

CITY OF HOUSTON ARTS AND CULTURAL PLAN

Advisory Committee Meeting
March 24, 2015



Mayor's Office of
Cultural Affairs

Houston Grand Opera at Wortham Theater Center

AGENDA

Welcome

Project Update

Existing Strategies

Emerging Themes

Closing

Next Meeting: Wednesday, April 8

4 PM – 6 PM

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																								

Advisory Committee Meetings	Quality of Life Committee	Community Engagement
<p><i>November 10, 2014 Public Kickoff Event – Plan Framework</i></p> <p>December 10 – Project overview, schedule</p> <p>January 21- CPG team intro, cmtly engagement</p> <p>February 11 – Priorities, draft Statement of Place, cmtly engagement</p> <p>March 24 – Findings, existing strategies, plan goals, cmtly engagement</p> <p>April 8 – Statement of Place, preliminary vision, strategy analysis</p> <p>May 13 – Indicators, implementation strategy</p> <p>June 10 – draft plan</p> <p><i>July 8/Aug 12 – tentative</i></p>	<p>October 16, 2014 – CM Cohen briefing</p> <p>November 17 - Framework Presentation</p> <p>March 12 - CM Cohen briefing</p> <p>March 25 – Project update</p> <p>June/July – draft plan</p> <p><i>3rd Quarter – final plan</i></p>	<p>November to April 2015 – primary offline community engagement/input phase</p> <p>November to June 2015 – online engagement and comment</p> <p>January 5 to Feb 27 – primary stakeholder interviews</p> <p>January 10 to February 4 - Statement of Place focus groups</p> <p>February 9 to 19 – Community Conversations</p> <p>March, May/June – Town Halls</p>

Key Dates

Co-Chairs	Advisory Committee	Ambassadors	Organizational Ambassadors
<p>Lead Advisory Committee</p> <p>Participate in presentations</p> <p>Meet regularly with Office of Cultural Affairs</p> <p>Provide guidance on Plan development</p> <p>Recommend members for Advisory Committee</p>	<p>Thought leadership</p> <p>Promote community participation</p> <p>Review findings and suggest strategies</p> <p>Provide guidance on identity statement and vision</p> <p>Meet monthly</p>	<p>Serve as the voice of the project to their communities</p> <p>Create engagement opportunities and lead events</p> <p>Share content on social media</p> <p>Identify target populations</p>	<p>Participate in the Community Engagement Partner Program</p> <p>Ambassador program within their organization</p> <p>Share content on digital properties</p> <p>Events, meetings</p>

Plan Roles: Volunteers

Mayor and Leadership Team	City Council	Office of Cultural Affairs	Office of Communications	Planning Department
Approve Plan	Adopt Plan	Lead the Plan Development	City messaging and social media	Incorporate Arts and Cultural Plan/
Approve Advisory Committee	Receive periodic updates through Quality of Life Committee	Engage Co-Chairs & Coordinate Advisory Committee	Work closely with Consulting Team	vision into General Plan
Approve Plan Framework	Assist with hosting community meetings where possible	Engage Mayor and Council, provide updates		
Initiate Plan development		General Plan Steering Cmte		
		Participate in community meetings		

Plan Roles: City of Houston

McNulty Consulting	Black Sheep Agency	Cultural Planning Group MJR Partners Outreach Strategies Places Consulting
Project lead, development scoping, plan framework	Primary lead for community engagement	Primary lead for analysis and recommendations
Advise Mayor's Office of Cultural Affairs	Engagement strategy	Conduct focus groups and prepare summary of place
General Plan Technical Advisory Committee	Ambassador Program	Analysis of existing strategies (HOT, Civic Art, LGCs, other entities) and recommendations
Supervise consulting team, contracts, deliverables, invoices	Public meetings, events, festivals, town hall meetings, neighborhood meetings	Performance indicators and implementation strategy
Manage selection of project team, project schedule and presentations, serve as a resource to team	Digital communications and media relations	Team meetings, community meetings and presentations

Plan Roles: Consulting Team

EXISTING STRATEGIES: PUBLIC ART

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
Public Art	General Services Dept.	Combined Utility (water and sewer)		●	●				
		Fire Department		●					
		Health & Human Services Department		●					
		Library Department		●					
		Parks & Recreation Department		●					
		Parking Management			●				
		Police		●					
	Public Works & Engineering		●						
	Econ. Dev.	Midtown- public art included				●			
		Main Street Corridor- public art included				●			
		Greater Third Ward Neighborhood Proj- public art				●			
		Sawyer Park- public art included				●			
		Fifth Ward Jam				●			
		Upper Kirby- zone-wide public art				●			
	Palmer Center- public art included				●				
	Mayor's Office partnership with SPARK Program						●	●	
Houston Airport System		●	●						
Convention & Entertainment/Houston First Corp.		●	●						

Summary
<p>The Civic Art Ordinance provides 1.75% of design and construction costs as a set aside for civic art/ conservation on capital projects that are above ground (vertical construction) and over \$500,000. The City's General Services Department, Houston Airport System and Houston First contract with Houston Arts Alliance to provide civic art program management services. Artists are selected by open calls for qualifications/proposals, from short lists compiled from the artist registry and in one instance by invitation of a City department director.</p>
<p>The City's Economic Development Division/TIRZ boards have used a variety of methods to select artists/artwork. There are no mandated requirements for the inclusion of public art in these projects.</p>
<p>The School Park (SPARK) program is private nonprofit organization that receives in-kind office space and administrative support from the City of Houston. The organization utilizes CDBG funding through the City and combines it with a contribution from school districts and private fundraising to install and refurbish (reSPARK) parks that include play equipment with an art element at public schools. Artists are selected by invitation. There are no mandated requirements for the inclusion of art on these projects.</p>

EXISTING STRATEGIES: MAJOR 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 Stars				

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

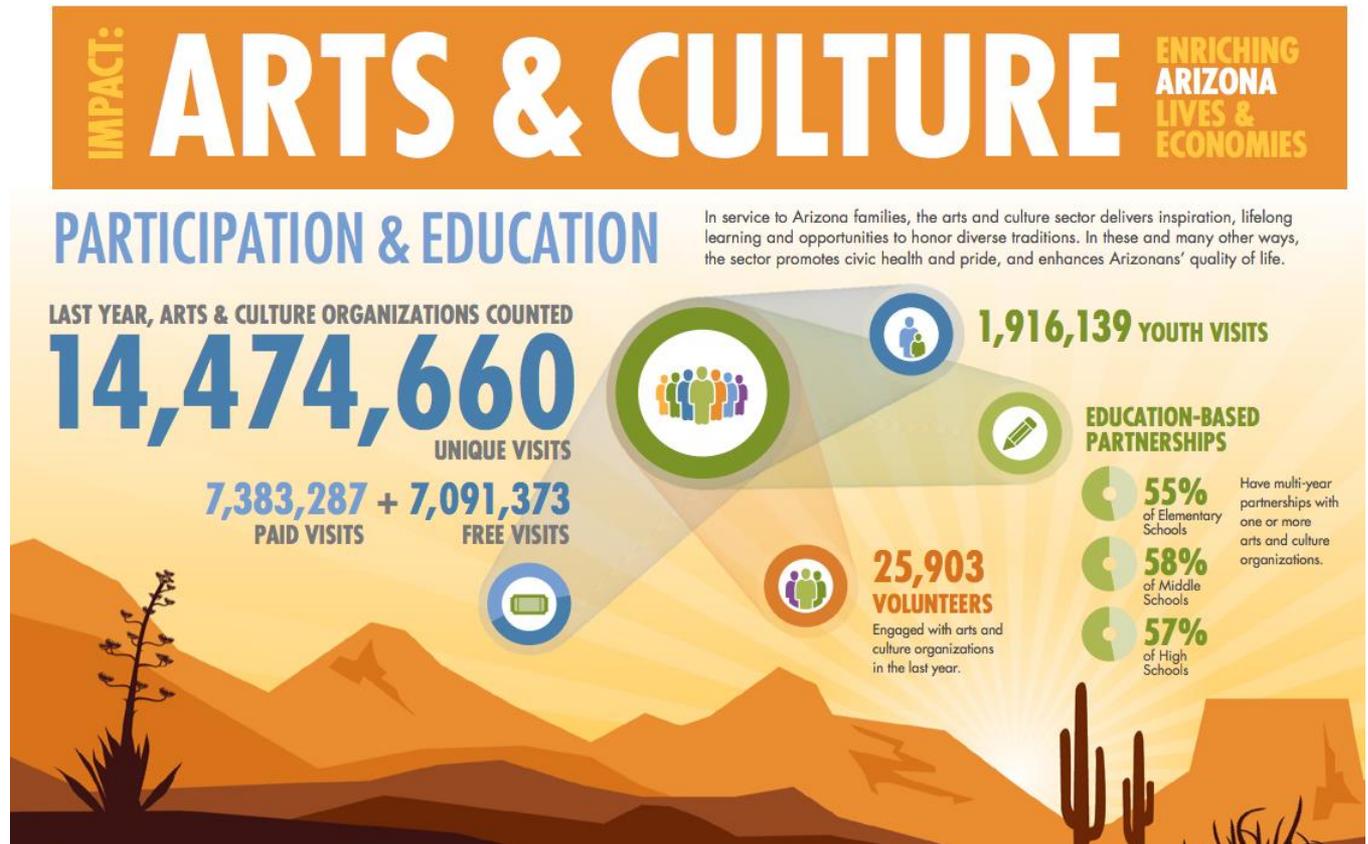
SAMPLE IMPACT REPORT

Study detailing how arts and culture enriches Arizona lives and economies

14,474,660
unique visits

25,903
volunteers

22% increase in
jobs from 2008
to 2012



SAMPLE IMPACT REPORT

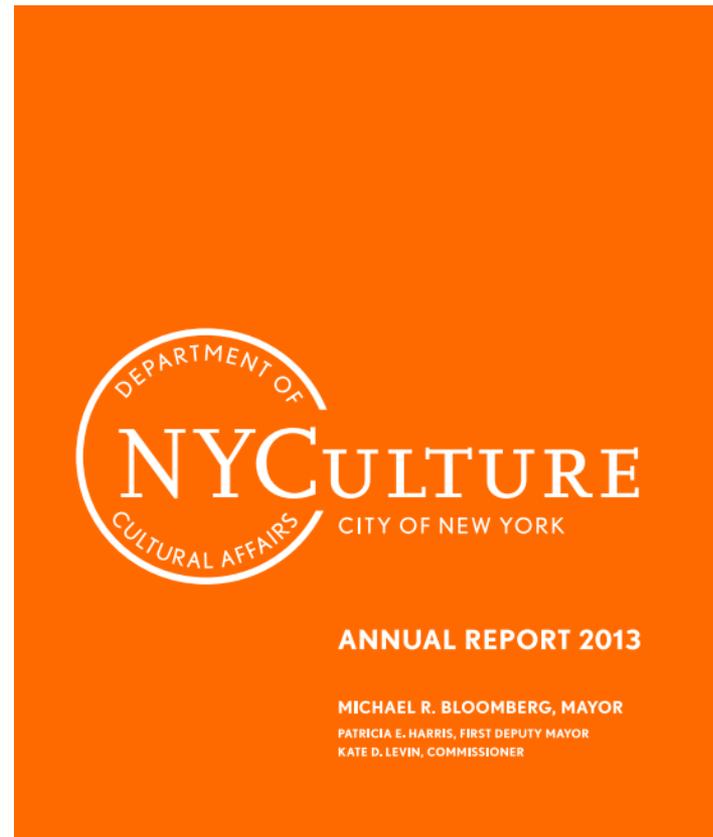
A detail from the NYC Department of Cultural Affairs annual report

35,894 performances including
3,658 world premieres

26,622 classes/workshops

4,054 in-school programs

2,788 temporary and permanent
exhibitions



SAMPLE IMPACT REPORT

Brochure highlighting the social and economic impact of arts and culture in Baltimore

Home to more than 150 nonprofit arts and cultural organizations

723,206 school children visit arts and culture venues in the city each year

3,779,310 admitted FREE to art venues

OVER **\$148,000,000** ANNUALLY IN DIRECT EXPENDITURES FROM THE ARTS AND CULTURAL COMMUNITY

OVER 18,200 INDIVIDUALS VOLUNTEER TO BRING ARTS & CULTURE TO AN EVEN GREATER AUDIENCE

* BREATHING LIFE INTO OUR ECONOMY

home to more than **150 non-profit arts & cultural institutions**

* JOBS IN OUR COMMUNITY:
\$64,400,000
SPENT ON SALARIES FOR THOSE IN THE ARTS AND CULTURE SECTOR – a workforce of more than 9625 individuals.

* CAN'T GET ENOUGH: **96,200** are members of art museums and other cultural venues. **60,100** subscribe to performing arts venues, combining to total over **\$10,140,185** in annual income. Individual tickets sales in 2008 totaled **\$11,178,772**.

Number of school children visiting arts and culture venues per year:

723,206

* EXPERIENCING ART EARLY

* FREDDING AN INSATIABLE APPETITE

5,095,000

PLUS people attended arts and culture venues in 2008.

ADMITTED **FREE**

Total # admitted to art venues free in 2008:
3,779,310

ACCESSIBILITY IS A BALTIMORE IMPERATIVE:

Free Fall, a citywide festival with **FREE ARTS EVENTS**, occurs annually

◆ The Baltimore Museum of Art (BMA) & The Walters Art Museum

now offer **FREE GENERAL ADMISSION** ◆ The Baltimore Symphony

Orchestra (BSO) & The Baltimore Chamber Orchestra offer **\$25 TICKETS**

◆ Artscape, the city's **FREE 3-DAY SUMMER ARTS FESTIVAL**, welcomes

over 350,000 with a total economic impact of \$25,097,000 in 2009

* ENRICHING LIVES AT HOME



Retail gift shop revenue:
2,057,624

ART

EVERYWHERE IN
BALTIMORE



An accompanying web site contains in-depth analysis of the role arts and culture have played in Baltimore's economic development over the past decade, and asks provocative questions about where arts and culture could take the city in the years to come.

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. 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 'Connect with Facebook' and 'Sign Up with Email' options. The main content area features a post titled 'ARTS & CULTURAL PLAN: Entertaining Guests' with a 'Description' tab. The post text asks: 'You have guests in town visiting Houston for 3 days. What are the must see things on your agenda?'. It includes a photo of flags, a 'Photo credit: Ed Schipul via Flickr', a 'My idea is...' input field, and '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

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

STAKEHOLDER AND COMMUNITY ENGAGEMENT



Guiding Points of Inquiry

Inclusion and accessibility to the arts

Cultural infrastructure

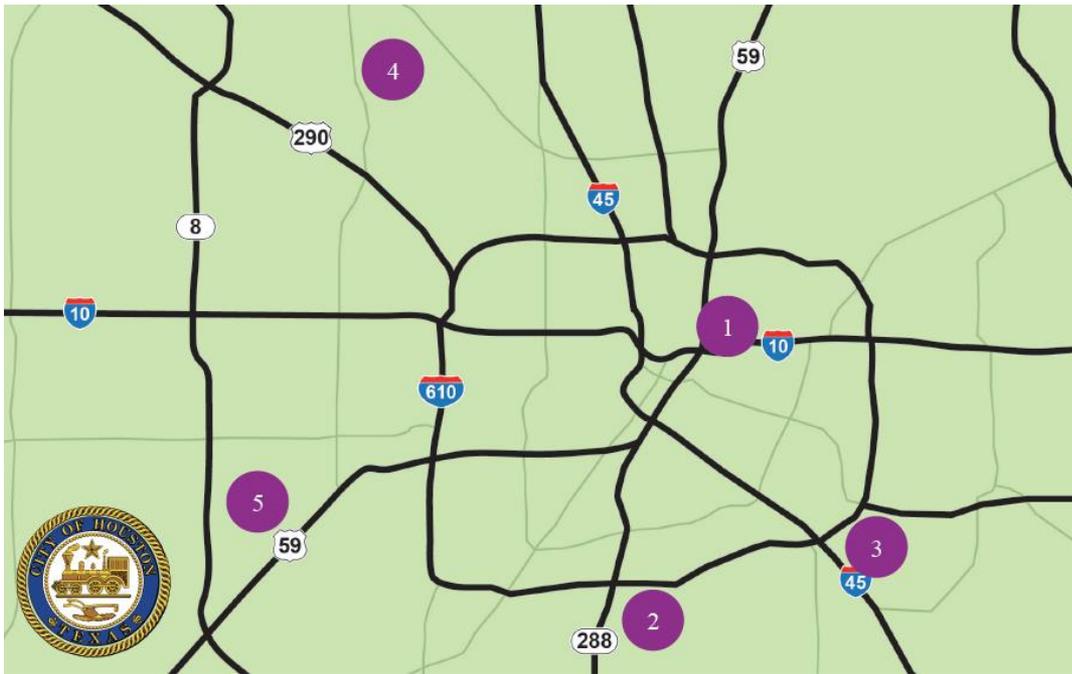
Arts learning and participation opportunities for children

Diversity of artists' voices

Increased arts funding

Sustainability for small and mid-sized arts organizations

Efficiencies in delivering support for the arts



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

City arts program structure

STAKEHOLDER AND COMMUNITY ENGAGEMENT



Theme: Equity in the distribution of City arts grants*

***Source Funds: City Hotel Occupancy Tax revenues allocated for the arts**

There is a wide-spread perception among small and mid-sized organizations that they are required to apply for City funding grants annually, whereas many of 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 them” for HOT* funding participation.

It is widely believed that the institutions in the Museum and Theater districts receive a disproportionate share of the City’s Hotel Occupancy Tax revenues.

STAKEHOLDER AND COMMUNITY ENGAGEMENT

Theme: Sustainability of Houston's mid-tier organizations

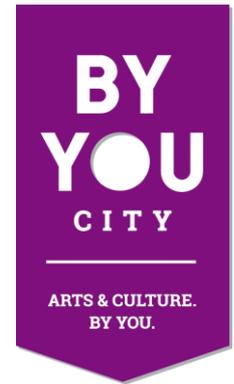
Stakeholders see a “first-tier” of legacy organizations, that perform at a high level, receive major HOT allocations from the City and attract major private gifts.

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 have little ability to attract 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:

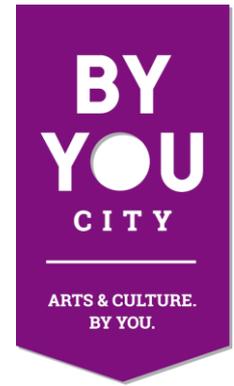
- Economic – they are too expensive

- 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 and support 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 Art Ordinance and Program faces several challenges:

- It is limited to vertical construction in the City C.I.P. Other capital horizontal projects like parks do not generate Civic Art funding.
- There is no ability to “pool” civic art funds to help direct civic art monies to projects where they will do the most good.
- Individual City Department Directors have considerable control over the public art that is commissioned.
- Capital projects that are implemented through the redevelopment authorities/TIRZs do not generate Civic Art funding.

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

STAKEHOLDER AND COMMUNITY ENGAGEMENT



Theme: Arts Program Structure

Houston is almost unique among major cities in its lack of a robust Office or Department of Cultural Affairs.

Major functions have been outsourced to the Houston Arts Alliance, or in the case of grants, to other partner organizations.

Without a strong cultural affairs agency, the City lacks the ability to work effectively within the City for policy development, new program initiatives, political clout, etc.

DISCUSSION



What are thoughts, impressions and feedback on the emerging themes?

What goals should be part of the plan in response to these themes?

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