

Incubate:

DRAFT

12.7.22

A FIVE YEAR
ARTS AND CULTURE
ACTION PLAN
FOR RED WING



Acknowledgements

Thank you to all of the individuals and organizations who have participated in this process.

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Those involved in the process included artists, developers, City staff, members of the local education sector, and arts administrators.

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FORECAST

This plan was prepared by Forecast Public Art:
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SIEVERS CREATIVE

This plan was designed by Sievers Creative



Photos courtesy Chappy Achen, David Culver, Emily Guida Foos and Big Turn Music Festival.

AN *Introduction*

A LETTER FROM PRAIRIE ISLAND TRIBAL COUNCIL

Prairie Island Indian Community is proud to introduce and endorse the Incubate arts and culture plan, as it is the result of acts of listening that build resilience and help heal historical trauma. He Mni Can – hill, water, wood, -- is our sacred home, a commonality that unites across cultures.

Through sustained engagement the Red Wing Arts & Culture Commission and the consultants at Forecast Public Art, in collaboration with Tribal members Nicky Buck, Noah White, and Joey Taylor – as well as Franky Jackson and others – incorporated Prairie Island's cultural priorities for our shared community into this plan.

These priorities include the Dakota Mural project currently underway at 3rd St & Bluff St, an artwork honoring Chief Red Wing, updating the interpretation of the Tipi Sculpture at Bay Point Park, and a Welcome to Red Wing / He Mni Can sign coming into Mni Sóta Makoce near the new interstate Bridge of Valor.

This arts and culture plan builds upon cooperative momentum between the City of Red Wing and Prairie Island Indian Community, as represented by the He Mni Can plaza, by further defining a healthy vision for the future that lifts up everyone who has ever called this place home. Listening is important work, but actions speak louder than words. We are confident this plan will help advance actions that improve quality of life, cultivate cohesion, and contribute to economic vitality.

- Prairie Island Tribal Council



Top Row: Michael Childs Jr. (Treasurer), Cody Whitebear (Assistant Secretary/Treasurer)
Bottom Row: Shelley Buck (Vice President), Johnny Johnson (President), Valentina Mgeni (Secretary)

A LETTER FROM THE CITY OF RED WING

When I tell folks I'm from Red Wing, the first thing they're likely to do is bring up the art and cultural features - the Sheldon, our summer concerts, downtown sculptures and contributions from Prairie Island Community, just to name a few - that have helped put us on nearly everyone's list of cities to visit here in our region.

The economic impact here in Red Wing is powerful. Since 2015, the number of people who regularly attend arts and cultural events - and spend significant amounts of money during their visits from other communities - has more than doubled to almost 100,000. Meanwhile, revenue (economic impact) flowing into our stores and restaurants has risen from about \$2.2 million in 2015 to roughly \$4.9 million. Those figures will surely grow in 2023.

Red Wing hasn't become a Southeastern Minnesota focal point for culture and the arts by accident. Over the years, dedicated, creative, enthusiastic local citizens have worked, planned, and raised private money to constantly take our town to the next level. That's what this Arts & Culture Action Plan is all about. We are working to develop a new vision for the future, and practical plans to make that vision a reality.

I encourage you to read this document carefully, and communicate your views to me, to the City Council, and to other leaders here in our community. This is an exciting project, and I'm looking forward to working with all of you to move it forward.

- Mike Wilson, Mayor



Red Wing Mayor Mike Wilson

The Purpose of the Plan

An Arts and Culture Action Plan is a document that establishes a vision for arts and culture for the City of Red Wing and the entire community, with practical steps for the City and community to take in order to achieve that vision. The plan continues to develop a growing collaboration with the Prairie Island Indian Community using arts and culture as a tool to increase awareness and understanding.

The planning process involves: collecting community input, conducting historical research, cataloging current public artworks and cultural activities and events and identifying areas of opportunity in which arts and culture could have an impact that support larger goals and needs of the city. The plan builds on the assets of the city — economic, social, civic, creative, and physical — and identifies strategies that help grow the character and identity of Red Wing as a vibrant cultural community. The plan identifies ways to connect resources with needs, build civic pride and leadership, and create a vital and healthy Red Wing for future generations!

The plan addresses the need for new policies, governance, management, and funding. A goal of the plan is to ensure community engagement in the process and in the implementation of the plan in order to reach a broad section of folks in Red Wing and hear diverse perspectives. This plan provides industry best practices while encouraging the Arts and Culture Commission to adapt these practices to the unique needs of the Red Wing community.



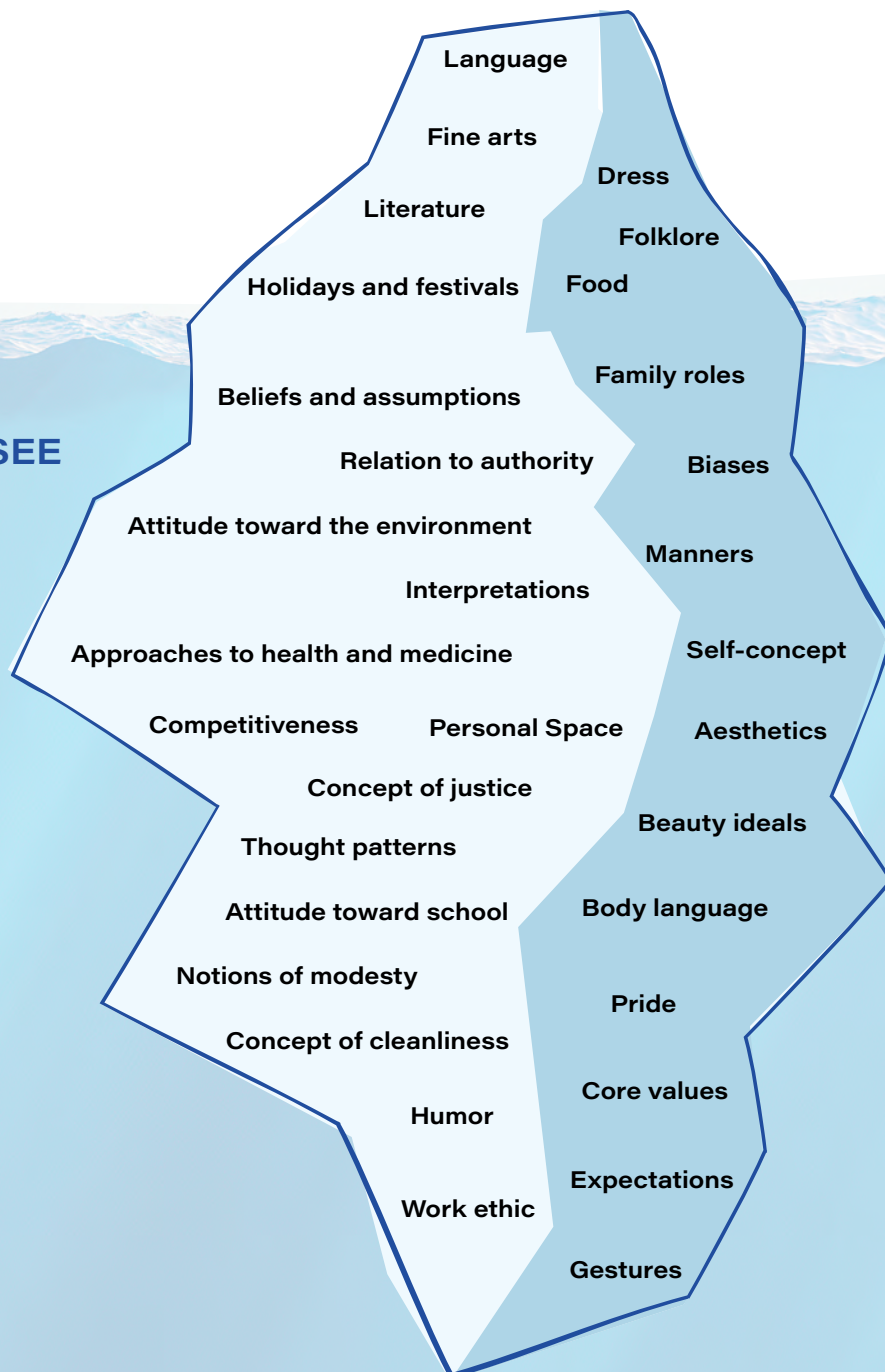
The **CULTURAL** Iceberg

In order to understand the breadth of activities this plan informs, it's important to define arts and culture for Red Wing.

- These terms are interrelated, where art is defined as:
the expression or application of human creative skill and imagination, typically in a visual form such as painting or sculpture, producing works to be appreciated primarily for their beauty or emotional power.
- Culture is more complicated. It encompasses arts, along with other expressions of social norms of human societies. A great way to think about this is through the [cultural iceberg model, created by Edward T. Hall](#). This image shows us that some societal norms are visible, above the surface of the water, and there are many unspoken and unseen aspects to culture (or those items below the water).

EASY TO SEE

DIFFICULT TO SEE



The Planning Process

This plan considers and has built suggestions for the Arts and Culture Commission based upon these definitions, along with insight from the 2040 Community Plan, interviews, focus groups, a community survey, and pop-up creative engagement activities. Red Wing's industrial and creative economy has a sustained history that is distinctive to the area. As a rural community seeking to thrive in the 21st Century global economy, Red Wing must be intentional about inclusive growth in order to position itself to retain and attract families, businesses, tourism, youth, and creatives.

On that basis the city formed the Arts and Culture Commission to be intentional about the way in which community and economic development investments strengthen the creative economy, and create distinction through arts, culture, and the environment.

The planning process takes stock of Red Wing's assets, connects resources with needs, strengthens the city's creative economy, grows cultural tourism, links artists/arts with other sectors, builds civic pride and leadership, and builds on a vision for the Red Wing of tomorrow. It will also help define arts and culture in Red Wing and the role of the Commission. This plan will articulate opportunities to activate:

- Red Wing's creative culture
- Art in public places
- Arts development and the creative economy
- Creative placemaking and cultural facilities
- Arts education

Governance, policy, and funding are key components to a thriving and sustainable arts and culture ecosystem in a city. To ensure the creative sector thrives in an ever-evolving landscape, it is important for the sector to continually adapt to industry change; to realize the potential of diversity; and to actively cultivate creativity and innovation. A great example of this is a percent for art ordinance, which is employed as a funding mechanism for public art in over 400 cities across the country. There are further recommendations for governance, policy, and funding in this plan.

Red Wing is a thriving arts and culture community, and has creativity engrained in its history.

The Arts and Culture Commission was newly formed in 2020, with many projects happening over the past few years.

The time is right to develop strategies to further guide the work of the Commission, streamline processes for stakeholders, and make art and culture a central element of Red Wing's future.

- Arts and culture can play an essential role in facilitating cross cultural dialogue and creating a city where all feel welcome and a sense of belonging, whether they have been here for many years or are new to the area.
- *Incubate* builds upon the City's 2040 Community Plan.



Photo by Jen Krava.



Photos by Chappy Achen.

Red Wing is...

A BRIEF SNAPSHOT OF RED WING

- Located on the Mississippi River, on Dakota Land in the geopolitical boundaries of southeastern Minnesota, it neighbors the Prairie Island Indian Community:

"The Mdewakanton, 'those who were born of the waters,' have lived on Prairie Island for countless generations. Located in Southeastern Minnesota along the wooded shores of the Mississippi and Vermillion Rivers, Prairie Island is a spiritual place for our people."

- Prairie Island Indian Community Website

- **Ideally located.** Red Wing is a one-hour drive from the Twin Cities and Rochester, and is a regional hub inclusive of Lake Pepin, the Mississippi River, the start of the Driftless Region, and is on the border of Minnesota and Wisconsin. Additionally, it is close to other arts hubs - namely Lanesboro and Northfield - providing the opportunity to cross pollinate a cultural corridor and create regional partnerships.
- **Rich in natural and outdoor recreational resources.** Its sweeping bluffs, proximity to the river, and vast opportunities for outdoor recreation provide a unique livable environment for its residents and visitors.
- **A philanthropic hub.** Unique to the area, there is a multitude of private funders located in and around Red Wing that have a long history of arts and culture funding. This is not commonly found in other rural communities around the country, and has aided in Red Wing's ability to continue developing its creative economy.
- **Rich in cultural assets.** There are many arts and cultural assets that exist in Red Wing and have contributed to attracting businesses, tourists, and residents to live, work, and recreate here.
- **Historically creative.** Red Wing has a history of creative organizations, institutions, businesses and manufacturers that have incubated ideas, developed creative products, and contributed to the creative economy of the city. The intersection of industrial arts and creative arts allows this city to compete in a global economy.
- **A well-known and identifiable brand.** Red Wing is a well known town in Minnesota and the midwest and has become a strong visitor draw over the past several decades.

All of these factors combined provide a strong starting point for this plan to build upon what is already in Red Wing. This means that there are many stakeholders who will be involved in arts and culture in a variety of ways, and the recommendations presented in this plan take this asset base into account. The Arts and Culture Commissioners as well as Red Wing residents shared a number of places, locations, and events that they consider special (this list is not exhaustive):

EVENTS AND INSTALLATIONS:

- Big Turn Music Festival
- Concerts in the Park
- Downtown sculpture walk (Red Wing Art Walk)
- Hispanic Heritage Festival

ORGANIZATIONS AND INSTITUTIONS:

- Anderson Center at Tower View
- Artist Sanctuary
- ArtReach
- Hobgoblin Music
- MN State College Southeast's musical instrument design and repair and bicycle fabrication and repair programs
- Public Library
- Red Wing Arts
- Red Wing Ignite
- Red Wing Marine Museum
- Sheldon Theatre of Performing Arts
- And the many community based clubs, organizations, and more!

NATURAL RESOURCES AND LANDMARKS:

- Accessibility to outdoor recreation including hiking, mountain and trail biking, rock climbing, and kayaking all in close proximity
- He Mni Can / Barn Bluff
- Red Wing's Riverfront Parks (Bay Point Park, Colvill Park, Memorial Park, Levee Park) and the entire Red Wing Park System

These assets are also named in the 2040 Community Plan, which provides a foundation for the Arts and Culture Action Plan.

"For Red Wing, much of our community's identity and the identity of the surrounding region lies in the depth and breadth of the organizations, institutions, and the multitude of artists that are located in and around the city. We have a long list of arts organizations that play a significant role in making the community vibrant. These organizations include, for example, the Anderson Center at Tower View; Red Wing Arts; ArtReach; the Sheldon Theatre of Performing Arts; Treasure Island Resort and Casino; the Music Loft at Hobgoblin Music; and the Universal Music Center. In addition, the community has an unexpectedly high number of local museums including the Goodhue County Historical Society; Pottery Museum of Red Wing; Alveo Military Museum; American Ski Jumping Museum and Hall of Fame; the Red Wing Marine Museum; and the Red Wing Shoe Flagship Store and Museum. These institutions help support the many artists who live and have studios, not just in Red Wing, but all over Goodhue County and across the Mississippi River in Pierce and Pepin Counties, in Wisconsin. These institutions also provide support and venues for providing arts and cultural education throughout the region."

- Red Wing 2040 Community Plan

FOUNDATION OF THE PLAN

The concept "quality of place" is based around the idea that the places where people live and work affect their quality of life. Improving the quality of place through urban design and planning is argued to bring about environmental, social, and economic benefits, raising the quality of living.

It also accounts for the intangible qualities that contribute to the “essence” of place, such as vibrancy, authenticity, and distinctiveness, that are experienced by the users of that place and to which users themselves contribute.

THIS IS THE FOUNDATION FOR THE ARTS AND CULTURE PLAN.

The community has long understood the importance of arts and culture to maintaining and enhancing the strength and vibrancy of the community. The Red Wing 2040 Community Plan shares what community members would like to see in order to make Red Wing a better place to live, with overwhelming agreement that the City should continue to support arts and culture activities. The aforementioned creative history of businesses, institutions, and organizations is a major factor in the city's identity. Across the country, arts and culture has also contributed to social cohesion, value expression, and physical and mental health benefits.

The City Council has also recognized the value of arts and culture in the community, and has included recommendations to build upon the city's existing assets in its 2021-2022 recommendations. These recommendations include:

- Providing the building wall and financial assistance for the Mural Honoring Dakota Culture
- Commitment in 2023 CIP for an artwork honoring Chief Red Wing
- Commitment in 2023 CIP for Bay Point Park revisions to interpretation at Bay Point Park Tipi
- Making community events more welcoming and reflective of diverse residents
- Creating and/or supporting an African American Heritage Event and Cultural Heritage Event including support for the new Juneteenth Freedom Day Event
- Working with community partners to implement a public graffiti wall and potentially a digital mural

Arts and culture can also directly impact the goals laid out in the City's Racial Equity Plan. A great example is utilizing public art and creative activities to engage more people who are not often heard or are underrepresented (strategy #4 in the Racial Equity plan). Artists and creatives are able to develop activities, questions, and events that can travel to community members who aren't able to attend other community events or don't feel welcome. These creative ideas can be culturally relevant, in a variety of languages, and activated in relation to the cultural iceberg graphic mentioned earlier. Arts and culture can be utilized as a tool to bring people together to engage in conversation, share viewpoints, and build relationships.

ECONOMIC IMPACT OF ARTS & CULTURE

A vibrant arts and culture scene in a city helps to make it a destination for tourism, which aids the local economy. Americans for the Arts describes the creative economy as being made up of both for-profit and nonprofit creative industries, artists and artist workforce, educators, entrepreneurs, vendors, policy makers and funders that produce and distribute creativity- and artistic-based goods and services. These are essential components of the workforce, and different policies can be developed to help support these types of businesses.

Many people like to travel to places where they can have exciting, unique experiences that reflect the community they are going to. When tourists visit a community to attend a specific event or to experience an artwork, they contribute to the local economy in other ways - hotel reservations, restaurants and bars, other shops and stores. The Red Wing Arts Fall Festival is a great example of arts tourism.

The impact of arts and culture in Red Wing can be measured in a variety of ways, one of which is economic. In partnership with Creative MN and Minnesota Citizens for the Arts, Red Wing has engaged in an economic impact survey in the past several years, the most recent in 2019. Local organizations and institutions participated in the project, and the outcome is quite impressive.

- Over \$4.9 Million: the total economic impact from nonprofit organizations and their audiences (this was just over \$2.2 million in the 2015 survey).
- \$502,205: government revenue (taxes and fees) generated by arts and culture nonprofit organizations and their audiences. In 2015, this number was \$225,000.
- 94,407: total attendees of arts and culture events in 2019, up from 41,094 in 2015.
- 147: number of full time employees supported by organizations and audience spending. This is up from 66 in 2015.

These numbers make it clear that arts and culture are an important part of the economy in Red Wing; through spending, job creation and support, and generation of government revenue. This plan will help streamline processes to ensure that these numbers continue to grow sustainably over time. The full report with these numbers is included in the Appendix.

The Planning Process

– AND PUBLIC FEEDBACK –

The planning process was developed to engage people who live, work, and recreate in the Red Wing area in as many ways as possible, and to go where people are already gathering to actively listen. The Arts and Culture Commission started the process by taking a survey to help the planning team understand each Commissioner's priorities. The results were utilized to develop a set of Guiding Values for the process and presented back to the commission. The values were agreed upon and the goal is that each is either resolved or addressed in this plan.

- How do we define arts and culture and its importance while emphasizing the existing cultural assets in the city?
- What is the role of the Commission and how do we prioritize actions?
- What are the processes the Commission should utilize?
- How can arts and culture create community cohesion across sectors?
- Who is involved in arts and cultural offerings and how?
- How do we remove barriers to participation in arts and culture? How do we make sure that arts and culture in Red Wing are accessible and attainable?
- How do we bring new voices into the decision-making process? How can youth be involved?
- Where across the city can public art happen?
- How can we build on the current momentum and positive working relationships between arts orgs in Red Wing?
- How can we cultivate authentic relationships with City departments, PIIC, and other entities?
- What are the funding opportunities? How can the Commission get ahead of these?
- What resources are needed by the Commission?
- What is the identity of Red Wing that arts and culture can celebrate, lift up, or represent?
- How can we support artists?

In addition to setting these Guiding Values, the Commission was tasked with mapping arts and culture assets across the city, and participating in two workshops. Workshop #1 included role playing through a variety of arts and culture scenarios to help the Commission determine what role they might play and which projects they would take on. Workshop #2 included brainstorming program structure, management, and sustainability. The Executive Committee of the Commission and independent contractor Nicky Buck of the Prairie Island Indian Community participated in regular meetings with the planning team to ensure it was moving forward, help with logistics, and develop materials.

The Prairie Island Indian Community is an important partner in this work, both the planning and the implementation. Franky Jackson, Noah White, and Joey Taylor from THPO played a key role in the planning team and met with Tribal Council to present the planning process and develop a formal partnership.

Multiple conversations were held with community members. One on one conversations were held with people who will have the highest touchpoints with arts and culture in the City. Focus group conversations with people who will be affected by decisions made around arts and culture [including artists, philanthropists, arts educators, and cultural organizations], and a community survey was distributed to the broad community to understand how they currently perceive arts and culture in Red Wing, and what they would like to see in the future.



Photo by Chappy Achen.

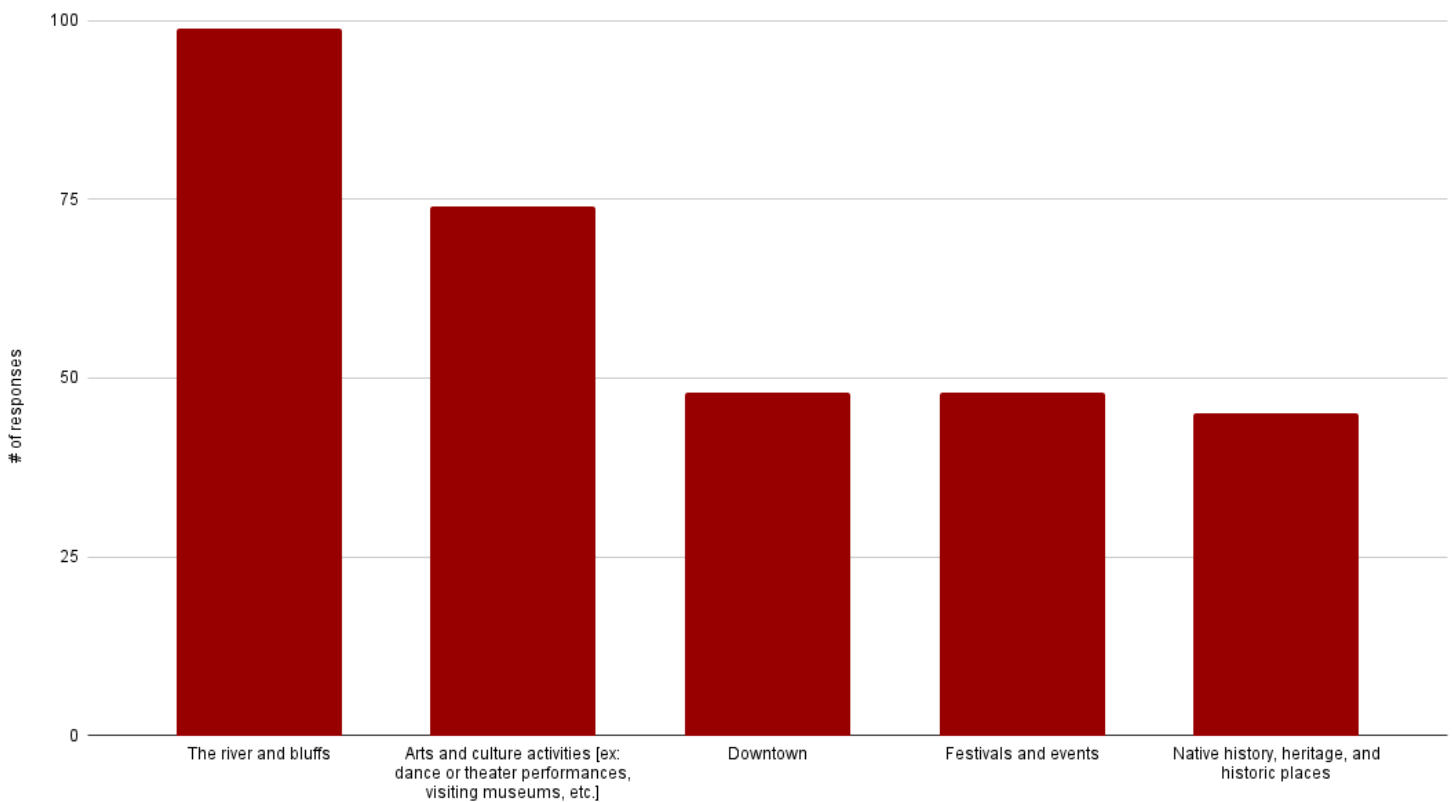


Photos by Chappy Achen.

Key survey takeaways...

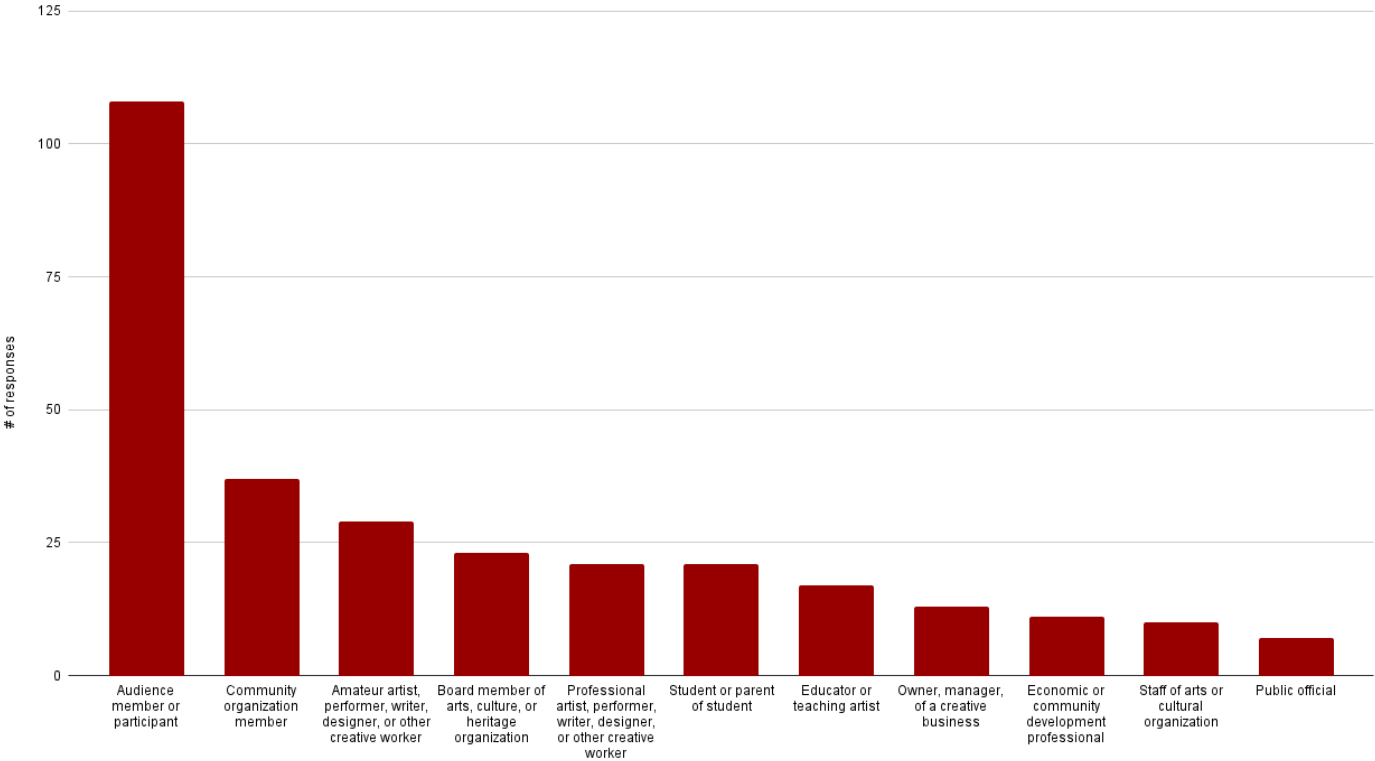
The community values arts and culture activities as part of the livability of Red Wing.

Top 5: what best describes what is important to you about living in Red Wing?



A majority of survey respondents connect to arts and culture in Red Wing as an audience member or participant.

How do you connect with Red Wing's arts and cultural community?



Top areas where respondents want to see public art are:

- Downtown
- Sheldon Theatre, Anderson Center, and other cultural locations
- Near the river and parks [these scored very closely]

Top 5: where are you most interested in experiencing public art or cultural offerings in Red Wing?

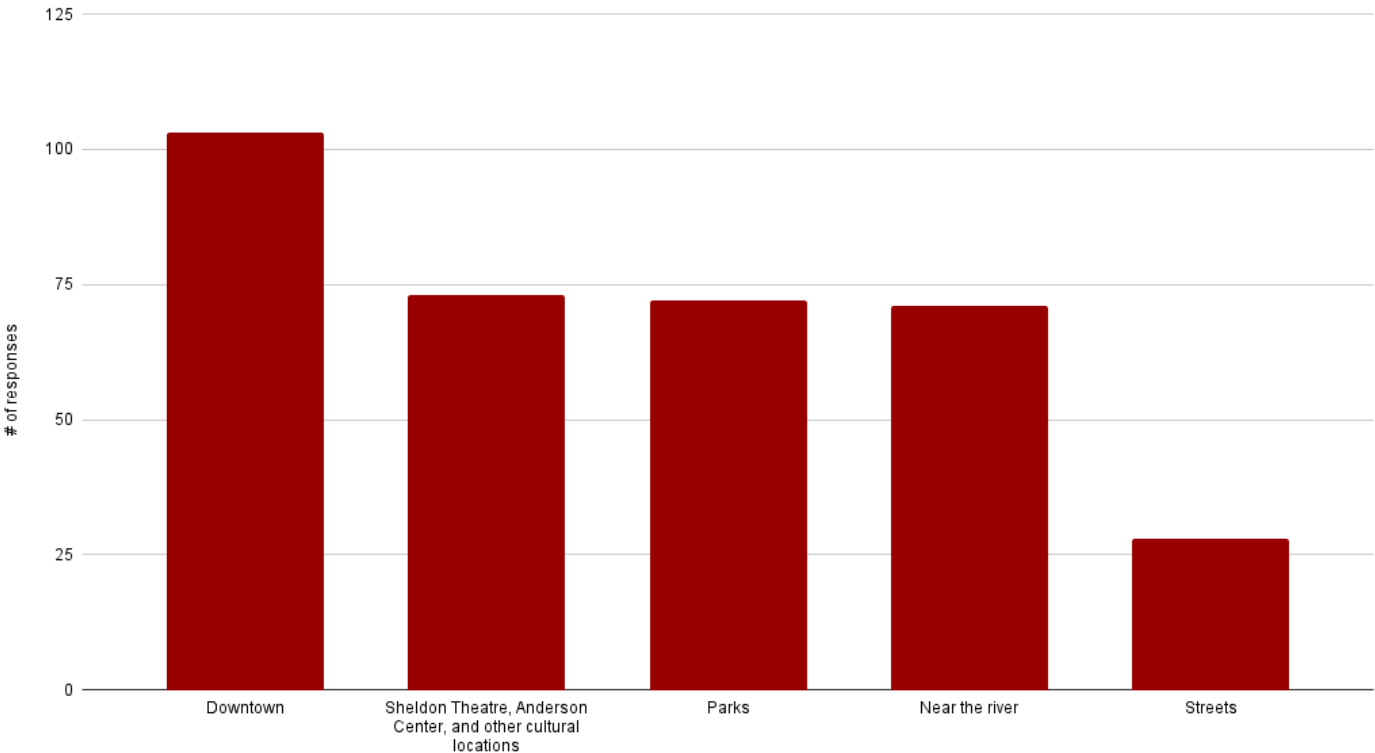




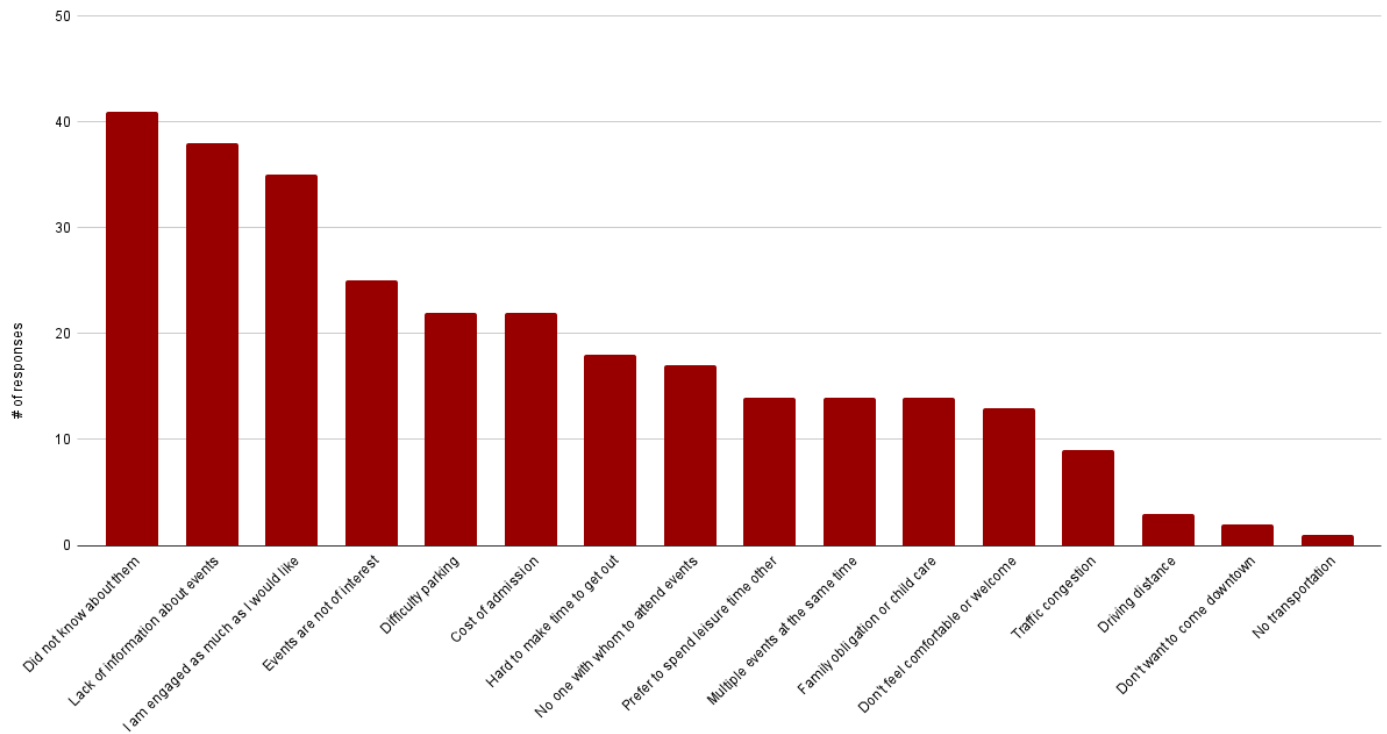
Photo by Chappy Achen.

“ THE CITY SHOULD ONLY USE ITS TAXPAYER FUNDS ON THINGS THAT ARE COMMUNITY RELATED AND BENEFICIAL TO PROMOTE THE COMMUNITY. ”

Anonymous survey response

Most respondents did not attend arts and culture activities because they did not know about them or could not find information about them.

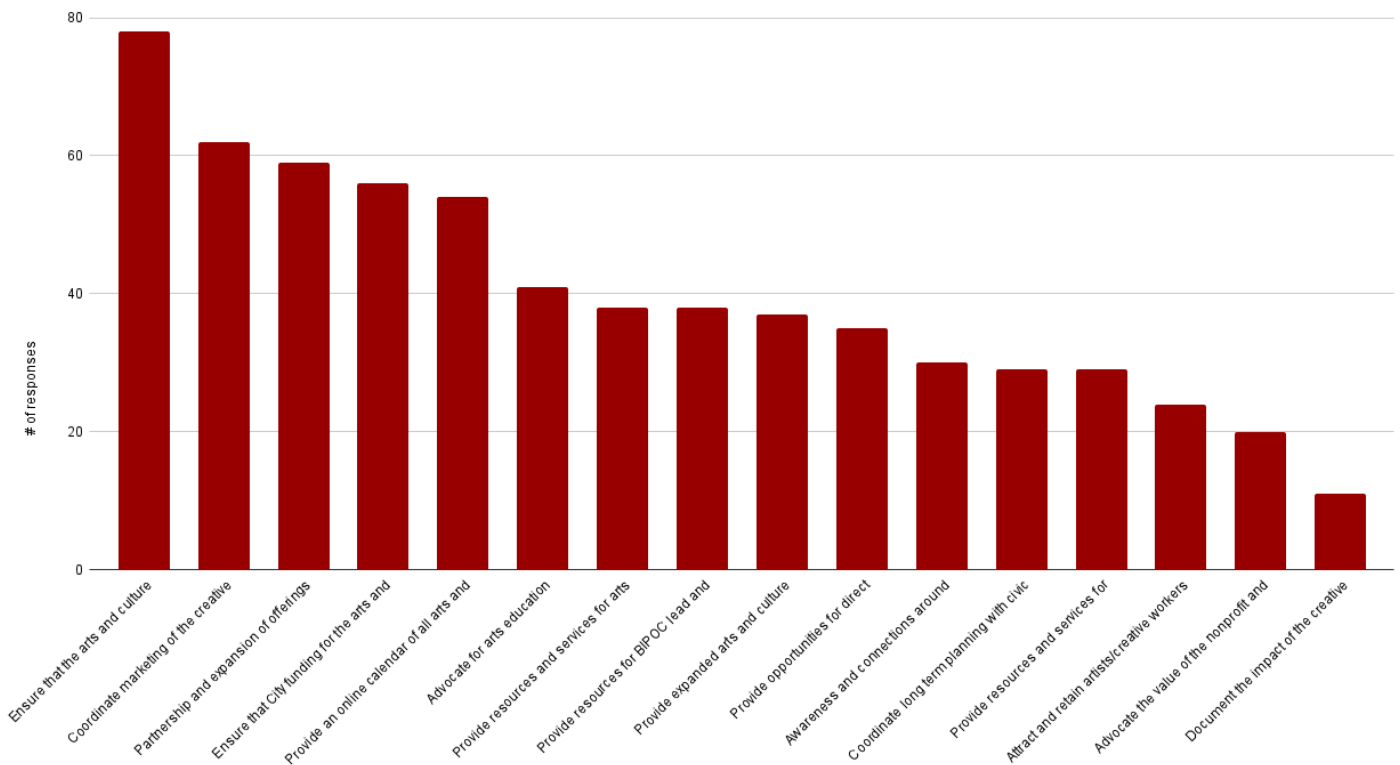
If you are not able to engage in arts and cultural offerings as much as you would like, what are the barriers [besides COVID restrictions in the past couple years]?



Survey respondents place value on:

- Ensuring arts and culture are part of the city's overall community and economic development
- Coordination of marketing of the creative events in the area
- Partnership and expansion of offerings with Native and Indigenous communities
- Providing an online calendar of all arts and culture events
- Ensuring that City funding for arts and culture initiatives is equitably allocated to diverse projects

Top 5: what are the five services and resources that you think would be most beneficial to arts?



“

CREATING A MORE DYNAMIC, INCLUSIVE AND DIVERSE COMMUNITY BY BECOMING AN INVITING PLACE FOR YOUTH AND YOUNG ADULTS, BIPOC AND MULTI-LINGUAL CULTURES IS ESSENTIAL.

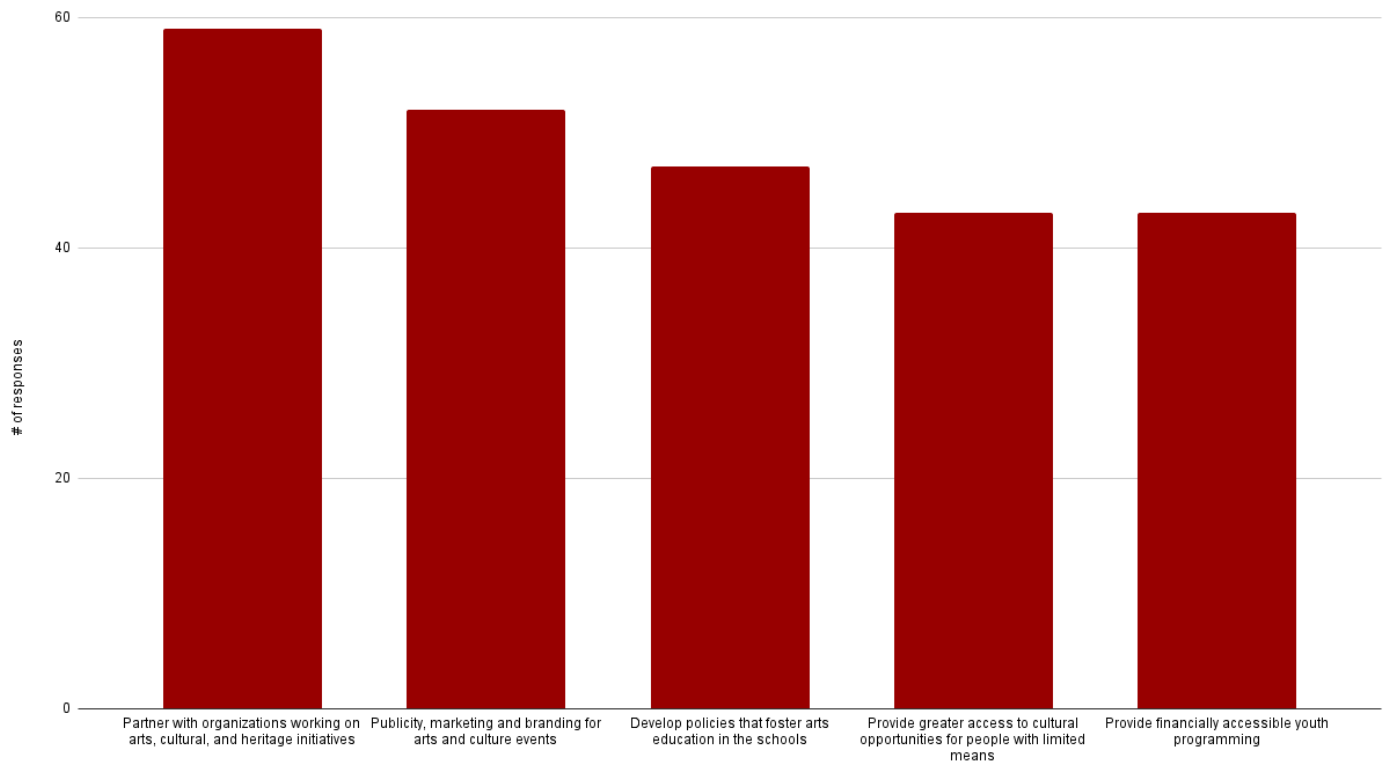
”

Anonymous survey response



Respondents place value on the City partnering with organizations working on arts, culture, and heritage initiatives, publicity, marketing, and branding for arts and culture events and developing policies that foster arts education in schools.

What are your top five priorities for City of Red Wing government contributions to the arts, culture, and heritage?



An overwhelming number of respondents noted that they would like to see more arts and culture events and activities in the winter, especially at night.



Creative Pop-ups

Local artist Lindsey Cherek Waller developed two pop up activities to engage directly with community members and understand their wishes for arts and culture in Red Wing.

Lindsey Cherek Waller (they/she) is a queer, non-binary artist that centers pleasure and joy. Through portraits and still life paintings, Lindsey envisions a future beyond binaries -- encouraging us to take up space, embrace play, and imagine the possibilities to construct a better world.

Lindsey facilitated 2 pop up engagements, interacting with 430 people.

Event #1: River City Days in Levee Park

Total votes: 239

Lindsey created a still life painting in real time. The still life painting set-up consisted of various types of flowers, each identified by a theme. Lindsey had signage asking a question related to the public art values for Red Wing. Community members were encouraged to pick a flower representative of a theme, while Lindsey created a painting to reflect the flowers selected by community members.

Quotes from community members:

"Some people would be happy to do street art, but they just don't have the resources."

"There isn't enough color throughout the city!"

"We don't need any more sculptures!"

"Temporary or rotating public art would be nice."

"Murals should be in unexpected places, to push people to explore new areas in Red Wing."

"We need more public art about diversity and inclusivity."

Findings:

- Most people want more Murals, at 78 votes
- Street Art at 64 votes
- Live Music was voted for 39 times
- Sculpture was voted for 28 times
- Performance was voted for 30 times
- There was a large response to bring more color into the

city of Red Wing through murals and street art.

- There was a lot of excitement around "unexpected" street art –examples including finding poetry spray painted onto the sidewalk, painted park benches, ground murals as pathways to school for children or a map of public art to explore around town, and chalk art.
- Murals being the most requested kind of public art was followed with feedback about how our town has a monotonous color palette, restricted to browns and greys.

Our community wants to see large, colorful, inspiring murals on buildings throughout downtown, and would love to see small and/or seasonal, revolving murals in locations in Red Wing that aren't frequented very much. This includes the stretch of town between Downtown Red Wing and the Anderson Center, as well as in each neighborhood, and near the Minnesota State College Southeast.

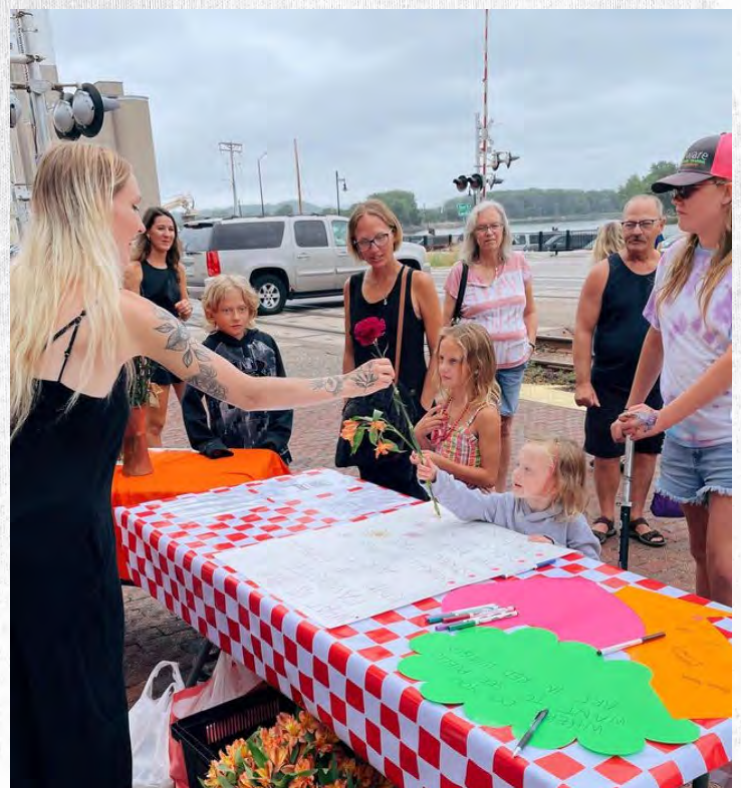


Photo courtesy Lindsey Cherek Waller.

Event #2: Red Wing Arts Festival

Total votes: 171

Lindsey created a large temporary mural with the community's help. Their idea is inspired by wheat pasting and building on the still life from the initial pop-up. People chose a color that corresponds with their response to the public art questions.

Quotes from community members:

"This town needs more color. It would be great to see a lot more murals, especially hidden throughout the city."

"We should have more sculptures around central park and near the river."

"There are too many sculptures!"

"More public art would be nice, but it shouldn't distract from the current architecture of Red Wing. We want to preserve history."

"We need more public art projects and engagements that kids can help with, like this event, so that our children can be introduced to the possibilities of art in our community."

"We need more music that serves a younger crowd, and not just old people."

"I want to see more street art here. We need more art that surprises us."

Lindsey had originally planned for this mural project to function as a large coloring book, but with the support of artist and council member David Culver who stood with Lindsey during the engagement, the designed mural quickly transformed into an all-out expression of children's creativity. Lindsey and David encouraged the kids to be expressive, and do whatever their hearts desired. While the kids created the masterpiece, Lindsey spoke with their adult family members about what kind of public art they want to see in Red Wing, and where.

Findings:

- Murals received 49 votes
- Many people repeatedly said they want to see more color and creativity throughout the streets of Red Wing.

- Many community members agreed that it would be nice to have an "art tour" of sorts, where we could have a map of art to see throughout the city, including some more hidden projects.
- Runner up was live music, with 46 votes.
- Many people suggested that we bring in music for the younger people in Red Wing, and have opportunities to see music year-round, instead of just during a music festival.
- Next in votes was sculpture, with 34 votes, but many people pressed that if we bring in new sculptures, they should be contemporary and colorful, as we have enough bronze and metal sculptures throughout the city.
- Trailing behind was street art, with 28 votes, but many people didn't understand what street art is and what it could be. Many of my conversations were around the possibilities of street art in our city, and the possibility of temporary projects.
- Last place was performance art with 14 votes. Lindsey believes this one received the least attention, because the Sheldon Theater does a fantastic job of bringing performance arts to Red Wing.
- There was plenty of interest around public art in Red Wing. These engagement events confirmed that people want to see more color and opportunities for public art beyond the traditional bronze sculptures that currently exist.



Photo by David Culver.

Road Maps: Recommendations for Arts and Culture

The vision for arts and culture in Red Wing is an incubation, or a slow development of noticeable changes in arts and culture over the next five years to build community across cultures. Red Wing has a history of creative businesses experimenting, starting out, and getting their feet. The next 5 years will focus the Arts + Culture Commission on incubating ideas, testing out processes and procedures as well as projects to develop a foundation as a new commission while also refining their role and developing a formal program structure.

There are four common types of structures for arts and culture programs across the country.

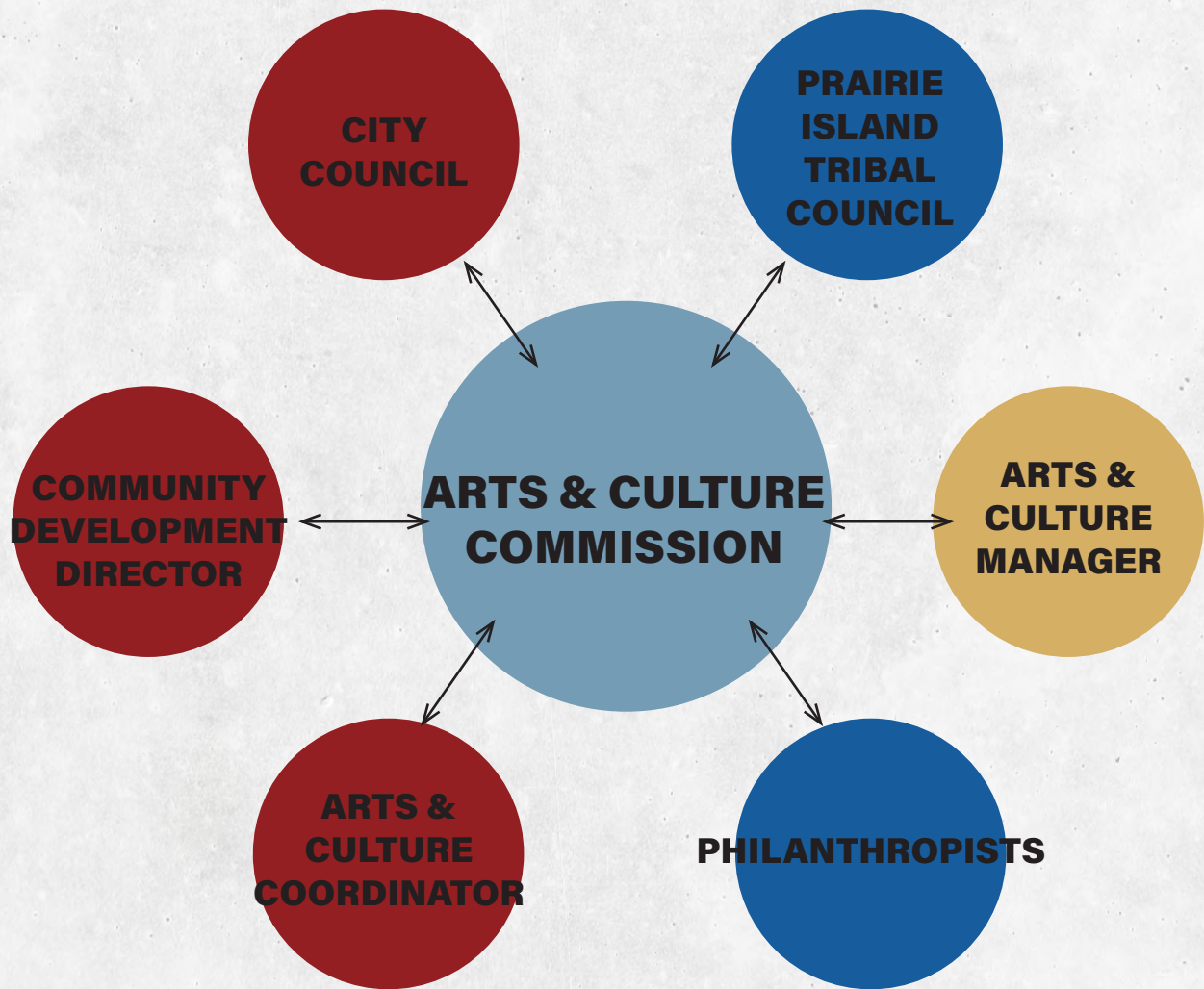
- **Embedded within the city:** this is an option that is internal to the City and has dedicated staff to administer the program and oversee the public art collection. It also typically includes a public art commission [or something similar] that recommends projects.
- **City/Partners:** in this option, the City leads the public art program, working closely with a nonprofit organization that facilitates community engagement and partnerships with the private sector.
- **City/Nonprofit:** here, the nonprofit is contracted by the City to manage and administer the program. The nonprofit works strategically with other entities to manage, support, and fund public art across the city.
- **Regional approach:** this model is led by a nonprofit that partners with multiple government agencies, such as City and County.

The Arts and Culture Commission engaged in an activity to develop a public art program structure that considers funding, program management and administration, decision making, and accountability. Through this workshop, a program structure unique to Red Wing emerged that combines aspects of several of the above structure examples.

The Arts and Culture commission is an advisory body to the City Council in matters relating to the City of Red Wing's public art and cultural program. The contracted entity selected through an RFP process [Program Administrator] will be the program administrator, manage projects, assist with community engagement, and provide resources to artists, culture bearers, and creatives. Prairie Island Indian Community, local philanthropists, and local arts and culture organizations are key partners throughout each project, and their roles may change depending upon the needs of each project. The commission and the Community Development department will work closely to investigate what the role of the department is related to administration of the program and how to budget for the work.

See Appendixes for examples of these structures across the country.

Relationships





Photos by Chappy Achen.



Photo courtesy Big Turn Music Festival.

ROLE OF THE COMMISSION

While the Commission was newly formed in 2020, the timing is right for a work plan to further establish the Commission's role.

The Commission shall be responsible for curating and managing a high-quality collection of public art and cultural activities. This includes providing resources for projects and artists, and initiating and managing projects. The commission does not need to direct the aesthetics of every project, but is a resource for those developing projects to ensure that it fits within the goals of the collection, isn't duplicative of other works already in the collection, are of a high quality, and involve the community in some way. The processes laid out below will guide the commission into developing a broad collection of arts and culture projects and activities and help them determine their role in each project.

From the website: The Arts and Culture Commission will advise the City Council concerning Arts and Culture policies, public projects, issues and initiatives and will be a fierce advocate for Arts and Culture in Red Wing. The Commission will work to ensure an inclusive and cross-cultural environment to help build community. The Commission shall work to further the City's Arts and Culture vision statement: Red Wing thrives as a creative regional arts and culture hub where everyone can participate.

From the ordinance:

- A. Support and advocate for Arts and Culture by demonstrating how the people of Red Wing and the region are better off when Arts and Culture are an integrated part of the community.
- B. Draft and recommend Arts and Culture Plans for City Council consideration and approval.
- C. Assist and advise the City Council and its boards and commissions on matters of public policy that would advance the City's goal to cultivate a collaborative environment where Arts and Culture can flourish.
- D. Identify and facilitate early collaboration and joint planning among city departments, public agencies, and private organizations to ensure Arts and Culture are represented in projects (including capital projects) and policy,
- E. Work with city departments to develop procedures to streamline the process for City permitting; of Arts and Culture events, programs, and projects.
- F. Foster initiatives and public forums that provide information to individuals, businesses, and other institutions about Arts and Culture issues and initiatives.
- G. Provide recommendations to the City Council about public art, community placemaking initiatives, and the built environment.
- H. Ensure that all public Arts and Culture projects include a diversity of voices.
- I. Collaborate to enhance the public perception of Red Wing's identity and quality of life in the community, the surrounding region, and beyond.

The commission's role will change for each project, based upon where the project is initiated, the resources the commission has available, and other criteria developed over time.

Processes for Projects

The following processes are based upon a combination of best practices and what was heard through community engagement. The Commission is encouraged to adapt these processes and make changes to reflect the unique needs of the community over time.

PROCESS FOR PROJECT INITIATED BY PRIVATE DEVELOPER OR COMMUNITY MEMBER THROUGH PUPP:

1. City implements PAPA [public art and placemaking application] as a new category of PUPP.
2. City staff liaison reviews PUPP's for those with PAPA selected.
3. City staff liaison shares package of information with applicant that describes the application, artist selection, and approval process.
 - The developer would be required to select an artist early on in the process before submitting the PUPP/PAPA.
 - The developer would be required to prepare an artwork concept package.
 - If it is a donation – Commission follows donation policy
 - If it is a new project, applicant presents at Commission meeting
4. City Staff liaison connects applicant with Program Administrator and Community Engagement Committee of the Arts and Culture Commission [if needed].
5. Program Administrator collects application materials and shares with Arts and Culture Commission.
6. Developer presents concept at an Arts and Culture Commission meeting.
7. Commission reviews project against a predetermined set of criteria.
 - Does it fit within the workplan for the year?
 - Is there funding available? [is the project asking for funding?]
 - Is the city already funding this project in another way?
8. Commission determines action to take [approve, ask for revisions, decline]
9. If approved, Commission determines their role [connector, host, endorse, fund, manage]
 - Connector: The Commission would connect the applicant with an artist, funder, or other entity that can meet the needs of the project. The Commission would play this role when:
 - The project does not fit within their workplan for the year
 - The project is asking for funding but the Commission does not have any available
 - The Commission determines the application is not complete or the concept needs revision or more resources in order to be fully developed. The applicant would then revise their concept package and present to the Commission for a second review.
 - Host: This would likely be the outcome for percent for art projects in private development. The Arts and Culture Commission would be a resource to the developer, but the developer would hire and contract with the artist, and would own and maintain the artwork.
 - Endorse: The Commission would likely take this role if the project does not fit within the workplan for the year, the project has other sponsors or does not need funding or other resources from the Commission. This role would be played by the commission on projects where other roles are taken.
 - Fund: This role would likely be combined with other roles as well. If the project fits within the Commission's annual plan, or fills a gap denoted in the collection, and the project is not currently receiving other City funding, the Commission may elect to fund a project in part or in full.
 - Funding a project would require the applicant to provide project status updates to the Arts and Culture Commission based on a timeline created in partnership with the Program Administrator.
 - Manage: The Program Administrator plays a larger role in moving the project forward, in overseeing fabrication, and in selecting artists. The Commission would likely only take this role in projects initiated by City Council, Prairie Island Tribal Council, or the Commission itself.
 - In every one of these roles, the applicant will provide a status update once the artwork has been created and installed.

Processes for Projects, cont.

PROCESS FOR PROJECT INITIATED BY CITY COUNCIL, PRAIRIE ISLAND TRIBAL COUNCIL, OR ARTS AND CULTURE COMMISSION:

1. City Council approves capital budget allocations for artwork for the coming year. Arts and Culture Commission + Program Administrator review capital improvement projects with the department head, Tribal Council, or other initiating party.
2. Arts and Culture Commission + Program Administrator authorize creation of RFQ's for approved projects. Commission defines project brief and what the requirements are, and plays role of manager in these projects.
3. Program Administrator develops the RFQ in partnership with the City Staff liaison.
4. Program Administrator identifies Selection Committee members to review artist applications.
 - It is recommended that a Community selection committee is developed for each project. This would consist of rotating commissioners, the dept head where the CIP project is happening and/or representatives or community members from Prairie Island, and community members, including artists. The Selection Committee should be an odd number of people [in case of a tie], with a total number between 7 and 11. Community members, including youth, would fill out a rolling application to be part of a selection committee. Selection committee members would need to complete a conflict-of-interest form/declare their conflicts for the project on which they are a selection committee member.
5. For each project initiated by the City/Commission, the Program Administrator would manage the artist application and selection process [and would be a non-voting member].
6. Selection Committee meets three times:
 1. Orientation
 2. Review of applications to select finalists to receive a stipend to develop a concept
 3. Presentation of concepts by finalists + selection of artist
7. Selection Committee recommends artists and alternates to Arts and Culture Commission through Program Administrator.
8. Arts and Culture Commission reviews and approves suggestions from the Selection Committee, and forwards to City Council for final approval.
9. Artist enters into a contract with Program Administrator, who manages the relationship with the artist and oversees the project.
10. Artist fabricates and installs the artwork.
11. After the artwork is installed, the Program Administrator and Arts and Culture Commission review and approve the artwork on site. The artist transfers ownership of the artwork to the City of Red Wing.
12. The Program Administrator manages the artwork as part of the City's collection.

For each of these scenarios, community engagement opportunities are plentiful. The Commission should determine at the beginning of a project and throughout the project where and when the community can be engaged, and in what way. Consider the difference between:

- Community input: this is a one-way street, where the community is asked to share information and feedback. Examples are surveys or polls.
- Community outreach: also a one-way street, where information is shared with the community without room for dialogue. Examples are newsletters and social media posts.
- Community engagement: this is an opportunity to hold a dialogue and exchange information between the community and the City/Commission. Examples are creative pop up's, events, community conversations.



Goals, Strategies, Actions, and Priorities

GOALS

Based upon the guiding questions developed with the commission, community engagement findings, and review of existing City plans and documents, the following goals have been created for this plan:

Goal 1: Build and Cultivate Relationships

Goal 2: Formalize a Structure for the Arts and Culture Program

Goal 3: Build Resources

Goal 4: Asset & Opportunity Mapping

Goal 5: Communications & Storytelling

A five year action plan aligns each of these strategies with a timeline. This action plan is meant to be iterative. It is a guide for how the Commission can get started and concrete tasks that can be undertaken. As the Commission implements these tasks, they will also learn what works best and what needs to be changed, and is encouraged to make changes to the plan in order to suit Red Wing's needs.

See pages 36 - 38 for the five year action plan.



Goal 1:

Build and Cultivate Relationships

- a. Hold regular conversations with Prairie Island Indian Community to make connections between Commission work and community needs. Develop projects together, develop opportunities for artists and culture bearers to be formally engaged in the Commission's work. Discuss a formalized arts and culture partnership between the Sovereign Nation and the City, including fair partnership compensation possibilities and grant sourcing.
- b. Develop a role for the Arts and Culture Commission to play in the communication that occurs between Prairie Island Tribal Council and the Red Wing City Council.
- c. Celebrate *Incubate Red Wing* with community members.
- c. Celebrate the percent for art ordinance passing with community members.
- d. Regularly convene stakeholders to build relationships, share the plan, and gather input and ideas for future projects and partnerships.
 - Local Philanthropy Partners: what projects do they have coming up? What do their goals look like for the year/quarter? How does this work connect with the Commission's yearly workplan? Where can resources be joined?
 - Community members: what projects would they like to see in Red Wing? In their neighborhood? How would they want to be involved in future arts and culture initiatives?
 - Educational institutions, arts nonprofits, creative offices: What initiatives are upcoming that could create collaborations and possible shared resources? Create partnerships with educational institutions to share information about arts and culture in Red Wing and the opportunities that come with it, to help retain graduates in Red Wing.
 - City departments: Share information about public art and what it can do for the community, not just what it can be. Understand upcoming projects and priorities and collaborate on ways that arts and culture can share information to the public about city priorities, initiatives, and plans.
 - Artists: what projects do they want to work on? What kinds of opportunities are they looking for? What resources do they need to be eligible for arts and culture projects in Red Wing?
 - Lanesboro, Northfield, Winona, Rochester, and Prairie Island: begin conversations about how to develop and market a regional cultural and artistic corridor that enhances and amplifies the creative work in these cities.
- f. Assess highest priority project status, including the "Welcome to Red Wing" sign in collaboration with Prairie Island.

CREATE OPPORTUNITIES
TO COLLABORATE ON
PROJECTS AND PROVIDE
RESOURCES ACROSS
THE COMMUNITY.

Sustained Community Engagement

Understand the difference between community input, community outreach, and community engagement and use each one appropriately.

Launching the plan and program should be a community celebration.

e. Create an annual community engagement plan that aligns with the annual project plan. Where can community input, outreach, and dialogue be infused into the process regularly?

Goal 2: Formalize a Structure for the Arts and

CREATE AND
FORMALIZE AN
ARTS AND CULTURE
PROGRAM. DEVELOP
SUSTAINABLE
PROCESSES, CLARIFY
ROLES, AND ESTABLISH
RESOURCES FOR
DECISION MAKING.

- a. Define the role of the Arts and Culture Commission more clearly.
- b. Develop decision making criteria to determine what role the Commission will play in projects brought to them. [Connector, host, endorse, fund, manage]
- c. Approve and adopt the Arts and Culture Action Plan and implement the recommendations contained within.
- d. Devote % of time toward arts and culture within the Economic Development department. This would be a part of the already existing project coordinator position that is currently vacant and is in the process of being revised and reposted. This position's responsibilities will include coordinating with an outside organization who manages the projects, builds the website, responds to requests and passes information along to the project management organization (i.e. PUPP, PAPA, any other permitting related information), and will create documents and processes.
- e. Develop an RFP for the City to contract with an outside organization that will be the long-term arts and culture program and project manager. This selection process will be facilitated by the Arts and Culture Commission, and should be open, transparent, and accessible for anyone who wants to apply. Selection criteria developed by the Commission should consider the applicants' commitments to diversity, representation, and inclusion. The Commission will then recommend to the City Council for a binding contract.
 - Formalize a contract between the City of Red Wing and the selected outside organization.
- f. Develop an annual workplan in collaboration with City departments that celebrates, lifts up, and represents the identity of Red Wing while creating access and inclusion for voices that have been missing from the conversation.
- g. Meet with dept heads quarterly to understand the CIP projects coming up and where public art may be a part of a project or where they may receive in lieu funds.
- h. Develop goals at the beginning of each year. Identify projects that the Commission wants to initiate, identify opportunities to create access and transparency in processes, diversity and equity gaps in the public art collection and arts and culture programming, and implement ideas over the year.
- i. Set a timeline for granting.
- j. Adopt and implement the % for art ordinance.

d Culture Program

- k. Continue implementing the Public Art on Public Property form and process.
- l. Develop and implement policies (examples included in Appendixes):
 - Donation
 - Deaccession
 - Conflict of interest
 - Equity and inclusion
- m. Continue to refine processes and guidelines over time.



Photo by Stephanie Rogers

Goal 3: Build Resources

BUILD UPON THE
EXISTING ARTS AND
CULTURE ASSETS IN
THE COMMUNITY AND
EXPAND RESOURCES
AND OPPORTUNITIES
FOR ARTISTS AND
CREATIVES.

- a. Create a grant program for artists interested in pursuing public art projects with a focus on artists and artwork that is not currently reflected in the city's collection but is reflected in the community's values.
- b. Develop a creative citymaking/city artist in residence program jointly with Prairie Island Indian Community - a program that embeds an artist within the governments of Red Wing and Prairie Island Indian Community.
- c. Provide training/resources for local artists and creatives so they can be eligible for projects administered by the commission.
- d. Create a Career Flight Paths" internship specifically within arts and culture, and to work with the arts management organization and the economic development department.
 - From 2021-2022 Council recommendations:
The City does participate in the Career Flight Paths program but the City could expand its options by bringing more students into more departments of City employment. The purpose is to show all students a wide range of career opportunities, and for all students to learn how the community cares about them and their future.
- e. Engage in the Lift Up Leaders program to broaden the representation on the Commission.
 - From 2023 Council recommendations:
Create a Leadership Development Program for Residents with Diverse Backgrounds -- The purpose is to help emerging leaders be ready to join boards, commissions, and other places of leadership in our community. A local program would need more research but could be similar to one in Northfield, MN called "Growing Local: Northfield Emerging Leaders Program." [More information on the Northfield program.](#)
- f. Lead the development of the graffiti wall and digital mural:
 - From 2023 council recommendations:
Work with Community Partners to Implement a Public Graffiti Wall and potentially a Digital Mural. -- The purpose is to encourage full community involvement and participation in artwork that reflects all of Red Wing's voices. A public graffiti wall would encourage grass-roots participation in artistic expression and is viewed as a higher priority. A digital mural project would provide a place of consistently revolving artwork in a digital format where multiple artists and messages could be shared. This relates to City Strategic Plan #45: Support and encourage

the creative use of indoor and outdoor spaces for artistic activities, projects, performances, and programs.

- g. Formalize conversations around creative/artist live/work space in Downtown.
- h. Develop funding and Implementation Strategies
 - Percent for art ordinance
 - Determine who will manage the Arts Fund as denoted in the % for art ordinance:
 - Administration of Arts Fund is embedded within a City Department, such as Community Development or the Library. The point person at the City could become the Commission's staff liaison.
 - City staff supervises and manages the administration of Arts Fund by a third-party contractor(s) outside of the City. The point person at the City could also become the Commission's staff liaison.
 - Look for and apply to national, regional, and local grants
 - NEA, NEH, RAC, PPS, SMIF



Photo by Stephanie Rogers

Goal 4: Asset and Opportunity Mapping

BUILD UPON
EXISTING ARTS AND
CULTURE ASSETS
IN THE COMMUNITY
AND IDENTIFY
OPPORTUNITIES AND
LOCATIONS FOR NEW
ARTS AND CULTURE
PROJECTS AND
PROGRAMMING.

- a. Create and/or support an African American Heritage Event and Cultural Heritage Event including support for the new Juneteenth Freedom Day Event. This relates to City Strategic Plan #58: Support and advocate for more intergenerational and culturally diverse programming and learning experiences.
- b. Opportunities for Public Art
 - Develop criteria/qualities for artwork and artist selection with a focus on providing a wide range of opportunities to encourage artists from all career levels, working in all mediums, and with diverse lived experiences are eligible for projects.
- c. Explore possibilities for incentives or other support to create a sustainable art walk that reduces dependence on loaning artworks.
- d. Develop a map of possible public art locations.



Photos by Chappy Achen.

Goal 5:

Communications and Storytelling

- a. Build upon philanthropic interest in developing a citywide marketing effort and being a continued partner in the effort.
- b. Have a page on the arts and culture commission's website that is dedicated to public art in private development. [A great example is from the City of Santa Rosa.](#)
- c. Develop a packet of materials and webpage that explains the process and clearly defines what the Commission needs in order to review a project idea from a community member/organization or developer. This should include a flow chart of the process.
 - [This manual example from the City of Downey is a thorough example.](#)
 - [This flow chart example from Santa Rosa is robust.](#)
- d. Provide more resources on the website, including:
 - Where artists can look for funding, skill building and opportunities.
 - Any offerings from local organizations.
 - Area opportunities.
- e. Work with partners to figure out how to create and maintain a central calendar of events [this would be managed and updated by the contracted organization].
- f. Develop a marketing/communications strategy with regular communications managed by the Program Administrator.
 - Highlight a commissioner.
 - Highlight a project.
 - Announce upcoming opportunities/deadlines.
 - Highlight a project partner.

CREATE AVENUES
FOR INFORMATION
SHARING – ABOUT THE
COMMISSION, ABOUT
PROJECTS, ABOUT
ARTISTS, AND ABOUT
EVENTS.



Photo courtesy Hispanic Outreach of Goodhue County.

Priority locations

Based on comments received through the planning process, the following areas should be prioritized for locating new public artworks:

- Downtown
- Along the river
- In parks

These identified areas should be considered in combination with locations for upcoming capital improvement projects. It is recommended that the Arts and Culture Commission reviews a map of projects throughout the year to identify geographical gaps for arts and culture. This information will then be utilized to develop the Commission's annual work plan, and match projects to locations. It will also serve as a source of reference when the Commission is approached by community members with new projects to help decision making.



Photo by Chappy Achen.

Spark Projects

Spark Projects listed here are either in process or discussions have started. These projects should be prioritized by the Arts and Culture Commission, and are included in the annual work plans over the next five years.

Projects in collaboration with Prairie Island Indian Community

- SP1: Mural honoring Dakota - **highest priority**
- SP2: Artwork honoring Chief Red Wing - **highest priority**
- SP3: Bay Point Park Tipi update - **highest priority**
- SP4: Projects featuring artistic types such as poetry, music, beading, pottery

Other projects happening concurrently with the planning process

- SP5: Seitu Jones' project - "Stand in the Shadows"
- SP6: Red Wing Art Walk - expansion and sustainability
- SP7: Red Wing Shoe Company Flagship Store Downtown Alleyway Mural

Future project opportunities for the Commission

- SP8: LaGrange Park
- SP9: "Welcome to Red Wing" entrance sign - **highest priority**
- SP10: "Welcome to Red Wing" entrance sign collaboration with Prairie Island - **highest priority**
- SP11: Jordan Court redevelopment
- SP12: Public art marking system - **highest priority**
- SP13: Riverfront trail opportunities
- SP14: Upper Harbor development opportunities
- SP15: A project that uses public art to highlight women in Red Wing history
- SP16: East 7th Street Reconstruction Project

Additional resources and opportunities

- Map of potential public art sites (see Appendix)
- He Mni Can, and the process used for interpretation & the plaza at the trailhead

SPARK PROJECTS
ARE CRITICAL
OPPORTUNITIES FOR
THE ARTS AND CULTURE
COMMISSION TO
ENGAGE IN OVER THE
NEXT 5 YEARS.

READ MORE ABOUT
THE MURAL HONORING
DAKOTA AT THE
[REPUBLICAN EAGLE.](#)

Photo by Chappy Achen.



Workplan

STRATEGY	WHO CAN HELP?	TIME
Goal 1: Build and Cultivate Relationships		
a. Hold regular conversations with Prairie Island Indian Community to make connections between Commission work and community needs.	Arts and Culture Commission, Prairie Island Indian Community	Year 1
b. Develop a role for the Arts and Culture Commission to play in the communication that occurs between Prairie Island Tribal Council and the Red Wing City Council.	Arts and Culture Commission, Prairie Island Indian Community, City Council, Program Administrator, City Staff Liaison	Year 1
c. Celebrate <i>Incubate Red Wing</i> and the percent for art ordinance passing with community members.	Arts and Culture Commission, Partner organizationa + artists	Year 1
d. Regularly convene stakeholders to build relationships, share the plan, and gather input and ideas for future projects and partnerships.	Arts and Culture Commission, Prairie Island Indian Community, City Council	Year 1
e. Create an annual community engagement plan that aligns with the annual project plan.	Arts and Culture Commission, City Department heads	Ongoing
f. Assess highest priority project status, including the "Welcome to Red Wing" sign in collaboration with Prairie Island.	Arts and Culture Commission, Program Administrator	Ongoing
Goal 2: Formalize a Structure for the Arts and Culture Program		
a. Define the role of the Arts and Culture Commission more clearly.	Arts and Culture Commission	Year 1
b. Develop decision making criteria to determine what role the Commission will play in projects brought to them. [Connector, host, endorse, fund, manage]	Arts and Culture Commission, Economic Development Department, City Council, community organizations	Year 1
c. Approve and adopt the Arts and Culture Action Plan and implement the recommendations contained within.	Arts and Culture Commission, City Council	Year 1
d. Devote % of time toward arts and culture within the Economic Development department.	Arts and Culture Commission, Economic Development Department	Year 1
e. Develop an RFP, manage the selection process, and formalize a contract between the City and selected entitythat will be the long-term arts and culture program and project manager.	Arts and Culture Commission, Economic Development Department, City Council, community organizations	Year 1
f. Develop an annual workplan in collaboration with City departments.	Arts and Culture Commission, City department heads	Ongoing
g. Meet with dept heads quarterly to understand upcoming projects	Arts and Culture Commission, City department heads	Ongoing

STRATEGY

WHO CAN HELP?

TIME

Goal 2: Formalize a Structure for the Arts and Culture Program - continued

h. Develop goals at the beginning of each year.

Arts and Culture
Commission, City
Staff Liaison, Program
Administrator

Ongoing

i. Set a timeline for granting.

Program Administrator, Arts
and Culture Commission,
City Staff Liaison

Year 2

j. Adopt and implement the % for art ordinance.

Arts and Culture
Commission, City Council

Year 1

k. Continue implementing the Public Art on Public Property form and process.

Arts and Culture
Commission

Year 1

l. Develop and implement policies.

Arts and Culture
Commission

Ongoing

m. Continue to refine processes and guidelines over time.

Arts and Culture
Commission

Ongoing

Goal 3: Build Resources

a. Create a grant program for artists interested in pursuing public art.

Arts and Culture
Commission, artists [for
input before launching]

Year 2

b. Develop a creative citymaking/city artist in residence program jointly with Prairie Island Indian Community.

Arts and Culture
Commission, Prairie Island
Indian Community, Program
Administrator

Year 3

c. Provide training/resources for local artists and creatives.

Program Administrator, Arts
and Culture Commission,
City Staff Liaison

Ongoing

d. Create a "Career Flight Paths" internship specifically within arts and culture.

Program Administrator, Arts
and Culture Commission,
City Staff Liaison

Year 3

e. Engage in the Lift Up Leaders program to broaden the representation on the Commission.

Program Administrator, Arts
and Culture Commission,
City Staff Liaison

Year 1

f. Lead the development of the graffiti wall and digital mural.

Program Administrator, Arts
and Culture Commission,
arts and culture orgs, artists

Year 4

g. Formalize conversations around creative/artist live/work space in Downtown.

Arts and Culture
Commission, Program
Administrator, arts and
culture organizations,
developers, building owners

Year 2

h. Develop funding and implementation strategies.

Arts and Culture
Commission, City Council,
Program Administrator, City
Staff Liaison

Ongoing

Workplan

STRATEGY	WHO CAN HELP?	TIME
Goal 4: Asset & Opportunity Mapping		
a. Create and/or support an African American Heritage Event and Cultural Heritage Event including support for the new Juneteenth Freedom Day Event.	Arts and Culture Commission, arts and culture orgs, Community Engagement Liaison	Year 2
b. Develop criteria/qualities for artwork and artist selection.	Arts and Culture Commission, Program Administrator	Year 1
c. Explore possibilities for incentives or other support to create a sustainable art walk that reduces dependence on loaning artworks.	Arts and Culture Commission, Program Administrator	Year 2
d. Develop a map of possible public art locations.	Arts and Culture Commission, Program Administrator	Year 1
Goal 5: Communications & Storytelling		
a. Build upon philanthropic interest in developing a citywide marketing effort and being a continued partner in the effort.	Arts and Culture Commission, Program Administrator	Year 1
b. Have a page on the arts and culture commission's website that is dedicated to public art in private development.	Arts and Culture Commission, Program Administrator, City Staff Liaison	Year 2
c. Develop a packet of materials and webpage that explains the process for an idea generated by a community member/organization or developer.	Arts and Culture Commission, Program Administrator, City Staff Liaison	Year 3
d. Provide more resources on the website for artists.	Arts and Culture Commission, Program Administrator	Year 4 + Ongoing
e. Work with partners to figure out how to create and maintain a central calendar of events.	Program Administrator, Arts and Culture Commission, City Staff Liaison, arts and culture orgs, philanthropists	Year 2
f. Develop a marketing/communications strategy.	Program Administrator, Arts and Culture Commission, project partners, arts and culture orgs	Year 5

Appendices

Appendix A: Sample documents

[Sample contract from Americans for the Arts](#)

[Sample call for art](#)

[Sample ordinance from a long standing program](#)

[Current Red Wing ordinance](#)

Appendix B: Comparative cities information

These are examples of the structural arrangements arts and culture management can take. The following pages show examples of these structures in various cities. The comparative cities were selected for the following comparable features with Red Wing: approximate population, near or on a major river or waterway.

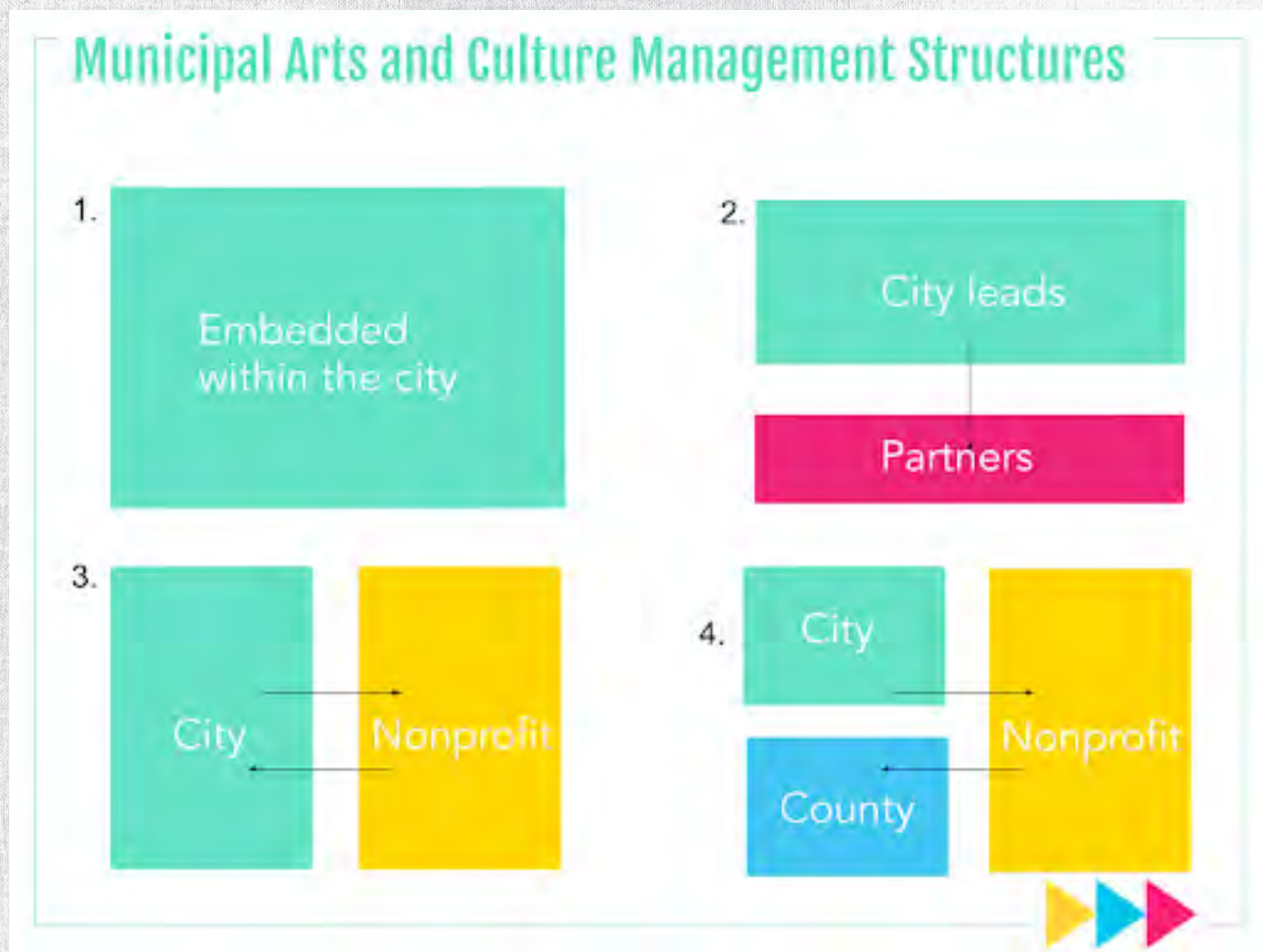
The first structure outlined above, "Embedded within the city," is an option that typically includes an arts commission-like entity that is internal to the City and involves a City staff person or team.

The second structure is a City/partners partnership model where the city leads and the Nonprofit serves to facilitate community engagement and work with the private sector.

The third structure is a City/Nonprofit partnership model, in which the Nonprofit leads and strategically works with other entities to manage, support, and fund art and cultural offerings.

The fourth structure represents a regional approach led by a Nonprofit partnering with multiple government agencies.

EMBEDDED WITHIN THE CITY



Grand Rapids, MN

Population: 11,218

City Council: 5, including Mayor

Arts + Culture Commissioners: 9

Staff Liaison: City Administrator

Annual budget: approximately \$6000, plus any public CIP projects - 1.5%

No dedicated public art staff

Programs: art liaison, Mayor's art award, artist in residence in schools, public art program

Commission serves as the decision making body and makes recommendations to city council

WITH PARTNERS

Saint Louis Park, MN
Population 48,874

The City of St. Louis Park's Arts & Culture Grant Program is a joint project of the City of St. Louis Park, the St. Louis Park Community Foundation, and St. Louis Park Friends of the Arts. The program makes grant dollars available annually for music, visual arts, theater, film, multimedia, dance and other art projects.

Artists, arts groups, students, community groups, and neighborhood, cultural and religious organizations are encouraged to apply. Applicants need not reside in St. Louis Park, but projects must take place within the city.

The Arts & Culture Grant Program was established in 2006 to fund projects that:

Support community pride and build bridges between artists and communities in St. Louis Park

Showcase new and emerging artists, and/or new opportunities for established artists

Fund project proposals that are accessible and appeal to large populations

Engage people in creative learning experiences through the arts

Provide opportunities to increase and promote artistic production and cultural experiences

NONPROFIT/CITY

Lake Oswego, OR
Population: 39,476
City Council: 7, including Mayor
Arts + Culture Commissioners: Arts Council is the Commission with a Public Art Committee
Staff Liaison: Parks and Rec Director

Annual budget: approximately \$500,000. Majority comes from Tourism Fund. Small amount comes from nonprofit fundraising. Public CIP projects - 1.5%

Programs: Gallery Without Walls, People's Choice Award, The Chronicle Invitational Exhibition, Docent-Led Tours, Follow Your Art!, Public Art Committee, Arts-In-Education, Neighborhood Public Art Program.

CITY/COUNTY partnership

Tucson/Pima, AZ

Founded in 1984 as a private nonprofit corporation, the Tucson Pima Arts Council (TPAC) is the designated local arts development agency of the City of Tucson and Pima County. TPAC programs and services support the nonprofit arts and culture community of Tucson and Pima County with grants, technical assistance, professional development, promotion and marketing. TPAC also manages the public art programs of the City and County and organizes special events to present the arts and culture of the region to residents and visitors.

TPAC has 7 full time staff members, which include: Chief Executive Director, Director of Civic Engagement, Public Art Program Manager, Public Art Assistant Manager, Grants Program Manager, Accounting Manager, and an Office Manager.

The board of directors is has 16 members.

TPAC's budget from 2014 was \$844204. Funding came from: government grants and contracts, corporations, foundations, individuals, in kind donations, workshops, sales, and special events, interest and dividends, gain on investments and other income.



Regional Arts Council 10

NONPROFIT ARTS & CULTURE ORGANIZATIONS & THEIR AUDIENCES



TOTAL SPENT BY
NONPROFIT ARTS AND
CULTURE ORGANIZATIONS

\$3.8 Million

TOTAL SPENT BY
ARTS AND CULTURE
ATTENDEES

\$1.1 Million

TOTAL ECONOMIC IMPACT FROM
NONPROFIT ORGANIZATIONS AND
THEIR AUDIENCES IS OVER

\$4.9 MILLION

NONPROFIT ARTS AND CULTURE IN THE
CITY OF RED WING **PACKS A POWERFUL \$4.9 MILLION PUNCH**

PARTICIPATING ORGANIZATIONS

BY DISCIPLINE

- 5 Performing arts
- 5 Arts multipurpose
- 6 History and historical preservation
- Other
- 5 Visual arts and architecture
- Media and communications
- Literary arts
- 1 Humanities

TOTAL ATTENDEES

TOTAL ATTENDEES 94,407

NUMBER OF STUDENTS SERVED 15,132

**IN THIS REGION:
AVERAGE AMOUNT
ATTENDEES SPEND
PER PERSON ABOVE THE
COST OF THEIR TICKET \$12.05**

BY BUDGET SIZE

- 11 Under \$25K
- 2 \$25K – \$100K
- 3 \$100K – \$250K
- 5 \$250K – \$1M
- 1 \$1M – \$5M
- Over \$5M

**Total FTEs Supported by
Organizations &
Audience Spending 147**

STATE AND LOCAL GOVERNMENT REVENUES



GOVERNMENT REVENUE (TAXES & FEES)
GENERATED BY ARTS AND CULTURE NONPROFIT
ORGANIZATIONS & THEIR AUDIENCES

\$502,205



GOODHUE COUNTY

Regional Arts Council 10

ESTIMATED NUMBER OF FULL-TIME ARTISTS AND CREATIVE WORKERS

167

ESTIMATED NUMBER OF PART-TIME ARTISTS AND CREATIVE WORKERS

216

TOTAL NUMBER OF ARTISTS AND CREATIVE WORKERS

383

Includes creative workers employed full or part time by others, as well as self employed. Does not include student, retired or hobbyist artists.

TOP 3 CREATIVE JOBS

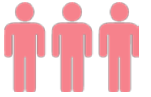
Graphics | Marketing | Music

AVERAGE HOURLY WAGE FOR CREATIVE WORKERS

\$27.01

This is \$3.93 above the average for all workers in this area

ARTISTS & CREATIVE WORKERS



SPENDING BY FULL-TIME ARTISTS AND CREATIVE WORKERS

\$1.7 Million

SPENDING BY PART-TIME ARTISTS AND CREATIVE WORKERS

\$632,232

TOTAL ECONOMIC IMPACT FROM ARTISTS AND CREATIVE WORKERS

\$2.3 Million

GOVERNMENT REVENUE GENERATED BY SPENDING OF ARTISTS AND CREATIVE WORKERS

\$296,369

THE ARTS AND CULTURE ARE AT THE HEART OF THIS CREATIVE VITALITY.

TOTAL CREATIVE INDUSTRY REVENUES
\$189 MILLION

TOP 3 CREATIVE INDUSTRY REVENUE PRODUCERS:

Comm'l Screen Printers **\$136 Million**
Software Publishers **\$12 Million**
Advertising Agencies **\$7 Million**

PARTICIPATING ORGANIZATIONS

Anderson Center for Interdisciplinary Studies, Inc., Art Reach, Bells of the Bluffs Handbell Ensemble, Big Turn, City of Red Wing, Evening Star Quilters Red Wing, Friends of the Friedrich Civic Center, Goodhue County Historical Society, Hispanic Outreach Program of Goodhue County, Jordan Towers Resident Council, Red Wing Arts Association, Red Wing Brass Band, Inc./Sheldon Theater Brass Band, Red Wing Collectors Society Foundation, Red Wing Collectors Society, Inc., Red Wing Community Education, Red Wing Innovation Incubator, Red Wing Marine Museum, Red Wing Youth Outreach Program, Inc., Sound Support for String Music, T. B. Sheldon Memorial Theatre/The Sheldon Theatre, The Artist Sanctuary, Universal Music Center

Creative Minnesota is a collaborative effort to fill the gaps in available information about Minnesota's cultural field and to improve our understanding of its importance to our quality of life and economy. It is part of a long term endeavor to collect and report data on the creative sector every two years for analysis, education and advocacy. We hope that arts advocates, legislators, local government officials and arts and cultural organizations will use this report to find new ways to improve their lives and

economies with arts and culture. Creative Minnesota's statewide and eleven regional studies have included: • The economic impact of Minnesota's nonprofit arts and culture organizations and their audiences • An analysis of the impact of artists and creative workers on our economy • Public opinion polling about the arts • Local studies of the economic impact of the arts in Minnesota communities • Analysis of the availability of arts education in Minnesota's schools Our team includes Minnesota Citizens for

the Arts, McKnight Foundation, Minnesota State Arts Board, Forum of Regional Arts Councils of Minnesota, Target, Jerome Foundation, Mardag Foundation, Bush Foundation, Perpich Center for Arts Education, Springboard for the Arts and Minnesota Music Educators Association with inkind support from the Minnesota Historical Society, City of Minneapolis, Ideas that Kick, the Center for Urban and Regional Affairs (CURA) at the University of Minnesota, Minnesota Compass, and others.

FIND MORE AT:
creativemn.org



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