

2014

Detroit Artists Market Strategic Plan



11/25/2014

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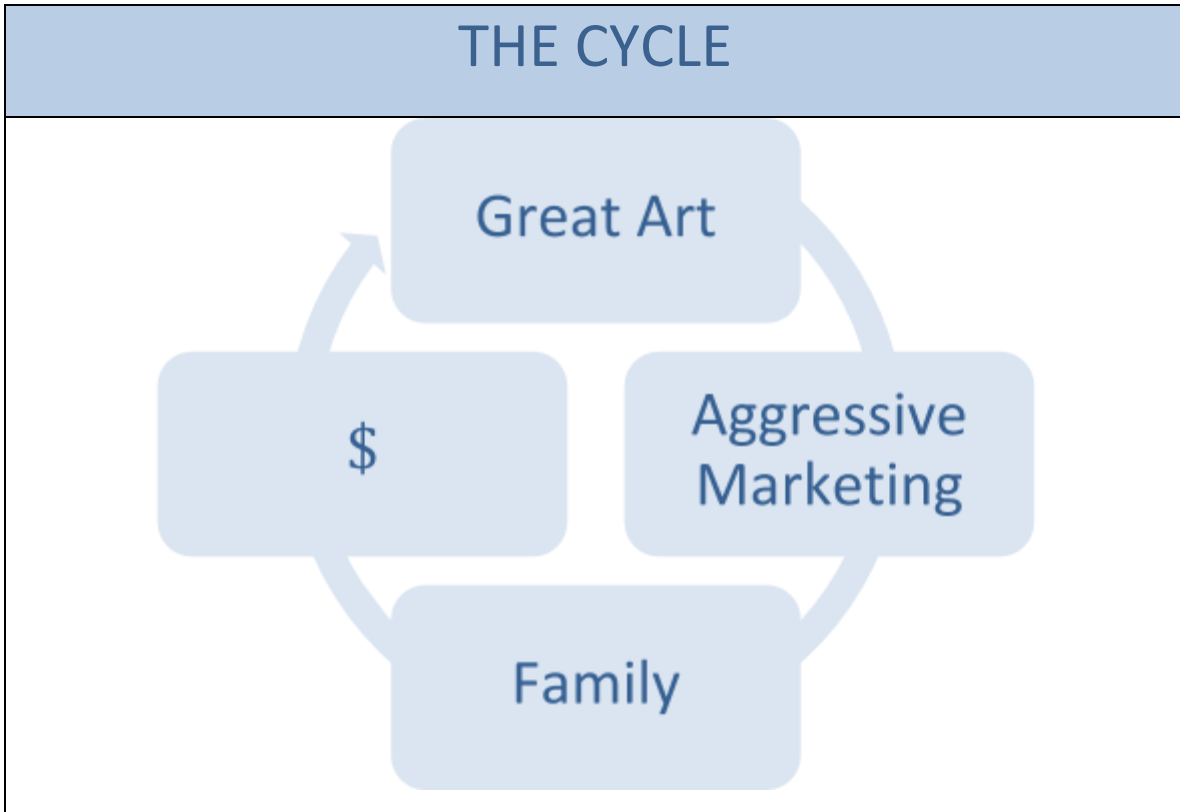
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Executive Summary

The Detroit Artists Market (DAM) has a rich legacy and important role in the current and future art community in metropolitan Detroit. The future of the organization is built on the DeVos theory of organizational activity that prioritizes investment in great art: when bold art is marketed aggressively, an organization attracts a family of energized buyers and patrons. The income produced by this family is reinvested in more art that, marketed well, builds a larger even more diverse family. When this cycle repeats year after year, the organization incrementally and sustainably builds capacity, presence and health.



The Board of Directors and the Director Matt Fry embarked on this 3-year strategic planning process in the summer of 2014 to better understand the current strengths and weaknesses of the organization and build a sustainable and vibrant plan for the future. The new plan underscores the importance of relevant and innovative programming and exhibitions while also supporting the organization's mission and history. The focus through the next 3 years will be on membership growth, fundraising and strong exhibitions and programming. Membership categories were restructured to better target potential members and provide clear and distinct value propositions at all levels. Membership revenues are projected to increase 50% by FY2017/2018 with an 18% increase in the number of members across all categories.

Fundraising will focus on individual giving with continued growth in online fundraising programs such as RiseDetroit, Amazon Smile and Network for Good. The Board will launch a new signature

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annual fundraising event in September of 2015 to build brand awareness and create a platform to facilitate engagement and encourage individual and corporate giving.

Elements Gallery and art sales will continue to provide recurring revenue for the organization and support the mission of the organization to exhibit and sell work from metro Detroit artists. The art placement program will shift its primary focus from leased works to sales of artwork, creating another opportunity to support artists and build brand awareness for the DAM. All art sales will continue to provide a 66% commission to the artist reflecting the nonprofit structure of the DAM and encouraging the participation of local artists.

The DAM recently signed a 3-year lease for their existing space with a minimal rate increase and option of first-refusal for the approximately 3,000 square foot adjacent space. This provides financial and programmatic stability for the next 3 years and the opportunity to carefully evaluate needs and options again beginning in 2016.

Grant funding, CFSEM endowment interest, and the Tannahill bequest will continue to fund a significant percentage of the operating budget while declining as a percentage of total funding from 35% in FY2015/2016 to 28% in FY2017/2018. This reflects the increased individual, corporate, and art placement income. Income increases from a projected \$428,000 in FY2014/2015 to \$605,840 in FY2017/2018. Net income is positive beginning in FY2014/2015.

History of the Detroit Artists Market

Origins

Through the vision and faith of Mildred Simpson, a passionate supporter of modern art in Detroit, the Detroit Artists Market was founded in 1932, in the depths of the Great Depression. This occurred two years prior to the Federal WPA program, offering aid to artists on a national level during this difficult time.

While other exhibition programs like the Detroit Society of Arts and Crafts closed the doors of their salesroom and gallery to focus meager resources to maintain and develop an art school (now College for Creative Studies) and while the Detroit Institute of Arts struggled to stay open, a small group of co-founders teamed up to present “modern art” by Detroit artists. The early showings took place in Mrs. Simpson’s living room. This group of visionaries included Mrs. Simpson, Robert Hudson Tannahill, Mrs. Richard Hudson Webber, Mrs. Clarence Davock, Mrs. William H. Rea and Mrs. George Kamperman.

The organization was first called the Young Artists Market. By 1938, the name had shifted to the Detroit Artists Market to reflect their decision to include established artists in their exhibitions. The intention of its founders was to display the work of young Detroit artists, under the age of thirty, as well as to educate the taste of the buying public and to encourage new collectors.

The Detroit Artists Market has continued its dedication to Mrs. Simpson’s original directive to exhibit the work of young artists as well as to inform and develop the taste of its members. By the late-1960s, the need for an art professional to guide the Market had been recognized, and in 1969 the Detroit Artists Market appointed its first part-time Art Director.

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Evolving

The first Art Directors - David Tammany, Katharine Smith, Steven Higgins and Douglas Semivan - returned the focus to the work of young Detroit Artists in response to complaints about the stagnant program at DAM. During this time the jury process was greatly simplified and a new balance between new art and Market mainstays was established. Christmas and garden sales helped subsidize the riskier shows and allowed more freedom to the exhibition program. Some shows of note and notoriety include *Projects*, curated by Sam Wagstaff, Curator of Modern Art at the DIA, and *Selections from the Studios of Old Convention Hall*, featuring the Cass Corridor Artists.

As the first full-time Art Director, Joy Emery concentrated on group shows to illustrate the strength and variety of Detroit art, while rekindling the relationship with Hudson's. This new collaboration became The Other Space on the 7th floor of the downtown store featuring one and two-person exhibitions. Mary Dennison accepted the challenge to oversee the 50th anniversary schedule of exhibits and programs. She introduced *Party in the Park*, the popular and very successful theme-based gala in Harmonie Park designed to raise funds for DAM's annual operating budget. Sharon Zimmerman was brought in by Dennison as Gallery Manager in 1985 and became Art Director the next year. She continued the lively program of exhibitions, performance art and events through 1990.

DAM moved from Harmonie Park to Stroh River Place in 1992. Art Director Gerry Craig managed that move and continued the push for social outreach. She organized a number of new events, including *Fore Art* miniature golf exhibition and the *Rivertown Dance Marathon*, bolstering a sense of camaraderie between artists and members.

DAM Today

The decision to relocate once more proved to be an important decision for DAM. Their new prime location on Woodward Avenue positioned them directly in Detroit's Cultural Center near WSU, the DIA, The Scarab Club and the Detroit Historical Museum. Executive Director MariaLuisa Belmonte supervised not only the development campaign and the move, but she also worked directly with board chair Jeffrey Abt and the architects to design the space specifically for the gallery.

With the new home in order, Aaron Timlin was brought on as the next Director. His energy and sense of spectacle reinvigorated the organization with ambitious exhibitions like *5 Shows in Five Days* and the *Biennial 2002* show. Steve Horn and Mary Harrison took their turns as interim Directors during the search for Timlin's replacement. Exhibitions like *Metalize*, the *Design Show* and the *Under the Radar: Willis Remembered* maintained DAM, while keeping the organization true to its mission.

Director Nancy Sizer joined DAM in 2007 and focused on building a solid and sustainable infrastructure for the organization, while also reaching out to more artists and new audiences. The holiday and garden sales continue to bring new audiences and generate strong sales for local artists, while exhibitions such as *Detroit:Next* and the special *Hughie Lee-Smith Remembered* explored the best in contemporary art. The most recent Director, Matt Fry, joined the organization in May of 2014 to once again reinvigorate the organization as the art landscape in Detroit evolves while staying true to the original "great idea" created in 1932.

Mission and Vision

Mission: We are Detroit Art. Detroit Artists Market is a non-profit gallery committed to contemporary art and to connecting artists, collectors and communities.

Vision: The foremost destination to exhibit, collect and learn about contemporary art in Detroit.

Value Proposition

The Detroit Artists Market provides value to a number of audience groups, including artists, members, funders, collectors, volunteers, and the community at large. Individuals may belong to more than one audience group and derive value from each role.

ARTISTS	MEMBERS	COLLECTORS
<ul style="list-style-type: none"> • Forum • Money • Exposure • Connections • Growth • Supportive communities 	<ul style="list-style-type: none"> • Community • Education • Discounts • Connections • Philanthropy • Sense of ownership • Opportunity to collect • Exclusivity • Fun • Social 	<ul style="list-style-type: none"> • Resource • Accessibility • Education • Variety • Networking
VOLUNTEERS	COMMUNITY	FUNDERS
<ul style="list-style-type: none"> • Opportunity • Fun • Social • Networking • Personal fulfillment 	<ul style="list-style-type: none"> • Resource • Identity • Entertainment • Anchor • Inspiration • Education 	<ul style="list-style-type: none"> • Philanthropy • Recognition • Mission fulfillment • Place-making • Relevancy • Innovation (potential)

Goals and Objectives

Identification of the goals and objectives began with a discussion of how to identify success in 2015 and in 2020. These goals provided the framework for envisioning realistic goals and objectives that still require the organization to stretch and create a sustainable and exciting future.

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SUCCESS 2015

Exhibition and programming

- Meaningful exhibitions and programming
- Adventurous, robust and diverse exhibitions and programming
- Expanded outreach and engagement
- Recognized as part of the art conversation in Detroit
- Expanded art placement program

Marketing and membership

- New audiences
- Increased membership
- Smart marketing

New board structure

- Evaluate committee roles and responsibilities
- Define board member assignments and commitments
- Increase diversity of board

Operations

- Secure physical space
- Formalized artists recruitment program
- Better use of technology
- Expanded staff
- Clear vision, support and metrics for Elements Gallery

Fundraising strategy

- Signature fundraising event
- Increased individual giving

SUCCESS 2020

- Brave organization
- Larger organization
- Balancing history with innovation
- Financially healthy
- Diversified grant funding
- Increased individual giving
- Increased brand recognition
- Strong and larger membership base

Organizational Goals

Key goals and objectives were then developed for the organization and on-going operational, board, and funding initiatives. Below is a summary of these goals and objectives:

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DAM has a strong history to leverage and the opportunity to grow and sustain a relevant and vibrant nonprofit arts organization. A key underlying value is to continue to balance history and innovation.

- Changing the core of the organization to better reflect and represent the community
- Becoming a thought leader in the art community
- Building membership
- Increasing the donor base
- Identifying physical space needs and opportunities for 2018

Exhibitions

The exhibition committee is responsible for creating and delivering an annual group of exhibitions that supports and fosters the organization's mission and vision. The framework for exhibitions over the next 3 years is structured to maintain legacy events while providing the opportunity to embrace new and creative opportunities. See *Appendix I* for the 2015 exhibition schedule.

Specific goals and objectives include:

- Audience specific shows or audience consideration
- Collaboration and connection with surrounding art galleries, community and neighbors
 - Establish a two-year exhibition schedule by January of each calendar year
- Include the following on an annual basis
 - Holiday show
 - Scholarship show
 - Solo or small group show
 - Guest-curated show
 - Exhibition Committee Curated Show(s)
- Include the following every other year
 - All media juried show
 - "Wild Card" to be defined
- Include a minimum of one pop-up show per year
- Increase the diversity of exhibiting artists
- Annual review of upcoming year's exhibition schedule at designated Board meeting prior to start of fiscal year
- Exhibition committee structure
 - Exhibition committee chair to have a permanent seat on DAM board executive committee
 - Concepts to be reviewed by DAM executive committee prior to scheduling and intensive planning.

Programming

DAM programming is focused on fulfilling three primary objectives: learn, collect and connect. These overlapping programmatic tracks combine to create an environment that promotes artists and grows support in the form of membership, giving and community engagement. See *Appendix II* for the planned 2015 combined exhibition and programming calendar.

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LEARN (about contemporary art and artists from this region)

- Gallery Talks for exhibitions
- Circle of Art (membership incentive)
- Annual Meeting
- Artist educational workshops

COLLECT (a range of quality artworks made by Detroit and Michigan artists)

- Exhibitions provide collectors with their best opportunity
- Other programs/events also provide collecting opportunities: Elements Sales Gallery; Featured Artists wall (include artists talks on Third Thursdays as scheduling permits); Art Placement; and, events like First Grabs, Noel Night, Shopping nights, and the Garden Party & Art sale.
- Plan two educational programs per year for collectors (NEW)
 - Art collectors talk about their approach to collecting
 - Experts from Sothebys, Christie's, Leslie Hindman, etc.
 - Private art installation tips
 - Collection care

CONNECT (with artists, collectors, staff, funders and the community)

- Exhibition previews
- Gallery talks
- Pop-up shows
- Third Thursdays
- Dlectricity
- Noel Night
- Annual Meeting

Membership

Membership is focused on retaining members, attracting new members, engaging members, and incenting members to participate in higher membership levels and donor opportunities. The membership structure was evaluated and compared to surrounding nonprofit gallery memberships and industry benchmarks. Membership benefits were carefully reviewed to ensure added value for higher membership levels and appropriate incentives for member engagement. The new membership structure is found in *Appendix III* with a proposed implementation date of January 1, 2015. Membership roll-out and marketing will include a dollar value for tangible benefits.

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Membership goals and objectives include:

	Student / Young Collector	Artist	Individual	Family	Patron	Collector	Benefactor	Total
2014	10	385	77	90*	37	3**	2	604
2015	15	390	85	95	41	4	3	632
2016	25	395	93	99	45	6	4	667
2017	40	400	102	104	49	8	5	709

* includes 53 Household + 37 Associates

** includes 1 benefactors

A corporate membership program will be introduced in January 2016 to provide targeted opportunities for corporations to participate in a variety of membership levels.

Funding

Fundraising will create new opportunities for engagement and giving amongst individual and corporate donors while continuing to nurture and cultivate foundation support. Foundations in the Detroit community have provided long-term support for the DAM and are a critical part of its future financial stability.

Individual Giving

- Targeted annual appeal focusing on prior year accomplishments and plans for upcoming year. Mailing to include past and high potential donors.
- Expansion of online giving tools and programs
- Individual giving grows from \$23K in FY2013/2014 to \$35K in FY2017/2018 reflecting increased membership growth and marketing.

Corporate Partners

- Identify 3 events per year for potential sponsorship including exhibitions, Garden Party and the annual signature fundraising event
- Develop a list of potential sponsors in FY2014/2015 with Board and staff input; identify point of contact in the Board or staff and the ask for each potential corporate partner
- FY2015/2016 goal of \$15k
- FY2016/2017 goal of \$21K
- FY2017/2018 goal of \$30K

Annual Signature Fundraising Event

- Launch September 2015
- Proposed ticket price \$150
- Attendance goals of 150 in Sept. 2015; 200 in Sept. 2016; 250 in Sept. 2017

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- Net income \$10K in Sept. 2015
- Minimum \$5K corporate sponsorships
- Potential for silent auction and additional fundraising initiatives

Board

The Board of Directors is a critical component in the success of the organization. The Board will focus on creating and executing a successful annual signature fundraising event and increasing DAM membership at all levels.

- All board members active in fundraising in 2015
 - Signature event (planning and participation)
 - Corporate sponsorships (identify opportunities and leverage existing relationships)
- All board members maintain a minimum Circle of Art Patron membership
- All board members identify 1 potential Circle of Art member
- All board members recruit a minimum of 1 new General member
- All board members buy a minimum of 1 ticket to the annual signature fundraising event
- Create a process for developing stakeholders into board members by end of FY2014/2015
- Develop clear roles for all board members within 3 months of new board member's tenure
- Develop plan to nurture board members for leadership positions in 2015

Elements Gallery

The Elements Gallery generates approximately \$38K in sales with a net of approximately \$7,600 after artist's commissions; provides an opportunity for artists to show and sell their work; and creates a compelling and on-going reason for members, community residents, and visitors to frequent the DAM.

- Increased sales year over year within existing space
- Online sales launched in FY2015/2016 with an anticipated 20% increase in sales
- Updated point of sale and barcode technology
- No written receipts by FY2015/2016

Art Placement

The art placement program began somewhat serendipitously in 2007 when MGM contacted the DAM to work with them in securing local art for their new hotel and casino. The program evolved from this initial project and realized their first major installation sale for Kresge's Troy office in 2014.

- Maintain approximately \$10K in gross revenue from annual art placement leases with 5 on-going contracts in downtown Detroit
- Increase art placement sales to \$35K in FY2015/2016; \$45k in FY2016/2017; and \$55K in FY2017/2018 including conversions from lease installations
- Identify opportunities for 250+ organizations

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Staffing

This plan requires the continued dedication and excellence from the current staff and recognizes the need for additional staff as the organization and its programs grow. Program success and required resources will continue to be evaluated to balance resource needs and funding.

- Develop SMART goals for all full-time staff to support 3-year strategic plan
- Implement talent management system including revised job descriptions, annual performance evaluations and PTO policy
- Additional membership (contract employee) and Elements Gallery support in FY2015/2016
- Part-time membership/development position in FY2016/2017
- Additional art placement and Elements Gallery (contract) support in FY2016/2017
- Full-time membership/development position in FY2017/2018
- Additional art placement and Elements Gallery (contract) support in FY2017/2018
- Intern program with clear goals and assignments beginning FY2015/2016

Volunteers

Volunteers have played an important role at the DAM over the years and are often artists or members. Volunteers offer an opportunity other than Board membership or monetary donations to be involved with the DAM and tangibly contribute to its success. Exhibitions Manager, Peter Gahan and Programs Manager, Dalia Reyes jointly manage the volunteer program. Up to 60 volunteers are currently engaged on an annual basis. The volunteer program will be refined over the next year to:

- Identify roles
- Ensure engagement
- Develop an initial and on-going training program
- Identify and provide volunteer recognition and rewards

Marketing

The marketing plan is designed for membership recruitment and building brand awareness through the DAM website, social media, PR, and community outreach.

- Create and launch brand marketing strategy by spring 2015
- Create and launch membership recruitment campaign by spring 2015
- Create collateral materials for membership (spring 2015); individual giving (FY2015/2016); corporate partners (FY2015/2016); and art placement (FY2015/2016)
- Focused social media strategy to increase Facebook likes and page visits year over year; increase Twitter followers year over year; and Instagram followers and likes year over year
- Increased public relations activity resulting in up to five media stories per year
- Redo DAM website by end of FY2015/FY2016 and increase artist, member, and non-member website usage
- Develop, program and market to young collectors social group in FY2016/2017

Market Research

Stakeholder Interviews

Face-to-face interviews were conducted with 17 individuals in the June-August 2014 period. This group included board members, DAM staff (current and former), funders, artists and other stakeholders. Key take-aways included the ever-present strength of the DAM's 82-year history and their ability to persevere through tremendous economic, social and artistic changes in the Detroit metropolitan area.

Additional strengths noted include programming, location, financial health, and artist engagement. Key challenges also include the location, slipping prestige, lack of a clear and consistent future plan, and membership.

Future success was articulated by attracting new audiences, increased membership, expanded and more adventuresome programming, growth in the art placement program, smart marketing, secure physical space, expanded outreach and engagement, and a strong and diverse financial base.

See Appendix IV for a more complete summary of responses by category.

Detroit Galleries

Several suburban galleries have moved back to the city, and arts hubs are solidifying. Midtown, home to the Detroit Institute of Arts, the Museum of Contemporary Art Detroit and The Detroit Artists Market has numerous new galleries including Butcher's Daughter, Re:View, and the N'Namdi center. In Southwest Detroit, a white box called What Pipeline opened in 2013 just down the street from community-focused spaces like 555 Nonprofit Gallery and Studios, housed in a former police precinct. In Eastern Market, two new destinations, Inner State Gallery and Trinosophes, opened in the spring of 2013 on busy Gratiot Avenue, blocks from the Red Bull House of Art.¹

Members of the strategic planning committee and Board members participated in the Third Thursday gallery crawls in August and September 2014 to gather first-hand impressions of the current Detroit art community. Third Thursday has over 60 participating galleries and cafes in Corktown/Southwest Detroit, downtown, Eastern Market, Hamtramck, Livernois/Avenue of Fashion, Woodbridge, North End and Midtown. The galleries reflect a mix of nonprofit and for profit galleries and represent emerging and established artists from Detroit, Michigan and the world.

Notable nonprofits include the Scarab Club, 555 Gallery, Signal-Return, N'Namdi and MOCAD. Scarab was founded in 1907 and is focused on "the education and enlightenment of its members and the community in the visual, auditory, and literary arts." 555 Gallery is an artist run organization established in 2004 providing work space for emerging artists. MOCAD was founded in 2006 as a non-collecting institution focused on presenting art at the forefront of contemporary culture.

For profit galleries impacting the art landscape include the Library Street Collective, stART, What Pipeline, Tangent Gallery, and Inner State. These galleries run the continuum from Library Street

¹ http://www.nytimes.com/2013/08/11/travel/as-detroit-flounders-its-art-scene-flourishes.html?_r=0

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Collective representing artists with international reputations selling to international collectors to start focusing on emerging artists and a younger audience and collector.

See *Appendix V* for a more complete summary of galleries, their operations, and committee observations.

National Organizations

Several organizations across the country were identified by DeVos as comparable in mission and vision. They provided insight in membership structure, programming and exhibitions, and funding:

- Locust Project Miami
- Intermedia Arts Minneapolis
- Vox Populi Philadelphia (closest in mission to the DAM)
- Space 2016 Philadelphia
- Cannonball Miami (more artist support and residencies)

The Landscape

The Community

The Detroit Artist Market is part of a growing group of profit and nonprofit galleries in the metropolitan Detroit area. These represent both potential competitive and collaborative relationships. The ubiquitous reach of the Internet has eliminated geographic boundaries and expanded customer and competitive opportunities around the globe.

In recent years, artists have flocked to cheap rents and have converted shuttered storefronts and abandoned buildings into studio spaces and galleries as private money has poured into the local art scene. The Detroit Knight's Art Challenge is part of a \$19.25 million investment in the Detroit arts that Knight Foundation announced in the fall of 2012. It includes support for the three-year challenge, which provides \$9 million in funding, exposure and momentum to smaller arts efforts, and \$10.25 million to some of the region's premiere cultural institutions.² The Kresge Foundation has awarded annual fellowships to artists since 2009, and Red Bull opened its first domestic *House of Art*, an emerging-artist incubator, here in May 2012.³

The City of Detroit is rejuvenating itself once again as a new Mayor took office and plans to emerge from bankruptcy came together. Detroit officially emerged from bankruptcy on November 7, 2014 as bankruptcy judge Steven Rhodes approved the plan to shed and restructure debt and pension plans. The "Grand Bargain" managed to save the art collection of the Detroit Institute of Arts by raising \$816M from foundations, private donors and the state of Michigan. The funds raised will help to pay public workers' pensions — and the ownership of the museum was transferred from the municipality to an independent charitable trust. The bankruptcy

² <http://www.knightfoundation.org/press-room/press-release/knight-arts-challenge-names-detroit-finalists/>

³ http://www.nytimes.com/2013/08/11/travel/as-detroit-flounders-its-art-scene-flourishes.html?_r=0

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plan approved by the judge sets aside \$1.7 billion over the next nine years for investment in basic services and infrastructure, critical to the future success of the city.⁴

Private investment in Detroit also continues to gain momentum. JPMorgan committed \$100M in May 2014 to the city for funds to speed the renovation of abandoned homes, train residents, grow small businesses, improve city infrastructure, and support neighborhood redevelopment.⁵ Dan Gilbert's investment in the City of Detroit now includes over 40 downtown properties covering nearly 8 million square feet of real estate. Gilbert's companies have shifted more than 12,000 employees into the city and his total investment in Detroit nears \$1.5 billion.⁶

The Midtown neighborhood and current location for DAM has experienced significant revitalization over the past 15 years. Wayne State University, Detroit Historical Museum, Charles H. Wright Museum of African American History, Detroit Public Library, Detroit Symphony Orchestra, the Detroit Institute of Art, and the College for Creative Studies provide strong cultural and educational anchors in the community. Midtown Detroit, Inc., which was formed as the University Cultural Center Association (UCCA) in 1976, supports economic, residential and cultural development in the Midtown and New Center areas. UCCA/MDI has developed a comprehensive campaign that advertises housing options; promotes local cultural events; connects people to Midtown museums, theatres, galleries, restaurants, and retail stores; and is expressed in UCCA/MDI's three signature art events – Art X Detroit, DLECTRICITY, and Noel Night.⁷

Differentiation

There are a number of key differentiators for members, potential members and artists. Even though these attributes are not individually unique to the DAM, the combined offering creates a unique value proposition in the Detroit art market. The DAM appreciates the fast-changing nature of the metro Detroit art market and community and the need to continually evaluate and modify the DAM offerings.

Differentiators for Members

- Opportunity to view and buy emerging art from upcoming artists
- Social space – a place to meet, learn and collect. Full social calendar with many openings/exhibits
- Price to Value ratio - accessible price points for many income levels
- Access to events and artists
- Detroit-minded art
- Access to private collections via Circle of Art tours

⁴ <http://www.economist.com/blogs/democracyinamerica/2014/11/detroits-bankruptcy-plan>

⁵ <http://www.washingtonpost.com/news/storyline/wp/2014/08/15/jpmorgan-is-betting-100-million-on-detroit-can-it-leverage-a-lot-more/>

⁶ <http://www.nationaljournal.com/next-economy/america-360/is-dan-gilbert-detroit-s-new-superhero-20140227>

⁷ <http://midtowndetroitinc.org/who-we-are/history>

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- Customized advice/education on purchasing art from staff, exhibition committee, and special events
- Long-standing events (Garden Party and Art for the Holidays)
- Accessibility and welcoming atmosphere
- Long-term relationships and history of supporting Detroit area artists
- Artist advocate
- Discounts for Elements Gallery and art purchases

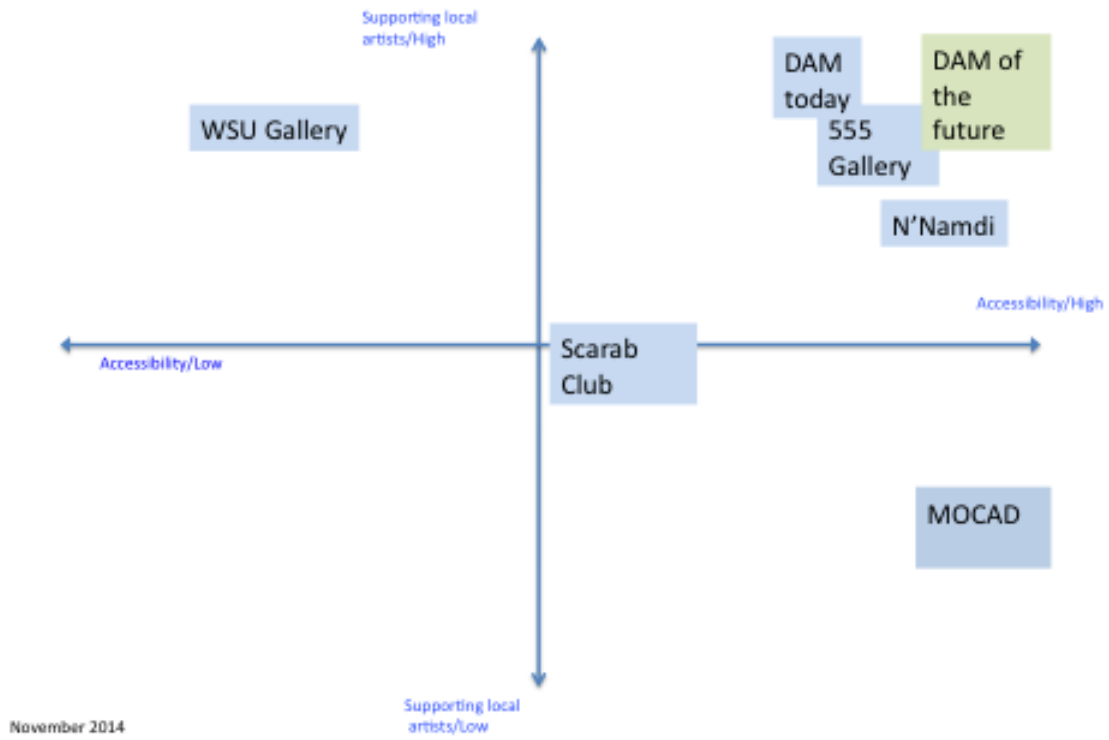
Differentiators for Artists

- Price constraint advocacy - creating value by supporting valuation of work
- Forum to expand artistic scope - allow artists to try new things, work on the margins of their comfort zone
- Local presence - connection to Detroit and Metro Detroit artists
- Community/social space - Open forum for like-minded artists sharing their work with each other
- Midtown location - convenient for artists in school at WSU and CCS. Centrally located for those who live and work in Detroit
- Art placement program
- Artist database with tremendous online exposure
- Very low artist membership fee
- Excellent commission for the artist

Positioning in the Nonprofit Art Community

The positioning graphic indicates the current and aspirational position for the DAM amongst the current and similar nonprofit art organizations in the City of Detroit. This reflects the need for the DAM to provide clear value and differentiation, while also understanding and participating in collaborative efforts within the nonprofit and for profit arts, educational, and community organizations.

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SWOT Analysis

The SWOT analysis highlights the strengths and weaknesses of the organization identified throughout the market research and the opportunities for and threats in the external environment. Strengths are mapped with opportunities to maximize impact and potential for sustainable success.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • History • Location • Artist support • Affordability • Accessibility • Gateway to artists & community • Variety • Reputation • Dedicated 	<ul style="list-style-type: none"> • Fundraising strategy • Too quiet • Lack of diversity • Facility • Technology • History • Staff capacity • Reputation
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Active arts scene • M1 rail • Dan Gilbert • Walkability (current location) • Funders investing in Detroit • Increased tourism • Increased businesses in Detroit • Increase in Detroit residents • DLECTRICITY, Noel, ArtX • Midtown development • Ecommerce 	<ul style="list-style-type: none"> • Competition • Shrinking funding pools • Increasing real estate values • Crime • Economy

Marketing

The membership strategies and tactics will be developed to focus on:

- Membership Recruitment (60%)
- Awareness (40%)

A variety of strategies and tactics will support membership growth and brand awareness that include a new website, increased public relations activity, collateral material to support membership, corporate partnerships, and art placement.

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Membership Campaign

- Create an online video/vlog marketing campaign that brands DAM (key differentiators) and recruits members.
- Produce “Dream in Color” web spot to launch the campaign and follow with five related vlogs from DAM artists revealing interesting personal/professional details and why each artist enjoys being a DAM artist member. Unveil a new spot every other month to extend the campaign for a year.
- Key messaging will include a request that current members help recruit new members. Post a “member-meter” of sorts on the website and Facebook page where people can track the recruitment progress. This will involve an extensive social media push encouraging others to post (in written and vlog form) on what they love about being a DAM member.
- The campaign must have the following attributes:
 - Entertaining
 - Participatory
 - Strong narration
 - Compelling music
 - High production value
 - Strong recruitment message

Public Relations

- Pitch feature stories about profiled artists and members to a wide range of media with a focus on local media (Patch Royal Oak, for instance)
- Establish relationships with local media to create opportunities for extended coverage of exhibitions and programming

Creative RFP

- Send to three area marketing/ad agencies and consider contacting Zeke Anders, who recently premiered “Vlogzilla” at the Detroit Film Theatre

Website

- Develop RFP for website reconstruction and include improved e-commerce engine (memberships, donations and products), revisions to the back end and adjustments to the artists database
- Ensure the website is smart-phone/tablet optimized
- Launch new website FY2015/2016
- Identify and apply for technology specific grant funding with the target to secure a minimum of \$5K per year for 3 years to support the build-out and on-going e-commerce, hosting, and updates
- Increase total sessions and page views; reduce bounce rate, monitor ratio between new and return visitors

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Community Outreach

Community outreach and participating in the vibrant art community is vital to the DAM and will identify on-going opportunities to collaborate and work with other organizations to build partnerships and awareness. Current plans include:

- DAM artists work with Detroit Bikes to produce ten co-branded bicycle racks that are placed at prominent Midtown/Downtown businesses along Woodward. Pitch news stories on this and work with businesses to distribute branded materials.

Social Media

According to socialmediatoday, the fastest growing segment of social media users are aged 45-55, meaning it is no longer just for the younger generation.⁸ The DAM staff will continue to use social media to build brand awareness, promote exhibitions and events, recruit new members, and retain existing members. A social media platform such as HootSuite will be used to manage and integrate the various social media tools beginning in FY2015/2016. Baseline metrics for FY2014/FY2015 for Facebook, Twitter and Instagram have been established with strategies and tactics developed to increase engagement on all levels.

Customer Feedback

- Develop in-gallery questionnaires to identify how/where they heard about the DAM and evaluate overall impressions and customer satisfaction.
- Use Survey Monkey to reach new online members and periodically survey current members to assess satisfaction, interest in specific programs, etc.

See Attachment VI for a summary of website and social media marketing metrics and goals.

Funding

If programming is bold and marketing aggressive, the number of people who want to support the cycle-driven organization—through patronage, time, and contributions—grows organically. This underlying principle of the DeVos Cycle can provide the path for the DAM to incrementally increase membership, engagement, and individual donations.

Fundraising initiatives are supported by the staff and the Board. The Board will assume primary responsibility for the new annual fundraising signature event to be launched in September 2015 with staff support from the Programming Manager. The DAM Director will continue to spearhead grant applications and both nurture and develop foundation relationships.

Annual Fund/Individual Giving

The annual fund request is sent in early November of each year. This electronic and physical letter will be distributed to a targeted list of recent or highly probable donors vs. a very large and expensive list with a low rate of return. Future individual giving will incorporate more campaign related initiatives using online tools. The benefits of employer matching funds and on-going programs such as Amazon Smile will be emphasized to members.

⁸ <http://npengage.com/nonprofit-marketing/5-nonprofit-trends-arts-and-cultural-organizations/>

Detroit Artists Market 2014 Strategic Plan

DAM's member and donor database, DonorPerfect, will be mined to identify prior donors and members who are not currently engaged but represent potential.

Grants

Historically recurring grants include the following:

- \$20,000 Hudson Webber
- \$18,000 MCACA
- \$15,000 Kresge
- \$10,000 Erb Family Foundation

The foundation community has been interested and extremely generous in their support of the arts in Detroit over the past 10 plus years. The DAM is committed to pursuing grants that are synergistic with the organization's mission and vision. Specific new funding for technology and potentially marketing initiatives are targeted as incremental increases in grant funding while striving to maintain the current level of operational support.

Endowment

The DAM has benefited tremendously from the initial Tannahill Trust endowment and the Community Foundation for Southeastern Michigan (CFSEM) Fund created for the DAM in 2001. The income from these two sources have helped the DAM weather several major economic downturns and provide an important financial foundation. The DAM will continue efforts to grow the endowment through gifts and planned giving initiatives as the endowment represents a charitable opportunity to support the organization by creating a gift with potential for greater longevity than gifts designated for operational or specific campaigns. The Board Treasurer will continue to be primarily responsible for the oversight of the fund and DAM distributions from the CFSEM.

Corporate Sponsorships

As the overall economy and metro-Detroit economy have recovered, there is a real opportunity to engage corporations in sponsorships for exhibitions, programming, and special events. The initial goal is to identify events, including the new annual signature fundraising event, for corporations to support and receive clearly defined recognition at the event and on the DAM website. The sponsorship levels are reasonably modest as this program is launched and the visibility could be significant to reach a targeted audience.

Annual Fundraising Signature Event

The DAM has a history of annual fundraising events but has not held a signature event since the Design Show in January of 2012. This new event will be held in September of each year and target 150 attendees in year one with at least one corporate sponsor and a target net income of \$10,000. The venue and theme will be developed to create a compelling event that members and community leaders will not want to miss.

Staffing

Successful implementation of this plan requires human and financial resources. This plan identifies a number of new initiatives that require additional staff time and commitment. A careful analysis of the roles and responsibilities of the current staff and future needs will be completed by the end of January 2015. Additional resources have been identified in this planning process and will continue to be evaluated.

Appendix VII provides an initial analysis of current roles and responsibilities.

Board of Directors

The DAM Board of Directors plays a key role on many levels for the organization. Board members are carefully selected to provide fundamental guidance and oversight for the organization's operations and support for the financial goals. The board structure reflects the diversity of the organization's current and future constituents and enables the organization to reach a wide variety of artists, members, and community partners.

The primary focus for the Board in 2015-2017 is membership growth and fundraising. The fundraising efforts will be focused on creating and delivering an annual signature event beginning in September 2015.

All Board members are required to have a minimum Circle of Art level membership and participate in one or more Board committees. The Board committees as of January 2015 will reflect the following, with committees filled by March 31, 2015:

- Executive
- Exhibitions
- Programming
- Fundraising
- Membership
- Finance
- Board Development
- Marketing

Financials

DAM has produced negative net income the last 3 fiscal years. The organization is committed and confident that the combination of successful exhibitions, programming, membership drives, and fundraising will enable the organization to realize nominal positive net income beginning in FY2014/2015. Future success will be driven by strong performance and fiscal responsibility.

Gross profit grows from a projected \$428K in FY 2014/2015 to over \$600K in FY 2017/2018. Key areas for revenue growth are art sales and revenue from the art placement program, in addition to increased membership, individual giving, and the annual signature fundraising event.

Detroit Artists Market 2014 Strategic Plan

Expenses will be carefully monitored to ensure maximum return on investments in all aspects of the organization. The projections also reflect the requirements for additional investments as programs, events, and general activities within the DAM grow.

Appendix VIII provides financial results from the prior 3 years.

Appendix IX provides 3-year financial projections and the assumptions for specific line items that relate to the strategies and tactics identified in this planning process.

Implementation

The team will evaluate results as compared to goals and objectives on a quarterly basis for review with the staff and reporting to the Board. Tools such as Balanced Scorecard may be used for consistent and objective reporting.

Financial statements will be produced by the 20th of each month and the Board Treasurer will meet with the Director on a monthly basis to review. Monthly financials will then be reviewed with the staff and provided to Board members with careful attention to variances from budget to actual in order to identify significant positive or negative changes from plan and identify appropriate actions.

Acknowledgements

We wish to acknowledge the thoughtful input and dedication from the Strategic Planning Committee members:

Corrie Baldauf
Jeff Cancelosi
Jennifer Callans
Maureen Devine
Matt Fry
Stephanie James

John Labut
Chris Miller
Sandra Plezia
Michael Scheid
Courtney Thompson
Peter Van Dyke

We also want to thank the stakeholders and friends of the DAM who participated in the interview process as we gathered data that served as the foundation for the development of this strategic plan.

Jeffrey Abt
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Jennifer Callans
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Maureen Devine
Ann Fracassa
Matt Fry
Peter Gahan
Dan Graschuck
Tatiana Hernandez
Jean Hudson

George Jacobson
Katy Locker
Heidi Marshall
Sue Mosey
Dalia Reyes
Marc Schwartz
Nancy Sizer
Gilda Snowden
Courtney Thompson
Peter Van Dyke

Detroit Artists Market 2014 Strategic Plan

Sincerely,

A handwritten signature in black ink that reads "Becky and Al". The script is fluid and cursive, with the first letters of "Becky" and "Al" being capitalized and prominent.

Becky Davenport and Al Herbach
Strategiz, LLC

EXHIBITIONS

***If You Build It, They Will Come*—August 1 through August 29, 2014 (#1)**

We asked them, and they did it! More than 150 DAM artists were given five pieces of wood to create one piece of art with very few parameters other than size and price. This open call was a great opportunity for both established and new Detroit artists, many of whom will be showing at DAM for the first time. Ceramicists, filmmakers, glass blowers, illustrators, jewelers, metal smiths, painters, photographers, printmakers, sculptors, and videographers, all rose to the challenge, creating one-of-a-kind 2D and 3D artworks.

***Abstraction, Landscape and the Contemporary Woodcut*—September 12 through October 18, 2014 (#2)**

Curator Endi E. Poskovic brings us an exhibition that reveals Northern Europe's 19th Century Romantic landscape tradition as the origin of modern abstraction, a premise set forth in the early 1970s essays by renowned American art historian and professor, Robert Rosenblum (1927-2006). Rosenblum's ideas open conversations about the evolution of the 19th century ideal into contemporary art practice that interprets the heritage of Romantic landscape tradition through abstraction and contemporary woodcut print. Artists in this exhibition explore memory, sublime, deity, transformation, revival, intimations of mortality, as well as ideas about nationality, displacement and reconciliation. The show will present the work of six artists with each artist exhibiting a significant and related body of work.

***Art for the Holidays*—November 7 through December 31 (#3)**

The Detroit Artists Market proudly presents its annual Art For The Holidays! A favorite Detroit art and shopping destination for more than 82 years, Detroit Artists Market (DAM) transforms the gallery from a fine art exhibition space to a fun, energetic gift market featuring more than 125 area artists. The wide range of original art at Art For The Holidays includes paintings, jewelry, metal, photography, books, cards, glass, ceramics, fibers and much more. Art For The Holidays shoppers and collectors will enjoy buying local, finding unique gifts of art for friends and family, and supporting the thriving and vital Detroit arts community. Art For The Holidays runs November 7 through December 31.

***It's Like Toys in Here*—Tentatively January 16 through February 14, 2015 (#4)**

The works in this exhibition are not exclusively toys or interactive objects, rather a range of art that captures the spirit of play, storytelling, and mediated experience associated with the history of toys. Toys are often designed as a foreshadowing device to acculturate children to the paradigm of their parents' generation and shape who they will become as an adult. Historically, gendered toys have presented girls with the options to cook and shop while boys get to mow the lawn and wage war, all while wearing the appropriate colors, of course. The artists in this exhibition give an alternative take on incorporating serious, adult issues with playful interface and fun aesthetics to shed new light on the depth and richness of having a child-like curiosity.

Annual Scholarship Show, CCS—Tentatively March 6 through April 11, 2015 (#5)

The Detroit Artists Market proudly presents its 2015 Detroit Artists Market Annual Scholarship Awards and Exhibition. The presentation of the scholarship awards to outstanding College for Creative Studies (CCS) graduate students will be presented at the opening on Friday, March 6, 2015. This exhibition will present works by scholarship recipients, student finalists, and distinguished CCS alumni.

TBD Juried Show—Tentatively May 1 through May 30, 2015 (#6)

Garden Party & Art Sale—Tentatively Thursday, June 15

The Garden Party and Art Sale is a tradition that began in the 1930s, when the Detroit Artists Market was founded, as a special way of bringing together artists and patrons for a fun and beautiful afternoon. The Garden Party features artworks by more than 100 emerging and established local artists and includes paintings, prints, photographs, sculpture, jewelry, glass, ceramics, fiber, and much more!

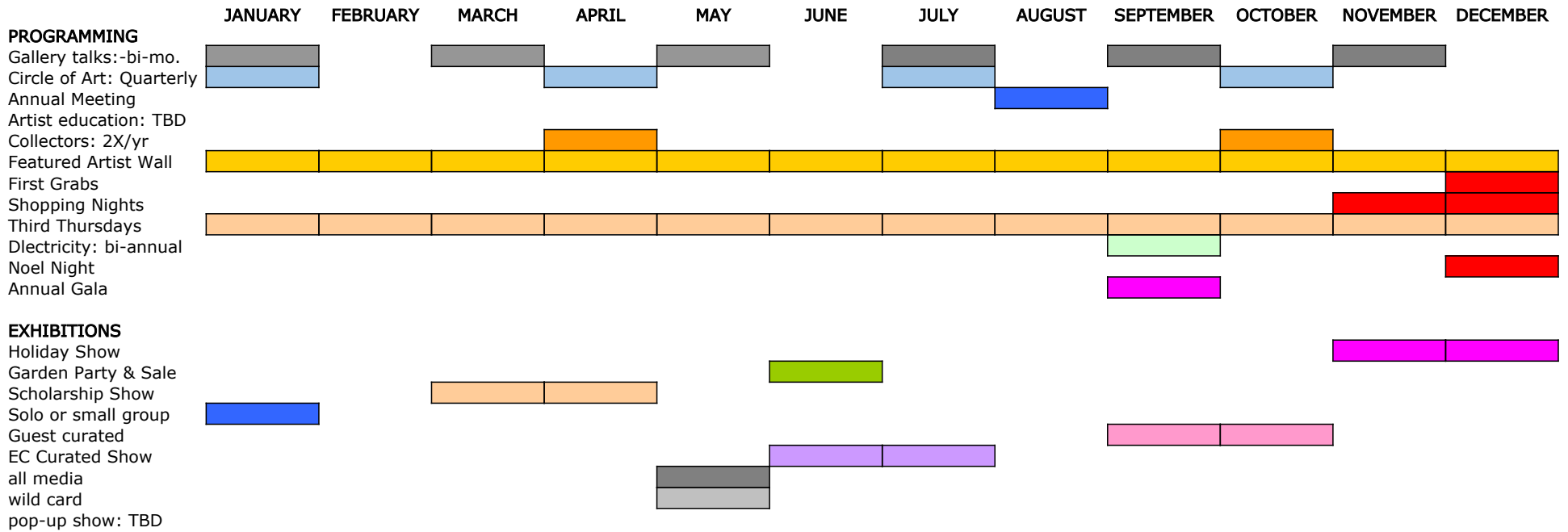
The Essential Self—Tentatively June 12 through July 18, 2015 (#7)

The theme of identity pervades western and non-western art history, whether initiated by the artist or commissioned by wealthy patrons or societal groups. Conceptions of identity are constantly in flux. It is a construct that has become more complex in a global world where contemporary artists expand the scope of identity in their investigation of the interior and exterior self. In the process, they raise questions about race, gender, class, geographical borders, culture, and more. This show will bring together Detroit-born or based artists from diverse backgrounds who will explore notions of identity in their work. Varied media and approaches will be included.

FEATURED ARTIST WALL (solo artist shows)

1. Adrienne Lesperance—painting
2. Nicolas J. Farrell—painting
3. Carla Anderson—photography
4. Catherine Peet—mixed media
5. Alex Buzzalini—print maker
6. Austin Brady- painting and collage
7. Barbara Brown- book artist

Detroit Artists Market 2014 Strategic Plan
Appendix II - 2015 Exhibition and Programming Calendar



Circle of Art Memberships

Benefactors' Circle (\$2,500+)

Circle of Art Benefactors' Circle Members enjoy the benefits of Collectors' Circle Members PLUS:

- Use of the gallery for meetings or receptions
- Name recognition in the gallery

Collectors' Circle (\$1,000)

Circle of Art Collectors' Circle Members enjoy the benefits of Patron Members PLUS:

- Receive a personal tour of exhibitions at the Detroit Artists Market with the Director
- Name recognition on the website

Patron (\$250)

Circle of Art Patron Members enjoy the benefits of Family Members PLUS:

- 10% discount on all DAM purchases
- Circle of Art exclusive events: Unique art-insider tours held quarterly, including private collections and artist' studios

General Memberships

Family (\$100)

Family Members enjoy the benefits of Individual Members PLUS:

- Membership benefits for two adults and minor children
- Admission to the Garden Sale and First Grabs for two adults and minor children

Individual (\$55)

Individual Members enjoy the benefits of Young Collectors PLUS:

- 10% discount on purchases during the Holiday Show
- Admission to First Grabs for one person

Young Collectors (\$25)

Students and Young Collectors under 30 enjoy:

- Membership benefits for one person
- Admission to the Garden Sale for one person
- Membership exclusive events

Artist Memberships

Artist (\$35)

Artist Members enjoy the benefits of Young Collectors PLUS:

- Reduced submission fee for juried exhibitions
- Opportunities to participate in special Artist activities and events
- Opportunity for inclusion in the DAM Artists Database
- Opportunity to participate in member exclusive shows
- Opportunity to participate in DAM Art Placement Program
- Artist membership benefits available to all individual, family and Circle of Art members when applicable

Effective date for all new memberships January 1, 2015 and all renewals post January 1, 2015.

	Board (5)	Staff (5--current and former)	Funders (3)	Artists (3)	Other (3)
STRENGTHS	<ul style="list-style-type: none"> ● History ● Exhibition schedule ● Programming ● Scholarship show ● Long history of dedicated supporters (volunteers and funders) ● Great location ● Strong, dedicated & diverse Board ● Gateway to the City ● Old school and new school DAM 	<ul style="list-style-type: none"> ● History ● One of the most important nonprofit art galleries in the country ● Financial health ● Funding diversity ● Good balance between staff & artists ● Focus on new and young artists ● Diversity of shows ● Volunteers comfortable—big family ● Diversity ● Midtown location ● Gateway to the City and art community ● Dedicated members and attendees 	<ul style="list-style-type: none"> ● History as place for the arts for 80+ years ● Sheer number of Detroit artists that have shown there and others who have touched and felt it ● Location in Midtown ● Staff ● Nonprofit vs. commercial gallery ● Variety of art ● Core dedicated group ● Multiple revenue streams ● Directly engaged with individual artists in Detroit ● Keeping artists engaged ● Programming 	<ul style="list-style-type: none"> ● History ● Good steward to the art community ● Range of exhibitions ● Variety of work ● DAM staff welcoming ● Artists value DAM 	<ul style="list-style-type: none"> ● 80+ years ● Focus on Detroit artists ● Defines great artists in Detroit ● Quality of exhibitions and programming ● Affordable quality art ● Longest surviving emerging artists space in Detroit ● Accessible to both Grosse Pointe and Oakland County - about the only Detroit brand in Grosse Pointe ● Small enough so that the DAM can be flexible to change

			broad (good and/or a weakness) <ul style="list-style-type: none"> ● Important organization in the arts in Detroit ● Catalyst for artists in programming 		
CHALLENGES	<ul style="list-style-type: none"> ● Prestige slipping ● Credibility problem with perception of garden, holiday and Elements Gallery ● Limited corporate sponsorships ● Technology ● Drawing new emerging artists ● New staff ● Physical location/building ● Lost touch with collectors ● Elements Gallery tired ● Uneven Board participation 	<ul style="list-style-type: none"> ● Clear next steps ● Having everyone on the same page ● Staying relevant and progressive ● Physical space ● Relationship between memberships and annual giving ● Value for Circle of Art members ● Artistic leadership ● Limited staff capacity ● Coordination/oversight of exhibition committee by Board or Director ● Board structure 	<ul style="list-style-type: none"> ● Physical location (building) ● Focus ● Technology ● Organizational culture ● Marketing & promotion ● Elements Gallery ● Membership ● Prestige slipped/slipping ● More diversity ● Core dedicated group ● More intentional management of market ● More in touch with current 	<ul style="list-style-type: none"> ● Changes in the art community ● Non-entity in the artist community ● Can't build a career locally anymore ● Garden party not supported by the artists/more of a membership drive ● Young artists are creating their own exhibition spaces 	<ul style="list-style-type: none"> ● Younger voices in the exhibition planning ● Lots of galleries in Detroit ● Too quiet ● Not done enough to embrace the street ● The contemporary art scene, whether it is in Detroit, New York or Berlin, is formed of continually shifting microbursts of creativity and energy.

	<ul style="list-style-type: none"> ● Competition for art in Detroit overall 	<ul style="list-style-type: none"> ● No major fundraising event ● Lack of strong fundraising plan/strategy 	<p>Detroit arts community</p> <ul style="list-style-type: none"> ● Not terribly well-known ● Gets lost in the shuffle ● Not making a compelling case for funds in current environment ● Confused in art eco-system with other galleries ● Quality of artists presented varies ● Somewhat insular organization ● Question artist excellence 		<ul style="list-style-type: none"> ● DAM space is limited ● Embrace that you will have to adjust significantly your strategy every few years to capture the new artistic energy in Detroit
SUCCESS 2015	<ul style="list-style-type: none"> ● Secure lease ● New exhibition committee members ● Historical exhibit every other year ● One curated/ 	<ul style="list-style-type: none"> ● Improved Board structure ● Stable facility lease/plan ● New location with more flexible space 	<ul style="list-style-type: none"> ● Be a part of the conversation about what's happening in art in Detroit today 	<ul style="list-style-type: none"> ● More attention to young artists and young collectors ● Venue where artists are 	<ul style="list-style-type: none"> ● Recognizing great artists from the past & great art of the moment ● Clarify roles & responsibilities

	<p>invitation only exhibit every year</p> <ul style="list-style-type: none"> ● One juried show per year ● Development staff ● 20-30% growth ● Big annual event fundraiser ● Growth in art placement ● Increased staff compensation ● Engagement with other art organizations 	<ul style="list-style-type: none"> ● Robust & diverse exhibition schedule ● Revamped fundraising approach ● Focus on individual giving ● Increase profits at garden party ● New audiences ● Formalized system of artist recruitment ● Staffing/staff retention ● Commitment to membership ● HR policies ● More exposure ● More artist inclusion ● Name recognition ● Growth in art placement ● Artists database updates (artist access) ● Exhibition committee integrated with Board and Director 	<ul style="list-style-type: none"> ● True to role as market ● Find space for connecting ● Enhanced art placement program 	<p>excited to show</p> <ul style="list-style-type: none"> ● New location with better parking & same visibility ● Increased membership ● More marketing ● More young people on exhibition committee ● Collaborate with other arts organizations 	<p>of Board and staff</p> <ul style="list-style-type: none"> ● More fully participate in what's going on ● More visible space ● More organic engagement
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<p>SUCCESS 2020</p>	<ul style="list-style-type: none"> ● Brave ● Sustainable ● Strong membership ● Cultural shift ● Exhibitions continue to evolve ● Relationships with DIA & other Detroit art institutions ● Enough space for concurrent exhibits ● More adventuresome programming 	<ul style="list-style-type: none"> ● Audience expansion ● Smart marketing ● More artists ● Strong funding ● Much larger ● More programming and more classes ● More outreach to the community ● Double the operating budget and still be financially sustainable ● Increased membership ● Diversified grant funding 	<ul style="list-style-type: none"> ● Balance history with innovation ● Reigniting artist community around DAM 	<ul style="list-style-type: none"> ● Not seen as staid and venerable 	<ul style="list-style-type: none"> ● More a part of the art infrastructure and not an afterthought ● Thoughtful repositioning of the brand
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August 21, 2014 - Third Thursday Gallery Tour	
Gallery:	Library Street Collective
Location:	Downtown
Hours:	Thurs-Sat 11AM-3PM
Status:	For Profit
Mission:	Cutting edge modern & contemporary art with a focus on artists who have developed their visual art in public spaces
Year Founded:	June 2011
Membership:	NA
Gift Shop:	Online (Limited)
Comments:	<p>JJ Curis; Matt Eaton. Develop some synergy with this gallery to create excitement about art and art galleries.</p> <p>Not operating in our segment of the market ie nonprofit/emerging Beautiful gallery. Great use of space. Nice location with some retail surrounding (Vicente's, etc.)</p> <p>Art that they exhibit is generally conceptual, splashy, bold and large.</p> <p>Artists they work with are a combination of national, international and local. Local seems to be the exception.</p> <p>Local audience seems to be young/middle aged urban and suburban professionals, "trend setters," artists (graphic designers/ad agency creatives)</p> <p>They seem to do a good job of selling to this national/international audience via a simple e-commerce utility and using sites like Artsy (direct selling) and Instagram (promo to facilitate selling).</p> <p>For us to do this, we need to:</p> <ol style="list-style-type: none"> 1. Decide which artists and how to get their permissions. 2. Develop a system for photographing, documenting, selling, and shipping. 3. Rework Website to accommodate/facilitate <p>Produce exhibition catalogs</p>
Gallery:	stART
Location:	Downtown
Hours:	Monday-Friday 11AM-4PM
Status:	For Profit
Mission:	
Year Founded:	May 2011
Membership:	NA
Gift Shop:	Online
Comments:	<p>Gallery owner Jason Reed was there to talk about the space.</p> <p>Attracting a very young audience.</p> <p>Really great space, although a bit tucked away and the entrance is a bit tricky (elevator). This probably makes it all the cooler for their fans (back door club feel).</p> <p>Owner Jason Reed calls the gallery a "little pocket of weirdness," indicating that they're shooting for the quirky art and quirky art crowd feel.</p> <p>The Triple Feature exhibition reminded me a bit of C-POP back in the day minus some of the sophistication. Next show is based on the band KISS, so they are taking a lot of cues from popular culture.</p>

	Gift shop was more of the same (matte black painting Imperial Walker from Star Wars). Audience felt like very young Detroit hipsters and artists. This crowd would be hard for us to attract. They were doing a "Meet the Artists" promotion for this particular Third Thursday
Gallery:	What Pipeline
Location:	SW/Corktown
Hours:	Saturday 2PM-7PM
Status:	For Profit
Mission:	Artist run contemporary art gallery
Year Founded:	April 2013
Membership:	NA
Gift Shop:	
Comments:	Won the NADA Artadia award at 2014 NADA New York Daniel Sperry. Same comment as Library Street Collective Co-owned by Alivia Zurich and Daniel Sperry Very small, specialized, avant-garde gallery. REALLY interesting and gutsy approach. Art fairs were an important part of their strategy to find artists and sell art (national level) Basic social media promotion and openings sound fun!
Gallery:	555 Gallery
Location:	SW/Corktown
Hours:	Mon-Fri 9AM-3PM, Sat 11AM-5PM
Status:	Non Profit
Mission:	To Strengthen Communities with the Arts
Year Founded:	2004
Membership:	\$35-\$250, \$500 sponsors
Gift Shop:	
Comments:	Artists run operations, develop arts programming and community arts space in exchange for space. The vibe at this space was decidedly social. The gallery space was large, varied, playful, and conducive to having events. There was lots of fun being had in and around the jail cell studios. Saw 8 people that I've seen at DAM before. At least for this visit there seemed to be a decent crossover in audience. Good diversity that night (men, women, black, white, Latino, etc.) Sizable parking lot Artist residency program. Responsive to the community. Did not pay enough attention to the art on display. I will say that the jail cells felt a bit flea market like. The main gallery had photos of the community, which directly reflects their mission Great example of a nonprofit community developer acquiring an old building and then collaborating with a gallery AND a business (Detroit Farm and Garden) to bring it to life! They would be fun to partner with. Staff was friendly, friendly, friendly!!!
Gallery:	Tangent Gallery
Location:	New Center
Hours:	Friday - Saturday 8PM-2AM
Status:	For Profit

Mission:	Industrial, minimalist venue with an event room & gallery
Year Founded:	
Membership:	NA
Gift Shop:	
Comments:	Includes rental space option
Gallery:	Scarab Club
Location:	Midtown
Hours:	Wed.-Sun. 12-5PM
Status:	Non Profit
Mission:	The education and enlightenment of its members and the community in the visual, auditory, and literary arts
Year Founded:	1907
Membership:	\$50-\$350, plus corp. \$600-\$1200
Gift Shop:	
Comments:	Includes rental space option Non profit, but different from DAM; members can have loft space; exhibition we attended was unusual because it featured an emerging artist
Gallery:	Cass Café
Location:	Midtown
Hours:	Monday - Saturday 11AM - 2AM, Sunday 5PM - 1AM
Status:	For Profit
Mission:	Alternative restaurant and art gallery
Year Founded:	
Membership:	NA
Gift Shop:	
Comments:	Very different from DAM; Restaurant with exhibition on walls - good type of restaurant to have as DAM's neighbor
September 18, 2014 - Third Thursday Gallery Tour	
Gallery:	Red Bull House of Art
Location:	Eastern Market
Hours:	Saturday 10AM – 3PM
Status:	Funded by Red Bull
Mission:	Artist incubator + gallery + cultural curator
Year Founded:	May 2012
Membership:	NA
Gift Shop:	No
Comments:	Artists receive materials and space for 8 week period + 100% of profits from works sold in the gallery Our group was most impressed with the facility. Gallery is owned by an Austrian corporation which sells energy drinks and markets to urban professionals mainly through event and sports sponsorship. Housed in an old brewery, it has an expensive build out, but keeps its edgy image. Exhibitions can be spotty, but the current exhibition was good. Works in the next exhibition are created in the studio space, which is open for viewing. Unique concept and a positive addition to Detroit art culture.

Gallery:	Signal-Return
Location:	Eastern Market
Hours:	Tuesday-Sunday
Status:	Non Profit
Mission:	Letter press studio spearheaded by Team Detroit Teach, Connect, Serve, Produce
Year Founded:	2011
Membership:	\$30 student to \$1200 patron, \$60 individual
Gift Shop:	On-site and online
Comments:	Lively atmosphere with print-making in process + exhibit upstairs in large space. Two exhibitions reflecting emerging art. A letterpress studio that provides opportunities for printmaking as well as a store for sales of prints. Gallery space upstairs. Impressive studio space on the main floor. The upstairs gallery seems like an afterthought and may be inaccessible. If you find the gallery, it is good, open display space. This non-profit is clearly focused on printing and a welcome addition to Detroit art. Thursday evening was busy with both artists and visitors.
Gallery:	MOCAD
Location:	Midtown
Hours:	Wednesday-Sunday
Status:	Non Profit
Mission:	Present art at the forefront of contemporary culture Non-collecting institution
Year Founded:	2006
Membership:	\$5 gallery donation, \$35 student to \$2500 patron, \$50 individual
Gift Shop:	On-site and online
Comments:	Fundraising auction in progress, music (dj) on Third Thursday with later start (8PM). MOCAD is the opposite end of the spectrum from DAM. Instead of focusing on emerging local artists, MOCAD draws internationally to show work of established artists. The facility is large, well built-out as a gallery, and includes a small sales shop and coffee shop. Frequently features live entertainment. They now charge a suggested admission of \$5. Early Thursday evening was fairly quiet, but late evening entertainment can be crowded. Well funded and popular.
Gallery:	N'Namdi
Location:	Midtown
Hours:	
Status:	Non Profit
Mission:	Dedicated to enlightenment through the arts. 4 exhibition space _ Atelier program to teach skills to run an art gallery. Rental space
Year Founded:	October 2010
Membership:	?
Gift Shop:	No
Comments:	Website not working well when I visited. Very quiet on Third Thursday/staff said they don't promote. Table with flyers and brochures from neighboring galleries and events. Although described as focusing on contemporary art, N'Namdi is known for featuring African-American artists and the collection of African-American art. The large, spacious gallery space has expanded to include a restaurant and performance area. Although

	Thursday evening wasn't busy, it is popular and fills an important role for Detroit art culture. A good neighbor for DAM.
	October 17, 2014 - Third Thursday Gallery Tour
Gallery:	Inner State
Location:	Eastern Market
Hours:	Saturday 11AM – 4PM or by appt.
Status:	For Profit
Mission:	Former 323 East Gallery in Royal Oak. 10K sq. feet with 1800 gallery space and third floor artist residency.
Year Founded:	May 2013 – Current Location
Membership:	NA
Gift Shop:	No
Comments:	Well attended opening for Tyree Guyton show with WDIV interview and Travis Wright doing WDET interview. Smaller pieces selling well.
Gallery:	Untitled Bottega
Location:	New Center
Hours:	Monday - Friday 12PM - 9PM
Status:	For Profit
Mission:	Further bridge the connection between art and hip to give new and upcoming creators a place to build, learn, and showcase their work
Year Founded:	August 2011
Membership:	NA
Gift Shop:	
Comments:	Community arts space and open gallery, performance and installation space
Gallery:	Pioneer Building
Location:	New Center
Hours:	Third Thursdays
Status:	For Profit
Mission:	Artist studios
Year Founded:	1994
Membership:	NA
Gift Shop:	No
Comments:	

Detroit Artists Market 2014 Strategic Plan
Appendix VI - Marketing Metrics

YEAR	FY2013/14	FY2014/2015	FY2015/2016	FY2016/2017	FY2017/2018	Net Change
CATEGORY	Aug. 1 13' - July 31 1	Aug. 1 14' - July 31 15	Aug. 1 15' - July 31	Aug. 1 16' - July 31 1	Aug. 1 17' - July 31 1	Overall
Website						
Total Sessions	28,420	30,000	32,000	40,000	42,000	48%
Page Views	59,954	61,000	63,000	67,000	70,000	17%
Avg. Session Dura	93 seconds	120 seconds	120 seconds	130 seconds	130 seconds	
Bounce Rate	58%	55%	53%	50%	50%	-8%
New Visitors	72%					
Return Visitors	28%					
Facebook						
		as of Nov. 20, 2014				
Likes		9,841	11,809	14,171	15,588	58%
Visits		813	1200	1600	2200	171%
Twitter						
		as of Nov. 20, 2014				
Followers		6,734	8,634	10,534	12,434	85%
Following		557				
Tweets		2,298				

Definitions

Session: a group of interactions that take place on your website within a given time frame.

Bounce Rate: the percentage of single-page sessions (i.e. sessions in which the person left your site from the entrance page without interacting with the page)

Facebook Visits: Number of times your page was viewe

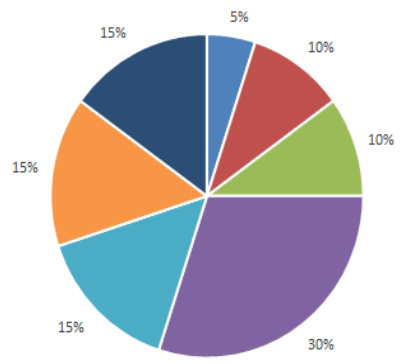
	<u>2012/13</u>	<u>2013/14</u>
Total Sessions	27,868	28,420
Page Views	57,387	59,954
Avg. Session Dura	123 seconds	93 seconds
Bounce Rate	59.36%	58%
New Visitors	73.90%	72%
Return Visitors	26.10%	28%

Appendix VII - Staff Resources

By Staff Member

Sum of % of time

Matt



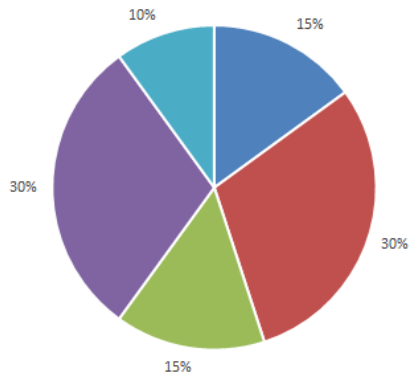
Activity

- Art Placement
- Board Reporting
- Customer Service
- Fundraising
- Marketing/PR
- Membership
- Staff Mgt./Admin

Staff Person

Sum of % of time

Peter



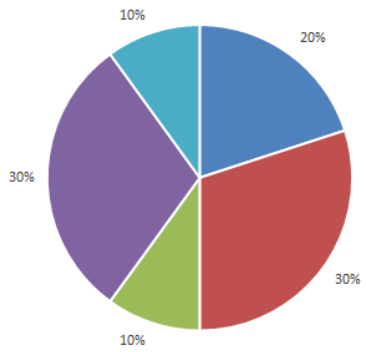
Activity

- Art Placement
- Customer Service
- Elements Gallery
- Exhibitions
- Volunteers

Staff Person

Sum of % of time

Dalia



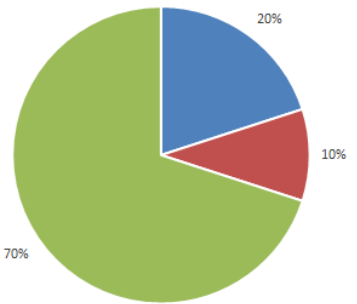
Activity

- Customer Service
- Marketing/PR
- Membership
- Programming
- Volunteers

Staff Person

Sum of % of time

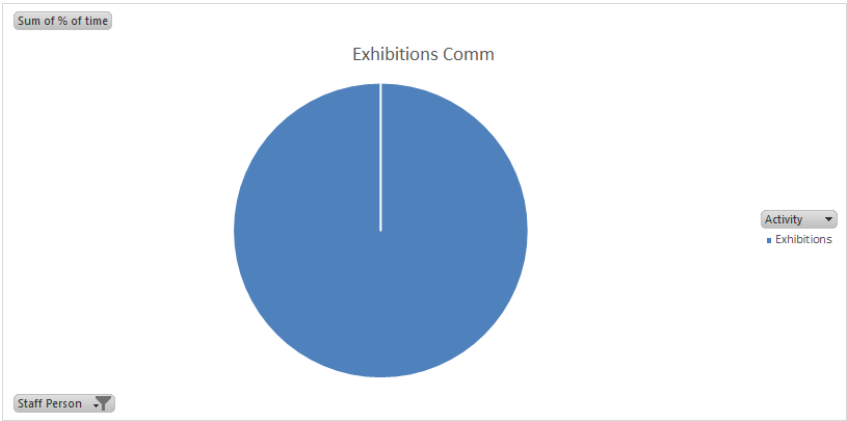
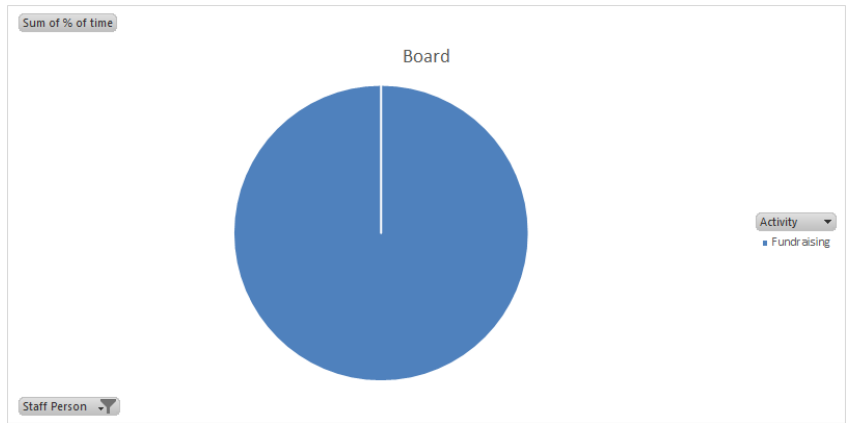
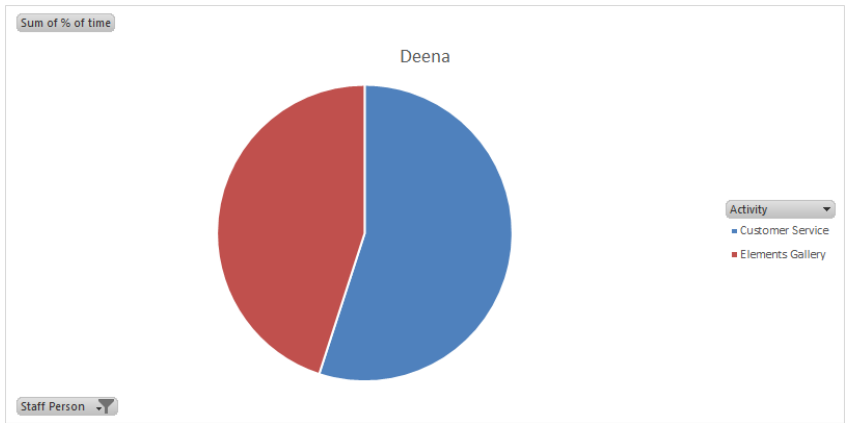
Megan



Activity

- Customer Service
- Fundraising
- Membership

Staff Person



Detroit Artists Market 2014 Strategic Plan
Appendix VIII - Historical Financials

	Aug '11 - Jul 12 Actuals	Aug '12 - Jul 13 Actuals	Aug '13 - Jul 14 Actuals (not final)	Aug '14 - Jul 15 Budget
Ordinary Income/Expense				
Income				
5000 · Programmatic Revenue				
5010 · Art Sales	\$136,903.25	\$127,040.76	\$143,018.73	\$135,000.00
5020 · First Grabs Ticket Sales	\$5,850.77	\$8,345.00	\$1,450.00	\$1,400.00
Gala Ticket Sales				
5030 · Art Placement Fees - Leases	\$13,179.25	\$6,755.00	\$37,940.75	\$35,000.00
Art Placement Fees - Sales				
5040 · Jury Fee Revenue	\$3,680.00	\$1,625.00	\$3,735.00	\$3,700.00
5050 · Space Rental	\$950.00	\$1,100.00	\$2,000.00	\$1,000.00
5060 · Tip Jar	\$1,610.52	\$1,972.52	\$1,514.51	\$1,600.00
5070 · DAM Merchandise	\$0.00	\$782.00	\$420.00	\$500.00
5210 · Donated Items & Services	-\$51,119.05	-\$52,819.50	\$0.00	\$0.00
Total 5000 · Programmatic Revenue	\$111,054.74	\$94,800.78	\$190,078.99	\$178,200.00
5500 · Membership Revenue				
5510 · Young Collector Memberships	\$240.00	\$140.00	\$200.00	\$200.00
5520 · Artists Memberships	\$9,280.00	\$9,690.00	\$11,540.30	\$12,000.00
5530 · Individual Membership	\$4,080.00	\$4,210.00	\$3,080.00	\$3,200.00
5540 · Family Membership	\$3,285.00	\$3,245.00	\$3,445.65	\$3,900.00
5550 · Patron Membership	\$3,100.00	\$4,700.00	\$3,300.00	\$3,500.00
5560 · Collector Membership	\$22,250.00	\$17,290.00	\$18,035.00	\$23,000.00
Benefactor Membership				
Corporate Membership				
5500 · Membership Revenue - Other	\$0.00	\$450.40	\$1,010.00	\$0.00
Total 5500 · Membership Revenue	\$42,235.00	\$39,725.40	\$40,610.95	\$45,800.00
5600 · Interest Income				
5610 · Interest - General	\$5.04	\$4.24	\$3.02	\$5.00
5620 · CFSEM Endowment Interest	\$11,796.00	\$9,199.00	\$30,673.00	\$30,150.00
Total 5600 · Interest Income	\$11,801.04	\$9,203.24	\$30,676.02	\$30,155.00
4200 · Grant Revenue				
4220 · Foundation	\$10,000.00	\$35,000.00	\$45,000.00	\$45,000.00
4230 · Government	\$6,400.00	\$16,200.00	\$18,233.00	\$18,000.00
Other Grants	\$0.00	\$0.00	\$129.39	\$0.00
Total 4200 · Grant Revenue	\$16,400.00	\$51,200.00	\$63,362.39	\$63,000.00

Detroit Artists Market 2014 Strategic Plan

Appendix VIII - Historical Financials

	Aug '11 - Jul 12 Actuals	Aug '12 - Jul 13 Actuals	Aug '13 - Jul 14 Actuals (not final)	Aug '14 - Jul 15 Budget
4000 · Contribution/Sponsorship Rev				
4010 · Corporate	\$9,400.00	\$3,050.00	\$8,024.29	\$8,000.00
4020 · Individual	\$19,689.63	\$36,903.48	\$22,781.39	\$30,000.00
4030 · Tannahill Bequest	\$35,000.00	\$36,250.00	\$72,500.00	\$71,250.00
4040 · Employer Matching Funds	\$1,800.00	\$1,700.00	\$1,700.00	\$1,800.00
4000 · Contribution/Sponsorship Rev - Other	\$0.00	\$51.00	\$0.17	\$0.00
Total 4000 · Contribution/Sponsorship Rev	\$65,889.63	\$77,954.48	\$105,005.85	\$111,050.00
Total Income	\$247,380.41	\$272,883.90	\$429,734.20	\$428,205.00
Gross Profit	\$247,380.41	\$272,883.90	\$429,734.20	\$428,205.00
Expense				
8000 · Programmatic Expenses				
8005 · Consignment Expenses	\$92,528.45	\$76,718.67	\$102,697.69	\$90,000.00
8010 · Members Discounts	\$5,862.40	\$4,105.32	\$6,466.92	\$5,700.00
8011 · Staff Discounts	\$530.83	\$866.11	\$528.08	\$550.00
8020 · Awards and Scholarships	\$5,550.00	\$5,550.00	\$6,050.00	\$5,500.00
8030 · Merchant Services	\$4,050.77	\$4,234.38	\$4,225.91	\$4,300.00
8040 · Beverages	\$2,546.26	\$2,476.69	\$2,817.29	\$2,100.00
8041 · Entertainment	\$1,550.00	\$1,750.00	\$1,300.00	\$1,000.00
8042 · Food	\$4,025.92	\$4,715.76	\$4,561.37	\$2,100.00
8043 · Rental	\$3,406.99	\$3,633.42	\$3,824.92	\$3,600.00
8044 · Special License Fee	\$1,095.00	\$644.00	\$515.55	\$500.00
8045 · Delivery Fee	\$270.00	\$0.00	\$55.00	\$0.00
8050 · Breakage/theft audit	\$311.09	\$496.34	\$685.99	\$500.00
8070 · Gallery Prep	\$3,421.12	\$1,880.90	\$1,943.80	\$2,000.00
8071 · Supplies	\$4,266.24	\$3,459.16	\$4,919.73	\$4,000.00
8072 · Vinyl	\$1,113.26	\$672.50	\$630.35	\$650.00
8073 · Cash Boxes - Special Events	\$0.00	\$170.00	\$500.00	\$0.00
8080 · Insurance, Fine Art	\$3,681.56	\$2,343.50	\$2,649.00	\$2,700.00
8090 · Fulfillment - Programmatic	\$3,324.61	\$2,459.54	\$2,123.82	\$2,100.00
8091 · Postage - Programmatic	\$7,496.55	\$5,011.99	\$3,167.59	\$3,000.00
8092 · Printing - Programmatic	\$10,499.90	\$13,168.29	\$11,301.88	\$8,500.00
8093 · PR/Advertising - Programmatic	\$740.00	\$543.57	\$437.50	\$1,000.00
8200 · Volunteer Expense	\$253.62	\$910.74	\$331.29	\$400.00
8210 · Outside Services	\$0.00	\$825.00	\$0.00	\$800.00

Detroit Artists Market 2014 Strategic Plan

Appendix VIII - Historical Financials

	Aug '11 - Jul 12 Actuals	Aug '12 - Jul 13 Actuals	Aug '13 - Jul 14 Actuals (not final)	Aug '14 - Jul 15 Budget
8220 - Workshop Expense	\$0.00	\$0.00	\$405.00	\$200.00
Gala Expense				
8250 - Art Placement	\$3,250.00	\$10,254.25	\$30,395.33	\$12,000.00
Total 8000 - Programmatic Expenses	\$159,774.57	\$146,890.13	\$192,534.01	\$153,200.00
7000 - Personnel				
7010 - Payroll	\$132,224.43	\$121,459.95	\$114,837.40	\$129,499.84
7020 - Payroll Taxes	\$10,257.57	\$9,291.69	\$8,794.00	\$9,306.90
7030 - ADP Payroll Fees	\$1,967.86	\$2,082.24	\$2,075.54	\$2,100.00
7040 - Health Insurance	\$5,802.00	\$5,331.71	\$7,606.24	\$7,700.00
7050 - Workers' Compensation	\$1,110.33	\$1,562.08	\$1,307.00	\$1,500.00
7060 - Contracted Personnel	\$4,155.00	\$15,335.50	\$14,327.50	\$16,000.00
Total 7000 - Personnel	\$155,517.19	\$155,063.17	\$148,947.68	\$166,106.74
7100 - Occupancy Expenses				
7110 - Alarm Monitoring	\$385.33	\$624.00	\$492.00	\$500.00
7120 - Insurance - Commercial	\$1,694.33	\$5,347.94	\$1,763.27	\$2,000.00
7130 - Rent	\$42,000.00	\$45,500.00	\$42,000.00	\$44,000.00
7140 - Repairs/Maintenance	\$752.59	\$3,060.84	\$1,208.65	\$1,500.00
7160 - Utilities-Electric/Heat	\$6,051.60	\$5,377.98	\$4,677.68	\$5,500.00
Total 7100 - Occupancy Expenses	\$50,883.85	\$59,910.76	\$50,141.60	\$53,500.00
7200 - General/Administrative				
7213 - Consultant - Fund Raising	\$0.00	\$0.00	\$100.00	\$0.00
7212 - Consultant - Planning	\$0.00	\$0.00	\$3,187.50	\$8,000.00
7210 - Accounting	\$1,000.00	\$4,285.74	\$24,260.63	\$9,000.00
7211 - Audit Fees	\$6,500.00	\$7,500.00	\$7,000.00	\$7,500.00
7220 - Bank Fees	\$301.49	\$199.49	\$530.63	\$530.00
7230 - Conference/Travel/Mileage	\$243.66	\$336.15	\$127.00	\$200.00
7240 - Insurance - D&O	\$1,155.00	\$1,155.00	\$1,155.00	\$1,155.00
7250 - Dues & Subscriptions	\$1,236.77	\$1,449.75	\$405.00	\$400.00
7260 - Equipment Purchases & Rentals	\$49.19	\$170.00	\$1,109.82	\$600.00
7270 - Mailing - General	\$190.00	\$0.00	\$0.00	\$0.00
7271 - Postage - General	\$2,024.07	\$1,236.15	\$1,965.84	\$1,600.00
7272 - PR and Marketing - General	\$80.00	\$231.43	\$291.50	\$200.00
7273 - Printing - General	\$4,378.74	\$2,536.56	\$934.20	\$3,500.00
7274 - Supplies - General	\$2,834.20	\$2,806.55	\$4,578.19	\$3,800.00
7275 - DAM Gift Expense	\$265.66	\$0.00	\$29.68	\$0.00

Detroit Artists Market 2014 Strategic Plan

Appendix VIII - Historical Financials

	Aug '11 - Jul 12 Actuals	Aug '12 - Jul 13 Actuals	Aug '13 - Jul 14 Actuals (not final)	Aug '14 - Jul 15 Budget
7280 · Meeting Expense	\$793.37	\$244.79	\$551.92	\$500.00
7285 · Cash Over/Shortage	\$15.90	\$16.58	\$55.39	\$40.00
7290 · Technology and Website	\$3,895.64	\$2,364.74	\$1,930.81	\$3,000.00
7291 · Telephone/ Internet	\$4,530.39	\$5,306.85	\$4,183.08	\$5,000.00
Total 7200 · General/Administrative	\$29,494.08	\$29,839.78	\$52,396.19	\$45,025.00
Total Expense	\$395,669.69	\$391,703.84	\$444,019.48	\$417,831.74
Net Ordinary Income	-\$148,289.28	-\$118,819.94	-\$14,285.28	\$10,373.26
Net Income	-\$148,289.28	-\$118,819.94	-\$14,285.28	\$10,373.26

Detroit Artists Market 2014 Strategic Plan
Appendix IX - 3 Year Financial Projections

	FY 15 Aug 15 - Jul 16 Budget		FY 16 Aug 16 - Jul 17 Budget		FY 17 Aug 17 - Jul 18 Budget	
		NOTES		NOTES		NOTES
Ordinary Income/Expense						
Income						
5000 · Programmatic Revenue						
5010 · Art Sales	\$143,000.00	1a	\$173,000.00	1b	\$190,000.00	1c
5020 · First Grabs Ticket Sales	\$1,400.00		\$1,400.00		\$1,400.00	
Signature Event Ticket Sales	\$22,500.00	2a	\$30,000.00	2b	\$37,500.00	2c
5030 · Art Placement Fees - Leases	\$10,000.00		\$10,000.00		\$10,000.00	
Art Placement Fees - Sales	\$35,000.00	3	\$45,000.00	3	\$55,000.00	3
5040 · Jury Fee Revenue	\$3,700.00	4	\$3,700.00	4	\$3,700.00	4
5050 · Space Rental	\$1,000.00	5	\$1,000.00	5	\$1,000.00	5
5060 · Tip Jar	\$1,600.00	6	\$1,600.00	6	\$1,600.00	6
5070 · DAM Merchandise	\$500.00		\$500.00		\$500.00	
5210 · Donated Items & Services						
Total 5000 · Programmatic Revenue	\$218,700.00		\$266,200.00		\$300,700.00	
5500 · Membership Revenue						
5510 · Young Collector Memberships	\$375.00	7a	\$625.00	7a	\$1,000.00	7a
5520 · Artists Memberships	\$13,650.00	7a	\$13,825.00	7a	\$14,000.00	7a
5530 · Individual Membership	\$4,658.50	7a	\$5,124.35	7a	\$5,636.79	7a
5540 · Family Membership	\$9,450.00	7a	\$9,922.50	7a	\$10,418.63	7a
5550 · Patron Membership	\$10,175.00	7a	\$11,192.50	7a	\$12,311.75	7a
5560 · Collector Membership	\$4,000.00	7a	\$6,000.00	7a	\$8,000.00	7a
Benefactor Membership	\$7,500.00	7a	\$10,000.00	7a	\$12,500.00	7a
Corporate Membership		7b	\$2,000.00	7b	\$5,000.00	7b
5500 · Membership Revenue - Other						
Total 5500 · Membership Revenue	\$49,808.50		\$58,689.35		\$68,867.16	
5600 · Interest Income						
5610 · Interest - General						
5620 · CFSEM Endowment Interest	\$30,000.00	8	\$30,000.00	8	\$30,000.00	8
Total 5600 · Interest Income	\$30,000.00		\$30,000.00		\$30,000.00	
4200 · Grant Revenue						
4220 · Foundation	\$45,000.00	9	\$45,000.00	9	\$45,000.00	9
4230 · Government	\$18,000.00	10	\$18,000.00	10	\$18,000.00	10
Other Grants	\$5,000.00		\$5,000.00		\$5,000.00	
Total 4200 · Grant Revenue	\$68,000.00		\$68,000.00		\$68,000.00	

Detroit Artists Market 2014 Strategic Plan
Appendix IX - 3 Year Financial Projections

	FY 15 Aug 15 - Jul 16 Budget		FY 16 Aug 16 - Jul 17 Budget		FY 17 Aug 17 - Jul 18 Budget	
		NOTES		NOTES		NOTES
4000 · Contribution/Sponsorship Rev						
4010 · Corporate	\$15,000.00	11a	\$21,000.00	11b	\$30,000.00	11c
4020 · Individual	\$31,385.76	12a	\$33,137.33	12b	\$35,223.43	12c
4030 · Tannahill Bequest	\$71,250.00		\$71,250.00		\$71,250.00	
4040 · Employer Matching Funds	\$1,800.00		\$1,800.00		\$1,800.00	
4000 · Contribution/Sponsorship Rev - Other	\$0.00		\$0.00		\$0.00	
Total 4000 · Contribution/Sponsorship Rev	\$119,435.76		\$127,187.33		\$138,273.43	
Total Income	\$485,944.26		\$550,076.68		\$605,840.59	
Gross Profit	\$485,944.26		\$550,076.68		\$605,840.59	
Expense						
8000 · Programmatic Expenses						
8005 · Consignment Expenses	\$95,381.00	13	\$115,391.00	13	\$126,730.00	13
8010 · Members Discounts	\$5,720.00	14	\$6,920.00	14	\$7,600.00	14
8011 · Staff Discounts	\$572.00	15	\$692.00	15	\$760.00	15
8020 · Awards and Scholarships	\$5,500.00		\$5,500.00		\$5,500.00	
8030 · Merchant Services	\$5,114.32	16	\$6,208.91	16	\$7,027.30	16
8040 · Beverages	\$2,500.00	17	\$3,000.00	17	\$3,500.00	17
8041 · Entertainment	\$1,500.00	17	\$2,000.00	17	\$2,500.00	17
8042 · Food	\$2,500.00	17	\$3,000.00	17	\$3,500.00	17
8043 · Rental	\$3,600.00	18	\$3,600.00	18	\$3,600.00	18
8044 · Special License Fee	\$500.00	19	\$500.00	19	\$500.00	19
8045 · Delivery Fee	\$0.00		\$0.00		\$0.00	
8050 · Breakage/theft audit	\$500.00		\$500.00		\$500.00	
8070 · Gallery Prep	\$2,000.00		\$2,000.00		\$2,000.00	
8071 · Supplies	\$4,500.00	20	\$5,000.00	20	\$5,500.00	20
8072 · Vinyl	\$650.00		\$650.00		\$650.00	
8073 · Cash Boxes - Special Events	\$0.00		\$0.00		\$0.00	
8080 · Insurance, Fine Art	\$2,700.00		\$2,700.00		\$2,700.00	
8090 · Fulfillment - Programmatic	\$2,100.00		\$2,100.00		\$2,100.00	
8091 · Postage - Programmatic	\$3,000.00		\$3,000.00		\$3,000.00	
8092 · Printing - Programmatic	\$8,500.00		\$8,500.00		\$8,500.00	
8093 · PR/Advertising - Programmatic	\$1,000.00		\$1,000.00		\$1,000.00	
8200 · Volunteer Expense	\$400.00	21	\$400.00	21	\$400.00	21
8210 · Outside Services	\$800.00	22	\$800.00	22	\$800.00	22

Detroit Artists Market 2014 Strategic Plan
Appendix IX - 3 Year Financial Projections

	FY 15 Aug 15 - Jul 16 Budget		FY 16 Aug 16 - Jul 17 Budget		FY 17 Aug 17 - Jul 18 Budget	
		NOTES		NOTES		NOTES
8220 - Workshop Expense	\$0.00		\$0.00		\$0.00	
Signature Event Expense	\$15,000.00	2a	\$20,000.00	2b	\$25,000.00	2c
8250 - Art Placement	\$30,015.00	23	\$36,685.00	23	\$43,355.00	23
Total 8000 - Programmatic Expenses	\$194,052.32		\$230,146.91		\$256,722.30	
7000 - Personnel						
7010 - Payroll	\$126,200.00	24	\$153,986.00	24	\$165,885.58	24
7020 - Payroll Taxes	\$18,930.00	24	\$23,097.90	24	\$28,200.55	24
7030 - ADP Payroll Fees	\$2,200.00		\$2,300.00		\$2,400.00	
7040 - Health Insurance	\$7,647.72	24	\$9,331.55	24	\$10,052.67	24
7050 - Workers' Compensation	\$1,451.30	24	\$1,770.84	24	\$1,907.68	24
7060 - Contracted Personnel	\$18,584.00	25	\$21,473.81	25	\$23,985.87	25
Total 7000 - Personnel	\$175,013.02		\$211,960.10		\$232,432.35	
7100 - Occupancy Expenses						
7110 - Alarm Monitoring	\$ 500.00		\$ 500.00		\$ 500.00	
7120 - Insurance - Commercial	\$ 2,000.00		\$ 2,000.00		\$ 2,000.00	
7130 - Rent	\$ 45,000.00	26	\$ 45,000.00	26	\$ 45,000.00	26
7140 - Repairs/Maintenance	\$ 1,500.00		\$ 1,600.00		\$ 1,700.00	
7160 - Utilities-Electric/Heat	\$6,325.00	27	\$7,273.75	27	\$8,364.81	27
Total 7100 - Occupancy Expenses	\$55,325.00		\$56,373.75		\$57,564.81	
7200 - General/Administrative						
7213 - Consultant - Fund Raising	\$0.00		\$0.00		\$0.00	
7212 - Consultant - Planning	\$ 3,000.00	28	\$0.00	28	\$ 8,000.00	28
7210 - Accounting	\$ 9,000.00		\$ 9,000.00		\$ 9,000.00	
7211 - Audit Fees	\$ 8,000.00	29	\$ 8,000.00	29	\$ 8,000.00	29
7220 - Bank Fees	\$ 600.00		\$ 600.00		\$ 600.00	
7230 - Conference/Travel/Mileage	\$ 500.00	30	\$ 750.00	30	\$ 750.00	30
7240 - Insurance - D&O	\$ 1,155.00		\$ 1,155.00		\$ 1,155.00	
7250 - Dues & Subscriptions	\$ 500.00		\$ 600.00		\$ 700.00	
7260 - Equipment Purchases & Rentals	\$ 600.00	31	\$ 600.00	31	\$ 600.00	31
7270 - Mailing - General	\$0.00		\$0.00		\$0.00	
7271 - Postage - General	\$ 2,000.00	32	\$ 2,200.00	32	\$ 2,400.00	32
7272 - PR and Marketing - General	\$ 2,000.00	33	\$ 2,500.00	33	\$ 3,000.00	33
7273 - Printing - General	\$ 3,500.00		\$ 4,000.00		\$ 4,500.00	
7274 - Supplies - General	\$ 4,000.00		\$ 4,200.00		\$ 4,400.00	
7275 - DAM Gift Expense	\$ 200.00		\$ 200.00		\$ 200.00	

Detroit Artists Market 2014 Strategic Plan
Appendix IX - 3 Year Financial Projections

	FY 15 Aug 15 - Jul 16 Budget	FY 16 Aug 16 - Jul 17 Budget	FY 17 Aug 17 - Jul 18 Budget
	NOTES	NOTES	NOTES
7280 · Meeting Expense	\$ 500.00	\$ 600.00	\$ 700.00
	34	34	34
7285 · Cash Over/Shortage	\$ 40.00	\$ 40.00	\$ 40.00
7290 · Technology and Website	\$ 15,000.00	\$ 7,500.00	\$ 7,500.00
	35a	35b	35b
7291 · Telephone/ Internet	<u>\$5,000.00</u>	<u>\$5,000.00</u>	<u>\$5,000.00</u>
Total 7200 · General/Administrative	<u>\$55,595.00</u>	<u>\$46,945.00</u>	<u>\$56,545.00</u>
 Total Expense	 \$479,985.34	 \$545,425.76	 \$603,264.46
 Net Ordinary Income	 <u>\$5,958.92</u>	 <u>\$4,650.92</u>	 <u>\$2,576.12</u>
 Net Income	 <u>\$5,958.92</u>	 <u>\$4,650.92</u>	 <u>\$2,576.12</u>

Notes

- 1a FY2015 Art Sales Increase 5% without online sales, marketing only
- 1b FY2016 Art Sales Increase 20% \$20K membership increase also online sales
- 1c FY2017 Art Sales Increase 10%
- 2a Signature Event - Ticket Sales (September 2015) 150 attendees \$150 ticket price
- 2b Signature Event - Ticket Sales (September 2016) 200 attendees \$150 ticket price
- 2c Signature Event - Ticket Sales (September 2017) 250 attendees \$150 ticket price
- 3 Art placement focused on sales more than leases
- 4 Jury Fee Revenue - CCS, Wayne, Cranbrook
- 5 Space rental limited by size, lack of functioning kitchen, not promoting
- 6 Tip jar put by beer/wine, consistent, usually offsets 3/4 of beverage costs
- 7a See Membership section
- 7b Starting in 2016, focus on developing a corporate membership program
- 8 Community Foundation of Southeast Michigan interest on held funds
- 9 Kresge-\$15K, Hudson Webber-\$20K, Erb-\$10K
- 10 MCACA-\$18K
- 11a 3 events per year - \$5000 sponsorship for each event
- 11b 3 events per year - \$7000 sponsorship for each event
- 11c 3 events per year - \$10000 sponsorship for each event
- 12a Last year plus increase based on 0.00% increase in membership
- 12b Last year plus increase based on 0.00% increase in membership
- 12c Last year plus increase based on 0.00% increase in membership
- 13 Assumed to be 66.6% of art sales (line 5010)
- 14 Historically has been around 4% of art sales (line 5010)
- 15 Historically has been around .4% of art sales (line 5010)

Detroit Artists Market 2014 Strategic Plan

Appendix IX - 3 Year Financial Projections

	FY 15 Aug 15 - Jul 16 Budget	FY 16 Aug 16 - Jul 17 Budget	FY 17 Aug 17 - Jul 18 Budget
	<u>NOTES</u>	<u>NOTES</u>	<u>NOTES</u>
16	Historically art sales and memberships paid with credit card at 2.36%		
17	Increase based on membership growth plus increased event sponsorships		
18	Rentals for Garden Party		
19	Liquor licenses for Garden Party and First Grabs		
20	Based on increased art sales		
21	Food for volunteers		
22	Free valet at Garden Party		
23	Consignment expenses for Art Placement sales		
24	Includes merit increases of 3% per year, Movement of membership staff member from contract to part time to full time over 3 years		
25	Addition of art placement staff member to contract in 2016 and 2017		
26	Assumes new lease on space at \$3750 per month, \$45K annually		
27	Assumes 15% year over year increase due to increased foot traffic/events/market rates		
28	Outside consultants - \$3000 in 2015 and \$8000 in 2017 to prepare for next strategic plan		
29	Assume increase to \$8000 for next three years		
30	Increased mileage for art placement presentations		
31	Rentals for Garden party (fencing/tents)		
32	New brochure mailings		
33	Significant increase in marketing to attract new members/art placement		
34	Based on increase size of board		
35a	Implementation of updated website and e-commerce site		
35b	Ongoing maintenance of website		