



ARTS AND CULTURAL AFFAIRS COMMISSION (A&CA) MINUTES – SPECIAL MEETINGS / STRATEGIC PLANNING

DATE: Tuesday, 07 September 2021

TIME: 3:30 PM

LOCATION: 350 E. 3rd St., Dubuque, IA 52001 – 2nd floor Conference Room, National Mississippi River Museum and Aquarium

Commissioners Present: Paula NEUHAUS (chair); Nicholas HALDER (vice-chair); Ryan DECKER (recorder); Noelle CHESNEY; Ali LEVASSEUR; Sue RIEDEL, Thomas ROBBINS.

Staff Present: Jenni PETERSEN-BRANT (coordinator); Mike WILLIAMS (intern)

Public Present: none

Neuhaus called the meeting to order following staff assurance of Iowa Open Meeting compliance at 3:35 PM.

Strategic Planning, Session #1

Discussion facilitated by Jan Powers, The Powers of Communication in development of strategic plan for Arts & Cultural Affairs Advisory Commission. See Exhibit A for results of discussion.

Adjournment motioned by Decker, seconded by Riedel at 5:45 PM. Vote: Unanimously affirmed. ***Motion carried.***

Next Meeting: Monday, 20 September 2021 at 3:30 PM (Special Meeting: Strategic Planning Session #2)

DATE: Monday, 20 September 2021

TIME: 3:30 PM

LOCATION: 350 E. 3rd St., Dubuque, IA 52001 – 2nd floor Conference Room, National Mississippi River Museum and Aquarium

Commissioners Present: Nicholas HALDER (vice-chair); Ryan DECKER (recorder); Noelle CHESNEY; Ali LEVASSEUR; Sue RIEDEL, Thomas ROBBINS (attending virtually).

Commissioners Excused: Paula NEUHAUS (chair)

Staff Present: Jenni PETERSEN-BRANT (coordinator); Mike WILLIAMS (intern)

Public Present: none

Halder called the meeting to order following staff assurance of Iowa Open Meeting compliance at 3:35 PM.

Strategic Planning, Session #2

Discussion facilitated by Jan Powers, The Powers of Communication in development of strategic plan for Arts & Cultural Affairs Advisory Commission. See Exhibit A for results of discussion.

Adjournment motioned by Levasseur, seconded by Decker at 5:30 PM. Vote: Unanimously affirmed. ***Motion carried.***

Next Meeting: Tuesday, 28 September 2021 at 3:30 PM

Respectfully submitted:

Jenni Petersen-Brant

Arts & Cultural Affairs Coordinator, City of Dubuque

These minutes were passed with exhibit A attachment and approved on September 28, 2021.

Witnessed By: 
[Paula Neuhaus \(Oct 29, 2021 10:22 CDT\)](#) (signature)

Paula Neuhaus (printed)

Chair (officer position)

**Dubuque Arts & Cultural Affairs Advisory Commission
Strategic Planning Sessions Results
September 27, 2021**

Strategic Priorities (draft #4), in rank order

- 1. Right-size City Arts & Culture staff support and its role within larger City organization, budget, and Commission structure** to support the growing needs and impact of arts and culture nonprofits and the creative sector on the vitality of Dubuque.
 - a. Including analyzing of Commission framework, reviewing and revising size, examining diversity of members, defining inclusion and accessibility, defining roles/responsibilities and changing roll-off of terms for commissioners.
- 2. Proactively support implementation of Master Plan Proactively support implementation of Master Plan in alignment with other City plans and City Council goals**
 - a. Including gaining support and providing recommendation to reinvent Community Engagement Strategic ecosystem, identifying reporting structures and measurables between all elements.
 - b. Including actively infusing diversity, equity, accessibility and inclusion efforts into all commission and master plan work (recruitment, grants, training, strategic planning, etc.) possibly developing a Community Engagement role within the commission and/or department.
 - c. Including analyzing of Commission framework, reviewing and revising size, examining diversity of members, defining inclusion and accessibility, defining roles/responsibilities and changing roll-off of terms for commissioners.
- 3. Continually strengthen and elevate impact of arts and culture grant programs by:**
 - a. Reviewing on an ongoing basis at regular intervals.
 - b. Identifying key performance indicators and determine how to track and share KPIs with City leadership and community to prove value
 - c. Examining changing needs of external partners and creative sector adjusting eligibility criteria, award allocations, etc.
- 4. Identify and develop resources to support the top 3 priorities through continued partnerships, relationships, and collaborations with other arts & culture, philanthropic,**

EXHIBIT A

and equity-focused organizations, schools at all levels, and individual artist, especially artists of color, etc.

EXHIBIT A

Miscellaneous “Stuff” to Keep on the Radar for Future Strategic Discussions

Will the commission be more than seven members?

How will diversity be defined and how will it be increased in terms of commission make-up? How will diversity as a focus be infused into the priorities, objectives and outcomes of the strategic plan?

Advocating to and communicating about the Commission and its work to City Council should be infused into all priorities or become a 5th priority of its own.

If so, could it be defined as “Actively promote the public profile of Dubuque as an Arts and Culture destination

Also, facilitate further discussion on the formation of a 501c3 for an arts advocacy non-profit organization

Keep the DEAI emphasis in Priority #2

The Economic Impact study should stay within the 2nd priority

Discuss further the idea that arts means ‘social-emotional public health’

Does the grants program fall into any of the working groups in the Master Plan?

Are Commission members required to sit on a grant program committee?

Further discussion, while developing the strategic plan, needs to focus on the phasing of the priorities and objectives by year (what can be accomplished in Year 1 of the plan, Year 2, Year 3)?

Have further discussion on the role of a Community Engagement staffer and/or a communication staffer

Discuss ramifications of moving the Arts & Culture staff position to a department other than Economic Development. What we ask for is what we will get ... and what will get funded and raised up.

Continue discussion about how to connect to the Multicultural Family Center and to the Community Foundation of Greater Dubuque

Discuss how to keep professional development for staff and commission members top-of-mind and into the plan in some way

Have deeper discussion about changing the commission’s role as ‘Advisory’ to ‘Working’. Be cognizant of codes City Council rules/guidelines.

EXHIBIT A

Arts & Cultural Affairs Advisory Commission

Strategic Plan 2021-2024

Priority 1: Right-size City Arts & Culture staff support and its role within larger City organization, budget, and Commission structure

City Priority	Objectives (what)	Action Steps (how)	Potential challenges	Resources needed/secured	Responsible groups (who)	Deadlines (when)	Status
#4 and #7	--Rolling off terms change --Analyze/access current size, term limits, defined 'status', business vs. non-business, etc. D=recommendations				1 commissioner with (?) bring back for voting (process)		
	--Recruitment opportunities --List --Follow up encouragement to apply to commission				Commissioners		
	--Ordinance review of positions of cultural corridor (is it inclusive to community)				Commissioners		
	--Documenting needs which create more work hours to get more staff				Staff?		

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City Priority	Objectives (<i>what</i>)	Action Steps (<i>how</i>)	Potential challenges	Resources needed/ secured	Responsible groups (<i>who</i>)	Deadlines (<i>when</i>)	Status
#4 and #7	--Establish Director of Arts & Cultural Affairs --Establish Capacity, Investment and Infrastructure Coordinator --Establish Communication, Access and Engagement Coordinator --Analyze and assess current workload and draft recommendation of revised structure/staff and \$\$\$ to do what is needed --(Define 'right size')				City Council City Manager Commissioners (Ryan) Staff Assistant City Manager		
	--Maintain and increase operating budget						

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Priority 2: Proactively support implementation of Master Plan in alignment with other City plans and City Council goals

City Priority	Objectives (what)	Action Steps (how)	Potential challenges	Resources needed/secured	Responsible groups (who)	Deadlines (when)	Status
4, 7	--Analyze/assess current structure and ecosystem of CES to more effective implementation --Council ally? --Liaison? --Eliminate Task Force?				--Replace with individual commissioners as leaders of working groups --Commission committee + WG 'leaders' + Staff +Asst. City Mgr		
	--Identify report structure, internally and externally (to public) --Create communications awareness of progress and impacts				--See above --Extra staff for effective communications		
	--Assess funding resources (?)				--Priority #4 group		
	--Break down and rebuild/revitalize current structure of working groups/commission --Subcommittees leading working groups?				Commissioners – special meetings?		
	--Execute Economic Impact Study				--Staff and Arts & Culture orgs/groups, and a commissioner rep? An intern?		
	--Become the Squeaky Wheel with City leadership and council				Staff Commissioners		

EXHIBIT A

Priority 3: Continually strengthen and elevate impact of arts and culture grant programs

City Priority	Objectives (what)	Action Steps (how)	Potential challenges	Resources needed/secured	Responsible groups (who)	Deadlines (when)	Status
4,7	--Review the grant (operating) every 2 years --Recruitment of applications (grant)				--Grant subcommittee and staff		
	--Increase grant dollars pool				--Staff and Commission via City manager and Council (budget request) --Arts orgs		
	--Redefine "special projects" or clarify --Or new partner grant				--Grants subcommittee		
	--Market grantee accomplishments				--Staff (more needed)		

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City Priority	Objectives (<i>what</i>)	Action Steps (<i>how</i>)	Potential challenges	Resources needed/secured	Responsible groups (<i>who</i>)	Deadlines (<i>when</i>)	Status
4,7	--Identifying reporting methods/communicate internally and externally the result --This ties to DEIA, impacts related to other city plans				Commission, Grants and Contracts Team of City		
	--Survey of potential applications, (current/potential) to assess if we are meeting needs						

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Priority 4: Identify and develop resources to support the other three priorities through partnerships, relationships and collaborations

City Priority	Objectives (what)	Action Steps (how)	Potential challenges	Resources needed/secured	Responsible groups (who)	Deadlines (when)	Status
4,7	Make A&C calendar (Commission or organizations?)				--A&C Commission sub-committee (called Calendar Committee) --Staff		
	Market Arts & Culture & Humanities to citizens and visitors				--Public Works --Travel DBQ --Local publications --Arts/Culture orgs (Friday Meet UP groups) --Educational orgs (colleges, K12) --Creative Works --DAC --Artists in Residence		
	Advocacy to City Council				--Commission and staff -Organizations and citizen support		

EXHIBIT A

City Priority	Objectives (what)	Action Steps (how)	Potential challenges	Resources needed/secured	Responsible groups (who)	Deadlines (when)	Status
	--Identify sources of funding *Private (corporate) *Grants to commission supported by (Mediacom), etc.				--Capacity or Investment work group (does it become commission committee?) --AMB		
	--Develop template presentation to take to non-arts groups				--Commission --Staff		
	--Identify commission's role in relationship building b/+ arts and others				--Commission --Staff		
	--Regular (monthly or bi-monthly) Arts events/happenings to Council and advocacy of "what's coming up"				--Commission --Staff		

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Final Audit Report

2021-10-29

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