ARTS ACTION PLAN

EXECUTIVE VERSION

EXECUTIVE SUMMARY

What is the Northeast Minneapolis Arts Action Plan?

Northeast Minneapolis has become the working home to hundreds of local Minneapolis artists over the last ten years. They have located in the district due to its empty warehouse and factory spaces (ideal for artists' studios), the low rents and the area's flexibility and accessibility.

As the economy changes, however, and the local land becomes more valuable for commercial, retail and mixed-use development, artists' spaces may be threatened. This has happened in communities across America: Soho, New York and San Francisco, California are notable, among many others. Previously known as artistic enclaves, they are now predominantly populated with high-end retail and office space and upscale residences.

Looking into the future, the community and artists' population of Northeast decided to attempt to forestall what many consider an inevitable social change, and try to keep the area as an artists' community for the long-term. Initiated and managed by NEMAA, the Northeast Minneapolis Arts Association, with financial support from the McKnight Foundation, Shamrock Properties, Hillcrest Development, Wells Fargo Bank and General Mills, the Arts Action Plan is the first phase of an at least fifteen-year process to maintain and strengthen the artists' presence in Northeast Minneapolis.

Why is it important now?

Scores of communities across the United States have established artists' communities, or cultural districts. Providence, Rhode Island has made a concerted effort to attract artists by making all artistic income and product tax-exempt. Paducah, Kentucky offers low-interest, long-term loans to artists who will relocate there. Jersey City, New Jersey is trying to capture overflow artists from New York City by creating a district in which only artists can live or work.

Why have these cities, and others like them, initiated these programs? Because the economic figures indicate that the arts are a sound investment for a city. They support tourism efforts. They promote quality of life, thus attracting more business relocation. They increase economic activity. They make the community a better place to live, and in times of both economic boom and fiscal hardship, they are supported and championed by the people.

The unusual thing about Northeast Minneapolis is that it has not undertaken the daunting task of providing long-term stable spaces for artists in order to boost the local economy. The Arts Action Plan has been undertaken in order to support the artists. However, substantial economic benefit will be an inevitable by-product.

It is the consultants' hope that the Northeast Minneapolis Arts Action Plan may be used as a model for other communities in Minneapolis and throughout the nation that are grappling with these issues. The Plan's central aim is to support both artists and economic strength, without exploiting or sacrificing one in favor of the other. The recommendations, summarized below, all have been crafted with this balance as their goal.

What are some of the most important points of the Arts Action Plan?

Perhaps the most unique strategy in the plan is number 2.3, "Pursue the purchase of development rights for selected properties." This is a tool that has been used by conservation and historic programs (notably the Nature Conservancy) but never, as of yet, for cultural or arts-related programs.

The strategy proposes that a non-profit organization be formed to purchase and hold development rights for buildings currently being used for arts purposes in Northeast Minneapolis. This strategy would create a "win/win" situation: property owners would receive an immediate infusion of cash, to be used for whatever they wish; and buildings would be subject to deed restrictions that would limit all or a portion of properties to artist-related uses.

This is only one of the 30 strategies, and eight recommendations contained within the plan. Each one is a significant brick to be laid in the foundation of the thriving, active arts community that Northeast Minneapolis is now, and should remain to be.

When will the Arts Action Plan be complete?

One of the wisest decisions made by NEMAA in the beginning of the planning process was to plan for the *long term*. The Arts Action Plan is step one in a fifteen year framework. The recommendations made within this plan have a five year timeframe; however, these recommendations will spur on further action that will provide for an at least fifteen year span to allow for strategies to reap fruit.

What are the recommendations and strategies?

Recommendation 1

Establish the Northeast Arts District from Central to Marshall Avenues, and from 26th to Broadway, with Arts Zones of highest artist concentration and cultural activity; allow for other locations that encompass important concentrations of artists

Strategies

1.1: Pursue City legislation to officially designate the district

1.2: Develop graphics and signage system to establish identity of the district

1.3: Explore the expansion of the existing Business Improvement District on Central Avenue to support Arts District programming and activities

1.4: Create a temporary exhibition program, to install the work of local artists in storefronts and vacant buildings

1.5: Create an association of businesses in the Arts District that will display (and sell) the work of Northeast Minneapolis artists

1.6: Create a concentration of public art – both permanent and temporary – in the Arts District

1.7: Extend the City's percent-for-art requirement to include major private development in Northeast Minneapolis

1.8: Conduct outreach on the Arts Action Plan and its recommendations to Northeast and larger community

Recommendation 2

Secure sustainable, affordable spaces for artists' studios, live-work spaces and arts-related businesses and activities; establish Northeast Arts Conservancy

2.1: Recruit and cultivate leadership to implement this recommendation

2.2: Form a non-profit Arts Conservancy to oversee the development of arts spaces in the Arts District

2.3: Pursue the purchase of development rights for selected properties

2.4: Explore the creation of an Arts Credit Union that would specialize in financing arts facilities, mortgages for artists and small business loans to arts-related commerce

2.5: Develop a program of grants and loans for arts space rehabilitation through MCDA

2.6: Establish partnerships with for-profit and non-profit developers of properties for arts uses

Recommendation 3

The City should use the Arts Action Plan as the template for a Cultural Plan for the entire City of Minneapolis

3.1: Create a City Cultural Plan

3.2: Amend the Minneapolis Plan to expand the "Leisure and Culture" section

Recommendation 4

Develop a comprehensive and ongoing program of technical support for artists living and working in the NE

4.1: Establish an ongoing series of artist training workshops and seminars

4.2: Establish an arts space clearinghouse, to refer artists and arts businesses to available spaces

4.3: Consider the creation of a "Materials for the Arts" program (like that initiated in New York City) to encourage businesses to donate surplus materials and equipment to artists

Recommendation 5

Expand the level of arts programs – both visual and performing – in the Arts District

5.1: **Expand Art-A-Whirl beyond a once-a-year event**

5.2: **Encourage increased performing arts activities**

5.3: **Expand the arts/crafts markets, held with local farmers' market**

5.4: **Strengthen partnerships with cultural and non-profit organizations, to expand arts audiences throughout the City**

Recommendation 6

Coordinate with the City to institute changes in planning, zoning and regulations

6.1: **Allow for easy temporary use permits for performances and exhibitions in NE properties**

6.2: **Establish an Arts Overlay District in Northeast Minneapolis**

6.3: **Ensure that property owners desiring to upgrade one or more of their buildings' systems are not required to bring every system up to code simultaneously**

Recommendation 7

Develop the role and capacity of NEMAA to expand programming, artists' support and information clearinghouse activities

7.1: **Expand board membership**

7.2: **Hire a full-time paid Executive Director**

7.3: **Develop new resources through fund-raising, increased membership dues, corporate partners, etc.**

7.4: **Develop evaluation techniques to gauge success at achieving goals on a bi-annual basis**

Recommendation 8

Establish extensive marketing programs to publicize the activities and programming of the Northeast Arts District

8.1: **Develop marketing techniques for the Arts District**

8.2: **Develop television advertisements in concert with local businesses**

RECOMMENDATIONS
AND
TIMELINE

Recommendation 1:	**Establish the Northeast Arts District from Central to Marshall Avenues, and from 26th to Broadway, with Arts Zones of highest artist concentration and cultural activity; allow for other locations that encompass important concentrations of artists.**

Strategy 1.1: **Pursue City legislation to officially designate the district**

Action steps

1.1.1 Fall, 2002 Present plan to City Council, requesting designation of the Arts District by Council proclamation

1.1.2 Winter, 2002/03 Work with the City policies and code departments to officially designate the district

Lead Agency: City of Minneapolis

Convening parties: Northeast Minneapolis Arts Association (NEMAA)

Resources required: None

Strategy 1.2: **Develop graphics and signage system to establish identity of district**

Action steps

1.2.1 Fall, 2004 Create visual signage plan for the Northeast Arts District, working in concert with the design standards set by the Central Avenue Mainstreet Program and City programs

1.2.2 Winter, 2004/05 Raise funds for the visual signage plan components, from public and private sources, including business sponsors – also raise sufficient funds to create a maintenance endowment

1.2.3 Summer, 2005 Solicit proposals for District logo and design element from local artists and regional graphic and design firms

1.2.4 Fall, 2005 Coordinate with City to hang banners and erect signage for the District

Lead Agency NEMAA

Resources required $75,000

Strategy 1.3: Explore the expansion of the existing Business Improvement District on Central Avenue to support Arts District programming and activities

Action steps

1.3.1 Summer, 2003 Coordinate meeting to explain the organization and benefits of expanding the Business Improvement District in Northeast Minneapolis

1.3.2 Winter, 2003/04 Petition City for expansion of the Business Improvement District

Lead Agency Northeast Community Development Corporation

Convening parties NEMAA
Northeast Minneapolis Chamber of Commerce

Resources required Financed by business membership fees

Strategy 1.4: Create a temporary exhibition program, to install the work of local artists in storefronts and vacant buildings

Action steps

1.4.1 Summer, 2003 Coordinate with business organizations in Northeast to determine mechanism for identification of vacant buildings and storefronts

1.4.2 Fall, 2003 Create a directory of artists interested in being considered for temporary exhibitions

1.4.3 Winter, 2003/04 Act as a clearinghouse to partner businesses and storefronts with artists to mount exhibits

1.4.4 Ongoing Assist artists with publicity

Lead Agency NEMAA

Convening parties Northeast Minneapolis Chamber of Commerce
Central Avenue Mainstreet Program

Resources required $15,000

Strategy 1.5: Create an association of businesses in the Arts District that will display (and sell) the work of Northeast Minneapolis artists

Action steps *1.5.1 Fall, 2003* Conduct outreach to local businesses, working with business organizations

1.5.2 Spring, 2004 Disseminate artists' directory (see Strategy 1.4.2) to all businesses in the Northeast Arts District

Lead Agency NEMAA

Convening parties Northeast Chamber of Commerce

Resources required Minimal

Strategy 1.6: Create a concentration of public art – both permanent and temporary – in the Arts District

Action steps *1.6.1 Fall, 2003* Work with the City to determine sites appropriate for public art

1.6.2 Spring, 2003 Conduct fundraising effort with local businesses to support temporary and permanent public art in the District

1.6.3 Winter, 2005/06 NEMAA may create a guidebook of public art sites in Northeast Minneapolis

Lead Agency City of Minneapolis

Convening parties NEMAA

Resources required City percent for art monies, augmented with private donations

Strategy 1.7: Extend the City's percent-for-art requirement to include major private development in Northeast Minneapolis

Action steps

1.7.1 Immediate Conduct a preliminary study of public art financing in the City of Minneapolis

1.7.2 Fall, 2003 Conduct a public art planning process, as a component of the City's Cultural Plan (see Strategy 3.1)

Lead Agency: City of Minneapolis

Convening parties: NEMAA
Minneapolis Community Development Agency (MCDA)

Resources required: $30,000

Strategy 1.8: Conduct outreach on the Arts Action Plan and its recommendations to Northeast and larger community

Action steps

1.8.1 Winter, 2002/03 Begin making presentations at community associations and other local Northeast groups, on the Arts Action Plan

1.8.2 Spring, 2003 Raise funds to conduct random household survey to determine community support for the Northeast Arts District

1.8.3 Fall, 2003 Conduct survey, using professional firm, and publish results

Lead Agency: NEMAA

Resources required: $15,000

Recommendation 2: Secure sustainable, affordable spaces for artists' studios, live-work spaces and arts-related businesses and activities; establish Northeast Arts Conservancy

Strategy 2.1: Recruit and cultivate leadership to implement this recommendation

Action steps

2.1.1 Immediate Identify individuals and entities with interest and expertise in the Arts Action Plan's issue areas, and regional applicability

2.1.2 Winter, 2002/03 Announce the Arts Action Plan at a venue outside of Northeast (potentially the Minneapolis Institute of Arts), to press and potential funders

2.1.3 Spring, 2003 Approach individuals to solicit their involvement

Lead Agency: City of Minneapolis Council office

Convening parties: NEMAA

Resources required: None

Strategy 2.2: Form a non-profit Arts Conservancy to oversee the development of arts spaces in the Arts District

Action steps

2.2.1 Fall, 2003 Create a non-profit Conservancy and solicit a Board of Directors (from the above)

2.2.2 Fall, 2004 Following the completion of the fund-raising feasibility study, raise funds to support the Northeast Arts District

Lead Agency: Arts Conservancy

Convening parties: NEMAA

Resources required: To be determined; at least $100,000 in start-up money

Strategy 2.3: Pursue the purchase of development rights for selected properties

Action steps	*2.3.1 Spring, 2003* Conduct a detailed market analysis of targeted properties to determine the value of future development rights
	2.3.2 *Fall, 2003* Conduct a fund-raising feasibility study to determine the optimal strategies for raising funds from both public and private sources, to be complete by early 2004
Lead Agency	Arts Conservancy
Convening parties	NEMAA
Resources required	$150,000

Strategy 2.4: Explore the creation of an Arts Credit Union that would specialize in financing arts facilities, mortgages for artists and small business loans to arts-related commerce

Action steps	*2.4.1 Spring, 2004* Initiate conversations with local lending institutions and technical assistance providers, to create credit union for Minneapolis artists
Lead Agency	NEMAA
Convening parties	Springboard for the Arts
Resources required	None immediately

Strategy 2.5: Develop a program of grants and loans for arts space rehabilitation through MCDA

Action steps	*2.5.1 Spring, 2005* Initiate conversations with MCDA
Lead Agency	Arts Conservancy
Convening parties	MCDA City of Minneapolis Local building owners

Resources required — Initial funding of at least $250,000

Strategy 2.6: Establish partnerships with for-profit and non-profit developers of properties for arts uses

Action steps

2.6.1 Winter 2004/05 Create Northeast Arts District strategic plan

2.6.2 Ongoing Include specific opportunities for development of specific properties

Convening parties — Arts Conservancy
Local and regional developers

Resources required — None immediately

Recommendation 3: The City should use the Arts Action Plan as the template for a Cultural Plan for the entire City of Minneapolis

Strategy 3.1: Create a City Cultural Plan

Action steps

3.1.1 Fall, 2002 Conduct a planning workshop to identify parameters of the study, planning priorities, and key stakeholders. Discuss the key components of a Cultural Plan, including leadership; marketing and visibility; artists' support systems; organizational support; funding and sustainability; arts and cultural education; civic aesthetics; public art; cultural facilities; ethnic and cultural diversity; and integration of arts into city planning

3.1.2 Winter, 2002/03 Issue RFP to consultants to complete the comprehensive cultural plan

3.1.3 FY 2003/2004 Conduct the cultural plan

Lead Agencies

City of Minneapolis
Minneapolis Arts Commission

Convening parties

Arts community

Resources required

$200,000 – $250,000

Strategy 3.2: Amend the Minneapolis Plan to expand the "Leisure and Culture" section

Action steps

3.2.1 Fall, 2004 The community Cultural Plan should include recommendations on new language for the existing Culture and Leisure component of the Minneapolis Plan

Lead Agency

City of Minneapolis

Convening parties

Arts community

Resources required

None

Recommendation 4: Develop a comprehensive and ongoing program of technical support for artists living and working in Northeast

Strategy 4.1: Establish an ongoing series of artist training workshops and seminars

Action steps — *4.1.1 Summer, 2004* Using Arts Action Plan surveys to determine need and interest, create a series of workshops to provide training in: Small business management; Marketing; Sources of support: grants and commissions; Putting together a real estate deal; Etc.

Lead Agency — NEMAA

Convening parties — Northeast Community Development Corporation

Resources required — $10,000 annually in grant funding, plus participants' fees

Strategy 4.2: Establish an arts space clearinghouse, to refer artists and arts businesses to available spaces

Action steps — *See Strategy 1.4*

Lead Agency — NEMAA

Convening parties — Northeast Community Development Corporation
Northeast Chamber of Commerce

Resources required — *See Strategy 1.4*

Strategy 4.3: Consider the creation of a "Materials for the Arts" program (as in New York City) to encourage businesses to donate surplus materials and equipment

Action steps — *4.3.1 Fall, 2003* Identify central location where businesses donate surplus materials (paint, metal, office equipment) for a tax credit, and artists can access them

Lead Agency — NEMAA

Resources required None

Recommendation 5: Expand the level of arts programs – both visual and performing – in the Arts District

Strategy 5.1: Expand Art-A-Whirl beyond a once-a-year event

Action steps

5.1.1 Fall, 2005 Expand the Fall Fine Art Show to the level of Art-A-Whirl, creating a twice a year event

5.1.2 Spring, 2006 Introduce a juried component to the tour, with a decision-making panel composed of professional artists including representation from outside of the region

Lead Agency: NEMAA

Resources required: $60,000

Strategy 5.2: Encourage increased performing arts activities

Action steps

5.2.1 Immediate Support the renovation of the Ritz Theatre

5.2.2 Winter 2002/03 Petition the City to allow for temporary uses of buildings for performing arts

5.2.3 Fall, 2004 Establish music and performing arts festivals, to be held on highly visible streets in the Arts District

5.2.4 Ongoing Create programming with an emphasis on inclusiveness, sensitivity, and responsiveness to multiple ethnicities

Lead Agency: NEMAA

Convening parties: Northeast Chamber of Commerce
Northeast Community Development Corporation

Resources required: To be determined, on an activity by activity basis.

Strategy 5.3: Expand the arts/crafts markets, held with local farmers' market

Action steps	*5.3.1 Summer, 2003* Expand the arts and crafts sales portions of the farmers' market, in conjunction with the opening of the Eastside Co-op *5.3.2 Ongoing* Conduct marketing campaign in conjunction with Eastside Co-op
Lead Agency	NEMAA
Convening parties	Eastside Cooperative Food Market
Resources required	$5,000

Strategy 5.4: Strengthen partnerships with cultural and non-profit organizations, to expand arts audiences throughout the City

Action steps	*5.4.1 Summer, 2003* Explore programming partnerships with city-wide cultural institutions and agencies
Lead Agency	NEMAA
Convening parties	Community non-profits and arts entities
Resources required	Minimal

Recommendation 6: Coordinate with City to institute changes in planning, zoning and regulations

Strategy 6.1: Allow for easy temporary use permits for performances and exhibitions in NE properties

Action steps — *6.1.1 Spring, 2004* Hold workshop for artists with the City Planning Department, to educate them on permitting, etc.

Lead Agency — City of Minneapolis Planning Department

Convening Party — NEMAA

Resources required — Minimal

Strategy 6.2: Establish an Arts Overlay District in Northeast Minneapolis

Action steps — *6.2.1 Spring, 2004* Determine the zoning and tax abatement potential for properties within the Arts Overlay District

6.2.2 Fall, 2004 Encourage developers to create arts spaces in the District

6.2.3 Ongoing Allow for workspace in residential units within the Arts Overlay District, and sales out of homes

Convening parties — City of Minneapolis

Resources required — None initially

Strategy 6.3: Ensure that property owners desiring to upgrade one or more of their buildings' systems are not required to bring every system up to code

Action steps — *6.2.1 Spring, 2004* Hold workshop for property owners and artists with the City Planning Department, to assist them in determining proper uses for buildings

Lead Agency — City of Minneapolis Planning Department

Convening Party	NEMAA
Resources required	Minimal

Recommendation 7: Develop the role and capacity of NEMAA to expand programming, artists' support and information clearinghouse activities

Strategy 7.1: Expand board membership

Action steps:

7.1.1 Winter 2002/03 Engage organizational consultant to develop a board development plan

7.1.2 Spring, 2003 Identify individuals who serve specific needs on the board, including representation of diverse populations in Northeast

7.1.3 Summer, 2003 Solicit board members

Lead Agency: NEMAA

Resources required: $15,000

Strategy 7.2: Hire a full-time paid Executive Director

Action steps

7.2.1 In process Hire Executive Director qualified to implement the Arts Action Plan

7.2.2 Fall, 2002 Continue to raise funds to ensure full-time Executive Director

Lead Agency: NEMAA

Resources required: $60,000

Strategy 7.3: Develop new resources through fund-raising, increased membership dues, corporate partners, etc.

Action steps

7.3.1 Spring, 2004 Create strategic plan, with fundraising goals

7.3.2 Fall, 2004 Expand membership and increase dues for participation in Art-A-Whirl

7.3.3 Winter, 2004/05 Establish partnerships with local businesses

Lead Agency	NEMAA
Resources required	To be accomplished by full-time Executive Director

Strategy 7.4: Develop evaluation techniques to gauge success at achieving goals on a bi-annual basis

Action steps	*7.3.1 Ongoing*	Conduct evaluation session each winter
Convening parties	NEMAA (Board and Executive Director)	
Resources required	None	

Recommendation 8: Establish extensive marketing programs to publicize the activities and programming of the Northeast Arts District

Strategy 8.1: Develop marketing techniques for the Arts District

Action steps

8.1.1 Summer, 2004 Create strategic plan, with marketing component

8.1.2 Fall, 2004 Create Northeast Arts District website

8.1.3 Fall, 2004 Establish Marketing Committee on the Board

8.1.4 Spring, 2005 Establish sponsorships with local print, radio, and television media

8.1.5 Ongoing Conduct measured outreach and publicity plan, focusing on regional publicity first

Lead Agency: NEMAA

Resources required: $15,000, initially

Strategy 8.2: Develop television advertisements in concert with local businesses

Action steps

8.2.1 Spring, 2004 Develop corps of local businesses to sponsor television advertisements

8.2.2 Spring, 2004 Identify television design personnel to develop advertisement *pro bono*

8.2.3 Summer, 2004 Run advertisements on regional cable networks, highlighting the Northeast Arts District and a specific business in each ad (business fees will pay for air time)

Lead Agency: NEMAA

Convening parties: Northeast Chamber of Commerce

Resources required	Seek *pro bono* services from advertising firm to develop public service announcements.

SUMMARY TIMELINE, BUDGET AND RESPONSIBLE PARTIES

Strategy	Details	Initiation	Responsible Agency	Budget
FISCAL YEAR 2002/03				
1.7	Extend the City's percent-for-art requirement to include major private development in Northeast Minneapolis	Immediate	City	$30,000
2.1	Recruit and cultivate leadership to implement Arts Conservancy (securing sustainable spaces for artists)	Immediate	Council	$0
5.2	Encourage increased performing arts activities	Immediate	NEMAA	$0
7.2	Hire a full-time paid Executive Director	In process	NEMAA	$60,000
1.1.	Pursue City legislation to officially designate the district	Fall, 2002	City	$0
3.1	Create a City Cultural Plan	Fall, 2002	City	$200,000-$250,000
1.8	Conduct outreach on the Arts Action Plan	Winter, 2002/03	NEMAA	$15,000
7.1	Expand board membership	Winter, 2002/03	NEMAA	$15,000
2.3	Pursue the purchase of development rights for selected properties	Spring, 2003	Trust	$150,000
			FY 2002/03 NEMAA BUDGET INCREASE:	**$90,000**
FISCAL YEAR 2003/04				
1.3	Explore the expansion of the existing BID on Central to support Arts District programming and activities	Summer, 2003	NECDC	$0
1.4	Create a temporary exhibition program, to install the work of local artists in storefronts and vacant buildings	Summer, 2003	NEMAA	$15,000
5.3	Expand the arts/crafts markets, held with local farmers' market	Summer 2003	NEMAA	$5,000

Strategy	Details	Initiation	Responsible Agency	Budget
5.4	Strengthen partnerships with cultural and non-profit organizations, to expand arts audiences throughout the City	Summer, 2003	NEMAA	Minimal
1.5	Create an association of businesses in the Arts District that will display (and sell) the work of Northeast Minneapolis artists	Fall, 2003	NEMAA	Minimal
1.6	Create a concentration of public art – both permanent and temporary – in the Arts District	Fall, 2003	City	TBD
2.2	Form a non-profit Arts Conservancy to oversee the development of arts spaces in the District	Fall, 2003	Trust	TBD
4.3	Consider the creation of a "Materials for the Arts" program (like that in New York City) to encourage businesses to donate surplus materials and equipment to artists	Fall, 2003	NEMAA	$0
2.4	Explore the creation of an Arts Credit Union that would specialize in financing arts facilities, mortgages for artists and small business loans to arts-related commerce	Spring, 2004	NEMAA	$0
6.1	Allow for easy temporary use permits for performances and exhibitions in NE properties	Spring, 2004	City	Minimal
6.2	Establish an Arts Overlay District in Northeast Minneapolis	Spring, 2004	City	$0
6.3	Ensure that property owners desiring to upgrade one or more of their buildings' systems are not required to bring every system up to code	Spring, 2004	City	Minimal
7.3	Develop new resources through fundraising, membership dues,	Spring, 2004	NEMAA	$0

	corporate partners, etc.			
Strategy	**Details**	**Initiation**	**Responsible Agency**	**Budget**
8.2	Develop television advertisements in concert with local businesses	Spring, 2004	NEMAA	$0
			FY 2003/04 NEMAA BUDGET INCREASE:	**$20,000**
FISCAL YEAR 2004/05				
4.1	Establish an ongoing series of artist training workshops and seminars	Summer, 2004	NEMAA	$10,000
8.1	Develop marketing techniques for the Arts District	Summer, 2004	NEMAA	$15,000
1.2	Develop graphics and signage system to establish identity of district	Fall, 2004	NEMAA	$75,000
3.2	The community Cultural Plan should include recommendations on new language for the existing Culture and Leisure component of the Minneapolis Plan	Fall, 2004	City	$0
2.6	Establish partnerships with for-profit and non-profit developers of properties for arts uses	Winter, 2004/05	Trust	$0
2.5	Develop a program of grants and loans for arts space rehabilitation through MCDA	Spring, 2005	Trust	$250,000
			FY 2004/05 NEMAA BUDGET INCREASE:	**$100,000**
FISCAL YEAR 2005/06				
5.1	Take Art-A-Whirl to the "next level"	Fall, 2005	NEMAA	$60,000
			FY 2005/06 NEMAA BUDGET INCREASE:	**$60,000**
ONGOING				

7.4	Develop evaluation techniques	Ongoing	NEMAA	$0