

Arshtconnect

2020-2025





Photo credit: Justin Namon, ra-haus



Photo credit: Tony Tur

Since opening in 2006, the Adrienne Arsht Center Trust, Inc., a 501(c)3 not-for-profit organization, has emerged as a presenter of excellent programming that mirrors South Florida's diversity and as a source of robust educational opportunities for learners of all ages. The Center has also become a catalyst for billions of dollars in new development in the downtown area.

The Center's strong reputation, bolstered by strong financial stewardship, has resulted in a generous donor community composed of philanthropists, corporate supporters and foundations. As a county-owned facility, the Center also receives significant operating support from Miami-Dade County.

Building on this solid foundation of programming excellence, educational impact and operational competence, the Center has launched a bold strategic plan for the next five years, 2020-2025, and we are proud to now share this plan with you.

Our plan embraces Miami's unique reality and its position as the model global city of the future. It strives to harness the city's creative energy and celebrate the rich stories of its diverse population. We believe that artistic and cultural experiences build stronger communities, unlock creative potential, develop communication and social skills, and provide enjoyable social-gathering opportunities. As an anchor institution in the cultural ecosystem of Miami, the Arsht Center has a golden opportunity, as well as a great responsibility, to lead the way and to connect Miamians more profoundly through the arts. The enclosed plan, which was created with input from the community and the support of our board leaders, outlines our intentions, goals and strategies.

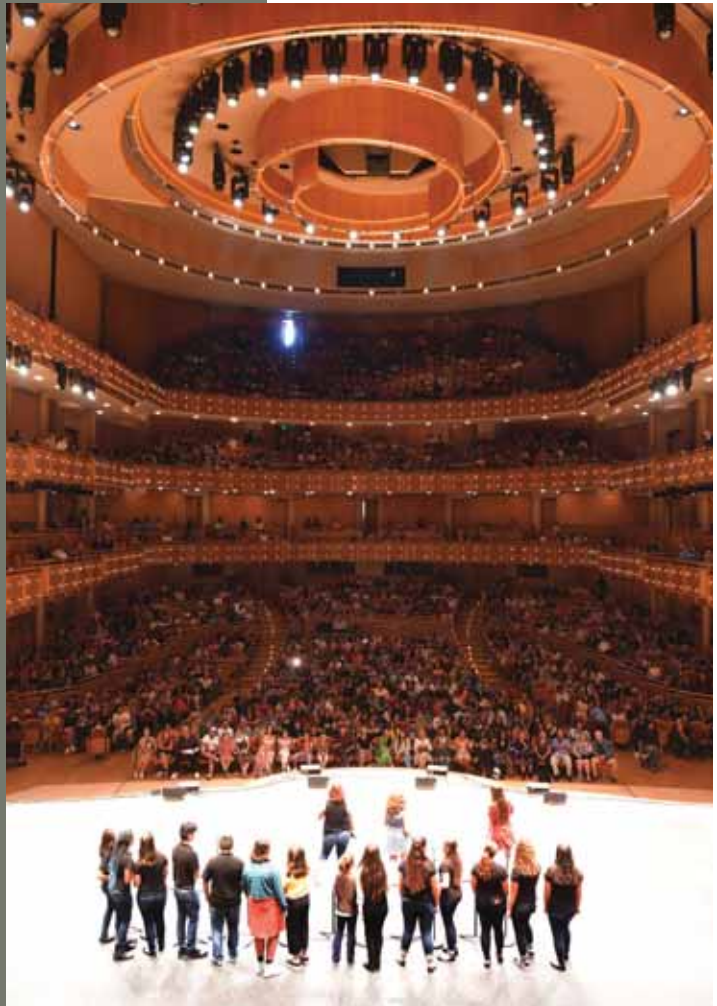
Take a look inside and join us on the **Arshtconnect** journey.

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INSIDE **Arsht**connect

Arshtconnect, the Arsht Center's Strategic Plan for 2020-2025, represents our commitment to fulfill our mission and vision and, most importantly, to deliver on the aspirations and expectations of our communities.

We heard from many voices over the course of our three-month strategic planning process through listening sessions across Miami-Dade County, targeted focus groups with multiple stakeholders, online surveys and workshops with Arsht Center staff and boards. Those voices are now the cornerstone of the Arsht Center's future as we execute **Arshtconnect** and continue to strive for the day when anyone can say, "The Arsht Center is for me."



Photo credits (clockwise from left): Eyeworks Productions, WorldRedEye.com.

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Photo credit: Daniel Azoulay

Arsht values

We value **CREATIVITY**:
Our work will transcend the ordinary.

We value **EXCELLENCE**:
We will pursue excellence in all that we do.

We value **RELEVANCE**:
Our work will reflect a deep connection with the needs and desires of our community.

We value **INCLUSIVITY**:
We will actively welcome all diverse peoples.

We value **SUSTAINABILITY**:
We will continue to be an integral part of our community and thought leaders in the industry.

Arsht diversity

Diversity is our strength. We are dedicated to creating and nurturing an inclusive workplace where everyone is welcome. At the Arsht Center, each person's uniqueness is our business advantage.





Arshtvision

A vibrant cultural community that is globally impactful, locally connected and fearlessly creative.

Arshtmission

To engage and connect people from every corner of our community through artistic excellence and inspiring educational experiences.

Photo credits (clockwise from left):
Eyeworks Productions, WorldRedEye.com, Manny Hernandez.





Arshtgoals

GOAL 1

Welcome and connect all people to the arts, to the Arsht and to each other.

GOAL 2

Present and produce artistic and educational experiences that are excellent and reflect Miami's unique communities.

GOAL 3

Through innovation and creativity, design a bold future for the Center and our sector.

GOAL 4

Strengthen our resilience, adaptability and long-term sustainability.



Photo credits (from left): Mitchell Zachs, WorldRedEye.com.

THE ARSHT CENTER IS FOR ME



Photo credit: Mitchell Zachs.

GOAL 1

WELCOME AND CONNECT ALL PEOPLE TO THE ARTS, TO THE ARSHT AND TO EACH OTHER.

- Remove barriers to access: financial, physical, communication, cultural, language, content, etc. (“A performance for everyone. A place for everyone.”)
- Assess and adapt the Center’s physical spaces (indoor/outdoor) to create open, welcoming and easily accessible public gathering opportunities.
- Make it easy for local organizations and individuals to use the Center frequently.
- Offer the most welcoming, inclusive, home-to-seat experience for every Arsht guest, every time.

GOAL 2

PRESENT AND PRODUCE ARTISTIC AND EDUCATIONAL EXPERIENCES THAT ARE EXCELLENT AND REFLECT MIAMI’S UNIQUE COMMUNITIES.

- Develop artist residencies that include significant community-engagement commitments.
- Program arts-education initiatives that increase our geographical reach and individual impact.
- Expand programming (festivals, commissions, co-productions) that represents Miami’s diverse cultures, talent and communities.
- Move outside the Center’s walls by collaborating, presenting, producing and teaching across Miami-Dade.
- Cultivate collaborations and partnerships with community stakeholders outside our sector.
- Expand the Center’s offerings in the film, visual arts and spoken word disciplines.



GOAL 3

THROUGH INNOVATION AND CREATIVITY, DESIGN A BOLD FUTURE FOR THE CENTER AND OUR SECTOR.

- Establish a dedicated production fund to serve as “venture capital” for the Arsht Center’s creation of new works.
- Support the sector by convening, training and supporting fellow arts professionals (in front of and behind the curtain), especially those at emerging not-for-profits.
- Develop an incubator program to support local artists through workshops, networking and space.
- Support the development of new works in different genres, including theater, film and spoken word.
- Use the latest technology (streaming, apps, etc.) to expand distribution and access to Arsht performances and education programs.
- Develop art-making spaces for community programming, special events, rehearsals and classes at affordable rental rates.

GOAL 4

STRENGTHEN OUR RESILIENCE, ADAPTABILITY AND LONG-TERM SUSTAINABILITY.

- Execute a major endowment campaign to strengthen the Center’s financial sustainability.
- Re-energize the Center’s branding and marketing, with an emphasis on its digital presence.
- Strengthen the Center’s commitment to environmental stewardship.
- Increase the use and availability of data analytics to drive strategic decision-making.
- Invest heavily in staff retention, professional development and career growth.

Photo credits (clockwise from left): Justin Namon, ra-haus; Eyeworks Productions.



SPECIAL
THANKS TO
OUR COMMUNITY
CONTRIBUTORS

ARSHT CENTER RESIDENT COMPANIES

OUR 10 ARTS PARTNERS

400 VOLUNTEERS

MIAMI-DADE COUNTY DEPARTMENT OF
CULTURAL AFFAIRS

MIAMI-DADE COUNTY MAYOR AND
BOARD OF COUNTY COMMISSIONERS

AND ALL OF THOSE WHO GAVE FREELY
OF THEIR TIME AND IDEAS AT OUR
FOCUS GROUPS AND COMMUNITY
LISTENING SESSIONS ACROSS THE COUNTY



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 Ramon Suero
 Judith Traum
 Sondra Walsh
 Sara Zajic

* Deceased



NEXT STEPS

With the **Arshtconnect** Strategic Plan as our guide, we will now work to transform the aspirations shared by our community into a new era for the Arsht Center and Miami-Dade.

Our next steps are as follows:

- Identify and prioritize key objectives.
- Develop timeline for executing those objectives.
- Develop annual business plans and budgets to meet objectives.
- Measure and review outcomes, and adapt as necessary.

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Adrienne Arsht Center
FOR THE PERFORMING ARTS OF MIAMI-DADE COUNTY

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