



## **STRATEGIC PLAN**

We recognize that this Strategic Plan is a living document and commit to undertaking our stated goals and objectives. To build upon these goals and objectives.

## **PURPOSE**

- To plan, promote, and encourage programs to further public awareness of, accessibility to, participation in, and support for the artistic and cultural development of the City.
- To make recommendations to the City Council regarding the establishment of arts and cultural policies and programs, the expenditure of budgeted City funds on arts and cultural activities, and the implementation of programs for arts and culture.

## **MISSION**

The mission of the Arts and Cultural Affairs Advisory Commission is to build the community of Dubuque through arts and cultural programs by developing visibility, funding, audiences, information, and partnerships.

## **VALUES**

The Arts and Cultural Affairs Advisory Commission will:

- Act with integrity;
- Increase accessibility to the arts;
- Exercise fairness and impartiality in decision making;
- Support life-long engagement in the arts, and;
- Preserve cultural heritage for future generations.

## **VISION**

By supporting our stated values, the Dubuque Arts and Cultural Affairs Advisory Commissioners will continue to support and encourage an ever expanding, energetic, vital, and creative arts community.

## **Key Strategic Priorities and Objectives**

- 1. Evaluate and adapt Arts & Culture (infrastructure) staffing and placement with City organizational chart, Commission structure, and budget to maximize community impact.**
  - A. Evaluate and adapt City Arts & Culture staffing and placement within City organizational chart to maximize community impact.
  - B. Evaluate and adapt Commission structure to maximize community impact.
  - C. Evaluate and adapt City Arts & Cultural Affairs budget to maximize community impact.
  
- 2. Proactively support implementation of Master Plan in alignment with other City plans and City Council goals to maximize community impact.**
  - A. Reinvigorate/Activate community action (input) for Master Plan Implementation/Enactment.
  - B. Improve and sustain relaying of Master Plan impacts to the community, key stakeholders, and City leadership.
  
- 3. Continually strengthen and evaluate Arts & Culture grant programs to maximize community impact.**
  - A. Conduct a robust review and evaluation of all City of Dubuque Arts & Culture Grant Programs to maximize community impact.
  - B. Annually evaluate and strengthen the City of Dubuque's Arts & Culture Operational Grant Program to maximize community impact.
  - C. Annually evaluate and strengthen the City of Dubuque's Arts & Culture Special Projects Grant Program to maximize community impact.
  
- 4. Foster resources and relationships which maximize community growth and development through arts and culture.**
  - A. Identify and develop resources to support Arts & Culture advocacy.
  - B. Identify and develop resources to support Arts & Culture economic engines. (Tourism/General Attraction, Creative Workforce)
  - C. Identify and develop resources to support Arts & Culture funding resources.

**Priority 1: Evaluate and adapt Arts & Culture (infrastructure) staffing and placement with City org chart, Commission structure, and budget to maximize community impact.**

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City of Dubuque

**Objective A: Evaluate and adapt City Arts & Culture staffing and placement with City org chart to maximize community impact.**

*(Moderately urgent – complete by end of 2024)*

<b>Action Steps (how)</b>	<b>Potential challenges (-) or opportunities (+)</b>	<b>Resources needed or secured</b>	<b>Responsible groups (who)</b>	<b>Deadlines (when)</b>	<b>Status</b>
Analyze and assess current and potential workload of Arts & Cultural Affairs Coordinator	-Speed at which the work needs to happen	Need: Current A&C Coordinator job description Need: Overview of workload from A&C Coordinator	Commission Subcommittee, A&C Coordinator	December 2022	In-progress
Look to broader City organizational staffing as well as examples of how cities achieve effective A&C positions / structure	- Understanding how a structure change can happen within city org chart - Detailed heavy work; may get bogged down in the steps involved	Need: City Org Chart Need: Input from Assistant City Manager, Head of Economic Development, and other City Staff Need: Research/Examples from other cities	Commission Subcommittee, A&C Coordinator	June 2023	
Draft recommendation for Arts & Culture staffing needs / structure for Commission review and vote	+ City Budget creation / approval cycle		Commission subcommittee	August 2023	
Send Commission's approved recommendation for Arts & Culture staffing / structure to City Manager for approval by City Council	- Available budget support for the possible creation of new position(s) / structure	Need: City Manager's Office and City Council Need: Advocacy from sector	Commission subcommittee	October 2023	

**Priority 1: Evaluate and adapt Arts & Culture (infrastructure) staffing and placement with City org chart, Commission structure, and budget to maximize community impact.**

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**Objective B: Evaluate and adapt Commission structure to maximize community impact. (Very urgent – complete by end of 2022)**

<b>Action Steps (how)</b>	<b>Potential challenges (-) or opportunities (+)</b>	<b>Resources needed or secured</b>	<b>Responsible groups (who)</b>	<b>Deadlines (when)</b>	<b>Status</b>
Analyze and assess current Commission 'official' structure (size, term limits, 'status', advisory vs working, etc.)	- Time of volunteer committee to do work	Need: Current ordinance	Commission Subcommittee (lead), A&C Coordinator	March 2022	
Analyze and assess current Commission structure for initial streamlining / increased efficiency of Master Plan implementation	+ Input / focus group with past Master Plan volunteers		Commission Subcommittee (lead), Active Working Group Members, A&C Coordinator	March 2022	
Review current Commission ordinance for inclusivity and community representation		Need: Current ordinance	Commission Subcommittee (lead)	April 2022	
Draft updated ordinance based on assessment with input from City Clerk's office for Commission review and vote	+ Identifying which option(s) will lead to Commission that is most inclusive and representational of the community	Need: Involvement of City Clerk's Office (Trish Gleason)	Commission Subcommittee (lead)	June 2022	
Send Commission approved ordinance changes to City Manager for approval by City Council			Commission Subcommittee (lead), A&C Coordinator	July 2022	
Review / develop Commission onboarding process			Commission Subcommittee (lead), A&C Coordinator	December 2022	

**Priority 1: Evaluate and adapt Arts & Culture (infrastructure) staffing and placement with City org chart, Commission structure, and budget to maximize community impact.**

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**Objective C: Evaluate and adapt Arts & Cultural Affairs budget to maximize community impact. (Moderately urgent – complete by end of 2024)**

<b>Action Steps (how)</b>	<b>Potential challenges (-) or opportunities (+)</b>	<b>Resources needed or secured</b>	<b>Responsible groups (who)</b>	<b>Deadlines (when)</b>	<b>Status</b>
Analyze and assess current budget annually	- Growth mindset for budget requests - Budget process timeline	- Current A&C Budget	Commission Subcommittee, A&C Coordinator	Annually by September	
Advise on Improvement Package or CIP requests to A&C Staff for inclusion in upcoming budget cycles		Need: Buy-in City Manager's Office and City Council	Commission Subcommittee, All of Commission	Annually by October	
Analyze and assess budget for a 5-year projection	- Growth mindset for budget requests - Budget process timeline		Commission Subcommittee, A&C Coordinator	October 2024	

**Priority 2: Proactively support Implementation of Master Plan in alignment with other City Plans and City Council Goals to maximize community impact.**

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**Objective A: Reinvigorate/reactivate community action (Input) for community-driven Master Plan implementation/enactment. (Very urgent – complete by end of 2022)**

<b>Action Steps</b>	<b>Potential Challenges/ Opportunities</b>	<b>Resources Needed / Secured</b>	<b>Responsible Groups (Who)</b>	<b>Deadlines (When)</b>	<b>Status</b>
Analyze and assess what is working or not working with current Community Enactment Strategy (CES) structure.		Need: Access to current Master Plan Task Force and Working Group Members Need: Access to Master Plan documents	Two Commission Members, A&C Staff, and yet to be defined number of current task force/working group members	July 2022	
Based on assessment, restructure hierarchical structure (workflow) chart of CES. Include accountability and archiving processes.	- Lack of leadership within working groups - Availability of volunteers + Greater definition to what it means to be on a working group		Two Commission Members and A&C Staff, current WG members	September 2022	
Make recommendation of new Master Plan CES to Commission for review and vote.			Two Commission Members, A&C Staff	Draft complete for November 2022 Commission Mtg, Final for January 2023 Mtg	
Send Commission approved recommendation to City Manager and on to City Council			A&C Staff	February 2023	
Relaunch/Recruit/Onboard new working group members for continued Master Plan Implementation/Enactment.	+ Engage new arts leaders, arts champions + Creatives Café attendees	Need: Recruitment needs to come from more than just staff	Commission Members, A&C Staff, and current Master Plan volunteers	March-June 2023	

**Priority 2: Proactively support Implementation of Master Plan in alignment with other City Plans and City Council Goals to maximize community impact.**

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**Objective B: Improve and sustain relaying of Master Plan impacts to the community, key stakeholders, and City leadership.** *(Very urgent, complete by end of 2022)*

<b>Action Steps</b>	<b>Potential Challenges/ Opportunities</b>	<b>Resources Needed / Secured</b>	<b>Responsible Groups (Who)</b>	<b>Deadlines (When)</b>	<b>Status</b>
Analyze and assess what is currently happening to identify current gaps in relaying Master Plan progress and outcomes being achieved and to whom this information should go to.	- Homework for 2A		A&C Staff	April 2022	
Draft recommendation of an achievable and repeatable communication strategy reflecting needed tools, limitations, and accountability.	- Strategy needs to consider 3 different audiences -	Need: Community reporting mechanism Secured: Final reporting by grantees	Two Commission Members, A&C Staff, and Branding and Communication Working Group	Draft complete for November 2022 Commission Mt, Final for January 2023 Mtg (this part a new implementation / workflow)	
Incorporate communication strategy into working group expectations, CES recommendation.			Commission Members, A&C Staff, and Master Plan Working Group Members	February 2023	

**Priority 3: Continually strengthen and evaluate Arts & Culture Grant programs to maximize community impact.**

**Objective A: Conduct a robust review and evaluation of all City of Dubuque Arts & Culture grant programs to maximize community impact. (Urgent – complete by end of 2023 to apply to FY2025 funding cycle for July 1, 2024-June 30, 2025 activities)**

Action Steps (how)	Potential challenges (-) / opportunities (+)	Resources needed or secured	Responsible groups (who)	Deadlines (when)	Status
Conduct community focus groups to survey if current programs are meeting the needs of Dubuque and identify opportunities and barriers.	- Funding for unbiased facilitation of focus groups + Identifying other arts and culture delivery agencies (CFGD help here, stakeholders in LORD consulting work)	Need: Participation from current / potential grantees Need: Unbiased facilitation of focus groups Need: Broader stakeholder input (DRA, GDDC, Other granting programs)	Grant Subcommittee, A&C Staff ? AEI Working Group with possible facilitation by CFGD	Summer / Fall 2022	
Review and evaluate all City of Dubuque A&C Grant Programs and identify any <u>major</u> changes to current structure including 1) grant program purpose, community outcomes, and eligibility, 2) research on other municipal grant programs, and 3) final reporting structure / transmission.	-/+ Alignment with variety City plans and priorities - Funding sources -		Grant Subcommittee, A&C Staff	By Summer 2023 (allow time to apply what we've learned to a recommendation)	
Create achievable and repeatable communications plan for the City of Dubuque A&C Grant Programs that considers engagement with potential applicants, RIO on City investment (i.e. funding outcomes/community impact), and relation to local advocacy (priority #4)	- Method of dissemination - + Priority 4 Advocacy toolkit to be worked on by end 2023 - Staff time		Grant Subcommittee, A&C Staff Branding and Communications WG?	Refine alongside ROBUST review / evaluation in 2023 (see action step below)	



**Priority 3: Continually strengthen and evaluate Arts & Culture Grant programs to maximize community impact.**

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**Continuation of:**

**Objective A: Conduct a robust review and evaluation of all City of Dubuque Arts & Culture grant programs to maximize community impact.** *(Urgent – complete by end of 2023 to apply to FY2025 funding cycle for July 1, 2024-June 30, 2025 activities)*

<b>Action Steps (how)</b>	<b>Potential challenges (-) / opportunities (+)</b>	<b>Resources needed or secured</b>	<b>Responsible groups (who)</b>	<b>Deadlines (when)</b>	<b>Status</b>
Create draft recommendation(s) of proposed change(s) to current structure of any City of Dubuque A&C Grant Programs for Commission review and vote.	- Timely completion of focus groups - Timely review and evaluation of current programs -/+ Funding sources		Grant Subcommittee	Draft complete for November 2023 Commission Mtg, Final for January 2024 Mtg	
Send Commission approved recommendation(s) to City Manager and on to City Council			A&C Staff, City Manager and City Council	February 2024	
Relaunch/Publicize approved City of Dubuque A&C Grant Programs.			Commission Members and A&C Staff	March 15, 2024	

**Priority 3: Continually strengthen and evaluate Arts & Culture Grant programs to maximize community impact.**

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**Objective B: Annually evaluate and strengthen the City of Dubuque’s Arts & Culture Operating Support grant program to maximize community impact. (Ongoing, objective to be revisited each year)**

<b>Action Steps (how)</b>	<b>Potential challenges (-) / opportunities (+)</b>	<b>Resources needed or secured</b>	<b>Responsible groups (who)</b>	<b>Deadlines (when)</b>	<b>Status</b>
Establish and share calendar of important benchmarks for operational grant program, taking into consideration other granting opportunities, City processes, and including communications strategies.			A&C Staff draft, Grants Subcommittee review / confirm	August prior to upcoming FY, annually	
Review and evaluate operating support grant program after previous year’s application deadline to include 1) survey of recent awardees to assess if program is meeting their needs, and 2) determine and advocate for increased funding as needed to A&C Staff, City Manager, and Council.	- Limited Funding Sources		Grant Subcommittee with A&C Staff	Begin August at the latest, annually, done by December (IP’s need recommendation at October Commission meeting)	
Finalize and present recommended guidelines, rubric, and application for Commission review and vote.	- Major changes require City Council approval		Grant Subcommittee with A&C Staff	February Commission meeting	
Promote / publicize funding opportunity.			A&C Staff, Commission Members	Between March 15 (release) and application deadline ~end of April, annually	
Share grantee outcomes with Commission, City leadership, and public				February work session with Council, ongoing	

**Priority 3: Continually strengthen and evaluate Arts & Culture Grant programs to maximize community impact.**

**Objective C: Annually evaluate and strengthen the City of Dubuque’s Arts & Culture Special Projects grant program to maximize community impact. (Ongoing, objective to be revisited each year)**

<b>Action Steps (how)</b>	<b>Potential challenges (-) / opportunities (+)</b>	<b>Resources needed or secured</b>	<b>Responsible groups (who)</b>	<b>Deadlines (when)</b>	<b>Status</b>
Establish and share calendar of important benchmarks for special projects grant program, taking into consideration other granting opportunities, City processes, and including communications strategies.			A&C Staff draft, Grants Subcommittee review / confirm	August prior to upcoming FY, annually	
Review and evaluate special projects grant program after previous year’s application deadline to include 1) survey of recent awardees to assess if program is meeting their needs, and 2) determine and advocate for increased funding as needed to A&C Staff, City Manager, and Council.	- Limited Funding Sources		Grant Subcommittee with A&C Staff	Begin August at the latest, annually, done by December (IP’s need recommendation at October Commission meeting)	
Finalize and present recommended guidelines, rubric, and application for Commission review and vote.			Grant Subcommittee with A&C Staff	February Commission meeting	
Promote / publicize funding opportunity.			A&C Staff, Commission Members	Between March 15 (release) and application deadline ~end of April, annually	
Share grantee outcomes with Commission, City leadership, and public	- Final report submission			February work session with Council, ongoing	

**Priority 4: Foster resources and relationships which maximize community growth and development through arts and culture.**

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**Objective A: Identify and develop resources to activate local Arts and Culture advocacy. (Urgent – complete end of 2023)**

Action Steps ( <i>how</i> )	Potential challenges (-) or opportunities (+)	Resources needed or secured	Responsible groups ( <i>who</i> )	Deadlines ( <i>when</i> )	Status
Add A&CA Commission Officers to AFTA Membership	+ Recurring expense in Office of A&C budget to support AFTA membership	Need: Communication with AFTA membership	Staff	By March 2022, annual update	In-progress
Prioritize planning and implementation of National Arts & Humanities Month awareness and promotion	- No staff dedicated to communications / engagement + Tools offered by AFTA + Connected A&C sector to participate in sharing, events	Need: Staff time, better coordination with A&C sector Secured: Precedent of annual proclamations, 2021 #ShowYourArt Challenge outcomes	Staff with Commission input, ED Intern	Annually, start planning Aug each year, implement Oct 1-31	In-progress
Define types of advocacy needed that will best help local A&C sector thrive, identify engagement needed to activate those advocacy efforts	+		Staff with Commission support (Capacity & Investment WG?)	End of Jan 2023	
Evaluate establishment of an Arts/Culture Council or “Friends of” Group (separate but connected 501(c)3) - <b>TOP ACTION STEP OF PRIORITY 4 TEAM -- Shifts/Clarifies opportunities and work of the City &amp; A&amp;CA Commission</b>	-/+ Possible partnership with existing nonprofit org + Examples of MFC, Library - Timeline to est 501c3 - Sustainability of a new 501c3	Need: Income stream to support work, possible staff (idea to be membership based discussed) Need:	Staff with Commission to begin exploration, with local likely orgs (DCFAS, DAC). Need to involve City Clerk office.	Action Recommendation by end of Dec 2023	
Develop advocacy tools for use by commissioners and public partners	+ AFTA advocacy tools/plans + Iowa Cultural Coalition tools/plans + Galena arts scene, Scenic Art Loop	Need: Lead org/person to maintain/share tools (not a role for City office)	Commission/Working Groups (Capacity & Investment)? Feeds regional Arts Council/Friends of Group (grows out of the WG)?	Late quarter of 2023, publicly launching Dec 2023	

**Priority 4: Foster resources and relationships which maximize community growth and development through arts and culture.**

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**Continuation of:**

**Objective A: Identify and develop resources to activate local Arts and Culture advocacy. (Urgent – complete end of 2023)**

<b>Action Steps (how)</b>	<b>Potential challenges (-) or opportunities (+)</b>	<b>Resources needed or secured</b>	<b>Responsible groups (who)</b>	<b>Deadlines (when)</b>	<b>Status</b>
Market WHY Arts & Culture (potential cross-sector outcomes) for increased support (time, talent, treasure) by City & community	+ Incorporate in A&C Communications Campaign	<a href="#">AFTA Social Impact Wheel</a> Need: Achievable strategy, expectations	Branding & Communication WG	Active marketing by end of Dec 2023, ongoing	
Networking at State and/or Federal level for local and/or regional benefit	+ Iowa Cultural Coalition + Good examples in neighboring states (MN, WI) - Is there 'Arts Advocacy Day' in Iowa??	Need: \$ to send Commissioners/DBQ group to Des Moines Secured:	Staff with Commission support (Capacity & Investment WG?)	FY24 IP recommendation needed by early November 2022	

**Priority 4: Foster resources and relationships which maximize community growth and development through arts and culture.**

**Objective B: Identify and develop resources to support impact of Arts & Culture activity as Economic Engines, i.e. Tourism, Creative Workforce, General Workforce Attraction/Retention. (Moderately urgent, end of 2024)**

<b>Action Steps (how)</b>	<b>Potential challenges (-)/ Opportunities (+)</b>	<b>Resources needed/ secured</b>	<b>Responsible groups (who)</b>	<b>Deadlines (when)</b>	<b>Status</b>
Participate and integrate <a href="#">Art Train</a> programming --> arts-based practice at front of Community Development, Public Works, Infrastructure projects	<ul style="list-style-type: none"> <li>- Coordination of local cohort / staff time</li> <li>- Trust / culture of City / arts collaborations</li> <li>+ Year-long access to Art Train tools</li> <li>+ New nat'l funding initiative / local interest in arts in public health, brain health, etc</li> <li>+ Models of civic artist resident programs</li> <li>+ Voices Studios interest in artist residency program</li> </ul>	Secured: Funding available in FY22 budget, \$8,000 for pilot program Needed: Outgoing funding Needed: Greater capacity to facilitate / advise on cross-departmental, public / private collaboration	Cohort of key City staff (not just arts), local org leaders, local artists	Ongoing	In-progress
Reactivate Arts Mean Business programming (Luncheon with speaker, professional development for artists)	<ul style="list-style-type: none"> <li>- COVID-19</li> <li>+ GDDC, DMS, Chamber)?</li> </ul>	Need: Funding strategy, possible sponsorship structure / development	AMB Committee (Creative Economy WG?), Staff	Robust review/recommendation for relaunch by end of 2024	Not started
Further cultivate working relationship with Travel Dubuque (TD) and other tourism entities	<ul style="list-style-type: none"> <li>+ A&amp;C Communications Campaign coming in 2022, including TD rep on B&amp;C WG</li> <li>+ Travel IA Tourism, other funding being secured by A&amp;C orgs</li> <li>+ Galena arts scene, Scenic Art Loop</li> </ul>	Need: MOU	Staff, a Commissioner in MP Working Group	Ongoing	In-progress

**Priority 4: Foster resources and relationships which maximize community growth and development through arts and culture.**

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**Continuation of:**

**Objective B: Identify and develop resources to support impact of Arts & Culture activity as Economic Engines, i.e. Tourism, Creative Workforce, General Workforce Attraction/Retention.** *(Moderately urgent, end of 2024)*

<b>Action Steps</b> <i>(how)</i>	<b>Potential challenges (-)/ Opportunities (+)</b>	<b>Resources needed/ secured</b>	<b>Responsible groups</b> <i>(who)</i>	<b>Deadlines</b> <i>(when)</i>	<b>Status</b>
Active participation in AEP6 Study			Staff Commissioners (to set example through their orgs)	Started mid-2023, conclude mid-late 2024	Not started
Reflect/analyze (and utilize/advocate with) AEP6 Results			Commissioners, Branding & Communications WG	End of 2024	Not started

**Priority 4: Foster resources and relationships which maximize community growth and development through arts and culture.**

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**Objective C: Identify and develop diverse funding resources to support Arts & Culture initiatives. (Slightly urgent, complete by end of 2025)**

<b>Action Steps (how)</b>	<b>Potential challenges (-)/ Opportunities (+)</b>	<b>Resources needed/ secured</b>	<b>Responsible groups (who)</b>	<b>Deadlines (when)</b>	<b>Status</b>
Explore CFGD partnership	Replacement for MediaCom Arts & Culture Grant program, endowment to subsidize City (or other) program	Designated but inactive fund at CFGD exists		Mid-2025	
Identify diverse funding strategies / income streams (development strategy)			Staff, Commissioners	Ongoing, develop running record of wins and prospects by end of 2025	