

Arts and Culture Update

COUNCIL NEXT STEPS, DRAFT STATE OF CULTURE REPORT
JANUARY 3, 2022

1

Today's Purpose

1. Update & Discussion: Council Priorities
2. Overview & Discussion of DRAFT State of Charlotte's Culture NOW?

2

Update & Discussion: Council Priorities

Proposed Path to Council Priorities

1. **Late November:** Small Group Discussions
2. **Mid-December:** Update on Themes provided to Full Council
3. **TODAY:** Discussion re: Themes → Council Priorities
4. **Following Jan. 3:** Draft RCA on Council Priorities
5. **Late January:** Approval of RCA

Discussion: Themes & Council Priorities

DRAFT State of Culture Report

Overview of State of Culture Report

- 1. Introduction:** What is the State of Charlotte's Culture NOW?
- 2. Charlotte's Planning Context**
- 3. Methodology**
- 4. Summary of Key Findings**
- 5. Cultural Asset Map and Inventory**
- 6. Funding Evaluation**
- 7. Emerging Opportunities**

Purpose of the State of Culture Report

1. Provides an overview and common base of information of Charlotte's current arts and culture ecosystem
2. Summarizes the findings from the first two phases of the cultural planning process
3. Assesses strengths, weaknesses and opportunities
4. Informs decision-making about where to focus future arts and culture activity and support

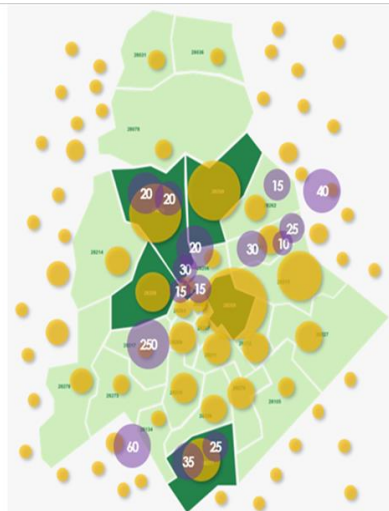
Overall Planning Methodology

Phase 1: Opportunities Assessment	Phase 2: Public Engagement	Phase 3: Vision Strategy and Implementation Plan
<ul style="list-style-type: none"> • Research and Analysis/Market Overview of Charlotte-Mecklenberg's Cultural Landscape • Preliminary Stakeholder Workshop with Existing Arts and Cultural Organizations • Public Engagement and Communications Strategy • Cultural Amenities and Facilities Infrastructure Analysis/Asset Map • Funding Evaluation Analysis • Cultural Trends and Comparables Assessment • Presentation and Discussion of Preliminary SWOT Analysis 	<ul style="list-style-type: none"> • County-wide Meetings • Online Survey of Cultural Participation • Stakeholder Interviews • Toolkit Distribution • Ambassador Support • Focus Groups/Sector-Focused Workshops • Community Conversations • Neighborhood/Intercept Events • Municipal Roundtables • Presentation and Discussion: State of Culture Report 	<ul style="list-style-type: none"> • Draft Cultural Plan • Potential Funding Models and Governance Structures • Strategy Development and Implementation Workshops • Testing Workshops • Final Cultural Plan

Public Engagement

3,243*

engaged with
the Arts and Culture Plan



Drop-In Events:
Approximately **757**
people engaged

Hosted events and
workshops: **461**
Attendees

Emails collected: **750+**

Total Completed
Surveys: **1,016** English,
102 Spanish

Charlotte's Planning Context

CHARLOTTE'S PLANNING CONTEXT

INTERSECTION WITH EXISTING PLANS

List of Reports and Plans Reviewed

- Arts Impact CLT Landscape Scan and Arts-Based Social Mobility Study (2022)
- ASC 2014 Cultural Task Force Report (2014)
- ASC 2016 Creative Vitality Report (2016)
- ASC 2018 Cultural Key Performance Indicators Report (2018)
- ASC Community Priorities Report 2020 (2020)
- ASC Equity Report 2020 (2020)
- ASC Charlotte Cultural Vision Plan (2014)
- Charlotte Future 2040 Comprehensive Master Plan (2021)
- Charlotte Future 2040 Executive Summary (2021)
- City of Charlotte Capital Investment Plan and Public Art Information (2022)
- City of Charlotte Strategic Mobility Plan Draft (2022)
- City of Charlotte Unified Development Ordinance (2022)
- City of Charlotte Placemaking Hub Presentation Revised Draft (2022)
- City of Charlotte Corridors of Opportunity Recommendations Report (2021)
- Future of the Charlotte Creative Community – Charlotte is Creative and EY Session Recap (2021)
- North Carolina Department of Cultural Resources' The SmART Initiative (2011)
- Opportunity Insights' Charlotte Opportunity Initiative (2020)

Summary of Key Findings

Public Engagement

Whom did we consult?

Cultural Participation Survey

- English and Spanish-Speaking Residents of Charlotte-Mecklenburg County
- Creatives
- Creative Businesses
- Arts and Culture Audiences

Stakeholder Interviews

- Funders
- Arts and culture leaders/influencers
- Creative businesses

Community Workshops

- Open to all residents and creative workers of Charlotte-Mecklenburg County

Sector Workshops

- Arts and Culture Spaces
- Arts Education
- Business and Philanthropic Community
- Community Arts and Culture Support Organizations and Neighborhoods
- Creative Arts Businesses
- Cultural Events and Festivals
- Faith Community
- Film and Media
- Independent Artists, Creatives and Entrepreneurs
- Museums and Cultural Heritage Institutions
- Music Artists
- Performing Arts
- Theater
- Visual Arts

Summary of Public Engagement Findings

1. Center city and uptown institutions are a key strength to support, with simultaneous equitable support of arts and culture in communities
2. Equitable and sustainable funding is a major concern for all in the creative ecosystem.
3. Organized and well-resourced leadership is needed for the arts and culture community
4. Maximizing revenue opportunities for local artists is top of mind
5. There is a lack of awareness & coordination of arts and culture activities, organizations, and opportunities is a major challenge
6. Affordable and accessible space is a key need
7. Charlotte-Mecklenburg's public art success can be leveraged to expand access to arts & culture

Benchmarking and Comparable Communities

Comparable Communities

These 6 communities were benchmarked against Charlotte-Mecklenburg using key data indicators, including:

- Economic and Population Growth
- Total Employment
- Population Size
- Housing Affordability
- Arts and Culture Sector Employment

Austin-Travis County

Houston-Harris County

Denver City-County

Minneapolis-Hennepin County

Nashville-Davidson County

Portland-Multnomah County

Key Takeaways From Peer Communities

1. Public Funding for Arts and Culture

- Most communities profiled (all but Minneapolis and Nashville) have a recurring public funding source to support arts and culture
- Municipal general funds are a funding source for arts and culture in most of the communities profiled

2. Additional Municipal Support for Arts and Culture

- In some places, the city or city-county municipal office often plays the role of connector – to city and county departments, opportunities, technical assistance, and other non-monetary resources and support
- Municipal entities also have a clear public mandate to measure and encourage equity

3. Private Support for Arts and Culture

- Few of the communities profiled have a dedicated private funding stream of direct grant support for arts and culture organizations
- Instead, most of the communities profiled see substantial philanthropic support via period gifts and commissions from private and corporate foundations
- Several of the communities employ a public-private partnership model to provide access to affordable and appropriate space for arts and culture activities

4. Independent Non-Profit Organizations

- A few of the communities profiled have a private 501(c)3 organization dedicated to “ecosystem support”

5. Arts and Culture Promotion

- Tourism agencies, CVBs, and business alliances are generally leaders in marketing arts and culture for external audiences including tourism, talent, and business attraction
- Local and grassroots publications serve the role of marketing arts and culture to the local community

Cultural Asset Map and Inventory

CULTURAL ASSET INVENTORY & MAP

The map contains nearly **400** assets, which include 90 Infusion Fund grantees and 137 Placemaking Sites.

Mapped assets fell into the following categories (organized from most to fewest):

- ▶ Performing Arts/Theater/Dance/Opera (67)
- ▶ Visual Arts (48)
- ▶ Nonprofits (41)
- ▶ Arts education (33)
- ▶ Independent Creative (31)
- ▶ Festival/Presenting (30)
- ▶ Gallery space (26)
- ▶ Museum, zoo, or exhibition space (22)
- ▶ Folk, Craft & Traditional Arts (19)
- ▶ Studio/Working space (18)
- ▶ Performance space (16)
- ▶ Heritage or historical site (15)
- ▶ Motion Picture/Television/Film (13)
- ▶ Music, Sound, Radio (12)
- ▶ Retail (7)
- ▶ Design (including marketing) (6)
- ▶ Literature (6)
- ▶ Software/Technology/New Media (5)
- ▶ Supply chain/production space (3)
- ▶ Architecture (2)
- ▶ Fashion (1)

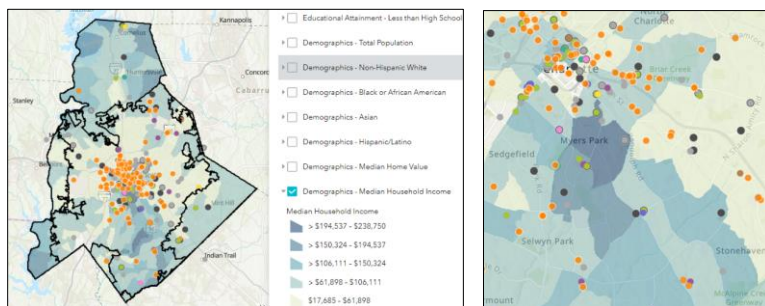
21

21

CULTURAL ASSET INVENTORY & MAP

The cultural asset map provides a visual picture of the arts and culture amenities that exist in Charlotte-Mecklenburg. Importantly it shows that:

- **A majority of assets are located in areas with higher incomes than the county's median household income of \$69,240, in areas with home values above the county's median home value of \$253,500, and in majority-white census tracts.**



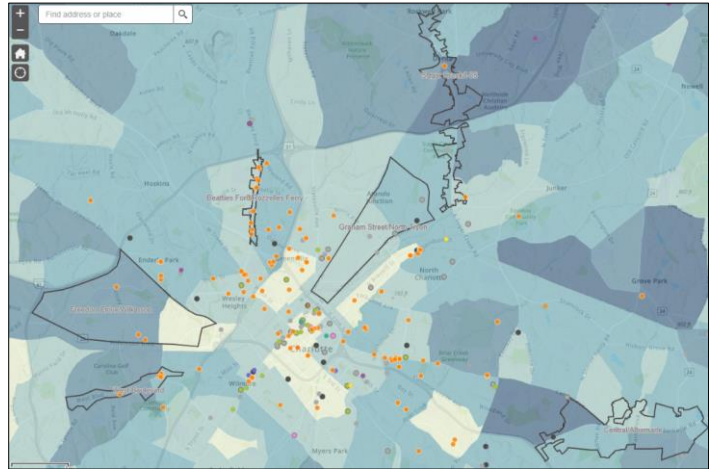
Though the map shows that there are many assets located in areas with a lower median home income (yellow), still the vast majority are in areas with higher median incomes (all shades of blue).

22

22

CULTURAL ASSET INVENTORY & MAP

Charlotte's Corridors of Opportunity currently have few (30) arts and culture amenities. The city plans to incorporate more placemaking and cultural programming in these designated places, which are experiencing systemically high unemployment and poverty rates, in order to help the city reach other development and investment goals in these six corridors.



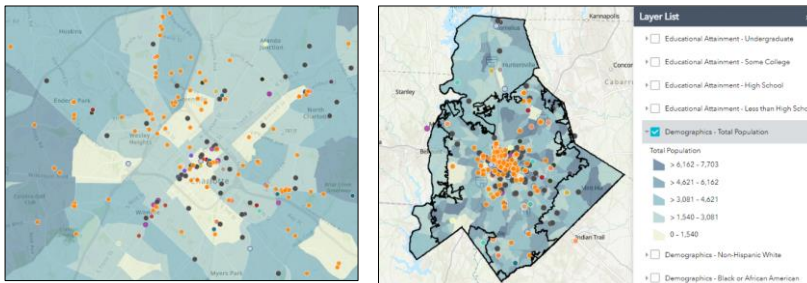
Of the Corridors of Opportunity, Beatties Ford/Rozelles Ferry has the most assets at (11), followed by Central/Albemarle (2), Freedom Drive/Wilkinson (3), Graham Street/North Tryon (6), Sugar Creek/I-85 (3), and West Boulevard (5).

23

23

CULTURAL ASSET INVENTORY & MAP

- **Uptown boasts a large concentration of cultural amenities, (~50)** which is to be expected given that the city center is the economic nucleus of Charlotte-Mecklenburg.
- **At the same time, there are fewer arts and culture assets in many areas outside of center city and county,** pointing to a need for more distribution of arts and culture in neighborhoods where people live.



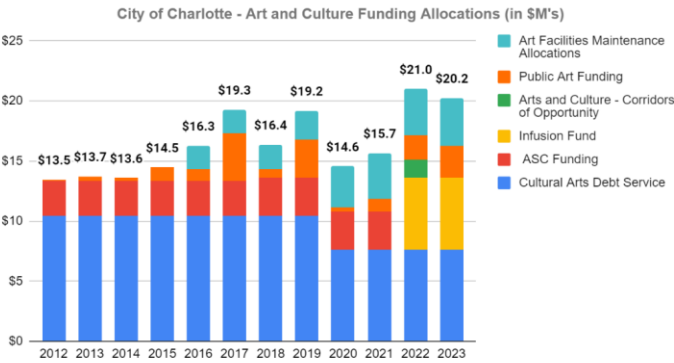
The map (left) shows fewer assets in highly populated areas (shaded dark blue) and a (right) concentration of those in more sparsely populated areas, especially around Uptown

24

24

FUNDING EVALUATION

PUBLIC FUNDING FOR ARTS AND CULTURE



The City of Charlotte’s FY22 funding for arts and culture was the largest in the past decade

FUNDING EVALUATION

PUBLIC FUNDING FOR ARTS AND CULTURE

FY23 - Mecklenburg County Support for Arts and Culture (in millions)	
\$2.70	Debt Service on County-owned Cultural Facilities
\$1.70	1% percent for art of construction costs of County’s Capital Improvement Projects
\$1.10	Restricted funding for Culture Blocks
\$1.0	Restricted funding to ASC
\$0.45	Restricted funding to Arts+, Studio 345 program
\$0.05	Restricted funding for arts therapeutic recreation services through Parks & Rec
\$7.0	Total

FUNDING EVALUATION

FUNDING EVALUATION KEY TAKEAWAYS

Strengths

The funding evaluation identified several strengths of the existing and recent approaches to sector-based support.

These include:

- ASC, and now Infusion Fund, with funding from The City of Charlotte and private donors, have long provided operational support to long-standing cultural institutions.
- Corporate support for the arts and culture sector, especially in sustaining the large legacy organizations, is strong in Charlotte-Mecklenburg.
- Charlotte Center City Partners, Charlotte is Creative, and the city's Placemaking Hub have stepped in to support smaller organizations, individual creatives with fresh ideas and, in general, those who cannot qualify for hundreds of thousands of dollars in grants.
 - The Infusion Fund's small, unrestricted grant pool and Opportunity Fund grants have also helped fill this gap.
- Higher-ed institutions all prioritize arts and culture as a key draw to Charlotte and a key facet of a well-rounded education.
 - UNC Charlotte, Davidson College, Johnson C. Smith, and Queens University all provide both access to arts and culture for students and funding for students with ideas and aspirations related to the creative sector.

29

29

FUNDING EVALUATION

FUNDING EVALUATION KEY TAKEAWAYS

Opportunities

Opportunities exist for enhancements to the current ecosystem and approaches:

- Charlotte's arts and culture investors lack a unified, top-down system to funding organizations according to particular priorities.
- This approach prevents groups from coming together and collaborating on specific issues such as achieving cultural equity, creating access to cultural events, and embedding arts into education at all ages.
 - For example, equity is not codified as a priority in grantmaking in a standardized way - quantifying equity would help Charlotte-Mecklenburg begin to set equity targets.
- A coalition or formal organization of corporate stakeholders working together to fund arts and culture could mean a new era of impact in the community's arts and culture sector.
 - Cities like Austin, Nashville, Seattle, and Louisville have nonprofits composed of corporate stakeholders and interests that fund arts and culture adjacent to and in partnership with the work of city government.
 - In these cases, corporations are able to collaborate and do work according to their own priorities while also working with the city to make the area more attractive for investment and commerce.

30

30

FUNDING EVALUATION

FUNDING EVALUATION KEY TAKEAWAYS

Challenges

Opportunities exist to improve investments in arts and culture in Charlotte-Mecklenburg to create efficiency, better reporting and better potential outcomes:

- Funding relationships with ASC/the Infusion Fund have been very transactional for organizations, with other necessary supports not included at a desired level (e.g., technical assistance, marketing, networking). In other communities, it is not uncommon for municipal entities to provide this type of assistance - in others, a standalone nonprofit provides this type of assistance.
- ASC previously and now the Infusion Fund provide operational and programmatic funding, not funding that helps small/mid-sized nonprofits scale or larger organizations innovate. This is an area of opportunity for the community.
- Grant funding can be used inefficiently, being granted to an organization just to be given to another grantee via transaction (i.e. rent, fees).
- Grant applications need to be standardized across funding entities to save grantees time in the application process.

31

31

FUNDING EVALUATION

FUNDING EVALUATION KEY TAKEAWAYS

Challenges

Opportunities exist to improve investments in arts and culture in Charlotte-Mecklenburg to create efficiency, better reporting and better potential outcomes:

- Corporate leaders view arts and culture priorities as building a 'world-class city' with legacy institutions that attract top talent. Others see the tide turning toward more grassroots, diverse organizations that build authenticity and community.
- There is no consensus from large political, corporate, and arts and culture leaders over their position on the role of the ASC moving forward.
- Small/mid-sized organizations lack support in finding and holding affordable community space for their work, as opposed to larger institutions which have city or county-gifted or subsidized facilities.

32

32

Emerging Insights

8 Emerging Insights

1. Equitable access to arts and culture is needed throughout Charlotte-Mecklenburg.
2. Leadership in the arts and culture is a public sector responsibility.
3. Sustainable funding requires public-private collaboration and commitment .
4. Support for local artists is a key need, to balance with offerings from elsewhere.
5. Collaboration throughout the arts and culture sector is growing but needs to increase.
6. Space is challenging, both for producers and consumers of arts and cultural experiences.
7. Stronger communication and greater cooperation amongst the arts and culture community is a key need, to break silos and increase awareness.
8. Public art is successful and can be leveraged if expanded.

Next Steps: Finalizing the Report

- ▶ **NOW:** Draft currenting being refined with steering group feedback
- ▶ **Mid-January:** Revision goes to steering group for review/approval
- ▶ **February**
 - Public sharing of State of Culture Report findings
 - Transition to strategy development by steering group task forces

Questions & Discussion

THANK YOU.

Contact details:
Eve Moros Ortega, Director
Email: emortega@lord.ca
www.lord.ca



Cultural News

A curated monthly review of what's happening in culture. **Sign up at www.lord.ca**