

# CITY OF HOUSTON

## ARTS AND CULTURAL PLAN

PROJECT UPDATE PRESENTED BY:

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Houston City Council

Quality of Life Committee

March 25, 2015



Mayor's Office of  
Cultural Affairs

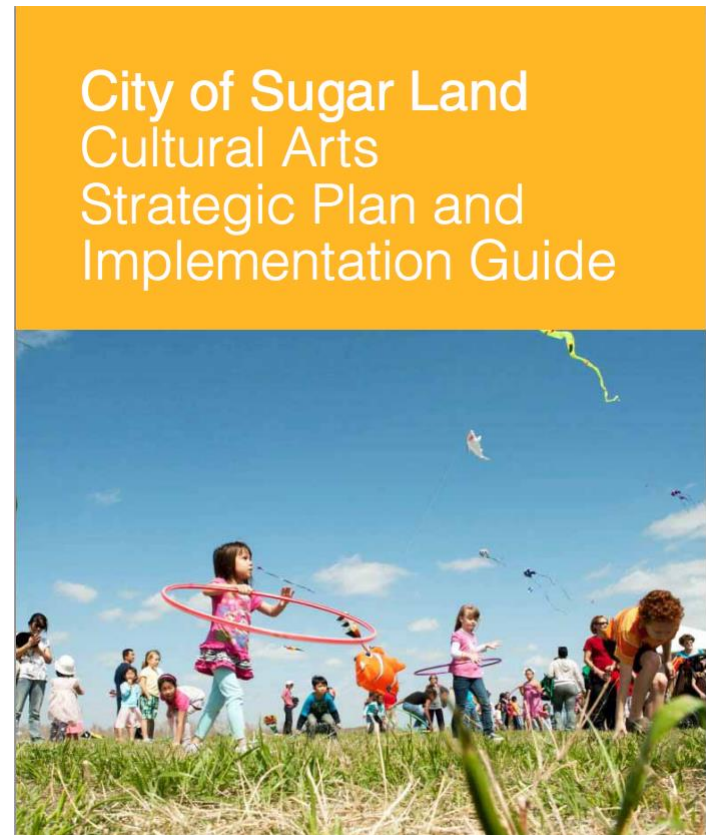
*Houston Grand Opera at Wortham Theater Center*

# WHAT IS CULTURAL PLANNING?

Cultural planning is a process which identifies the arts and cultural needs and preferences of residents, examines existing resources and opportunities for arts and cultural development, and proposes strategies a given community can use to meet its citizens' needs for arts and cultural experiences.

# CITY OF SUGAR LAND CULTURAL ARTS STRATEGIC PLAN AND IMPLEMENTATION GUIDE

A plan establishing a formal decision making process to help prioritize future funding requests and needs in an effort to ensure public dollars continue to be invested and to guide decisions on everything from operating support for existing organizations to funding for new facilities, such as a potential community theater.



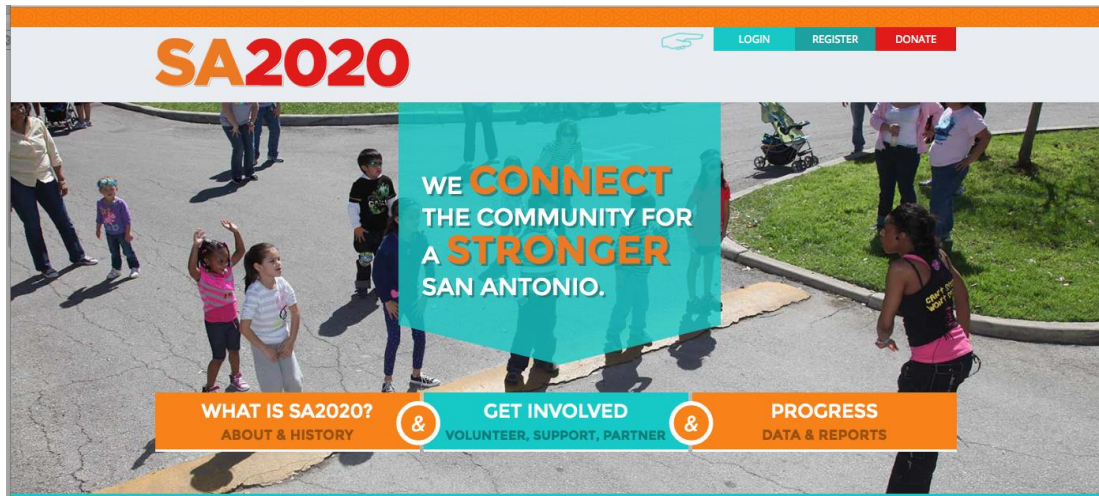
# IMAGINE CHATTANOOGA 20/20



Imagine Chattanooga 20/20's cultural plan reflects the work of more than 400 members of the community. Through a nine-month process coordinated by Allied Arts of Greater Chattanooga, a diverse array of elected officials, community leaders, citizens, artists, students, and arts organization's staff and board members contributed input.

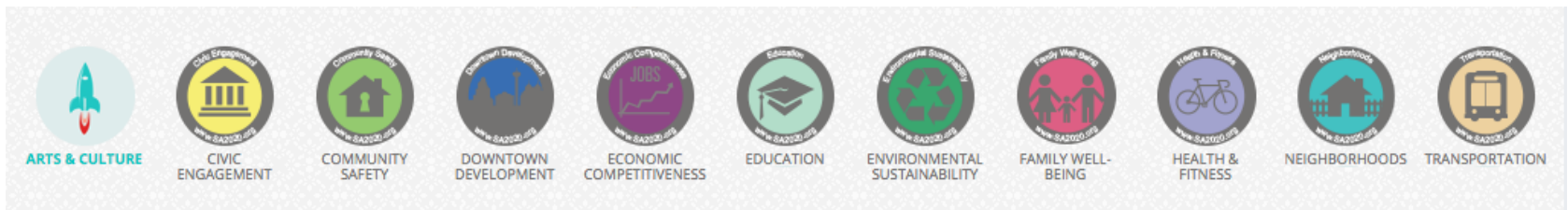


# SAN ANTONIO 20/20



Through collective impact, SA2020 engages the community in problem solving, aligning San Antonio toward a common vision for our future.

Eleven cause areas were identified for ongoing progress monitoring.



# HOUSTON'S ART AND CULTURAL PLAN

## BACKGROUND

Arts and cultural assets are synonymous with great cities and Greater Houston's abundant range of activities in arts and culture enrich lives, build community, enhance civic identity and fuel a prosperous creative economy

Currently no cultural plan articulating overall City vision  
- Last cultural plan completed in 1993

Focus is on the City of Houston's resources

Envisioned as a component of the General Plan

# PLAN BENEFITS

Clearly articulated Arts and Culture vision for City's future

Practical guide for deploying City resources to meet cultural and arts objectives

Ensure City efforts are coordinated—both internally and externally

Increase public input in informing City arts and culture goals

Increase engagement in arts and cultural activities

# PLAN FRAMEWORK

Leadership by the Mayor's Office of Cultural Affairs

Build on previous community visioning efforts and existing plans, studies, policies, practices and regulations

Robust public engagement process with public meetings and extensive online tools

Engage City Departments, Houston Arts Alliance, related agencies, organizations and individuals

Funding through existing Hotel Occupancy Tax revenues allocated for the arts



# PLAN FRAMEWORK

**Center for Houston's Future:** Arts and Cultural Heritage Indicator Report

**Kinder Institute for Urban Research:** ARTS SURVEY: Participation, Perceptions & Prospects

**Texas Cultural Trust:** Impact of Arts & Culture Industries in Texas

**Americans for the Arts:** Arts and Economic Prosperity IV, Harris County, Texas

**Houston Arts Alliance, University of Houston, Greater Houston Partnership:** The Creative Economy of Houston

# PLAN FRAMEWORK

The City of Houston has many programs, practices and regulations to advance arts and cultural and cultural activities.

The Arts and Cultural Plan aims to align the City's arts and cultural priorities with Houston's unique character and sense of place to:

**Enhance everyday life throughout the city**

**Further the development and economic impact of Houston as a world art center and destination of choice for current and future residents and visitors**

# PLAN FRAMEWORK

Mayor's Office of  
Cultural Affairs:

Minnette Boesel, Mayor's  
Assistant for Cultural Affairs

Community Advisory  
Committee Co-Chairs:

Philamena Baird  
Rick Lowe

Project Consultants:

McNulty Consulting  
Black Sheep Agency  
Cultural Planning Group  
MJR Partners  
Outreach Strategies  
PLACES Consulting

# COMMUNITY ADVISORY COMMITTEE

Philamena Baird, Co-Chair

Rick Lowe, Co-Chair

Omar Afra

Keiji Asakura

Jane Cahill

Cecil C. Conner, Jr.

Terri Diraddo

Jefferson Todd Frazier

Roland Garcia

Sonia Garza-Monarchi

Harry Gee

Jonathan Glus

Guy Hagstette

Vernita Harris

Tammie Kahn

Yani Rose Keo

Duncan F. Klussmann

Perryn Leech

Ayanna Mccloud

David D. Medina

B.N. Murali

Judy Nyquist

Theola Petteway

Ashraf Ramji

Juanita Rasmus

Robert Robbins

David Ruiz

Sehba Sarwar

Cissy Segal Davis

Jenni Rebecca Stephenson

Danille K. Taylor

Gary Tinterow

Phoebe Tudor

Don Woo

Fred Zeidman

Gwendolyn Zepeda

# MAJOR COMPONENTS

Vision Statement and Identity Statement

Participation and Development Strategy

Performance Indicators

Implementation Strategy

Tools, guides, sample initiatives, case studies

# PROJECT SCHEDULE

Arts and Cultural Plan Project Milestone Schedule																													
		2014												2015															
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep							
<b>Initiation</b>																													
Mayor announces creation of cultural plan		◆																											
Select lead consultant		█																											
<b>Project Development Scoping</b>																													
Review research/plans from other cities					█																								
Determine Co-Chairs						█																							
Confirm goals and approach with Mayor and leadership							█		◆																				
Determine internal team and roles							█																						
Receive funding, announce Co-Chairs							█		◆																				
Conduct external interviews, consultations, events							█																						
Identify Advisory Committee prospects							█																						
Develop RFP for analysis consultant							█																						
<b>Team Formation and Execution</b>																													
Invite Advisory Committee												█																	
Procure communications consultant												█																	
Procure analysis consultant												█																	
Briefing prior to Quality of Life Committee (QoL Cmte)												█																	
Complete goals and approach framework												█																	
Present framework at public kickoff event and QoL Cmte												█																	
Announce Advisory Committee												█																	
Public input phase - meetings, events, ByYou City												█																	
Advisory Committee monthly meetings												█																	
Prepare Summary of Place/ Strategies analysis for comment												█																	
Comment period and finalize												█																	
Performance indicator development												█																	
Presentation of findings, performance indicators for comment												█																	
Comment period and prioritize recommendations												█																	
Present recommendations, implementation strategy												█																	
<b>Completion</b>																													
Review and approval																				█									
Publishing																				█									



# CITY OF HOUSTON ARTS AND CULTURE INVESTMENTS

Promotion	Facilities										Public Art										Programs					City Department, Division, Office or Related Local Government Corporation	Hotel Occupancy Tax (Arts)	Hotel Occupancy Tax (Other)	Civic Art Ordinance (Bonds)	Special Revenue/Enterprise	TIRZ, Chapter 380, Other <sup>1</sup>	General Fund, Other Bonds	State/Federal Grant	Sponsorships/ Private						
	Economic Development Division					Houston First					Econ. Dev.					General Services Dept.					Finance Dept																			
Houston First Corporation/ Greater Houston Convention & Visitors Bureau	Planning & Development Dept- historic pres. ord.										Talento Bilingue de Houston											Combined Utility (water and sewer)																		
	Parks Department - numerous historic structures										Wortham Theater Center											Fire Department																		
	Old Sixth Ward Historic District Monumentation										Jones Hall											Health & Human Services Department																		
	Fourth Ward - Freedman's Town hist. monuments										Sunset Coffee Building											Library Department																		
	Emancipation Park- community center renovation										Miller Outdoor Theatre											Parks & Recreation Department																		
	Jones Plaza- concept/design										Asia Society Texas Center											Parking Management																		
	Midtown Baldwin Park- performance stage										Buffalo Soldiers National Museum											Police																		
	Museum of Fine Arts- utility agreement										Deluxe Theater											Public Works & Engineering																		
	Museum of Fine Arts- street abandonment										Jones Plaza											Midtown - public art included																		
	Houston Museum of African American Culture										Menil Collection											Main Street Corridor- public art included																		
	Midtown Arts and Theater Center (MATCH)										Midtown Arts and Theater Center (MATCH)											Greater Third Ward Neighborhood Proj- public art																		
	Planning & Development Dept- historic pres. ord.										Houston Museum of African American Culture											Sawyer Park- public art included																		
	Parks Department - numerous historic structures										Museum of Fine Arts- utility agreement											Fifth Ward Jam																		
	Old Sixth Ward Historic District Monumentation										Midtown Baldwin Park- performance stage											Upper Kirby- zone-wide public art																		
	Fourth Ward - Freedman's Town hist. monuments										Jones Plaza- concept/design											Palm Center- public art included																		
	Emancipation Park- community center renovation										Emancipation Park- community center renovation											Mayor's Office partnership with SPARK Program																		
	Jones Plaza- concept/design										Old Sixth Ward Historic District Monumentation											Houston Airport System																		
Midtown Baldwin Park- performance stage										Planning & Development Dept- historic pres. ord.											Convention & Entertainment/Houston First Corp.																			
Museum of Fine Arts- utility agreement										Parks Department - numerous historic structures																														
Museum of Fine Arts- street abandonment										Old Sixth Ward Historic District Monumentation																														
Houston Museum of African American Culture										Fourth Ward - Freedman's Town hist. monuments																														
Midtown Arts and Theater Center (MATCH)										Emancipation Park- community center renovation																														
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# MAJOR CITY GRANT PROGRAMS

Contracted Agency	Services for use of Hotel Occupancy Tax (HOT) dedicated to the arts	Grant Program	Organizations Funded (2013)	Organizations Funded (2012)	Organizations Funded (2011)
Houston Arts Alliance <sup>1</sup>	Grants and programs to promote tourism and advance the arts	Open	126	147	166
Miller Theatre Advisory Board, Inc		Open	31	29	27
Museum District Association		Closed	11	11	11
Theater District Improvement, Inc		Closed	7	7	7
Granting Programs Summary					
Houston Arts Alliance	Grants made to organizations in all disciplines. Selection by peer panel using four criteria areas. Recipients are posted on website and annual report.				
Miller Theatre Advisory Board	Grants made to performing arts organizations. Selection by board committee using four criteria areas (as developed by HAA). Recipients are selected to present performances at Miller.				
Museum District Association	Grants made to a fixed number of organizations from the Museum District Association membership (see adjacent table)				
Theater District Improvement, Inc	Grants made to a fixed number of organizations from the Theatre District Association membership				
	Alley Theatre				
	Da Camera of Houston				
	Houston Ballet				
	Houston Grand Opera				
	Houston Symphony				
	Society for the Performing Arts				
	Theatre Under the Starts				

Museum District Association	
Member Organization	Funded Through
Asia Society	HAA Grants Program
Buffalo Soldiers National Museum	HAA Grants Program
Children's Museum of Houston	Museum District
Contemporary Arts Museum Houston	Museum District
Czech Center Museum Houston	HAA Grants Program
The Health Museum	Museum District
Holocaust Museum Houston	Museum District
Houston Center for Contemporary Craft	HAA Grants Program
Houston Center for Photography	HAA Grants Program
Houston Museum of African American Culture	HAA Grants Program
Houston Museum of Natural Science	Museum District
Houston Zoo	Museum District
The John C. Freeman Weather Museum	HAA Grants Program
The Jung Center of Houston	Museum District
Lawndale Art Center	Museum District
The Menil Collection	Museum District
Museum of Fine Arts, Houston	Museum District
Rice University Art Gallery	Museum District
Rothko Chapel	HAA Grants Program

<sup>1</sup> For two major grant programs: General Operating Support and Arts Projects. Does not include approximately 25 Individual Artist grants, 40 City Initiative grants, capacity building or special projects.

Open = advertised competitive application process

Closed = other method used

# STAKEHOLDER AND COMMUNITY ENGAGEMENT



# STAKEHOLDER AND COMMUNITY ENGAGEMENT: ONLINE



A screenshot of the By You City website. The top navigation bar includes 'Home', 'Topics', 'Activity', and 'About'. There are 'Sign Up' and 'Log In' buttons. The main banner reads 'Welcome to By You City: Houston's Online Home for Civic Engagement.' and includes a sign-up prompt: 'Connect with Facebook or Sign Up with Email'. Below the banner is a post titled 'ARTS &amp; CULTURAL PLAN: Entertaining Guests' with a deadline of '13 Days Remaining'. The post features a photo of flags and asks 'You have guests in town visiting Houston for 3 days. What are the must see things on your agenda?'. It includes a 'Description' field, a photo credit 'Photo credit: Ed Schipul via Flickr', and a 'My idea is...' input field. There are 'Learn More', 'Share', and 'Continue' buttons. At the bottom, it says 'Join the conversation:' followed by a row of profile pictures.

# BYYOUCITY.ORG

# STAKEHOLDER AND COMMUNITY ENGAGEMENT: ONLINE



Online Activity as of March 11, 2015			
Total Participants	665	<u>Ages</u>	
Active Participants	537	18 - 24	7.6 %
Unique Visitors	3,372	25 - 34	30.5%
Page Views	16,994	35 - 44	24.4%
Postal Codes	104	45 - 54	16.8 %
Male	37 %	55 - 64	15.1 %
Female	63 %	65+	5.6 %

**BYYOU CITY.ORG**

# STAKEHOLDER AND COMMUNITY ENGAGEMENT: ONLINE



**Sample topic activity: “Share your thoughts on what changes and/or improvements would help move our city forward”**

Top 5 of 50 Ideas Submitted	Stars
Ensure long term financial support for the arts in Houston	279
All children in Houston should have equal access to fine arts	144
Protected bike lanes	119
Big improvements in public transportation and sidewalks	110
Art on the freeways	90

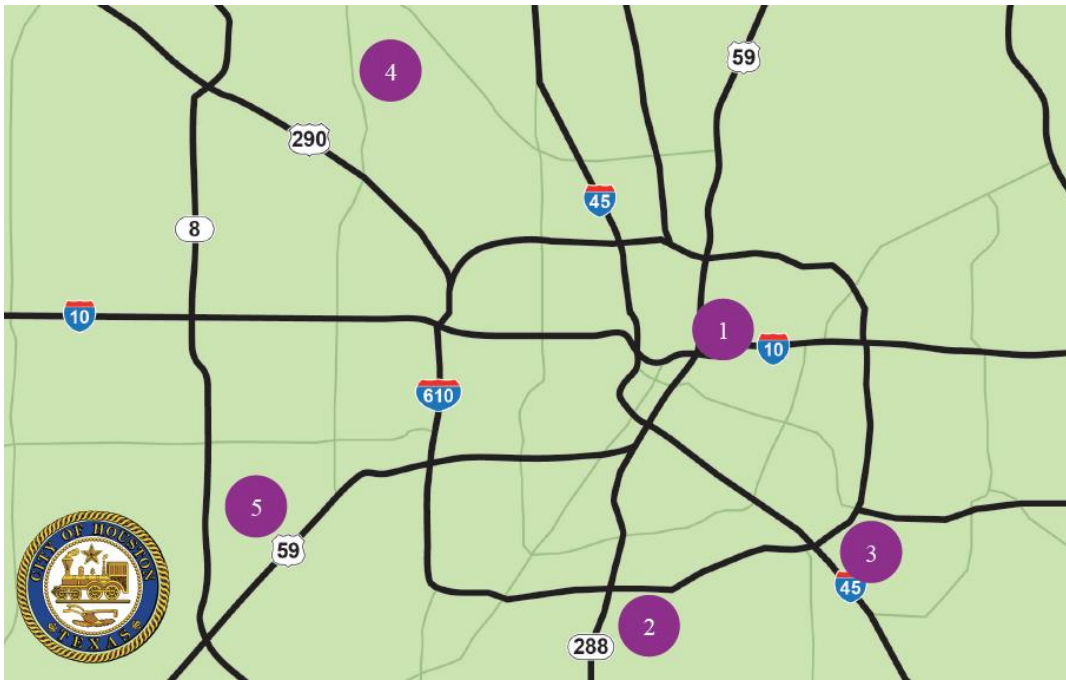
**[BYYOUCITY.ORG](http://BYYOUCITY.ORG)**



# STAKEHOLDER AND COMMUNITY ENGAGEMENT: OFFLINE



Community Engagement: Offline		
Community Advisory Committee	7 – 9 Meetings	38 Members
Kickoff Event	347 Acceptances	~ 200 Attended
Individual Interviews/Meetings		83 Completed
Focus Groups (5)	197 Invited	50 Participants
Community Conversations (5)	60 – 80,000 Invited	102 Participants
CIP Meeting Presentations	12 District Meetings	
Volunteers		~ 200 Ambassadors
Community Conversation with Artists	March 24	
Town Hall Meeting	March 25	
Targeted Database		910 and Growing



Community Conversations		
	Target Council District	Location
1	Districts B, H	Fifth Ward Multi-Service Center
2	Districts D, K	Sunnyside Multi-Service Center
3	Districts I, E	Charlton Park Community Center
4	Districts A, C, G	White Oak Conference Center
5	Districts J, F	Sharpstown Community Center

# STAKEHOLDER AND COMMUNITY ENGAGEMENT



## Emerging Themes

Equity in the distribution of City arts grants

Sustainability of Houston's mid-tier organizations

Access to arts programs and services in neighborhoods

Development of cultural and support facilities

Updating the Civic Arts Program structure

City arts office and program structure

# STAKEHOLDER AND COMMUNITY ENGAGEMENT



## Theme: Equity in the distribution of City arts grants

There is a wide-spread perception among small and mid-sized organizations that that they are required to apply for City funding grants annually, whereas the major institutions do not have this requirement.

The Museum and Theater Districts are seen as closed organizations, with no opportunity for organizations to “move in to.”

It is widely believed that the institutions in the Museum and Theater Districts receive a disproportionate share of the City’s HOT revenues.

# STAKEHOLDER AND COMMUNITY ENGAGEMENT

## Theme: Sustainability of Houston's mid-tier organizations

Stakeholders see a “first-tier” of legacy organizations, that perform at a high level, receive major HOT allocations from the City and attract major private gifts.

A second tier of mid-sized organizations are also seen as legacy groups (i.e., delivering desirable programs over many years), receive modest City HOT grants and are challenged in receiving major donations.

Capacity building efforts have not proven effective for many of these groups and their sustainability is challenging.

That some organizations receive direct HOT allocations and are not necessarily viewed as more sustainable, reinforces attitudes that City's HOT funding is not distributed equitably.

# STAKEHOLDER AND COMMUNITY ENGAGEMENT



## **Theme: Access to arts programs and services in neighborhoods**

Citizens participating in the community meetings report that they desire greater cultural activities and programs in their neighborhoods.

While they express appreciation that Houston has major downtown institutions, they rarely patronize them, citing a range of barriers:

- Economic – they are too expensive

- Transportation – they are hard to get to

- Cultural – the programs don't relate to them

- Time – demands of work and family prevent attendance



# STAKEHOLDER AND COMMUNITY ENGAGEMENT



## **Theme: Development of cultural facilities**

Historically, Houston has been affordable for artists and arts organizations. This has been changing.

For cultural organizations, there is a strong need for affordable performance, exhibition, rehearsal and production space.

For individual artists, there is an equally strong need for affordable production, studio, live-work, exhibition and shared “maker” space.

Addressing this issue may need to be the subject of a long-term cultural and support facilities development plan.

# STAKEHOLDER AND COMMUNITY ENGAGEMENT

## Theme: Updating the Civic Arts Program

The City's Civic Arts Program and its ordinance face several challenges:

- Funding is limited to vertical construction in the City C.I.P. Other capital projects like parks do not generate Civic Art funds.
- Since CIP funds for civic art are bond funded there is no ability to “pool” public art funds to direct the art monies to projects where they will do the most good.
- Individual Department Directors have considerable control over the public art that is commissioned.
- Capital projects that are implemented through the redevelopment authorities/TIRZs/LGCs are not required to set aside a Civic Art allocation.

Given the cross-departmental nature of the Civic Art Program, the program might be more effectively managed within the city organization.

# NEXT STEPS



Continue public outreach and engagement campaign:  
Town Hall Meeting, Intercept Survey, [BYYOUCITY.ORG](http://BYYOUCITY.ORG)

Finalize Houston Identity Statement

Finalize analysis of strategies and tools to identify  
gaps and opportunities

**[BYYOUCITY.ORG](http://BYYOUCITY.ORG)**