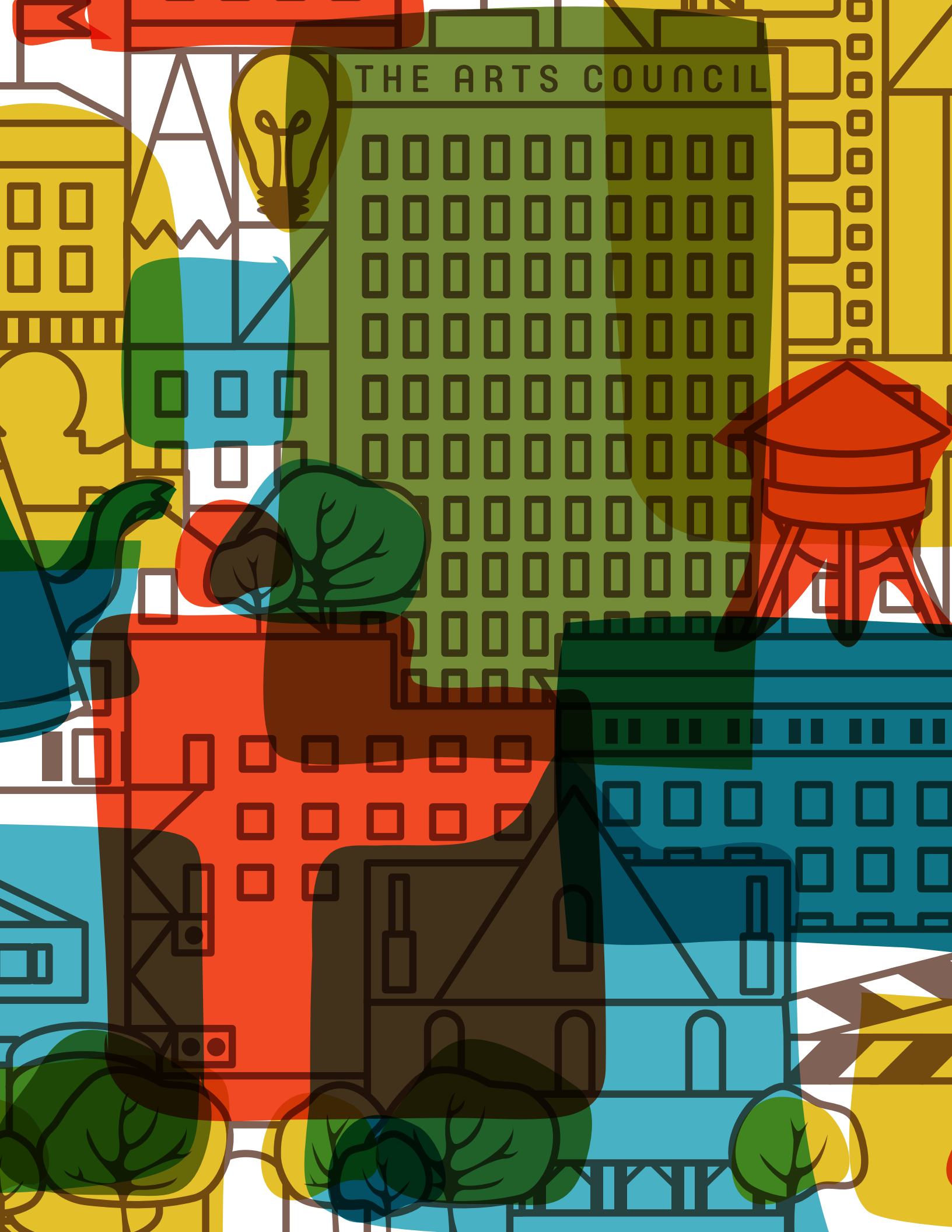


ENRICHING YOUR LIFE EVERY DAY



THE ARTS COUNCIL OF WINSTON-SALEM & FORSYTH COUNTY

2017 ANNUAL REPORT



THE ARTS COUNCIL

MESSAGE FROM THE CHAIR

I recently retired as CFO of Hanesbrands. During my career, I saw many boards in action but always from the management side in the for-profit world. It was my job to talk about numbers – dollars and cents. And colors – red and black. That experience has served me well as Board Chair here at The Arts Council. And because of my personal commitment to the arts and the fact that the management team at The Arts Council understands and appreciates the importance of sound business practices in the nonprofit community, I enthusiastically accepted the invitation to serve an additional term as Chair to help guide us through these changing times.

Another reason this was such an easy decision for me is that my colleagues on the Board are so impressive. They are diverse, savvy individuals totally capable of providing strategic oversight and making the big, future-shaping decisions that are the province of the Board. They stand tall in this community. Members of the community at large, I dare say, trust them to ensure they receive value when they invest time, effort and personal resources in the on-going yet ever-changing work of The Arts Council of Winston-Salem and Forsyth County. This is extremely important for the future of The Arts Council.

Members of the Board and I share the mission and the vision of our management team and their commitment to getting the greatest return on investment from every dollar entrusted to The Arts Council. At this point in The Arts Council's journey, there is no looking back. Board and management together have a firm grasp of where we are, where we are going and how over time we will get there.

I recently read one person's comments on what a good board should do vis a vis management. They were helpful to me, and I want to share them with you:

- > Bring diverse resources and unique experiences to the table.
- > Keep management and staff always directed toward the future.
- > Help them see the forest, not just the trees.
- > Communicate with the world and provide many voices of support when they are needed.
- > Make the really hard decisions on behalf of the organization.

This is a short list, of course, but it gives perspective. I particularly liked the admonition to always be directed toward the future. That is the lodestar here at The Arts Council.

Thank you for the opportunity to serve.

Rick Moss
Board Chair



LETTER FROM THE PRESIDENT AND CEO

The Arts Council of Winston-Salem and Forsyth County is a dynamic organization, which has been evolving continually since its creation in 1949, but changing even more rapidly in the past decade. When I think the pace is too fast, I am reminded of the dramatic changes that have occurred in the for-profit sector since 1949; there are no good reasons to believe that the nonprofit sector should be exempt from these forces.

The predominant drivers of this change are the sources and nature of support to united “annual fund” campaigns throughout the nation. While still extremely generous, donors have shown an increased desire to restrict contributions to specific projects or targeted efforts. As our community’s economy has changed, we have seen unrestricted annual gifts from the corporate sector decline. It has also become more difficult to initiate workplace campaigns, which remain one of the most efficient ways to reach large numbers of individual donors.

Despite these shifts, the community has been able to maintain an average \$2.5 million in our Community Fund for the Arts. This has been possible because of generous donors, hard-working staff and volunteers, and adjusting, every year, to changes in our funding landscape and arts audiences.

The needs of Arts Council members have also changed. We now have a number of performance groups whose target audience size ranges from 50 to a thousand or more. Operation and maintenance of the aging Arts Council Theater on Coliseum with its large, traditional, fixed-seat capacity lacks the flexibility to accommodate our varied members. Consequently, we have made the difficult decision to sell the theatre, which aligns with our strategy to cluster theater activities in and around the Milton Rhodes Center for the Arts in downtown Winston-Salem.

The Little Theater and North Carolina Black Reparatory Company are the most affected by this transition. By working closely with their leadership, we have a strategy in place that will work to their advantage over the long run. Added capacity in and around the Rhodes Center, made possible by the sale of the Arts Council Theatre, will give them and other member organizations increased flexibility and additional performance options.

A bit of history. The 2008-2010 Comprehensive Campaign received a number of pledges payable over a period of years. To have funds in hand to proceed immediately with construction of the Rhodes Center, bonds were issued. A portion of that bond obligation still exists, diminishing the funds available for member grants and new initiatives. Proceeds from the Arts Council Theater sale will make that obligation more manageable and will be one more step toward The Arts Council’s goal of sustainability.

In his comments, Rick Moss emphasized the importance of staying focused on the future. I agree, which means addressing the matter of “sustainability” head on, not only for The Arts Council, but also its individual members.

The Arts Council is doing its part with adjustments that began soon after my arrival. We moved our offices from rental space to modest, but functional space that we own in the Rhodes Center. We consolidated duties and reduced staff. We reduced our budget to bare necessities, and we found significant savings through a new management model for our facilities. We were determined to do our part before expecting our member organizations to make any changes.

The 66% increase to the Organizational Support Grant pool from 2007 to 2012 was made possible by the Comprehensive Campaign, but is not sustainable. For several years, we have been awarding more money than could logically be raised by annual contributions from individuals, companies, and workplaces. We have not kept this observation to ourselves either. We have discussed problems of sustainability in Board meetings and talked frankly about them with the leadership of member organizations. We tried to cushion the blow and give time for adjustments, but when the reduced grant awards were announced in 2017, it still surprised some as it disappointed everyone.

Going forward, The Arts Council staff will be working harder than ever on fundraising and engaging new donor pipelines. We will initiate more back and forth dialogue with the community, so there is a better understanding of an Arts Council’s value in today’s world. Our Creative Conversation podcasts and events are providing forums where new ideas for arts policy and impact can be explored. Most importantly, we will continue to develop ways to provide venues and services that help our members work more efficiently, achieve their missions, and make a maximum contribution to our City and County.

We are a “City of Arts and Innovation.” It has proved to be an effective brand that has helped our economy grow and our residents enjoy a remarkable quality of life. We are fully committed to the proposition that the arts are an essential part of the warp and weave of the fabric of our community. For this reason, we have redoubled our efforts, faced the realities of sustainability, and created a healthy and robust model for The Arts Council that works in our day and, we hope, well into the future.

Jim Sparrow
President and CEO

2017-2018 **GRANT SUMMARY**

GRANT PROGRAM	TOTAL AMOUNT
Organizational Support	\$1,000,000
Annual Event & Series	\$66,500
Wells Fargo Arts-In-Education	\$100,000
Duke Energy Regional Artist Project	\$24,500
Community Enrichment Mini-Grant	\$10,000
TOTALS	\$1,201,000

To date, The Arts Council granted awards to support 31 organizations and 17 individuals with funding for their programs. Some organizations receive multiple awards.

In addition, The Arts Council provides financial support to the operation and maintenance of The Arts Council Theatre at Hanes Community Center, the Milton Rhodes Center for the Arts, and the Hanesbrands Theatre.

2017-2018

ORGANIZATIONAL SUPPORT GRANTS

14 Awards Totaling \$1,000,000

Bookmarks	\$20,000
Little Theatre of Winston-Salem	\$108,000
North Carolina Black Repertory Company	\$126,000
Old Salem Museum and Gardens	\$40,000
Piedmont Craftsmen	\$64,652
Piedmont Opera	\$59,747
Piedmont Wind Symphony	\$30,000
Reynolda House Museum of American Art	\$40,000
RiverRun International Film Festival	\$67,000
Sawtooth School for Visual Art	\$87,696
Southeastern Center for Contemporary Art	\$107,837
Triad Stage	\$72,000
Winston-Salem Festival Ballet	\$30,974
Winston-Salem Symphony	\$146,094

REVIEW PANEL

Randy Eaddy, Chair
Portia Mount

Arts Council Board; Senior Partner, Kilpatrick Townsend & Stockton, LLP
Arts Council Board; Senior VP, Global Marketing & Chief of Staff,
Center for Creative Leadership

Allison Norton-Rimron

Arts Council Board; VP Innerwear Finance, Hanesbrands

Stuart Parks

Arts Council Board; Owner and Managing Principal, The Arden Group

Silvia Rodriguez

Arts Council Board; Community Representative

Steve Berlin

Community Representative; Partner, Kilpatrick Townsend & Stockton, LLP

Corey Madden

Community Representative; Executive Director, Kenan Institute for the Arts

ADVISORY REPRESENTATIVE

Dan Bowers

President, ArtsBuild, Chattanooga, TN



This program receives additional support from the N.C. Arts Council,
a Division of the Department of Natural and Cultural Resources.

2017-2018

ANNUAL EVENT AND SERIES GRANTS

11 Awards Totaling \$66,500

a/perture	\$5,000
Arts for Art's Sake	\$2,500
Associated Artists of Winston-Salem	\$11,000
Downtown Arts District Association	\$1,000
Hispanic League	\$5,000
Kernersville Little Theatre	\$6,500
Korner's Folly	\$2,500
Triad Pride Performing Arts	\$2,000
Winston-Salem Delta Fine Arts	*\$15,000
Winston-Salem Theatre Alliance	\$5,000
Winston-Salem Youth Chorus	\$6,000

REVIEW PANEL

Peggy Reingold, Chair

Melinda McConnell

Kelly Bennett

John Moore

Renee Rogers

Arts Council Board; Community Affairs Officer, Triad West Region, Wells Fargo
Arts Council Board

Community Representative; AICP, Project Planner, Planning Department, City of Winston-Salem

Community Representative; Principal, JOMA Arts & Consulting

Community Representative; Program Coordinator, Nonprofit Leadership & Management, FTCC



This program receives additional support from the N.C. Arts Council,
a Division of the Department of Natural and Cultural Resources.

* Winston Salem Delta Fine Arts will receive a
matching grant of up to \$5,000 for earning
new revenue by September 30, 2018.



2016-2017

WELLS FARGO ARTS-IN-EDUCATION GRANTS

18 Awards Totaling \$100,000

Associated Artists of Winston-Salem: \$4,600 – To provide artist-led workshops in the creative process, calligraphy, Chinese painting, and papermaking to art classes in all grade levels

Authoring Action: \$1,500 – To provide a 6-session creative writing program, “Writing Through the Senses”

Bookmarks: \$5,000 – To support Bookmark’s Authors in Schools program that will support four author visits with Kimberley Park and Old Town Elementary Schools

Carolina Music Ways: \$5,500 – To present multiple assembly performances of *Carolina Live! Our Musical History*, a musical program that introduces elementary school students to the Piedmont’s cross-cultural musical legacy featuring jazz, blues, bluegrass, gospel, Moravian, and old-time string bands

Giannini Brass: \$6,000 – To present multiple performances of *Brass Under the Big Top* which integrates musical performances with the magic of the circus to expose elementary school students to classical music and history

Karl Kassner (brass musician): \$7,200 – To provide one-on-one instructive brass clinics for middle school music students

Katherine Gauldin (fiber artist): \$1,500 – To provide an artist residency for middle school art students who will design and create a collaborative tapestry using traditional and repurposed items

Mark Donnell (theatre artist): \$4,500 – To provide three Commedia dell’arte (comedy of art) artist residencies for high school theatre classes

Piedmont Craftsmen: \$10,000 – To provide multiple craft artisans-in-residencies for high school art classes including ceramics, basket-making, mixed-media, and weaving

Southeastern Center for Contemporary Art: \$9,300 – To support The Intersections Project (TIP) that brings regional, national and international artists to engage and work with middle school students in collaborative art-making

Shared Radiance: \$4,500 – To present ShakesCollage, a 45-minute compilation of Shakespeare, for middle and high school students

Tam Tam Mandigue: \$8,000 – To bring hands-on African drumming and dancing residencies and workshops to elementary and middle school students

University of North Carolina School of the Arts Foundation/School of Dance’s Pluck Project: \$2,000 – To conduct contemporary dance workshops with multiple high school dance classes

Winston-Salem Delta Fine Arts: \$3,000 – To present ArtSmart, an integrated arts enrichment program for elementary students focusing on visual, cultural, language arts, storytelling, music, and movement

Winston-Salem Festival Ballet: \$5,000 – To conduct dance master classes for high school dance students that will include ballet, jazz, contemporary, and musical theatre dance instruction

Winston-Salem Symphony: \$9,000 – To support “The Mary Starling In-School Music Education Program,” a program that engages all the public 4th and 5th grade students through intimate ensemble performances in schools and a full orchestra concert at R.J. Reynolds Auditorium

Winston-Salem/Forsyth County Schools: \$11,000 – To support professional development for core arts teachers

Arts-In-Education Project Incubation Pool: \$2,400 – To pilot new arts-in-education projects for the 2017-2018 school year

REVIEW PANEL

Peggy Reingold, Chair

Brad Oliver

Penny Freeland

Mark Pilson

Sara Crater

Linda Moody

Arts Council Board; Community Affairs Officer, Triad West Region, Wells Fargo

Arts Program Manager, WSFCS

Lead Visual Arts Teacher, WSFCS

Music Education Administrator, WSFCS

Lead Dance Teacher, WSFCS

Lead Theatre Teacher, WSFCS

This program receives support from the Wells Fargo Foundation and the Winston-Salem/Forsyth County Schools.



2017-2018

DUKE ENERGY REGIONAL ARTIST PROJECT GRANTS

14 Awards Totaling \$24,500

Zach Deas (Craft, Davie Co.) \$1,000 – To apprentice with a luthier in order to learn new finishing techniques

Nathan Ross Freeman (Film, Forsyth Co.) \$3,000 – To produce his feature film Gem about an Archangel named Gem who is involved in a prophetic story of religions at war

Kate Carey (Literature, Davidson County) \$680 – To support writing residencies in order to complete her first novel, The Ginko Tree, about a small, private liberal arts college that is experiencing scandals, financial problems, and mismanagement

Cashavelly Morrison (Music, Forsyth Co.) \$3,500 – To assist with CD and vinyl printing of their second album, Hunger

Kendra Harding (Music, Forsyth Co.) \$1,000 – To compose and workshop a suite of original songs for beginner guitar students

David Petty (Storytelling, Forsyth Co.) \$400 – To join the NC Story Telling Guild and the National Storytelling Network and attend guild workshops

Amy da Luz (Theatre, Forsyth Co.) \$2,000 – To workshop and perform her original play, DEMBE, that centers around the complexities of international and interracial adoptions

Mike Chamis (Theatre, Forsyth Co.) \$1,000 – To continue workshopping his play, Pied Piper, a musical theatre piece for children

Jessica Singerman (Visual Art, Forsyth Co.) \$2,200 – To obtain professional photography and video equipment to support the marketing efforts of her artwork on her website, blog, and social media

Leo Rucker (Visual Art, Forsyth Co.) \$2,050 – To attend the annual Portrait Society of America Conference

Marianne DiNapoli-Mylet (Visual Art, Forsyth Co.) \$2,100 – To travel to DC & NY to conduct research her Go-Go Girls Project based on the Women's Movements in the 1960's and today

Owens Daniels (Visual Art, Forsyth Co.) \$2,220 – To produce an original photographic works exploring issues within the LGBTQ community

Will Willner (Visual Art, Forsyth Co.) \$2,050 – To create a new body of work using infrared photography on local landscapes

Zach McCraw (Visual Art, Stokes Co.) \$1,300 – To create two new video art pieces focusing on the theme of identity

REVIEW PANEL

Christina Soriano

Cameron MacManus

Taylor Hayes

Nadiyah Quander

Jacinta White

Arts Council Board: Assistant Professor, Department of Theatre & Dance, WFU

Musician; Artistic Director, UNCSCA Community Music School

Artist; Executive Director, Associated Artists of Winston-Salem

Actor; Creative Community Lab/Project Manager, Kenan Institute

Poet: Duke Energy RAPG '17: Donor & Community Relations, a/perture



Duke Energy Regional Artist Project Grants provide financial support to committed, gifted individual artists and unincorporated groups in Forsyth, Davie, Davidson, Stokes, Surry and Yadkin counties. Additional support comes from the N.C. Arts Council, a division of the Department of Natural and Cultural Resources.



2017-2018 DONORS

\$200,000 & ABOVE

City of Winston-Salem and its Employees
HanesBrands and its Employees
Reynolds American Foundation

\$100,000 & ABOVE

ANONYMOUS
County of Forsyth and its Employees
Wake Forest Baptist Medical Center and its Employees
Wells Fargo Foundation
The Winston-Salem Foundation and its Employees

\$50,000 & ABOVE

William G. Benton
Dr. and Mrs. Malcolm McDougal Brown
North Carolina Arts Council
Winston-Salem/Forsyth County Schools and its Employees

\$25,000 & ABOVE

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Kelly Jacobus
Jefferson Elementary School
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Meadowlark Middle School
Employees
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 Anonymous
 Miles Abernethy
 Regan and Lindsay Adamson
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 Employees
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Kathryn and Bobby Edwards
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John and Jo Zaski



THE ARTS COUNCIL OF WINSTON-SALEM & FORSYTH COUNTY & FACILITIES FOR THE ARTS ON SPRUCE FOUNDATION
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

ASSETS	Consolidated AS OF 9.30.17	Consolidated AS OF 9.30.16
Non Fixed Assets		
Cash and cash equivalents	\$ 141,656	\$ 284,922
Receivables	178,337	183,319
Prepaid expenses	36,986	73,267
Promises to give, net	1,611,784	2,477,335
Beneficial interest in assets held by others	1,338,592	1,275,691
Inventories	134,965	134,965
Cash surrender value of life insurance	439,484	618,587
Deferred financing costs, net	75,611	85,463
Total Non Fixed Asset	\$ 3,957,415	\$ 5,133,549
Fixed Assets		
Land and Improvements	\$ 1,510,355	\$ 1,510,355
Buildings and Improvements	13,334,946	13,308,627
Leasehold Improvements	534,694	534,694
Equipment and Furnishings	2,402,077	2,419,396
Construction in Progress	197,107	-
Total Fixed Assets	\$ 17,979,179	\$ 17,773,072
Less: Allowance for Depreciation	(5,930,476)	(5,362,976)
Total Net Fixed Assets	\$ 12,048,703	\$ 12,410,096
TOTAL ASSETS	\$ 16,006,118	\$ 17,543,645
LIABILITIES AND NET ASSETS		
Liabilities		
Bond Payable	\$ 4,927,232	\$ 5,267,232
Capital Lease Obligation	69,949	122,489
Line of Credit	175,000	167,000
Accounts Payable and Accrued Expenses	267,183	89,080
Deferred revenue	27,018	41,491
Total Liabilities	\$ 5,466,382	\$ 5,687,292
Net Assets		
Net Assets	\$ 10,539,736	\$ 11,856,353
Total Net Assets	\$ 10,539,736	\$ 11,856,353
TOTAL LIABILITIES AND NET ASSETS	\$ 16,006,118	\$ 17,543,645

THE ARTS COUNCIL OF WINSTON-SALEM & FORSYTH COUNTY AND FACILITIES FOR THE ARTS ON SPRUCE FOUNDATION
CONSOLIDATED STATEMENTS OF OPERATIONS

Revenues:	FYE 9.30.17	FYE 9.30.16
Campaign Revenues:		
Annual Fund Campaign	\$ 2,019,329	\$ 2,576,294
Funds Raised in prior years	100,000	107,000
Other Support	399,522	801,155
Total Campaign Revenue	2,518,851	3,484,449
Other Revenues:		
Non-operating Revenues	(2,639)	19,247
Facilities for the Arts on Spruce Foundation	822,416	758,526
Total Other Revenue	819,777	777,773
Total Gross Revenue	\$ 3,338,628	\$ 4,262,222
Less: Reserve for Uncollectible Pledges	(56,300)	(56,559)
Total Net Revenue	\$ 3,282,328	\$ 4,205,663
Expenses:		
General & Administrative	\$ (358,836)	\$ (339,689)
Development & Fundraising	(381,214)	(393,897)
Marketing & Promotion/Support of the Arts	(264,518)	(389,953)
Facilities for the Arts on Spruce Foundation	(990,064)	(1,053,550)
Grants Paid	(1,774,690)	(2,049,482)
Total Expenses	\$ (3,769,322)	\$ (4,226,571)
Net Decrease in Assets from Operations	\$ (486,994)	\$ (20,908)
Other Income and Expenses:		
Income:		
Change in Present Value Discounted Pledges	\$ -	\$ 8,493
Capital Campaign Gifts	280,000	-
Less: Annual Funds raised in Previous Years	(100,000)	(107,000)
Expenses:		
Other Expenses	(36,374)	(21,465)
Depreciation -TAC	(45,963)	(52,330)
Depreciation -FFAOS	(541,857)	(540,400)
Write off Uncollectible Comprehensive Campaign Pledges	(486,154)	-
Total Other Income/Expenses	\$ (930,348)	(712,702)
Net Decrease in Assets, before Beneficial Interest Activity	\$ (1,417,342)	\$ (733,610)
Income/(Expenses) -Beneficial Interest in assets held by others:		
Investment Income	\$ 10,480	\$ 11,240
Other Campaign Gifts & Support for Endowment	-	21,409
Realized & Unrealized gains on beneficial interest	90,245	15,575
Total Net Income from Beneficial Interest in assets held by others	\$100,725	48,224
Net Decrease in Assets	\$ (1,316,617)	\$ (685,386)

2016-2017 OFFICERS & EXECUTIVE COMMITTEE

Rick Moss	Chair
Shaheen Syal	Vice Chair
Randy Eaddy	Secretary
Mark Peters	Treasurer
Portia Mount	At-Large Executive Committee Member
Greg Scott	At-Large Executive Committee Member
Jim Sparrow	President and CEO

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Dr. Charles Iacovou	Portia Mount	Silvia Rodriguez	
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Vicki Horner	Chief Financial Officer and Vice President of Finance
John Horsman	Production Manager, Hanesbrands and Arts Council Theatres
Christine Jones	Chief Operating Officer
Miguel Londono	Head Custodian
Devon MacKay	Director of the Annual Fund
Katrina Meeks	Director of Database Administration
Dara Silver	Senior Administrative Assistant, Special Projects, and Grant Program Manager
Ron Smith	Director of Facilities and Maintenance
Sarah Smith	House and Events Manager

