



In 2022 The Minot Area Council of the Arts developed a strategic plan to establish a new mission, organizational values and a set of goals for growing and sustaining the arts community in Minot. In 2025 the Board of Directors reviewed the past plan to provide reflection and updates related to its ongoing mission and address new challenges and opportunities.



# Minot Area Council of the Arts 2025-2028 Strategic Plan

January 2025

## BACKGROUND

Minot is home to a rich variety of arts programming including a variety of public, private and volunteer community organizations including art museums, public art installations, community bands, Minot Symphony Orchestra, Mouse River Players, Western Plains Opera, cultural and music festivals and events, MSU summer theatre and much more.

With the recent Arts & Economic Prosperity 5 study complete, it once again proves that the arts drive community engagement and economy. The State of North Dakota generates \$109.2 million in total economic activity thanks to the arts and supports 4,006 full-time equivalent jobs, generates \$74.7 million in household income to local residents, and delivers \$10 million in local and state government revenue. This economic impact study sends a strong signal that when we support the arts, we not only enhance our quality of life, but we also invest in the State of North Dakota's economic well-being.

## STRATEGIC REFLECTIONS

There are many changes in the Minot Area Council of the Arts including new board members and new executive leadership. The organization currently reflects the actions of the forward-thinking work from the 2022 strategic plan but also acknowledges situational changes that have led to new opportunities and oncoming challenges.

When the board was asked to reflect on MACA and the status of the Minot art community words like special, scrappy, and unexpected were acknowledged.



Minot Area  
Council of the Arts

The board and staff members acknowledged that MACA is good at staying positive, creating stability for traditional programming like Arts in The City, is open to trying new things and has moved to a more open and transparent system of accountability.

Additionally, as an organization we should be proud of our summer programming, community wide collaborations, the growing ROI story for the economic impact of the arts and the positive updates that have been made to the Carnegie Center.

On the flip side, MACA is still struggling to creating a sustainable revenue model, create a meaningful membership program and develop a transition plan that includes standard operating procedures.



## MISSION STATEMENT

*Connecting Artists.  
Building Community.  
Fostering Possibilities.*

## ORGANIZATIONAL VALUES

- ▲ INCLUSIVITY
- ▲ ACCESSIBILITY
- ▲ COMMUNITY
- ▲ DISCERNMENT

## IDENTIFIED NECESSARY FORWARD-LOOKING CHANGES

- A shift from basic growth to sustainability and impact.
- A more strategic approach to financial independence and funding diversification.
- Greater emphasis on engagement, networking, and artist visibility.
- Expanded focus on placemaking and public arts advocacy.

## I. STRATEGIC VISION FOR 2025 - 2028

*By the end of 2028, the Minot Area Council of the Arts (MACA) will:*

- Strengthen its role as the hub of the arts ecosystem.
- Improve organizational capacity for community and member engagement.
- Create a sustaining revenue model that includes membership, sponsorships, public funding and grants.
- Develop and plan for forward-thinking projects.
- Enhance communication strategies to articulate the value of the arts to the community and economic leaders.



## II. KEY STRATEGIC GOALS AND ACTION ITEMS

**1. Community Engagement & Organizational Capacity:** Enhance volunteer participation, strengthen board engagement, and expand partnerships.

- Develop an annual engagement calendar to streamline volunteer and board participation.
- Focus on a staffing plan highlighting internal priorities to manage needs versus wants to maintain organizational balance and avoid staffing burnout.
- Implement a digital scheduling tool for ease of volunteer sign-ups.
- Strengthen corporate volunteer partnerships with businesses and organizations for increased community involvement.
- Refine board roles and responsibilities to ensure effective leadership.
- Improve internal decision-making tools to assess project feasibility and maximize impact.
- Focus on Art Lite Programming to engage more community members of all demographics and introduce them to the arts in new ways to grow arts engagement.

**Target Completion: Q4 2025**

**2. Revenue & Financial Sustainability:** Diversify funding streams and maximize grant opportunities to ensure long-term sustainability.

- Expand donor outreach efforts by growing individual and corporate donor databases.
- Increase grant applications and partnerships with regional and national arts funding organizations.
- Reassess membership models to ensure accessibility while maximizing financial sustainability.
  - How does the membership align with values (education, networking, community development, recognition, social, shared ideals)
  - Identified stakeholder levels (artists, professionals, organizations, businesses, individuals)
- Promote sponsorship opportunities for individuals, businesses and organizations supporting the arts.
  - VIP Seating
  - Unique Opportunities or Access
  - Sponsoring Artists or Artist Memberships
- Strengthen the use of endowment funds to support long-term initiatives.

**Target Completion: Q4 2026**



**3. Member Engagement & Programming:** Enhance the value of MACA membership and arts participation by offering more impactful benefits and programming tailored to various stakeholder groups.

- Host quarterly networking events tailored to different artist groups (e.g., visual arts, performance, literature).
- Develop new artist promotion initiatives through digital platforms, public showcases and featured artist storytelling.
- Expand arts-focused professional development workshops in collaboration with industry experts.
- Create and optimize artist database to ensure easy access to resources and networking.
- Increase youth arts programming to address an identified gap in community engagement.
- Create art experience trips to bring together like minded stakeholders and share art experiences together. (Dambo Troll Hunt, Minneapolis Theatre weekend)
- Promote and celebrate all community arts activities and be a hub for building creative ecosystems and cross-pollination.

– Union Silos, Mural projects, Aurora Nights

**Target Completion: Ongoing through June 2028**

**4. Public Art & Placemaking:** Expand creative placemaking efforts to enhance Minot's cultural landscape.

- Launch new public art commissions to increase artist visibility.
- Foster artist-business collaborations to enhance local street art and beautification efforts or art in the workplace.
- Support performing arts initiatives by exploring the feasibility of a dedicated performance space.
- Invest in storytelling projects that highlight Minot's artistic heritage and evolving arts scene.
- Create idea exchange opportunities with other communities for art walks and performances to expand art participation, learn from others and gain perspective on what we already have or see what might be possible.

**Target Completion: Q4 2027**

**5. Communication & Advocacy:** Increase public awareness of MACA and advocate for the arts as a key driver of economic and cultural vitality.

- Implement a targeted media strategy to ensure regular press coverage on MACA initiatives and community arts programming and artists.
- Host community roundtables to strengthen collaboration between artists, businesses, and city leadership.
- Maintain consistent engagement with city officials regarding arts policy and the use of cultural spaces.
- Develop educational campaigns that highlight the economic and cultural impact of the arts in Minot. This might include more activities with schools, after school programs, and companion programs.
- Utilize Community Leaders & Spokespeople for Advocacy & Outreach to carry the message of MACA and the arts to a broader audience.

**Target Completion: Ongoing through 2028**





### III. PRIORITIES & IMMEDIATE NEXT STEPS

1. Refine and distribute the 2025 engagement and citywide events calendar (Q1 2025).
2. Develop a meaningful membership program (Q4 2025)
3. Identify communication tools to expand community awareness and engagement (Q2 2026)
4. Kickstart donor engagement and fundraising initiatives (Q2 2026).
5. Launch the first quarterly artist networking event (Q2 2025).
6. Identify and initiate a new public art project (Q3 2027).
7. Launch a community arts survey about community needs and wants (Q4 2025)

### CONCLUSION

This updated strategic plan builds on the foundation established in previous years while incorporating new insights from the January 2025 session. MACA remains committed to sustaining and expanding the arts ecosystem, ensuring a thriving artistic community in Minot.

### SUPPLEMENTARY NOTES

As part of the revenue discussion, it was noted that the sustaining budget of MACA is approximately \$180,000 per year. Funding comes from the Minot City Council, grants, membership, events, sponsorships and rental. Consideration should be made for the auction/sale of MACA assets and alternative Carnegie space uses. Expanding MACA programs will require a sustainable revenue model that allows for adequate staffing with competitive salaries and benefits.

Current Budget	% Increase in Budget	Dollar Increase	New Total Budget
\$180,000	20%	\$36,000	\$216,000
	35%	\$63,000	\$243,000
	50%	\$90,000	\$270,000
	70%	\$126,000	\$306,000
	85%	\$153,000	\$333,000