



ARTS AND CULTURE COMMISSION
Wednesday, August 21, 2024 | 4:00PM
Meadowlark Room
AGENDA

1. Welcome and Introductions
 - a. Recognize outgoing member Joe Williams
 - b. Recognize incoming members
2. Approve Agenda & Minutes.....Action Item
3. Introduction of Strategic Plan Framework
 - a. 2024 and 2025 Budget Updates
 - b. 2025 Work plan Priorities (Strategy & Operations)
4. Review of May 2024 work session outcomes and discussion
5. 2024 Work Plan Updates
 - a. 2022 Call for Projects completion
 - b. ROI – Data & Assessment
6. Announcements
7. Adjourn – Next Meeting: November 20, 2024

Arts and Culture Commission meetings are broadcast live on cable channel TV Fargo 56 and can be seen live by video stream on www.FargoND.gov/streaming. They are rebroadcast each Saturday at 4:00 p.m. Minutes are available on the City of Fargo Web site at www.FargoND.gov/artsandculture.

People with disabilities who plan to attend the meeting and need special accommodations should contact the Planning Office at 701.241.1474 or TDD at 701.241.8258. Please contact us at least 48 hours before the meeting to give our staff adequate time to make arrangements.

ARTS AND CULTURE COMMISSION MINUTES

Regular Meeting:

Wednesday, May 15, 2024

The Regular Meeting of the Arts and Culture Commission of the City of Fargo, North Dakota, was held in the Meadowlark Room at City Hall at 4:00 p.m., Wednesday, May 15, 2024.

The Arts and Culture Commissioners present or absent were as follows:

Present: Monika Browne-Ecker, Anna Johnson, Tracy Jordre, Jon Offutt, Deb Williams, Joe Williams

Absent: Danyel Moe, Tracy Walvatne

Also Present: Commissioner Kolpak

Chair Jordre called the meeting to order and welcomed Members to the meeting.

Item 1: Approve Agenda and Minutes

Member J. Williams moved to approve the Order of Agenda. Second by Member Offutt. All members present voted aye and the motion was declared carried.

Member Johnson moved the Minutes of the March 27, 2024 Arts and Culture Commission meeting be approved. Second by Member Browne-Ecker. All Members present voted aye and the motion was declared carried.

Item 2: Current Project Updates

Introductions were made.

Planning and Development Director Nicole Crutchfield presented on the current projects. She noted that there were over 16 applications received this year for public art, 9 were selected, however the Downtown Music Mural by Peggy Lee will not proceed.

Planning Coordinator Maegin Elshaug shared two projects are outstanding that being the Skywalk Mosaic and the All Nations Community Celebration/Painted Playground at Madison Neighborhood with completion of both projects expected to be by the end of June.

Ms. Crutchfield noted that there will be no new calls for art or new projects this year.

Discussion occurred on the reasoning of the Peggy Lee mural not proceeding, which was due to artist capacity.

Item 3: Past Project Review

Ms. Crutchfield presented on the past projects.

Brief discussion was held regarding the past projects.

Item 4: Future Project Priorities

Ms. Crutchfield shared on the Ripples of Impact (ROI) report with Reach Partners noting the work will be continuing through this year. She asked who may want to be in an advisory workgroup for the report. Members D. Williams, Browne-Ecker, and Johnson expressed interest.

Discussion was held regarding the advisory workgroup, the ROI report, and the timeline.

Ms. Crutchfield asked the Board to write down answers to the following questions; what do we measure and how do we define (qualitative, quantitative, or both), what do we define as important metrics that are unique to Fargo or our region, and if they knew any experts in this field.

Discussion was held regarding the Board Members answers to these questions.

Ms. Crutchfield presented on succession planning and governance and the public art master plan (PAMP).

Item 5: 2024 Budget

Ms. Crutchfield stated there was a pivot from last year and the request for additional funding and a staff person was denied.

Item 6: 2025 Budget

Ms. Crutchfield shared the reduced funding request and the potential impact this would have on the work and projects of the Board.

Discussion was held on the future of the program, governance models for art programs, and the potential for integration.

Ms. Crutchfield briefly presented on each governance model.

Commissioner Kolpak commented on the Commission's work of governance and consistency of board operations.

Discussion was held on making the most impact with the funding received.

Item 7: Adjourn – Next Meeting: August 21, 2024

The time at adjournment was 5:08 p.m.

MEMORANDUM

TO: Arts and Culture Commission
FROM: Nicole Crutchfield, Planning Director
DATE: August 14, 2024
RE: Item 3 - Strategic Framework

Starting in 2023, quarterly meetings and work session meeting structures became our typical structure for our discussions and meetings. Over the past month, Maegin and I began organizing the outcomes of these past work sessions into an executive summary that can be used as a template for orienting our topics and work. Please see the attached document as an example that can be used for framing our work moving forward as we continue shaping our strategies.

Besides reviewing the content, we also welcome feedback on the structure of the document. As we bring on new board members and begin to communicate the work to a broader audience we feel a framework such as this will help us keep momentum between meetings and for our leaders and interested stakeholders to understand the work as it's documented.

MEMORANDUM

TO: Arts and Culture Commission
FROM: Nicole Crutchfield, Planning Director
DATE: August 14, 2024
RE: Item 3a and 3b - Budget Updates and 2025 Work plan Priorities

Recap of 2024 Activities:

Due to ongoing projects from the 2022 Call for Public Art Projects and budget constraints this year, priorities shifted in order to complete projects and take care of management of existing pieces in the public art inventory. Though public arts funding resources were less than in recent years, we were able to complete several projects (absent of a 2024 call for public art) and have several more projects that are currently ongoing.

In 2024, projects that are completed or committed (which included a monetary component spent this fiscal year) include: Curating City Hall; Youth Bus Wrap; Skyway Mosaic; The Neighborhood Church; Downtown Banners (with the DCP and NDSU); Arts for the Holidays; and ROI work with Reach Partners.

Working in conjunction with other City departments, we were able to remove the ASL/Creative Bike Racks and the Arend sculpture. Between management of these projects, staff did not have the capacity to take on any more projects, regardless of the funding.

2025 Budget Discussion:

In 2025, though not approved yet, the proposed budget includes an increase in funds from 2024. However, staff time has not changed. For the August work session, staff is introducing suggestions for priorities for 2025 work planning. We look forward to discussion of the work plan and associated budget at this meeting and will seek confirmation at the November meeting.

The following priorities have been identified for the Arts and Culture Commission to consider for 2025 work plan items:

- Taking Care of Current Inventory (Maintenance): There are a number of items in the public art inventory that are in need of maintenance, repair, installation, restoration, and deaccessioning. Pieces include *Kigel* (Brookner), *Untitled (Woman with Blanket)* (Hayes), *Untitled (Iron Man)* (Arend), *Another Shore* (Running), ASL/Creative Bike Racks (Knight), maintaining rusting wrapped utility boxes, and Skyway Mural (Williams-Wheeler).
 - Needs exceed resources; pieces should be prioritized.

- Call for Public Art: If this is a priority for the ACC, staff suggests a call for one project, whether that is a community event, performance art, visual art or other. Project management dollars would be included in the call.
 - Estimation of \$20,000 (\$15,000 for project and \$5,000 for project management)
- Continuation of Recurring Annual Programs: Curating City Hall and Arts for the Holidays event.
 - Estimation of \$13,000 (\$10,000 for event and \$3,000 for curating City Hall)

Note: See Operations Chart and Strategic Timeline for reference

Part I. ACC top priorities as (2022-2025):

In Fall 2022, a board member retreat was held in order to help find alliance and broad support for the work to date and to help guide in defining roles and purpose within the city as an organization and local government structure. It was also meant to help build relationships as board members and staff struggled with consistency and clarity. An outcome of this retreat included establishing the top 5 priorities below.

1. Data and Assessment to tell our story and recap of the past 10 years – this leads to building and scaling up a public arts program, building trust with partners (both artists and project owners), and streamlining priorities to focus in on implementing the Public Arts Master Plan. *Status: 40% completed, data collection and review complete*
 2. Capital Project: This project was defined as establishing a public art installation through a RFQ process that included a significant public engagement and outreach program as well as community corporate sponsors. A funding goal of the City’s portion was \$250,000, with funds from ARPA set aside in the 2023 budget. A significant work of art for a public/private partnership was explored. *Status: Project cancelled*
 3. Internal Succession Readiness: Within the next 10 years, we want to affirm that the City’s public arts program and the unique cultural setting of the region are integrated into broader city operations. Setting a standard for both practice and operational/organizational stability is also valued with an integrated revenue stream as the ideal. In addition, honing in on maintenance and care of existing installations and operational projects was also included as a priority. *Status: Project initiated continue after Data & Assessment, continue with partner assessment*
 4. Develop Public Art Program: Learning from the 2022 call for artists (along with past years Call for Artists) which was heavily subsidized by the Kresge Foundation, the City of Fargo integrated 200% more support than in past years for both project development and project management logistical support. A template was created for the improved outreach methods that included more intentional support for the artist or project owner. *See previous staff reports between 2022-present for reports on summaries of the 16 projects funded through the 2022 call. Status: Project 50% - part of the Data & Assessment and dependent on budget growth*
 5. Bus Wrap: This was a coordinated effort between the ACC, MATBUS, City’s Sustainability and Resiliency Committee and Fargo Youth Initiative. *Status: Project completed*
- *Planning Department project summaries for the above 5 items are available for further information and to be inserted as appendix.*

Part II. Implementation and Analysis of 2016 Public Arts Master Plan.

Over the course of 2023 and in early 2024, assessment of the Public Arts Master Plan was conducted. The primary assessment affirmed three findings, reported below. These findings were brought to work sessions with the ACC to obtain feedback and affirm direction.

Finding 1: Resources suggested for the operation of a public arts program in a mid-size city does not compare to existing resources currently allocated to the City's arts programs.

In May 2023, the ACC held committee work sessions on the Public Arts Master Plan as it relates to the funding and scope of the public arts master plan. In comparison, the plan calls for incremental annual funding to grow to eventually an established level of \$620,000 and a staff of 2-3 people, with capacity for contracting additional services. In comparison, average staff allocation is equal to about 15% of a full time employee plus \$30,000 allocated for activities. (\$90,000 is allocated to The Arts Partnership for the City Arts granting program.).

Starting in 2024, during city budgeting the Planning Department began asking for \$100,000 additional funds for public art activities, and one mid-level staff person to work on arts activities and full-time administration. This was not funded, but in the 2025 budget, the Planning Department again requested a full time position.

Workshop summary:

Our workshop resulted in establishing that we are still in a growth mindset for future programming if the board and City of Fargo wants to do more than current operations. This means status quo for now in the manner of operations and strategies unless we add more resource options. A future facilitated workshop with City leaders to explore growing revenue resources strategically is recommended. Staff recommends a community interest group that may seek additional taxing possibilities or percentage of project cost funding.

Finding 2: Partnership and the role of the ACC as referenced in the constellation chart of the Public Arts Master Plan is not in alignment to the shift that has occurred among the community partnerships and leadership as it exists in the community today.

Since the inception of the Arts and Culture Commission in 2015, and the adoption of the master plan soon after, the ACC's role became clearer. Through the broad inventory of project types and some strategic planning, the experience has led learning how the City of Fargo's involvement can be targeted for the broadest impact that is also in alignment to the purpose of the local government structure. In addition, the constellation perhaps did not consider the adaptation and changes related to their structures and how that effects the community overall.

Workshop summary:

Upon evaluation and reimagining the partnership constellation included in the Public Art Master Plan, the overall sentiment was that the Arts and Culture Commission currently shown at the center of the diagram is misplaced and the constellation organization does not accurately reflect the local arts

community of today. Art, artists and culture should be included as an undercurrent to all things. Missing categories within the constellation chart include the Fargo community and art collectives.

Discussion occurred on exploring the primary role of the Arts and Culture Commission and understanding how the ACC is unique to the other arts organizations. The roles of project connector, collaborator, sponsor, supporter, promotor, and navigator being identified as the most important roles. However, there are times where the commission acts as facilitator, leader, and advisor, depending on the topic. While there wasn't a clear primary role there was consensus that context of the ACC's role was important and relevant. Staff recommends routine coordination among arts organizations along with more conversation among the board members for recommendations.

Finding 3: Need for continued analysis on how to “define success”, relationship to evaluation and the need for continued partnership collaboration

Since the inception of the ACC and the implementation of projects, there has been a discussion on metrics for evaluation and defining success. In the development of the ROI (Data and Assessment project) a communication plan will also be developed. Advocacy and storytelling are at the heart of this work. In reference to the existing master plan, 5 of the 10 goals are tied to partnership, advocacy and excellence. Continued evaluation of relevancy will be needed over the course of 2025.

Workshop summary: At the meeting in May 2024, the ACC provided their thoughts and recommendations on how to define success and explored evaluation of the public arts program. The main themes emerged as awareness among the arts community and the public at large; tourism within the state and exploration of what is unique to Fargo; and community inclusion and community dialogue.

As possible metrics to consider (both qualitative and quantitative were equally important): intentional stories, funding trends, number of projects, and social media reactions were the most suggested. Staff will bring these suggestions to Reach Partners for consideration when completing the Data and Assessment project. In addition, staff will continue to work internally with the Communications and Government Affairs department.

Part III. Organizational Structure

Beginning in 2022, staff began framing our work plan for coordinating with the ACC. Structuring meetings into working sessions unless business items were on the agenda. Since arts activities are not the primary operations, it is not expected that there are frequent business needs. However the role and the advisory nature of the Arts and Culture Commission is a necessary resource to be connected with the community needs to partner for our community to flourish.

To organize topics and meetings staff has two guiding charts to assist in communicating progress:

Chart 1 - Strategic Timeline: *(see attachment)*

This chart references topics related to Staffing, Funding, Projects, Operations and Governance. These tie into city budgeting and organizing work priorities referencing a 5 year horizon.

To frame project types as referenced in the committee’s work, please reference the following project structure guide. Using this framing helps both artists, project managers and stakeholders navigate the City’s systems.

Project Types

	Project Purpose	ACC Role
Community Requested	Purpose by individual or group	Review purpose alignment to City strategic goals
ACC Call for Artists/Public Art Projects	Implement community-based public art	General oversight, appoint a selection committee
Public-Private Public Art Partnerships	Incorporate public art on private or institutional property	Varies
Capital Arts Projects	Develop public art as destination	Varies
Departmental Projects	Dependent on department goals and outcomes	Review RFP, designate selection committee
Foundation Grant Projects	Advance government/community relationship through Creative Placemaking	Steering committee and general oversight

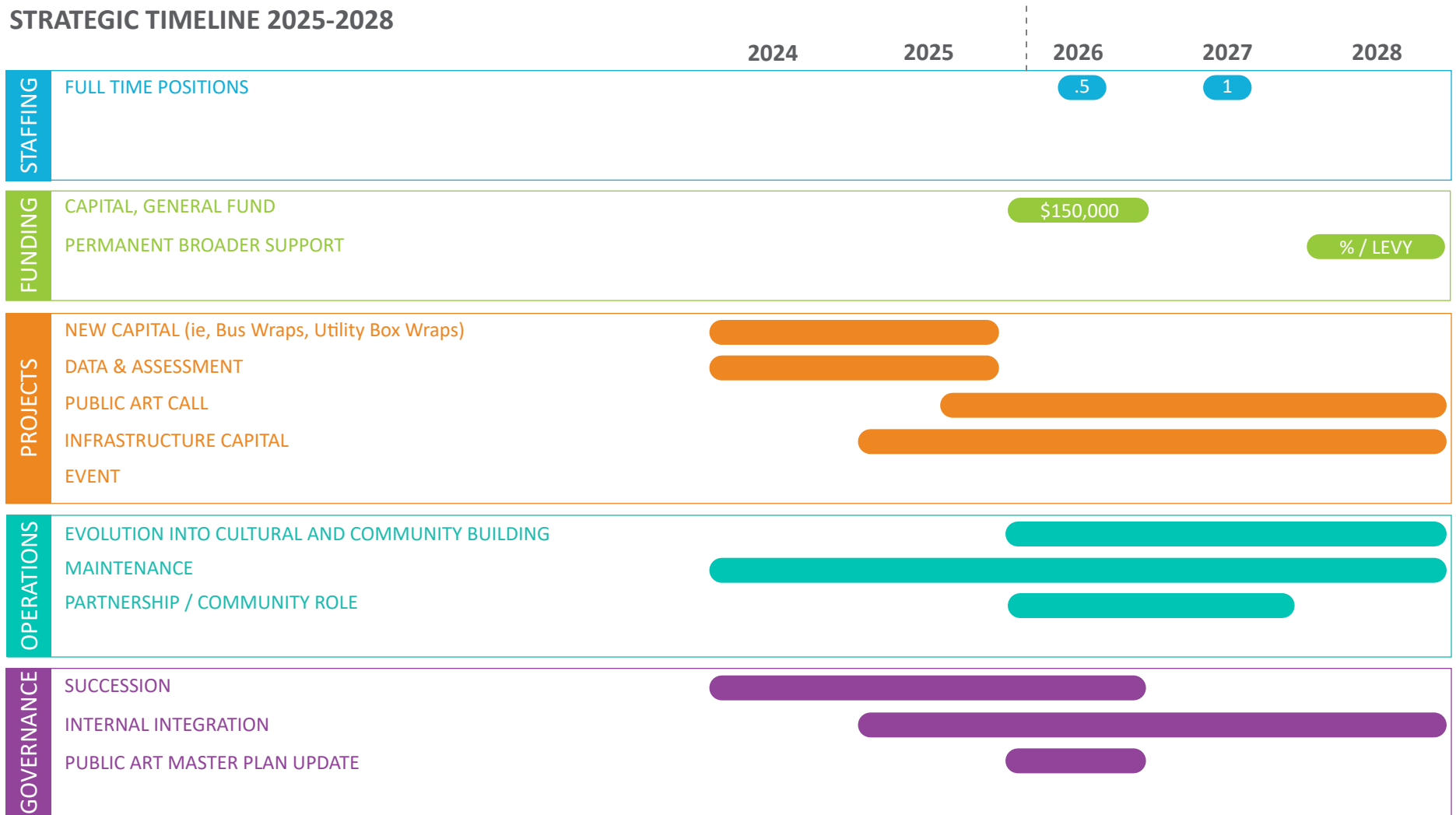
Notable Budget Items:

2024 Budget: Unique to this year the Arts budget was minimized due to some operational errors and balancing issues related to the pandemic and administration changes. Funds were able to be covered and operations were not significantly affected.

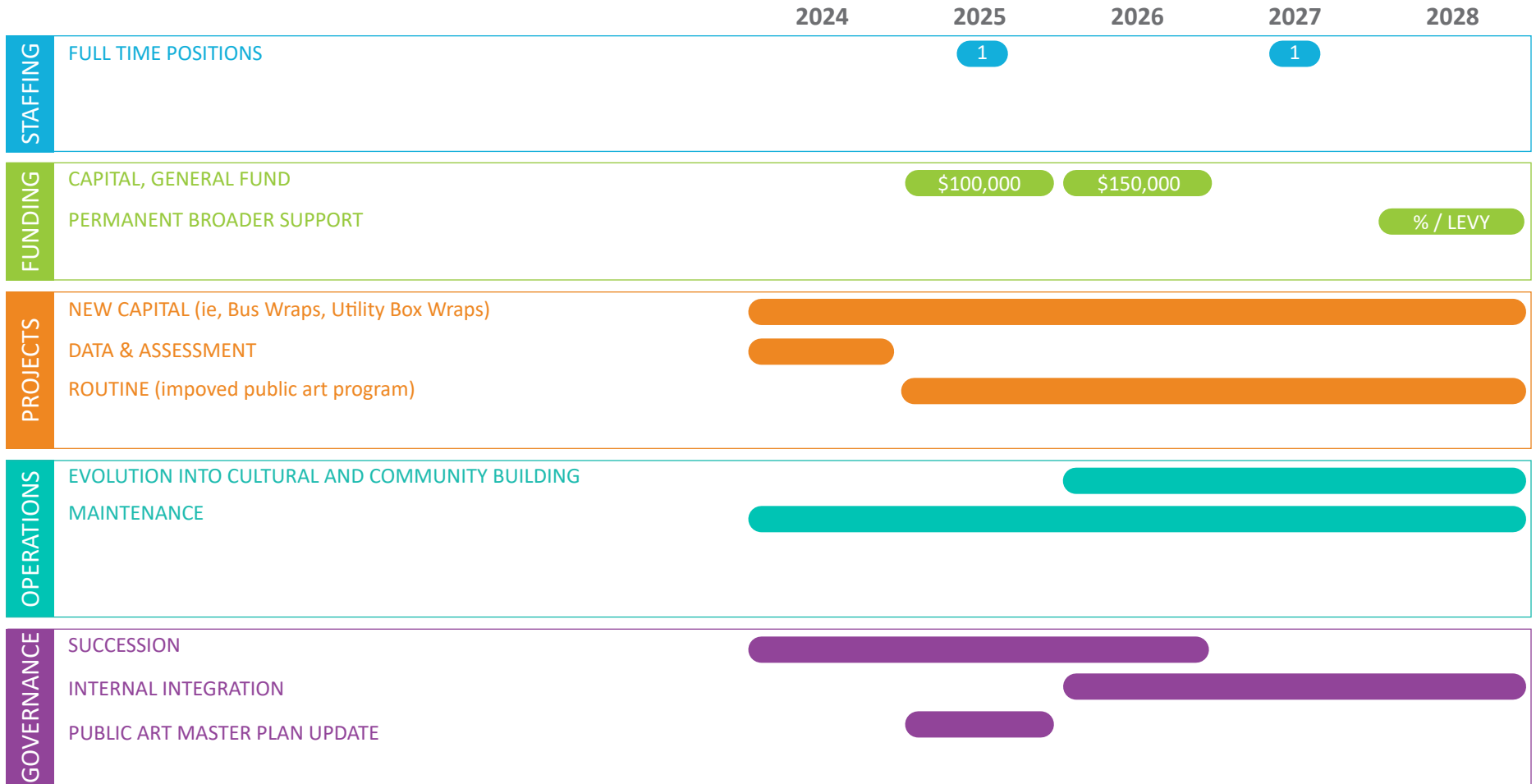
2025 Budget: Unique to 2025, the City is stretched for funding and recovering from the COVID funding impact. As the overall budget right sizes to accommodate the transition, staff expects it will normalize in 2026.

2026 Budget: At this point in time, staff is suggesting a ½ time or full time staff member to fully manage projects 100% of their time. It is expected to also begin coordinating with City Commission on the organizational governance and operational needs.

STRATEGIC TIMELINE 2025-2028



STRATEGIC TIMELINE



MEMORANDUM

TO: Arts and Culture Commission
FROM: Nicole Crutchfield, Planning Director
DATE: August 15, 2024
RE: Item 4: Summary of Quarter 2 May Work Session

The Arts and Culture Commission reviewed the scope of work and outline for the Ripples of Impact report. This report is a big undertaking as it assembles what we've learned and participated in over the past 10 years and looks to the future in recommending best practice public art program operations. The work will include infographics and case studies to center the artist's voice.

To support this work the staff asked the board members to share their thoughts on data and evaluations. The following is a summary of the notes.

- *Awareness*
 - How many artists knew of the project?
 - Is the public aware of the projects?
 - Are tourists advised of our public art?
- *Tourism*
 - Tourists attending art events
 - Unique to Fargo
 - Recognition of Fargo as an art destination by our state entities.
 - Does it reflect our region?
- *Community*
 - Effectiveness, how does it help the community and people involved?
 - Broadens community dialogue
 - Does it bring community together or divide?
 - Engaged all ages and diversities
 - Does it teach or inform
 - Are artist's comfortable working with the City?
 - What is the population is asking for?
- Qualitative:
 - Media impressions
 - Wow factor
 - Intentional stories
 - What is meaningful impact?
 - Do people go out of the way to be around the public art?
- Quantitative:
 - Are we consistent with public art projects through the years?
 - Are we increasing the amount of new projects?
 - Funding
 - Completion of projects

- Estimate of views
- Participation
- Experts in the field of measuring, evaluation of the arts
- Social media posts reactions
- Demographics

Staff also presented information about governance models for local government arts programs. When referencing best practice templates, there are three models that staff has knowledge on that could apply for the City of Fargo:

- Stand-alone Department
 - Expertise; reports to Mayor/Administration
 - Example: Minneapolis
- Internal Artist in Residence
 - Advisory to City activities
 - Example: Albuquerque
- Metro-wide arts agency partner
 - Autonomous but integrated into City operations
 - Example: Arts St. Paul, Downtown Community Partnership, Indigenous Association

Some discussion occurred, but no feedback was captured at this time. As we explore succession planning, more discussion and research will be explored. If board members know of model governance examples to explore, please refer the suggestions to the planning department.

MEMORANDUM

TO: Arts and Culture Commission

FROM: Maegin Elshaug, Planning Coordinator

DATE: August 14, 2024

RE: Item 5. 2024 Work plan Updates

- 2024 Work plan Updates
 - Project Updates
 - The Skyway Mosaic on Broadway was recently completed and has received positive feedback. However, in close out of the project, it was found that residual haze from the material remained on the brick pavers. In working with the project manager and the BID, much of the material was able to be removed and will continue to improve with weathering. This information was included as part of the project documentation, as well as future recommendations for additional coordination at project onset with project managers, the BID and Engineering staff to ensure projects don't negatively impact the surrounding area.
 - Ripples of Impact (ROI) Briefing (otherwise known as Data & Assessment project)
 - The scope of the work and outline of the project was introduced at our May 2024 meeting. At the May meeting a few board members offered to help staff be a resource for reviewing and providing guidance as we move into the next phase of work. This first phase of work has taken a little longer than estimated but it's nearing the end. In the packet see a summary spreadsheet of the data collected to date. In addition, Rachel Asleson with Reach Partners, our consultant on the project, has completed interviews with a select sampling of grant recipients. Staff is completing the data analysis and will be calling a work group meeting together within the next 5-6 weeks. We are still on target to completing this project by end of this year.