



The MSP Arts and Culture Master Plan  
Amended and Approved April 2016



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## Executive Summary

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In 2006, the Airport Foundation MSP (Foundation), a non-profit organization operating at the Minneapolis-Saint Paul International Airport (MSP), launched a five year strategic plan including a goal to develop an Arts and Culture Program (Program) at MSP. Charged with the mission to enhance the airport and recognizing the trend among airports to incorporate arts and cultural amenities into facilities, the Foundation is well positioned to undertake this initiative.

Working in partnership with the Metropolitan Airports Commission (MAC), the airport's governing body, the Foundation formed an Arts and Culture Steering Committee (Steering Committee) in 2007 to determine the focus, guidelines, and operational responsibilities for the Program. To that end, the Steering Committee created the MSP Arts and Culture Master Plan – April 2008 and a mission statement.

*The mission of the Arts and Culture Program is to enhance Minneapolis-Saint Paul International Airport's image, enrich the public's experience, and promote a sense of place through arts and culture.*

The Arts and Culture Master Plan was revised in 2009 to update certain Appendices, and is hereby revised in 2016 to address funding and other updates.

The Arts and Culture Program, closely aligned with MAC's Strategic Plan and its vision to provide "your best airport experience," is currently branded as "Arts @ MSP" and has three components,

MSP Arts and Culture Program

Performing Arts, Rotating Exhibits, and Commissioned Artwork. Each of these components has unique features that fulfill overall Program goals as outlined in this Master Plan.<sup>1</sup> Each component promotes MSP's sense of place and creates memorable customer experiences.

The Program is funded through various means. The Foundation assumes responsibility for certain administrative and general operational costs. Funding for infrastructure, space improvements, or equipment is supported through MAC's Capital Improvement Program budget. Other funding sources, including sponsorships, are sought to support Program initiatives. In addition, MAC has created the "MSP Percent for Arts and Culture Program," as described in *Appendix Three*, to contribute funding for the Program.

The Steering Committee has ongoing responsibility for overseeing Program direction and insuring adherence to this Master Plan. The Committee is instrumental in establishing a successful and versatile Program that draws on community resources and is characteristic of our region. Committee members include representatives from the Foundation Board and staff, MAC staff, and the local arts and culture communities, all of whom are essential to developing and maintaining the partnerships on which this Program is dependent.

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<sup>1</sup> See page 10.

## Definitions

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**AE/PA Program:** The Architectural Enhancement/Public Arts Program was developed by MAC and the MSP Arts Council in 1996 and adopted as part of MAC's 2010 plan.

**Airport:** Refers to the Minneapolis-Saint Paul International Airport.

**Airport Foundation MSP:** This non-profit organization at MSP administers some airport programs including the Arts and Culture Program. It is also referred to as the Airport Foundation and Foundation.

**Airport Foundation Board:** This board governs the Airport Foundation.

**Architect:** Refers to the person involved in designing airport structures and/or advising in their design and construction.

**Artisan:** Refers to the person who has experience and is skilled in fabricating and/ or installing artistic or artist designed works.

**Artist:** Refers to the person or persons skilled in the visual, literary, media, or performing arts. Detailed qualifications for artists will be included in all project or program proposals and calls for artists.

**Arts and Culture Master Plan:** The Steering Committee developed this Plan to establish direction and guidelines for the Arts and Culture Program and define associated administrative, organizational, and financial responsibilities

**Arts and Culture Program:** This Program, designed to bring the arts to MSP, has three components: Performing Arts, Rotating Exhibits, and Commissioned Artwork.

**Arts and Culture Steering Committee:** This committee of the Airport Foundation is responsible for the oversight of the Arts and Culture Program. It is also referred to as the Steering Committee.

**Capital Improvement Program (CIP):** This is MAC's listing of current and proposed capital projects.

**Commissioned Artwork:** Refers to integrated and site-specific artworks designed by artists that directly respond to the special conditions of a given location or space. Commissioned Artwork is also an Arts and Culture Program Component.

**Community:** Internal community refers to MSP tenants, employees, passengers, and other users. External community refers to the general public outside MSP.

**Deaccession:** Refers to the removal of artwork from a collection.

**Gallery:** Refers to space at MSP that has been designed or modified to use for displaying artwork or Program exhibit items.

**Metropolitan Airports Commission (MAC):** This board governs MSP and six reliever airports in the Twin Cities metropolitan area.

**Metropolitan Area:** Refers to the geographic area encompassing Minneapolis, Saint Paul, and suburbs.

**Minnesota State Arts Board:** This state agency stimulates and encourages the creation, performance, and appreciation of the arts in the state.

**MSP:** Refers to the Minneapolis-Saint Paul International Airport.

**MSP Percent for Arts and Culture Program:** Refers to the funding program adopted by MAC as set forth in *Appendix Three*.

**Performing Arts:** Refers to dance, theater, music, and other live performances that will be featured in select locations at MSP. Performing Arts is also an Arts and Culture Program Component.

**Post-security:** Refers to the sterile area at MSP that is after security checkpoints.

**Pre-security:** Refers to the non-sterile area at MSP that is prior to security checkpoints.

**Public Art:** Refers to art or design that is created for a public context, place, or site.

**Program:** Refers to the MSP Arts and Culture Program.

**Region:** Refers to the area of influence of MSP.

**Rotating Exhibit:** Refers to temporary artistic or cultural exhibit displayed in select airport location. Rotating Exhibits is also an Arts and Culture Program Component.

**Selection Panel:** Refers to ad hoc panel established by the Steering Committee to review and recommend artists and/or artworks for inclusion in the Arts and Culture Program.

## Introduction

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In 2015, the Minneapolis-St. Paul International Airport (MSP) served more than 36 million passengers with 404,762 operations, and ranked 16th in North America in passenger traffic in 2014.

MSP is a vital part of the Minnesota state economy, generating more than \$10.1 billion annually for the Twin Cities economy and supporting more than 76,000 jobs.<sup>2</sup> The airport has grown significantly in the last 40 years, expanding to meet the increasing transportation needs of our region. In 1970, MSP served 10 million passengers, 2.6 times more people than the 3.8 million who composed Minnesota's population for the same year. In 2014, that ratio changed to 6.4 as MSP served 35 million passengers compared to the state's estimated population of 5.5 million in 2014.<sup>3</sup> The difference between those two ratios demonstrates how the demand for air transportation has increased disproportionately to population growth. More and more people are choosing to fly, and consequently, are spending additional time at the airport.

Opportunities for MSP to connect with and market programs and services to passengers and the general public have likewise increased. As MSP capitalizes on these opportunities, the Airport Foundation MSP (Foundation) and the Metropolitan Airports Commission (MAC) are committed to creating an airport environment that conveys the

region's unique identity while enriching the experiences of the traveling public. The Foundation and MAC will fulfill these commitments, in part, through the Arts and Culture Program.

Many U.S. airports have launched formal art programs within the last fifteen years; others have had art programs for several decades. These programs have become integral parts of each airport's branding and identity. Passengers are accustomed to seeing and experiencing public art at major airports. To maintain its competitive edge with other airports and to satisfy passenger expectations, there is good reason for MSP to sustain and grow its Arts and Culture Program. Beyond the intrinsic value gained through participation in the arts, showcasing the region's diverse artistic community, natural environment, and cultural heritage will benefit all involved. The arts will transform airport spaces, enrich the passenger experience, and create a unique sense of place at MSP.

Working in partnership, the Foundation and MAC develop and operate MSP's Arts and Culture Program. The Program is multi-faceted, dynamic, and supportive of the internal and external communities. To insure its success, this MSP Arts and Culture Master Plan has been written and updated to provide the framework for Program operations and future initiatives. The Master Plan includes goals, outlines governing responsibilities, and provides detailed information about the Program's three components, Performing Arts, Rotating Exhibits, and Commissioned Artwork.

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<sup>2</sup> From MAC's 2014 Annual Report to the Legislature.

<sup>3</sup> State population numbers are from the Minnesota Department of Administration.

## History

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### Airport Foundation MSP

The Airport Foundation MSP is the only nonprofit organization in the world operating in partnership with a government owned airport to provide services. The Foundation was incorporated in 1982 as a 501(c)(3) nonprofit organization by members of the Metropolitan Airports Commission (MAC), and the local aviation, tourism, and corporate communities. The Foundation is funded by a combination of internal concessions revenues, public donations, sponsorships, and annual fundraising efforts.

The mission of the organization has evolved over time but continues to remain focused on improving the airport for those who utilize its services:

*The Airport Foundation MSP dedicates itself to enhancing the experience and exceeding the expectations of travelers at MSP International Airport, as well as supporting the airport and broader aviation community.*

This mission is achieved by funding beautification projects and supporting aviation related causes and customer service initiatives at MSP. Since its inception, the Foundation has contributed millions of dollars towards these efforts.

The Foundation is governed by a Board of Directors (Board) representing a cross section of industry leaders. The Board is committed to expanding organizational initiatives to better serve the

MSP Arts and Culture Program

airport community. The Arts and Culture Program falls within the mission of the Foundation.

### Metropolitan Airports Commission

The Minneapolis-Saint Paul Metropolitan Airports Commission was created by an act of the Minnesota State Legislature in 1943 as a public corporation of the State. This was done for the following reasons: 1) to promote international, national, and local air navigation and transportation in and through the State of Minnesota; 2) to promote the efficient, safe, and economic handling of air commerce; and 3) to assure residents of the metropolitan area minimum environmental impact from air navigation and transportation. The area over which the Commission exercises its jurisdiction is the Minneapolis-Saint Paul metropolitan area extending 35 miles out in all directions from the Minneapolis and St. Paul city halls including portions of Anoka, Carver, Dakota, Hennepin, Ramsey, Scott, and Washington Counties. The Commission owns and operates seven airports within the metropolitan area; the Minneapolis-Saint Paul International Airport, which serves the scheduled air carriers, and six Reliever Airports, serving business and general aviation.

Fourteen Commissioners and a Chair govern the Airports Commission. The Governor of the State of Minnesota appoints thirteen Commissioners including the Commission Chair. Of these thirteen, eight are from designated districts within the metropolitan area and four are from greater Minnesota. The Mayor of Saint Paul and the

*Creating memorable customer experiences*

Mayor of Minneapolis also have seats on the Commission with the option to appoint a surrogate to serve in their place.

MAC Vision

*Providing your best airport experience*

MAC Mission

*Connecting you to your world.*

### Program Development

In 1996, the Airport Development Department of MAC proposed the implementation of an Architectural Enhancement/Public Arts (AE/PA) program in conjunction with the 2010 project. The proposal carried forth recommendations made in 1996 by the State Task Force of the Minnesota Delegation to the White House Conference on Travel and Tourism and asked that 1% of qualifying building construction budgets at MSP be allocated for funding and installation of fine art. The proposal was adopted by MAC in 1998.

As a part of the AE/PA program, the MSP Arts Council was formed by MAC in 1996 to review and select artists for commissioned artworks. The Council helped initiate several projects at MSP including the “Welcome” sign at the Federal Inspection Services facility and three floor mosaics, *A Boreal Triad*, in the central area of Terminal 1 – Lindbergh. Funding for these projects was provided by the Airport Foundation MSP and the Minnesota Office of Tourism.

MSP Arts and Culture Program

Since then several other artworks have been integrated into new building projects. They include the floor mosaics, *Nightlights*, on level 2 of Terminal 2 – Humphrey and four new floor mosaics at Terminal 1 – Lindbergh; *Memory Piece* is located in the Concourse A Rotunda, *You Are Here* in the north terminal rotunda, *Big Woods Summer* in the Concourse C Rotunda, and *Dragonfly* on the Light Rail Transit (LRT) platform. All mosaics were created by Andrea Myklebust and Stanton G. Sears. Banners and photos depicting the region’s natural history, cultural heritage, and economic development were also incorporated into the design of the LRT station at Terminal 1 – Lindbergh.

In 2006, the Airport Foundation MSP launched a five year strategic plan that included the development of the Arts and Culture Program. The MSP Arts Council, which had become inactive, was dissolved and in 2007 a new Arts and Culture Steering Committee was created. Working in partnership with MAC, the Foundation seeks to develop a Program that builds on the achievements of the MSP Arts Council and artworks that are already a part of the MSP campus.

While incorporating aspects from the AE/PA program, the new Arts and Culture Program is more comprehensive. The Program includes visual art, performing arts, and exhibits that showcase and explore the region’s cultural and natural heritage. Like the AE/PA program, it seeks “to enrich the experience of traveling through the airport while promoting Minnesota’s diverse culture, environment and history.”<sup>4</sup>

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<sup>4</sup> From MAC Public Design Standards, p. 2, adopted as part of AE/PA program in 1996.

*Creating memorable customer experiences*

Unlike arts programs at most other airports, MSP's Arts and Culture Program is not a part of a broader city-wide public art program nor completely controlled by the airport's governing body. The Program is, however, closely aligned with MAC's Strategic Plan and its vision to provide "your best airport experience." The MAC Design and Construction Standards provides a framework for the partnership between the Arts and Culture Master Plan and MAC. The two documents support MAC's Strategic Plan<sup>5</sup> as both demonstrate ways to provide and maintain an airport facility and services that meet the needs of our community, promote the use of airport facilities and services in ways that drive regional economic development, and ensure that the facilities are easily accessible and convenient for all.

The Program is intended to complement MAC's Strategic Plan by strengthening internal effectiveness and alliances with regional businesses, public agencies, and governmental units. This strategy is achieved through a thoughtful enhancement of customer service and experience through the arts. As a collaborative effort between the airport and the community, the Program will create and sustain a strong and lasting arts presence at MSP.

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<sup>5</sup> See the Metropolitan Airports Commission STRATEGIC PLAN 2015-2017, p.3.

## Section One: Arts and Culture Program Guidelines

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### I. Program Focus

#### A. Mission:

The mission of the Arts and Culture Program is to enhance Minneapolis-Saint Paul International Airport's image, enrich the public's experience, and promote a sense of place through arts and culture.

#### B. Organizing Concept: Transforming Space to Place

The arts or cultural activities chosen for a particular space will define it, creating a landmark and sense of place.

#### C. Goals:

In keeping with the mission and organizing concept, the Arts and Culture Program will provide:

- A welcoming atmosphere at MSP;
- Thought provoking and memorable experiences for customers;

- Incentives for passengers to use MSP;
- Landmarks that help people navigate and orient themselves in the airport;
- Meaningful ways for people to experience our culture, environment, and history;
- Activities that promote participation in and raise awareness of the arts in the community;
- A means to educate people about the region and encourage further exploration;
- A venue with international exposure for regional artists;
- Support to artists and arts organizations;
- Opportunities to partner with local arts, cultural, and community organizations;
- Options for airline, airport tenant, and employee participation; and
- A sense of community pride.

## II. Structure and Responsibilities

### A. Overview

The Foundation administers the Arts and Culture Program (Program) in partnership with MAC. All necessary spaces for the program are mutually agreed upon and provided by MAC at no charge to the Foundation. Current approved exhibition, commissioned artwork, and performance locations at MSP are set forth in the MAC Design and Construction Standards.<sup>6</sup>

The Foundation is solely responsible for managing day to day Program operations. MAC staff is engaged in the development and approval of all three Program components, Performing Arts, Rotating Exhibits, and Commissioned Artwork. MAC staff is also involved in decisions regarding gift acceptance and acquisitions.

The Arts and Culture Steering Committee (Steering Committee), as established by the Foundation, shares responsibility with Foundation staff for defining and documenting the scope of the Program in the MSP Arts and Culture Master Plan. Special selection panels or committees may advise the Steering Committee and Foundation staff on

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<sup>6</sup> Many potential locations at Terminal 1 – Lindbergh were identified in the design standards and guidelines established by the Airport Development Department of MAC in 1996 as a part of the AE/PA Program. Additional spaces have since been identified. Locations are subject to change.

artwork, performance, exhibition, and artist selection. All committees and panels are responsible for insuring adherence to the goals and guidelines described in this Master Plan.

All MAC Capital Improvement Program (CIP) projects with artist involvement will be a part of the Arts and Culture Program, except for projects undertaken for MAC and tenant business or operational purposes. MAC staff will be instrumental in coordinating building projects that incorporate commissioned artwork or other acquisitions.

### B. The Arts and Culture Steering Committee

The Steering Committee shall direct development of the Program in accordance with the Master Plan and will keep the Foundation Board and MAC apprised of its progress. The Steering Committee shall present an annual report of its activities to the MAC Commission.

The Steering Committee shall be involved in and make recommendations for fundraising and determining the annual Arts and Culture Program operating budget. The Steering Committee shall annually present proposed expenditures under the MSP Percent for Arts and Culture Program to the MAC Commission for review and approval.

The Committee shall also offer professional expertise to the artist, artwork, exhibition, and performance selection processes.

#### Committee Membership

A maximum of fifteen people will serve on the Steering Committee. Membership will be determined as follows:

1. Up to three Foundation Board Members as appointed by the Foundation Executive Committee.
2. Up to three Foundation staff appointed by the Foundation Executive Director.
3. Up to three MAC staff appointed by the MAC Executive Director/CEO.
4. One MAC Commissioner appointed by the Commission Chair.
5. Up to five arts and culture or community professionals, who are not members of the Foundation Board, selected through an application process and approved by the Steering Committee and the Commission Chair.

#### Member Responsibilities

- Adhere to the Steering Committee rules of procedure as established by the Foundation Board and approved by MAC staff.
- Serve as communication links to the communities and organizations they represent.
- Assist with public relations initiatives.

- Assist with fundraising and annual budgeting.
- Review art initiatives identified in MAC Capital Improvement Program (CIP).
- Provide approval of projects, performances, and exhibitions, in accordance with applicable guidelines.
- Choose members for selection panels or directly serve on panels.
- Ensure adherence to the Master Plan.
- Revise Master Plan to address airport or operational changes. Significant revisions to the mission, organizing concept, goals, operational responsibilities, funding or budget mechanisms, or exhibit, performance, or collection priorities must be approved by the Foundation Board and MAC Commission.

#### Terms of membership

1. Terms for Foundation Board members are concurrent with current membership on the Board.
2. Terms for Foundation staff positions are determined by Foundation Executive Director.
3. Terms for MAC staff positions will be determined by MAC Executive Director/CEO.
4. Terms for arts and culture professionals shall be 3 years. No more than two terms may be served consecutively. Terms will be staggered.

### Governance

The Steering Committee is a committee of the Foundation. Chaired by a Foundation Board member or members, the Committee will report to the Foundation.

Decisions will be made by a majority of Committee members present at meetings as long as a quorum<sup>7</sup> is established. No member has the authority to act alone. No action will be taken by the Committee on items that involve airport space, commissioned artwork, Capital Improvement Program projects, expenditures under the MSP Percent for Arts and Culture Program, and/or changes to MSP's infrastructure without review and approval by MAC staff.

### Meetings

The Steering Committee will meet on a regular basis as determined by the Committee Chair or Co-Chairs.

### Conflict of Interest

Steering Committee members must declare real or perceived conflicts of interest and if they would benefit monetarily as a result of their membership on the Committee and participation in the Program. Committee members must abstain from discussion and voting on projects where such conflicts exist. If conflicts are ongoing, Committee members will be removed from the Committee by the Foundation Executive Director.

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<sup>7</sup> As determined by the Steering Committee rules of procedure.

Proposals from artists actively serving on the Committee are not eligible and will not be considered for any projects that are a part of the Program. Artists may not participate in any program performance or display any of their artwork in any exhibit at MSP during their tenure.

### **C. Selection Panels**

The Steering Committee may create Selection Panels to help select artwork, exhibits, or performances for the Arts and Culture Program. Criteria for panel membership will be based on the needs and scope of the project involved and will be published in advance of selection. The Steering Committee will select panel members based on individual qualifications. All Selection Panels will include representation from the artist community.

The primary purpose of panels will be to evaluate artist or exhibit proposals and make recommendations to the Steering Committee for final selection; however, the Steering Committee may delegate final selection authority to a panel for performing arts or rotating exhibits. Specific panel responsibilities will vary depending on the Program Component. Panels will be temporary, formed only for the duration of a specific project or selection process. Upon recommendation of an artist, performer, or exhibit, panels will be dissolved.

#### **D. Operational Responsibilities**

##### Foundation staff

The Foundation will create and retain Arts and Culture staff positions as necessary to insure successful administration and implementation of the Arts and Culture Program. Staff responsibilities will be clearly defined in individual job descriptions. Major responsibilities include:

- Management of the Foundation’s Arts and Culture budget;
- Coordination of all projects, exhibits, and performances;
- Communication with artists, artisans, contractors, consultants, committees, panels, community members, and other project staff;
- Installation and ongoing maintenance of Program equipment and exhibits;
- Oversight of all policies, procedures, and contracts; and
- Maintenance of collection lists (registration) and conservation schedules.

##### MAC staff

MAC staff will be involved in all aspects of the Arts and Culture Program at the committee level. Some MAC staff will be essential in helping to coordinate projects that involve MAC’s Capital Improvement Program (CIP) and in preparing airport facilities for use in the Program. These responsibilities will be assigned to current staff; no additional MAC staff positions will be created to support the Program.

Their primary responsibilities will be to:

1. Write CIP proposals;
2. Insure adherence to CIP project plans;
3. Monitor the use of approved CIP funds;
4. Assist in designing spaces and coordinating installation of building materials (lighting, exhibits walls, etc.) for the Program;
5. Help maintain and conserve commissioned artwork that is a part of building structures; and
6. Liaison with MAC Departments and Commission Members on all committee related issues.

##### Consultants

Consultants may need to be hired by the Foundation to provide additional support for the Program. The types of services that consultants may provide include curatorial, technical, graphic design, and installation support.

#### **E. Funding and Budget**

A consistent, long-term approach to funding an art program is key to its success. Continuity of sustainable funding and staff has produced successful, respected programs in other U.S. airports. Philadelphia, Seattle, Phoenix, and San Francisco are a few of the international airports that have successfully operated arts programs for more than ten years. These and many other airports support portions of their programs

through percent for arts programs, maintain annual arts operating budgets, and have designated art staff.

The Foundation will continue to support the Arts and Culture Program with revenue generated through the Foundation's existing sources. The Foundation will also seek outside sources of funding such as private and corporate donations, sponsorships and grants. In addition, MAC has created the "MSP Percent for Arts and Culture Program," as described in *Appendix Three*, to contribute funding for the Program. .

The Foundation Executive Director and Board of Directors are responsible for establishing and approving an annual Arts and Culture operating budget.

As described in more detail in *Appendix Three: MSP Percent for Arts and Culture Program*, the Steering Committee, working with MAC staff, shall present proposed expenditures under the MSP Percent for Arts and Culture Program to the Foundation Board and MAC annually for review and approval.

In addition, the Steering Committee, working with Airport Development, may provide Capital Improvement Program (CIP) proposals for infrastructure, space improvements, or equipment for art on an annual basis, including narratives, cost, and project justifications that would implement the long-term goals of this Master Plan. The CIP proposals will be reviewed

as part of the standard CIP submittal process, and be ranked accordingly through the process.

#### **F. Contracts, Insurance, and Security**

The Foundation or MAC will issue and maintain contracts between all parties involved with the Program. Contracts for each of the three Program Components and gifts or acquisitions will vary in type and content. Contracts will include language detailing ownership, copyright law, and liability and other insurance coverage.

#### **G. Display Spaces, Conservation, and Maintenance**

Exhibition spaces (walls, galleries, cases) and materials need to be designed and fabricated to ensure durability, functionality, low maintenance, and vandal resistance appropriate to a highly trafficked public space. All display systems or structures will be built to suit identified spaces and will be appropriate for the type of artwork or items exhibited. When necessary, systems and structures will be easily modified and/or be movable. The Foundation will seek assistance from MAC staff when exhibition spaces, materials, and/or systems need to be designed, updated, or installed.

The Foundation assumes responsibility for maintaining all rotating exhibits, program equipment, and items in its collection. This includes managing exhibition display systems, displaying and removing exhibit items, cleaning some artwork,

and moving sound enhancing and stage equipment. The Foundation is also responsible for overseeing the conservation of all artwork that has been commissioned or acquired as a part of the Program. MAC assumes responsibility for the regular maintenance of some artwork incorporated into building design (floor mosaics). General cleaning and maintenance of Program operations space will be provided by MAC.

Conservation of commissioned artwork will be addressed in the planning process. The Steering Committee and selection panels are responsible for reviewing proposals with MAC operations staff during concept development to ensure

conservation, maintenance, and cleaning are manageable. The same consideration regarding conservation and maintenance will be applied to gift acceptance and acquisitions.

If commissioned artwork or acquisitions are too large or inaccessible for the Foundation or MAC to maintain, special arrangements will be made. Artists, artisans, or contractors may provide the requisite support for basic care and conservation. These conservation and maintenance issues will be addressed and documented on a case by case basis.

## Section Two: Arts and Culture Program Components

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### I. Performing Arts

#### A. Overview

Minnesota and the surrounding region are home to many exceptional performing artists and arts organizations. The Performing Arts Component of the Arts and Culture Program provides ongoing opportunities for these artists and arts organizations to showcase their unique talents at MSP. Performances will help satisfy many Program goals, especially in their ability to provide:

- A welcoming atmosphere at MSP;
- Thought provoking and memorable experiences for airport users;
- Incentives for passengers to use MSP;
- Activities that promote participation in and raise awareness of the arts in the community;
- A venue with international exposure for regional artists; and
- Support to artists and arts organizations.

Performances will not interfere with the airport's primary function of getting people to their destinations safely and efficiently. Dance, theater, storytelling, and other performing arts that require captive stationary audiences are best suited for areas that can be sectioned off from passenger traffic or do not impede passenger flow. These types of performances may be

most appropriate for and integral to special airport events or stages.

Music is more easily adapted to transitory audiences and can be performed in many locations without interfering with regular airport activities. Potentially, live music performances at MSP may be heard by millions of people annually. Passengers moving through the airport as well as those who stop to listen may benefit from and enjoy the experiences equally.

For several years, musicians and community choral groups have performed seasonally at various locations in Terminal 1 – Lindbergh and Terminal 2 – Humphrey. These performances have been well received by the public and have provided the impetus for expansion. Live music performances will be scheduled year-round in airport locations, especially during peak travel times. The depth and variety of music offered will highlight regional talent and become more extensive as the number of artists participating increases. Successful expansion is contingent on providing quality performance spaces, attracting professional caliber musicians, securing appropriate funding and equipment, and dedicating staff to Program coordination.

## **B. Performing Arts Locations**

Performances at MSP will be scheduled for specific locations in either pre-security or post-security areas of the airport. In some cases, artists will stroll through the airport while performing or move to several different locations for brief performances. All performance locations in both Terminal 1 – Lindbergh and Terminal 2 – Humphrey will be approved by MAC staff.

Several international airports with year-round music programs have one or more performance stages in their passenger terminals. Stages are located in both pre-security and post-security areas. Some are in or near restaurants, some near concourse entrances, while others are in arrival areas. The locations depend on funding, sponsorships, art program goals, and targeted audiences.

Currently, MSP does not have any permanent public performance spaces or stages. Adding them would significantly broaden the range and reach of the performing arts offered through the Arts and Culture Program. These areas could also have dual purposes and be used for civic and other appropriate community displays.

Well placed and designed performance spaces or stages could serve as landmarks that would help people navigate and orient themselves in the airport. The Steering Committee will

research the benefits and feasibility of building stages at MSP. All recommendations and decisions regarding performance locations, design, funding, and sponsorship will adhere to guidelines established in this Master Plan.

## **C. Selection Processes and Partnerships**

All artists and organizations performing at MSP will be from or have strong connections to the region. This is in keeping with Program goals to provide activities that promote participation in and raise awareness of the arts in the community and a venue with international exposure for regional artists. To showcase the variety and depth of regional performing arts and provide fair access to all artists, the annual calendar will rotate to allow performances by artists who have not previously performed at MSP.

Selection processes may involve selection panels, calls for artists, short listing artists, or invitations to artists. Foundation staff will document all selection processes and provide briefings of its activities to the Steering Committee. Current performance opportunities, application processes, and booking procedures will be posted on the Foundation's Web site.

Traditionally, community and school groups have been invited to perform at MSP at certain times of the year. The Steering Committee and Foundation staff will develop more opportunities for community groups to participate in the

Program and explore ways to partner with local arts and community organizations. Organizations or groups interested in performing at MSP may check the Foundation's Web site for more information.

#### Music Performances

Foundation staff will maintain a list of potential musical performers. Musicians or singers interested in being included on this list are invited to submit work samples and other pertinent materials to the Foundation. Application procedures and selection criteria are available on the Foundation's Web site.

#### Other Performing Arts

Application and booking procedures are developed by the Steering Committee and posted on the Foundation's Web site.

### **D. Contracts and Agreements**

All performing artists and organizations must agree to terms specified in written contracts. Contract terms will vary depending on the type of performance art involved and the location of the performance. All performances will have sound level restrictions and may be ended at any time if deemed disruptive in the terminal environment or inappropriate for the airport audience as set forth in applicable guidelines.

Performers may be authorized to sell or distribute performance-related materials. All sales or promotional activities must be pre-approved and authorized by the Foundation's Arts Department staff and must follow all MAC guidelines.

All artists performing within the post-security area of Terminal 1 – Lindbergh or Terminal 2 – Humphrey will be screened for security purposes. Any personal equipment used during performances will also be screened.

### **E. Funding and Budget**

The Performing Arts component of the Program will be funded through the Foundation's annual operating budget and may be partially sustained through income generated by performance-related sales. The Steering Committee and Foundation staff will explore other potential individual, corporate, and institutional funding sources for operations, equipment, and building facilities such as stages. Funding may also be sought through sponsorships, MAC's Capital Improvement Program (CIP), and the MSP Percent for Arts and Culture Program.

Fees for annual licensing agreements to the American Society of Composers, Authors and Publishers (ASCAP), Broadcast Music, Inc. (BMI), and the Society of European Stage Authors

and Composers (SESAC) will be provided through MAC's marketing budget to insure legal protection in airport facilities.

#### **F. Equipment and Supplies**

In the long term, basic equipment and supplies for performing artists will be provided. This includes mobile sales units, sound reinforcement equipment, and other standard equipment. Equipment purchased or built for use by performing artists will be maintained by the Foundation. Stages and other structures built specifically for the Arts and Culture Program and incorporated into airport buildings will be maintained by MAC.

Performance locations may have different technical provisions. Information about these provisions may be obtained from the Foundation prior to booking.

Performers are responsible for providing their own musical instruments or approved props. Storage space will be provided as available. Pianos are owned and maintained by the Foundation. Qualified pianists may have use of the pianos for scheduled performances.

#### **G. Public Relations**

The Performing Arts component will be promoted through various means including airport signage, the Foundation and MSP Web sites, and feature articles in internal publications.

When appropriate and feasible, publicity will be generated through the local and national media to attract attention to MSP and promote performances.

## **II. Rotating Exhibits**

### **A. Overview**

The Rotating Exhibit component of the Arts and Culture Program provides the public with ongoing opportunities to experience a variety of interesting exhibits at select locations in the airport. All exhibits will be coordinated in accordance with the Program's mission, organizing concept,<sup>8</sup> and goals. Quality rotating exhibits will be especially effective in providing:

- Thought provoking and memorable experiences for airport users;
- Incentives for passengers to use MSP;
- Meaningful ways for people to experience our culture, environment, and history;
- A means to educate people about the region and encourage further exploration;
- A venue with international exposure for regional artists;

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<sup>8</sup> Mission: To enhance Minneapolis-Saint Paul International (MSP) Airport's image, enrich the public's experience, and promote a sense of place through arts and culture.

Organizing Concept: Transforming Space to Place – The arts and cultural activities chosen for a particular space will define it creating a landmark and sense of place.

- Support to artists and arts organizations;
- Opportunities to partner with local arts, cultural, and community organizations; and Options for airline, airport tenant and employee participation.

Rotating exhibits may include, but are not limited to, themes that are historic, scientific, educational, aviation-related, or artistic in nature. Several different spaces throughout MSP will be identified and adapted to house exhibits so that multiple shows may be on view simultaneously. These gallery spaces will become fixtures in the airport creating the landmarks that will help to create our sense of place.

An exhibition calendar, established annually by the Arts and Culture Steering Committee, will provide a variety of opportunities for community participation. Exhibits will be created or selected to showcase the talents of local artists and artisans, focus attention on the area, and draw from the valuable cultural resources available in both public and private institutions in the metropolitan area and the surrounding region. Institutions and foundations may have the opportunity to show pieces of their permanent collections to a broad cross-section of Minnesota and regional residents, thereby, strengthening awareness and support for their endeavors locally.

## **B. Exhibition Spaces and Display Materials**

All rotating exhibition spaces will be approved by MAC staff. Spaces currently approved for use in the Program at both Terminal 1 – Lindbergh and Terminal 2 - Humphrey are set forth in the MAC Design and Construction Standards. The Arts and Culture Steering Committee will determine which spaces are best suited for exhibiting artwork or items and reaching intended audiences. The Committee will also make recommendations to modify spaces to create galleries.

Exhibit design and display requirements will vary depending on the value, size, dimension, and composition of the items exhibited. Many original artworks will require special protection from theft and the wear and tear caused by normal airport activities while other artwork, reproductions, or exhibit items may not require added protection. At a minimum, all exhibit spaces need to provide good-quality lighting, appropriate security, and a functional means to display artwork or other items.

Galleries, display cases (vitrines), and hanging systems will be designed and fabricated to suit the spaces involved. They will be durable, low maintenance, vandal resistant, and will conform to MAC design standards and other applicable codes. Galleries and display materials must be as flexible as possible to insure the ability to show a variety of exhibits.

### C. Exhibit Coordination and Partnerships

Rotating exhibits will be coordinated by Foundation staff solely or in cooperation with other organizations as appropriate. The extent of another organization's involvement will vary depending on the exhibit or the partnership agreement. Partnering organizations may assist with any aspect of exhibition coordination up to and including assuming full responsibility for caring, handling, transporting, installing, and removing exhibit items and displays.

Exhibits will be subject to specific design and curatorial criteria. Interpretive signs with relevant information about exhibited items shall be included in all exhibits. Foundation staff will monitor the design, curation, installation, and maintenance of exhibits to insure quality standards are met. The Steering Committee and MAC staff will be involved in the coordination and design process as needed.

### D. Selection Processes

The rotating exhibit calendar will be planned one or more years in advance. Duration for any rotating exhibit shall be a minimum 12 weeks and a maximum 12 months. Exceptions to the minimum time may be granted by the Steering Committee.

Any exhibit included in the exhibition calendar will be assessed on its:

1. Appropriateness for the MSP airport audience;<sup>9</sup>
2. Alignment with overall Program goals;
3. Design quality;
4. Handling requirements;
5. Scheduling availability; and
6. Associated costs.

The Steering Committee shall announce rotating exhibit opportunities as needed. Criteria for submitting proposals or artworks will depend on the space, project, or exhibit involved. The Steering Committee or selection panels will review and approve all qualified exhibit proposals. The Foundation's Arts Department staff, or its designee, will curate the exhibits, document all selection processes, and provide a briefing of its activities to the Steering Committee. Interested individuals or organizations are invited to check the Foundation's Web site for more information.

### E. Contracts and Agreements

Contracts or agreements for all rotating exhibits will be established between the Foundation and artists, artisans, or partnering organizations. Terms and stipulations of contracts and agreements will vary by exhibit. Contracts will include

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<sup>9</sup> All exhibits will be required to meet audience appropriate standards as stipulated in requests for proposals, contracts, agreements, and MAC guidelines. Standards will be in keeping with the public art standards established by MAC.

language detailing ownership, sales, copyright law, liability, other insurance coverage, and any negotiated remuneration.

#### **F. Funding and Budget**

The Foundation will fund general expenses for rotating exhibits through its annual Arts and Culture operating budget. This includes personnel, supplies, basic equipment, and public relations expenses. The Foundation will seek sponsorships, donations, and other means of financial support to address long-term funding needs related to exhibit space and display materials. MAC's Capital Improvement Program (CIP) budget may also be a source of funding for gallery design, vitrines, lighting, and other infrastructure needs. In addition, funding

may be sought through the MSP Percent for Arts and Culture Program.

#### **G. Public Relations**

The Rotating Exhibit Component will be promoted through various means including airport signage, the Foundation and MSP Web sites, and feature articles in internal publications. Community art publications will also be used to market select exhibits and advertise the exhibition calendar. When appropriate and feasible, the Foundation or MAC will generate publicity through the local and national media to attract attention to MSP and promote exhibits.

### **III. Commissioned Artwork**

#### **A. Overview**

The Commissioned Artwork Component of the Arts and Culture Program provides the airport, artists, and the community opportunities to transform ordinary spaces at MSP into dynamic meaningful places. The scope, composition, and longevity of commissioned artworks, especially when incorporated into building design, will ultimately help to promote MSP's sense of place and fulfill Program goals by providing:

- Thought provoking and memorable experiences for airport users;

- Landmarks that help people navigate and orient themselves in the airport;
- Meaningful ways for people to experience our culture, environment, and history;
- A means to educate people about the region and encourage further exploration;
- A venue with international exposure for regional artists;
- Support to artists and arts organizations; and
- A sense of community pride.

In recent airport expansion projects, MSP has successfully worked with artists and contractors in the planning and construction phases to incorporate public art in select airport locations. Most notable are the floor mosaics by Andrea Myklebust and Stanton G. Sears located in several areas of Terminal 1 – Lindbergh and on level two of the Terminal 2 – Humphrey, as well as wall mosaics by various artists incorporated into restroom remodels. Working with MAC staff, the Arts and Culture Steering Committee will expand opportunities to collaborate with more artists and increase the number of commissioned artworks at MSP. Spaces currently approved for use in the Program at both Terminal 1 – Lindbergh and Terminal 2 – Humphrey are set forth in the MAC Design and Construction Standards

Commissioned artwork may be designed for and integrated into new airport construction or existing building or outdoor structures and will be considered public art. In either case, artwork shall be commissioned in response to specific requests or calls for artists. The scale and character of the artwork will be relative to the space involved and may be displayed long or short term. Artwork will not interfere with the airport’s primary purpose of moving people conveniently and efficiently through the terminals.

## **B. Commissioned Types**

Commissioned artwork will be classified into one of three types:

### Artist design and implementation

Artists will design, fabricate, and in some cases install artwork. Subcontracting for any part of the fabrication or installation shall be a part of the artist contract. Installation may be provided by an overall project general contractor.

### Artist design and artisan implementation

Artists will design the artwork. Artisans will fabricate and install the artwork.

### Artist design and general contractor implementation

Artists will design the artwork. Fabrication may be a part of the artist’s contract. The overall project general contractor will be responsible for installing or overseeing the installation of the artwork per specifications provided by the artist.

The scope of the services and stipulations regarding specific responsibilities for the design and implementation of commissioned pieces will be outlined in construction plans, calls-for-artists, and project specific contracts.

### C. Artwork Scale and Character

The size and character of any commissioned artwork will vary depending on the project involved. The following categories define the scale and character ranges that will be used in communicating the needs for different projects.

#### Scale categories

1. Grand  
Refers to artwork that is grandiose in scale and engages viewers most effectively from a distance.
2. Human  
Refers to artwork that is similar in size or larger than a person. The artwork is generally discernable both up close and from a distance and its integrity, although different, is understandable at both scales.
3. Intimate  
Refers to artwork that is small and intimate in scale. The artwork is best discernable up close and is often engaged through moments of discovery and serendipity.
4. Environmental  
Refers to artwork that engages people within an environment or special context and does not rely on form such as sound, light or non-objective media.

#### Character categories

1. Two-dimensional  
Refers to artwork that is flat or relief in nature and although viewable from several angles is visually successful on one plane, such as artwork that is applied, attached or integrated into walls or floors.
2. Three-dimensional  
Refers to artwork that is multi-planed and viewable from several vantage points, such as artwork that is sculptural or functional.
3. Experiential  
Refers to artwork that provides experiential situations or journeys, such as artwork that engages people in a “sensory” event within, or a journey through defined space. Although the artwork may use visual cues, it generally relies on other senses or multi-sensory components.

### D. Artwork, Artist, and Artisan Selection

Commissioned artwork, artist, and artisan selection will be an integrated process linked to building projects that may be a part of MAC’s Capital Improvement Program (CIP). The process for identifying commissioned artwork opportunities and selecting artwork will typically include the following steps:

1. MAC Airport Development submits project proposal to MAC representative(s) on the Steering Committee.
2. MAC representative presents the proposal to the Steering Committee for review and approval.
3. Steering Committee creates a selection panel for the specific project. Selection panels will include:
  - a. Director of Airport Operations or designated appointee;
  - b. Department Head or designated appointee for the area involved in the project (Landside Operations, Airside Operations, Terminal 2 – Humphrey, etc.);
  - c. MAC Airport Development representative;
  - d. Foundation staff representative;
  - e. Steering Committee representative; and
  - f. Public or community artist(s).
4. Selection panel develops criteria for artwork, artist, and artisan selection, reviews artist submissions, and makes recommendation to the Arts and Culture Steering Committee for final approval. The criteria developed for artwork, artist, and artisan selection must include a goal to involve regional talent, if possible. The selection panel will document all selection processes.

#### Artist selection process

Artists may be selected through any of the following:

1. Open selection  
Artist shall submit images of past artwork along with a resume and accompanying materials from a public call for entries.
2. Limited selection<sup>10</sup>  
A limited number of artists shall be considered for commission based on a special set of circumstances including choice of media for a specific site (water or lighting feature, soundwork, etc.) or artists sought (juvenile artists only, Minnesota artists only, etc.)
3. Direct selection  
Based on specified criteria (art media or project scope) or circumstances (timeframe), the Arts and Culture Steering Committee may recommend a designated artist for commission.

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<sup>10</sup> The Minnesota State Arts Board maintains a Minnesota Percent for Art Artist Registry. The registry may be a resource for selecting artists to create works of public art.

4. **Mixed Process**

Artists shall be selected through a combination of any of the above processes.

5. **Short List Competition**

Artists selected through an open or limited selection process will be short-listed and asked to submit design proposals in competition for a specific project.

Artisan selection and procurement

Artisans shall submit to an open Request for Qualification (RFQ). Initial short-listing of artisan candidates shall be based on quality of craftsmanship of past works on similar projects. Final procurement shall be based on applicant responses to specific criteria outlined in the RFQ including a budget for services. When necessary, designing artists may be involved in the selection process.

**E. Contracts and Related Processes**

Contracts and agreements for commissioned artwork will be between either the Foundation or MAC and the artist/artisan/contractor as determined by the Steering Committee. Contracts will outline responsibilities for all parties and provide details about project milestones, insurance,

payment, copyright law, the Visual Artists Rights Act (VARA)<sup>11</sup>, and other terms of agreement.

Artist contracts and processes

Artist contracts shall involve two phases. Milestones within the phases shall vary depending on the commission type.

1. **Artist Design and Implementation Contract**

The first contractual phase shall include schematic design, design development, and final design. The second contractual phase shall include fabrication and, depending on the project, installation.

2. **Artist Design and Artisan Implementation Contracts**

The first contractual phase shall include schematic design. Subsequent phases of design and documentation shall be the responsibility of the artisan.

3. **Artist Design and General Contractor Implementation Contracts**

The first contractual phase shall include schematic design, design development and final design. The second contractual phase shall include fabrication where applicable, and installation oversight.

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<sup>11</sup> VARA provides its protection only to paintings, drawings, prints, sculptures, still photographic images produced for exhibition only, and existing in single copies or in limited editions of 200 or fewer copies, signed by the artist.

Artisan contract and processes

Contracts shall include any or all of the following appropriate phases:

1. Final Design/Construction Documentation

The artisan shall be required to prepare final design or construction documents based on the artist's design development submittal. The artist and/or artisan may be required to provide construction assistance services to ensure design accuracy.

2. Fabrication

This phase will cover stipulations regarding making or building the artwork. Installation/Construction  
Installation or site construction of the artwork may or may not be a part of the artisan's scope of services.

**F. Funding and Budget**

Funding Sources

Funding sources for commissioned artwork will vary depending on the project. Potential funding sources will be identified in individual project proposals. To insure success, funding must be secured and set aside as early in the project planning process as possible. Funding sources may include but are not limited to:

1. Foundation's Arts and Culture Program budget;
2. Private and corporate donations;
3. Private and corporate sponsorships;

4. The MSP Percent for Arts and Culture Program and
5. MAC's Capital Improvement Program (CIP) budget for infrastructure, space improvements, or equipment.

Budget

1. Budget and allocation of funds

Once funding has been secured, funds shall be designated to categories within the Arts and Culture Program budget or other approved budgets. The Arts and Culture Steering Committee has the discretion to move funds between categories when needed. Categories and distribution guidelines are as follows:

a. Artist commission category

An estimated 70% to 80% of funding shall be used to contract with artists and artisans for design and the implementation of artwork

b. Commissioned artwork contingency category

An estimated 15% to 20% of funding shall be designated to the contingency category for expenses related to the project. This includes site preparation, signage, documentation, artist or artisan studio visits, consultant fees, and other costs necessary to support the successful completion of the project.

- c. Art conservation and maintenance category  
An estimated 5% to 10 % of the funds shall be set aside for conservation of the piece.
2. Budget monitoring
- a. Artist responsibilities  
Artists will be responsible for monitoring their own budgets and sharing details with MAC staff, the Steering Committee, and the Foundation when needed. Artist payments will be made in phases based on the percent of work completed during projects and as stipulated in individual contracts.
  - b. Foundation responsibilities  
Foundation staff will be responsible for monitoring operational expenses and insuring approval by the Foundation of the distribution of funds and expenses within the Arts and Culture Program budget.
  - c. MAC staff responsibilities  
MAC staff will be responsible for monitoring any funds provided by MAC as a part of its CIP or construction budget, or as part of the MSP Percent for Arts and Culture Program.

#### **G. Public Relations**

Interpretive signs displayed near all commissioned pieces will include information about the artist and artwork, and will identify the artworks as part of the collection. Signs and displays will also serve to educate and further enhance the audience's enjoyment and understanding of the subject matter.

All promotional pieces for commissioned artwork at MSP will be the responsibility of the Foundation and MAC and will be produced at their discretion. When appropriate and feasible, the Foundation or MAC will generate publicity through the local and national media to attract attention to MSP and promote the artist, artwork, and the Arts and Culture Program.

#### **H. Conservation and Maintenance**

Conservation is a responsibility of ownership. The requirements and costs for conservation will be examined in the artist/artwork selection processes to insure appropriate planning for future needs. Stipulations regarding any artist's or artisan's future involvement in the conservation or maintenance of commissioned artworks will be included in contracts. Funding for conservation shall be provided and set aside as a part of project budgets. The Foundation's annual Arts and Culture Program budget will include funds for conservation and maintenance.

The Foundation and MAC will be responsible for conservation and general maintenance of artwork acquired under this Master Plan. Foundation staff assumes overall responsibility for conservation and maintenance and will develop a system that addresses all needs. MAC staff assumes responsibility for the regular maintenance of artwork incorporated into building design.

#### **I. Deaccession**

Any proposal for deaccession of an artwork shall be reviewed by the Steering Committee. Both the Steering Committee and MAC staff must approve deaccession of any artwork commissioned through the Program. This process shall operate independently from short-term public pressures and fluctuations in taste. If possible, the artist will be notified when art is deaccessioned. Deaccession shall be considered if any of the following conditions exist:

1. The integrity of the artwork has changed due to faulty material, design or craftsmanship.
2. The artwork has repeatedly failed to perform its intended function because of mechanical, electrical or other failure.
3. The security and condition of the artwork cannot be reasonably guaranteed in the present site.
4. The artwork has been damaged and the cost of repair is deemed excessive by the Steering Committee.

5. The artwork poses a threat to passengers due to placement, materials or workmanship.
6. The artwork impedes the airport's ability to serve its primary function by causing obstruction to passenger flow, disorientation of wayfinding, visual or sensory blockage of information systems or other means.
7. The artwork is sited in an area that is undergoing transition, change, or destruction. Recognizing that airports are subject to physical site changes that may necessitate artwork removal, the Steering Committee in cooperation with MAC shall make all efforts to identify a site that meets the conditions of the original site, and to involve the artist in decisions regarding relocation. If a suitable location cannot be identified, the Steering Committee reserves the right to deaccession the artwork.
8. The artwork has been stolen.
9. The artwork no longer fits in the collection due to Program revisions or changes in collection policies and priorities as decided by the Steering Committee.
10. The airport wishes to replace the artwork with a different work by the same artist.

## **Section Three: Acquisition and Loan Guidelines**

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### **I. Guidelines for Gift Acceptance, Acquisitions and Loans**

#### **A. Overview**

The Arts and Culture Steering Committee and Foundation staff will focus attention on coordinating the Arts and Culture Program's three program components, Performing Arts, Rotating Exhibits, and Commissioned Artwork. Acquiring memorabilia, collectibles, or artwork that is not integrated into building design for the sole purpose of collecting is not a priority. Neither the Foundation nor MAC has suitable display or storage space to house such permanent collections.

Proposed gifts of artworks/items or funds for the acquisition of artworks/items shall be referred to the Steering Committee for its review and approval. The criteria used to review proposals shall be based on the same goals and criteria established for the Program Components in this Arts and Culture Master Plan. The acceptance of gifts or the direct purchase of non-commissioned artworks or other items shall occur only under special circumstances. Funds for the acquisition of artwork, memorabilia, or collectibles shall be accepted only if the Steering Committee has full control over their use.

### **B. Acceptance Process**

#### Donations or Gifts

Organizations or individuals interested in donating artwork, items, or collections to MSP for the Arts and Culture Program should contact Foundation staff. Likewise, organizations or individuals interested in donating funds for the purchase of specific artworks, items, or collections for the Program should contact Foundation staff. If the acquisition of proposed artworks, items, or collections would be of significant benefit to the airport and is consistent with Program goals, staff will inform the Steering Committee. The Steering Committee will review the donation proposal and decide how to proceed.

#### Purchases

Purchase of any artwork or items for MSP's Arts and Culture Program shall be made by the Foundation, or through MAC's CIP process, with the approval of the Steering Committee. Purchases will be made only if they fit within the guidelines of this Master Plan and overall Program goals.

#### Loans

Loans for less than one year shall be considered short term and will be subject to the criteria listed in the Rotating Exhibits section of this Master Plan. Loans for greater than one year shall be considered long term and will be reviewed on a case by

case basis. Organizations or individuals interested in loaning artwork, items, or collections to MSP for the Arts and Culture Program should contact Foundation staff. If the proposed loan would be of significant benefit to the airport and is consistent with Program goals, staff will inform the Steering Committee. The Committee will review the loan proposal and decide how to proceed.

#### Registration

Any artwork, items, or collections that are accepted into the Arts and Culture Program shall be catalogued and registered in a database. Pertinent information shall be recorded accordingly.

#### **C. Contracts**

Contracts will be established for the acceptance of all gifts and loans. Specific contract terms will vary and may include but are not limited to details about ownership, copyright law, tax deductibility, installation, conservation, re-sale potential, and deaccession.

#### **D. Display Locations, Materials, and Requirements**

Artwork or items that are loaned or gifted for use in the Program shall be displayed in the most suitable locations. Consideration will be made as to the scale and character of an artwork as defined in the Commissioned Artwork section of

this Master Plan.<sup>12</sup> Any display materials needed to exhibit artwork, items, or collections shall be designed and built in accordance with established guidelines listed in the Rotating Exhibits section of this Master Plan.<sup>13</sup>

Interpretation will be provided for all items that are displayed individually or in collections. Interpretive signs will include information that is pertinent to the audience and adds to further understanding of the subject matter.

#### **E. Funding and Budget**

No funds in the Arts and Culture Program budget have been stipulated for the purchase of memorabilia or other collectibles. In the future, acceptance of restricted and unrestricted gifts may be sought and set aside for such purposes.

#### **F. Public Relations**

All promotional pieces for acquisitions and gifts will be the responsibility of the Foundation and MAC and will be produced at their discretion. Images, display locations, and other information may be posted on either or both MAC-operated and Foundation Web sites to promote the Program.

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<sup>12</sup> See pages 25-26.

<sup>13</sup> See page 22.

### **G. Conservation, Maintenance, and Storage**

The requirements and costs for conservation and maintenance will be examined by the Steering Committee in the gift acceptance, acquisition, or loan review processes to insure appropriate planning for future needs. Conservation and maintenance responsibilities shall be addressed on a case-by-case basis and will take both display and storage requirements into consideration.

Conservation of items that are on loan will be the responsibility of the owner. The Foundation and MAC will be responsible for conservation and general maintenance of artwork acquired under this Master Plan. Foundation staff assumes overall responsibility for conservation and maintenance and will develop a system that addresses all needs. MAC staff assumes responsibility for the regular maintenance of artwork incorporated into building design.

### **H. Deaccession**

Any proposal for deaccession of any gift or acquisition shall be reviewed by the Steering Committee. The Steering Committee must approve deaccession of any gift or acquisition. This process shall operate independently from short-term public pressures and fluctuations in taste. Deaccession shall be considered if any of the following conditions exist:

1. The integrity of the item or artwork has changed due to faulty material, design, or craftsmanship.
2. The item or artwork has repeatedly failed to perform its intended function because of mechanical, electrical, or other failure.
3. The security and condition of the item or artwork cannot be reasonably guaranteed in the display site or storage facility.
4. The item or artwork has been damaged and the cost of repair is deemed excessive by the Steering Committee.
5. The item or artwork poses a threat to passengers due to placement, materials, or workmanship.
6. The item or artwork impedes the airport's ability to serve its primary function by causing obstruction to passenger flow, disorientation of way finding, or visual or sensory blockage of information systems or other means.
7. The item or artwork is sited in an area that is undergoing transition, change, or destruction and new storage or display space is unavailable. If a suitable location cannot be identified, the Steering Committee reserves the right to deaccession the item or artwork.
8. The item or artwork has been stolen.
9. The item or artwork no longer fits in the collection due to Program revisions or changes in collection policies and priorities as decided by the Steering Committee.
10. The airport wishes to replace the artwork with a different work by the same artist.



## Appendix One: Historical Record

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Photo: Minnesota Firefighter, 1987  
Douglas Olmsted Freeman  
Bronze sculpture at MSP

## Master Planning Process

A planning committee, comprised of Metropolitan Airports Commission (MAC) and Airport Foundation MSP staff, began meeting in March 2007 to formulate ideas and operating strategies for the various components of an arts and culture program at MSP. In November 2007, the committee was expanded to include members of the Foundation and MAC boards. This new steering committee guided the master planning process and created the Master Plan – April 2008. The Foundation Board of Directors and MAC Senior Staff reviewed the plan before it was submitted to the MAC Board of Commissioners for review in July and approval in August 2008.

### Adoption of the Master Plan

At the MAC full commission meeting on August 18, 2008, Commissioner Siegel moved and Commissioner Boivin seconded the following action.

1. That the Metropolitan Airports Commission adopt the Arts and Culture Program Master Plan presented by the Airport Foundation, provided that this approval is subject to ongoing review and modification as the Commission deems appropriate.
2. Authorization for the Chairman and the Executive Director to make appointments and execute appropriate documents as required by the Master Plan.
3. Review and take action on future proposals for space and physical improvements from the Foundation and the Steering Committee (There is no funding requested as a part of this action).

4. That staff be directed to provide a semi-annual update, starting mid-year 2009, on the status of the program relative to the following:

- Steering Committee
- Guidelines for selection
- Funding sources
- Initial schedules for exhibits and performances

The motion carried and the Master Plan was adopted by MAC.

### **Planning Credits**

Many individuals contributed ideas and expertise to the Master Plan and the development of the Arts and Culture Program. We acknowledge and are grateful for the collaborative efforts of all.

#### MAC Board of Commissioners (2008)

Daniel Boivin

Tom Foley

Timothy Geisler

Pat Harris

Mike Landy

Jack Lanners, Chair

Robert Mars

Bert McKasy

Robert Nelson

Lisa Lebedoff Peilen

Paul Rehkamp

Molly Sigel

Sherry Stenerson

Andy Westerberg

John Williams

#### Airport Foundation Board of Directors (2008)

Thomas Anderson, MAC

Bonnie Carlson, Bloomington Convention & Visitors Bureau

Joseph Debaun, Bradford Airport Logistics, Inc.

John Edman, Explore Minnesota Tourism

John Fredericksen, Sun Country Airlines

Sue Gens, Minnesota State Arts Board

Butch Howard, HMS Host Carole

Howe, CBR, Inc.

Douglas Killian, Mall of America-Management Office

Ross Kramer, Messerli & Kramer

William P. Lentsch, Northwest Airlines, Inc.

Richard Long, Commissioner, MAC (retired)

Lisa Peilen, MAC Board of Commissioners

Thomas Pokonosky, Teleticket/Airport Business Center

Tom Proehl, MN States Art Board (through January 2008)

Linda Rooney, Alitalia Airlines (retired)

Maureen Scallen, Bloomington Chamber of Commerce

Dennis Schulstad, Brigadier General USAF (Retired)

Mark Sharockman

Daljit "DJ" Sikka, Investors of Minnesota John

Simacek, John R. Simacek, Inc.

J. Robert Stassen, MAC (retired)

Rodney S. Wallace, Thunderbird Hotel (retired)

Gene Winstead, Mayor, City of Bloomington

William Wren, MAC Air Service-Business Development Officer

Sue Zelickson, WCCO Radio

MAC Senior Staff (July – December 2008)

Tim Anderson, Deputy Executive Director-Operations

Tom Anderson, Legal Counsel

Steve Busch, Director-Finance

Jeff Hamiel, Executive Director

Patrick Hogan, Public Affairs Director

Mitch Kilian, Director-Government Affairs

Jan Neilsen, Deputy Executive Director-Human Resources

Dennis Probst, Deputy Executive Director-Planning and Environment

Steering Committee (November 2007 - August 2008)

Tim Anderson, MAC Deputy Executive Director-Operations

Phil Burke, MAC Assistant Director-Facilities

Diane Dombrock, Airport Foundation Program Director

Sue Gens, Airport Foundation Board; MN State Arts Board

Carole Howe, Airport Foundation Board; CBR, Inc.

Alan Howell, MAC Airport Development

Lisa Peilen, Airport Foundation Board; MAC Board

Tom Proehl, Airport Foundation Board (through January 2008)

Jana Vaughn, Airport Foundation Executive Director

Sue Zelickson, Airport Foundation Board; WCCO Radio

Planning Committee (March – October 2007)

Myrene Biernat, MAC Facility (March – October 2007)

Phil Burke, MAC Assistant Director – Facilities

Diane Dombrock, Airport Foundation Program Director

Betsy Hoium, MAC Attorney

Alan Howell, MAC Airport Development

Jana Vaughn, Airport Foundation Executive Director

**Additional Credits**

Master plans and written materials from several North American airports were referenced often in preparing this Master Plan.

Meetings and discussions with staff operating art programs at other airports were also integral to the planning process. Many individuals, too numerous to name, offered advice, shared relevant experiences, and provided sample documents

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## Revisions

### June 12, 2009 Revision

The MSP Arts and Culture Master Plan – April 2008 was revised on June 12, 2009 to incorporate the following changes:

- *Appendix One: Arts and Culture Program Spaces* was removed. References to the appendix in the body of the document on pages 18, 22, and 24 were rewritten or removed. Corresponding footnotes were eliminated.
- *Appendix One: Acknowledgements* was added.
- *Appendix Three: Work Plan* was removed.
- Photos of other airports were removed from *Appendix Four: Photos*. The appendix was renamed *Appendix Three: Photos*.
- *Appendix Four: Revisions* was added.



## Appendix Two: Photos

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Photo: Minnesota Firefighter, 1987  
Douglas Olmsted Freeman Bronze  
sculpture at MSP

Photos: Minneapolis – Saint Paul International Airport

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*Minnesota Firefighter*  
Douglas Olmsted Freeman  
Cast Bronze 1987



Andrea Myklebust and Stanton G. Sears, Inlaid Stove Floor, 1999  
*Plant, Animal, Season, part of A Boreal Triad*



*The North Star, part of *A Boreal Triad**  
 Andrea Myklebust and Stanton G. Sears, Inlaid Stone Floor, 1999



*Minnesota Compass Rose, part of *A Boreal Triad**  
 Andrea Myklebust and Stanton G. Sears, Inlaid Stone Floor, 1999



*Charles A. Lindbergh Portrait Sculpture*  
Don F. Wiegand  
Cast Bronze, 2001



*The North Star Flying Ace*  
Sponsor: CBR, Incorporated



Granite, Marble, Stainless Steel, and Brass Floor Medallion, 2001  
*Big Woods Summer*



*World Traveler*  
Donor: Carlson Companies



Andrea Myklebust and Stanton G. Sears, Terrazzo Floor Mosaic, 2005



Andrea Myklebust and Stanton G. Sears, Terrazzo Floor Mosaic, 2005  
*Memory Piece*



*You Are Here*

Granite, Marble, and Stone Floor Medallion, 2005

Andrea Myklebust and Stanton G. Sears



## **Appendix Three: MSP Percent for Arts and Culture Program**

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Photo: Minnesota Firefighter, 1987  
Douglas Olmsted Freeman Bronze  
sculpture at MSP

## MSP Percent for Arts and Culture Program

### Program Purpose

The Metropolitan Airports Commission (“MAC” or “Commission”) desires to establish an MSP Percent for Arts and Culture Program (“Program”) to contribute funding for the MSP Arts and Culture Program, which is developed and operated in partnership by MAC and the Airport Foundation MSP (“Foundation”). The mission of the MSP Arts and Culture Program is to enhance MSP’s image, enrich the public’s experience, and promote a sense of place through arts and culture.

### Program Funding and Expenditures

The Arts and Culture Steering Committee (“Steering Committee”) will annually present a report of Program expenditures, and a five-year project plan to the Commission for approval. The project plan will include the estimated one percent target amount (as defined below); and narratives, cost estimates, and justifications for each proposed project and expenditure, whether such expenditure is through MAC’s Capital Improvement Program (“CIP”) or operating budget. The project plan will also explain how the project plan implements the long-term goals of the MSP Arts and Culture Program.

In developing the proposed five-year project plan, the Steering Committee will be guided by the following principles:

1. Program expenditures will comply with the guidelines in the MSP Arts and Culture Program Master Plan (“Master Plan” and be made for:
  - a. Art that is an integral part of, attached to, or capable of being displayed or performed in MAC buildings or MAC property (including temporary art);
  - b. Art that is to be exhibited in a public context, place, or site;
  - c. Art produced by artists generally recognized as professional artists or by artists in residence; and
  - d. Art that is within one of the three components of the MSP Arts and Culture Program: performing arts, rotating exhibits, and commissioned artwork.
2. Program expenditures may also be made for the repair, maintenance, and restoration of art; and for administration costs of the MSP Arts and Culture Program.
3. Program expenditures will approximately equal an amount of one percent of the total estimated amount of CIP projects that are included in the funding formula (“Target Amount”).
  - a. Funding formula: CIP projects that are included in the funding formula are public-facing projects, or public-facing portions of projects, in MAC’s approved CIP, as determined by MAC staff. Projects excluded from the funding formula are primarily infrastructure projects (e.g.,

electrical, plumbing, heating, cooling, or structural), field and runway projects, airfield ramp projects, terminal roadway projects, and arts and culture projects or arts and culture portions of projects.

- b. MAC staff will advise the Steering Committee of the estimated Target Amount for planning purposes.
- 4. Program expenditures may be made in projects included in the funding formula, or in other projects undertaken through the CIP or the MSP Arts and Culture Program, to allow art placement in the most high-impact locations and to allow expenditures on other components of the MSP Arts and Culture Program.
- 5. Program expenditures will not be made for the exclusive cost of infrastructure, space improvements, or equipment for art. Such expenditures will be addressed separately through the CIP process.

### **Program Administration**

Program expenditures from the project plan will be incorporated into the CIP process or operating budget process, as appropriate, using the approved project plan as guidance. MAC staff, working with the Steering Committee, will determine the years in which Program expenditures will occur.

MAC staff will track the Target Amount year over year, and track Program expenditures made through the CIP and operating budget.

The Foundation will administer all Program expenditures made through the operating budget, and provide a year-end accounting of such expenditures to MAC staff.

### **Effective Date**

January 1, 2017