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## **BIENNIAL PLAN**

Fiscal Years 2010/2011

Submitted by:

### **The Arrowhead Regional Arts Council**

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## **Attachments: Grant Guidelines for FY2008/2009**

*For Arts Organizations:* Administrative Support Grants

Art Project Grants

McKnight/ARAC Rural and Community Art Grants

*For Individual Artist:* 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 2009.*

*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 2003:**

There have been significant changes in the economic climate in the last six years. The recession continues to impact the Arrowhead Region.

There are currently about two hundred arts organizations producing or presenting arts programming in the Arrowhead Region. Of that number, forty six of the groups have connections to universities, colleges, or public schools and approximately 50% of the arts groups in the region function on a professional or semi-professional level. In the last six years, a few new arts organizations have emerged making strong artistic waves across the region while many of the existing groups are experiencing difficulties or have even gone out of existence. Since 2003 the following new and emerging organizations have begun offering exciting arts programming in the region: Edge Center for the Arts, Northern Printmakers Alliance, Spirit Lake Poetry Series, Lake Superior Writers, Northland Nordic Music Association, Lake Superior Youth Chorus, Lyric Opera of the North, Duluth Festival Opera, Sons of Norway, Rubber Chicken Theatre, and Semblesque Performance Company, all in Duluth; Ely ArtWalk in Ely; 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; Northern Lights Music Festival in Aurora; Backus Community Center and Icebox Radio Theater, International Falls; and Crescendo Youth Orchestra and The Iron Range Chorale, Hibbing.

The ongoing poor economy in the Arrowhead Region has caused financial and/or organizational difficulties for several existing organizations. It is impacting established groups as well as the small rural and emerging groups. Almost all organizations are trying to work with access to less funding; communities with less disposable money; and declining revenue. The Iron Range, which stretches from west of Grand Rapids, east to beyond Virginia and north to Ely, continues to have a "boom or bust" economy. The taconite plants which came back for a few years from 2004 to 2007 are again having problems. Most of the remaining plants are functioning with fewer employees and many are closing for extended times to remain in business. New mining projects proposed for the Iron Range have been put on hold. The paper industry is also seeing cut backs in employment and plant closings due to the declining economy. Much of the Arrowhead Region has been struggling with a weakened economy during the last six years and the arts organizations have been adversely impacted. The cut the ARAC received in state funding in 2003 even further impacted the number of arts activities produced or presented in the region during the past six years. Regional arts organizations 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. Since the ARAC is the primary source of arts funding for arts organizations in 22% of the state, this means that there has been at least a third less arts activities in the Arrowhead Region during the last six years.

Even since the cuts, ARAC funding has helped regional arts organizations commission six original chamber pieces and twelve new pieces of choreography; produce two original plays by regional playwrights; present the Two Harbors Folk Festival; produce the Fifth North Shore Iron Pour; present over forty concerts; and mount over ten regionally produced art exhibitions.

Regional organizations have also hosted lectures and workshops by nationally recognized artists Andrew Goldman, Gendron Jensen, Sowah Mensah as well as many other prominent regional, state and national artists. Regional audiences, musicians, and theater professionals have also enjoyed performances by nationally recognized pianists Michael Sheppard, Ann Doberstein, and Spencer Myer; sopranos Janet MacDonald and Hope Koehler; Finnish musicians Les Harkonen and the group, Skäl Klubben Spelmanslag; guitarist Paul Galbraith; musical groups Solas, Joy Kills Sorrow, Chic Gamine, Six around One, Cantabile, and the Vienna Boy's Choir; Caribbean singer Philip Mentor; Blue Grass musician Mike Compton; dance performances by Scoel na Dtri and Semblesque Performance Company; readings by national, regional and local poets; performances of Handel's "Semele," Verdi's "La Traviata," and Purcell's "Dido and Aeneas." ARAC funding also helped arts organizations produce an original radio theater play; an artist lectures series; The Bearded Child Film Festival in Grand Rapids and Minneapolis; the North Shore Iron Pour; a national poetry conference; a summer children's theater camp; and workshops and performance by the Missoula Children's Theatre, just to name a few.

The state and national economy continues to have an affect on the Arrowhead Region. Throughout the last six years, the region has tried to adjust to the impact to the mining and lumber industries. 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. This ongoing economic struggle has meant a continuing loss in employment, revenue and the tax base which these industries once generated in their communities. 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.

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 six 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 greatly impacted the artistic and cultural backbone of the region.

The Arrowhead Regional Arts Council's challenge is how to deal with cuts for FY2010 while planning for the Legacy funding the ARAC will receive in FY2011. The next two years will be a time of retrenching as well as a time of great expectations. 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 the needs of our constituents. The McKnight Foundation's support during the last twenty eight 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. It includes the planning process that is underway to prepare to receive Legacy Funds in FY2011.

- July, 2008**
  - Board Retreat at which the Council reviewed its mission, set policies, and reviewed the existing programs as part of the biennial planning process.
  - Planning Committee established.
- September, 2008/April, 2009** ➤ Planning Committee began the biennial planning process.
- March, 2009**
  - The Board hired consultant, Karen Keenan, to facilitate a planning process to prepare the Board to receive the Legacy Funds in FY2011.
  - Established a Strategic Planning Design Team.
- April, 2009**
  - Planning Committee reviewed information and prepared recommendations in preparation for the Board consideration of proposed budgets and program changes. (This was a difficult process since state funding levels are unclear at this time.)
- May 1 to 15, 2009**
  - Submitted the FY2010/11 Biennial Plan to the Forum of Regional Arts Councils of Minnesota and the Minnesota State Arts Board.
  - Begin Focus groups in three communities as part of the long range planning process.
- May 21, 2009**
  - Hold a public meeting to solicit comments on the plan and the Council's services and programs for FY2010/11.
- July, 2009**
  - Hold Board retreat to assess the plan in relationship to the available funds.
  - The Board will review information presented by the Strategic Planning Design Team and planning facilitator.
- September/October, 2009**
  - Hold six to eight additional focus groups throughout the region and post an on-line needs assessment in preparation of a two day Board planning retreat.
  - Hold Town Meetings/Grant Writing Workshops in communities served by the Council and on the Fond du Lac Reservation to explain program changes.
  - Planning Committee reviews the input from the Board Retreat.
- October, 2009**
  - Planning Committee works with planning facilitator in preparation of the Board's retreat.
  - The Planning Committee and facilitator will review the responses from the focus groups, the on-line needs assessment, and feedback from constituents.
- November, 2009**
  - Hold a two day facilitated Board planning retreat.
- December/March, 2010**
  - Planning Committee and planning facilitator will develop a budget, programs and services that will demonstrate the Council ability to be good stewards of the Legacy funds.
- April, 2010**
  - Planning Committee will present the first draft of a three year plan to the Board.
- May, 2010**
  - Board will review and approve the proposed changes to the programs and services and the accompanying guidelines.
- June, 2010**
  - Board will approve three year plan, the FY2011 budget, and programs and guidelines changes.

## Needs Assessment Summary

The ARAC participated in a state-wide needs assessment for the arts in Minnesota in 2008/09 and conducted regional needs assessments in 2006. The results of these last two assessments and phone conversations with identified constituents are the basis for planning art programs and services in the region for fiscal years 2010 and 2011. The second component of the ARAC's planning process was to solicit input by holding the following meetings: ten town meetings (one in each county the Council serves, one on the Fond du Lac Reservation, and one in Duluth during September and October of 2007 and 2008); co-hosting MSAB meetings in Duluth (Artist Initiative, Arts-in-Education, and Cultural Community Partnership meeting); workshop by mnartists.org and Springboard for the Arts; two focus groups as part of the MSAB Planning process; 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 1,984 individual artists and arts organizations. It was also available on line. 17 individual artists returned needs survey forms, of which 15 respondents identified themselves as either professional or semi-professional. The ARAC received 8 responses from Duluth and 9 responses from the greater Arrowhead Region.

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

9 needs survey forms were filled out and submitted on line four. 4 were submitted by individuals, with 3 responses from Duluth and 1 response from the greater Arrowhead Region. 5 were submitted by individuals representing arts organizations in the region, with 2 responses from Duluth and 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. Need city or county money supporting the arts.
    - b. Need money for the public schools to do arts in education.
    - c. Need 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. Need 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. Need a variety of arts activities coming into town.
    - f. Need 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.
    - h. 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 be 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 grant feedback forms and final report forms identified similar needs to those identified in the needs assessments.

**A Narrative Summary of the Identified Needs**

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

**Artists:** In response to this questioning in 2006, 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 such support is to the success and growth of regional artists.

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 as their greatest need in 2008 Town Meetings. Artists appreciated that the ARAC has offered workshops which teach personal promotion, grant writing, and business related skills.

**Arts Organizations:** In response to this question in 2006, 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.

The responses from the 2008 Town Meetings were very similar to those in 2006. General operating and capital support were identified as being more important today to regional arts organizations as they struggle to keep going in an economy that continues suffer.

**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 in 2006, 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 in 2006, arts organizations perceived a need for more arts programming in their community. They felt that their community could use more concerts, exhibitions, readings, poetry, 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 expressed how important administrative and project support is 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 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 vigorous arts community, makes the competition for ARAC 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 in 2006, artists observed that there is a lively arts community in the region and they hoped that 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 regional art scene 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 make a living in the arts and advance their careers. They expressed 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 in 2006, 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 struggling to continue to offer requested programs and services. They expressed hope that their communities would learn the importance of the arts to their economy and support the arts. 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 to support the arts. Most rural communities lack a single building that houses arts programming. In some communities the schools fill this need but in many communities their schools are closed. They also expressed hope that in 10 years they will be able to better manage and promote their activities to 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 having to work with decreased revenue and financial support. They expressed concern that the current financial conditions in the region are making it hard for them 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 arts organizations. They also want art and music education restored in public schools and 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 that have 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 in 2006, artists recognized the 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 artists living in our communities. They would like to see communities create art districts that 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 workshops and conferences as well as computer bulletin boards and medium based meetings or registries. They would also like to see a directory of presenting and exhibiting venues in Duluth and the Arrowhead Region so that it would 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 their growth as artists and ability to advance their careers

**Arts Organizations:** In response to this question in 2006, arts organizations expressed hope that they will be able to continue to weather changes in the region and in their communities. Shifting populations in small communities have impacted how the arts organizations have been able to do their work. They expressed a need to 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 also need to 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 boards are a concern that needs to be addressed. Arts organizations expressed a need 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 small 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:** In response to this question in 2006, artists explained that the cuts in ARAC funding come on top of other downturns in the economy such as 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 the quality of life and the economy in Minnesota.

**Arts Organizations:** In response to this question in 2006, 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 programs require 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 have cut back on the number of grants they submitted. Arts organizations also explained that other regional sources of funding have 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 yet.

## **Implementation Based on the Identified Needs**

The unique situation the arts community finds itself in for FY2010 and FY2011 is both distressing and a wonderful opportunity. For FY2010, the ARAC is projecting a 15% cut in State funding. The challenge for next year is that the ARAC will need to retrench while not devastating its support to constituents, programs, services, and administration. The ARAC is in a planning process to prepare for receiving the new Arts and Legacy funding. The planning process will continue through spring of FY2010 so the ARAC will be prepared to administer the new State funding in FY2011.

The ARAC will continue to address the identified needs in the region even with decreased funding. The ARAC is being careful so the decreased funding does not stop the Council from considering programs which might address new needs being identified through the planning process. The ARAC continues to adjust the source of funding in its programs to insure that they address as many of the identified needs in the region as possible.

The ARAC's current planning process has already identified more needs than can be met with the limited resources and staff available. The projected decrease in State funding for FY2010 has required that the ARAC re-evaluate all of its programs and services for next year and make necessary changes to ensure that the Council is able to address recurring needs in the region and help keep arts organizations active in the Arrowhead region.

The ARAC's current grant programs have been refined over the last ten years. The programs have been reviewed by the Board which determined that they address critical needs identified in the Region. To save administrative time and expenses, the Board approved consolidating the three individual artist grant programs into a single grant program. This will reduce the number of grant deadlines, two panels, mileage, and administration costs. In FY2010, the ARAC will

implement the following programs and services:

## **1. Funding Programs**

Arts organizations and artists identified the following as the primary needs in the region: funding and space for individual artists and arts organizations; administrative assistance; technical assistance; audience development; networking support; exhibition space and performance venues; arts education; and advocacy issues. The ARAC proposes to administer the following programs and services to address as many of the identified needs with decreased funding:

### **For Arts Organizations:**

#### **a. Art Project Grants: Funding Source - McKnight and State Funds**

This is the Council's primary project grant program for established arts organizations. Due to the decrease in State funding six years ago, the ARAC reduced the number of deadlines from three per year to two per 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. The amount which may be requested per application, per grant round, has been reduced from up to \$4,000 to up to \$3,500.

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

This program was started with The McKnight Foundation funding and still includes "McKnight" in its name. This program is 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. The Rural and Community Art grant program serves 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. A group may request support for production and presentation activities which will impact their communities. This program makes a specific amount of funding accessible to rural and small developing arts organizations in the region on an annual basis. Applications 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 reduced from up to \$2,500 to up to \$2,000.

The continuing growth in the number of applications to this program demonstrates the 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. Arts organizations may request administrative support of up to \$4,000 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. 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 for small capital projects. Arts organizations requesting support must show dedication to, and substantial achievement in, their commitment to artistic investigation, creation, and presentation. Both producing and presenting organizations are 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 and ability to survive in a poor economy.

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 Artist Support Grants: Funding Source - McKnight Funds**

This new program will have three deadlines per year. It will be designed to provide financial support to developing and established regional artists wishing to take advantage of an artist generated or impending, concrete opportunity or to provide support for time, materials, and living expenses to complete work 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 \$3,000 per application per year.

**b. Emergency Support for Individual Artists: Funding Source - Artist Relief Fund**

The ARAC administers this program for the Artist Relief Fund, a Duluth based non-profit founded to assist artists in times of need, by raising, administering and distributing emergency financial support and by providing information about other resources available to them in times of hardship.

This program provides regional artists with financial support to help them pick up the pieces from an emergency and to expedite recovery so they can continue to work. Artists living in Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis counties in Minnesota and Douglas and Bayfield counties in Wisconsin, who find themselves in immediate need of financial assistance due to an unexpected, career-threatening loss of income, are eligible to apply. Grant amounts typically range from \$500 to \$1,500. In an endeavor to respond as quickly as possible, grant determinations are made on a monthly basis, or as funding allows. There is \$10,000 to \$15,000 available in this program annually.

**c. AHH - North: Artists Access to Healthcare: Funding Source - Artist Relief Fund**

The ARAC administers this program for the Artist Relief Fund. The Artist Relief Fund is partnering with the Lake Superior Community Health Center to help uninsured and underinsured artists obtain access to low cost health care. This program offers artists vouchers to receive a free initial health care visit to the Lake Superior Community Health Centers located in Duluth, MN and in Superior, WI. Through this program, the Artist Relief Fund donates \$50 towards the cost of the initial appointment. This is a one-time service to artists. Social workers are on staff to assist artists with eligibility screening for possible future coverage. The Lake Superior Community Health Center operates on a sliding-fee scale. This program offers 20 vouchers annually on a first come, first served basis.

**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 are available on the ARAC web site.
- b. The ARAC will not produce a semi-annual press release in FY2010. The information in the press release will be sent out by e-mail and posted on the ARAC web site in a timely manner, eliminating the cost of printing and postage. The e-mails will be sent to individual artists, arts organizations, community organizations, and legislators in the region. The ARAC will continue to research ways to make the ARAC web site an effective tool in supplying the information that will address the Council's constituent's needs.
- c. Hold at least three grant writing workshops per year in three different communities in the region.
- d. Hold a two day board planning retreat in the fall of 2009.

**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;

- lack of an understanding of the importance of the arts to the economy in the Arrowhead 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 from arts organizations to produce or present activities that provide opportunities for regional artists.
- b. To encourage applications requesting to do 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 events.
- 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 work with Council staff to monitor and update the ARAC web site so it is timely and accessible to artists and arts organizations in the Arrowhead Region and throughout the state.

\*\*The ARAC will not produce the annual Arrowhead Arts Awards in FY2010. This program has recognized the contributions of individual artists and arts administrators in the Arrowhead Region for the last eleven years. The George Morrison Artist Award is a \$2,000 cash award and the Maddie Simons Advocate Award is a \$1,000 cash award. The ARAC Board decided that rather than eliminating the honoraries to the deserving individuals, they would take one year off and then bring it back in FY2011.

The following are the goals and objectives primarily for FY2010. Following the budget is narrative information concerning program changes for FY2011.

## **ARROWHEAD REGIONAL ARTS COUNCIL BIENNIAL PLAN FOR FY2010/2011**

### **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 FY2010:**

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.**

#### FY2010 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 FY2010 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 2009 by discussing planning, programming, and policy issues.

#### FY2011 Objectives and Tasks:

- a. Same as FY2010
  1. Same as FY2010
  2. Prepare and file a Biennial Work Plan for FY2012/13 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 new initiatives and changes in programs and services identified by the Council. These programs are made possible through receipt of the new Legacy funding. The new funding will allow the ARAC to more completely address the current operational, programmatic, educational, and development needs of artists and arts organizations in the Arrowhead Region.
- c. Hold follow up meetings to implement a long range plan completed in FY2010.

### **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.**

#### FY2010 Objectives and Tasks:

- a. To administer organizational grant programs with funding from the Minnesota State Arts Board Appropriation.
  1. To administer an **Art Project Grant Program** for arts organizations. The program will have two grant rounds per year. A percentage of the funding for this program is from The McKnight Foundation appropriation.
  2. To administer an **Administrative Support Grant Program** for semi-professional and professional arts organizations. The program will have one grant round per year. A percentage of the funding for this program is from The McKnight Foundation appropriation.
- 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. The program will have two grant rounds per year. A percentage of the funding for this program is from the Minnesota State Arts Board appropriation.

- 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, technical assistance sessions two weeks prior to each deadline, 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 and the ARAC web site.
  - 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.
  - 8. To hold organizational grant writing workshops in at least three communities in the region each year and hold technical assistance sessions in Duluth two weeks prior to each grant deadline.

FY2011 Objectives and Tasks:

- a. Same as FY2010. New Legacy funding will enable the ARAC to increase the amount of money available in the **Art Project Grant Program**.
- b. Same as FY2010. New Legacy funding will enable the ARAC to increase the amount of money available in the **Administrative Support Grant Program**.
- c. Same as FY2010. New Legacy funding will enable the ARAC to increase the amount of money available in the **McKnight/ARAC Rural and Community Art Grant Program**.
- d. Same as FY2010
- e. Same as FY2010
- f. Review and evaluate each of the programs for arts organizations in preparation for development of the FY2012/13 Biennial Work Plan.

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

FY2010 Objectives and Tasks:

- a. To continue a financial partnership with The McKnight Foundation by administering the McKnight Arts Plan funds to individual artists.
  - 1. To administer an **Artist Support Grant Program** for regional individual artists. This new program will offer support for a wide variety of identifiable activities that will advance the artist's work or career. This program will have three grant rounds per year and be open to artists working in all disciplines and ethnicity.



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, technical assistance sessions two weeks prior to each deadline, 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 and the ARAC web site.
  - f) Maintain financial management and evaluation for grants awarded.
3. To administer the **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.**
5. To administer the **Emergency Support for Individual Artists Program** for the Artist Relief Fund. This program serves artists living in Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis counties in Minnesota and Douglas and Bayfield counties in Wisconsin, who find themselves in immediate need of financial assistance due to an unexpected, career-threatening loss of income.
6. To administer the **AHH - North: Artists Access to Healthcare Program** for the Artist Relief Fund. This program in partnership with the Lake Superior Community Health Center offers artists vouchers for a free initial health examination. Grant determinations are made on a monthly basis, or as funding allows. This program offers 20 vouchers annually on a first come, first served basis.
- 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 organizational grant writing workshops in at least three communities in the region each year and hold technical assistance sessions in Duluth two weeks prior to each grant deadline.

FY2011 Objectives and Tasks:

- a. 1. Same as FY2010
2. Reinstate the **Individual Artist Fellowship and Career Development Grant Programs** with their respective deadlines.
3. Same as FY2010. New Legacy funding will enable the ARAC to increase the amount of money available in the **McKnight/ARAC Rural and Community Art Grant Program**.
- b. Same as FY2010
- c. Same as FY2010
- d. Same as FY2010
- e. Same as FY2010
- f. Review and evaluate each of the current services and funding programs for artists in preparation for development of the FY2012/13 Biennial Plan.

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

FY2010 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 continue to administer support programs for the Artist Relief Fund.
- d. To explore possible financial partnerships with new funding sources to supplement administration costs, existing programs, and/or to fund new programs.

FY2011 Objectives and Tasks:

- a. Same as FY2010
- b. Same as FY2010
- c. Same as FY2010
- d. To facilitate access to new funding resources received in FY2010, if any.
- d. Review and evaluate each of the funding efforts in preparation for development of the FY2012/13 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.**

FY2010 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. Encourage artists to apply for **Emergency Support** and/or a **Health Voucher** which supports regional artists by relieving their financial and medical concerns.

FY2011 Objectives and Tasks:

- a. Same as FY2010
  - 1. a) Same as FY2010. New Legacy funding will enable the ARAC to increase the amount of money available in the **McKnight/ARAC Rural and Community Art Grant Program** for projects and activities that will increase their professionalism.
  - b) Same as FY2010. New Legacy funding will enable the ARAC to increase the amount of money available in the **McKnight/ARAC Individual Artist Programs** to support activities that will advance their professional development.
  - c) To administer a **Community Arts Development Grant Program** for arts groups. This program will focus on activities that partner with arts or non-arts organizations to showcase how important the arts are to the quality of life in the community. This program will be funded by the new Legacy funding. The process for soliciting and reviewing arts development grant applications is the same as Goal 2, d.
  - d) To administer an **Arts-in-Education Grant Program**. This program will focus on activities that partner with regional public schools which demonstrates the importance of arts education to the quality of life in the community. This program will be funded by the new Legacy funding.
  - e) To reinstate the annual **Arrowhead Arts Awards** that recognizes the contributions of individual artists and arts advocates in the Arrowhead Region.
- b. Same as FY2010
- c. Same as FY2010

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

FY2010 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.

FY2011 Objectives and Tasks:

- a. Same as FY2010
- b. Encourage individual artists, arts organizations, and groups in communities outside of Duluth to apply to the **McKnight/ARAC Rural and Community** and the **Community Arts Development Grant Programs** to develop arts activities which are appropriate to the identified needs in their communities.
- c. Same as FY2010
  - 3. Hold a town meeting in each of the seven counties served by the Council during the biennium.
- d. Assess the impact of these objectives on community arts development in preparation for development of the FY2012/13 Biennial Plan.

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

FY2010 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

**FY2011 Objectives and Tasks:**

- a. Same as FY2010
- b. Same as FY2010
- c. Same as FY2010
- d. Same as FY2010

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

**FY2010 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 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.
  - 4. 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.
  - 5. 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 maintain 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 and community constituents.
  - 1. Staff will hold at least three grant writing workshops in communities in the region.
  - 2. Staff will hold technical assistance/grant writing workshops in Duluth two weeks prior to each grant deadline.
  - 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.

**FY2011 Objectives and Tasks:**

- a. Same as FY2010
  - 6. Reinstate printing and distributing a news release which includes a list of grants awarded, grant information and deadlines, and ARAC news. Mail it to individual artists, arts organizations, and legislators in the region.
- b. Same as FY2010
- c. Same as FY2010
- d. Same as FY2010
  - 4. Hold a town meeting in each of the seven counties served by the Council during the biennium.

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

**FY2010 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. Execute a facilitated long range planning process to identify the assistance, services and programs needed by constituents in preparation of receiving the new Legacy funding.
- f. To comply fully with all contracts entered into with all funding sources.
- g. To maintain comprehensive records of Council activities and decisions.

- h. To maintain IRS 501(c)(3) status, employee records and payments in compliance with federal and state regulations.
- i. To maintain a financial accounting system in full compliance with State of Minnesota standards, including a yearly audit.
- j. To evaluate all grants, programs, and services of the agency.

FY2011 Objectives and Tasks:

- a. Same as FY2010
- b. Same as FY2010
- c. Same as FY2010
- d. Same as FY2010
- e. Work with the Board to accomplish the actions identified in the long range plan.
- f. Same as FY2010
- g. Same as FY2010
- h. Same as FY2010
- i. Same as FY2010
- j. Same as FY2010

**DRAFT FOR THE ARAC'S FY2010 PROPOSED ANNUAL BUDGET**

<b>RECEIPTS:</b>	<b>FY10 Budget</b>	<b>FY10 Breakdown</b>	
		<b>State</b>	<b>McKnight</b>
MN Legislative Appropriation	\$195,672.00	\$195,672.00	\$0.00
McKnight Foundation Allocation	\$72,000.00	\$0.00	\$72,000.00
<b>Non - Legislative:</b>			
Interest revenue	\$2,239.00	\$1,519.00	\$720.00
Miscellaneous Income	\$1,560.00	\$0.00	\$0.00
RAC Forum Reimbursement	\$900.00	\$0.00	\$0.00
<b>Total Receipts:</b>	<b>\$272,371.00</b>	<b>\$198,091.00</b>	<b>\$72,720.00</b>
<b>EXPENSES:</b>	<b>FY10 Budget</b>	<b>State</b>	<b>McKnight</b>
<b>Grant Programs:</b>			
Art Project Grants	\$52,250.00	\$37,750.00	\$14,500.00
McK/ARAC Rural and Community Arts Grants	\$19,250.00	\$11,750.00	\$7,500.00
Administrative Support Grants	\$10,000.00	\$5,000.00	\$5,000.00
McK/ARAC Artist Support Grants	\$30,000.00	\$0.00	\$30,000.00
<b>Other Programs:</b>			
Artist Relief Fund - Emergency Assistance	\$600.00	\$0.00	\$0.00
Artist Relief Fund - Artist Access to Health Care	\$600.00	\$0.00	\$0.00
Workshop for Orgs./Technical Assistance	\$593.00	\$50.00	\$25.00
Workshop for Individual Artists	\$593.00	\$50.00	\$25.00
<b>ARAC to salaries:</b>			
<b>State Program Operating Expenses</b>			
Meetings, facility, benefits, PR, web, printing, postage and misc.	\$62,981.00	\$59,677.00	\$4,200.00
<b>McKnight Program Operating Expenses</b>			
Meetings, facility, benefits, PR, web, printing, postage and misc.	\$48,445.00	\$45,020.00	\$3,205.00
<b>Support Operating Expenses</b>			
Meetings, facility, benefits, PR, web, printing, postage and misc.	\$16,949.00	\$13,449.00	\$3,500.00
Insurance (liability, workman comp.)	\$950.00	\$950.00	\$0.00
Professional fees (audit, etc.)	\$1,900.00	\$1,900.00	\$0.00
Memberships	\$450.00	\$375.00	\$75.00
Attorney General annual registration	\$25.00	\$25.00	\$0.00
Web Hosting	\$110.00	\$60.00	\$50.00
Board Planning	\$1,250.00	\$1,250.00	\$0.00
Administration (Program, Support and Knight)	\$25,425.00	\$20,785.00	\$4,640.00
<b>Total Expenses:</b>	<b>\$272,371</b>	<b>\$198,091.00</b>	<b>\$72,720.00</b>
<b>Total Income less Expenses:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

**DRAFT FOR THE ARAC'S FY2011 PROPOSED ANNUAL BUDGET WITH LEGACY FUNDING**

<b>RECEIPTS:</b>	<b>FY11 Budget</b>	<b>Amend. \$</b>	<b>FY11 Breakdown</b>	
			<b>State</b>	<b>McKnight</b>
MN Legislative Appropriation	\$698,386.00	\$502,714.00	\$195,672.00	\$0.00
McKnight Foundation Allocation	\$72,000.00	\$0.00	\$0.00	\$72,000.00
<b>Non - Legislative</b>				
Interest revenue	\$12,239.00	\$10,000.00	\$1,519.00	\$720.00
Miscellaneous Income	\$1,560.00	\$0.00	\$0.00	\$0.00
RAC Forum Reimbursement	\$900.00	\$0.00	\$900.00	\$0.00
<b>Total Receipts:</b>	<b>\$785,085.00</b>	<b>\$512,714.00</b>	<b>\$198,091.00</b>	<b>\$72,720.00</b>
<b>EXPENSES:</b>	<b>FY11 Budget</b>	<b>Amend. \$</b>	<b>State</b>	<b>McKnight</b>
<b>Grant Programs:</b>				
Art Project Grants	\$148,500.00	\$96,250.00	\$37,750.00	\$14,500.00
McK/ARAC Rural and Community Arts Grants	\$92,500.00	\$73,250.00	\$11,750.00	\$7,500.00
Administrative Support Grants	\$64,000.00	\$54,000.00	\$5,000.00	\$5,000.00
McK/ARAC Artist Fellowship Grants	\$50,000.00	\$36,000.00	\$0.00	\$14,000.00
McK/ARAC Artist Career Development Grants	\$55,000.00	\$41,000.00	\$0.00	\$14,000.00
McK/ARAC Artist of Color Career Dev. Grants	\$10,000.00	\$8,000.00	\$0.00	\$2,000.00
Arts-in-Education Grants	\$70,000.00	\$70,000.00	\$0.00	\$0.00
Community Arts Development Grants	\$80,000.00	\$80,000.00	\$0.00	\$0.00
<b>Sub Totals</b>	<b>\$570,000.00</b>	<b>\$458,500.00</b>	<b>\$54,500.00</b>	<b>\$57,000.00</b>
<b>Other Programs:</b>				
Artist Relief Fund - Emergency Assistance	\$600.00	\$0.00	\$0.00	\$0.00
Artist Relief Fund - Artist Access to Health Care	\$600.00	\$0.00	\$0.00	\$0.00
Workshop for Orgs./Technical Assistance	\$1,700.00	\$1,445.00	\$50.00	\$25.00
Workshop for Individual Artists	\$1,700.00	\$1,445.00	\$50.00	\$25.00
<b>Sub Totals</b>	<b>\$4,600.00</b>	<b>\$2,890.00</b>	<b>\$100.00</b>	<b>\$50.00</b>
<b>ARAC to salaries:</b>				
<b>State Program Operating Expenses</b>				
Meetings, facility, benefits, PR, web, printing, postage and misc.	\$71,000.00	\$7,123.00	\$59,677.00	\$4,200.00
<b>McKnight Program Operating Expenses</b>				
Meetings, facility, benefits, PR, web, printing, postage and misc.	\$55,000.00	\$6,775.00	\$45,020.00	\$3,205.00
<b>Support Operating Expenses</b>				
Meetings, facility, benefits, PR, web, printing, postage and misc.	\$23,250.00	\$6,301.00	\$13,449.00	\$3,500.00
Insurance (liability, workman comp.)	\$1,400.00	\$450.00	\$950.00	\$0.00
Professional fees (audit, etc.)	\$2,500.00	\$600.00	\$1,900.00	\$0.00
Memberships	\$1,000.00	\$550.00	\$375.00	\$75.00
Attorney General annual registration	\$25.00	\$0.00	\$25.00	\$0.00
Web Hosting	\$110.00	\$0.00	\$60.00	\$50.00
Board Planning	\$15,000.00	\$13,750.00	\$1,250.00	\$0.00
Administration (Program, Support and McKnight)	\$41,200.00	\$15,775.00	\$20,785.00	\$4,640.00
<b>Sub Totals</b>	<b>\$84,485.00</b>	<b>\$37,426.00</b>	<b>\$38,794.00</b>	<b>\$8,265.00</b>
<b>Total Expenses:</b>	<b>\$785,085.00</b>	<b>\$512,714.00</b>	<b>\$198,091.00</b>	<b>\$72,720.00</b>
<b>Total Income less Expenses:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

If the Minnesota Legislature decides to distribute Amendment Legacy funds through the current, historically effective, system of Regional Arts Councils and the Minnesota State Arts Board, the Arrowhead Regional Arts Council has developed a number of methods to increase access to the arts, outreach, and innovation by utilizing the current process that measures:

- artistic merit
- community need
- organizational ability to carry out the proposed objective
- accountability for the use of funds

The following are examples of some of the new and existing initiatives aimed at serving our region through the arts. These initiatives were developed based on input from needs assessments, town meetings, regional focus groups, and Board planning efforts.

### **Artist-in-Education Grants**

#### **Goal**

Increase interaction between students, community members and professional artists.

#### **Purpose**

- Enhance, not replace, school arts curriculum.
- Conveying to students, teachers and communities the way in which the arts are essential to education and daily life.
- Enriching the communities of the Arrowhead Region by exposing students and community members to regional artists.
- Enhance programs and curriculum design through visits to professional artists' studios, performances by professional theatre, dance or musical groups, readings by writers, visits to art galleries, exhibitions and other locations pertinent to the creation and exhibition of art.

#### **The three essential components of the Artist-in-Education Grant program are:**

1. the working with regional schools and students;
2. the community event and involvement;
3. the possible workshops or in-service training sessions with teachers/staff.

### **Community Arts Development Grants**

#### **Goal**

Increase the connection of arts organizations and artists in all aspects of their community.

#### **Purpose**

- To increase access to the arts for all community members by building partnerships within the community.
- To increase support for arts organizations and artists to generate economic development which will strengthen the communities' economy.
- Increase citizen participation in artistic processes and activities.
- Increase public appreciation of the value of art in cultural, social, educational and economic life in the community.
- Challenge the arts to reach new audiences and engage the public in new ways.
- Enhance the quality of life in communities.

### **Administrative Support Grants**

#### **Goal**

To support projects which directly address a group's administrative, organizational, and facility needs. (This will be an expansion of an existing program.)



### **Purpose**

- Enhance arts organizations' ability to deal with unexpected operating expenses.
- Provide an opportunity for arts organizations to contract for professional help with long-range planning, fundraising, board development, audience development, etc.
- Provide funding for small capital expenses that allows arts organizations to increase community access to their programming.

## **Arrowhead Arts Awards**

### **Goal**

To recognize two individuals annually who have made important contributions to the arts in the Arrowhead Region. (ARAC will bring this program back after not holding the ceremony in FY2010.)

### **Purpose**

- To recognize the work and honor the contributions of individual artists to their communities and the Arrowhead Region.
- To recognize the work and honor the contributions of arts administrators, arts educators, and arts advocates in the Arrowhead Region.

Although many of these artists and advocates have been working in the Arrowhead Region for some time, their accomplishments often are not widely known or appreciated. In recognizing these individuals publicly, the awards raise the profile of the arts in their communities and throughout the Arrowhead Region.

## **Long Range Planning**

### **Goal**

To continue to involve the ARAC Board, constituents, and regional community members in planning for what they want the arts in their communities and the region to look like with the influx of the new Amendment Legacy funds over the next twenty five years.

### **Purpose**

- Involve constituents and community members with focus groups and town meetings throughout the Arrowhead Region.
- To encourage participation by all community members through a widely distributed needs assessment.
- Strengthen Board and staff stewardship of programs which focus on artistic merit, community accessibility, need, and accountability through an extensive planning process and the execution of a long range plan.

## **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 an 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, its artistic merit, accessibility, and need for the project as well as future plans 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 an additional letter or makes a phone call if 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 available for review by ARAC Board 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 at Board meetings. Staff and ARAC Board members attempt to attend as many funded activities 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 29.

Article III of the By-Laws details the background requirements for ARAC Board 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 Board members receive copies of all applications prior to their meeting to vote on the positions.

A list of current ARAC Board members and staff can be found on page 28.

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 Board 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.

#### 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 2009**

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<b>AITKIN COUNTY:</b> Stephanie Mirocha, 2010	Visual artist; Aitkin
<b>CARLTON COUNTY:</b> Gerard Sordelet, 2009	Theater artist, musician; Cloquet
<b>COOK COUNTY:</b> Leah Thomas, 2010	Musician, theater artist; Grand Marais
<b>ITASCA COUNTY:</b> Lynn Nachbar, Vice Chair, 2010	Potter; community arts activist; Big Fork
<b>KOOCHICHING COUNTY:</b> Jeff Adams, 2010	Theater artist; radio playwright; International Falls
<b>LAKE COUNTY:</b> Debbie Cooter, 2009	Fiber artist; Two Harbors
<b>ST. LOUIS COUNTY:</b> Rolf Anderson, Treasurer, 2009	Vocal musician, theater artist; Tower
<b>DULUTH:</b> Josh Aerie, 2011	Musician, conductor, musical director, Instructor at the College of St. Scholastica; Duluth
<b>STUDENT AD HOC:</b> James Cook, 2009	Student at UMD; photographer; student arts activist; Duluth
<b>AT-LARGE:</b>	
Tony Kuznik, 2009	Musician, retired President of Hibbing Community College; Hibbing
Adrian Lester, 2009	Visual arts; music; art collector; Duluth
Jana Pastika, Chair, 2009	Visual arts; literature; dance; Duluth
Wendy Savage, 2009	Visual arts; Native American Arts; literature; Duluth
Kathy Dodge, 2009	Writer, Executive Director of Itasca Orchestra and Strings; Grand Rapids
Marcia McIntire, 2010	Native American bead artist, gallery owner; Grand Portage
Lisa McKhann, 2010	Choreographer; visual arts; literature; Duluth
Nancy Daley, 2010	Craft artist, papermaker; Lutsen
<b>STAFF:</b>	
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 1<sup>st</sup> 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 FY2010/2011:

1. A list of town meetings, grant writing workshops, workshops, and meetings (below).
2. Compilation of responses to questions asked in the 2008 Grant Writing Workshops/Town Meetings - page 35
3. Grant Feed Back Form - page 38

*The compiled input from past needs assessment, town meetings, grant writing workshops, and other meetings has been included in the needs assessment narrative which begins on page 5 of the biennial plan.*

### Town Meetings and Grant Writing Workshops in 2008/09

<b>City, Date, Time:</b>	<b>Location:</b>
<b>Grand Marais:</b> Tuesday, September 30, 2008	Arrowhead Center for the Arts
<b>Cloquet:</b> Thursday, October 9, 2008	Encore Performing Arts Center
<b>Virginia:</b> Tuesday, October 28, 2008	Lyric Center for the Arts
<b>Grand Rapids:</b> Wednesday, October 29, 2008	MacRostie Art Center

*The compiled input from these four town meetings/grant writing workshops begins on page 35.*

**Duluth:** In July of 2008, the ARAC staff began offering grant writing and technical assistance session in Duluth two weeks prior to each grant deadline. Attendance ranged from one to as many as eight to ten individuals. The ARAC offered nine workshops in 2008/09.

### Dates of the Other Meetings attended in 2008/09:

October 30, 2008	<b>Focus Group with Young Professionals:</b> This focus group was conducted as part of the ARAC involvement with the RAC/MSAB statewide needs assessment process. A second focus group was held with Fond du Lac Reservation community members on October 15, 2008.
December 3, 2008	<b>Arts Nexus - Duluth Art Institute:</b> Jean Sramek presented information about the ARAC's three individual artist grant programs to a group of fifteen artists as part of the Art Institute's monthly dialogue program concerning the arts. This meeting was held at the Art Institute's Lincoln Building, Duluth.
April 11, 2009	<b>MSAB/mnartists.org Individual Artist Workshops:</b> Jean Sramek joined the MSAB, Springboard for the Arts, and mnartists.org staff to present funding options, professional development, and computer and web site technical assistance for individual artists. This meeting was held at Lake Superior College, Duluth.
April 23, 2009	<b>Bush Foundation Leadership Fellows Workshops:</b> Jean Sramek hosted Julie Dalgleish who presented information about the Bush Leadership Fellows program and explained how to submit an application. This meeting took place at the Duluth Radisson Hotel, Duluth.
May 18, 2009	<b>VSA arts of Minnesota Focus Group:</b> DeArmond will host a facilitator to lead a focus group to determine the needs of regional artists with disabilities. This meeting will be held in the Marshall School Annex Building, Duluth.

## Compilation of responses to questions asked in the 2008 Grant Writing Workshops/Town Meetings

### 1. If money were not an issue, what would you as an artist or arts organization do differently?

- General operating support for three to five years. It is important to receive a multi-year commitment to be able to stabilize their organization. - 14 *General Operating Support*  
Would try to create partnerships that would allow groups to get more bang for their marketing buck.  
Groups need paid staffing. Too many are all or mostly run by volunteers. The stability of an organization can not eternally rely on the strength of its working board.  
Committed multi year funding to pay for staffing.  
Administrative support for such things as:  
    Publicity – there is always more that we can do.  
    Staffing for theatre – payment for the ticket management, general manager, artistic staff, directors, actors, costumers, etc. - 3  
    Pay orchestra members.  
    Would hire or increase existing administrative staff time and support.  
    Offer scholarships for children who need them.  
    Financially support volunteer programming that arts organizations do.  
    Pay for rehearsal space.  
    Hire “professional,” “well qualified” artists as director, choreographer, soloist and guest artists.  
    Put funding into revamping education programs.
- Need funding to sustain existing programs rather than to develop new programming. - 14 *Programming Support*  
Funding for whole season - writing for individual project grants too time consuming.  
More money for theatrical performances so that they can raise the quality of the production.  
The organization would do more programming.  
Develop programming to enhance the lives of seniors through art.  
Develop a visiting artists program in the immediate communities/artists in residencies program in art organizations.  
Strengthen community based arts education for students. The Small Parts Players is a good example of what can be done and would improve with more funding.  
Create artist mentoring programs for both youth and adults.  
Make arts organizations’ programming and services more accessible to home schools.  
Support an adult choir that is not currently a non-profit.  
Develop a means to transport people from senior housing to arts events because transportation is a barrier for some people in smaller and rural communities.  
Develop a traveling, moveable art gallery that can go into small and rural communities.  
Offer more classes for children.  
Develop a program for artist residencies and for visiting artists who focused on specific populations and community needs.
- Funding to address capital needs - 11 *Capital Needs*  
Create a larger seating space for audience and more open space around the seating.  
Create a space for live musicians to perform during a performance.  
Put an addition on the building.  
Create a scene shop.  
Buy new lighting and upgrade or put in a new electrical service/lighting/sound and seating.  
Create signage for the building and location and high traffic areas in the community.  
Buy curtains.  
Make necessary improvements to existing buildings.  
Finish started projects and pay new capital expenses.  
Move to a bigger building with a better location and be able to pay all the related expenses that would entail (MacRostie Art Center).  
Would expand programming and exhibition space (Jaques Art Center).

- Artists would work to develop access to affordable studios: writing, performing, visual arts, etc. **Funding Support (for individual artists)** - 11
    - Create a program to give artists access to knowledgeable arts experts. It stimulates creative thinking.
    - Artists would travel to expose themselves to the arts throughout the country and the world.
    - Artists would take a sabbatical from their day jobs.
    - Artists would work to breakdown the perceived barriers between “arts” and “crafts.”
    - Artists would hire agents to help artists market their work.
    - Artists would like business classes for artists.
    - Create access for community artists to facilities (Arts Scrapes) and studios where you can try your hand at different medias.
    - Free, on-line instructional videos to help inform artists about a wide variety of things of interest to them.
    - Create a process to encourage networking between artists.
    - Artists would invite artists into their studios for a day, week, or more to generate new creative interactions.
  - Would like marketing classes or training for groups. How can an organization best use the marketing money it has? Would increase marketing efforts. - 8 **Technical Assistance**
    - Technical assistance for such things as:
      - Education for board members.
      - Send board members and volunteer staff to workshops.
      - Send board members and volunteer staff to a development conference.
      - Work in the community to try to “mandate” businesses to support the arts and arts organizations.
  - Shorter time period between the application deadline and when the funding can be received.
  - Emergency funds that could be awarded with a quick turn around.
  - Low or no interest loans that might help arts organizations capitalize on opportunities being offered them.
  - Individuals and families in the region have less disposable income to spend on arts activities so organizations need more support from funders to be able to keep making things happen. If people had more disposable income, they might have more time to volunteer and/or participate in the arts.
  - Can the ARAC develop and maintain a “list serve” for groups in the region?
  - Produce a county wide arts events calendar.
- 2. If the financial situation for you, your arts organization, or community stays the same or gets worse, what would you most likely have to do to keep making, producing or presenting art? (Many of the ideas expressed above were mentioned again as needs if the money stays the same or gets worse.)**
- **Technical assistance** to learn how to advertise and market what we do to reach more people with less money. Experts to help with marketing. Would have to cut advertising to do much more in house to keep the costs down. - 12
    - Will need to help establish or increase endowments. In rough times an endowment is a tool to increase an organization’s stability. Experts to help with endowments. (Challenge grants?)
    - Will need funding to contract with experts to help with planning. - 2
    - Will need technical assistance that will “teach organizations to fish” so that they can make better use of limited funds. Train boards to help their organizations become more self-sufficient. - 2
    - Be provided with a “tool box” that would help them market their events and organization.
    - Small classes to develop a marketing plan during the actual class.
    - Time management class.
  - Will need reliable funding for their core programming. Money would be very tight for programming. - 4 **Funding Support**
    - Will need for general operating support.
    - Will need funding to hire person to oversee membership and run annual membership drives.
    - There would be no cost of living raise for paid staff.

- Would need to increase involvement in the community in an effort to locate and raise increased funding from the community. - *3 Cooperation/Collaboration*  
Will need better cooperation between all arts and community groups in a community. This is already beginning to happen in Grand Marais.  
Tradeoffs would have to be found to keep the organization alive.  
Would try to collaborate with other organizations to save money on marketing and promotions.
- Separate grant rounds for the individual disciplines. Want to compete against organizations doing the same thing that they are doing.
- Currently the organization's activities are seasonal. The amount of snow can affect the summer's activities.
- Could the ARAC act as a clearing house for groups in the region?
- Grand Marais is becoming an arts destination so it often has many activities on the same day. The problem is how not to compete for the same audience or individual participants.
- In Grand Marais there is a major lack of affordable housing for students, teachers, actors, participants, and non-profit staff members. This needs to be addressed for groups to continue to survive in the community.
- Many of the needs expressed in question #1 would still exist and would need to be addressed. This will greatly impact what they will be able to do if less money is available from funding sources such as the ARAC. If some of the technical assistance activities can be done it might help them be a stronger organizations and find new funding sources.
- All extra would be dropped from the budget. Would have to cut programming.
- The organization probably wouldn't fold but it would really struggle to survive in the new building they just bought.
- If the economy causes fewer people to attend plays that would greatly impact their budget. The down turn in the larger economy will also impact the funding for and participation in the arts. If our economy continues to go down, everything will get harder.
- They would pay the bills that need to be paid first and then everything else as they could.
- They would have to reconsider how much funding they can expect to be able to put into each production.
- They would have to be more careful when bringing in packaged, traveling performances.
- The resources spent on administration would make fewer resources available for programming.
- Arts organizations will be hurt because the community looks at the arts as a luxury.
- Companies used to support the arts on the range but that has been decreasing in recent years.
- The Iron Range has a rich cultural heritage but it will be lost if we no longer have the funding to support it.
- It will be hard to get arts education back into the public schools. It is the only comprehensive way to educate the public about the value of the arts.
- Artists and arts organizations will need to look for other income sources to stay alive.
- Would not be able to buy badly needed new equipment like computers, printers, office furniture, etc.
- Would try to grow their volunteer base to try to get by.
- Would need to work hard to make sure that they don't burn out their key volunteers.
- Would need to retrench as an organization and programming would stay the same. There would be no funding to try anything new.
- Would have to raise tuition for classes and lessons.
- It would slow down or maybe stop capital improvements that are currently in the works.
- Our ability to fundraise will be negatively impacted if the economy doesn't change or get better.
- Writing grants that you may not get takes too much time for working artists. Their time is money.

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

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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?

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Print name \_\_\_\_\_

Title (if responding for an organization) \_\_\_\_\_

Date \_\_\_\_\_

Organization \_\_\_\_\_