



# Board Workshop / Discussion Agenda

15 West Kellogg Blvd.  
Saint Paul, MN 55102  
651-266-9200

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June 25, 2024 - 10:30 a.m.

Courthouse Room 220

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## WORKSHOP

1. Arts and Cultural Economy Strategy

[2024-197](#)

Sponsors: Workforce Solutions



# Board Workshop / Discussion

15 West Kellogg Blvd.  
Saint Paul, MN 55102  
651-266-9200

## Request for Board Action

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**Item Number:** 2024-197

**Meeting Date:** 6/25/2024

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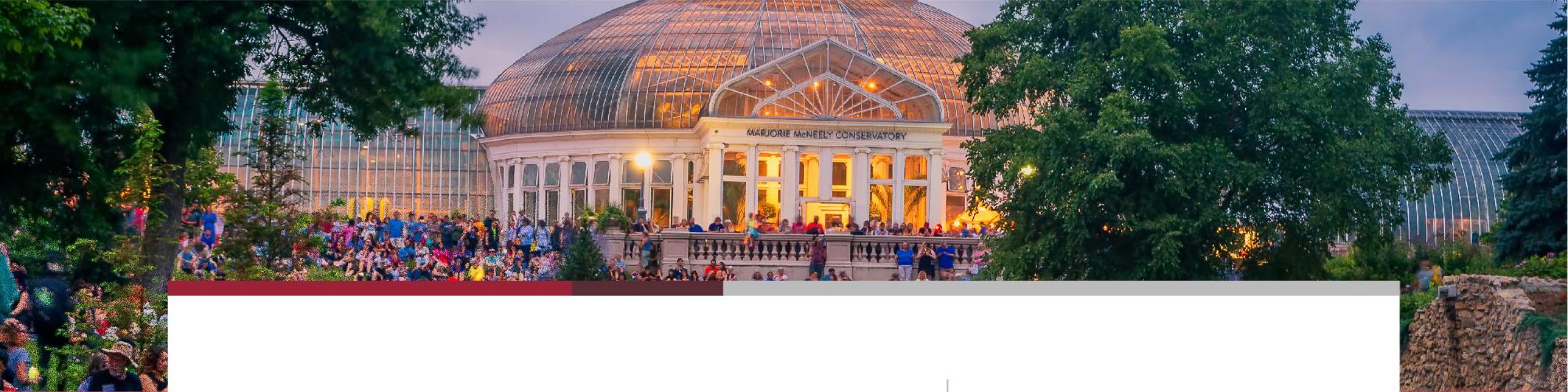
**Sponsor:** Workforce Solutions

**Title**

Arts and Cultural Economy Strategy

**Attachment**

1. Presentation
2. Strategy Report



# Arts and Cultural Economy Strategy

Commissioner-led Workshop

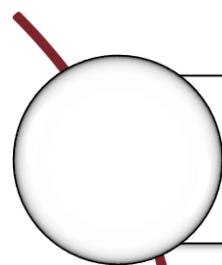


June 25, 2024

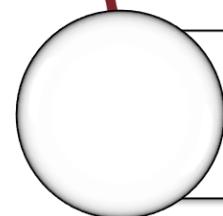
# Agenda

- Overview of Ramsey County Arts and Cultural Economy and Assets, provided as a Commissioner-led Workshop.
- Share possible benefits of a strategic plan for arts and culture in Ramsey County.
- Outline a proposal for next steps in developing an Inclusive Arts and Cultural Economic Strategy in Ramsey County.
- Discuss proposal and provide staff direction for next steps.

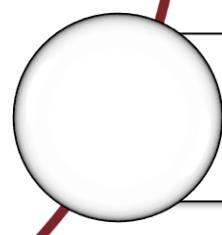
# Goals for the Day



Better understand the state of Ramsey County's arts and cultural economy.



Develop a board consensus around whether and how Ramsey County should be investing in the arts and cultural economy.

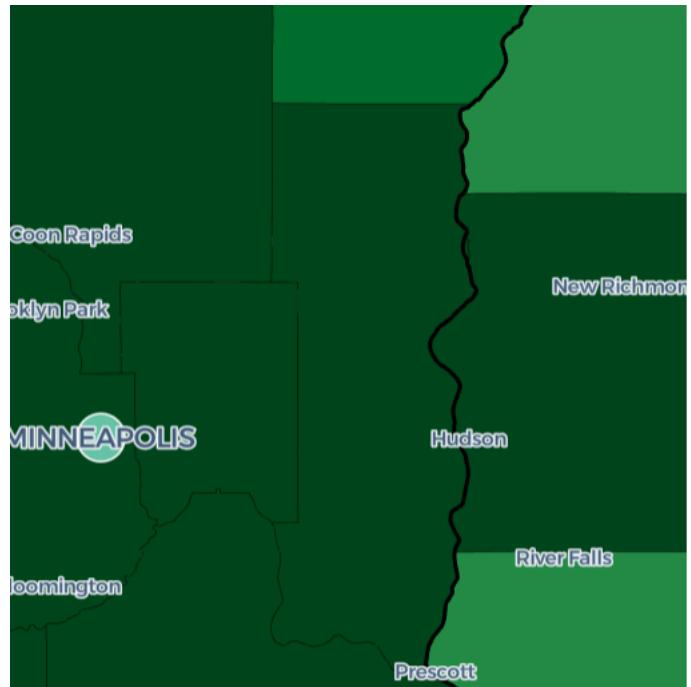


Provide staff feedback and direction on moving forward with initiatives discussed in workshop.

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# Ramsey County Arts and Cultural Economy Overview





These index scores show how a county performs relative to other counties on a 0-100% scale. For example, a county scoring 85 would be performing better than 85% of other counties, while a county scoring 15 would be performing worse than 85% of other counties.

### Ramsey County, MN

Arts Providers Index	99
Arts Dollars Index	99
Public Support Index	97
<hr/>	
Socioeconomic Index	93
% Employment	96
% Bachelor's Degree	95
% of Households > \$150K	91

## Ramsey County has a flourishing arts economy with great depth and diversity.

- Ramsey County's vision is a vibrant community where all are valued and thrive. Our mission is a county of excellence working with you to enhance our quality of life. Ramsey County currently has an outstanding arts and cultural economy. Ramsey County's robust arts and cultural scene is both an indicator of a vibrant, thriving community and a necessary factor in enhancing our quality of life. **A documented, county-wide strategy will help maintain and grow this important sector.**

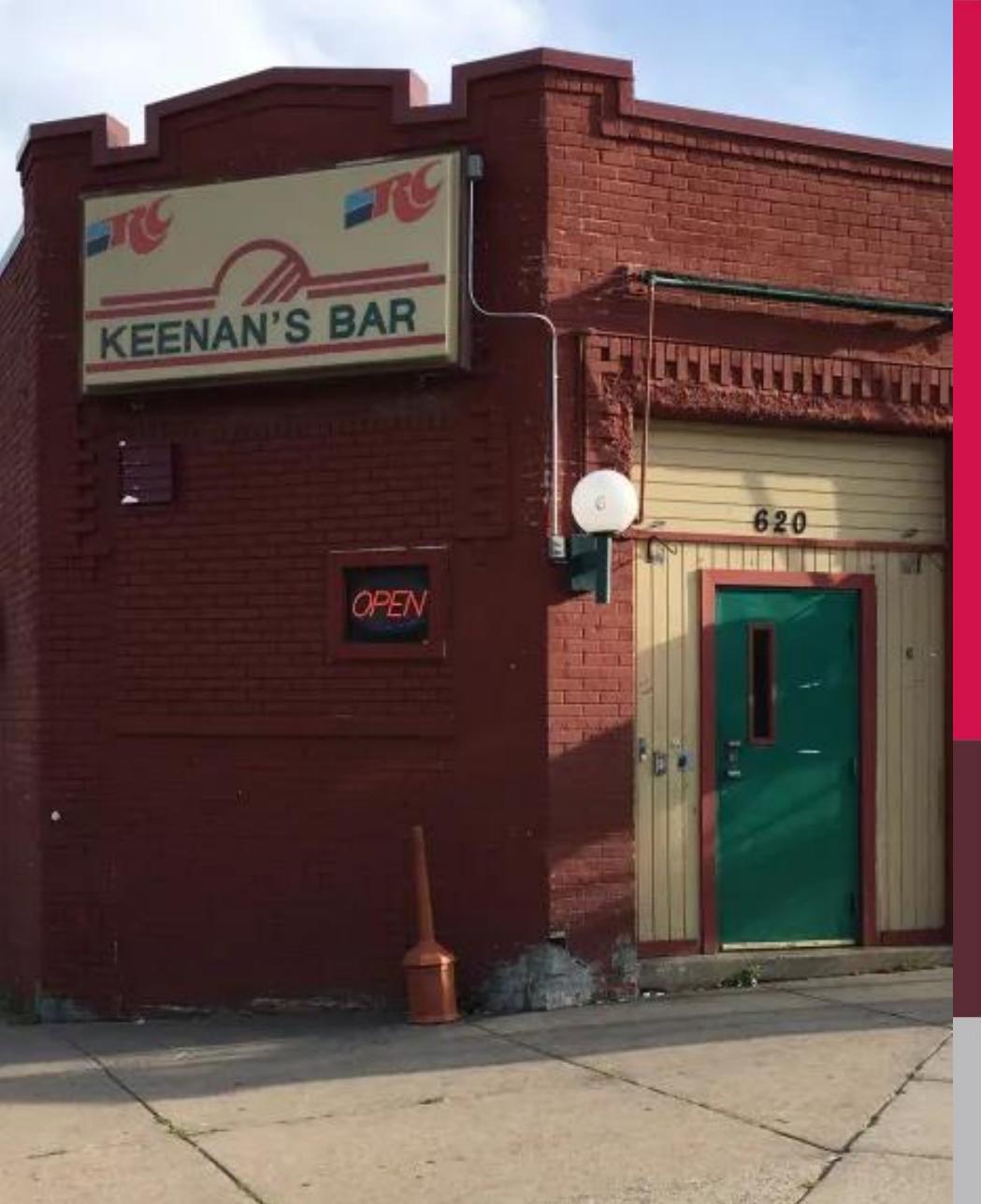


## Theater

World class professional and community theater companies including:

- Penumbra Theater
- Theater Mu
- Park Square Theater
- Lakeshore Players Theatre
- Gremlin Theater
- Ordway Performing Arts Center

*Theater Mu Production shot, "Blended 和(Harmony): The Kim Loo Sisters"*



## Film, TV, and Media Production

Ramsey County has a long history of hosting film production due to the former Energy Park Studios. Recent statewide changes are likely to result in more film production in Minnesota – with Ramsey County standing to benefit with excellent partners like:

- FilmNorth
- SPNN
- Asian Media Access (AMA)

"Unholy Communion" features a largely local cast and crew who shot at Keenan's Bar and Grill on West 7th Street in February 2024. Filming took about four weeks in and around St. Paul. (Jess Fleming / Pioneer Press file)



## Music

Ramsey County is the host to many music venues from large to small including the Turf Club, the Amsterdam, the Palace Theater, Roy Wilkins Auditorium, and the Xcel Energy Center.

Ramsey County is the home or the origin place of local and national music performers including artists like Maria Isa, Hippo Campus, Haley Bonar, The Sounds of Blackness, Dua Saleh, Hüsker Dü.

Ramsey County also is host to the Saint Paul Chamber Orchestra, the Selby Jazz Festival, and more musical groups and celebrations.

Musician María Isa Pérez-Vega dropped her hip hop album “Capitolio” the same day she was sworn in as a state legislator in 2023.



## Dance

Ramsey County is home to many dance schools and studios as well as professional dance companies and nonprofits, including:

- TU Dance
- Saint Paul Ballet
- Out on a Limb Dance Company
- Ananya Dance Theatre
- Collide Theatrical Dance Company
- Keane Sense of Rhythm
- CAAM Chinese Dance Theater

*Photo credit: Canaan Mattson. TU Dance artists performing "THREAT" by Yusha-Marie Sorzano.*  
TU Dance is known for its diverse artistic performances tackling important questions around gender, race, social justice, history, human resilience and more.



## Visual Arts

The Minnesota Museum of Art in Saint Paul is Minnesota's oldest art museum. Ramsey County is the host to many visual arts organizations, collectives, festivals, galleries and artists, including:

- Argyle Zebra Community Gallery
- Gallery 96
- Cafesijan Art Trust Museum
- White Bear Center for the Arts
- Ta-coumba T. Aiken, visual artist
- Mary Jo Hoffman, visual artist

*"No Words" by Ta-coumba T. Aiken, St. Paul visual artist, Acquisition of Walker Art Center.*

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## Benefits of an Arts and Cultural Economic Strategy





## Why Arts and Culture?

- Arts and culture are not luxury goods. They are essential to a vibrant and thriving community.
- A community's arts and cultural economy **improves** - does not merely reflect - the broader economic health.
- Even small investments in arts and culture can yield substantial rewards.



## Why now?

- Arts, entertainment, and recreation industries lost the highest percentage of jobs in recent years.
- Opportunity to capitalize on statewide investments in film production and Ramsey County success in arts and cultural placemaking initiatives.
- Moving forward now provides opportunity to incorporate efforts into next 2-year budget and Economic Inclusion 2.0.
- Join national efforts on a Cultural Week of Action on Race and Democracy.



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**How does Arts and Culture fit  
with other county priorities  
and needs?**

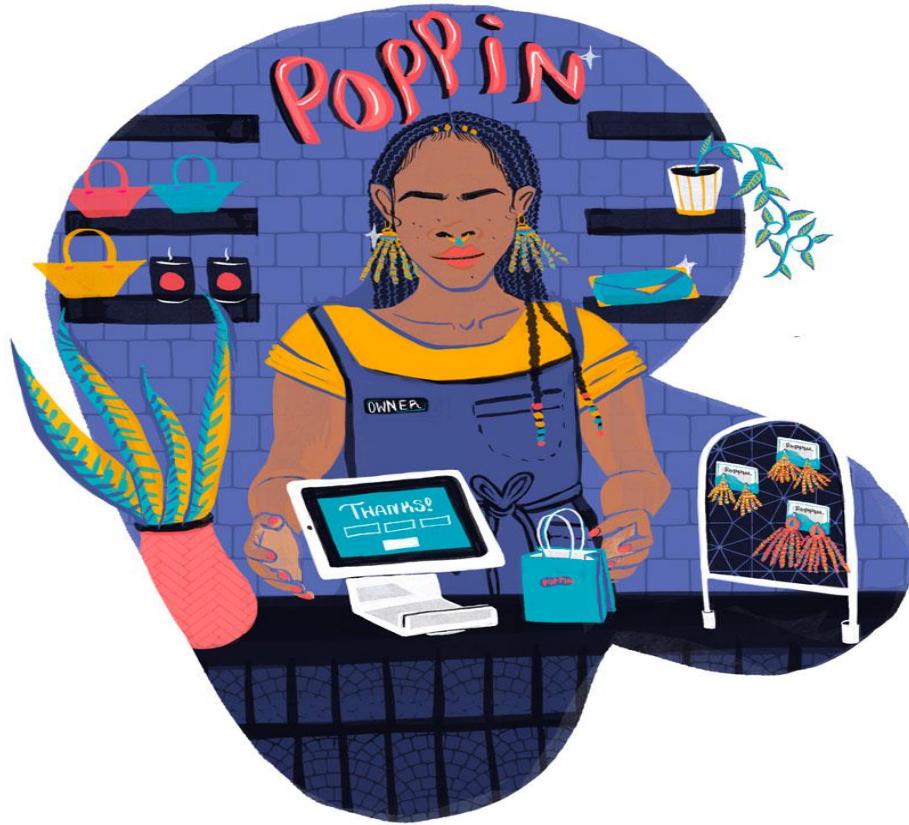
## Economic Inclusion



Artist: Khou Vue, [www.koovoo.me](http://www.koovoo.me)

Ramsey County prioritizes **Intergenerational Prosperity for Racial & Economic Inclusion**. The secret to Ramsey County's growth is the thing that makes its economy unique, it is a place **as rich in cultural vitality as it is rich in economic opportunity**.

- Growing jobs in the arts **grows other jobs**.
- Ramsey County has identified a need to do more to support entrepreneurs and grow small businesses.
- Opportunities for careers in art are in high demand from youth and young adult workers.
- Arts and culture help build the workforce of the future.



Artist: Leeya Jackson, Illustration: [www.leeyamakesnoise.com](http://www.leeyamakesnoise.com),  
Design: [www.noisemakerdesign.com](http://www.noisemakerdesign.com)

## Racial Equity

Ramsey County prioritizes **advancing racial and health equity and shared community power**.

- Recall Ramsey County's 2024 Proclamation of Black History Month.
- The arts can preserve racial and ethnic diversity, lower rates of social distress, and reduce rates of ethnic and racial harassment.
- Women and people of color are underrepresented at influential levels across arts sectors.
- Arts-based community engagement can provide more authentic collaboration between government and communities.

# Public Safety

Ramsey County prioritizes **putting well-being and community at the center of Justice System Transformation and advancing a holistic approach to strengthen individuals and families.**

- More resilient communities are safer communities.
- Youth opportunity and empowerment.
- Presence of arts and culture increase perceptions of community safety.



Artist: Mayumi Park, [www.mayumpark.com](http://www.mayumpark.com)

Instagram: [@mayumpark](https://www.instagram.com/@mayumpark)

# Background and Initial Research and Engagement





pring Special at

## Commissioner Frethem

- Background in this work
  - Undergraduate degree in theatre.
  - Work in community and small professional theatre, on camera industrial and commercial, and mostly unintentional modeling.
  - Personal investment and experience in arts and culture (but no longer actively involved!)
- What motivated this work over the last year?
  - NACo Arts and Culture Commission.
  - Changes in board membership.
  - St. Louis County Film incentives.
- How I tried to do the work
  - Due diligence and research.
  - On-going conversation with community.
  - Being open to a plan that didn't match my initial ideas.



## Process

Research

1:1 meetings and outreach

November 2023 – Community Roundtable

March 2024 draft plan shared with community and staff

Today – proposal and board conversation



## What I heard

Strategy must be equitable and inclusive.

Focus on economic investment and workforce development.

Need for professional development and business supports.

Direct film incentives not necessary – invest in infrastructure and people.

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# Draft Proposal



# Proposed Arts and Cultural Economic Strategy





## Local Arts Governance

Any strategic initiative requires an appropriate governance structure, with community expertise and input, to ensure that it is targeted for the specific needs of the community and connected to existing infrastructure.

**GOAL: Establish an Arts and Culture Advisory Commission to ensure community input and oversight that equitably coordinates investments, identifies needs and opportunities, and provides strategic direction.**



## Marketing and Promotion

As Ramsey County develops its community and economic development identity, we must consider how certain industries view themselves differently from others and ensure that we are promoting the breadth of economic opportunity available in Ramsey County.

**GOAL: Develop marketing infrastructure that promotes Ramsey County's arts and cultural assets and benefits, coordinating with efforts to promote tourism, business development, and related investments.**



## Artist Business Coaching

Ramsey County artists are entrepreneurs and contribute to our economy, however they don't always see themselves as such, and have unique business development needs and outreach that recognizes their engage artists on their terms.

**GOAL: Ensure that efforts to support entrepreneurs include specific outreach and supports for independent artists.**



## Film-Friendly County

The 2023 Minnesota Legislature passed a substantial increase in state-wide tax credits that incentivize filmmaking in Minnesota and established a state film board in 2024. Ramsey County is well-positioned to capitalize on this state investment, without a direct additional incentive, by strategic collaboration and coordination.

**GOAL:** Leverage existing infrastructure to target film production through “film-friendly” resources and promotion, in partnership and collaboration with other organizations.



## Workforce Development

Media production is a growing industry and the skills developed by artists in their craft are valuable in a wide range of industries. Artists can create sustainable, family-supporting careers when they are able to leverage their skills in a community that provides opportunities for economic and artistic fulfillment.

**GOAL: Evaluate and identify workforce gaps and needs. Partner with organizations to develop career pathways, particularly for youth who seek to find careers that support their creative pursuits.**

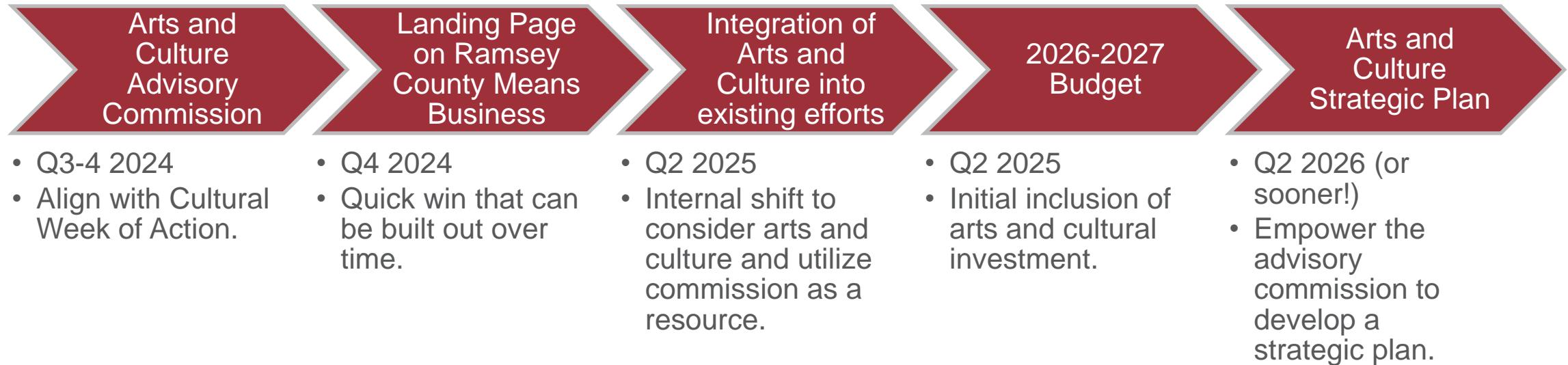


## Business Partnership

Many non-arts and cultural businesses benefit substantially from arts and cultural organizations, directly and indirectly. Providing resources and technical assistance to those businesses can help them be better engaged partners, boosting both their own economic outcomes, and those of local artists.

**GOAL: Develop resources and technical assistance for businesses to help them better market their services towards arts and cultural organizations and find partnership opportunities.**

# Moving Forward: Timeline and Next Steps



## **Discussion and Direction for Staff**

# Equitably Building Ramsey County's Arts and Cultural Economy

Strategy proposal



MAY 2024

ARTS AND CULTURAL  
ECONOMIC STRATEGY  
PROPOSAL  
COMMISSIONER NICOLE  
FRETHEM, DISTRICT 1



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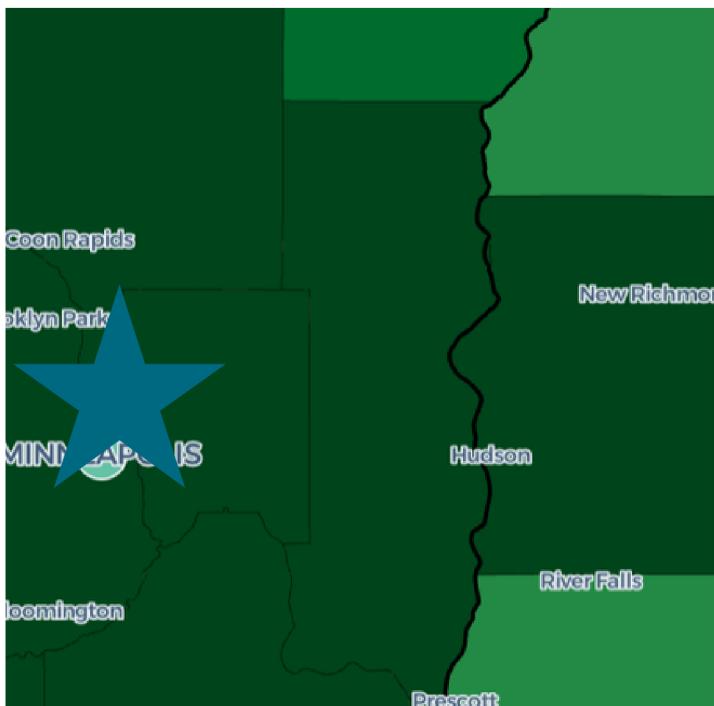
# Ramsey County Arts and Cultural Economy Overview

**Ramsey County has a flourishing arts economy with great depth and diversity.**

Articulating Ramsey County's strategy for promoting and expanding our arts and cultural economy is critical to maintaining and growing this part of our community and ensuring its on-going health and success.

Ramsey County's vision is a vibrant community where all are valued and thrive. Our mission is a county of excellence working with you to enhance our quality of life. Ramsey County currently has an outstanding arts and cultural economy. Ramsey County's robust arts and cultural scene is both an indicator of a vibrant, thriving community and a necessary factor in enhancing our quality of life. **A documented, county-wide strategy will help maintain and grow this important sector.**

In this section, an overview of the current state of arts and cultural assets and investments in Ramsey County will be provided. Then the case for a formal strategy will be articulated. Finally, an initial proposal will outline how Ramsey County could move forward with a robust, integrated, community-driven arts and cultural strategy.



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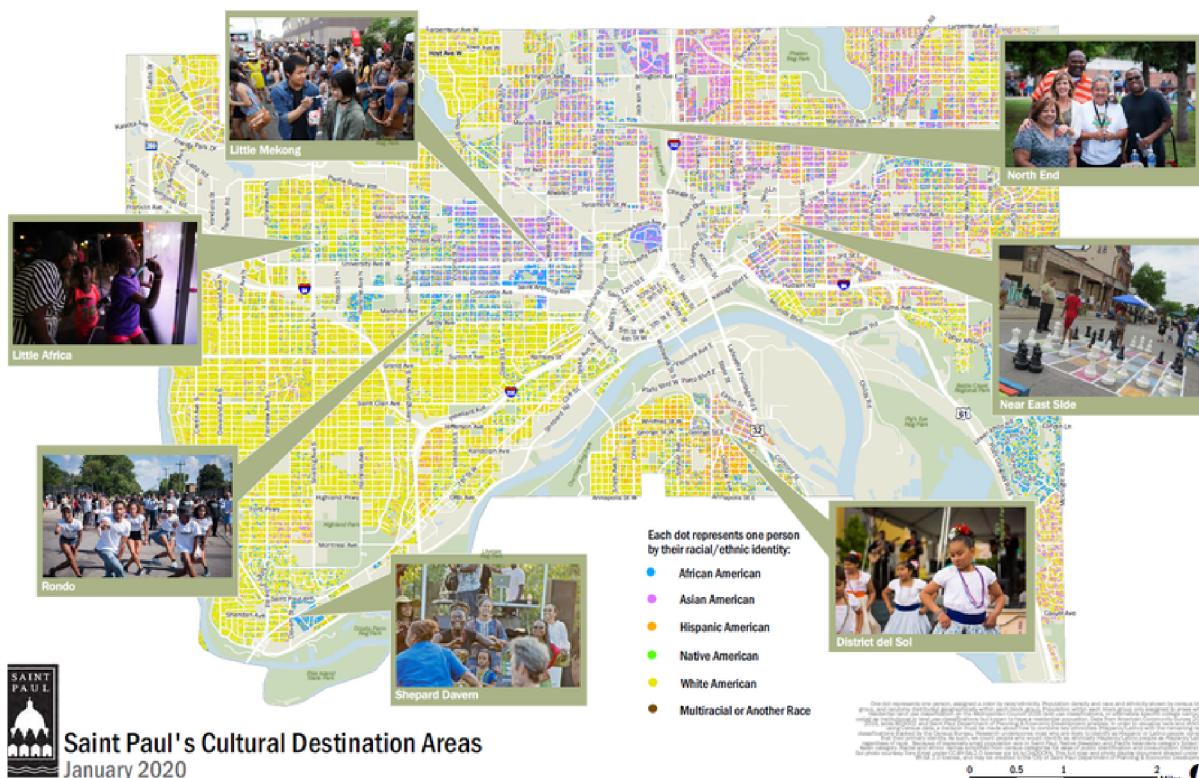
Image and data available from SMU DataArts 2023 Arts Vibrancy Index at [culturaldata.org](https://culturaldata.org)

# Current State of Arts & Culture in Ramsey County

Saint Paul has invested efforts in Cultural Destinations which a county-wide strategy could expand.

## SAINT PAUL - CULTURAL DESTINATIONS

"A cultural destination is a business or commercial corridor infused with the vibrancy of ethnic art, music, food, literature, dance to create a unique experience for the customer. Usually this destination emerges as a result of a partnership with a community development corporation, ethnic creative arts organizations and artists, cultural institutions, foundations and local government. The purpose of these cultural destinations is to help create economic wealth through leveraging the power of cultural assets within business enterprises where the business owner is now also a cultural entrepreneur. A cultural destination in a business space complements and is enhanced by the presence of other cultural institutions nearby, such as ethnic museums, ethnic art galleries and community organizations. Together they create a cultural district." 9



# Current State of Arts & Culture in Ramsey County

Placemaking organizations are shaping the public realm in Ramsey County - with or without us.

"Strengthening the connection between people and the places they share, **placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value.** More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution." (11)

Placemaking is happening in Ramsey County through organizations, municipalities, and in individual Ramsey County Projects.

## CREATIVE ENTERPRISE ZONE (CEZ)

"The CEZ is a place and an organization. Located between downtown Saint Paul and Minneapolis on the Green Line, the Creative Enterprise Zone (CEZ) is a recognized center of creativity and enterprise, a place where people make a living by their creative capacities. Home to hundreds of creative businesses — from artists to architects, entrepreneurs to manufacturers — the Zone has historically been an industrial transportation hub and is now one of the fastest growing residential areas in the state. The CEZ nonprofit organization was formed in 2009 in response to the displacement of creative studios during construction of light rail on University Avenue and the great recession, and grew out of an initiative by the St. Anthony Park Community Council to ensure that the area's creative nature remains intact." (10)

## LOCAL INITIATIVES SUPPORT CORPORATION

"The Local Initiatives Support Corporation, known as LISC, is one of the largest organizations supporting projects to revitalize communities and bring greater economic opportunity to residents. LISC works with residents and partners to forge resilient and inclusive communities of opportunity across America. They focus their role and resources on three priorities for creating and sustaining healthy, vibrant communities where all can prosper: 1) affordable housing and the built environment, 2) economic development and income and wealth building, and 3) neighborhood vibrancy and community health." (12)



KAO LEE THAO COMMUNITY MURAL, SAINT PAUL

# Current State of Arts & Culture in Ramsey County

Placemaking is being adopted by other local municipalities in Ramsey County.



*“Color & Culture” by Shakun Maheshwari at McCarrons Lake*

## ROSEVILLE IN BLOOM - ROSEVILLE, MN

Roseville in Bloom was a free public art event featuring 20 seven-foot-tall rose statues throughout Roseville in the summer of 2020. Local and regional artists transformed each rose into a unique work of art. Most of these roses can continue to be found throughout the community, contributing to the city identity and culture and making art accessible to all community members. (13)

## NORTH SAINT PAUL UTILITY WRAPS

“The primary objective of the utility wrap contest is to foster a sense of connection and pride among youth in North St. Paul by involving them in a community beautification project. The artwork’s theme should celebrate the unique identity and heritage of North St. Paul. The work should aim to inspire creativity and engagement among students while building stronger ties between the City and the local high school.” (14)



# Current State of Arts & Culture in Ramsey County

Ramsey County is investing in Award-Winning Arts and Cultural projects.



## DALE STREET BRIDGE PROJECT

Dale Street was reconstructed between Iglehart and University avenues in Saint Paul in 2020 and 2021. The \$14.7 million project included reconstructing and widening the bridge over Interstate 94. Based upon extensive input from the neighborhood, the new concept improved safety and featured public art reflecting and celebrating the Rondo Community. (15)

The project received an honorable mention for P2021 Project of the year from the American Public Works Association - Minnesota Chapter for its design that reflects and respects the neighborhoods diverse community and the engagement involved in design and aesthetics. (16).

## PARK SIGNAGE AND ARTWORK PROJECT

In 2021, Ramsey County and the Metropolitan Council teamed up with five local artists -- Andrés Guzmán, CRICE, Marlena Myles, Xee Reiter and Witt Siasoco -- to develop five unique designs to welcome all to county and regional parks so signs could be more informative, helpful and welcoming for all visitors. The approach prioritized community engagement, ensuring accessibility for all. (17, 18)

The project was awarded the 2024 National Park and Recreation Association's Innovation in Equity Award, chosen from over 50 projects nationwide.



# Current State of Arts & Culture in Ramsey County

Ramsey County is the home of nation-leading Arts and Cultural institutions.

## PENUMBRA THEATRE, SAINT PAUL

"Founded in 1976 by award winning director Lou Bellamy, Penumbra is a nationally recognized organization housing Minnesota's only Black professional theatre company. Penumbra has earned tremendous accolades, producing nearly 200 plays, over 30 premieres, and has cultivated generations of artists of color. Through our powerful art, we open hearts, rehearse strategies for change, and dispel dehumanizing narratives of people of color." (19)

*Penumbra Theatre Production shot "Flex"*



## THEATER MU, SAINT PAUL



*Theater Mu Production shot, "Blended and (Harmony): The Kim Loo Sisters"*

"Theater Mu was founded in 1992 by Dong-il Lee, Rick Shiomi, Martha B. Johnson, and Diane Espaldon as an arts organization dedicated to bringing Asian American voices to the Twin Cities theater community. This came at a time when Asian American theater did not exist in the area, and the Asian American community was rarely recognized. After forming a taiko drumming ensemble, Mu Daiko, the company rebranded itself as Mu Performing Arts, reflecting its broad artistic base of theater, taiko, and artist development. Over the years, Mu has grown to be one of the largest Asian American theater companies in the United States and is the largest in the Midwest. Through performance and community outreach, Mu provides an unparalleled resource for Asian American artists, introduces Asian American stories and issues to audiences of all backgrounds, and gives Asian Americans of all ages and ethnicities a place to connect and belong." (20)

# Current State of Arts & Culture in Ramsey County

Ramsey County is the home of nationally-known artists across the arts sectors.

## MARIA ISA

Maria Isa Pérez-Hedges is a Boricua (BO-REE-KWA) singer, songwriter, actress, rapper, activist, youth worker, and international recording artist born in Minnesota and raised on St. Paul's West Side barrio. She was raised by the influences of many different rhythms of Afro-Latino-Indigenous culture and channeled it into performing arts and activism at a very early age. (21, 22)

*Mira Isa, <https://www.tptoriginals.org/pandemic-performance-maria-isa/>*



## TA-COUMBA T. AIKEN

Ta-coumba T. Aiken is a Saint Paul Artist who “has helped create over 300 murals and public art sculptures. His work has included themes of local history, and his own style of rhythmic pattern and spirit writing. He serves as an arts administrator, educator and community activist who focuses on public art and collaborative projects.” (23, 24)

*“No Words” by Ta-coumba T. Aiken, Acquisition of Walker Art Center*



# Current State of Arts & Culture in Ramsey County

Ramsey County is the home of nationally-known artists across the arts sectors.

## T. MYCHAEAL RAMBO

T. Mychael Rambo is a Saint Paul, MN based artist, performer and producer. (25) "As a Regional Emmy Award-winning actor, vocalist, arts educator and community organizer, T. Mychael has made an indelible mark in the Twin Cities" on the stage and screen. (26) "Nationally and internationally his stage credits include Carnegie Hall and performances abroad in Africa, Europe and South America. He has appeared in local and national television commercials, feature films, and other television programming. T. Mychael is an accomplished residency artist and an affiliate professor in the College of Liberal Arts, Theatre Arts and Dance at the University of Minnesota. As a recording artist, Rambo has released two popular CD's. (27)



*T. Mychael Rambo, Penumbra Theatre website*



## HIPPO CAMPUS

Hippo Campus is an American indie rock band from Saint Paul, MN (28). Named one of NPR Music's "favorite new artists in 2017, the band has toured nationally and has nearly 2 million Spotify listeners. (29, 30)

*Hippo Campus via Billboard (31)*

# Why to invest in Arts and Culture

We want a **vibrant, thriving** Ramsey County. Arts and Culture is the *means* to achieve this, not the *ends*.

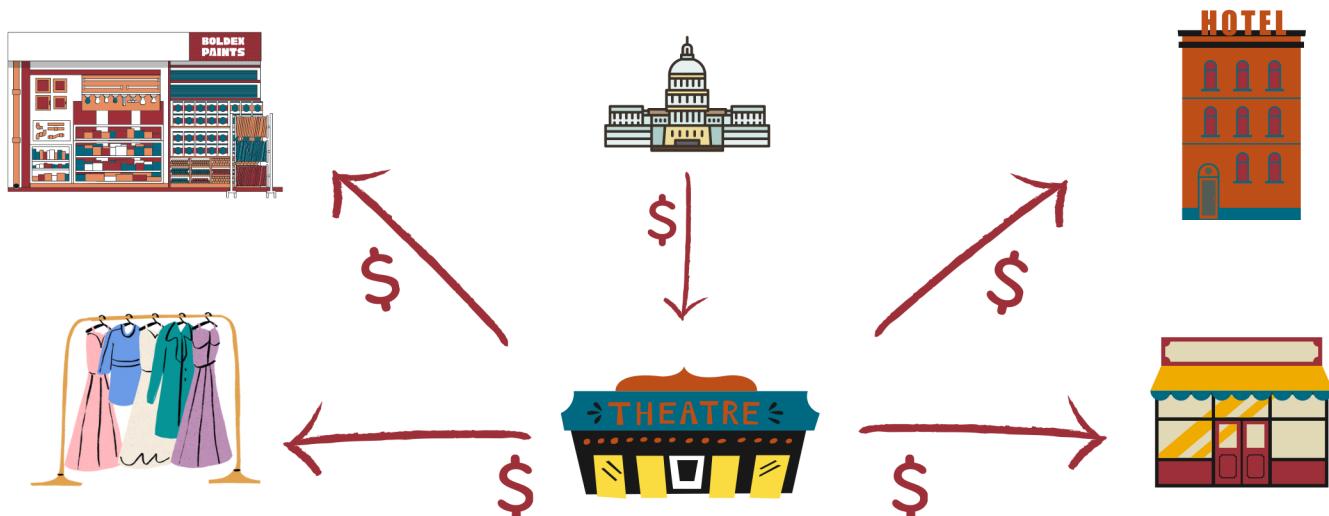
“The arts and culture are sometimes misunderstood as a “luxury good,” an assortment of nonessential products and services that disproportionately wax—and disproportionately wane—as the health of the general economy fluctuates.” <sup>1</sup>

Research supports the premise that “**the arts and culture sector can improve--not merely reflect--the health of the broader economy.**” <sup>1</sup>

Analysis of economic recovery after the last recession demonstrates how communities with strong arts and cultural sectors showed greater resilience and faster economic growth post-recession. This suggests that communities that invest in their arts and cultural economy are building more resilient overall economies in the face of crisis and stronger overall economies in times of growth. Additionally, a relatively small investment can create substantial economic outcomes: “In 2017, the combined \$5 billion in direct arts funding by local, state, and federal governments yielded \$27.5 billion in government revenue.” <sup>2</sup>

## HOW DOES A STRONG ARTS AND CULTURAL SECTOR SUPPORT BROADER ECONOMIC DEVELOPMENT?

- Foster a skilled, creative, innovative workforce and create jobs.
- Attract investment and tax revenues.
- Stimulate spending through tourism and consumer purchases.
- Enhance quality of life, civic engagement and respect for different cultures.<sup>3</sup>



# Strategy cannot wait

Ramsey County needs an articulated strategy to respond to community needs, capitalize on outside investment, and drive progress towards our vision.

## ECONOMIC INCLUSION 2.0

- A key takeaway from the NaCo legislative conference Arts & Culture Commission meeting in Feb. 2024: **Growing arts jobs grows other jobs.**<sup>1</sup>
- On Jan 23, 2024, the Ramsey County Community and Economic Development team presented on Small Business Programming. Ramsey County needs to do more to support entrepreneurs and grow small businesses.
- At a Oct. 17, 2023 workshop, data was shared that 1.8% of Ramsey County jobs are in the arts, entertainment, and recreation and this industry lost the highest percent of jobs from 2019-2022.
- Data from the 2021 Workforce Solutions Youth Survey showed that opportunities for careers in art was one of the fields of highest demand. (Nov. 21, 2023 workshop)

## BUILD A WORKFORCE OF THE FUTURE

- “Creativity, originality and initiative is the number-five skill set predicted to be in demand for 2025.”<sup>4</sup>
- Content production and marketing are two of the top emerging roles in the jobs of tomorrow. Artists, designers, media, and communication professionals are top contenders to transition into these jobs.<sup>4</sup>

## CAPITALIZE ON STATE INVESTMENTS

- The 2023 MN Legislature made substantial investments in Minnesota’s Film Production Tax Credit Program and is likely to establish a state film board in 2024. Minnesota’s reputation as the “Minne-Apple” was built on its collaboration between performing arts and film production in the 1990s.
- Film production can provide substantial outside investment in a community, lifting businesses, tradesfolks, and artists.

## EQUITY AND PUBLIC SAFETY

- Investment in arts and culture supports other Ramsey County priorities such as safety and racial equity.
- “At-risk youth with high levels of arts engagement had more positive outcomes in several areas that correspond to important protective factors for justice system involvement.”<sup>5</sup>
- One report “credit[s] the arts with preserving racial and ethnic diversity, lower rates of social distress, and reduced rates of ethnic and racial harassment in Philadelphia. They also found that the presence of cultural assets in neighborhoods was linked with economic improvements, including declines in poverty and increases in population.”<sup>5</sup>

# Community Input and Engagement

Commissioner Frethem completed preliminary research and community engagement.

## BACKGROUND

Commissioner Frethem has served on the NACo Arts & Culture Commission since 2020. Over the last few years, this commission has shared local initiatives and the impacts of arts and cultural investments on local economies. Commissioner Frethem started with two questions: (1) how can we best promote and support the Ramsey County arts and cultural economy, (2) would a film incentive provide a way to operationalize the county's commitment to the arts and cultural economy? To answer these questions, Commissioner Frethem reviewed research on these issues, scheduled several conversations with arts and cultural leaders across Ramsey County, and hosted a community roundtable event in November 2023.

### Local

- Adia Morris Swanger, Springboard for the Arts
- St. Paul councilmembers Noecker and Jalali
- Muneer Karcher-Ramos, City of Saint Paul
- Jaimee Hendrikson, Visit Saint Paul
- Andrew Peterson, FilmNorth
- Bianca Rhodes and Xavier Vazquez, Saint Paul Neighborhood Network
- Bruce Corrie, Concordia Saint Paul
- Robin Hickman-Winfield, SoulTouch Productions
- Dario Otero and Norman Westberry, YouthLens 360
- Amanda Duerr, St. Paul Chamber of Commerce
- John Yang and Ange Hwang, Asian American Business Resilience Network

### Statewide

- Riki McManus and Shari Marshik, Upper Midwest Film Office
- Melodie Bahan and Jill Johansen, Minnesota Film and TV
- St. Louis County Commissioner Ashley Grimm
- Hannah Alstead, Teamsters Joint Council 32; Casey Lewis, Bill Hendrickson, Mark Bradley, SAG-AFTRA; and Brian Simpson, Kellie Larson, IATSE
- Kathy Mouacheupao, Metro Regional Arts Council

### National

- Joseph Chianese, Entertainment Partners
- Jay Dick, Americans for the Arts
- Marjorie Galas, Association of Film Commissioners International
- Jill Simpson, Oklahoma City Film & Creative Industries Office
- Tony Armer, FilmUSA

# Community Roundtable

Commissioner Frethem gathered interested community members for a robust roundtable conversation.

## ATTENDEES

Through the conversations held, a consensus emerged supporting the idea of gathering those interested in how Ramsey County could support our arts and cultural economy and incentivize film production for a conversation. Springboard for the Arts offered use of their space in Saint Paul and Commissioner Frethem's office invited over 50 attendees across the spectrum of arts and cultural organizations in Ramsey County, higher education programs in film and media production, artist housing cooperatives, chamber of commerce leaders, and practitioners.

On November 15, 2023, the following attendees participated in a community roundtable conversation:

- Bianca Rhodes, Saint Paul Neighborhood Network
- Melodie Bahan, MN Film & TV
- Mark Bradley and Casey Lewis, SAG-AFTRA
- Sarah Fehr, East Side Arts Council
- Ripley Smith, Bethel University
- Amanda Duerr and John Perlich, Saint Paul Chamber of Commerce
- Jeremy Bandow, Metro State
- Mark Seiginous, Northwestern University
- Wes Halula, Northwestern Media
- Brandi Jorgenson, Best Buy Tech Centers
- Julie Kroll, St. Thomas University
- Dario Otero and guest, Youth Lens 360
- Robin Hickman-Winfield, SoulTouch Productions
- Ramy Mohammed, Fashion Designer
- Phil McGraw, Business Owner
- Scott Herold, Javier Soto, Claire Nybeck, Jahai, High School for Recording Arts (faculty and students)
- Adrian Wilson, Director/Producer Bryson Studios
- Charla Marie Bailey and Molly Ryman, MN Women in Film and Television
- Robert Ndondo-Lay, Film NOrth
- Brian Simpson, IATSE
- Wone Vang, Springboard for the Arts

# Community Roundtable

Commissioner Frethem identified key themes and suggestions from the roundtable event.

Commissioner Frethem led the conversation with participants on arts and cultural strategy in Ramsey County and specifically interrogated the community's interest in a film incentive in the county. The presentation is available in Appendix A. The presentation provided several opportunities for participant input via MentiApp questions. The feedback received from these questions is available in Appendix B.

Following the Roundtable, Commissioner Frethem compiled what was shared into several key themes and insights.

1. Diversity and inclusion is a strength of the Ramsey County community and was a priority for everyone at the roundtable conversation. Any incentive program or arts and cultural strategy **must be equitable and inclusive**, first and foremost.
2. The focus of any program should be on **economic investment and workforce development**.
3. There is a significant need to provide **professional development resources** (i.e. information, training, project-based/on-the-job experiences, and/or mentorship/career coaching) to people interested in joining the film, arts, and cultural workforce. These resources must include:
  - a. Career pathways
  - b. Skill Development
  - c. The business of being an artist
4. If Ramsey County sees increased film production, additional workforce development programming is needed, but, there is a long runway to scale this effort so the initial focus should be on:
  - a. Infrastructure capacity and development (i.e. dedicated film production spaces)
  - b. Engaging and investing in the existing arts and cultural workforce
5. **Investing in infrastructure:** workforce expansion, professional development opportunities, marketing, production facilities, will do more to drive outside investment in Ramsey County than direct film incentives, which could work in the short-term but backfire in the long-term.
6. Once established, Ramsey County should consider **opportunities for regional collaboration and development**.

After the Roundtable, participants were asked to complete a follow up survey. There was low participation in the survey but what was received validated the themes and insights identified. The survey and feedback can be found in Appendix C.

# Comparable Arts and Culture Initiatives

Ramsey County should be a leader fostering an inclusive arts and cultural economy.

Ramsey County prides itself as a leader and county of excellence but we are far behind other municipalities when it comes to a comprehensive arts and cultural strategy. While long-standing commitment of the county board to arts initiatives has provided some investment, a comprehensive strategy is a more durable and sustainable approach to ongoing and intentional investment in the arts and cultural economy. Further, such an approach can ensure investment in the arts and cultural economy aligns with the county's priorities in equitable investment and reducing racial disparities. In establishing our strategy, we can make use of other models that are working locally and nationally.

## LOCAL MODELS

One Ramsey County city has their own arts and culture commission:

- [North Saint Paul Arts and Culture Commission](#)

Other Twin Cities metropolitan municipalities have embedded government arts and cultural strategies.

- [Minneapolis Office of Arts and Cultural Affairs](#)
- City of Bloomington
  - [Creative Placemaking and Creative Placemaking Commission \(in Community Development\)](#)
  - [Center for the Arts and Parks, Arts, and Recreation Commission \(in Parks and Recreation\)](#)

Elsewhere in Minnesota, much smaller jurisdictions are doing more than Ramsey County in promoting arts and culture in their communities.

- [Kandiyohi County and City of Willmar Arts](#)
- [Kanabec County Arts and Culture](#)
- [Northfield, MN; Edina, MN; Red Wing, MN; Hastings, MN;](#)

## NATIONAL MODELS

Other municipalities of comparable size have arts and cultural strategies and/or commissions.

- [Montgomery County, OH](#) (population 535,840)
- [Adams County, CO](#) (population 522,140)
- [San Mateo County, CA](#) (population 737,888)
- [Washington D.C.](#) (population 712,816)

Even smaller municipalities have established arts and cultural commissions to promote and enhance local opportunities and collaboration.

- [Grand Junction, CO](#) (population 66,964)
- [Brookhaven, GE](#) (population 55,366)
- [Rochester, NH](#) (population 32,869)

# Ramsey County Arts and Cultural Strategy Proposal

**A Ramsey County Arts and Cultural strategy provides on-going support and attention to this important economic sector.**

Ramsey County cares deeply about its arts and cultural scene, but has not yet dedicated resources to this part of our economy in a strategic or comprehensive manner. Like our initiatives around equity, inclusion, and climate resilience, a piecemeal approach is insufficient because it does not provide the organizational infrastructure necessary for sustainable change and on-going investment.



## GOALS AND STRATEGY

The goal of a county-wide arts and cultural strategy would be to:

- Recognize and invest in arts and culture as a necessary component of a vibrant, thriving community supporting our quality of life.
- Gather better data to evaluate, assess, and understand arts investments and outputs.
- Improve equity, capacity, and outcomes of arts investments across the county.



## TIMELINE AND TASKS

Preliminary community engagement and national research has yielded several potential initiatives that could be part of a countywide strategy to support our arts and cultural economy.

These tasks require different levels of partnership and/or financial commitment and could be implemented over time or in part, based on capacity and funding opportunities to establish the foundation for on-going strategy, attention, and investment in arts and culture.

# Ramsey County Arts Strategy

Laying the foundation for  
investment and growth



# Initiatives Summary

Ramsey County can advance several interconnected initiatives to serve as the foundation of a comprehensive arts and cultural strategy.

## LOCAL ARTS GOVERNANCE

Any strategic initiative requires an appropriate governance structure, with community expertise and input, to ensure that it is targeted for the specific needs of the community and connected to existing infrastructure.

**GOAL:** Establish an Arts and Culture Advisory Commission to ensure community input and oversight that equitably coordinates investments, identifies needs and opportunities, and provides strategic direction.

## MARKETING AND PROMOTION

As Ramsey County develops its community and economic development identity, we must consider how certain industries view themselves differently from others and ensure that we are promoting the breadth of economic opportunity available in Ramsey County.

**GOAL:** Develop marketing infrastructure that promotes Ramsey County's arts and cultural assets and benefits, coordinating with efforts to promote tourism, business development, and related investments.

## ARTIST BUSINESS COACHING

Ramsey County artists are entrepreneurs and contribute to our economy, however they don't always see themselves as such, and have unique business development needs and outreach that recognizes their engage artists on their terms.

**GOAL:** Ensure that efforts to support entrepreneurs include specific outreach and supports for independent artists.

## FILM-FRIENDLY INITIATIVES

The 2023 Minnesota Legislature passed a substantial increase in state-wide tax credits that incentivize filmmaking in Minnesota. Ramsey County is well-positioned to capitalize on this state investment, without a direct additional incentive, by strategic collaboration and coordination.

**GOAL:** Leverage existing infrastructure to target film production through "film-friendly" resources and promotion, in partnership and collaboration with other organizations.

## WORKFORCE DEVELOPMENT

Media production is a growing industry and the skills developed by artists in their craft are valuable in a wide range of industries. Artists can create sustainable, family-supporting careers when they are able to leverage their skills in a community that provides opportunities for economic and artistic fulfillment.

**GOAL:** Evaluate and identify workforce gaps and needs. Partner with organizations to develop career pathways, particularly for youth who seek to find careers that support their creative pursuits.

## BUSINESS RESOURCES AND TA

Many non-arts and cultural businesses benefit substantially from arts and cultural organizations, directly and indirectly. Providing resources and technical assistance to those businesses can help them be better engaged partners, boosting both their own economic outcomes, and those of local artists.

**GOAL:** Develop resources and technical assistance for businesses to help them better market their services towards arts and cultural organizations and find partnership opportunities.

# Local Arts Governance

Ramsey County can establish an advisory arts and culture commission to inform on-going governance and strategy.

## ARTS AND CULTURE ADVISORY COMMISSION

Establishing an arts and culture advisory commission is an essential first step in a comprehensive strategy. Such an action would:

- **Ensure on-going attention and investment in arts and culture.**
- **Engage community from the start in identifying gaps and priorities.**
- **Provide necessary industry knowledge and expertise to county staff.**

## MODEL COMMISSIONS

The Ramsey County Board has authority under Section 2.02(B) of the county charter to establish a commission by ordinance. Other municipalities' commission charters can provide a model for an effective Ramsey County commission charter:

- [City of Dallas](#)
- [San Diego County, CA](#)
- [Arlington County, VA](#)
- [Contra Costa County, CA](#)

A draft ordinance establishing an Arts and Culture Advisory Commission is included in the Resources section of this proposal. The draft ordinance relies on these model ordinances and Ramsey County policies to craft an approach that meets our local needs.

## COMMUNITY INPUT

There wasn't a clear consensus on how an arts/cultural strategy should be managed. Roundtable participants provided feedback on whether a commission/board or a single "commissioner" was an important feature and both were viewed favorably but there was not a decisive preference. One commenter noted that there "needs to be a centralized entity that can handle this work." Others noted the importance of engaging those doing the work and ensuring community remained at the table. Establishing an arts and cultural advisory commission that includes a broad range of practitioners from different arts sectors and that is inclusive cultural diversity across Ramsey County may be the best approach to meet these needs.

# Marketing and Promotion

Ramsey County wastes opportunity and holds back the arts and cultural economy as a “hidden gem.”

## RAMSEY COUNTY MEANS ARTS AND CULTURE

Ramsey County Means Business is an existing platform that Ramsey County can use to highlight our arts and cultural economy. A landing page could:

- Provide a directory of arts and cultural organizations that demonstrate our robust, vibrant community and amplify these organizations.
- Highlight properties suitable for arts production development.
- Connect arts entrepreneurs to resources offered by the County and local arts agencies.

## RESEARCH: IMPACT OF MARKETING ARTS AND CULTURE

Promoting our robust arts and cultural economy can drive high-tech and highly-educated workers to Ramsey County AND the businesses that want to employ them. “Communities with arts and culture organizations are seen as safer by their residents.”<sup>6</sup> By highlighting our arts and cultural organizations on Ramsey County Means Business, we will make Ramsey County more attractive to many business sectors and potential new residents.

## MODEL: ONTARIO FILM INCENTIVE

Incentivizing arts and cultural activities may not be necessary if clear data can be provided demonstrating the economic benefits of investment. In Ontario, municipalities capitalized on province-wide film incentives by identifying potential development spaces and developing data on the impact of lost opportunities. Investing in easily understood and shareable information about Ramsey County’s arts and cultural economy may spur private investment and growth without additional direct public incentive.<sup>7</sup>

## COMMUNITY INPUT

There was consensus around the idea that an information resource about filming in Ramsey County was a good idea, with most considering it important, though it wasn’t considered the highest priority. However, a preliminary resource landing page can be developed relatively quickly through existing RFP on Ramsey County Means Business. Starting with the landing page as a “quick win” will establish the county’s commitment to this effort and serve as another way to recruit additional participants for an on-going advisory committee.

# Artist Business Coaching

Ramsey County needs to support artists who are entrepreneurs with specialized supports.

## ARTISTS ARE ENTREPRENUERS

Artists in the US are 3.6 times more likely than the rest of the US workforce to be self-employed, making them entrepreneurs. Ramsey County's Economic Inclusion Plan cites the importance of developing pathways to entrepreneurship and Black, Latinx, Asian, and Indigenous business ownership. However, roundtable participants noted that many artists do not see themselves as business owners or entrepreneurs. For this reason, **Ramsey County must offer specialized supports and outreach to this community to develop entrepreneurs and professionals in the arts and culture field.**

## RESEARCH: DISPARITIES IN ARTS AND CULTURAL CAREERS

Research shows that women and people of color are underrepresented at influential levels across arts sectors and as practitioners.[\(35, 36\)](#). Ramsey County's 2024 Proclamation of Black History Month acknowledged the harm of historical failures to value, credit, and invest in the artistic contributions of people of African descent. [\(37\)](#) This failure to recognize artistic contributions of non-white and male artists continues to be pervasive. [\(38, 39\)](#)

## MODEL: ARTIST CAREER CONSULTATION

Springboard for the Arts, whose headquarters are located in Ramsey County, offers free or low-cost artist career consultations to artists, artist entrepreneurs, and creative small business owners. Unfortunately, artists living in Ramsey County are not eligible for free consultation beyond one hour of time.

## COMMUNITY INPUT

There was overwhelming consensus from the community about the importance of investing in specific workforce and professional development opportunities for artists and film production workers. Many of the artists at the roundtable noted that their biggest challenge are the business and networking elements of being a working artist, but that general "business development" programs don't appeal to them or meet their needs.

Youth attending the High School for Recording Arts were present and noted that they found the idea of careers in the arts or media production very appealing to them but didn't have the role models and mentors to help them identify viable career pathways and open up opportunities.

# Film-Friendly Ramsey County

Ramsey County can leverage state investments to highlight and grow our film sector and the broader arts and culture economy.

## WHY FILM?

The Screen production sector is increasingly regarded by governments as not only culturally important, but as a powerful driver for economic development. Screen productions generate significant amounts of expenditure in production locations, which is distributed across on-the-ground crew, local production companies, service and rentals companies, and a range of other suppliers such as caterers, restaurants, hotels, and transport providers." Further, "the Screen sector is also a potent driver of activity in other creative industries such as advertising, marketing and public relations, publishing, music, performing arts and digital. Previous analysis . . . shows that Screen productions drive a significant amount of activity in other creative industries." <sup>7</sup>

**In 2023, the Minnesota Legislature expanded the state film tax credit incentive in an effort to bring production back to Minnesota.** Ramsey County is well positioned to capitalize on this state investment through marketing and support for film productions.

## MODEL: FORT WORTH FILM COMMISSION

The Fort Worth Film Commission presented at the March 2024 NACo Arts and Culture Commission. They have many available resources that make them an attractive location for filming, capitalizing on a state film incentive, with:

- [Location Library](#)
- [Production Directory](#)
- [Centralized Permit Information and Staff Contacts](#)

## COMMUNITY INPUT

In addition to marketing, Ramsey County can demonstrate their attractiveness to out-of-town productions by supporting production goals that align with Ramsey County. For example, most production companies have diversity, equity, and inclusion goals and Ramsey County could partner with productions on workforce recruitment, which would also align with Ramsey County's goals of equity and inclusion. Environmental sustainability is also an emerging focus for the production industry and Ramsey County could leverage existing investments in programs like BizRecycling to help productions meet environmental goals. In response to these ideas, the community feedback suggested supporting production DEI goals was an important or top priority, while supporting production sustainability goals was an idea that should be investigated further.

# Workforce Development

Ramsey County can identify pathways to develop family-sustaining careers for artists.

## LONG-TERM OUTLOOK REQUIRES A DEVELOPMENT STRATEGY

Growing and maintaining a strong arts and cultural economy requires supporting those already in the workforce, but also on-going attention to changing workforce needs and identifying partners to help develop the workforce of the future. Strategies include:

- **Research into existing workforce, gaps and opportunities.**
- **Training and internship opportunities for youth interested in arts and cultural careers.**
- **Identified career pathways for entrepreneurs, current arts/cultural employees, and opportunities for alternative pathways where arts and cultural skills can be applied across sectors.**

## COMMUNITY INPUT

Feedback from the community was clear that there must be a sustainable, long-term strategy for workforce development, but other priorities should happen first. Ramsey County should focus first on developing business coaching and mentorship opportunities for the existing workforce. After determining gaps and emerging needs to maintain and grow the Ramsey Count arts and cultural economy, a workforce program can be developed to target our specific needs. “Best practice in workforce development is training that closely links to industry need.” <sup>7</sup> Once established, an arts and cultural advisory commission could lead or direct efforts to gather data about what investments are necessary to fill in workforce gaps and grow our arts and cultural economy.

Most importantly, the community was clear about the importance of any strategy’s commitment to equity and inclusion. “Data show clear disparity in the representation of women and minorities working in the Screen sector.” <sup>7</sup> Economic inclusion within the arts and cultural sector must be a priority for any workforce development program.

## SHORT TERM STRATEGY

Ramsey County Workforce Development can lead on a Creative Arts and Media job and resource fair that provides entrepreneurship breakouts and discussions in partnership with the industry and our local chambers. This initiative falls within the existing scope of the Workforce Development team and will help gather information about workforce needs, address community requests for opportunities to network and build career pathways, and establish a means for on-going business partnership in sectors adjacent to or benefiting from a stronger arts and cultural economy.

# Business Partnership and Resources

Ramsey County businesses need communities where employees want to live and work.

## SETTING THE FOUNDATION FOR PARTNERSHIP AND COLLABORATION

Businesses in all sectors benefit from a strong arts and cultural economy. Building an intentional partnership between the arts and cultural economy and the “traditional” business community can catalyze both economies. The groundwork for on-going partnership can be set by:

- **Including representatives from business** (i.e. chambers of commerce, small business owners, and/or the local tourism agency) on Ramsey County’s Arts and Cultural Advisory Commission.
- Establishing an annual **Creative and Media Arts job fair** to grow connections and career pathways.
- Developing resources and information in partnership with local chambers of commerce and economic development agencies, to **help businesses connect with the arts and cultural economy**.

## MODEL: PARTNERSHIP MOVEMENT/MONTCLAIR CENTER BID

Americans for the Arts developed the pARTnership movement because they believe that “encouraging creative thinking, and leveraging creative expression through arts and business pARTnerships is essential for building healthy businesses and vibrant communities.”<sup>8</sup> This approach identifies 8 key reasons why businesses should partner with arts and culture:

- Cultivate diversity and empathy
- Amplify skills
- Drive innovation
- Show gratitude
- Set your business apart
- Enliven the workplace
- Enrich community life
- Advance civic and social priorities

Each of these reasons were developed and supported by research and evidence. They also feature success stories, such as that in the Montclair Center Business Improvement District. This initiative paired visual artists with developers who owned storefronts in the BID to create murals on vacant storefronts. The mural project brought people back to the area and increased business interest in leasing the vacant properties (with the murals remaining in place).

# Other ideas and considerations

Strategies in this proposal are intended as a place to begin, but there are additional opportunities for growth and expansion

## COMMUNITY INPUT: PHYSICAL INFRASTRUCTURE

One high priority recommendation from the community related to the importance of identifying and/or incentivizing opportunities to build physical infrastructure to support film and media production. Participants in the Roundtable event noted that a significant factor in Ramsey County's success in attracting film production in the 1990s (the last time Minnesota had a robust state film incentive) was the presence of Energy Park Studios, a production facility, located in Ramsey County. "The availability of high-quality physical infrastructure (particularly studios and post production facilities) is a key factor in the attractiveness of a market for Screen production." <sup>7</sup>

While some local governments have invested in state-owned facilities, financial assistance is not required. Instead, Ramsey County could look at taking "an active role in facilitating [private] investors by identifying available land or properties which are suitable for development into facilities or other production spaces" and by developing "the case for development of physical infrastructure to potential investors."

## SPRINGBOARD ART-TRAIN

Art-Train equips local governments with tools to design and support cross-sector, equity-centered, locally-rooted and culture-based collaborations in communities of all sizes. This approach leverages the artists' abilities to make, to engage across sectors and people, and to use critical processes to reconnect, reimagine and rebuild in their own places. This helps government build programming that supports:

- Authentic, community-based solutions to sector challenges: public health, food security, housing, public safety, education, transportation, etc.
- Enhanced community narrative, identity, pride and empowerment.
- Increased social capital and diversified networks that contribute to community recovery and resilience.
- Increased community and economic vitality that supports people and places.

## RESEARCH: ARTISTS' CENTERS

Research into Minnesota's robust arts and cultural community suggests that availability of artists' centers contributes to the growth and development of the arts and cultural economy. One of the primary reasons is how these centers provide opportunities for mentorship and career coaching between established and up-and-coming artists. A key recommendation from this research is to encourage "local governments to use the many tools at their disposal to help create appropriate spaces for artists and embed such centers in their neighborhoods."

# Other ideas and considerations

Rollout and timing of a Ramsey County Arts and Cultural Economic Strategy.

## CULTURAL WEEK OF ACTION ON RACE AND DEMOCRACY

Race Forward and Americans for the Arts has launched a new initiative, the Cultural Week of Action on Race and Democracy. This is an annual event, hosted in partnership with local communities, brings people of all identities and backgrounds together to spark action towards creating a just, multiracial democracy. The inaugural event will be held **Friday, September 27 through Saturday, October 5, 2024, in towns, cities, counties, and states across the country.**

Together with local arts and culture institutions and community-based organizations, these events will spark conversations that touch on history, how it shapes our present, and how everyday people are organizing to build an equitable and racially just future. These events will also inspire action that community members can take together to create a truly, just, multiracial democracy—starting in their own neighborhoods.

This is what the Cultural Week of Action on Race and Democracy is about. It's about bringing people together through arts, culture, and creativity, in order to:

- Learn about our history and how it shapes our present;
- Listen to the people most impacted by injustice in this country about how we advance a vision of a just, multiracial democracy;
- Elevate the work of local arts and culture institutions, particularly in communities of color, that can resonate this vision through truth-telling and creativity;
- Spark collective action to advance racial justice, so that we can make our vision into a reality.



Americans for the Arts mission is to build recognition and support for the extraordinary and dynamic value of the arts and to lead, serve, and advance the diverse networks of organizations and individuals who cultivate the arts in America.



For more than 40 years Race Forward has worked to dismantle structural racism by building collective community power and transforming institutions. Race Forward leads from the premise that Black and brown communities hold the key to solving the racial inequities in our systems that have long harmed the lives and communities of people of color.

# Future Plans & Milestones

## Where do we go from here?

The initiatives in this plan are meant to establish a foundation for an on-going arts and cultural strategy in Ramsey County for the next two years.

- ARTS AND CULTURE ADVISORY COMMISSION**  
Move forward with ordinance to establish and appoint members. **Timeline: Q3-4 2024 (Consider aligning action to Cultural Week of Action on Race and Democracy)**
- ARTS AND CULTURAL LANDING PAGE/PROMOTION**  
Update Ramsey County Means Business with a landing page. Work with the Arts and Culture Advisory Commission and tourism/business partners to develop promotional materials and resources. **Timeline: Q4 2024.**
- CONSIDER ARTS AND CULTURE ECONOMY IN EXISTING PROGRAMS**  
Economic inclusion work has clear connections - how do we support BIPOC entrepreneurs with business coaching and development? Connect siloed efforts across departments (parks and rec, public works, property management, mental health, community engagement) to be more intentional in arts and cultural efforts. **Timeline: Initial review complete Q2 2025.**
- 2026-2027 BUDGET PROPOSAL**  
Consider what resources are necessary to fund the Arts and Cultural Advisory Commission and a strategic planning process and whether there are other “quick wins” that can be funded. **Timeline: Q2 2025.**
- ARTS AND CULTURE STRATEGIC PLAN**  
Empower the arts and culture advisory commission to develop community-led initiatives and goals creating a long-term strategy for Ramsey County arts and cultural investment. This plan should include approaches for marketing a film-friendly Ramsey County, business partnerships, and long-term workforce development plans. **Timeline: Q2 2026.**



Thank you!

# Resource Pages

A selection of research and information  
that informed this strategy proposal

## Arts, Culture, and Economic Development

- Noonan, D.S. & O'Neill, P.H., *The Arts and Culture Sectors Contributions to Economic Recovery and Resiliency in the United States Technical Report: 2001-2017*, (Jan 2021) (1)
- Americans for the Arts, *Arts and Economic Prosperity* 6 (2)
- American Planning Association, *How the arts and culture sector catalyzes economic vitality*, (2011).
- National Assembly of State Arts Agencies, *Creative Economy State Profiles: Minnesota*
- National Governor's Association, *Arts & The Economy: Using Arts and Culture to Stimulate State Economic Development*, (Jan. 1, 2009).
- The Partnership Movement, *Why Partner with the Arts?* (June 2019).
- Dick. J., *8 Ways the Arts Can Boost Your Local Economy*, National League of Cities Blog (June 9, 2017). (6)
- The Policy Circle, *The Creative Economy*. (3)
- Corrie, B., *Cultural Destinations*. (9)
- *Creative Enterprise Zone*. (10)
- Project for Public Spaces, *What is Placemaking?* (11)
- Local Initiatives Support Corporation Twin Cities, *Creative Placemaking*. (May 2018). (12) See also, [LISC.org](http://LISC.org).

## Workforce and Career Coaching

- Markusen, A. and Johnson, A. *Artists' Centers: Evolution and Impact on Career, Neighborhoods and Economies*, McKnight Foundation/U. of M. (2006).
- World Economic Forum, *Future of Jobs Report 2020*, (Oct. 20, 2020). (4)

## Public Safety

- Ross, C., *Exploring the Ways Arts and Culture Intersect with Public Safety: Identifying Current Practice and Opportunities for Further Inquiry*, Urban Institute (Apr. 2016). (5)
- Walker, C. and Nicodemus, A.G., *Arts, Culture, and Community Outcomes: What Four LISC Projects Accomplished*, LISC (2017).

## Film-friendly Ramsey County

- Association of Film Commissioners International, *Best Practices in Screen Sector Development* (Sept. 13, 2019). (7)
- Haynes, M. et. al., *Economic Impacts of the Content Industry in Northern Minnesota*, University of Minnesota Duluth (2023).
- Chianese, J. *Minnesota Becomes Land of 10,000 Opportunities with New Incentive Launch*, Entertainment Partners (Sept. 29, 2023)."

# Resource Pages

A selection of research and information  
that informed this strategy proposal

## Local Arts and Culture Initiatives, Organizations, and Artists

- Visit Roseville, [Roseville In Bloom](#). (13)
- North Saint Paul Arts & Culture, [Utility Wrap Project](#). (14)
- [Dale Street Reconstruction](#) (15)
- [Dale Street bridge honorable mention](#) (16)
- [Ramsey County Park Signage Project](#) (17)
- [Ramsey County Park Signage Artwork](#) (18)
- [Penumbra Theatre](#) (19)
- [Theater Mu](#) (20)
- Maria Isa, [First Ave profile](#) (21); [Artist website](#) (22)
- Ta-coumba T. Aiken, [Minneapolis profile](#) (23); [Artist website](#) (24)
- T. Mychael Rambo, [Linked In](#) (25), [Ten Thousand Things profile](#) (26), [Penumbra profile](#) (27)
- Hippo Campus, [Wikipedia](#) (28), [Star Tribune profile](#) (29), [Band website](#) (30), [Billboard profile](#) (31)

## Race Equity and the Arts and Cultural Economy

- Topaz, C.M., Higdon, J., Epps-Darling, A. et al. [Race- and gender-based under-representation of creative contributors: art, fashion, film, and music](#). Humanit Soc Sci Commun 9, 221 (2022). c (35)
- Crews, C., [Three Leaders Discuss Unique Challenges Faced by BIPOC Arts Organizations in a Time of Crises](#), SMU Data Arts (4/15/20121). (36)
- [Ramsey County Black History Month Proclamation 2024](#) (37)
- [Geena Davis Institute](#) has been at the forefront of influencing equitable portrayals of gender, race/ethnicity, LGBTQIA+, disability, age 50+ and body type for 20 years. One example of relevant research would be [See It, Be It: What Families Are Watching On TV – A Longitudinal Representation Study](#) (2022). (38)
- Helicon Collaborative's "[Not Just Money: Equity Issues in Cultural Philanthropy](#)" report, 2017. (39)
- Nayantara Sen & Terry Keleher, [Creating Cultures and Practices for Racial Equity: A Toolbox for Creating Cultures and Practices for Racial Equity](#), Race Forward

## Business and Art Partnership

- Americans for the Arts, [Learn How to Partner with your Chamber of Commerce](#) (Apr. 22, 2021).
- Americans for the Arts: [the pARTnership movement](#) (8)

# Appendices

Unpublished resources and information referenced in the proposal have been included as appendices

<u>Appendix A: Roundtable Presentation</u>	32
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# Ramsey County Arts Investment

Film Incentive Roundtable Conversation

## Agenda

Context and Introductions

Understanding the existing  
Ramsey County arts landscape

Envisioning the future state

Planning the next steps

# Context and Introductions

Why are we here?

Who are you and why did you invite me here?



# Appendix A: Roundtable Presentation



Your turn!



Who are you?



What brings you here today?



What is the greatest need in the Ramsey County arts community?



How would a film incentive program meet that need?



What is your biggest concern about this idea?



What is your greatest hope about this idea?

Preliminary information gathering

Make Ramsey County a film destination

- Marketing
- SWOT analysis
- Coordination and two-way information sharing

Workforce development

- What is our existing capacity?
- How do we scale for demand?

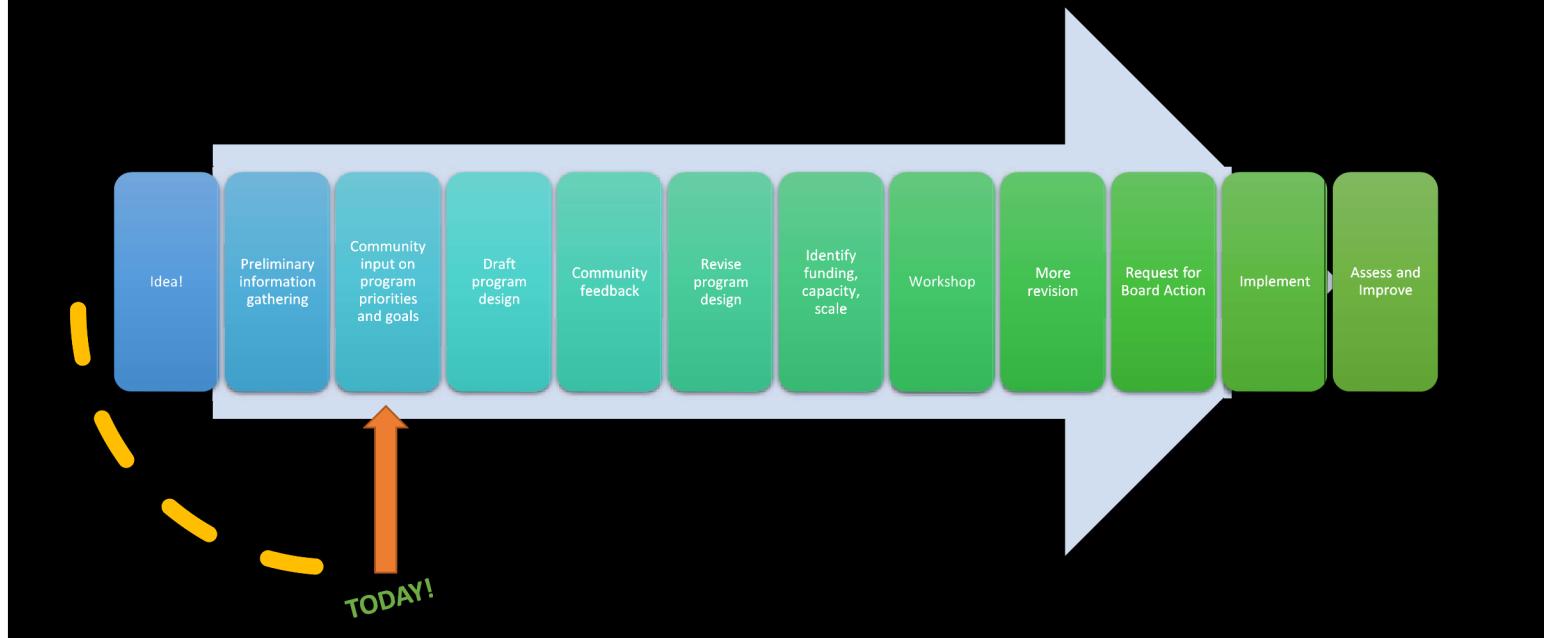
Incentive

- Sufficient to be enticing
- Aligned with our values
- Ease of administration and collection

Governance

- Facilitate partnership and collaboration
- Utilize film knowledge
- Strong data collection and analytics

How do we make this happen and when?



## Preliminary information gathering

Make Ramsey County a film destination

- Marketing
- **SWOT analysis**
- Coordination and two-way information sharing

Workforce development

- **What is our existing capacity?**
- **How do we scale for demand?**

Incentive

- Sufficient to be enticing
- **Aligned with our values**
- Ease of administration and collection

Governance

- **Facilitate partnership and collaboration**
- Utilize film knowledge
- Strong data collection and analytics

# Understanding the existing Ramsey County arts landscape

SWOT analysis & determining existing capacity



Ramsey  
County  
Values

### Vision

- A vibrant community where all are valued and thrive.

### Mission

- A county of excellence working with you to enhance our quality of life.

### Goals

- Strengthen individual, family and community health, safety and well-being  
Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty  
Enhance access to opportunity and mobility for all residents and businesses  
Model fiscal accountability, transparency and strategic investments

## Next steps

Planning and outreach



Next



Expect an email survey



Draft proposal



Further engagement

# Appendix A: Roundtable Presentation

Thank you

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# Appendix B: Roundtable MentiApp Responses

## What are Ramsey County's strengths as a location for film production?



## Appendix B: Roundtable MentiApp Responses

What are Ramsey County's weaknesses as a location for film production?

lack of community knowledge

enough crew      unpredictable mn weather

better wages      promoting assets

hub      marketing

partnerships

winter lol

lack of collaboration

vibrant

vibrant

**culture**

**diversity**

**winter**

**funding**

public infrastructure

barriers and restrictions

tradition

no sound stages      invisibility

not broad awareness

technical labor force

under appreciated

youth

equipment rental vendors

downtown st paul vacancy

# Appendix B: Roundtable MentiApp Responses

What opportunities might a film incentive provide to the Ramsey County arts community?



# Appendix B: Roundtable MentiApp Responses

What threats to success of a film incentive in Ramsey County come to mind?



## Appendix B: Roundtable MentiApp Responses

### What is resonating with you from that last exercise?

How can we get our youth involved passed their enrichment programs or classes? How can we train up the workforce to be ready? How can all these organizations in the room can collaborate?

This initiative is going to need some runway. Developing a local film industry that will shift dollars from other states is going to take intentional design and clear pathways.

Details matter. Make sure that stakeholders are involved in formation to be sure the program has intended benefit.

Business development and training/support for artists

Econ dev and workforce development. Input from technical side of production (lighting, editing, costumes) what is the full ecosystem of "industry"?

MN DEED needs to understand what media occupations are and what the national job trend is. US Dept of Labor media occupations shows 133,000 new medid occupation are added annually.

Ecosystem, connections

Brick and mortar investment, marketable

## Appendix B: Roundtable MentiApp Responses

### Open Ended Feedback, Questions, Concerns

Centralize

How do we engage networks?

Need to build to infrastructure, not just workforce.

It's not show art, it's show business

Crew capability, proficiency, qualifications

How do we develop capable artists and crew that can compete with other markets?

Not just a gig economy - a career

Career pathways

## Appendix B: Roundtable MentiApp Responses

Studios generally have their own DEI plans - how do we connect with our economic inclusion plan?

Collaboration/reciprocity with Hennepin county?

Incentivize infrastructure investment rather than film?

What sort of supporting industries need to be developed to support a film industry that is sustainable (in longevity sense)? Will a strong film industry complement or cannibalize existing industries?

Issue may not be quality but quantity.

Lots of unknowns not being familiar with the industry- how many jobs? Average wages? Do we have the housing, transportation, labor pipeline infrastructure? How long to see & tout benefits?

## Film Incentive Roundtable Discussion Feedback Form

Greetings!

Thank you again for joining us Wednesday for the excellent discussion about ways Ramsey County could move forward to incentivize film production in Ramsey County and support our film and arts workforce.

This is not the end of the conversation - only the start! However, I do want us to move expeditiously to take advantage of the opportunities before us.

1. Name

---

2. Organization/Interest in film

---

3. Email

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4. Would you be interested in joining future conversations and/or getting updates about this effort?

*Mark only one oval.*

Yes

No

Other: \_\_\_\_\_

## Appendix C: Roundtable Follow Up Survey

5. Would you be interested in being included in a contact list of participants from the meeting that is shared with other participants who attended the meeting?

*Mark only one oval.*

Yes

No

Maybe

6. If yes, please include the contact information you'd like included (i.e. phone/email/website/social handles)

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## Appendix C: Roundtable Follow Up Survey

7. How well does this list capture the top considerations in developing a film incentive based on the conversation held Wednesday?

(1) The focus and lens of any program should be on economic investment and workforce development.

(2) Strong need to provide professional development resources [information, training (with a preference for project-based and on-the-job experiences), and/or mentorship/coaching] to people interested in joining the film workforce and artists on (a) career pathways, (b) skill development, and (c) the business of being an artist.

(3) There will be a need for additional workforce development programming, but we have a long runway to scale this effort and need to focus on other infrastructure capacity aspects and engaging the existing workforce.

(4) Diversity and Inclusion is a strength of the Ramsey County community and a priority for everyone at the table. An incentive program must be, first and foremost, inclusive.

(5) It may be more productive for Ramsey County to invest in infrastructure development than to invest in direct payments to film productions.

(6) As we move forward, we'll need to consider regional collaboration and development - i.e. partner with Hennepin County (because we all do better when we all do better) vs. a race to the bottom.

*Mark only one oval.*

1    2    3    4    5

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Does not capture at all

Captures completely

8. What's missing or misconstrued in the above statement?

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## Appendix C: Roundtable Follow Up Survey

9. If you had to prioritize the key takeaways identified above, how would you prioritize them?

Mark only one oval per row.

	Most important	Second most important	Third most important	Fourth most important	Fifth most important	Sixth most important
Focus on economic investment and workforce development.	<input type="radio"/>					
Professional development resources to people interested in joining the workforce and artists.	<input type="radio"/>					
An inclusive incentive program.	<input type="radio"/>					
Infrastructure capacity investment	<input type="radio"/>					
Direct film incentives (i.e. 5% rebate on all Ramsey County spending)	<input type="radio"/>					
Regional collaboration and development.	<input type="radio"/>					

## Appendix C: Roundtable Follow Up Survey

10. Is there a priority missed? If yes, how would you rank it. OR Do you want to clarify your rankings above?

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## Appendix C: Roundtable Follow Up Survey

11. Of the following pathways to explore to operationalize an incentive program, which are most important/priorities?

Mark only one oval per row.

	Top priority	Important, but not top priority	Good idea, but not a priority	Interesting idea, needs development	Concerns about this idea	Low priority
Incentivize development of a film production facility in Ramsey County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create a "film ramsey county" information resource	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in specific workforce/professional development for artists/ film production workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a workforce program to help productions meet their DEI goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a program to help productions meet environmental sustainability goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offer a direct rebate to productions that spend a certain amount of money in Ramsey County	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offer a direct financial incentive to productions that employ Ramsey County residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identify local production resources (locations, businesses, crew/talent) in a resource directory for film productions (i.e. mn film/tv listing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Appendix C: Roundtable Follow Up Survey

Establish a film advisory board  
or commission for on-going  
collaboration/communication

Identify a Ramsey County film  
commissioner (internal staff or  
contract basis) to provide  
services to film productions

12. Any reflections on the previous ideas or do you want to elaborate on any of your responses?

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13. What other ideas should we be considering?

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14. Anything else you would like to add?

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## Appendix D: Roundtable Follow Up Survey Responses

How well does this list capture the top considerations in developing a film incentive based on the conversation held Wednesday?

(1) The focus and lens of any program should be on economic investment and workforce development.

(2) Strong need to provide professional development resources [information, training (with a preference for project-based and on-the-job experiences), and/or mentorship/coaching] to

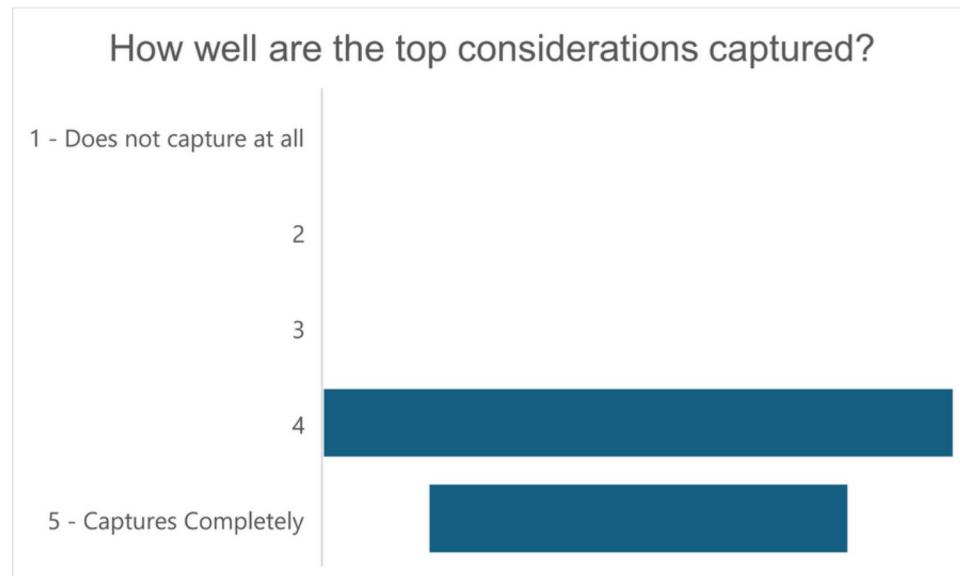
people interested in joining the film workforce and artists on (a) career pathways, (b) skill development, and (c) the business of being an artist.

(3) There will be a need for additional workforce development programming, but we have a long runway to scale this effort and need to focus on other infrastructure capacity aspects and engaging the existing workforce.

(4) Diversity and Inclusion is a strength of the Ramsey County community and a priority for everyone at the table. An incentive program must be, first and foremost, inclusive.

(5) It may be more productive for Ramsey County to invest in infrastructure development than to invest in direct payments to film productions.

(6) As we move forward, we'll need to consider regional collaboration and development - i.e. partner with Hennepin County (because we all do better when we all do better) vs. a race to the bottom.



Other comments/feedback:

Someone captured it nicely at the meeting - we need both physical and human infrastructure development in order to attract top productions.

What's the timeline?

There needs to be a centralized entity that can handle this work. A production house that is connected to all of the organizations that were in the room that day.

Another idea to consider: A mechanism that could facilitate networking among film/production professionals and those that are training up the next generation.

# Appendix D: Roundtable Follow Up Survey Responses

If you had to prioritize the key takeaways identified above, how would you prioritize them? [Focus on economic investment and workforce development.] <b>Most important</b>	If you had to prioritize the key takeaways identified above, how would you prioritize them? [Professional development resources identified above, how to people interested in joining the workforce them? [An inclusive and incentive program.]	If you had to prioritize the key takeaways identified above, how would you prioritize them? [Focus on economic investment and workforce development.]	If you had to prioritize the key takeaways identified above, how would you prioritize them? [Infrastructure capacity investment]	If you had to prioritize the key takeaways identified above, how would you prioritize them? [Direct film incentives (i.e. 5% rebate on all Ramsey County spending)]	If you had to prioritize the key takeaways identified above, how would you prioritize them? [Regional collaboration and development.]	Is there a priority missed? If yes, how would you rank it. OR Do you want to clarify your rankings above?
Second most important	Fifth most important	Third most important	Most important	Sixth most important	Fourth most important	Don't want to dilute the priorities beyond those listed.
Fifth most important	Sixth most important	Most important	Second most important	Fourth most important	Third most important	
Most important	Second most important	Most important	Second most important	Third most important	Third most important	
Most important	Fifth most important	Third most important	Fourth most important	Sixth most important	Second most important	
Most important	Second most important	Fourth most important	Second most important	Most important	Second most important	Buy in and input from industry people who are doing the work

# Appendix D: Roundtable Follow Up Survey Responses

Of the following pathways to explore to operationalize an incentive program, which are most important/priorities? [Incentivize development of a film production facility in Ramsey County]	explore to operationalize an incentive program, which are most important/priorities? [Invest in specific program, which are most workforce/professional important/priorities? [Create a "film development for artists/film ramsey county" information resource]production workers]	Of the following pathways to explore to operationalize an incentive program, which are most important/priorities? [Develop a workforce program to help productions meet their DEI goals]	
Top priority	Good idea, but not a priority	Top priority	Important, but not top priority
Top priority	Interesting idea, needs development	Top priority	Important, but not top priority
Top priority	Good idea, but not a priority	Top priority	Top priority
Important, but not top priority	Important, but not top priority	Top priority	Top priority
Top priority	Important, but not top priority	Good idea, but not a priority	Important, but not top priority
Interesting idea, needs development	Important, but not top priority	Important, but not top priority	Interesting idea, needs development

## Appendix D: Roundtable Follow Up Survey Responses

Of the following pathways to explore to operationalize an incentive program, which are most important/priorities? [Develop a program to help productions meet environmental sustainability goals]	Of the following pathways to explore to operationalize an incentive program, which are most important/priorities? [Offer a direct rebate to productions that spend a certain amount of money in Ramsey County]	Of the following pathways to explore to operationalize an incentive program, which are most important/priorities? [Offer a direct financial incentive to productions that employ Ramsey County residents] Interesting idea, needs development
Good idea, but not a priority	Good idea, but not a priority	needs development
Good idea, but not a priority	Interesting idea, needs development	Important, but not top priority
Top priority	Good idea, but not a priority	Important, but not top priority
Good idea, but not a priority	Important, but not top priority	Top priority
Interesting idea, needs development	Bad idea	Bad idea
Interesting idea, needs development	Important, but not top priority	Important, but not top priority

# Appendix D: Roundtable Follow Up Survey Responses

Of the following pathways to explore to operationalize an incentive program, which are most important/priorities? [Identify local production resources (locations, program, which are most important/priorities? [Identify local advisory board or commission for on-(internal staff or contract basis) to mnfilmvt collaboration/communication] provide services to film productions] Good idea, but not a priority	Of the following pathways to explore program, which are most important/priorities? [Identify local businesses, crew/talent) in a resource important/priorities? [Establish a film directory for film productions (i.e. going]	Of the following pathways to explore program, which are most important/priorities? [Identify local businesses, crew/talent) in a resource important/priorities? [Establish a film directory for film productions (i.e. going]	Any reflections on the previous ideas or do you want to elaborate on any of your responses?
Top priority	Important, but not top priority	Important, but not top priority	
Important, but not top priority	Top priority	Top priority	
Top priority	Good idea, but not a priority	Top priority	Being inclusive to all should be a high priority, what barriers can we break down so that happens?
Interesting idea, needs development	Interesting idea, needs development	Concerns about this idea	
Top priority	Interesting idea, needs development	Interesting idea, needs development	

# Appendix E: Draft Arts and Culture Advisory Commission Ordinance

## Ramsey County Arts and Culture Advisory Commission Ordinance

### Background

The Ramsey County Board of Commissioners is authorized by Section 2.02(B) of the Ramsey County Charter to establish any county board or commission by ordinance. An Arts and Culture Advisory Commission would not discontinue or re-assign any function of the Ramsey County Charter and does not alter the obligation of the county to provide services by state or federal law.

### Purpose

The Ramsey County Board of Commissioners recognizes that our arts and cultural economy and heritage are critical to the success of our community and achieving our vision of a **vibrant** community where all are **valued** and **thrive**. Access to arts and cultural education and opportunities is necessary for all communities to see themselves and their stories as valued and essential to our shared identity. The board recognizes its role of working **with** our residents to support our **quality of life**. Ramsey County cannot develop a comprehensive and effective strategy for arts and cultural promotion, access, and expansion without community expertise, experience, and partnership.

Therefore, the Ramsey County Board of Commissioners seeks to establish the Ramsey County Arts and Culture Advisory Commission.

The Commission shall be charged with:

1. Assisting the County Manager and Board of Commissioners in developing and updating a county-wide arts and cultural strategic plan, which:
  - a. Evaluates and studies key issues and trends impacting arts and culture in Ramsey County and the surrounding region, including, but not limited to: economic impact of arts and cultural activity, workforce participation in arts and cultural organizations, impact and effectiveness of marketing, promotion, and other investments; and,
  - b. Makes recommendations to encourage the development of cultural programs and activities, with special emphasis on the development of organizations and artists underrepresented in the arts and cultural economy.
  - c. Makes recommendations to create opportunities for all residents to have equitable access to the arts and means of cultural expression.
  - d. Makes recommendations for how arts and cultural organizations, events, and activities can be promoted and marketed to external partners.
2. Communicating and engaging with artists, arts and culture organizations, the greater community, and County personnel regarding the local arts and cultural landscape, including challenges and opportunities.
3. Identifying resources for data, technical assistance, and funding opportunities to support Ramsey County's arts and cultural strategic goals.
4. Performing other duties as assigned by the county board or requested by the county manager related to advancing arts or culture in Ramsey County.

# Appendix E: Draft Arts and Culture Advisory Commission Ordinance

## Ramsey County Arts and Culture Advisory Commission Ordinance

### Membership

The Ramsey County Arts and Culture Commission should be comprised of at least 14 members representing the following constituencies:

- Representatives from each Commissioner District
- Arts administrators
- Artist housing providers
- Areas of expertise:
  - Visual Artists
  - Performing Artists
  - Musical Artists
  - Literary Artists
  - Film Production
- Arts Educators (K-12 and higher education)
- Youth artists (ages 16-24 at time of appointment)
- Culturally-specific arts organizations
- Community-specific arts organizations
- Local Arts Agencies
- Labor union representing artists and/or film production
- Tourism promotion organizations
- Chambers of Commerce

### Appointments

The Ramsey County Board of Commissioners shall make initial appointments to the Ramsey County Arts and Cultural Commission within 6 months of its establishment. The initial appointees shall be charged with establishing bylaws and membership guidelines that include term lengths and limits, standing memberships, committee structures, and other policies and practices necessary to fulfill the duties assigned.

Vacancies shall be filled by the Board of Commissioners through its Board and Commission appointment process.

### Enacting Clause

The Ramsey County Board of Commissioners does ordain that there shall be established an Arts and Culture Advisory Commission in Ramsey County.

# Local Arts Agencies (LAAs)

Local Arts Agencies (LAAs) promote, support, and develop the arts at the local level ensuring a vital presence for the arts throughout America's communities.

## HOW DO LAAS IMPACT THE COMMUNITY THROUGH THE ARTS?

- Make grants to your local arts
- Present programming
- Manage cultural facilities
- Provide services to artists and arts organizations
- Participate and often lead community cultural planning
- Advocate & promote arts-friendly policies
- Forge partnerships with elected, business, and other community leaders
- Manage a public art program

## WHY ARE LAAS IMPORTANT TO A COMMUNITIES HEALTH AND VITALITY?

- Build healthy, vibrant and equitable communities
- Enable diverse forms of arts and culture to thrive
- Help ensure broad accessibility and public engagement with the arts culturally, socially, educationally, and economically
- Impact the economic health and growth of a community through vibrant arts programming
- Support and advance arts and culture at the local level and bring communities together
- Connect elected official and business leaders to the power of arts in the community

## RAMSEY COUNTY ARTS AGENCIES

Ramsey County does not have a singular local arts agency with a focus on advocacy and promotion of the connection between the economy and the arts on a county-wide or east metro regional level.

<u>Springboard for the Arts</u>	<u>Metro Regional Arts Council</u>	<u>MN Citizens for the Arts</u>	<u>Neighborhood Arts Organizations</u>
Supports artists statewide with tools, resources, and funding.	Assesses arts needs, develops programs and services to meet those needs, and distributes state funds to arts programs in the 7 county metro	Advocates for statewide investment in the arts, arts education, and arts-friendly tax policies.	Several organizations focus on arts promotion in a smaller part of Ramsey County: <ul style="list-style-type: none"> <li>• <a href="#"><u>White Bear Center for the Arts</u></a></li> <li>• <a href="#"><u>East Side Arts Council</u></a></li> <li>• <a href="#"><u>Creative Enterprise Zone</u></a></li> <li>• <a href="#"><u>Arts Roseville</u></a></li> </ul>

## Appendix G: Arts and Cultural Organizations and Spaces

In process