

### ***Our Partnership and Process***

This year marks the eighth year of partnership between the Kresge Foundation's Detroit Arts Support (DAS) and the Erb Family Foundation's Anchor Arts programs. Our foundations have committed a combined \$34 million in general operating grants over the last eight years for Detroit area arts organizations, and we continue to share application review and grant monitoring activities. While we partner in the application and review process, each foundation makes independent funding decisions. This partnership allows for several important benefits: it assures a thorough and efficient review of large amounts of information; models collaboration; demonstrates that organizations with shared goals can increase their impact by sharing resources; and streamlines the application and reporting processes for both us and our non-profit partners.

### ***Financial Review***

As part of each review process, we commission [TDC](#) to complete a capitalization assessment of arts organizations that apply for the Detroit Arts Support/Anchor Arts program that submit audited financials. TDC's financial analysis hinges on organizations' unrestricted net assets (URNA). Like a corporation's research and development funding, unrestricted assets provide financial stability and allow arts organizations to develop new programming and remain relevant. Observations from this analysis are listed below.

- While many Detroit arts and cultural organizations remain undercapitalized, we were pleased to notice a growing trend of operating surpluses and reserves being developed. This observation mirrors general trends [seen nationally](#).
- Most facility-driven organizations in Detroit do not have reserves to fund depreciation or capital maintenance, requiring them to either defer maintenance work or raise emergency funds for repairs.
- Several organizations have launched capital campaigns which, if sized correctly, could be helpful to their bottom lines. Not all applicants identified their capital campaign goals, but those that did indicate a sector-wide \$460+ million dollar price tag over the next 10-15 years.

### ***Key Takeaways from progress/interim report questions:***

After reviewing the progress reports, the below themes emerged:

- A number of organizations reported innovative, community-driven **programming** processes, such as youth-driven program design and community co-creation and co-curation of exhibits. Since this type of programming responds directly to constituents' needs and creates a bottom-up environment, it was also a key element of diversity, equity, and inclusion planning. Adaptive programming of this nature appeared to rely on two preconditions: high-quality artistic fundamentals and a history of close relationships with constituents and community. We also noticed a few organizations using individual artists as a bridge between the organization and community.
- Organizations with strong programming in **diversity, equity, and inclusion** worked with and elevated existing voices, explicitly targeted underrepresented individuals in their mission and

programming, or produced community-driven work. Some organizations accomplished this through building strong partnerships with existing grassroots organizations, rather than creating new structures. Others explicitly produced work for and with underrepresented populations as part of their mission.

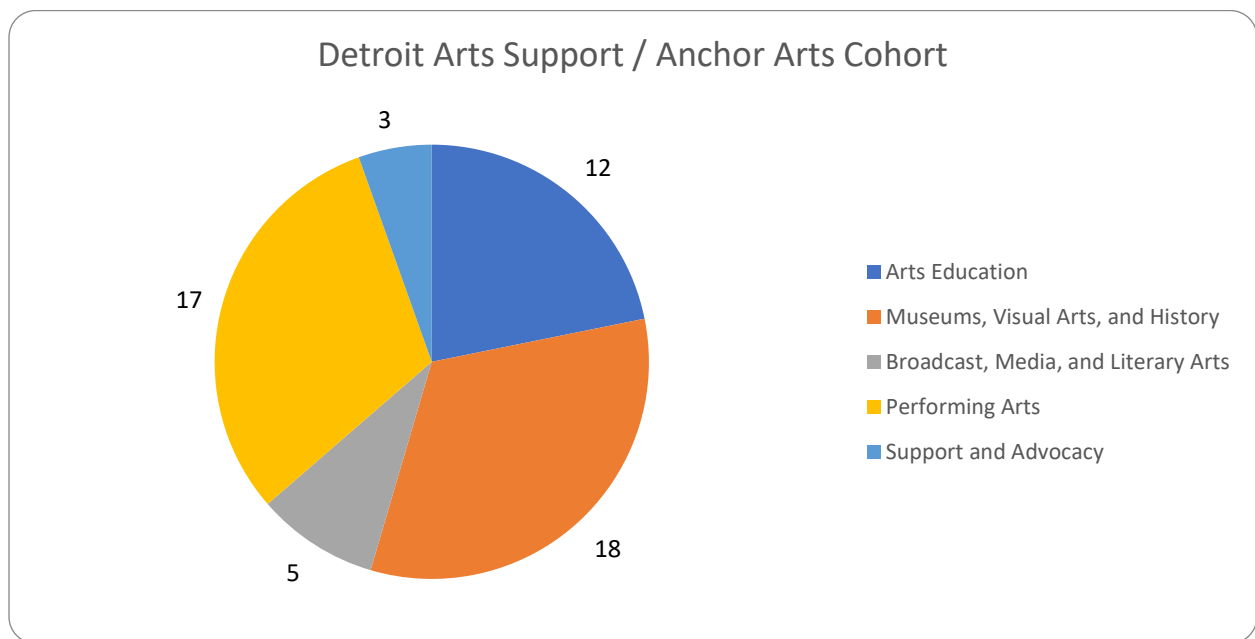
- Some arts organizations used **evaluation** to enhance storytelling, inform programming, support future initiatives, connect with community, and strengthen organizational goals. Organizations also balanced qualitative and quantitative measurement, using evaluation as [a way to listen to and respond to constituents](#).
- A handful of organizations are intentionally conducting internal processes to **build capacity** in operations, board, staff, and/or organizational strategic planning. We recognize that each organization goes through different periods of strategic planning, but specifically noticed efforts that identified internal staff development as a key area for growth.
- 71% of the DAS/AA cohort reported a **partnership with schools**, but these partnerships are disparate, of varying quality, and have different entry points.
- Many organizations reported utilizing **pro-bono support** or skills-based volunteering efforts, but these supports tended to be relationship-based.

## **Exhibit 1: Complete list of Grantees and Typology Graphs**

826michigan  
ACCESS  
All The World's A Stage  
Allied Media Projects  
Art Center  
Arts and Scraps  
Arts League of Michigan, Inc.  
Birmingham Bloomfield Art Center, Inc.  
Chamber Music Society of Detroit  
Charles H. Wright Museum of African American History  
College for Creative Studies (PCS + CAP)  
Cranbrook Educational Community  
Creative Many Michigan  
CultureSource  
Dearborn Symphony Orchestra  
Detroit Artists Market  
Detroit Chamber Winds and Strings  
Detroit Children's Choir, Inc.  
Detroit Educational Television  
Detroit Educational Television - 90.9 FM  
Detroit Historical Society  
Detroit Institute of Arts  
Detroit International Jazz Festival Foundation  
Detroit Public Library  
Detroit Repertory Theatre  
Detroit Symphony Orchestra Hall, Inc.  
Detroit Zoological Society  
Eisenhower Dance Ensemble

Far Conservatory of Therapeutic and Performing Arts  
Great Lakes Chamber Music Festival Operating Corporation  
Grosse Pointe War Memorial Association  
Heritage Works  
Holocaust Memorial Center  
InsideOut Literary Arts Project  
Jewish Ensemble Theatre  
Living Arts  
Macomb Community College  
Marygrove College  
Matrix Theatre Company, Inc.  
Meadow Brook Hall  
Michigan Opera Theatre  
Michigan Science Center  
Michigan State University  
Mosaic Youth Theatre of Detroit  
Motor City Brass Band  
Motown Historical Museum, Inc.  
Museum of Contemporary Art Detroit  
Music Hall Center for the Performing Arts, Inc.  
Pewabic Pottery  
Power House Productions  
PuppetART  
Rackham Symphony Choir  
Scarab Club  
Signal-Return  
Southwest Detroit Business Association, Inc.  
Sphinx Organization, Inc.  
Stagecrafters  
Teen HYPE

The Henry Ford  
 Theatre Ensemble  
 Troy Historical Society  
 VSA Michigan  
 Wayne State University - Freer House  
 Wayne State University - Hilberry Theatre  
 Wayne State University - University Press  
 Wayne State University - WDET 101.9 FM  
 YMCA of Metropolitan Detroit: Y Arts  
 Young Nation



**\*Self-identified typology pulled directly from Cultural Data Project reports**

## Exhibit 2: Non-Funding Resources

