

FINANCE COMMITTEE OF DUBLIN CITY COUNCIL
Tuesday, May 5, 2020
Virtual meeting - 5:30 p.m.

Minutes of Meeting

Chairperson Alutto called the virtual meeting to order at 5:30 p.m.

Committee Members present: Ms. Alutto, Chair; Mr. Keeler and Mr. Peterson.

Staff members present: Mr. McDaniel and Mr. Stiffler.

Others present:

Scott Dring, Executive Director; Dr. David Lee, Board President, Dublin Convention and Visitors Bureau.

David Guion, Executive Director; Robin Campbell, Board President, Dublin Arts Council.

Approval of Minutes

- o Minutes of November 13, 2019

Mr. Peterson moved approval of the minutes of November 13, 2019.

Mr. Keeler seconded the motion.

Vote on the motion: Mr. Keeler, yes; Mr. Peterson, yes; Ms. Alutto, yes.

Request for Funding from DCVB for the Dublin Hospitality Industry Restart Plan

Dr. Lee thanked the Committee as well as Mr. McDaniel and Mr. Stiffler for considering this restart plan. As everyone knows, the current directives to stay safe and stay home are counter to the Bureau's mission of bringing people to Dublin and so they are pivoting during this crisis. The DCVB deliverable has always been the return on investment -- the DCVB prides itself on making sure every dollar given to them generates a return. This is an important time to make sure this happens, and the restart plan does just that.

Mr. Dring noted that the projection for bed tax is 64 percent down in 2020 versus the previous year. He provided an update on the steps the DCVB has taken to reduce fixed expenses -- salary reductions, benefit reductions, marketing dollars cut. They have \$200,000 in reserves. He updated the committee on the various programs and their ineligibility to participate as well as the status of any grant requests they have made. They do have a line of credit available if needed. They are good until the end of the year for the operational standpoint. What they are requesting is support for sales and marketing. (Restart plan was presented and is attached.)

He emphasized the restart plan is a community plan -- not just a DCVB plan. What the DCVB does is economic development -- generating jobs, generating awareness globally of the City of Dublin. There is tremendous ROI in their plan. In terms of a timetable, there is a finite start and conclusion to this plan. They believe the end will be at the end of this calendar year.

The goal of the plan is to implement a unified sales and marketing effort to restart the Dublin hospitality Industry and local economy while recovering lost jobs and revenue for

the City of Dublin. He noted that 70 percent of the hospitality industry jobs in Dublin are gone. One of their key metrics is to get a majority of those back.

He then highlighted the various initiatives of the phases the plan, as outlined in the attached.

He summarized that the request, as outlined, is for \$300,000 to fund the restart plan. He noted that two years ago, the DCVB began a Place DNA project -- to determine the message and markets and what really resonated with people. Focus groups were held and there were key attributes that people indicated made Dublin so special: clean, safe, and outdoor amenities.

He closed the presentation by stating that he and his family have lived in Dublin for 20 years and things have changed, but one constant are the people and their love for Dublin and for each other – that will never change.

Council Questions

Mr. Peterson stated he is supportive of all that Mr. Dring has outlined in the restart plan. The reasons for him to support this are that the DCVB has always been mindful of the ROI for the monies invested in the programs; the credibility of Mr. Dring based on his track record over the years; and the exceptional Dublin staff who will be working hand-in-hand with the DCVB on this restart plan. This is a community effort focused on Dublin. For these three reasons, he is supporting the funding for the restart plan.

Ms. Alutto and Mr. Keeler agreed.

Ms. Alutto asked staff to comment.

Mr. Stiffler provided two funding options, should the Committee recommend to Council their desire to support this plan at \$300,000:

Appropriation from the General Fund

The restart plan is intended to restart Dublin's restaurants and retail in addition to its hotel establishments. Using General Fund dollars reflects the broad intention of this plan. It preserves the fund balance in the Hotel/Motel Fund as that fund's revenues have declined significantly. Funding for the appropriation could come from unearned economic development incentives. The current balance in that account is \$387,000. This appropriation could be redirected in order to fund the plan without increasing the budget. It may require an increase in future appropriations should additional economic development opportunities come about in 2020.

The Hotel/Motel Tax Fund

The final Phase 3 of the restart plan is the most expensive and longest phase and most likely to generate hotel/motel tax revenue.

Staff would propose utilizing the General Fund to support this restart plan. Staff also recommends that the Committee direct staff to work with the DCVB to structure this in such a way to maximize the potential reimbursement under the CARES Act – including perhaps a professional services agreement or other arrangement to be worked out.

Mr. Keeler stated he assumes they are seeking the entire \$300,000 at one time versus a phased approach for funding.

Ms. Alutto responded the request is for the entire \$300,000 in funding at one time.

Mr. Stiffler agreed. Whether it will be distributed all at one time or in phases as the plan unfolds could be worked out between staff and the DCVB.

Mr. Keeler stated that this would essentially be a "line of credit" where the City holds the money and disburses it as the phases are completed, correct?

Mr. Stiffler stated that the easiest method is to recommend approval of the \$300,000 to Council, and staff could determine if some portion should be completed before granting money for the next phase. He would recommend a \$300,000 appropriation for this purpose, and entering into a Professional Services Agreement with the DCVB and that it be handled as any normal contractual relationship.

Ms. Alutto stated it would be important to keep Council updated on the status of the various phases.

Mr. McDaniel asked if Mr. Dring has a preference in terms of paying this out in phases and setting up an agreement.

Mr. Dring responded that they can work with vendors for payments needed in the future. They are not in need of the entire amount upfront.

The Clerk reported there was not any public input received via e-mail.

Mr. Peterson moved to recommend to Council the funding of \$300,000 as Mr. Stiffler has described, using the economic development incentive dollars.

Mr. Keeler seconded the motion.

Vote on the motion: Ms. Alutto, yes; Mr. Keeler, yes; Mr. Peterson, yes.

Ms. Alutto thanked the DCVB representatives for their participation tonight.

Request for Funding from the Dublin Arts Council due to COVID-19

Mr. Guion noted that Board President Robin Campbell is also participating in the meeting tonight.

He noted that a memo was sent dated April 1, 2020 to the City with the request for support. This memo was included in the packet for tonight's meeting. He will provide summary financial information to supplement the April 1 memo and programming updates – both current and in progress. He stated the following:

- The DAC staff of six have transitioned to working from home offices and are all healthy.
- The organization has remained nimble in its response to the pandemic and to the community needs.
- The Board has demonstrated exemplary leadership and guidance, providing much needed in kind and financial support.
- Art is essential now more than ever. During this time of social isolationism, people are utilizing the arts to bridge connection and healing. Art is not cancelled.
- DAC remains dedicated to their mission, which is to engage the community, cultivate creativity and foster lifelong learning through the arts.

- Hotel/motel tax funds provided to Dublin Arts Council are used to improve the quality of life for residents, corporate citizens and visitors. The DAC anticipated receiving \$741,000 for programming in 2020, after funds were withheld for public art and the Dublin Arts Center lease. This 2020 budget did not anticipate any increase in hotel/motel tax from 2019 to 2020 and represented 80 percent of Dublin Arts Council's income.
- The red bars shown on the graph represent City of Dublin revised hotel/motel tax revenue estimates, based on best, moderate and worst-case scenarios, ranging from a reduction of 38 percent to a reduction of 65 percent.
- Dublin Arts Council's financial response includes two primary strategies: reduce expenditures and increase revenue.
- To that end, Dublin Arts Council's operating budget was reduced from \$1,101,047 to \$843,499. These cuts include a 20 percent reduction in payroll, a 31 percent cut to programming expense and a 20 percent reduction in overhead.
- The DAC continues to seek ways to reduce costs while exploring forms of low or no-cost programming.
- To increase revenue, Dublin Arts Council immediately sought and has received a \$94,800 loan under the Paycheck Protection Program plan. They expect \$65,000 to be forgiven and reclassified as revenue. The remainder can be carried forward as a loan at 1% interest, if needed.
- On May 1, Dublin Arts Council submitted a grant application to the National Endowment for the Arts for \$50,000 in sustainability funding through the CARES Act. Dublin Arts Council is qualified to apply as a recent NEA grant award recipient. There is a 20 to 25 percent chance of receiving this funding. The grant is designed to reach underserved populations.
- Dublin Arts Council's timely comprehensive Development Plan will be completed in June, providing a short- and long-term roadmap for increasing philanthropic efforts and increasing individual giving. They are vigorously undertaking fundraising efforts and campaigns, including Giving Tuesday Now, as well as The Columbus Foundation's Big Give campaign on June 10-11.
- Dublin Arts Council's annual Garden Party fundraiser has been rescheduled for August 28 at The Conference Center at OCLC. In the event we are still limited in social gatherings at that time, we have a new virtual fundraising and digital bidding platform for our ever-popular silent auction, which can be integrated for a virtual gala.
- With cancellation of the Sundays at Scioto summer concert series, Dublin Arts Council reached out to corporate sponsors to ask for their support to be redirected for general operating costs. The response has been overwhelmingly positive and he acknowledged the supportive corporate community in their effort to keep the arts alive.
- Dublin Arts Council is currently in conversations with the Ohio Arts Council and Dublin Community Foundation to determine the potential for grants and expanded support. We continue to research and pursue all other potential grant sources.

He then described the current budget shortfall projections:

- This chart is based on calculations from late March and included estimates for Hotel/Motel tax that were compiled through communications with the Dublin Convention and Visitors Bureau, Greater Columbus Arts Council and Experience Columbus. This estimate very closely mirrors City of Dublin projections under the “Moderate” model for Hotel/Motel tax funds.
- This chart also represents the reduced operating budget of \$843,499. The net change shows a gap of roughly \$360,000 remaining to be filled under this model.
- The April books have not yet been closed, but the May 1 cash balance less liability is projected to be approximately \$460,000. For the nonprofit industry, best practices indicate a reserve fund policy that provides for a minimum of three months and a recommended amount of six months of operating expense, plus an operating balance for normal monthly expenses. Dublin Arts Council has been working for the last 15 years toward building a six-month balance. To date, the DAC has achieved a five-month balance. In comparison, the City of Dublin has a General Fund balance of \$68.8 million, enough to fuel the city for ten months.

These reserves will be used for:

- Programs currently in planning that respond to COVID-19
- To offset the annual cycle of lower hotel/motel tax receipts in the first quarter of the year, as is standard
- To address a potential reduction in hotel/motel tax funding beyond current projections in both volume and duration.

Even with limited resources, Dublin Arts Council remains vigilant and dedicated to providing important programming that benefits Dublin residents, corporate citizens and visitors.

- The Board of Directors and staff are working to increase contributed revenue to help Dublin Arts Council fulfill its mission. Today, May 5th, is GivingTuesdayNow, a global day of giving and unity in emergency response to the need created by COVID-19.
- Dublin Arts Council has partnered with Dublin Bridges to bring art supplies and arts education activities to community families who receive free and reduced-price school meals. The effort has already raised over \$3,000 with a total of 33 donations. Dublin Arts Council will continue to receive funds in this initial phase through May 26 as part of a nationwide matching-fund campaign sponsored by Nonprofit Hub, Firespring and Do More Good – all dedicated to nonprofit education.
- Dublin Arts Council is a service organization. We define community as those who live, work, visit, play and learn in Dublin. To fulfill our mission, and the directive for use of hotel/motel tax funding – to improve the quality of life for residents, corporate citizens and visitors – one of the first things Dublin Arts Council did in mid-March was to create a digital “Be Creative” resource page, providing creative project ideas and instruction, virtual arts experiences, challenges, mindfulness ideas and wellness resources to support the greater community.
- The “Your Street Name Here” Arts Festival was designed to encourage neighbors to have fun and bring joy to everyone who takes walks and cycles through Dublin neighborhoods. On May 8 and 9, residents will be placing artwork outside

for all to enjoy. As of yesterday, 16 neighborhoods have signed up. A full list will be posted soon.

- Working in collaboration, Dublin Arts Council can provide value-added support to the Dublin Convention & Visitors Bureau's efforts. We can leverage our existing assets to reach local, statewide and regional visitors – including our public artwork, with visitors logged from all 50 states via our cell phone tour, and our Riverboxes, recognized as in the top 1 percent of more than 450,000 geocachers in the United States.
- We can reach new audiences with messages targeted to visitors who are explorers, creative and curious. We can help welcome friends and family back to Dublin to re-connect and celebrate. Cultural tourism pays dividends with 22% longer stays and 38% higher spending than general tourists. The economic impact of arts programming in Dublin was estimated at \$1.25 million last year. In supplementing the DCVB restart plan with a no-cost marketing communications effort, Dublin Arts Council can utilize a \$10,000/month grant for paid search through Google Ads. We can also assist in social and traditional media efforts plus email marketing to reach local and regional patrons who fit the target for the DCVB restart plan.
- The DAC is creatively promoting Dublin. Their earned media impressions for the Field of Corn anniversary event alone were over 13 million across the country. Since Dublin Arts Council is a 501(c)(3) nonprofit, they will work in collaboration with the DCVB to research and jointly apply for any available funding to support cultural tourism and reach potential visitors.
- On April 23, Dublin Arts Council made the difficult decision to cancel the 2020 Sundays at Scioto summer concert series for the first time in its 37-year history. Dublin Arts Council, in collaboration with the City and the DCVB, is exploring ways to continue to infuse performing arts into the community, with drive up, in-person and virtual house concerts plus other pop-up temporary public art experiences. All eight of the 2020 Sundays at Scioto musical acts have agreed to perform in 2021. The lineup and links are posted on the Dublin Arts Council website so the community can enjoy online performances and get to know the artists virtually before they come to Dublin next year.
- Dublin Arts Council also made the difficult, but prudent decision to cancel in-person ARTcamps for summer 2020. This impacts earned revenue, but more importantly it impacts the families who look forward to this experience each summer.
- With support from the Greater Columbus Arts Council, Dublin Arts Council is convening an ad hoc working group made up of local arts agencies in Hilliard, Grandview, Worthington and Delaware, in order to make sure art education offerings are an important part of children's activities throughout the summer.
- Our community is responding to the pandemic creatively, with kindness and humor. We are regularly communicating with members of the community and asking them to keep their "art"ifacts for a community "Created at Home" exhibition that will take place in the Dublin Arts Council gallery and other public spaces when we are cleared to gather in person and all safety protocols are in place to open up the Dublin Arts Center.

- Dublin Arts Council has created and posted a virtual gallery tour of the exhibition Rod Bouc: *Earth and Sky* and is exploring both in-person and virtual options for the next exhibition in our gallery: Sue King: *The Great Outdoors*.
- The next Art and Wellness event is scheduled for Sept. 26 in Scioto Park titled CONNECT, and will connect visitors with the environment, community wellness and one another.

He recommended that this dialogue continues by meeting regularly, and forming a Hotel/Motel Tax Task Force to monitor changes and address needs. The Hotel/Motel Tax Task Force should include Dublin Arts Council, the Dublin Convention & Visitors Bureau, City of Dublin and representatives from the Hospitality Industry and Business Community. The purpose of the task force would be to evaluate the ever-changing travel and tourism environment, and to keep each other informed of the rapidly changing economic situation that impacts us all. Together, this Task Force can respond in a timely manner, to the benefit of Dublin's residents, corporate citizens and visitors. He thanked the Committee for their time and attention and offered to respond to questions.

Mr. Keeler asked about the grant the DAC has applied for with the National Endowment for the Arts. What was the amount requested?

Mr. Guion responded the grant request is \$50,000.

Mr. Keeler asked when they will know if they receive the grant award.

Mr. Guion responded they will know the outcome in June.

Mr. Peterson asked about the funding set aside for the building improvements. What is that total amount?

Mr. Stiffler responded there is \$475,000 set aside in 2021 in the current CIP for improvements to the DAC.

Ms. Alutto asked what is included in the improvements.

Mr. Stiffler recalled it is a back patio area.

Ms. Alutto asked Mr. Stiffler to provide staff's report regarding the DAC request.

Mr. Stiffler provided potential options for funding, should the Committee recommend to Council that funding support be provided:

1. Forgiveness of lease payments for the Dublin Arts Center. Rent is \$7,000 per month.
2. Remove the requirement for the Art in Public Places (AIPP) Program in 2020, which would free up \$75,000 for 2020.
3. Provide funds currently held by the City for the Art in Public Places program. Currently, \$300,000 in the Fund balance is set aside for the AIPP for 2016-2019 and has not yet been utilized.
4. Redirect funds in the 2020-2024 CIP for capital improvements at the Arts Center. There is \$475,000 allocated in 2021 in the CIP. Typically, when talking of CIP funds these are income tax dollars. In this case, these capital dollars are coming from the

hotel-motel tax fund and are the same account used for operating budget expenditures for events and for payments to the DCVB and the DAC.

5. Provide a grant from the Hotel/Motel Fund to the DAC for general operating support. The memo of 4-21-20 requests \$201,000.

If the committee is supportive of this request for operating expenses, staff does have a recommendation for how it might be structured.

Staff recommends the following:

- Forgive or suspend the \$7,000 per month in lease payments, at least for the term of this emergency.
- Defer the capital project for the DAC from 2021 to at least 2022. At that time, a path forward could be determined, depending upon the level of support that is ultimately provided to the DAC and a review done of the hotel-motel tax fund balance over 2020 and 2021 to evaluate all of the priorities of that fund. It is important to consider that the hotel-motel tax fund is the only special revenue fund that does not require a transfer from the General Fund in order to carry out its purpose. It is unlikely that the hotel-motel fund is going to be able to maintain this financial strength without some prioritization of the fund balance and what the fund will do during this period of declining revenues. Postponing this decision for another year would allow time for evaluation.
- Similar to the DCVB, staff would want to structure this support in such a way to maximize reimbursement under the CARES Act. This would be a new appropriation with a new Professional Services Agreement that is separate from the way the City currently does business with the DAC since the funding mechanism would be different. If successful in seeking reimbursement, the capital project could be re-evaluated as well as the fund balance.

Mr. Peterson asked for the total amount of the request -- is it \$201,000?

Mr. Stiffler responded that the total request is \$360,000.

Mr. Guion confirmed that \$360,000 is the gap they have identified.

Ms. Alutto asked Mr. Stiffler if there is a reason staff would not recommend waiving the requirement that DAC encumber the monies for the AIPPP.

Mr. Stiffler responded that there is a community-wide benefit to the AIPPP, while narrowing the focus to the capital improvements funding at the DAC would fill the gap identified. It is a policy decision for Council, but that is staff's thinking.

Mr. Keeler asked for clarification. In reading the DAC request to the City, dated April 1, 2020 it identifies the following: remove or defer lease payments retroactive to January 1, 2020; provide funds being withheld for public art (AIPPP) retroactive to January 1, 2020 of \$300,000 to the DAC; grant a separate hotel-motel tax request of \$240,000 from the fund balance for DAC general operating support. Adding the \$300,000 plus the \$240,000 totals \$540,000. He is confused about the amount being requested.

Ms. Alutto stated that the gap is \$360,000.

Mr. Keeler stated that funding that gap can then be accomplished by deferring the capital improvement project. That makes sense to him.

Discussion followed.

Mr. Peterson stated he is fine with removing the rent requirement for the emergency period, and deferring the capital improvement project gives the most flexibility in terms of getting back on track as soon as possible. He supports both of these options.

Ms. Alutto asked if he wants to defer the lease payments or forgive them.

Mr. Keeler asked how much time remains on the current DAC lease.

Mr. Stiffler responded their current lease runs through 2026.

Mr. Peterson stated the City will own the DAC building this year, correct?

Mr. Stiffler responded that is correct.

Mr. Peterson asked what encumbrance the City has per month to pay for the building.

Mr. Stiffler responded the City has paid \$165,000 to date this year for the DAC building, so \$12-13,000 per month.

Mr. McDaniel stated that the thinking shared by him and Mr. Stiffler is that there is a gap to be filled. From a policy perspective, it is important to keep the operations going by filling that gap so they can continue to provide services. The capital project deferral would be the easiest way to accommodate the gap. The challenge is that all of this has to happen within the hotel-motel tax fund, which has demands. The difference between deferring or forgiving the least payments is not substantial from a cash flow perspective. Mr. Stiffler stated that later tonight, there is discussion scheduled about lease collections and suspension versus forgiveness for other organizations.

Mr. McDaniel stated if the lease payment is forgiven, there is less taken away from the capital project. It is not forgiving the lease and the \$360,000; it is the \$360,000, however, that is spread over the months. Mr. Guion in his initial letter identified where the cuts could be made, but committed they want to continue providing services. The first priority of the fund is programmatic services to the public. The capital project can be revisited later.

Mr. Guion stated that the intent was to provide as many options as possible for consideration. That is why there is not a specific request. However, \$360,000 is the gap to be filled.

Mr. Keeler stated he would support forgiving the lease payments through December.

Ms. Alutto agreed, noting that the rest of the gap can be met with deferral of the capital project.

Mr. Peterson agreed. He praised Mr. Guion and Ms. Campbell for their talent and leadership.

The Clerk reported there was no public input received via e-mail.

Mr. Peterson moved to recommend to Council forgiveness of the DAC lease payments through December 2020 and filling the balance of the \$360,000 gap from the capital project funding deferral.

Mr. Keeler seconded the motion.

Vote on the motion: Ms. Alutto, yes; Mr. Keeler, yes; Mr. Peterson, yes.

Members of Council and staff acknowledged the efforts of the DAC.

Status of Bed Tax Grants

Mr. Stiffler noted that the table shown displays the bed tax awards made for 2020. At this time, no organization has requested any reimbursement for 2020. They may or may not have incurred expenses, but no reimbursements have been requested to date. Many of the events scheduled April through June have already been cancelled or postponed. Staff expects that list to grow as the pandemic continues. Relative to these grants, staff recommends that the Committee recommend to Council the following actions:

- For events cancelled in 2020 due to COVID-19, events will be eligible to receive reimbursements for expenditures as specified in the grant application
- Funds appropriated for events to be held in 2020 will not be permitted to be rolled over to future years. If in November, there is a desire to fund some of these events, the 2021 bed tax grant appropriation can be set appropriately.

Staff is seeking guidance regarding these two policies.

The Committee members expressed concurrence with both policies. There will be a future discussion in any case of how the allocation for bed tax grants is established, but it is appropriate to pause at this time to allow that discussion to occur.

Mr. McDaniel added that the first two items on the Committee agenda tonight were referred by Council. He asked that the other items listed be reviewed by the Committee to obtain feedback and vetting.

Ms. Alutto stated it is appropriate to have the Committee review these items.

Mr. Keeler asked about the reimbursement item. If an event was planned and then cancelled, but they incurred expenses not related to City services, are they eligible to submit a request for reimbursement?

Mr. Stiffler stated that if in their grant request and award, they itemized it as an expense, they would be eligible for reimbursement of that expense.

The Clerk reported there were no comments received by e-mail.

Mr. Peterson moved to recommend that Council approve the two policies as outlined by staff – that for events cancelled in 2020 due to COVID-19, events will be eligible to receive reimbursements for expenditures as specified in the grant application; and funds appropriated for events to be held in 2020 will not be permitted to be rolled over to future years.

Mr. Keeler seconded the motion.

Vote on the motion: Ms. Alutto, yes; Mr. Keeler, yes; Mr. Peterson, yes.

Postponement of Beautify Your Neighborhood Grants

Mr. Stiffler stated that \$32,000 is appropriated from the General Fund each year for these grants. Staff is proposing that any decision on these grants be postponed until August. This is consistent with previous years when there have been multiple rounds of funding for these grants. They are typically awarded once in the spring and once in the

fall. Given the financial situation, staff believes it is prudent to postpone these until August and then re-evaluate the status of funds. Staff is seeking Council's direction.

The Committee concurred with staff's recommendation.

The Clerk reported there was no public comment submitted via e-mail.

Mr. Peterson moved to recommend that Council postpone consideration of BYN grants until August.

Mr. Keeler seconded the motion.

Vote on the motion: Mr. Peterson, yes; Mr. Keeler, yes; Ms. Alutto, yes.

Forgiveness of Lease Collections

Mr. Stiffler stated that the City leases facilities to the following organizations:

- Subway at the DCRC - \$1,000 per month
- Dublin Village Tavern - \$3,374.16 per month
- Dublin Chamber of Commerce - \$ 2,100 per month

The Governor issued an executive order regarding the suspension of leases for small commercial businesses and he requested that small business lease operations be allowed to suspend their lease payments for 90 days. Staff is requesting policy discussion on suspending these small commercial lease payments for the duration of the emergency. He added that staff is not seeking to make any changes to contractual agreements on the fiber rental as those are not small commercial leases, nor is staff making any changes to the 5800 Building rental at this time. The Subway, DVT and Chamber are three leases, in addition to the DAC, that would be impacted by this policy decision. Staff is seeking guidance.

Ms. Alutto asked if the City has any debt related to these buildings.

Mr. Stiffler responded the City does not.

Mr. McDaniel added that the City is scheduled to do an improvement as part of the new lease with the Chamber. Currently, the plan is to move forward with that.

Mr. Peterson stated that he assumes the Subway is the one at the Rec Center.

Mr. McDaniel stated that is correct, and the City shut down that facility for the emergency, which eliminated their business traffic.

Mr. Peterson stated it is the right thing to do to forgive the leases. He would be comfortable with forgiving the lease payments for the entities mentioned for 90 days and then revisiting that in 90 days. DVT is a visible part of the community as is the Chamber.

Ms. Alutto agreed. After that period, it can be reviewed again.

Mr. Keeler asked if the City has received any requests from Subway or from DVT regarding this lease forgiveness.

Mr. Stiffler responded that he received a letter from Subway, noting that the City closed their building, yet he is continuing to be charged rent.

Ms. Alutto requested a motion regarding DVT, Subway and the Chamber.

Mr. Peterson moved to recommend to Council to forgive the lease payments for 90 days and to revisit after 90 days.

Mr. Keeler seconded the motion.

Mr. McDaniel asked what the effective date would begin.

Mr. Stiffler stated they did not bill for May, pending this discussion. So it would be April, May and June payments to be forgiven.

Mr. McDaniel clarified that the Subway lease forgiveness should be retro to the time the DCRC closed.

Mr. Peterson stated the Subway lease forgiveness should be for the time period the DCRC is closed and until it reopens. With respect to the DVT and the Chamber, it would be 90 days as staff determines. It would be revisited after the 90 days.

Mr. Keeler stated that from a disclosure standpoint, tenants are typically obligated to pay a certain amount over a period of time. So this is a generous offer, versus tacking it on to the end of the lease.

Ms. Alutto stated that is a good point.

The Clerk reported there was no public comment sent via e-mail.

Mr. McDaniel stated that legal staff will review the lease agreements, so perhaps the City Manager should be authorized to adjust the lease agreements as necessary in this recommendation to Council.

Mr. Peterson amended his motion to recommend to Council:

- To forgive Subway's lease payment for the entirety of the closure of the DCRC
- To forgive Dublin Village Tavern and the Chamber of Commerce leases for a period of 90 days
- To authorize the City Manager to amend any agreements to reflect these changes.

Mr. Keeler seconded the motion.

Vote on the motion: Mr. Peterson, yes; Mr. Keeler, yes; Ms. Alutto, yes.

Mr. Stiffler thanked the Committee for their time this evening and guidance provided.

The meeting was adjourned at 6:54 p.m.

Clerk of Council



Office of the City Manager
5200 Emerald Parkway • Dublin, OH 43017-1090
Phone: 614.410.4400 • Fax: 614.410.4490

Memo

To: Members of Dublin City Council
From: Dana L. McDaniel, City Manager
Date: May 1, 2020
Initiated By: Matthew L. Stiffler, Interim Director of Finance
Re: Consideration of the Dublin Hospitality Industry Restart Plan

Summary

Attached to this memo is an outline of the Dublin Hospitality Industry Restart Plan. The Dublin Convention & Visitor's Bureau (DCVB) will be presenting this plan during the May 5th Finance Committee meeting.

The estimated budget for this plan is \$300,000.

Should the Finance Committee decide to recommend supporting this plan to Council, there are two funding options. The Restart Plan could be funded using General Fund dollars through an increase in the appropriation for economic development incentives or using Bed Tax dollars. In either case, a new appropriation will be requested to support this activity in order to maximize the City's likelihood of receiving reimbursement.

Recommendation

Information only.

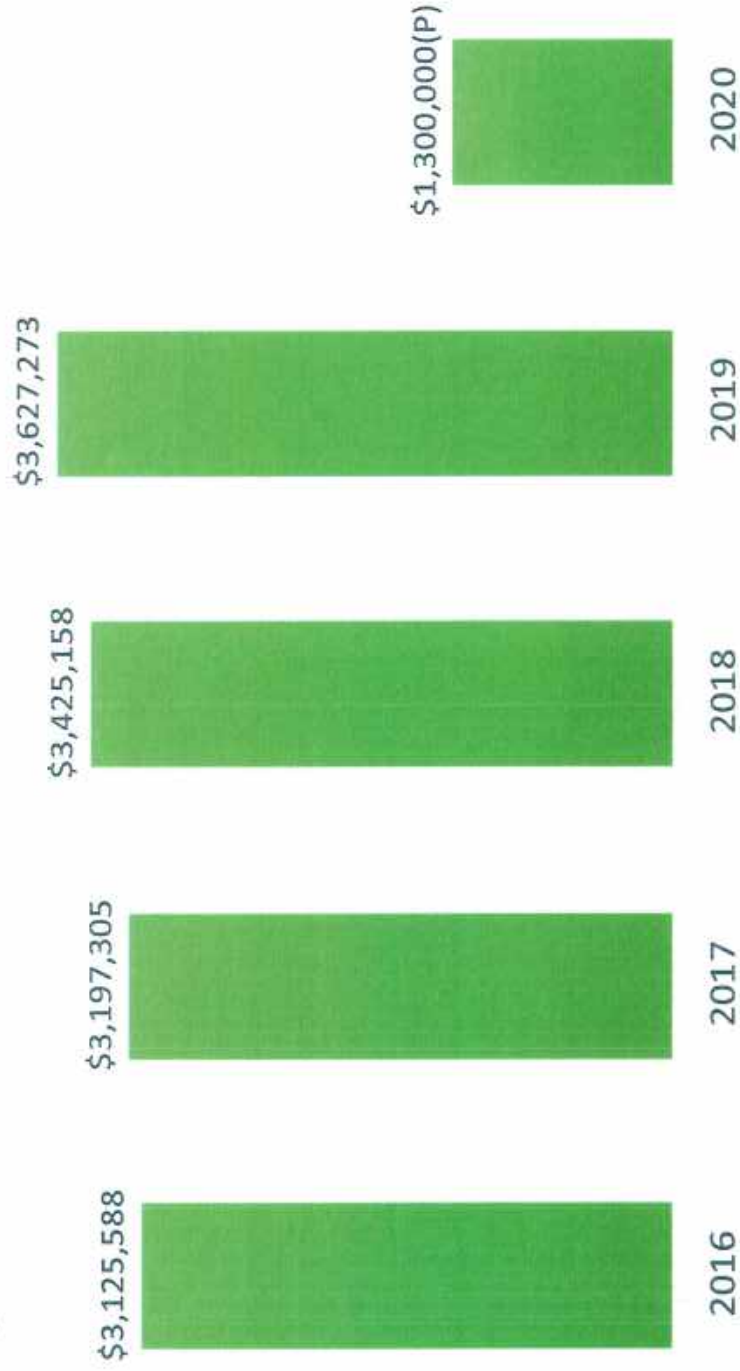
The logo for the Dublin Ohio Convention & Visitors Bureau. It features the word "Dublin" in a large, white, cursive font with a small green shamrock above the letter 'i'. Below "Dublin" is the word "OHIO" in a smaller, white, sans-serif font. Underneath "OHIO" is the text "CONVENTION + VISITORS BUREAU" in a white, sans-serif font, with a small green shamrock between the words "CONVENTION" and "VISITORS".

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Dublin Hospitality Industry

Finance Committee | May 5, 2020

Dublin Bed Tax Revenue (64% Decrease)



DCVB Budget Reductions

- ▶ Immediately Reduced Fixed, Monthly Expenses by 35%
- ▶ Employee Layoffs
- ▶ Reduced Employee Salaries, Benefits
- ▶ Paused All Sales, Marketing Efforts
- ▶ Cut All Non-Essential Expenses
- ▶ Landlord Did Not Provide Rent Forbearance

Potential Revenue Sources

- ▶ DCVB Reserves -- \$200K
- ▶ 501(c)(6) Limitations
 - ▶ Paycheck Protective Program (PPP) – Not Eligible
 - ▶ Economic Impact Disaster Loan (EIDL) -- ???
- ▶ Business Line of Credit -- \$100K
- ▶ Re-evaluate on December 31, 2020

COVID-19 Three Phase Strategy

- ▶ Stabilize Organization, Serve as a Resource
- ▶ Support Dublin Community
- ▶ Restart Plan

Hospitality Industry Restart Plan

- ▶ *Not a DCVB Plan, A Dublin Community Restart Plan*
 - ▶ Supports Dublin's Hotels, Restaurants, Retail, Small Businesses
- ▶ 100% Dedicated to Sales, Marketing – No Operating Costs
- ▶ Economic Development Effort
- ▶ ROI – Restart Dublin's Economy
- ▶ Through December 2020

Restart Plan -- Goal

Implement a unified sales and marketing effort to restart the Dublin Hospitality Industry and local economy while recovering lost jobs and revenue for the City of Dublin

Hospitality Industry Restart Plan

- ▶ Three Stages of Six-Month Restart Plan
 - ▶ Stage One – Gov. DeWine Lifts “Stay at Home” Order
 - ▶ Stage Two – Non-Essential Businesses Open (Restaurants, Hotels, etc.)
 - ▶ Stage Three – DCVB Implements Full Sales & Marketing Efforts
- ▶ Research, Research, Research
- ▶ Program Budget -- \$300,000**

*(**For Sales/Marketing Only, No Operating Expenses)*

“Collaborative” Restart Plan

- ▶ Additional City Support
 - ▶ Cleanliness Initiative, DORA District, Outdoor Dining, Video/Photography, Graphic Design, Communications
- ▶ Dublin Business Recovery Task Force
- ▶ Downtown Dublin Strategic Alliance
- ▶ Dublin Chamber of Commerce

**“We’ve lived here for 20 years and
things have changed but one
constant are the people and their
love for Dublin and for each other –
that will never change”**

Dublin Hospitality Industry Restart Plan

*Presented by The Dublin Convention & Visitors Bureau
April 2020*

Overview:

The Dublin Convention & Visitors Bureau collaborated with the Dublin business community including hotels, restaurants, retail, attractions, etc. to create a Dublin Hospitality Industry Restart Plan. More than 70 percent of Dublin's Hospitality Industry jobs have been lost since March along with tens of millions of dollars to the local economy. This plan focuses on three distinct stages during the recovery process with key objectives, audiences, messages, tactics, budget and timeline for each. This plan is fluid and the stages will occur simultaneously during the process. The Bureau will be working with Experience Columbus, Ohio Tourism Division and several national organizations to leverage efforts taking place on the regional, statewide and national levels.

Goal:

Implement a unified sales and marketing effort to restart the Dublin Hospitality Industry and local economy while recovering lost jobs and revenue for the City of Dublin.

Key Research Insights:

- Meeting and group travel will be the slowest to rebound – most experts believe bookings will not start until October.
- More than half of travelers say they will take a staycation this summer (53.3%); 45.4% say they will take more road instead of airline trips.
- Americans will opt for experiences closer-to-home, by car, concentrating on getting out-of-doors, seeking off-the-beaten-path locations, avoiding modes of mass transportation and traveling with small groups of trusted companions.
- Travelers will choose remote, domestic locations over densely populated areas, avoiding hubs like international airports.
- An increased interest in low-cost travel given the economic impact Coronavirus has inflicted on so many.
- After the pandemic, half of American travelers say they will avoid crowded destinations (49.8%).
- Travelers want assurances that destinations will provide a safe and clean experience.

Sources: U.S. Travel Association, Longwoods International, Smith Travel Research, TravelPulse

Stage One – Governor DeWine Lifts “Stay-at-Home” Order

Projected Duration: 3-5 Weeks

Audiences: Dublin Hospitality Community (hotels, restaurants, retail), Dublin Residents, City of Dublin

Objective: Pivot messaging from “Stay at Home” to promoting Dublin’s travel and tourism product.

Messages:

- 1) Plan Now, Visit Soon
- 2) Dublin offers great outdoor product -- 100 miles of hikes paths, parks, Indian Run Falls, Pedestrian Bridge, etc.
- 3) Support Local

Primary Tactics:

- 1) Establish and promote a clean and safe experience for visitors highlighting City of Dublin, Restaurant and Hotel cleanliness initiatives
- 2) Develop a series of value-added packages to attract leisure travelers as well as market established Dublin Hospitality Industry packages (i.e. Columbus Zoo, romantic, friends and relatives, etc.)
- 3) Create Outdoor Dining options in Downtown Dublin, Dublin City Parks, etc. featuring “take-out” from Dublin restaurants
- 4) Create “Staycation” campaign encouraging locals to utilize Dublin hotels
- 5) Transition “stay at home” content, messaging and imagery to the traditional destination messaging
- 6) Create and enhance outdoors and open spaces content on website
- 7) Facilitate monthly hotel meetings for idea sharing, restant plan progress and hotel performance updates

- 8) Help facilitate and promote Historic Dublin mural to show community support of small business
- 9) Utilize Dublin residents to share Dublin experiences and testimonials
- 10) Encourage City Leadership to provide park space for rebooked and new events
- 11) Create online source to alert residents and visitors to openings of Dublin's hospitality product
- 12) Create a regional #TakeOutTuesday Weekly Campaign to support Dublin restaurants
- 13) Develop a Webinar series to assist local businesses with preparing to welcome visitors again
- 14) Create a Dublin Music Patio Series
- 15) Utilize live video on Facebook and Instagram to share safe Dublin experiences (#dublin dreaming)
- 16) Create weekly social calendar to organically promote message and content
- 17) Secure testimonials from Dublin business leaders encouraging businesses to utilize Dublin meeting venues
- 18) Continue Monthly Updates and business leads for Dublin Hospitality Industry and key stakeholders
- 19) Collaborate with Downtown Dublin Strategic Alliance and other partners to create events in the fourth quarter
- 20) Leverage initiatives from Dublin Restart Task Force geared toward Dublin's Hospitality Industry
- 21) Monitor search demand and keywords to restart paid search campaigns

Estimated Budget: \$25,000 (excludes fixed expenses for staff, rent, utilities, etc. – estimated at \$40,000/month)

Stage Two – Non-Essential Businesses Open (restaurants, hotels, attractions, etc.)

Projected Duration: 2-4 Weeks

Audiences: Dublin Hospitality Community (hotels, restaurants, retail), Dublin Central Ohio Residents, Statewide Visitors

Objectives:

- 1) Re-establish Dublin as a destination for leisure and business travelers
- 2) Serve as the primary information source for residents and visitors regarding the Dublin Hospitality Product's availability

Messages:

- 1) We are Open for Business
- 2) Dublin is about "community" and here to support the local hospitality industry

Primary Tactics:

- 1) Leverage the City of Dublin's "Open for Business" Campaign and related efforts from Historic Dublin Business Association and Dublin Chamber of Commerce
- 2) Create a "Welcome your Friends and Relatives to Dublin" Incentive Program and Package (specials, itineraries, etc.)
- 3) Create a Dublin Hospitality Appreciation Day
- 4) Launch a Dublin Restaurant Week where restaurants thank the local community for supporting them (providing specials, new menu items, etc.)
- 5) Establish Incentive Program to attract meetings and conventions
- 6) Utilize local influencer network to share message and initiatives
- 7) Secure DestinationThink! as the Bureau's primary marketing partner
- 8) Execute paid social campaign to target key audiences with relevant content
- 9) Partner with local meeting partners to create plan to target lost/new business
- 10) Relaunch Fairy Door Trail & Celtic Cocktail Trail
- 11) Secure media stories on safe things to do, events, openings
- 12) Enhance and update paid search campaign to reflect ability to visit and more relevant keywords
- 13) Compile giveaways via trade from partners to use in statewide media efforts

14) Contact regional/national events about possibility of combining lost events into one new, larger event in Dublin

Estimated Budget: \$75,000 (excludes fixed expenses for staff, rent, utilities, etc. – estimated at \$40,000/month)

Stage Three – Dublin CVB Implements Full Sales and Marketing Efforts

Projected Duration: 4-6 Months

Audiences: Dublin Hospitality Community (hotels, restaurants, retail), Dublin/Central Ohio Residents, Statewide/Regional Visitors, City of Dublin, Meeting Planners, Event Rights Holders

Objectives:

- 1) Generate 10,000 Rebooked, New Room Nights
- 2) Recover 80 percent of the industry's lost jobs

Messages:

*** Additional messages will be determined as part of the Statewide and Shoulder Season Campaigns*

- 1) Dublin is an ideal and immediate destination for Road Trips
- 2) Dublin is a safe, suburban community with unique outdoor attractions and amenities

3) Downtown Dublin offers a unique destination with the vibrancy of the Historic District connected with a new development featuring restaurants, shopping, attractions and events -- connected by the largest, suspension S-Pedestrian Bridge in the World

Primary Tactics:

- 1) Establish process to gain approval from key stakeholders on the timing for initiating sales and marketing efforts to begin promoting Dublin as a destination
- 2) Launch a Statewide Campaign to attract leisure visitors focusing on key feeder markets (Cleveland, Akron, Cincinnati and Dayton)
- 3) Create Fall and Winter Shoulder Season Campaigns
- 4) Establish a free marketing co-op program for hotels, restaurants, retail and attractions
- 5) Generate new business leads via OSAE, Small Market meetings, Connect, etc.
- 6) Attend trade shows that directly result in generating new leads and booked business
- 7) Identify and secure athletic events that are immediately viable for bringing business to Dublin
- 8) Reimagine "Invest in your own backyard" campaign to get Dublin businesses to meet at Dublin meeting venues
- 9) Re-engage past visitors inviting them to visit Dublin via incentive programs

Estimated Budget: \$200,000 (excludes fixed expenses for staff, rent, utilities, etc. -- estimated at \$40,000/month)



To: Members of Dublin City Council
From: Dana L. McDaniel, City Manager
Date: May 1, 2020
Initiated By: Matthew L. Stiffler, Interim Director of Finance
Re: Dublin Arts Council Funding Request

Summary

Included with this memo are two additional memos provided by the Dublin Arts Council (DAC) requesting funding due to the impact of COVID-19.

As was previously discussed with City Council, the revenues for the Hotel/Motel Tax are estimated to decrease by as much as 64%. The City distributes 25% of all Hotel/Motel Tax revenues to the DAC. The estimated operating budget shortfall identified in the DAC's memo for the remainder of 2020 is \$360,000.

As outlined in the attached DAC memos, there are several potential options available should the Finance Committee decide to recommend to City Council providing additional funding to the DAC.

Potential actions to provide funding:

1. Deferral of lease payments for the Dublin Arts Center
 - Rent is \$7,000 per month
2. Remove the requirement that the DAC encumber funding for the Art In Public Places (AIPP) Program in 2020
 - Up to \$75,000 available for 2020
3. Provide a grant from Hotel/Motel Fund to the DAC for general operating support
 - Attached memo dated 4/21/2020 requests \$201,000
4. Provide additional funding to DAC from funds currently held by the City for the AIPP program
 - \$300,000 in Hotel/Motel Fund balance is allocated to AIPP program for 2016 to 2019
5. Redirect funding allocated in the 2020-2024 CIP for capital improvements for the Arts Center
 - \$475,000 allocated in 2021

Should the Committee and then Council decide to provide additional funding to the DAC, it will be important to consider the impact on the Hotel/Motel Fund in 2020 and in future years. The current fund balance of the fund is \$3.9 million. This is slightly down from the \$4.1 million fund balance in 2015. This is important to note because in 2015 the allocation of Hotel/Motel Tax revenue was modified for the Dublin Convention and Visitor's Bureau (DCVB) to 35% of Hotel/Motel tax revenue from the previous 25% and from 25% of budgeted revenue to actual revenue for the DAC. While the fund balance in the Hotel/Motel Fund is significant it was earned prior to 2015 and is no longer growing over time.

Of the fund \$3.9 million fund balance, approximately \$2.0 million has been identified as the amount necessary for a healthy fund balance to ensure financial resources are available for the Dublin Irish

Festival. Additionally, \$375,000 has been allocated to the AIPP and \$475,000 allocated to capital improvements to the Dublin Arts Center. With declining revenue in 2020 and the remaining fund balance, the City will have expenditures associated with the Events Administration Division, Bed Tax Grants to local organizations, the Bridge Park NCA payment along with other priorities.

Recommendation

Committee members, staff and the Dublin Arts Council will engage in a discussion of the COVID19 pandemic on the DAC. David Guion of the Arts Council will be available and present information related to the DAC's request. Additionally, staff will outline the potential actions and their impact.

Some potential questions to consider as we engage in this discussion include:

1. How much should the DAC spend of their available resources before City support, if approved, would begin?
2. How does this request align with the other general priorities of the Hotel/Motel Fund?
3. How does this request align with the previous priorities allocated to the DAC such as AIPP and capital improvements to the Dublin Arts Center?
4. Prior to 2015, the DAC received an amount based on the budgeted revenue of the Hotel/Motel Fund. After 2015, the DAC receives an amount based on the actual tax amount collected by the fund. The DAC benefited financially from this change in 2016, 2017, 2018 and 2019. In 2020, this change will negatively affect the DAC and the City is being asked to financially support the DAC's operations because of this change. Should the funding formula be changed back to provide a guaranteed level of support for DAC operations?
5. What structure should this appropriation/funding take in order to maximize the potential reimbursement by the Federal or State government to the City? Finance and the DAC can work out the details, but a new appropriation based on a new professional services agreement identifying how this funding will be spent and how these services support the City's residents, particularly in responding to the COVID19 pandemic, would maximize our likelihood of reimbursement – though not guarantee it. It is unlikely a grant agreement would be eligible for reimbursement.

dublin **arts** council

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

Dublin Arts Council Request

Prepared for Dublin City Manager Dana McDaniel
and Interim Director of Finance Matthew Stiffler

April 1, 2020

DAC economic impact

- Applying Americans for the Arts data with Dublin Arts Council's attendee and public art participation statistics, 2019 local business and community impact directly attributed to arts programming is estimated at \$1.25 million
- 82 percent of Americans believe that arts and culture are important to local businesses and the economy. [Americans for the Arts; Arts and Economic Impact study – in which Dublin Arts Council participated]
- Research from the World Tourism Organization indicates that cultural tourists stay 22% longer and spend more than 38% more per day than general tourists.
- Supporting Cultural Tourism:
In 2019, the press release for Dublin Arts Council's 25th birthday party for *Field of Corn (with Osage Orange Trees)* event was picked up by the Associated Press, prompting stories about Dublin in *U.S. News & World Report*, *The Washington (D.C.) Times*, *Baltimore Sun*, *Chicago Tribune*, *Miami Herald* and *San Diego Union Tribune*, among others, netting more than 13 million impressions across the country.

The Dublin Art in Public Places cell phone tour has recorded visitors from all 50 states; and the Riverboxes![™] public art project has logged visitors from Germany, Mexico, Canada, Japan, Chile, Guatemala and the Netherlands.

The Dublin Arts Council Riverboxes program was ranked in the top 1% of more than 450,000 geocachers in the United States by Geocaching.com.

The arts and attachment to community

- 87 percent of Americans believe arts and culture are important to quality of life. [Americans for the Arts; Arts and Economic Impact study – in which Dublin Arts Council participated]
- Leveraging City of Dublin's investment: Dublin Arts Council added approximately \$340,000 in grants, sponsorships and contributions to the 2019 hotel/motel tax

received from the city. Considering this income and local business and community impact estimates, Dublin Arts Council provided \$1.59 million in economic value to the community.

- Dublin Arts Council is dedicated to sustaining a creative community culture in which a variety of art forms, arts organizations and artistic projects can flourish, and further supports local creativity by re-granting funds to community arts groups. In 2020, Dublin Arts Council has already paid more than \$23,000 to support programming by Columbus Modern Dance Company, Dublin Area Art League, Dublin Community Bands, The Dublin Singers, Emerald City Players and Japan-America Society of Central Ohio.

DAC strategies being employed to reduce expenses and increase income

- Evaluate all programs; implement modifications to reduce budget
- Substantial modifications to payroll
- Develop fundraising strategies to increase contributions
- Explore and apply for grants and loans

Nationally:

- Community development block grants; partner with City of Dublin
- Funds allocated to the National Endowment for the Arts under the COVID-19 response relief package
- SBA loans offered under the newly announced package, which includes direct support for nonprofit cultural organizations and offers loan forgiveness for specific expenses

Locally:

Grant opportunities from

- Ohio Arts Council
- Columbus Foundation
- Dublin Community Foundation

Request of City of Dublin


- Removal or deferment of lease payment for Dublin Arts Center, retroactive to Jan. 1, 2020 (bonds for the building retire in 2020)
- Provide hotel/motel tax funds, retroactive to Jan. 1, 2020, to Dublin Arts Council that are currently withheld for public art. (Funds have already been set aside for the next two commissions in years 2020 and 2021 – a total of \$300,000)
- Grant a separate Hotel/Motel Tax request of \$240,000 from the fund balance for DAC general operating support
- In an emergency measure, redirect CIP funding for building improvements to Dublin Arts Council for operating funds

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dublin arts council

7125 Riverside Dr., Dublin, Ohio 43016
614/889-7444; www.dublinarts.org

MEMO

TO: City of Dublin, City Manager Dana McDaniel
FR: Dublin Arts Council, Executive Director David S. Guion, Ph.D. 
RE: Financial overview by request
DA: April 21, 2020

Thank you, Dana, for your consideration of Dublin Arts Council's request for funding due to the impact of COVID-19. We deeply appreciate your care and support. I have included answers to your questions below, and have attached confidential documents with detailed data for your review. It is important to note that these economic assumptions are based on numerous estimated variables and are subject to change. Income going forward is not guaranteed.

1. What are your monthly revenues for the next 30, 60, 90 days? (what do you estimate to receive from all sources?)

Please see attached Reforecast 2020 Excel Spreadsheet

Projected revenues:

30 Days (May 1 – May 31)	\$40,750
60 Days (June 1 – June 30)	\$220
90 Days (July 1 – July 31)	\$0

NOTE: A \$94,800 SBA Payroll Protection Plan loan was received April 20, 2020. Approximately 68 percent of the loan will likely be forgiven by the federal government. The remaining balance will need to be returned and interest may be assessed. Timing and terms are unclear and are being evaluated and clarified at this time. This loan cannot be considered as income until forgiven.

2. What are your monthly expenses for the next 30, 60 , 90 days?

Please see Reforecast 2020 Excel Spreadsheet

Projected expenses:

30 Days (May 1 – May 31)	\$67,322.57
60 Days (June 1 – June 30)	\$67,255.17
90 Days (July 1 – July 31)	\$81,083.21

3. What are your monthly shortfalls for the next 30, 60, 90 days?

Please see Reforecast 2020 Excel Spreadsheet (Attachment ?)

Projected shortfalls:

30 Days (May 1 – May 31)	\$26,572.57
60 Days (June 1 – June 30)	\$67,035.17
90 Days (July 1 – July 31)	\$81,083.21

4. What was your fund balance/reserves going into April? Have your/are you using any reserves/fund balances you may already have? If so, how much, monthly? If not, why not? If you have any reserves, what amount of it are you willing to put towards your needs for this crisis and how might you spread that out over time?

- Dublin Arts Council's cash balance as of April 1, 2020 was \$494,941. (See Balance Sheet Projection 2020)
- Dublin Arts Council experienced a deficit for the first quarter of 2020, as is the norm in our budget cycle, and anticipates using our cash balance at the rate of approximately \$42,000 per month from May through December 2020. This estimate assumes a return of some Hotel/Motel tax funds beginning in September of 2020 and ongoing through the end of the year. Projections are informed by data provided several weeks ago by the DCVB, Experience Columbus & Greater Columbus Arts Council.
- Funds are being used for organizational sustainability – for community programming while supporting our small staff of six and contracted artists.
- At this rate, today's cash balance is estimated to carry us through September 2020. This estimate is informed by the current reality that no funding (income) is guaranteed going forward. The viability of the organization beyond that date would be questionable.
- With an infusion of funds from City of Dublin the organization would be sustained for a longer period of time, allowing for potential economic recovery.

5. What reduction/cost cutting measures have you taken and/or plan to take going forward?

Our four-point plan, which has begun and will continue into the future includes:

- Evaluate all programs; implement strategic modifications to reduce budget (31% reduction)
- Substantial modifications to payroll (20% reduction) and reduction of overhead expenses (20%)
- Develop fundraising strategies to increase contributions in consultation with fundraising and development consulting firm, Mollard Consulting

- Explore and apply for grants and loans

6. What, generally, is your plan for program delivery and for capital needs? I know you put this in the info you provided. Are you willing to defer the Arts Council Building improvements slated for this year? Could we defer Art in Public Places projects? (I am not advocating this, yet. Just getting a sense of what can be made available out of the bed tax fund.)

PROGRAM DELIVERY & FUNDRAISING PLANS

- Dublin Arts Council already operates with a very small staff, working as excellent stewards of every dollar entrusted to organization. Staff members work diligently to leverage capital from the hotel/motel tax, adding \$340,000 in additional funds in 2019.
- The entire staff and board are dedicated to the organization's mission to engage the community, cultivate creativity and foster life-long learning through the arts. (Programming is addressed in more detail in response to the next question, below.)
- It is critical to retain staff to deliver programming while continuing with fundraising efforts to supplement hotel/motel tax dollars.
- Plans for potential income (not guaranteed) include:
 - A Part 1 application will be submitted April 22 for a National Endowment for the Arts CARES Act grant that is available to organizations that have received an NEA award in the last four years. Dublin Arts Council is qualified to apply for this fixed-amount \$50,000 grant for salary support. Awards will be announced in July. Approximately one in four applications will be approved. Preference is stated for reaching underserved audiences.
 - Additional funds from the CARES Act, administered by the NEA, will be directed to state arts agencies. As a recipient of sustainability funding from Ohio Arts Council, Dublin Arts Council expects to receive a small percentage increase in its sustainability grant. Terms and amounts have not yet been defined.
 - Dublin Arts Council is actively seeking other grant sources (such as the Dublin Community Foundation) and other funding sources.

(question 6 narrative continues on next page ...)

NEED

Need has been projected using numerous estimated variables and assumptions, and is subject to change. Income going forward is not guaranteed.

The outline below includes the assumption of a return to some Hotel/Motel tax income beginning in September and continuing through the end of the 2020. If no Hotel/Motel tax income is received, Dublin Arts Council's deficit (May - December 2020) increases by approximately \$150,000, resulting in a potential total deficit of \$510,000.

Even with the cost-cutting and income-increasing plans outlined above, as of this date, Dublin Arts Council anticipates an operating budget shortfall of \$360,000. To offset this projected \$360,000 deficit, the organization makes a request that includes the following cash-infusion options:

- Removal or deferment of lease payment for Dublin Arts Center, retroactive to Jan. 1, 2020, a total of \$84,000, Note: bonds for the building will be retired in 2020.
- Provide hotel/motel tax funds to Dublin Arts Council, retroactive to Jan. 1, 2020 that are currently withheld for public art; a total of \$75,000. Note: funds have already been set aside for the next two commissions in years 2020 and 2021 - a total of \$300,000.
- Grant a separate Hotel/Motel Tax request of \$201,000 from the fund balance for DAC general operating support.

In an emergency measure, request City of Dublin redirect funding for Dublin Arts Center building improvements to Dublin Arts Council for operating funds

7. If bed tax were allocated to fund/fill any gap/s, what program/activities will you be able to fill that you otherwise need to reduce?

The arts are more important than ever to help us connect, express, heal and overcome. In the short term, Dublin Arts Council has pivoted from in-person to virtual experiences to support the critical creative needs of the community. We continue to explore and plan a number of efforts that, without additional funding, would be reduced in scope and effectiveness, or perhaps eliminated.

(question 7 narrative continues on next page ...)

Programs planned with funding outlined above (and with the assumption of a return to Hotel/Motel tax funding per projections, beginning in September) could include, but are not limited to the following:

- Work with Dublin Bridges to distribute art supply kits to Dublin students who are on free or reduced meal plans.
- Create a community exhibition of “art”ifacts created during at-home orders.
- Contract artists to lead a community-created artwork (such as a chalk mural – or as a legacy artwork) as part of the community-at-home exhibition.
- Present pop-up performing arts experiences throughout the community as soon as we are cleared to do so.
- Continue with plans for “Connect,” an art and wellness-focused event that will combat isolationism by connecting community members with heritage and one another – centered around the 30th anniversary of the installation of the Leatherlips sculpture in Scioto Park.
- Integrate revenue-generating digital technology solutions to expand fundraising efforts, further leveraging Hotel/Motel tax funds.

8. If you can estimate the monthly shortfall further out, please do (on a monthly basis).

Please see Reforecast 2020 Spreadsheet, attached.

#

Dublin Arts Council
 Balance Sheet Projection 2020 - WORKING DRAFT IN PROGRESS
 Confidential Document: For Internal Use Only
 Not Approved by the Full Board of Directors

	11/31/19	Actual Q1 2020	Forecast April	Forecast May	Forecast June	Forecast July	Forecast August	Forecast September	Forecast October	Forecast November	Forecast December
Edward O'Leary	54,317.93	137,943.49	135,274.11	95,568.00	82,539.00	146,350.00	199,232.00	118,117.00	159,265.00	181,251.00	129,739.00
Firth & Farrell	299,879.75	207,252.15	207,252.15	257,252.15	207,252.15	207,252.15	207,252.15	207,252.15	207,252.15	207,252.15	207,252.15
Firth & Farrell - economic BFR	7,899.04	17,722.31	17,722.31	17,722.31	17,722.31	17,722.31	17,722.31	17,722.31	17,722.31	17,722.31	17,722.31
Firth & Farrell - savings	165,970.86	105,970.84	105,970.84	171,970.84	105,970.84	105,970.84	105,970.84	105,970.84	105,970.84	105,970.84	105,970.84
Saint Bank Ltd	79,592.19	25,512.11	25,512.11	25,512.11	25,512.11	25,512.11	25,512.11	25,512.11	25,512.11	25,512.11	25,512.11
Cash	370.00	179,000.00	179,000.00	179,000.00	179,000.00	179,000.00	179,000.00	179,000.00	179,000.00	179,000.00	179,000.00
Total Cash	527,759.31	342,943.13	481,222.32	456,560.00	389,524.00	309,441.00	677,938.00	428,674.00	618,825.00	715,762.00	447,252.00
Accounts receivable	320.00	3,429.09	3,429.09	3,429.09	3,429.09	3,429.09	3,429.09	3,429.09	3,429.09	3,429.09	3,429.09
Grants receivable											
City of Dublin Art & Wax Works		79,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
OAC Partnership	3,086.00	3,086.00	3,086.00	3,086.00	3,086.00	3,086.00	3,086.00	3,086.00	3,086.00	3,086.00	3,086.00
OAC Project Support	667.00	333.50	333.50	333.50	333.50	333.50	333.50	333.50	333.50	333.50	333.50
Sustainability	4,482.00	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11
Prepaid Ests	477.621	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11	1,016.11
Furniture & equip	28,021.18	30,337.19	30,337.19	30,337.19	30,337.19	30,337.19	30,337.19	30,337.19	30,337.19	30,337.19	30,337.19
Leasing int-asset	2,554.86	3,501.40	4,993.00	4,993.00	4,993.00	4,993.00	4,993.00	4,993.00	4,993.00	4,993.00	4,993.00
Total Assets	582,320.57	587,432.63	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70
Accounts payable	2,627.14	304.70	305.00	305.00	305.00	305.00	305.00	305.00	305.00	305.00	305.00
Accrued vacation	19,410.47	18,400.87	18,401.00	18,401.00	18,401.00	18,401.00	18,401.00	18,401.00	18,401.00	18,401.00	18,401.00
Accrued Wages	18,775.55	7,512.09	7,512.09	7,512.09	7,512.09	7,512.09	7,512.09	7,512.09	7,512.09	7,512.09	7,512.09
Unearned Income	5,290.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00
Receivable fees	1,054.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00	7,401.00
Salaries payable	185.53	39.51	39.51	39.51	39.51	39.51	39.51	39.51	39.51	39.51	39.51
Total Liabilities	42,282.32	28,544.25	28,544.25	28,544.25	28,544.25	28,544.25	28,544.25	28,544.25	28,544.25	28,544.25	28,544.25
Net Assets	540,038.25	558,888.38	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45
Unrestricted	540,038.25	558,888.38	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45
Restricted											
Total Net Assets	540,038.25	558,888.38	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45	620,000.45
Total Liabilities and Net Assets	582,320.57	587,432.63	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70	648,544.70

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City of Dublin

Office of the City Manager

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Memo

To: Members of Dublin City Council
From: Dana L. McDaniel, City Manager
Date: May 1, 2020
Initiated By: Matthew L. Stiffler, Interim Director of Finance
Re: Consideration of the Dublin Hospitality Industry Restart Plan

Summary

Attached to this memo is an outline of the Dublin Hospitality Industry Restart Plan. The Dublin Convention & Visitor's Bureau (DCVB) will be presenting this plan during the May 5th Finance Committee meeting.

The estimated budget for this plan is \$300,000.

Should the Finance Committee decide to recommend supporting this plan to Council, there are two funding options. The Restart Plan could be funded using General Fund dollars through an increase in the appropriation for economic development incentives or using Bed Tax dollars. In either case, a new appropriation will be requested to support this activity in order to maximize the City's likelihood of receiving reimbursement.

Recommendation

Information only.