

# Cultural Life Task Force Key Findings

September, 2013

Prepared by:



**Cultural Life Task Force  
Resource Guide  
September 2013**

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## TASK FORCE FORMATION AND MEMBERSHIP

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### Formation

In winter 2013, the Arts & Science Council proposed the creation of a community task force to address challenges in funding the Charlotte/Mecklenburg arts, science and history sector.

Factors leading to the creation of the Task Force included

- The public/private funding partnership that had nurtured a thriving cultural sector for the last four decades was eroding due to a number of environmental and economic factors;
- Through the ASC's Cultural Vision Plan, regional residents expressed a desire for more accessible and relevant programming, greater programmatic innovation, and more cultural education programs;
- A new model for funding the entire cultural sector is essential to addressing recent changes *and* meeting residents' needs.

In presentations to both the City Council and the County Commission, the ASC received support for a task force with a four-fold mission:

- Examining the public/private partnership model:
  - Reviewing and commissioning research as needed
  - Understanding best practices
- Providing opportunities for community input
- Developing options for a future funding model
- Recommending actions

## Membership

Task Force members were appointed by the City of Charlotte, Mecklenburg County, the Charlotte Chamber, Charlotte Center City Partners, Charlotte Mecklenburg Schools, the Foundation For the Carolinas, and the Arts & Science Council. Members include:

**Task Force Member**

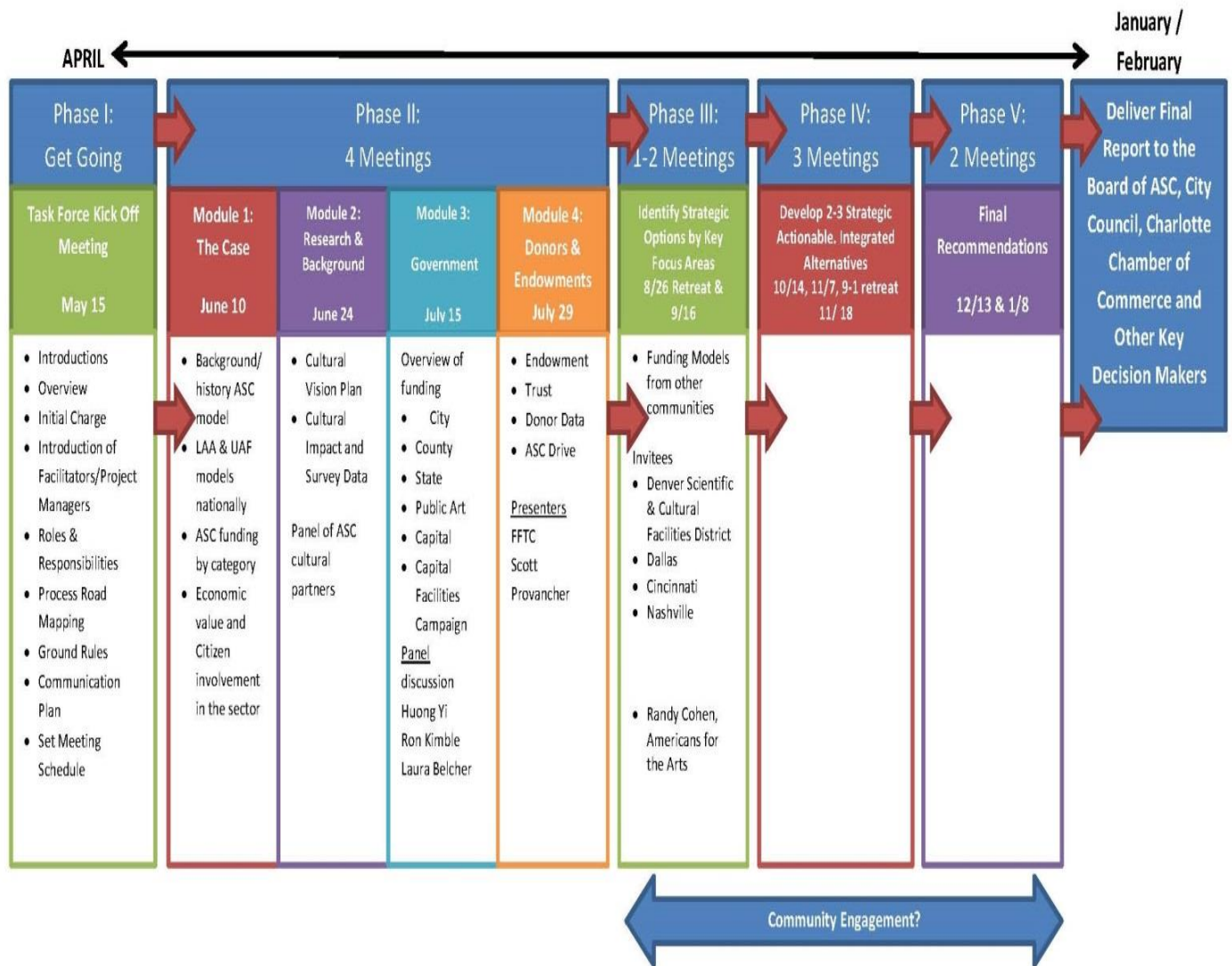
**Business/Civic Affiliation**

Valecia McDowell, Co-Chair	Moore & Van Allen
Pat Riley, Co-Chair	Allen Tate Company
Charity Bell	CMS
Charles Bowman	Bank of America
Edwin Peacock	Pomfret Financial
Hazen Blodgett	Town of Matthews
Janice Travis	Civic Leader
Joan Lorden	UNCC
Laura Meyer Wellman	Foundation For The Carolinas
Laurissa Hunt	Behavioral Health
Lucia Zapata Griffith	Federal Reserve Bank
Lee Keesler	Arts & Science Council
Madelyn Caple	Wells Fargo
Martique Lorry	Centaur Arts
Melissa McGuire	Sherpa
Krista Tillman	Community Volunteer
Mohammad Jenatian	Greater Charlotte Hospitality and Tourism Alliance
Shirley Fulton	Retired Judge
Stephanie Tyson	Primary Care
Susan Patterson	Knight Foundation
Todd Gorelick Greater	Gorelick Brothers Capital

Tom Murray  
Wayne Powers

Charlotte Regional Visitors Authority  
Artist

**Timeline**



## ECONOMIC IMPACT AND SIGNIFICANCE

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### Key Learnings

#### *Economic Impact: Art and Culture Are Big Business*

Investment in arts and culture supports jobs, generates tax revenues, promotes tourism and advances creativity-based economy.

#### Nationally

- US exports of arts goods grew to \$64 billion in 2010
- \$135b in economic activity – 4.1 million jobs
- \$22.3b in government revenue

#### Local Cultural Non-Profit Sector

- Provides \$202 million in economic impact (direct and indirect)
- Employs 6,240 FTE's
- Produces \$18.1 million in local and state government revenues  
*(Source: Arts & Economic Prosperity IV, Americans for the Arts, 2012)*

- More than \$125 million in annual revenues for ASC and its 24 Operating Support Partners. Made up of:
  - 31,000 annual donors
  - \$51.7 million in annual private contributions
  - \$41.7 million in earned revenue
  - \$180 million+ in endowments for individual organizations, which generates between \$5 million and \$8 million to sector annually

- 75,000+ annual programs and events
  - In FY13 over 3.3 million annual customer experiences
  - More than all professional sports team combined
  - Includes 1.7 million cultural experiences for children and youth
  - More than 40% of annual customer experiences are by non-Mecklenburg County residents
  - In addition to the cost of admission, attendees spend \$30.72 per person
  - Non-residents spend twice as much as locals (\$41.58 vs. \$23.54)

### *Arts and Culture Recognized as Part of Successful Participation in the Workplace*

Provides sought-after skills in 21st century workplace

Creativity is among top five skills sought by business:

- 72% say creativity is of high importance when hiring
- Creativity was identified as the #1 desired skill by the IBM Global CEO Survey

STEM programs at science organizations develop a base of careers that drive economy.

Nearly ½ of healthcare institutions across the country provide arts programming for patients, family and staff, leading to improved outcomes for patients including shorter hospital stays, better pain management and less medication.

## Trends, Themes and Concepts

### *Strong Communities*

A vibrant arts and culture sector helps to establish stronger levels of civic engagement, more social cohesion, improved child welfare, and lower poverty rates. Students who participate in the arts have higher GPA's, higher scores on standardized tests and lower drop-out rates – regardless of socio-economic status.

## ARTS & SCIENCE COUNCIL CURRENT MODEL

### Key Information

**Mission:** To build appreciation, participation and support of the arts, science, history and heritage in Charlotte-Mecklenburg.

### Seven Core ASC Functions

Function	Job Description
<b>Advocacy</b>	Coordinate advocacy efforts of the local cultural community at the local, state and federal level
<b>Capacity Building</b>	Provide ongoing professional and volunteer development programs to increase the capacity of arts and cultural organizations
<b>Cultural Planning</b>	Lead cultural planning efforts for Charlotte-Mecklenburg
<b>Grant Making</b>	Distribute public and private funds through a competitive grant process and monitor grant recipients' use of funds
<b>Education</b>	Support arts, science and history/heritage education efforts in public, charter and independent schools including funding for in-school programs and field trips; out-of-school programs including funding for programs and pilot efforts to address educational needs for at risk children and youth; and provide professional develop of educators
<b>Public Art</b>	Manage public art program for City, County and private clients
<b>Public and Private Resource Development</b>	Annual Fund Drive, private fundraising, securing city, county and state public funding



*Current ASC Board Composition: 40 Members*

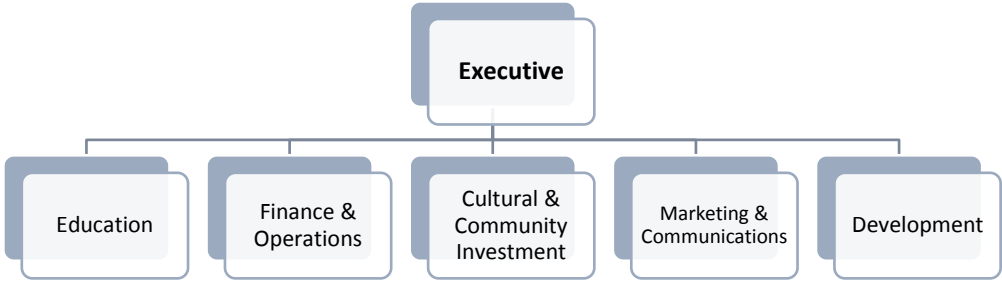
Number	Process	Terms
24	Elected	2 – three year terms
12	Appointed (City, County, CMS – 2 each; Mecklenburg County Towns – 1 each)	Serve at discretion of the appointing board
3	Ex-Officio (Chair, Public Art Commission; CEO or designee of Charlotte Center City Partners and Charlotte Regional Visitors Authority)	
1	Cultural Leadership Training Program Apprentice	Non-voting

**ASC has been working over the past several years to downsize the board from a high of 56 members. The purpose of this effort is to:**

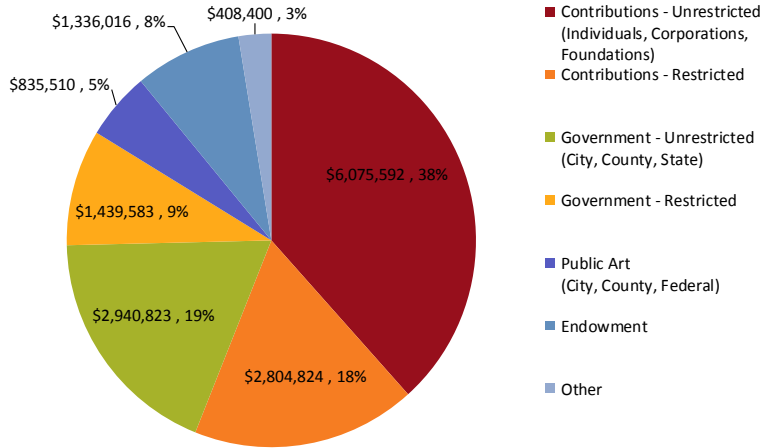
- Right-sized board to meet the fund raising needs, representation, counsel, fiduciary needs and skills sets required to achieve mission.
- Ensure productive engagement and communication of Board members.
  - Every director’s participation counts.
  - Directors get to know each other and create unified voice.
- More ownership and engagement for work of ASC.
- Create Board that is nimble and entrepreneurial in response to our changing community.

*Staff*

26 FTEs in 6 Departments



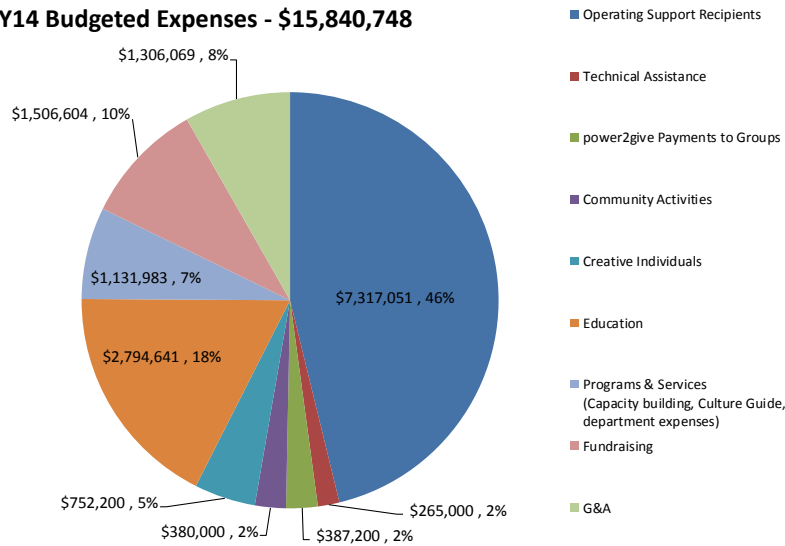
### FY 2014 Budgeted ASC Revenues



**\$15,840,748 in anticipated revenues to be spent in FY14**

### How ASC dollars are spent ...

#### FY14 Budgeted Expenses - \$15,840,748



**Works with 200 cultural organizations (increase from just 8 in 1958)**

**Works with established regional arts council network**

*ASC 2013 Grants & Programs*

<b>Grant</b>	<b>Amount</b>	<b>Purpose</b>	<b>Impact</b>
<b>Operating</b>	\$6,954,138	Operating support to 24 cultural partners	Cultural partners served 2.3 million people
<b>Education –in-school &amp; out-of-school time</b>	\$1,221,905	School grants, Field trips, professional development, NC Wolf Trap, Studio 345 & other efforts	172,707 students & teachers
<b>Cultural Projects &amp; Festivals</b>	\$351,220	Neighborhood Programs and Cultural Festivals	750,000
<b>Regional Artist Projects</b>	\$49,853	Project support for career development of local artists	32
<b>Special Projects</b>	\$76,512	Grants to support opportunities identified during fiscal year	Included in #s above
<b>Technical Assistance/Professional Development</b>	\$248,441	Grants to support planning, innovation efforts and Professional Development for cultural partner staff and volunteers	Included in #s above
<b>Total</b>	<b>596 Grants</b>		

## ASC Operating Grant Recipients in 2012

- Actor's Theatre of Charlotte
- Bechtler Museum of Modern Art
- Carolina Raptor Center
- Carolina Voices
- Carolina Actors Studio Theatre
- Charlotte Children's Choir
- Charlotte Symphony
- Children's Theatre of Charlotte
- Clayworks
- Community Arts Project
- Community School of the Arts
- Davidson Community Players
- Discovery Place
- Harvey B. Gantt Center for African American Arts + Culture
- Historic Latta Plantation
- Levine Museum of the New South
- McColl Center for Visual Art
- Mint Museum
- Blumenthal Performing Arts Center
- North Carolina Dance Theatre
- Opera Carolina
- The Light Factory
- Theatre Charlotte
- Wing Haven

**ASC is currently organized as a hybrid agency: Combines traditional Local Arts Agency (LAA) with the role of a United Arts Fund (UAF)**

**LAA:** As the community leader for arts and culture: the LAA is charged with:

- Building the capacity of
  - Cultural organizations
  - Creative individuals to make a living in their discipline
  - The community to support, enjoy and participate in cultural opportunities
- Providing linkages between:
  - Arts community
  - Local government
  - Businesses
  - Educational institutions

- Other organizations involved in civic progress

**UAF:** Private agencies that work to:

- Broaden support for the arts
- Promote excellence in the arts and arts management
- Ensure arts organizations are financially stable

Historically, UAF's also raise unrestricted money on behalf of three or more organizations through a combined appeal to their communities.

**Since 1975 – ASC has operated as a public/private partnership**

- City of Charlotte
- Mecklenburg County
- Towns
- Private Donors – Corporations, foundations and individuals

**A broad range of interests – Art, Science and History/Heritage**

**Nationally recognized model for support**

Maximizes impact by combining public resources provided by local and state government with the private resources provided by corporations, foundations and individuals

## Trends, Themes and Other Concepts

### *Education*

- Used to be accomplished by funding an external organization (originally called Cultural Education Collaborative and then re-organized as ArtsTeach in 2003)
- July 2009, ASC brought this initiative back in house.
- Spring, 2011, ASC and CMS created a new Blueprint for Education to guide partnership.
- Studio 345: Studio 345: Innovative, out-of-school program designed to increase high school graduation rates using digital photography and digital media arts. Offered free of charge to students, funded by Mecklenburg County and private funds raised by ASC. Partners: CMS, Project Lift, Charlotte-Mecklenburg Juvenile Court System

### *Constituent Services*

- Capacity Building for professional and volunteer development
- Special training for creative individuals
- Audience Development
- CharlotteCultureGuide.com
- Random Acts of Culture
- Cultural Leadership Training
- Power2give
  - 17 power2give sites nationwide; raised more than \$3 m.; posted 1,398 projects, processed 13,392 donations

### *Community Services*

- Cultural Planning
- Research & Studies

### *Partnering with Creative Individuals & Regional Arts Councils*

- Regional Artist Project Grants Program – 25 grants for equipment; 7 grants for professional development
- Restricted endowment providing funding for 11 regional arts council to use for education programs and technology

## CULTURAL PLANNING

### Key Findings

ASC has led four cultural action plans that have contributed to a vibrant and diverse arts, science and history community:

- 1. 1976 – restructured ASC and focused on development of cultural facilities in what is now known as the Charlotte Cultural District on North Tryon and restructured ASC into the agency we see today, established public/private funding platform that continues to this day**

Many important facilities were conceived and developed as part of this first plan: Spirit Square (1976), Discovery Place (1980), Afro-American Cultural Center (1985), NC Performing Arts Center (1992), McColl Center for Visual Art (1999), Mint Museum of Craft +Design (1999)

- 2. 1991 – focused on the stabilization of organizations, privatization of Mint Museum and diversity issues**

Both public sector and private sector increased annual funding through ASC to address stabilization issues and ASC led first unified endowment effort which formed foundation of now Greater Charlotte Cultural Trust assets. Second unified endowment effort in 1999 endowment new McColl Center for Visual Art and Mint Museum of Craft+Design.

- 3. 1998 – broadened access to arts, science and history; resulted in the expansion of the mission of ASC to include history/heritage and increased community-based program support**

City and County increase annual support to ASC to address increased neighborhood and grassroots activity (City) and add history/heritage organizations to ASC supported organizations (County).

- 4. 2013 – Cultural Vision Plan**

Constructed as “Imagine 2025”



Developed through a community listening and visioning effort including in-person sessions, gatherings of community leaders, random phone survey, on-line survey and a Summit with cultural sector leaders

Three Vision Themes

1. *Build Community*: the cultural sector should play a greater role to enliven, engage and enrich communities and neighborhoods
2. *Increase Program Relevance & Innovation*: the cultural sector’s responsibility to see that residents and visitors enjoy refreshed creative opportunities that start with home-grown talent, rich local history and extend to world-class science, technology and art
3. *Support Education*: cultural sector should do everything possible to make arts, science and history core to K-12 education and make sure that Charlotte-Mecklenburg’s students are critical, creative thinkers

**Cultural Facilities Master Plan**

Bundled approach for new cultural facilities plan failed in bond referendum in 2001. ASC was asked to prioritize cultural facility needs.

Phase 1 = public/private investment of \$250 million

Bechtler Museum of Modern Art	Knight Theatre
Discovery Place	Mint Museum
Harvey B. Gantt Center	North Carolina Dance Theatre
Charlotte Symphony	

City and County funded \$158 million for capital costs for facilities. Increased rental car tax and designating an incremental portion of the increased property value of new development.

ASC led a campaign to raise \$83 million to endow the facilities from Phase 1, endow programs and complete NCDT facility/endowment campaign. Value of donation of Bechtler Collection is in addition to the contributions to this effort.

## FUNDING AND SUPPORT

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### By The Numbers

ASC was established to work with 8 organizations in 1958; now works with more than 200 and an established regional arts council network

ASC invested more than \$7.3 M in 24 cultural partners in 2013

Since 1980, the population of Mecklenburg County has grown 144%

Mecklenburg County no longer provides any unrestricted support to ASC and has reduced support of the operations of Spirit Square; City of Charlotte's unrestricted support is steady but population has increased

Local Cultural Sector = \$202 M in annual, economic impact; 6.240 FTEs and \$18.1 M in local and state government revenues.

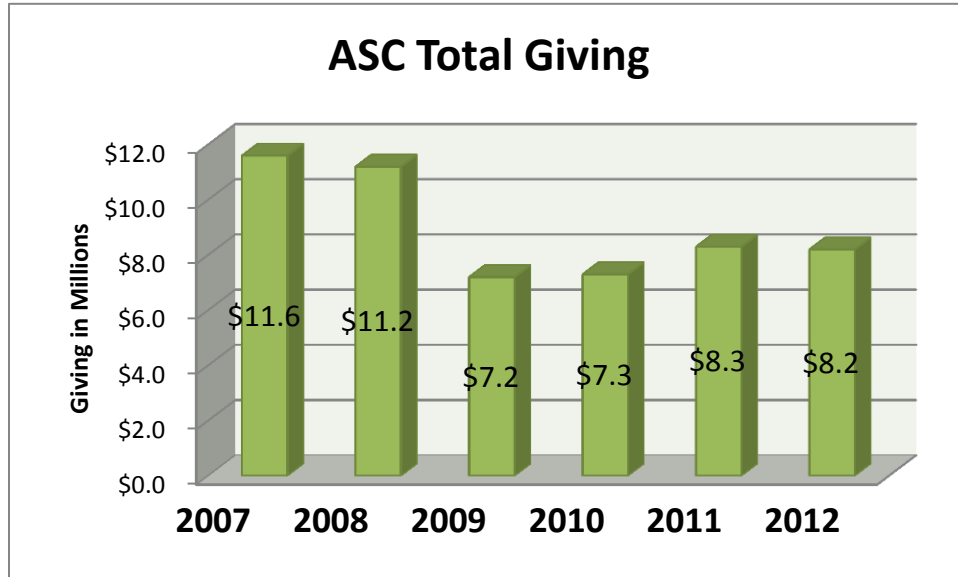
3.3 million annual customer experiences; 40% from outside of Mecklenburg County. More than all of the professional sports teams combined

Workplace giving has reduced by both the number of campaigns and the number of donors

Cultural Facilities campaign was successful in raising \$83 million; however, the pledge payment schedule extends over a decade resulting in lower than expected endowment draws for the operation of City-owned facilities. Groups are covering difference but it is impacting their reserves and ability to invest in programming and needed personnel to meet demand for services

**2007 to  
29%**

**2012**

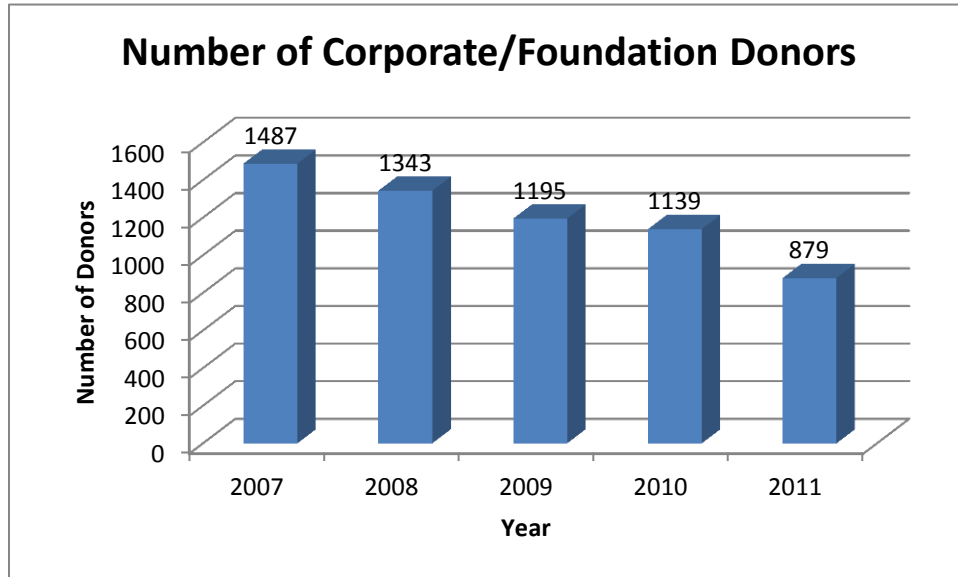


**Reduction in Total Giving to ASC  
\$11.6 m to \$8.2 m**

For individual giving to ASC



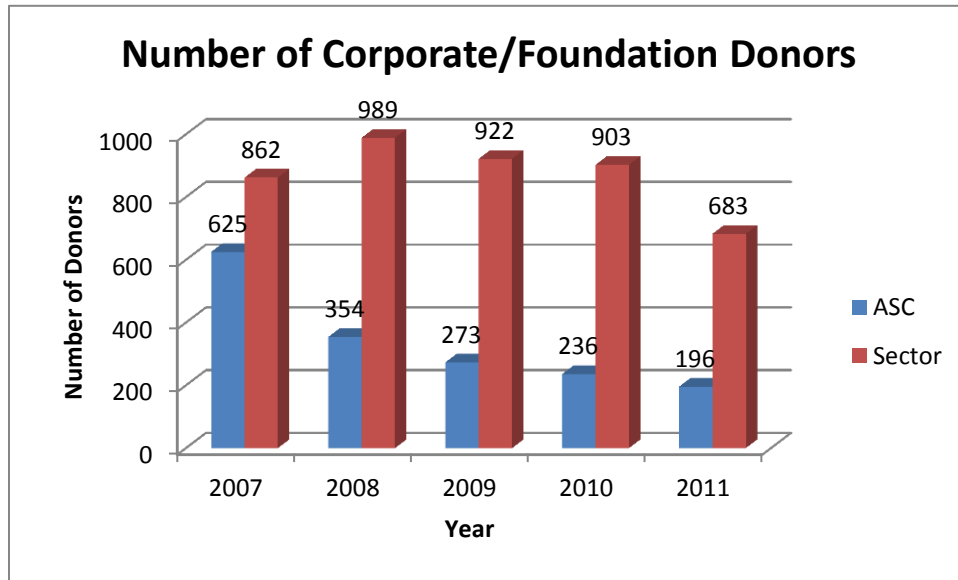
*Corporate Support*



**In the last five years, the combined sector lost 41% of corporate/foundation donors.**

**ASC lost a greater percentage of corporate/foundation donors than the rest of the sector:**

- ASC lost 65% of corporate and foundation donors
- Sector lost nearly 21%



A double whammy for the ASC – losing 65% in the number of gifts and 46% in the size of gifts

Support of the ASC by these entities is in a dramatic decline – the number of gifts has declined by 65% when looking at 2007 v. 2012 and gifts in 2012 were only 46% of the size of gifts made in 2007.

For Partner Organizations – fewer supporters but larger gifts

Interestingly, the size of gifts from these entities to Partners is actually greater in 2012 than in 2007. (\$10,214 in 2007 v. \$15,943 in 2012)



## A Decade of Funding Cuts

- Unrestricted private funding to ASC has dropped 51% since 2007:
  - ASC's unrestricted annual fund drive has dropped from \$11.5 million in 2007 to \$ 5.6 million in 2013
    - Workplace giving by individuals decreased from \$7,941,450 (2008) to \$3,952,848 (2013) a 51% decrease
- Restricted private funding to ASC has increased from \$0 in 2010 to \$3.4 million in 2013
  - ASC's Education Fund and power2give were established to try and replace some of the unrestricted losses
- Overall, private funding to ASC has dropped 22% since 2007

### Workplace Giving

Workplace giving is not working as it is currently constructed.

Top companies are supportive of ASC, but not proactive in considering workplace engagement.

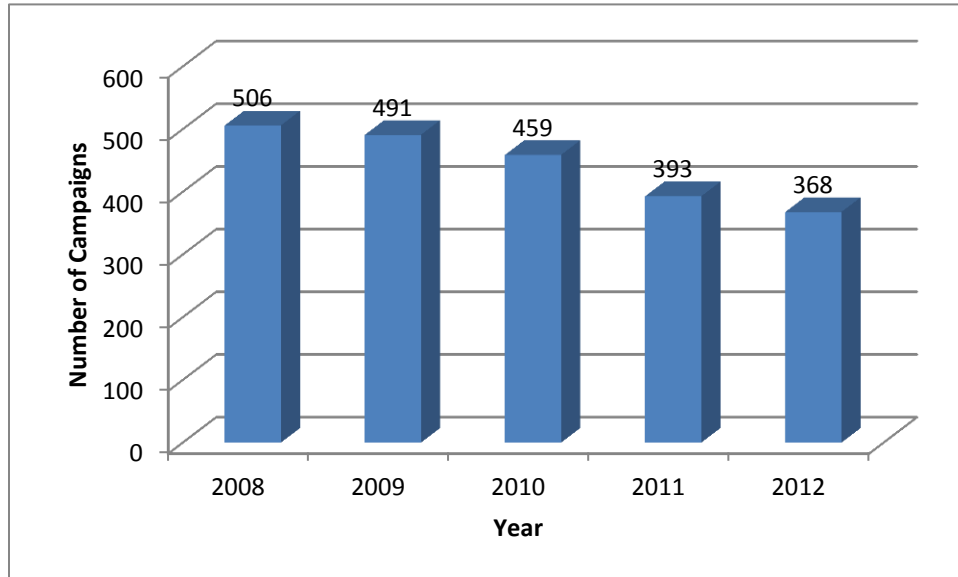
The breadth and depth of corporate united campaigns has changed over the last five years, both locally and nationally. More corporations are shifting to open campaigns, in which employees may give to hundreds of nonprofits and causes, instead of focused campaigns for groups like the ASC and the United Way. In Charlotte, these expanded campaigns have resulted in significant losses to the ASC campaigns in key corporations. This is an issue that is bigger than its impact on arts and culture – it is a true community issue

All aspects of workplace giving have declined: number of campaigns and number of donors

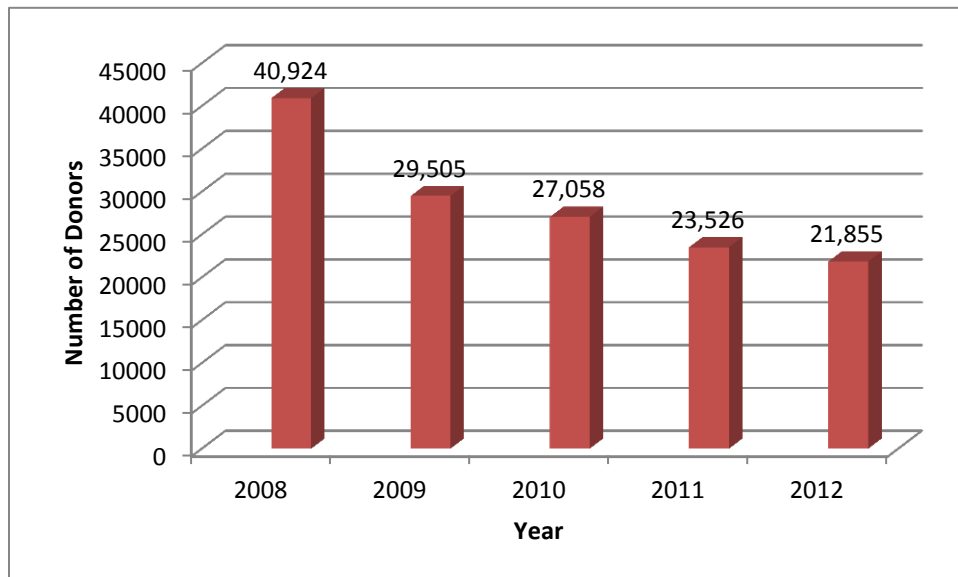
There has also been a significant decline in the impact of larger employers:

The results for the nine campaigns run for companies that employ 101,000 or more accounted for 72% of the loss in giving between 2008 and 2012

**Number of ASC Workplace  
Campaigns  
2008-2012  
27% Loss**



**Number of ASC Workplace  
Donors  
2008-2012  
46% Loss**



**Individual Giving**

**Key Learnings**

2007 = high water mark for giving in cultural sector

Recession + Dramatic Change in workplace giving campaigns (Both number and structure = Decrease in support for ASC

Recession had a greater negative impact on individual giving to ASC than on the results for the individual cultural organizations.

**2007 – 2012**

**ASC lost more donors than the total sector**

**ASC’s share of the *number* of donors reduced by 28%**

**ASC share of the *total* dollars given by individuals reduced by 16%**

<b>Change in Individual Donors</b>			
	2007	2012	Change
<b>ASC</b>	37,000	21,000	-43%
<b>SECTOR</b>	18,000	22,000	+22%
<b>TOTAL</b>	55,000	43,000	-22%
<b>ASC as % of TOTAL #</b>	66%	48%	-28%
<b>ASC as % of TOTAL \$</b>	39%	23%	-16%

Since low point of recession, gradual return of individual giving to the total sector, but no anticipated return to 2007 high point.

Giving by individuals to cultural partners has actually increased by 22% when comparing the results of 2012 with 2007. Increase could be because of success of power2give and capital and endowment efforts. But, increases by individual partners cannot make up for the large loss by ASC.

<b>Change in Individual Donors</b>			
	2007	2012	Change
<b>ASC</b>	\$207	\$199	3.8%
<b>SECTOR</b>	\$730	\$643	12%



**Average Individual Gift**

Average annual gift to ASC has always lagged the size of gifts to the overall sector. However, average gift to the sector as a whole and ASC is lower in 2012 than 2007

*Trends, Themes and Concepts*

Impacts from negative trends in individual giving include:

**“Changes in Corporate Employee Campaigns”**

Corporations have adopted new ‘single campaign’ models which allow employees to contribute to a wide range of non-profits including churches, colleges and universities where they once only offered United Way and ASC as primary options.

**“Donor Churn”**

High levels of donor attrition and donor turn-over coupled with the reduction in the number of gifts to the sector requires the continuous priming of the pipeline of new prospects. Securing new donors is more expensive than maintaining current donors.

Examples: Performing arts audience has changed by 78% between 2007 and 2012. Museum membership pool has changed by 133% in the six years.

Stable annual giving efforts have high donor retention rates which allow the creation of deeper, “high-touch” relationships.

**Small, Concentrated Donor Universe**

<u>In 30 Mile Area</u>	
452,002	Total Households
147,902 (37%)	Connected to cultural sector
43,000 (9.5%)	Donors

Over-reliance on 28207 and 28203 zip codes, 100%+ penetration

Very small universe of multi-institution donors

**Impact on Agencies in the Cultural Sector**

- Reduced performances and exhibitions
- Reduced hours for some organizations
- Education programs and community activities slashed
- Significant job cuts
- Exhaustion or reduction of critical cash reserves
- Cultural infrastructure and programming built over the last 40 years at risk

**Cultural Endowments**

Currently, cultural sector organizations have their own endowment funds, whose earnings that support from <1% to 23% of annual revenue/support

**Why do donors support endowment efforts?**

- Care about the organization/mission
- Ensure the sustainability of the organization
- Favorable tax treatment
- Have capacity to give

**Greater Charlotte Cultural Trust**

Established in 2002; planned giving focus; evolved in tandem with Campaign Cultural Facilities

**Greater Charlotte Cultural Trust Board Composition**

Number	Process
7	Cultural Partner Representatives
5	ASC at-large representatives
2	Ex-Officio
1	FFTC

- Manages 92 separate funds on behalf of the cultural sector; represents @ 25 non-profits
- Provides all back office administration
- Annual spendable income is currently 4.5%
- Significant Growth over the last 10 years- \$38 m in 2002 – \$136 m in 2012

- Favorable investment returns – 5.8% annualized returns since inception

### *Combined Endowment Campaign History*

- 1990-92 NC Blumenthal Performing Arts Campaign: \$62 million private/public campaign
  - Built performing arts center and created a \$5 million endowment for the cultural sector
- 1993-1995 Endowment Campaign for the Sector: \$27 million
  - Donors were given options – give to ASC; give to ASC designated to a cultural partner; give to specific cultural partner
- 1998 - \$10 million Visual Arts Campaign
  - Created McColl Center for Visual Arts and Mint Museum of Craft+Design
- 2004-2007 - \$83 million Cultural Facilities Campaign
  - Supporting the cultural facility master plan priorities
  - 5 facility endowments; operating support; construction support

## *Government Funding*

### *Overview*

2 major tracks for support of cultural sector by local government

- City of Charlotte Total \$14.5 M in FY2013; per capita \$18.39;
  - In terms of sustainability of the groups in the cultural sector, unrestricted to ASC is an important facet of government support. City of Charlotte's unrestricted support has been consistent over time, but the population has increased
- Mecklenburg County Total \$4.2 M in FY2013; per capita \$4.34
  - Unrestricted support of ASC is no longer part of Mecklenburg County Funding. In 1996, Mecklenburg County made an unrestricted contribution to ASC of \$1.33M and \$1.24M to operations at Spirit Square. Support of the operations of Spirit Square has also declined by 37%.

		<b>Support of City or County Owned Facilities</b>				
	<b>Unrestricted</b>	<b>Education Funding</b>	<b>Annual Maintenance</b>	<b>Capital Maintenance</b>	<b>Bond Payments</b>	<b>Total Cultural Funding</b>
<b>City of Charlotte</b>	\$2,940,923		\$1,769,732	\$698,758	\$9,170,563	\$14,579,876
<b>Mecklenburg County</b>	\$0	\$350,000	\$750,000 Spirit Square \$228,000 ImaginOn		\$2,948,000  Interlocal Agreement  Mint, Bechtler, Knight, Gantt	\$4,276,000

3 less significant public support tracks

- State of North Carolina \$220,000 restricted for project grants, education program and grants to artists to ASC; however, total grants to Mecklenburg County arts, science and history organizations totals over \$1.7 million for FY13
- 6 municipalities in Mecklenburg County allocated \$75,000 total
- CMS has eliminated funding to support field trips to cultural institutions and the cost of transporting students (approximately \$300,000 annually). These costs are now covered by private donations to ASC.

**\*A note about public art funding:**

- Support of public art is tied to percentage of construction cost so investment by City or County increases or decreases according to the projects
- City support for public art in 2012 was \$485,253; County \$0
- 15% administrative allocation for operating the public art program does not cover actual cost and is subsidized by ASC private fund raising.

In considering the 11 communities<sup>1</sup> for comparison, Charlotte has the lowest government programming investment and the second lowest level of per capita funding by the government (\$5.34 v. \$4.20 for Chicago).

### *Mecklenburg County Overview*

Historically, 5 categories of funding by Mecklenburg County

- Unrestricted Support of ASC
- Public Art
- Education
- Operating Support for Spirit Square
- Bond support for Joint Projects (Mint Museum, Knight Theater, Gantt Center, Bechtler Museum) and County projects - ImaginOn

\*Over last 3 years, Mecklenburg County has eliminated unrestricted support to ASC

Education support is a restricted grant for ASC programming

Mecklenburg County's support is declining both in terms of real dollars and per capita investment; also eliminated unrestricted support of ASC

From high water mark of \$3,052,000 in total support in 2000 & 2001 – for Spirit Square maintenance and unrestricted support, Mecklenburg County has reduced support to \$1,100,000 in 2013 or 63%

### *City of Charlotte Overview*

5 categories of funding by the City of Charlotte

- Public Art
- Support of City Owned Facilities
  - Bond Payments
  - Capital Maintenance
  - Annual Maintenance
- Unrestricted funding to ASC for regranting

<sup>1</sup> The eleven comparable communities include Denver, CO; Albuquerque, NM; Miami-Dade, FL; Los Angeles, CA; Chicago, IL; Cleveland, OH; Charlotte, NC; Mesa, AZ; Dallas, TX; San Jose, CA; San Francisco, CA

Unrestricted Funding by the City has been consistent over time

City allocation to arts has increased 47% since 1995; total funding growth has slowed since 2001

Population of the City has grown 65%

## FIVE COMPARISON CITIES

### Five Comparison Cities

- Houston
- Nashville
- Dallas
- Denver
- Cincinnati

### Organization and Funding for the Five Comparison Cities

	Houston	Nashville	Dallas	Denver	Cincinnati
<b>Name</b>	Houston Arts Alliance	Metro Nashville Arts Commission	City of Dallas Office of Cultural Affairs	Denver Scientific & Cultural Facilities District	ArtsWave
<b>Type</b>	501c3	City Office	City Office	Tax District	501c3
<b>Funds</b>	Private & Public	Private & public	Public	Public	Private
<b>Sources</b>	Hotel occupancy tax; private gifts	Percent for art; general fund; private gifts	City budget allocation	1 C tax on every \$10 in sales for a 7-county region	Workplace, individual, foundation, corporate

<b>Budget</b>	\$10 – \$18M	\$6M	\$16.5M	\$45 M	\$11.5M
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### Grant Making and other Key Factors

	Houston	Nashville	Dallas	Denver	Cincinnati
<b>Groups Supported</b>	250+	11 majors plus project, education & access grants	20 facilities plus grants	300	100+
<b>Grant Size</b>	\$5,000 - \$750,000	\$1,200 - \$130,000	\$1,000 - \$2.5M	\$500 - \$7M	\$500 - \$3M
<b>Panel or Formula</b>	Panel & formula	Panel	Capital Decisions & Panels	Panels & Formula	Panel
<b>Workplace Giving?</b>	No	No	No	No	Yes
<b>Other Key Factors</b>	Major galas; personal philanthropy	Recently began raising private funds	Large majority for facilities (ownership & maintenance)	Tax revenue = \$16 per resident	\$85M endowment

## FUTURE THEMES AND IDEAS

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### *Charlotte-Mecklenburg Cultural Vision Plan*

#### **Imagine 2025 Statement**

Charlotte-Mecklenburg is known for its creative and innovative cultural sector that engages all citizens and visitors, is accessible and relevant to every age and ethnicity, supports legacy and emerging arts, science, history/heritage organizations and is educating our children to be the creative and critical thinkers required for life in the 21st Century.



## Three Vision Themes

### *Some Thoughts About Giving Trends*

- Giving trends nationwide show donors don't want to give to institutions but to causes
- Companies need global platforms and solutions for workplace giving campaigns
- Social giving and communication technology is lacking in current approach
- People still need to be asked in order to give

<b>Build Community &amp; Neighborhoods</b>	<b>Ensure Program Relevance and Access</b>	<b>Increase Cultural Education Opportunities</b>
<ul style="list-style-type: none"><li>• Extend reach of arts and cultural institutions throughout the County</li><li>• Forge new and innovative partnerships to drive economic &amp; neighborhood development</li></ul>	<ul style="list-style-type: none"><li>• Ensure cultural programming is accessible and relevant to the changing demographics of the region</li><li>• Cultural sector should be a leader in serving the entire community</li></ul>	<ul style="list-style-type: none"><li>• Build a sustainable and measurable system that aligns the cultural sector to the goals of CMS, Higher Education, and key partners</li><li>• Drive innovation and creativity in educational programming for the community</li></ul>

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## CREDITS AND ACKNOWLEDGEMENTS

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As part of the Task Force's commitment to transparency and public accountability, the presentations and reports from which this Guide was drawn are all available to the public at [www.artsandscience.org/cultural-planning/cultural-life-task-force](http://www.artsandscience.org/cultural-planning/cultural-life-task-force). These presentations and reports, which form the foundation for this Resource Guide, include:



<b>Arts &amp; Science Council:</b>	ASC Fund Drive History; ASC Grantmaking History and Trends; Cultural Plans and the 2013 Cultural Vision Plan; Campaign for Cultural Facilities Update
<b>ArtsMarket and Provancher and Associates:</b>	“Private Giving to Charlotte’s Cultural Sector” (2013)
<b>UNCC Urban Institute:</b>	2013 ASC Cultural Life Survey
<b>Giving USA:</b>	“Fundraising’s Recovery Could Take Until 2018,” June 2013
<b>Greater Charlotte Cultural Trust:</b>	“Cultural Life Task Force: A Focus on the Cultural Endowment”
<b>Americans for the Arts:</b>	Presentation to the Task Force by Randy Cohen, AFTA VP of Policy and Research
<b>City of Charlotte:</b>	Presentation to the Cultural Life Task Force (July 15, 2013)
<b>Mecklenburg County:</b>	Presentation to the Cultural Life Task Force (July 15, 2013)
<b>North Carolina Arts Council:</b>	History of Grant Funding to Mecklenburg County Organizations
<b>Five City Comparisons:</b>	Houston Data from the 2013 Charlotte Chamber Trip to Houston; Presentation by Jonathan Glus, CEO of Houston Arts Alliance; Presentation by Mary McCullough-Hudson, ArtsWave, Cincinnati; Presentation by Maria Munoz-Blanco, Office of Cultural Affairs, Dallas; Presentation by Peg Long, Denver Scientific and Cultural Facilities District; Presentation by Jennifer Cole, Metro Nashville Arts Commission