



Application

181008 - FY 2026-2027 Regional Arts Council Documents - Final Application

181023 - FY 2026-2027 Regional Arts Council Documents Regional Arts Councils

| | | | | | |
|---------|-----------|--------------------------|---------------------|--------------------|----------------|
| Status: | Submitted | Original Submitted Date: | 03/26/2025 10:57 AM | Submitted By: | Miranda L Lape |
| | | Last Submitted Date: | 05/29/2025 4:36 PM | Last Submitted By: | Miranda L Lape |

Applicant Information

Primary Contact:

| | | | |
|----------------|------------|-------------|-----------|
| Legal Name* | Miranda | L | Lape |
| | First Name | Middle Name | Last Name |
| Alternate Name | First Name | Last Name | |

Organization Information

| | |
|----------------|-------------------------|
| Legal Name:* | Five Wings Arts Council |
| Alternate Name | |
| City* | Staples |

Narrative

Title

Your council's name or acronym followed by FY 2026-2027 Preliminary Biennial Plan (e.g., Prairie Lakes Regional Arts Council FY 2026-2027 Preliminary Biennial Plan)

(100 characters max)* Five Wings Arts Council FY 2026-2027 Preliminary Biennial Plan

Mission statement

The biennial plan must include the regional arts council's mission statement which must describe the overall philosophy and aims of the organization concerning local and regional arts development.

(1,000 characters) The Five Wings Arts Council encourages and promotes arts creation, appreciation, and education through grant programs and technical assistance to enhance the quality of life

Region - Background, demographics, other context for the plan

(5,000 characters max)*

Provide any necessary context about your region (i.e., economic, demographic, geographic, cultural, etc.) or about your organization that has a meaningful impact on your planning or your programs and services.

The Five Wings Arts Council serves Cass, Crow Wing, Morrison, Todd, and Wadena counties, as well as the Leech Lake Band of Ojibwe community. These five counties cover approximately 5,600 square miles in central Minnesota and may be considered the heartland of rural Minnesota. Additionally, Cass County is home to the Leech Lake Reservation. The region's landscape consists of tillable farmland, prairies, forests, rivers, and lakes, while its economy ranges from agriculture to tourism. Entirely rural, the region lacks any urban areas, with its largest city, Brainerd, having a population of just over 14,000 (2020 Census).

Population Centers:

Brainerd: 14,395
Little Falls: 9,140
Wadena: 4,325
Long Prairie: 3,661
Staples: 2,989
Walker: 966

Approximately 82% of the region's total population resides outside these population centers, either in remote areas or in towns with fewer than 1,000 residents.

The total population of the five-county region is approximately 169,000. According to The McKnight Foundation's 2018 State of the Council Report, Five Wings was the most homogenous of Minnesota's eleven regional arts councils. Minnesota Compass, using data from the 2020 Census, reports that the region is 90.6% White Non-Hispanic, with the second-largest racial group being Hispanic/Latino (2.7%, or 4,613 people), followed by American Indian/Alaska Native (2.0%, or 3,345 people).

Recognizing these demographics, Five Wings is committed to ensuring that artists of all ages, ethnicities, and abilities have access to the tools and resources they need to succeed. Our "boots on the ground" contacts in southern Todd County (Long Prairie area) have indicated that the number of Hispanic/Latino residents in the community may be significantly higher than reported by census and state demographer data. Staff at the Long Prairie-Grey Eagle School District report that more than 50% of their Kindergarten through 4th-grade students are Hispanic/Latino and identify English as a second language. Additionally, the Leech Lake Band of Ojibwe plays an important role in our region, particularly in Cass County. Five Wings continues to reach out and build relationships with these underrepresented communities to advance equity in our grantmaking and services.

Cultural Equity Commitment

The Five Wings Arts Council believes that arts and culture contribute to the meaning and understanding of our shared humanity and should be honored and celebrated. Five Wings plays a unique and essential role in ensuring that the arts contribute to the well-being and prosperity of all residents in Cass, Crow Wing, Morrison, Todd, and Wadena counties. Arts and culture can serve as a catalyst for conversations, social change, and the strengthening of our communities—making them more vibrant, healthy, and above all, equitable. We acknowledge that there is no single perfect way to achieve equity, but we remain committed to putting forth intentional effort, knowing there is much work to do.

Please view the attached document for more detail on Five Wings' Commitment to Cultural Equity and a summary of the region's 2019 Creative Minnesota Economic Impact Report (Though a more recent Creative MN Report has been conducted, the results were not yet available).

Attachment
(optional) CulturalEquityEconomic FY26-27.pdf

Needs assessment

(10,000 characters max)*

The biennial plan must be based on a needs assessment carried out in a manner which ensured input from the arts community and the arts involved public. The components of the needs assessment shall be determined by the regional arts council and may consist of any combination of constituent meetings, focus groups, program evaluations, mail, e-mail, online, or telephone surveys,

individual interviews, or other evaluative tools. The assessment shall be conducted to assess and prioritize constituent needs, to evaluate appropriate community and regional resources to meet those needs, and to determine the practicality of continuing existing programming activities, service and grants assistance programs, or the feasibility of developing new programs, services, or grants by the regional arts council. The needs assessment shall be updated at intervals determined and announced by the regional arts council, but no less frequently than once every four years. The results shall be included in the biennial plan.

In this section, describe:

1. When the needs assessment was completed.
2. The process used to generate input from the arts community and the arts involved public.
3. The methods and/or tools used to gather input.
4. The key findings identified through the needs assessment.

Needs Assessment

The Five Wings Arts Council continuously assesses and responds to the needs of the region through various channels, including day-to-day contact with constituents, feedback from grantees and applicants, public workshops, and meetings. As required, regional arts councils conduct a public needs assessment every four years. In addition to our ongoing evaluation of programs and services, Five Wings developed an online survey to reach a broader segment of the arts-involved public. The survey launched on November 26, 2024, and closed on December 17, 2024.

The survey mirrored tools used in previous assessments conducted in 2015, 2019, and 2022. It was marketed to individuals familiar with Five Wings programs and services, including prior and current applicants, grantees, and participants in our programs. Additional outreach efforts included distribution through our electronic newsletter and social media channels, expanding the reach to those who may not be directly engaged with our programs. The survey sought to understand regional perceptions of the value of the arts, gauge satisfaction with current programming, and identify priorities for future programs and services. Respondents also rated their satisfaction with Five Wings' program priorities and grant application processes. A total of 101 valid responses were collected and analyzed primarily through a quantitative process.

To complement the survey findings, three virtual listening sessions were held in early January 2025, specifically targeting arts community leaders. These discussion-based sessions focused on how Five Wings currently supports arts organizations and explored potential improvements to our grants and programs. The sessions were recorded, and key themes were identified from the transcripts and incorporated into the overall assessment findings.

Findings and Key Insights

The results of the needs assessment reaffirmed that Five Wings' current allocation of resources aligns with the priorities of the region. While the most recent past survey reflected a growing preference for General Operating Grants, the latest assessment indicated a return to Project Grants as the highest priority among respondents. At the same time, constituents expressed a continued need for broader awareness of available opportunities. Five Wings will renew efforts to enhance outreach by reviving our e-newsletter and strengthening promotion through the website and social media platforms. Additionally, there is strong demand for more educational workshops, particularly on promotion, marketing, and fundraising, as well as increased networking opportunities for both artists and arts organizations. Public awareness of the impact of Legacy dollars remains strong. Of the 101 survey respondents, 86 reported increased creative activity in their communities over the past decade, suggesting that these funds have played a significant role in regional arts development. While Five Wings has maintained above-average accessibility to our programs and services, feedback suggests there is still room for improvement in increasing awareness of our services, communicating the timing of our grant opportunities, and simplifying our application materials. The technical assistance provided by Five Wings staff was also rated highly, and overall, our organization continues to meet or exceed public expectations. Notably, survey and listening session data indicate strong public trust in Five Wings' stewardship of arts funding.

Priorities and Next Steps

Taken as a whole, the 2024 Five Wings Needs Assessment confirms that our organization is effectively serving the region while also identifying key areas for growth. Areas of improvement include enhancing public knowledge of available grants and programming, re-examining grant amounts in response to inflation, and strengthening regional connections among artists and arts organizations. Efforts to expand networking opportunities and improve coordination between arts stakeholders will be essential in fostering greater collaboration and accessibility in the next two years.

As immediate next steps, Five Wings will conduct a review of our grant programs to determine whether adjustments are needed based on community feedback. We will also explore ways to facilitate stronger connections among artists and arts organizations through workshops, networking events, and collaborative initiatives. We remain committed to adapting our programs and services to meet the evolving needs of the arts community and the broader public.

Please see the attached assessment report for more detail on our Needs Assessment results.

Attachment (optional) 2024 Five Wings Needs Assessment Report.pdf

Description of the planning process

(5,000 characters max)*

The biennial plan must include a description of the biennial planning process used by the council including a list of the steps included in the development of the biennial plan and the participants involved in the biennial planning process.

Ongoing: FWAC Board and Staff participate in planning discussions at each Board Meeting (open to the public) to analyze and revise programs/services with assigned goals, outcomes, and success indicators.

November 2024: Public Survey and Needs Assessment developed by Staff and Reviewed and Approved by Five Wings Board.

November 26-December 17, 2024: Online Survey and Needs Assessment promoted to Arts Interested Public. Responses Collected.

January 2025: Five Wings staff conducted listening sessions with community-based arts groups to collect public input on current Five Wings’ goals and priorities for next two years.

March 2025: FWAC Board Reviews Overview of Draft Plan and submits for public review.

March 11, 2025: Public Notice requesting feedback and comments pushed out to the public via social media posts. Legal Notice regarding Public Hearing sent to all regional media.

March 19, 2025: Draft Plan uploaded to Website for Public Review/Comments.

March 24, 2025: Public Hearing/Forum held at 4:30 pm at the Five Wings office in Staples, MN. Five Wings Arts Council meets directly after Public Hearing to review and edit the final plan based on constituent input.

March 30, 2025: Preliminary FY26-27 Plan submitted to the Minnesota State Arts Board for completeness review.

Attachment (optional)

Work plan for grants, programs, and services - Overview

(4,000 characters max)*

The biennial plan must include a work plan which contains a description of services, programs, and grants available from the council, and the goals and objectives of these activities as related to the needs assessment, and the 25-year arts legacy outcomes.

In the spirit of collaboration, the Five Wings Arts Council has accepted the Vision, Guiding Principles, Goals and Key Strategies developed in partnership by the Minnesota Regional Arts Councils and Minnesota State Arts Board and is committed to work together to accomplish this work over the next 10 years and beyond. The joint vision reflects Minnesota as a community where the arts define who we are and recognizes artists as being essential to the quality of our lives. It also portrays a place where arts and culture and individual artists are central to our educational system, lifelong learning opportunities, and where the arts play an integral part of the economy.

As a result of ongoing structured regional planning efforts which include needs assessments, public forums, focus groups, and full-day board planning sessions, Five Wings has identified and is developing the following initiatives as a first step in reaching our shared and overarching goal that the arts are perceived as essential to a vibrant society.

* Individual Artist Grant Program (Funded by The McKnight Foundation)

* Community Arts Access Program Grants for Organizations

- * School Arts Project Grants
- * General Operating Support for Arts Organizations
- * Legacy Access Program Grants for Large Arts Organizations
- * Small Project Grants for Organizations
- * Arts Based Community Development Grants for Artist and Community Partnerships
- * Variety of Programs and Services for Individual Artists, Organizations and Communities

Please refer to the attached work plan for detailed descriptions and outcomes.

Attachment (optional) WorkPlanDetail FY26-27.pdf

Are you ready to work on work plan priority 1?* Yes

Work Plan Priority 1 (2,000 characters max)

To offer grants to artists and community organizations providing arts programming and activities.

State one measurable outcome the council expects to produce through Priority 1 activities.

Measurable Outcome (150 characters max) Minnesota artists and organizations say they have reasonable access to the resources they need to serve their communities.

Which of the 25-year arts legacy outcomes will this measurable outcome address (select all that apply)?

The arts are interwoven into every facet of community life

Minnesotans believe the arts are vital to who we are

People of all ages, ethnicities, and abilities participate in the arts

People trust Minnesota's stewardship of public arts funding

The arts thrive in Minnesota Yes

Plan for measuring results (1,000 characters max) In FY26 and FY27 of those receiving grants from Five Wings, 75% will indicate that their project was artistically successful, reached the target constituency and had community impact. This will be measured by grantee final reports.

Is there a second work plan priority? Yes

Work Plan Priority 2 (2,000 characters max)

To offer programs and services that help artists, organizations, and community groups better serve and engage with their communities through the arts.

State one measurable outcome the council expects to produce through Priority 2 activities.

Measurable Outcome (150 characters max) Minnesota artists and organizations say they have reasonable access to the resources they need to serve their communities.

Which of the 25-year arts legacy outcomes will this measurable outcome address (select all that apply)?

The arts are interwoven into every facet of community life

Minnesotans believe the arts are vital to who we are

People of all ages, ethnicities, and abilities participate in the arts

People trust Minnesota's stewardship of public arts funding

The arts thrive in Minnesota

Yes

Plan for measuring results (1,000 characters max) The next needs assessment survey (to be conducted in December 2026) will indicate that 75% or respondents feel the services provided by FWAC are important or very important to them and have provided access to variety of resources they need.

Is there a third work plan priority?

Yes

Work Plan Priority 3 (2,000 characters max)

To provide equitable access to grants and services to artists and organizations providing arts activities.

State one measurable outcome the council expects to produce through Priority 3 activities.

Measurable Outcome (150 characters max) Applicants, grantees and panelists believe that the Five Wings grant making process is equitable.

Which of the 25-year arts legacy outcomes will this measurable outcome address (select all that apply)?

The arts are interwoven into every facet of

community
life

Minnesotans
believe the
arts are vital
to who we
are

People of all
ages,
ethnicities,
and abilities
participate in
the arts

Yes

People trust
Minnesota's
stewardship
of public arts
funding

The arts
thrive in
Minnesota

Plan for
measuring
results (1,000
characters
max)

The next needs assessment survey (to be conducted in December 2026) will indicate that 75% of those responding will agree that Five Wings awards grants with fairness to all applicants.

Is there a
fourth work
plan priority?

Yes

Work Plan Priority 4 (2,000 characters max)

To act as responsible stewards of public funds.

State one measurable outcome the council expects to produce through Priority 4 activities.

Measurable
Outcome (150
characters
max)

Applicants and grantees understand the grant making process, feel they have been treated fairly, and were provided with good service by Five Wings.

Which of the 25-year arts legacy outcomes will this measurable outcome address (select all that apply)?

The arts are
interwoven
into every
facet of
community
life

Minnesotans
believe the
arts are vital
to who we
are

People of all
ages,
ethnicities,
and abilities
participate in
the arts

People trust
Minnesota's
stewardship

Yes

of public arts
funding

The arts
thrive in
Minnesota

Plan for
measuring
results (1,000
characters
max)

The next needs assessment survey (to be conducted in December 2026) will indicate that 80% of those responding agree that Five Wings acts as a responsible steward of public funds. A yearly procedural audit and reconciliation by the Minnesota State Arts Board and full financial audit by a Certified Public Accountant will result in a positive review of Five Wings and compliance with state grant making policies and state law.

Is there a fifth
work plan
priority?

Yes

Work Plan Priority 5 (2,000 characters max)

To act as strong advocates for the arts.

State one measurable outcome the council expects to produce through Priority 5 activities.

Measurable
Outcome (150
characters
max)

Minnesotans are satisfied with how state resources for the arts are allocated and with the benefits those resources produce.

Which of the 25-year arts legacy outcomes will this measurable outcome address (select all that apply)?

The arts are
interwoven
into every
facet of
community
life

Minnesotans
believe the
arts are vital
to who we
are

People of all
ages,
ethnicities,
and abilities
participate in
the arts

People trust
Minnesota's
stewardship
of public arts
funding

Yes

The arts
thrive in
Minnesota

Plan for
measuring
results (1,000
characters
max)

In FY26-27 Five Wings will communicate a minimum of 5 times per year informing regional legislators of arts activities and issues. In FY26-27 Five Wings will support Arts Advocacy Action Week, In FY26-27 Five Wings will maintain memberships in MN Citizens for the Arts and Americans for the Arts.

Program information

(7,000 characters max)*

Describe the grants and other forms of assistance the council will provide, the review criteria for evaluating grant requests, and eligibility requirements.

Grant Programs

Small Grants for Community Arts Projects (General Allocation Funds)

One-time grants up to \$1,000 (per fiscal year) are available to arts organizations, community groups, and schools to sponsor an arts activity. Designed for first time applicants and groups wishing to take advantage of a late breaking opportunity. Application deadline is ongoing with a monthly review. Criteria: Artistic Merit, Applicant Capacity, and Need for Project. FY26-27 Direct Grant Investment: \$10,000

Community Arts Access Project Grant (Enhanced with ACH Funds)

Project Grants up to \$5,000 to community groups and nonprofit organizations to produce their own arts activities or sponsor a touring artist/activity. It provides the opportunity for arts access to every community in the region. Criteria: Artistic Merit, Applicant Capacity, Need for Project, and Vision of Access. FY26-27 Direct Grant Investment: \$360,000

School Arts Project Grants (ACH Funds)

Grants up to \$5,000 to public schools to supplement non-curriculum arts education already being provided to students. Grants will not be awarded for core arts teaching and/or curriculum. Criteria: Artistic Merit, Applicant Capacity, Need for Project. FY26-27 Direct Grant Investment: \$70,000

General Operating Support Grants (ACH Funds)

Unrestricted operating grants up to \$10,000 (based upon budget size) to well-established nonprofit arts organizations to help strengthen and stabilize those organizations, allowing them to provide the best possible service to the arts in their communities. Criteria: Artistic Merit of Programming, Applicant Capacity, and Commitment to Community and Access. FY26-27 Direct Grant Investment: \$250,000

Legacy Access Program Grants (ACH Funds)

Unrestricted programming support grants of \$30,000 to nonprofit arts organizations that receive Operating Support from the Minnesota State Arts Board to help them to provide the best possible service to the arts in their community. Criteria: Qualified to receive an Operating Support grant from MSAB. FY26-27 Direct Grant Investment: \$300,000

Arts-Based Community Development Grants (ACH Funds) (Suspended in FY26 Due to Lack of Applicants)

The Arts Based Community Development (ABCD) grant program is an initiative to encourage and support the integration of the arts, via artists and arts organizations partnering with non arts organizations to address a local community issue, problem, or need through an arts based solution. Matching grants up to \$7,500. Criteria: Artistic Merit of Project, Applicant Ability, Broad Community Engagement. FY26-27 Direct Grant Investment: \$7,500

Non-Grant Initiatives

Workshops, Trainings, and Technical Assistance: Five Wings will coordinate, host, and administer regional workshop and training opportunities for community arts organizations, arts advocates, and civic leaders. Initial priority areas for FY26-27 are Promotion and Marketing, Fundraising, Nonprofit Management, and Evaluation Techniques.

Website, Marketing, and Promotion: Five Wings continues to develop its website to offer constituents a more accessible, up to date, and informative online experience. Features include access to grant information, evaluation tools, an electronic newsletter, calendar, artist and arts organization registry, and charitable giving opportunities to name a few. An intern for the summer of 2026 has been hired to help with marketing and promotion. Five Wings will also actively promote its mission, programs, and services through traditional media avenues.

Informational Resource: Five Wings acts as an arts development clearinghouse of information helpful to local communities and arts organizations. Topics include: fundraising, planning, nonprofit incorporation, arts curriculum, grant writing, board development, etc. These resources are available free of charge to the public.

Grant making and monitoring process

(5,000 characters max)*

Provide a detailed description of the council's grant making process including the review process, the terms of the grant contract with grant recipients, the time needed and process followed in paying grant recipients, the responsibilities of grantees, and the grant monitoring process.

Provide a detailed description of the council's grant making process including the review process, the terms of the grant contract with grant recipients, the time needed and process followed in paying grant recipients, the responsibilities of grantees, and the grant monitoring process.

Five Wings uses the Foundant online grant management platform for applications and monitoring. Each grant program application is typically open for a minimum of six weeks prior to each deadline. Application questions are available for all programs at the beginning of each fiscal year. After the deadline, applications are reviewed by staff for completeness and eligibility.

All eligible grant applications are reviewed by the full board at the next regularly scheduled board meeting following the month of the deadline. For example, if the deadline is in April, the review will be at the May meeting. Staff and Board members adhere to strict conflict of interest rules based on the state's definition of conflict of interest. Each Board member is given access to the grant applications a minimum of two weeks in advance of the review meeting. Staff make no recommendations on the grants. The Board reviews, discusses, and scores each application based upon the specific grant criteria. After review and scoring, the Board votes to accept or reject grant applications based upon scores and available funds.

After board approval, applicants are notified by the staff of the board's decision within 10 business days of the review. Successful applicants are issued a grant contract which outlines specific terms and requirements of the grant. Once signed by the grantee's authorizing official, a check is issued for the full amount of the grant award.

Five Wings' monitoring process requires that all grant recipients notify us in advance of changes to how they are using the grant funds which must be approved prior to any changes being made. Staff and Board also regularly attend grant-funded events. We also monitor publicity for funded events and websites of funded organizations to make sure state requirements related to Legacy funds are followed. All grantees must also write final reports documenting their projects and how the money was spent. Staff then reviews the final reports and works with grantees to clear up any questions.

Public meeting

(1,000 characters max)*

Each council must hold at least one public meeting to solicit reaction to its preliminary biennial plan before it is approved and submitted to the Arts Board.

Provide the date(s) and location(s) of the public meeting(s). How was the public informed? Who participated in the meeting (types and numbers of attendees)?

A public meeting was held on Monday, March 24, 2025 at the Five Wings Arts Council office to solicit comments on the preliminary biennial arts plan for the region. Notice of the meeting was provided via press release to the newspapers in the region, and also made public through posting on the Five Wings website, Facebook page, and email blasts. The document was available for review on the Five Wings website several days prior to the date of the public meeting.

The meeting was attended by a total of five constituents which included two Five Wings Board Members, two staff members, and one member of the public. Additionally, one member of the public submitted comments via email, and their comments were noted during the meeting. A written record of the public meeting will be kept on file at the FWAC office for a period of one year. The preliminary plan was formerly approved at the regularly scheduled Five Wings Board meeting following the public forum.

Attach Files Here

Required attachments

Council's bylaws* FWAC Bylaw Rev 2018.pdf

Board information

- Names and affiliations
- Arts experience and background requirements for membership
- Nomination process - including a statement of the council's commitment and methods used to identify, recruit, and appoint board members to provide representation from all counties
- Rotation system - to ensure replacement of members on a regular basis

Board information* 03.25 Board List.pdf

Staff information

- Names and titles
- Job descriptions

Staff information* FWACJobDescriptions.pdf

Is council part of a regional development commission?

If yes, attach a memorandum describing the policies and procedures under which grants will be made including a statement that the regional development commission agrees to fund only organizations or projects which have been recommended by its arts advisory council and that the recommendations will be based on the regional arts advisory committee's review of the application's artistic merit, the applicant's ability, and the need for the project or program

Is council part of a regional development commission?* No

Is council using a 501(c)(3) fiscal agent?

If yes, attach a letter of agreement between the council and its fiscal agent stating that the fiscal agent has no jurisdiction over the council's review and awarding of arts grants.

Is council using a 501(c)(3) fiscal agent?* No

Projected budget

Click here to download a blank: Biennial Plan Budget Template.

Biennial budget* FY26-27 Budget Updated.pdf

Certifications and Signature

Certify that the nonprofit organization is registered and is in good standing with the Office of the Secretary of State. Applicant can check the nonprofit's registration status using the following link: Minnesota Secretary of State Business Search.

The applicant is in good standing with the Office of the Secretary of State of Minnesota* True

Attach a PDF file containing a list with the names of the applicant's

- Current board members,
- Staff members with authority to access grants funds or determine how those funds are used.

Attach PDF file here* Board and Staff with Funds Access.pdf

None of the individuals in
the list provided have
been convicted of a
felony financial crime in
the last ten years*

True

The signature of an authorizing official certifies that all information in the application is true and correct, the applicant meets all program eligibility criteria, and the applicant intends to use any granted funds only for allowable purposes.

Authorizing Official* Miranda L Lape

Title* Executive Director



FIVE WINGS ARTS COUNCIL

Cultural Equity Commitment

The Five Wings Arts Council believes that arts and culture contribute to the meaning and understanding of our humanity and should be honored and celebrated. Five Wings plays a unique and essential role to ensure the arts contribute to the well-being and prosperity of all residents in Cass, Crow Wing, Morrison, Todd, and Wadena Counties. Arts and culture can be a vehicle to spark conversations, to spur social change and make our communities strong, healthy, and above all equitable. We acknowledge that there is no one perfect way to achieve equity, but we are willing to put forth intentional effort knowing there is much work to do.

We are committed to addressing structural inequities and increasing support in the arts for under-represented artists, arts organizations, children, and adults through the following actions:

- Intentionally seeking out and welcoming members from under-represented populations for the FWAC board of directors and staff. Committing time and resources to expand a more diverse leadership structure within our board, staff, and advisory bodies.
- Ongoing education for staff and board on topics surrounding racial equity and social justice.
- Ensure that a racial and cultural equity lens informs all decision-making, programs, policies and procedures.
- Collaborate with other organizations working toward equity in providing resources and sharing best practices to create equity for under-represented organizations and artists.

Five Wings Arts Council Board and Staff Social Compact with the Region

- We are here to distribute public and private funding for the arts in an equitable manner.
- We are enhancers: we enhance the well-being of artists, arts organizations, and, by doing so, enhance the well-being of all residents of our region.
- We are present and participating in this work to make our granting process and systems accessible to all.
- We have the ability, collective strength, and responsibility as a Regional Arts Council to develop ideas and implement structural changes to the system that will better serve the region as a whole.
- We are willing to dedicate resources (time and money) in order to build relationships and strengthen diverse, equitable, and inclusive cultural communities. We are willing to change our individual and collective systems in order to engage underserved communities.
- We care deeply about the arts and our communities; and we believe in the power of the arts to transform people and communities in positive ways.



REGION 5: BRAINERD LAKES AREA MINNESOTA



COUNTIES: CASS, CROW WING, MORRISON, TODD, WADENA

NONPROFIT ARTS & CULTURE ORGANIZATIONS AND THEIR AUDIENCES



TOTAL SPENT BY
NONPROFIT ARTS AND
CULTURE ORGANIZATIONS

\$4,670,411

TOTAL SPENT BY ARTS
AND CULTURE ATTENDEES

\$2,911,878

TOTAL ECONOMIC IMPACT
FROM ORGANIZATIONS AND
THEIR NONPROFIT AUDIENCE

\$7,582,289

ARTISTS & CREATIVE WORKERS



SPENDING BY FULL-TIME
ARTISTS AND CREATIVE
WORKERS

\$6,826,206

SPENDING BY PART-TIME
ARTISTS AND CREATIVE
WORKERS

\$1,403,263

TOTAL ECONOMIC IMPACT
FROM ARTISTS AND
CREATIVE WORKERS

\$8,229,469

TOTAL ANNUAL IMPACT FROM

- NONPROFIT ARTS & CULTURE ORGANIZATIONS
- THEIR AUDIENCES
- ARTISTS & CREATIVE WORKERS

\$15,811,758

Change in impact since 2017 report: +\$5,297,514 | Economic impact per capita in this region: \$97 | Area population in 2016: 163,747

PARTICIPATING ORGANIZATIONS BY DISCIPLINE

22 Performing arts
8 Arts multipurpose
6 Visual arts and architecture
1 Media and communications
3 Literary arts
19 History and historical preservation
13 Other
72 TOTAL

NUMBER OF FULL-TIME
ARTISTS AND CREATIVE WORKERS

1,375

NUMBER OF PART-TIME
ARTISTS AND CREATIVE WORKERS

836

TOTAL NUMBER OF ARTISTS AND
CREATIVE WORKERS

2,211

Includes creative workers employed full or part-time by others, as well as self employed. Does not include student, retired or hobbyist artists.

BY BUDGET SIZE

42 Under \$25K
16 \$25K – \$100K
7 \$250K – \$1M
7 \$100K – \$250K

TOP 3 CREATIVE JOBS

PHOTOGRAPHERS | GRAPHIC DESIGNERS | MUSICIANS AND SINGERS

AVERAGE HOURLY WAGE
FOR CREATIVE WORKERS

\$18.66

This is \$1.57 above the average for all workers in this area

ATTENDEES

TOTAL ATTENDEES

302,690

NUMBER OF STUDENTS
SERVED

23,600

AVERAGE AMOUNT ATTENDEES IN
THIS REGION SPEND PER PERSON
ABOVE THE COST OF THEIR TICKET

\$9.62

CHANGE IN ATTENDEES SINCE
2017 REPORT

+213,748

STUDY HIGHLIGHTS

Although ninth in population size among the state's eleven regions, the Brainerd Lakes Area is 5th in the number of full-time artists and creative workers and 7th in attendance. It also performs on target on many other metrics, ranking 9th in economic impact per capita, economic impact from organizations and audiences, and state government revenue from artists and creative workers.

Total economic impact from the arts and cultural sector in the Brainerd Lakes Area is \$15.8 million per year.



REGION 5: BRAINERD LAKES AREA MINNESOTA

STATE AND LOCAL GOVERNMENT REVENUES

GOVERNMENT REVENUE (TAXES & FEES)
GENERATED BY ARTS AND CULTURE
ORGANIZATIONS AND THEIR
AUDIENCES

\$743,746



GOVERNMENT REVENUE GENERATED
BY SPENDING OF
ARTISTS AND CREATIVE
WORKERS

\$1,004,821

**TOTAL GOVERNMENT REVENUE (TAXES & FEES)
GENERATED BY THE ARTS SECTOR**

\$1,748,566

PARTICIPATING ORGANIZATIONS

Abandoned Scout Camp, Barn Quilts of Central Minnesota, Book Ends, Boys and Girls Club of Morrison County, Brainerd Public Library, Cass County Historical Society, Central Lakes College Fndn- Verse Like Water, Central Lakes College-Brainerd-Central Lakes Community Performing Arts Center, Central Minnesota Boy's Choir, Charles A. Lindbergh Historic Site, Colla Voce Choir, Inc., Crossing Arts Alliance, Crosslake Area Historical Society Museum, Crow Wing County Historical Society, Five Wings Arts Council, FoxFire Festivals at the Farm, Franciscan Sisters of Little Falls, Friends of Pine Grove Zoo, Great River Arts Association, Heartland BIG Read, Heartland Symphony Orchestra, Heritage Arts Folk School, Heritage Group North, Inc., Hewitt Historical Society, Lakes Area Music Festival, Lakes Bluegrass Festival, Lamplighter Community Theatre, Leech Lake Area Chamber of Commerce, Leech Lake Arts League, Legacy Chorale of Greater Minnesota, Linden Hill Historical Event Center & Museum, Little Falls Arts & Crafts Fair, Little Falls Convention and Visitors Bureau, Long Prairie Chamber Orchestra, Madhatters Community Theatre, Inc., Menahga Area Historical Society, Minnesota Aviation Hall of Fame, Minnesota Fishing Museum, Minnesota Folklore Theater, Minnesota Military Museum, Morrison County Genealogy Society, Morrison County Historical Society, Nisswa Area Historical Society/Pioneer Village, Nisswa Elementary School Parent Teacher Organization, Northland Community Education, Old Wadena Society, Pequot Lakes Area Historical Society, Pequot Lakes Community Education, Pierz Community Education, Pine River Area Foundation Inc., Screen Porch Productions, Sounds of Spirit Lake, Stage North Theatre Company, Staples All Veterans and Community Park Association, Staples Area Men's Chorus Inc., Staples Area Women's Chorus, Staples Historical Society, Staples Motley Area Arts Council, Suenos Unidos Inc., TEDxGullLake, The Center, The Shop - Brainerd Baxter Youth Center, Todd County Historical Society, USA Community Chorus, Wadena Area Community Band, Wadena County Historical Society, Walker Area Foundation, Walker Public Library, Walker-Hackensack-Akeley Community Education, Wellness in the Woods, Whiskey Creek Film Festival

Creative Minnesota is a collaborative effort to fill the gaps in available information about Minnesota's cultural field and to improve our understanding of its importance to our quality of life and economy.

It is part of a long term endeavor to collect and report data on the creative sector every two years for analysis, education and advocacy.

We hope that arts advocates, legislators, local government officials and arts and cultural organizations will use this report to find new ways to improve their lives and economies with arts and culture.

Creative Minnesota's statewide and eleven regional studies include:

- The economic impact of Minnesota's nonprofit arts and culture organizations and their audiences
- An analysis of the impact of artists and creative workers on our economy
- Public opinion polling about the arts
- Local studies of the economic impact of the arts in Minnesota communities
- Analysis of the availability of arts education in Minnesota's schools

Our team includes Minnesota Citizens for the Arts, McKnight Foundation, Minnesota State Arts Board, Forum of Regional Arts Councils of Minnesota, Target, Jerome Foundation, Mardag Foundation, Bush Foundation, Perpich Center for Arts Education, Springboard for the Arts and Minnesota Music Educators Association with in-kind support from the Minnesota Historical Society, City of Minneapolis, Ideas that Kick, the Center for Urban and Regional Affairs (CURA) at the University of Minnesota, Minnesota Compass, and others.

Find much more at creativeMN.org



Minnesota Citizens for the Arts
661 LaSalle Street #220
St. Paul, MN 55114
651-251-0868
artsMN.org
staff@artsMN.org
[@MNCitizen](https://twitter.com/MNCitizen)



FIVE WINGS ARTS COUNCIL

REGIONAL NEEDS ASSESSMENT REPORT



2024

2024 NEEDS ASSESSMENT SURVEY METHODOLOGY

The 2024 Five Wings Arts Council Needs Assessment Survey was conducted from November 26, 2024 to December 17, 2024. It was promoted through both our emailing list of 462 people, and our Facebook page with over 1,150 followers, and was meant to capture the feedback of our region's arts involved public. The survey garnered 751 responses, however, after bot response clean up, we were left with 101 responses, with a high confidence level in the validity of the responses. This is comparable to our most recent previous survey, which received 136 responses.

Additional feedback for Needs Assessment was obtained through three listening sessions held on January 7, January 9, and January 16, targeted to our arts community.



WE WANT YOUR FEEDBACK!

TAKE OUR SURVEY

AND BE ENTERED IN A DRAWING FOR A \$50 GIFT CARD!



FIVE WINGS
ARTS COUNCIL

EXAMPLES OF FACEBOOK MARKETING POSTS



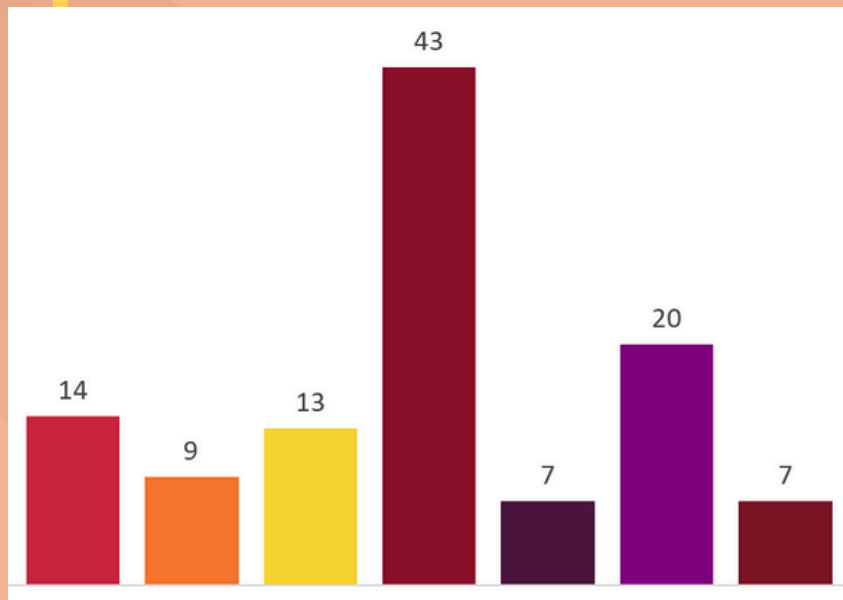
TAKE OUR SURVEY AND BE ENTERED IN A
DRAWING FOR A \$50 GIFT CARD!



FIVE WINGS
ARTS COUNCIL

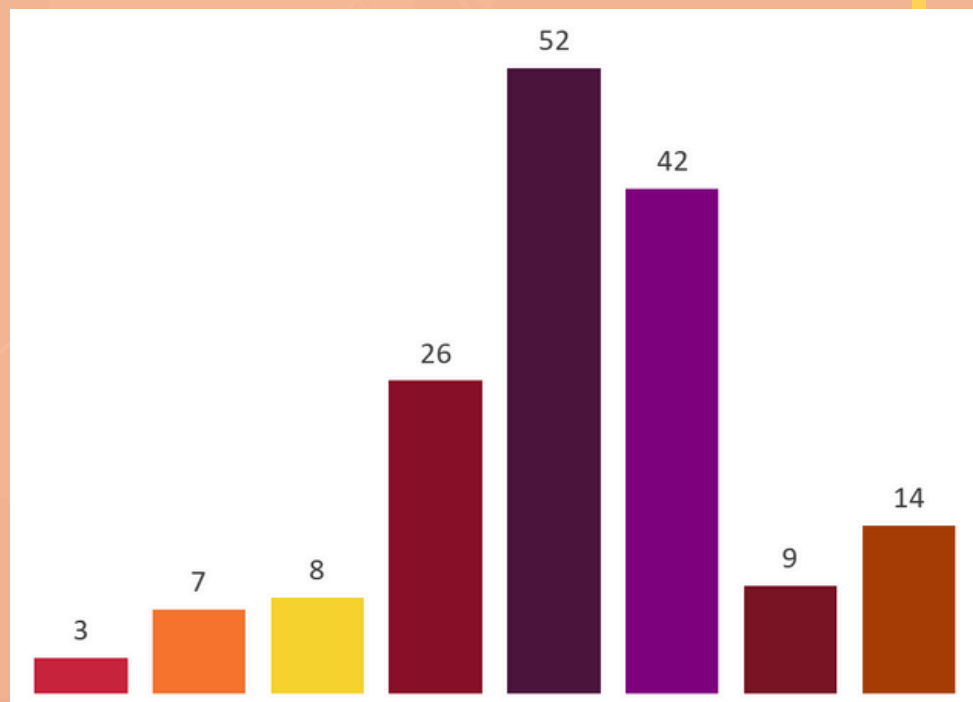
SURVEY DEMOGRAPHICS

Respondents Self-identified as the following:



- Black, Indigenous, or other person of color
- LGBTQIA2+
- Person with disabilities
- Senior citizen
- Military veteran
- None of the above
- Chose not to answer

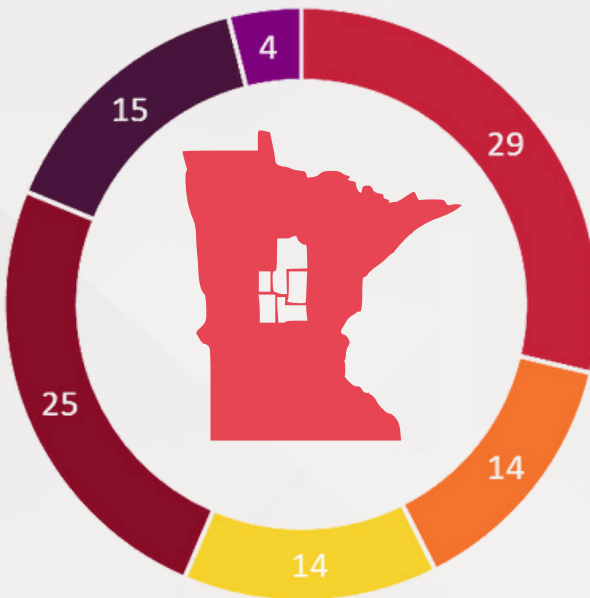
- City, county, or tribal government
- Other
- Business
- Arts Organization
- Individual Artist
- Arts-interested citizen/ arts supporter
- Non-arts organization
- Educator



(More than one option could be selected.)



SURVEY GEOGRAPHICS



- Crow Wing
- Cass
- Todd
- Wadena
- Morrison
- Leech Lake Reservation



Q: In the first decade of the Legacy Amendment, which allocated a portion of sales tax to arts, Five Wings awarded over \$5 million to local organizations, artists, and communities. These grants aim to expand access to arts and cultural events.

Have you noticed more creative activity in your community over the past 10 years?



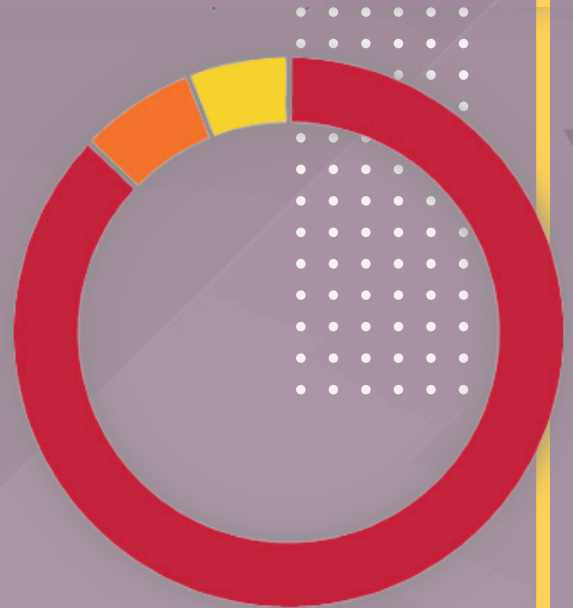
- Yes
- No
- Did not answer

LEGACY AWARENESS

IMPORTANCE OF ARTS AND FIVE WINGS SERVICES

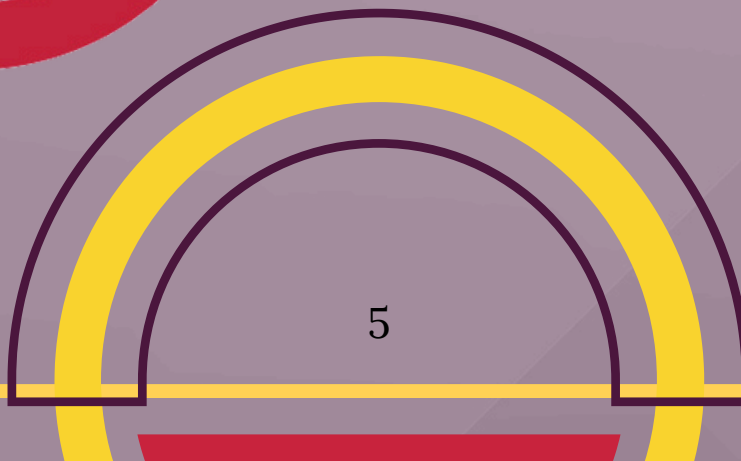
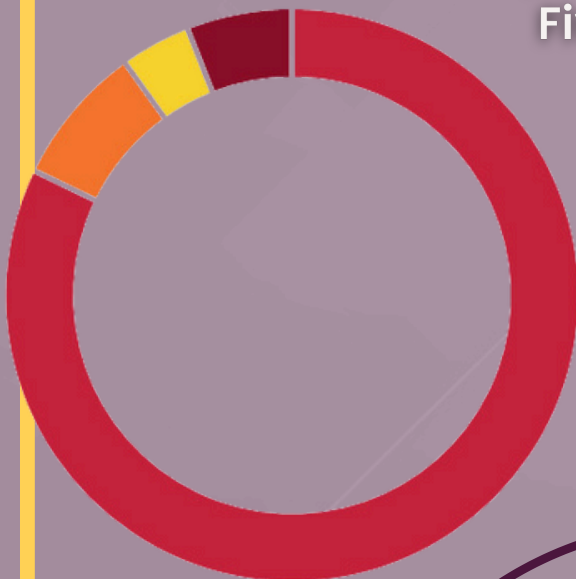
Q: How important do you feel creative activities and cultural events are to the quality of life in this region?

- Very Important
- Somewhat Important
- Did not answer



Q: How important do you feel the programs and services offered by Five Wings are to artists and arts organizations in the region?

- Very Important
- Somewhat Important
- Not so important
- Did not answer



PROGRAMS AND SERVICES FEEDBACK

supports proven
exemplary features
whole-heartedly
helping
quite
freedom
gives
awarded
resource
fun
photos
offered
courier
weekly
crucial
publish
great
dream
aim
paper
writing
love
job
improved
quality
achieve
grant
reason
life
book
supporting
columnist
benefits
contribution
always
incredible
art
activities
gig
everyone
community
appreciate
perfect
non-profits
excellent
column
wanted
take
hired
artists
also
allowed
thank
grant
art
community
writing
paper
love
job
improved
quality
achieve
grant
reason
life
book
supporting
columnist
benefits
contribution
always
incredible

“

Five Wings' contribution
to the arts is exemplary!

”

“

FWAC has proven an
excellent resource.

”

“

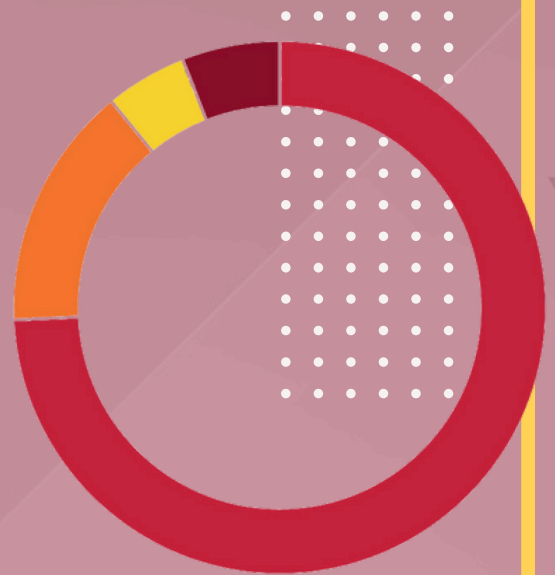
FWAC supports our
community whole-heartedly.
We appreciate them so much.

”

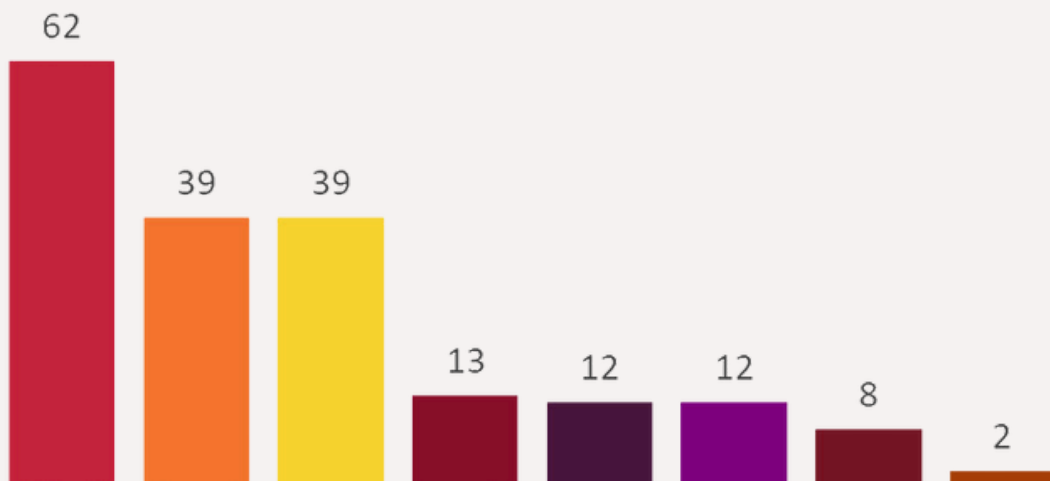
STEWARDSHIP AND COMMUNICATION

Q: Do you trust Five Wings' stewardship of public art funding? In other words, do you feel that Five Wings awards grants, and provides services, in a fair and equitable manner?

- Yes
- I don't know
- No
- Did not answer



Q: How do you (or how would you like to) interact with Five Wings? Choose up to two options.

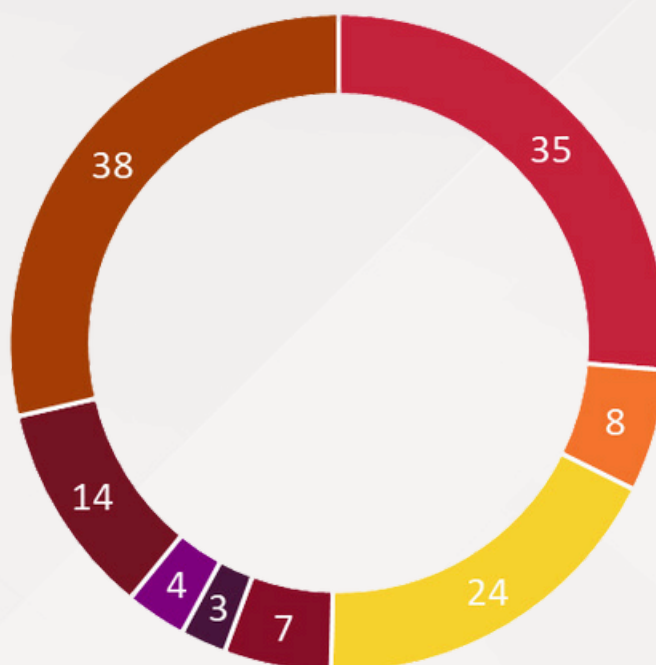


- E-newsletter
- Facebook
- Five Wings Website
- Telephone
- Regular mail
- In person
- Video Chat (Zoom)
- Other

CHALLENGES TO ACCESS

Q: What challenges (if any) are there to your ability to access Five Wings Arts Council grants or services?

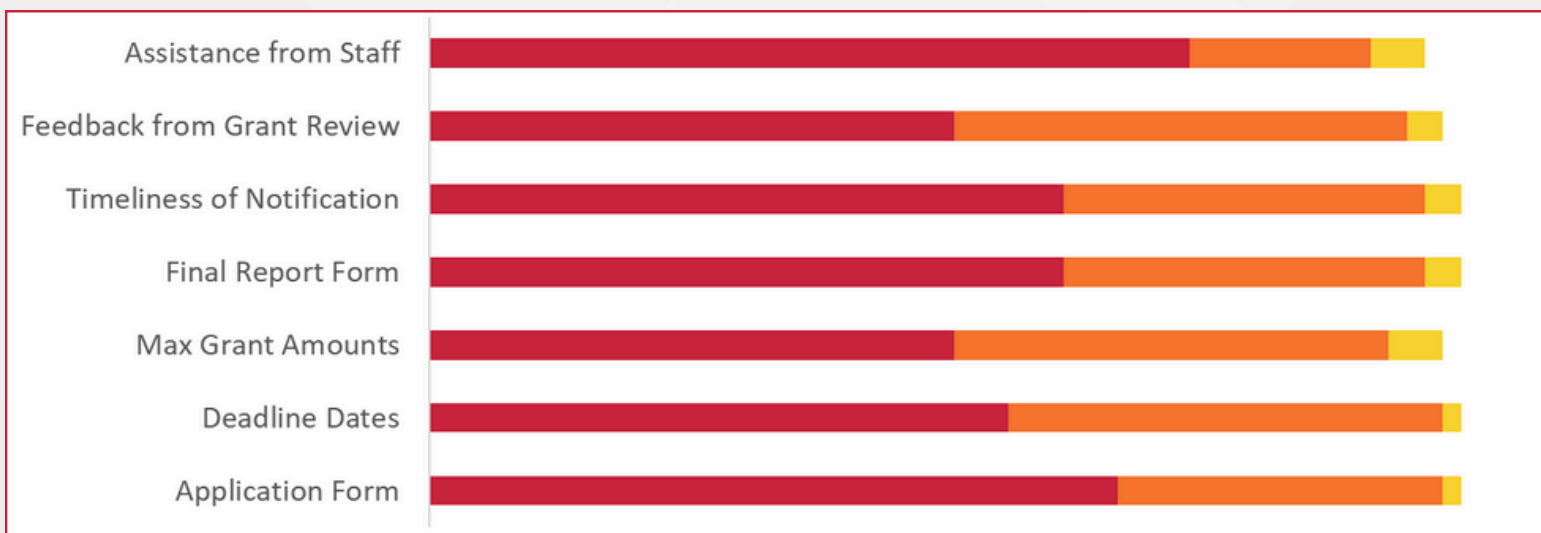
- Awareness of opportunities
- Relevance of opportunities
- Timing of opportunities/deadlines
- Computer/internet access or skills
- Language barriers
- Five Wings staff availability
- Complexity of materials
- No obstacles



(More than one option could be selected.)

GRANT PROCESS FEEDBACK

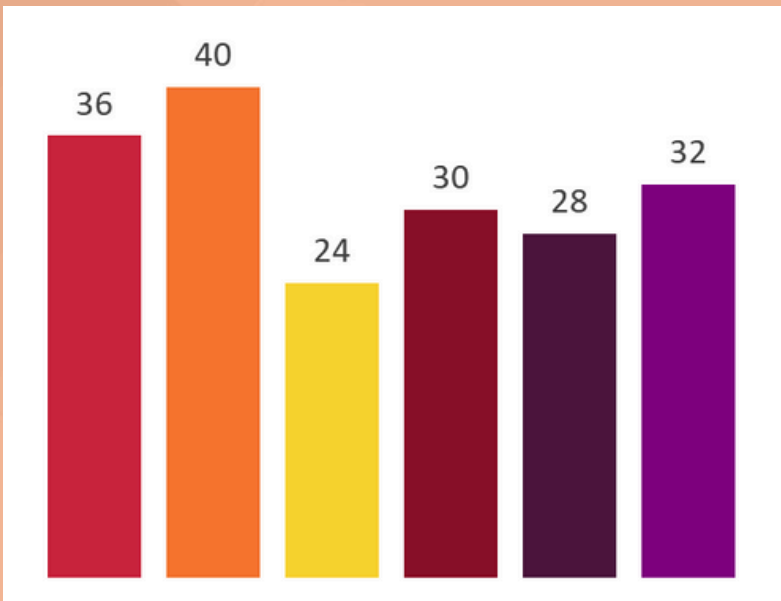
Q: If you have been a grant applicant, please check how you feel about each step in the grant application process that Five Wings administers.



■ Works Great! ■ Neutral - I can live with it. ■ Does Not Work.

PROGRAM PRIORITIES

Q: If you are a practicing artist, what type of support or services (other than grants) do you need or feel are the most valuable from Five Wings to become a better or more successful individual artist?



- Workshops and Trainings
- Networking Opportunities
- FWAC Website Resources
- Gallery or Performing Arts Venues
- E-Newsletter & Information
- Grant Writing Assistance

(More than one option could be selected.)

Q: If you are representing a community organization, please rank the following offerings that Five Wings Arts Council could prioritize in the next year.

1 Grants

2 Promotion and Marketing Workshops/Training

3 Fundraising Workshops/Training

4. Board Training and Development Workshops/Training
5. Evaluation Techniques Workshops/Training
6. Volunteer Management Workshops/Training
7. Audience Development Workshops/Training
8. Diversity, Equity, and Inclusion Resources Workshops/Training
9. Nonprofit Management Workshops/Training
10. Financial Accounting Workshops/Training
11. Database & Donor Management Workshops/Training

GRANT PROGRAM PRIORITIES

1

Community Arts Access Project Grants

Up to \$5,000 for community arts projects

2

General Operating Grants

\$5,000 to \$20,000 to established nonprofit arts organizations

3

School Arts Project Grants

Up to \$5,000 to enrich arts education for kids in our schools

4

Small Grants

Up to \$1,000 for community arts projects

5

Arts Based Community Development Grants

Up to \$7,500 to address a community concern

“

I am so glad that we have FWAC in our community! The staff has always been very proactive and helpful, and do much to support the arts.

”

“

“

LISTENING SESSION FEEDBACK

In three listening sessions held in January, 2025, the following themes and ideas were discussed by regional leaders from the arts community.

GRANT AND FUNDING SYSTEM IMPROVEMENTS

Participants across sessions expressed gratitude for the grant support but highlighted areas for improvement, such as:

- Streamlining application and reporting processes to reduce administrative burdens
- Introducing series-based grants to consolidate applications for multiple events
- Adjusting funding levels to account for inflation and better meet organizational needs

CAPACITY-BUILDING AND ORGANIZATIONAL DEVELOPMENT

Arts leaders indicated interest in professional development and resources for arts organizations, including:

- Workshops on fundraising, board development, and succession planning
- Tools for collaboration and administrative support, such as shared calendars and support for navigating digital platforms like TechSoup and Canva

COLLABORATION AND REGIONAL COORDINATION

In all three sessions, participants emphasized the importance of fostering collaboration among arts organizations, proposing ideas including:

- Developing shared calendars to avoid scheduling conflicts and enhance coordination
- Facilitating regular inter-organizational meetings to exchange resources and ideas
- Promoting outreach to educators and rural communities to broaden engagement and inclusivity



REPORT SUMMARY

Taken as a whole, the 2024 Five Wings Needs Assessment indicates that the organization is on the right track. In particular, we received very good results on the topics of Legacy awareness, importance of the arts, importance of Five Wings services, and perception of Five Wings' stewardship of public funds.

Areas for growth appear to be enhancing public awareness of our grants and other programs, re-examining our grant amounts in the face of inflation, and creating opportunities for increased connection between both arts organizations and artists in our region via networking, support workshops, and facilitation of coordination between entities.



FIVE WINGS
ARTS COUNCIL





FIVE WINGS ARTS COUNCIL



121 4th St. NE, Staples, MN 56479



218-895-5660



miranda@fwac.org



fwac.org

Front cover photo credit: Right - Tim King, Dreams United/Sueños Unidos
Top left - Five Wings Arts Council, Bottom left - Crossing Arts Alliance





FY26–27 Outcomes–Based Work Plan

The Five Wings Arts Council has accepted the long-term Vision, Guiding Principles, Goals and Key Strategies developed in partnership by the Minnesota Regional Arts Councils and Minnesota State Arts Board and is committed to work together to accomplish this vision over the next 25 years. As next steps in that noble journey, Five Wings has outlined the following short-term activities, outputs, and success indicators to guide our progress as we continue to serve our mission of encouraging and promoting arts creation, appreciation, and education throughout our five counties.

Terminology Used:

- **Outcome:** A measurable change in attitude, skills, knowledge, behavior, status, or life condition.
- **Primary Activity:** Specific tasks or actions designed to create the desired output of a program
- **Output:** A measure of a program's actions such as products created or delivered, number of people served, and activities and services carried out.
- **Success Indicator:** Specific, observable, and measurable characteristic, action, or condition that demonstrates whether a desired change has happened.
- **Target for Change:** Time-bound benchmark as measured by indicators to gauge whether the program purpose is on track to fulfillment.

Please note that the following work plan is not all-inclusive concerning planned arts development activity, yet gives a structured overview of planned priorities and highlights activities specifically funded through the Legislative Allocation and Arts and Cultural Heritage Fund. The Five Wings Arts Council, as a responsible steward of all public funds, will be continuously evaluating the needs of our constituents and adjust our activities appropriately by refining outputs, indicators, and targets for change.

Grant Programs and Services Detail

Small Community Arts Project Grants

Program Purpose: To provide access to quality arts activities and experiences for every community in our region. Program designed for first-time applicants and groups wishing to take advantage of a late breaking opportunity.

Primary Activities

- Design and administer a simple, accessible, and equitable grant process for communities.
- Promote program in terms of purpose and availability to all eligible applicants.
- Introduce Outcomes-Based Evaluation tools to grantees
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short-Term Output(s): Increased arts related activities throughout the entire region.

Success Indicators:

- Number of arts activities supported through grant program.
- Number of participants involved with each activity
- Satisfaction level of participants and grantees.

Data Source(s)

- FWAC Grantee Database
- Grantee Final Reports

Target(s) for Change

- At the end of FY26, the number applications received will increase by 15% over FY25. At the end of FY27, remain similar to FY26.
- At the end of FY26, the number of participants involved with funded activities will increase 10% over FY25. At the end of FY27, the number of participants will remain similar to FY26.
- At the end of both FY26 and FY27, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful project with identified measurable outcomes.

Community Arts Access Project Grants (Arts Access, Arts Education, Cultural Heritage)

Program Purpose: To provide access to quality arts activities and experiences for every community in our region.

Primary Activities

- Design and administer a simple, accessible, and equitable grant process for communities.
- Promote program in terms of purpose and availability to all eligible applicants.
- Introduce Outcomes-Based Evaluation tools to grantees
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.
- Adapt program and application to meet changing needs of organizations served.

Short-Term Output(s): Increased arts related activities throughout the entire region.

Success Indicators:

- Number of arts activities supported through grant program.
- Number of participants involved with each activity
- Satisfaction level of participants and grantees.

Data Source(s)

- FWAC Grantee Database
- Grantee Final Reports

Target(s) for Change

- At the end of FY26, the number applications received from organizations and activities funded will increase by 5% over FY25. At the end of FY27, increase by 5% over FY26.
- At the end of FY26, the number of participants involved with funded activities will increase by 5% over FY25. At the end of FY27, the number of participants will increase by 5% over FY26.
- At the end of both FY26 and FY27, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful project with identified measurable outcomes.

School Arts Project Grants (Arts Education)

Program Purpose: To provide financial resources to regional schools for fostering the development of arts education. **Note:** Arts and Cultural Heritage fund dollars will not be used to supplant funds used for core arts teaching and curriculum in K-12 schools.

Primary Activities

- Design and administer a simple, accessible, and equitable grant process tailored to schools.
- Promote the program to school administrators, teachers, and local artists.
- Make connections between school faculty and local practicing artists.
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short Term Output(s): Increased school arts related activities (residencies, field trips, etc.) throughout the entire region.

Success Indicators:

- Number of school arts activities supported through grant program.
- Number of participants involved with each activity.
- Satisfaction level of participants and grantees.

Data Source(s)

- FWAC Grantee Database
- Grantee Final Reports

Target(s) for Change

- At the end of FY26, the number applications received from schools and activities funded will increase by 25% over FY25. At the end of FY26, increase by 10% over FY26.
- At the end of FY26, the number of participants involved with funded activities will increase by 15% over FY25. At the end of FY27, the number of participants will increase by 10% over FY26.
- At the end of both FY26 and FY27, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful project with identified measurable outcomes

General Operating Support (Arts Access, Arts Education, Cultural Heritage)

Program Purpose: To strengthen and stabilize local nonprofit arts organizations to better serve their artistic missions.

Primary Activities

- Administer a simple, accessible, and equitable grant process.
- Promote program in terms of purpose and availability to all eligible applicants.
- Introduce Outcomes-Based Evaluation tools to grantees.
- Provide custom workshop opportunities for grantees in Promotion and Marketing, Fundraising/Financial Management, and governance.
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short-Term Output(s): Increased access to arts activities through programs of local arts organizations and increased learning opportunities for local organizations in the areas of financial management, evaluation, and advocacy.

Success Indicators:

- Amount of arts activity produced by funded organizations.
- Number of participants involved in activities.
- Attendance at customized trainings.
- Satisfaction level of participants and grantees.

Data Source(s)

- FWAC Grantee Database.
- Grantee Final Reports and Grantee Financial Statements.
- Staff interviews with organizational management.

Target(s) for Change

- At the end of FY26, all funded organizations will have maintained a balanced budget and similar amount of arts activity/participants as compared to FY25. At the end of FY26, arts activity and participants will increase by 5% over FY26.
- At the end of both FY26 and FY27, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful year with identified measurable outcomes.

Legacy Access Program Grant (Arts Access, Arts Education, Cultural Heritage)

Program Purpose: To support our larger local nonprofit arts organizations to better serve their artistic missions.

Primary Activities

- Administer a simple, accessible, and equitable grant process.
- Promote program in terms of purpose and availability to all eligible applicants.
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short-Term Output(s): Increased access to arts activities through programs of larger local arts organizations that do not receive operating support from Five Wings Arts Council.

Success Indicators:

- Amount of arts activity produced by funded organizations.
- Number of participants involved in activities.
- Satisfaction level of participants and grantees.

Data Source(s)

- FWAC Grantee Database.
- Grantee Final Reports and Grantee Financial Statements.
- Staff interviews with organizational management.

Target(s) for Change

- At the end of FY26, all funded organizations will have maintained a balanced budget and similar amount of arts activity/participants as compared to FY25. At the end of FY26, arts activity and participants will increase by 5% over FY26.
- At the end of both FY26 and FY27, 75% of grantees will indicate satisfaction with the accessibility of program and report an artistically successful year with identified measurable outcomes.
- In the two years of the Biennium, all funded organizations will keep their operating support standing with the Minnesota State Arts Board.

Arts Based Community Development Grants (Arts Access, Arts Education, Cultural Heritage)

Program Purpose: To encourage and support the integration of the arts, via artists and arts organizations, to address a local community issue, problem, or need through an arts-based solution.

Primary Activities

- Design and administer a simple, accessible, and equitable grant process for communities.
- Promote program in terms of purpose and availability to all eligible applicants.
- Introduce Outcomes-Based Evaluation tools to grantees
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.
- Adapt program and application to meet changing needs of organizations served.

Short-Term Output(s): Community issues identified and addressed through the arts.

Success Indicators:

- Number of participants involved with each activity
- Satisfaction level of participants and grantees.

Data Source(s)

- FWAC Grantee Database
- Grantee Final Reports

Target(s) for Change

- At the end of FY26, the number applications received from organizations and activities funded will increase by 5% over FY25. At the end of FY27, increase by 5% over FY26.
- At the end of FY26, the number of participants involved with funded activities will increase by 5% over FY25. At the end of FY27, the number of participants will increase by 5% over FY26.
- At the end of both FY26 and FY27, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful project with identified measurable outcomes.

Individual Artist Grants

Program Purpose: To provide financial assistance to emerging individual artists wishing to take advantage of arts related opportunities that will take their career as an artist to the next level. *McKnight Foundation Funded Program.

Primary Activities

- Design and administer a simple, accessible, and equitable grant process tailored to individual artists.
- Promote the program to local emerging artists.
- Conduct a minimum of one grant writing workshop prior to each deadline.
- Introduce Outcomes Based Evaluation tools to grantees.
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short Term Output(s): Increased individual artist activity and exposure throughout the region.

Success Indicators:

- Number of applications received and awarded.
- Satisfaction level of all participants.

Data Source(s)

- FWAC Grantee Database
- Grantee Final Reports

Target(s) for Change

- At the end of FY26, the number applications received from artists will increase by 10% over FY25. At the end of FY27, increase by 5% over FY26. Award a minimum of 15 grants in both FY26 and FY27.
- At the end of both FY26 and FY27, 80% of grantees will indicate satisfaction with accessibility of program and report an artistically successful year with identified measurable outcomes.

Workshops, Trainings, and Technical Assistance (Access, Education, Cultural Heritage)

- *Program Purpose:* To coordinate, host, and administer regional workshops and training opportunities for community arts organizations, arts advocates, and civic leaders. Initial priority areas for FY26–27 are Promotion and Marketing, Fundraising, Nonprofit Management, and Evaluation Techniques.

Primary Activities

- Design, schedule, coordinate and/or host workshops and trainings.
- Promote opportunities to artists, arts organizations, and civic leaders.
- Partner/contract with outside facilitators when appropriate.
- Provide ongoing technical assistance to current and potential grantees on all arts-related matters.

Short-Term Output(s): Increased learning opportunities for artists, arts organizations, and civic leaders.

Success Indicators:

- Number of workshops initiated by Five Wings.
- Number of participants at each gathering and percentage indicating value of experience.

Data Source(s)

- Participant surveys and feedback.

Target(s) for Change

- At the end of FY26, coordinate a minimum of three public workshops/trainings. At the end of FY27, an additional three workshops/trainings.
- At the end of FY26 and FY27, 80% of participants indicate a valuable learning experience.

Website, Marketing, Promotion (Arts Access, Arts Education, Cultural Heritage)

Program Purpose: To increase visibility and access to information on arts development.

Primary Activities (partial list highlighting activities funded with ACH funds)

- Maintain and develop current website to be more easily accessible, interactive, and user-friendly.
- Continue an online e-newsletter.
- Promote grants and services through traditional media and social networking avenues.
- Develop consistent contact relationships with regional media.
- Intentional relationship building with media outlets and organizations who connect with underserved populations.
- Potential outreach internship program in FY26

Short-Term Output(s): Increased awareness by constituents of Five Wings programs/services.

Success Indicators:

- Number of “hits” on website.
- Amount of social media engagement.
- Increased social media engagement from underserved populations.

Data Source(s)

- Website control panel statistics
- Web survey
- Constituent feedback

Target(s) for Change

- At the end of FY26, increase web traffic by 10% over FY25. At the end of FY27, increase traffic by 5% over FY26.
- At the end of FY26 and FY27, 80% of web participants indicate a valuable experience.

Administration, Advocacy, and Accountability (Access, Education, Cultural Heritage)

Program Purpose: To provide responsible, accountable, and transparent administration of the Five Wings Arts Council as a statewide partner in the regional development of the arts.

Primary Activities

- Conduct meetings under the spirit of the “Open Meeting Law.”
- Comply with Fiscal Agent Agreement between Five Wings and MSAB.
- Actively participate as a member of the Forum of Regional Arts Councils.
- Actively participate as a member of MN Citizens for the Arts.
- Provide timely information on ACH funded activities to public ACH website.
- Initiate frequent and consistent contact with regional Legislators.

Short-Term Output(s): Positive working relationship with all local, regional, and state stakeholders.

Success Indicators:

- Amount of interaction with all stakeholders.
- Satisfaction level of all stakeholders.
- “Clean” Audit.

Data Source(s)

- Certified Audit Report.
- MSAB Program Review and Reconciliation.
- FWAC Meeting Minutes, FWAC Internal Reports, RAC Forum Minutes, etc.
- Feedback from stakeholders.

Target(s) for Change

- Strive for 100% participation by staff in appropriate listed activities above.
- Have a minimum of five direct contacts with each regional Legislator.
- Strive for 100% satisfaction level from all stakeholders throughout FY26–27.



FY26–27 Summary of Grant Programs

All grant programs are developed and continually evaluated in the spirit of accessibility, simplicity, transparency, and accountability. Grantees are also be given the tools and resources to identify and report any and all distinctive and measurable outcomes of the grant activity. Direct grant investment figures listed below reflect two years of programming.

25 Year Outcome #5b: Minnesota artists say they have access to the resources, information, markets, etc. they need

25 Year Outcome #5c: Minnesota arts organizations report having access to the resources, information, personnel, audiences, etc. they need.

Small Grants for Community Arts Projects (General Allocation Funds)

- One-time grants (per fiscal year) are available to arts organizations, community groups, and schools to sponsor an arts activity. The grant is designed for first-time applicants and groups wishing to take advantage of a late-breaking opportunity.
- No Match Required
- Application Deadlines: Ongoing
- FY26–27 Direct Grant Investment: \$ 10,000

Community Arts Access Project Grants (Enhanced with ACH Funds)

- Grants are available to community groups and nonprofit organizations to produce their own arts activities or sponsor a touring artist/activity. It provides the opportunity for arts access to every community in the region.
- No Match Required (COVID–19 Pandemic Response)
- Application Deadlines: January 15, April 15, July 15, and October 15
- FY26–27 Direct Grant Investment: \$396,000

School Arts Project Grants (New Initiative with ACH Funds in FY10)

- Grants are available to public schools to supplement non-curriculum arts education already being provided to area students. Grants will not be awarded for core arts teaching and/or curriculum.
- No Match Required

- Application Deadlines: Ongoing
- FY26-27 Direct Grant Investment: \$90,000

General Operating Support Grants (Enhanced with ACH Funds)

- Unrestricted operating and capital grants are available to well-established nonprofit arts organizations to help strengthen and stabilize those organizations, allowing them to provide the best possible service to the arts in their community.
- Application Deadline: September 15
- Two-Year Commitment of Support
- FY26-27 Direct Grant Investment: \$260,000

Legacy Access Program Grants (Enhanced with ACH Funds)

- Unrestricted programming support grants are available to nonprofit arts organizations that receive Operating Support from the Minnesota State Arts Board to help them to provide the best possible service to the arts in their community.
- Application Deadline: October 1
- FY26-27 Direct Grant Investment: \$300,000

Arts-Based Community Development Grants (Enhanced with ACH Funds)

- The Arts Based Community Development (ABCD) grant program is an initiative to encourage and support the integration of the arts, via artists and arts organizations, to address a local community issue, problem, or need through an arts-based solution.
- Matching grants up to \$7,500
- Application Deadline: Ongoing
- FY26-27 Direct Grant Investment: \$30,000

Individual Artist Grants (McKnight Foundation Funds)

- Funding is available to individual artists wishing to take advantage of arts related opportunities that will take their career as an artist to the next level. Projects include skill development, marketing, equipment purchase, etc.
- No Match Required (COVID-19 Pandemic Response)
- Application Deadline: Ongoing
- FY26-27 Direct Grant Investment: \$90,000

Non-Grant Initiatives

27-Year Outcome: Minnesota artists say they have access to the resources, information, markets, etc. they need.

27-Year Outcome: Minnesota arts organizations report having access to the resources, information, personnel, audiences, etc. they need.

Workshops, Trainings, and Technical Assistance (Enhanced with ACH Funds)

- Five Wings will coordinate, host, and administer regional workshop and training opportunities for community arts organizations, arts advocates, and civic leaders. Initial priority areas for FY26-27 are Promotion and Marketing, Fundraising, Nonprofit Management, and Evaluation Techniques.

Website, Marketing, Promotion (Enhanced with ACH Funds)

- WWW.FWAC.ORG Five Wings continues to develop its website to offer constituents a more accessible, up to date, and informative online experience. Features include access to grant information, evaluation tools, an electronic newsletter, regional arts calendar, artist and arts organization registry, and charitable giving opportunities to name a few.
- Social Networking Initiatives
- Continue to build a relationship with KOJB (90.1 FM), the official radio station of the Leech Lake Tribal Community.
- Five Wings will also promote its mission, programs, and services through traditional media avenues.

Informational Resource

- Five Wings acts as an arts development clearing house of information helpful to local communities and arts organizations. Topics include creative place making, fundraising, planning, nonprofit incorporation, arts curriculum, grant writing, board development, etc. These resources are available free of charge to the public.



FY26–27 Grant Making and Monitoring Process

APPLICATION PROCEDURE

- Review of Application
 - Applicants are encouraged to contact the Five Wings Arts Program office early in the planning process at which time the Arts Program Coordinator can provide the most assistance. Staff are available to review applications prior to the deadline for completeness and accuracy. Such assistance in no way implies that a grant request will be funded.
 - Elements of a review include:
 - a technical review of the budget and responses to the questions on the application
 - a review of the attached eligibility materials (resumes, non-profit status, etc.)
 - suggestions for clarification or additional information
 - If a review is conducted, it remains the responsibility of the applicant to provide all required materials by the deadline.

- Application Materials

An application must include the following for consideration for funding:

- Application Form
 - The applicant must submit a complete and accurate application providing all requested information. The proposed budget must be accurate, detailed, and appropriate to the purpose of the project.
 - It should be checked carefully to make sure that the budget is properly structured and mathematically sound. The completeness and accuracy of the grant application is solely the responsibility of the applicant. Incomplete applications are not eligible for review.
 - The form must contain all required signatures. One original copy should be submitted. A copy should be kept for the applicant's files and reference.
- Documentation of Tax-Exempt Status
 - All applicants (except governmental units and schools) must submit a copy of the applicant's or fiscal agent's 501(c)(3) tax-exemption letter from the IRS.
- Resumés
 - Applicants must submit a complete resumé that outlines the educational and professional achievements of the project personnel that relate to the project. Resumés must be submitted for the project director (i.e., contact person for the project), artists, and key individuals involved in the success

of the project.

- Fiscal Agent Contract (If Applicable)
 - If a fiscal agent is being used, one copy of the contract between the fiscal agent and the applicant must also be submitted, specifying the responsibilities of each party.
- RAC Grant Data Collection
 - Demographic data regarding grant activities must be completed for the grant to be reviewed.

REVIEW STANDARDS

All eligible applications will be reviewed by the Five Wings Arts Council according to:

- The artistic quality and merit of the project or activity.
 - This criterion may include how the project contributes to the artistic development of the respective art form, how well the resources (people, facilities, activities, etc.) to be used meet the goals of the project, and how the project meets or advances the goals of the organization. In the case of service projects, the merit and quality of that service to the arts will be reviewed.
 - *If the application is determined to be of sufficient artistic quality and merit to warrant further review, the following criteria will then be applied.
- The demand or need for the project or program by the organization applying or the group it serves.
 - Considerations used to address this criterion may include community involvement and support for the project, the method used to determine that the project is needed, and demonstrated financial need as exhibited in the proposed budget.
- The ability of the organization to accomplish the project or program described, or the organizational goals as presented.
 - This is demonstrated by providing evidence of a planning process, qualifications of the artistic and/or administrative personnel, feasibility of the budget, publicity efforts, evidence of fiscal responsibility, including applications which show attempts have been made to seek financial support from the community, and previous successful efforts.

REVIEW PROCESS

- Applications are reviewed for accuracy, completeness and eligibility.
- Arts Council members receive copies of all applications at least ten days prior to the review meeting.
- Council members with a conflict of interest regarding a specific applicant or project declare such and comply with the Five Wings Arts Program Bylaws.
- Applicants may be requested to respond to questions from the arts council or staff by telephone.

- In reviewing the applications, the Council members will first determine the eligibility of the application, based both on the organization's eligibility and the project restrictions. Any projects which are determined to be ineligible shall be eliminated from the review process.
- The Council reserves the right to reduce the "Estimated Total Project Cost" by items determined to be ineligible for funding and/or questioned budget items.
- If the ineligible items in the application reduce the amount requested to less than 80% of the original request, the project will not be funded. Examples of ineligible costs include, but are not limited to:
 - Ribbons, prizes, flowers, gifts, awards, etc.
 - Building space and equipment owned by the applicant
 - Materials and supplies sold to participants
 - Materials, supplies, equipment, etc. used for personal gain of participants
 - Long-life items and permanent fixtures
 - Monthly/seasonal/annual office or telephone rental
 - Monthly/seasonal/annual storage costs
 - Reception expenses (i.e. food, refreshments, etc.)
- The Arts Council may request a revised budget and/or project description before making a final recommendation on grant applications.
- Through majority vote, the Council will make a recommendation for full, partial or no funding, based on the established criteria for:
 - Artistic quality and merit of the project;
 - Need or demand for the project; and
 - Ability of the applicant to accomplish the project.
- Applications will be ranked in descending numerical order.
- Grants are awarded to the extent of funds available.

TERMS OF GRANT/GRANTEE RESPONSIBILITIES

- Notification of Arts Council Action
 - All applicants will receive a notification letter of acceptance or rejection within 10 days after final review of the application by the Arts Council, except when a revised budget and/or project description is necessary. In that case, applicants will receive the letter of notification and Grant Contract form within 10 days after the receipt of the revised budget and/or project description.
- Grant Contract

The Grant Contract is a legally binding document signed by an authorizing official of the organization which has received an arts grant. The contract obligates the organization to perform proposed activities, to fulfill the requirements in the contract, and to keep its financial records open for audit, specifically, the parties will agree that:

 - The project will be carried out in compliance with the project description, personnel, budget and dates, as set forth in the application which reflects any

revisions made and approved by the Arts Council.

- Participation in the project will not be limited on the basis of national origin, race, age, or sex.
- The following credit line will appear on all programs and publicity related to the project: *"This activity is made possible by the voters of Minnesota through a grant from the Five Wings Arts Council, thanks to a legislative appropriation from the Arts and Cultural Heritage Fund."*
- Funds for this project will not be released until a Final Report from any previously funded project has been submitted and approved.
- All future grants will be contingent upon complete compliance with the terms of this agreement.
- The Five Wings Arts Council shall have access to any books, documents, papers, and records regarding the granted project in the case of an audit or evaluation of the project. All funded projects must maintain accurate records of in-kind contributions. These records and supporting documents shall be retained for a period of three (3) years following the completion of the project. The grantee's authorizing official must sign and return to the Five Wings Arts Program, within 45 days from the date of mailing, one copy of the Grant Contract and necessary attachments if notified of grant approval.
- Occasionally, "riders" or conditions will be placed on use of the grant funds. These conditions will be clearly outlined in the Grant Contract.
- In the event a grant is awarded to a fiscal agent, the fiscal agent must sign the Grant Contract and all necessary forms. The organization must have submitted an agreement with the fiscal agent as described in the "Eligibility and Requirements" section of this Program Information.
- The recipient must comply with all federal and state regulations specified in the Grant Contract.
- Approval of Project Revisions
 - The grantee must notify the Five Wings Arts Council in writing at any point if the program or project is changed from the way in which it was described in the grant application. This includes, but is not limited to, substitutions in personnel, change of project dates, receipt of additional funds, and/or other changes. Changes in the project must be approved by the Arts Council and may result in a revision or revocation of the grant award.
 - The Arts Council Director will review the revisions requested to ensure that the change does not make the project ineligible for support. The grantee will be notified of the approval or non-approval of the project changes.
- Reporting
 - Grant recipients must submit a final report to the Five Wings Arts Council within 30 days of the date stated in the application as the end of the project. The final report must include a financial report; project narrative; project evaluation; and copies of

- press releases, newspaper articles, and project publicity.
- Failure to submit any final reports will adversely affect the recipient's eligibility for future funds. The recipient may be required to submit a certified audit report of the organization or a project funded by the Five Wings Arts Council.
- Grant Termination
 - A grant may be terminated at any time under the following circumstances:
 - By mutual written consent of the Five Wings Arts Council and the recipient;
 - Upon the written request of the recipient, but such termination shall not necessarily relieve the recipient of its responsibilities as set forth in the Grant Contract;
 - By the Five Wings Arts Council upon the failure of the recipient to comply with one or more of the conditions of the Grant Contract. Such termination shall be effective upon receipt of written notice by the recipient.

A commitment of funds to a recipient may be rescinded by the Five Wings Arts Council if one of the following conditions exists:

- The recipient does not return the signed contract and/or attachments within 45 days of the mailing of the notification of grant award letter.
- The recipient does not return a revised budget and project description within 30 days of the notification letter of Arts Council action.
- The recipient does not request the grant within 45 days of the date of the contract.

GRANT MONITORING & EVALUATION

- Final Report
 - Grantees must submit a final report to the Five Wings Arts Council office within 30 days after completion of the project. This includes:
 - Final Financial Report
 - Financial records, including in-kind vouchers as appropriate
 - Project narrative and evaluation
 - Copies of press releases, newspaper articles, and project publicity
- Evaluation by Arts Council
 - Whenever possible, Five Wings Arts Council members will attend and evaluate funded projects.
- Acceptance of Final Report
 - The final report will be reviewed by the staff for compliance with the "Terms and Responsibilities" as set forth in the Grant Contract and application. The staff will notify the grantee of the acceptance/rejection of the final report.

APPEALS POLICY & PROCEDURES

- Any applicant who can show cause that established grant review procedures were not followed may file an appeal as described below. There is no right of appeal for dispute of decision of the Five Wings Arts Council with respect to artistic quality or merit, artistic

excellence and leadership, or the quality of any particular work of art.

- The following appeal procedure shall be followed by the applicant:
 - Written notification of a request for hearing must be submitted to the Executive Director of the Arts Council within ten (10) days from the date of receipt of the official notification of the Arts Council's decision. The notice of request for hearing must set forth the basis for the appeal of the issues to be heard and determined by the hearing board.
 - Upon receipt of the written request for hearing, the Executive Director will, within ten (10) days, set a date for the appeal hearing.
 - The Five Wings Arts Council shall act as the hearing board.

MISUSE OF FUNDS BY GRANTEES

Five Wings Final Report Guidelines and Follow-Up Actions

- Submission Requirement of Final Report
 - The Grantee will submit a complete and accurate final report within 60 days of the proposal end date specified in the Grant Contract (contract). Five Wings will communicate the requirement for filing a Final Report to each grantee using multiple techniques. Grantees are informed that final reports are required using the following methods: include language in every contract stipulating the need to submit a final report within sixty (60) days after the project end date; sending e-mail alerts to each applicant before and after the final report due date; communicating the requirement through information sessions conducted by Five Wings throughout the year. Grantee refers to an individual, organization, or individual(s) within an organization.
 - Actions
 - A final report that is received and approved by the Grants Manager meets this requirement. Grantees will be eligible to apply for another grant.
 - A final report that does not show the required match or comes under review for identified deficiencies may result in the contract being adjusted and funds returned to Five Wings. If any information is missing or incomplete, the Grant Manager will contact the group by e-mail and request the required information be provided within two (2) weeks.
 - A grantee may request a due date extension, up to 30 days additional. The Grantee must explain the reason for the extension and acceptance will be at the discretion of Grants Manager.
 - If a grantee has not filed a final report by the due date (plus extension if applicable), the grantee is not eligible to apply for Five Wings grants until a complete and accurate final report is received.
 - If a final report is delinquent by more than six (6) months, the grantee will not be eligible to apply for a Five Wings grant for up to one year after the submission of the report (Board discretion).

- If a final report is delinquent by more than one year, the grantee will not be eligible to apply for a Five Wings grant for up to two (2) years after the submission of the report (Board discretion).
- Acknowledgment Requirement
 - The grantee will provide evidence of proper use of the Five Wings credit line and/or Arts and Cultural Heritage credit line or Legacy logo within the final report.
 - Actions
 - If grantee fails to meet the acknowledgment requirement on one grant, a written warning letter will be sent. If grantee fails to meet the acknowledgment requirement on a second grant, the grantee will not be eligible to apply for future funding for two years from the end date of the grant.
- Expenditure Requirement
 - The grantee will use funds for approved expenses within the proposal (i.e. expenses related to the proposal, which are within the scope of the proposal, or purposes that are expressly allowed in the program guidelines or contract).
 - Actions
 - If the project is not completed or not completed as stated and reflected in the Final Report, (i.e. Total Cost/Expenses are much lower than projected) a portion of the grant amount or the entire grant amount will be returned by the grantee. If it is determined that a portion of grant funds must be returned due to inappropriate use of the funds or expenses are much lower than anticipated, and grantee doesn't meet match requirement based on total project expenses, a written notice from the Executive Director will be sent to the grantee. It will outline the amount owed to Five Wings and the repayment terms.
 - If funds are repaid in a timely manner and in accordance with the outlined repayment plan, the grantee may apply for future grants.
 - If funds are not repaid, the grantee may not be eligible to receive funding from Five Wings for two years from the date of written notice. The grantee must submit a request to Five Wings to have its eligibility reinstated before applying for another grant from Five Wings.
- Record Keeping Requirement
 - Grantee is able to meet the record-keeping standards outlined in the grant contract.
 - Actions
 - If grantee records are examined, and grantee cannot provide sufficient documentation to meet the examining authority's requirements:
 - the grantee may be asked to return grant funds;
 - the grantee may be deemed ineligible to apply for Five Wings grants for up to two years from the date of written notification.

- To have eligibility reinstated, the grantee must submit a request to Five Wings before applying for grants. A request must outline the steps the grantee has taken to ensure that they will be able to meet the Five Wings maintenance of records standards on any future grants that Five Wings may award.
- Note: All approved extensions must be documented in the grantee's original online application. All findings and correspondence will be documented and included in the grantee's online grant application.

SAMPLE GRANT CONTRACT

Five Wings Arts Council Grant Contract

- Please review the following information (taken from your application) for accuracy.
 - Grant Number
 - Organization*
 - Project Name
 - Amount Awarded
 - Project Start Date
 - Project End Date
 - Fiscal Agent Organization (if applicable to your project)

- Contract Signatures

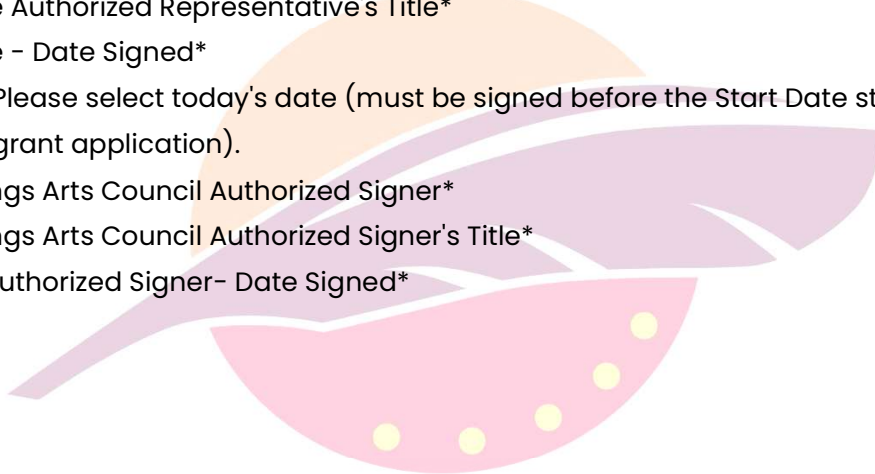
Before signing this contract, please carefully review the terms of this agreement listed below. The grantee's signature indicates agreement to carry out this project in accordance with the following terms. Please note that future grants will be contingent upon compliance with the terms of the agreement.

- The grantee shall carry out the implementation, evaluation, and reporting of the grant project in accordance with policies stated in the current guidelines of this grant program. These guidelines can be found at www.fwac.org/grants.
- The grantee shall carry out the project in alignment with the project description, budget and dates as set forth in the Grant Application. Any revisions to the original proposal must be approved by Five Wings Arts Council staff to ensure compliance with FWAC policies and the grant program guidelines.
- The grantee shall not limit participation in the project based on national origin, race, religion, age or sex.
- The grantor reserves the right to review the grantee's accounting records for proper expenditures of grant funds.
- The grantee agrees to publish the logos of the Five Wings Arts Council and the Legacy Amendment's Cultural Heritage Fund and include the following credit line on all publicity and printed programs related to the project: "This activity is made possible by the voters of Minnesota through a grant from the Five Wings Arts Council thanks to a legislative appropriation from the Arts and Cultural Heritage Fund." Failure to do so may jeopardize future funding.

- The grantee agrees not to incur expenses outlined in the grant proposal before the Project Start Date, (found above).
 - The grantee must submit a final report on your online FWAC grant account, within 60 days after stated End Date on the grant application, (found above).
 - Failure to submit a final report may jeopardize future funding from the Five Wings Arts Council.
 - Contract Agreement*
 - I agree to carry out this project in accordance with the terms stated above.
 - Electronic signature verification – Grantee*

By checking the box below, and typing the individual's name, the individual asserts that they understand and agree that such actions constitute their electronic signature as defined under Minnesota Statutes, section 302A.015.

 - I understand and agree.
 - Grantee Authorized Representative Signature*
- Please type your full name and title (if applicable).
- Grantee Authorized Representative's Title*
- Grantee – Date Signed*
 - Please select today's date (must be signed before the Start Date stated in the grant application).
- Five Wings Arts Council Authorized Signer*
- Five Wings Arts Council Authorized Signer's Title*
- FWAC Authorized Signer- Date Signed*



BYLAWS OF THE FIVE WINGS ARTS COUNCIL

ARTICLE I - NAME, PURPOSE

Section 1: The name of the organization shall be The Five Wings Arts Council.

Section 2: The Five Wings Arts Council is organized exclusively for charitable and educational purposes, more specifically to promote, facilitate, and encourage local arts development and to enhance the quality and availability of arts experiences for communities in the counties of Cass, Crow Wing, Morrison, Todd, and Wadena.

ARTICLE II - MEMBERSHIP

Section 1: Membership shall consist only of the members of the Board of Directors.

ARTICLE III - ANNUAL MEETING

Section 1: Annual Meeting. The date of the regular annual meeting shall be set by the Board of Directors who shall also set the time and place.

Section 2: Special Meetings. Special meetings may be called by the Chair or the Executive Committee.

Section 3: Notice. Notice of each meeting shall be given to each voting member, by mail, not less than ten days before the meeting.

ARTICLE IV - BOARD OF DIRECTORS

Section 1: Board Role, Size, Compensation. The Board is responsible for overall policy and direction of the Council, and delegate's responsibility for day-to-day operations to the Council Director and committees. The Board shall have up to eleven (11) and not fewer than eleven (11) members. Two (2) members shall be selected from each of the five counties in Region 5, with the exception of Crow Wing County which shall have three (3). The Board receives no compensation other than reasonable expenses.

Section 2: Meetings. The Board shall meet at least six (6) times annually, at an agreed upon time and place.

Section 3: Board Elections. Election of new directors will occur at the annual meeting of the corporation. Directors will be elected by a majority vote of the current Directors.

Section 4: Terms. The term of each Board member shall be three (3) years. Members may be re-elected for a maximum of two consecutive terms. Members may also be re-elected to a new term after being off the Board for a minimum of one (1) year.

Section 5: Quorum. A quorum must be attended by at least fifty percent (50%) of the Board members before business can be transacted or motions made or passed.

Section 6: Notice. An official Board meeting requires that each Board member have written notice ten days in advance.

Section 7. Proxies. There shall be no proxies permitted.

Section 8. Any action that may be taken at a board meeting may be taken without a meeting by written action signed, or consented to by authenticated electronic communication, by a quorum of the Board. Documentation of each director's action will be added to the official record of the next meeting with a statement ratifying the action by all members present.

Section 9. Officers and Duties. There shall be Three officers of the Board consisting of a Chair, Vice Chair, and Secretary/Treasurer. Their duties are as follows:

The Chair shall convene regularly scheduled Board meetings, shall preside or arrange for other members of the executive committee to preside at each meeting in the following order: Vice Chair, Secretary/Treasurer.

The Vice Chair will chair committees on special subjects as designated by the Board.

The Secretary/Treasurer shall be responsible for keeping records of Board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of minutes and the agenda to all Board members, and assuring that corporate records are maintained. The Secretary/Treasurer shall also chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to Board members and the public.

Section 10: Vacancies. When a vacancy on the Board exists, nominations for new members may be received from present Board members by the Secretary two weeks in advance of a Board meeting. These nominations shall be sent out to Board members with the regular Board meeting announcement, to be voted upon at the next Board meeting. These vacancies will be filled only until the next Annual Meeting where they will be eligible for a full term.

Section 11: Resignation, Termination and Absences. Resignation from the Board must be in writing and received by the Secretary. A Board member shall be dropped for excess absences from the Board if s/he has three unexcused absences from Board meetings in a year. A Board member may be removed for other reasons by a three-fourths vote of the remaining directors.

Section 12: Special Meetings. Special meetings of the Board shall be called upon the request of the Chair or one-third of the Board. Notices of special meetings shall be sent out by the Secretary to each Board member postmarked two weeks in advance.

ARTICLE V - COMMITTEES

Section 1: The Board may create committees as needed, such as fundraising, planning, special events, etc. The Board Chair appoints all committee chairs.

Section 2: The three officers serve as the members of the Executive Committee. Except for the power to amend the Articles of Incorporation and Bylaws, the Executive Committee shall have all of the powers and authority of the Board of Directors in the intervals between meetings of the Board of Directors, subject to the direction and control of the Board of Directors.

Section 3: Finance Committee. The Secretary/Treasurer is chair of the Finance Committee, which is responsible for developing and reviewing fiscal procedures, a fundraising plan, and annual budget with staff and other Board members. The Board must approve the budget, and all expenditures must be within the budget. Any major change in the budget must be approved by the Board or the Executive Committee. The fiscal year shall begin July 1 and end June 30. Annual reports are required to be submitted to the Board showing income, expenditures and pending income. The financial records of the organization are public information and shall be made available to Board members and the general public.

ARTICLE VI - AMENDMENTS

Section 1: These Bylaws may be amended when necessary by a two-thirds majority of the Board of Directors. Proposed amendments must be submitted to the Secretary to be sent out with regular Board announcements. These Bylaws were approved at a meeting of the Board of Directors of The Five Wings Arts Council on August 23, 2011.

ARTICLE VII- GOVERNANCE

Section 1: Robert's Rules of Order (revised) shall govern the procedures of the meetings of the Arts Council and in all matters not otherwise governed by these articles.

Last revised 11/27/18



FIVE WINGS
ARTS COUNCIL

FY2025-26 Board Members

Office: 121 4th St. NE – PO Box 118, Staples, MN 56479 Ph: 218-895-5660 or 1-888-654-2166

Staff: Miranda Lape, Executive Director E-mail: miranda@fwac.org URL: www.fwac.org

| Name & Email | Representing | Discipline | Term Expires |
|--|---------------------|--------------------|------------------------------|
| Paul Nye (Vice-President) paulenye@me.com | Cass County | Music | July 2026 (2 nd) |
| Kristi Kellogg kristi@firewhipper.com | Cass County | Music | July 2027 (1st) |
| Heidi Haugen heidihaugen@gmail.com | Crow Wing County | Education | July 2028 (1st) |
| Karla Ziegler karlamziegler@gmail.com | Crow Wing County | Arts Education | July 2027 (1st) |
| Don Gorham don@bridgeofharmony.com | Crow Wing County | Music/Theater | July 2028 (1st) |
| Katie Retka katrose520@hotmail.com | Morrison County | Multi-Disciplinary | July 2025 (1st) |
| Steve Hoemberg stevehoemberg@gmail.com | Todd County | Music | July 2027 (1st) |
| Danniela Chavez Rodriguez danielacrdesigns@gmail.com | Todd County | Graphic Design | July 2028 (1st) |
| Mary Dye Moen (President) marydyemoen@charter.net | Wadena County | Music Arts | July 2025 (1st) |
| Don Hoffmann (Treasurer) dleehoff@hotmail.com | Wadena County | Multi-Disciplinary | July 2027 (1st) |

A short bio for each Board Member can be found at our website: <https://www.fwac.org/board-members-staff>.

Arts Experience and Background Requirements for Membership, Nomination Process, and Rotation System

Requirements for Membership

Board members must live in the county they represent. Board members must meet at least one of the following criteria:

- Interested in the arts
- An artist, performer, musician, writer
- A business owner
- An educator
- Connected to an arts or nonprofit organization
- Other related personal or professional connections to art, nonprofits, or community leadership

Board members must not have been convicted of a financial felony in the past 10 years. Board members must commit to an average total of 3-5 hours of commitment per month to review grant applications and participate in the grant reviews and business meetings.

From the Five Wings Arts Council bylaws:

Section 1: Board Role, Size, Compensation.

The Board is responsible for overall policy and direction of the Council, and delegate's responsibility for day-to-day operations to the Council Director and committees. The Board shall have up to eleven (11) and not fewer than eleven (11) members. Two (2) members shall be selected from each of the five counties in Region 5, with the exception of Crow Wing County which shall have three (3). The Board receives no compensation other than reasonable expenses.

Section 4: Terms.

The term of each Board member shall be three (3) years. Members may be re-elected for a maximum of two consecutive terms. Members may also be re-elected to a new term after being off the Board for a minimum of one (1) year.

Section 10: Vacancies.

When a vacancy on the Board exists, nominations for new members may be received from present Board members by the Secretary two weeks in advance of a Board meeting. These nominations shall be sent out to Board members with the regular Board meeting announcement, to be voted upon at the next Board meeting. These vacancies will be filled only until the next Annual Meeting where they will be eligible for a full term.

Recruitment methods:

Recruitment from the various counties is done through word of mouth, personal connections, social media and email calls for Board members, and posting vacant seats on the Five Wings Arts Council website at <https://www.fwac.org/board-members-staff>.

Miranda Lape is the current Executive Director

Five Wings Arts Council Position Description

Title: Executive Director

Salary Range: \$80,000 – \$95,000 Annually

Position Summary: The Executive Director is the Chief Executive Officer of the Five Wings Arts Council. The Executive Director reports to the Board of Directors, and is responsible for the organization's consistent achievement of its mission and financial objectives.

Program Development and Administration Responsibilities:

- Responsible for administration of overall operation of the organization, including: reviewing and evaluating the results of program activities, ensuring that continuing contractual obligations are being fulfilled; allocating resources for greater program effectiveness and efficiency; developing organizational and administrative policies and program objectives for Board consideration.
- Assure that the organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.
- Provide leadership in developing program, organizational and financial plans with the Board of Directors and staff, and carry out plans and policies authorized by the board.
- Promote active and broad participation by board, staff and volunteers in all areas of the organization's work.
- Maintain official records and documents, and ensure compliance with federal, state and local regulations.
- Responsible for support of all activities associated with the Board of Directors, including staffing for all Board and Committee meetings, meeting schedules, locations, development of agenda, and meeting materials.
- Maintain a working knowledge of significant developments and trends in the nonprofit field.

Communications Responsibilities:

- See that the board is kept fully informed on the condition of the organization and all important factors influencing it. Responsible for providing information, advice, and counsel to the Board of Directors in the creation of policies, programs, and strategic direction of the organization.
- Actively promote the activities of the organization, its programs and goals to the regional arts community and beyond.

- Establish sound working relationships and cooperative arrangements with other organizations including the Minnesota State Arts Board, Minnesota Citizens for the Arts, The McKnight Foundation, the Forum of Regional Arts Councils, and the Minnesota State Legislature and others.
- Represent the programs and point of view of the organization to agencies, organizations, and the general public.

Human Resources and Staff Management Responsibilities:

- Responsible for supervision of all assigned staff. Duties include interviewing, recommendation for hiring and training employees; assigning and directing of work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.
- Ensure that job descriptions are developed, that regular performance evaluations are held, and that sound human resource practices are in place.
- Assist the Board of Directors in developing and maintaining appropriate personnel policies.
- Maintain a climate that attracts, keeps, and motivates a diverse staff of top-quality people.

Budget and Finance Responsibilities:

- Be responsible for developing and maintaining sound financial practices.
- Work with the staff and the board in preparing a budget; see that the organization operates within budget guidelines.
- Assist board with ensuring that adequate funds are available to permit the organization to carry out its work.
- Jointly, with the president and secretary of the board of directors, conduct official correspondence of the organization, and jointly, with designated officers, execute legal documents.

Qualifications: Bachelor Degree in arts, cultural affairs, planning, nonprofit management, or related field, or equivalent combination of experience and training.

To perform effectively in this position, the individual must have:

- In-depth knowledge of nonprofit management, especially as it applies to growth and long-term planning.
- Marketing and promotional skills.
- Financial/accounting skills to manage an organization budget of up to \$10 million annually.
- Effective leadership and organizational skills.

- Effective oral and written communications skills.
- The ability to define problems, collect data, establish facts, and draw valid conclusions; exhibit independent judgment in the development, implementation and evaluation of plans, procedures and policies.
- Advanced computer operation skills.
- The ability to plan organization-wide activities (setting objectives, developing strategies, budgeting, developing policies and procedures, and organizing the functions necessary to accomplish the activities).
- Skills in staffing effectively; selecting, training and developing employees; directing employees toward desired objectives; delegating, motivating, and resolving problems.

FWAC is committed to ensuring equal employment opportunities, and will not discriminate against employees, volunteers, outside consultants, vendors or contractors on the basis of race, color, creed, religion, national origin, gender, marital status, status with regard to public assistance, disability, sexual orientation, age, pregnancy, veteran's status, status as legal alien, or other legally protected status.

FWAC applicants and employees will receive equal opportunities with respect to job application procedures, hiring, termination, compensation, benefits, advancement, training, and any other terms or conditions of employment.

The Five Wings Arts Council reserves the right to revise or change job duties as the need arises. This job description does not constitute a written or implied contract of employment.

Employee Acknowledgement (Signature)

Date

Vicki Chepulis is the Current Grants and Program Coordinator

Five Wings Arts Council Position Description

Title: Grants and Program Coordinator

Salary Range: \$25-\$33/hr

Position Summary: The Grants Coordinator reports to the Executive Director and manages the processing of every facet of grant applications, manages media relations, provides overall general office support.

Grants Administration Responsibilities:

- Provide a consistent level of customer service as "first point of contact" on phone and in person.
- Process incoming grant applications and assist in reviewing applications for eligibility.
- Coordinate all aspects of panelist and applicant materials and correspondence.
- Assist in organizing grant review process.
- Coordinate the revision and publication of FWAC grant guidelines.
- Manage database of applicant information including reports and evaluation data.

Communications Responsibilities:

- Manage and update website.
- Create and disburse media relations materials.
- Create and disburse general correspondence to constituents as needed.

Office Systems and Support Responsibilities:

- Manage contact database.
- Process incoming and outgoing mail, and guideline/information requests.
- Organize and oversee paper files and record retention.
- Prepare for meetings, including room reservations, signage, copies, catering, setup and takedown.
- Other duties as assigned.

Board of Directors Support Responsibilities:

- Provide support to the executive director's board-related responsibilities.
- Assist staff with the creation and distribution of board packet materials.
- Attend board meetings and take minutes.

Qualifications

- Previous administrative experience required.
- Advanced computer skills and competence with standard word processing, spreadsheet, presentation and database software. Experience in Microsoft Word, Outlook, Access, Excel, and Adobe Acrobat is particularly helpful.
- Website maintenance experience is a definite plus.
- Excellent customer service and communication skills (both written and oral).
- Willingness to work occasional evening and weekend hours.
- Familiarity with grant making and the nonprofit arts community.

FWAC is committed to ensuring equal employment opportunities, and will not discriminate against employees, volunteers, outside consultants, vendors or contractors on the basis of race, color, creed, religion, national origin, gender, marital status, status with regard to public assistance, disability, sexual orientation, age, pregnancy, veteran's status, status as legal alien, or other legally protected status.

FWAC applicants and employees will receive equal opportunities with respect to job application procedures, hiring, termination, compensation, benefits, advancement, training, and any other terms or conditions of employment.

The Five Wings Arts Council reserves the right to revise or change job duties as the need arises. This job description does not constitute a written or implied contract of employment.

Employee Acknowledgement (Signature)

Date

Five Wings Arts Council
PROJECTED BUDGET: Fiscal year 2026

| | | General Fund | Arts & Access | Education | Arts & Heritage | McKnight Foundation | Other Funds | 2026 Total |
|------------------------------|--|------------------|------------------|-----------------|-----------------|---------------------|----------------|------------------|
| | | 2026 State | 2026 State | 2026 State | 2026 State | | | |
| REVENUE | | | | | | | | |
| 1 | State of Minnesota: Appropriations for 2026 | \$107,392 | \$461,391 | \$93,510 | \$31,165 | | | \$693,458 |
| 2 | State of Minnesota: Carryforward from 2025 | | \$14,600 | \$6,000 | \$400 | | | \$21,000 |
| 3 | McKnight Foundation | | | | | \$51,656 | | \$51,656 |
| 4 | Other Income | | | | | | \$3,000 | \$3,000 |
| 5 | Interest | | | | | | \$500 | \$500 |
| 6 | TOTAL REVENUE | \$107,392 | \$475,991 | \$99,510 | \$31,565 | \$51,656 | \$3,500 | \$769,614 |
| EXPENSES | | | | | | | | |
| Programs and Services | | | | | | | | |
| 7 | Grant Programs and Services | | | | | | | |
| a | Community Arts Access Project Grants | \$40,000 | \$57,300 | \$28,600 | \$12,700 | | | \$138,600 |
| b | Small Community Arts Access Grants | \$5,000 | | | | | | \$5,000 |
| c | General Operating for Arts Organizations | | \$125,000 | | | | | \$125,000 |
| d | School Arts Project Grants | | | \$30,000 | \$5,000 | | | \$35,000 |
| e | Arts Based Community Development Grants (suspended for FY26) | | \$0 | | | | | \$0 |
| f | Professional Development Grants | | | \$2,500 | | | | \$2,500 |
| g | McKnight Adult Individual Artist Grants | | | | | \$48,000 | | \$48,000 |
| h | Legacy Access Program Grants | | \$150,000 | | | | | \$150,000 |
| 8 | Grant Programs and Services, Operations and Support | \$33,723 | \$80,650 | \$16,816 | \$4,626 | | | \$135,815 |
| 9 | Subtotal Grant Programs and Services | \$78,723 | \$412,950 | \$77,916 | \$22,326 | \$48,000 | \$0 | \$639,915 |
| 10 | Nongrant Programs and Services | | | | | | | |
| a | Workshops and Trainings for Communities & Organizations | | \$500 | \$3,000 | | | | \$3,500 |
| b | Workshops and Trainings for Individual Artists | | | | | \$2,656 | | \$2,656 |
| c | Arts Activity Promotion (Website, Social Media) | \$790 | \$913 | \$185 | \$2,062 | | | \$3,950 |
| d | Diversity, Equity and Inclusion Initiatives | | | | \$2,000 | | | \$2,000 |
| 11 | Nongrant Programs and Services, Operations and Support | \$4,215 | \$10,083 | \$2,102 | \$578 | | | \$16,978 |
| 12 | Subtotal Nongrant Programs and Services | \$5,005 | \$11,496 | \$5,287 | \$4,640 | \$2,656 | \$0 | \$29,084 |
| 13 | Total Programs and Services | \$83,728 | \$424,446 | \$83,203 | \$26,966 | \$50,656 | \$0 | \$668,999 |
| 14 | Fundraising | | | | | | | \$0 |
| 15 | General Administration | \$20,924 | \$46,945 | \$14,227 | \$4,089 | \$0 | \$0 | \$86,185 |
| 16 | TOTAL EXPENSES | \$104,652 | \$471,391 | \$97,430 | \$31,055 | \$50,656 | \$0 | \$755,184 |
| 17 | SURPLUS/CARRYFORWARD to FY 2027 or (DEFICIT) | \$2,740 | \$4,600 | \$2,080 | \$510 | \$1,000 | \$3,500 | \$14,430 |

Line 6 Is the sum of lines 1 through 5

Line 7 Add as many subitems as necessary to clearly indicate all grant programs and services costs

Line 9 Total of all lines under line 7, plus line 8

Line 10 Change the subitem names, and/or add as many subitems as necessary to clearly indicate all nongrant programs and services costs

Line 12 Total of all lines under line 10, plus line 11

Line 13 Add line 9 and line 12

Line 16 Add lines 13, 14, and 15

Line 17 Line 6 minus line 16

Five Wings Arts Council
PROJECTED BUDGET: Fiscal year 2027

| | | General Fund | Arts & Access | Education | Arts & Heritage | McKnight Foundation | Other Funds | 2027 Total |
|------------------------------|---|------------------|------------------|-----------------|-----------------|---------------------|----------------|------------------|
| | | 2027 State | 2027 State | 2027 State | 2027 State | | | |
| REVENUE | | | | | | | | |
| 1 | State of Minnesota: Appropriations for 2027 | \$107,392 | \$548,551 | \$96,341 | \$32,123 | | | \$784,407 |
| 2 | State of Minnesota: Carryforward from 2026 | \$2,740 | \$4,600 | \$2,080 | \$510 | \$1,000 | | \$10,930 |
| 3 | McKnight Foundation | | | | | \$46,000 | | \$46,000 |
| 4 | Other Income | | | | | | \$3,000 | \$3,000 |
| 5 | Interest | | | | | | \$500 | \$500 |
| 6 | TOTAL REVENUE | \$110,132 | \$553,151 | \$98,421 | \$32,633 | \$47,000 | \$3,500 | \$844,837 |
| EXPENSES | | | | | | | | |
| Programs and Services | | | | | | | | |
| 7 | Grant Programs and Services | | | | | | | |
| a | Community Arts Access Project Grants | \$44,123 | \$110,000 | \$36,000 | \$11,000 | | | \$201,123 |
| b | Small Community Arts Access Grants | \$5,000 | | | | | | \$5,000 |
| c | General Operating for Arts Organizations | | \$125,000 | | | | | \$125,000 |
| d | School Arts Project Grants | | | \$20,000 | \$5,000 | | | \$25,000 |
| e | Arts Based Community Development Grants | | \$7,500 | | | | | \$7,500 |
| f | Professional Development Grants | | | \$2,500 | | | | \$2,500 |
| g | McKnight Adult Individual Artist Grants | | | | | \$45,000 | | \$45,000 |
| h | Legacy Access Program Grants | | \$150,000 | | | | | \$150,000 |
| 8 | Grant Programs and Services, Operations and Support | \$33,723 | \$80,650 | \$16,816 | \$4,626 | | | \$135,815 |
| 9 | Subtotal Grant Programs and Services | \$82,846 | \$473,150 | \$75,316 | \$20,626 | \$45,000 | \$0 | \$696,938 |
| 10 | Nongrant Programs and Services | | | | | | | |
| a | Workshops and Trainings for Communities & Organizations | | \$500 | \$1,500 | | | | \$2,000 |
| b | Workshops and Trainings for Individual Artists | | | | | \$2,000 | | \$2,000 |
| c | Arts Activity Promotion (Website, Social Media) | \$790 | \$913 | \$185 | \$2,062 | | | \$3,950 |
| d | Diversity, Equity and Inclusion Initiatives | | | | \$2,000 | | | \$2,000 |
| 11 | Nongrant Programs and Services, Operations and Support | \$4,215 | \$10,083 | \$2,102 | \$578 | | | \$16,978 |
| 12 | Subtotal Nongrant Programs and Services | \$5,005 | \$11,496 | \$3,787 | \$4,640 | \$2,000 | \$0 | \$26,928 |
| 13 | Total Programs and Services | \$87,851 | \$484,646 | \$79,103 | \$25,266 | \$47,000 | \$0 | \$723,866 |
| 14 | Fundraising | | | | | | | \$0 |
| 15 | General Administration | \$22,281 | \$57,285 | \$11,110 | \$3,056 | \$0 | \$0 | \$93,732 |
| 16 | TOTAL EXPENSES | \$110,132 | \$541,931 | \$90,213 | \$28,322 | \$47,000 | \$0 | \$817,598 |
| 17 | SURPLUS/CARRYFORWARD to FY 2028 or (DEFICIT) | (\$0) | \$11,220 | \$8,208 | \$4,311 | \$0 | \$3,500 | \$27,239 |

Line 6 Is the sum of lines 1 through 5

Line 7 Add as many subitems as necessary to clearly indicate all grant programs and services costs

Line 9 Total of all lines under line 7, plus line 8

Line 10 Change the subitem names, and/or add as many subitems as necessary to clearly indicate all nongrant programs and services costs

Line 12 Total of all lines under line 10, plus line 11

Line 13 Add line 9 and line 12

Line 16 Add lines 13, 14, and 15

Line 17 Line 6 minus line 16



FY25 Current Board and Staff with Access to Grant Funds

- Mary Dye Moen – Board President
- Don Hoffmann – Board Treasurer
- Miranda Lape – Executive Director
- Vicki Chepulis – Grants & Program Coordinator

