

2022-2024 MINOT AREA COUNCIL OF THE ARTS STRATEGIC PLAN



StrengthenND®

Inside

Description of Planning Process

Summary of Electronic Surveys

Selected Goals & Strategies



BACKGROUND

In the summer of 2021, the leadership of the Minot Area Council of the Arts engaged with Strengthen ND to develop a three-year **Strategic Plan**. Through a member-driven survey and leadership-driven planning sessions, data was able to be collected on the current state of the Minot Area Council of the Arts and the region's arts ecosystem, as well as what could be future priorities. Laid out in the plan are the details of the planning process, relevant outcomes, and the distilled goals and strategies to guide future growth and development of Minot area artists, arts-based organizations, and Minot Area Council of the Arts.



Strengthen ND is a dynamic, multi-faceted, and well-connected organization that works across North Dakota to elevate nonprofits and rural communities to support a high quality of life and resources for vulnerable populations through community development.

STRATEGIC PLANNING PROCESS

At Strengthen ND, our motto is:

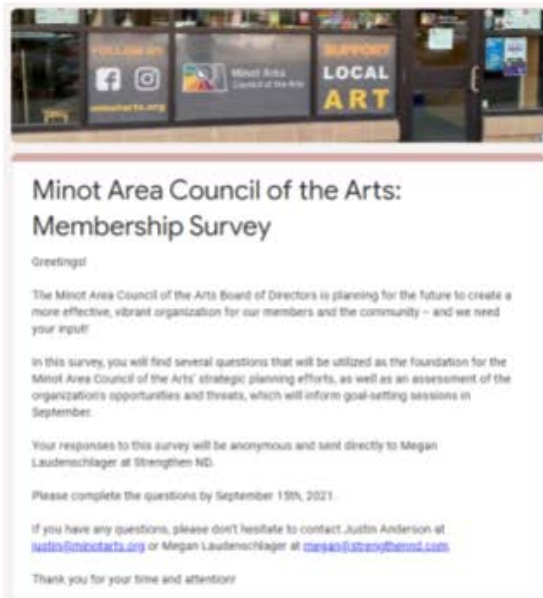
“If you can’t write it, you can’t do it.”

We believe that creating and documenting an organization's goals and methodology is the most vital step toward actualizing the outcomes you hope to see. Of course an organization can have a clear strategy without having a strategic plan. A strategic plan is merely a document that puts on paper the long-term chosen direction. While a clear direction may exist anyway, writing it down enables it to be better understood by residents, by partners, by developers, and even by community staff and elected officials.

Our belief at Strengthen ND is that an effective strategic plan makes choices based on: 1) knowing who you are; 2) knowing what brings change; 3) predicting how the environment is likely to change; and 4) rigorous and honest self-appraisal. To support this belief, Strengthen ND worked with the leadership of the Minot Area Council of the Arts to compile and deploy a member survey and document the outcomes of a leadership-driven planning process, which resulted in the distillation of five issue areas and associated strategic goals.



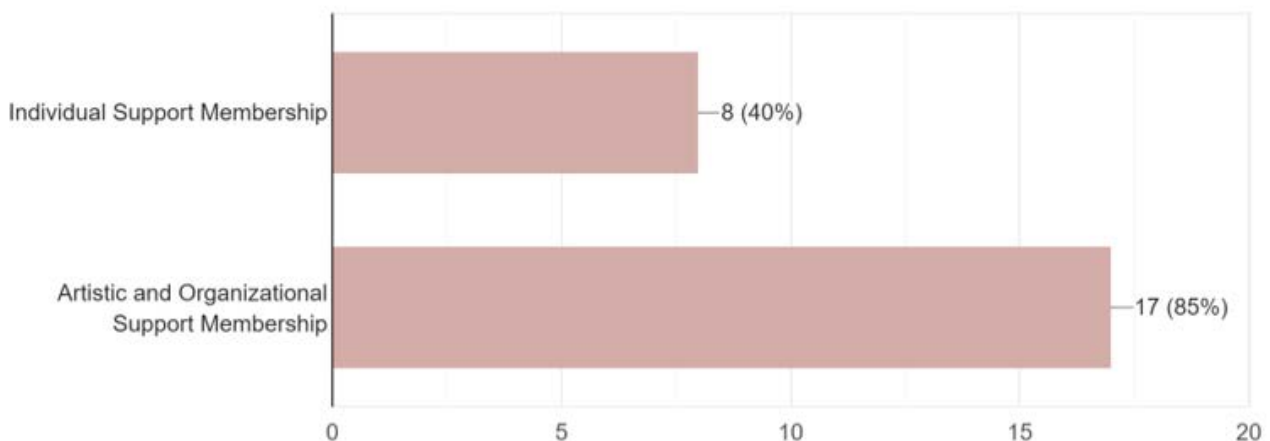
MEMBER SURVEY



Through a widely distributed electronic survey, the leadership of the Minot Area Council of the Arts sought to understand members' current perception of the organization and its associated member benefits, their thoughts about current opportunities and challenges, and their thoughts about what leadership should focus on into the future. Below is an abbreviated summary of the results obtained from 20 respondents; the complete listing of results, inclusive of the written, qualitative questions and complete answers, can be found in the plan's attachments.

Of the respondents:

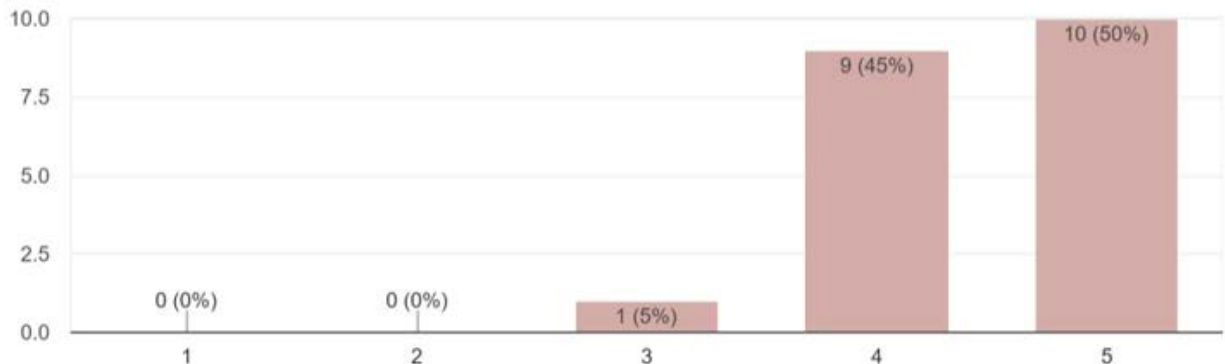
I have a(n):
20 responses



MEMBER SURVEY

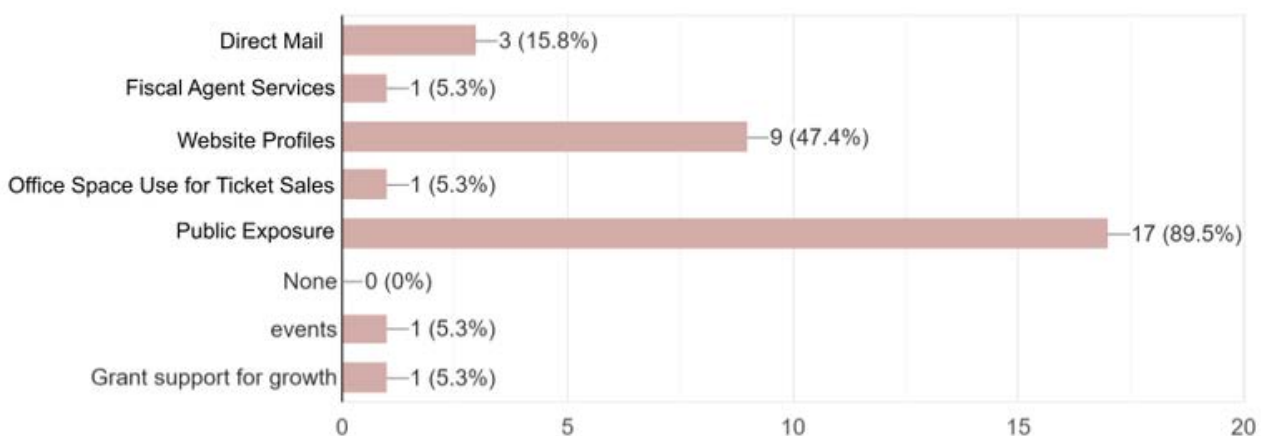
On a scale of 1 (poor) to 5 (excellent), how satisfied are you with your Minot Area Council of the Arts membership?

20 responses



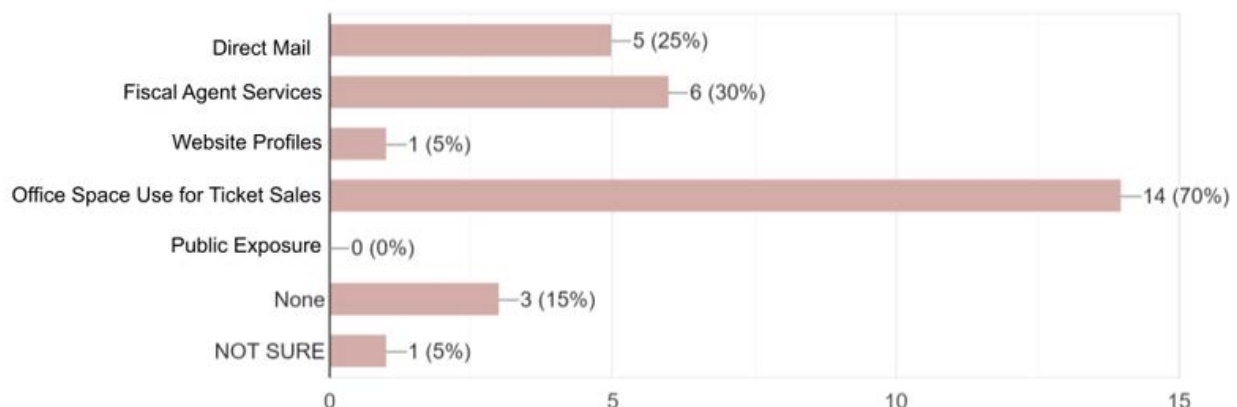
What membership features offer you the MOST value for your contribution?

19 responses



Which membership benefits offer you the LEAST value for your contribution?

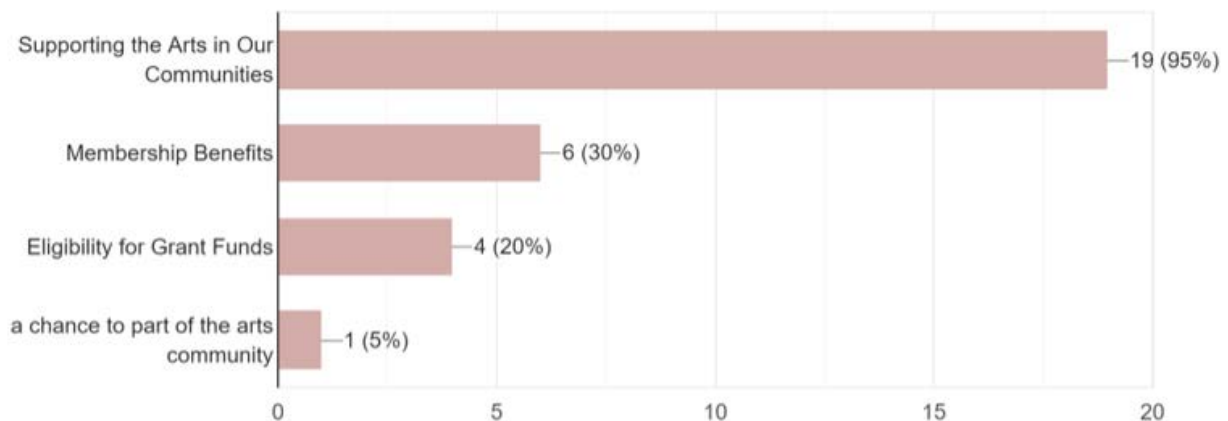
20 responses



MEMBER SURVEY

What was the driving factor behind you joining/renewing your Minot Area Council of the Arts membership this year?

20 responses



Survey Takeaways

Based upon the qualitative and quantitative data gathered through the member survey (inclusive of the graphs laid out above and the qualitative questions/answers attached), the following takeaways were generated:

- Members have clearly identified public exposure as the greatest value of their MACA support, with the utilization of office space coming in as the least valuable.
- Members clearly want more opportunities for public exposure, including events, advertising, and sector-specific and public-facing networking.
- The Carnegie Center may be a hub-point for added public exposure and networking opportunities.
- There may be added opportunities for non-partisan advocacy for the arts.
- MACA may benefit from added engagement of volunteers and/or growth of staff to support its impact.
- Members identified a lack of focus on the arts for youth as a gap.

Stay Home, Make Art

ORGANIZATIONAL VALUES

Based on the priorities and approaches outlined in the leadership-driven planning session, Strengthen ND was able to identify what the leadership of the Minot Area Council on the Arts find important or value.

Organizational Values:

- **Inclusivity:** Embracing and promoting the principles and practices to create inclusive spaces and practices ranked highly in the reflections of board members.
- **Accessibility:** Whether it is ensuring that individuals and artists of all socioeconomic statuses are able to access the organization's member benefits or supporting all residents to see themselves as a participant or creator in Minot's arts ecosystem, the leadership of the Minot Area Council of the Arts value widespread accessibility.
- **Community:** Keeping the community at the center of the organization's focus supports the leadership's efforts to build Minot's capacity to serve as a regional arts destination.
- **Discernment:** Knowing what is and isn't the organization's role or responsibility in the community will continue to be a focus of leadership. Learning and knowing when to say "no" will support the organization to build its internal capacity while deepening its impact.



GOALS & STRATEGIES

With the results of the electronic surveys, the leadership of the Minot Area Council of the Arts came together to focus and strategize on drafting a vision, goals, and strategies for the future. Minot Area Council of the Arts' goals and strategies are subdivided into the different issues identified as most pressing in the arts ecosystem, including:

- Community Buy-In & Organizational Capacity
- Revenue
- Member Engagement
- Placemaking
- Advocacy

Below are the outcomes of the planning session.

Our Vision:

By 2025, the Minot Area Council of the Arts will:

- ***Serve as the hub of the arts ecosystem for Minot area artists and arts organizations;***
- ***Have adequate capacity to carry out both membership programming and community initiatives for the betterment of artists and Minot area residents;***
- ***Initiate forward thinking projects; and***
- ***Effectively communicate the value of the arts and artists to the Minot area's broader community and economic development leaders.***



1

Community Buy-In & Organizational Capacity: *The Minot Area Council of the Arts will increase volunteer and community engagement in the organization's mission.*

- **Strategy 1:** Develop a matrix of annual volunteer opportunities for the organization's board of directors and community members at large, inclusive of type of work to be completed, time commitment, and date (if known), and publish the opportunities well in advance.
- **Strategy 2:** Utilize a simple scheduling tool for board members and community members to utilize to select and sign up for a volunteer opportunity.
- **Strategy 3:** Create a volunteer recruitment and recognition strategy.
- **Strategy 4:** Compile a more robust list of corporate volunteer opportunities for potential engagement and relationship building.
- **Strategy 5:** Identify and engage with partners that can bridge gaps in capacity (North Dakota Council on the Arts; AmeriCorps).
- **Strategy 6:** Develop and implement board member job descriptions and statements of expectations.
- **Strategy 7:** Develop a tool or process to assess return on investment of projects to enable the organization to make decisions (i.e. a tool to say "no").

When: Complete by December 31, 2022



2

Revenue: *The Minot Area Council of the Arts will develop, diversify, and maximize earned and contributed revenue.*

- **Strategy 1:** Research, identify, and build relationships with additional private and public foundations.
- **Strategy 2:** Research, identify, and build relationships with local and national corporate giving programs and program staff.
- **Strategy 3:** Build the organization's individual donor database, inclusive of existing, lapsed, and potential individual donors.
- **Strategy 4:** Create an individual and corporate giving program, complete with a strong value proposition, giving mechanism, and recognition strategies.
- **Strategy 5:** Build and maximize the use of the organization's existing endowment fund through the promotion of the North Dakota Tax Credit and purposeful use of available funds for distribution.

When: Complete by June 30, 2023

3

Member Engagement: *The Minot Area Council of the Arts will enhance existing and cultivate new member benefits.*

- **Strategy 1:** Develop a grantmaking strategy, focused on collaborative projects among artists, for community placemaking and arts capacity building.
- **Strategy 2:** Develop and host regular professional development and networking opportunities once per quarter, inclusive of meet-ups for specific arts subsets (i.e. pottery; painting; etc.).
- **Strategy 3:** Reassess the current formal membership program and identify the feasibility of eliminating it for either a sliding scale fee or donation.
- **Strategy 4:** Build out the artists profiles on the new organization's website for member promotions and benefits (target: 6-8 new member profiles per year).
- **Strategy 5:** Realign the current member benefits to a more streamlined approach reflective of the member survey and organization's capacity.

When: December 31, 2023

4

Placemaking: *The Minot Area Council of the Arts will develop and implement a placemaking plan, inclusive of public art and storytelling.*

- **Strategy 1:** Create an arts-centric community brand and community-driven campaign, highlighting the origin story of Minot, its current state, and its potential future.
- **Strategy 2:** Set aside grant funds to support or target creative placemaking projects with Minot area artists.
- **Strategy 3:** Enhance and catalyze Downtown street art by facilitating connections between business owners and artists.
- **Strategy 4:** Begin exploring the feasibility of a performing arts center.

When: December 31, 2024

5

Advocacy: *The Minot Area Council of the Arts will strengthen the community's awareness of individual artists, arts programs, and the impact of the arts on economic development.*

- **Strategy 1:** Develop and engagement and communications strategy for businesses, leaders, and the community at-large, with specific considerations for underserved/DEI populations.
- **Strategy 2:** Generate 10 press placements per year, featuring stories about the impact of the arts.
- **Strategy 3:** Host strategic luncheons involving arts and economic development to build relationships and generate greater understanding of the economic impact of Minot's arts-based programming.
- **Strategy 4:** Maintain consistent communications with the City of Minot regarding the Carnegie Center and its use.
- **Strategy 5:** Identify and seek out cobranding opportunities to specifically engage young parents and Millennials.

When: December 31, 2023

Attachments

Member Survey Results

Strategic Planning Session Notes