

# **The Economic Impact of Wake County, North Carolina's Culture Industry**

Prepared for the United Arts of Wake County,  
Raleigh, North Carolina

by WESTAF

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# **WESTAF**

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The Western State Arts Federation (WESTAF) is a nonprofit arts organization that serves the 12 Western states. Focused on strengthening the arts infrastructure of the West, WESTAF sponsors forums, programs, research, and technical assistance that improves the environment for the arts in the West. The states participating in WESTAF are: Alaska, Arizona, California, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming. WESTAF is a 27 year-old organization with headquarters in Denver, Colorado. For more information, please call 303-629-1166 or visit our Web site at [www.westaf.org](http://www.westaf.org).

## Executive Summary

In February 2000, United Arts of Wake County commissioned WESTAF to conduct an economic impact study of the culture industry in Wake County. The study measured the contributions the nonprofit culture industry makes to Wake County's economy and identified key areas where the growth of the culture sector can have a positive impact. The primary findings of the research for fiscal year 1999 were:

- [ The total direct, indirect, and induced economic impact of Wake County's nonprofit culture industry was \$66,900,820.
- [ The nonprofit culture industry spent an estimated total of \$7.1 million on operating expenditures and \$9.9 million on goods and services.
- [ Wake County's nonprofit culture industry generated over \$17.8 million in earned income, elicited \$25.2 million in contributions and donations, and received in-kind contributions valued at more than \$4 million.
- [ Over 2.9 million people are estimated to have participated in a nonprofit cultural event in Wake County in 1999 fiscal year.
- [ An estimated 583,225 people paid to attend a nonprofit cultural program in Wake County. Over 50% of those who attended a cultural program were from outside of the county. The average admission price for an event was \$9.48.
- [ The nonprofit culture industry plays an important role in attracting tourists to Wake County and making Raleigh the second most popular city to visit in North Carolina, behind Charlotte.
- [ The nonprofit culture industry underwrote free admissions to cultural events for an estimated 1.6 million persons. Approximately 724,909 contacts with K-12 school children occurred in outreach programs. Through outreach programs, the culture industry is responsible for furthering the cultural education of school children and encouraging the development of their creative cognitive skills.
- [ Wake County's nonprofit culture industry paid an estimated \$1.6 million in federal and state payroll taxes in fiscal year 1999.
- [ Wake County's nonprofit culture industry employs an estimated 1,571 full-and part-time workers in the areas of administrative, artistic, professional and scholarly services, and technical production and support. These culture workers constitute 0.5% of Wake County's employed workforce.
- [ A total of 287,166 volunteer hours were contributed to the nonprofit culture industry; the estimated value of these volunteer hours is \$4 million, or 138 full-time equivalent jobs.

[ In the last five years, Wake County's nonprofit culture industry spent a total of \$222,418,583 on new construction and building renovation projects.

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## Introduction

The nonprofit culture industry in Wake County, North Carolina is an important contributor to the economic health of the region. This industry helps attract creative and skilled workers, enhances the region's tourism business, contributes to the area's quality of life, and positively impacts the county's economy.

This report presents quantitative data describing the contributions cultural offerings make to the economy of Wake County, North Carolina. The economic impact of commercial culture endeavors such as graphic designers, for-profit cultural practitioners, Internet-based businesses that support commercial culture, and commercial arts businesses and galleries—although assumed to be substantial—were not within the scope of this study. The goal of this report is to inform residents, business people, and policymakers of the meaningful role the culture industry plays in Wake County, of the ways in which cultural offerings are integrated into and support the county's economy, and to confirm and document the anecdotal understanding of the economic value of the nonprofit culture industry held by culture practitioners.<sup>1</sup>

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<sup>1</sup> An assessment of the culture industry from an economic perspective is only one of several perspectives that can be employed to assess the value and impact of the culture industry. Clearly the benefits of the industry can also be enumerated in terms such as its aesthetic, sociological, personal growth, and entertainment values. In presenting this report, an argument is not made that these areas are less important, rather, this report measures and presents an argument for the economic dimension as one of the important areas in which culture adds value to the lives of the citizens of Wake County.

## **Characteristics of Wake County, North Carolina's Nonprofit Culture Industry**

### The Study Universe

Wake County's nonprofit culture industry is comprised of a diverse matrix of culture service providers. The industry is composed of approximately 112 501(c)3 culture organizations, the cultural programming sponsored by Wake County's institutions of higher education, and the cultural activities supported by local governments throughout Wake County. Because the nonprofit 501(c)3 segment of Wake County's culture industry forms the core of that industry, it was surveyed in depth to gain a more complete understanding of its composition and dynamics.

### Survey Response

The response rate to the survey was above average for such a survey and similar in response level to that experienced in similar studies. Respondents to the mail and telephone surveys included 82.4% of all of the nonprofit culture organizations with budgets in excess of \$250,000, 96.2% of culture organizations with budgets ranging from \$50,000 to \$249,999, and 27.5% of all culture organizations with budgets under \$50,000. The overall response rate for the mailed survey was 51.8%. Additional budget data for major nonprofit culture organizations were gathered by reviewing 1999 operational grant application records that are maintained by the United Arts of Wake County. This secondary method of data-gathering allows for the reporting of information in most categories for the major nonprofit culture organizations. A sampling technique was employed to measure the economic impact of organizations with annual budgets below \$50,000 to allow for the extrapolation of the magnitude of all such organizations. (A complete discussion of the study's method is in Appendix A.)

## **Findings**

### Youthful Culture Organizations

The average age of a nonprofit culture organization in Wake County is 21 years, which is relatively young. For comparison, the average age of a 501(c)3 arts organization in Nevada is 18 years, 26 years in Oregon, and 41 years for a culture organization in Utah.

Of the organizations surveyed, 25.9% have been in operation 10 years or less, and 36.2% have been in operation between 11-25 years. Culture organizations that were reported to be 51 years old or older include: Apex Parks, Recreation and Cultural Resources (126), North Carolina Symphony Society (67), Raleigh Little Theatre (62), and Theatre in the Park (52).

The large number of youthful culture organizations is, in part, a product of the county's steady population growth. In 1990, 423,380 people were reported to live in Wake County; as of 1999, an estimated 577,800 people lived in the county.<sup>2</sup> As the county's population continues to expand, the demand for cultural activities likely will increase both in number and variety. This escalating growth trend can be expected to impact

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<sup>2</sup> Wake County Economic Development, "Raleigh/Wake County, North Carolina: Zip Code Demographics," *Demographics USA Zip Edition 1999* (Raleigh: Wake County Economic Development, 2000).

existing culture organizations and spur the creation of new culture groups. Existing culture organizations will be compelled to change and evolve to accommodate a larger and increasingly more diverse public. New culture organizations are expected to emerge to fill unmet programming and presentation needs of the public. Fortunately, there are a collection of well-established, stable culture organizations in Wake County that can serve as anchors for the industry as it undergoes change and development. (See Chart: Average Age of Wake County's Cultural Organizations)

#### Budget Sizes of Nonprofit Culture Organizations

The median budget for nonprofit culture organizations in Wake County is \$100,000. An estimated 27% of Wake County's nonprofit culture organizations operate with budgets of less than \$20,000; 25.4% have operating budgets of between \$20,000 and \$99,999. The majority of culture organizations in Wake County operate with modest to remarkably small budgets. Two organizations surveyed have budgets that exceed \$5 million: North Carolina Museum of Art (\$7.2 million) and North Carolina Symphony Society (\$7 million).

The large percentage of cultural organizations with modest or small budgets is somewhat indicative of the industry's youth. Most start-up culture organizations are under-financed and remain so during their initial years of operation. Their ability to flourish despite a weak financial foundation is attributable to: 1) the public funds and grants they receive, which enable them to develop their programs and organizational skills; 2) the strength of volunteerism in the community and the dedication of individuals to improving the area's cultural offerings and quality of life. The long term risk in relying on volunteers to carry the bulk of the work is that they may suffer from fatigue or burnout. Hence, the importance of improving the financial solvency of these culture organizations cannot be over-stated; operations budgets will inevitably need to increase to allow the hiring of skilled professionals in key positions, increase the number of services and programs offered, and expand the economic influence of the culture industry. (See Chart: Budget Ranges of Wake County Cultural Organizations)

#### Revenue and Income Sources

The Wake County culture industry generated over \$17.8 million in earned income in fiscal year 1999. The primary source of this earned income was the sale of tickets to individual events (40.1%), followed by the sale of season tickets (12.1%), memberships (9.2%), and tuition fees collected from course offerings (7.6%). The culture industry's ability to generate over \$7 million through general admission sales is one reason that Wake County ranked second in travel impact among North Carolina's 100 counties in 1999. Indeed, Wake County is home to three of the state's most visited museums: the North Carolina Museum of Art, the North Carolina Museum of History, and the North Carolina Museum of Natural Sciences.<sup>3</sup> (See Chart: Top Sources of Earned Income for Wake County Cultural Organizations)

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<sup>3</sup> North Carolina Department of Commerce, "Tourism: Wake County Statistics – 1999," available from [www.nccommerce.com/tourism/econ/indcountystats.asp](http://www.nccommerce.com/tourism/econ/indcountystats.asp); INTERNET [cited July 3, 2000].



In 1999, the nonprofit culture industry received an estimated \$25.2 million in contributions; 20% (\$5,050,673) of this money came from the state legislature, 11.7% from individual contributions, 8.2% from City of Raleigh, 9.9% from corporate contributions, 5.5% from Wake County government sources, and 1.7% from United Arts. (See Chart: Top Sources of Contributed Income for Wake County Cultural Organizations)

The nonprofit culture industry also received more than \$4,029,260 in in-kind contributions. In-kind contributions such as donated office supplies and equipment, printing and publishing services, and free or discounted use of facilities help increase the purchasing power of culture organizations. In addition, the contributions enable the organizations to serve a larger portion of the public and to remain engaged with their local business community.

### Organizational Strength and Diversity

Approximately 33.3% of the nonprofit culture organizations surveyed stage cultural performances, which is in proportion to national trends. Among the organizations surveyed, 22.4% listed the teaching of music and presentation such as concerts, festivals, and plays as their primary discipline, 15.5% identified theatre, and 13.7% indicated visual arts. These results reveal that Wake County's culture industry has strength in these programming areas and that there is considerable support in the community for these types of activities and aesthetic experiences. The culture industry, however, is not limited solely to these foci. Indeed, 31% of the organizations surveyed offer multidisciplinary programming, which surprisingly is high considering that many metropolitan areas similar to Raleigh in size report far fewer multidisciplinary programs. Nonetheless, this figure suggests that there is a demand by the public for an array of cultural programs that fall outside the purview of strictly discipline-based music, theatre, and visual arts organizations. In light of the average age of a nonprofit culture organization in Wake County, a case may be made that the industry is in a growth stage and the number of multidisciplinary organizations will likely remain fairly high until more organizations emerge to address specific arts discipline programming interests. (See Chart: Profile of Wake County Cultural Organizations by Primary Discipline Served)

### Ample Arts Activities and Substantial Public Participation

A large menu of culture offerings is available to residents and visitors in Wake County. An estimated 6,574 cultural programs were made available to the public in the 1999 fiscal year. Equally as impressive as the number of culture events is the extent to which they are supported and attended by the public.

[ In 1999, an estimated 583,225 people paid to attend a cultural program in Wake County. As indicated in the chart below, attending a cultural event in Wake County is as popular as attending a local professional or college sporting event.

**Home Attendance**

**Event**

**583,225**

**Cultural Events in Wake County (1999)**

508,424	North Carolina Hurricane Hockey Team (1999) <sup>4</sup>
401,084	N.C. State University Football Team (1998)
330,709	N.C. State University Men's Basketball Team (1999-2000) <sup>5</sup>
238,002	North Carolina Mudcats AA Baseball Team (1999) <sup>6</sup>
20,824	Raleigh Capital Express Soccer Team (1999) <sup>7</sup>

- [ More than 59,000 people who paid to attend a culture event participated in a membership/subscription program, which is an indication of their meaningful, longer-term commitment to the arts.
- [ Based on survey responses, the average admission price to a cultural event in Wake County was \$9.48, which is considerably lower than a typical rock concert and professional or college sporting event. For example, a ticket for a North Carolina State University football game costs approximately \$25.00, and \$15.00-\$20.00 purchases an inexpensive seat to a men's basketball game.<sup>8</sup>
- [ Of those who paid to attend a culture event in Wake County, an estimated 48.6% were residents of Wake County, 46.6% were North Carolina residents from outside of Wake County, and 4.7% were from outside of North Carolina.

At the state level, cultural tourism—visiting museums, historic sites, cultural events and festivals—was the most popular activity/destination for approximately 20% of the tourists in North Carolina.<sup>9</sup> While the culture industry is an important economic engine for the state, it is even more important in Wake County given that over 50% of those who attended a culture event or program are from outside the county. The ability to attract a high percentage of tourists speaks to the strength of Wake County's culture industry. The Rodin exhibit at the North Carolina Museum of Art, which is projected to break attendance records, and the "First Night Raleigh" festival, which attracted over 75,000 people to downtown Raleigh on December 31, 1999, demonstrate how cultural events and festivals can function as major tourist attractions. While no single cultural organization or event can be identified as a catalyst for economic activity, taken together, the culture industry in Wake County helps create an identity for the region that effectively draws tourists and visitors.

Based on research conducted by the Travel Industry Association of America, developing cultural tourism in Wake County would be considered a wise investment. The Association offers the following tourist profiles:

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<sup>4</sup> Jerry Peters, Communications Manager, telephone interview with Daniel Buehler, July 6, 2000.

<sup>5</sup> North Carolina State Athletics Media Relations Office, *Attendance Statistics*, (Raleigh, North Carolina State Athletics Media Relations: 2000).

<sup>6</sup> Allison Lent, Media Relations Officer, telephone interview with Daniel Buehler, July 14, 2000.

<sup>7</sup> Ashley Sigman, Assistant General Manager, telephone interview with Daniel Buehler, July 7, 2000.

<sup>8</sup> North Carolina State Athletics Media Relations Office, *Attendance Statistics*, (Raleigh, North Carolina State Athletics Media Relations: 2000).

<sup>9</sup> Travel Industry Association of America, *TravelScope* (Washington, D.C., Travel Industry Association of America: 1999).

## Comparison of Total U.S. Travelers to Historical/Cultural Travelers<sup>10</sup>

	<u>Total U.S. Travelers</u>	<u>Historical/Cultural Travelers</u>
Average length of trip	3.3 nights	4.7 nights
Average spent on trip	\$425	\$615
Nights in hotel/motel/b&b	3.3 nights	4.0 nights
Shopping as trip activity	33%	45%

In general, cultural tourists stay longer and spend more money than the average U.S. traveler. Wake County's culture industry has successfully attracted a significant number of visitors from outside the county. Considering the relative youth of the culture industry in the county, the tourist attracting capability of the industry can be expected to increase as the industry matures. Strategic collaboration between the culture and tourism industries will help facilitate the economic development of both in Wake County. In addition, the investment of public and private monies will help sustain industry's development and stabilization in the coming years.

- [ For the 1999 fiscal year, the nonprofit culture industry underwrote free admissions to cultural events for an estimated 1,686,138 individuals—over triple the number of paying patrons. An additional 724,909 people benefited from outreach programs, including K-12 school children (437,796), elderly (138,514), and persons with disabilities (22,127). (See Chart: Wake County's Nonprofit Cultural Organizations Outreach Audiences Served)

### Ethnic Audiences Served

In proportion to their population sizes, the Asian and Hispanic communities are active consumers of cultural programs in Wake County. Asians account for an estimated 4.9% of all audiences, yet constitute 3.2% of the county's population; Hispanics account for an estimated 4.2% of the audiences served, yet constitute 3.2% of the county's population. An estimated 94,195 African Americans attended a cultural event during 1999. Although African Americans account for 13.8% of the audiences served, they represent 21% of Wake County's population. The African American community is the only segment of the population that appears to be noticeably underserved. (See Chart: Attendance of Wake County Cultural Organization Activities by Ethnicity) Note: An estimated 2.5% of the audiences served are multi-racial and 0.6% are American Indian/Alaska Native.

### Challenges Facing Wake County's Nonprofit Culture Organizations

The nonprofit culture organizations surveyed in this study were asked to identify the primary challenges they expect to face in the coming years: 45.7% identified funding as

<sup>10</sup> Travel Industry Association of America, *Profile of Travelers Who Participate in Historical and Cultural Activities* (Washington, D.C., Travel Industry Association of America: 1997) 13.

a major challenge; 26.1% indicated maintenance and/or improvement of operating facilities; and 13% reported that audience development will be a pressing issue in the near future. (See Chart: Greatest Challenges Facing Wake County's Nonprofit Cultural Organizations)

The nonprofit culture industry's ability to expand is contingent on meeting these challenges. Parallel to the nonprofit culture industry nationwide, securing adequate funding is a chronic problem. Nonetheless, a number of nonprofit culture organizations in Wake County are developing profitable public/private relationships to address their funding issues. For example, Exploris is a state-of-the-art interactive museum in Raleigh that encourages young people to connect with and learn about other people from around the world. By leveraging funds received from Wake County, the City of Raleigh, and the State of North Carolina, museum managers and advocates were able to attract private investors and foundation money to finance the \$40.2 million museum. Public funding, which usually accounts for a small portion of an organization's budget, is a low risk investment that typically nets a high return.<sup>11</sup> To ensure a high return on invested public monies, however, culture advocates and practitioners will need to continue to develop creative strategies and innovative, win-win partnerships with corporations, businesses, and other private entities to elicit additional funding support and attract new audiences.

As indicated by survey responses, more than a quarter of Wake County's culture organizations will face the possibility of outgrowing and/or the need to renovate their facilities. In light of the region's population growth, such growing pains are to be expected. The use of inadequate facilities by culture organizations, however, can retard the growth of the culture industry and limit its ability to serve the public. To address this issue, 27 capital improvement campaigns in Wake County were commenced between 1995-2000; the majority were initiated in the past two years. Cultural organizations that have the resources to launch capital campaigns are positioning themselves so they can transition into the new millennium successfully. Other organizations that are under-resourced will need to devise strategies to expand their program offerings beyond the physical limitations set by their existing facilities until they are ready to initiate their own capital campaigns or relocate to appropriate facilities or improve the facilities in which they presently work.

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<sup>11</sup> In the 1999 fiscal year, Exploris received \$508,092 from the state legislator and generated over \$1.1 million in earned income.

## The Economic Impact of Wake County, North Carolina's Nonprofit Culture Industry

An analysis of the surveys completed by Wake County's nonprofit culture organizations reveals that the Wake County nonprofit culture industry's contribution to the economy is considerable. These quantitative economic impacts are reported below.

### Employment, Wages, and Benefits

Wake County's nonprofit culture industry employs an estimated 1,571 full-and part-time workers in the areas of administrative, artistic, professional and scholarly services, and technical production and support. These culture workers constitute 0.5% of Wake County's employed workforce.<sup>12</sup> If viewed as a major company, the culture industry ranks among the top twenty employers in Wake County and Research Triangle Park. For comparison:

<b>Company</b>	<b># of Employees<sup>13</sup></b>
GTE Wireless	1,600
<b>Wake County Culture Industry</b>	<b>1571</b>
Longistics	1,540
Kroger Stores	1,500
Food Lion Stores	1,500
First Union Mortgage Corporation	1,500
Research Triangle Institute	1,500
Harris Teeter Stores	1,500
United Parcel Service	1,480

Full- and Part-time employees in the nonprofit culture industry received an estimated \$22,705,813 in compensation (\$24,901 annually) in the form of wages and company sponsored benefits in fiscal year 1999. Contracted employees were estimated to total 547 and earned \$2,581,273, or an average of \$4,949 annually. Despite modest salaries, the culture industry in Wake County attracts and employs a significant number of full- and part-time workers who are committed and dedicated to the success of the culture industry. This same high level of commitment to the nonprofit culture industry is found among its volunteers who collectively donated an estimated 287,166 hours of productive time, which survey respondents valued at \$4,029,260, or \$14.03 per hour. Included in these volunteer hours are services provided by the legal, accounting, and communications professions. Without the work contributions made by volunteers, undoubtedly culture organizations would face unmanageable workloads.

<sup>12</sup> According to North Carolina's Employment Security Commission, approximately 328,070 people were employed in Wake County in January 1999. See Employment Security Commission, "Civil Labor Force Estimates for North Carolina Counties," available from [www.esc.state.nc.us/Default.asp?openitem=4](http://www.esc.state.nc.us/Default.asp?openitem=4): INTERNET [cited July 19, 2000].

<sup>13</sup> Conni Tucker, Director of Research for Greater Raleigh Chamber of Commerce, telephone interview with Daniel Buehler, July 26, 2000.

### Taxes

Wake County's nonprofit culture industry paid an estimated \$1,621,630 in federal and state payroll taxes in the 1999 fiscal year.

### Operating Expenditures

The culture organizations reported spending an estimated total of \$7,141,974 on non-personnel operating expenditures such as utilities, telephone service, and insurance. Of this amount, an estimated 16% was spent out-of-state.

### Purchases of Goods and Services

Purchases of goods and services such as furniture, equipment, supplies and exhibition materials, meals, transportation, printing, and postage totaled \$9,903,352. An estimated 30% of these expenditures were made out-of-state, thus slightly reducing the economic impact of these purchases on Wake County's economy.

### Construction Expenditures

Nonprofit culture organizations in Wake County reported that, in the past five years, a total of \$190,348,978 was spent on 13 new construction projects and \$32,069,605 on 14 building renovation projects. On average, \$38,069,795 was spent on new construction annually, and \$6,413,921 on building renovations annually. The significant amount of money invested in capital improvements indicates that culture organizations are making remarkable efforts to improve their facilities to better serve visitors and Wake County's growing population.

Capital improvement projects have been undertaken by culture organizations with budgets larger than \$50,000. In support of their construction and renovation projects, 16 capital campaigns were initiated by culture organizations; 43.8% of these capital campaigns were started in 1998, 18.8% in 1999, and 25% in 2000. Approximately 14.3% of these campaigns are scheduled to end in 2000, 35.7% in 2001, and 14.3% in 2001. (See Chart: Beginning and Anticipated Completion Years of Capital Campaigns for Wake County Cultural Organizations)

A large portion of contributions raised by these campaigns have come from individuals (21.7%); the remaining funds have emerged from a variety of sources including corporations (15.%), foundation grants (15.%), state grants (13.3%), City of Raleigh (11.7%), and benefits (11.7%). Although funds supplied by the state accounts for a modest portion of the total donated funds, capital campaign managers have successfully used these funds to leverage additional monies, especially from the private sector. (See Chart: Sources of Income for Capital Campaigns of Wake County Cultural Organizations)

### Gross Measure of the Economic and Employment Benefit of Wake County's Nonprofit Culture Industry

The total direct, indirect, and induced economic impact of Wake County's nonprofit culture industry in fiscal year 1999 was estimated to be \$66,900,820.

This total impact figure was computed by first adding full-and part-time wages and company sponsored benefits and multiplying them by the Wake County direct-effect earnings multiplier from the RIMS II multiplier series. The multiplier measures the re-spending of culture-industry originated dollars in the community and is based on a multiplier that was computed for the Wake County economy through extensive study and modeling of the state's economic structure. Algebraically, the calculation for this figure is:

$$\$22,705,813 \times 2.0652 = \$46,892,045$$

(Wages + Benefits) x Multiplier = Direct, Indirect, and Induced Economic Impact of Wake County's Culture Industry

The culture industry's direct, indirect, and induced impact on employment in 1998-1999 fiscal year was estimated to be 2,954 jobs. To obtain this figure, the number of full-and part-time employees in the culture industry were added, then multiplied by the direct-effect employment multiplier. The employment multiplier computes the number of subsidiary jobs that are created in support of the culture industry's business activities. Algebraically, the calculation for this figure is:

$$(1,571) \times 1.8807 = 2,954 \text{ jobs}$$

(Full-time Employees + Part-time Employees) x Multiplier = Direct, Indirect, and Induced Employment Impact of Wake County's Culture Industry.

The earnings multiplier of 2.0652 and employment multiplier of 1.8807 were obtained from the RIMS II multiplier series for Wake County, North Carolina, which is based on the 1992 benchmark input-output accounts for the U.S. economy and 1997 regional data that were gathered and tabulated by the Bureau of Economic Analysis of the U.S. Department of Commerce. The multiplier selected is item 77.0504--*Other Membership Organizations*. A multiplier was not computed specifically for the nonprofit culture industry, and the multiplier reported is an estimate of that multiplier that is appropriate for that industry. The key feature lacking in the multiplier that was used is a specific measure of the multiplier behavior of the nonprofit visual arts, museums, and festival components of the state's culture sector. In spite of this shortcoming, the multiplier was selected because:

- [ Many of the nonprofit culture organizations in the county are supported via memberships and subscription programs and therefore are believed to reflect the economic behavior of the multiplier segment selected.
- [ The Wake County cultural activity that is not directly related to performance activity shares attributes with other industry segments that have relatively high multipliers. These include 76.0206--*Other amusement and recreational services* with an economic multiplier of 1.6911 and 76.0201--*Theatrical producers (except motion*

*picture), bands, orchestras and entertainers*, which has a reported economic multiplier of 1.9705.

If a multiplier were computed specifically for Wake County's nonprofit culture industry, the researcher estimates that it would lie between 1.9 and 2.1. The economic multiplier of 2.0652 and the employment multiplier of 1.8807 were used as the best available approximations, recognizing the value of linking an industry to multipliers that will be updated by a credible source over time, and that the averaging of several multipliers would be inappropriate.

The economic and employment benefit of construction due to capital campaigns conducted by the nonprofit culture industry were also computed. The indirect and induced economic impact of the culture industry's capital campaigns in 1998-1999 fiscal year was estimated to be \$20,008,775. To obtain this figure, the average annual amount of money spent on renovation and construction were added together, then multiplied by the final-demand earnings multiplier from the RIMS II model, *Other New Construction*, I-O number 11.0900. Algebraically, the calculation for this figure is:

$$(\$38,069,796 + \$6,413,921) \times .4988 = \$20,008,775$$

The construction-related indirect and induced employment impact was calculated to be 871 jobs. To obtain this number, the average annual amount of money spent on renovation and construction were added together, then multiplied by the final-demand employment multiplier (19.6/1,000,000) from RIMS II model, *Other New Construction*, I-O number 11.0900.

The total economic impact of Wake County's culture industry on earnings is:  
**\$66,900,820** = \$46,892,045 (culture industry's employment wages and benefits) + \$20,008,775 (capital campaign money).

The total employment impact is: **3,825 jobs** = 2,954 culture organization jobs + 871 construction jobs.



## Conclusion

The year 2000 is the “Year of the Arts” in Raleigh, North Carolina. The celebration and recognition of the culture industry is appropriate and deserving. In addition to improving the area’s quality of life and attracting and retaining skilled workers, the culture industry is also a valuable economic asset. The nonprofit culture industry supported more than 1,500 full- and part-time employees and generated an economic impact estimated to be over \$66.9 million in fiscal year 1999. If Wake County was offered the opportunity to lure a clean, productive, and community-enhancing industry or company to the region that had this type of impact, those involved in economic development undoubtedly would campaign aggressively to attract it. Fortunately, the array of organizations and institutions that constitute Wake County’s culture industry are already in place.

Perhaps more exciting than the culture industry’s immediate value is its potential for increased growth. In 1997-1998, Charlotte’s culture industry supported 1,237 full-time jobs; the industry’s economic impact was estimated to be \$55 million.<sup>14</sup> The economic impact figures for Raleigh/Wake County’s culture industry compare favorably with Charlotte’s, especially when one considers that Raleigh presumably is about two years behind Charlotte in terms of population growth and economic development. Assuming that Raleigh/Wake County’s growth trends continue as projected, there is every reason to believe that the economic importance and value of the nonprofit culture industry will also expand provided that it innovates, evolves, and adapts to the changing demographic context and that it takes advantage of economic programs, incentives, and mechanisms that will facilitate its growth.

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<sup>14</sup> John E. Connaughton, John M. Gandar, and Ronald A Madsen, “The Economic Impact of the Affiliated Members of the Charlotte Arts & Science Council: 1997-1998,” prepared for Charlotte Arts & Science Council.

## **Appendix A: Economic Impact of Cary, North Carolina's Nonprofit Culture Sector**

Cary, North Carolina is home to nine nonprofit cultural organizations—Capital Area Chorale, Inc., Cary Town Band, Cary Visual Art, Cary Youth Orchestra & Cello Choir, Concert Singers of Cary, Cultural Arts Division-Town of Cary, Fine Arts League of Cary, Friends of the Page-Walker, and Triangle Youth Philharmonic. Of these organizations, two have operational budgets that exceed \$250,000—Cary Visual Arts Division (\$251,785) and Cultural Arts Division-Town of Cary (\$608,199); the remaining seven organizations' operational budgets are less than \$50,000. Although the two major organizations are the primary engines for economic development in Cary, the small cultural organizations also contribute to the local economy by further enhancing the area's quality of life, creating additional full- and part-time employment opportunities, expanding the pool of available cultural offerings, and diversifying the local economy.

The findings reported below were obtained by extracting the data reported by Cary's nine nonprofit cultural organizations from the Wake County data set. All figures are reported in the aggregate.

### Events and Audience Attendance

Cary's nonprofit culture sector staged approximately 613 events in fiscal year 1999. An estimated 17,692 people paid to attend one of these events; of this group, 1,137 people participated in a membership or subscription program.

An estimated 88.5% of those people who paid to attend a cultural event in Cary were from Wake County; 9.6% were North Carolina residents from outside of Wake County; 1.8% were from outside North Carolina. The average admission price to an event was \$7.20.

Cary's nonprofit culture sector underwrote admissions for 14,534 people and engaged an estimated 79,130 people through outreach programs, which included K-12 school children (54,000) and elderly (20,562).

Among ethnic audiences served, 74.5% were White, not Hispanic, 12.1% Asian/Native Hawaiian, 7.5% Black or African-American, 4.4% Hispanic or Latino, 1.6% Multi Racial, and .3% American Indian/Alaskan. In proportion to its population size, the Asian community is highly engaged in cultural events in Cary.

### Employment, Wages, & Taxes

Cary's nonprofit culture sector employed an estimated 45 full- and part-time workers. These employees received an estimated \$603,071 in wages and company-sponsored benefits. Six people were hired for contract work and paid \$52,470, or \$8,745 annually.

The nonprofit culture sector also received an estimated \$182,500 in in-kind contributions and 14,773 volunteer hours, which was valued at \$182,500, or \$12.35 an

hour. Organizations received volunteer assistance from professional managers (4,500 hours), artists (2,675 hours), and production specialists (1,800 hours).

Nonprofit culture organizations paid \$26,192 in state and federal payroll taxes.

### Expenditures

Nonprofit culture organizations in Cary reported spending an estimated \$264,030 on non-personnel expenditures such as utilities, insurance, and rent and \$253,818 on purchasing goods and services such as office supplies and printing services. Cary's nonprofit culture sector helps support feeder industries that provide services and products that support and/or compliment culture sector activities such as the utility, real-estate, food service, and hospitality industries.

### Income

The nonprofit culture sector generated an estimated \$657,172 in earned income in fiscal year 1999; 34.4% came from course tuition fees and 10.4% from special events. In addition, the culture sector received an estimated \$280,012 in contributions; of this amount, 52.9% came from city funds and 44.4 % came from benefits and fundraisers. In comparison to the amount of money earned versus contributed city funds (\$148,126), the culture industry is a low risk, high yielding investment for public agencies.

### Gross Measure of Economic and Employment Impact of Cary's Nonprofit Culture Sector<sup>15</sup>

The direct, indirect, and induced economic impact of Cary's nonprofit culture sector in fiscal year 1999 was estimated to be \$1,245,462.

The calculation for this figure is:

$$\$603,071 \times 2.0652 = \$1,245,462$$

(Wages + Benefits) x Multiplier = Direct, Indirect, and Induced Economic Impact of Cary's Nonprofit Culture Sector

The nonprofit culture industry's direct, indirect, and induced impact on employment in 1999 fiscal year was estimated to be 84 jobs

The calculation for this figure is:

$$(30+15) \times 1.8807 = 84 \text{ jobs}$$

(Full-time + Part-time) x Multiplier = Direct, Indirect, and Induced Employment Impact of Cary's Culture Sector.

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<sup>15</sup> See Chapter Two and Appendix C for a complete discussion on the methodology used for computing the direct, indirect, and induced economic and employment impact of the nonprofit culture sector.

### Capital Campaign

The town of Cary's Cultural Arts Division is engaged in a \$13.5 million capital campaign project. The indirect and induced economic impact of this capital campaign was estimated to be \$6,733,800. Algebraically, the calculation for this figure is:

$$\text{\$13.5 million} \times .4988 = \text{\$6,733,800}$$

The construction-related indirect and induced employment impact was calculated to be 264 jobs.

### Total Economic and Employment Impact

The total economic impact of Cary's nonprofit culture sector is:

$$\text{\$7,979,262} = \text{\$1,245,462} + \text{\$6,733,800}$$

The total employment impact is: **348 jobs** = 84 culture organization jobs + 264 construction jobs.

## **Appendix B: Economic Impact of the Wake County's Nonprofit Museum Sector**

Wake County is home to four major museums—North Carolina Museum of Natural Sciences, North Carolina Museum of History, North Carolina Museum of Art, and Exploris—and three medium size museums—African-American Cultural Center, Museum of Contemporary Art, and Raleigh City Museum. Nationally, the museum industry is thriving; “each year, more than 500 million people visit the 8,200 museums in the United States.”<sup>16</sup> Similarly, the museum sector in Wake County is enjoying immense success and having a discernable impact on the local economy.

The findings reported below were obtained by extracting the data reported by the museums from the Wake County data set. All figures are reported in the aggregate.

### Budget Size

The median budget for the seven museums is \$3,823,880. Three museums have budgets between \$1.5 and \$5 million (Exploris--\$3.8 million; the North Carolina Museum of History--\$4.6 million; the North Carolina Museum of Art's budget is \$7.2 million).

### Events and Admissions

The museum sector staged 598 events in the 1999 fiscal year. A total of 91,684 people paid to attend one of these events. Among those who paid, 12,155 participated in a membership or subscription program, which is high, but somewhat expected for museums. The museums also underwrote 718,433 admissions and engaged an additional 318,273 people through various outreach programs; many of these people were K-12 school children (274,555), elderly (32,418), and people with disabilities (6,300). In short, nearly 92% of those who visited a museum were admitted free and/or participated in an outreach program.

Among ethnic audiences served, 45.5% were White, not Hispanic; 36.4% were Black or African-American; 15.2% were Hispanic or Latino; and 3% were multi-racial. In comparison to their population sizes in Wake County, the African-American and Hispanic communities are frequent museum visitors.

In comparison to other entertain and leisure activities, visiting a museum is an inexpensive activity; the average admission price is merely \$5.13.

### Employment, Wages, & Taxes

The museum sector in Wake County employed 200 full- and part-time workers in the 1999 fiscal year. These employees received an estimated \$7,185,047 in wages and company-sponsored benefits. The museums also engaged in contracted work with 25 people, and paid them \$694,604.

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<sup>16</sup> G. Donald Adams, “Cultural Tourism: The Arrival of the Intelligent Traveler,” *Museum News* (November/December 1995): 32.

The museum sector also received an estimated \$1,556,300 in in-kind contributions and 28,382 volunteer hours, which was valued at \$1,680,900. Organizations received volunteer assistance from professional managers (5,625 hours), artists (22,921 hours), and attorneys (1,250).

The museum sector paid \$462,514 in state and federal payroll taxes.

### Expenditures

The seven museums spent \$2,065,532 on non-personnel expenditures such as utilities, maintenance, and phone service; they also spent \$3,196,245 on goods and services such as office and production equipment and printing and advertising services. In total, these museums spent \$5,261,777 on expenditures.

### Income

The museum sector earned \$5,037,979 in earned income; 24% of this income came from membership sales, 23% from concessions, and 17% from general ticket admission sales.

In addition, the seven museums received \$17,072,802 in contributions. The largest contributor to the museum sector was the State of North Carolina, which accounted for 25.6% (\$4,370,637) of the contributed income. The next biggest contributors were corporations (9.5%), individual community members (7.3%), and foundations (7.1%).

### Gross Measure of Economic and Employment Impact of Wake County's Museum Sector<sup>17</sup>

The direct, indirect, and induced economic impact of Wake County's museum sector for fiscal year 1999 was estimated to be \$14,838,559.

The calculation for this figure is:

$$\$7,185,047 \times 2.0652 = \$14,838,559$$

(Wages + Benefits) x Multiplier = Direct, Indirect, and Induced Economic Impact of Wake County's Nonprofit Museum Sector

The museum sector's direct, indirect, and induced impact on employment in 1999 fiscal year was estimated to be 376 jobs

The calculation for this figure is:

$$200 \times 1.8807 = 376 \text{ jobs}$$

(Full-time + Part-time) x Multiplier = Direct, Indirect, and Induced Employment Impact of Wake County's Nonprofit Museum Sector.

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<sup>17</sup> See Chapter Two and Appendix C for a complete discussion on the methodology used for computing the direct, indirect, and induced economic and employment impact of the nonprofit culture sector.

### Capital Campaign

The museum sector is actively engaged in 8 major capital campaigns at a total cost of \$147,728,000. There are four new construction projects that total \$132,600,00, or \$26,520,000 annually; there are four renovation projects that total \$15,128,000, or \$3,025,600 annually. The indirect and induced economic impact of these capital campaigns was estimated to be \$6,733,800. Algebraically, the calculation for this figure is:

$$(\$26,520,000 + \$3,025,600) \times .4988 = \$14,238,545$$

The construction-related indirect and induced employment impact was calculated to be 559 jobs.

### Total Economic and Employment Impact

The total economic impact of Wake County's museum sector is:

$$\mathbf{\$29,077,104} = \$14,838,559 + \$14,238,545$$

The total employment impact is: **935 jobs** = 376 culture organization jobs + 559 construction jobs.

## Appendix C: Method

To obtain primary data for this study, 112 Wake County nonprofit culture organizations were asked to respond to a mail survey. The survey (included in appendix B) was distributed in March of 2000 and collected and tabulated in April-June of 2000.

The study of the economic impact of Wake County's culture industry was designed through a process of consultation with representatives from United Arts of Wake County, the Raleigh Chamber of Commerce, and the Raleigh Convention and Visitors Bureau. In addition, North Carolina economist Dr. Michael Walden reviewed the statistical analysis of the economic impact of Wake County's culture industry. His advice resulted in technical changes that more appropriately reported the economic impact of Wake County's culture community.

Culture organizations that were mailed surveys were identified as 501(c)3 organizations of record that regularly engage in culture activities or are grantees of the agency that sponsored this study. The survey for culture organizations was mailed to an adjusted stratified sample of nonprofit culture organizations. The county's 17 largest arts organizations (as measured by annual revenues) were sent surveys and were asked to complete them. Information-gathering telephone interviews were conducted with major organizations that did not return mailed surveys. In addition, their operational grant records were reviewed to gather information required to complete the study. From these efforts, the researchers are able to report most information (ie. budget size, number of employees, taxes paid, etc.) for the major organizations. In addition, 25 of the county's 26 medium-sized culture organizations completed the surveys.

The survey returns for the small-size organizations were compared against a pre-selected random sample that was reviewed for representativeness according to discipline, location, and relative budget size. The results of this sample were cross-checked against the survey responses of responding culture organizations not in the sample. The rationale for this approach to data collection was that Wake County, like most counties in the state, has a sizable collection of arts organizations with budgets under \$50,000. The researchers made an effort to collect enough data to craft a profile of these organizations and to extrapolate findings to the universe of such organizations; however, the time and resources needed to conduct an actual census of such organizations was deemed better allocated to other areas of the study.

The low response rate of the state's small-size culture organizations should not be interpreted in a negative fashion. Most of these culture organizations are operated by volunteers who are already challenged in their tasks to organize and deliver programming. The completion of a detailed survey form is outside of the time available to most of these individuals. Recognizing that the survey required precious time to complete, the researcher and United Arts of Wake County expended most of their time encouraging the large-sized organizations to complete their forms. Although a greater response rate from the small-size organizations would have been helpful, the researcher's experience in surveying such organizations indicates that a modest



response from this segment of the culture organization universe is more than sufficient to project their economic impact.

## Appendix D: Survey Tool

### ECONOMIC IMPACT STUDY OF THE ARTS IN WAKE COUNTY, NORTH CAROLINA Arts Organization Survey

#### ABOUT YOUR ORGANIZATION

- 1 Organization: \_\_\_\_\_  
Address : \_\_\_\_\_  
City/State/Zip: \_\_\_\_\_ County: \_\_\_\_\_  
Contact: \_\_\_\_\_ Title of Contact: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
E-mail: \_\_\_\_\_ Web site: \_\_\_\_\_
- 2 Is this organization tax-exempt, under 501(C)3 or 501(C)4 of the IRS Code?  
\_\_\_\_\_ Yes \_\_\_\_\_ No \_\_\_\_\_ Don't Know
- 3 What year was your organization incorporated? \_\_\_\_\_
- 4 What was your organization's total budget for the most recently completed fiscal year?  
\$ \_\_\_\_\_
- 4a. What percent of your total budget applies to arts purposes?  
(Include food, personnel, program costs, etc.) \_\_\_\_\_%
- 5 Please classify your institution in one of the following categories: Please choose one.
- |                                      |                                    |
|--------------------------------------|------------------------------------|
| _____ Performing Group               | _____ Fair/Festival                |
| _____ Arts Center                    | _____ Literary Magazine            |
| _____ Performing Group for Youth     | _____ Cultural Series Organization |
| _____ Performance Facility           | _____ Arts Service Organization    |
| _____ Museum – Art                   | _____ School of the Arts           |
| _____ Arts Council/Government Agency | _____ Library                      |
| _____ Gallery/Exhibition Space       | _____ Museum – Other               |
| _____ Other ( <i>Specify:</i> _____) |                                    |
- 6 Which of the following classifications best describes the primary area in which your organization functions? Please choose one.
- |  |                         |
|--|-------------------------|
| _____ Dance  | _____ Media Arts        |
| _____ Music  | _____ Literature        |
| _____ Opera / Music Theatre                              | _____ Interdisciplinary |
| _____ Theatre  | _____ Folk Arts         |
| _____ Visual Arts  | _____ Humanities        |
| _____ Design Arts  | _____ Photography       |
| _____ Crafts   |                         |
| _____ Other ( <i>Specify:</i> _____)                     |                         |
| _____ Multi-disciplinary ( <i>Please explain:</i> _____) |                         |

Note: All of the questions in the survey should be answered using figures from the **most recent fully completed fiscal year.**

ADMISSIONS AND AUDIENCES SERVED

7 Please estimate the total number of arts “events” (performances, exhibitions, workshops, etc.) produced/presented by your organization during the most recently completed fiscal year.

\_\_\_\_\_

8 Audiences Served

A. What was the total number of **paid** admissions to your organization’s arts “events” (performances, exhibitions, workshops, etc.), including touring presentations and discounted admissions during the most recently completed fiscal year?

\_\_\_\_\_ (Number of paying attendees)

\_\_\_\_\_ % (Estimated percent of attendees that are **North Carolina residents from outside of Wake County**)

\_\_\_\_\_ % (Estimated percent of attendees from **outside North Carolina**)

B. What was the total number of (performing arts) subscribers/members? *If you have more than one subscription/membership series, please provide the sum total of subscribers for all series.*

\_\_\_\_\_ (Number of subscribers)

C. What was the estimated total number of **unpaid** admissions to your organization’s “events” during the most recently completed fiscal year? *(Include visitors to free museums, exhibitions, fairs and festivals, and school tours.)*

\_\_\_\_\_ (Number of non-paying attendees)

D. What was the total estimated number of people served by your organization:

Children (K-12)	_____	Elderly	_____
People With Disabilities	_____	Children below or at poverty level	_____

E. What was the total estimated number of ethnic people served by your organization:

American Indian/ Alaska Native	_____	Asian/Native Hawaiian or other Pacific Islander	_____
Black or African-American	_____	Hispanic or Latino	_____
White, not Hispanic	_____	Multi-Racial	_____

9 What was the average admission/participation price to your “events”?

\$ \_\_\_\_\_

PERSONNEL

10 You are now asked to provide the number of employees of your organization in the categories of administrative, artistic, technical/production, education, employed by your organization during the most recently completed fiscal year. (Recognizing that many employees may be multi-functional, please do your best to categorize them in one of the categories provided.)

For each category, please provide the number of employees, and the total wages and benefits (including benefits such as Social Security and payroll taxes) in the categories of full-time or part-time, and contracted or consulting employee. Please include any *seasonal* employees and their wages in the appropriate category.

Full- and Part-Time Personnel

Contracted and Consulting

	Number	Total Salaries & Benefits	Number	Total Salaries & Benefits
<u>Administrative:</u> Manager, marketing, development, clerical, maintenance, etc.				
<u>Artistic:</u> Music director, curator, performers, artists, etc.				
<u>Technical/Production:</u> Lighting, techs, set designers, stage manager, etc.				
<u>Education:</u> Outreach, education coordination, etc.				

11 Considering all of the above salaries paid during your most recently completed fiscal year, what is the total amount paid in payroll taxes: \$ \_\_\_\_\_

12 Please estimate of the number of *volunteer hours* contributed to your organization during the past fiscal year. Classify the nature of work done using the categories below.

Legal	_____ Hrs.	Managerial (Board Members, etc.)	_____ Hrs.
Artistic/Design	_____ Hrs.	Accounting	
_____ Hrs.			
Production Assistance	_____ Hrs.	Communications/Marketing	_____ Hrs.
Clerical/Secretarial	_____ Hrs.	All others	_____ Hrs.

13 Please estimate the total value of volunteers hours you received for the past fiscal year: \$ \_\_\_\_\_

14 Please estimate the total dollar value of all other in-kind contributions (**excluding** volunteer hours) for the past fiscal year: \$ \_\_\_\_\_

REVENUE AND INCOME

15 For each of the sources of income and revenue listed below, please indicate the amount of income or revenue (if any) that your organization received during the most recently completed fiscal year. In addition, please estimate the percentage of that income or revenue that was received from sources outside Wake County.

M-Z

	Total \$ Amount	Estimated % from out-of-Wake County sources (if any)
Concession sales (Food, gifts, crafts, consignment sales, art work, souvenirs, parking, etc.)		
Memberships		
Season Tickets		
Admissions (Ticket sales, subscriptions, box office receipts)		
Performance/Exhibit Fees & Sales		
Corporate Sponsorships		
Interest and other investment income		
Advertising		
Tuition/Class/Workshop fees		
<b>Special Events</b>		
<b>Rental Income</b>		
Other income from operations: <b>(Please specify below:)</b>		
SUB-TOTAL EARNED		

W-Z

Board Members		
Other Individuals		
Foundation		
Corporations		
City of Raleigh Funds		
Other City Funds		
Wake County Funds		
State (Legislature)		
NC Arts Council Funds		
United Arts Council Funds		
Benefits/Fundraisers		
Federal (NEA/IMS/NEH)		
Other: Capital Campaign		
<b>Sub-Total Contributed</b>		
<b>TOTAL REVENUE AND INCOME</b>		

## NON-PERSONNEL OPERATING EXPENDITURES

- 16 Now you are asked to list all of your non-personnel-related operating expenses incurred during the most recently completed fiscal year. In Part 1, a breakdown of *non-personnel operating expenses* is requested. In Part 2, a breakdown of *total program expenses* are requested. Please estimate the percent of these expenditures made to out-of-Wake County sources.

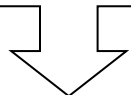
(Note: The total expenditures listed in Part 1 and Part 2 below should, when added to the total of your personnel expenses listed on Page 3, equal your organizations *total budget* expenditure for the last completed fiscal year.)

### Part 1. Regular non-personnel operating expenditures

  
 Check the items that apply to your total

- Rental of facilities, or cost of operating, if owned
- Special Fund Raising Event
- PR/Development/Marketing
- Travel/Food/Entertainment
- Postage
- Printing
- Mortgage payments
- Utilities and Maintenance (Gas, oil, electricity, water, telephone etc.)
- Web page/Internet fees
- Insurance
- Interest payments on loans other than mortgages
- Royalties and other copyright payments
- Office equipment and supplies (Purchases, rentals and maintenance of computers, telephones, fax machines, furniture, etc.)
- Other (*Please specify:* \_\_\_\_\_)

Estimate % total that was spent out-of-Wake County, if any



### **TOTAL OF PART 1**

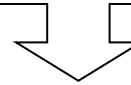
\$ \_\_\_\_\_

### Part 2. Program Expenses

  
 Check the items that apply to your total

- Production and exhibition materials (scripts, scenery, props costumes, lighting, musical instruments, etc.)
- Artists Fees
- Rentals
- Travel
- Installation costs
- Administrative costs
- Other (*Please specify:* \_\_\_\_\_)

Estimate % total that was spent out-of-Wake County, if any



### **TOTAL OF PART II**

\$ \_\_\_\_\_

FACILITIES

17 Using a scale where a “7” means “fully adequate” and a “1” means “not at all adequate”, please circle the number corresponding to the adequacy of your current facility for your needs and audience:

		<b>Not at all adequate</b>					<b>Fully adequate</b>		
Today	1	2	3	4	5	6	7		
In five years		1	2	3	4	5	6	7	
In ten years		1	2	3	4	5	6	7	

18 What is the total cost of construction and renovation projects that have been initiated by your organization during the last five years? Please include all that have been started and completed, as well as those that are currently in progress.

	Total	Est. out-of-Wake County % (if any)
New construction	\$ _____	_____
Renovation, repair, alteration, remodeling	\$ _____	_____

19 Please identify the year in which your capital campaign(s) began (if applicable):  
 Project A: \_\_\_\_\_ Project B: \_\_\_\_\_ Project C: \_\_\_\_\_ Project D: \_\_\_\_\_

20 Please identify the projected year in which your capital campaign(s) will be completed:  
 Project A: \_\_\_\_\_ Project B: \_\_\_\_\_ Project C: \_\_\_\_\_ Project D: \_\_\_\_\_

21 Please identify the sources of income for the capital campaign(s):

_____ Individual Contributions	_____ Foundation Grants
_____ Corporate Donations	_____ City of Raleigh
_____ State Grants	_____ Benefits/Fund Raisers
_____ Inner Local Agreement Funds	_____ Other (please specify _____)

OTHER

22 Are there any examples of cultural tourism activities that your organization supports that illustrate how the arts contribute to the tourism industry, and economic vitality of the community? If so, please provide a brief description below.

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23 Looking to the future, what is the greatest challenge your organization will face over the next three-five years? *(Please comment below)*

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## Appendix E: Survey Respondents

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Actors Comedy Lab	Iranian Cultural Society of North Carolina, Inc.
African American Cultural Complex	Knightdale Parks and Recreation
Apex Parks, Recreation, and Cultural Resources	Meredith College, Galleries
Arts Access	North Carolina Chinese Art Ensemble
Arts Together	North Caroline Museum of Art
Artspace Inc.	North Carolina Museum of Natural Sciences
Artsposure	North Carolina Presenters Consortium
BTI Center for the Performing Arts/Raleigh	North Carolina Symphony Society, Inc.
Convention Center	North Carolina Theatre
Burning Coal Theatre Company	North Carolina Theatre Conference
Capital Area Chorale, Inc.	PineCone
Capital Area Preservation, Inc.	Raleigh Area Flute Association
Carolina Ballet, Inc.	Raleigh Boy Choir
Cary Visual Art, Inc.	Raleigh Chamber Music Guild
Community Music School	Raleigh City Museum
Concert Singers of Cary	Raleigh Civic Symphony Association
Contemporary Art Museum	Opera Company of North Carolina
Cultural Arts Division, Town of Cary	Orchestra
Even Exchange Dance Theatre	Raleigh Concert Band
Exploris	Raleigh Conservatory of Music
Fine Arts League of Cary	Raleigh Ensemble Players Theatre Company
Fuquay-Varina Parks, Recreation, and Cultural	Raleigh Oratorio Society
Resources	Raleigh Symphony Orchestra
Gaddy Hamrick Art Center	Raleigh Little Theatre
Garner Arts Association	Theatre in the Park
Garner Towne Players	Triangle Area Chinese-American Society
Garner Parks and Recreation	Very Special Arts of North Carolina
Indian Classical Music and Dance Society	Visual Art Exchange
International Focus, Inc.	
Wake Forest Cultural Arts Association	
Wake Forest Parks and Recreation Department	
Wake Forest University Dance Company	
Zebulon Parks and Recreation	