

ASC HISTORY

- Established in 1958, the Charlotte Arts Fund ran a consolidated fund drive for the arts and served as a clearinghouse for cultural events. During its first united arts fund campaign in 1959, the groups raised \$63,000, which supported eight member organizations.
- In 1962, the organization is renamed the United Arts Council and is composed of seven member organizations.
- In 1974, a Cultural Action Plan Committee composed of approximately 100 civic leaders recommended the agency be reorganized to meet the growing needs of the arts community. With the support of the city and county, a consultant developed a Cultural Action Plan, and a new agency, the current Arts & Science Council-Charlotte-Mecklenburg, Inc. (ASC), was created in June 1975.
- As a result of the plan, the number of organizations served by ASC increased from seven to 45. A Project Pool, consisting of a percentage of campaign funds, was established for one-time grants and new projects. Two new service programs, the Information House and Artist Depot, were created to assist and advise the member organizations.
- The Cultural Action Plan also recommended the development of five cultural facilities in the central uptown district. The recommendations included a multi-use arts complex, a Science Exploratorium, an Art Fair, visual artists' studios and galleries, an Afro-American Cultural and Service Center, and an uptown branch of the Mint Museum.
- By 1975, ASC continued to grow with a 25% increase in the Annual Fund Drive. The Council received a \$60,000 National Endowment for the Arts City Arts Grant and at that time was the only Council in the nation to make the match with public, tax-based funds. The Knight Foundation awarded \$75,000 to ASC, the largest private grant received to that date.
- In 1978, ASC initiated a major study with consulting firm C. W. Shaver and Company to develop a consortium to coordinate long-range planning and fiscal management with ASC and five member organizations.
- In 1979, the consortium received a \$500,000 award from the National Endowment for the Arts Challenge Grant. This achievement motivated corporate donors to increase their support for ASC during two subsequent fund drives.
- The ASC Board's Advocacy Committee was instrumental in the passage of a Mecklenburg County Art in Public Places resolution, adopted in November 1980. The voluntary resolution allocates one percent of construction budgets for county facilities to art. The City Council approved a similar resolution the following year, with a voluntary up-to-one percent budget provision for artwork.
- In 1982, ASC conducted its first million-dollar campaign. Contributions totaling \$1,022,000 placed Charlotte among the ten largest of the 51 united arts funds in the nation.

- By 1984, the Annual Fund Drive reached \$1,145,000 – a 12% increase over the previous year.
- In 1986, the Annual Fund Drive grew to \$1.55 million, an increase of 16%. ASC also launched First Night Charlotte in uptown to ring in the New Year. More than 25,000 people attended the inaugural event celebrating the arts.
- Also in 1986, ASC initiated its Emerging Artist Program, awarding \$6,000 to developing Mecklenburg professional artists.
- For the first time, the 1988 Annual Fund Drive received more contributions from individuals than corporations. The first Vanguard Awards program was held, and ASC was the only arts council in the state to receive an award from the Governor’s Business Committee on the Arts and Humanities.
- In 1989, ASC conducted its first \$2 million fund drive with more than 26,000 individuals and corporations supporting the campaign.
- From 1989 through 1990, ASC worked very closely with the Performing Arts Center to assist in raising \$25 million dollars from the private sector and to secure a \$10 million dollar endowment for the cultural community. A highlight of that campaign included a \$1 million dollar challenge grant from the National Endowment for the Arts designated for arts education. The grant was the largest ever awarded by the NEA to a local arts council.
- Also in 1990, ASC received a second NEA grant matched by funds from the City of Charlotte and Mecklenburg County. Program funds were used for cultural stabilization and regional and collaborative programs.
- In 1991, Charlotte and ASC tackled the community's second cultural plan. The creation and fine-tuning of the Cultural *Action* Plan was an 18-month process involving the entire community.
- In April 1991, Charlotte City Council and the Mecklenburg County Commission officially adopted the Cultural *Action* Planning Committee’s recommendations, which designated ASC as the cultural leader for the community and mandated the restructuring of the Council's Board of Directors.
- The 1992 Annual Fund Drive grew to \$3 million, a 30% increase over the 1991 drive. Mecklenburg County Commissioners increased annual funding to ASC with \$700,000 in new cultural dollars.
- By the end of Fiscal Year 1992, 18 cultural institutions were receiving Basic Operating Grant support, and several more received project support. Direct support for individual artists through the Emerging Artist Grants Program was expanded to fund artists in a four-county area. With the expanded Emerging Artist Program, ASC took its first step toward formalizing regional service—another goal of the Cultural Action Plan.

- The 1993 Annual Fund Drive slightly exceeded its goal by raising \$3.2 million. The successful fund drive, combined with continued support from city, county, state, and federal governments increased the number of Affiliates receiving Basic Operating Grants from 18 to 22. Through four major grant programs, ASC distributed more than \$6 million.
- To ensure the long-term financial health of Affiliates, the ASC Board of Directors voted in the spring 1993 to launch a major cultural endowment campaign to raise \$20-\$30 million.
- 1994 marked the third year of implementation of the Cultural *Action Plan*. ASC established Arts Education as its highest priority for the next three years. ASC was successful in securing over \$600,000 to initiate *A National Model: A Comprehensive Program of Arts Education* in partnership with Charlotte-Mecklenburg Schools. Also in 1993-94, the Council launched The Endowment for the Arts & Sciences campaign, recruiting a stellar leadership team.
- In Fiscal Year 1995, with the assistance of its Affiliates, ASC raised \$26.16 million for The Endowment for the Arts & Sciences and \$3.89 million in the Annual Fund Drive. This success resulted in over \$6.4 million in grants to cultural institutions, artists, and Charlotte-Mecklenburg Schools during Fiscal Year 1995.
- ASC and Spirit Square for two consecutive years co-sponsored the Arts Alive Teacher Training Institute. The Council also initiated the Creativity Exchange, a training program for artists, sponsored by Young Audiences. The Premier Celebration of Arts Education in the Charlotte-Mecklenburg public schools was presented in the late spring of 1995.
- The 1996 Annual Fund Drive exceeded the \$4 million mark for the first time in ASC's history, representing a 12% increase over the previous year.
- Also in 1996, ASC received the Governor's Business Award in the Arts and Humanities for leadership in forging partnerships with the business community during the 1995 Endowment for the Arts & Sciences campaign.
- ASC formally approved "An Arts Education Plan for Charlotte Mecklenburg" in 1996, which was a comprehensive, curriculum-based program of arts and cultural education for all ages. In early 1996, the Council hired The Bay Group to undertake the third Cultural *Action Plan*.
- In 1997, the planning process for the third Cultural *Action Plan* was launched with a primary focus on public participation. Based on the recommendations of the Arts Education Plan, the Cultural Education Collaborative was incorporated as a new non-profit organization and began implementation of a program to coordinate most in-school and community-based arts and science education programs.
- ASC achieved a new milestone with its 1997 campaign topping the \$5 million mark at \$5,203,268. This success, however, was adversely impacted by the loss of an allocation from the Mecklenburg Board of County Commissioners, which resulted in a net loss of \$1.3 million in support for the cultural system.

- In 1997, ASC lost its County funding due to the controversial play “Angels in America,” which was performed by Charlotte Repertory Theatre, an ASC-funded Affiliate. Despite a loss in funding ASC worked to sustain its major operating support to Affiliate organizations in fiscal year 1998, awarding a total of \$8.75 million in grants.
- The 1998 Annual Fund Drive was a phenomenal success, breaking records among united arts funds across the nation. A team of 800 volunteers raised \$6.6 million, representing a 14% increase over the 1998 goal of \$5.7 million.
- Also published in 1998 was the third Cultural *Action* Plan that provided a series of recommendations to expand and enhance Charlotte-Mecklenburg’s cultural system to be implemented throughout the coming years. The plan called for ASC to expand the mission of the agency to support history and heritage organizations in Mecklenburg County.
- ASC, with assistance from the Economics Department at UNC Charlotte, measured the economic impact of the arts in Charlotte. The 1998 study found that collectively cultural groups contribute \$55 million to the local economy.
- In 1999, there were 56 cultural organizations affiliated with ASC. In addition to ticket-based programming such as plays, concerts, and exhibits, many of these groups provided free programs enjoyed by the entire community as well as educational outreach programs in partnership with the Charlotte-Mecklenburg School System.
- With the success of the 1999 Annual Fund Drive that raised more than \$8.1 million, ASC was ranked 1st nationally in both per capita giving and in workplace giving among local united arts agency fund drives.
- In June 1999, the Mecklenburg Board of County Commissioners restored and increased funding to \$3 million to the Arts & Science Council. In addition, the City of Charlotte continued its steadfast support by raising its allocation to \$2.6 million.
- In 2000, ASC provided support to an array of arts, science, history and heritage organizations and creative individuals. More than \$13 million in operating support and project grants were awarded to 28 funded Affiliates and three project partners. Project partners include the Cultural Education Collaborative, Charlotte Center City Partners, and Charlotte Convention & Visitors Bureau.
- ASC launched the Community Cultural Connections program in the spring of 2000 to support neighborhood-based cultural groups and creative projects reaching diverse audiences, awarding 49 grants in the program’s first year.
- The 2000 Annual Fund Drive raised a record \$9.2 million with the support of 35,000 donors and more than 800 volunteers. As a result of Charlotte’s generosity, the Council’s Annual Fund Drive became the second largest united arts fund drives in the United States.
- In the fall of 2000, ASC held its first annual Leadership Lecture to honor leadership in the cultural community with a keynote speaker regarded in the field of art, science, or history.

ASC honored the leadership of its 28 funded Affiliates and featured Dewitt Jones, a nationally recognized photographer who worked for National Geographic.

- 2001 was another stellar year of growth for the cultural community due to incredible leadership from ASC Board members and the Campaign Cabinet. Hundreds of volunteers collectively raised \$10,023,599 during the 2001 Annual Fund Drive – making Charlotte home to the largest united arts fund in the US. The Annual Fund Drive was also ranked 1st nationally in per capita and workplace giving. The 2001 fund drive results represented over 100% growth in private sector giving to ASC since 1996.
- ASC's Public Art Program began work on a Public Art Master Plan to provide a future course of action for an expanded program to address diverse civic identities in Charlotte-Mecklenburg. The program brings public art to neighborhoods and serves as a catalyst and collaborator in projected areas of urban growth. Several national calls were issued to identify artists for major artworks ranging from a fire and police training facility to trolley cars traveling through public facilities to a new children's learning center – the latter a joint project of the Public Library, Children's Theatre, and private citizens.
- ASC released its 2nd economic impact study, conducted by UNC Charlotte, of the cultural community's contribution. The study revealed that the cultural community generated an economic impact of \$95 million on the local economy, employed more than 1,700 people, provided volunteer opportunities to over 8,600 residents, and enriched more than 2.9 million lives each year.
- In November 2001, ASC held its second Annual Leadership Lecture, which honored Affiliate board chairs. The featured lecturer was oceanographer Robert Ballard, Ph.D., a National Geographic Explorer in Residence who discovered the wreckage of the RMS *Titanic* in 1985.
- ASC also initiated one of the field's most comprehensive audience development and marketing studies across all disciplines. ASC and its Affiliates received data to help market to new audiences and strengthen fund raising strategies and board development. A key finding of the study revealed that one of every five households in Charlotte-Mecklenburg was a cultural consumer.
- As a result of its record fund raising in 2001, ASC awarded over \$14 million in grants to arts, science and history organizations across Mecklenburg County in fiscal year 2002. With these awards, ASC grants to the Charlotte-Mecklenburg community increased 81% since 1997.
- On behalf of the cultural community, ASC established the McColl Award in 2002 to acknowledge the numerous contributions made by Jane and Hugh McColl. The award is a \$25,000 grant to support the creation of a new work by an Affiliate or collaboration among several Affiliates.
- The ASC Board of Directors set a conservative goal of \$10 million for the 2002 ASC Annual Fund Drive. Once again, ASC's volunteers stepped up to the challenge and raised a record setting \$10,050,507 – for the 2nd year, the largest united arts fund in the US.

- The 2002 campaign saw an increase in volunteers – more than 1,300 volunteers worked tirelessly to increase the number of donors by 12% to over 38,000.
- In April 2002, ASC adopted the new Public Art Master Plan following 18 months of community-based planning.
- In May 2002, Governor Michael Easley notified ASC it had won a National Governors Association (NGA) Award in the category of Arts Support. The award was presented during the opening plenary session of the NGA Annual Meeting in Boise, Idaho in July, 2002.
- In June 2002, ASC President & CEO Harriet Sanford received the top community arts honor – the Selina Roberts Ottum Award – at the Americans for the Arts national convention in Nashville. Sanford was the third Charlotte arts leader to win the award. Former Spirit Square president Joseph Golden and former ASC head Michael Marsicano are also recipients.
- In October 2002, ASC held its third annual Leadership Lecture, which honored past ASC Board Chairs. The featured lecturer was Dr. Jane Goodall, CBE, noted scientist, humanitarian, and UN Messenger of Peace. The program also included the presentation of the inaugural McColl Award to the Carolina Raptor Center.
- In December 2002, ASC established the Foundation for the Arts & Sciences at the Foundation For The Carolinas to advance planned giving opportunities for arts, science, and history.
- The ASC Board of Directors set a goal of \$10.1 million for the 2003 Annual Fund Drive. Once again, ASC's volunteers stepped up to the challenge and raised a record setting \$10,116,796 – for the 3rd year, the largest united arts fund in the US.
- ASC awarded over \$13.8 million in grants to arts, science, and history organizations across Mecklenburg County in fiscal year 2003.
- Throughout 2002-03, ASC continued to address the facility needs of local cultural institutions. A new partnership of ASC, the Foundation For The Carolinas, and Charlotte Center City Partners joined forces to address this critical issue and commissioned a Cultural Facilities Master Plan. This planning effort, chaired by ASC Board member Dorlisa Flur and longtime cultural advocate Mark Bernstein, involved hundreds of citizens as Blue Ribbon Committee members, interviewees, and town meeting attendees. The plan established a vision for cultural facility development across Mecklenburg County through 2025.
- By the end of fiscal year 2003, the Community Cultural Connections Grants program had extended opportunities for exposure to arts, science, and history across Mecklenburg County with more than \$1.2 million in grants distributed to support 184 grantees to develop neighborhood and community cultural programs.

- In October 2003, ASC held its fourth annual Leadership Lecture, which honored outstanding Affiliate volunteers. The featured lecturer was Dr. Maya Angelou, poet, author, educator, producer, director, civil rights activist, playwright, and historian. The program also included the presentation of the McColl Award to Moving Poets Theater of Dance.
- With the adoption of new Public Art Ordinances by Mecklenburg County (December 2002) and the City of Charlotte (May 2003) that provide a new funding mechanism for public art, several national calls to artists were issued to identify artists for artworks at the new Charlotte Arena, parks, libraries, airport, CPCC-West, and a water treatment facility.
- The ASC Board of Directors set a goal of \$10.3 million for the 2004 Annual Fund Drive. ASC's volunteers raised a record setting \$10,379,792.
- ASC awarded over \$12.4 million in grants to arts, science, and history organizations across Mecklenburg County in 2003-04.
- In January 2004, ASC adopted the final report of the Cultural Facilities Master Plan Blue Ribbon Committee. The Plan provided a vision for cultural facility development across Mecklenburg County through 2025. In May, ASC, in partnership with the Foundation For The Carolinas, Charlotte Center City Partners, and the Knight Foundation, proposed a public/private implementation strategy to address projects identified as Priority I during the planning process.
- Throughout 2003-04, ASC worked with volunteer teams to develop cultural action plans for the incorporated municipalities in Mecklenburg County. The North Mecklenburg Cultural *Action* Plan (June 2004) is a partnership with the towns of Cornelius, Davidson, and Huntersville. The first phase of the planning effort for the Matthews Cultural *Action* Plan began in February 2004. ASC hoped to complete plans for the six towns by June 2005. These plans address the cultural needs of the citizens of these rapidly growing communities.
- In October 2004, ASC held its fifth annual Leadership Lecture, which honored outstanding Affiliate volunteers. The featured lecturer was Ken Burns, documentary filmmaker, author, historian, and storyteller. The program included presentation of the McColl Award to the Charlotte Symphony.
- The ASC Board of Directors set a goal of \$10.5 million for the 2005 Annual Fund Drive. ASC's volunteers raised a record setting \$10.95 million.
- ASC awarded over \$12.4 million in grants to arts, science and history organizations across Mecklenburg County in 2004-05.
- The North Mecklenburg Cultural *Action* Plan, a partnership with the towns of Cornelius, Davidson, and Huntersville, was adopted by ASC and each Town in October 2004 and an implementation plan was adopted in March 2005. The Matthews Cultural *Action* Plan was adopted by ASC and the Town in March 2005 and implementation began in April 2005. Cultural Planning efforts in Mint Hill and Pineville began in January 2005, with completion anticipated by fall 2005.

- Throughout 2004-05, ASC continued efforts to identify a funding strategy for the proposed public/private implementation plan that addressed projects identified as Priority I during the planning process. This work included participating in the Mayor's Task Force on Cultural Facilities and subsequent reviews of the proposed projects. In June 2005, the City Council adopted a resolution recognizing the work of ASC, the need for a funding strategy to move forward and a pledge to identify a funding plan by August 1, 2005.
- In October 2005, ASC held its sixth annual Leadership Lecture, which honored outstanding educators from area schools. The featured lecturer was Rita Moreno, award winning actress, dancer, and singer. The program also included the presentation of the McColl Award to the Carolina Voices.
- The ASC Board of Directors set a goal of \$11.1 million for the 2006 Annual Fund Drive. ASC's volunteers raised a record setting \$11.42 million.
- ASC awarded over \$12.9 million in grants to arts, science and history organizations across Mecklenburg County in 2005-06.
- The Mint Hill Cultural *Action* Plan was adopted by ASC and the Town in January 2006 and implementation began in March 2006. The Pineville Cultural *Action* Plan was adopted by ASC and the Town in February 2006 and implementation began in March 2006.
- In May 2006, ASC's first Cultural Leadership Training (CLT) class graduated 29 volunteers following a nine-month program on boardsmanship for cultural organizations. Each graduate was placed as either a board member or an apprentice with a local arts, science, or history organization.
- Throughout 2005-06, ASC continued efforts to secure approval for a funding source for the proposed a public/private implementation plan that addressed projects identified as Priority I during the planning process. A bill authorizing an increase in the rental car tax was introduced in the NC General Assembly to support these capital projects. The General Assembly approved the bill in July 2006.
- In October 2006, ASC held a gala celebration to kick-off the Campaign for Cultural Facilities. Co-chaired by Kenneth D. Lewis, James E. Rogers, and G. Kennedy Thompson, the \$83 million campaign will raise endowment funds for the Afro-American Cultural Center, Bechtler Art Museum, Discovery Place, Knight Theater, and Mint Museum; endowment and operating funds for the Charlotte Symphony; and complete the fund raising for a new rehearsal and education facility for the North Carolina Dance Theatre. The evening featured performances by numerous area performing artists. The program also included the presentation of the McColl Award to The Light Factory.
- In the fall of 2006, ASC launched a new branding effort, including a new logo. This comprehensive marketing and branding effort also included the February 2007 launch of www.charlottecultureguide.com, a searchable, online listing of cultural events across Charlotte-Mecklenburg.

- In January 2007, ASC established the Stanford Financial Excellence in Culture Award, sponsored by Stanford Financial Group, to reward cultural organizations for exemplary financial management within their organizations. The annual Award provides unrestricted grants of \$30,000 to an ASC Affiliate organization and \$15,000 to an ASC Associate organization that show sound fiscal management of their finances. The first recipients were Children's Theatre and Davidson Community Players.
- The ASC Board of Directors set a goal of \$11.2 million for the 2007 Annual Fund Drive. ASC's volunteers raised a record setting \$11.5 million.
- ASC awarded over \$13 million in grants to arts, science and history organizations across Mecklenburg County in 2006-07. Additionally, ASC invested over \$500,000 in new marketing and audience development programs, and capacity building efforts.
- In May 2007, ASC's Cultural Leadership Training (CLT) class graduated 32 volunteers following a nine-month program on boardmanship for cultural organizations. Each graduate has been placed as either a board member or an apprentice with a local arts, science, or history organization.
- The headline of 2008 was developing ASC's Strategic Plan, the organizational roadmap for 2008-2013. The plan, begun in 2007, is based on input from a broad range of stakeholders including cultural organizations, creative artists, donors' and community leaders. ASC's vision - shaping a vibrant cultural life for all – set the tone for the plan. The key priorities of the plan are to broaden community engagement and build long-term sustainability. To achieve these goals, the plan deepens ASC's mission to build appreciation, participation, and support for the arts, sciences, history, and heritage throughout Charlotte-Mecklenburg by adding eight strategic objectives like advancing excellence in all creative endeavors.
- ASC's Board of Directors set a goal of \$11.2 million for the Annual Fund Drive. In a very difficult economic environment, ASC's volunteers raised \$11.4 million.
- Following a nine-month curriculum on boardmanship for cultural organizations, 31 volunteers graduated from ASC's third Cultural Leadership Training (CLT) class in May 2008. For the first time, a past CLT graduate became a Board Chair with a cultural partner. Each 2008 graduate was placed as either a board member or apprentice with a local arts, science, history, or heritage organization.
- CharlotteCultureGuide.com continues to grow. For July 2008, the site boasted 27,601 local unique users and CulturePicks!, ASC's weekly e-mail highlighting arts and cultural events, had 5,200 subscribers. The growth was primarily driven by an online advertising plan and a Google Adwords grant. The site was awarded a BOB (Best of the Best) Award by Charlotte Magazine as the best guide for local events and, anecdotally, has become a major ticket sales source for cultural partners.
- ASC awarded nearly \$14.5 million to support Charlotte-Mecklenburg's cultural community for 2007-2008. \$13.9 million was invested in direct funding to support arts, science, history,

and heritage and public art projects. Over \$548,000 was invested to support both skill and capacity building for cultural institutions and creative individuals as well as audience development. Examples of some of the eight workshops we hosted included: Understanding and Using Research for More Effective Marketing & Audience Development and Marketing Strategies for Artists.

- In April 2008, ASC presented the second Stanford Financial Excellence in Culture Award, sponsored by Stanford Financial Group, to reward cultural organizations for exemplary financial management within their organizations. The annual Award provides unrestricted grants an ASC operating support recipients that show sound fiscal management of their finances and a work by a local artist. 2008 recipients were Festival in the Park, Wing Haven Gardens and Bird Sanctuary, and Carolina Raptor Center.
- In November 2007, ASC held its annual Celebration of Creativity to recognize the impact of local artists, scientists, and historians to the Charlotte-Mecklenburg community. The program included the presentation of the McColl Award to Children's Theatre of Charlotte and the announcement of 2 new programs to recognize and support creative individuals – ASC Honors and Creative Renewal Fellowships.
- By June 2008, the Campaign for Cultural Facilities reached \$63 million in contributions against an \$83 million goal. All the projects on South Tryon continued on time and were on or under budget.
- ASC's Board of Directors set a goal of \$11.4 million for the 2009 Annual Fund Drive. In a very difficult economic environment, ASC's volunteers raised \$7.1 million.
- Following a nine-month curriculum on boardmanship for cultural organizations, 34 volunteers graduated from ASC's fourth Cultural Leadership Training (CLT) class in May 2009. Each 2009 graduate was placed as either a board member or apprentice with a local arts, science, history, or heritage organization.
- CharlotteCultureGuide.com continues to grow. For 2008-09, the site boasted 258,504 unique users and CulturePicks!, ASC's weekly e-mail highlighting arts and cultural events, had over 9,000 subscribers.
- ASC invested over \$15.4 million to support Charlotte-Mecklenburg's cultural community for 2008-2009. \$14.7 million was awarded in direct grant funding to support arts, science, history and heritage and public art projects. Over \$685,000 was invested to support both skill and capacity building for cultural institutions and creative individuals as well as audience development. New this year was the successful launch of the Artists as an Entrepreneur Institute, a 3-day training in business skills for working artists.
- In October 2008, ASC celebrated its 50th Anniversary with the annual Celebration of Creativity to recognize the impact of local artists, scientists and historians to the Charlotte-Mecklenburg community. The program included the presentation of the first ASC Honors recognizing lifetime achievement in the arts, sciences or history. The 2009 honorees were

Jean-Pierre Bonnefoux & Patricia McBride, Herb Jackson, Dr. Francis Robicsek, Steve Crump, and Arthur Smith.

- The Campaign for Cultural Facilities reached \$63 million in contributions against an \$83 million goal. All the projects on South Tryon continued on time and were on or under budget.
- ASC's Board of Directors set a goal of \$7.3 million for the 2010 Annual Fund Drive. In a very difficult economic environment, ASC's volunteers raised \$7.3 million.
- Following a nine-month curriculum on boardmanship for cultural organizations, 32 volunteers graduated from ASC's fifth Cultural Leadership Training (CLT) class in May 2010. Each 2010 graduate was placed as either a board member or apprentice with a local arts, science, history, or heritage organization.
- CharlotteCultureGuide.com continues to grow. For 2008-09, the site boasted over 200,000 unique users and CulturePicks!, ASC's weekly e-mail highlighting arts and cultural events, had over 17,000 subscribers.
- ArtsTech merged with ASC to better meet the needs of children by providing expanded opportunities for curriculum-based education programs. The merger saved \$200,000 in administrative costs that was invested in Charlotte-Mecklenburg Schools.
- ASC invested over \$11.3 million to support Charlotte-Mecklenburg's cultural community for 2009-2010. \$10.9 million was awarded in direct grant funding to support arts, science, history, and heritage and public art projects. Over \$400,000 was invested to support both skill and capacity building for cultural institutions and creative individuals as well as audience development.
- The Campaign for Cultural Facilities reached \$83 million in contributions against an \$83 million goal. All the projects on South Tryon continued on time and were on or under budget. Wells Fargo Cultural Campus was renamed Levine Center for the Arts.
- ASC's Board of Directors set a goal of \$8.3 million for the 2011 Annual Fund Drive - \$7.3 million in base unrestricted funding and \$1 million in restricted funding for education. ASC's volunteers met the goal raising \$8.3 million.
- Following a nine-month curriculum on boardmanship for cultural organizations, 30 volunteers graduated from ASC's sixth Cultural Leadership Training (CLT) class in May 2011. Each 2011 graduate was placed as either a board member or apprentice with a local arts, science, history, or heritage organization.
- CharlotteCultureGuide.com continues to grow. For 2010-11, the site boasted over 285,000 unique users and CulturePicks! ASC's weekly e-mail highlighting arts and cultural events, had over 17,500 subscribers.

- ASC invested over \$10.6 million to support Charlotte-Mecklenburg's cultural community for 2010-2011. \$10.1 million was awarded in direct grant funding to support arts, science, history, and heritage and public art projects. Over \$496,000 was invested to support both skill and capacity building for cultural institutions and creative individuals as well as audience development.
- ASC completed a new Blueprint for Charlotte-Mecklenburg's Cultural Education Partnership to guide new and restored investments in education for public and independent schools. The Blueprint provides for an enhanced facilitation role for ASC along with investments in student learning and experiences and professional development for educators.
- ASC received funding from John S. & James L. Knight Foundation to support two new initiatives – funding for Random Acts of Culture® across Charlotte-Mecklenburg and funding for supporting emerging creative organizations through Cultural Innovation grants to Carolina Actors Studio Theatre (CAST), Charlotte Artery, and Charlotte Viewpoint.
- The Cato Excellence in Teaching Awards were established early 2011 through a significant gift from The Cato Corporation. The purpose is to recognize three exceptionally creative teachers who have distinguished themselves in teaching the arts, sciences, or history, or who have demonstrated creative infusion of the arts, sciences, or history into the core curriculum. The \$1,500 awards will be presented annually and is funded through ASC's Cato Excellence in Teaching Endowment. The recipients of the first Cato Excellence in Teaching Awards are Barbara Tobin, Quail Hollow Middle School; Kathy Graser, Mint Hill Middle School, and Steve Oreskovic, Randolph Middle School.
- In 2011, the planning process for the fourth Cultural Action Plan was launched. Pat Riley is serving as the volunteer chair of this effort. Public opinion surveying and focus groups were completed in fiscal year 2011.
- ASC launched power2give.org – a fundraising platform to support arts, science and history projects. Knight Foundation was a founding sponsor and provided \$100,000 in matching support on August 29, 2011.
- ASC's Board of Directors set a goal of \$8.7 million for the 2012 Annual Fund Drive for base unrestricted funding and restricted funding for education. ASC's volunteers raised \$8.4 million, \$100,000 more than in 2011.
- Following a nine-month curriculum on boardmanship for cultural organizations, 31 volunteers graduated from ASC's seventh Cultural Leadership Training (CLT) class in May 2012. Each 2012 graduate was placed as either a board member or apprentice with a local arts, science, history, or heritage organization.
- CharlotteCultureGuide.com continues to grow. For 2011-12, the site boasted over 337,000 unique users and CulturePicks! ASC's weekly e-mail highlighting arts and cultural events had over 18,300 subscribers.
- ASC invested over \$12 million to support Charlotte-Mecklenburg's cultural community for 2011-2012. \$11.2 million was awarded in direct grant funding to support arts, science,

history and heritage and public art projects. Over \$829,000 was invested to support both skill and capacity building for cultural institutions and creative individuals, cultural planning as well as audience development.

- ASC received additional funding from John S. & James L. Knight Foundation to continue two new initiatives – funding for Random Acts of Culture© across Charlotte-Mecklenburg and funding for supporting emerging creative organizations through Cultural Innovation grants to Charlotte Folk Society, Historic Charlotte, and On Q Productions.
- The Cato Excellence in Teaching Awards were established early 2011 through a significant gift from The Cato Corporation. The purpose is to recognize three exceptionally creative teachers who have distinguished themselves in teaching the arts, sciences or history, or who have demonstrated creative infusion of the arts, sciences or history into the core curriculum. The \$1,500 awards will be presented annually and is funded through ASC's Cato Excellence in Teaching Endowment. The recipients of the 2012 Cato Excellence in Teaching Awards are Chandra McCloud-Glover, Northwest School of the Arts, Jill Thompson, JV Washman Elementary School, and Lisa Gurthie, Rocky River High School
- In 2012, the planning process for the fourth Cultural Action Plan continued under the leadership of Pat Riley, volunteer chair of this effort. Town Hall meetings and a Cultural Summit were completed in fiscal year 2012.
- ASC took power2give.org national expanding to Miami-Dade, Florida, the State of Kentucky, Greensboro, Winston-Salem and Madison WI. Additional cities are in the planning stage for launching in FY13. By June 30, 2012, approximately \$1.18 million has been raised in all sites through gifts to power2give.org funding almost 600 projects.
- ASC was awarded a \$100,000 NEA Our Town grant to improve the neighborhood livability of the North Tryon Street Corridor. ASC, in partnership with the City of Charlotte's Engineering and Property Management team and the McColl Center for Visual Art, will use its Our Town grant to commission public artwork as part of planned neighborhood revitalization initiatives, including a "green" streetscape infrastructure project.
- \$12.5 million was invested in FY13 to support the cultural sector. \$11.9 million was awarded in direct grant funding to support arts, science, history, and heritage organizations and projects. More than \$500,000 was invested to support both skill and capacity building for cultural institutions and creative individuals, cultural planning, as well as audience development.
- ASC played a role in bringing access to arts and cultural experiences to delegates and visitors of the 2012 Democratic National Convention in Charlotte by staging more than 80 Random Acts of Culture™ and funding a variety of art projects.
- ASC hosted Americans for the Arts' National Arts Marketing Project Convention where more than 600 professionals participated in sessions around arts marketing and fundraising in November 2012.

- ASC presented its second ASC Honors and recognized six creative individuals whose lifetime contributions have distinguished them and enriched the cultural and social history for Charlotte-Mecklenburg. The recipients were Robert Corbin, Science; Clara Jones, Music; Wesley Mancini, Design; Dan Morrill, History; and Kathy Reichs, Literature. The Cato Lifetime Achievement in Teaching Award recipients were Byron Baldwin, Art; Andrew West, History; and Elizabeth (Libby) Withrow, Science.
- In September 2012, ASC launched Studio 345, a free, out-of-school, youth development program for high school students at risk of not graduating. 136 students were served, including court-involved youth, and participated in digital photography and digital media art classes. The program was funded by Mecklenburg County and housed at Spirit Square.
- More than \$1 million has been raised for Charlotte's cultural sector through power2give.org since its launch in 2011. The site continued to expand nationally. Near the end of FY13, power2give was in 17 cities and celebrated a \$3 million milestone collectively.
- ASC's Board of Directors set a goal of \$8.2 million for the 2013 Annual Fund Drive for base unrestricted funding and restricted funding for education, power2give, and other initiatives. A total of \$9 million (110% of goal) was raised - \$5.6 million in unrestricted funding and \$3.4 million in restricted funding. Restricted giving continued to grow and unrestricted continued to decline.
- In partnership with the City of Charlotte, Mecklenburg County, Charlotte Chamber, Charlotte Center City Partners, CMS, and Foundation For The Carolinas, ASC launched the final phase of the Cultural Vision Plan effort by convening an independent task force of local residents to examine the funding framework that has supported arts, science and history development since 1975 and make recommendations for modifications to both public and private support of the cultural sector moving forward. The recommendations of the task force will complete the Cultural Vision Plan, which will be released in early 2014.
- \$11.8 million was invested in FY14 to support the cultural sector. \$11.5 million was awarded in direct grant funding to support arts, science, history, and heritage organizations and projects and public art projects. More than \$200,000 was invested to support both skill and capacity building for cultural institutions and creative individuals, cultural planning, as well as audience development.
- Studio 345 is a free, out-of-school, youth development program for high school students at risk of not graduating. 152 students were served, including court-involved youth, and they participated in digital photography and digital media art classes. The program was funded by Mecklenburg County and housed at Spirit Square.
- More than \$6.2 million has been raised for cultural projects through power2give.org nationally since its launch in 2011. The site continued to expand nationally. Near the end of FY14, power2give was in 24 cities.
- ASC's Board of Directors set a goal of \$6.9 million for the 2014 Annual Fund Drive for unrestricted funding and a goal of \$1.5 million restricted funding for education, power2give,

and other initiatives. A total of \$7.3 million (87% of goal) was raised - \$6 million in unrestricted funding and \$1.3 million in restricted funding.

- In June 2014, ASC President Robert Bush received the top community arts honor – the Selina Roberts Ottum Award – at the Americans for the Arts national convention in Nashville. Bush is the fourth Charlotte arts leader to win the award since its establishment 25 year ago. Former Spirit Square president Joseph Golden and former ASC heads Michael Marsicano, and Harriet Sanford are also recipients.
- The Cultural Life Task Force completed its work in June 2014 and released its findings and recommendations for both public and private support of the cultural sector moving forward. Over the summer months, volunteers from across the community and our cultural partners participated in think tanks to begin building the framework to address the recommendations included in the plan.
- In September 2014, ASC released Charlotte-Mecklenburg’s 4th Cultural Plan – *Imagine 2025: A Vision for Charlotte-Mecklenburg’s 21st Century Development*. The plan’s goals are built around three themes – **Build Community** – more opportunities to create, participate, be involved in, learn from and enjoy arts, and cultural expression while helping to build strong bridges and increase dialogue, understanding, and tolerance; **Increase Program Relevance and Innovation** - cultural activity that fully reflects the changing face of Charlotte-Mecklenburg, from the most traditional to the newest emerging; and **Make arts, science, and history central to K-12 Education, ensuring that Charlotte-Mecklenburg’s students are critical, creative thinkers** - every student will have an education in which innovation and creativity are central, and where arts, science, and history education will positively influence and boost graduation rates. Unlike past cultural plans, this plan provides a vision for our future articulated by our citizens and an invitation for each of us to play a role in achieving that vision.
- ASC’s Board of Directors set a fund raising goal of \$13.4 million in both private and public funding to meet the needs of the cultural community in FY16. A total of \$10.7 million was raised with the first increases in local government funding in over 5 years.
- \$11.7 million was invested in FY15 to support the cultural sector. \$11.2 million was awarded in direct grant funding to support arts, science, history, and heritage organizations and projects, education programs and public art projects. More than \$532,000 was invested to support both skill and capacity building for cultural institutions and creative individuals, cultural planning, as well as audience development.
- Following a nine-month curriculum on boardmanship for cultural organizations, 30 volunteers graduated from ASC’s tenth Cultural Leadership Training (CLT) class in May 2015. Each 2015 graduate was placed as either a board member or apprentice with a local arts, science, history or heritage organization.
- Studio 345, a free, out-of-school, youth development program for high school students at risk of not graduating, completed its third full year of operation. 323 students were served, including court-involved youth, and they participated in digital photography and digital media, music composition and performance, mixed media, and fashion design classes.

100% of the seniors completing this year's program graduated from high school and 100% are continuing their education at institutions of higher education or joining the U.S. Armed Forces.

- ASC produced an hour-long documentary on the role of arts in learning and specifically how the loss of arts in the schools is a social equity issue. The film *Spiral Bound* was accepted into the Newport Beach Film Festival, one of the top 20 film festivals, citing a 14% acceptance rate and over 52,000 documented attendees in recent years. Additionally, the film was screened at the American Educational Research Association (AERA) Annual Meeting in Chicago.
- Individual artists were provided opportunities to share their artwork with thousands of commuters and also build a relationship with art supporters. Through a partnership with Adams Outdoor Advertising, the ArtPop program engaged 20 artists from the region and displayed their artwork on available billboard space throughout the year. The Community Supported Art program, modeled after Minnesota-based program created by martists.org and Springboard for the Arts, allowed art supporters to purchase "shares" of art from nine local artists. Shareholders connected with the artists during pick-up events to learn more about their work and creative process.
- Ending our work in FY15 was approval of a new ASC Strategic Plan, the organizational roadmap for 2015-2018 and Governance structure. ASC's new strategic direction is built upon community input articulated in the 2014 Cultural Vision Plan and recommendations of the Cultural Life Task Force which examined the funding platform for local arts, science, and history programming. This plan signals ASC's evolution from solely a fundraising vehicle for which success has been measured by dollars raised, to an investment vehicle whose success is measured by the impact of deploying a range of resources. The new ASC is an innovative service provider to the cultural sector whose success will be measured by the adaptability and sustainability of its institutional partners and creative individuals. Gathering resources remains important, but creating connections among institutions and individuals throughout the community that celebrate and amplify investment in the cultural sector and its programming becomes ASC's driving force and motivation for meaningful change. A new mission statement was also approved as part of this effort - *Ensuring access to an excellent, relevant, and sustainable cultural community for the Charlotte-Mecklenburg Region*. The new Governance structure will reduce the size of the ASC Board to 25 and establish new Advisory Councils to increase the ASC's efforts to connect deeper into the County and become a continuous learning organization that adapts and changes more quickly.
- ASC's Board of Directors set a fund raising goal of \$14.3 million in both private and public funding to meet the needs of the cultural community in FY17. A total of \$14.9 million was raised due to major increases in local government funding for public art and Culture Blocks initiative.
- \$12.3 million was invested in FY16 to support the cultural sector. \$11.8 million was awarded in direct grant funding to support arts, science, history, and heritage organizations and projects, education programs and public art projects. More than \$552,000 was invested to support both skill and capacity building for cultural institutions and creative individuals, cultural planning, as well as audience development.

- ASC Board completed a total reorganization of its Board structure, reducing the size of the Board from a high of 56 members to 26 members, added 5 Advisory Councils – North & West, Central, South & East, Private Sector and Cultural Sector as a key element of a new approach to ongoing cultural planning and revised all grant programs. This work was completed to align ASC’s operations to the new Strategic Plan adopted in 2015.
- ASC’s Cultural Free For All, became a brand new collaboration among ASC and many of our community’s arts and cultural attractions. Four days in September 2015 featured Symphony On Tap, a free hour-long season preview concert by the Charlotte Symphony Orchestra, Culture Feast which shut down South Tryon Street and attendees shared a Southern home-cooked meal surrounded by unique cultural happenings and a free dance party on the street at Levine Center for the Arts and Connect with Culture at free experiences at 33 locations across Mecklenburg County. Over 6,600 individuals participated.
- Through the support of Mecklenburg County launched a new program initiative Culture Blocks in partnership with CM Library and Parks & Recreation, serving 5 specific geographic areas with historically low levels of participation with ASC funded programs but high levels of participation with local county services. The program seeks to build relationships with citizens in these areas without pre-conceived notions or solutions. ASC facilitates dialogue, listening and understanding that embraces and celebrates the cultural life and desires of these citizens. In partnership with individual artists, cultural programmers, and by leveraging other necessary resources, ASC will introduce new or scale existing cultural infrastructure in the local neighborhood and/or address barriers to participation with major institutions.
- Completed 4 Neighborhood in Creative Partnership Public Art projects in Hickory Grove, Reid Park, Elizabeth and Sedgefield neighborhoods. These unique collaborations between ASC, neighborhood associations, and local artists use public art as to further expand access to public art throughout the City of Charlotte, and enhance neighborhood identity.
- Following a nine-month curriculum on boardmanship for cultural organizations, 31 volunteers graduated from ASC’s eleventh Cultural Leadership Training (CLT) class in June 2016. Each 2016 graduate was placed as either a board member or apprentice with a local arts, science, history, or heritage organization.
- Studio 345, a free, out-of-school, youth development program for high school students at risk of not graduating, completed its fourth full year of operation. 408 students were served, including court-involved youth, and they participated in digital photography and digital media, music composition and performance, mixed media and fashion design classes. 100% of the 52 seniors completing this year’s program graduated from high school and 100% are continuing their education at institutions of higher education or joining the U.S. Armed Forces.
- ASC presented its third ASC Honors and recognized six creative individuals whose lifetime contributions have distinguished them and enriched the cultural and social history for Charlotte-Mecklenburg. The recipients were: Dr. Tom Hanchett (history); Tyrone Jefferson

(music); Sonia Handleman Meyer (visual art); Beverly Penninger (film), and Dr. Raphael Tsu (science). The Cato Lifetime Achievement in Teaching Award recipients were: Windy Fullagar (arts), Ann Jacob (history); and Julie McConnell (science). The evening featured the world premiere of 2014 McColl Award winner, CarlosAlexis Cruz' vision of how the art of the circus builds bridges and breaks down barriers that segregate us still - Nouveau Sud, Nouveau Cirque.

- ASC launched its new Advisory Councils program – North & West, Central, South & East, Private Sector and Cultural Sector – as a key element of a new approach to ongoing cultural planning. The Advisory Councils tackled the issues of ASC communications/messaging and advocacy in their first year of work.
- ASC's Board of Directors set a fund-raising goal of \$11.6 million in both private and public funding, excluding public art, to meet the needs of the cultural community in FY18. A total of \$10.6 million was raised, reflecting an acceleration of changes in the revenue model for the entire cultural sector and aligning with the findings of the Cultural Life Task Force. With the rapid growth of more direct contributions to individual groups, \$620,000 less was raised in unrestricted revenues, yet we continue to see increases in local government funding for education and Culture Blocks initiative.
- \$13.5 million was invested in FY17 to support the cultural sector. \$13.1 million was awarded in direct grant funding to support arts, science, history, and heritage organizations and projects, education programs and public art projects. More than \$468,000 was invested in ASC's newly organized Resource Hub supporting both skill and capacity building for cultural institutions and creative individuals, cultural planning, advocacy and audience development.
- ASC's 2nd Culture Feast shut down North Tryon Street with over 500 attendees sharing a family style home-cooked meal surrounded by unique cultural happenings and a free dance party on the street at Spirit Square and Discovery Place.
- ASC's 3rd Connect with Culture Day continued to expand the collaboration among ASC and many of our community's arts and cultural attractions, featuring 55 free experiences at 36 locations across Mecklenburg County. Over 10,000 individuals participated.
- The support of Mecklenburg County expanded Culture Blocks, in partnership with CM Library and Parks & Recreation, to 6 specific geographic areas with historically low levels of participation in ASC funded programs but high levels of participation with local county services. The program seeks to build relationships with citizens in these areas without pre-conceived notions or solutions. ASC facilitates dialogue, listening and understanding that embraces and celebrates the cultural life and desires of these citizens. In partnership with individual artists, cultural programmers, and by leveraging other necessary resources, ASC will introduce new or scale existing cultural infrastructure in the local neighborhoods and/or address barriers to participation with major institutions.
- ASC hosted two exciting trips for friends and donors – in February 2017, 40 traveled to Washington D.C. to visit the new Smithsonian Museum of African American History &

Culture and in March 2017, 21 traveled to Cuba to explore the visual and performing arts and history of this beautiful island.

- Completed 3 Public Art projects in partnership with the City of Charlotte and Mecklenburg County - Hoss Haley's *Old Growth* at CLT's FBO Plaza, Richard Hunt's *Spiral Bound* in Mecklenburg County's Romare Bearden Park and Marc Moulton's *Stream* at Double Oaks Aquatic Center. These unique works expand access to public art throughout the Charlotte-Mecklenburg area and enhance neighborhood and regional identity.
- Following a nine-month curriculum on boardsmanship for cultural organizations, 26 volunteers graduated from ASC's eleventh Cultural Leadership Training (CLT) class in June 2017. Each 2017 graduate was placed as either a board member or apprentice with a local arts, science, history, or heritage organization.
- Studio 345, a free, out-of-school, creative youth development program for high school students at risk of not graduating, completed its 5th full year of operation. 423 students were served, including court-involved youth, and they participated in digital photography and digital media, music composition and performance, mixed media, and fashion design classes. 100% of the 69 seniors completing this year's program graduated from high school and 100% are continuing their education at institutions of higher learning or joining the U.S. Armed Forces.
- ASC presented its first Creative Renewal Fellowships to mid-career creative individuals who have been pursuing a career in the creative sector for at least 10 years and have been generating the majority of their incomes over the past three years through their work as a sole proprietor, creative entrepreneur or contract employee in the creative sector. The fellowship funds can be used for research, instruction, conferences, apprenticeships, travel or other experiences that help the recipient explore their creative journey. The \$10,000 awards were awarded to Audrey Baran, dance; Annabel Manning, visual art; Melissa Salpietra, a video editor, animator and producer of science-based documentaries; and Quentin Talley, theatre/spoken word artist.
- ASC's Board of Directors set a 2018 fund-raising goal of \$10.1 million in both private (\$4.5 million) and public funding (\$5.6 millions), excluding public art, to meet the needs of the cultural community in FY19. A total of \$10 million was raised, reflecting an acceleration of changes in the revenue model for the entire cultural sector and aligning with the findings of the Cultural Life Task Force. We continue to see rapid growth in more direct contributions to individual groups and increases in local government funding for education and Culture Blocks initiatives.
- \$12.5 million was invested in FY18 to support the cultural sector. \$12.1 million was awarded in direct grant funding to support arts, science, history, and heritage organizations and projects, education programs and public art projects. More than \$400,000 was invested in ASC's Resource Hub supporting both skill and capacity building for cultural institutions and creative individuals, cultural planning, research, advocacy and audience development.

- Over 700 attendees shared a family style home-cooked meal surrounded by unique cultural happenings and a free dance party on the street at ASC's 3rd Culture Feast in two locations – Downtown Cornelius and the NASCAR Hall of Fame Plaza.
- ASC's 4th Connect with Culture Day expanded to Friday night with new collaborations among ASC and many of our community's arts and cultural attractions. Over 36 hours, 70 free experiences were held at 43 locations across Mecklenburg County. Over 11,000 individuals participated.
- The support of Mecklenburg County expanded Culture Blocks, in partnership with CM Library and Parks & Recreation, to 7 specific geographic areas with historically low levels of participation in ASC funded programs but high levels of participation with local county services. Since 2017, the program has supported cultural programs at 24 Mecklenburg County facilities, investment in 54 cultural organizations, 27 creative individual partners with 37 new funded cultural program providers, hosted with over 700 programs and over 16,000 participant experiences and connected ASC with 30 community groups (neighborhood orgs, civic groups, community coalitions, CDCs, etc.).
- Completed 2 Public Art projects in partnership with the City of Charlotte and Mecklenburg County – Vicki Scuri's *Response* at Mecklenburg County's MEDIC EMS and Refik Andadol's *Interconnected* at Charlotte Douglas International Airport Concourse A Expansion. These unique works expand access to public art throughout the Charlotte-Mecklenburg area and enhance neighborhood and regional identity. There are now 138 works in the City/County Public Art Collection.
- Following a nine-month curriculum on boardsmanship for cultural organizations, 30 volunteers graduated from ASC's eleventh Cultural Leadership Training (CLT) class in June 2018. Each 2018 graduate was placed as either a board member or apprentice with a local arts, science, history, or heritage organization.
- Studio 345, a free, out-of-school, creative youth development program for high school students at risk of not graduating, completed its 6th full year of operation. 416 students were served, including court-involved youth, and they participated in digital photography, film, music, mixed media, screen printing, and digital art classes. 100% of the 60 seniors completing this year's program graduated from high school and 100% are continuing their education at institutions of higher learning or joining the U.S. Armed Forces.