

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

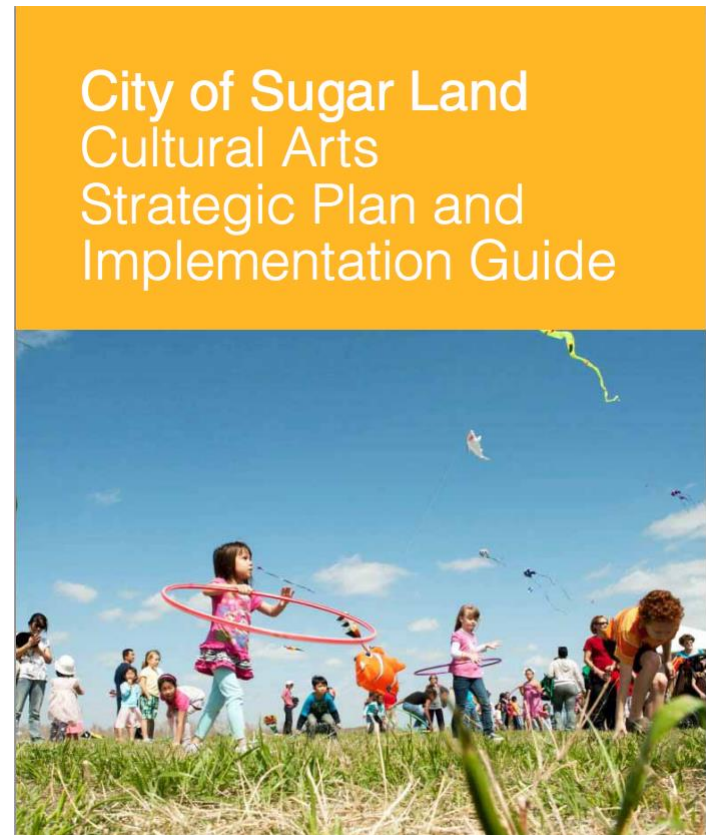
Houston Grand Opera at Wortham Theater Center

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.

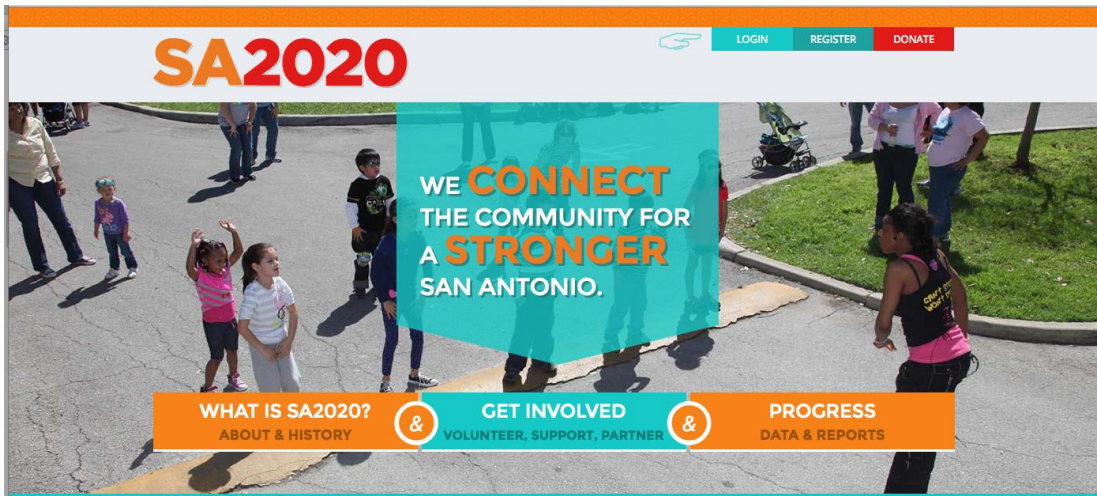


IMAGINE CHATTANOOGA 20/20



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					
Initiation																											
Mayor announces creation of cultural plan		◆																									
Select lead consultant		█																									
Project Development Scoping																											
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							█																				
Team Formation and Execution																											
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												█															
Completion																											
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 ¹	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.						Houston First Corporation					Mayor's Office of Special Events- parades, festivals			Combined Utility (water and sewer)								Houston Arts Alliance- grants																
	Parks Department - numerous historic structures						Talento Bilingue de Houston					Mayor's Office of Cultural Affairs- exhibitions			Fire Department								Miller Theatre Advisory Board- grants																
	Old Sixth Ward Historic District Monumentation						Wortham Theater Center					Public Works & Engineering			Health & Human Services Department								Theatre District Association- grants																
	Fourth Ward - Freedman's Town hist. monuments						Jones Hall					Main Street Corridor- public art included			Library Department								Museum District Association- grants																
	Emanicipation Park- community center renovation						Sunset Coffee Building					Greater Third Ward Neighborhood Proj- public art			Parks & Recreation Department								Library Department- exhibitions, lectures, events																
	Jones Plaza- concept/design						Miller Outdoor Theatre					Sawyer Park- public art included			Parks & Recreation Department								Dept. of Neighborhoods- Mayor's arts scholarships																
	Midtown Baldwin Park- performance stage						Asia Society Texas Center					Fifth Ward Jam			Parking Management								Mayor's Office of Special Events- parades, festivals																
	Museum of Fine Arts- utility agreement						Buffalo Soldiers National Museum					Upper Kirby- zone-wide public art			Police								Mayor's Office of Cultural Affairs- exhibitions																
	Museum of Fine Arts- street abandonment						Deluxe Theater					Palm Center- public art included			Public Works & Engineering								Parks & Recreation Department																
	Houston Museum of African American Culture						Jones Plaza					Houston Airport System			Health & Human Services Department								Parks & Recreation Department																
	Midtown Arts and Theater Center (MATCH)						Menil Collection					Mayor's Office partnership with SPARK Program			Library Department								Parks & Recreation Department																
	Economic Development Division						Houston First					Convention & Entertainment/Houston First Corp.			Parks & Recreation Department								Finance Dept																
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¹ Tax Increment Reinvestment Zones (TIRZs), Chapter 380 Agreements, Enterprise Zones, Historic Site Tax Exemption, Street Abandonment, Utility agreements

- In discussion
- * Historic designation required for City Historic Site Tax Exemption

MAJOR CITY GRANT PROGRAMS

Contracted Agency	Services for use of Hotel Occupancy Tax (HOT) dedicated to the arts	Grant Program	Organizations	Organizations	Organizations
			Funded (2013)	Funded (2012)	Funded (2011)
Houston Arts Alliance ¹	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

¹ 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 interface. The top navigation bar includes 'Home', 'Topics', 'Activity', and 'About' on the left, and a search icon, a notification bell with '3', 'Sign Up', and 'Log In' on the right. The main banner features a cityscape at night with the text: 'Welcome to By You City: Houston's Online Home for Civic Engagement. The City of Houston is seeking input from residents on a variety of topics concerning our city's future. We want to hear from you!' Below the banner are buttons for 'Connect with Facebook' and 'Sign Up with Email'. The main content area shows a post titled 'ARTS & CULTURAL PLAN: Entertaining Guests' posted on Feb 6 with 328 interactions and 13 days remaining. The post includes a photo of a 'BY YOU CITY' sign, a question: 'You have guests in town visiting Houston for 3 days. What are the must see things on your agenda?', a 'Description' field, a photo credit 'Photo credit: Ed Schipul via Flickr', and a 'My idea is...' input field. At the bottom of the post are 'Learn More', 'Share', and 'Continue' buttons, and a 'Join the conversation:' section with a row of profile pictures.

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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”

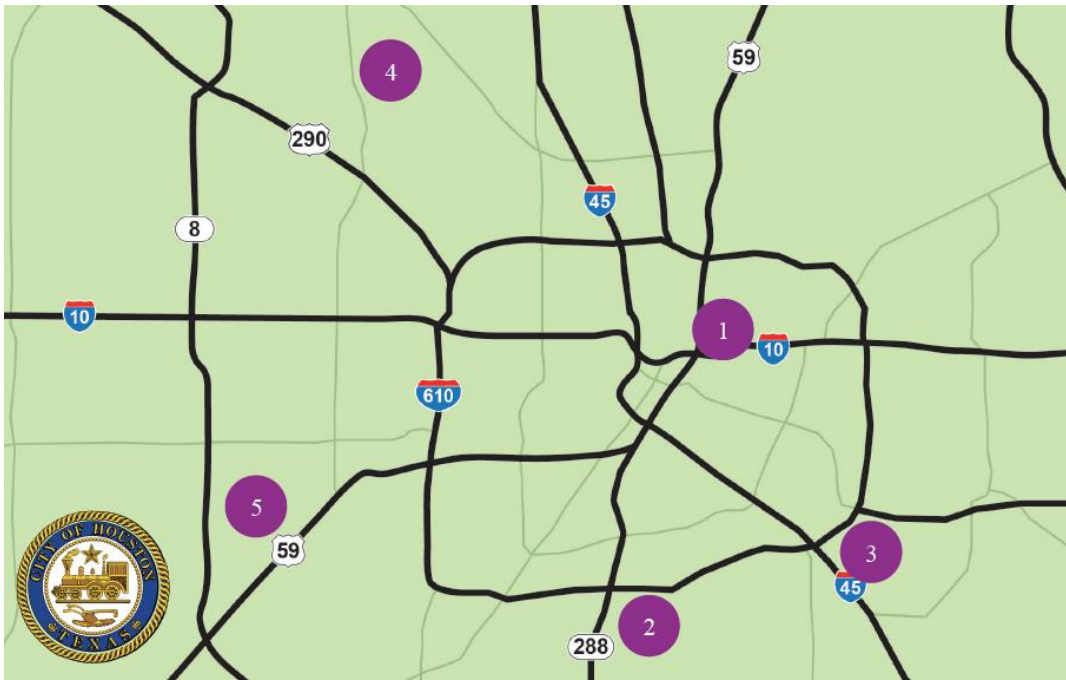
Top 5 of 50 Ideas Submitted	Stars
Ensure long term financial support for the arts in Houston	279
All children in Houston should have equal access to fine arts	144
Protected bike lanes	119
Big improvements in public transportation and sidewalks	110
Art on the freeways	90

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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

Finalize Houston Identity Statement

Finalize analysis of strategies and tools to identify
gaps and opportunities

BYYOUCITY.ORG