

**CITY OF DUBUQUE**  
**ARTS & CULTURAL AFFAIRS**  
**MASTER PLAN COMMUNITY**  
**ENACTMENT STRATEGY**

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# ARTS & CULTURAL AFFAIRS MASTER PLAN COMMUNITY ENACTMENT STRATEGY

*The process, the players and the procedures.*

## The Timeline

The Arts and Cultural Master Plan was set in motion and was completed in three phases:

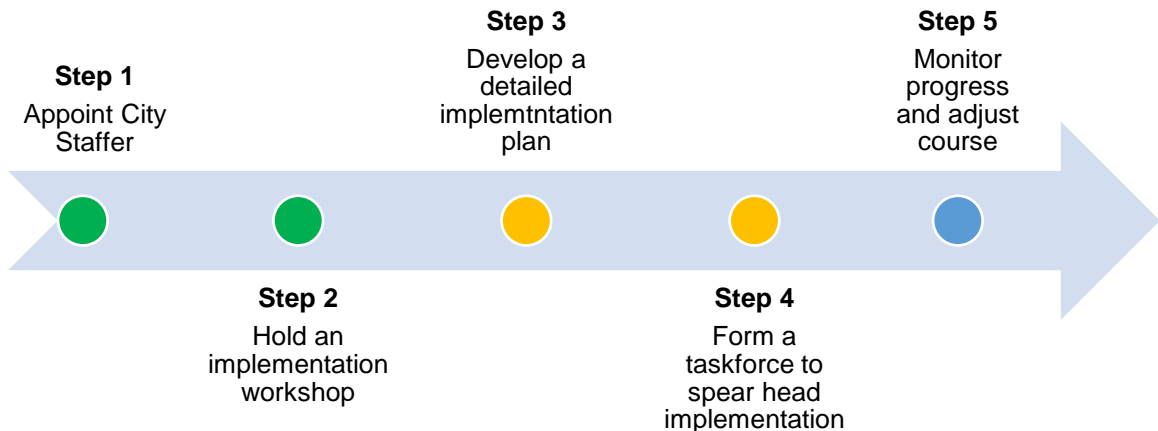
- Phase 1: State of Arts and Culture report.
- Phase 2: Public Engagement
- Phase 3: Master plan delivery (draft, review, final document)

Upon completion of the final document, the Arts and Cultural Master Plan implementation took the following direction:



## Implementation Guide

The Master Plan includes a 5-step recommendation on the implementation process (pg. 29) and is as follows:



## The Roadmap

The Arts and Cultural Affairs Advisory Commission in conjunction with City staff and leadership have synthesized the Arts and Cultural Master Plan priorities into an implementation strategy called the Implementation Roadmap. This roadmap derived from similar efforts in other cities.

We refer to this design as an eco-system where each of the components have a specific and vital function while maintaining connection with a collaborative core. This model was selected as opposed to a hierarchal one because it depicts the spirit of the Arts and Cultural Master Plan that encourages the participation of the many stakeholders active in our community: elected representatives, city staff, citizen representatives, community groups and interested citizens.

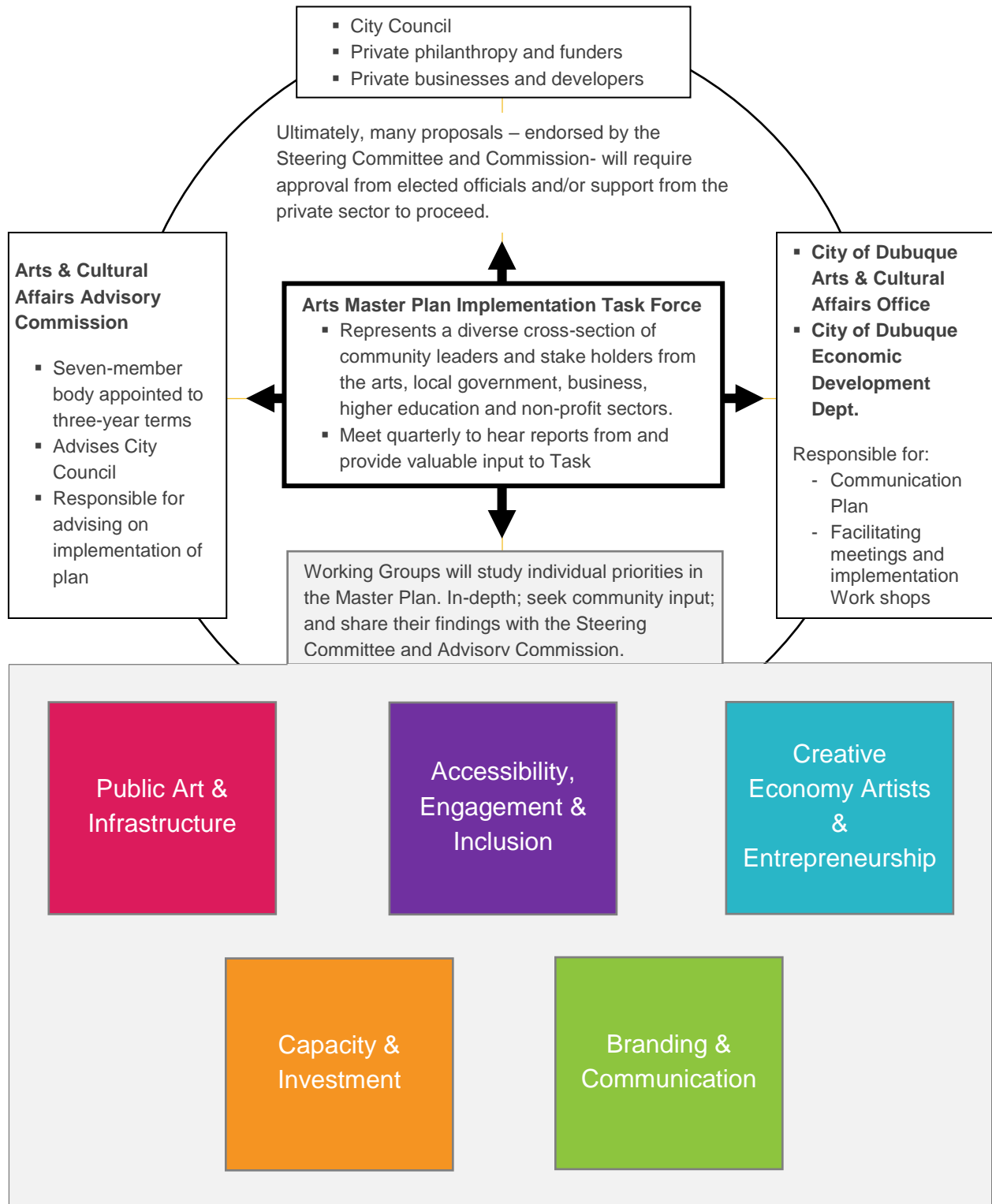
Five main areas of focus (working groups) have emerged from review of the Master Plan priorities and are as follows:

- Public Art and Infrastructure
- Accessibility, Engagement and Inclusion
- Creative Economy, Artists and Entrepreneurship
- Capacity and Investment
- Branding and Communications.

*See Figure One, on page five, for the visual roadmap*

**Figure One**

Revised Arts & Culture Master Plan Implementation Roadmap



## **Working Groups**

The title of each working group has been identified through a thorough review of the Arts and Cultural Master Plan recommendations. To adequately work on these recommendations, they were reviewed and classified with other related recommendations. To maintain the integrity of the Arts and Cultural Master Plan document, all the recommendations are verbatim from the priorities detailed in the plan. They have simply been reorganized according to timeframe and area of concern.

This categorization is intended to clarify the roles and responsibilities of each group and to garner participation and support from relevant expertise and interested individuals. It is essential that passionate community members and community groups be the driving forces behind the implementation of these recommendations. Although the recommendations are clear, the methods of achieving them are open to interpretation and application. This is the reason why community members across sectors (arts related and non-arts related) are called upon to participate in these working groups. Residents can sign up to be a part of a working group at [www.cityofdubuque.org/taskforcesignup](http://www.cityofdubuque.org/taskforcesignup).

All tasks have been derived directly from the Master Plan priorities and classified by working group through consensus of the Commission. The Commission has additionally mandated that all organizations receiving arts grant funds are required to participate in the implementation process by providing a volunteer for the working groups.

In this process, Commission responsibilities were identified as:

- Develop and follow bylaws and role descriptions that focus on the Commission's role on advisory activities as opposed to implementation
- Establish and follow guidelines and procedures in accordance with best practice, eliminating potential conflicts of interest

Some Responsibilities shared across all working groups include:

- Create and carry out a process for regular, periodic (quarterly, annual) evaluation and adjustment
- Launch the plan and celebrate its successes in meaningful visible ways involving the entire community
- Create a City department- and agency-wide approach to infuse arts and culture throughout municipal activities as appropriate/possible

### **Working Groups Cont.**

Each of the working groups responsibilities have been divided into short term (1-3 years); midterm (4-6 years) and long term (6-10 years) goals and have been further classified into primary, secondary and supporting roles. Some also bear symbols indicating entities that the working groups should be consultation with.

Such Symbols Include:

C = City Council

CM = City Manager

AC = Arts Coordinator

### **The Taskforce**

The objective of the centralized taskforce is to ensure that community input is taken into account early and often throughout Master Plan implementation process. This group will assist in:

- Driving progress on the plan
- Connecting local resources that could advance recommendations from working groups
- Identifying issues that might require City Council attention
- Maintaining momentum of the progress of the plan
- Keeping working groups accountable for the projects undertaken

As suggested in the Arts and Cultural Master Plan, the commission seeks direction from the City Manager in forming a cross-sector task force of 15-20 community members and leaders, to develop and assess ideas and provide feedback throughout implementation.

This method is expected to ensure diverse and equitable representation on the task force.

## **Ongoing Achievements**

Although the Master Plan Implementation has not yet been implemented, there are still recommendations that have already been adopted.

- Priority B part a section i: Retain professional staff dedicated full time to arts and cultural development.  
The City Council voted to make the Arts and Cultural Affairs Coordinator Position full time as of FY18.
- Priority B part b section ii: Establish and follow guidelines and procedures in accordance with best practice, eliminating potential conflicts of interest.  
The Arts and Cultural Affairs Advisory Commission has adopted the recommendation to install a peer review juror panel for both Operating Support and Special Projects Grants.
- Priority D part C: Integrate leadership of the arts and cultural sector with leaders in other sectors in Dubuque by forging new relationships and strengthening existing ones between the arts and cultural sector and the business, public, non-profit and educational sectors.  
The Arts and Business Luncheon is going into its second year of bring together arts organizations, creative businesses and the business community.
- Priority D part a and section iii: Ensure arts and culture in Dubuque is inclusive and welcoming of people of all backgrounds and interests & Train staff and volunteers in the provision of excellent customer service.  
The Arts Commission in support of the City Managers request that all grant recipients engage in DEI training has included DEI elements into its grants and agreements to ensure that recipients are trained in cultural competency in order to provide quality and equitable service.

### ***Coming Up...***

The next pages are the working groups (reference pg. 3, and Figure One on pg. 4). They consist of:

- The working group title
- A description on the focus of said working group
- The master plan recommendations sorted by timeframe, primary role, secondary role, and supporting role



## PUBLIC ARTS AND INFRASTRUCTURE

**WORKING GROUP DESCRIPTION:** This group focuses on policies that demystify the process for application to and exhibition of Public Art. It assesses the elements and environment needed to foster expanded public art activity and support mechanisms for potential public art programs within the city and externally.

### Short Term | 1 - 3 years

#### Primary Role:

- Establish a percent for art mechanism in support of public art and/or of grant funding or other arts and culture initiatives.
- Develop a public art policy and implement public art program funded by a “percent for art” mechanism (See Appendix A: Draft Public Art Policy”) C.
- Clarify policies around existing City-managed or sponsored art activities and collections.

#### Secondary Role:

- Create and revise policies and procedures to encourage art activities and collections.

### Mid Term | 4 - 6 years

#### Primary Role:

- Establish Facilitate low-cost or subsidized use of existing, underutilized facilities.
- Match existing facilities with appropriate users to ensure arts and cultural participants have adequate spaces to use.
- Study potential repurposing of current spaces that are not meeting the needs of their users or the community.
- Make art more visible in all aspects of daily life in Dubuque, whether through physical presence (public art or aesthetically pleasing functional structures) or through highlighting arts and culture through promotional efforts or everyday conversation (to long term).

#### Secondary Role:

- Offer activities at various times of day, geographic locations, and price points (including free).
- Make arts and cultural resources and activities available in every neighborhood in the city and county.

*Continues on page 9*

## **Long Term | 6 - 10 years**

### **Secondary Role:**

- Facilitate the presence and participation of arts and culture at non-cultural activities and venues (such as sporting events/venues, civic events, retail and dining establishments, hospitality environments, public spaces, places of worship, and City Hall).

## ACCESSIBILITY, ENGAGEMENT & INCLUSION

**WORKING GROUP DESCRIPTION:** This group focuses on the inclusion of neighborhoods in different areas in Dubuque, creating and maintaining awareness of the other; improving access to existing programs, fostering a welcoming atmosphere, create a model for engagement of marginalized groups and traditionally included groups.

### Short Term | 1 - 3 years

#### Primary Role:

- Offer free arts participation opportunities to large number of Dubuque residents at easily accessible location and events.
- Invite people of all backgrounds to arts and cultural venues and activities.
- Staff venues and activities with diverse employees and staff who represent Dubuque's subpopulations.
- Train staff and volunteers in the provision of excellent customer service.

#### Secondary Role:

- Ensure new development agreements are geared toward retaining arts, culture and local character inherent in the neighborhood in which the new development will occur (to midterm).
- Conduct a market study of perceptions of Dubuque's arts and culture scene.
- Create and manage a comprehensive, shared planning calendar.
- Create and manage a comprehensive calendar of arts and cultural offerings for public use.
- Facilitate networking, communication and collaboration among artists, art organizations and creative businesses.
- Design and implement a campaign to make Dubuque residents aware of the value of arts and culture to quality of life.
- Provide accessible, relatable information and interpretation with arts and cultural offerings to cultivate deeper understanding and connection to the work, the artists, and the community.

#### Supporting Role:

- Establish equitable and transparent City funding mechanisms and processes to support a range of arts and cultural activity.
- Create and revise policies and procedures to encourage arts and cultural activity.

*Continues on page 10*

## Mid Term | 4 - 6 years

### Primary Role:

- Establish early childhood arts education offerings.
- Strengthen in-school arts education for K-12 students.
- Enhance out—of-school arts free and paid arts education opportunities for students of all ages.
- Increase formal and informal learning opportunities for Dubuque residents of all ages.
- Offer activities at various times of day, geographic locations, and price points (including free).
- Make arts and cultural resources and activities available in every neighborhood in the city and county.
- Diversify genres, artistic disciplines, activities (experiences, classes, events) to better match the interest of Dubuque residents.
- Ensure safety and security for families, single people, and all ages of patrons; consider context for audiences of various racial and ethnic backgrounds.

### Secondary Role:

- Hire a professional branding and communications specialist to develop and implement a campaign.
- Match existing facilities with appropriate users to ensure arts and cultural participants have adequate spaces to use.
- Study potential repurposing of current spaces that are not meeting the needs of their users or the community.
- Provide and coordinate technical training to organizations and artists.
- Connect organizations and artists to professionals, advisors, volunteers or resources who have the expertise they seek.
- Offer passes or tickets to encourage repeat visitation or visitation to multiple events and organizations.
- Establish professional development and training opportunities for artists to develop their skills.
- Establish artist exchange or visiting artist programs to bring leading professional artists to Dubuque from elsewhere, to promote creative exchange and dialogue with local artists.

*Continues on page 12*

**Supporting Role:**

- Make art more visible in all aspects of daily life in Dubuque, whether through physical presence (public art or aesthetically pleasing functional structures) or through highlighting arts and culture through promotional efforts or everyday conversation (to long term).

**Long Term | 6 - 10 years**

**Secondary Role:**

- Evaluate the results of the campaign following implementation (ongoing).

## CREATIVE ECONOMY ARTISTS & ENTREPRENEURSHIP

**WORKING GROUP DESCRIPTION:** This group generates policy support for artists and entrepreneurs and recommends activities that create the environment to support the sector. The assist in the review of regulations, ordinances and incentives that affect the emerging local arts industry that will improve recruitment and retention of creative industries in the city.

### Short Term | 1 - 3 years

#### Primary Role:

- Develop regulations and incentives friendly to free lancers and creative businesses C.
- Ensure new development agreements are geared toward retaining arts, culture and local character inherent in the neighborhood in which the new development will occur C.
- Create and revise policies and procedures to encourage arts and cultural activity.
- Facilitate networking, communication and collaboration among artists, art organizations and creative businesses.
- Facilitate monthly or quarterly presentations by arts and cultural organizations, creative businesses, or artists in large, mid- and small businesses throughout Dubuque.
- Create exchange programs teaming artists and creatives with company employees to solve problems creatively together (to midterm).

#### Secondary Role:

- Provide information and guidance on how to develop competitive applications for funding.

### Mid Term | 4 - 6 years

#### Primary Role:

- Create forums for artists to show and sell their work.
- Provide, facilitate or support professional development for artists and creative professions.
- Foster community building among the creative community that strengthens the local support network for artists and creatives.
- Recruit creative leaders from other communities to settle in Dubuque.
- Incentivize artists and create professionals to settle in Dubuque and Start their businesses or careers here.

*Continues on page 14*

- Provide and coordinate technical training to organizations and artists.
- Connect organizations and artists to professionals, advisors, volunteers or resources who have the expertise they seek.
- Establish professional development and training opportunities for artists to develop their skills.
- Create artists' in-residence programs to promote local artists' creative development.
- Establish artist exchange or visiting artist programs to bring leading professional artists to Dubuque from elsewhere, to promote creative exchange and dialogue with local artists.

**Secondary Role:**

- Diversify genres, artistic disciplines, activities (experiences, classes, events) to better match the interest of Dubuque residents.

## CAPACITY AND INVESTMENT

**WORKING GROUP DESCRIPTION:** This group focuses on partnerships that lead to investment in the arts, percent for art initiatives, discovery of new funding streams and resources, cultivation of resources of individuals, businesses and community.

### Short Term | 1 - 3 years

#### Primary Role:

- Provide information and guidance on how to develop competitive applications for funding.
- Retain professional staff dedicated full time to arts and cultural development C.
- Allocate a budget for this department/art and cultural activity C.
- Establish equitable and transparent City funding mechanisms and processes to support a range of arts and cultural activity.
- Create channels for volunteerism, advisory and board roles for company employees in arts and cultural organizations and at events AC.

#### Secondary Role:

- Develop a public art policy and implement public art program funded by a “percent for art” mechanism (See Appendix A: Draft Public Art Policy”) C AC.
- Develop regulations and incentives friendly to free lancers and creative businesses C.
- Ensure new development agreements are geared toward retaining arts, culture and local character inherent in the neighborhood in which the new development will occur (to midterm).

### Mid Term | 4 - 6 years

#### Primary Role:

- Establish donation drives benefiting an arts and cultural organization or artist each month.

#### Secondary Role:

- Recruit creative leaders from other communities to settle in Dubuque.
- Incentivize artists and create professionals to settle in Dubuque and Start their businesses or careers here.
- Facilitate low-cost or subsidized use of existing, underutilized facilities
- Create artists’ in-residence programs to promote local artists’ creative development.



## BRANDING AND COMMUNICATION

**WORKING GROUP DESCRIPTION:** This group will recommend and execute communication concepts consistent with the established identity of Dubuque. They will focus on creating a unifying identity, focusing on and established brand concepts, promotion of the implementation process and the success of the Master Plan and improving the internal messaging about the arts with in the Dubuque community.

### Short Term | 1 - 3 years

#### Primary Role:

- Conduct a market study of perceptions of Dubuque's arts and culture scene.
- Establish a mechanism for real-time, self-reporting by Dubuque residents, organizations and businesses on progress against elements of the plan.
- Create and carry out a process for regular, periodic (quarterly, annual) evaluation and adjustment (ongoing).
- Create regular touchpoints between this individual or entity with City departments, agencies, leaders to avoid siloization and encourage coordination (ongoing) CM C AC.
- Create and manage a comprehensive, shared planning calendar.
- Create and manage a comprehensive calendar of arts and cultural offerings for public use.
- Design and implement a campaign to make Dubuque residents aware of the value of arts and culture to quality of life.
- Provide accessible, relatable information and interpretation with arts and cultural offerings to cultivate deeper understanding and connection to the work, the artists, and the community.

#### Secondary Role:

- Invite people of all backgrounds to arts and cultural venues and activities.
- Staff venues and activities with diverse employees and staff who represent Dubuque's subpopulations.
- Train staff and volunteers in the provision of excellent customer service.
- Ensure safety and security for families, single people, and all ages of patrons; consider context for audiences of various racial and ethnic backgrounds.
- Facilitate monthly or quarterly presentations by arts and cultural organizations, creative businesses, or artists in large, mid- and small businesses throughout Dubuque.

*Continues on page 17*

**Supporting Role:**

- Facilitate networking, communication and collaboration among artists, art organizations and creative businesses.
- Offer free arts participation opportunities to large number of Dubuque residents at easily accessible location and events.

**Mid Term | 4 - 6 years**

**Primary Role:**

- Hire a professional branding and communications specialist to develop and implement a campaign C.
- Offer passes or tickets to encourage repeat visitation or visitation to multiple events and organizations.
- Make art more visible in all aspects of daily life in Dubuque, whether through physical presence (public art or aesthetically pleasing functional structures) or through highlighting arts and culture through promotional efforts or everyday conversation (to long term).

**Secondary Role:**

- Foster community building among the creative community that strengthens the local support network for artists and creatives.
- Establish early childhood arts education offerings.
- Strengthen in-school arts education for K-12 students.
- Establish donation drives benefiting an arts and cultural organization or artist each month.

**Supporting Role:**

- Recruit creative leaders from other communities to settle in Dubuque SR.

**Long Term | 6 – 10 years**

**Primary Role:**

- Evaluate the results of the campaign following implementation.
- Facilitate the presence and participation of arts and culture at non-cultural activities and venues (such as sporting events/venues, civic events, retail and dining establishments, hospitality environments, public spaces, places of worship, and City Hall).