

Strategic Plan

2022-2024



dublinarts.org



03 | INTRODUCTION

04 | WHO WE ARE
Vision, Mission, Impact

06 | STRATEGIC GOALS

07 | OBJECTIVES
Goals with Supporting Objectives & Key Tactics

14 | MEASURING SUCCESS
Metrics



INTRODUCTION

Dublin Arts Council (DAC) is a nonprofit organization supported in part by an annual endowment from the City of Dublin's hotel/motel tax and the Ohio Arts Council. DAC is also supported by the National Endowment for the Arts, contributions from individuals, corporations, foundations, fundraising events, gallery sales, and in-kind contributions. DAC is dedicated to engaging the community, cultivating creativity, and fostering life-long learning through the arts.

To ensure that the organization is well-positioned to meet the future needs of a growing Dublin, Ohio and the region, DAC engaged Gallagher Consulting Group Inc. (Gallagher) to facilitate a strategic planning initiative. This strategic plan framework is the result of the effort and is designed to guide the organization from 2022 to 2024.

The strategic planning process began with an environmental scan which included soliciting input from a variety of valued stakeholders. Gallagher conducted personal interviews with representatives from the Board of Directors, Dublin City Council, City of Dublin, select community representatives, and DAC staff.

Gallagher facilitated a virtual planning meeting for the Board of Directors in November. The leaders leveraged the findings from the stakeholder interviews and the 2019-2021 Strategic Plan to discuss the path forward for the organization.

Gallagher facilitated a subsequent in-person planning retreat with the DAC staff team in December 2021. The team and Gallagher worked together to develop this strategic plan document.

WHO WE ARE



Our Vision

A community of those who live, work, visit, play and learn in Dublin, in which the arts are embraced and nurtured; and through the arts, lives are enriched, diversity is celebrated and the economy is enhanced.



Our Mission

Dublin Arts Council engages the community, cultivates creativity and fosters life-long learning through the arts.

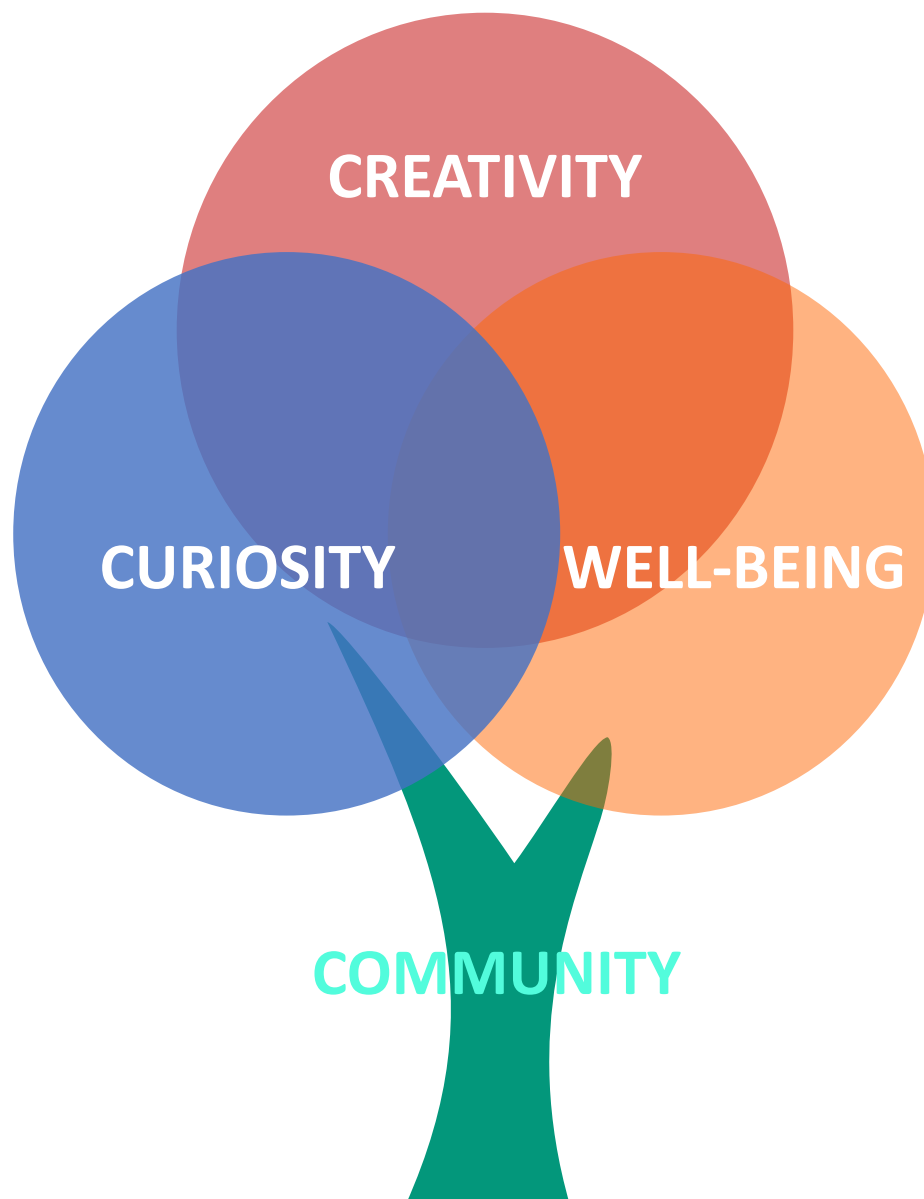


WHO WE ARE

Our Impact

We improve lives through the convergence of creativity, curiosity, and well-being.

We provide lasting, meaningful, life-changing experiences for the community; those who live, work, visit, play and learn in Dublin.



STRATEGIC GOALS

1 Programming

- Offer exemplary, innovative, and responsive arts programming that is accessible and promotes appreciation and enjoyment of the arts while enhancing the well-being and quality of life for the community

2 Community engagement & well-being

- Strengthen and broaden community engagement in the arts by bolstering outreach efforts, cultivating partnerships, supporting local artists, and ensuring that offerings celebrate the community's diversity

3 Awareness

- Increase awareness of Dublin Arts Council by elevating its brand and articulating its value proposition to the community and beyond

4 Fiscal stewardship

- Diversify and increase funding while seeking efficiencies and building financial reserves to ensure organizational sustainability

5 Organizational excellence

- Achieve organizational excellence through commitment to the highest standards for administrative practices and internal operations

1

GOAL 1: Programming

Offer exemplary, innovative, and responsive arts programming that is accessible and promotes appreciation and enjoyment of the arts while enhancing the well-being and quality of life for the community

Objective A: Public art

Implement key elements of Dublin's Public Art Master Plan and expand public art offerings in the community

Key Tactics:

- Streamline DAC/City partnership to advance public art programming
- Redefine public art to include artist-led permanent, temporary, community, and participatory artworks using 21st-century best practice
- Establish the Public Art Review Committee (PARC), comprised of subject matter experts from the fields of public art, community engagement, municipal services, and business interests
- Develop public review processes for public art ideas, suggestions, and donations from community and staff
- Educate the community about the expanded definition of public art through temporary, community, and participatory public artworks, programming and innovative educational offerings
- Pursue new legislative measures to obtain program funding

Objective B: Well-being

Promote the well-being of the community through dynamic and inspiring programming

Key Tactics:

- Build partnerships and collaborative efforts with health and wellness organizations
- Continue to offer innovative arts programming that nurtures individual and community well-being
- Interpret/develop evidence-based research to determine impact on wellness

1

GOAL 1: Programming (*CONTINUED*)

Offer exemplary, innovative, and responsive arts programming that is accessible and promotes appreciation and enjoyment of the arts while enhancing the well-being and quality of life for the community

Objective C: Other offerings

Continue to enhance and deliver high-quality, targeted signature programs, events, and services

Key Tactics:

- Evaluate and determine viability of creating new physical and programmatic connections to the Bridge Park development and Riverside Crossing Park
- Explore, identify, and develop programs to address specific needs of the community
- Regularly assess, evaluate, and prioritize programs through quantitative and qualitative metrics, e.g. Sundays at Scioto
- Explore and identify additional opportunities to support performing arts programming for the community
- Test new virtual programming concepts
- Perform external benchmarking of similar programming to gain perspective on overall performance



2

GOAL 2: Community Engagement & Well-being

Strengthen and broaden community engagement in the arts by bolstering outreach efforts, cultivating partnerships, supporting local artists, and ensuring that offerings celebrate the community's diversity

Objective A: Community at-large

Continue to solicit and respond to community needs and interests by using a targeted research approach

Key Tactics:

- Identify community needs and interests by creating targeted research and feedback mechanisms for each unique audience, e.g., students, businesses, young professionals
- Continually track community participation and engagement with DAC and its offerings

Objective B: Artists

Increase awareness, support, and connections with local and regional artists

Key Tactics:

- Demonstrate importance of artists within community by convening and showcasing local artists
- Explore possibility of refining grant language to expand the eligible pool for the Community Arts Grants program
- Continue to administer and support community arts programming, and explore the use of additional venues in the community to expand footprint, e.g. *Recreation Center, businesses*

Objective C: Strategic partnerships

Cultivate and strengthen strategic partnerships and other relationships to foster awareness, support, and connection

Key Tactics:

- Focus efforts on segmented audiences including healthcare and wellness providers, businesses, schools and City of Dublin leaders
- Create, execute and measure DAC's economic impact and its contribution to cultural tourism in partnership with downtown Dublin businesses, marketing partners and hotels
- Develop action plan to expand existing partnerships
- Prioritize and pursue new partnerships

3

GOAL 3: Awareness

Increase awareness of Dublin Arts Council by elevating its brand and articulating its value proposition to the community and the region.

Objective A: Case for engagement and support

Develop a compelling and creative content strategy that tells the story of DAC and demonstrates its value proposition

Key Tactics:

- Gather, develop, and package DAC community and economic impact data
- Create a story bank of compelling anecdotes and testimonials of DAC's positive influence in the community and the region
- Continue earned media program
- Create annual ROI and metrics to measure mission impact and develop regular reports to the community

Objective B: Brand awareness

Increase favorable brand awareness and visibility to support growth and success

Key Tactics:

- Explore co-branding opportunities with the City and peer organizations
- Ensure that events such as Sundays at Scioto are clearly branded and attributed as DAC programs/events

4

GOAL 4: Fiscal stewardship

Diversify and increase funding while seeking efficiencies and building financial reserves to ensure organizational sustainability

Objective A: Financial stewardship

Demonstrate sound fiscal stewardship by adhering to best practices and protocols

Key Tactics:

- Update financial policies and procedures
- Monitor all codes and regulations related to nonprofit finance
- Review and adjust the organization's investment strategy
- Conduct and emphasize the importance of annual audit

Objective B: Contributed revenue

Implement Strategic Development Plan to yield increased investment from individuals, corporations, foundation and government support

Key Tactics:

- Update compelling case for support
- Streamline cultivation process and 'asks' to foundations and corporations
- Expand the use of DonorPerfect software to create and develop donor page for planned choice investment options and benchmarking
- Leverage board members to help support cultivation efforts and champion DAC

Objective C: City partnership

Continue to partner with the City of Dublin to preserve core funding and explore new opportunities for fiscal support to benefit residents and the region

Key Tactics:

- Build closer relationship with Dublin's City Council and senior City of Dublin staff to enhance community development and determine community needs
- Continue regular communication and education sessions with City of Dublin staff and City Council
- Continue to comply with hotel/motel tax funding requirements and leverage hotel/motel tax
- Advocate for the adoption of Percent for the Arts legislation
- Demonstrate value proposition, positive outcomes and ROI
- Advocate for increased pedestrian and bicycle access to DAC facility

5

GOAL 5: Organizational excellence

Achieve organizational excellence through commitment to the highest standards for administrative practices and internal operations

Objective A: Talent management and culture

Recruit and retain quality employees and external partners while offering a vibrant, positive workplace culture that emphasizes work-life balance

Key Tactics:

- Develop a staffing plan that includes assessment of needs, resources, and gaps
- Provide ongoing training and professional development opportunities for staff
- Maximize the use of external partners and resources
- Develop a succession planning framework for emergency and planned transitions at the leadership level
- Develop knowledge transfer documentation and update employee handbook

Objective B: Technology and data

Upgrade and increase efficient use of technology in all operations

Key Tactics:

- Optimize IT management and assess overall health of technology infrastructure
- Expand use of DonorPerfect software to foster data accuracy and track engagement of donors
- Perform assessment of current website and incorporate necessary upgrades/updates
- Establish cyber security policies and protocols

Objective C: Governance

Follow best practices for board governance and succession to recruit and develop highly qualified and diverse board members and to prepare future leaders of DAC

Key Tactics:

- Recruit, develop, and maintain a highly qualified, engaged, and diverse Board of Directors
- Clarify, delineate, and communicate board roles and responsibilities in writing and create accountability measures
- Better leverage board members to support the organization's cultivation of funds, awareness and advocacy efforts
- Further utilize board development committee to refine onboarding process, development, and accountability
- Cultivate 100% financial support / participation from board members

5

GOAL 5: Organizational excellence *(CONTINUED)*

Ensure organizational excellence through commitment to the highest standards of operational and administrative practices.

Objective D: Diversity, Equity, Inclusion, and Access

Promote diversity, equity, inclusion, and access in all programming and operations

Key Tactics:

- Continue commitment to providing accessible, socially-focused programming and services
- Provide three new accessible arts opportunities
- Boost outreach and engagement activities with Dublin's Asian and senior populations
- With assistance from a Board ad hoc committee, identify diverse community voices to shape programming and ensure that DAC models best practices in diversity, equity, inclusion, and access

Objective E: Facilities and assets

Develop and begin implementation of a facilities master plan

Key Tactics:

- Work with external partners to develop a space utilization plan
- Maximize use of grounds and facilities to engage more people effectively
- Further develop and leverage relationship with City of Dublin Parks and Recreation department as well as other departments responsible for facility and grounds maintenance and repair

MEASURING SUCCESS

How we measure mission

Goal 1: Programming

- ✓ Attendance and participation numbers
- ✓ Participant satisfaction scores
- ✓ Implementation of Public Art Master Plan elements
- ✓ Successful new programs fostering well-being
- ✓ Completion of programmatic benchmarking
- ✓ Completion of revamped Sundays at Scioto programming

Goal 2: Community engagement & well-being

- ✓ Enhanced community research and feedback
- ✓ Increased visibility of local and regional artists
- ✓ Expanded eligible pool of artists and arts organizations in Community Arts Grants program
- ✓ Stronger community partnerships
- ✓ Number of volunteers

Goal 3: Awareness

- ✓ Updated case for support
- ✓ Enhanced brand visibility
- ✓ Quantified earned and owned media outcomes

Goal 4: Fiscal stewardship

- ✓ Revenue (contributed, earned, total)
- ✓ Ongoing support from City of Dublin
- ✓ Number of donors and sponsors
- ✓ Secured hotel/motel tax funding
- ✓ Develop program and advocacy framework for Percent for the Arts policy

Goal 5: Organizational excellence

- ✓ Completion of staffing plan
- ✓ Completion of succession plan
- ✓ Turnover rates
- ✓ Enhanced use of technology
- ✓ Completion of facilities master plan
- ✓ Completion of Board roles and responsibilities document
- ✓ Increased access and diversity
- ✓ 100% Board financial commitment to organization



7125 Riverside Drive
Dublin, OH 43016
614-889-7444
dublinarts.org