



Approaches to Engaging Diverse Audiences

The Arts & Science Council (ASC) is:

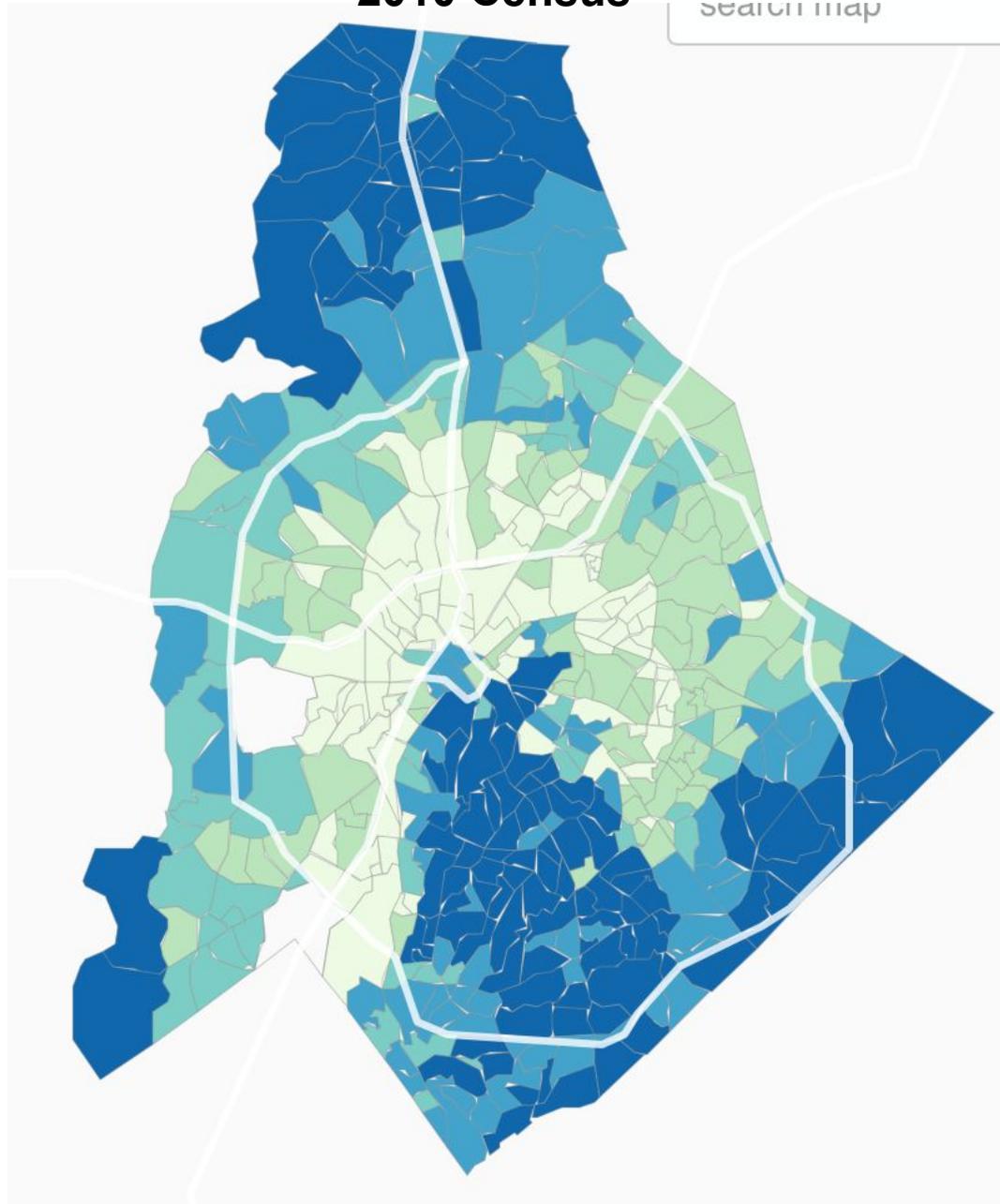
- The community's chief advocate for arts, science, history and heritage.
- A gatherer and steward of public and private community resources.
- An investor of those resources in the cultural sector and community.
- The strategic planner for the community's cultural sector.
- The public art agent for the City of Charlotte and Mecklenburg County.

Mission: Ensuring access to an excellent, relevant, and sustainable cultural community for the Charlotte-Mecklenburg Region.

Vision: A vibrant cultural life for all.

% of population self identified as White or Caucasian 2010 Census

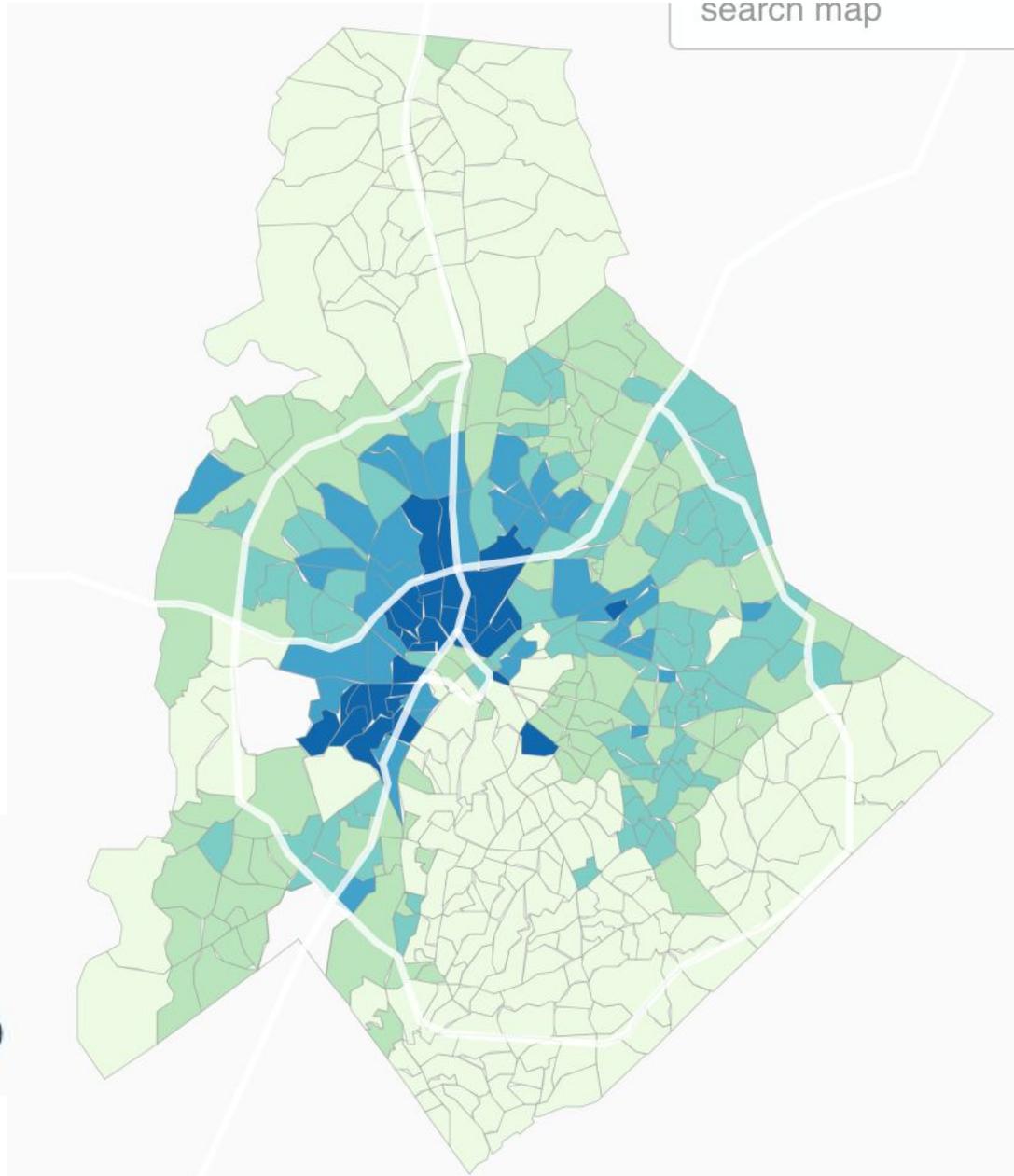
search map



COUNTY
50.6%

% of population self identified as Black or African-American 2010 Census

search map

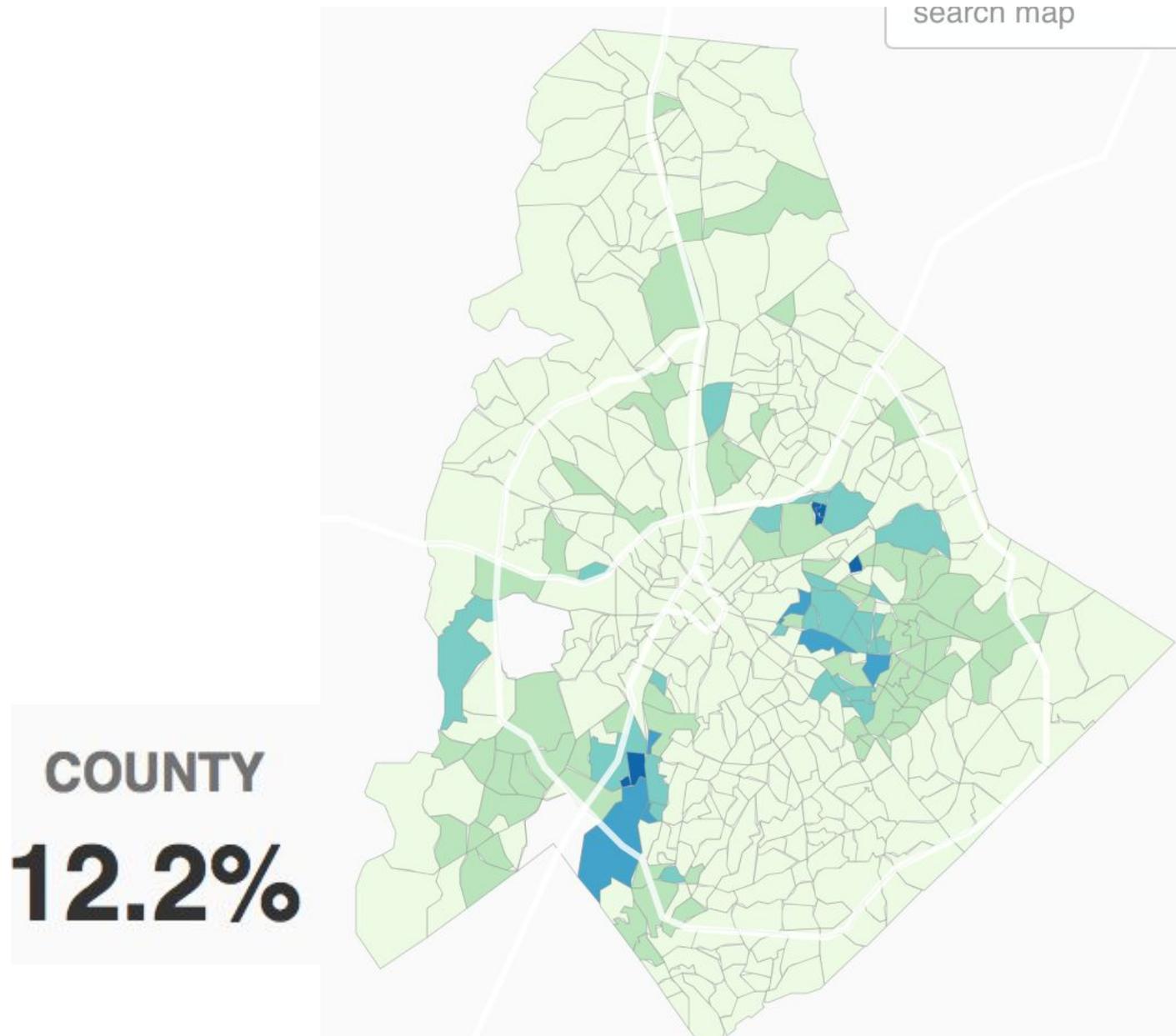


COUNTY
30.2%

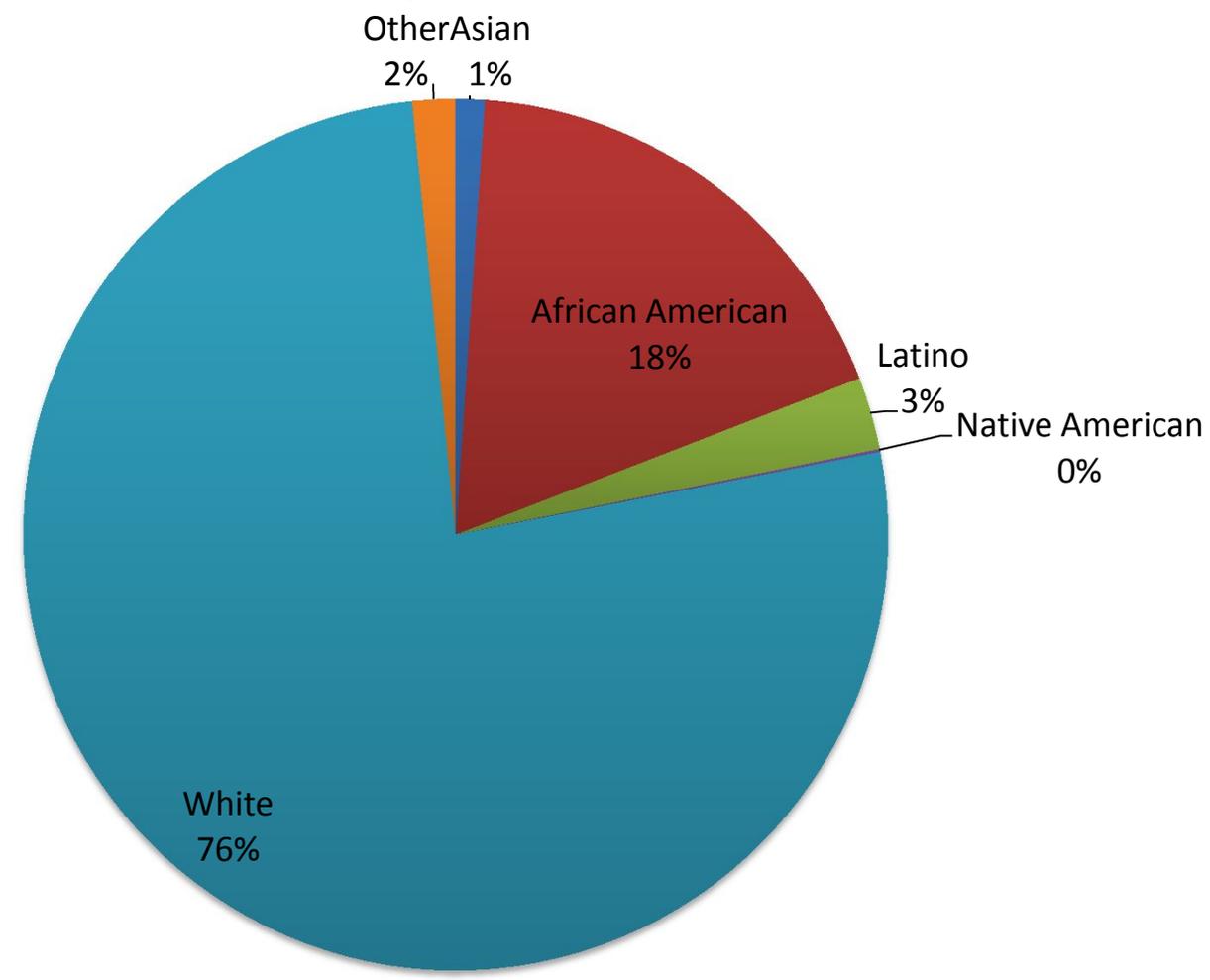


Culture For All.

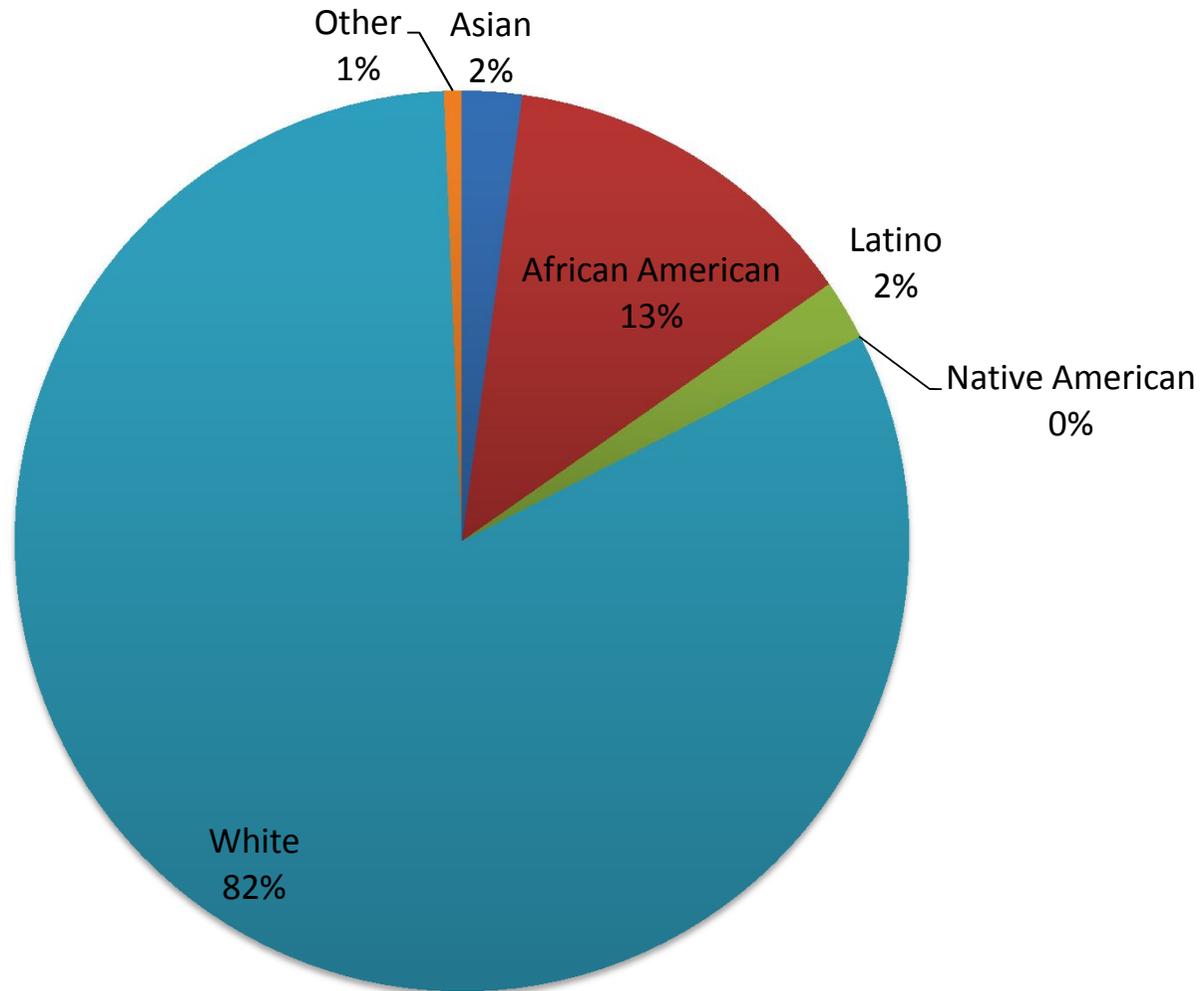
% of population self identified as Hispanic or Latino 2010 Census



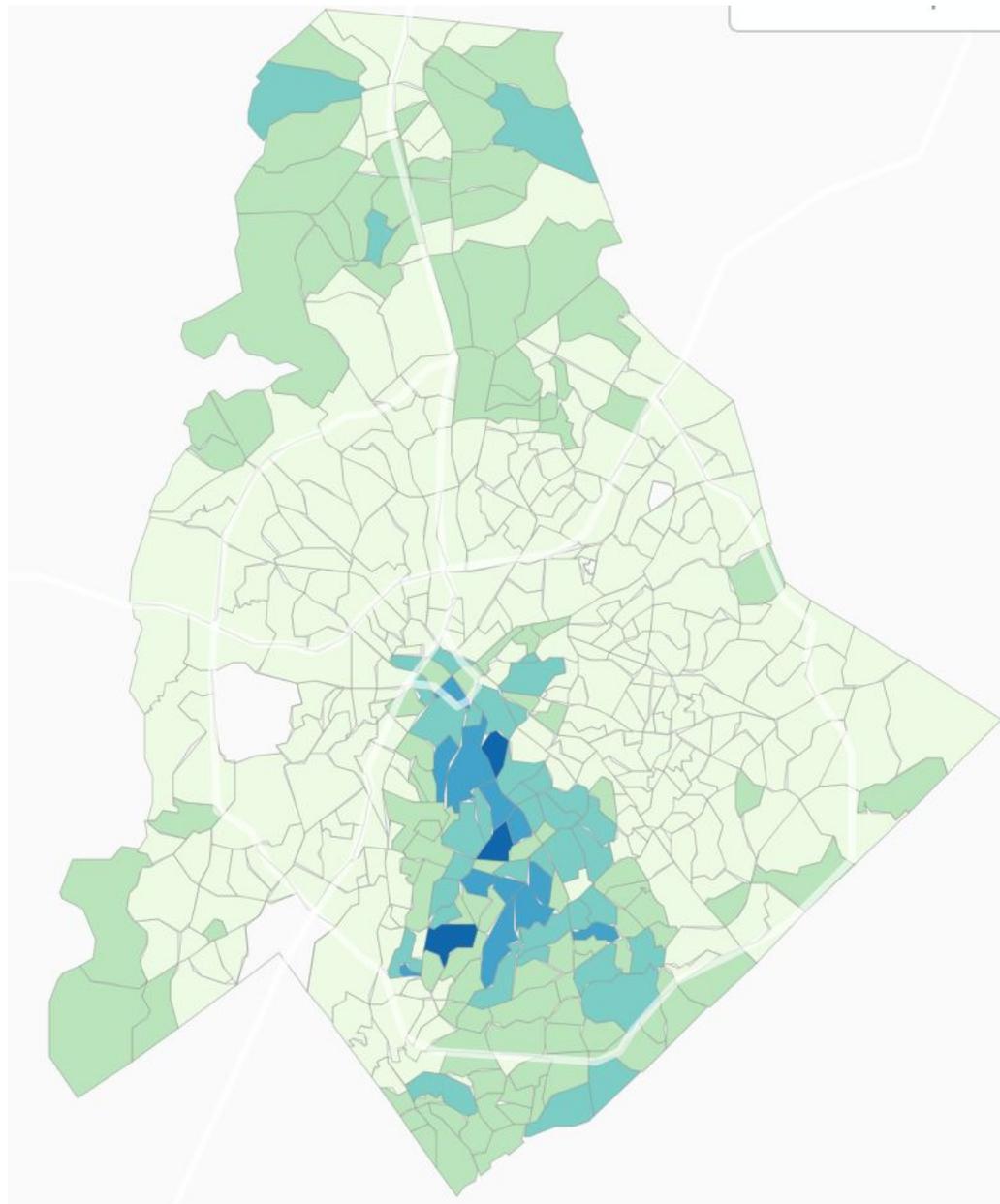
All ASC Operating Support Partners Employees



All ASC Operating Support Partners Boards



% of households in ASC CUMD 2013 Participation Data



Trifecta Approach



Culture Blocks
(Fee for Service)

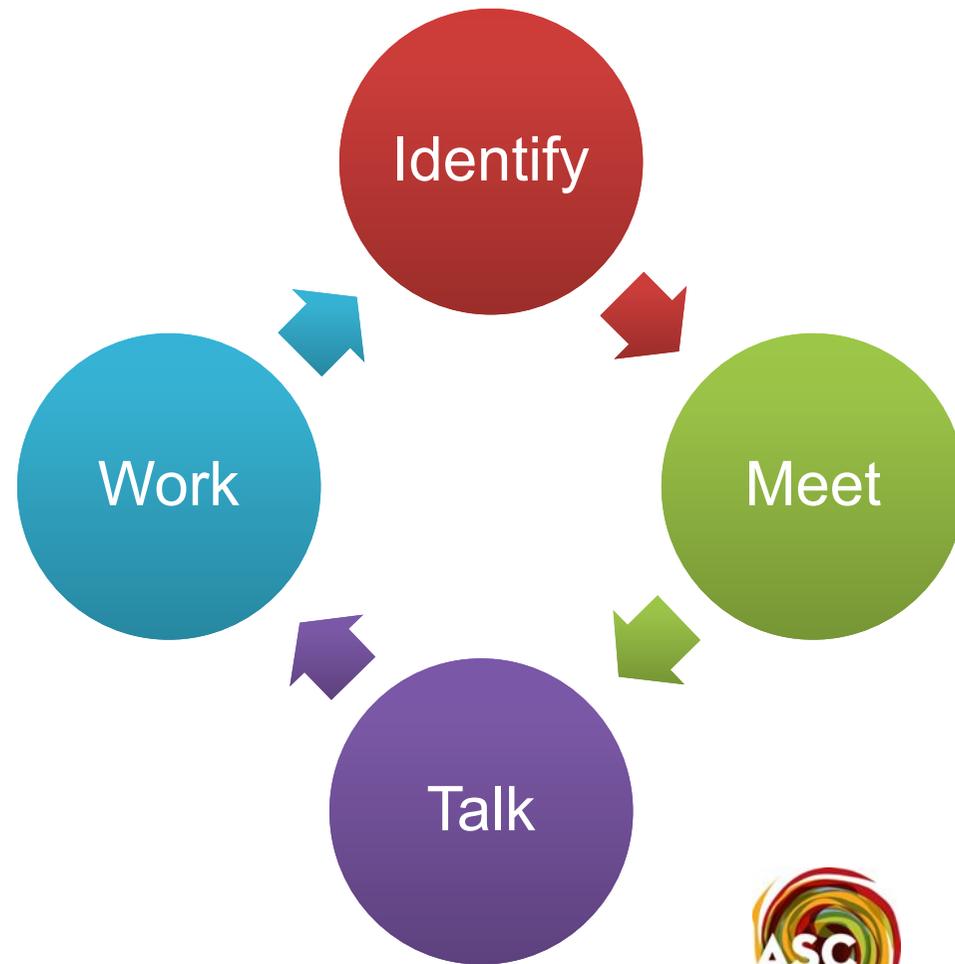
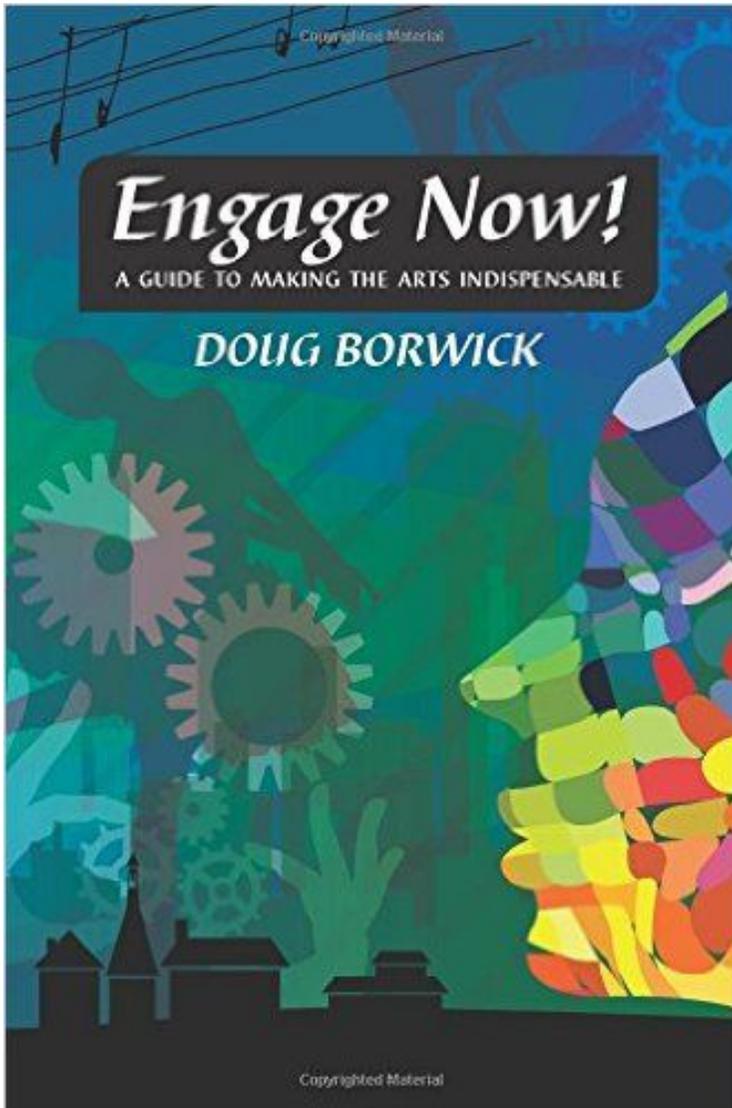


**Catalyst for
Cultural Equity**
(Capacity Building)



Grantmaking Practice

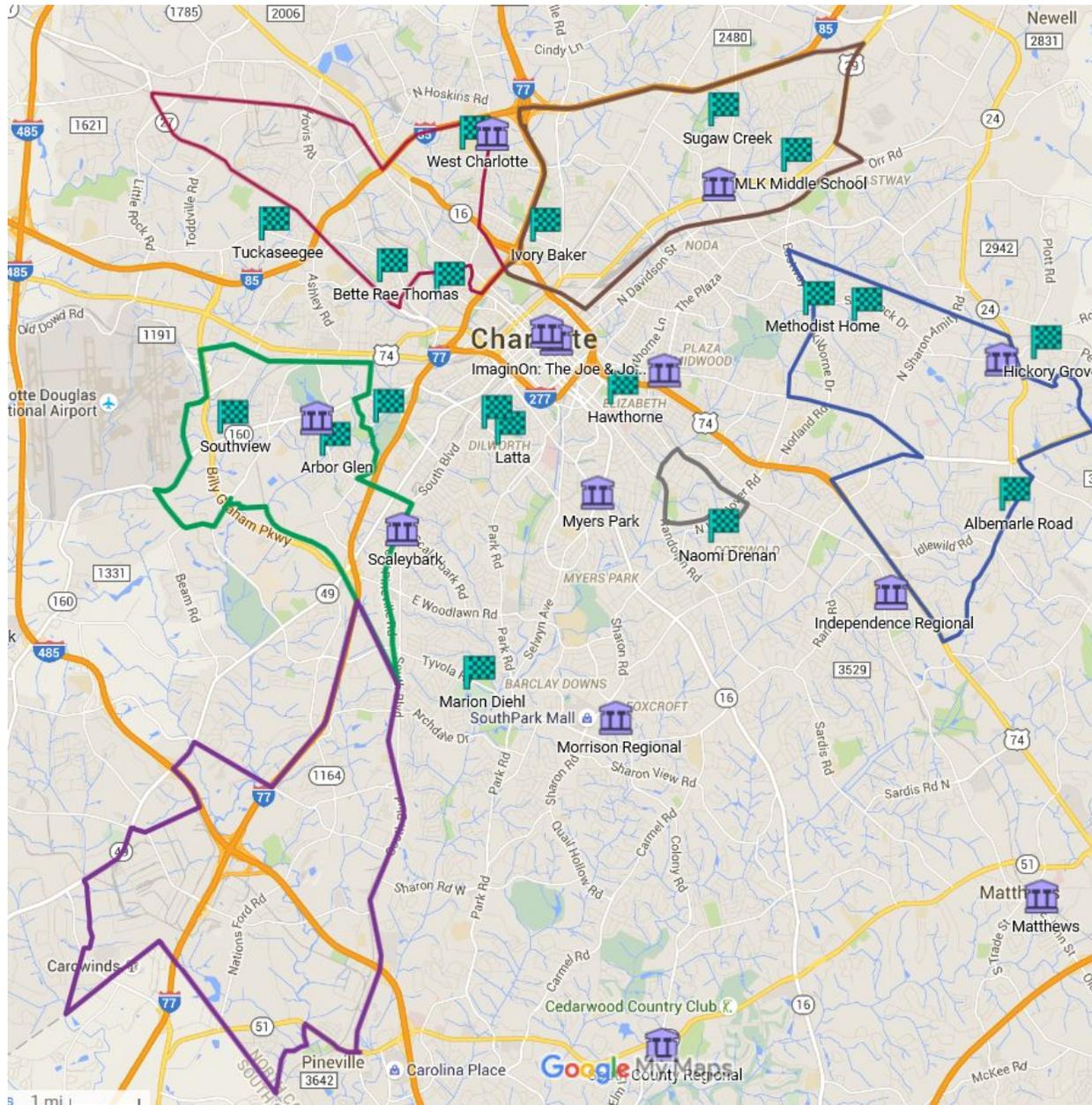
Culture Blocks



Culture Blocks



Culture Blocks



Culture For All.

Culture Blocks

- \$300,000 grant from Mecklenburg County
 - Program Director
 - ~\$65,000 per “block” per year
- ASC will build relationships with citizens in these areas without pre-conceived notions or solutions.
 - anecdotal solicitation & organized community meetings, ASC will facilitate dialogue, listening and understanding that embraces and celebrates the cultural life and desires of these citizens
 - supported/augmented by an initial menu of programmatic offerings in each geographic area – animated pop-up museum installations, performances, etc. utilizing Library, Parks, and Recreation Centers as program delivery locations.
- ASC will introduce new or scale existing cultural infrastructure in the local neighborhood and/or address barriers to participation with major institutions.
 - individual artists, cultural programmers, other necessary resources

Catalyst for Cultural Equity

Individuals

Organizations

Catalyst for Cultural Equity

Individuals

- Deeper personal awareness about access, inclusion and equity as it relates to their own leadership.
- Stronger and more authentic relationships across a variety of diversity dimensions within their organizations, the cultural sector and the broader community.
- Tools, resources, ideas and skills for leadership in driving toward “cultural equity”.

Organizations

- Strengthened organizational commitment and capacity for being of service to and engaged with our diverse community.
- Shifted organizational culture and thinking about the leveraging of organizational resources.
- An initial plan of action for increased cultural equity.

Process

- Diverse participant teams from 7-10 cultural organizations. (25-30 participants)
- 5 full days, 5 half days. (65 contact hours per participant)
- Individual reflection, small and large group dialogue, film, performance, exhibits, community based experiences, outside speakers/artists, ideas, strategies, tools and other resources.

Short Term Evaluation Metrics Examples

- A Pre/Post participant assessment – evaluates awareness of and behavior toward inclusion and equity.
- Per Session evaluations – evaluates individual and organization learning that occur throughout the program.
- Organization Action Plan – developed during the last two months of the program, articulates the commitment of individuals toward creating increased inclusion and equity inside the Organization and with the community.

Long Term Success Indicators

CCE intentionally engages a network of individuals and organizations, in an effort of building a critical mass that can work together, and influence others, toward creating equity in the arts and culture sector.

Key success measures for the program may take some time to confirm, and will require periodic reconvening of past program participants to investigate, challenge and discuss:

- Shifting demographic information on board and staff of partner organizations.
- Shifting demographic and geographic participation data from partner organizations.
- Structural (policy and practice) and programmatic changes inside participant organizations to explicitly drive inclusion and equity, internally and in intersection with community.

GRANTMAKING TASK FORCE

Task Force Charge:

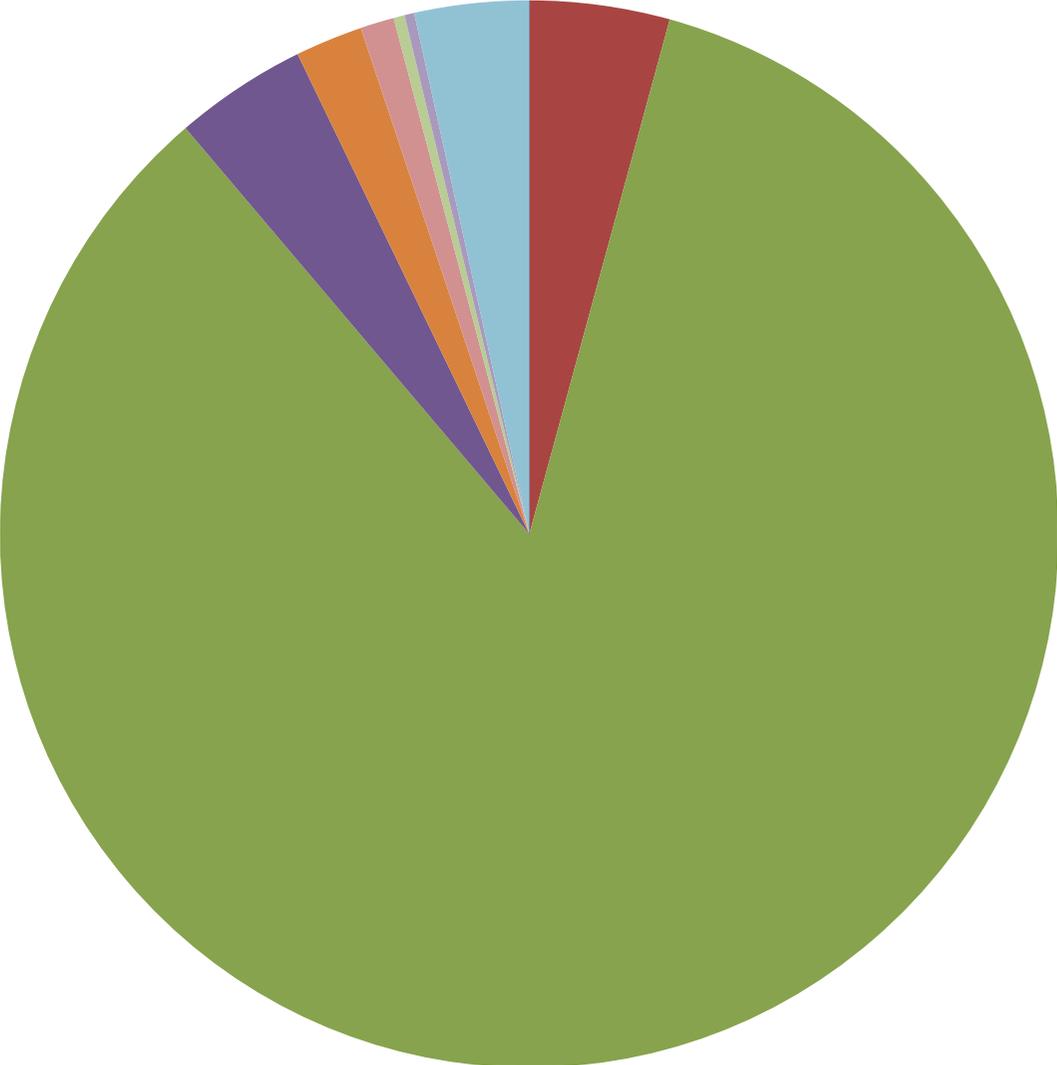
Evaluate and make recommendations to Board on how to make adjustments to ASC Grant Making Programs that ensure:

- Access for all citizens
- Responsiveness to our changing community
- Commitment to financial stability for the sector

Key Information Sources

- New ASC Mission & Strategic Plan
- Cultural Vision Plan
- Cultural Life Task Force Recommendations
- Grantmakers in the Arts Presentation on Capitalization
- Research from Peer Organizations

Current CCI Investment Portfolio



- Operating Support II 4.3% or \$312k
- Operating Support III 84.5% or \$6.1M
- Cultural Projects/Access/Festivals/Towns 4.0% or \$295k
- Technical Assistance & Professional Development Grants 2.1% or \$150k
- Individual Artist Support (RAPG, McColl, Creative Renewal, ASC Honors) 1.0% or \$75k
- Workshops/Training - Orgs 0.3% or \$24k
- Workshops/Training - Artists 0.3% or \$22k
- Culture Blocks Initiative 3.5% or \$255k

Task Force Findings

- 87.5% of ASC Grantmaking supports Operating Grants to 13 Organizations.
- Current Operating Support program is one of the most generous in the nation, but unsustainable due to changes in local giving.
- Current Grantmaking structure does not meet demand or address opportunities for emerging grassroots organizations or individual artists.
- Current Grantmaking structure does not effectively align with addressing community priorities or supporting adaptability and innovation.

Task Force Guiding Principles

- Operating Support remains a core component of ASC's investment strategy
- Project Support should be more robust and closely aligned with documented community priorities
- Capacity Building support should be more robust, allowing for substantial investments in innovation and risk taking
- Support for Creative Individuals should be more robust and celebrate achievement of individuals at all career stages



Task Force Recommendations

Re: Operating Support

- Over 5 year transition period:
 - Expand Operating Support to emerging grassroots organizations to more fully reflect the diversity of region (Geography, Audience, Discipline, Multicultural)
 - Recalibrate Operating Support levels to current partners and institute a universal cap on Operating Support awards to more closely ensure sustainability of program

Program	New Practice	Impact
OS I (Budgets < \$300k)	Grant may not exceed 25% of 3 year average cash income	20-30 emerging grassroots orgs added to program
OS II (Budgets \$300k-\$1M)	Grant may not exceed 15% of 3 year average cash income	8 orgs eligible for increase 1 org award reduces ~5%
OS III (Budgets > \$1M)	Grant may not exceed 10% of 3 year avg cash income, or \$750k	3 orgs eligible for increase 4 org awards reduce ~4-12% 5 org awards reduce > 20%

Task Force Recommendations

Re: Other Investment Strategies

- Over 5 year transition period:
 - Align Project Support with Cultural Vision Plan priorities
 - Increase Capacity Building support to invest more substantially in management and fundraising capabilities of cultural partners
 - Increase support to Creative Individuals at all career stages

Program	New Practice
Project Grants	<ul style="list-style-type: none"> • 1 or 2 year grants of up to \$20k annually addressing documented community priorities. Initial scope - Cultural Vision Plan tenets: <ul style="list-style-type: none"> • Leverage Arts & Culture as bridge builder across difference • Increase program relevance and innovation • Operating Support recipients and Individuals eligible to apply
Capacity Building	<ul style="list-style-type: none"> • Increase maximum Technical Assistance Grant to \$20k • PD Scholarships and Workshops/Training remain as-is
Creative Individuals	<ul style="list-style-type: none"> • Increase RAPG investment by \$25k to allow for more awards • Add Mid-Career Fellowship program, grants of \$10k • ASC Honors remains as-is • McColl Award becomes competitive Program Grant designation

Proposed CCI Investment Portfolio w/ ~ Current Resources

