

# Cultural Vision Plan and Cultural Life Task Force Update

Arts & Science Council  
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@ASCCharlotte

# Presentation Overview

- Role of ASC
- Cultural Vision Plan
- Cultural Life Task Force Recommendations



# Since 1975, ASC has

- Served as 'office of cultural resources' for all local government
- Distributed all City, County, and Town funding for cultural organizations and programs
- Raised private funds to support cultural sector
- Led regional cultural planning efforts
- Managed City and County Public Art programs



# Four Decades of Public/Private Partnership

- Cultural Plans
  - 1975
    - Arts and cultural development become key to economic development efforts
    - Proposed new cultural facilities
    - Created ASC that we see today
  - 1991
    - All City and County funds for cultural programming through ASC
    - ASC's governance structure to reflect changing role
    - Privatize Mint Museum of Art
    - Increased private fund raising, local government support and established a cultural endowment





- 1998

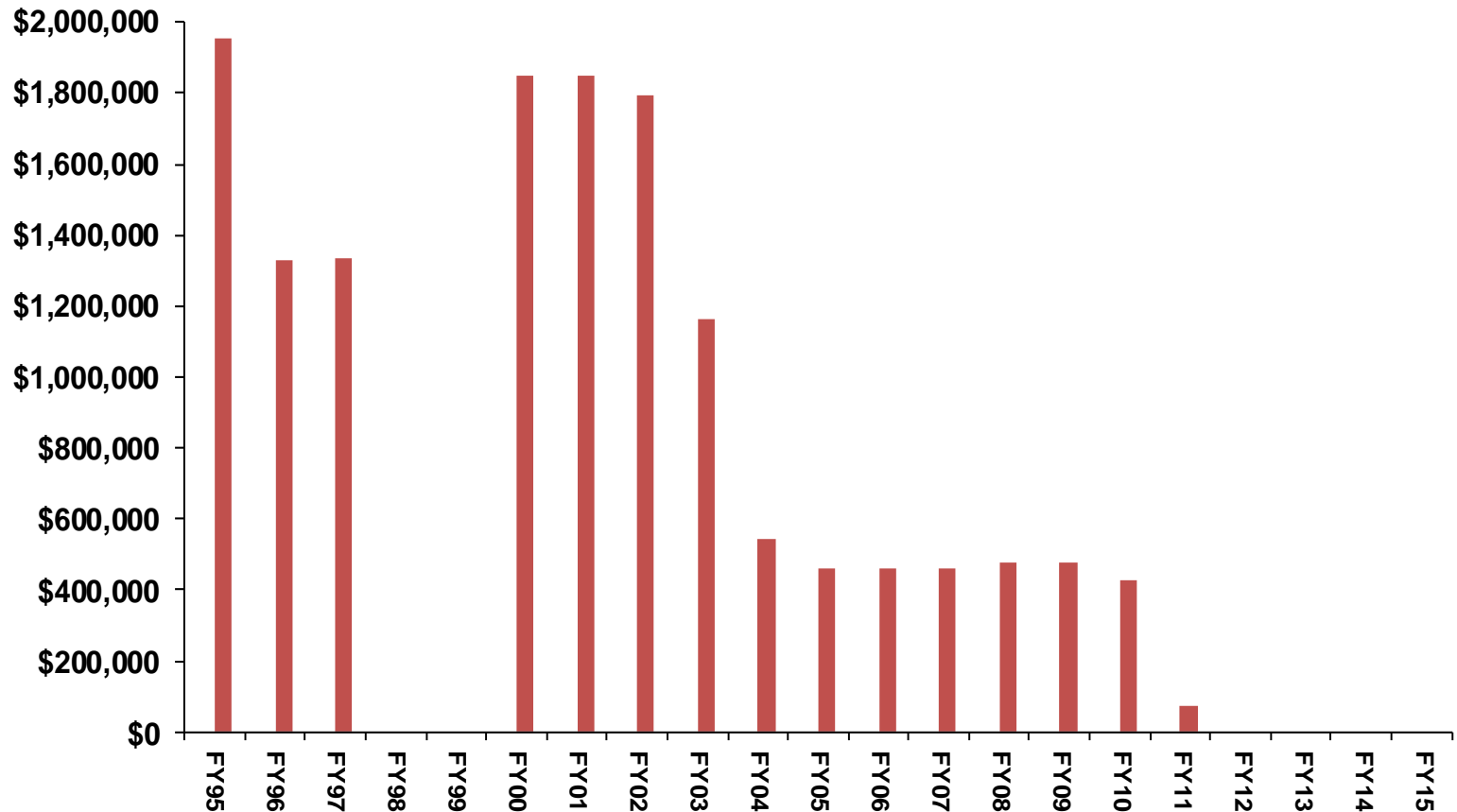
- Include history and heritage organizations as ASC Affiliates
- Develop programs to fund neighborhood and community-based cultural programs across Mecklenburg County
- Increase access for all citizens and visitors to cultural programs
- Leverage public and private sources to support new programs

- 2014

- Rethink how the cultural sector could further contribute to community vitality

- 2001 Public Art Master Plan
- 2004 Cultural Facilities Master Plan
- 2004 – 2006 Town Cultural Plans

# Unrestricted County Funding to ASC



\*Does not include any County support for Spirit Square and restricted education funding. Does not include public art appropriations.

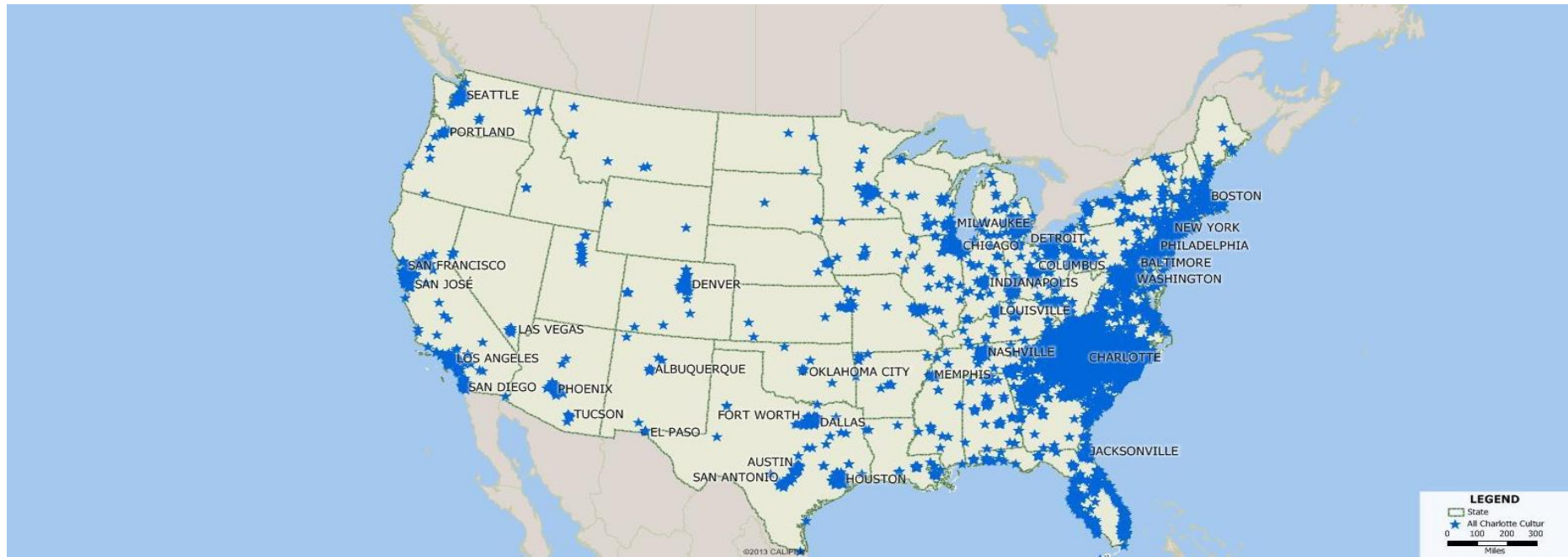
# Benefits of Investment in Arts & Culture

- Economic Development and Impact
- Quality of Life
- Educating a 21<sup>st</sup> Century Workforce





# Reach of Charlotte-Mecklenburg Cultural Sector



- FY14 - Over 3.1 million annual customer experiences
  - Exceeds combined annual attendance of Charlotte's professional sports teams
  - Half of cultural experiences are for children and youth
  - 50% of annual customer experiences by non-Mecklenburg County residents

Geo-mapping of ticket purchasers, memberships and donations from ASC Donor Data Project, 2014



# 2014 Cultural Vision Plan



- Build Community
- Increase Relevant & Innovative Programming
- Make arts, science, and history central to pre-K-12 Education, ensuring students are critical and creative thinkers

# Cultural Life Task Force

- Examine the public/private partnership model
- Provide opportunities for community input
- Develop options for a future funding model
- Recommend action to sustain cultural sector





# CLTF Key Findings

- Cultural sector is critical to economic development and quality of life
- United funding model served community well but is losing momentum due to changes in individual and corporate giving philosophy
- Creativity and innovation are top skills for 21<sup>st</sup> century workforce
- Cultural sector is key to Charlotte's competitiveness for corporate relocation
- Government funding has not kept pace with population growth

# Goals of the Task Force Recommendations

**Restructure private sector giving**

**Engage local and state government**

**Reinvent ASC**

**Support Cultural Organizations**

# Short-Term Stabilization Strategies

## Private Sector

- ASC reinvents the fund drive as an Annual Cultural Campaign focused on community-wide engagement
- Private Sector Investments - **\$4+ MM per year for 10 years** – to strategically invest in the fundraising and marketing capacity of cultural groups

## Public Sector

- ASC and partners craft a Comprehensive Public Advocacy plan for the cultural sector
- Advocate for equitable distribution of arts funding at the state level
- Increase short term per capita funding from City of Charlotte, the Towns, and Mecklenburg County to stabilize sector
- Re-engagement of CMS to provide funding for field trips for every grade

## ASC & Cultural Partner Structure

- Restructure ASC Board and staff to support recommendations with focus on fundraising, data collection and sharing, and advocacy
- Invest in Cultural Partners' development and marketing capacity
- Begin to implement the Cultural Vision Plan

# Long-Term Stabilization Strategies

## Private Sector

- Generate \$125MM in additional endowment principle over 10 years to ensure stability of cultural organizations

## ASC & Cultural Partner Structure

- Cultural Partners strengthen balance sheets and build cash reserves
- Cultural Partners invest in programs that fulfill the Cultural Vision Plan

## Public Sector

- Creation of a Regional Cultural Coalition to serve as a powerful advocate for long-term public/private partnership
- Develop and implement a strategy for a reliable, long-term dedicated public funding source for the cultural sector – using Denver, Portland and Minnesota as potential models



# Recommended

## Private Sector Investment Increases

Source	Total Amount
Private Donor Group	\$45 million over 10 years
Greater Charlotte Cultural Trust	\$125 million increase in corpus over 10 years
ASC & Cultural Partner Contributed	\$90 million + over 10 years
Cultural Partner Earned Revenue	\$440 million + over 10 years
<b>TOTAL</b>	<b>\$700 million +</b>

# Recommended Public Sector Investment Increases

Source	FY15 Unrestricted Funding	Population	Increase	Total Estimated Increase
City	\$2,940,823	793,000	\$1.30 per capita	\$1,040,000
County	\$0	1,000,000	\$1.30 per capita	\$2.3 million (\$1.3 million + \$1 million for CMS)
Towns	\$72,500	150,000	\$1.30 per capita	\$195,000
State	\$0	TBD	TBD	TBD
CMS	\$0	1,000,000	\$1.00 per capita or \$7.50/child	See County above
TOTAL				\$3.535 million + annual \$38.35 million over 10 years – goal is no more than 5 – 7 years

# ASC Progress To Date

## Restructure Private Giving

- ASC Campaign testing new efforts to provide deeper community engagement
- ASC Connect with Culture Day held on Jan. 10 – nearly 5,000 residents served
- Major changes to ASC Campaign in 2016 in progress
- Private Sector (THRIVE Campaign) has raised \$42.5 million to strategically invest in the fundraising and marketing capacity of major cultural groups

## Engage Local and State Government

- ASC presenting update to all local elected bodies in February & March
- FY16 funding requests to local government based on Task Force recommendations
- Aligning investment of local government funds to specific interests of local government unit

# ASC Progress To Date

## Reinvent ASC

- ASC has changed its internal staff structure and operations to reflect recommendations of Task Force and Vision Plan
- ASC Board of Directors considering changes to its governance structure for FY16
- New partnership with UNCC to study and analyze data from cultural donors and consumers
- ASC has established quarterly meetings with regional arts councils to begin building coalition for future regional efforts

## Support the Cultural Partners

- Implementing capacity building activities around fundraising
- Completed a marketing/communications plan for legacy giving

# Changes in ASC Governance

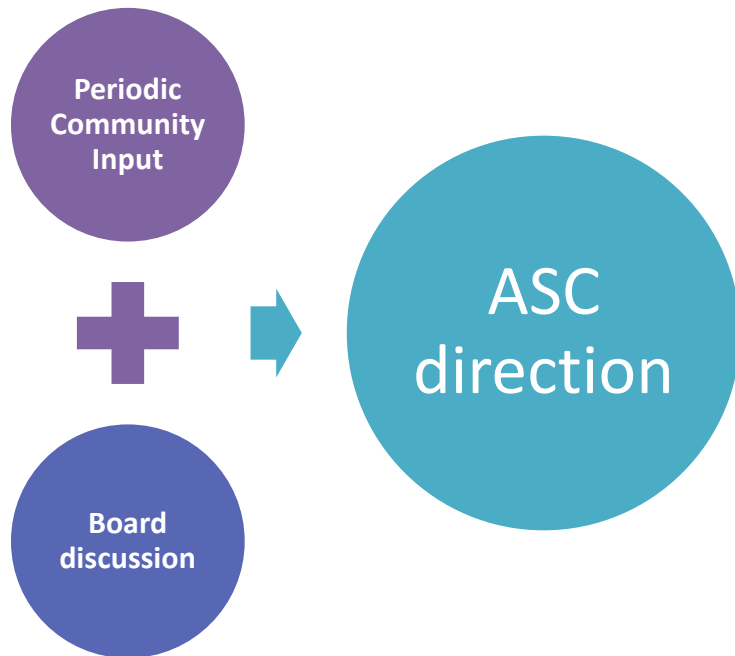
- Reduce size of board from 41 members to 24
- All directors elected
- Establish advisory councils:
  - 3 public sector
  - 1 private sector
  - 1 cultural sector



# Paradigm Shift

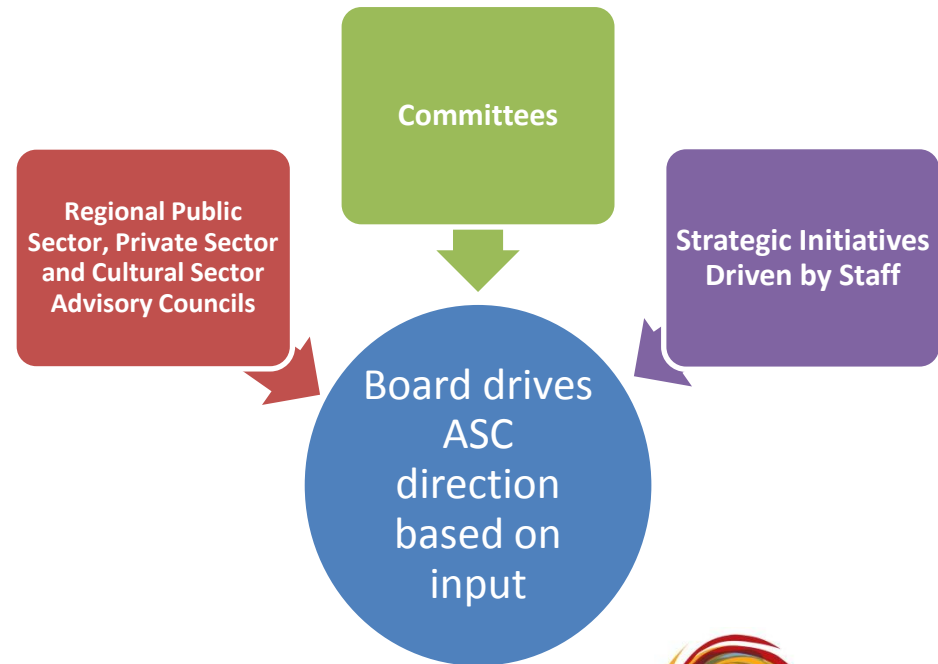
## Old Model

Influence viewed exclusively as holding a Board position



## New Model

Influence viewed as input to Board via Advisory Councils, Committees, and other opportunities for communication





# Cultural Life Task Force Recommendation – Mecklenburg County

Source	Population	Current Unrestricted Funding	Increase	Total Increase Amount	Total Request
Mecklenburg County	1,000,000*	\$0	\$1.30 per capita	\$1.3 million + \$1 million to support CMS recommendation	\$2,300,000

## ASC Proposed FY16 Investment from Mecklenburg County

- \$350,000 – Support of Studio 345 – application will be submitted as part of Community Service Grant process
- \$1,025,000 – Restored Funding for Education
- \$925,000 – Restored Funding for Community Access Programming

\*population data based on US Census 2013 estimated population



# Use of Proposed Increased Funds - Education

Education Programs	Current State	Impact of Increased Funding	FY16 Funding Increase
<b>Field Trips</b>	<ul style="list-style-type: none"> <li>• 3rd Grade to Historic Sites</li> <li>• 5th Grade to Joint Symphony/Opera/Ballet Performance</li> <li>• Serves approximately 22,000 students</li> </ul>	<ul style="list-style-type: none"> <li>• Restore field trips to Children's Theatre, Discovery Place, Levine Center for the Arts</li> <li>• Would serve approximately 40,000 more students</li> </ul>	\$400,000
<b>School Grants</b>	<p>Grants for in-school Arts, Sciences, History/Heritage experiences:</p> <ul style="list-style-type: none"> <li>• CMS non-Title I schools receive \$1500</li> <li>• CMS Title I &amp; Project LIFT schools receive \$2000</li> </ul>	<ul style="list-style-type: none"> <li>• Increase funding for CMS elementary schools to support cultural experiences that increase reading and literacy skills.</li> </ul>	\$175,000

# Use of Proposed Increased Funds - Education

Education Programs	Current State	Impact of Increased Funding	FY16 Funding Increase
<b>Expand Orchestra in Schools</b>	<p>Community School of the Arts' Orchestra in Schools program provides:</p> <ul style="list-style-type: none"> <li>• Free violin instruction</li> <li>• Free violins</li> </ul> <p>More than 60 students served at three at-risk CMS elementary schools</p>	<p>Expand Community School of the Arts program:</p> <ul style="list-style-type: none"> <li>• In-School Orchestra for 3 middle schools. 450-600 students served.</li> <li>• Out-of-School Time Orchestra for 5 middle schools . 150 students served.</li> </ul>	\$100,000
<b>Out of School Time Grants</b>	N/A	New program placing high-quality, standards-based educational Out-of-School Time (OST) programming for PreK-12 students in Meck County.	\$300,000



# Use of Proposed Increased Funds - Education

Education Programs	Current State	Impact of Increased Funding	FY16 Funding Increase
<b>Teacher Professional Development</b>	Collaboration with cultural partners to develop cultural experience packages for up to 250 teachers	Increase number of teachers served to 750	\$50,000
<b>SUBTOTAL – EDUCATION</b>			<b>\$1,025,000</b>

# Use of Proposed Increased Funds - Community

Community Program	Current State	Impact of Increased Funding	FY16 Funding Increase
<b>Grant Programs</b>	ASC facilitates an Operating Support Program and Cultural Project Grant Program	New resources to support innovative programs and/or engagement with nontraditional audiences in nontraditional venues.	\$400,000
<b>Programming in Parks and Libraries</b>	N/A	New 'fee-for-service' program placing programming in parks, recreation centers and libraries across County in partnership with Parks and Recreation and Library, ASC's Data Project will be used to identify "participation deserts" for initiative.	\$300,000

# Use of Proposed Increased Funds - Community

Community Program	Current State	Impact of Increased Funding	FY16 Funding Increase
<b>New Infrastructure to Support Cultural Sector</b>	N/A	<p>Cultural Life Task Force recommends a new services to be provided by ASC to the cultural sector including:</p> <ul style="list-style-type: none"> <li>• data project</li> <li>• increased support of professional/volunteer development</li> <li>• marketing of programming to the region</li> </ul>	\$275,000
<b>SUBTOTAL – COMMUNITY</b>			<b>\$975,000</b>
<b>TOTAL – Education &amp; Community</b>			<b>\$2,000,000</b>







# Return on Restored County Investment

- Stability of major institutions during transition to new funding platform
- Increased grant funding for grassroots programming
- Fee-for-service programs in parks and libraries
- Residencies in underserved neighborhoods
- Increased Educational Opportunities
  - Field Trips
  - In-School Programs
  - Out-of-School Programs



Thank You & Discussion