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BIENNIAL PLAN

Fiscal Years 2008/2009

Submitted by:

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Attachments: Grant Guidelines for FY2006/2007

<i>For Arts Organizations:</i>	Administrative Support Grants
	Art Project Grants
	McKnight/ARAC Rural and Community Art Grants
<i>For Individual Artist:</i>	McKnight/ARAC Artist Fellowships
	McKnight/ARAC Career Development Grants
	McKnight/ARAC Artist of Color Career Development Grants

**The new guidelines will be submitted when completed in July of 2007.*

Funding for these programs is provided in part by funds appropriated by the Minnesota State Legislature in partnership with the Minnesota State Arts Board and The McKnight Foundation.

Regional Update

The Arrowhead Region continues to be blessed with a lively and diverse arts community. A complete range of arts activities are produced or presented by a wide range of arts organizations, volunteer groups, and individual artists.

The Arrowhead Region is geographically large, representing almost one-quarter of the state's land mass. The region is both urban and rural, a microcosm of the arts dynamic which is found in the state as a whole. The region continues to provide a rich tapestry of arts activity as well as the opportunity to enjoy the solitude found in its natural beauty. This region has long fostered a special commitment to the development of the "whole-person" through the arts, education and outdoor activities.

Many professional arts organizations and individual artists have selected to live and work in the Arrowhead Region. They find the natural beauty of the area conducive to creative work. The ARAC continues to work hard to reinforce the idea that a professional artist can live in a smaller community and not automatically forfeit the recognition and professional development opportunities usually associated with large metropolitan areas. The Council continues its commitment to support the efforts of small and medium size organizations to make the arts available to individuals throughout the region. Expanding and strengthening the creative climate in the region continues to be a top priority of the ARAC.

Changes in the arts climate since 1999:

There have been significant changes in the arts climate during the last eight years. Some of the changes are exciting, while others are in direct response to the recession that continues to affect the Arrowhead Region. The recession continues to affect the region even though the economy and stock market have been both up and down during this time.

There are currently over two hundred (200) arts organizations producing or presenting arts programming in the Arrowhead Region. Of that number, forty six (46) of the groups have connections to universities, colleges, or public schools and approximately 50% function on a professional or semi-professional level. In the last eight years, some new arts organizations have emerged making strong artistic waves across the region while others are experiencing difficulties or have even gone out of existence. Some of the emerging organizations offering exciting arts programming in the region are: Big Time Jazz Orchestra, Northern Printmakers Alliance, Spirit Lake Poetry Series, Lake Superior Writers, Northland Nordic Music Association, Lake Superior Youth Chorus, Lyric Opera of the North, and Semblance Performance Company, all in Duluth; Voyageur Winter Festival, Ely ArtWalk, and Burntside Lake Fine Arts Association in Ely; Flying Leap Players and the Good Harbor Hill Players in Grand Marais; Northshore Chamber Society in Two Harbors; Silver Bay Area Community Theatre, North Shore Voices, and Northern Lake County Arts Board in Silver Bay; Itasca Community Chorus in Grand Rapids; Laurentian Arts and Culture Alliance in Virginia; Northern Lights Music Festival in Aurora; and Olde World Market and Medieval Festival in Twig.

The downside of the ongoing economic conditions in the Arrowhead Region is that there are several existing organizations that are continuing to have financial and/or organizational difficulties. Among these organizations are: the St. Louis County Heritage and Arts Center (The Depot) and Minnesota Ballet in Duluth; The Arrowhead Center for the Arts in Grand Marais; Range Artists Association in Hibbing; and several arts organizations on the Iron Range. The Iron Range, which stretches from west of Grand Rapids east to beyond Virginia and north to Ely, has had a "boom or bust" economy which continues to this day. Three taconite plants have changed ownership and have either closed or cut their work force way back. The paper industry is also seeing cut backs in employment due to the declining economy and the sale of two of the region's major mills. Much of the Arrowhead Region has been struggling with a weakened economy for many years and the arts organizations have been adversely impacted. The major cut in 2003 to the ARAC's state arts allocation has had a major impact on the number of arts activities produced or presented in the region during the past four years. They find themselves trying to maintain programming and services that their communities have come to expect with smaller budgets and less financial support from their constituents.

The ARAC received a major cut of 32% in 2003 from its primary funder the State of Minnesota. This means that the ARAC, which is the primary source of arts funding in 22% of the state, has had almost a third less funding to help address the ongoing needs of artists and arts organizations in the Arrowhead Region.

Even since the cuts, ARAC funding has helped regional arts organizations commission four (4) original chamber pieces and nineteen (19) new pieces of choreography; publish one novel by Native American writer, Linda LeGarde Grover and three (3) chap books by poets living in the Arrowhead Region; produce two (2) original plays by regional

playwrights; produce "Dances on the Lakewalk;" present the Two Harbors Folk Festival; produce the Fourth North Shore Iron Pour; host the "Great Northern Festival of Words;" present over eighty(80) concerts; and mount over fifteen (15) regionally produced art exhibitions.

Regional organizations have also hosted lectures and workshops by nationally recognized artists George Van Hook, Kyong Ae Cho, William Carlson, Paul Pfeiffer, Juan Logan, and Joanna O. Bigfeather as well as many other prominent regional, state and national artists. Regional audiences, musicians, and theater professionals have also enjoyed performances by nationally recognized jazz saxophonist and composer Greg Moore; Gospel singer/composer Curtis Gulledge; violinists Dimitri Berlinsky, DeAnn Letourneau, and Erin Aldridge; the Chestnut Brass Quintet; the Karrin Allyson Quintet; the Café Accordion Orchestra; blues artist, Rita Chiarelli; the Osiris Piano Trio; the Minneapolis Guitar Quartet; Blue Grass musicians, Kenny Baker, Bob Black, and Al Murphy; poetry readings by Paul Zarzyski, Louis Jenkins, Denise Sweet, Philip Dacey, Francine Sterle, Barton Sutter, and Connie Wanek; performances of Mozart's "The Magic Flute;" Eudora Welty's "The Shoe Bird;" Puccini's "Madama Butterfly;" Strauss's "Die Fledermaus;" Kevin Kling's "Freezing Paradise;" Benjamin Britten's "Ceremony of the Carols;" and the comedy play, "You Can't Take it with You;" just to name a few.

The state and national economy continues to have an affect on the Arrowhead Region. Throughout the 1990's, and continuing until now, the region has tried to adjust to the impact to the mining and lumber industries. This ongoing economic struggle has meant a continuing loss in employment, revenue and the tax base which these industries once generated in the communities where they are located. Jobs in support businesses such as grocery and clothing stores, restaurants, etc. have also been greatly affected by the down turn in these industries. Many of the unemployed workers left the Arrowhead Region to find work. Since the early 1980's, Duluth lost over 25,000 people, and it was by no means the hardest hit city in the region.

Recently the economy of the region appears to have stabilized slightly. Duluth has increased its retail base and tourism with the development of its canal park area and lake walk system. The new paper mill and medical related industries have brought new jobs to the community but the closing of the Northwest Airline Maintenance Base and U.S. Post Office encoding center was a loss of needed good paying jobs. Tourism, retail sales, telemarketing, and processing industries are replacing manufacturing as the major employers in the region. The economy is stabilizing in the Duluth area but not on the Iron Range. The purchasing of cheap foreign steel by U.S. industries is taking a real toll on the remaining mines and processing plants along the Missabe Iron Range. Tourism, retail sales, telemarketing, and the medical processing industry will have a hard time generating the quality of jobs, revenue, and tax support that was previously produced by the mines and process plants prior to the current and last recession.

It continues to be a difficult time for regional arts organizations. Larger, established organizations have been having a hard time adjusting to the slowing economy in the Region. Interest on their limited savings has become all but nonexistent and they have already adjusted their operations to become as efficient as possible. Their revenue and support from businesses and other funding sources have generally decreased. Small, community based organizations in the Region continue to have a difficult time adjusting to the fluctuating economy in their communities. The inevitable loss of population and jobs has adversely affected these organizations' ability to serve their communities.

Interest in the arts has not decreased in the region. In fact it has increased. Since the arts "feed the soul," it is understandable that demand for the arts would increase when times are hard. Arts organizations in the Region have continued to produce and present quality art activities while struggling with the fact that their constituents and patrons are less able to support what they do. Arts organizations in the region find themselves trying to meet an increased demand for arts activities while coping with decreasing resources and smaller audiences.

Artists have also been affected by the decline in mining, lumber, and the related manufacturing jobs. These industries used to provide high paying, part-time, entry-level jobs or shift work that enabled artists to make a living while pursuing a career in the arts. Similar jobs do not exist in retail sales and the tourism industry. This decrease in good paying jobs will continue to affect artists living and working in the Arrowhead Region.

The Governor's Initiative which passed almost nine years ago made it possible for the ARAC to address some of these concerns. The 84% increase the ARAC received in State funding was immediately allocated to increase the amount of funding available in all of the grant programs. This influx of new money immediately translated into a 120% increase in the amount of State funds awarded during the following year, 1999. Much of this was undone four years ago when the ARAC's State allocation was cut by 32%. This cut meant that the money available in many of the ARAC's grant programs was reduced by 25% to 50%. There continues to be a very large number of active artists living and working in the Region and the cut in State funding four years ago negatively impacted the artistic and cultural backbone of the region.

The Arrowhead Regional Arts Council's challenge is to try to reconcile the needs of the artists and arts organizations in the Region with the available funding. The ARAC is committed to maintaining essential funding and services for artists and arts organizations in the Region and will make every effort to address new needs identified by constituents. The McKnight Foundation's support during the last twenty four years has been an invaluable addition to ARAC funding in the Arrowhead Region.

Description of Planning Process

This plan was developed through the following process:

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| July, 2005 | ➤ Planning Committee established. |
| September, 2005/March, 2006 | ➤ Planning Committee began the biennial planning process. |
| May, 2006 | ➤ Planning Committee identified the information in preparation for the Board Retreat. |
| July, 2006 | ➤ Board Retreat at which the Council reviewed its mission, set policies, and reviewed the existing programs as part of the biennial planning process. |
| September/October, 2006 | ➤ Held Town Meetings/Grant Writing Workshops in each of the seven counties served by the Council and Duluth and on the Fond du Lac Reservation.
➤ Planning Committee reviewed the input from the Board Retreat. |
| October 19, 2006 | ➤ Planning Committee reviewed the responses to past needs assessments, town meeting minutes, and feedback from constituents. |
| November 16, 2006 | ➤ Planning Committee reviewed and made revisions to the program guidelines. |
| December/January, 2007 | ➤ Planning Committee continued the development of the Biennial Plan.
➤ Reviewed the existing programs and discussed changes to the program and funding. |
| February 15, 2007 | ➤ Planning Committee discussed the first draft of the FY2008/09 Biennial Plan. |
| March 15, 2007 | ➤ Board reviewed and approved proposed changes to the organizational grant program guidelines and discussed the first draft of the FY2008/09 Biennial Plan. |
| April 21, 2007 | ➤ Planning Committee and Board reviewed and approved proposed changes to the individual artist grant program guidelines and approved the FY2008/09 Biennial Plan. |
| May 15, 2007 | ➤ Submitted the FY2008/09 Biennial Plan to the Minnesota State Arts Board. |
| June 21, 2007 | ➤ A public meeting will be held to solicit comments on the plan and on the Council's programming and services. |

Needs Assessment Summary

The ARAC participated in a state-wide needs assessment for the arts in Minnesota in 1992 and conducted regional needs assessments in 2002 and 2006. The results of the last two assessments and phone conversations with identified constituents are the basis for planning art programs and services in the region for fiscal years 2006, 2007, 2008 and 2009. The second component of the ARAC's planning process was to solicit input by holding the following meetings: eighteen town meetings (two in each county we serve, two on the Fond du Lac Reservation, and two in Duluth during September

and October of 2004 and 2006); co-hosting MSAB meetings in Duluth (Artist Initiative, Arts-in-Education, and Cultural Community Partnership meeting); and co-hosting fellowship meetings with the Bush Foundation. The third and final component of the ARAC's planning process is the review of grant feedback sheets sent to every artist or arts organization that applies for funding and the review of grant final report forms.

The 2006 Arrowhead Regional Arts Council Needs Assessment:

The ARAC needs assessment was sent to one thousand nine hundred eighty four (1,984) individual artists and arts organizations. It also could be filled out and submitted on line. Seventeen (17) individual artists returned needs survey forms, of which fifteen (15) respondents identified themselves as either professional or semi-professional. The ARAC received eight (8) responses from Duluth and nine (9) responses from the greater Arrowhead Region.

Ten (10) needs survey forms were returned by individuals representing arts organizations in the region, of which two (2) respondents identified themselves as both a presenting and producing organization, three (3) respondents identified themselves as a presenting organization, and five (5) respondents identified themselves as a producing organization. The ARAC received four (4) responses from Duluth and six (6) responses from the greater Arrowhead Region.

Nine (9) needs survey forms were filled out and submitted on line four (4) were submitted by individuals, with three (3) responses from Duluth and one (1) response from the greater Arrowhead Region. Five (5) were submitted by individuals representing arts organizations in the region, with two (2) responses from Duluth and three (3) responses from the greater Arrowhead Region.

The resulting responses were compiled in three ways: once by responses from artists, once by responses from arts organizations, and finally as the combined responses to determine the overall needs of both surveyed groups. The comments received at the Town Meetings were added into the final compilation of the combined responses.

The results of the needs survey are summarized below. The identified needs are listed in descending order of importance.

A. What do you as an artist or an arts organization need to carry on and grow in the region?

1. Funding/Space

- a. Project funds for both artists and arts organizations.
- b. Financial assistance for projects in rural communities.
- c. Administrative support.
- d. Funding for individual artists for ongoing expenses and for specific opportunities.
- e. Space rental and maintenance costs.
- f. Need more art galleries and venues for performing.

2. Audience Development

- a. Need larger attendance.
- b. Need more community involvement.
- c. Need to make our organization accessible to people with no art background.

3. Networking/Technical Assistance

- a. More networking between artists and/or organizations.
- b. Need business and marketing training.
- c. Grant writing assistance.
- d. Develop the ARAC website as a way to promote and facilitate networking within the region.

B. As a consumer of or advocate for the arts, what does your community need to develop or sustain its arts activities?

1. Space/Venues/Exhibition Opportunities

- a. The community needs an arts crawl/stroll and galleries to exhibit artists' work.
- b. The community needs an art store.
- c. The community needs an art festival for artists and the public.
- d. There needs to be more visibility for the arts in the community.

- e. The community needs more space for meetings, rental, studio space, venues, etc.

2. Funding

- a. Needs city or county money supporting the arts.
- b. Needs money for the public schools to do arts in education.
- c. Needs ongoing support for artists and arts organizations.
- d. Need funding to take kids and people outside of the community to attend art events.

3. Education/Advocacy

- a. Need technical assistance to learn how to develop larger audiences.
- b. Needs arts advocates and networking opportunities.
- c. Need to keep developing the youth arts programming.
- d. Need to educate people to buy original art.
- e. The community needs a source book of all organizations in the area.
- f. The community needs more opportunities for individuals to be involved in dance/theater/etc.

3. Sustainability/Programming

- a. Need individuals to keep arts organizations alive over time.
- b. Need training for individuals to oversee or establish art programming in the community.
- c. Need an arts periodical in area.
- d. Need to recognize the accomplishments of the artist and arts in the area.
- e. Needs a variety of arts activities coming into town.
- f. Needs local arts activities such as a quilt club, clay club, knit club, wood shop, metal shop, etc.

C. Where would you like your organization, or the arts in your community, to be in 10 years?

1. Sustainability for Arts Organizations

- a. The community would take ownership of the arts in its town.
- b. Would be doing a better job at publicity and marketing and be financially stable.
- c. Would like the area to believe this is a community center and that we have activities for everyone.
- d. Would be an influx of younger people and new energy.
- e. Would be a united campaign by arts organizations in the community.
- f. Would be able to do increased programming for the community and area.
- g. Would not need to receive grant money to exist.
- f. Would receive more grants from the ARAC.

2. More Art Centers/Venues

- a. Would like an art center in Cloquet and other rural communities.
- b. Would like to see an arts market for all the local and regional artists in the community.
- c. Would like to see more art galleries and music venues in communities.
- d. Would like to see art stores and arts centers more accessible.
- e. Would like artists to be brought in to teach media not found in the community.

3. Education/Advocacy

- a. Arts and music education will be back in the schools.
- b. The community will become an art destination.
- c. The public will be more art educated.

4. Sustainability for Artist

- a. Artists will be able to make a living by doing their art.
- b. There will be technical assistance available to artists.
- c. The community will be an inviting place for artists to live and work.
- d. There will be more networking possibilities for arts and arts organizations.

D. What is your vision for the arts in the Region and/or for your arts organization?

1. For Arts Organizations

- a. To continue to exist and weather the population shifts in the community and region.
- b. Community individuals confident in what they can do for the arts and small towns able to build self-esteem.
- c. Networking between similar groups in the surrounding area and throughout the state.
- d. Increased ability to reach tourists coming to the region.
- e. Increased outreach to our community and in the county.

2. For Artists

- a. Even just one block where artists could live and work and/or a living and work space for artists.
- b. Appreciation for the artists in our community.
- c. Artists banding together to promote the arts and themselves.
- d. A stronger network of presenters and exhibiting venues in Duluth and throughout the region so an artist could keep busy for several weeks, months, or maybe even years.

3. General

- a. More diversity in the music in the community.
- b. A better understanding of what art is in the community.
- c. That communities be open and welcoming to the arts.
- d. That communities become more art aware/art focused.

E. Has the decrease in available arts funding in the region caused you to change how you do business as an artist or caused your arts organization to change its programs or services?

1. For Arts Organizations

- a. We are doing okay right now.
- b. It has changed how we approach the ARAC for funding.
- c. We stopped writing grants.
- d. Other sources of funding have also dried up.
- e. No, not too much.

2. For Artists

- a. Is compounded by cuts in other parts of the economy that have affected artist's lives.
- b. The cut in the school's arts budgets has meant less opportunity for artist residencies.
- c. Sadly artists seem to get by no matter what and keep producing arts but society should have a responsibility to support the arts and individual artists.

3. For Education

- a. The budget for the arts in elementary schools has been drastically cut. In Cloquet elementary schools teachers are given \$1.47 per student for arts supplies for the full year.
- b. It would be hard to think of life without the arts.

The following is how the respondents ranked the ARAC's current funding programs and services. They are ranked in descending order of importance.

Current Funding Programs

- 1. McKnight/ARAC Individual Artist Fellowship Grants
- 2. McKnight/ARAC Individual Artist Career Development Grants
Administrative Support Grants (tie)
- 3. Art Project Grants
McKnight/ARAC Rural Initiatives Grants (tie)
- 4. McKnight/ARAC Artist of Color Career Development Grants

Current Services

1. Referrals for individual artists and arts organizations
2. Grant Writing Assistance
3. Staff Consultations
4. Reference Library
5. Web Site
6. Semi Annual News Release

The input from the meetings, grant feedback forms, and final report forms supported the needs identified in the needs assessments.

A Narrative Summary of the Identified Needs

A. What do you as an artist or arts organization need to carry on and grow in the region?

Artists: In response to this question, artists identified funding as their greatest need to be able to carry on and grow in the region. Artists identified fellowships and career development funding as their most important needs in the region. Artists felt that performing artists were still at a disadvantage when applying in the current programs but that the Board has made changes to try to alleviate this problem. Artists have appreciated being able to generate their own "career opportunities" because it allows them to advance their careers in ways that were not previously available to them. Artists pointed out that financial support for artists in the region is still very limited and doesn't represent how necessary they are to the success and growth of regional arts organizations.

Artists also identified technical assistance, networking, and venues as needs for them to be able to carry on and grow in the region. They felt they could benefit by taking classes and workshops and by attending lectures and presentations by experts in the field. Artists also felt that they could benefit by networking with other artists to discuss what they have in common. The need for venues where they can exhibit, sell, or perform their work in the region ranked almost as high as their need for technical assistance. Artists appreciated that the ARAC has offered workshops which teach personal promotion, grant writing, and business related skills.

Arts Organizations: Arts organizations identified operating and project funds as their greatest need to be able to carry on and grow in the region. Insufficient accessibility to foundation and corporate support in the region and the slumping economy has greatly impacted their ability to maintain their current programming and services. The arts organizations also identified small capital and technical support as an ongoing need for small and medium size organizations in the region. The rural arts organizations appreciated having a separate pool of project funding which allows them to compete against similar organizations.

Arts organizations also identified networking and technical assistance as needs for them to be able to carry on and grow in the region. Due to the size of the Arrowhead Region, many of the organizations felt isolated and thought they could benefit from networking with like organizations. They encouraged the ARAC to further develop the regional data base, our website, and other means of helping them network with each other such as gatherings around specific topics of interest to regional arts organizations. They felt they could also benefit by attending technical assistance workshops dealing with board development, planning, business practices, and grant writing.

B. As a consumer of or advocate for the arts, what does your community need to develop or sustain its arts activities?

Artists: In response to this question, artists perceived the need for more exhibitions of art in the region. Artists also perceived that additional venues to exhibit artwork or to perform and affordable studio space are the primary needs in their arts community. They stressed that it is very hard for a city to support a vibrant arts community if it lacks venues in which artists can exhibit their artwork or perform. They also perceived that a lack of affordable studio space and housing in the region makes it hard for artists to live and work in their community. Artists also perceived that a broader range of arts programming was needed in their community as well as the funding necessary to make it possible.

Arts Organizations: In response to this question, arts organizations perceived that there was a need for more arts programming in their community. They felt that their community could use more concerts, exhibitions, poetry readings, plays, and classes for both adults and children that are accessible to everyone in the community. It was stressed that many communities in the region need "arts centers" to help stabilize their ability to produce and present

arts activities. Arts organizations also perceived that funding is an ongoing need in their communities. They once again expressed how important project and administrative support was to the arts organizations in their communities. Both artists and arts organizations expressed concern over how few funding sources are available to them in the region. The ARAC is really the only funding source available to most of the arts organizations and artists in the Arrowhead Region. This fact, coupled with the size of the region and its very active arts community, makes the competition for our funding very stiff.

C. Where would you like your organization, or the arts in your community, to be in 10 years?

Artists: In response to this question, artists observed that there is a lively arts community in the region and that it would be nice if in 10 years they will be able to sustain themselves with their art. They expressed a need for a more arts educated public and communities that are more inviting and affordable to live and work in. Artists explained that the regional arts community offers them opportunities to exhibit, perform, or read/publish their work which would not be available to them in the more competitive arts scene in Minneapolis/St. Paul. The varied art scene in the Arrowhead Region currently offers them access and opportunity but not necessarily financial support. This lack of financial support continues to cause artists to leave the region as they try to advance their careers. They expressed continuing concern about the decreasing inclusion of arts education in public schools and its growing impact on future audiences and individuals to purchase their work.

Arts Organizations: In response to this question, arts organizations expressed hope that in 10 years they will be able to sustain themselves and grow. Decreased funding, and a sluggish economy in much of the Arrowhead Region, has many arts organizations reviewing what they need to exist and still offer the necessary programs and services. They expressed hope that their communities would learn the importance of the arts to their economy and take ownership of and support the arts in its town. Several small rural communities expressed that they want to build an art center in their towns. Arts organizations felt that in small communities the arts need a focal point, an identifiable location, for the people to rally around and support the arts. Most rural communities lack a single building that can be set aside for arts programming. In some communities the schools fill this need but in many communities their schools have been closed. They also expressed hope that in 10 years they will be able to better manage and promote their activities so they will increase community involvement as both audience members and as participants. Arts organizations have found that their constituents and communities continue to look to them to bring joy and meaning into their lives while working with decreased revenue and financial support. They expressed concern that the current financial conditions in the region are having an adverse affect on their ability to support their organization's staff and board. They expressed a need to involve younger people with new energy in the programming and management of the organization. Arts organizations also want art and music education in public schools restored or strengthened in the future. They felt that a generation of audience members and artists is being lost due to the lack of art and music education in our public schools. They reported that there is also a trend toward decreased after school and summer programs with arts and crafts components.

D. What is your vision for the arts in the Region and/or for your arts organization?

Artists: In response to this question, artists expressed recognition of a growing arts community in the Region. They would like to see more affordable living and working spaces for artists throughout the region as well as more knowledge of and appreciation for the artists living in the communities. They would like to see communities create art districts which would cater to the needs of artists. They want to see artists working with each other to educate the public about the arts in their community and about themselves. Artists also expressed interest in a variety of ways of networking with each other. They were interested in seeing everything from workshops and conferences to computer bulletin boards to medium based meetings or registries. They would also like to see a directory of presenting and exhibiting venues in Duluth and throughout the region so that it could be easier for artists to find and contact appropriate venues. Some artists would like to see a strong network of presenting and exhibiting venues so that they could be easily scheduled into multiple venues. This would increase their ability to make a living with their art. Artists stressed how important the ARAC's funding programs are to helping them take part in activities and by affording them the time to be able to do their work. This funding is indispensable to helping them grow as artists and advance their careers

Arts Organizations: In response to this question, arts organizations expressed hope that they will be able to continue to weather the recent changes in the region and their communities. Shifting populations in some small communities has greatly impacted how the arts organizations are able to do their work. They expressed hope that they will develop

new ways to reach out to the tourists who are visiting their communities. They envision a time when community members will be confident arts organizers and advocates and will be able to help rural arts groups become more confident about what they can do for their communities and artists. They will also be more knowledgeable about how to recruit and maintain good board members and volunteers. Many small rural groups pointed out that the aging of their members and board is a concern that needs to be addressed as soon as possible. Arts organizations expressed that they want to network with other arts producing groups in their town and in other communities to develop a support network which they could contact when problems come up. They stressed how important the ARAC's funding programs are to their organizations, especially general operating and capital support, as they work to survive in the region.

E. Has the decrease in available arts funding in the region caused you to change how you do business as an artist or caused your arts organization to change its programs or services?

Artists: Artists explained that the cuts in ARAC funding come on top of other changes in the economy that have affected their lives such as general inflation; gas prices; the lack of adequate paying jobs in the region; the decline in the number of available residencies in the public schools; etc. The fact that the business climate in the region continues to change from a producing economy to service economy has made it hard for artists to secure a steady income and still have the time to pursue their art work. Artists complained that our society seems to believe that artists will keep producing art no matter what happens. They were sad that our State government didn't seem to understand how important artists are to quality of life and the economy in Minnesota.

Arts Organizations: Arts organizations expressed concerns about the decrease in funding available from the ARAC. Most indicated that it has changed their thinking on what grants to submit and what program required grant funding. Arts organizations said that they were more selective about what grants they submitted and many groups indicated that they either have stopped writing grants or cut back on the number of grants they submitted. Arts organizations also explained that other regional sources of funding have also dried up or have been reduced. A few more established arts organizations said that they are doing okay for the moment and that the decreases have not affected them too much.

The 2002 Arrowhead Regional Arts Council Needs Assessment:

The ARAC needs assessment was sent to one thousand eight hundred ninety seven (1,897) individual artists and arts organizations. It also could be filled out and submitted on line. Twenty eight (28) individual artists returned needs survey forms, of which twenty two (22) respondents identified themselves as either professional or semi-professional. The ARAC received eleven (11) responses from Duluth and seventeen (17) responses from the greater Arrowhead Region.

Nineteen (19) needs survey forms were returned by individuals representing arts organizations in the region, of which four (4) respondents identified themselves as both a presenting and producing organization, six (6) respondents identified themselves as a presenting organization, and nine (9) respondents identified themselves as a producing organization. The ARAC received nine (9) responses from Duluth and ten (10) responses from the greater Arrowhead Region.

Seventeen (17) needs survey forms were filled out and submitted on line. Six (6) were submitted by individuals, with five (5) responses from Duluth and one (1) response from the greater Arrowhead Region. Eleven (11) were submitted by individuals representing arts organizations in the region, with two (2) responses from Duluth and nine (9) responses from the greater Arrowhead Region.

The resulting responses were compiled in three ways: once by responses from artists, once by responses from arts organizations, and finally as the combined responses to determine the overall needs of both surveyed groups. The comments received at the Town Meetings were added into the final compilation of the combined responses.

The results of the needs survey are summarized below. The identified needs are listed in descending order of importance.

A. What do you as an artist or arts organization need to carry on and grow in the region?

1. Funding
2. Networking
3. Technical Assistance

C. What do you perceive to be the needs of your arts community?

1. Art Programming
2. Funding
3. Exhibition/Studio Space

D. What art trends are you observing in your community?

1. Art Programming Trends
2. Audience Development Trends
3. Educational Trends

E. Are there programs or services the Council could develop to help address the needs identified in questions A, B, and C?

1. Funding
2. Studio Space/Venues
3. Networking

The following is how the respondents ranked the ARAC's current funding programs and services. They are ranked in descending order of importance.

Current Funding Programs

1. Art Project Grants
2. McKnight/ARAC Individual Artist Career Development Grants
McKnight/ARAC Rural Initiatives Grants (tie)
3. Administrative Support Grants
4. McKnight/ARAC Individual Artist Fellowship Grants

Current Services

1. Staff Consultations
Technical Assistance (tie)
2. Referrals
3. Grant Writing Assistance
4. Press Releases
5. Reference Library
6. Web Site

The input from the meetings, grant feedback forms, and final report forms supported the needs identified in the needs assessments.

Implementation Based on the Identified Needs

For FY2000 the ARAC reworked several of its existing programs and the needs assessments taken in 2002 confirmed the correctness of the changes that were made. The challenge has been to try to continue to address the identified needs in the region while working with decreased funding. The ARAC is also aware that decreased funding should not stop the Council from considering programs which might address new needs being identified in the region. During the last eight years, the Council has adjusted the source of funds in most of its programs in an effort to fund as many of the identified needs in the region as possible.

The planning process always identifies more needs than the ARAC, with its limited resources and staff, is able to effectively address. Decreased State funding in the last biennium has forced the Council to re-evaluate all of its programs and services and to make the necessary changes which will enable the Council to adequately address the constant needs in the region.

All of the Council's current grant programs have been in existence for over a decade in one form or another. Each of the existing grant programs have been reviewed by the Board and it was determined that they still address critical needs

identified in the recent needs assessment. In 2002 the ARAC developed an Artist of Color Career Development Grant program to address diversity in the regional artist community and added emerging arts groups in the Duluth Urban Area to its Rural and Community Art Grant program. The ARAC will implement the following programs and services to address the most critical needs in the region at this time.

1. Funding Programs

Arts organizations and artists identified the following as the primary needs in the region: funding for individual artists and arts organizations; administrative assistance; technical assistance and networking support; space and venues; and advocacy issues. To address the identified needs, the ARAC proposes to administer the following programs and services.

For Arts Organizations:

a. Art Project Grants: Funding Source - State Funds

This program is solely funded by State funds and is the Council's primary project grant program for established arts organizations. Due to the decrease in State funding four years ago, the ARAC will eliminate one deadline per year in this biennium. This program will have two deadlines a year. Organizations may request support for activities directly involved in the creation, performance, publication, or exhibition of art; or to host arts events by contracting for the services of another organization or individual to provide arts programming to the applicant organization's audience. Currently an applicant may request up to \$4,000 per application, per grant round.

b. McKnight/ARAC Rural and Community Art Grants: Funding Source - McKnight and State Funds

This program was started with the help of The McKnight Foundation funding and it still includes "McKnight" in its name. This program has grown to be a companion program to the Art Project grant program, serving a growing number of arts organizations in the greater Arrowhead Region. This program has two deadlines a year. Rural groups with an annual cash budget of less than \$50,000 and small arts groups which reside in the Duluth Urban Area with an annual cash budget of less than \$8,000 may request support for arts activities that will impact the communities in which they take place. This program makes ARAC funding accessible to rural communities and small developing arts organizations in the region. It designates a specific pool of money for re-granting to projects that compete against similarly focused applications from throughout the region. The specific goal for this program is to encourage community arts activities in rural communities or by emerging arts organizations which are collaborative efforts between community groups, artists, and arts organizations. The amount which may be requested per application, per grant round, has been increased from up to \$2,200 to up to \$2,500.

The growth in this program demonstrates the continuing need for designated funding for rural and small emerging arts groups in the region and Duluth Urban Area.

c. Administrative Support Grants: Funding Source - McKnight and State Funds

This program has one grant deadline per year. Currently established, non-profit 501(c)3 arts organizations may request administrative support of up to \$5,000 to fund projects which will help them address their organizational goals and objectives related to ongoing administrative needs, small capital needs, and/or organizational development. Beginning in this new biennium, arts organizations who have not yet received their federally designated 501(c)3 status will be allowed to apply to this program for their administrative needs but not their small capital needs. Organizations requesting support must show dedication to, and substantial achievement in, their commitment to artistic investigation, creation, and presentation. Both producing and presenting organizations will be eligible to apply to this program. The goal of this program is to recognize the importance of a strong administration to an organization's artistic programming activities.

In FY2004, the ARAC instituted a cap of \$12,000 for the total amount a single organization may be awarded from all ARAC grant programs in a single fiscal year. This cap has served to encourage arts organizations to prioritize their potential applications based on their importance to the organization and has also served to distribute ARAC funding to more groups in the Arrowhead Region.

For Individual Artists:

a. McKnight/ARAC Career Development Grants: Funding Source - McKnight Funds

This program has three deadlines per year. Career development grants are designed to provide financial support to

developing and established regional artists wishing to take advantage of an artist generated or impending, concrete opportunity that will advance the artist's work or career. Artists working in the visual, literary, or performing arts, who are requesting support for unique, short-term opportunities, are eligible to apply. The goal of this program is to provide deserving artists with small, but critical, grants that contribute directly to their growth and development. This program benefits the region by increasing the quality of the artists available to regional arts organizations. An applicant may request up to \$1,000 per application per year.

b. McKnight/ARAC Artist of Color Career Development Grants: Funding Source - McKnight Funds

This program will have two deadlines per year in the coming biennium. This change is being made to try to make the program more accessible and better able to serve the artists' needs. Career development grants are designed to provide financial support to developing and established regional artists of culturally diverse backgrounds wishing to take advantage of an artist generated or impending, concrete opportunity that will advance the artist's work or career. This program provides deserving artists with small, but critical, grants that contribute directly to their growth and development. Artists working in contemporary or traditionally based visual, literary, or performing arts, requesting support for unique, short-term opportunities are eligible to apply. The goal of this program is to provide artists with a more culturally appropriate application and review process to encourage more applications from artists of color. This program will be evaluated during this biennium to determine if it will stay as a separate program or be incorporated into the ARAC's existing Career Development Grant Program. Applications to this program will be reviewed by a special panel made up of Board members and artists of color living in the region who are knowledgeable in the disciplines represented by the applicant artists. This panel makes recommendations to the Council Board for their approval. An applicant may request up to \$1,000 per application per year.

c. McKnight/ARAC Artist Fellowship Grants: Funding Source - McKnight Funds

This program has one deadline per year. Fellowships provide support for time, materials, and living expenses for regional artists working in the visual, literary, and performing arts. Fellowship recipients are selected by a special panel made up of individuals from outside the region who are knowledgeable in the disciplines represented by the applicant artists. This panel makes recommendations to the Council Board for their approval. The Fellowship program seeks to recognize, reward, and encourage outstanding individual artists in the region. The ARAC offers five fellowship grants of \$4,000 each and two emerging artist fellowships of \$2,000 each per year. They are awarded based on the quality of an artist's work and a fellowship plan. A definition of what constitutes an emerging artist is included in the Fellowship Grants Guidelines. The total number of fellowships available per year was decreased by 55% due to the cuts four years ago.

2. Technical Assistance/Networking

The following needs have been identified by arts organizations and artists in the region:

- workshops at a low cost and networking concerns;
- venues to sell and display work and need for studio space;
- a need for more information about the Council and its programs; and
- technical assistance for artists and arts organizations.

The ARAC will continue the following forms of direct programming to address the identified needs:

- a. Maintain and keep up to date the ARAC data base of regional arts organizations, individual artists, and services to encourage networking in the region. These addresses are available from the Council office upon request and will be available on the ARAC web site in the future. The Council has hired an individual to be a half time program assistant and to do web site maintenance.
- b. Produce a semi-annual press release which includes a list of grants awarded, grant information and deadlines, and ARAC news. It will be sent to individual artists, arts organizations, community organizations, and legislators in the region. The ARAC will continue to research ways in which the ARAC web site can be made a more effective tool in supplying the information currently distributed in the semi-annual press release and in addressing other constituent's needs.
- c. Hold at least three grant writing workshops per year in three different communities in the region.
- d. Hold a board retreat in the summer of 2007.

Four years ago, the ARAC was able to produce four technical assistance workshops each year, two for individual artists and two for arts organizations in two different communities in the region. The workshops were co-sponsored by Springboard for the Arts. After the cuts in the Council's State funding, these workshops were discontinued.

2. Advocacy Issues

Some arts organizations and artists identified the following concerns as the primary advocacy issues in the region:

- lack of public awareness to the necessity of the arts in all our lives;
- shortage of local, regional, and statewide media coverage of the arts;
- shortage of venues and affordable living and working space for regional artists;
- insufficient foundation and corporate funding in the region; and
- lack of public awareness and support for artists in the region.

The ARAC proposes to do the following specific activities, in addition to the current advocacy activities performed by the board and its staff.

- a. To encourage applications that produce or present activities that provide opportunities for regional artists.
- b. To encourage applications seeking planning and/or technical assistance that will increase the professionalism of regional artists, organizations, and their staffs.
- c. To encourage applicant organizations to develop appropriate promotional strategies for their projects so that the people in their community, and the region, become more aware of their event(s).
- d. To encourage regional organizations to list their events with the Minnesota Department of Tourism, mnartists.org, and community web sites.
- e. To mail press releases to state arts organizations about Council funded projects and artists, making them aware of the recognition awarded regional artists and arts organizations.
- f. To continue to produce the annual Arrowhead Arts Awards which recognize the contributions of individual artists and arts administrators in the Arrowhead Region. The George Morrison Artist Award is a \$2,000 cash award and the Maddie Simons Advocate Award is a \$1,000 cash award.
- g. To work with Council staff to monitor and upgrade the ARAC web site to make it accessible to artists and arts organizations in the Arrowhead Region and throughout the state.

ARROWHEAD REGIONAL ARTS COUNCIL BIENNIAL PLAN FOR FY2008/2009

Mission Statement

The mission of the Arrowhead Regional Arts Council is to facilitate and encourage local arts development. This mission statement grows from a conviction that the arts improve the quality of life in the region.

GOAL STATEMENTS FOR FY2008/2009:

1. To serve as the state-designated arts council for the region, maintaining a community-based planning process.
2. To foster the professional development and artistic growth of arts organizations residing in the region and to make the arts accessible to the public.
3. To foster the professional development and artistic growth of individual artists residing in the region.
4. To augment the funding base for the arts in the region through partnerships in the public and private sector.
5. To advocate for the arts as essential to the quality of life as well as to the economic and educational development of the region.

6. To assist communities with arts program development, when appropriate, and by request.
7. To participate in the leadership of regional, state and national arts organizations.
8. To encourage communication between the Council, arts constituents and the public.
9. To operate an office accountable to constituents and funding sources.

GOALS, OBJECTIVES, AND TASKS OF THE PLAN

GOAL 1: To serve as the state-designated arts council for the region, maintaining a community-based planning process.

FY2008 Objectives and Tasks:

- a. To prepare and file all documents required by the Minnesota State Arts Board (MSAB) and The McKnight Foundation.
 1. Prepare and file all final reports with the appropriate agency or foundation: the MSAB, The McKnight Foundation, Legislative Library, and the Regional Forum Archivist.
 2. Develop and file a FY2008 spending plan with the MSAB and The McKnight Foundation.
- b. To conduct an ongoing assessment of the Council's grants and services to determine how to better serve the arts in the Arrowhead Region.
 1. Review any data collected by other arts organizations about needs in the region.
 2. Review existing grants programs for arts organizations and individual artists.
 3. Schedule time in two or more meetings to discuss the above data and programs.
- c. To prepare for a long range planning retreat to be held in the fall of 2008 by discussing planning, programming, and policy issues.

FY2009 Objectives and Tasks:

- a. Same as FY2008
 1. Same as FY2008
 2. Prepare and file a Biennial Work Plan for FY2010/11 with the appropriate agency or foundation: the MSAB, The McKnight Foundation, Legislative Library, and the Regional Forum Archivist.
 3. Conduct a public meeting to solicit comment on the Biennial Work Plan.
- b. Implement any new initiatives or changes in programs and services which the Council identifies as being necessary to respond to current operational and programmatic needs.
- c. Hold a long range planning retreat to discuss planning, programming, and policy issues in the fall of 2008.

GOAL 2: To foster the professional development and artistic growth of arts organizations residing in the region and to make the arts accessible to the public.

FY2008 Objectives and Tasks:

- a. To administer organizational grant programs with funding from the Minnesota State Arts Appropriation.
 1. To administer an **Art Project Grant Program** for arts organizations. The program will have two grant rounds per year.
 2. To administer an **Administrative Support Grant Program** for semi-professional and professional arts organizations. This program offers support for administrative expenses connected to the applicant's mission and goals, including programming and small capital expenses. The program will have one grant round per year and will be partially funded with McKnight funding.
- b. To continue the financial partnership with The McKnight Foundation by administering McKnight Arts Plan funds to regional arts organizations.

1. To administer a **McKnight/ARAC Rural and Community Art Grant Program** for arts organizations and groups residing in the Arrowhead Region, outside of Duluth and for small emerging groups residing inside the Duluth Urban Area. This program supports arts activities which address the appropriate art needs in the applicant's community. The program will have two grant rounds per year. The amount awarded in this program will be determined by the ARAC Board, based upon the Council's yearly appropriation from The McKnight Foundation.
- c. To explore possible financial partnerships with new funding sources to supplement administration costs, existing programs, and/or fund new programs.
- d. The process for soliciting and reviewing organizational grant applications is as follows:
 1. Inform arts organizations of upcoming grant deadlines by means of direct mail, press releases, the ARAC web site, and grant writing workshops.
 2. Provide technical assistance for project and application development upon request.
 3. Conduct application reviews after the established deadlines.
 4. Staffing of grant applications includes the following duties:
 - a) preparing review materials for Council consideration;
 - b) researching applications;
 - c) contacting applicants;
 - d) scheduling and staffing grants reviews;
 - e) notifying applicants of action on their proposals;
 - f) issuing contracts and payments; and
 - g) maintaining grant logs and audit trails.
 5. Publicize grants awarded through press releases, the ARAC web site, and the ARAC Semi-Annual Press Release.
 6. Maintain financial management and evaluation for grants awarded.
- e. To maintain communication with producing or presenting arts organizations in the region, the staff will:
 1. Log at least 70 technical assistance contacts with arts organizations related to possible grant applications.
 2. Confer with at least 25 grantees and/or prospective grantees.
 3. Log at least 10 visits to Council funded events.
 4. Solicit suggestions and comments from grantee and applicant organizations about the Council's services and programs.
 - a) Suggestions and comments are solicited from grantee on the grant final report form.
 - b) Suggestions and comments are solicited from all applicant organizations on a grant feedback form included with their grant notification letter.
 5. Maintain an ARAC web site that includes organizational information, programs, guidelines, application forms, deadlines, and grants awarded.
 6. Maintain and expand a computerized data base of regional arts organizations.
 7. Maintain a resource library of regional and national arts publications.

FY2009 Objectives and Tasks:

- a. Same as FY2008
- b. Same as FY2008
- c. Same as FY2008
- d. Same as FY2008
- e. Same as FY2008
- f. Review and evaluate all programs for arts organizations in preparation for development of the FY2010/11 Biennial Work Plan.

GOAL 3: To foster the professional development and artistic growth of individual artists residing in the region.

FY2008 Objectives and Tasks:

- a. To continue a financial partnership with The McKnight Foundation by administering the McKnight Arts Plan funds to individual artists.
 1. The **Individual Artist Funding Program** will have three components:

- a) To administer an **Artist Fellowship Program** to award support to outstanding individual artists residing in the Arrowhead Region. The program will have one grant round per year and be open to artists working in all disciplines. Seven fellowships will be awarded per year of which two will be designated for emerging artists.
- b) To administer a **Career Development Program** to provide support to individual artists to take advantage of opportunities that will advance their work or career. The program will have three grant rounds per year and be open to artists working in all disciplines. Proposals must be project oriented and collaborations are allowed.
- c.) To administer an **Artist of Color Career Development Program** to provide support to individual artists of color to take advantage of opportunities that will advance their work or career. The program will have two grant rounds per year and be open to artists working in all disciplines. Proposals must be project oriented and collaborations are allowed.
- 2. The process for soliciting and reviewing individual artist grant applications is as follows:
 - a) Inform individual artists of upcoming grant deadlines by means of direct mail, press releases, the ARAC web site, and grant writing workshops.
 - b) Provide technical assistance with project development and/or completion of the application process upon request.
 - c) Conduct application reviews after the established deadlines.
 - d) Staffing of grant applications includes the following duties:
 - 1) preparing review materials for Council or special panel consideration;
 - 2) researching applications;
 - 3) contacting applicants;
 - 4) scheduling and staffing grants reviews;
 - 5) notifying applicants of action on their proposals;
 - 6) issuing contracts and payments; and
 - 7) maintaining grant logs and audit trails.
 - e) Publicize grants awarded through press releases, the ARAC web site, and the ARAC Semi-Annual Press Release.
 - f) Maintain financial management and evaluation for grants awarded.
- 3. To administer a **McKnight/ARAC Rural and Community Arts Grant Program** for arts organizations, groups, and individual artists who reside in the Arrowhead Region, outside of Duluth and for small emerging groups residing inside Duluth. This program supports arts activities which address the appropriate art needs in the applicant's community. The program will have two grant rounds per year.
- 4. The process for soliciting and reviewing **Rural and Community Arts Grant** applications is as follows:
 - a) Same as: **Goal 2, d: 1 through 6.**
- b. To explore possible financial partnerships with new funding sources to supplement administration costs, existing programs, and/or to fund new programs.
- c. To advocate for fair professional development and market wages for artists.
 - 1. Stress paying fair wages to artists when advising applicants requesting organizational project support.
 - 2. Stress to applicants that individual artist programs may be used to support activities that advance an artist's professional development.
 - 3. Log at least 5 instances where the Council staff advocates for fair market wages in consultation with applicants.
 - 4. The Council staff will publicly advocate for arts professionalism whenever the possibility presents itself.
 - 5. Log at least 20 instances of Council staff assisting artists seeking alternative funding.
 - 6. Log at least 20 instances of Council staff providing artists with information and referral services.
 - 7. Assist individual artists with grant writing upon request.
 - 8. Examine a variety of arts publications to review information useful to the region.
- d. To maintain communication with producing and performing artists in the region, the staff will:
 - 1. Make site visits to grantees and/or prospective grantees upon request.
 - 2. Solicit suggestions and comments from grantee and applicant organizations about the Council's services and programs.
 - a) Suggestions and comments are solicited from grantee on the grant final report form.

- b) Suggestions and comments are solicited from all applicant organizations on a grant feedback form included with their grant notification letter.
- 3. Maintain an ARAC web site that includes organizational information, programs, guidelines, application forms, deadlines, and grants awarded.
- 4. Maintain and expand a computerized data base of regional artists.
- 5. Maintain a resource library of regional and national arts publications.
- e. To hold individual artist grant writing workshops in at least three communities in the region.

FY2009 Objectives and Tasks:

- a. Same as FY2008
- b. Same as FY2008
- c. Same as FY2008
- d. Same as FY2008
- e. Same as FY2008
- f. Review and evaluate all current services and funding programs for artists in preparation for development of the FY2010/11 Biennial Plan.

GOAL 4: To augment the funding base for the arts in the region through partnerships in the public and private sector.

FY2008 Objectives and Tasks:

- a. To request and obtain an appropriation from the State of Minnesota.
 - 1. Participate with the MSAB and the Forum of Regional Arts Councils of Minnesota, Inc. in the development of an arts funding plan for the State of Minnesota.
 - 2. File a spending plan and other necessary documents with the Minnesota State Arts Board as scheduled.
- b. To continue a financial partnership with The McKnight Foundation.
 - 1. File a spending plan and other necessary documents with The McKnight Foundation as scheduled.
- c. To explore possible financial partnerships with new funding sources to supplement administration costs, existing programs, and/or to fund new programs.

FY2009 Objectives and Tasks:

- a. Same as FY2008
- b. Same as FY2008
- c. To facilitate access to new funding resources received in FY2008, if any.
- d. Review and evaluate all funding efforts in preparation for development of the FY2010/11 Biennial Plan.

GOAL 5: To advocate for the arts as essential to the quality of life as well as to the economic and educational development of the region.

FY2008 Objectives and Tasks:

- a. To advocate for the concerns of the regional arts constituency.
 - 1. Advocate for increased support for arts professionalism.
 - a) Encourage arts organizations to apply for **Administrative Support Grants** for projects and activities that will increase their professionalism.
 - b) Encourage artists to apply to the **McKnight/ARAC Individual Artist Programs** to support activities that will advance their professional development.
 - 2. Advocate how important artists and arts organizations are to the economic vitality of the communities in the region.
- b. To advocate the importance of the arts to the general community.
 - 1. Advocate for the importance of including the arts in the curriculum offered in the public schools.
 - 2. Advocate for increased awareness of the arts in community life.
 - a) Encourage applicant organizations to develop an appropriate promotional strategy for their projects.
 - 3. Advocate for an increased shift of resources from the non-arts community to the arts community.

- a) Encourage users of arts services to pay for those services at fair market wages. Users such as: schools, social services, civic and social organizations, foundations, etc.
- b) Encourage greater responsibility for use of local and regional arts resources and discourage "entitlement attitudes" in relationship to arts services.
- c. To produce and publicize an annual **Arrowhead Arts Award** ceremony to recognize the contributions of individual artists and arts advocates in the Arrowhead Region.

FY2009 Objectives and Tasks:

- a. Same as FY2008
- b. Same as FY2008
- c. Same as FY2008

GOAL 6: To assist communities with arts program development, when appropriate, and upon request.

FY2008 Objectives and Tasks:

- a. Provide assistance to communities upon request.
 - 1. Provide staff consultation to communities seeking assistance.
 - 2. Provide written materials to assist organizations.
 - 3. Provide reference material and referral information.
- b. Encourage individual artists, arts organizations, and groups in communities outside of Duluth to apply to the **McKnight/ARAC Rural and Community Art Grant Program** to develop arts activities which are appropriate to the identified needs in their communities.
- c. Make contact with arts organizations around the region.
 - 1. Attend activities by arts organizations or do site visits upon request.
 - 2. Hold three grant writing workshops per year, in locations to be designated by the Council.

FY2009 Objectives and Tasks:

- a. Same as FY2008
- b. Same as FY2008
- c. Same as FY2008
 - 3. Hold a town meeting in each of the seven counties served by the Council per biennium.
- d. Assess the impact of these objectives on community arts development in preparation for development of the FY2010/11 Biennial Plan.

GOAL 7: To participate in the leadership of regional, state and national arts organizations.

FY2008 Objectives and Tasks:

- a. To work with Minnesota Citizens for the Arts to foster the arts in Minnesota.
- b. To maintain memberships in regional, state, and national arts service organizations.
- c. To subscribe to regional arts magazines which are not available through the Arrowhead Regional Library System.
- d. To participate as a member of the following organizations:
 - 1. The Forum of Regional Arts Councils of Minnesota, Inc.
 - 2. Twin Ports Area Nonprofit Coalition, a chapter of the Minnesota Council of Non-Profits
 - 3. Arts Review Panel for the Duluth/Superior Area Community Foundation
 - 4. Other relevant local, regional, state, and national organizations upon request

FY2009 Objectives and Tasks:

- a. Same as FY2008
- b. Same as FY2008
- c. Same as FY2008
- d. Same as FY2008

GOAL 8: To encourage communication between the Council, arts constituents and the public.

FY2008 Objectives and Tasks:

- a. To produce publications and documents about Council activities and programs.

1. File a final report with the Minnesota State Arts Board and other appropriate agencies and foundations as required.
2. Mail or email press releases related to Council funding and other projects.
3. Produce a semi-annual press release which includes a list of grants awarded, grant information and deadlines, and ARAC news. Mail or email it to individual artists, arts organizations, and legislators in the region.
4. Produce and distribute program information and guidelines for grants programs. Produce a promotional piece about the Council and its programs which can be distributed through public locations in the region such as libraries.
6. Maintain a data base of regional arts organizations and individual artists to encourage networking in the region. These addresses are available from the Council office upon request.
7. Maintain a data base of organizations, services, and individuals of interest to the Council and our constituents. These addresses are available from the Council office upon request.
- b. To produce an ARAC web site that includes organizational information, programs, guidelines, application forms, deadlines, and grants awarded.
- c. To maintain office hours of 40 hours weekly so that staff can respond to requests from constituents, applicants, other agencies, and the public.
- d. To increase personal contact with arts-concerned constituents.
 1. Hold at least three grant writing workshops in communities in the region.
 2. Staff will encourage visits to the office by constituents.
 - a) Log at least 30 visits to the Council office.
 3. Staff will encourage constituents to contact the office on the 1-800 phone line or email.
 - b) Log at least 70 phone calls or emails to the Council office.

FY2009 Objectives and Tasks:

- a. Same as FY2008
- b. Same as FY2008
- c. Same as FY2008
- d. Same as FY2008
4. Hold a town meeting in each of the seven counties served by the Council per biennium.

GOAL 9: To operate an office accountable to constituents and funding sources.

FY2008 Objectives and Tasks:

- a. To lease and maintain an office at 1301 Rice Lake Road, Suite 111, Duluth.
- b. To employ a full-time Executive Director to administer grants, programs, and services of the agency.
- c. To contract for appropriate services and staffing to assist the Executive Director.
- d. To conduct at least five business meetings and five grant rounds per year.
- e. To comply fully with all contracts entered into with all funding sources.
- f. To maintain comprehensive records of Council activities and decisions.
- g. To maintain IRS 501(c)3 status, employee records and payments in compliance with federal and state regulations.
- h. To maintain a financial accounting system in full compliance with State of Minnesota standards, including a yearly audit.
- i. To evaluate all grants, programs, and services of the agency.

FY2009 Objectives and Tasks:

- a. Same as FY2008
- b. Same as FY2008
- c. Same as FY2008
- d. Same as FY2008
- e. Same as FY2008
- f. Same as FY2008
- g. Same as FY2008
- h. Same as FY2008
- i. Same as FY2008

DRAFT FOR THE ARROWHEAD REGIONAL ARTS COUNCIL'S FY2008 PROPOSED ANNUAL BUDGET**REVENUE:**

	STATE FUNDS	McK. FUNDS
State/McKnight Funds	\$ 193,907	\$ 67,000
Estimated Interest and Miscellaneous Income	\$ 2,665	\$ 1,435
Interest Carryover	\$ 1,365	\$ 6,135
RAC Forum Travel Reimbursement	\$ 1,000	\$ 0
TOTAL REVENUE	\$ 198,937	\$ 74,570

EXPENSES:

Director/Full-time	\$ 47,690	\$ 6,140
Secretarial Services	\$ 18,690	\$ 0
Program Assist./Web Person	\$ 14,560	\$ 0
ARAC FICA/Medicare	\$ 6,291	\$ 450
Panelist Honoraria	\$ 750	\$ 750
Health Insurance/Board Health Fund	\$ 22,950	\$ 2,300
ARAC Retirement Plan	\$ 3,954	\$ 400
Postage	\$ 2,050	\$ 650
Phone/AOL	\$ 1,788	\$ 300
Rent/Electric	\$ 6,159	\$ 500
Insurance: Workers Compensation	\$ 900	\$ 0
Council Travel	\$ 4,050	\$ 2,450
Staff Travel	\$ 1,800	\$ 300
Supplies	\$ 1,500	\$ 300
Dues	\$ 450	\$ 50
Copying/printing	\$ 1,300	\$ 450
Bank: Charges/checks	\$ 150	\$ 150
Equipment	\$ 100	\$ 0
Equipment: Copy Machine Lease	\$ 980	\$ 980
Equipment Maintenance	\$ 250	\$ 250
Administrative Contingency/Tickets	\$ 200	\$ 0
Accounting	\$ 1,400	\$ 500
Arrowhead Arts Awards/Committee Expenses	\$ 5000	\$ 0
Miscellaneous	\$ 125	\$ 0
SUB-TOTAL	\$ 143,087	\$ 16,920

GRANTS:

Arts Project Grants	\$ 41,100	\$ 0
McKnight/ARAC Rural and Community Art Grants	\$ 9,850	\$ 12,650
Administrative Support Grants	\$ 5,000	\$ 5,000
McKnight/ARAC Career Development Grants	\$ 0	\$ 12,000
McKnight/ARAC Artist of Color Career Development Grants	\$ 0	\$ 4,000
McKnight/ARAC Artist Fellowships	\$ 0	\$ 24,000
SUB-TOTAL	\$ 55,850	\$ 57,650
TOTAL EXPENSES	\$ 198,937	\$ 74,570

If the new money is received, the ARAC Board has approved putting all new funds into the Art Project Grant program.

GRANT MONITORING PROCESS

Grantees are required to file a final report with the ARAC 30 days after completing their projects. They provide the following information:

1. A description of the project as funded, and indication of any changes.
2. Attendance figures: artists served, audience served, children served, and number of performances.
3. A budget summary showing estimated income and expenses compared to actual income and expenses.
4. A description of the promotional effort for the project.
5. A narrative summary describing the planning and execution of the project, and future plans, if any, for continuation or extension of the project.
6. Comments or suggestions to the ARAC.

Grantees are instructed in their contract letter that any significant changes must be reported promptly and that permission for changes or extensions must be requested in writing through the Executive Director. If the change represents a major change in direction for the project, the Executive Director will bring the request before the ARAC board for approval.

The Executive Director periodically reviews the grant log to see whether organizations have outstanding final reports. Should an overdue report be indicated, the Executive Director sends a letter of reminder to the grantee. The staff sends additional letters or makes phone calls as needed to close the files of completed projects. Grantees are reminded of the responsibilities they share with the ARAC for full accountability of public funds.

The staff reviews all final reports and traffics them into the grant log. The file is then closed and moved to the inactive files. Final reports are always available for review by ARAC members and the public and may be brought to regular meetings for review. Members and staff who have attended funded projects are encouraged to report on them. Staff and ARAC members attempt to attend as many programs as possible.

ORGANIZATIONAL OVERVIEW

The ARAC operates with a seventeen member board. The Executive Director became a full-time appointment in FY90, and in January of 1991 the Council added a part-time clerical position which now represents a 30 hour a week appointment. In April of 2007 the Council added a part-time program assistant which represents a 20 hour a week appointment. Complete information on the procedures through which the organization operates may be found in the Council's By-Laws, beginning on page 27.

Article III of the By-Laws details the background requirements for ARAC members and also the rotation system designed to insure replacement of members on a regular basis.

Vacancies on the ARAC are filled by vote of the membership after an open nominations process. In soliciting membership applications, the ARAC issues press releases on vacant positions to the media, arts organizations, and artists in the appropriate counties. Notices are also sent to regional arts newsletters. Individuals may apply directly to the ARAC or be nominated by others. ARAC members receive copies of all applications prior to their meeting to vote on the positions.

A list of current ARAC members and staff can be found on page 25.

The ARAC planning document for FY81 included the Council's IRS 501(c)3 determination letter as well as a copy of the memorandum of agreement between the ARAC and the Arrowhead Regional Development Commission.

10% FOR CHILDREN LEGISLATION

The ARAC monitors funded applications to insure that 10% of funds awarded are for programs which directly or indirectly impact children. The ARAC adheres to the 10% for Children Legislation through the following means even though the legislation is no longer in effect:

1. All program applications contain a question which requires the applicant to address who the project or funding will serve, including children.

2. Each application includes a data collection form which requires the applicant to estimate the number of children the project or funding will serve.
3. All final reports require the applicant to account for the number of children served by the project or funding.

This information is available for inspection by Council members or the public at any time.

AMERICANS WITH DISABILITIES ACT ACCESS PLAN

The ARAC has completed an Americans with Disabilities Act Access Plan for its facilities, board, programs, and services. The ARAC has put the appropriate wording in all of its guidelines and grant contracts so that grantees and grant applicants are informed of their obligations to Americans with Disabilities Act (ADA) access if they receive state funding through the ARAC.

The ARAC's ADA Access Plan is available upon request from the Arrowhead Regional Arts Council office.

STAFF JOB DESCRIPTIONS

EXECUTIVE DIRECTOR: Full-Time

Administration:

- Administer policies, program services, accounting, and other management activities as directed by the Council.
- Oversee all office management, ie. staff supervision, filing, typing, correspondence, equipment maintenance, etc. as needed.
- Represent Region 3 in situations requiring the Council's participation or as directed by the Council Chair.
- Staff all Council and subcommittee meetings and operate as staff liaison with the Regional Arts Council Forum and Minnesota State Arts Board.
- Develop the Council board agendas with Chair and mail to members with the typed minutes at least seven days before the next scheduled meeting.
- Work with regional arts organizations and provide technical assistance on organizational matters, publicity, grant writing, fundraising, etc. as needed.
- Work with regional artists and provide technical assistance on career planning, grant writing, etc. as needed.

Planning and Reporting:

- Conduct needed information gathering including a needs assessment every four years.
- Write the Biennial Plan and annual workplan updates.
- Staff the ongoing arts planning process necessary to the preparation of the Workplan.
- Implement the Biennial Plan or Workplan, also referred to as the Block Grant.
- Publish documents, press releases, and informational material required by the Workplan.
- Create annual report for the Legislature and report verbally to the ARAC board.
- Mail needed information to the MSAB.

Budgeting/Bookkeeping:

- Oversee or generate all bookkeeping, monthly withholding taxes, quarterly tax reports, unemployment taxes, 990 annual report, and other needed reports for the ARAC.
- Provide monthly budget summaries and staff reports, listing major activities during the month, at Council board meetings.
- Staff an annual audit of the Council's books.
- Generate all bookkeeping for RAC Forum and its special projects, providing the RAC Forum and ARAC Board with monthly budget summaries and staff reports, listing major activities during the month.

Grant Administration:

- Oversees the administration of the ten (10) grant rounds per year.
- Administer five (5) grant rounds per year.
- Administer the grants process, including determining the eligibility of grants, preparing grants for board review, notifying grant applicants of the status of their grants, keeping accurate records of all grant applications received and awarded for the MSAB and Council, monitoring final reports, and spot audits, if necessary.

- Develop and conduct workshops for arts organizations and artists in the region as necessary.
- Provide technical assistance to applicants and respond to other information and assistance requests.
- Provide information to the Council regarding grants or grantees as necessary.

OFFICE MANAGER/SECRETARY: 30 Hours a Week

Secretarial Responsibilities:

- Answer telephone, and process/answer mail.
- Word process correspondence, various reports, and press releases.
- Proofread, edit, photocopy, sort, and collate various documents and press releases.
- Develop and maintain computer generated mailing lists and data base of regional arts organizations and artists; and develop new mailing lists as needed.
- Generate bulk mailings.
- Act as Council secretary at board and committee meetings and record meeting minutes.
- Maintain an up-to-date data directory of regional arts organizations.
- Assist Executive Director as needed and assigned.

Office Manager Responsibilities:

- Maintain calendar of ARAC deadlines and activities.
- Maintain office files in an appropriate, useful and timely system.
- Maintain inventory of office supplies.
- Oversee the daily, weekly, monthly, and yearly activities of the Council.
 - Generate Council Semi-Annual News Release
 - Develop additional press releases as needed.
 - Assist Executive Director in preparing for Council meetings, to include: generating, compiling, photocopying, collating, and mailing of printed materials relating to meeting agendas, reserve meeting room, order and purchase meeting supplies, set-up for and clean-up after meetings.
- Organize the necessary panel meetings and take minutes of the proceedings.

Bookkeeping/Grant Related Responsibilities:

- Perform monthly bookkeeping responsibilities, to include:
 - Balancing the checkbook.
 - Posting the checks and deposits in the computer.
 - Posting and balancing the accounts in the Ledger.
- Perform monthly or grant round related responsibilities, to include:
 - Adding grant applicant information to the computer data base as received.
 - Producing grant related correspondence.
 - Posting grant related information in the computer.
 - Monitoring grant final reports and related correspondence.

INDIVIDUAL ARTIST GRANT PROGRAM ASSISTANT: 20 Hours a Week

Grant Administration:

- Administer the three individual artist grant programs and five (5) grants reviews per year.
- Administer the grants process, including determining the eligibility of grants, preparing grants for panel review, notifying grant applicants of the status of their grants, keeping accurate records of all grant applications received and awarded for the MSAB and Council, monitoring final reports, and spot audits, if necessary.
- Develop and conduct workshops for artists in the region as necessary.
- Provide technical assistance to applicants and respond to other information and assistance requests.
- Provide information to the Council regarding grants or grantees as necessary.

Administration:

- Work in association with the Executive Director to review policies, program services, accounting, and other management activities related to the individual artist grant programs.
- Oversee all office management, ie. filing, typing, correspondence, etc. associated with administering the individual artist grant programs.

- Represent Region 3 in situations related to the individual artist grant programs requiring the Council's participation or as directed by the Executive Director or Council Chair.
- Schedule and Staff all Council and panel review meetings related to the administration of the individual artist grant programs.
- Select necessary panel members in association with the Executive Director for the individual artist grant programs and oversee all necessary correspondence, confirmation, accommodations, etc., necessary to carrying out the review panel meeting.
- Develop the meeting agendas with Council staff and oversee the mailing to panel or committee members at least fourteen (14) days before the scheduled review meeting.
- Work with regional artists and provide technical assistance on career planning, grant writing, etc. as needed.

Web Site Maintenance:

- Take ownership of the ARAC web site by developing and executing a plan that will bring it up to date and expand its presence as a useful communication and distribution tool for the Council's activities and services.
- Oversee the regular updating of the full web site in a timely manner.

Planning and Reporting:

- Assist in Conducting needed information gathering including a needs assessment every four years.
- Assist in staffing the ongoing arts planning process pertaining to the individual artist grant programs.

THE ARROWHEAD REGIONAL ARTS COUNCIL

BOARD OF DIRECTORS AND STAFF: Fiscal Year 2007

AITKIN COUNTY: Stephanie Mirocha, 2008	Visual Artist; Aitkin
CARLTON COUNTY: Liz Minette, 2007	Poet, musician; Esko
COOK COUNTY: Leah Thomas, 2008	Musician; Executive Director of Grand Marais Art Colony
ITASCA COUNTY: Lynn Nachbar, 2008	Potter; community arts activist; Big Fork
KOOCHICHING COUNTY: Beckie Aitkin, 2008	Theater artist; musician; International Falls
LAKE COUNTY: Deb Cooter, Vice-Chair, 2007	Fiber artist; Two Harbors
ST. LOUIS COUNTY: Pete Pellinen, 2007	Tenor; theater artist; community arts activist; Virginia
DULUTH: Samuel Black, Chair, 2007	Musician; freelance literature and music critic; Instructor, College of St. Scholastica; Duluth
STUDENT AD HOC: Lindy Sexton, 2007	Student at UMD; photographer; student arts activist; Duluth
AT-LARGE: LaVerne Reed, Treasurer, 2007	Theater artist; musician; community arts activist; Kettle River
Adrian Lester, 2007	Visual arts; music; art collector; Duluth
Jana Pastika, 2007	Visual arts; literature; dance; Duluth
Wendy Savage, 2007	Visual arts; Native American Arts; literature; Duluth
Naomi Hart, 2007	Visual artist; Grand Marais
Cherie Holm, 2008	Visual artist; musician; Aitkin
Lisa McKhann, 2008	Choreographer; visual arts; literature; Duluth

Joan Farnam, 2008

Potter; writer; editor; Grand Marais

STAFF:

Robert DeArmond
Executive Director - Full-Time

Visual artist; potter; former Director of the Duluth Art Institute;
former Development Director for KUMD-FM: Duluth Public Radio

Bonnie Sylvester
Secretarial/Office Manager -30 hours a week

Musician; instrumentalist

Jean Sramek
Program Assistant/ Web Management - 20 hours a week

Writer, theater artist

ARROWHEAD REGIONAL ARTS COUNCIL

BY-LAWS

Adopted August 19, 1976

Revisions Adopted: October 1977, Feb. 1979, June 1979, May 1988, June 1991,
June 1995, December 1995, August 1996, June 2000, May 2001, and May 2006

ARTICLE I

The purpose of the Arrowhead Regional Arts Council is to provide and help secure funding and provide other assistance for local arts development within the seven-county Northeastern Minnesota Area presently known as Development Region 3. In performing these functions, the Council is to carry out its activities in conjunction and cooperation with local, regional, State and Federal government units and public and private agencies and businesses acting within the Arrowhead Region.

ARTICLE II

The goals of this Council shall include, but not be limited to, the following:

1. To serve as the state-designated arts council for the region, maintaining a community-based planning process.
2. To support the development and artistic growth of arts organizations in the Arrowhead Region and to make the arts accessible to the public.
3. To foster the professional development and artistic growth of individual artists residing in the region.
4. To augment the funding base for the arts in the region through partnerships in the public and private sector.
5. To advocate for the arts as essential to the quality of life as well as to the economic and educational development of the region.
6. To assist communities with arts program development, when appropriate, and by request.
7. To participate in the leadership of regional, state and national arts organizations.
8. To encourage communication between the Council, arts constituents and the public.
9. To operate an office accountable to constituents and funding sources.

The Council shall report at least annually to the Minnesota State Arts Board on the activities of the Council and the status of local arts development in the Region.

ARTICLE III

The total Council membership shall not exceed seventeen (17) members. Members will be appointed by the Arrowhead Regional Arts Council through an open nominations process.

Members will be appointed in a manner which insures a regional representation and inclusion of major arts disciplines. Half of the Council shall be comprised of one member who resides in each of the Region's seven (7) counties, with the exception that there shall be two members who reside in St. Louis County, one of whom must reside in Duluth. A county resident is defined as a person whose permanent, primary residence is in the county for which they are elected to serve. A member must reside in the county for at least six (6) months prior to their election to the Council. The remaining half of the Council shall be comprised of eight (8) at-large positions appointed to provide a balance in expertise, experience, or involvement in specific disciplines or art forms not currently represented on the Council. The final board position is a Student ad hoc member appointed from one of the colleges or universities in the Arrowhead Region. No more than five (5) members may be appointed from any one of the Region's seven (7) counties or Duluth. To the extent possible, the total membership of the Council shall include individuals that are active in, or knowledgeable of, one or more of the following major arts disciplines: literature, visual arts, dance, theater, music, or the folk and ethnic arts.

Members shall be appointed to serve on the Council for two-year terms. Members may be appointed to serve two (2) consecutive terms. When possible, one-third of the members shall be appointed for terms beginning on July 1st of each

fiscal year. If more than one-third of the Board, or five (5) members, are scheduled to go off in any given year, the Board may appoint any retiring member to an additional one-year term based on where the Board member lives and by the applications received to fill the existing Board vacancies. A preference will be given to existing members who are eligible to serve from one of the counties or from Duluth so as not to compromise the regional representation on the Board.

Members may be appointed to serve no more than two (2) consecutive terms except when more than one-third of the Board, or five (5) members, are scheduled to go off in any given year or in the case of a person filling the unexpired term of a resigning Council member. A member filling an unexpired term may subsequently serve two (2) additional terms if the portion of the unexpired term which he or she served was less than one (1) year. A member filling an unexpired term that is more than one (1) year serves the unexpired term and one (1) additional term. Members must be off the Council for at least one (1) year before they can apply to serve another term.

If an acceptable candidate is not found before a position expires, the Council may re-appoint the sitting member to the Council. He or she will serve until an acceptable candidate for the position is found, but not longer than one (1) year.

Members and staff must be cognizant of and abide by the conflict-of-interest rules as set forth in appendix A of this document.

ARTICLE IV

A vacancy on the Council shall be filled by a vote of the membership after an open nominations process. In soliciting membership applications, the Council will issue press releases on vacant positions to the media in appropriate counties. Releases will also be sent for posting to arts organizations in the county. The Council will elect applicants according to the process outlined in the policy manual. Council members may vote for all appointments, even applicants residing in the same county as the Council member.

ARTICLE V

No proxies shall be permitted for any member of this Council and no member may designate any person to act as his alternate or to have any authority to vote on any matter before the Council.

In the event a member of the Council is absent for three (3) consecutive meetings, the Executive Director of the Council shall report such absences to the Chairperson of the Council who shall cause the matter of such absences to be placed upon the agenda for the next meeting of the Council for such action as the Council deems advisable. Three (3) consecutive absences without good cause (as determined by the Council) shall be sufficient reason for the Council to find a vacancy exists in the term and membership held by the member involved.

A member may request a leave from the Council for no more than three (3) months without forfeiting their position. The length of a member's term is fixed at two (2) years and will not be extended or reduced if a board member takes a leave of absence. A member may temporarily reside outside of the county for which they were elected to represent without forfeiting their position if they attend Council meetings and resume full-time residency within a six (6) month period. The Council membership will review such requests on an individual basis but does not encourage the above options.

ARTICLE VI

This Council shall meet at least six (6) times annually by regular or special meeting upon due notice given by the Chairperson of this Council, or, in the event of failure of said Chairperson to call a meeting, at least bi-monthly by due notice of meeting signed by one-third of the membership of this Council. Due notice of meeting shall consist of written or telephone notice of said meeting contained in the minutes of the prior meeting of this Council and distributed to the members of this Council and said due notice shall contain the address of the place of such meeting and shall be given at least seven (7) days prior to the date of the meeting.

ARTICLE VII

Complete and accurate minutes of each meeting of this Council shall be maintained under the authority of the Secretary of this Council and copies of said minutes shall be transmitted not later than seven (7) days prior to the next regular meeting to each member of this Council by mailing a copy of such minutes to each of said members.

ARTICLE VIII

A majority of the membership of the Council shall constitute a quorum for the purpose of carrying on any of the business of this Council at a duly called meeting thereof. The recommendation to approve any grant application for funding shall require a majority vote of the membership of this Council.

ARTICLE IX

This Council shall elect as its officers a Chairperson, a Vice-Chairperson and a Treasurer to serve for a term of one (1) year. Election of Officers shall take place at the regular May meeting of the Council each year. Newly elected officers take office on July 1st, and may serve no more than two (2) consecutive terms.

ARTICLE X

The office of Secretary may be filled by ARAC staff or by election from among Council members at the discretion of the Council.

ARTICLE XI

The officers of this Council must be selected from the duly appointed members hereof, but the non-discretionary function of said officers may be performed by members of the staff of this Council according to the instruction of said officers.

A Nomination Sub-Committee and a Review Process Sub-Committee will be appointed by the Chairperson.

The Chairperson, Vice-Chairperson and the Treasurer will constitute an Executive Committee, and shall have and exercise in the intervals between meetings of the Council all powers of the Council which may be lawfully delegated in the management of the business and affairs of the Council or such lesser powers as may be specified from time to time by vote of the members. The Council shall establish quorum standards. The Executive Committee shall meet at the call of the Chairperson. All actions of the Executive Committee shall be subject to review by the Council at its next meeting.

The Council may also establish special advisory committees to deal with general or specific problems and areas of concern. Members of such task forces shall be appointed by the Chairperson and need not be members of the Council.

ARTICLE XII

These By-Laws may be amended by a simple majority of the total membership of the Council at a duly called meeting of the Council, provided that notice be given of any proposed amendment at least thirty (30) days in advance of the meeting at which said amendment is to be considered.

ARTICLE XIII

Roberts Rules of Order (Revised) shall govern the procedures of meetings of this Council and in all matters not otherwise governed by these By-Laws.

ARTICLE XIV

The fiscal year of the Council shall be from July 1 to June 30.

A financial report shall be made at least annually to the Council by the Executive Director. Additional financial reports shall be made available to the members of the Council in such form and at such times as may be requested.

APPENDIX A

Conflict-of-Interest Rules

When the Council members act as panel members, reviewing grant applications, care must be taken by members and staff to identify possible conflict-of-interest situations, and to not participate in discussing, voting or ranking the project for which there has been a declared conflict-of-interest.

It is important to note that there is nothing wrong or illegal about Council members having conflict-of-interest situations. In order to have an active, intelligent Council, it is necessary to elect members who are active in their arts communities. The important point is how such conflicts-of-interest are handled.

The following affiliations are actual conflict-of-interest situations:

1. Member has a material, financial interest in the issue or proposal or is affected by the issue or proposal greater than other members of his/her business classification, profession or occupation; or,
2. Member is a director, trustee, officer, employee or agent of an institution directly involved in the issue or proposal to a greater extent than similar institutions; or,
3. Is related by blood or marriage to an individual directly affected by the issue or proposal.

Appearance of Conflict-of-Interest

Besides guarding against actual conflict-of-interest, the courts and legislature are very concerned that there must be no appearance of conflict-of-interest. The following is quoted from the Minnesota Statute relating to conflict-of-interest:

"It is the intent of the statute to forestall any question of a delicate nature and to prevent unfavorable comment on transactions which may bring the administration of public affairs into disrepute."

Therefore, there are situations which may cause a panelist to declare conflict-of-interest which do not fall strictly into the above categories. For example, a panelist may be a close friend of an applicant, and feel that he/she lacks the objectivity needed to evaluate the project. Other situations include the possibility of future conflict-of-interest, and a sense that professional and/or personal interests could maybe be affected by the support or non-support of a project.

The ARAC handles conflict-of-interest situations as follows:

1. Member of the Council declares conflict, recorder notes declaration, person leaves the room.
2. Council discusses and votes on approval of the project, member returns to the room.
3. During final ranking, c-o-i member ranks all projects **except** the c-o-i project.

Conflict-of-interest Policy for ARAC Staff

1. ARAC staff should not benefit from a project seeking or receiving funds from ARAC.
2. ARAC staff should not sit on boards of regional organizations which might seek funding from ARAC.
3. ARAC staff may not use ARAC publications to promote his or her own artistic work.
4. ARAC staff should not be involved in any applications to the ARAC until staff has ceased being employed by the ARAC for at least one year.
5. Staff should use discretion in promoting self as an artist in the region to avoid the appearance of conflict-of-interest.
6. All questions, complaints and possible infractions of the conflict-of-interest policy shall be the responsibility of the ARAC personnel committee.

ATTACHMENTS

The following attachments have been included with the ARAC's Biennial Plan for FY2008/2009:

1. A list of town meetings, grant writing workshops, workshops, and meetings (below).
2. The FY2006 Needs Assessment letter - page 33
3. The FY2006 Needs Assessment - page 34
4. Grant Feed Back Form - page 36

The compiled input from the needs assessment, town meetings, grant writing workshops, and other meetings has been included in the needs assessment narrative which begins on page 4 of the biennial plan.

Town Meetings and Grant Writing Workshops in 2006

<i>City, Date, Time:</i>	<i>Location:</i>
Cloquet: Tuesday, September 12, 2006	Fond du Lac Tribal and Community College
Grand Marais: Wednesday, September 20, 2006	Arrowhead Center for the Arts
Castle Danger: Tuesday, September 26, 2006	Grand Superior Lodge
Hibbing: Wednesday, September 27, 2006	SoHo Gallery
International Falls: Tuesday, October 3, 2006	Backus Community Center
Duluth: Thursday, October 5, 2006	Marshall School Annex Building: Common Area
Grand Rapids: Wednesday, October 11, 2006	MacRostie Art Center
Aitkin: Thursday, October 12, 2006	Jaques Art Center

Dates of the Other Meetings attended in 2006:

August 22, 2006	Bush Foundation Artist Fellowship Workshops: DeArmond joined Julie Dalgleish to present funding options for individual artists working in the visual arts, choreography, multimedia, performance art, storytelling, traditional and folk art, literature, scriptworks, film/video, and music composition. This meeting took place at the Fond du Lac Tribal and Community College, Cloquet.
September 6, 2006	MSAB Individual Artist Grant Workshops: DeArmond joined the MSAB staff to present funding options for individual artists and cultural collaborations. This meeting took place at the Fond du Lac Tribal and Community College, Cloquet.
March 2, 2007	DeArmond took part in a meeting with community leaders in the arts facilitated by Duluth Superior Area Community Foundation . This meeting took place at the Duluth Art Institute's Lincoln Building in Duluth.
March 22, 2007 April 26, 2007	Regional Networking Development Meetings for Regional Artists with Disabilities: VSA arts of Minnesota, MSAB, and the Arrowhead Regional Arts Council are working to establish a networking group to help address issues affecting artists with disabilities.



To: Regional Arts Organizations and Artists

From: Arrowhead Regional Arts Council
Executive Director: Robert DeArmond
Chair: Sam Black

Re: Participation in a Regional Needs Assessment

1301 Rice Lake Road
Suite 111
Marshall School Annex
Duluth, MN 55811
Phone: 218-722-0952
1-800-569-8134

Fax: 218-722-4459
E-mail: ARACouncil@aol.com
Web: www.ARACouncil.org

Every four years, as part of the Council's planning process, a survey is distributed to identify the needs of the regional arts community. Your input is important to the Council as we formulate our future plans and work to develop appropriate programs and services to meet the identified needs in the region.

Included with this letter is a copy of the needs assessment. Please take a few minutes to fill out the survey to help the Council identify the concerns, needs, and trends that affect arts development in the Arrowhead Region. If you prefer, you may fill out the needs assessment online by going to www.ARACouncil.org and clicking on "Needs Assessment." The specific information you provide to the Council is confidential, but the compiled results will be used in our planning process and are available to the public upon request.

The Arrowhead Regional Arts Council serves the seven county area in northeastern Minnesota that includes Aitkin, Carlton, Cook, Itasca, Koochiching, Lake, and St. Louis Counties. The Council administers funding programs and services available to regional arts organizations, artists and communities.

If you would like additional copies of the needs assessments or would like one sent to someone in the region, please call 218/722-0952, 1-800-569-8134, fax 218/722-4459, e-mail: ARACouncil@aol.com or write to:

Arrowhead Regional Arts Council
1301 Rice Lake Road, Suite 111
Duluth, MN 55811

The Council encourages everyone interested in the future of the arts in the Arrowhead Region to participate in this needs assessment.

***NEEDS ASSESSMENTS SHOULD BE RETURNED TO THE
ARROWHEAD REGIONAL ARTS COUNCIL BY SEPTEMBER 15, 2006.***

**Serving these
Arrowhead counties:**
Aitkin
Carlton
Cook
Itasca
Koochiching
Lake
St. Louis



WE NEED YOUR HELP! Your input is important to the future of the ARTS in the Arrowhead Region.

Please take a few minutes to let us know what you think. Your input will enable us to better serve the arts in the Arrowhead Region. ***Please complete and return this needs***

assessment survey by September 15, 2006. The survey may be filled out online by going to www.ARACouncil.org and clicking on "Needs Assessment."

A. Respondent Information:

Name _____

Organization's name (if appropriate) _____

Address _____ City _____ Zip _____ County _____

Phone _____ E-mail _____ Web site _____

Community Population: ___ 0-500; ___ 500-1,500; ___ 1,500-3,000; ___ 3,000-6,000; ___ 6,000-10,000;
___ 10,000-20,000; ___ over 20,000

Organizational Data:

Organization's Mission _____

Year founded _____ Discipline(s) served _____

Is the organization a federally designated 501(c)3 tax-exempt, non-profit organization? yes ___ no ___

What is the approximate annual operating budget of the organization? \$ _____

Staffing: number of full-time staff _____ : are they paid _____ or volunteer _____

number of part-time staff _____ : are they paid _____ or volunteer _____

Does the organization own a facility? yes ___ no ___

Is the facility accessible to people with disabilities? yes ___ no ___

Your involvement with the organization is as a: member ___ board member ___ staff ___ volunteer ___

Individual Artist Data:

Do you consider your involvement in the arts as: professional ___ semi-professional ___ a vocational ___

Do you have other employment to make ends meet? yes ___ no ___

What is your primary discipline in the arts? _____

___ Check here if you would like a copy of the results of this survey.

B. What is your vision for the arts in the Region and/or for your arts organization? (add pages if needed)

C. Where would you like your Organization, or the arts in your community, to be in 10 years? (add pages if needed)

D. What do you, as an artist, or your arts organization need to carry on and grow in the region?

1. _____

2. _____

3. _____

E. As a consumer of or advocate for the arts, what does your community need to develop or sustain its arts activities?

1. _____

2. _____

3. _____

F. Has the decrease in available arts funding in the region caused you to change how you do business as an artist or caused your arts organization to change its programs or services? (add pages if needed)

G. Check the box for the frequency with which these arts activities occur in your community annually.

Number of times:	never	1 to 5	6 to 10	11 to 20	20 or more
Art Exhibitions (Fairs)					
Theater Performances					
Classical Concerts					
Popular Music Concerts					
Dance Performances					
Literature Events (Poetry Readings, Storytelling, etc.)					
Community Festivals that include the Arts					

Please comment on the type and quality of arts activities in your community.

H. Do you as an artist or arts organization need funding or support for: (Check all that are appropriate.)

- | | | |
|--|---|---|
| <input type="checkbox"/> Career or long range planning | <input type="checkbox"/> Technical assistance | <input type="checkbox"/> Board training |
| <input type="checkbox"/> Organizational development | <input type="checkbox"/> Staff development | <input type="checkbox"/> Networking |
| <input type="checkbox"/> Capital | <input type="checkbox"/> Other _____ | |

I. Current Funding Programs: Please number the following programs in order of their importance to you or your arts organization. Number them 1 to 6, with 1 being most important.

- ☐ McKnight/ARAC Individual Artist Fellowship grants offer support to enable artists to set aside time to achieve specific goals, purchase supplies and materials, or participate in advanced study not related to a degree.
- ☐ McKnight/ARAC Individual Artist Career Development grants offer support to enable artists to take advantage of an impending, concrete opportunity which will advance their work or careers.
- ☐ McKnight/ARAC Artist of Color Career Development grants offer support to enable artists with culturally diverse backgrounds to take advantage of an impending, concrete opportunity which will advance their work or careers.
- ☐ Art Project grants offer project based support to arts organizations to produce or present arts activities.
- ☐ McKnight/ARAC Rural and Community Arts grants offer project based support to arts organizations located outside of Duluth to produce or present arts activities.
- ☐ Administrative Support grants offer support to established non-profit, tax-exempt 501(c)3 arts organizations to fund projects which address their organizational and administrative goals and objectives.

J. Current Services: Please number the following services in order of their importance to you or your arts organization. Number them 1 to 6, with 1 being most important.

- ☐ Staff consultations to organizations/communities or individual artists.
- ☐ Referrals for individual artists and arts organizations.
- ☐ Grant writing workshops in communities around the region (at least three per year).
- ☐ Reference library (sources for grants, jobs, resources, etc.).
- ☐ The ARAC web site (www.ARACouncil.org).
- ☐ The Semi-Annual News Release.

K. Are there programs or services the Arts Council could expand or develop to help address the needs identified in questions B, and C? (add pages if needed)

**Please complete and return this needs assessment survey to the
Arrowhead Regional Arts Council by September 15, 2006.**
**Arrowhead Regional Arts Council, 1301 Rice Lake Road, Suite 111, Duluth, MN 55802-2086, 218/722-0952,
 1-800-569-8134, E-mail: ARACouncil@aol.com, Web site: www.ARACouncil.org**

The Arrowhead Regional Arts Council
Suite 111 • 1301 Rice Lake Road • Duluth, Minnesota 55811
(218) 722-0952 or 1-800-569-8134

Please return this form within 30 days. This information will be used by the Council to evaluate its programs and procedures.

1. Please comment on the program for which you submitted an application. Did the program address the proposed needs of your activity? Were the guidelines and application form easy to understand and complete?
-

2. Please comment on the application procedure. Did you feel the application process provided enough space to appropriately describe program or project? Did you feel that the information required was appropriate for the program?
-

3. Did the Council staff provide you with the assistance you required in a helpful and timely fashion?
-

4. Are there other forms of information or assistance, beyond funding, that the Regional Arts Council might provide to help applicants in carrying out a project?
-

Print name _____

Title (if responding for an organization) _____

Date _____

Organization _____