

The Minneapolis Plan for Arts and Culture

The integration of cultural strategies into the City's goals and businesses

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Prepared for the Minneapolis Arts Commission



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Executive Summary

“Ellen’s Empty Chair”



Illusion Theater

The City of Minneapolis commissioned the Minneapolis Plan for Arts & Culture, a 10-year strategic plan that defines the role of the City in supporting arts and culture, and it defines the role of arts and culture in accomplishing the City’s broader goals. The nine-month planning effort involved input from more than 500 people who participated in interviews, community meetings and surveys. This is an opportunity for arts and culture to become a true priority for the City, using its tools and resources with committed and focused leadership to fully integrate the arts into its daily business. This plan integrates cultural strategies into the City’s goals and businesses.

The Planning Process

The research and planning steps included:

- Review of previous City plans, studies and policies;
- Interviews with cultural and civic leaders;
- Community forums attended by more than 150 people;
- A focus group with the City’s various communities of color;
- A survey of arts and cultural programs and structures in comparable cities;
- A public intercept survey completed by 320 respondents;
- Planning meetings with a 77-member volunteer Advisory Committee;
- Presentations of the draft plan to the City Council, City department heads, the Minneapolis Arts Commission and community members.

Plan Recommendations

This research yielded important input from Minneapolis arts leaders, business people, educators, elected officials, civic and community organizations and residents. After several months of research and deliberations, the committee developed seven major recommendations, listed below in priority order:

- #1: Integrate and use arts and culture as a resource for economic development.
- #2: Develop robust City leadership on behalf of cultural development.
- #3: Increase resources for arts and culture in Minneapolis.
- #4: Strengthen the City’s public art program by providing a definite funding commitment and strengthening policy.
- #5: Promote the City’s arts and culture to residents, visitors and civic and community leadership as an integral aspect of Minneapolis’ identity, quality of life, economic vitality and civic health.

#6: Promote collaborations among arts and cultural organizations and artists, and with the City and other partners.

#7: Preserve and strengthen arts education opportunities for Minneapolis youth.

Six Priority Objectives

Under each recommendation is a series of specific objectives. From the list of all of these objectives, the Advisory Committee identified six priorities:



Objective 1.1 calls for the creation of policies and procedures for developing, operating and managing cultural facilities. The proposed policies would address City funding, guidelines and incentives for arts and cultural capital projects.

Objective 2.1 proposes a series of efforts to provide arts and cultural leadership within the City government, including strengthening the Department of Community Planning & Economic Development's (CPED), and the Minneapolis Arts Commission's (MAC) in supporting arts and cultural affairs. Proposed efforts also include creating an "Arts & Culture Team" of City staff.

Objective 3.1 seeks to identify a dedicated public funding mechanism for cultural support.

Objective 4.3 proposes establishment of a City policy for funding public art, including dedicating two percent of the City's annual net bond and requiring certain private developments to dedicate funds for public art.

Objective 6.4 calls on the City to convene regular meetings and workshops with arts and cultural organizations, including sessions about how artists and organizations can help address issues and City goals.

Objective 7.1 calls on City leaders to become strong and active advocates for arts education and lifelong learning through the arts.

I. Why Plan? Why Now?

“If you don’t cherish, value and educate your community about all the arts, you can’t have a creative citizenry who can problem solve, invent, create new technology and ways of thinking.”

The Minneapolis economy relies strongly upon its artistic and cultural resources. The 2000 Census shows that arts and recreation jobs comprise 11 percent of the City’s workforce. Minneapolis is home to more than 110 arts organizations, which draw approximately 4.6 million visitors and audience members per year. The nonprofit arts community in Minneapolis generates \$269 million in annual economic activity, including: 8,500 full-time equivalent jobs, \$214 million in resident household income, \$8 million in local government revenues and \$19 million in state government revenues.¹ The City of Minneapolis oversees film and video permitting and coordinates public services for productions on public property, annually generating \$6 million in economic activity. Minneapolis is home to a robust creative services sector that includes advertising, design and architecture as well as the nonprofit arts and individual artists. The Minneapolis/Twin Cities region is ranked in the top 10 of national densities for these occupations, according to Ann Markusen’s study *The Artistic Dividend: The Arts’ Hidden Contribution to Regional Development*. In this study, Markusen asserts that productivity and earnings in a regional economy rise as the incidence of artists within its boundaries increases. This is shown to be due to artists’ creativity and specialized skills, which enhance the design, production, and marketing of products and services in other sectors. This association generates income through direct exports of artistic work and helps to recruit top-rate employees.

Recent economic trends also clearly demonstrate that local economies depend upon the creative and intellectual capital of their citizenry. According to Richard Florida in *Rise of the Creative Class*, to cultivate this capital the City needs to nurture a cultural climate that will attract a creative and diverse workforce; the City must also ensure that all residents have access to arts and cultural activities. New ideas and innovations generated by talented individuals are the fuel for developing and sustaining globally competitive enterprises. This highly mobile creative class is attracted to cities with a unique quality of place, diversity of lifestyle options and amenities, ethic of artistic tolerance and opportunities to exercise creativity at work and play with other talented people. Of 49 of the nation’s largest regions, Minneapolis currently has a competitive advantage, ranking sixth on Florida’s creative class index and 10th on the creativity index.

In the past, City support of arts and culture primarily included involvement in capital and infrastructure projects, development of a public art program and film/video permitting. Over the last 20 years, Minneapolis has expended tens of millions of dollars and successfully partnered with dozens of cultural organizations and initiatives – from renovating the historic theaters in the Hennepin Theatre District to developing the Grain

¹ Source: 300 local arts organizations for the national study *Arts & Economic Prosperity* conducted by Americans for the Arts in 2001.

Belt artist's studios, and assisting with neighborhood facilities for organizations such as Intermedia Arts, In the Heart of the Beast Puppet and Mask Theatre, Northern Clay Center and Juxtaposition Arts. A variety of support mechanisms have been tapped, including Business Development funds, Community Development Block Grants, commercial corridor development funding, federal Empowerment Zone funding and low-interest loans. Another source of support for the arts and cultural community has been the Neighborhood Revitalization Program, formed through a partnership among the state, the City and Minneapolis' 81 neighborhoods. Using redirected tax increment financing revenue, neighborhoods have been given the responsibility to develop their own plans and local initiatives; as part of this process, many neighborhoods have integrated cultural strategies into their multi-year Neighborhood Action Plans. Many cultural activities have been supported through neighborhood involvement, including the development of the Whittier School for the Arts, Homewood Studios and the Jungle Theater.

Cultural resources are critical to the City's economy, vitality and quality of life. Clearly, Minneapolis is one of the most vibrant cities in America, with a rich cultural ecology. However, the City is now facing public and environmental challenges toward which it must adopt a new stance. Cultural development in Minneapolis has occurred largely through support from foundations and corporations and the generosity of individual philanthropists, as well as public mechanisms referenced above. Resources from the private sector continue to diminish, leading many to question whether cultural resources can be maintained without stronger City support and leadership; seen as especially at risk are the contributions of individual artists, small and mid-sized arts organizations and communities of color.

The City of Minneapolis is facing a financial crisis caused by recent economic downturns and cuts in state and federal funding. The City is projecting budget deficits for several years, while the School District also faces shortfalls that threaten arts education programs. Given this financial climate, it is perceived that now more than ever it is incumbent upon the City to plan its use of resources wisely. The Minneapolis Plan for Arts and Culture was commissioned to develop a 10-year strategic plan that defines the role of the City in supporting arts and culture, and the integrated role of arts and culture in accomplishing the City's broader goals.

Walker Art Center



Minneapolis City Goals

The City of Minneapolis provides residents with essential services for a safe, livable community. Strong goals help City leaders provide public services in a way that makes sense.

The City Council adopted eight goals in 2002 that have been used as a standard for researching and planning this document (Appendix 3). These

goals address issues such as public safety, maintenance of physical infrastructure, economic development opportunities, quality housing, community engagement and promotion of partnerships.

Minneapolis City Government Roles

The City government provides five primary functions related to arts and culture in its daily business:

- managing its own arts programs, such as commissioning public art and financing the public art program since 1988;
- providing direct funding by owning four historic theaters in the Hennepin Theatre District;
- using financing and regulatory tools to support dozens of cultural facility development projects as part of its economic development strategy;
- issuing film and video permits; and
- regulating (or deregulating) as warranted, such as establishing three cultural districts – the Hennepin Theatre District, Mills District, and Northeast Minneapolis Arts District.

Minneapolis City Government Potential Roles

Given its goals and functions, the City could most likely assume the following responsibilities in relation to this plan’s recommendations:

- Convening;
- Promoting;
- Advocating;
- Serving as information clearinghouse;
- Stimulating strategic alliances; and
- Creating policy and/or providing direct funding.

Wherever possible, this plan’s recommendations and objectives integrate with existing City goals and acknowledge the City’s primary competencies and potential roles relative to its future involvement in furthering the arts and cultural community and agenda. This plan is the integration of cultural strategies into the City’s goals and businesses.

“The biggest problem is that no one group is promoting or bringing together the arts community.”



II. How Was the Plan Completed?

In commissioning this plan, the City acknowledged the importance of its artistic and cultural resources to its economy, vitality and quality of life. The planning process was designed to balance the needs of a broad base of constituents while providing realistic strategies in keeping with the City's goals, roles, competencies and resources. The consultants were selected through a competitive Request for Proposals (RFP) process.

Expectations and Outcomes

An Advisory Committee of 77 members; a team of consultants; and a coordinating committee composed of City staff, Minneapolis Arts Commissioners and local artists set out to identify appropriate roles for City government in the City's thriving arts and cultural community (Appendix 7). In its first meeting (in March 2004), the Advisory Committee established that the planning process must be:

- inclusive, engaging multiple segments of the community;
- balanced in supporting a range of cultural development (from major institutions to neighborhood and community-based cultural activity);
- realistic, resulting in recommendations that can be implemented;
- supportive of sustainable public cultural infrastructure;
- clear in articulating City roles and policies and the rationale for cultural support.



In June 2004, the Advisory Committee agreed upon its expectations for long-term outcomes:

- a greater understanding of the roles and value of arts and culture in Minneapolis' identity and vitality;
- an infusion of the arts into all facets of life across the City;
- Minneapolis as a world-class cultural capital;
- a celebration of the unique expressions of all cultures;
- sufficient support and affordable spaces to sustain the presence of individual artists and small organizations; and
- increased opportunities for lifelong learning through cultural participation.

Planning Process

The research and planning steps included:

- review of previous plans, studies, and City policies;
- individual and small group interviews (Appendix 2);
- four community forums;
- a special focus group representing the City's communities of color;
- a public intercept survey (Appendix 6);
- a survey of comparable cities (Appendix 5);
- a series of planning meetings; and
- a series of presentations of the draft plan.

“We need to create something more cohesive than in the past – more networking, collaborations, ways to connect.”

Review of Previous Plans

Much cultural planning has occurred in Minneapolis – with mixed results and little overall coordination or lasting impact. For example, the 1993 *CultureTalks* effort was frequently mentioned as being ambitious in its proposals for neighborhood and youth arts programs, cultural tourism initiatives, arts and economic development efforts and public art and cultural funding. While several recommendations of *CultureTalks* were enacted, including the creation of an Office of Cultural Affairs, the City later cut back on cultural affairs staff and disbanded the office in 2002. These actions led many to conclude that the City’s role in the cultural arena remains virtually unchanged and very limited.

Interviews and Public Meetings

The following issues were identified in the series of public meetings and leadership interviews:

- The City is facing severe financial constraints, residents are feeling the “tax pinch” of rising property taxes, and arts groups are reporting lower income from ticket sales and a difficulty in maintaining the historic level of philanthropy from foundations, corporations and individuals;
- Some see a rise in racial and economic tension with the arrival of new immigrant populations;
- There is growing concern about public education; recent funding cuts have caused program reductions (including arts education) and increased class sizes;
- There are precedents for regional collaborations to address transportation, waste management and other issues;
- The City is experiencing an influx of development, particularly along the riverfront, with a new Guthrie Theater and thousands of housing units;
- The City government structure is seen by some as balkanized, with City Council members elected by ward, a weak-mayor system, and parks, libraries and schools governed separately;
- Many point to a strong arts community, characterized by:
 - thriving world-class institutions such as the Walker Art Center and the Guthrie Theater;
 - many successful mid-sized and smaller groups;
 - strong discipline-based support organizations, such as the Playwright’s Center, Juxtaposition Arts, Open Book and the Northern Clay Center;
 - many cultural organizations with strong ties to their neighborhoods playing significant community development roles;
 - high concentration of individual artists and many examples of artist- or nonprofit-owned and -operated studios and live/work spaces;





- the City’s public art collection;
- a history of strong support from corporations and foundations as well as individual philanthropy;
- a history of commitment to arts education in the public schools;
- arts contributions to economic development, generating some \$269 million in economic activity according to a recent study.
- Others point to a growing concern for the future health of the City’s arts and cultural sector. These concerns include:
 - recent cuts in funding and support from state, corporate and foundation sources;
 - a perceived widening gap in support between major institutions and community-based groups;
 - artists of color and their creative expressions are not well integrated into Minneapolis’ understanding of itself and its culture;
 - immigrant cultural practitioners need help to understand the City’s cultural ecology;
 - the City’s mainstream organizations are seen as needing to better understand the dynamics of cultural participation in an increasingly diverse community;
 - the need for affordable studio, performance and rehearsal space, for health insurance, and the irony of gentrification causing displacement.
- The overall picture is a realization that maintaining the cultural assets of Minneapolis as a continued resource for economic vitality and quality of life requires a stronger City role and additional support.

Public Intercept Survey

On Saturday, June 19, 2004, 320 Minneapolis residents responded to a survey conducted at eight sites throughout the City. Respondents were selected at random by paid survey administrators.² The findings of the survey include:

- in general, respondents attend events much more often in Minneapolis proper than in Saint Paul or elsewhere;
- attendance rates (those attending at least one event in the past year) range from a high of 78 percent for performing arts to 38 percent for science and natural history exhibits;

² Survey results are not represented as being statistically projectable to the entire population, but rather represent the opinions of a total sample of 320 people “intercepted” at a cross-section of locations throughout the City. Several variables were cross-tabulated and are presented in the full report (attached) when significant.



- those who attend any type of cultural event are the most likely to attend other types;
- lack of time is the most common reason for not attending events more often, cited by nearly twice as many respondents as the number two reason, cost of attending;
- 85 percent believe that arts and culture contribute to the economy, with non-attendeers being more skeptical of this claim;
- 83 percent believe it is extremely important for students to have access to arts education in schools;
- public support for government funding of arts and culture is overwhelmingly positive, with 85 percent agreeing that government should provide funding;
- most respondents said that projects funded by government should support youth and neighborhood programs, outdoor fairs and festivals, arts education and public art/sculpture;
- for alternative funding mechanisms, 61 percent support a sales tax increase, followed by 58 percent in support of a restaurant meals tax, and 51 percent supported an increase in property tax;
- attendance at events is highly correlated with education levels.

Among the most interesting findings from the survey analysis is the difference in responses from those residents living in Minneapolis less than one year (recent arrivals) and those living in Minneapolis more than three years. The recent arrivals are:

- a young population, with 75 percent of the new arrivals under the age of 34; for those residents living in Minneapolis more than three years, only 40 percent are under the age of 34;
- less likely to spend time with family or engage in home improvement or gardening;
- more likely to read City Pages;
- twice as likely to cite “no one to attend with” as a reason for not attending events more often;
- more reliant on word-of-mouth as a source for information, with more than half responding in this manner (43 percent of longer-term residents credit the same source); and
- more likely to rely on posters (34 percent) as a source for information (only 19 percent of longer-term residents cited the same source).

Comparable Cities

Research of arts infrastructure, funding, and notable program initiatives in Boston, Portland, Seattle, Denver, and Chicago, focusing on

municipal government roles related to the overall cultural ecosystems in the cities, finds that:

- Boston, Portland, Chicago and Seattle municipal offices of cultural affairs or arts councils receive funding through City general funds and from other sources, such as hotel/motel taxes in Chicago;
- Chicago, Portland, Seattle and Boston (and regional arts councils in those areas) offer grants to cultural organizations;
- Denver cultural organizations receive direct public funding from the regional Scientific and Cultural Facilities District;
- Chicago and Seattle municipal offices of cultural affairs convene a form of coalition or network of arts and cultural leaders;
- Boston, Denver and Chicago integrate tourism with municipal offices of arts and culture or feature cultural tourism initiatives, such as Denver's Cultural Tourism Committee and *Ticket West*, a last-minute ticket purchasing campaign;
- Boston and Portland city departments and local arts agencies provide some form of technical assistance to cultural groups;
- Chicago coordinates the work of technical assistance providers, as does Seattle through its Arts Resource Network;
- Regional funding is a cornerstone of support for cultural groups in the Denver metro area and in Portland. In Seattle, King County is also involved through a semi-independent cultural authority;
- Boston and Portland use arts and cultural events and programs to address issues of diversity;
- few chambers of commerce are noted as playing important roles in the cultural ecology of these cities, however the parks and recreation departments and districts of Boston, Chicago and Seattle are substantially involved in the cities' provisions for arts and cultural programs and venues;
- several creative economy efforts have been launched, including the partnership 'Creative Economy Council' in New England Portland's 'Creative Economy Initiative.'



III. How Can This Plan Integrate with City Goals?

"We need people positioned so that when other things happen in the city like new development, placement of sports facilities and neighborhood initiatives, there should be cultural thinking contributing to those plans, rather than as an after thought."

Minneapolis City leaders and planning participants expressed a strong need for this planning process to result in concrete actions. At the same time, City leaders stressed that City resources are extremely limited – especially over the next two to four years – without significant new funding for arts and culture. Planning leaders stressed the significant opportunity for the City to use its status, leadership and community influence to better integrate arts and culture into all City decision making and action, from public safety to housing, to economic development to the very way that it creatively uses resources to accomplish its mission. The recommendations of this plan integrate cultural strategies into the City's daily decision making and activities.

Relationship to City Goals

A deliberate effort was made throughout the planning process to correlate plan recommendations with the City's eight goals so that this plan became the integration of cultural strategies into the City's programming and activities. Specific links between the plan's recommendations and these City goals were drawn:

City Goal #1: Build communities where all people feel safe and trust the City's public safety professionals and systems.

Arts and cultural activities are important tools for community development and neighborhood revitalization. Quite often, cultural activities (like free concerts in neighborhood parks and cultural facilities) are a forum through which neighbors meet neighbors, a critical step in what public safety professionals will testify is a basis for crime prevention.

City Goal #2: Maintain the physical infrastructure to ensure a healthy, vital and safe City.

This investment includes its public artworks, historic theaters and many cultural spaces that have received capital support and/or financing, as well as many streetscape and other built environment components that integrate cultural elements. The City has invested more than \$100 million in physical cultural infrastructure over the last two decades, by far its most significant cultural investment. The economic and social activity stimulated by these improvements has contributed to neighborhood and commercial corridor revitalization and to the health and safety of residents and visitors.



City Goal #3: Deliver consistently high quality City services at a good value to our taxpayers.

It was the overall intent of participants in this process that programs and services resulting from this plan are of high quality and represent a good value. Many efforts were made to avoid duplication and look for cost-effective ways to deliver services. Involvement of artists in providing services, including designing and creating streetscape fixtures, facilitating public involvement, delivering training workshops and designing communications materials has also proven to be a low-cost, innovative and effective solution in many cities, including Minneapolis.

City Goal #4: Create an environment that maximizes economic development opportunities within Minneapolis.

“The Three Graces”



Barbara Boko Kvasnick-Nunez

Many of this plan’s recommendations relate directly to economic and community development strategies - especially Recommendation #1. The nonprofit cultural sector generates more than \$269 million in economic activity annually, which contributes to the vitality of neighborhoods throughout the City and also draws visitor spending. The City’s creative sector is also a key ingredient in the City’s ability to attract and retain the talent and knowledge capital needed for the 21st-century economy.

City Goal #5: Foster the development and preservation of a mix of quality housing types.

The City can maintain the presence of artists and their positive impact on community identity, vitality and enhanced property values by assuring that affordable housing and live/work space is available and accessible to artists. Many cities have incorporated public art into affordable housing projects to enhance livability and value to neighborhoods.

City Goal #6: Preserve and enhance our natural and historic environment and promote a clean, sustainable Minneapolis

Public art and cultural activity animate public spaces, including parks, public buildings and streetscapes, enhancing their value and use and celebrating community heritage and diversity. Many of Minneapolis’ historic buildings – movie theaters, warehouses, churches, etc. – have been

preserved and creatively adapted as cultural spaces, often with significant City investment and assistance.



City Goal #7: Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities

Recommendation #5 in this plan is devoted to fostering collaborations and partnerships among arts and cultural organizations and between these groups and other sectors in the City. Most other recommendations and their accompanying objectives propose a variety of partnerships.

City Goal # 8: Strengthen City government management and enhance community engagement.

This plan was crafted specifically to address strengthening City government management in cultural development efforts. Enhancing community engagement, particularly in arts and cultural activities and offerings, is a primary objective of Recommendation #6, which calls for better overall promotion of the City's cultural opportunities.

Plan Recommendations and Objectives

The Advisory Committee developed seven overall recommendations, listed below in priority order:

1. Integrate and use arts and culture as a resource for economic development;
2. Develop robust City leadership on behalf of cultural development;
3. Increase resources for arts and culture in Minneapolis;
4. Strengthen the City's public art program by providing a definite funding commitment and strengthening policy;
5. Promote the City's arts and culture to residents, visitors, and civic and community leadership as an integral aspect of Minneapolis' identity, quality of life, economic vitality and civic health;
6. Promote collaborations among arts and cultural organizations and artists, and with the City and other partners;
7. Preserve and strengthen arts education opportunities for Minneapolis youth.

The committee also developed objectives for each of these seven recommendations. The six priority objectives are highlighted within each recommendation.

Recommendation #1

Integrate and use arts and culture as a resource for economic development.

It has been clearly identified that the City's economic vitality is tied to its concentration of people in the creative class. In order for Minneapolis to retain its density of artists, additional subsidized studio and live/work space is needed to make up for the space lost through gentrification. Even though Artspace, the nationally prominent developer of artists' space, is headquartered in Minneapolis, the City lags behind its neighbor Saint Paul in the number of studio and live/work units with sustainable and affordable rental rates. The cost of living and the expense of space in Minneapolis are rising to a point where artists may be forced out of the community – the very artists who have contributed significantly to the City's economic vitality and distinctiveness. These conditions have already occurred in the mill and warehouse districts and at Lyn Lake. Artists' sweat subsidy in leading efforts to redevelop blighted buildings and neighborhoods must be factored into the economic equation and efforts made to build and maintain their stake in such improvements. In fact, one of the primary recommendations of the 2002 Northeast Minneapolis Arts Action Plan is to sustain the presence of artists in Minneapolis. The Northeast community is home to many working artists who have located or relocated there due to its many warehouse and factory spaces that are ideal for studios and galleries, and Ballet of the Dolls is renovating the old Ritz Theater.

Given that the City's Cultural Affairs staff members are housed within the Department of Community Planning & Economic Development (CPED), a strong structural mandate exists to further the relationship between these strategic areas. The Economic Development Division of CPED works with the private sector and with nonprofit organizations, and has sponsored activities such as festivals and programs and has helped to develop arts and cultural venues, events and marketing. It has developed and owns historic theaters, and has participated in the development of artist live/work spaces. The most important recommendation of this plan is to continue the development of these capacities and practices, supported by a firm foundation of policy. Plan participants underscored the importance of the City's policy continuing to forge links between cultural and economic development and the need for dedicated staff in these efforts. This is seen as one of the most valuable resources in the City's power to deploy.



Recommendation #1: Objectives

The objectives under Recommendation #1 call for planning and development policies and procedures related to cultural facilities, for new ways of measuring the economic impact of cultural activities, and for expansion of

the Minneapolis One Stop permitting process. Others speak to implementation of the Northeast Arts Action Plan, establishing cultural enterprise zones, working with the Neighborhood Revitalization Program, creating an Arts Trust/Holding Company, and initiatives to make the City more livable for artists.

Priority Objective 1:

The first of the plan’s six priority objectives (1.1) falls under this recommendation, calling for the creation of policies and procedures for cultural facilities development, operation and management. The proposed policies address City support of capital projects, case studies documenting benefits of past City support, an inventory of funding mechanisms and City-owned land and buildings suitable for such projects, guidelines for cultural organizations to interface with City government, incentives for private developers to incorporate cultural spaces, and recommendations for City-owned facility management policies that address opportunities for small organizations, individual artists and cultural education.

“I would hope we’d come out with some strategies that encourage arts development across the city. The City is getting picked off here and there for various projects. We need to focus, and understand how expenditures can serve as many people as possible.”

1.1. Create policies that define the City’s role in the planning, development, operation, and management of cultural facilities throughout Minneapolis. “Cultural facilities” are actual places (indoor or outdoor) that foster the artistic and cultural life of the City – including but not limited to studio space, office space, exhibit space, performance space, and meeting space. “Cultural facilities” also include components of land, buildings, infrastructure or districts that serve in some manner as the settings that foster the artistic and cultural life of the City. These policies will be derived from a base of professional analysis in planning, economic development, and housing development. These policies will balance the needs of the City, developers and arts groups. Policies will define the appropriate means for Minneapolis government to address four distinct sets of circumstances, as follows.

1.1.1. Provide a base of professional expertise and analysis.

1.1.1.1. Research case studies that document practices and benefits of past City support for arts organizations and projects. (Short Term)

1.1.1.2. Complete a market study and needs assessment that anticipates the kind, number, and need for cultural facilities in Minneapolis in the coming decades. (Short Term)

1.1.1.3. Develop a list of funding sources, financing mechanisms (including the NRP) and advocacy and





coordination functions that are available from the City to support the development of cultural facilities. (Short Term)

- 1.1.1.4. Create a Citywide map that locates existing cultural facilities and organizations in Minneapolis. (Short Term)
 - 1.1.1.5. Create a Citywide map that inventories existing land uses dedicated to cultural facilities. (Short Term)
 - 1.1.1.6. Develop a list indicating priorities for the planning and development of future cultural facilities in neighborhoods and districts throughout the City. Priorities would be based on such considerations as the current availability of cultural services, funding possibilities, historic building stock, future opportunities and complementary neighborhood planning efforts. This list would be accompanied by a Citywide map indicating priority locations for new cultural facilities. (Short Term)
 - 1.1.1.7. Examine how City licensing requirements and regulations affect small organizations and the time and effort it takes these organizations to interface with City bureaucracy. (Short Term)
 - 1.1.1.8. Dovetail the City's permitting efforts related to cultural facilities into the functions of Minneapolis One Stop. Expand the "Case Management Group" model (used for the Sears/Midtown Exchange building project) to smaller arts-focused projects. Publicize permitting procedures to the arts community. (Short Term)
- 1.1.2. Define the protocols for when and how the City becomes a financial partner in the development of cultural facilities.
- 1.1.2.1. Define the appropriate circumstances under which capital expenditures are made by the City in support of developing publicly owned and/or privately owned cultural facilities. Rationale should be based upon the adopted City goals, and should reflect a variety of economic development and community building benefits, especially as noted in this plan. Parameters might include conditions on funding, leveraging requirements, the type and timing of

feasibility studies, organizational readiness benchmarks and the development of operating pro formas and business plans. (Short Term)

1.1.2.2. Develop requirements and/or incentives to encourage private developers to integrate cultural facilities and arts education into their projects. (Short Term).

1.1.2.3. Require arts and cultural organizations that benefit from City financial support to create space for and access to facilities for small- and medium-sized art and cultural organizations and artists.

1.1.3. Encourage development of and access to arts and cultural facilities by small- and medium-sized arts and cultural organizations and individual artists.



1.1.3.1. Work with other units of government to support creation, development, renovation, and maintenance of new cultural facilities.

1.1.3.2. Encourage and coordinate workshops and training in facilities development.

1.1.3.3. Encourage all arts and cultural organizations to create space and access to their facilities for small- and medium-sized arts and cultural organizations and individual artists.

1.1.3.4. Provide incentives, such as recognition, for business support of arts and culture, specifically arts education and lifelong learning. For example, Minneapolis is the fifth largest advertising center in the country and agencies could become more involved in art education at high school and college levels. (Medium Term)

1.1.4. Develop facilities management practices for City-owned properties (such as parks, plazas, schools, libraries, and other public buildings) that simultaneously address the goals of this plan while remaining in compliance with code and insurance issues.

1.1.4.1. Complete an inventory of existing City-owned land and buildings, especially historic properties, which might be suitable for the development of cultural facilities. (Short Term)



1.1.4.2. Review operating policies for City-owned properties to evaluate how they might help to address objectives of this plan. In particular, facilities should be operated in such a way that a dedicated percentage of time or space could be used for arts and cultural initiatives. Lower use rates should be considered for smaller organizations. (Short Term)

- 1.2.** Collaborate with community-based arts organizations (such as Artspace, MRAC, and Springboard) to build capacity and knowledge among organizations engaged in developing cultural facilities (Short Term).
 - 1.2.1. Work with arts organizations for provision of suitable space in City-owned theaters and other buildings that the City owns either permanently or temporarily.
 - 1.2.2. Work with appropriate partners, such as Artspace or other nonprofit or commercial developers to create cultural spaces. (Long Term)
- 1.3.** Provide workshops and training in facilities development for Minneapolis nonprofit cultural organizations. Training could include: a description of the types of help the City can offer, organizational readiness assessment, financing; development of feasibility studies and business plans. It could be provided by CPED staff or by partnering with a community-based nonprofit, such as Artspace. Participation could be required to qualify for partnering with the City. Provide training in economic development for Minneapolis nonprofit cultural organizations and create a guide for this based on the Guide for Neighborhood Development. (Short Term)
- 1.4.** Explore and identify indicators for measuring the economic impact of cultural activities such as increases in property values and median family income and job development and integrate them into the City's overall economic development policies. Build the capacity of CPED staff to document economic and other benefits of cultural development through mapping and economic impact studies. Annually report on cultural impacts.
- 1.5.** Develop a creative industries strategy and integrate it into the City's economic development policies and practices. Creative industries include: research and development, publishing, software, television and radio, design, music, film, toys and games, advertising, architecture, performing arts, crafts, video and video games, fashion and art. (Medium Term)

Such a strategy should:

- 1.5.1. include artists, entrepreneurs and businesses;
 - 1.5.2. serve artist associations in the Minneapolis Employment and Training Program;
 - 1.5.3. continue to require job linkage agreements for City support of major cultural facilities projects;
 - 1.5.4. promote the City Business Toolbox to the culture sector;
 - 1.5.5. engage the Workforce Council;
 - 1.5.6. work with higher education to link to training and career development; and
 - 1.5.7. employ other tools and assistance to strengthen these industries.
- 1.6.** Encourage the implementation of the Northeast Arts Action Plan and the creation of cultural plans for other neighborhoods and districts as appropriate. (Medium Term)
 - 1.7.** Continue to support the film and video industry by assisting with permitting, locations and coordinating City services.
 - 1.8.** Make Minneapolis a more livable place for artists through support for arts initiatives that contribute to the City's community development priorities and further the practice of arts-based human capital, including training, funding and incentives. (Long Term)



Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
1.1. Cultural facility policies		✓		✓		
1.2. Work w/ entities to develop spaces			✓			✓
1.3. Facility development workshops	✓				✓	
1.4. Measure economic impact			✓		✓	
1.5. Creative industries strategy		✓			✓	
1.6. Encourage NEAAP implementation	✓					✓
1.7. Film/video permitting	✓			✓		
1.8. Artist livability initiatives			✓			✓

Boldface indicates one of the six priority objectives.



Recommendation #2

Develop robust leadership on behalf of cultural development.

The need for strong, visible and vigorous leadership for arts and culture within the City was voiced repeatedly throughout the planning process, and it is undoubtedly one of the most crucial ingredients for successful implementation of this plan. The City of Minneapolis has not been perceived as providing strong leadership for cultural development. It was the impression of planning participants that the “balkanized” structure of Minneapolis government inhibits leadership and action, and few local elected officials have made the arts a priority. Many other major American cities provide direct resources to the arts, such as grant funding, technical assistance, cultural programming and forums for leadership and advocacy, while Minneapolis does not. The Minneapolis Arts Commission’s authority in cultural development has been limited and unclear and has mostly involved oversight of the public art program. The Arts Commission has not been perceived or empowered as a strong, visible advocate for the arts.

Many lamented past City attempts and failures, including the former Office of Cultural Affairs, established based on recommendations of the *Culture Talks* plan and eliminated in 2002 due to City financial limitations. The loss of its programming initiatives, small grants program, and, generally, the lack of City financial support to arts organizations was seen by plan participants as a major loss and detriment to the City. Mayor Rybak is perceived to be a strong and positive advocate for the arts, whose leadership for planning and implementation is critical and who will need to assure adequate time and attention from his staff to coordinate plan implementation. However, it was felt to be essential that cultural leadership be nurtured and embedded throughout City government in such a way that it would transcend and outlast a single administration. With this outlook came the recommendation that creating a fully empowered, visible, staffed and funded Department of Cultural Affairs is essential.

With recognition of the current and near-term funding climate, the recommendations and objectives of this plan are proposed to work within financial constraints as much as possible. Vigorous efforts should be undertaken to acquaint City department heads and staff with the roles that arts and culture play in Minneapolis’ economic vitality, identity and quality of life. A multi-pronged strategy will involve development of internal City structures and will assure that Advisory Committee leadership and the individual philanthropic, foundation and business communities’ commitment are sustained throughout plan implementation. This plan needs to be a Citywide plan that gets beyond turf boundaries to build bridges. It should respond to the unique strengths and needs of each ward in the City but impact all of them equitably.



It is critical that the City’s cultural and civic leadership become more representative and inclusive of communities of color. Attempts at inclusion in the Advisory Committee, key interviews and public meetings fell short, and as a result, a focus group with communities of color was held on August 18, 2004, to gain additional input. Participants were critical of this tactic as too little too late, but nevertheless engaged in robust and constructive dialogue. Participants in this meeting expressed the hope that future discussions and decision making during planning and beyond will be more inclusive – not just in terms of invitations but in where and how they take place to be truly welcoming and effective. A long-term goal is the creation of a cultural center for communities of color. It was frequently noted in interviews, community forums and by the Advisory Committee that participation of people of color is stronger in small- and medium-sized organizations and that these organizations should be supported in these efforts. For example, Intermedia Arts is currently sponsoring a series of exhibitions of new immigrant artists.



Recommendation #2: Objectives

Specific objectives of this recommendation call for creation of an Office of Arts & Culture as a long-term goal, involvement of people of color in leadership roles, establishing in the near term an Arts & Culture Team of City staff to spearhead plan implementation, elevating and expanding the role of the Minneapolis Arts Commission (MAC), continuing the work of the plan’s Advisory Committee through a new ad hoc committee of MAC, and integrating arts and cultural approaches into other areas of City business (e.g., through artists in residence, artists as facilitators, etc.). Other objectives call for creation of an advocacy coalition and enlisting corporate, foundation and individual philanthropic leadership in carrying out this plan’s agendas.

Priority Objective 2:

The second priority objective (2.1) calls for a series of efforts to provide arts and cultural leadership within the City government, including better recruitment of people of color, strengthening the Department of Community Planning & Economic Development’s (CPED) involvement in arts and cultural affairs, creating an “Arts & Culture Team” of City staff, and expanding the roles of the Minneapolis Arts Commission (MAC) to engage the community and implement the Plan for Arts & Culture.

“I would like to see an Office of Cultural Affairs well funded, well staffed, well publicized, integrating artists into a lot of city projects. A center for creativity. It needs to take a leadership role.”

- 2.1. A long-term goal is the creation of a Department or Division of Arts & Cultural Affairs, with staff, funding, ongoing advisory input from the Arts Commission and a charge to develop and implement policy and initiatives guided by this plan. (Long Term)



2.1.1. The City will establish an Arts & Culture Coordinating Committee (following the model of the Environmental Coordinating Team). This committee would provide a framework for the regular exchange of information on arts and culture issues within the City. This framework will allow City departments and other agencies to work with one another and allow priority issues to be brought to light so resources can be allocated within each department/entity. By virtue of this coordinated, team- and resource-based approach, the Arts and Culture Coordinating Committee will be able to integrate arts and culture issues into the everyday workings of the City. This committee will comprise staff from the following entities: CPED - Economic Development, CPED - Multifamily Housing Development, Public Art Administrator, Film and Video Coordinator, Public Works, Greater Minneapolis Convention and Visitors Association (GMCVA), Minneapolis Public Library, Park and Recreation Board, School Board, Mayor’s staff, City Council staff, Communications Department, Intergovernmental Relations, Grants and Special Projects and the Civil Rights Department. Individual members of the committee will be assigned responsibility for key plan objectives. Leadership will rotate between participating department heads on a yearly basis. This committee will establish a working relationship with the Minneapolis Arts Commission subcommittee as defined in Objective 2.1.2. (Short Term)

2.1.2. The Minneapolis Arts Commission (MAC) is charged with engaging the broader community in the implementation of this plan and making policy recommendations related to plan implementation to the City Council. A new committee of MAC will be created for this purpose (following the model of the Public Art Advisory Committee) and include strong leadership from the Plan Advisory Committee. (Short Term)

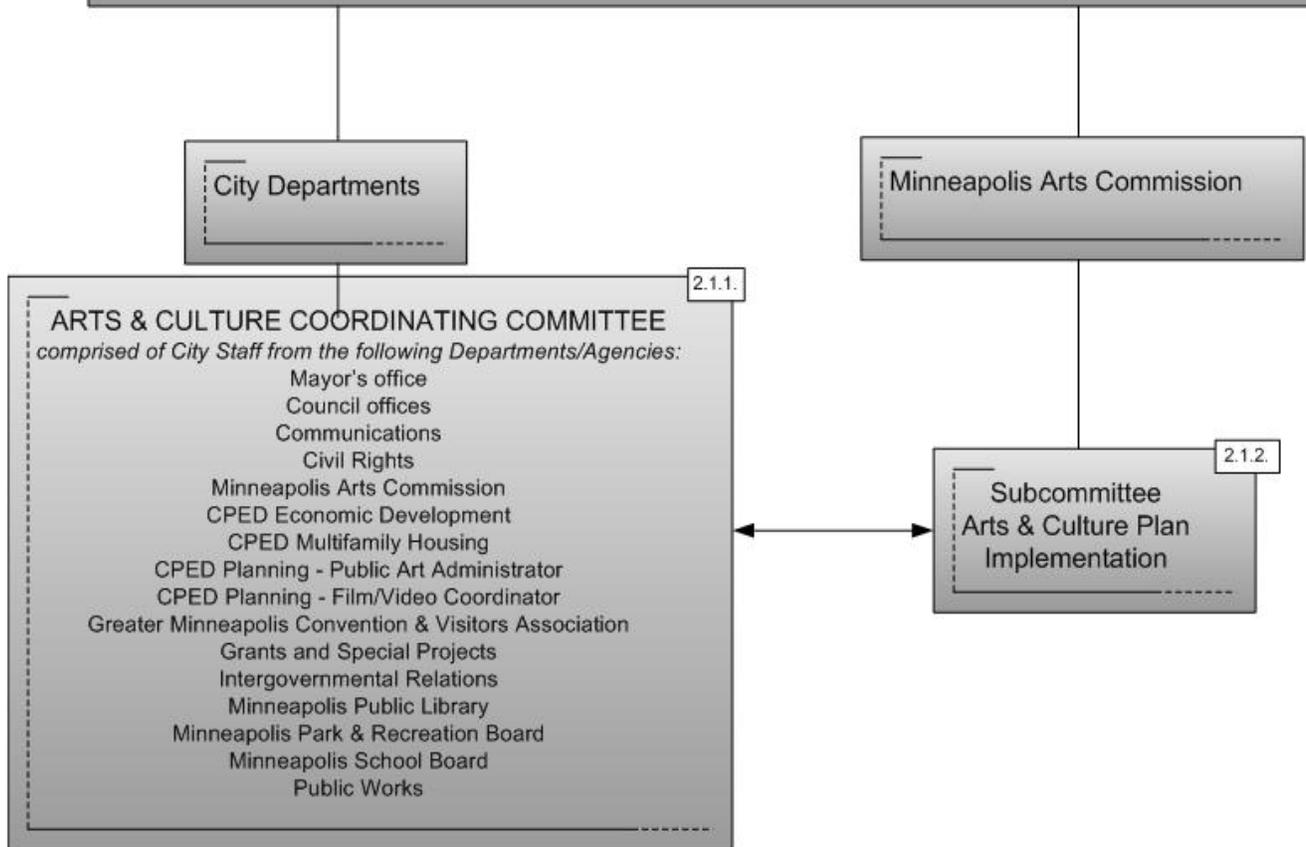
“Support artists and audience development within communities of color.”

2.2. The City will create and implement policies and strategies for recruiting people of color into cultural leadership roles and adopt community engagement decision-making processes (Short Term - Continue and Enhance)

2.3. The Minneapolis Arts Commission should be strengthened with visionary, diverse, visible and influential leadership. It should include broader representation from businesses, neighborhoods and arts communities. MAC and the City Council will revisit the definitions of arts and the roles and duties of MAC in the code of ordinances in light of this plan. (Short Term - Continue and Enhance)

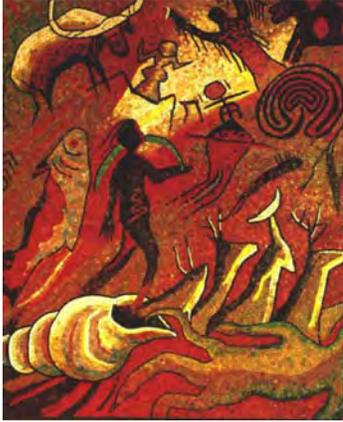
Implementation Structure for Minneapolis Plan for Arts & Culture

5/9/2005



2.3.1. The Arts and Culture Coordinating Committee will develop strategies to cultivate arts leadership across all strata of City employees, such as:

- 2.3.1.1. Use artists as facilitators and trainers to inject creative thinking into planning and staff development. (Medium Term)
- 2.3.1.2. Hire more artists for design and illustration. (Short Term)
- 2.3.1.3. Offer workshops in creative problem-solving and cultural strategies to address community issues, tapping into the significant expertise available in Minneapolis. (Medium Term)
- 2.3.1.4. Establish artists-in-residence in departments. (Medium Term)



- 2.3.1.5. Give City employees opportunities for hands-on involvement in the arts. (Short Term)
- 2.3.1.6. Review and consider new approaches from other communities. (Medium Term)
- 2.3.1.7. Invite artists and arts organizations to brainstorming discussions with City staff about issues such as graffiti abatement, working with immigrant populations, promoting Minneapolis, neighborhood revitalization and other issues.

- 2.4. Arts leaders should become City leaders by election, appointment and hiring. The arts community should encourage cultural leaders to run for office and vigorously support those who take strong arts positions. The City should make an effort to appoint artists and cultural leaders, including people of color, to all civic boards – not just the Arts Commission. (Medium Term)
- 2.5. Elected officials, MAC and the Arts and Culture Plan Advisory Committee members should seek affirmation of the plan from corporate, foundation and individual philanthropic leaders. (Short Term)
- 2.6 Empower the Minneapolis Arts Commission as the central advisory body to the Minneapolis City Council, Minneapolis Library Board, and Minneapolis Park & Recreation Board regarding public art decisions in the City. (Short Term)

Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
2.1. Create Department of Arts & Culture	✓					✓
2.2. People of color in leadership	✓			✓		
2.3. Arts Commission expand role	✓			✓		
2.4. Arts leaders as civic leaders	✓	✓			✓	
2.5. Engage corporate/foundation leaders and individual philanthropists	✓			✓		
2.6. Cultural Advocacy Coalition	✓				✓	

Boldface indicates one of the six priority objectives.

Recommendation #3

Increase resources for arts and culture in Minneapolis



A recent report by Americans for the Arts found that 44 of the nation's 50 largest cities dedicate local government tax dollars to support the arts and that the same number provide grants to arts organizations and/or individual artists³. Strong foundation, corporate and individual philanthropic support is generally credited with enabling the Minneapolis cultural community to achieve its enviable depth and breadth. Major institutions are currently involved in capital campaigns totaling more than \$500 million, many begun before the recent economic downturn. Many people in key interviews, community forums and at Advisory Committee meetings voiced concern over whether Minneapolis' cultural excellence can be sustained without a broader base of funding, including strengthened City support.

In the past, the City's role in providing direct grants to arts organizations and artists was extremely limited and focused on small grants to neighborhood projects; these were halted in 2002 in the dissolution of the Office of Cultural Affairs. The City's 2002 *State of the Arts* study documented significant arts support of an indirect nature - more than \$80 million in mostly one-time capital and infrastructure projects supported by the City through its economic development efforts. Examples include building parking structures for the Walker Art Center's expansion and the Guthrie Theater's new location, renovation of historic theaters, support for a new home for the MacPhail Center for the Arts and an increasing number of public art projects. There is a growing perception that the major institutions are receiving the bulk of support, both from the private sector and the City.

Another project supported by the City is MOSAIC, an annual festival of multicultural activities marketed under this umbrella. Some in the arts community expressed concern about the City's raising private funding for the MOSAIC project fearing that it competes with their fundraising efforts. Smaller organizations are struggling but are extremely vital to the cultural ecology of Minneapolis. Many people in key interviews, community meetings and Advisory Committee meetings also stressed the importance of individual artists and sought ways to develop a more supportive climate for them.

City staff and leaders underscored repeatedly that the City is facing severe financial constraints, now and for at least the next several years. It is also

³ *United States Urban Arts Federation Fiscal Year 2003: Research Report on Local Arts Funding*, the annual report on the budgets and programming of the local arts agencies of the 50 largest U.S. cities during fiscal year 2003. Published by Americans for the Arts, September 2004.

clear that residents are feeling the tax pinch and are resistant to tax increases. This challenging reality did not deter key interviewees, community forum participants and Advisory Committee members from stating strongly that cultural assets are invaluable to the City and worthy of further and increased investment. Participants were interested in exploring imaginative approaches to funding at the local, regional and/or state levels to address top priority objectives such as support of small- and mid-sized arts organizations, individual artists, arts education and programs to promote cultural inclusion. Some participants recommended that a regional cultural funding mechanism be explored as a long-term objective.

Recommendation #3: Objectives

Objectives call for funding of the public art program, encouraging/requiring developers to integrate public art into construction projects, creating City policy around support for cultural projects, identifying a public funding mechanism for cultural support, recognizing exemplary private funding initiatives, developing better ways to measure economic impact, participating in statewide advocacy efforts, revising operating policies for historic theaters, and for utilizing human capital and leadership.

“What would the city do with other assets that were threatened – if the Lakes were polluted, or we were going to lose a bunch of restaurants?”

Priority Objective 3:

The plan’s third priority objective (3.1) calls for identifying a dedicated public funding mechanism for cultural support. Other objectives call for a cultural funding task force to be appointed to research funding options and allocation methods, with an emphasis on supporting small- and mid-sized organizations and individual artists.

- 3.1** Identify a dedicated public funding mechanism with the priority for supporting small- and mid-sized arts organizations and individual artists, such as: development fees, surcharge on tickets at City-owned theatres, funding packages for sports facilities, repayment of the convention center debt. (Medium Term)
- 3.2** Formally encourage and celebrate private support of arts and culture and recognize exemplary initiatives. (Short Term)
- 3.3** Require arts and cultural organizations that benefit from City financial support to create space for and access to facilities for small and medium-sized art and cultural organizations.



Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
3.1. Dedicated public funding mechanism			✓		✓	
3.2. Formally encourage and celebrate private support of arts and culture and recognize exemplary initiatives	✓			✓		
3.3 Require City financial support of development to include a condition to create space/facilities for small- and medium-sized organizations.		✓		✓		

Boldface indicates one of the six priority objectives.

**Recommendation #4:
Strengthen the City's public art program by providing a definite funding commitment and strengthening policy.**

Public art contributes immeasurably to Minneapolis' identity and vitality. The City has a growing public art collection supported by private and public investment that reflects its history, people and sense of place. Since its inception in 1988, the City's public art program has commissioned and placed dozens of artworks throughout the City.



Since 1990, the City has made a yearly, voluntary allocation of one percent of a portion of its capital budget, the exact amount determined annually by the Capital Long Range Improvement Committee. The public art program is administered by Cultural Affairs staff in the Planning Division of the Department of Community Planning and Economic Development, and overseen by the Minneapolis Arts Commission. In addition, the Minneapolis Public Library Board has a public art program, the Department of Public Works has initiated a number of projects, and Neighborhood Revitalization Program funding has been used for public art.

In 2001 the Minneapolis Arts Commission launched a comprehensive three-phase plan for developing public art policies and procedures. Input received during this planning process included:

- The City's focus on developing permanent public art works is too narrow and limiting.
- Apart from architectural gems such as the much-anticipated new Walker Art Center and Central Library buildings, many expressed that the City's design standards should be higher for both public and private development. A city with aspirations as a world-class cultural capital should not only have higher standards, but the importance of establishing design standards should be elevated.
- A long-term plan and sustainable resources for public art are needed.
- Opportunities to integrate public art into private development should be pursued.

The current goals of the Public Art Program were seen as a good foundation from which to build (Appendix 4). These goals could also be adapted as guiding principles for the City's role in cultural support in the other areas highlighted in this plan.

Throughout this planning process, there were frequent suggestions that the definition of public art be broadened to include performance and other transitory artistic expression. However, this proposal contradicts the City's legal requirement that public art constructed using capital funding must be a permanent element of the physical infrastructure. This proposal is also contrary to the practices of public art programs around the country that commission permanent, two- and three-dimensional visual art for integra-

tion into the built environment - almost exclusively. With no public and few private funding mechanisms in Minneapolis to support the work of individual artists and small organizations, the aspiration to broaden the definition of public art is understandable but will have to be addressed through other mechanisms recommended in this plan, notably development of public funding for grants to artists and organizations.

Recommendation #4: Objectives

The objectives propose development of policies and procedures: dedicating two percent of the annual net debt bond to public art, requiring private developments receiving City assistance to incorporate public art, establishing public art policies with independent boards, empowering the Arts Commission, developing a public art master plan, establishing partnerships with visual arts institutions and an adopt-a-sculpture program for private support, creating exhibit space in public buildings, and creating a Task Force to review City design review processes.

Priority Objective 4:

The Plan's fourth priority objective (4.3) calls for establishment of a City policy for funding public art including dedicating two percent of the City's annual net bond, setting aside up to 15 percent of the Public Art Fund for administration, and requiring certain private developments to dedicate funds for public art.

- 4.1. Continue to develop and refine public art policies and procedures. (Short Term)
- 4.2. Establish priorities for public art projects and locations for the next ten years. Yearly public artwork plans should reflect these priorities. (Medium Term)
- 4.3. Establish a City policy for funding public art: (Short Term)
 - 4.3.1. Dedicate at least two percent of the annual net debt bond to a Public Art Fund, as part of the City's annual Capital Long Range Improvement plan.
 - 4.3.2. Set aside up to 15 percent of the Public Art Fund to be used for public art program administration.
 - 4.3.3. Dedicate up to 10 percent of the annual allocation of the public art fund to a maintenance endowment.
 - 4.3.4. Require City agreements for developments of more than \$50 million to dedicate 0.5 percent of the total budget to con-



structing public artworks. Provide developers with an alternative to dedicate 0.25 percent in funding to the City’s public art fund.

4.3.5. Broaden this policy to include a financial dedication on all private developments through an amendment to the zoning code.

4.3.6. Establish an “adopt a sculpture” program to solicit ongoing private support of maintenance and conservation of City-owned public art.

“The Plan needs to clarify what the City’s mission ought to be and how it will balance the needs of large and small institutions. Ultimately it will require money – not just for meetings, but to shape a picture of the arts community that you want to shape.”

4.4 Develop partnerships with small and large arts institutions, galleries and museums, for the purposes of commissioning works, establishing artists-in-residence in City departments, developing exhibits in public buildings, and assisting with public art maintenance. (Medium Term)

4.5 Establish exhibit and performance spaces in select appropriate public buildings. (Medium Term)

Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
4.1. Develop art policies and procedures		✓		✓		
4.2. Public Art 10-year priorities			✓		✓	
4.3. Public Art funding policy		✓		✓		
4.4. Partnerships with arts organizations	✓				✓	
4.5. Exhibit and performance space in public buildings	✓	✓			✓	

Boldface indicates one of the six priority objectives.



Recommendation #5:

Promote the City's arts and culture to residents and visitors, and to civic and community leadership as an integral aspect of the City's identity, quality of life, economic vitality and civic health.



This recommendation emphasizes two distinct areas of promotion: 1) the promotion of arts and culture to residents and visitors of the City, and 2) to civic and community leadership as an integral aspect of the City's identity and quality of life. It was noted during research for the plan that the eight City goals do not specifically mention arts and culture. The case should be made, however, for integration of arts and culture into the City's goals, as well as a case for specifically how the arts can contribute to achieving other civic priorities.

Community leaders interviewed for this plan frequently expressed that Minneapolis residents are not taking full advantage of their cultural resources. A major underpinning of the plan is the desire to expose and involve a larger percentage of the population in arts and cultural endeavors. More than one in five (22 percent) intercept survey respondents cited lack of information as a reason for not attending arts and cultural events more often, suggesting that doing a better job of getting the word out could improve attendance. Moreover, 26 percent of survey respondents indicated they get information on cultural events through the Internet and/or e-mail; fully 40 percent of frequent attendees of visual arts programs cited this same source, again indicating there is an opportunity to reach more people through these cost-effective means of communication.

Recommendation 5: Objectives

Specific objectives propose integrating the word "cultural" into existing City goals, promoting positive cultural messages in City media materials, and creating a Cultural Marketing Plan, including cultural tourism promotion, using the City Communications Department, working with the public libraries, etc.

(please note: there is no priority objective identified under Recommendation #5.)

- 5.1.** Revise City goal #6 to read "Preserve and enhance our natural, historic, *cultural*, and natural environment and promote a clean, sustainable Minneapolis." Alternatively, advocate for a ninth goal specifically addressing the importance of arts and culture to the City's economic vitality and quality of life. (Short Term)
- 5.2.** Work with the City's Communications Department, in its capacity as conduit to the public for City of Minneapolis activities, to integrate arts and cultural messages and activities in various

communications efforts, including information to welcome new residents and the City’s annual report. (Short Term)

5.3. The GMCVA should develop an arts and cultural marketing plan to promote the City’s cultural resources to local, national and international audiences. It should develop this plan by working collaboratively with existing organizations and using existing communication resources and tools, such as:



- 5.3.1. Enhance the GMCVA Web site and calendar database to promote arts and cultural offerings to visitors and residents. (Medium Term)
- 5.3.2. Convene arts and culture interest areas (such as museums and festivals) into a quarterly Cultural Tourism roundtable.
- 5.3.3. Inventory and use existing City communication vehicles to further promote arts and cultural opportunities, such as through municipal water bills, telephone hotlines (e.g., 348-SNOW), the new 311 “One-Call” information service and recreation newsletters. (Medium Term)
- 5.3.4. Use the City’s cable programming network to promote local cultural offerings. (Medium Term)
- 5.3.5. Publicize the Web site www.mnartists.com as a portal for connecting with individual artists and their work and exhibits. (Medium Term)
- 5.3.6. Use innovative venues, such as light rail and bus advertising, and “live previews” at City festivals and events, to stimulate outreach and audience development. (Long Term)
- 5.3.7. Work with Minneapolis Public Library staff to inventory and prioritize methods for disseminating information about arts and cultural opportunities through Library Web sites. (Medium Term)

Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
5.1. Add “cultural” in City goal #6		✓		✓		
5.2. Use City communication vehicles/department	✓	✓			✓	
5.3. Work with GMCVA on an Arts & Cultural Marketing Tourism Plan			✓			✓

**Recommendation #6:
Promote collaborations among arts organizations, artists, the City and other partners.**

Recognizing the reality of shrinking resources at all levels, organizations throughout the nation are developing partnerships and shared service initiatives. These partnerships have formed and effectively functioned in education, human services and government spheres. One of the goals of this cultural planning effort was to stimulate such collaborative efforts among Minneapolis arts and cultural groups and with other community interests. Indeed, during this planning process, many such opportunities emerged, including offers from library officials to collaborate on use of libraries for cultural activities and as an information resource.



The most important sphere of collaboration is that between the cultural community and the City itself. Participants in the planning process call on the City to convene arts and cultural leadership and lay the groundwork for partnerships and collaborations to address concerns regarding competition for scarce resources between arts organizations. Developing incentives to promote collaborations between large and small organizations was called out as a high priority. Opportunities for individual artists to network, collaborate and cooperatively address issues such as space needs, insurance and marketing were also identified. Some participants in public forums and meetings suggested that an umbrella support organization for individual artists is needed. In all these efforts, it is paramount that people of color be at the table and hold decision-making roles.

Recommendation #6: Objectives

Objectives call for the City to work with other government entities in the region, for GMCVA to have expanded roles in the cultural arena, for the City to convene regular meetings of cultural representatives, and for the creation of a Web site database for scheduling. Arts resource contacts should be established at a range of government, quasi-public and private agencies, and a master list of cultural groups should be compiled.

Priority Objective 5:

The Plan's fifth Priority Objective (6.4) calls on the City to convene regular meetings and workshops with arts and cultural organizations, including sessions about how artists and organizations can assist the City in addressing issues such as outreach to new immigrants, neighborhood revitalization, graffiti abatement, and so on.

- 6.1. Collaborate with Hennepin County, other municipalities, the Metropolitan Council and state and federal entities on issues of mutual concern, such as regional funding, arts education and promotion.(Medium Term)



“There is no structured forum to engage in a conversation with cultural peers – no one helps bring together cultural groups’ CEOs.”

- 6.2. GMVCA should compile and update annually a master list of arts and cultural organizations from existing lists, including MOSAIC, Minneapolis Public Schools, State Arts Board, and MRAC. (Medium Term)
- 6.3. The Minneapolis Public Library should develop its capacity as an arts and culture resource and activity center and compile and update annually a listing of “arts resource people” from appropriate public and private agencies. This list would be shared with arts and cultural groups to encourage collaboration and problem-solving partnerships. These agencies would include City departments, the Building Owners and Managers Association (BOMA), Downtown Council, Chamber of Commerce, Metro Transit, Minneapolis Park and Recreation Board, Minneapolis Public Library, financial institutions, Minneapolis Consortium of Community Developers. (Short Term)
- 6.4. The Minneapolis Arts Commission should convene quarterly meetings or workshops with arts and cultural organizations around specific topics or for sharing information and identifying collaboration opportunities. These should include sessions about how artists and organizations can assist the City in addressing issues such as: outreach to new immigrants, neighborhood revitalization, graffiti abatement, etc. (Short Term)
- 6.5. Establish a task force to make recommendations for integrating the arts into the City’s design review function, policies and practices. (Short Term)

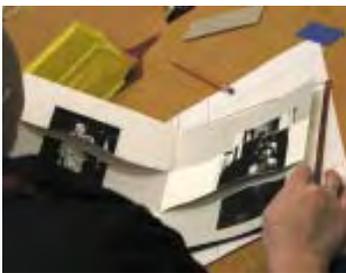
Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
6.1. City work with other governments	✓	✓			✓	
6.2. GMCVA compile and update master list of arts and cultural organizations	✓				✓	
6.3. Work with libraries to increase cultural activity and information	✓			✓		
6.4. MAC convene regular arts meetings	✓			✓		
6.5 Task force to review City’s design review policies and practices for integration of arts	✓			✓		

Boldface indicates one of the six priority objectives.

Recommendation #7:
Preserve and strengthen arts education opportunities for Minneapolis youths.

The need to build and sustain strong cultural learning opportunities for Minneapolis youth – both in and out of school – is an important priority; cited as reasons were the clearly demonstrated link to success in school and work, training the City’s future artists and building the creative and civic capital of the future. The need to document the power and impact of arts education on academic success, employability and general, lifelong quality of life was expressed repeatedly during this planning process. One suggestion was to ask local heroes Prince and his band to tell their story about the value of their music education received in Minneapolis public schools.

Minneapolis has several strong arts education and youth development programs. Of particular note is Arts for Academic Achievement, a nationally recognized program of Minneapolis schools, founded with the support of the Perpich Center for Arts Education and an Annenberg Foundation grant. Partnering with about 250 artists and arts organizations, this program provides professional development and peer exchange opportunities for teachers to improve teaching practices and integrate the arts into curriculum. The program has been sustained by the school board but increasingly must rely on private funding through a nonprofit entity, *ACHIEVE*, created as a vehicle for support. The program’s remaining school district funding is now threatened in the growing school funding crisis.



“Arts education is on the edge. It wouldn’t take much for it to go towards the abyss. When we are trying to attract families to move to the city, we have schools that cannot offer the same cultural education that their parents received or that the suburbs have.”

Notable out-of-school, community-based programs include the MacPhail Center for Music, the Children’s Theatre Company and West Bank School of Music, all of which have a specific arts-education mission. Dozens of other arts organizations provide strong education programs in schools and their own private facilities. *COMPASS*, a community cultural development agency headquartered in Saint Paul, also administers and supports some arts education programming in Minneapolis, mostly in the form of in-school residencies. Apart from Arts for Academic Achievement, there does not appear to be a coordinated effort to assure that all children have arts learning opportunities, and networking among programs and providers is very limited. The Minnesota Alliance for Arts Education recently suspended operations because of a lack of resources.

There is a growing perception that arts learning opportunities are diminishing when many feel they should be increasing. There is competition for funding among providers instead of cooperation to support a sustainable model for cultural learning. Many in the community spoke to the need for the City government to play some role in relation to arts education, a role that is most likely that of advocate and convener rather than more direct

involvement. Even though the issue of arts education was seen as very important, the challenge with the seventh priority ranking accorded this recommendation is the extremely limited role the City plays in decision making about in- or out-of-school arts education. The Minneapolis School Board is a separate political entity and out-of-school cultural programs are offered by a diffuse and diverse group of community-based providers. Given this set of conditions, determining ways that the City can have influence is recognized as difficult, but it is still recommended as a priority.

The City does operate and/or sponsor the Summer Youth Employment and Training Program and the Step Up youth employment program, both of which include some cultural employment opportunities. In addition, some of the City's public art projects have included a youth involvement component. It was also voiced that youth should be allowed more involvement in planning and decision-making.

Recommendation #7: Objectives

Objectives are proposed that deal with lifelong learning, advocacy, a statewide legislative agenda, convening and networking actions, educational aspects of public art projects and City-owned performance venues, integrating learning opportunities into MOSAIC, including youth opportunities as criteria for City support, helping to break down transportation barriers, working with the Youth Coordination Board, and providing incentives for business support of arts education.

Priority Objective 6:

The Plan's sixth priority objective (7.1) calls on City leaders to become strong and active advocates for arts education and lifelong learning through the arts. It is proposed that the City adopt lifelong learning as a core value, advocate for the value of arts education and integrate education and arts education specifically into the City's legislative agenda for the state.

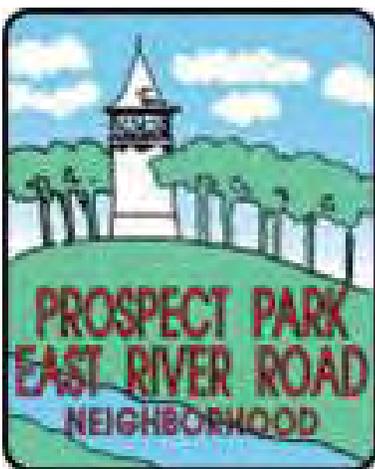
7.1. City leaders, including the Mayor, City Council and Minneapolis Arts Commission, should be strong and active advocates for arts education and lifelong learning through the arts.

7.1.1. Encourage arts programs as an effective tool for improving student performance, retaining students and developing creative innovators and leaders. (Short Term)

7.1.2. Advocate to funders, the public schools and other stakeholders the value of arts education for the success of Minneapolis schoolchildren.



- 7.1.3. Encourage initiatives that integrate the arts across the curriculum, such as Arts for Academic Achievement.
 - 7.1.4. Integrate arts education initiatives into the City's state legislative agenda. (Short Term)
 - 7.1.5. Inform the school district and arts organizations about opportunities through the Minneapolis Park and Recreation Board, Minneapolis Library Board and Youth Coordinating Board. (Medium Term)
 - 7.1.6. Advocate for increased funding for arts education by the business community.
- 7.2. Art in Public Places should continue to include education and youth development components in its projects. (Short Term)
 - 7.3. Integrate arts education and lifelong learning programs into the operating policies of the City-owned arts facilities. (Short Term)
 - 7.4. Include arts education as a criterion for determining City support for development of cultural facilities. (Medium Term)
 - 7.5. Continue to support cross-cultural learning opportunities, such as MOSAIC. Examine ways the MOSAIC model can continue to evolve and work with Minneapolis schoolchildren. (Medium Term)
 - 7.6. Act as a liaison to bridge the art education initiatives of arts and cultural institutions and community-based organizations and neighborhoods. (Short Term)
 - 7.7. Increase access to arts education opportunities, for example, posting information on parking availability and public transportation. (Short Term)



Recommendation / Objective	Type of Objective			Timeframe		
	Action Step	Policy	Further Study	Short	Medium	Long
7.1. City leaders advocate lifelong learning through the arts	✓	✓		✓		
7.2. Strengthen education components of public art	✓	✓		✓		
7.3. Strengthen education components of City-owned performance venues	✓	✓		✓		
7.4. Arts education as criterion for City support of cultural facility projects		✓			✓	
7.5. Include learning opportunities in MOSAIC	✓	✓			✓	
7.6. Act as a liaison between cultural institutions and neighborhoods and community-based organizations	✓			✓		
7.7. Increase access to arts education opportunities			✓	✓		

Boldface indicates one of the six priority objectives.



IV. Implementation

Next Steps

During the process of creating this plan, careful attention was paid to making the objectives pragmatic and achievable. A variety of partnerships and methods to work more cohesively are proposed in anticipation of a more concerted City role in cultural affairs. As discussed in Recommendation #4, a range of structures is proposed to carry out the specific objectives. While it is desirable that the City establish a Department of Arts & Culture in the long-term, it is assumed that arts and cultural functions will remain within the Department of Community Planning and Economic Development for the immediate future.

Next steps in implementing this plan should be to:

- publicize the completed document through distribution to community leaders, through posting on the City’s Web site (www.ci.minneapolis.mn.us) and through presentations as appropriate to community and civic groups;
- translate the plan into alternative communication formats in order to present it to key stakeholder groups and highlight the most pressing messages and recommendations for each;
- obtain adoption of the plan by the City, its partners and other civic and cultural leadership groups;
- integrate the Plan for Arts and Culture into all City activities and programs. The Minneapolis Plan for Arts and Culture is the first step toward a larger regional effort, and City staff should communicate closely with the other government agencies working on similar planning efforts at the municipal, county, metropolitan, and statewide levels. Leaders should take the opportunity to open up dialogue with leaders in Saint Paul, which has just completed its own cultural plan, and with Hennepin County and other regional jurisdictions;
- Appoint an Arts & Culture Coordinating Team, made up of City staff from CPED and other departments and representatives of the Minneapolis Arts Commission, school, library and park boards and others (see Recommendation 2.1.1 and 2.1.2). Individual members of the team should be assigned responsibility for key plan objectives and facilitate intra-city communication. A team leader will coordinate communication and collaboration with the Mayor’s Office, City Council and Minneapolis Arts Commission;
- Create a new committee of the Minneapolis Arts Commission, charged with an advisory role in engaging the broader community in plan implementation and with communicating progress to the community. The willingness of dozens of stakeholders to participate in this process is a clear reflection of what is at stake – sustaining and building upon the cultural resources that have made Minneapolis one of America’s most vibrant and distinctive com-

“Lovers”



Janice Porter

munities. It is critical that this stellar leadership remain engaged to assure successful implementation of the plan. The Plan Implementation Advisory Committee will play a continuing role to advocate on behalf of plan recommendations and objectives, to play public-speaking roles, and to identify and secure commitments from other volunteer leadership;

- Use this plan as a guideline with ongoing monitoring to ensure progress and updated timelines. Objectives have been identified as either short-, medium-, or long-term, based on priorities established by the Advisory Committee. It is important to note that as in past efforts, unforeseen opportunities may arise and longer-term objectives might be accomplished sooner.



Objectives by Timeframe

The following matrices provide a recap of all of the objectives, categorized in terms of short-, medium-, and long-term time frames.

Short-Term

Recommendation / Objective	Type of Objective		
	Action Step	Policy	Further Study
1.1. Cultural facility policies		✓	
1.7. Film/video permitting	✓		
2.2. People of color in leadership	✓		
2.3. Arts Commission expand role	✓		
2.5. Engage corporate/foundation leaders and individual philanthropists	✓		
3.2. Encourage private support of art and recognize exemplary private funding	✓		
3.3 Require City financial support of development to include a condition to create space/facilities for small-and medium-sized organizations.		✓	
4.1. Develop art policies and procedures		✓	
4.2 Public art ten year priorities			✓
4.3. Public art funding policy		✓	
5.1. Add “cultural” to City goal #6		✓	
6.3. Work with libraries to increase cultural activity and information	✓		
6.4. MAC convene regular arts meetings	✓		
6.5 Task force to review City’s design review policies and practices for integration of arts	✓		
7.1 Lifelong learning through the arts	✓	✓	
7.2. Strengthen education components of public art	✓	✓	
7.3. Strengthen education components of City-owned performance venues	✓	✓	
7.7. Address transportation barriers			✓

Medium-Term

Recommendation / Objective	Type of Objective		
	Action Step	Policy	Further Study
1.3. Facility development workshops	✓		
1.4. Measure economic impact			✓
1.5. Creative Industries strategy		✓	
2.4. Arts leaders as civic leaders	✓	✓	
2.6. Cultural Advocacy Coalition	✓		
3.1. Dedicated public funding mechanism			✓
4.2. Public art master plan			✓
4.4. Partnerships with visual arts organizations	✓		
4.5. Exhibit and performance space in public buildings	✓	✓	
5.2. Use City communication vehicles/department	✓	✓	
6.1. City work with other governments	✓	✓	
7.4. Arts education as criteria for City support of facility projects		✓	
7.5. Include learning opportunities in MOSAIC	✓	✓	

Long-Term

Recommendation / Objective	Type of Objective		
	Action Step	Policy	Further Study
1.2. Work w/ entities to develop spaces			✓
1.6. Implement NEAAP	✓		
1.8. Artist livability initiatives			✓
2.1. Create Dept. of Arts & Culture	✓		
5.3. Work with GMCVA on an Arts & Cultural Tourism Plan			✓

Other Implementers

Throughout the process, it was stressed that this is a plan for the City of Minneapolis. But a principal theme of the plan is collaboration and in the course of planning, dozens of key community leaders and stakeholders were invited to the table to provide input. It would be a lost opportunity not to suggest ongoing roles and commitments.

"We ultimately need to create a community dialogue among and between arts and others. There is a big need for and role for a center point, a point of focus, and a convener."



- All who participated in the plan: Maintain efforts to integrate plan recommendations into City business and implement them. Attend and testify at City Council hearings, volunteer for advisory task forces, offer innovative solutions to City problems; engage with the strategies stressing collaboration, promotion and advocacy.
- Advisory Committee: Stay involved through ongoing membership and work with the Plan Implementation Advisory Committee that will be convened by the Minneapolis Arts Commission.
- Cultural funders: Months of research, analysis and community dialogue have yielded the critical findings and recommendations for cultural development contained in this plan. It is hoped that funders will address these priorities and play a proactive partnership role with the City in implementing the plan.
- Hennepin County, Saint Paul, the Metropolitan Council and other governments: Funding strategies must involve careful planning with other governments. There may be opportunities for collaboration – at least coordination in regard to funding mechanisms and timing is crucial.
- Library and park boards: Both entities are already involved in sponsoring and promoting cultural activity and there are many recommendations in this plan they could address, especially cultural learning and promotion of cultural participation. It is hoped that the Minneapolis Arts Commission can facilitate a closer partnership.
- The Greater Minneapolis Convention and Visitors Association: This key participant and partner in planning has already agreed to play critical roles in convening the cultural community, promoting the arts and culture and developing better information resources for Minneapolis residents and visitors.
- The Downtown Council: Plays an active role in promoting downtown and coordinating cooperation among property owners and stakeholders in strategies to vitalize the urban core. It is hoped to play a role in other recommendations such as advocating for integration of public art and cultural spaces into private development and increased resources for art.
- University of Minnesota: The University plays a major role in cultural education and training in the area, as a presenter and sponsor of nationally recognized scholarship and research. This institution's expertise and capabilities should be tapped to forward plan implementation.