and Audit. An independent CPA firm which performs ARCH's audit reports to the Board.

Staffing

ARCH operates its program with a lean, diverse staff. Currently, ARCH's officers are the President of the organization who serves as the Chief Executive Officer as well as a member of the Board of Directors. Other senior staff members at ARCH are Vice-President for Arts Programs, Director of the HIVE and Finance Officer. The arts programming is carried out by a staff of three, also utilizing part time personnel to cover and assist during events. Also, on staff, are a carpenter and an assistant who provides maintenance and repair services for all ARCH properties. To keep staffing and costs at a manageable level, ARCH uses Independent Contractors for a wide variety of professional purposes, such as Construction Services, Technical Assistance to arts programming, Marketing and Advertising Design and Curators. ARCH will hire a Small Business Services Coordinator in FY 2017. ARCH does not anticipate hiring any other permanent staff over the term of this strategic plan. ARCH also uses the services of a pro bono law firm. An Organizational chart can be found in Appendix D.

Advisory Committees

ARCH actively seeks community input into its activities. ARCH is committed to holding at least 2 community-wide meetings annually to discuss its programming and requesting input into community needs. ARCH also will continue to have an Art Advisory Committee. ARCH also closely coordinates its economic development programs with the Anacostia Business Improvement District and has a staff member who serves on the BID Board of Directors.

ARCH EEO POLICY STATEMENT

It is the policy of ARCH to provide equal employment opportunity for all employees and applicants for employment. It is the policy of ARCH to administer decisions with respect to employment activities and procedures (hiring, promotions, etc.) without regard to race, creed, color, religion, sex, sexual orientation, marital status, pregnancy, parenthood, status as a Veteran, age, national origin, or physical or developmental disability in accordance with applicable federal and local laws. ARCH takes affirmative action to implement and achieve this policy.

FINANCES

It is hard for a community arts and neighborhood development organization to become totally self-sufficient. However, ARCH has developed a plan which would assist it in becoming less reliant on government grants and contracts. One of its key strategies is to boost its earned income and solicit more corporate sponsorships, individual giving and foundation grants.

ARCH, over the next three years, as part of its strategic plan, is striving to have its funding stream coming from: 40% earned income; 15% corporate sponsorships of artistic venues, exhibitions, concerts and events; 30% government grants and 15% from foundations and private donors.

ARCH has low debt. It currently has mortgages on 1231 Good Hope Road, SE and 1227 Good Hope Road, SE. The total outstanding balance on both properties is less than \$175,000. The monthly total payments for principal and interest on the two properties are \$6,400. ARCH also carries three other debts, a \$100,000 loan for the renovation of 2208 Martin Luther King Avenue, SE and two loans totaling \$126,000 owed to related organizations. During the period of this Strategic Plan, ARCH will pay off the mortgage on 1227 Good Hope Road SE as well as reduce its debts to related organizations. ARCH plans no new debt within the Plan's time frame. ARCH has a favorable balance sheet with total unrestricted assets of more than \$ 3.5 million.

ARCH anticipates that its operational expenses and revenues will be stable over the three years of this strategic plan with both budgets and revenue growing by less than 5% a year.

ARCH anticipates that it will need to make the following capital investments on its owned properties during the next three years:

- 1227 Good Hope Road SE: new façade for the building with 80-90% being paid for by the District of Columbia's StoreFront Improvement Grant in FY 2017
- 1231 Good Hope Road, SE: new lighting grid and fixtures for Black Box Theater, in FY 2017; as well a renovation of both floors' bathrooms in FY 2017; and the replacement of two air conditioning units in 2018.

TRANSITION

ARCH and its sister corporations in Anacostia have been led since 1986 by one of its founders and current President and CEO, Duane Gautier. Duane has informed the Board of Directors that he will, over the next three years, phase out and then relinquish his day-to-day responsibilities of managing the organization. He will work with the Board of Directors and senior management of ARCH to develop a plan for this organizational transition.