

Charlotte- Mecklenburg Cultural Life Task Force: REPORT



THE WORK OF THE CULTURAL LIFE TASK FORCE WAS MADE POSSIBLE BY A GRANT FROM FOUNDATION FOR THE CAROLINAS.



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Chart C.1: Cultural Life Task Force Members

Task Force Member	Representing	Business/Civic Affiliation
Valecia McDowell	Co-Chair	Moore & Van Allen
Pat Riley	Co-Chair	Allen Tate Company
Charity Bell	CMS	CMS: Central Secondary Zone
Hazen Blodgett	ASC	Town of Matthews, South Mecklenburg
Charles Bowman	Charlotte Chamber	Bank of America
Madelyn Caple	ASC	Wells Fargo
Shirley Fulton	ASC	Retired Judge
Todd Gorelick	Greater Charlotte Cultural Trust	Gorelick Brothers Capital
Lucia Zapata Griffith	Charlotte Chamber	METRO Landmarks
Laurissa Hunt	City of Charlotte	Behavioral Health
Mohammad Jenatian	City of Charlotte	Greater Charlotte Hospitality and Tourism Alliance
Lee Keesler	Charlotte-Mecklenburg Library	Charlotte-Mecklenburg Library
Joan Lorden	UNC Charlotte	UNC Charlotte
Martique Lorry	City of Charlotte	Centaur Arts
Melissa McGuire	Charlotte Center City Partners	Sherpa
Tom Murray	Charlotte Regional Visitors Authority	Charlotte Regional Visitors Authority
Susan Patterson	ASC	John S. and James L. Knight Foundation
Edwin Peacock	Charlotte Chamber	Pomfret Financial
Wayne Powers	Mecklenburg County	Artist, Civic Leader
Krista Tillman	Center City Partners	UNC Charlotte
Janice Travis	Mecklenburg County	Civic Leader, North Mecklenburg
Stephanie Tyson	Mecklenburg County	Primary Care
Laura Meyer Wellman	Foundation For The Carolinas	E4E Relief



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Executive Summary

Introduction

In early 2013, civic, corporate and community leaders saw a need to reconsider the current cultural sector funding model, which was no longer adequate to support a vibrant, inclusive cultural life for all residents. These leaders sought to protect and enhance Charlotte's creative and cultural community as a unique asset that engages and supports every major element of the local economic ecosystem. Few other sectors touch and benefit everyone from neighbors on the West Side and businesses in Uptown, to middle school students in Myers Park and recent immigrants in East Charlotte.

These leaders collaborated to create -- and then solicit nominations for membership in -- the **Charlotte-Mecklenburg Cultural Life Task Force** in order to address the challenges for this important sector. The 23 members of this citizen task force were nominated by the Charlotte City Council, Mecklenburg County Commission, Arts & Science Council, Charlotte Chamber, Charlotte-Mecklenburg Schools, Charlotte Center City Partners and Foundation For The Carolinas. Members worked together over nine months to fulfill a four-part charge:

- Examine the long-standing public/private partnership model for the cultural sector.
 - ➔ As part of this work, review and commission research as appropriate, and seek to understand best practices and current innovations in the industry.
- Provide opportunities for community input wherever possible.
- Develop options for a future funding model for the cultural sector.
- Recommend specific actions to implement a new funding model for the cultural sector.

The timing of the Task Force's work was critical: Local arts, science and history nonprofits had endured a decade of budget reductions from public and private sources, exacerbated by the severity of the financial downturn. Several organizations had ceased operations, and others appeared to be in imminent danger of closing. As it launched its study of the sector and its consideration of new funding models, the Task Force recognized three time-sensitive developments:

- The funding model to support *existing* cultural programs and organizations was eroding rapidly.
- Through the *Imagine 2025 – A Vision for Charlotte-Mecklenburg's 21st Century Cultural Development* (hereafter referred to as "the Cultural Vision Plan") process, local residents had expressed widespread desire for *expanded* cultural

opportunities, particularly innovative, neighborhood-based and educational programs.

- Like many for-profit businesses, the cultural sector needed to adapt to new realities of consumer demand and financial support, necessitating the creation of a new model (as opposed to proposing incremental changes to the existing model).

Key Findings and Research – Current State

Funded by Foundation For The Carolinas and facilitated by The Lee Institute, the Task Force began its work in May 2013 and completed its final recommendations in May 2014. Its research included data-intensive study of funding mechanisms, trends, cultural organization budgets, and best practices from comparable cities across the country.

The Task Force heard presentations from industry experts, major funders, current and former Charlotte cultural sector executive directors, the Urban Institute, the Greater Charlotte Cultural Trust, City and County budget officials, a senior Americans for the Arts executive, and four executive directors of arts agencies in Dallas, Denver, Nashville and Cincinnati that are comparable to the Arts & Science Council.

From these in-depth explorations of cultural sector operations and best practices, key findings emerged, including:

- **The economic impact of the local nonprofit cultural sector is significant, influential, and not widely known.**

The annual economic impact of the sector is \$202 million with 6,240 full-time employees and 3.9 million participants in 75,000 separate events, exhibitions and performances, annually.

- **According to surveys of CEOs, creativity and innovation are the top skills needed for a 21st-century workforce, and a more creative local employee base will make Charlotte more competitive for corporate and employee relocations.**
- **The Arts & Science Council (ASC), the primary provider of cultural grants for Charlotte-Mecklenburg, experienced dramatic funding losses as a result of the economic downturn and changes to employer workplace giving campaigns.**

*Since 2007, the total ASC budget reduced from \$18.7 million to \$15.8 million – **decreasing** to 600 the number the number of grants each year to*

300+ local nonprofits and artists. There was a 45% reduction in total giving to ASC in the same time frame.

- **Over the last decade, government funding for operations and programming in the cultural sector also declined, both in real dollars and in relation to the growing population. The City and County supported new cultural facilities very generously in the last decade, but unrestricted funds for operating and programming declined.**

While the population grew more than 44% between 2000 and 2013, unrestricted City funding remained steady at \$2.9 million. Unrestricted County funding was eliminated in FY2012. City support for cultural facility annual operations was significantly reduced in recent years, following the construction of the Levine Center for the Arts. However, the City continues to provide some support for City-owned cultural facilities on both an annual basis and in providing capital maintenance funds.

- **This decline in funding comes at the very time that our community has articulated increased demand for accessible, affordable cultural programming.**

Attendance and participation in cultural activities have increased significantly since 2007. Recently, residents rated the health of the cultural sector as very important and expressed strong support for government funding of arts, science and history programs, especially in public schools (2013 Cultural Life Survey). Local residents also expressed a clear desire for more cultural programs, especially those close to their neighborhoods and focusing on diversity and education. (Cultural Vision Plan.)

- **The ASC Cultural Partner organizations (23 organizations that receive annual operating support) and other cultural groups have worked diligently to adapt to this new funding environment, but many of those adaptations are unsustainable. The Cultural Partners are, in the words of the Task Force, the “building blocks of the Charlotte-Mecklenburg cultural community.” The Task Force believes that if the majority of these core groups are not financially healthy and adequately funded, it will be even more difficult for smaller organizations and individual artists to flourish. Cultural nonprofits are now attempting to do more with less in a way that is unsustainable and threatens their existence, with negative effects for many institutions.**

Cultural Partners now generate more than 80% of their revenues themselves through earned and contributed revenue, making them less

dependent than ever on ASC grant support. City and County funding also plays a smaller role than it has historically. However, on average, cultural organizations now operate with fewer staff and lower cash reserves than before the recession. At the same time, while struggling to meet community demand, the Cultural Partners have invested an increasingly large percentage of their budgets in programming while reducing their investments in revenue-generating departments (fundraising, administration and marketing) by \$7 million (or 30% per year).

- **Without significant short-term reinvestment in fundraising and marketing capacity, the Cultural Partners will not be able to generate enough revenue to cover growing costs and maintain the current level of community programming.**

While total revenue for the Cultural Partners increased by \$16 million since 2007, all of that growth is related to new or expanded facilities and organizations, which means that it had little impact on the economic health of many of the Cultural Partners. In fact, if that specific facility growth is eliminated from consideration, total revenue for the Cultural Partners actually declined, losing significant ground to both inflation and population growth. Because the only growth is tied to recent building expansion (which tends to create a “bump” soon after opening and then return to a slower growth rate), expense growth is outpacing revenue. In FY2013, 56.5% of Cultural Partners posted deficits, an increase from 43.5% in FY2007.

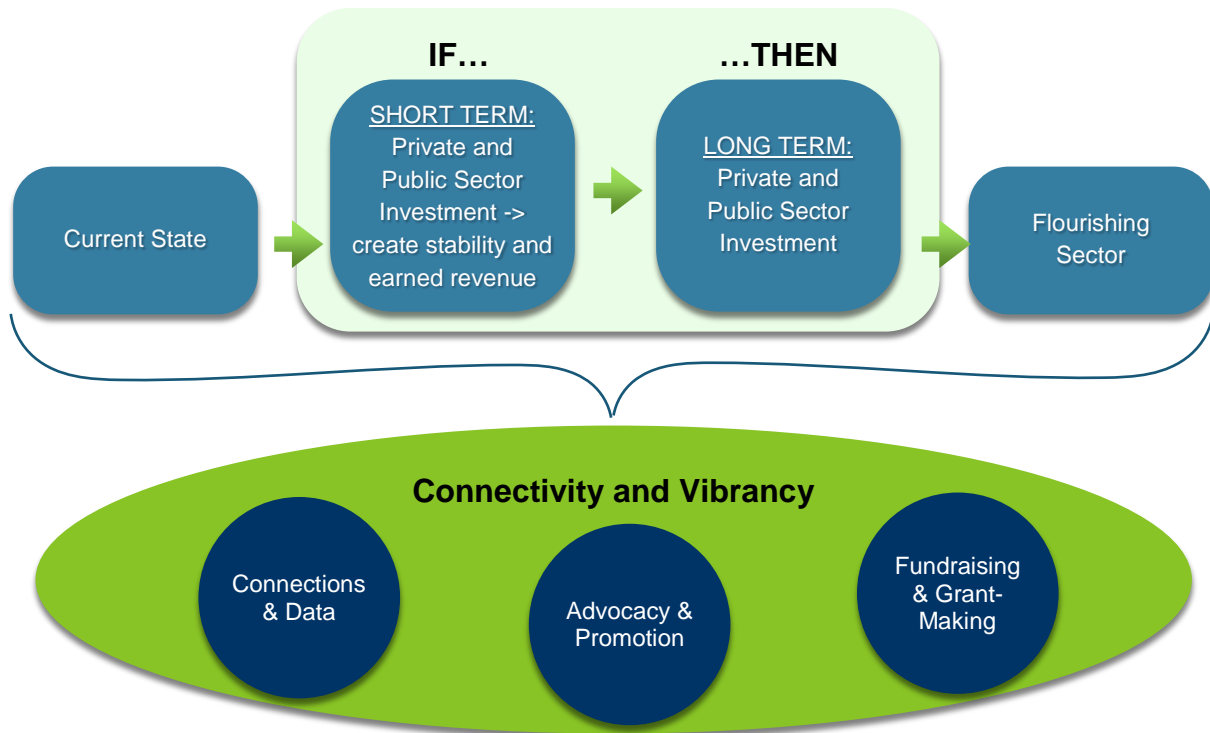
In order to weather the economic downturn and meet the increasing demand for programming, Cultural Partners have been reducing their investments in revenue generating departments such as fundraising, marketing and administration. This creates an unsustainable percentage of investment in programming that exceeds the recommended national benchmarks. Partners had a collective Program Expense Ratio of 82%, far above nationally recommended benchmarks (typically 65-75%).

For the complete Key Findings report, see Appendix E.

Summary of Recommendations

This sector-wide transformation begins with stabilization by private donors and government, continues through increased efficiency, engagement and outreach by local cultural groups, and moves toward long-term solutions through a restored public/private funding partnership.

Chart ES.1: Cultural Sector Process of Change



Key Goals of the Recommendations

The Cultural Life Task Force recommends four key actions to ensure vibrant, accessible arts, science and history programs for future generations in Charlotte-Mecklenburg:

- Restructure Arts & Science Council and private sector giving to increase individual, corporate and foundation donations *directly* to the Cultural Partners and other nonprofit cultural organizations. Establish ASC as the gateway for *new* cultural donors and participants who enter the sector through a workplace campaign and are then invited to develop strong relationships directly with Cultural Partners. ASC develops a donor database that is shared with Cultural Partners to move donors' information and connections to the Cultural Partners.
- Engage local and state government to recommit and expand support for the cultural sector to restore the public/private partnership that built and grew the local arts, science and history sector.
- Redesign ASC and its mission from the ground up so that it can be more effective in leading the cultural community's adaptation to 21st-century trends in philanthropy, demographics and citizen participation. Focus ASC on adapting to a

constantly changing environment, continuously refreshing the case for the cultural sector and allocating funds responsively.

- Support the ASC Cultural Partners with administrative, fundraising, and managerial resources as they focus on revising, building and continuously improving their programmatic, revenue and governance operations and sustainability.

Strategic Overview of Recommendations

Goal: Re-invent ASC

Current State	Recommended Strategies
<p>The Arts & Science Council, the primary provider of cultural grants for Charlotte-Mecklenburg, experienced dramatic funding losses as a result of the economic downturn and changes to employer workplace giving campaigns.</p>	<p>Redesign ASC Fund Drive to be a year-round Cultural Campaign, focused on both fundraising and engagement.</p>
	<p>Shift the purpose of this Campaign to connect ASC donors directly to Cultural Partners.</p>

Goal: Restructure ASC and private sector giving

Current State	Recommended Strategies
The Arts & Science Council mission and structure were designed for (and were successful in) a dramatically different era of corporate and individual philanthropy.	ASC reinvents its mission, structure, governance and operations to meet the needs of 21 st century engagement, fundraising and advocacy.
Untapped potential for economic development through tourism: 40% of cultural sector attendees come from outside of Mecklenburg County.	ASC and Cultural Partners strengthen and expand their partnership with the CRVA to make the Charlotte region a major cultural tourism destination.
Donor and patron data collection and analysis happens in silos, if at all.	ASC launches a major data collection, warehousing, analysis and sharing project, in partnership with the Cultural Partners.
Increasing demand for accessible, neighborhood-based, and educational cultural programs, as articulated in the Cultural Vision Plan.	Supported by funding from ASC and local government, cultural groups invest in grassroots programs to fulfill the Vision Plan.

Goal: Engage local and state government

Current State	Recommended Strategies
Significant reductions in government funding for cultural sector programming over the last decade.	Increase annual support from the City, County and Towns.
	Collaborate to secure a more equitable distribution of state funding across all 100 counties.
	Increase CMS's financial participation in cultural field trips for students.
	Research potential long-term, regional, predictable public revenue sources.

Goal: Support ASC Cultural Partners

Current State	Recommended Strategies
Over six years, the Cultural Partners reduced the amount spent annually on fundraising, marketing and administration by \$7 million, representing a 30% decrease in their investment in activities that generate revenue.	Private sector investments of \$4.5 million per year for 10 years (\$45 million total), targeted for revenue-generating staff and technology resources.
Significant undercapitalization of cultural groups (endowments, cash reserves, etc.) for a region and cultural community of our size.	ASC, Cultural Partners and the Greater Charlotte Cultural Trust design and implement a \$125 million endowment campaign over the next decade.
Many cultural organizations lack financial stability, adequate staff resources or the opportunity to grow programs to meet community demand.	Groups focus on investing in their revenue-generating departments and leveraging those investments for increased income. Groups build their balance sheets through cash reserves and endowments.

Overview of Short-Term Stabilization Strategies – One to Five Years

The strategies proposed in this section reflect recommendations that are intended to relieve current challenges experienced by the arts, science and culture sector.

The focus of these strategies:

1. **ASC and Cultural Partner Structure** including an increased focus on advocacy and promotion, improved data collection, mining and analysis and improved fundraising efficacy.
2. **Increasing private sector support** and involvement by converting ASC's Annual Fund Drive into a true year-round Culture Campaign with a focus on raising money *and* engagement and identifying a new engagement-focused model to respond to the evolving context of workplace giving. Seek significant support of generous private sector donors (\$4.5 million+ per year for ten years) toward marketing and development resource projects for the Cultural Partners.
3. **Rebuilding public sector support** by ASC designing and spearheading a comprehensive public advocacy plan for the cultural sector, serving as the leading advocate for its economic impact and its educational and quality of life

benefits. The advocacy strategy should focus on reinvigorating the public and private partnership that builds the cultural facilities and the cultural sector over the last 40 years. The focus on public sector support includes all levels of government – towns, City of Charlotte, Mecklenburg County and State of North Carolina.

1. ASC & Cultural Partner Structure

ASC begins a comprehensive process to reinvent its mission, board and staff structure and relationship to the cultural sector, focusing on the Cultural Life Task Force recommendations.

Using the proposed increases in support by local government, ASC works to return Cultural Partner operating grants as close as possible to pre-downturn levels. These short-term investments are made in order to secure longer-term self-sufficiency and sustainability. Next, Cultural Partners use additional new dollars to build their revenue generation capacity. Then dollars are allocated for technology and donor stewardship practices to interface with ASC donor database.

As additional funds become available, ASC and the Cultural Partners begin implementation of the Cultural Vision Plan with its emphasis on neighborhood, innovative, grassroots and education programming.

Cultural Partners leverage the private and public sector investments to generate sustainable earned and contributed revenue. National data suggest that over five years, the Cultural Partners would increase their own revenue sources by two times the size of the initial development and marketing infrastructure investment; i.e, an investment of \$4 million in revenue-generating infrastructure could create, over time, additional revenues of \$8 million per year.

Advocacy and Promotion:

ASC embraces the role of leading advocate for the Charlotte region's cultural sector in economic development, legislative and public awareness conversations, and it collaborates with the Chamber, business community, Cultural Partners, universities, leading nonprofits, and elected officials on significant policy initiatives.

Cultural sector leaders, ASC, Chamber, City, County, state legislative delegation and regional councils of governments build a *Regional Cultural Coalition* of arts councils and elected officials to develop a reliable, long-term funding model for the cultural sector.

ASC leads an effort to make the Charlotte region recognized as a cultural tourism destination and a desirable region for corporate relocation. Partnerships are established with the CRVA and other regional tourism agencies to increase regional and national cultural tourism marketing expenditures, based on evidence that it drives significant economic investment in Charlotte. Chambers of commerce, downtown districts and economic development organizations across the region are also engaged to emphasize the sector's economic importance and leverage the sector for corporate relocations. The expectation that relocations and new businesses will support the Charlotte cultural sector financially and be leaders in employee engagement and participation is established.

ASC, in partnership with the Cultural Partners, also designs and implements a comprehensive communication strategy making the case for additional participation and funding while educating the wider community about the value of the cultural sector.

Connections and Data:

ASC makes a major investment in gathering, housing and analyzing **donor and patron** data on behalf of the Cultural Partners, for use as a tool for the Partners to increase their fundraising and marketing capacity.

As part of its commitment to data-driven leadership of the cultural sector, ASC collects Campaign donor preferences and interests, sharing them with the Cultural Partners for additional cultivation. In order to increase workplace engagement and to determine employee interests and preferences, ASC also collects and shares **engagement** data with the Cultural Partners.

Fundraising and Grant-Making:

ASC's expanded funding is invested in the critical data management partnership, increased operating support for the Cultural Partners, and increased grants for projects that reflect the Cultural Vision Plan's emphasis on neighborhood programs, diversity, education and accessibility. A new ASC grant pool – launched with around \$1 million annually and ultimately growing to \$3 million annually – starts funding implementation of the Cultural Vision Plan.

New methods of reaching community donors outside the workplace through programs such as power2give.org and Days of Giving are researched and promoted.

A heavy investment in ASC and Cultural Partner development teams support expansion of current Fund Drive and create new avenues of donor engagement and community giving. As a part of this investment, successful, comparable

development departments are benchmarked and organizations will hire accordingly. At the same time, potential areas of fundraising staff collaboration for ASC and the Cultural Partners are considered (e.g.: endowment, prospect research, corporate, etc.).

2. Private Sector

ASC creates the structures, relationships and operations to convert its Annual Fund Drive into a true year-round **Culture Campaign**, a vital pipeline for citizens in the workplace to become engaged, passionate, loyal patrons, donors and advocates for the Cultural Partners and the sector as a whole. This campaign would both raise money *and* build engagement and participation in arts, science and history programs.

Recognizing that the nature of workplace giving is evolving, ASC and Cultural Partners collaborate to find the best new community fundraising model for the region. A transitional study is commissioned to develop and assess innovative new community-wide “engagement” models (as opposed to fundraising models) as an effective bridge between public and private cultural sector support over the next five to ten years.

Using stories of economic impact, personal involvement, accessibility and solving community challenges, communicate the value and importance of the Cultural Campaign and the sector. Employ this communication campaign to better position the sector as it competes for fundraising and participation dollars with other charitable and entertainment opportunities.

In order to increase the influence and reach of the Campaign, strategically bolster ASC Campaign Cabinet with specifically chosen, senior community and corporate leadership.

Private funders invest strategically in building the fundraising and marketing capacity of cultural groups, enabling them to cultivate patrons and donors to their organizations from among all Charlotte-Mecklenburg residents *and* from among ASC Cultural Campaign participants.

Raise and direct new private sector dollars (\$4.5 million+ per year for 10 years) toward marketing and development resource projects for the Cultural Partners. The ASC and the Greater Charlotte Cultural Trust also invest in training and staff positions within cultural organizations to cultivate and steward major individual gifts.

3. Public Sector

ASC designs and spearheads a comprehensive public advocacy plan for the cultural sector, serving as the leading advocate for its economic impact and its educational and quality of life benefits. The advocacy strategy should focus on rebuilding the public and

private partnership that builds the cultural facilities and the cultural sector over the last 40 years.

Through active participation and leadership within the Chamber of Commerce and Center City Partners, ASC and Cultural Partner leaders help shape the city's legislative and advocacy agenda each year:

City of Charlotte: Request that the City of Charlotte grow its per capita cultural sector operating funding by \$1.30 per capita that generates an additional \$1,040,000 per year, restoring funding to 2002 levels. Focus this additional revenue on additional operating support for the Cultural Partners, shared resources to benefit the sector and rebuilding infrastructure all investments leading to sustainability.

Mecklenburg County: Request that Mecklenburg County increase its cultural program funding by \$1.30 per capita, generating an additional \$1.3 million per year and focusing on stabilization and implementation of the Cultural Vision Plan and neighborhood, grassroots and education programs.

CMS: Charlotte-Mecklenburg Schools restores funding for arts, science and history field trips (currently paid with \$400,000 of ASC and private donor funding), eventually growing to \$1 million per year to fund field trips for every grade pre-K through 12. CMS identifies opportunities to reallocate existing budget funds or seeks new County funds directly. CMS and members of the cultural sector create and strengthen partnerships with MeckEd, Communities in Schools and other nonprofits that are potential collaborators for field trips and enriching cultural experiences, as well as partnering with universities, colleges and community colleges to build a cultural-sector pipeline of innovative, critical thinkers.

Towns: Request that Huntersville, Matthews, Cornelius, Davidson, Pineville and Mint Hill increase their contributions to ASC by \$1.30 per capita, generating an additional \$195,000 per year.

State: Build a coalition of counties across the state to focus on equitable funding distribution for cultural resources, engaging every county in North Carolina. This coalition drives lobbying efforts in collaboration with the Chamber's legislative work group, the state Mecklenburg County delegation and the NC Department of Cultural Resources to determine appropriate, equitable funding for major state cultural resources housed across the state outside of Raleigh, addressing current inequities that exist.

Chart ES.2: Proposed Short-Term Investments

Public Sector Investment Increases

Source	Population	Increase	Total Amount (Annual)
City	793,000	\$1.30 per capita	\$1,040,000
County	1,000,000	\$1.30 per capita	\$1.3 million
CMS	1,000,000	\$1.00 per capita or \$7.50 per child	\$1 million
Towns	150,000	\$1.30 per capita	\$195,000
State	TBD	TBD	TBD
TOTAL			\$3.535 million +

New Private Sector Giving

\$4.0 – \$4.5 million per year from private funders X 10 years

New Cultural Partner Revenues

Strategies to increase contributed and earned revenues.
Leveraging the new public and private investments.

Long-Term Growth Strategies – Five to 10 Years

The strategies proposed in this section are intended to establish a long-term sustainable solution to current and potential future challenges anticipated based on the current state of the cultural sector and to promote overall growth and health of the sector moving forward.

1. Private Sector

The Cultural Trust, Cultural Partners and the ASC design, launch and execute a strategy to generate \$125 million in additional endowment principal from private donors over 10 years.

2. ASC & Cultural Partner Structure

Cultural Partners set specific annual goals for strengthening balance sheets, making financial sustainability a long-term institutional priority. ASC teams with the Cultural Partners to invest in programs that fulfill the Cultural Vision Plan.

3. Public Sector

The ASC, Cultural Partners, City, Towns and County have designated goals within their respective organizations to work in partnership with elected officials to develop a predictable, long-term funding model for the cultural sector.

- Design a sustainable funding source and model unique to the Charlotte region's needs, based on lessons learned from cities and states such as Denver, Minnesota, Portland and others.
- Focus this funding on meeting the sector's critical need for unrestricted operating support.
- Address long-term, dedicated public funding for the cultural sector through a new tax structure to replace and expand upon the additive City, County and Town funds described in the Short-Term Stabilization Strategies section.

Chart ES.3: Proposed Long-Term Investments

Public Sector Investment

Dedicated revenue source for the cultural sector, providing predictable annual support and a foundation for growth.

Private Sector Investment

Cultural sector raises \$125 million in addition to endowment funds.



01

**Overview and Formation
of the Task Force**

Brief History of the Sector

In the closing decades of the twentieth century, the cultural sector in Charlotte-Mecklenburg grew into a nationally recognized model thanks to a unique partnership among three essential sources of support for arts, science, history and heritage programs:

- One of the leading united fund drives in the nation, the **Arts & Science Council's (ASC) Annual Fund Drive** raised the majority of its money through widespread workplace giving campaigns and re-granted it to community cultural nonprofits;
- **Cultural organizations** raised their own dollars from enthusiastic private donors, including individuals, corporations and foundations;
- The **City of Charlotte and Mecklenburg County** provided local government support for creativity and culture, directing dollars to ASC for re-granting and to the maintenance of cultural buildings and museums. The City and County also collaborated on the construction of numerous signature cultural buildings in the area, including the Levine Center for the Arts in Uptown Charlotte.

The result of this partnership has been a vibrant cultural sector that welcomes more than 3.9 million visitors each year – more than attend all local professional sporting events *combined* – and which serves as a major economic and tourism engine for the region. With some 6,200 jobs and an annual economic impact of more than \$202 million, the Charlotte-Mecklenburg nonprofit cultural sector has grown into a critical piece of the region's growth and success.

ASC has played a critical central role in this growth. Founded in 1958, ASC's Annual Fund Drive raises millions of dollars to support 23 cultural organizations through unrestricted operating grants and hundreds more through project, festival and education grants. The Fund Drive garners the majority of its funds through workplace giving campaigns, with hundreds of employers participating and tens of thousands of employees making gifts to ASC through payroll deductions, to be distributed later to arts, science, history and heritage groups throughout the county.

Led by ASC, the Charlotte-Mecklenburg cultural sector flourished through this unique public-private partnership. Prime historical examples of this collaboration include:

- City and County funds given annually to ASC to be re-granted to the sector;
- County funds supporting Spirit Square as an accessible, affordable arts venue, managed privately by the Blumenthal Performing Arts Center;
- City-funded capital improvements to cultural facilities such as the Mint Museum and Discovery Place;

- The major new partnership to create the Levine Center for the Arts on South Tryon Street. The Levine Center leveraged public funds (the City and County paying bond debt for the construction of the physical facilities), corporate management (Wells Fargo's supervision of campus construction), and private fundraising (ASC and cultural nonprofits raising \$83 million for endowments for seven key cultural organizations, including the new Levine Center residents).

Changing Environment

The economic downturn that began in 2008 had a dramatic and negative impact on the local cultural sector. Large-scale corporate layoffs, continuing job insecurity, and increasingly critical health and human service needs led many donors to reduce or eliminate their cultural sector donations. In the span of just 12 months, from the 2008 campaign to the 2009 campaign, ASC Fund Drive revenues dropped by 38%, from \$11.4 million to \$7.1 million. When combined with reductions in government funding and losses in direct donations to nonprofits, this loss began a cycle of budget cuts and unsustainable reductions in revenue-generating functions like fundraising and marketing.

This precipitous drop in financial resources was one of several factors that contributed to the destabilization of a valued cultural sector built diligently over four decades through both public and private generosity. The resources of cultural organizations have shrunk significantly, while demand for affordable cultural activities has increased. Cultural nonprofits are now attempting to do more with less in a way that is unsustainable and threatens their existence, with negative effects for many institutions:

- Revenue-generating departments such as fundraising and marketing, with the greatest potential for return on investment, have been stripped of staff and resources as groups attempt to maintain their community programs;
- Education programming and community activities have been cut;
- Organizations have laid off staff and reduced employment benefits;
- Cash reserves have been reduced as organizations attempt to preserve community programming and accessibility;
- Operating hours, programs and services have been reduced;
- Needed capital investments in buildings and equipment are being delayed.

Cultural Life Task Force

Origin

In 2013, as local cultural organizations continued to experience varying degrees of financial stress, community leaders and ASC began to discuss the need for an independent, citizen-led Task Force to research and recommend a new funding model for Mecklenburg County arts, science, history and heritage organizations.

Essential to the formation of the Cultural Life Task Force were three realizations:

- The funding model to support *existing* cultural programs and organizations was eroding rapidly.
- Through the recent Cultural Vision Plan process, local residents had expressed widespread desire for *expanded* cultural opportunities, particularly innovative, neighborhood-based and educational programs.
- Like many for-profit businesses, the cultural sector needed to adapt to new realities of consumer demand and financial support, building a new model rather than making incremental changes to an old one.

Process

In January 2013, the Arts & Science Council began preliminary conversations with Foundation For The Carolinas, which would later provide a grant to support the Task Force's work, and The Lee Institute, which would facilitate it. The formation of the Task Force continued throughout the spring of 2013:

January	ASC began the planning process and retained The Lee Institute and Carolina PR.
February	ASC officials and Hugh McColl presented the concept of a citizens' Task Force to the Mecklenburg County Board of Commissioners.
March	ASC officials presented the concept of a citizens' Task Force to the Charlotte City Council.
March	Deadline for nominations for Task Force membership. Members were nominated by one of several community partners: <ul style="list-style-type: none">• City of Charlotte• Mecklenburg County• ASC• Charlotte Chamber• Charlotte-Mecklenburg Schools• Charlotte Center City Partners

- Foundation For The Carolinas

- March** Formation of the Cultural Partners Advisory Committee, a group of eight cultural sector executive directors to advise the Task Force and provide insight from the practitioners' perspective.
- April** Finalization of Task Force co-chairs and membership.
- May** Inaugural meeting of the Task Force (May 15).

The Task Force then met either monthly or semi-monthly throughout 2013 and the first half of 2014. (See Appendix B for a complete list of Task Force meeting dates.)

Charge

The charge of the Charlotte-Mecklenburg Cultural Life Task Force was four-fold:

- Examine the long-standing public/private partnership model for the cultural sector.
 - ➔ As part of this work, review and commission research as appropriate, and seek to understand best practices and current innovations in the industry.
- Provide opportunities for community input wherever possible.
- Develop options for a future funding model for the cultural sector.
- Recommend specific actions to implement a new funding model for the cultural sector.

Members

Task Force members were nominated by the community partner organizations listed above, and members were selected by the co-chairs, Valecia McDowell (Moore & Van Allen) and Pat Riley (Allen Tate Company). Task Force membership was curated to balance longtime cultural sector supporters and new voices; new residents and Charlotte natives; public and private sector representatives; urban and suburban residents, as well as geographic dispersion across the County; and overall diversity of perspectives on the cultural sector and its funding model.

For the complete list of members, see Chart C.1 on pg. ii (inside front cover)
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Community Input

Eight Cultural Partner executive directors were invited to serve on the Cultural Partner Advisory Committee of the Task Force. Staff executives from cultural organizations were not, however, included as part of the Task Force. This group met approximately monthly to provide insight and data to the Task Force and to its facilitators. (See Appendix C for a list of Cultural Partner Advisory Committee members.)

ASC Cultural Partner executive directors and board chairs also had several opportunities in the fall and winter of 2013 and the spring of 2014 to attend optional meetings at ASC where they received briefings on the Task Force's progress and offered input into the process.

The meetings of the Task Force from May 2013 through August 2013 were open to the public. In November 2013, WFAE hosted a panel of task force and cultural organization leaders to discuss the process and the findings of the Task Force to date.

Timeline

The Task Force devoted its summer 2013 meetings to learning as much as possible about the current state of the Charlotte-Mecklenburg cultural sector. These early sessions focused on extensive data and presentations around contributed revenue, earned revenue, citizen participation, endowments, ASC operations, and best practices in comparable cities. This "summer of learning" was the first phase of the Task Force's work, followed by model selection and refinement throughout the fall of 2013 and the spring of 2014.

For the original timeline of the Cultural Life Task Force, see Appendix A.
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02

Why the Cultural Sector Matters

Why Are Creativity and Culture Good for Charlotte-Mecklenburg?

Charlotte's creative and cultural community is a unique asset that engages and supports every major element of the local economic ecosystem. Few other sectors touch and benefit everyone from neighbors on the West Side and businesses in Uptown, to middle school students in Myers Park and recent immigrants in East Charlotte. The cultural sector:

- benefits the **corporate sector** by driving tourism and consumer spending, employing thousands of artists and professionals, and making Charlotte more appealing for employee recruitment and business relocations;
- supports **local government** by generating millions of dollars in tax revenue from employees, artists and audience members;
- nurtures, inspires and welcomes **residents from all neighborhoods in Charlotte and neighboring communities**, offering beauty and storytelling, challenging current questions, and reflecting people's hopes and dreams;
- improves the **K-12 educational system** by supplementing knowledge of history, arts, and science, fostering creative thinking and innovation, putting students on more equal footing with those at private educational institutions, and potentially improving academic grades and standardized test scores;
- creates the skilled current and future workforce sought by **employers**, who cite "creativity" and "innovation skills" as among the most important and desirable traits in their new hires;
- bolsters Charlotte's **quality of life** by providing hundreds of performances, exhibitions and other cultural opportunities every month, many of them free or low-cost; and
- contributes to making Charlotte an **international and multi-cultural city** by encouraging cross-cultural understanding and learning.

How Our Neighbors Participate in the Cultural Sector

Each year, local cultural organizations welcome 3.9 million audience members, students and participants to more than 75,000 arts, science, history and heritage programs. Of those cultural experiences, more than 1.7 million (just over 43%) are enjoyed by children and youth. And 40% of total participants (more than 1.5 million people) come from outside Mecklenburg County, making cultural events a vital tourist attraction for the city and county.

Charlotte-Mecklenburg also scores highly on the Creative Vitality Index, which is an annual measure of the health of the area's creative economy. The Index defines the creative economy as both nonprofit and for-profit employment and participation in the arts. Charlotte's Creative Vitality Index score was higher than those for Portland (OR), Chicago, New Orleans and Atlanta, and only 0.06 points behind Denver, which has larger cultural institutions and a \$45 million annual dedicated tax to support the sector.

The Positive Impact of Cultural Participation

The economic impact of this participation in the cultural sector is significant: An average of \$23.54 is spent by local attendees (per person, per event), above ticket prices; almost double that (\$41.28) is spent by visitors from outside Mecklenburg County, over and above ticket prices.

The Charlotte-Mecklenburg *nonprofit* cultural sector employs 6,240 full-time equivalent positions, roughly equivalent to the entire local workforce of Duke Energy. And if *for-profit* creative businesses such as advertising agencies, architects and web designers are included, the number of employees grows to more than 14,000, or roughly equivalent to Bank of America's local workforce.

Charlotte's strong participation in its cultural sector also drives significant public and private economic impact. The sector creates more than \$18.1 million in local and state tax revenues, and it generates more than \$202 million in direct and indirect spending within Mecklenburg County.

How Do Residents Feel About the Cultural Sector?

Two recent studies revealed strong support for the cultural sector and the role it plays in the lives of Charlotte-Mecklenburg residents. In both cases, results affirm growing demand for accessible, engaging cultural programs across Mecklenburg County.

Cultural Vision Plan

In developing the Cultural Vision Plan between 2011 and 2013, ASC asked a wide range of Charlotte-Mecklenburg residents for their input on a new vision for the cultural sector. The planning process engaged 184 people in focus groups, more than 400 people in phone surveys, and another 1,000 residents through online surveys. This high-level planning process concluded with a one-day Cultural Summit for more than 250 cultural community leaders at the Mint Museum.

The completed Cultural Vision Plan revealed three primary themes on which the sector can plan a responsive and inclusive future:

1. Our community thinks the cultural sector should play a greater role to enliven, engage and enrich communities and neighborhoods.
2. Our community believes it is the cultural sector's responsibility to see that residents and visitors enjoy continually refreshed creative opportunities that start with the best home-grown talent and our rich local history and extend to our world-class science, technology and art.
3. Our community wants the cultural sector to do everything possible to make arts, science and history core to K-12 education and see that Charlotte-Mecklenburg's K-12 students are critical, creative thinkers.

Urban Institute Cultural Life Survey

Each year since 2005, the Urban Institute at UNC Charlotte has conducted a Cultural Life Survey for the Arts & Science Council. The 2013 results, gained through randomized, statistically valid phone surveys, featured these highlights:

- **When asked about the many factors that contribute to a positive local quality of life, “culture/arts/science/history” was one of the top four responses.**
- **71% of respondents support government funding for cultural facilities and programs.**
- **66% agree that the local cultural sector makes the region more attractive for corporate and personal relocations.**
- **82% of participants said that arts education is valuable in schools, and 86% said it is important to helping children perform better academically.**
- **62% of participants rated the quality of Charlotte-Mecklenburg's cultural programming as “excellent.”**
- **A rapidly growing percent of residents wants to see more culturally diverse arts programming.**

For more details about the Cultural Life Survey, please see Appendix D.



03

How the Cultural Sector
Works in Charlotte-
Mecklenburg

The creative and cultural community in Charlotte-Mecklenburg brings arts, science, history and heritage programs to neighbors and visitors in remarkable quantity and diversity. The cultural sector includes the Arts & Science Council, its official Cultural Partners, smaller cultural nonprofits and independent artists, all having a positive impact on the region's economy and growth.

Arts & Science Council: Structure and Function

Founded in 1958, ASC serves Mecklenburg County and leads one of the five largest united fund drives in the country. As an independent 501c3 nonprofit, ASC's current mission is "to build appreciation, participation and support for arts, science, history and heritage in Charlotte-Mecklenburg." ASC accomplishes this through seven areas of operation:

- Advocacy
- Capacity Building
- Cultural Planning
- Grant Making
- Education
- Public Art
- Public Resource Development
- Private Resource Development

Most critically for the Task Force and its consideration of the current and potential funding models for the cultural sector, ASC makes more than 350 grants each year, supporting large and small cultural nonprofits, individual artists, health and educational nonprofits offering cultural programming, public art, professional development and education.

The majority of this grant-making activity (more than 57%) provides Operating Support grants for 23 nonprofits designated Cultural Partners of ASC. These organizations receive between 2% and 23% of their annual operating budgets in unrestricted grants from ASC, and they participate in roundtables, quarterly meetings, workshops and fundraising activities in partnership with ASC.

ASC funding and programmatic activities, and the expenses associated with each activity, are included in the chart below:

Chart 3.1: FY2012 ASC Funding and Programmatic Activities

Programs	Dollars Spent	People Reached
Operating Support	\$7.3M	2,500,000
Projects, Festivals and Access grants	\$314,000	75,000
Special Projects and Technical Assistance	\$268,000	N/A
Professional Development Grants	\$65,000	N/A
Education	\$835,000	112,000 students and teachers
Power2Give.org	More than \$1 million raised in Charlotte; 17 cities nationwide, total of \$3 million+	N/A
Cultural Planning	\$66,000	N/A
Public Art	\$441,445	N/A
Artist Grants	\$50,000	N/A
Charlotte Culture Guide.com	\$348,099	337,000 unique visitors

On a total annual budget of approximately \$16 million, the ASC receives 43% of its income from its Annual Fund Drive, primarily through its highly visible workplace giving campaign at hundreds of employers across Mecklenburg County. The ASC allocates its revenues and expenses as follows:

Chart 3.2: FY2013 Budgeted ASC Revenues

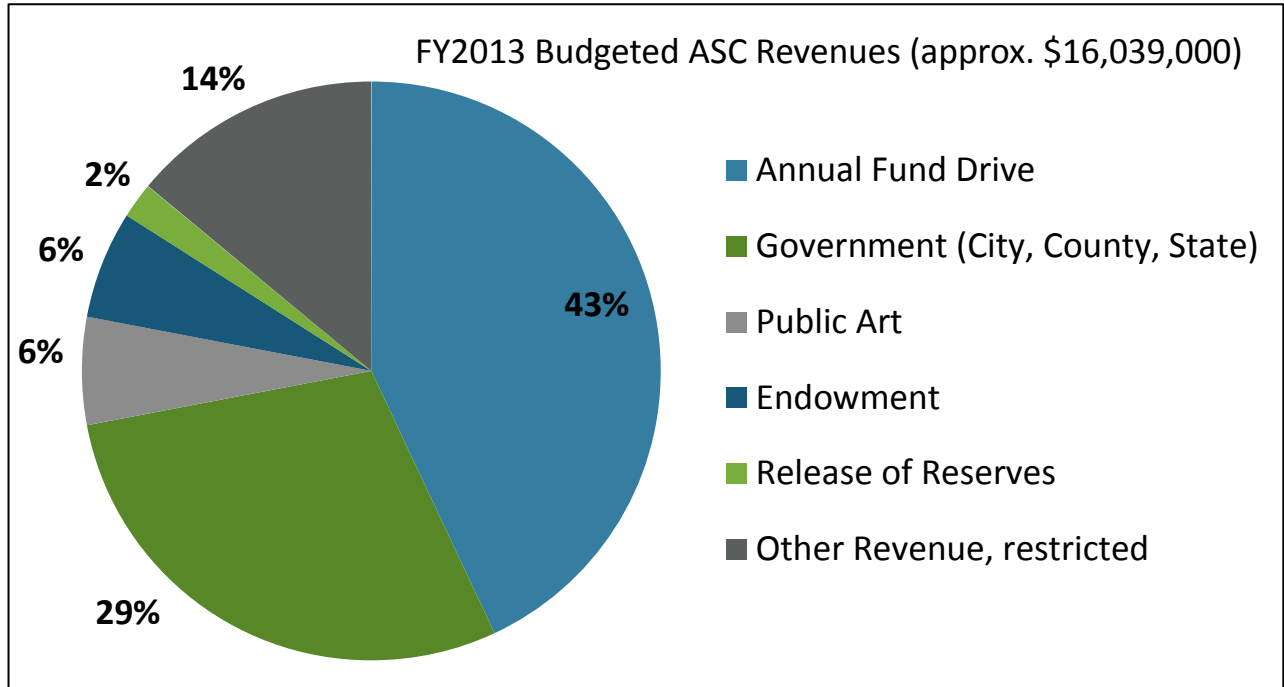
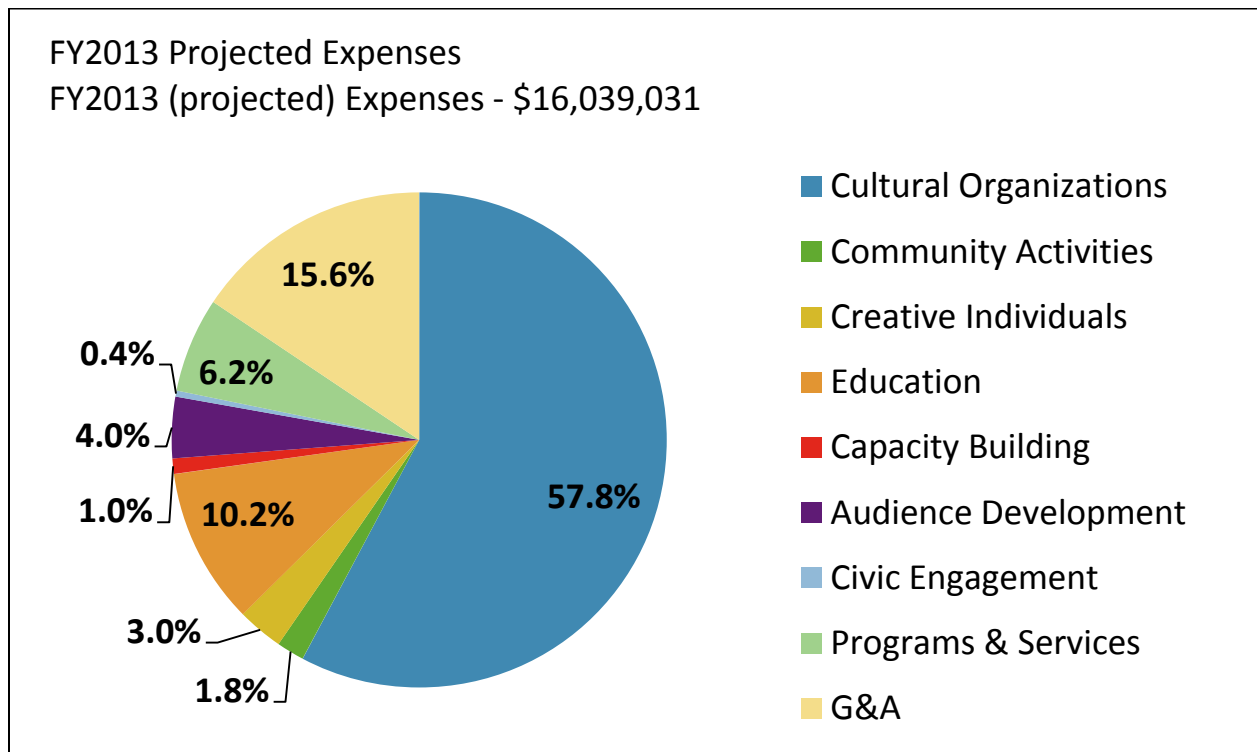


Chart 3.3: FY2013 Projected Expenses



Cultural Partners and Their Programs

The 23 ASC Cultural Partners are, in the words of the Task Force, the **“building blocks of the Charlotte-Mecklenburg cultural community.”** The Task Force believes that if the majority of these core groups are not financially healthy and adequately funded, it will be even more difficult for smaller organizations and individual artists to flourish. They provide a framework for the sector and for the economic and artistic engine it drives, and their strength and stability is a primary goal of the Task Force’s recommended funding model.

Chart 3.4: List of the 23 Cultural Partners

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

Each year, the Cultural Partners produce more than 75,000 programs and events, including performances, exhibitions, lectures, open studios, music lessons, art classes and science workshops. These programs draw more than 2.3 million participants.

Chart 3.5: FY2013 Cultural Partners Total Attendance

Organization Name	Total Attendance	Total Outreach	Grand Total	Percentage of Total Attendance
Actor's Theatre of Charlotte	9,848	5,850	15,698	0.68%
Bechtler Museum of Modern Art	50,706	6,230	56,936	2.47%
Blumenthal Performing Arts	455,063	8,457	463,520	20.14%
Carolina Actors Studio Theatre	5,703	1,012	6,715	0.29%
Carolina Raptor Center	34,642	35,423	70,065	3.04%
Carolina Voices	7,391	7,110	14,501	0.63%
Charlotte Ballet	40,109	27,429	67,538	2.93%
Charlotte Children's Choir	10,678	3,297	13,975	1%
Charlotte Symphony Orchestra	98,300	31,282	129,582	5.63%
Children's Theatre of Charlotte	214,852	68,668	283,520	12.32%
Clayworks	5,730	2,621	8,351	0.36%
Community Arts Project	2,146	2,181	4,327	0.19%
Community School of the Arts	5,720	1,769	7,489	0.33%
Davidson Community Players	9,423	320	9,743	0.42%
Discovery Place, Inc.	586,707	44,822	631,529	27.44%

Organization Name	Total Attendance	Total Outreach	Grand Total	Percentage of Total Attendance
Harvey B. Gantt Center for African-American Arts + Culture	48,695	14,764	63,459	2.76%
Latta Plantation	36,881	1,254	38,135	1.66%
Levine Museum of the New South	45,622	8,472	54,094	2.35%
Light Factory	23,540	1,199	24,739	1.08%
McColl Center for Visual Art	9,605	6,439	16,044	0.69%
Mint Museum	218,870	39,082	257,952	11.21%
Opera Carolina	14,108	25,450	39,558	1.72%
Theatre Charlotte	15,561	1,025	16,586	0.72%
Wing Haven	6,528	1,130	7,658	0.33%
TOTAL	1,956,428	345,286	2,301,714	

Chart 3.6: FY2013 Cultural Partners Total Attendance By Type

Type of Cultural Partner	Attendance	Percentage
Performing Arts	1,046,961	45.49%
Museums, Science Centers & Historic Sites	1,220,611	53.03%
Community/Educational	34,142	1.48%
TOTAL ATTENDANCE	2,301,714	

The Broader Sector

Charlotte-Mecklenburg enjoys a rich cultural landscape beyond ASC and the 23 Cultural Partner organizations. Although less centralized and coordinated than the Cultural Partners, the region is home to dozens more nonprofit cultural organizations and thousands of professional artists, musicians, historians and scientists contributing to a vibrant creative community.

The Task Force described these organizations and artists as important seeds to be nurtured through a new funding model, including many groups that could be the Cultural Partners of future generations.

Each year, ASC provides a range of grant opportunities which include Cultural Project Grants, Cultural Access Grants, Cultural Innovation Grants, Festival Sponsorships, Technical Assistance Grants, Special Project Grants) and considers 200 requests for funding from arts, science and history local nonprofits, other nonprofits who offer or want to offer a cultural program, grassroots and neighborhood groups, local municipalities, houses of worship and groups representing the breadth of diversity in Mecklenburg County.

For a list of organizations applying for ASC support, see Appendix I.

ASC also funds the work of individual artists through grant programs and training opportunities, and by commissioning and showcasing their work through a variety of programs such as public art and Community Supported Art.

Chart 3.9: Individual Artists Living in Charlotte-Mecklenburg

Type	Number	Percentage
Performing Artists	1,902	40.90%
Visual Artists	2,748	59.10%
Total	4,650	

Source: Americans For the Arts, 2012, Creative Industries Report

In building understanding of the broad cultural sector, it is important to note that the diverse portfolio of cultural facilities across Mecklenburg County are owned, managed or leased by a range of public and private organizations. These include public organizations -- the City of Charlotte, Mecklenburg County, local towns, CMS, CPCC,

UNC Charlotte, State of North Carolina and private nonprofit organizations that own their own facilities as well as those facilities that are leased by nonprofits by owned by private organizations.

Economic Impact

The Cultural Community is Big Business

- 6,240 full time employees in the area, as many as Duke Energy
- Adding the impact of for-profit creative businesses such as advertising agencies, architects and web designers are included, the number of employees grows to more than 14,000, or around Bank of America's local workforce
- \$202 million annual economic impact
- \$18.1 million in local and state government tax revenue currently; more state revenue expected in 2015 when new taxes take effect
- 3.9 million participate in 75,000 separate events, exhibitions and performances annually - more than all local professional sporting events combined
- 1.7 million who participate are children and youth
- 40% of participants from outside Mecklenburg County. Non-residents spend twice as much as locals on ancillary expenses in addition to the cost of tickets or admission (\$41.58 per person per event, versus \$23.54 for locals)

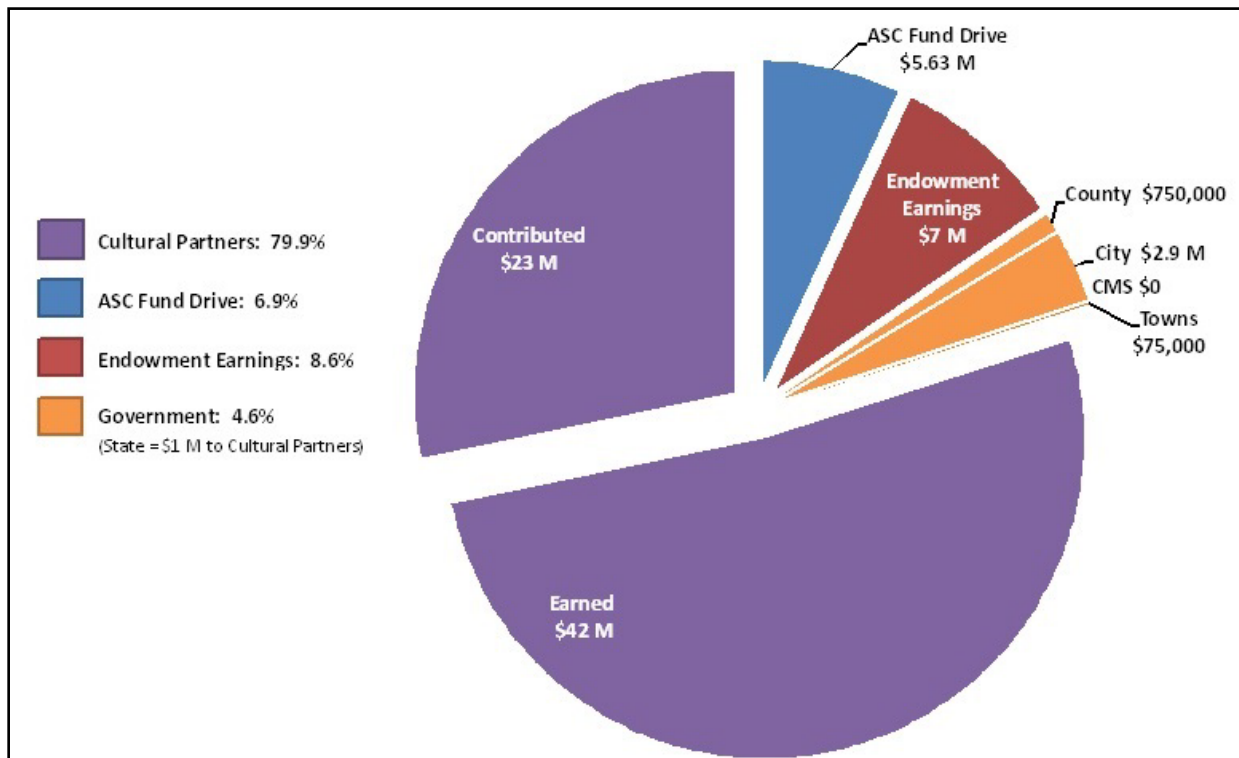
Historic Funding Model


For purposes of describing the overall funding model for the sector, this report will use the 23 ASC Cultural Partner organizations as representatives of the Charlotte-Mecklenburg cultural community. ASC collects detailed financial information on these groups, information that is not readily available for the many smaller organizations that receive either project grants from ASC or no ASC grants at all. This examination will focus on the ongoing operating funds needed to produce community performances and exhibitions, support education programs, pay artists and staff, and ensure buildings are open and welcoming to the public; it will not delve into the capital campaigns of cultural organizations or their current endowment initiatives.

In 2012, Cultural Partners received their operating revenue from seven key sources, some of which are given directly to the groups and some of which are channeled through ASC to be re-granted:

- Earned revenue (ticket sales, tuition, etc.)
 - 51.5%
- Contributed revenue (individual, corporate and foundation gifts)
 - 28.3%
- Arts & Science Council Operating Support Grants
 - 6.9%
- City of Charlotte support
 - 3.6%
- Mecklenburg County support
 - 1.0%
- Support from the six towns in Mecklenburg County
 - Less than 1/100th of a percent
- Endowment earnings
 - 8.6%

Chart 3.11: Cultural Partners Current Funding Model – Operating Funds





Key among the Task Force's findings was the knowledge that the Cultural Partners generate, through earned, contributed and endowment revenue, more than 80% of their own operating funds. They generate four-fifths of their resources, on average, with little to no reliance on public funds from local governments. Although ASC's annual Operating Support Grants are important to the Cultural Partners, those grants have shrunk by more than 25% over the last five years.

That reality has led Cultural Partners to cut programming while at the same time finding and searching for additional funding independent of ASC.

This self-sufficiency is, in large measure, a function of the decline in ASC grants and local government funding, which has decreased the pie slices for those sources and increased both the earned revenue and contributed revenue portions of the groups' budgets over the last five years. The cultural groups making this transition, however, lacked the funds to invest in building the human and technical capital to generate more earned and contributed revenue. This has led to instability and unsustainability, with many nonprofits being starved for resources at the very moment they need to invest in their capacity to generate more funds. The next chapter highlights those key funding trends that led cultural groups to become less reliant on ASC and government support, and the challenges and consequences of this shift.



04

Recent Funding Trends in
the Cultural Sector

Over the last decade, a combination of reduced government support and an economic downturn that affected Charlotte particularly severely has damaged the local cultural community. Built over 50 years through a public/private partnership that engaged the entire region, from corporate leaders to neighbors to school children, the cultural sector is now at risk of losing the institutions that drive economic development, tourism, quality of life and creative education.

ASC: Annual Fund Drive

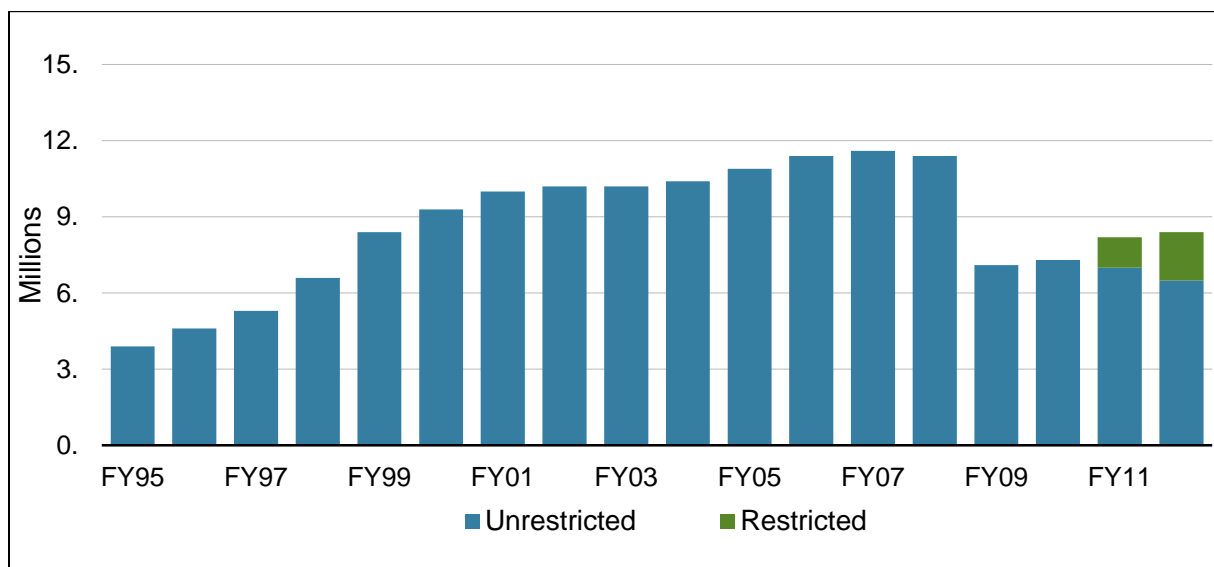
ASC's Annual Fund Drive was, prior to the economic downturn, the second-largest united arts campaign in the nation, and a testament to the rapid growth and generosity of Charlotte's corporate community.

ASC's 2007 campaign raised \$11.6 million from 37,000 donors, but the impact of the recession was acute and worse in Charlotte than in almost any other major city with an annual fund drive. **By 2012, the campaign raised \$8.2 million from 21,000 donors, representing a 43% drop in the number of donors and a 29% drop in the dollars donated.**

The largest drop was in the number of corporate and foundation donors to ASC, which fell from 625 in 2007 to just 196 in 2012. Similarly, the number of employers conducting ASC Fund Drive workplace giving campaigns fell 27% over five years.

Perhaps most critically, the amount of unrestricted money (the lifeblood of the Cultural Partners' operations) given to ASC fell, as more donors chose to restrict their gifts to specific areas of use, such as education. The *unrestricted* dollars given to ASC Fund Drive between 2007 and 2012 fell by 45%, representing a loss of nearly \$4 million each year in operating support to the sector.

Chart 4.1: ASC Annual Fund Drive Track Record



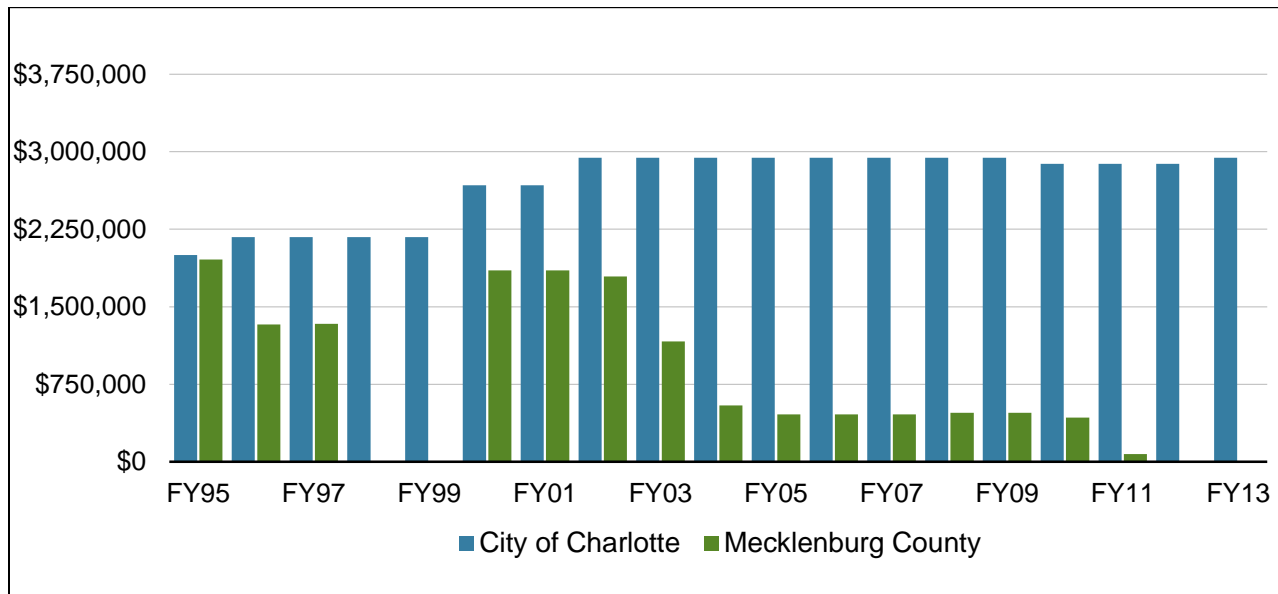
This resulted, almost immediately, in significant cuts to ASC’s Operating Support grants to the Cultural Partners, who were forced to find new sources of revenue, cut their programs and staffs, or (frequently) a combination of both. ASC Operating Support grants were cut by 25% in 2009 and have remained at depressed levels over the last four fiscal years .

Public Funding: Local and State Government

Since ASC’s founding in 1958, and well into the 1990s, local governments were a strong and frequently leading partner in funding the Charlotte cultural sector. It was not until 1996, for example, that private sector giving surpassed government undesignated support as the leading source of funds for ASC. The City of Charlotte and Mecklenburg County were generous supporters of new facility construction, facility operations and operating support for cultural institutions, often through City and County grants to ASC.

In the early 2000s, however, two trends in local public funding emerged. Mecklenburg County funds given to ASC for re-granting to the cultural sector were eliminated entirely, declining from a high of nearly \$2 million in FY2001 to zero in FY2012. And although the City of Charlotte held its unrestricted funding steady at roughly \$2.9 million per year, it has not kept pace with the population growth of the region and the resulting increase in demand for cultural programs. Between 2000 and 2013, the community’s population increased by 42%, while unrestricted City funding remained flat and unrestricted County funding was eliminated.

Chart 4.2: Unrestricted City & County Funding to ASC



The City and County continue their tradition of extraordinary support for new cultural facilities, making bond payments of roughly \$9 million a year to pay for the construction of the Levine Center for the Arts in Uptown and other cultural facility projects. The Levine cultural campus supports only a portion of the Cultural Partners, however, and the most critical need is for unrestricted operating support, making increased government funding of the arts, science and history community essential. Without predictable, ongoing operating funding, the groups that utilize Charlotte’s cultural facilities may not have the resources to produce high-quality programs in them.

State funding has remained slightly more stable during the economic downturn, but a significant imbalance remains: Several cultural organizations in the Raleigh area receive extremely large line-item allocations directly from the State Legislature, while Mecklenburg County organizations of equal or greater size and impact receive much smaller grants through the North Carolina Arts Council (NCAC). All Mecklenburg County cultural organizations *combined* receive approximately \$1 million per year, while the North Carolina Symphony in Raleigh receives \$2.5 million per year.

Similarly, science and history sites/museums outside of Raleigh receive substantially less than their counterpart organizations in Wake County. For example the North Carolina Museum of Natural Science receives \$11.6 million in its annual allocation, and the North Carolina Museum of History receives \$5.6 million in its annual operating allocation. The State budget does provide some funding for science museums across the State, but unlike arts organizations, funding is provided by formula, not by a competitive review process. No State funding is available for history museums or sites not identified as a State Historic Site.

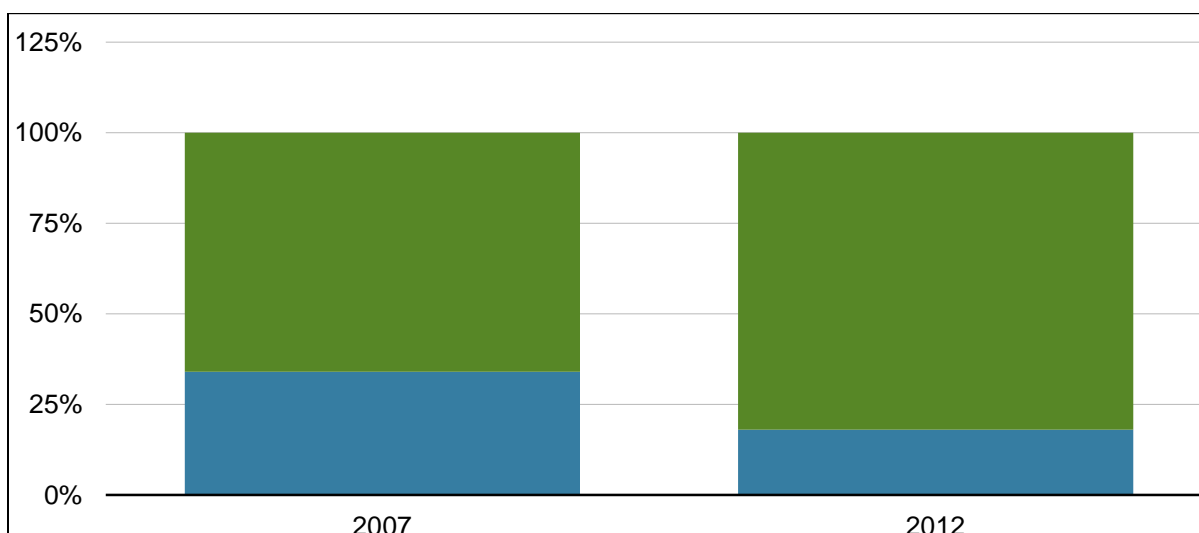
Critical Convergence: The Effect on Cultural Partners

In Charlotte-Mecklenburg, ASC Cultural Partner organizations responded to these financial challenges by replacing lost revenue from ASC, increasing their earned revenue opportunities, shifting more of their resources to programming, and significantly reducing the amount spend on fundraising and marketing. New data analysis shows that although this shift reflects an admirable commitment to preserving community programming and serving audiences, it places organizations in a precarious financial position and is unsustainable in even the short term.

Key findings from the new analysis of Cultural Partner audited financial statements from FY2007 to FY2012 include:

- Total revenue for the sector increased by \$16 million, all of which was attributable to new or expanded facilities and organizations. Increased revenue was driven by new or expanded buildings and sites, such as the Bechtler Museum, Discovery Place Kids (2), the Mint Museum Uptown, the Charlotte Ballet building, the Gantt Center and the Knight Theatre.
- When growth attributable to those new facilities was removed from consideration, total revenue for the Cultural Partners actually declined, losing significant ground to both inflation and population growth.
- Over six years, the Partners reduced the amount spent on fundraising, marketing and administration by \$7 million, representing a 30% decrease in their annual investment in activities that generate revenue.
- These funds have shifted to programming, as the Partners attempted to continue providing services to their community and to meet growing demand for cultural activities. This led groups to move to a collective Program Expense Ratio of 82%, far above nationally recommended benchmarks for sustainable organizations (typically 65-75%).

Chart 4.3: Program Expense Ratio



With the only revenue growth in the sector tied to recent building expansion, which tends to experience a “bump” soon after opening and then return to a slower growth rate, expense growth is outpacing revenue growth. In FY2013, 56.5% of Cultural Partners posted deficits, an increase from 43.5% in FY2007. And early indications are that audits for FY2013 will reflect an even larger collective deficit for the Partners.

Without significant short-term reinvestment in fundraising and marketing capacity, the Cultural Partners will not be able to generate enough revenue to cover growing costs and maintain the current level of community programming. The solution to these trends should include both increases in unrestricted operating support to the Partners and increased investments in Partner infrastructure, for long-term sustainability.

Consequences and Risks

This intersection of reduced contributed revenue from ASC and government, combined with increased demand for accessible cultural programs, paired with dramatic decreases in revenue-generating fundraising and marketing staff, poses serious risks for the Charlotte region and the cultural community.

Already, the sector has seen major negative effects:

- Cutbacks in operating hours and programming, offering fewer opportunities for families, visitors and patrons to enjoy performances and exhibitions;
- Fewer education, free and access programs, which generally do not generate revenue and are more dependent on grant and donor funding;

- Layoffs and long-term staff vacancies;
- Reduction of staff benefits, making it more difficult to attract top talent;
- Organizations ceasing operations temporarily or permanently;
- Significant reductions in cash reserves, as institutions attempt to preserve their services to the community in the face of declining income.

These negative developments are not easily reversible, and any longer-term incremental recoveries in contributed revenues or government support are not projected to arrive in time to save organizations now operating without sufficient staff, cash reserves, technology infrastructure or revenue-generating assets.

The Task Force's review of ASC and Cultural Partner data reveals the imminent danger that without increases in operating support, as well as targeted investments in fundraising and marketing staff capacity, Charlotte will see more groups go the way of the Light Factory, which recently ceased operations as a professionally staffed nonprofit, and the Charlotte Museum of History, which temporarily halted operations and is now open only three regular days each week for a total of twelve hours. **56.5% of Cultural Partners have a deficit.**



05

Key Findings by
Sector/Source

Throughout the Task Force's work, key pieces of research prompted insights and important conclusions about how the Charlotte-Mecklenburg cultural sector can thrive in the future.

These insights and conclusions have been grouped by sector, based on how research was presented to the Task Force: private sector donors, public sector funding, and the structure of the Arts & Science Council and the Cultural Partners.

These findings and conclusions inform -- and were essential to the creation of -- the recommendations that follow in Chapter 6.

PRIVATE SECTOR

Private Sector Findings

The Charlotte creative and cultural sector has enjoyed a decades-long and beneficial relationship with individual, corporate and foundation donors, who supported the sector's rapid growth and transformed Charlotte into a nationally recognized center for arts, science, history and heritage.


Private sector donors will continue to play an essential role in the transformation of the creative community, helping strengthen the building blocks of the sector and nurture young and emerging organizations and artists.

The Task Force envisions a wider, deeply engaged family of private sector donors giving to ASC Fund Drive and directly to the cultural organizations and causes they love. Two steps are critical to building this wider philanthropic culture: 1) Investing in marketing and development capacity of the core local creative nonprofits; 2) Developing the database and ability to transfer ASC donors to cultural groups in which donors are interested.

Private Sector Background

Highlights of the Task Force's research into private sector giving, donor trends, cultural organization critical needs, and funding models in comparable cities include:

- Nearly 3,000 private citizens expressed their opinions about the cultural sector through the Cultural Vision Plan, and they resoundingly asked for more programming, particularly in neighborhoods, through education initiatives, and in culturally relevant and innovative programs. Surveys through the Urban Institute reinforce that local residents value cultural programming, want arts and science



education in the public schools, and support government funding for the creative sector.

- The cultural sector is a major regional employer, a leading driver of tourism and economic development, and essential to business and employee relocations to Charlotte. Private sector investments in the cultural sector pay tangible financial dividends *for* the private sector.
- Private sector support is essential to the stability and growth of the cultural sector, and increasing private donations directly to cultural organizations is a key long-term solution for sustainable financial support.
- Over the last six years, the number of donors to ASC has declined, and the number of donors to the Cultural Partners has not increased correspondingly. As other sources of funding (e.g., ASC grants, public funding) decreased, this has made Cultural Partners more dependent on a relatively small number of private sector donors for increasing amounts of funding.
- After years of funding cuts, the cultural sector is not in a position to expand programs or grow revenues without a strategic expansion of its development and marketing staff capacity.

Private Sector Conclusions

The Task Force's research led members to several conclusions about how the private sector can and should be involved in the Charlotte cultural community's renaissance.

- The most significant, sustainable growth in the cultural sector will come from nurturing committed donors who are personally and directly involved with one or more arts, science or history nonprofits.
- ASC Fund Drive has enormous untapped potential as a conduit for connecting workplace giving donors to cultural organizations throughout the community, building passionate donors and patrons.
- With support to strengthen their marketing and development staffs, the Cultural Partners can shepherd, steward and welcome ASC Fund Drive donors by helping them find the organizations and programs they enjoy the most.
- The wider Charlotte community does not have a clear understanding of the important role the cultural sector plays in our civic growth, financial well-being, education and quality of life

Recommendations for Private Sector

ASC creates the structures, relationships and operations to convert its Annual Fund Drive into a true year-round Culture Campaign, a vital pipeline for citizens in the workplace to become engaged, passionate, loyal patrons, donors and advocates for the Cultural Partners and the sector as a whole. This campaign would both raise money and build engagement and participation in arts, science and history programs.

Short-Term Stabilization Strategies – One to Five Years

- ASC and Cultural Partners, recognizing that the nature of workplace giving is evolving, collaborate to find the best new community fundraising model for the region. This includes commissioning a transitional study to develop and assess innovative new community-wide “engagement” models (as opposed to fundraising models), that will be an effective bridge between public and private cultural sector support over the next five to ten years.
- Communicate the value and importance of the Cultural Campaign and the sector through stories of economic impact, personal involvement, accessibility and solving community challenges. Use this communication campaign to better position the sector as it competes for fundraising and participation dollars with a wide range of other charitable and entertainment opportunities.
- Strategically bolster the ASC Campaign Cabinet with strategically chosen senior community and corporate leadership to increase the influence and reach of the Campaign.

Private funders invest strategically in building the fundraising and marketing capacity of cultural groups, enabling them to cultivate patrons and donors to their organizations from among all Charlotte-Mecklenburg residents and from among ASC Cultural Campaign participants.

- Raise and direct new private sector dollars (\$4.5 million+ per year for 10 years) toward marketing and development resource projects for the Cultural Partners. These include staff, training and technology, preferably through multi-year project grants;
- ASC and the Greater Charlotte Cultural Trust invest in training and staff positions within cultural organizations to cultivate and steward major individual gifts.

The Cultural Trust, Cultural Partners and ASC design, launch and execute a strategy to generate \$125 million in additional endowment principal from private donors over 10 years.

PUBLIC SECTOR

Public Sector Findings

Over the course of four decades, the Charlotte-Mecklenburg creative and cultural community was built through a unique partnership between the private and public sectors. Local governments invested in arts, science and history for the benefit of all citizens, and private donors worked in collaboration with elected officials to cultivate high-quality programs, organizations and artists for Charlotte.

Until 1996, the public and private sectors provided almost equal support to the cultural organizations. After 1996, the balance shifted to the majority of support being provided by an enlightened and generous private sector. By 2013, the public sector provided almost no unrestricted programming dollars to the cultural sector. At the same time, the public sector provides millions of dollars annually in bond debt payments, along with operating/capital maintenance for City and County owned facilities.

After years of reductions in operating funds available to the sector, the Task Force recommends that the historically equal public/private partnership be renewed in order to preserve and expand cultural opportunities for future generations.


Public Sector Background

Highlights of the Task Force's research into public sector support, long-term trends, cultural organization critical needs, and funding models of comparable local governments include:

- In supporting creativity and culture, elected officials reflect the will of Charlotte-Mecklenburg residents: The Cultural Life Survey found that 71% of citizens support government funding for arts, science and history, and 82% of citizens strongly value art, music, drama and dance instruction in public schools.
- The Charlotte cultural sector welcomes 3.9 million attendees per year, with more than 1.7 million of them being children and youth whose education is enhanced by arts and science education.

- Currently, there is no funding for professional cultural programming in public schools. The program and transportation costs for CMS cultural field trips and in-school residencies are paid for entirely by private donors giving to ASC and the Cultural Partners.
- Students who participate in the arts in school have higher GPAs, higher standardized test scores and lower dropout rates. STEM programs offered by science organizations have been identified as a key component of careers that drive the emerging economy.
- Significant public support is key to many local and regional cultural funding models, ranging from cultural facility ownership and operations (Dallas) to a regional sales tax generating \$45 million per year for cultural groups in a multi-county area (Denver).
- In a significant number of comparable cities nationwide, the cultural sector is represented by a City or Mayor's office department. In Charlotte, this function is performed by the Arts & Science Council, an independent 501c3 nonprofit.
- Charlotte's reputation as a national model for cultural sector growth and quality was born from the combination of government, corporate and individual support for the sector.
- Local government funding for the cultural sector has not kept pace with the demographic growth of the community: Since 2000, unrestricted City funds have remained flat in the face of 32% population growth, and unrestricted County funds were eliminated entirely.
- Investment in the cultural sector produces positive returns for government: The local nonprofit cultural sector employs more than 6,200 people, generates \$202 million in economic impact, produces \$18.1 million in local and state tax revenues, and offers 75,000 annual programs and events.
- Creativity, especially in an innovative workforce, is essential to a thriving community and region. Cultural activities are a key factor in corporate relocation decisions, and a recent IBM Global CEO survey cited creativity as the #1 desired skill for new employees.
- The State of North Carolina provides disproportionate support to cultural organizations in Wake County because of their state resource designations, despite Mecklenburg County having comparable or larger populations, attendance figures and community impact.

Public Sector Conclusions



The Task Force's research led members to several conclusions about how the public sector can and should be involved in the Charlotte cultural community's stabilization and growth.

- Charlotte-Mecklenburg residents want expanded cultural programming that is accessible to even more people, and they support government funding to make that happen.
- Local government has invested generously in physical facilities, but funding for programming and operations has fallen dangerously behind the need, especially as the City and County population boomed. This creates the risk of beautiful cultural buildings without enough programs, funding or staff to operate them.
- Access to high-quality arts, science, history and heritage programs is essential to Charlotte's quality of life and a core part of Charlotte's identity as a progressive Southern city.
- Public funding for the cultural sector represents an investment in the region's quality of life, its attractiveness to new businesses, its innovative workforce, and its tourism industry.
- Public funding for the cultural sector can ensure access to cultural programs for *all* residents, including those who otherwise could not participate, and it can help make the Cultural Vision Plan a reality.
- Providing cultural opportunities such as field trips and residencies for CMS students should be a shared effort between CMS and private sector donors.
- By investing in creativity and culture, elected officials can build Charlotte's brand as an innovation hub and an attractive place for businesses to locate and recruit employees.
- Mecklenburg County would benefit from a reallocation of state funding to a more equitable distribution among North Carolina cultural organizations.

Recommendations for Public Sector

ASC designs and spearheads a comprehensive public advocacy plan for the cultural sector, serving as the leading advocate for its economic impact and its educational and quality of life benefits. The advocacy strategy should focus on rebuilding the public and private partnership that built the cultural facilities and the cultural sector over the last 40 years.

Short-Term Stabilization Strategies – One to Five Years

Through active participation and leadership within the Chamber of Commerce and Center City Partners, ASC and Cultural Partner leaders help shape the city's legislative and advocacy agenda each year:

City of Charlotte: Request that the City of Charlotte grow its per capita cultural sector operating funding by \$1.30 per capita to generate an additional \$1,040,000 per year. This would restore funding to 2002 levels and generating additional operating support for the Cultural Partners, as well as funding shared resources to benefit the sector (investing in the data project, increased marketing, etc.) and to rebuild infrastructure that leads to sustainability.

Mecklenburg County: Request that Mecklenburg County increase its cultural program funding by \$1.30 per capita, generating an additional \$1.3 million per year and focusing on stabilization and implementation of the Cultural Vision Plan and neighborhood, grassroots and education programs.

Towns: Request that Huntersville, Matthews, Cornelius, Davidson, Pineville and Mint Hill increase their contributions to ASC by \$1.30 per capita, generating an additional \$195,000 per year.

CMS: Charlotte-Mecklenburg Schools restore funding for arts, science and history field trips (currently paid with \$400,000 of ASC and private donor funding), eventually growing to \$1 million per year to fund field trips for every grade pre-K through 12. CMS identifies opportunities to reallocate existing budget funds or seeks new County funds directly. CMS and members of the cultural sector create and strengthen partnerships with MeckEd, Communities in Schools and other nonprofits that are potential collaborators for field trips and enriching cultural experiences.

State: ASC, Center City Partners, Cultural Partners and the CRVA build a coalition of counties across the state to focus on equitable funding distribution for cultural resources, engaging every county in North Carolina. This coalition drives lobbying efforts in collaboration with the Chamber's legislative work group, the state Mecklenburg County delegation and the NC Department of Cultural Resources to determine appropriate, equitable funding for major state cultural resources housed across the state outside of Raleigh. (One example: One museum in Raleigh receives \$16 million in state support each year, while all Mecklenburg County cultural organizations *combined* receive \$1.4 million total from the NC Arts Council and the Grassroots Science Fund. Another: State funding for Wake County is approximately \$30 per capita, while Mecklenburg County receives \$1.40 per capita from the state.)

ASC, Cultural Partners, City, Towns and County have designated goals within their respective organizations to work in partnership with elected officials to develop a predictable, long-term funding model for the cultural sector.

Long-Term Growth Strategies- Five to 10 years

- Design a sustainable funding source and model unique to the Charlotte region's needs, based on lessons learned from cities and states such as Denver, Minnesota, Portland and others.
- Focus this funding on meeting the sector's critical need for unrestricted operating support.
- Address long-term, dedicated public funding for the cultural sector through a new tax structure to replace and expand upon the additive City, County and Town funds described in the Short-Term Stabilization Strategies section.

ASC & Cultural Partners Findings

As the Task Force delved into the intricacies of the cultural sector's funding model, consensus emerged that the Arts & Science Council was an essential and vitally important consideration in any recommendations or changes to the sector.

The Task Force supports ASC's role as Charlotte-Mecklenburg's local arts agency, and it recommends continuation of ASC's Annual Fund Drive and workplace giving fundraising efforts. Members believe, however, that ASC is in need of reconsideration and reinvention, and it can better fulfill its potential through a strategic redefinition of its purpose and services.

ASC & Cultural Partners Background

Highlights of the Task Force's research and findings about the current cultural sector funding model and the role of ASC include:

- ASC Fund Drive remains the largest and most effective way to generate new donors for the cultural sector, although the participation and engagement of many of those donors remains low.
- ASC has begun adapting its 20th century workplace giving funding model for the 21st century through innovative new programs like Power2Give.org, which has attained national success and recognition.
- Operating support is the most critical type of funding for local cultural organizations, and the one most difficult to obtain, as many funders have shifted primarily to project grants. Operating support from ASC to the Cultural Partners has declined by more than \$4 million per year over the last five years.
- ASC remains the largest local grantor of unrestricted operating dollars, giving more than \$6 million per year to its Cultural Partners.
- Over the last six years, revenue growth among the Cultural Partners has been attributable entirely to new buildings in Uptown Charlotte. When revenue related to the new buildings is removed, total revenue for the rest of the Partners has contracted.
- The Cultural Vision Plan calls for more accessible, neighborhood-based, culturally relevant programming that engages all Charlotte-Mecklenburg residents.
- The local cultural sector is a major driver of tourism and economic development, but the sector and ASC remain poorly integrated into the larger business and tourism promotion organizations.
- ASC has untapped potential for expanded advocacy, promotional and marketing functions, assuming staff and technology investments in those areas.
- Cultural organizations lack the internal resources to collect and analyze donor and patron data in a cost-effective and strategic manner. ASC has begun to

address this through its multi-year data management and analysis project with consultant Louise Stevens.

- Cultural Partners are spending a greater percentage of their budgets on programming than is recommended by national groups like Charity Navigator and Guidestar, while spending an inappropriately low percentage on fundraising and administration. This process of “starving” revenue-generating departments like fundraising and marketing is unsustainable.

ASC & Cultural Partners Conclusions

The Task Force’s research led members to several conclusions about how ASC can and should be involved in the Charlotte cultural community’s stabilization and growth.

- ASC can leverage the arrival of its new CEO this spring as an opportunity to reinvent its mission, programs and structure.
- The Annual Fund Drive and its workplace giving components need to be strengthened and grown, in parallel with investing in innovative new fundraising models that can complement the Annual Fund Drive.
- ASC can better serve as a conduit for new cultural donors to learn about and support specific Cultural Partners.
- The 23 Cultural Partners are the building blocks of the entire cultural community, and community members and donors want to see them supported and strengthened through Operating Support Grants.
- Smaller groups, educational programs and individual artists should also be part of ASC’s focus.
- The cultural community is a major player in the fields of tourism and economic development, and it needs to be “at the table” and well integrated into the region’s promotional organizations.
- ASC is uniquely well positioned to serve as the sector’s data collection, management and analysis center, providing donor and patron insights that can help Cultural Partners increase attendance and donations.

Recommendations for ASC and Cultural Partners

ASC begins a comprehensive process of reinventing its mission, structure and relationship to the cultural sector, focusing on the new and expanded goals and recommendations in this report.

Short-Term Stabilization Strategies – One to Five Years

- Restructure ASC board of directors, governance process, staff and operations to fulfill these recommendations.
 - ➔ Focus the board on the messaging, fundraising, advocacy and influence skills needed to implement these Recommendations and elevate the sector's funding over the next ten years.
 - ➔ Consider the creation of an advisory board for ex-officio members, enabling a smaller and more focused governing and fundraising board for ASC.
- In part with increases in government funding, ASC works to return Cultural Partner operating grants as close as possible to pre-downturn levels. Short-term increases in funding support are made with the goal of longer-term self-sufficiency and sustainability.
- With new dollars, Cultural Partners first build their revenue generation capacity, including the technology and donor stewardship practices to interface with ASC donor database.
- As additional funds become available, ASC and the Cultural Partners begin to implement the Cultural Vision Plan with its emphasis on neighborhood, innovative, grassroots and education programming.
- Cultural Partners leverage the private and public sector investments to generate sustainable earned and contributed revenue. National data suggest that over five years, the Cultural Partners would increase their own revenue sources by two times the size of the initial development and marketing infrastructure investment; i.e. an investment of \$4 million in revenue-generating infrastructure could create, over time, additional revenues of \$8 million per year.

Advocacy and Promotion:

- ASC embraces the role of leading advocate for the Charlotte region’s cultural sector in economic development, legislative and public awareness conversations, and it collaborates with the Chamber, business community, Cultural Partners, universities, leading nonprofits, and elected officials on significant policy initiatives.
 - ➔ ASC takes the lead on coordinated advocacy for changes in public funding of the cultural sector, charitable tax law, zoning and other regulatory issues.
 - ➔ ASC investigates additional opportunities to serve the cultural community as a trade association or professional association.
- Cultural sector leaders, ASC, Chamber, City, County, state legislative delegation and regional councils of governments build a *Regional Cultural Coalition* of arts councils and elected officials to develop a reliable, long-term funding model for the cultural sector.
- Make the Charlotte region recognized as a cultural tourism destination and a desirable region for corporate relocation.
 - ➔ Strengthen partnerships with the CRVA and other regional tourism agencies to increase regional and national cultural tourism marketing expenditures, based on evidence that it drives significant economic investment in Charlotte.
 - ➔ Partner with chambers of commerce, downtown districts and economic development organizations across the region to emphasize the sector’s economic importance and leverage the sector for corporate relocations.
 - ➔ Through corporate leadership networks, create the expectation that relocations and new businesses will support the Charlotte cultural sector financially and be leaders in employee engagement and participation.
- ASC, in partnership with the Cultural Partners, designs and implements a comprehensive communication strategy that makes the case for additional participation and funding *and* educates the wider community about the value of the cultural sector (economic development, quality of life, employment, education, etc.). This strategy includes design and communication of creative benefits for businesses participating in the cultural sector, both financially and through employee engagement initiatives.

Connections and Data:

- ASC makes a major investment in gathering, housing and analyzing **donor and patron** data on behalf of the Cultural Partners, to be used as a tool for the Partners to increase their fundraising and marketing capacity.
 - ➔ Start-up costs include the hardware and software needed for data analytics, for supporting the Cultural Partners and their participation in the data project, and for implementation of a loyalty card and cultural sector rewards program.
- As part of its commitment to data-driven leadership of the cultural sector, ASC collects Campaign donor preferences and interests, sharing them with the Cultural Partners for additional cultivation;
- As part of its focus on workplace engagement and determining employee interests and preferences, ASC also collects and shares **engagement** data with the Cultural Partners. This information would come from vehicles (surveys, focus groups) that encourage employees to provide input regarding their connections to and interest in the cultural sector and its programming.

Fundraising and Grant-Making:

- Focus additional expansion in ASC funding on the data management project, increased operating support for the Cultural Partners, and increased grants for projects that reflect the Cultural Vision Plan's emphasis on neighborhood programs, diversity, education and accessibility.
- Create a new ASC grant pool to begin funding implementation of the Cultural Vision Plan, beginning with \$1 million-\$1.5 million per year and increasing to \$3 million annually within five years.
- Research and promote new methods of reaching community donors outside the workplace through programs like power2give.org and Days of Giving.
- Invest heavily in ASC and Cultural Partner development teams to support expansion of current Fund Drive and create new avenues of donor engagement and community giving.
 - ➔ Benchmark successful, comparable development departments (Chamber, major nonprofits, universities, hospitals) and hire accordingly.
 - ➔ At the same time, potential areas of fundraising staff collaboration for ASC and the Cultural Partners are considered (ex: endowment, prospect research, corporate, etc.)



Long-Term Stabilization Strategies – Five to 10 years

- Cultural Partners set specific annual goals for strengthening balance sheets, making financial sustainability a long-term institutional priority.
- ASC teams with the Cultural Partners to invest in programs that fulfill the Cultural Vision Plan.



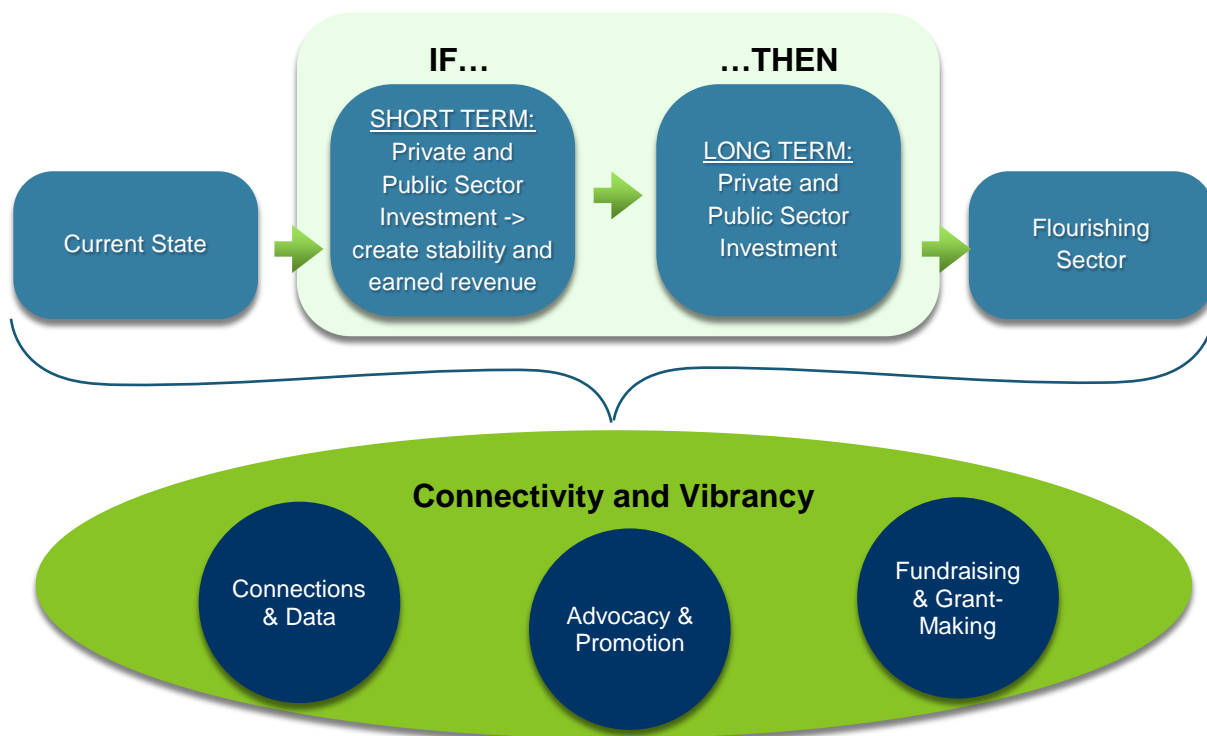
06

Recommendations by
Sector/Source

As it crafted recommendations for the Cultural Sector, the Task Force grouped potential changes into two categories: short-term stabilization efforts and long-term growth initiatives.

This sector-wide transformation begins with stabilization by private donors and government, continues through increased efficiency, engagement and outreach by local cultural groups, and moves toward long-term solutions through a restored public/private funding partnership.

Chart ES.1: Cultural Sector Process of Change



Key Goals of the Recommendations

The Cultural Life Task Force recommends four key actions to ensure vibrant, accessible arts, science and history programs for future generations in Charlotte-Mecklenburg:

- Restructure Arts & Science Council and private sector giving to increase individual, corporate and foundation donations *directly* to the Cultural Partners and other nonprofit cultural organizations. Establish ASC as the gateway for *new* cultural donors and participants who enter the sector through a workplace campaign and are then invited to develop strong relationships directly with Cultural Partners. ASC develops a donor data base that is shared with Cultural Partners to move donors' information and connections to the Cultural Partners.

- Engage local and state government to recommit and expand support for the cultural sector to restore the public/private partnership that built and grew the local arts, science and history sector.
- Reinvent ASC and its mission from the ground up so that it can be more effective in leading the cultural community's adaptation to 21st-century trends in philanthropy, demographics and citizen participation. Focus ASC on adapting to a constantly changing environment, continuously refreshing the case for the cultural sector and allocating funds responsively.
- Support the ASC Cultural Partners with administrative, fundraising and managerial resources as they focus on revising, building and continuously improving their programmatic, revenue and governance operations and sustainability.

To achieve these goals, the Task Force recommends strategies in two categories: short-term stabilization and long-term growth.

Short-Term Stabilization Strategies – One to Five Years

The strategies proposed in this section reflect recommendations that are intended to relieve current challenges experienced by the arts, science and culture sector.

ASC & Cultural Partner Structure:

- ASC begins a comprehensive process of reinventing its mission, structure and relationship to the cultural sector, focusing on the new and expanded goals and recommendations in this report.
- Restructure ASC board of directors, governance process, staff and operations to fulfill these recommendations.
 - ➔ Focus the board on the messaging, fundraising, advocacy and influence skills needed to implement these Recommendations and elevate the sector's funding over the next ten years.
 - ➔ Consider the creation of an advisory board for ex-officio members, enabling a smaller and more focused governing and fundraising board for ASC.
- In part with increases in government funding, ASC works to return Cultural Partner operating grants as close as possible to pre-downturn levels. Short-term

increases in funding support are made with the goal of longer-term self-sufficiency and sustainability.

- With new dollars, Cultural Partners first build their revenue generation capacity, including the technology and donor stewardship practices to interface with ASC donor database.
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- Cultural Partners leverage the private and public sector investments to generate sustainable earned and contributed revenue. National data suggest that over five years, the Cultural Partners would increase their own revenue sources by two times the size of the initial development and marketing infrastructure investment; i.e. an investment of \$4 million in revenue-generating infrastructure could create, over time, additional revenues of \$8 million per year.

Advocacy and Promotion:

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 - ➔ ASC takes the lead on coordinated advocacy for changes in public funding of the cultural sector, charitable tax law, zoning and other regulatory issues.
 - ➔ ASC investigates additional opportunities to serve the cultural community as a trade association or professional association.
- Cultural sector leaders, ASC, Chamber, City, County, state legislative delegation and regional councils of governments build a *Regional Cultural Coalition* of arts councils and elected officials to develop a reliable, long-term funding model for the cultural sector.
- Make the Charlotte region recognized as a cultural tourism destination and a desirable region for corporate relocation.
 - ➔ Strengthen partnerships with the CRVA and other regional tourism agencies to increase regional and national cultural tourism marketing expenditures, based on evidence that it drives significant economic investment in Charlotte.

- ➔ Partner with chambers of commerce, downtown districts and economic development organizations across the region to emphasize the sector's economic importance and leverage the sector for corporate relocations.
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Connections and Data:

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Fundraising and Grant-Making:

- Focus additional expansion in ASC funding on the data management project, increased operating support for the Cultural Partners, and increased grants for projects that reflect the Cultural Vision Plan's emphasis on neighborhood programs, diversity, education and accessibility.

- Create a new ASC grant pool to begin funding implementation of the Cultural Vision Plan, beginning with \$1 million-\$1.5 million per year and increasing to \$3 million annually within five years.
- Research and promote new methods of reaching community donors outside the workplace through programs like power2give.org and Days of Giving.
- Invest heavily in ASC and Cultural Partner development teams to support expansion of current Fund Drive and create new avenues of donor engagement and community giving.
 - ➔ Benchmark successful, comparable development departments (Chamber, major nonprofits, universities, hospitals) and hire accordingly.
 - ➔ At the same time, potential areas of fundraising staff collaboration for ASC and the Cultural Partners are considered (ex: endowment, prospect research, corporate, etc.).

Private Sector:

- ASC creates the structures, relationships and operations to convert its Annual Fund Drive into a true year-round **Culture Campaign**, a vital pipeline for citizens in the workplace to become engaged, passionate, loyal patrons, donors and advocates for the Cultural Partners and the sector as a whole. This campaign would both raise money *and* build engagement and participation in arts, science and history programs.
 - ➔ ASC and Cultural Partners, recognizing that the nature of workplace giving is evolving, collaborate to find the best new community fundraising model for the region. This includes commissioning a transitional study to develop and assess innovative new community-wide “engagement” models (as opposed to fundraising models), that will be an effective bridge between public and private cultural sector support over the next five to 10 years.
 - ➔ Communicate the value and importance of the Cultural Campaign and the sector through stories of economic impact, personal involvement, accessibility and solving community challenges. Use this communication campaign to better position the sector as it competes for fundraising and participation dollars with a wide range of other charitable and entertainment opportunities.
 - ➔ Strategically bolster the ASC Campaign Cabinet with strategically chosen, senior community and corporate leadership to increase the influence and reach of the Campaign.

- Private funders invest strategically in building the fundraising and marketing capacity of cultural groups, enabling them to cultivate patrons and donors to their organizations from among all Charlotte-Mecklenburg residents *and* from among ASC Cultural Campaign participants.
 - ➔ Raise and direct new private sector dollars (\$4.5 million+ per year for 10 years) toward marketing and development resource projects for the Cultural Partners. These include staff, training and technology, preferably through multi-year project grants;
 - ➔ ASC and the Greater Charlotte Cultural Trust invest in training and staff positions within cultural organizations to cultivate and steward major individual gifts.


Public Sector:

- ASC designs and spearheads a comprehensive public advocacy plan for the cultural sector, serving as the leading advocate for its economic impact and its educational and quality of life benefits. The advocacy strategy should focus on rebuilding the public and private partnership that builds the cultural facilities and the cultural sector over the last 40 years.
- Through active participation and leadership within the Chamber of Commerce and Center City Partners, ASC and Cultural Partner leaders help shape the city's legislative and advocacy agenda each year:

City of Charlotte: Request that the City of Charlotte grow its per capita cultural sector operating funding by \$1.30 per capita that generates an additional \$1,040,000 per year. This would restore funding to 2002 levels and generating additional operating support for the Cultural Partners, as well as funding shared resources to benefit the sector (investing in the data project, increased marketing, etc.) and to rebuild infrastructure that leads to sustainability.

Mecklenburg County: Request that Mecklenburg County increase its cultural *program* funding by \$1.30 per capita, generating an additional \$1.3 million per year and focusing on stabilization and implementation of the Cultural Vision Plan and neighborhood, grassroots and education programs.

CMS: Charlotte-Mecklenburg Schools restore funding for arts, science and history field trips (currently paid with \$400,000 of ASC and private donor funding), eventually growing to \$1 million per year to fund field trips for every grade pre-K through 12. CMS identifies opportunities to



reallocate existing budget funds or seeks new County funds directly. CMS and members of the cultural sector create and strengthen partnerships with MeckEd, Communities in Schools and other nonprofits that are potential collaborators for field trips and enriching cultural experiences, as well as partnering with universities, colleges and community colleges to build a cultural-sector pipeline of innovative, critical thinkers.

Towns: Request that Huntersville, Matthews, Cornelius, Davidson, Pineville and Mint Hill increase their contributions to ASC by \$1.30 per capita, generating an additional \$195,000 per year.

State: ASC, Center City Partners, Cultural Partners and the CRVA build a coalition of counties across the state to focus on equitable funding distribution for cultural resources, engaging every county in North Carolina. This coalition drives lobbying efforts in collaboration with the Chamber's legislative work group, the state Mecklenburg County delegation and the NC Department of Cultural Resources to determine appropriate, equitable funding for major state cultural resources housed across the state outside of Raleigh. (One example: One museum in Raleigh receives \$16 million in state support each year, while all Mecklenburg County cultural organizations *combined* receive \$1.4 million total from the NC Arts Council and the Grassroots Science Fund. Another: State funding for Wake County is approximately \$30 per capita, while Mecklenburg County receives \$1.40 per capita from the state.)

Chart ES.2: Proposed Short-Term Investments

Public Sector Investment Increases

Source	Population	Increase	Total Amount (Annual)
City	793,000	\$1.30 per capita	\$1,040,000
County	1,000,000	\$1.30 per capita	\$1.3 million
CMS	1,000,000	\$1.00 per capita or \$7.50 per child	\$1 million
Towns	150,000	\$1.30 per capita	\$195,000
State	TBD	TBD	TBD
TOTAL			\$3.535 million +

New Private Sector Growth

\$4.0 – \$4.5 million per year from private funders X 10 years

New Cultural Partner Revenue

Strategies to increase contributed and earned revenues.
Leveraging the new public and private investments.

Long-Term Growth Strategies – Five to 10 Years

The strategies proposed in this section are intended to establish a long-term sustainable solution to current and potential future challenges anticipated based on the current state of the cultural sector and to promote overall growth and health of the sector moving forward.

Private Sector:

- The Cultural Trust, Cultural Partners and ASC design, launch and execute a strategy to generate \$125 million in additional endowment principal from private donors over 10 years.

ASC & Cultural Partner Structure:

- Cultural Partners set specific annual goals for strengthening balance sheets, making financial sustainability a long-term institutional priority.
- ASC teams with the Cultural Partners to invest in programs that fulfill the Cultural Vision Plan.

Public Sector:

- ASC, Cultural Partners, City, Towns and County have designated goals within their respective organizations to work in partnership with elected officials to develop a predictable, long-term funding model for the cultural sector.
 - ➔ Design a sustainable funding source and model unique to the Charlotte region's needs, based on lessons learned from cities and states such as Denver, Minnesota, Portland and others.
 - ➔ Focus this funding on meeting the sector's critical need for unrestricted operating support.
 - ➔ Address long-term, dedicated public funding for the cultural sector through a new tax structure to replace and expand upon the additive City, County and Town funds described in the Short-Term Stabilization Strategies section.

Chart ES.3: Proposed Long-Term Investments

Public Sector Investment

Dedicated revenue source for the cultural sector, providing predictable annual support and a foundation for growth.

Private Sector Investment

Cultural sector raises \$125 million in addition to endowment funds.



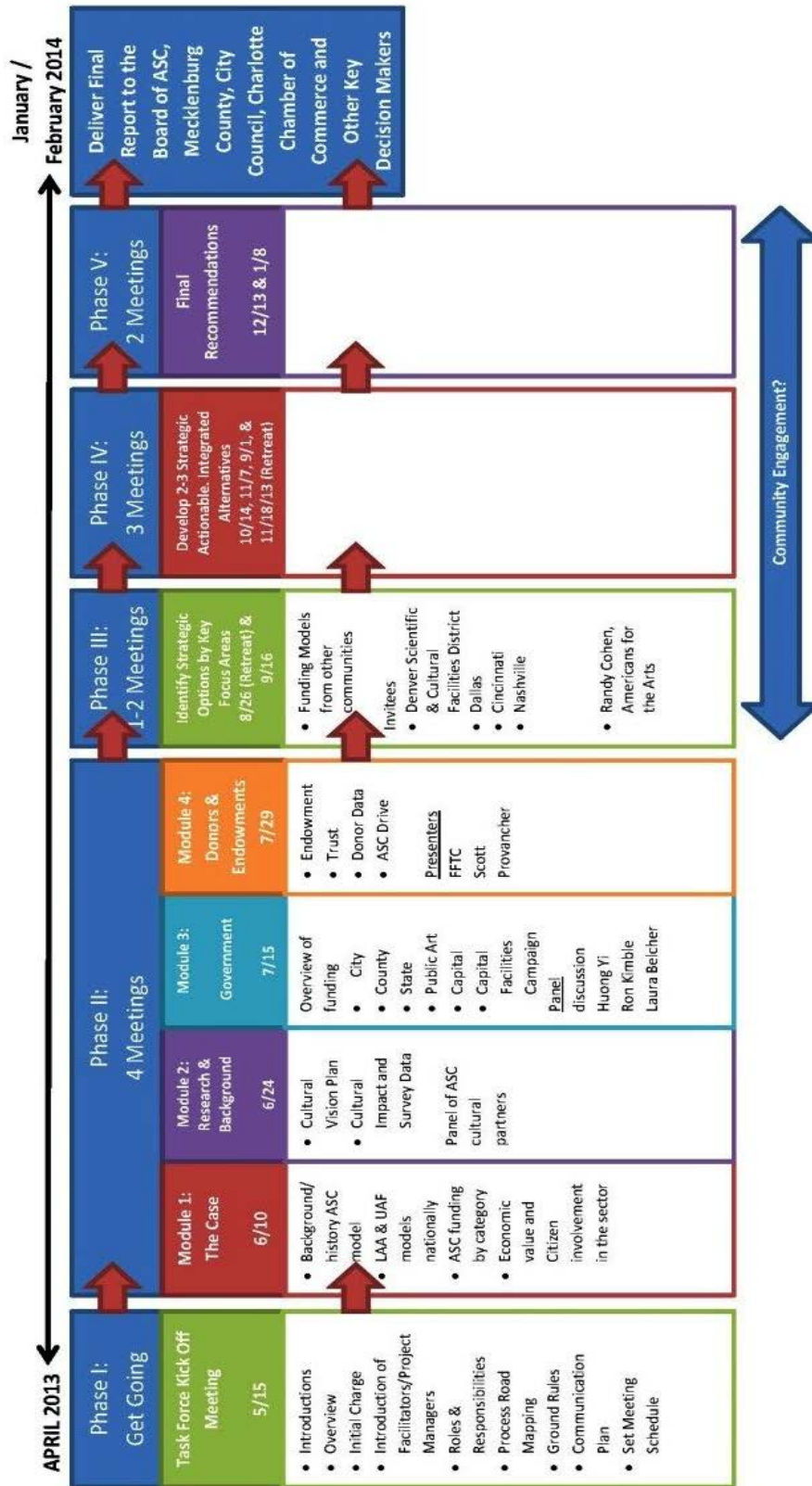
Appendices



Appendix A:

Cultural Life Task Force Original Timeline

APPENDIX A: Original Cultural Life Task Force Timeline





Appendix B:

Cultural Life Task Force Meeting Schedule

APPENDIX B: Cultural Life Task Force Meeting Schedule

Date	Time
May 15 th , 2013 (Wednesday)	3:00 – 5:00 pm
June 10 th , 2013 (Monday)	3:00 – 5:00 pm
June 24 th , 2013 (Monday)	3:00 – 5:30 pm
July 15 th , 2013 (Monday)	3:00 – 5:30 pm
July 29 th , 2013 (Monday)	3:00 – 5:30 pm
August 2 nd , 2013 (Friday)	12:00 am – 2:00 pm
August 26 th , 2013 (Monday)	9:00 am – 4:00 pm (Retreat) ¹
September 16 th , 2013 (Monday)	3:00 – 5:30 pm
October 14 th , 2013 (Monday)	3:00 – 5:30 pm
November 7 th , 2013 (Thursday)	3:30 – 5:30 pm
November 18 th , 2013 (Monday)	9:00 am – 1:00 pm (Retreat) ²
December 13 th , 2013 (Friday)	8:00 – 10:00 am
January 31 st , 2014 (Friday)	8:00 – 10:30 am
February 10 th , 2014 (Monday)	8:00 – 10:30 am
March 17 th , 2014 (Thursday)	8:00 – 10:30 am
June 6 th , 2014 (Friday)	8:00 – 10:30 am

All regular meetings took place at the Arts and Science Council Board Room.

¹Morning portion of the retreat took place at the Charlotte-Mecklenburg Library – Main Library. Afternoon portion of the retreat took place at Foundation for the Carolinas – Silverman Pavilion.

²Retreat took place at the Arts and Science Council Board Room.



Appendix C:

Cultural Partner Advisory Committee

APPENDIX C: Cultural Partner Advisory Committee

Committee Member	Position	Organization
Adrienne Dellinger	Executive Director	Clayworks Inc.
Tom Gabbard	President	Blumenthal Performing Arts
Kathleen Jameson, Ph. D.	Executive Director	The Mint Museum
Bruce LaRowe	Executive Director	Children's Theatre of Charlotte
John Mackay	President and CEO	Discovery Place
Doug Singleton	Executive Director	Charlotte Ballet
Jim Warren	Executive Director	Carolina Raptor Center
Emily Zimmern	President and CEO	Levine Museum of the New South



Appendix D:

ASC Cultural Life Survey

2013

APPENDIX D: ASC Cultural Life Survey 2013




ASC Cultural Life Survey 2013

Presented by
Eric Caratao, Social Research Specialist
UNC Charlotte Urban Institute

June 24th, 2013




1



Presentation Agenda

- Survey Background
- Background characteristics of survey respondents
- Survey findings (2013 and earlier)
- Main Points of Analysis
- Q & A



2

- In **2003**, ASC placed questions on the Charlotte-Mecklenburg Annual Survey conducted by the UNC Charlotte Urban Institute
- Since **2005**, ASC has commissioned an annual Charlotte-Mecklenburg Cultural Life Survey through the UNC Charlotte Urban Institute
- **2013** marks the 9th consecutive year of the project



3

- Survey of Mecklenburg County residents
- Random Digit Dialing (RDD) sample of households, supplemented with wireless numbers
- Telephone interview with 401 randomly identified adults aged 18+ (offered in English & Spanish)
- Interviewing conducted April 4 – April 25, 2013
- Data weighted to reflect adult population by age, gender, race, and ethnicity



4

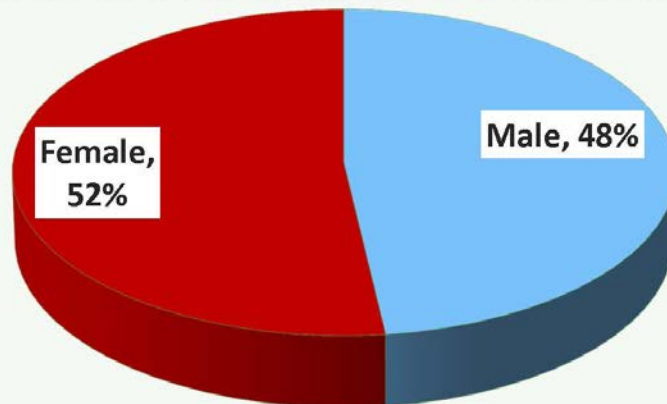


Cultural Life Survey 2013 Demographics

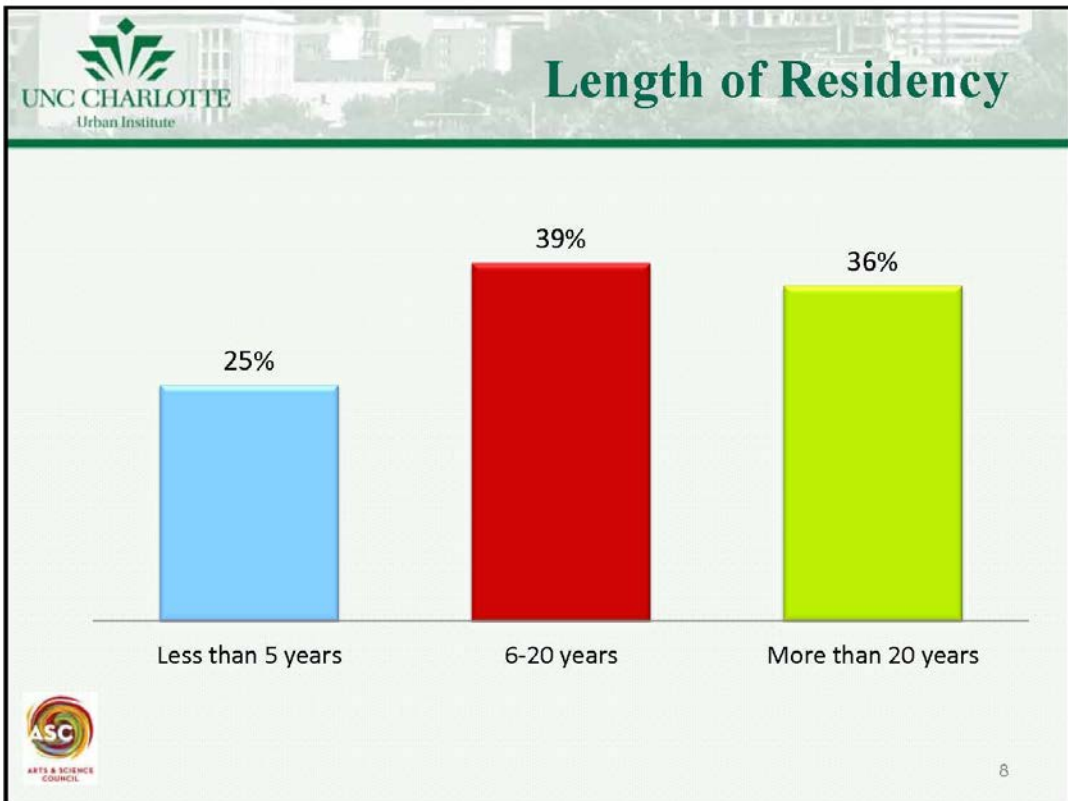
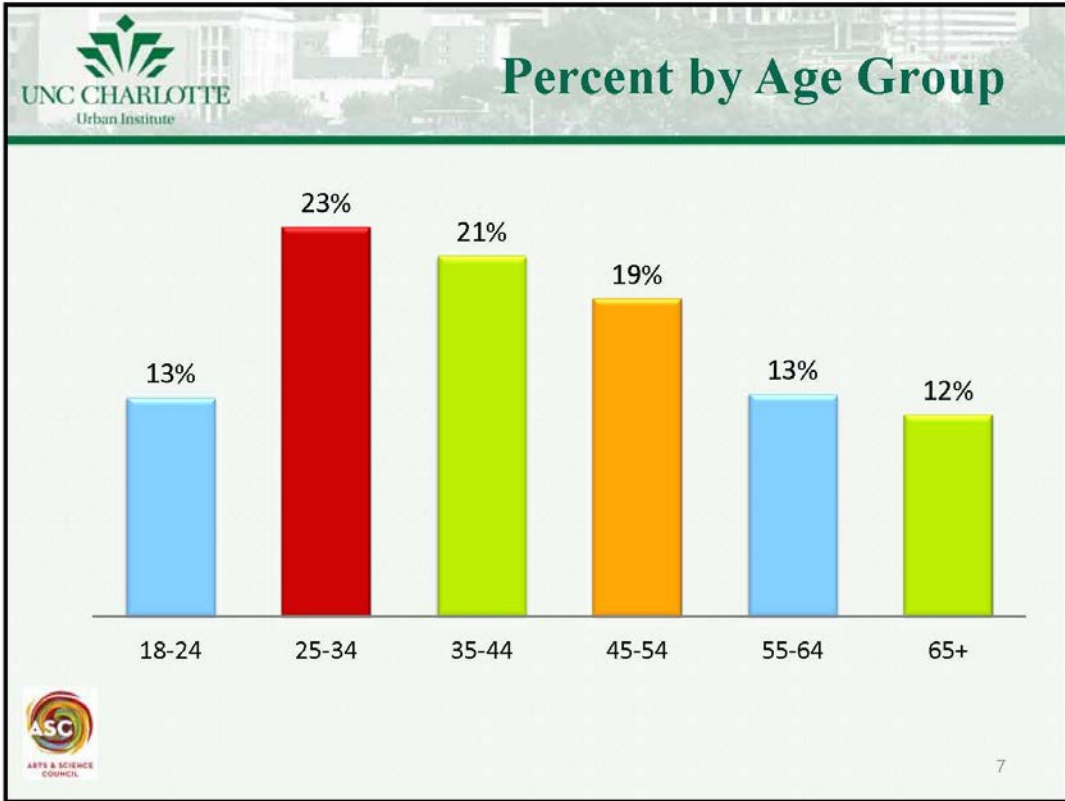


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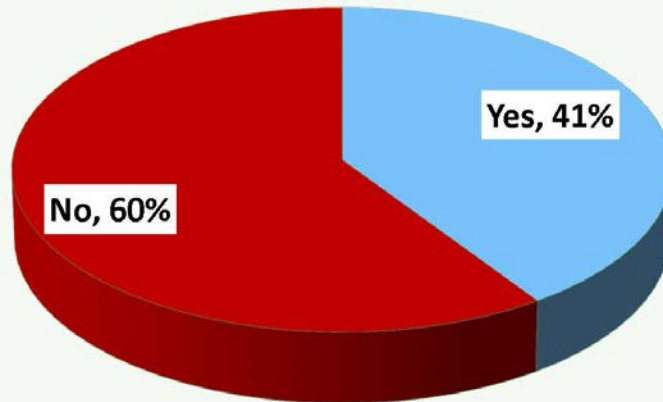
Gender



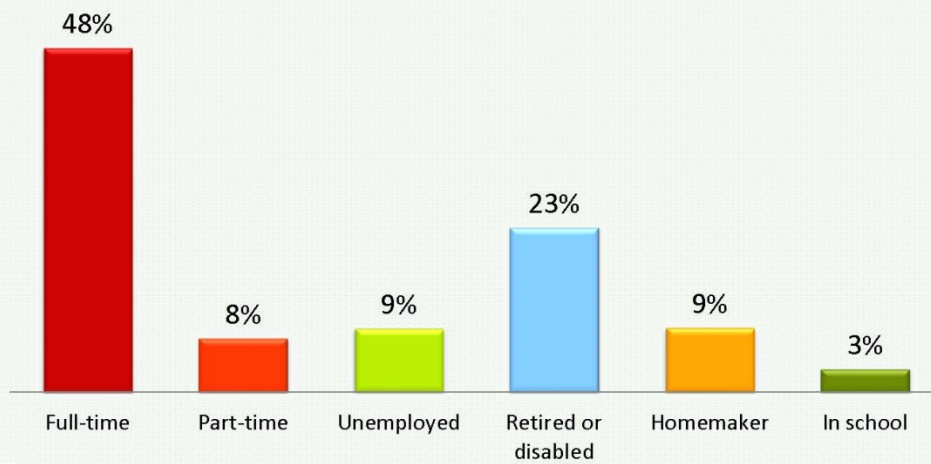
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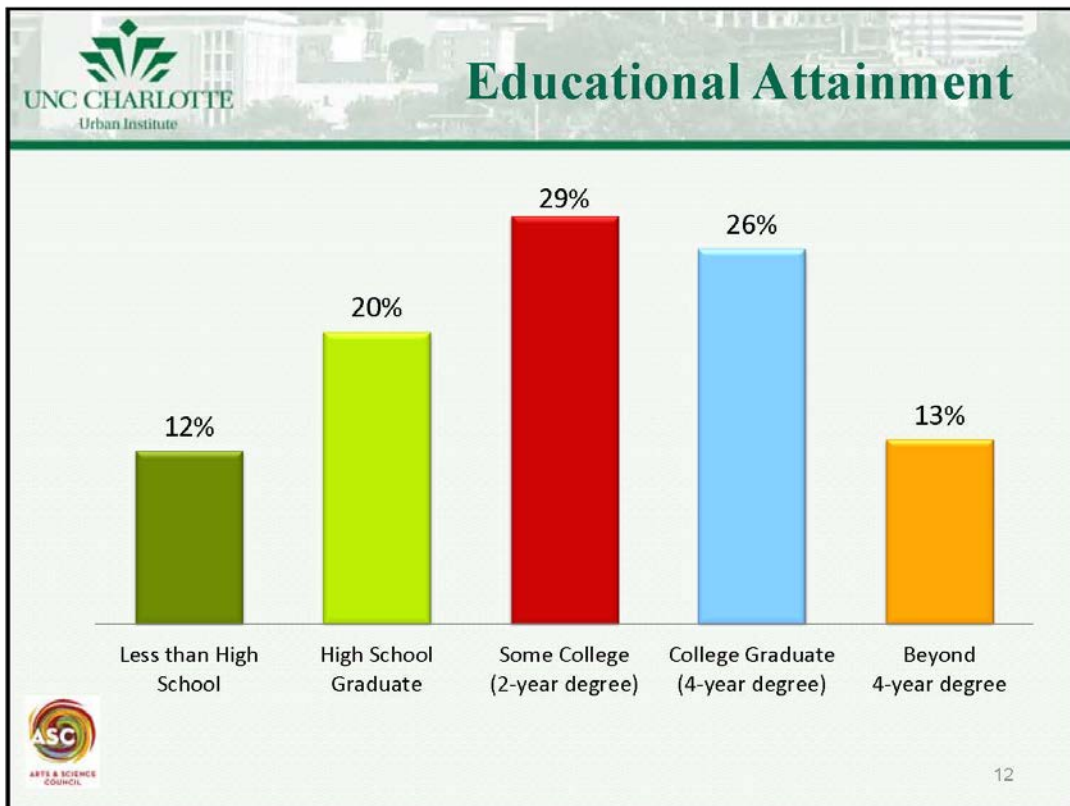
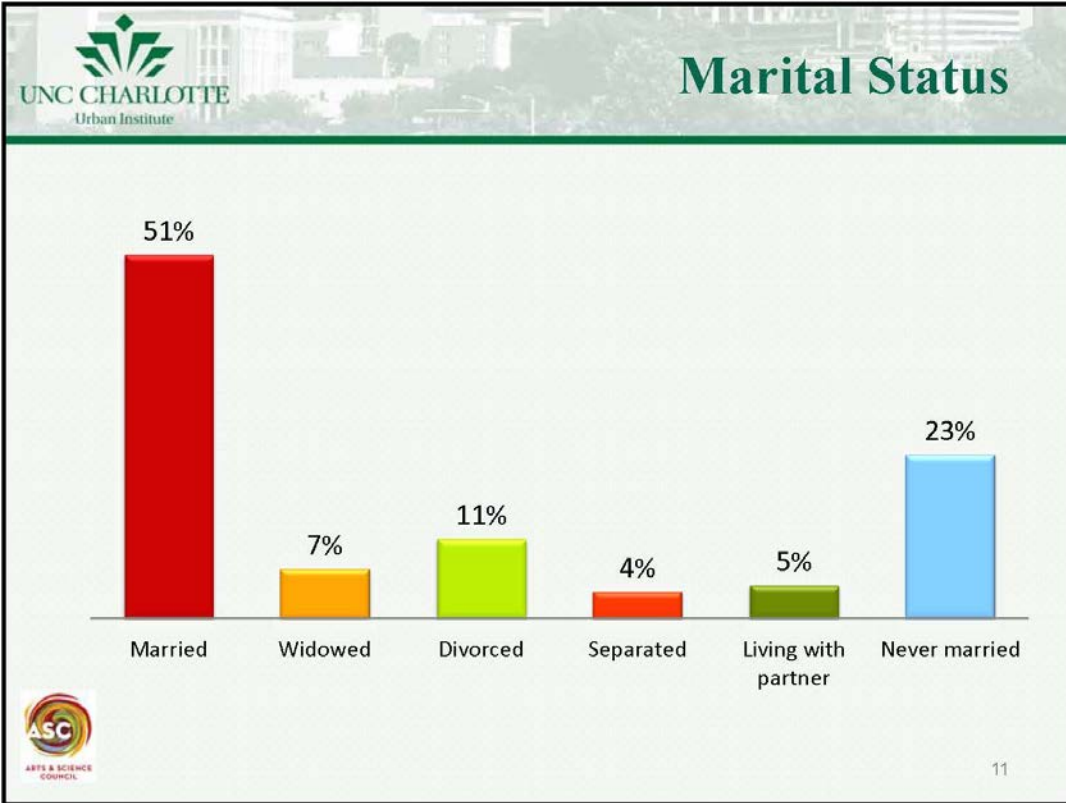


Children under 18 living in household

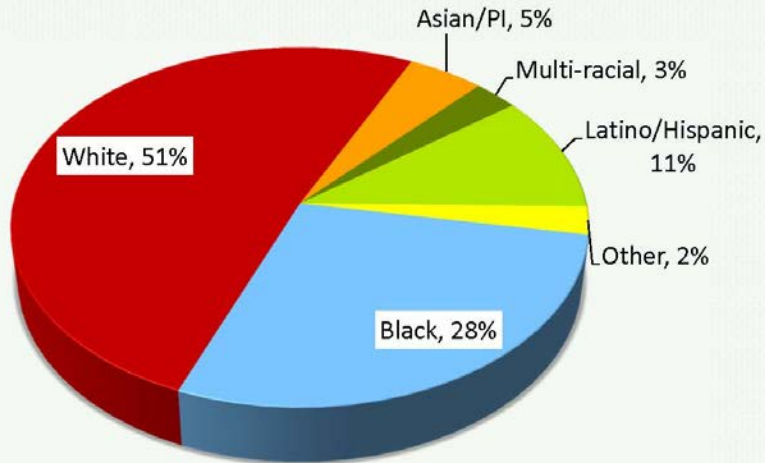


Employment Status

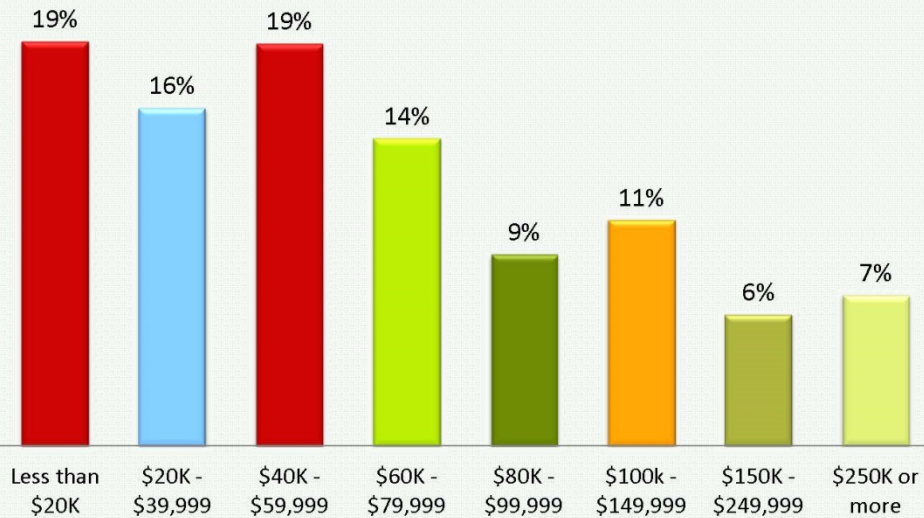




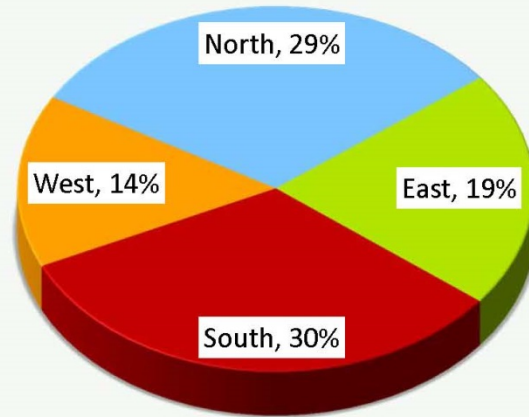
Race/Ethnicity



Annual Household Income



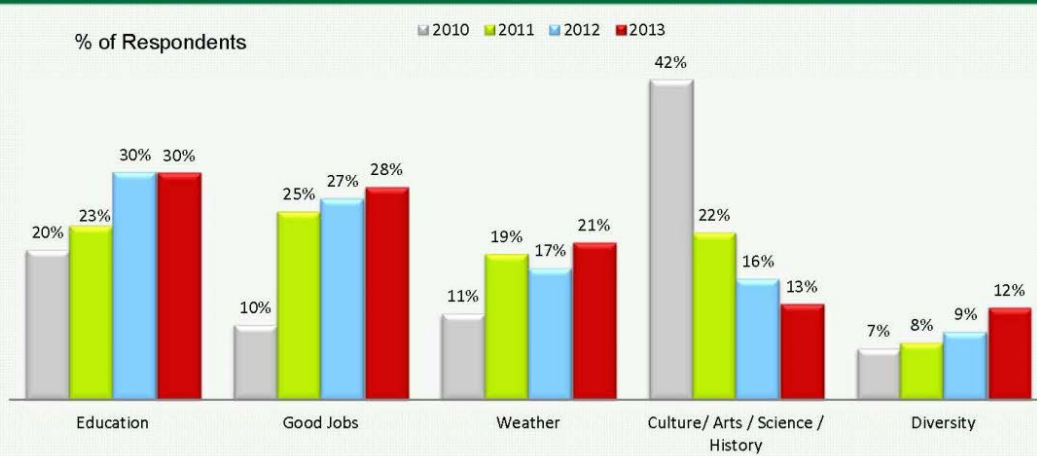
Respondent Geographic Location by Zip Code



Cultural Life Survey 2013 Findings: Quality-Related Questions



Quality of Life Factors (Top Five)

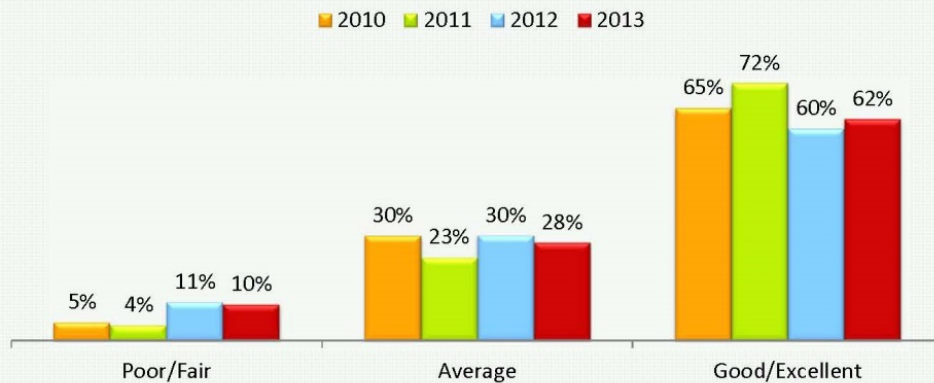


Respondents were asked to think of the two most important factors that contribute in a positive way to the quality of life in Charlotte-Mecklenburg. Education has remained the top factor since 2010 with both Good Jobs and Weather increasing in importance over the same period. For the first time in 2013, Diversity falls into the top five quality of life factors.



The Quality of Arts, Science, and History Programs and Activities

Rating on the Quality of Arts, Science, and History Programs and Activities in Charlotte-Mecklenburg

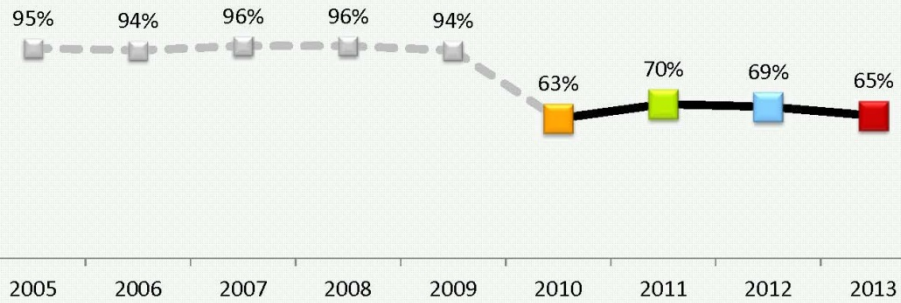


The majority of respondents rated the quality of arts, science, and history programs and activities in Charlotte-Mecklenburg as being Good or Excellent.



Positive Contribution to Quality of Life

% of Respondents who agree that arts, science, and history contribute to quality of life



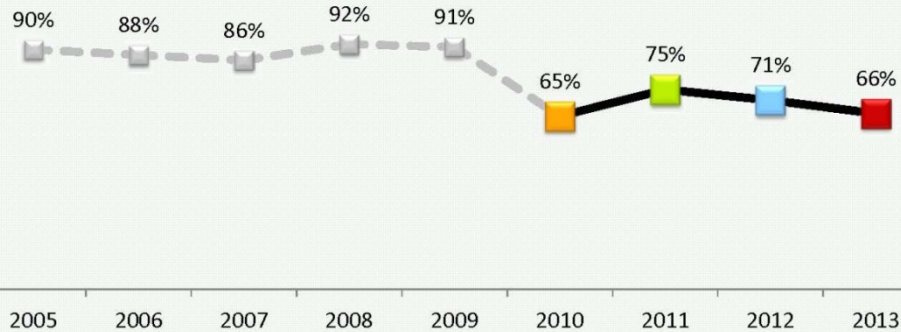
The percentage of survey respondents who agreed that arts, science and history organizations contribute to the quality of life in Charlotte-Mecklenburg decreased slightly from 2012, but is within the margin of error. This question was a Yes/No prior to the 2010 survey.



19

Makes Charlotte-Mecklenburg Attractive for Relocation

% of Respondents who agree that arts, science, and history make Charlotte-Mecklenburg more attractive for relocation



The percentage of survey respondents who agreed that arts, science and history organizations make Charlotte-Mecklenburg attractive to businesses and individuals decreased by five percent since 2012. This question was a Yes/No prior to the 2010 survey.



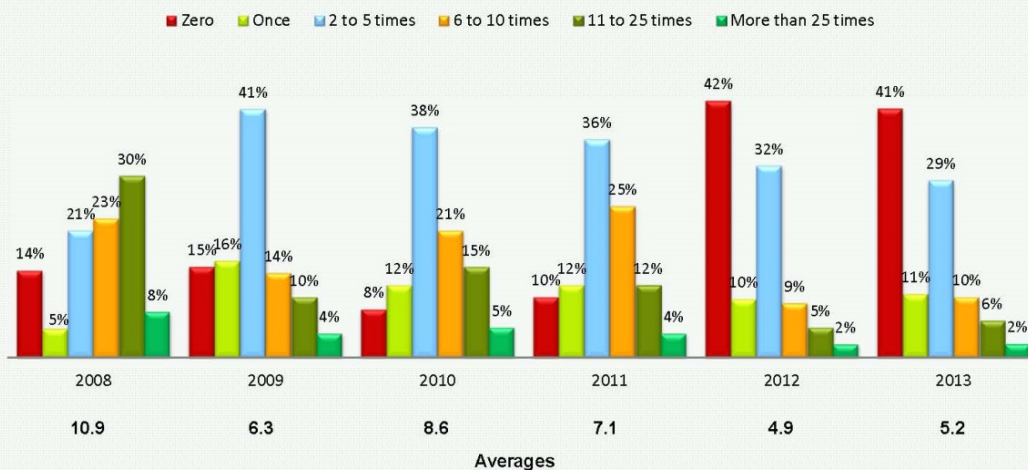
20



Cultural Life Survey 2013 Findings: Programs and Events Attendance



Attendance Frequency



The average number of programs and/or activities attended increased slightly from 2012 to 2013. Prior to 2012, zero attendance was determined by the number of respondents who were skipped on this question.



Barriers to attending arts & cultural events in Charlotte

% of Respondents

TOP BARRIERS	2010	2011	2012	2013
Traffic/Distance/Parking/Location	51.1%	72.5%	81.6%	83.6%
Already Do Enough or Too Busy	53.2%	56.8%	61.5%	53.6%
Cost of Tickets	51.4%	50.8%	51.7%	53.2%
Do not know what there is to do	27.8%	27.2%	35.3%	39.0%
No Interest	31.9%	33.8%	32.6%	30.8%
Children at home/Family	34.4%	24.1%	37.1%	30.4%
Too hard to get tickets	11.6%	16.2%	24.3%	27.4%
Access to Public Transportation	N/A	14.1%	21.0%	21.7%
Poor quality programs	9.9%	12.8%	18.5%	17.8%

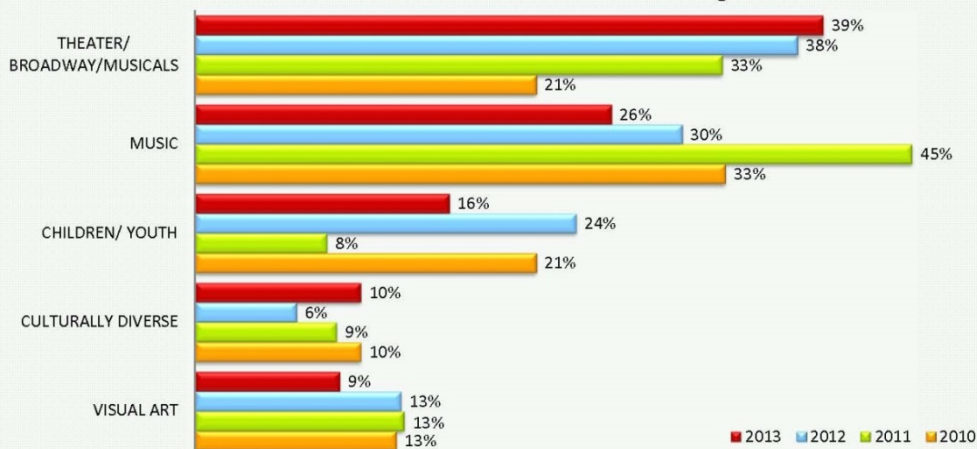
Barriers relating to traffic, distance, parking, and location are cited the most followed by too busy to attend and cost of tickets.



23

Desired Programs to Attend (Top Five)

% of Respondents: Type of Programs Respondents Would Like to Attend More of in Charlotte-Mecklenburg



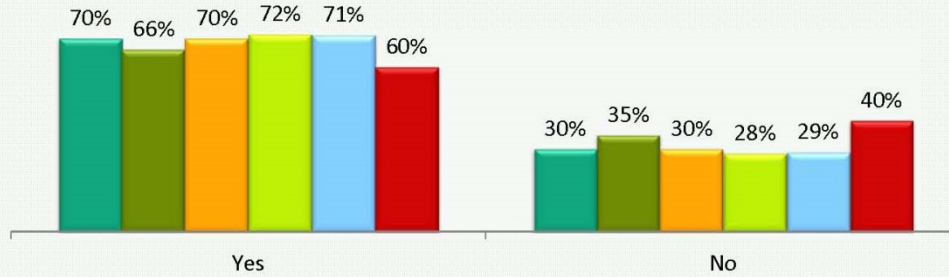
Similar to previous years, respondents prefer to see more Theater/Broadway programs, followed by Music programs. Between the 2012 and 2013 surveys, the percent of respondents who would like to see more Culturally Diverse programs increased by four percent.

24

Diversity of Programs Reflects Diversity of Community

Do you think that the arts, science or history programs available in Charlotte-Mecklenburg reflect the diversity of our community's population?

2008 2009 2010 2011 2012 2013



Overall, the majority of respondents continue to feel that the diversity of programs available in Charlotte-Mecklenburg reflects the diversity of the community. Noting this, the strength of agreement has decreased by eleven percent since 2012.



25



Cultural Life Survey 2013 Findings: Arts, Music, Drama and Dance in Schools

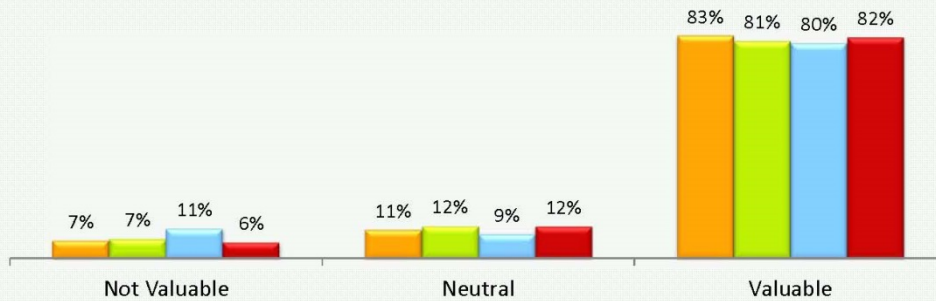


26

The Value of Arts, Music, Drama and Dance Instruction in Schools

Rating on the Value of Arts, Music, Drama and Dance Instruction in Schools

2010 2011 2012 2013



As with previous years, a strong majority of respondents stated that arts, music, drama and dance instruction in the schools to the education of children is valuable.

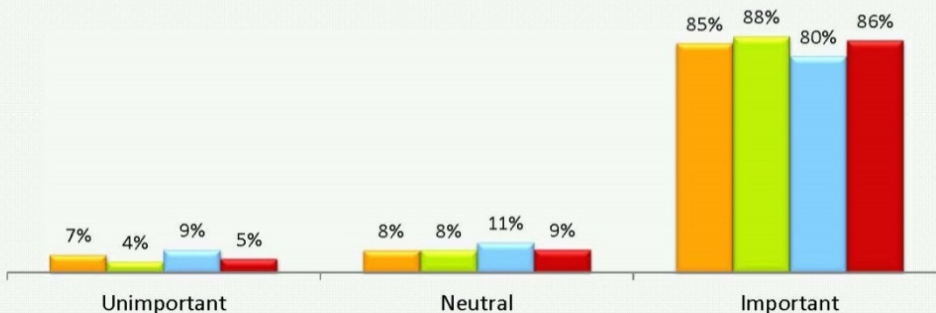


27

The Importance of Arts, Music, Drama and Dance Education Programs in Schools in Other Academic Subjects

Rating on the Importance of Arts, Music, Drama and Dance Education Programs in Schools

2010 2011 2012 2013



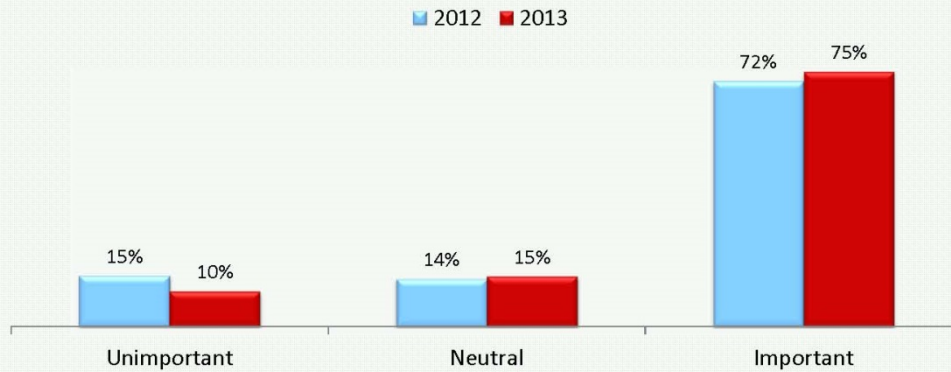
A strong majority of respondents stated that arts, music, drama and dance education programs in the schools are important in helping children do better in other academic subjects. The percentage of respondents who believed this increased by six percentage points between 2012 and 2013.



28

The Importance of Arts, Music, Drama and Dance Education Programs in Schools in Helping STEM Programs

Rating on the Importance of Arts, Music, Drama and Dance Education Programs in Schools (STEM programs)



The majority of respondents stated that arts, music, drama and dance education programs in the schools are important in helping children do better in STEM programs. The percentage of respondents who believed this increased by three percentage points between 2012 and 2013.

29



Cultural Life Survey 2013 Findings: Public Support

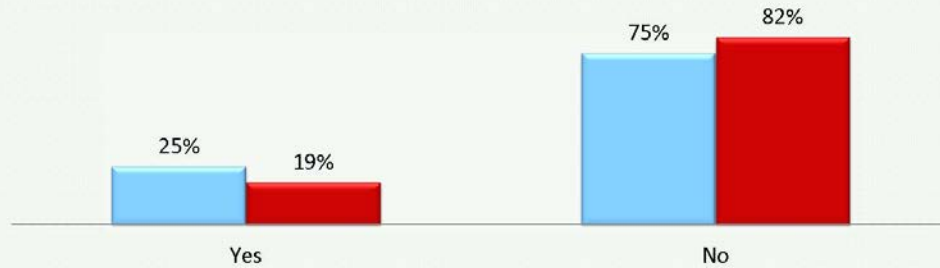


30

Contribution to ASC

Have you contributed money to the Arts & Science Council in the past 24 months?

■ 2012 ■ 2013



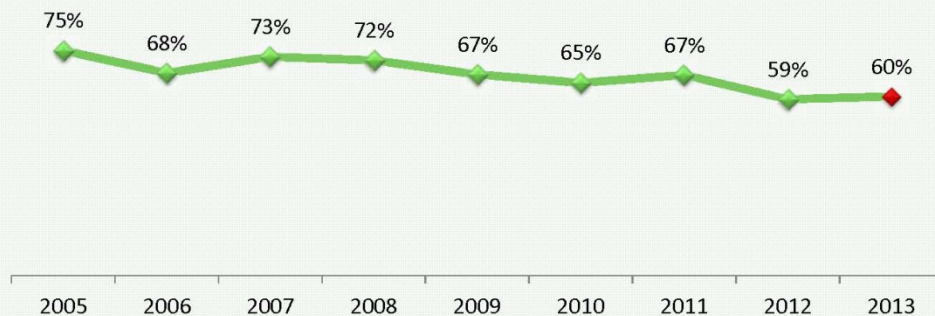
Almost a one fifth of respondents have contributed money to the Arts & Science Council in the past two years. This is a decrease from 2012 when a quarter of respondents had contributed money.



31

Support for Enhanced Facilities with Public Art

% of Respondents Supporting 1% of Costs of Constructing Public Buildings Designated for Public Art



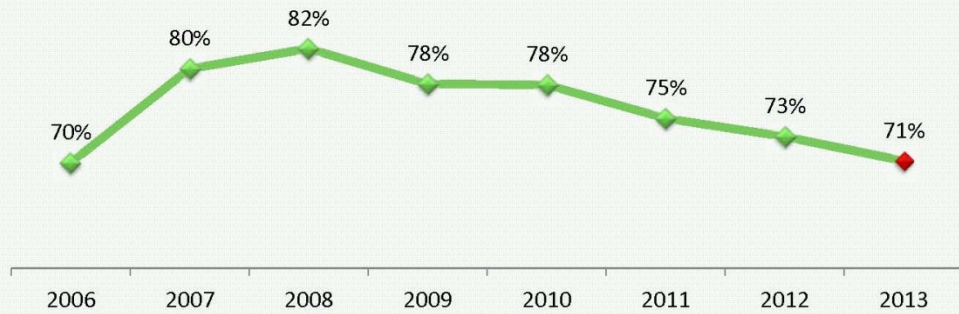
The percentage of survey respondents who support 1% of the costs of constructing public buildings to be designated for public art has remained almost unchanged from 2012 when the percentage decreased by eight percent from the previous year.



32

Support Local Government Funding of Facilities

% of Respondents Supporting Local Government Funding for Arts, Science and History Facilities

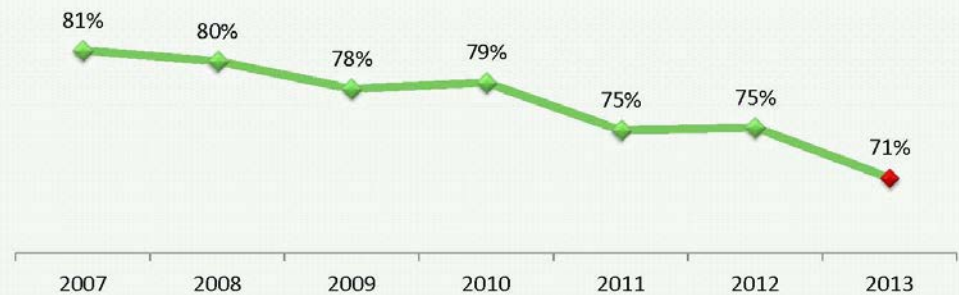


The percentage of survey respondents who support local government funding for arts, science and history facilities declined only slightly from 2012 but represents an eleven percent decrease from an all time high in 2008.



Support Local Government Funding of Programs

% of Respondents Supporting Local Government Funding for Arts, Science and History Programs



The percentage of survey respondents who support local government funding for arts, science and history programs decreased slightly by four percentage points for 2013, however this level of support is consistent within the margin of error.





Cultural Life Survey 2013 Conclusions



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Takeaway Points of Analysis

- Majority of respondents gave positive ratings to the quality of arts, science, and history programs and activities in Charlotte-Mecklenburg
- Arts, Science & History programs and activities continue to be seen as critical to the quality of life in the community and to the education of children
- Arts, Science & History organizations and programs are viewed as important assets to attract businesses and individuals considering relocation
- Traffic, distance, parking, and location as a whole were the most cited barriers to attending arts and cultural events
- While we see a decline in public support of using public funding to support programs and facilities, the level of support is at the level that indicates broad support of public funding
- There's a growing opinion that Arts, Science & History programs do not reflect the diverse population of the community



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ASC Cultural Life Survey 2013

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UNC Charlotte Urban Institute

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Appendix E:

Cultural Life Task Force Key Findings

Cultural Life Task Force Key Findings

September, 2013

Prepared by:



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- Five Comparison Cities

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- Some Thoughts About Giving Trends
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TASK FORCE FORMATION AND MEMBERSHIP

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:

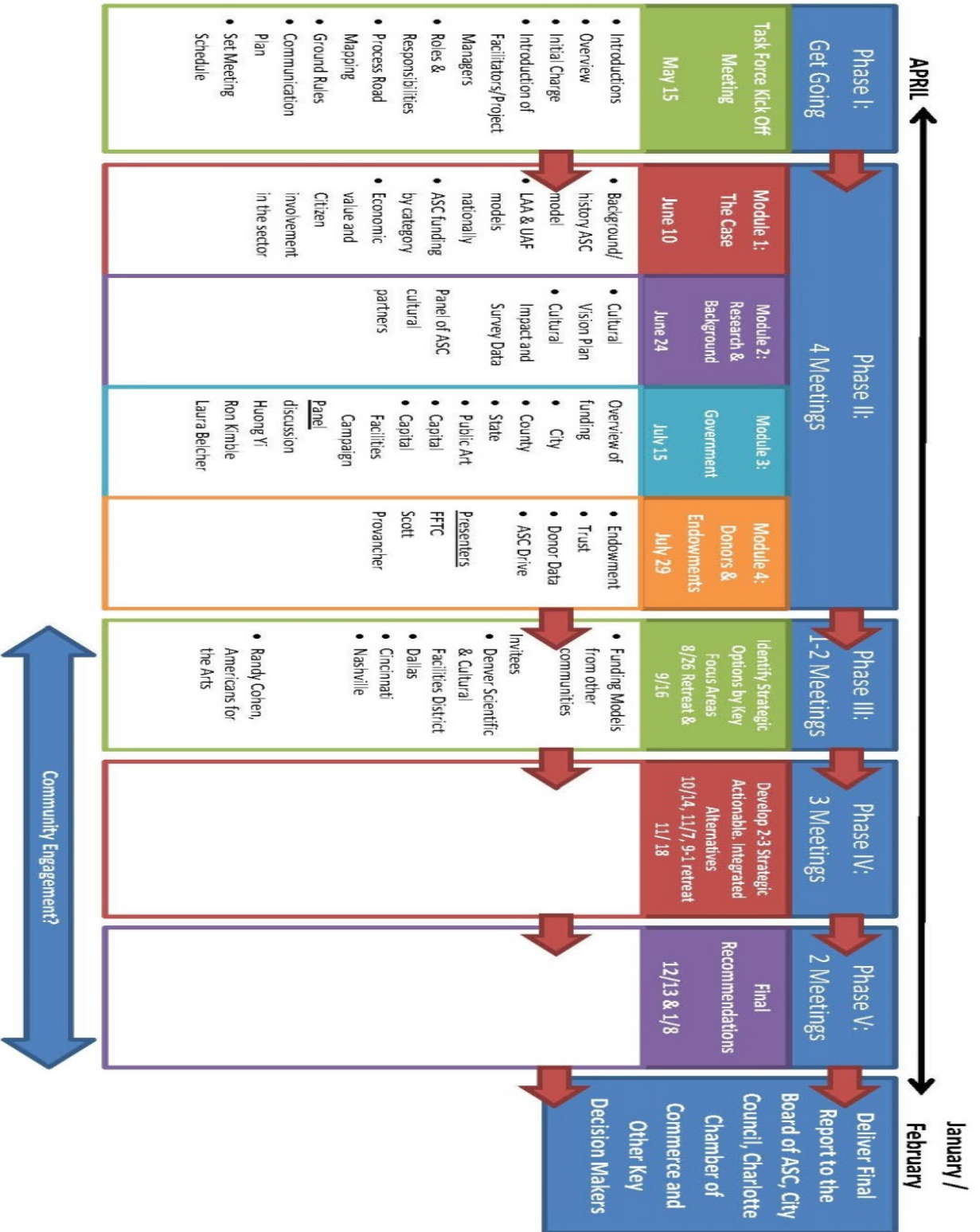
- Examining the public/private partnership model:
 - Reviewing and commissioning research as needed
 - Understanding best practices
- Providing opportunities for community input
- Developing options for a future funding model
- Recommending actions

Membership

Task Force members were appointed by the City of Charlotte, Mecklenburg County, the Charlotte Chamber, Charlotte Center City Partners, Charlotte Mecklenburg Schools, 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	E4E Relief
Laurissa Hunt	Behavioral Health
Lucia Zapata Griffith	Federal Reserve Bank
Lee Keesler	Charlotte Mecklenburg Library
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	Gorelick Brothers Capital
Tom Murray	Charlotte Regional Visitors Authority
Wayne Powers	Artist

Timeline



ECONOMIC IMPACT AND SIGNIFICANCE

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 full-time positions
- Produces \$18.1 million in local and state government revenues
(Source: Arts & Economic Prosperity IV, Americans for the Arts,

- 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 teams 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, sciences, history and heritage in Charlotte-Mecklenburg.

Seven Core ASC Functions

Function	Job Description
Advocacy	Coordinate advocacy efforts of the local cultural community at the local, state and federal level
Capacity Building	Provide ongoing professional and volunteer development programs to increase the capacity of arts and cultural organizations
Cultural Planning	Lead cultural planning efforts for Charlotte-Mecklenburg
Grant Making	Distribute public and private funds through a competitive grant process and monitor grant recipients' use of funds
Education	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 development of educators
Public Art	Manage public art program for City, County and private clients
Public and Private Resource Development	Annual Fund Drive, private fundraising, securing city, county and state public funding

Current ASC Board Composition: 40 Members

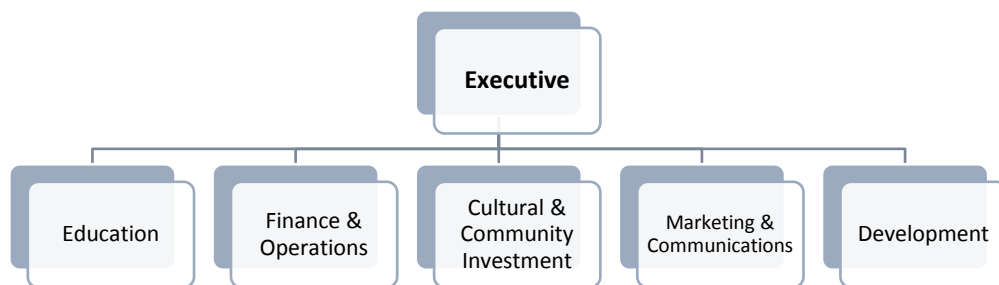
Number	Process	Terms
24	Elected	2 – three year terms
12	Appointed (City, County, CMS – 2 each; Mecklenburg County Towns – 1 each)	Serve at discretion of the appointing board
3	Ex-Officio (Chair, Public Art Commission; CEO or designee of Charlotte Center City Partners and Charlotte Regional Visitors Authority)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

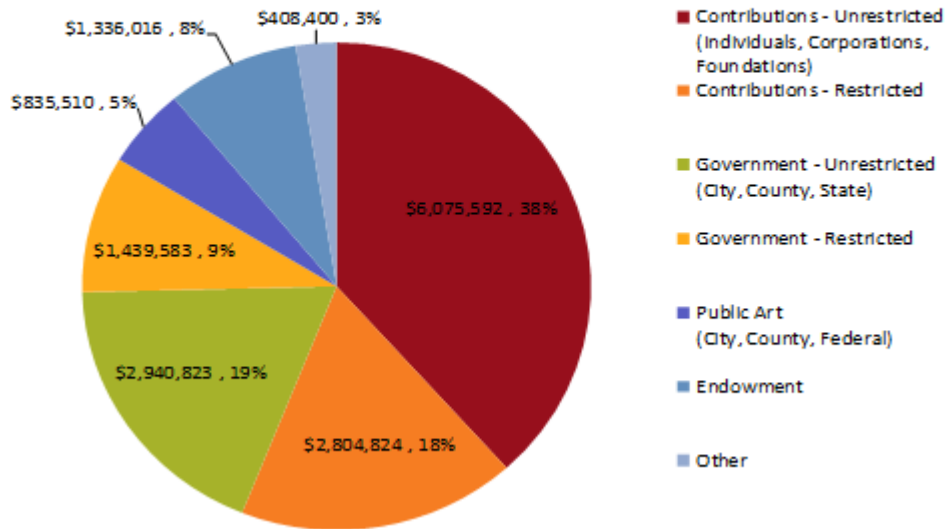
- Meet the fund raising needs, representation, counsel, fiduciary needs and skills sets required to achieve mission.
- Ensure productive engagement and communication of Board members.
 - Every director’s participation counts.
 - Directors get to know each other and create unified voice.
- Build more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

Staff

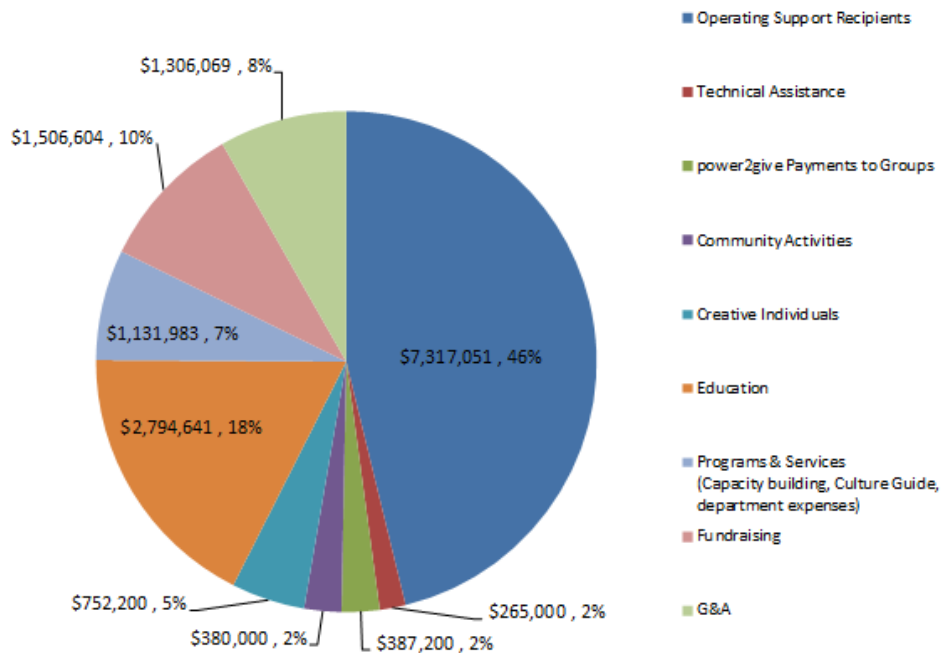
26 FTEs in 6 Departments



FY 2014 Budgeted ASC Revenues: \$15,840,748



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

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

ASC Operating Grant Recipients in 2013

- Actor's Theatre of Charlotte
- Bechtler Museum of Modern Art
- Carolina Raptor Center
- Carolina Voices
- Carolina Actors Studio Theatre (CAST)
- 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
- Charlotte Ballet

- Opera Carolina
- 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 L.I.F.T., 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 \$3M.; 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 Blumenthal 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 endowed 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 increased annual support to ASC to address increased neighborhood and grassroots activity (City) and added 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	Charlotte Ballet
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

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 full time positions 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

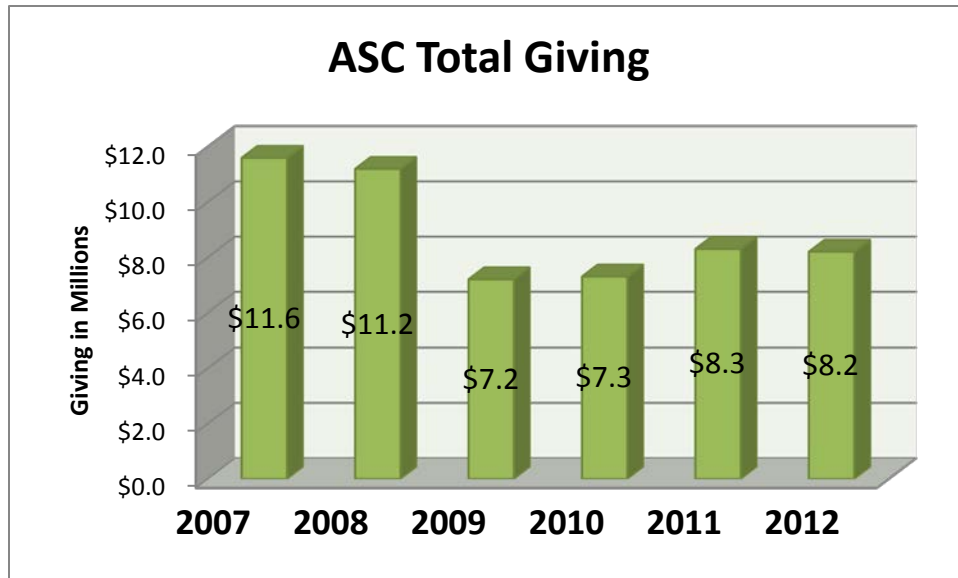
Workplace giving has reduced by both the number of campaigns and the number of donors

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

ASC Total Giving
2007 to 2012

Down

29%



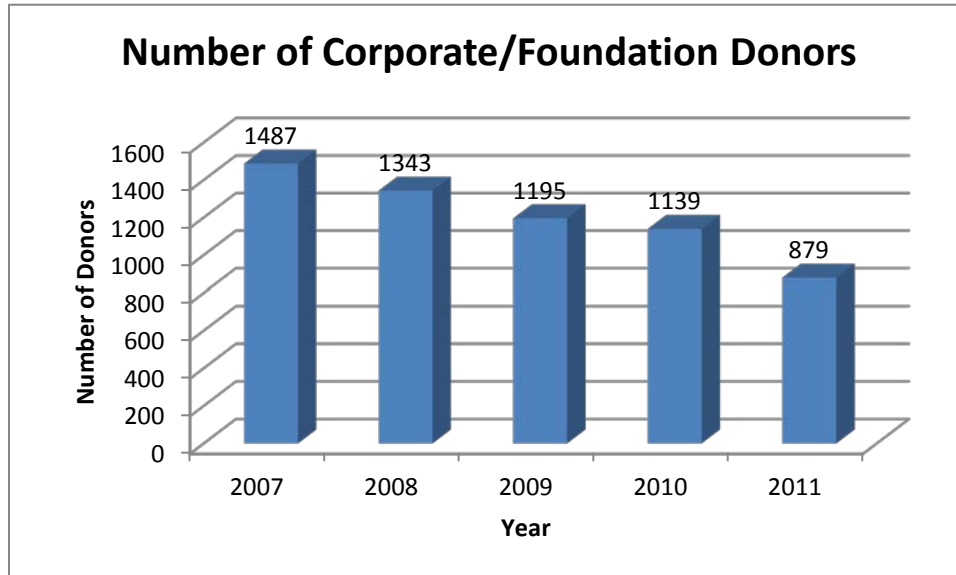
Reduction in Total Giving to ASC
\$11.6 m to \$8.2 m

For individual giving to ASC



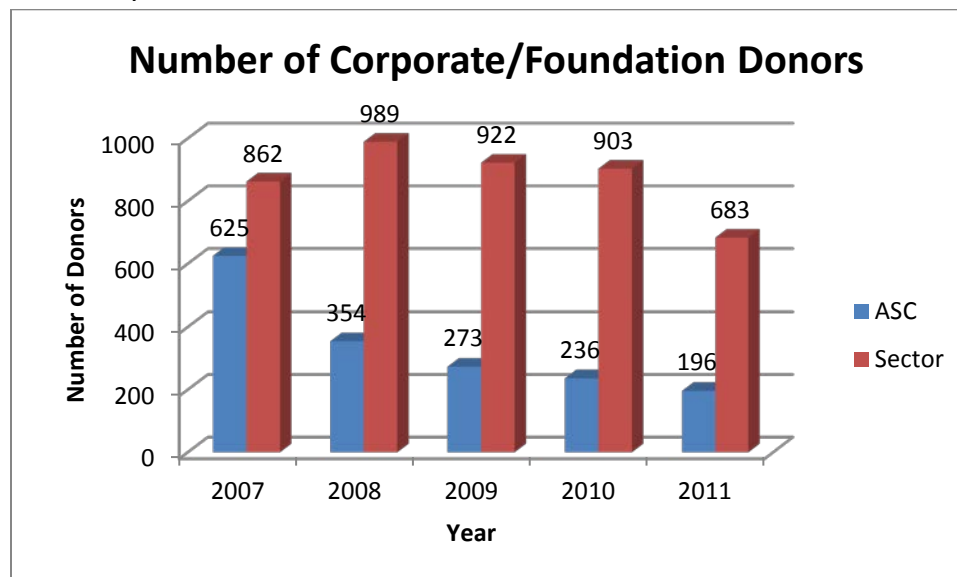
Corporate Support

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 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

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)

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.

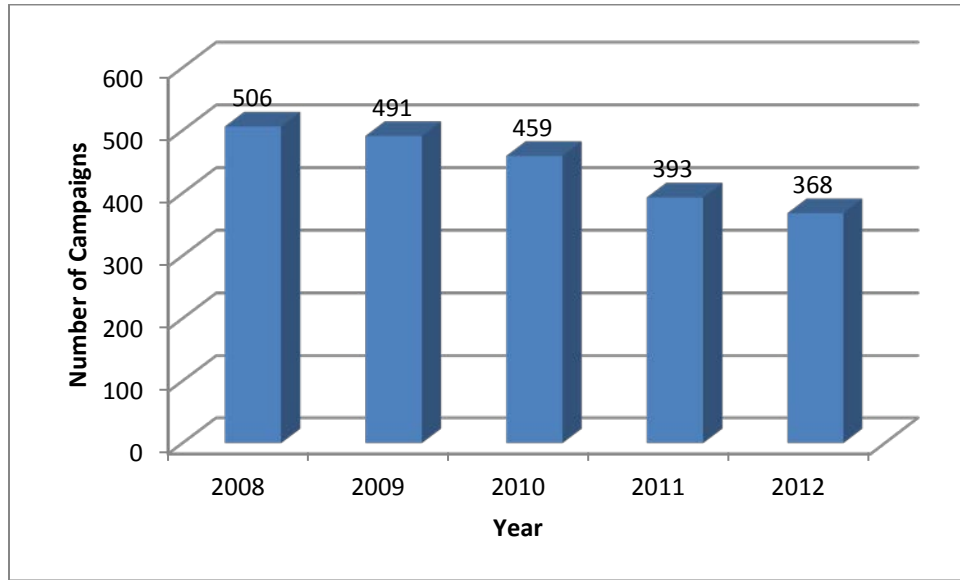
This is an issue that is bigger than its impact on arts and culture – it is a true community issue.

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

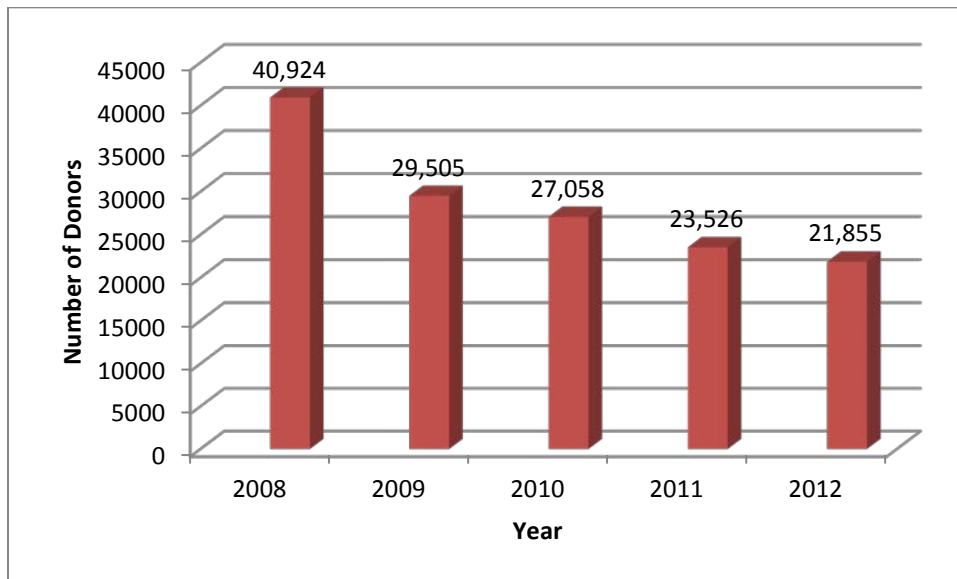
There has also been a significant decline in the impact of larger employers:

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%

Change in Individual Donors			
	2007	2012	Change
ASC	37,000	21,000	-43%
SECTOR	18,000	22,000	+22%
TOTAL	55,000	43,000	-22%
ASC as % of TOTAL #	66%	48%	-28%
ASC as % of TOTAL \$	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.

Change in Individual Donors			
	2007	2012	Change
ASC	\$207	\$199	3.8%
SECTOR	\$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

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

Very small universe of multi-institution donors

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

The two major government funding sources for the cultural sector in Charlotte-Mecklenburg include:

- City of Charlotte Total funding of \$12.7 M in FY2013; per capita \$16.08;
 - In terms of sustainability of the groups in the cultural sector, unrestricted funding provided to the ASC is an important facet of government support. City of Charlotte's unrestricted support has remained consistent despite population increases.
- Mecklenburg County Total funding of \$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%.

			Support of City or County Owned Cultural Facilities				
FY13 Funding	Unrestricted Funding	Education Funding	Annual Maintenance	Capital Maintenance	Bond Payments	Public Art	Total Cultural Funding
City of Charlotte	\$2,940,823		\$1,860,078	\$605,091	\$6,270,563	\$998,526	\$12,675,081
Mecklenburg County		\$350,000	\$750,000 Spirit Square \$228,000 ImaginOn		\$2,948,000 Interlocal Agreement Mint, Bechtler, Knight, Gantt		\$4,276,000

Three other sources of government funding for the cultural sector include:

- State of North Carolina \$220,000 restricted funding provided to the ASC in FY13 for project grants, education program and grants to artists. Total state funding provided to Mecklenburg County for 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
- For FY13, City support for public art was \$998,526, including the Charlotte Area Transit System Art-in-Transit allocation of \$347,509 (this program is not administered by ASC), Aviation allocation of \$617,017, and General Capital allocation of \$34,000; County support for public art was \$0. However, it must be noted that most public art projects take 2 to 3 years (some longer) to complete due to construction schedules. While the County did not have any new public art projects in FY13, ASC continued work on projects approved in prior year budgets
- 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 communities¹ for comparison, Charlotte has the lowest government programming investment and the second lowest level of per capita funding by the government.

Mecklenburg County Overview

Historically, 5 categories of funding by Mecklenburg County

- Unrestricted Support of ASC
- Public Art
- Education
- Operating Support for Spirit Square
- Financial Support for Joint Projects (Mint Museum, Knight Theater, Gantt Center, Bechtler Museum, Discovery Place) 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%.

Mecklenburg County's population has grown 65% since 1995.

City of Charlotte Overview

5 categories of funding by the City of Charlotte

- Unrestricted support of ASC
- Public Art
- Support of City Owned Facilities
 - Bond Payments
 - Capital Maintenance
 - Annual Maintenance

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.

¹ 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

Population of the City has grown 65% since 1995

Summary of Current Government Funding Categories	
City of Charlotte	Mecklenburg County
Unrestricted support of ASC	n/a
Public art	Public art
City-owned facilities: Bond payments	Financial support for joint projects (bond payments)
City-owned facilities: Annual maintenance	Operating support for Spirit Square
City-owned facilities: Capital maintenance	Education

FIVE COMPARISON CITIES

Five Comparison Cities

- Houston
- Denver
- Nashville
- Cincinnati
- Dallas

Organization and Funding for the Five Comparison Cities

	Houston	Nashville	Dallas	Denver	Cincinnati
Name	Houston Arts Alliance	Metro Nashville Arts Commission	City of Dallas Office of Cultural Affairs	Denver Scientific & Cultural Facilities District	ArtsWave
Type	501c3	City Office	City Office	Tax District	501c3
Funds	Private & Public	Private & public	Public	Public	Private
Sources	Hotel occupancy tax; private gifts	Percent for art; general fund; private gifts	City budget allocation	1¢ tax on every \$10 in sales for a 7-county region	Workplace, individual, foundation, corporate
Budget	\$10 – \$18M	\$6M	\$16.5M	\$45 M	\$11.5M

Grant Making and other Key Factors

	Houston	Nashville	Dallas	Denver	Cincinnati
Groups Supported	250+	11 majors plus project, education & access grants	20 facilities plus grants	300	100+
Grant Size	\$5,000 - \$750,000	\$1,200 - \$130,000	\$1,000 - \$2.5M	\$500 - \$7M	\$500 - \$3M
Panel or Formula	Panel & formula	Panel	Capital Decisions & Panels	Panels & Formula	Panel
Workplace Giving?	No	No	No	No	Yes
Other Key Factors	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

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

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

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

CREDITS AND ACKNOWLEDGEMENTS

This Resource Guide was compiled and edited by The Lee Institute to serve as a resource for the Charlotte Mecklenburg Cultural Life Task Force and its partners: The City of Charlotte, Mecklenburg County, the Charlotte Chamber, Charlotte Center City Partners, Charlotte Mecklenburg Schools, Foundation For the Carolinas, and the Arts & Science Council. The Task Force is deeply grateful to the many researchers, executives, community leaders and public officials who have shared their knowledge with the community throughout the Task Force process.

The Task Force is also thankful to Foundation For The Carolinas and the Greater Charlotte Cultural Trust for fully underwriting the work of the Task Force.

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. These presentations and reports, which form the foundation for this Resource Guide, include:

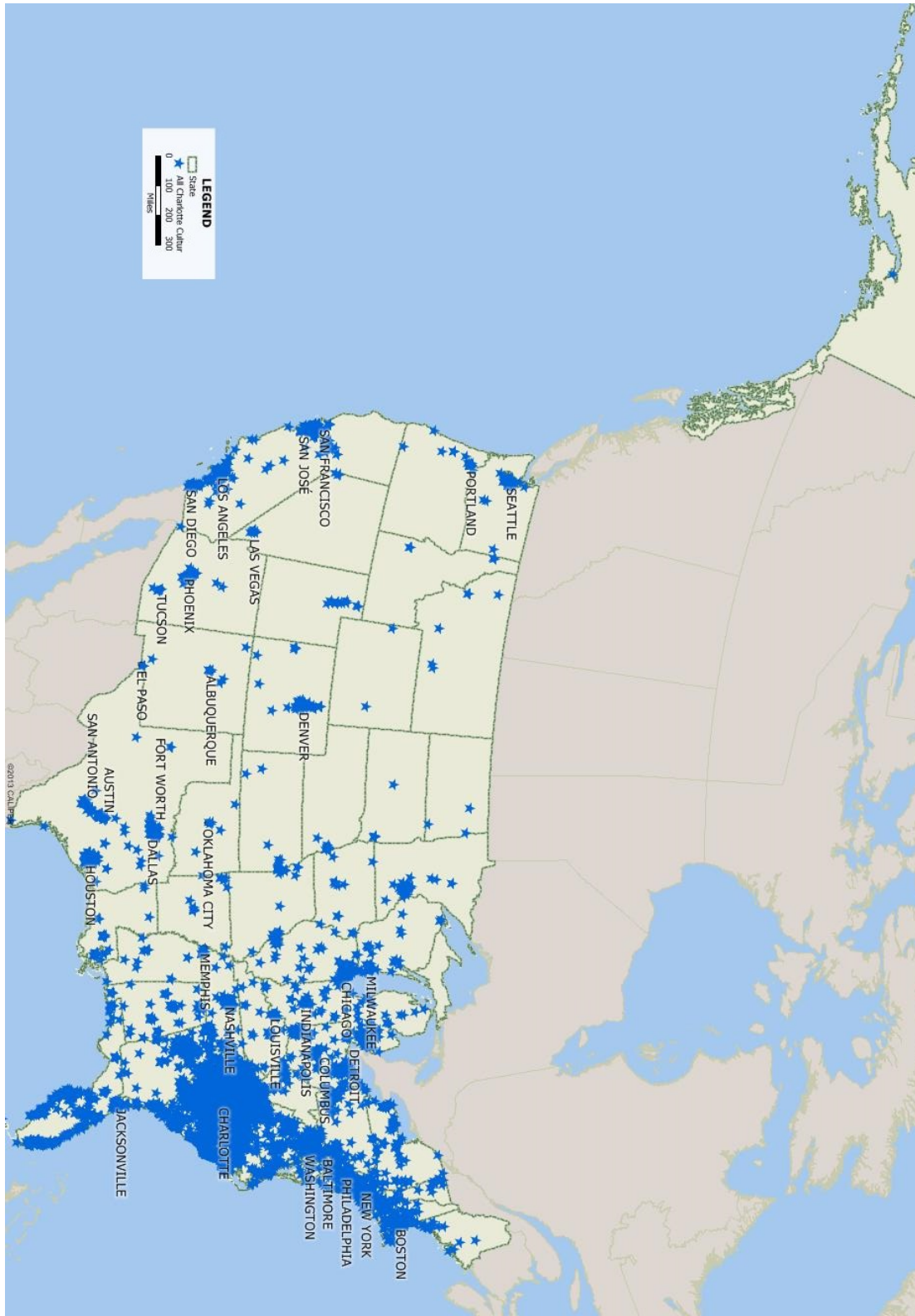
Arts & Science Council:	ASC Fund Drive History; ASC Grantmaking History and Trends; Cultural Plans and the 2013 Cultural Vision Plan; Campaign for Cultural Facilities Update
ArtsMarket and Provancher and Associates:	“Private Giving to Charlotte’s Cultural Sector” (2013)
UNCC Urban Institute:	2013 ASC Cultural Life Survey
Giving USA:	“Fundraising’s Recovery Could Take Until 2018,” June 2013
Greater Charlotte Cultural Trust:	“Cultural Life Task Force: A Focus on the Cultural Endowment”
Americans for the Arts:	Presentation to the Task Force by Randy Cohen, AFTA VP of Policy and Research
City of Charlotte:	Presentation to the Cultural Life Task Force (July 15, 2013)
Mecklenburg County:	Presentation to the Cultural Life Task Force (July 15, 2013)
North Carolina Arts Council:	History of Grant Funding to Mecklenburg County Organizations
Five City Comparisons:	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



Appendix F:

Charlotte Cultural Partners Audience and Donor Home Locations for 2012-13

APPENDIX F: Charlotte Cultural Partners Audience and Donor Home Locations for 2012-13





Appendix G:

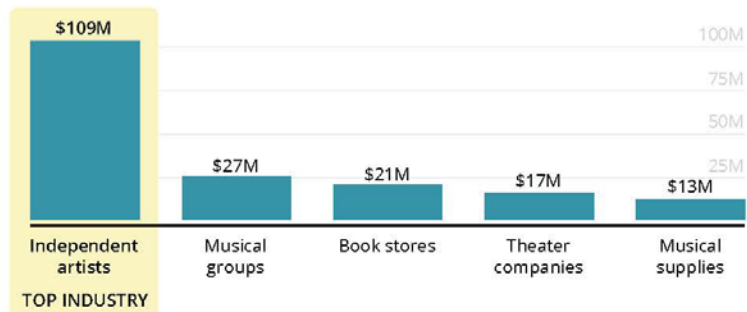
Charlotte-Mecklenburg 2013 Creative Economy

APPENDIX G: Charlotte-Mecklenburg 2013 Creative Economy

TOP INDUSTRY REVENUE (\$ MILLION)



Charlotte - Mecklenburg's creative economy is supported by its core industry: independent artists, writers and performers. This industry brought \$109 million in revenues to the county, more than 48% of all Charlotte - Mecklenburg's creative industries. Record store sales increased by 128% in 2012, adding \$4 million to the county's revenue.



\$222 Million

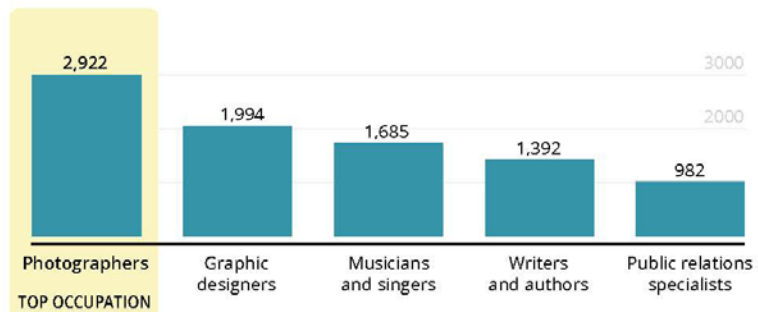
Total creative industry revenue

INDUSTRIES	CHANGE % FROM 2011	REVENUES \$ MILLION
Independent artists, writers, and performers	44.3	109M
Musical groups and artists	15.6	27M
Book stores	-21.4	21M
Theater companies and dinner theaters	-5.1	17M
Musical instrument and supply stores	31.8	13M

TOP OCCUPATIONS (# OF JOBS)



In 2012, Charlotte - Mecklenburg had 17,677 creative jobs. Photographers had the largest number, with 2,922 jobs. Graphic designers showed the greatest change in 2012, with an increase of 16%, adding an additional 278 jobs to Charlotte - Mecklenburg's economy.



17,677 Creative jobs

Total creative jobs

OCCUPATIONS	CHANGE % FROM 2011	JOBS
Photographers	-3.1	2,922
Graphic designers	16.2	1,994
Musicians and singers	-10.7	1,685
Writers and authors	-0.3	1,392
Public relations specialists	-16.4	982

For more information and/or a copy of The Creative Vitality™ Index Report for Charlotte-Mecklenburg, please visit www.ArtsandScience.org

Data provided by Economic Modeling Specialists International (EMSI) and the National Center for Charitable Statistics (NCCS).
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Appendix H:

Types of Programs Offered by the ASC Cultural Partners

APPENDIX H: Types of Programs Offered by the ASC Cultural Partners

Organization Name	Programs Offered
Actor's Theatre of Charlotte	Theatre performance, cult movie series
Bechtler Museum of Modern Art	Exhibitions, collections, education, film screenings, jazz and chamber music performances, guest lectures
Blumenthal Performing Arts	Performing arts, touring performances, education, special events, facility management and rentals
Carolina Actors Studio Theatre	Theatre performance
Carolina Raptor Center	Outdoor exhibitions, education, raptor rehabilitation/medical center, summer camps
Carolina Voices	Community choirs, choral concerts, Summer camps for kids
Charlotte Ballet	Dance performance, School of Dance, education and outreach
Charlotte Children's Choir	Classes, choral concerts
Charlotte Symphony Orchestra	Symphonic music performance (Classics and Pops), in-school residencies, summer pops at SouthPark, Knight Sounds series
Children's Theatre of Charlotte	Classes, theatre performance, traveling company for in-school residencies
Clayworks	Classes, lecture series, studio space, exhibitions
Community Arts Project	Classes, gallery space
Community School of the Arts	Lessons, classes and summer camps in visual arts and music
Davidson Community Players	Community theatre, theatre performance, year round after school youth training
Discovery Place, Inc.	Exhibitions, education, summer camps, IMAX, Discovery Place KIDS, Charlotte Nature Museum

Organization Name	Programs Offered
Harvey B. Gantt Center for African-American Arts + Culture	Exhibitions, lectures/demonstrations, workshops, film screenings, education & outreach, artist-in-residence program
Latta Plantation	Camps, classes, workshops, exhibitions, reenactments, festivals, historic tours
Levine Museum of the New South	Exhibitions, collections, guest lectures, workshops, walking tours, education, special events
McColl Center for Visual Art	Artist-in-Residence program, exhibitions, education, Innovation Institute
Mint Museum	Exhibitions, collections, education, outreach, guest lectures, special events
Opera Carolina	Opera performance, school performances, Random Acts of Culture
Theatre Charlotte	Community theatre, theatre performance, Summer camps
Wing Haven	Classes, lecture, tours, workshop, events



Appendix I:

Organizations (or Individuals through a Fiscal Sponsor) Requesting ASC Project Support FY2012 - FY2014

**APPENDIX I: Organizations (or Individuals through a Fiscal Sponsor)
Requesting ASC Project Support FY2012 - FY2014**

- **Includes:** Approved and Declined requests for: Cultural Project Grants, Cultural Access Grants, Cultural Innovation Grants, Festival Sponsorships, Technical Assistance Grants, Special Project Grants
- **Does Not Include:** Current Cultural Partners

Organizations		
100 Black Men of Charlotte, Inc.	Dance Collective	Mint Hill Scottish Society
A Sign Of The Times of the Carolinas	Davidson College	Mint Museum of Art
ACAL of Mexico	Davidson Farmers Market Inc.	Mothering Across Continents Inc.
Ada Jenkins Center	Deltas of Charlotte, Incorporated	Music at St. Alban's
ADAPT	Dilworth Community Development Association Inc.	Nix-Sullivan Complex For Family
Adult Day And Health Care Services Inc.	Downtown Davidson	NODA School of Arts
African Diaspora Arts Program And Theater	Echo Contemporary Dance Company	North Carolina Wildlife Federation
Allegro Foundation	Faithworks International, Inc.	North Mecklenburg Community Chorus Inc.
American Guild of Organists, Charlotte Chapter	Festival in the Park	Obey Foundation Inc.
Armed Forces Museum & Archives Of The Carolinas Ltd	Filipino American Community of the Carolinas	Omimeo Mime Theatre
Arts For Life	Firebird Arts Alliance Inc.	On Q Performing Arts
Bechtler Museum of Modern Art	First Baptist Church West Community Services Association	One Voice Chorus
Behailu Academy	FIRST LOVE MINISTRIES	Oneaka Collective Inc.

Organizations		
Brawley, Eleanor	Gay Men's Chorus of Charlotte	PaperHouse Theatre
Carolinas Asian-American Chamber of Commerce	Gil Project	Parkinson Association of the Carolinas
Carolinas Aviation Museum	Hanzal, Carla	Partners for Parks
Carolinas College of Health Sciences	Hickory Grove Presbyterian Church-- Neighborhood Afterschool Ministries	Partners in Out of School Time
Carolinas Latin Dance Company	Historic Charlotte, Inc.	Playing For Others Inc.
Caroline Calouche & Co.	Historic North Charlotte Neighborhood Assoc. Inc.	Polk Memorial Support Fund Inc.
Central Avenue Bilingual Preschool	Historic Rosedale Plantation	Porch Productions
Central Piedmont Community College Foundation	Historic Rural Hill, Inc.	Possibility Project-Charlotte
Charlotte Area Science Network	I And I United Inc.	Puerto Rican Cultural Society Of Charlotte
Charlotte Art League	India Association of Charlotte	Queen Charlotte Chorus
Charlotte Artery	Indie Film Force	Queen City Prep Basketball Inc.
Charlotte Black Film Festival	Inspire the Fire	Queens University of Charlotte
Charlotte Book Fair	Institute For The Arts And Education Inc.	Que-OS
Charlotte Center City Partners Community Trust	International House of Metrolina, Inc.	Salvation Army
Charlotte Center for Urban Ministry	Japanese Association in Charlotte	Savvy Organization Inc.
Charlotte Chamber Music	Jarvi, Carmella	Scott, Donna

Organizations		
Charlotte Children's Choir	Jazz Arts Initiative	Senior Activities & Services Inc.
Charlotte City Market	John Kennedy	Silent Images Inc.
Charlotte Civic Orchestra	Johnson C Smith University Incorporated	Siskey Family YMCA
Charlotte Concert Band	Kids Voting Mecklenburg County	South Mecklenburg High School National Society of Black Engineers
Charlotte Contemporary Ensemble	La Escuelita Bilingual Preschool at Holy Comforter	Southeast Asian Coalition
Charlotte Dance Collective	Lake Norman Big Band	Speech Garden Institute, Inc.
Charlotte Dance Festival	Lake Norman YMCA	St. Ann Catholic Church
Charlotte Day Academy Corp - C/O Charlotte Black Film Festival	LATIBAH Collard Green Museum -affiliate program of ADEPT ARTIST Inc. 501[c] 3	StageWorks Theatre
Charlotte Film Community	Latin American Coalition	Starving Artist Productions
Charlotte Folk Society	Lesbian & Gay Community Center	Stephen Seay Productions
Charlotte Jazz Society	Levine Jewish Community Center	Stratford Richardson YMCA
Charlotte Jewish Film Festival	Levine Museum of the New South	Supportive Housing Communities Inc.
Charlotte Mecklenburg Schools	Light Factory	Taproot Ensemble
Charlotte Museum of History	Lower Providence Women's Club	Time Out Youth
Charlotte Observer	Lowry, William	Tomorrow's R.O.A.D.
Charlotte Regional History Consortium	Machine Theatre, Inc.	Tosco Music Parties
Charlotte Renaissance	Manning, Annabel	Town of Cornelius
Charlotte ViewPoint	Many Journeys	Town of Davidson

Organizations		
Charlotte Youth Ballet	Martha Connerton/Kinetic Works	Town of Huntersville Parks & Recreation
CHARLOTTE YOUTH HARMONY FESTIVAL	Matthews Chamber of Commerce	Town of Mint Hill
Charlotte-Mecklenburg Historic Landmarks Commission	Matthews Historical Foundation	Town of Pineville
Chickspeare	Matthews Parks, Recreation and Cultural Resource Department	Tri-Languages Haitian Church
Choir School at St. Peter's	Matthews Playhouse of the Performing Arts	Triptych Collective
Circle De Luz Inc	McColl Center for Visual Art	University of North Carolina at Charlotte
City at Peace - Charlotte, Inc.	Mecklenburg County Park and Recreation - Hickory Grove Recreation Center	Vietnamese American Senior Association In Greater Charlotte
Civic & Cultural Arts Center of Pineville	Mecklenburg Historical Association Inc.	Warehouse PAC
Civilized Films, Inc.	Mecklenburg Ministries	Wing Haven
Classical Music Association of Charlotte	Metrolina Native American Association	Womens Inter-Cultural Exchange
Collaborative Arts Theatre	Metrolina Theatre Association	World Parade and Festival
Community Building Initiative	Mint Hill Arts	WTVI
Cornelius Youth Orchestra	Mint Hill Historical Society	



Appendix J:

Cultural Facilities Ownership

APPENDIX J: Cultural Facilities Ownership

Facility	Owned By
Hezekiah Alexander Homesite	Aldersgate Methodist Retirement Community, operated by Charlotte Museum of History
Billy Graham Library	Billy Graham Evangelistic Association
Carolina Raptor Center	Carolina Raptor Center on land owned by Mecklenburg County
Halton Theatre	Central Piedmont Community College
Pease Auditorium	Central Piedmont Community College
Midwood International & Cultural Center	Charlotte Mecklenburg Schools, leased to International House
Carolinas Aviation Museum	Charlotte-Douglas International Airport
Bechtler Museum of Modern Art	City of Charlotte
Blumenthal Performing Arts Center (includes Belk Theater, Booth Playhouse & Studio Theater	City of Charlotte
Bojangles Coliseum	City of Charlotte
Discovery Place	City of Charlotte
Harvey B. Gantt Center for African American Art + Culture	City of Charlotte
Knight Theatre (operated by Blumenthal Performing Arts)	City of Charlotte
Mint Museum (Randolph Road)	City of Charlotte
Mint Museum (uptown)	City of Charlotte
NASCAR Hall of Fame	City of Charlotte
Ovens Auditorium	City of Charlotte
Time Warner Arena	City of Charlotte
Charlotte Trolley Museum	City of Charlotte, operated by Charlotte Trolley

Facility	Owned By
Clayworks	Clayworks
Duke Family Performance Hall	Davidson College
Energy Explorium	Duke Energy
Sonia and Isaac Luski Gallery	Foundation For The Carolinas
Hart Witzen Gallery	Hart Witzen
Historic Rosedale	Historic Rosedale
Arts Factory	Johnson C Smith University
Biddle Hall	Johnson C Smith University
Actor's Theatre	Leased by Actor's Theatre
Carolina Actor's Studio Theatre (CAST)	Leased by CAST
Charlotte Art League	Leased by Charlotte Art League
Latibah Collard Green Museum	Leased by Latibah Collard Green Museum
Ballantyne Arts Center	Leased by Morrison YMCA & York Development Group
Cornelius Arts Center	Leased by Town of Cornelius
Levine Jewish Community Center	Levine Jewish Community Center
Levine Museum of the New South	Levine Museum of the New South
Matthews Heritage Museum	Matthews Historical Foundation
McColl Center for Visual Art	McColl Center for Visual Art
McGill Rose Garden	McGill Rose Garden
Historic Latta Plantation	Mecklenburg County
ImaginOn (home of Children's Theatre & PLMC Children's Library)	Mecklenburg County
Spirit Square (includes McGlohon Theater, Duke Energy Theater, Knight Gallery, McMillan Gallery & Wells Fargo Gallery, operated Blumenthal Performing Arts)	Mecklenburg County
Charlotte Nature Museum	Mecklenburg County, operated by Discovery Place

Facility	Owned By
Carl J. McEwen Historic Village (includes Mint Hill Country Doctor Museum, Ira Ferguson Country Store, Ashcraft One Room School House, Surface Hill Gold Assay Office and Village Outbuildings)	Mint Hill Historical Society
Patricia McBride and Jean-Pierre Bonnefoux Center for Dance	Charlotte Ballet
Dana Auditorium	Queens University
Great Aunt Stella Center	Self-Help
President James K. Polk Historic Site	State of NC
Theatre Charlotte	Theatre Charlotte
Armour Street Theater (home of Davidson Community Players)	Town of Davidson, leased to Davidson Community Players
Discovery Place Kids	Town of Huntersville, operated by Discovery Place
Matthews Community Center (home of Matthews Playhouse of the Performing Arts)	Town of Matthews
Civic & Cultural Center Arts Center of Pineville	Town of Pineville, operated by Civic & Cultural Arts Center of Pineville
Center City Gallery	University of NC Charlotte
Robinson Hall	University of NC Charlotte
Rowe Arts Center	University of NC Charlotte
Warehouse Performing Arts Center	Warehouse Performing Arts Center
Wing Haven Gardens & Bird Sanctuary	Wing Haven



Appendix K:

Nonprofit Finance Fund's 2014 State of the Nonprofit Sector: Arts, Cultural and Humanities



APPENDIX K: Nonprofit Finance Fund's 2014 State of the Nonprofit Sector: Arts, Cultural and Humanities

About the Respondents

Nonprofit Finance Fund's annual survey asks nonprofits in the US about their programs, financial health, and management strategies. In this first section is a profile of the core characteristics of respondents, such their state, sector, and size.

TOTAL RESPONDENTS IN THIS FILTERED SET

919

RESPONDENTS BY SECTOR



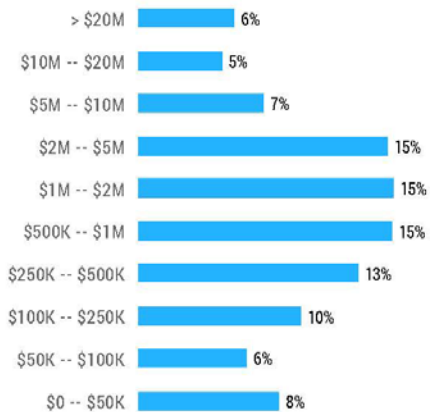
respondents: 919

RESPONDENTS BY STATE

AK	11	IN	3	NY	102
AL	2	KS	4	OH	11
AR	3	LA	38	OK	3
AZ	11	MA	70	OR	38
CA	113	MD	8	PA	50
CO	5	ME	6	RI	3
CT	29	MI	11	SC	2
DC	16	MN	16	SD	4
DE	12	MO	10	TN	7
FL	46	MT	6	TX	37
GA	43	NC	15	UT	34
HI	1	NH	6	VA	13
IA	3	NJ	27	VT	6
ID	2	NM	5	WA	31
IL	48	NV	3	WV	5

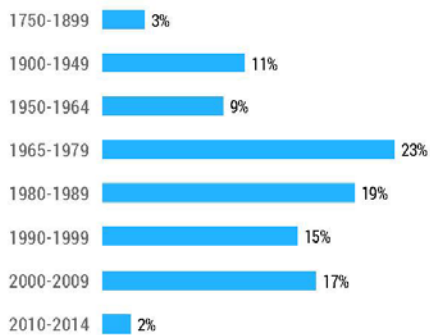
respondents: 919

FY2013 OPERATING EXPENSE



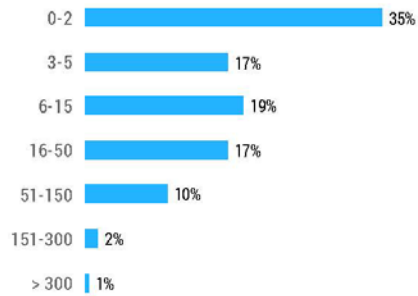
respondents: 919

YEAR FOUNDED



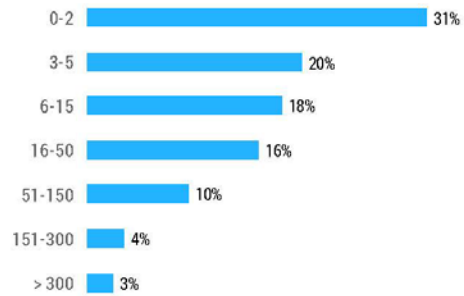
respondents: 913

OF FULL-TIME EMPLOYEES



respondents: 908

OF PART-TIME EMPLOYEES



respondents: 881

LIFELINE ORGANIZATION



Yes No

respondents: 917

SERVING LOW-INCOME COMMUNITIES



Neither Primarily Exclusively

respondents: 912

LOCATED IN LOW-INCOME COMMUNITIES

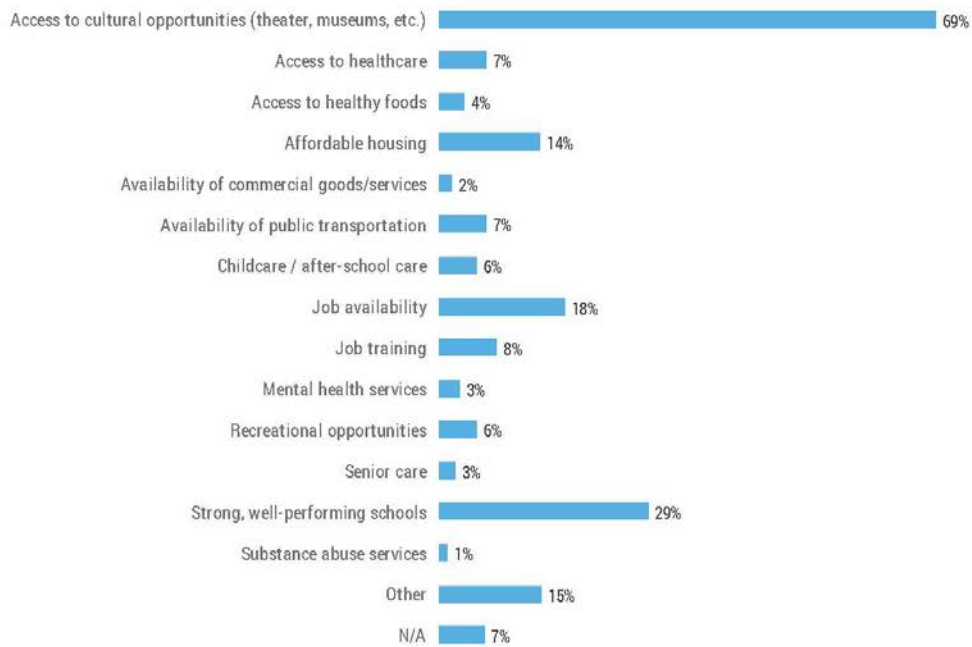


respondents: 905

Demand for Programs/Services

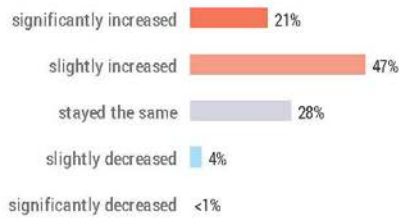
Nonprofits understand how the people in their communities are doing. More demand for services suggests that a greater number of people need help than they did the year before. Reports of increase in demand for services have continued since 2008.

NPOS SAY THE MOST CRITICAL COMMUNITY NEEDS ARE...



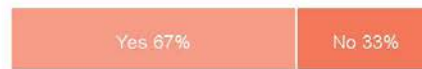
total respondents: 919

IN 2013, SERVICE/PROGRAM DEMAND...



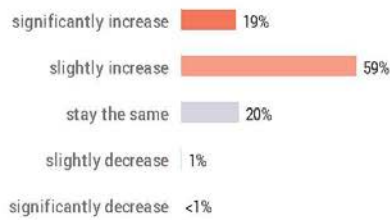
respondents: 902

ABLE TO MEET 2013 DEMAND?



respondents: 896

IN 2014, SERVICE/PROGRAM DEMAND WILL...



respondents: 896

WILL BE ABLE TO MEET 2014 DEMAND?

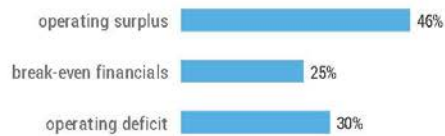


respondents: 897

Financial Story

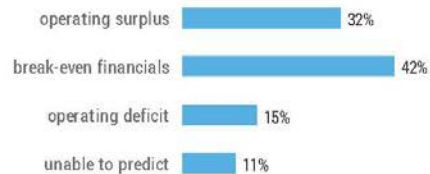
Every organization has different financial needs. But no matter what you do, it's critical to have cash in the bank to pay your bills, with some extra left over in case a disaster hits — whether it's an economic downturn, hurricane, or broken boiler.

ENDED FY'13 WITH...



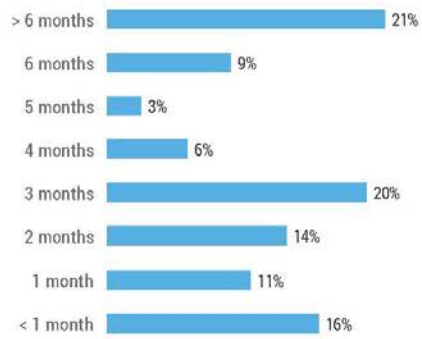
respondents: 812

ANTICIPATE ENDING FY'14 WITH...



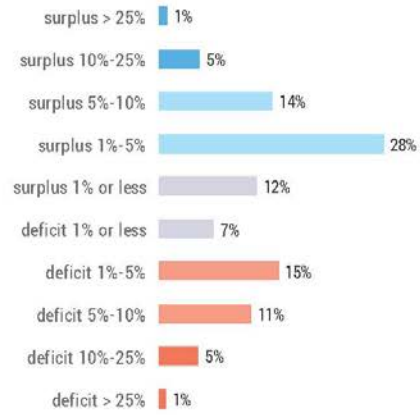
respondents: 812

MONTHS OF CASH READILY AVAILABLE



respondents: 815

% SURPLUS/DEFICIT FOR FY'13

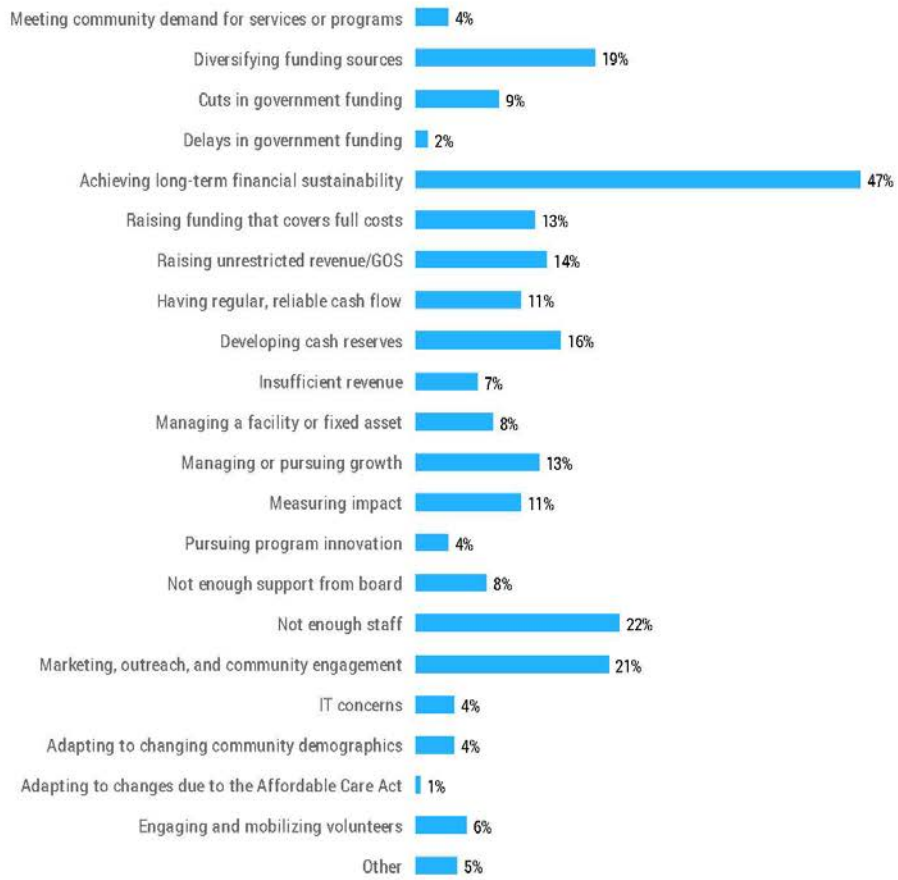


respondents: 602

Challenges and Responses

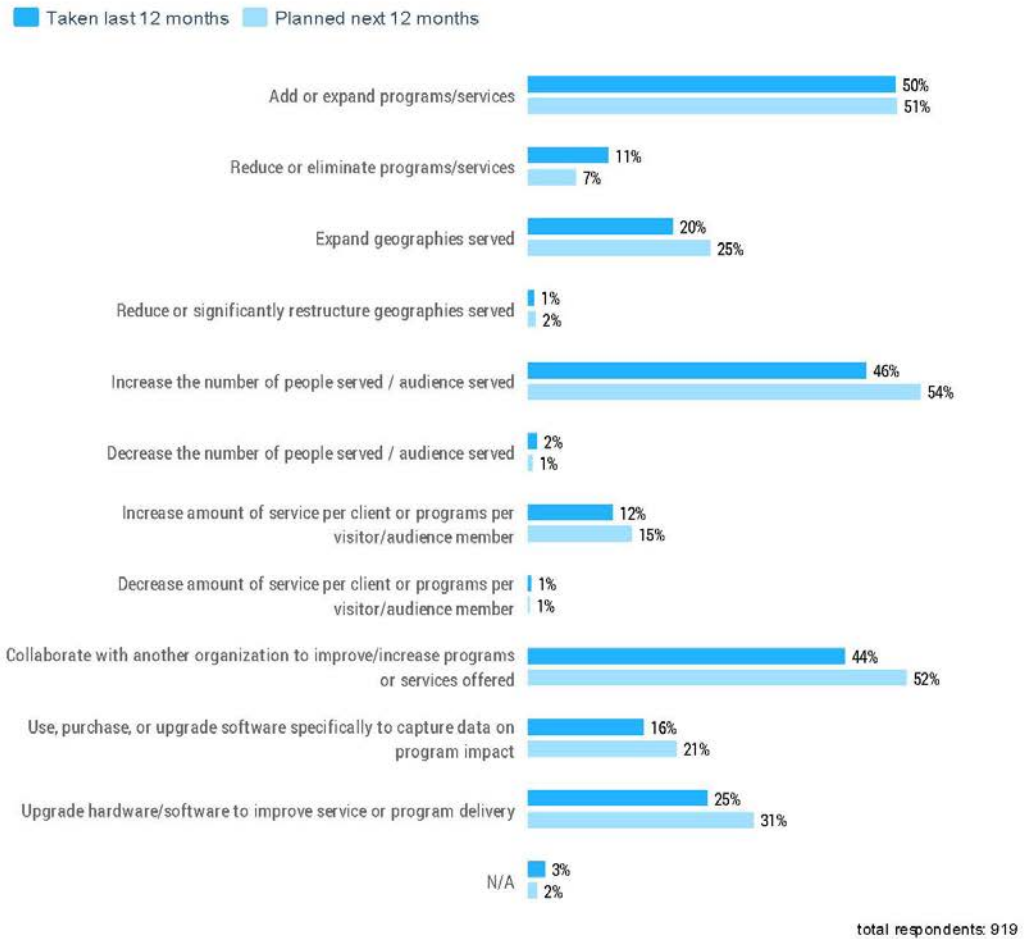
Nonprofit managers struggle to implement long-term solutions while fulfilling short-term needs. Nonetheless, they're improving efficiency, innovating, and saving when they can.

GREATEST CHALLENGES

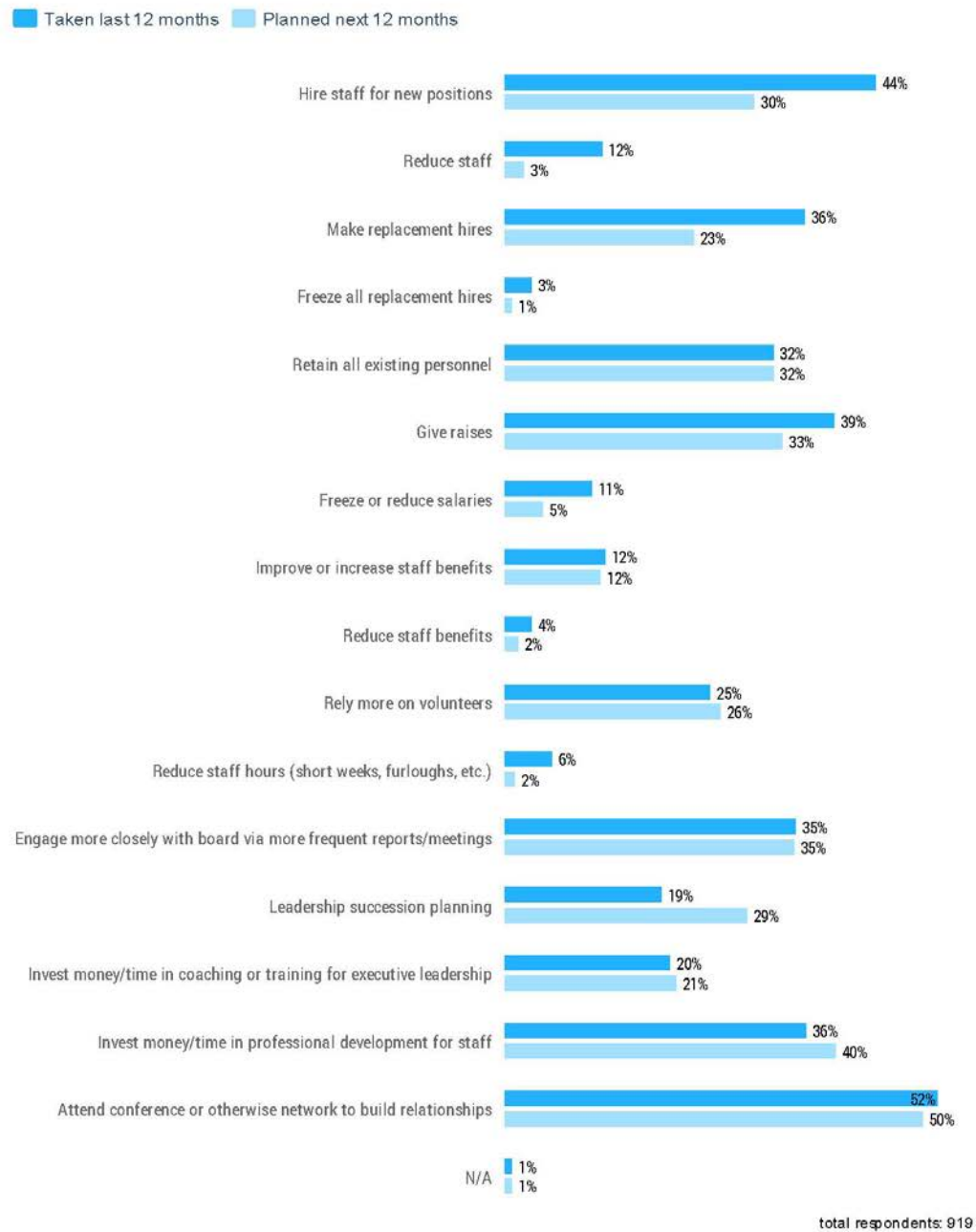


total respondents: 919

SERVICES AND PROGRAMS: ACTIONS TAKEN AND PLANNED

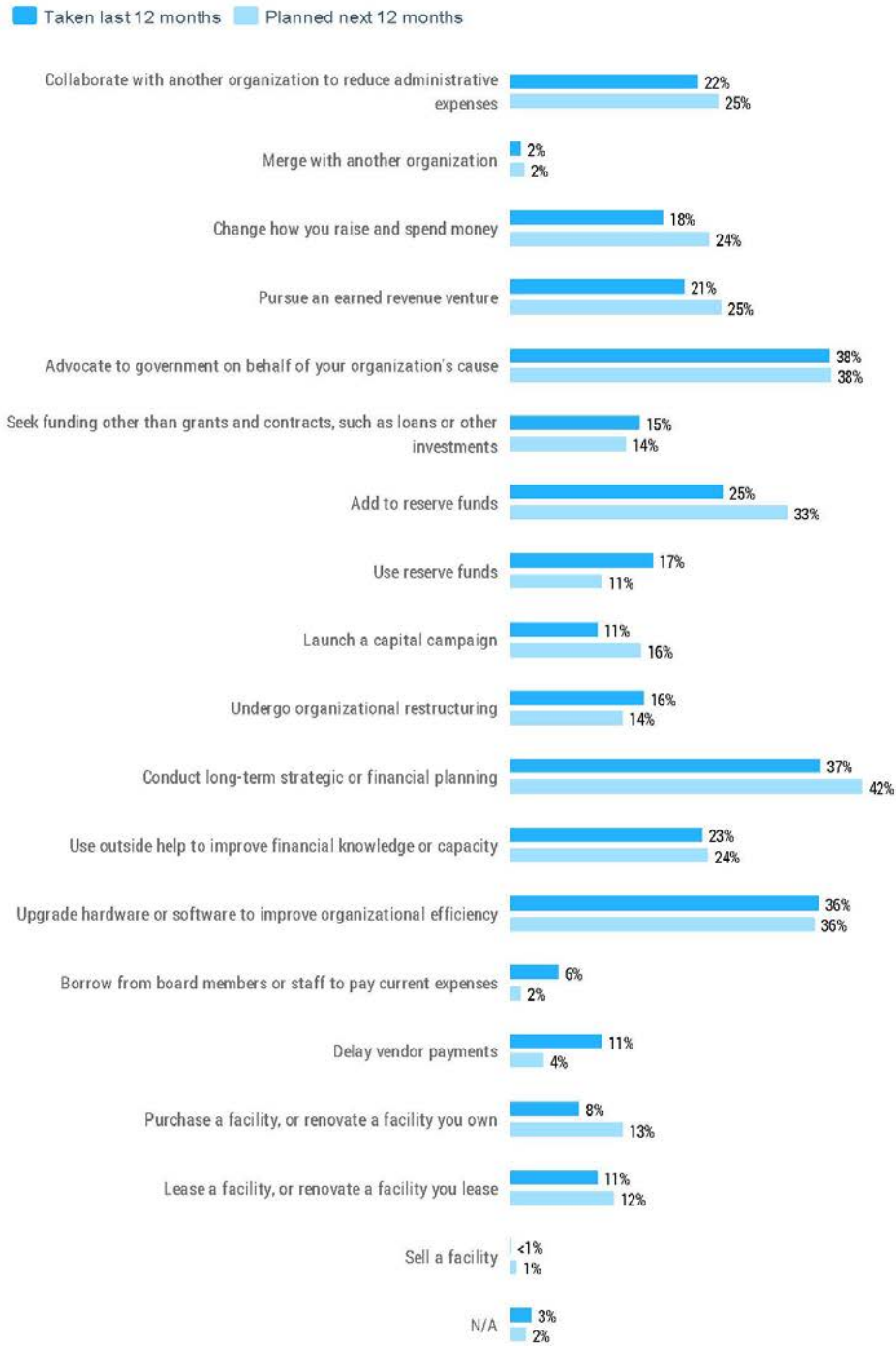


HUMAN CAPITAL: ACTIONS TAKEN AND PLANNED



FINANCE AND OPERATIONS: ACTIONS TAKEN AND PLANNED

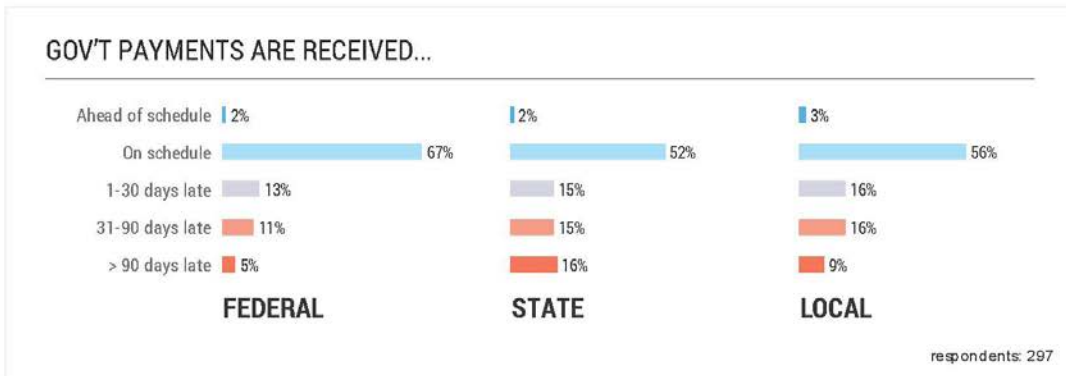
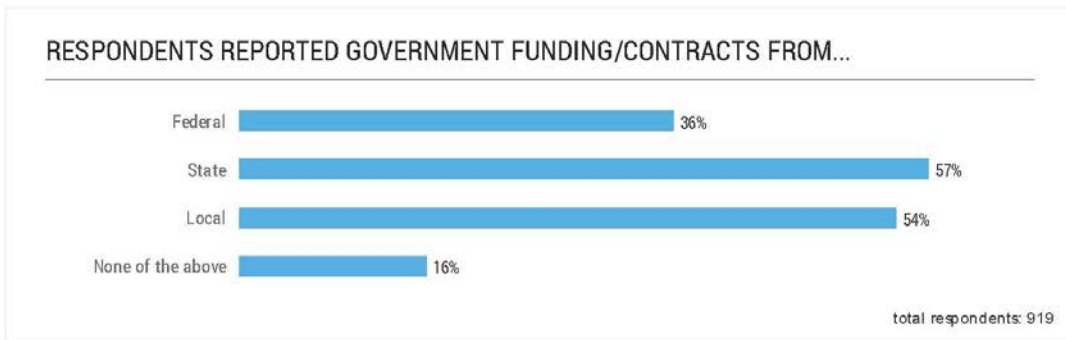
FINANCE AND OPERATIONS: ACTIONS TAKEN AND PLANNED



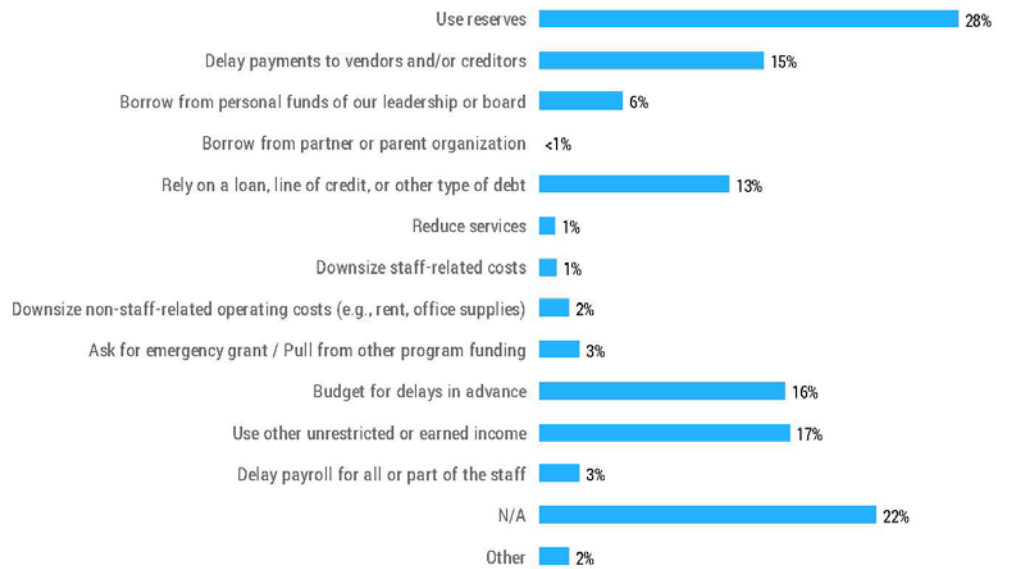
total respondents: 919

Government Funding

Our government plays a critical role in protecting us from poverty, hunger, and much more. And it pays nonprofits to carry out many of these services. Unfortunately, government funding comes with hidden costs for many nonprofits.

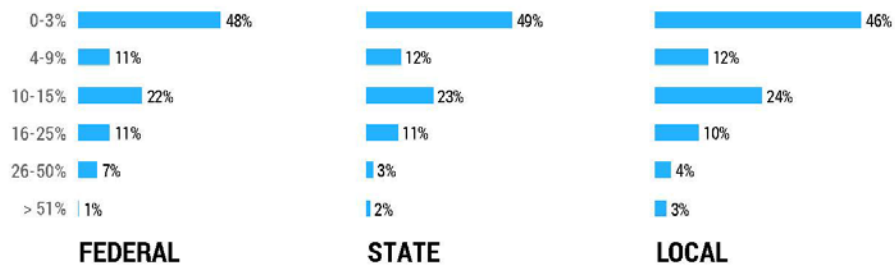


HOW NPOS MANAGE GOVERNMENT PAYMENT DELAYS



total respondents: 669

AVERAGE INDIRECT COST RATE PAID BY GOVERNMENT



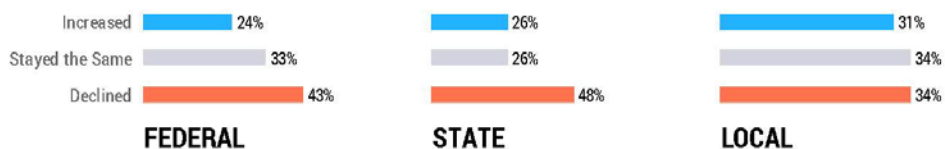
respondents: 169

IN LAST 5 YEARS, AVERAGE INDIRECT COST RATE PAID BY GOVERNMENT HAS...



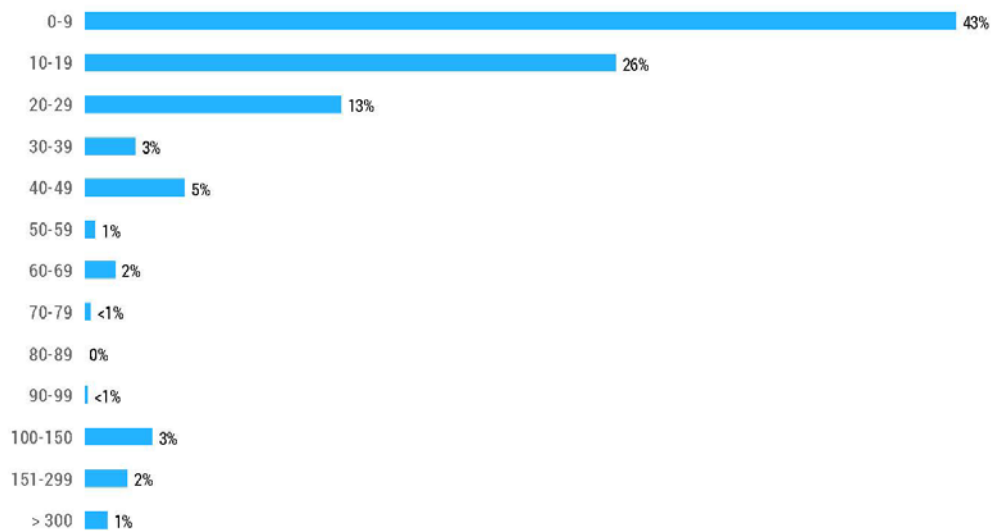
respondents: 196

IN LAST 5 YEARS, MY NPO'S GOV'T FUNDING HAS...



respondents: 279

HOURS-PER-MONTH SPENT MANAGING GOVERNMENT GRANTS/CONTRACTS

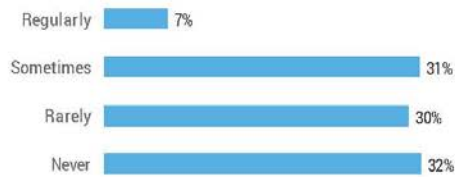


respondents: 492

Data and Impact

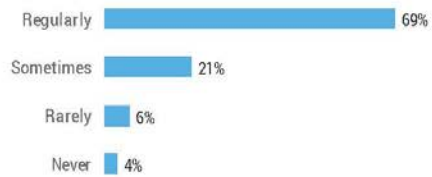
The people serving our communities want to do more than cope with social problems. They want to eliminate them. But understanding what works takes significant resources, coordination, and permission from supporters that failure is OK on the road to success.

USES EXTERNAL EVALUATOR TO ASSESS EFFECTIVENESS



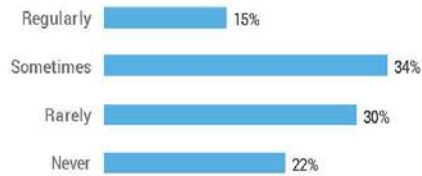
respondents: 705

COLLECTS DATA ON PROGRAM PRODUCTIVITY



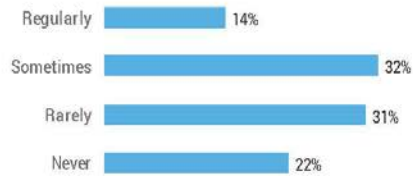
respondents: 715

COLLECTS LONG-TERM DATA ON IMPACT ON CLIENTS



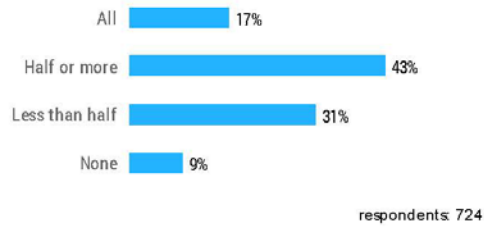
respondents: 711

COLLECTS LONG-TERM DATA ON IMPACT ON COMMUNITIES

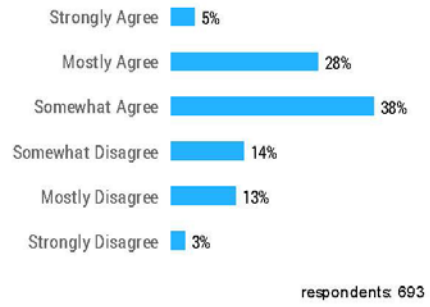


respondents: 711

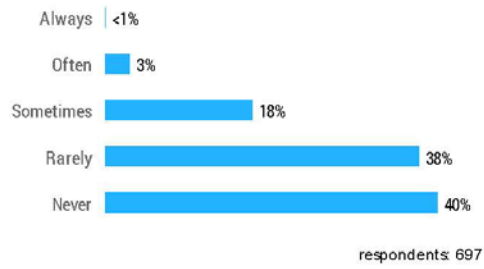
OF FUNDERS ASKING FOR IMPACT METRICS IN REPORTS



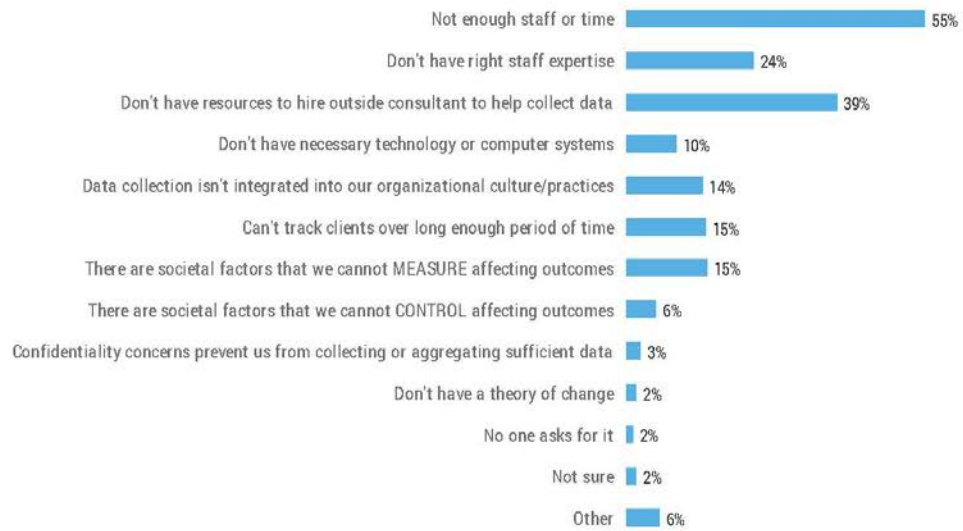
"DO METRICS FUNDERS ASK FOR HELP US ASSESS IMPACT?"



HOW OFTEN DO FUNDERS COVER COSTS OF IMPACT MEASUREMENT?



TOP BARRIERS TO IMPACT MEASUREMENT



total respondents: 919

Funder Practices

What kinds of resources do nonprofits need to succeed? And what are the types of funding that are actually available?

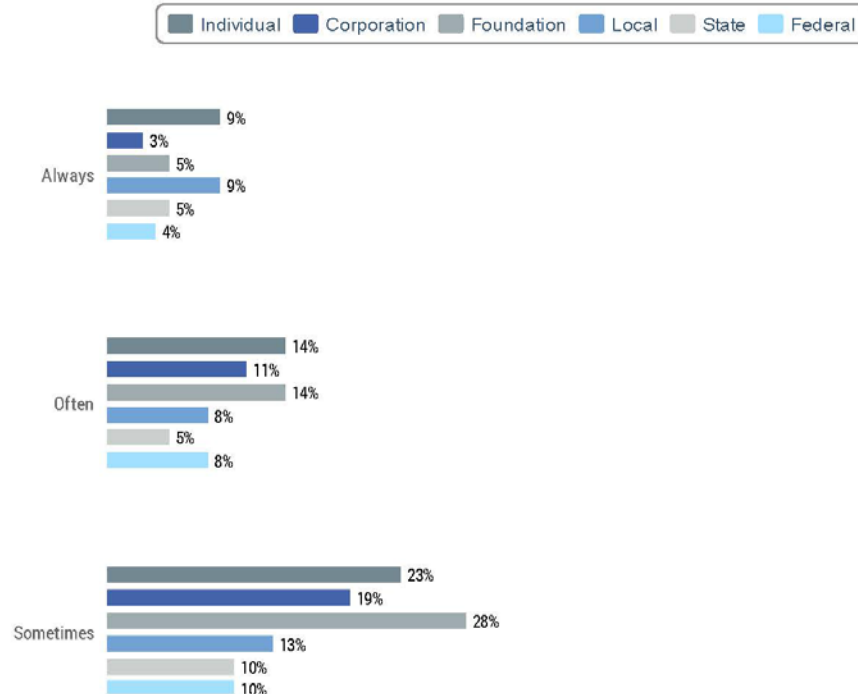
MY NPO CAN HAVE OPEN DIALOGUE WITH FUNDERS ABOUT...

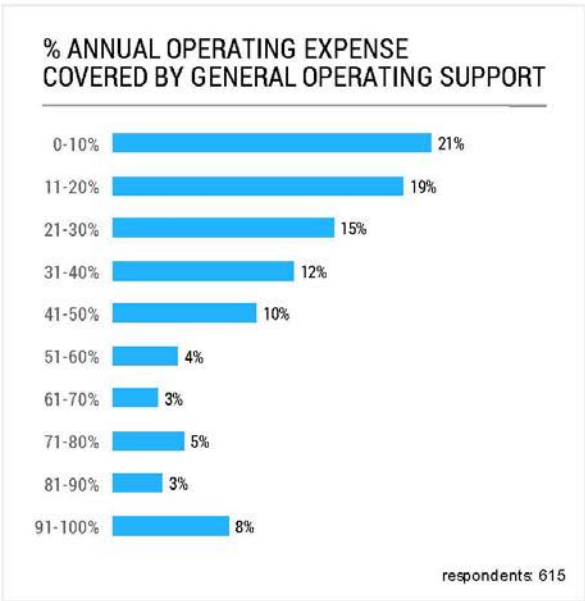
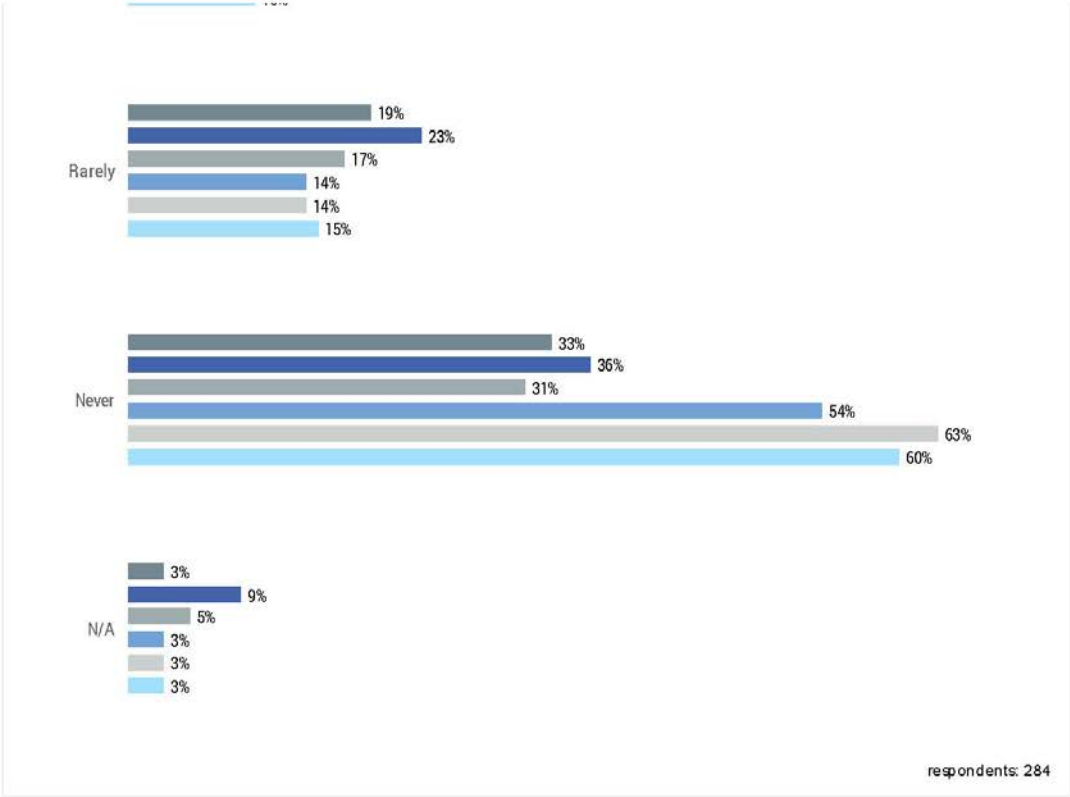


total respondents: 919

HOW OFTEN DO FUNDERS COVER THE FULL COST OF PROJECTS THEY FUND?

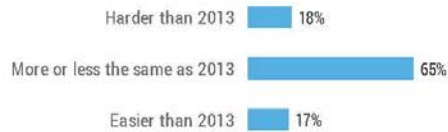
TIP: Click on any option in the legend to turn off its visibility.





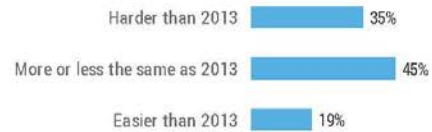
Financial Outlook

2014 OUTLOOK FOR THE COMMUNITY THE NPO SERVES



respondents: 685

2014 OUTLOOK FOR THE NPO



respondents: 686

Lending to Nonprofits

Common loans for nonprofits are for facilities, working capital and equipment.

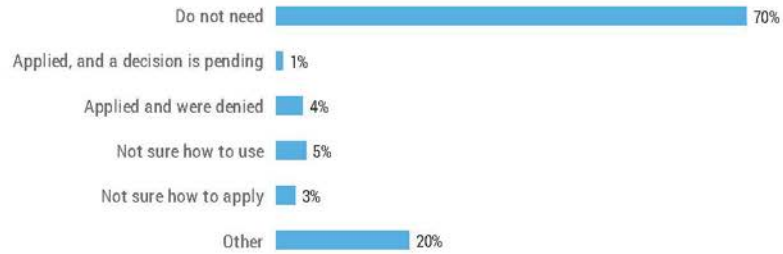
HAS LOAN OR LINE OF CREDIT



Yes No

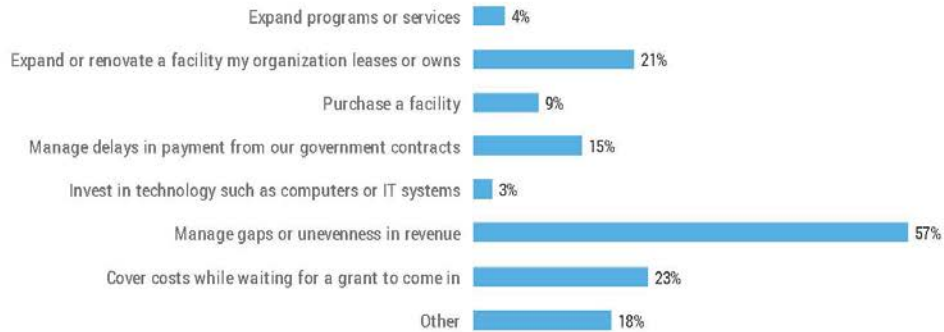
respondents: 687

REASONS NOT USING A LOAN/LINE OF CREDIT



total respondents: 372

CURRENTLY USING LOAN/LINE OF CREDIT TO...



total respondents: 315

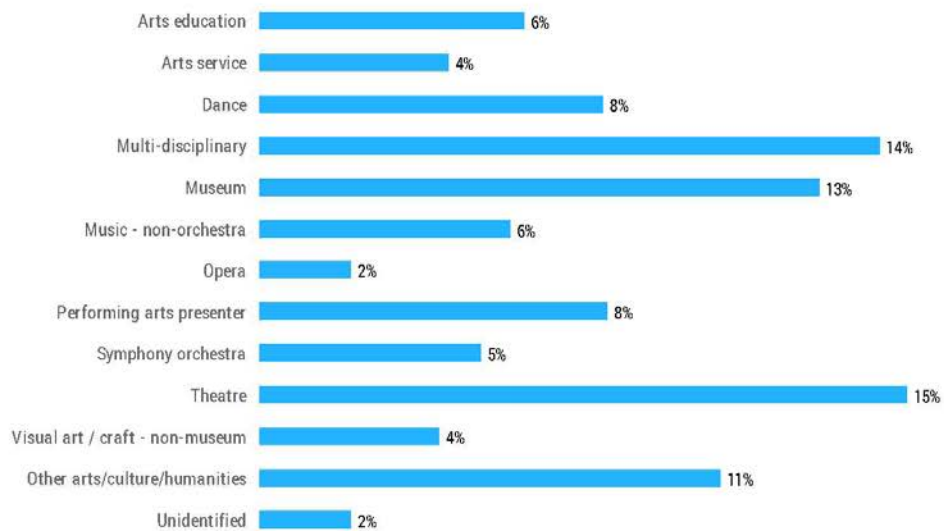
Feature: Arts & Culture NPOs

Nonprofits that identified their sector as "Arts/Culture/Humanities" received an additional set of sector-specific questions, shown below. This section has been pre-filtered to summarize the responses of only the nonprofits in this sector. You can narrow the scope of this section even further by adding filters of your own, using the Filter sidebar at the right.

TOTAL RESPONDENTS IN FILTERED SET

919

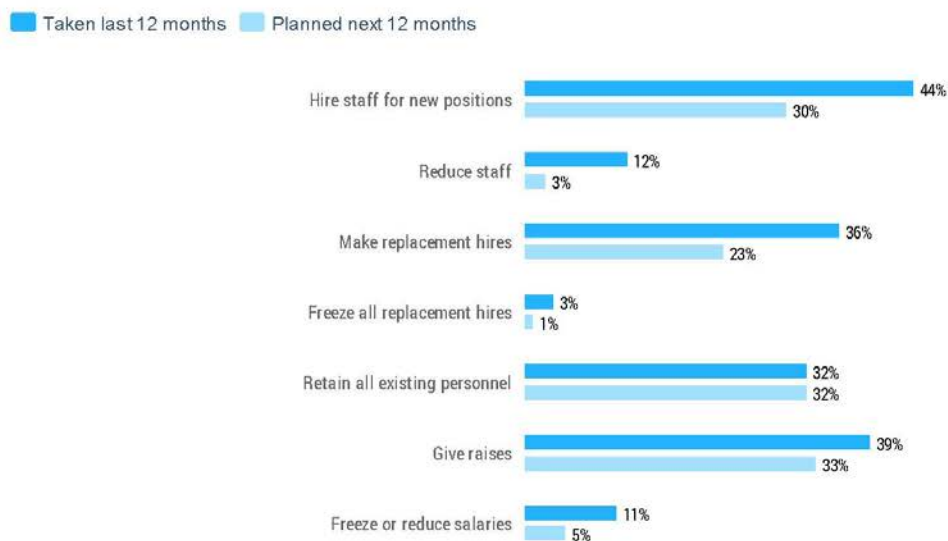
ARTS & CULTURE: RESPONDENTS BY SUB-SECTOR

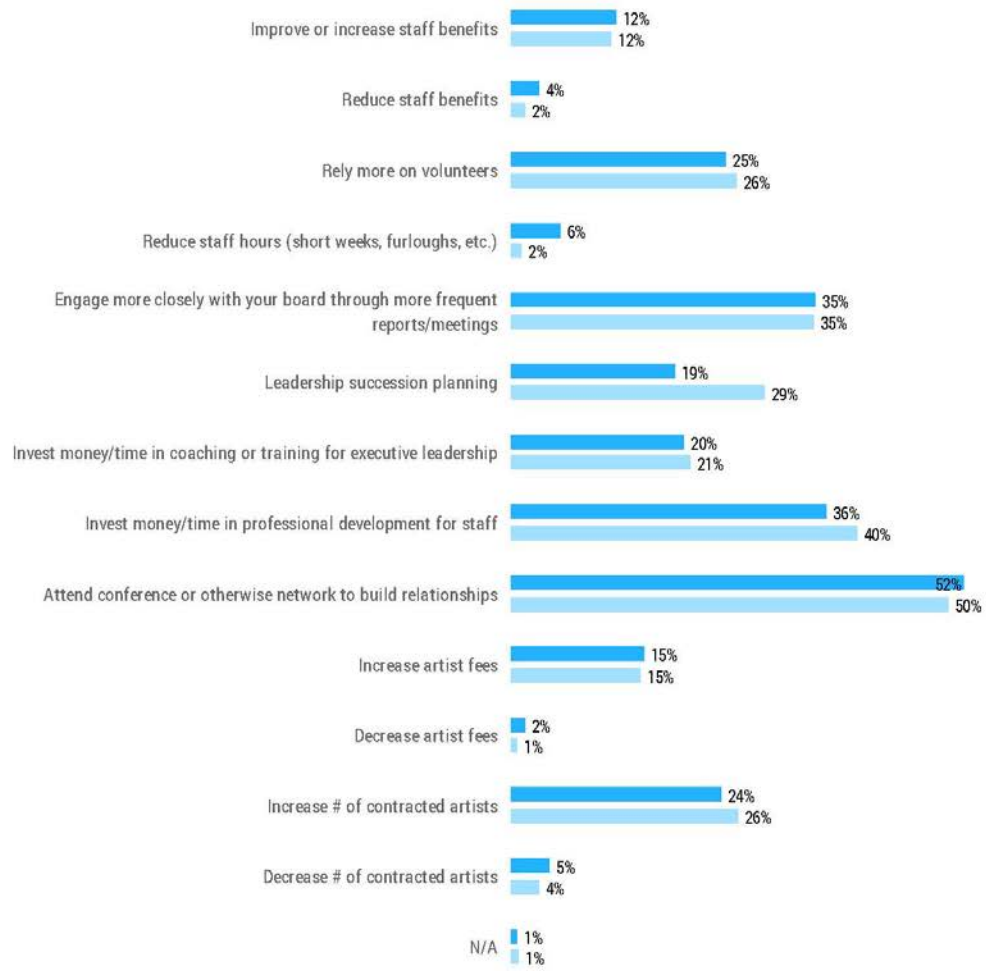


respondents: 919

ARTS & CULTURE: HUMAN CAPITAL ACTIONS TAKEN AND PLANNED

This survey question was presented to all NPOs across all sectors (see the 'Challenges and Responses' section above). However, Arts/Culture/Humanities respondents received additional options related to their management of artists. Below, you'll see this group's responses to these sector-specific options in addition to their responses to the full set.





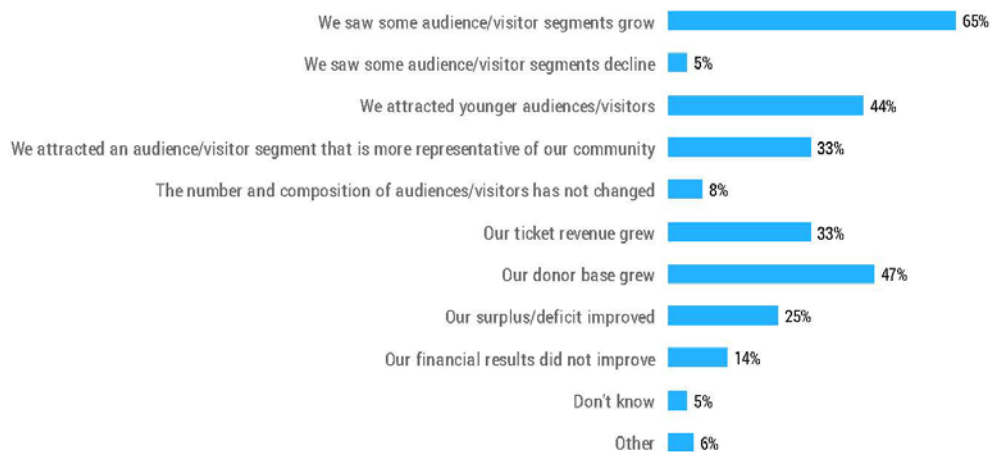
total respondents: 919

ARTS & CULTURE: IN 2013, MY NPO MADE MEANINGFUL INVESTMENT IN THE FOLLOWING AUDIENCE/VISITOR DEVELOPMENT STRATEGIES



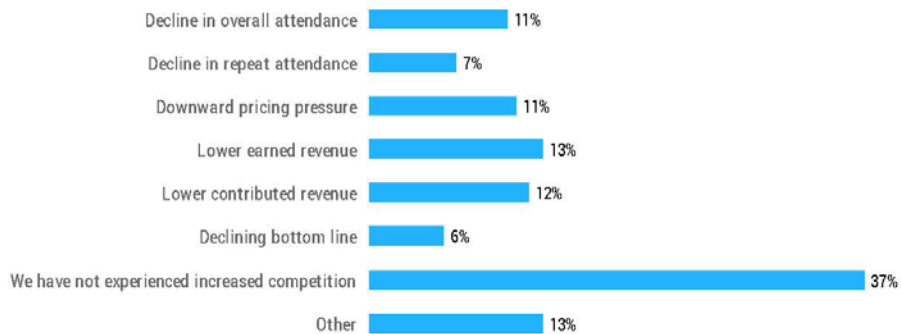
total respondents: 919

ARTS & CULTURE: RESULT OF INVESTMENTS IN AUDIENCE/VISITOR DEVELOPMENT STRATEGIES



total respondents: 846

ARTS & CULTURE: IMPACT OF INCREASED COMPETITION IN THE ARTS & CULTURE MARKETPLACE



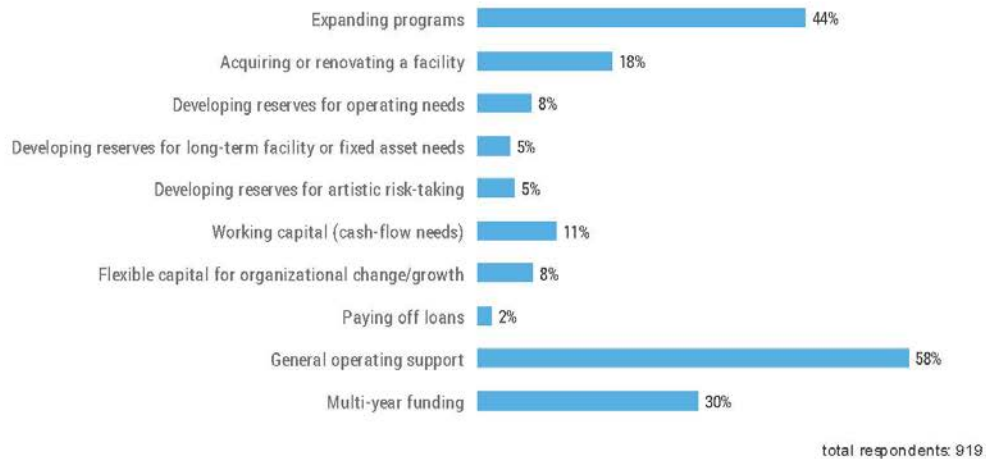
total respondents: 919

ARTS & CULTURE: HOW DID NPOS EXPERIENCING INCREASED COMPETITION RESPOND TO IT?

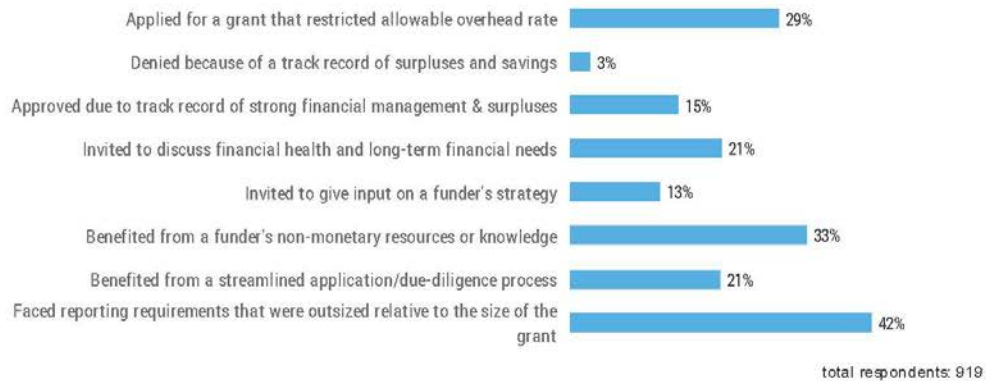


total respondents: 412

ARTS & CULTURE: IN 2013, MY NPO RECEIVED FUNDING FOR...



ARTS & CULTURE: GRANTMAKING PRACTICES EXPERIENCED IN 2013



Feature: Trends over Time

Since 2009, we've asked a core set of the same questions every year. These responses can draw attention to what has changed or stayed the same over time. For more detail, reach out to us at survey@nff.org.

2014 survey generously supported by
the Bank of America Charitable Foundation and the Ford Foundation.



Special arts portion of Survey generously supported by the Doris Duke Charitable Foundation.



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