

STRATEGIC PLAN



Photo: Leslie Swan

ONE LONGFELLOW SQUARE

 www.onelongfellowsquare.com

 info@onelongfellowsquare.com

 181 State St. | Ste 201 | Portland, ME. 04101

MUSIC CONNECTS AND NURTURES COMMUNITY

"A hidden gem"

"One of my top 5 fave places to play"



FROM THE EXECUTIVE DIRECTOR



BRINGING IDEAS
& INNOVATION
TO LIFE THROUGH
PROGRAMMING

I love strategic planning. I find the process so invigorating and full of possibilities. Like so many other small, independent venues, OLS struggled with the post-pandemic financial impacts of an extended closure, reduced audience numbers, and increased expenses. Though the obstacles felt daunting, the staff and board were buoyed by incredible community support. The results of a 2020 Go Fund Me campaign and messages from patrons, artists, volunteers, and community members fed and reinforced a drive not just to survive, but to *thrive*.

These challenges brought opportunity, and this strategic planning process helped us emerge with a greater understanding of who we are, where we fit in the vibrant Portland music ecosystem, and our impact on the local arts scene. We are proud that our programming fosters community. There's a special kinship that forms amongst fellow concert attendees, and especially after the isolation of the pandemic, we have been humbled to be a part of the connections that blossom between patrons. We also recognize the role we play in supporting artists at all stages of their career. Our role in supporting emerging artists has always been a hallmark of OLS programming, and we are excited to lean into that opportunity with more formalized resources as we continue to grow. We are already implementing big initiatives that expand community access and spotlight emerging and working talent. I invite you to tune in and join us as we continue to grow and thrive through meaningful connection and impactful programming.

-Emily Read, Executive Director



ABOUT OUR VENUE



A BRIEF HISTORY OF ONE LONGFELLOW SQUARE

One Longfellow Square became a nonprofit music venue on July 9, 2010. For over 13 years, we have been delivering an intimate listening room experience for music lovers, with an emphasis on acoustic, singer/songwriters, jazz, blues, Celtic, string bands, bluegrass and jamgrass, and folk.

Over the past year, we introduced community access initiatives that help us reach an ever more inclusive audience via free outdoor concerts, a library pass program, and a streaming service.

COMMUNITY IS EVERYTHING



Through this exploration of programs outside of our walls, we have come to realize that our impact is greater than the joy experienced in our listening room; our impact reverberates beyond our physical address. “One” Longfellow Square really is about music bringing us together as a community.

Our strategic planning process encompasses a desire to nurture everything that has made OLS great to date, while also recognizing the opportunities to broaden our reach and increase our impact - for artists and audiences alike.



Mural Detail: Rachel Gloria Adams

OUR APPROACH

On the heels of pandemic closures and omicron setbacks, the strategic planning process began in June of 2022 and was put on pause by September of that year in order to accommodate some staffing changes. Board and staff re-engaged in the summer of 2023 and completed the process in October. The process included:

- Comprehensive internal literature review
- Comprehensive analysis of historical financial data
- Strategic Planning Committee monthly meetings
- Board and Staff Interviews with Consultant
- One-on-one interviews with key external stakeholders
- Committee review of strengths/weaknesses/opportunities/threats/challenges
- Board Strategic Planning Meetings
- Identification of key goals and objectives
- Staff-developed tactical work plans for each goal
- 5 Year Financial Proforma developed to support goals



ONELONGFELLOWSQUARE.COM

Photo: Christopher Andrews

EXECUTIVE SUMMARY

- One Longfellow Square is a well-known and cherished cultural and artistic venue located in Portland, Maine. This strategic plan outlines the key initiatives and objectives to ensure its continued success, sustainability, and impact over the next five years.
- One Longfellow Square is committed to enriching the cultural landscape of Portland and building a stronger, more inclusive community through the power of the arts. This strategic plan will guide our efforts to achieve these goals, ensuring the venue's continued success and its role as a beloved cultural cornerstone in the region.
- Our overarching goal, as a result of this planning process, is to serve an increasingly broad community of people and invest in artists while building a sustainable organization for impact.
- By focusing on programming excellence, artist growth and development, community engagement, financial stability, inclusivity, and sustainability, we are confident that One Longfellow Square will thrive and continue to make a positive impact on our community and the arts and culture landscape.



MISSION

To engage our community in the shared experience of a broad range of exceptional live music and support musicians at all stages of their artistic journey.

VISION

Music connects and nurtures community

VALUES

- 01** We recognize that we have developed a trust within our community that our curated selections are consistently excellent, and we will leverage the trust we've established to connect new artists with new audiences
 - 02** We actively seek and embrace opportunities to collaborate with local, regional, national, and international partners
 - 03** We will use our resources to create and preserve space for connectivity and togetherness, conversation and storytelling. We strive to amplify a range of artistic voices.
-



GOAL ONE

DEVELOP AND STRENGTHEN A SUSTAINABLE ORGANIZATION

STRATEGY 1

Secure and Invest in Exceptional **Staff**

STRATEGY 2

Grow **Financial** Impact to Become a \$1M Organization

STRATEGY 3

Define and Strengthen Board **Governance**

STRATEGY 4

Identify and Invest in Improved **Operations and Facilities**

STRATEGY 5

Integrate **Diversity, Equity, and Inclusion** into Everyday Operations

ONELONGFELLOWSQUARE.COM





GOAL TWO

BUILD AND BROADEN AUDIENCES

STRATEGY 1

Establish OLS as an **Inclusive** and **Dependable** Destination for Curated Excellence

STRATEGY 2

Provide the Best **Audience Experience** Possible

STRATEGY 3

Establish and **Cultivate Credible Relationships** with Diverse Community Partners to Create a Welcoming Space for a Broad Range of People

ONELONGFELLOWSQUARE.COM

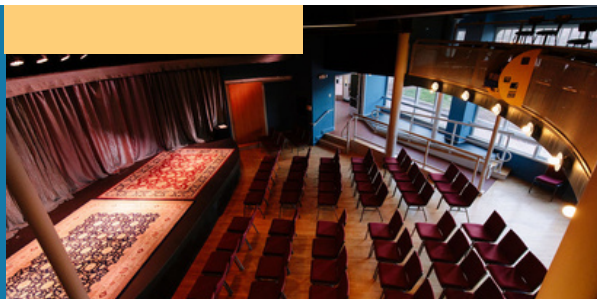


Photo: Leslie Swan



GOAL THREE

CONTRIBUTE TO LOCAL ARTS SCENE BY NURTURING ARTISTS AND SUPPORT ROLES

STRATEGY 1

Ensure **Exceptional Artist Experience**

STRATEGY 2

Create **Artist Residency/Mentorship** Program

ONELONGFELLOWSQUARE.COM





SUCCESS

SUCCESS WILL LOOK LIKE

- Increased Attendance
- Diverse Programming
- Support for Artists and their Professional Development
- A strong and supported OLS staff
- A financially viable and sustainable future for OLS
- Elevated Community Engagement



Photo: Leslie Swan



THANK YOU!



AN INCREDIBLE TEAM

There are many contributors to this strategic plan – including staff and board members past and present. Thank you to everyone who spent some time on this journey with us. Your thoughts and ideas all helped to make this plan stronger:

Jeff Beam, Wendy Drexler, Beth Gaughan, Beth Given-Sorensen, Robin Lee, Allan Leighton, Jr., Glen Loper, Katie Matzell, Rob Mitchell, Fiona O’Grady, Emily Read, Mary Turner, and Linzee Weld. Special thanks to Hilary Robbins, our Strategic Planning Consultant.

Thank you to the greater Portland community for your belief in our organization and our mission. We can’t wait to grow with you over these next five years!



CONNECTING COMMUNITY SUPPORTING ARTISTS

Photo: Leslie Swan