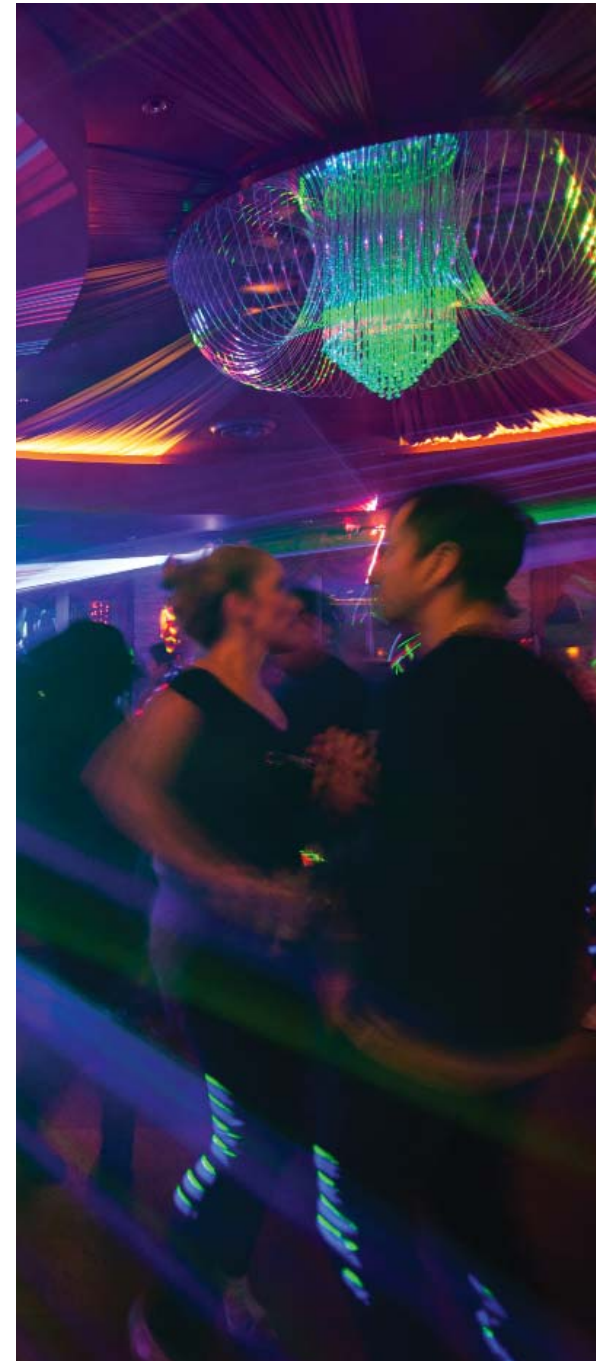
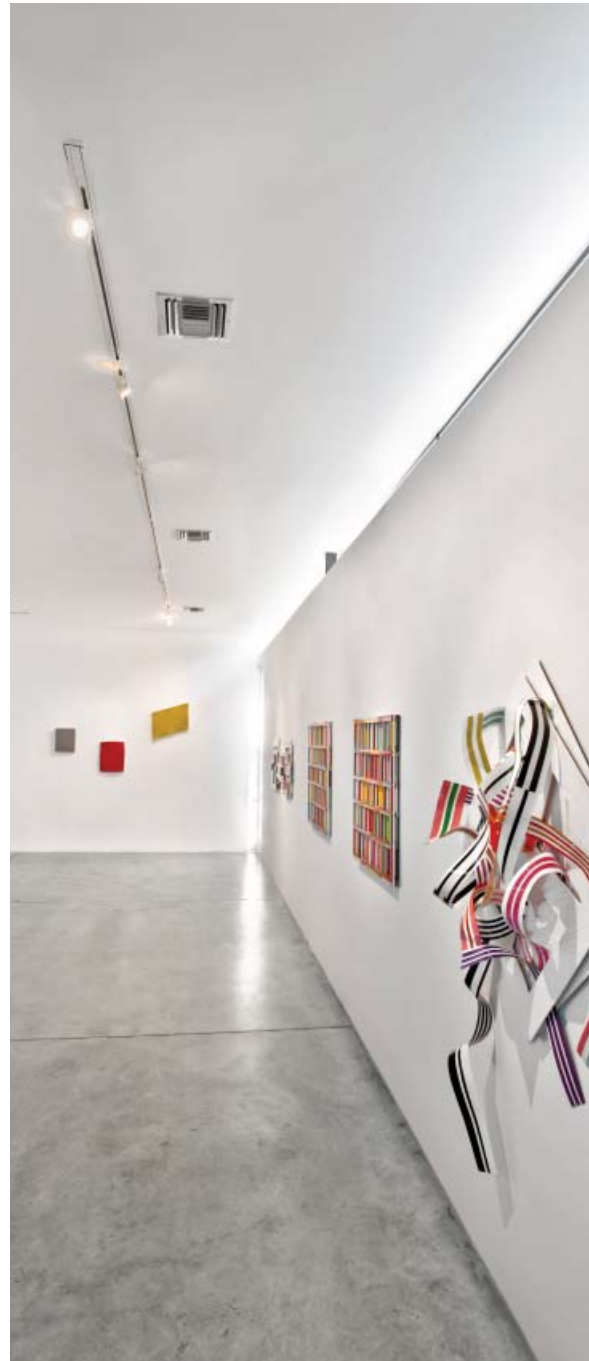




MIDTOWN MANAGEMENT DISTRICT

MIDTOWN CULTURAL
ARTS MASTER PLAN

HOUSTON, TEXAS
NOVEMBER 2015





With an established and growing mix of public and private uses, Midtown is among Houston's most vibrant neighborhoods.

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How to use this document

The Midtown Cultural Arts Master Plan integrates established and emergent practices of neighborhood placemaking through cultural arts and extensive input from community stakeholders, producing a series of connected strategies to guide Midtown's cultural arts agenda for the next decade.

To both emphasize the relationships between the Master Plan's recommendations and to better facilitate their implementation, this document has been designed to be interactive.

[Blue underlined text](#) indicates a hyperlink to relevant information, such as policies or sources of data that might be used to implement key elements of the Master Plan. Clicking on this text in the document will open the corresponding URL in your web browser.

[Gray underlined text](#) indicates an internal link to another section elsewhere within in the Master Plan, such as a figure or related recommendation. Clicking on this document will open the corresponding section of the document.

ACKNOWLEDGEMENTS

CITIZENS OF MIDTOWN

MIDTOWN BOARD

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DESIGNWORKSHOP



INTRODUCTION

In addition to being one of Houston's most walkable neighborhoods, Midtown is also served by the city's METRORail.

CONTEXT

INTRODUCTION

Midtown is a pedestrian-oriented urban district southwest of Downtown Houston. The neighborhood is uniquely positioned in the heart of the city. Midtown's boundaries can be roughly defined as the properties south of I-45 (Pierce Elevated), west of SH 288, north of US 59 and east of Montrose and Freedmen's Town. The northwest segment of this area is less easily defined and incorporates property west of Bagby Street. Being geographically surrounded by freeways not only gives it easily identifiable borders, but also makes Midtown readily accessible from any part of Houston. Additionally, with three METRO Rail stations located within its boundaries, Midtown has access to every transit option in Houston at its front door.

Midtown is a vibrant neighborhood with approximately 767 acres of land within its boundaries and roughly 300 acres that have not been redeveloped. Midtown's 22.9 miles of streets and approximately 325 city blocks identify it as an obvious extension of what is now Downtown.

Midtown continues to thrive and grow with both new construction and restoration of historical structures. The growth and improvements in the community are overseen by the Midtown Redevelopment Authority and the Midtown Management District with the support of the City of Houston and franchise utility entities.

CULTURAL ARTS IN MIDTOWN

There is no shortage of culture in Midtown. The community is home to over 90 cultural arts organizations including theaters, galleries, music venues, dance studios and creative businesses who are vested in the community and historically prominent to Houston. In addition to arts organizations, Midtown is also known as one of Houston's best culinary destinations with more than 30 chef-owned restaurants. Midtown celebrates this creative culture by sponsoring art projects such as Eyeful Art Murals and Designs' mural "Preservons La Creation," the largest Mural in Houston, and by hosting Art in the Park an annual art event that draws approximately 5000 visitors a year.

Figure 1: Regional Context

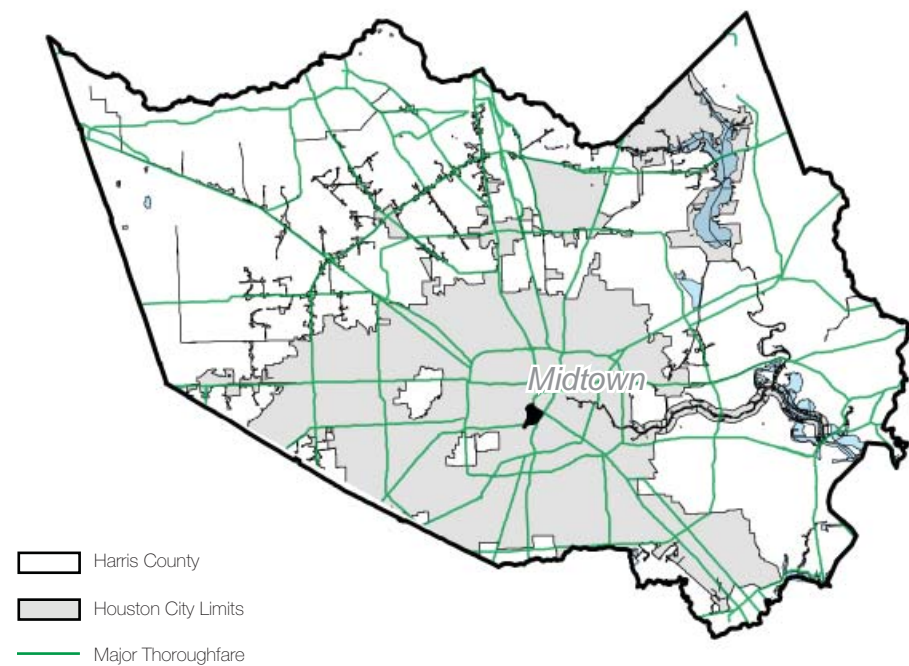


Figure 2: Neighborhood Context



OVERVIEW

THE MIDTOWN MANAGEMENT DISTRICT

The Midtown Management District (the District), created in 2000, levies an assessment paid by property owners for programs, maintenance and services that benefit the District. The District has a board of directors (appointed by the Texas State Legislature) that oversees a 10-year service plan guiding all marketing, public safety, urban planning, cultural arts and entertainment, and service and maintenance efforts within the district. In 2010, the District received a highly esteemed Cultural Arts & Entertainment Designation from the State of Texas. Midtown is the first Management District in the State of Texas to receive the Cultural Arts and Entertainment District Designation.

THE MIDTOWN REDEVELOPMENT AUTHORITY

The Midtown Redevelopment Authority (the Authority) oversees the Reinvestment Zone Number Two, City of Houston, Texas (the Midtown TIRZ) and is responsible for physical and capital improvements in Midtown. In 1995, the TIRZ was created “freezing” the ad valorem taxes generated from the district for 30 years. From the baseline appraised value of \$211 million, every increase in value and the taxes it generated is committed to the District for 30 years. Today, the appraised value of property in the district is over \$1.6 billion. This gives the Authority the ability to issue bonds based on the current and anticipated increase in value.

The Authority uses the TIRZ funds to improve the District by providing services for basic infrastructure improvements in the District. The Authority focuses its efforts on the following service areas: economic development; residential development; and public right of way improvements. These services range from affordable housing and parking garages to adding park space and wide, beautiful sidewalks with great streetscapes and decorative street lamps for the District. Through the Authority’s implementation of highly successful infrastructure projects, the General Assembly has twice extended the life of the Midtown TIRZ. The first extension, in 2011, renewed the TIRZ through 2033, while the second, in 2015, will run through 2048.

While the District is responsible for maintaining the Cultural Arts District designation, the Authority is a critical partner in implementation of the Cultural Arts Master Plan.

MIDTOWN CULTURAL ARTS AND ENTERTAINMENT DISTRICT DESIGNATION

As authorized by [H.B. 2208 of the 79th Legislature](#), the Texas Commission on the Arts (TCA) designates cultural districts in cities across Texas through a competitive application process. Cultural districts are special zones that harness the power of cultural resources to stimulate economic development and community revitalization. These districts can become focal points for generating businesses, attracting tourists, stimulating cultural development and fostering civic pride.

The Cultural District designation does not come with funding, but qualifies the district and nonprofit groups within it to apply for state and national project grants. To receive grant funding, a strategic plan is preferred so that funders can see how the project fits into the overall vision. The strategic plan must articulate how each strategy recommendation fits into the overall vision and furthers community-supported goals.

PURPOSE OF THE PLAN

The purpose of the Cultural Arts Master Plan (CAMP) is to engage Midtown and the applicable community in creating a 10-year cultural arts strategic plan. The CAMP will be used as a guide in strategic decision making over the course of its 10-year relevance. The process will allow Midtown to define what the Cultural Arts & Entertainment District designation means in the context of local resources, energy and vision.

The recommendations in this plan will:

- Identify partnerships
CAMP will identify key organizations that can assist Midtown in leveraging state, federal and local funding to maintain the Cultural Arts District Designation.
- Guide capital improvements
CAMP will suggest a framework plan for locating future cultural art investment and a set of guidelines for selecting artwork.
- Propose policy changes
CAMP will recommend changes to the District

policy in order to establish a sustainable protocol for managing, maintaining and funding cultural art within Midtown.

FUTURE CONSIDERATIONS

The recommendations in this plan are specifically geared toward the Midtown Management District. However, as the Midtown Redevelopment Authority, City of Houston and others as appropriate continue to invest in Midtown, there are key considerations that they should keep in mind to support and strengthen cultural arts within the district. The following are a few key considerations:

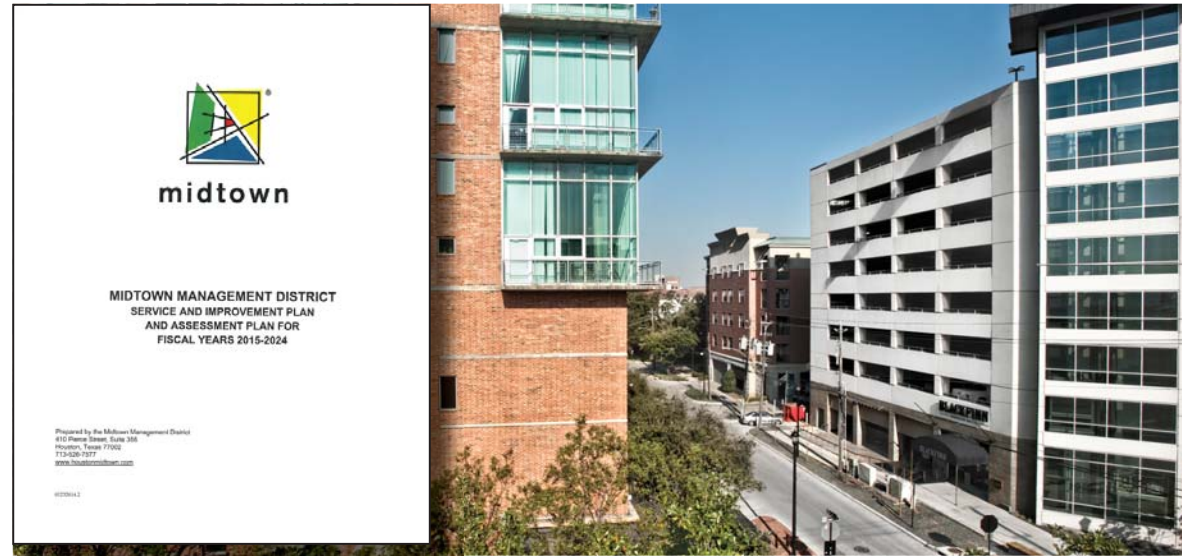
- Incorporate art into private development
As a vibrant neighborhood in Central Houston, Midtown will continue to see mixed use redevelopment. Midtown and the City of Houston should work with developers to incorporate cultural art amenities such as restaurants, creative work spaces and cultural art venues.
- Support affordable artists spaces
As Midtown continues to solidify its identity as a citywide destination, it will be critical for the District to maintain a diverse mix of both visitors, patrons and creators of cultural art.
- Percent for Art Funds
Many successful cultural districts fund public art through percent for art funds. The term percent for art refers to a program, often a city ordinance, where a fee, usually some percentage of the project cost, is placed on large scale development projects in order to fund and install public art.



EXISTING CULTURAL ARTS PLANNING IN MIDTOWN

EXISTING CULTURAL ARTS PLANNING IN MIDTOWN

The District is forward thinking in its efforts to sustain its unique identity and vibrant cultural arts even as it continues to redevelop. There are several existing planning efforts that the District has put in place that lay the foundation for the goals and strategies recommended in this plan.

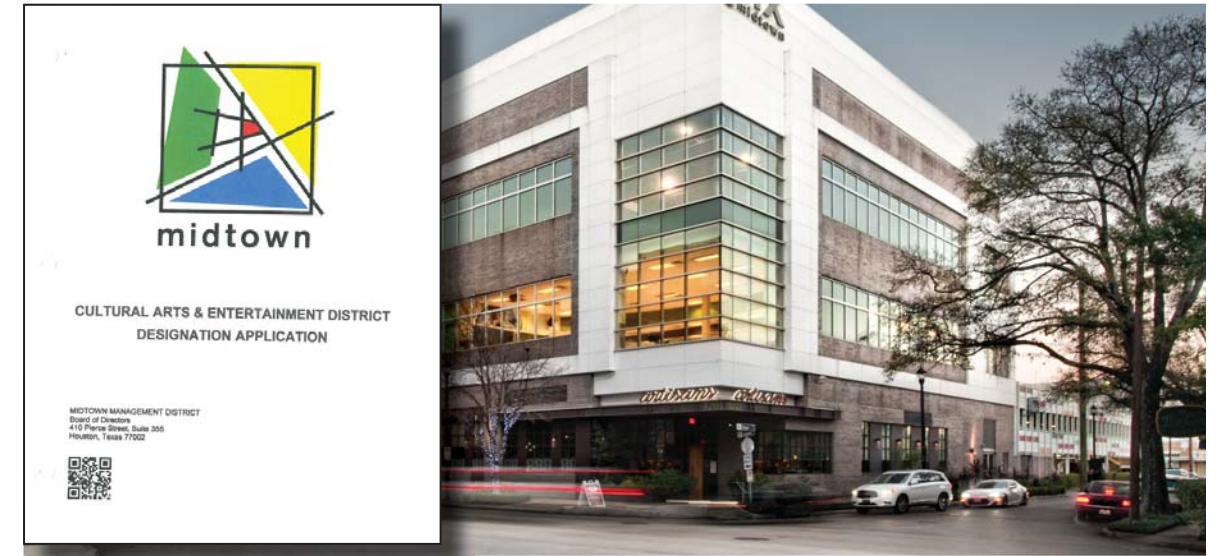


[THE 2015-2024 MANAGEMENT DISTRICT SERVICE PLAN](#)

This document constitutes a 10-year Service and Improvement Plan and Assessment Plan (Service Plan), for the District for Fiscal Years 2015-2024. This Service Plan sets forth the mission, goals, and objectives of the District and describes the services and improvements to be provided by the District. The Service Plan prioritizes cultural art goals and objectives throughout. Of the 40 goals listed in the service plan, 16 of them are related to arts programs, policies and projects. Some of the objectives listed include:

- Establish a formal review process for the District to recruit, accept, review, and implement temporary and permanent public art and civic art programs.
- Analyze current cultural and entertainment activities and plan for future programming.
- Activate the Midtown parks with cultural and entertainment programs reflective of our diverse community.
- Convene various District arts organizations, residents, real estate affiliates and other sectors annually creating a focus group that will provide feedback for the cultural arts and entertainment programs.
- Work collaboratively to respond to requests for quality of life enhancements and opportunities for artists.
- Delineate District gateways with public art.
- Establish a formal review process for the District to recruit, accept, review, and implement temporary and permanent public art and civic art programs.
- Analyze current cultural and entertainment activities and plan for future programming.
- Activate the Midtown parks with cultural and entertainment programs reflective of our diverse community.
- Convene various District arts organizations, residents, real estate affiliates and other sectors annually creating a focus group that will provide feedback for the cultural arts and entertainment programs.
- Work collaboratively to respond to requests for quality of life enhancements and opportunities for artists.

The CAMP will incorporate the objectives listed above into actionable programs, policies and projects and recommend an implementation plan to see the objectives become a reality.



MIDTOWN CULTURAL ARTS AND ENTERTAINMENT DISTRICT DESIGNATION APPLICATION

The application for the Cultural Arts and Entertainment Designation lays out a strategic plan for maintaining the cultural arts designation which includes goals and an overview of the management structure.

The goals for the Cultural Arts and Entertainment District are:

- To create arts based jobs and to increase the overall economic growth within the framework of cultural development.
- To engage the arts community and the business community in collaborative efforts to offer community based events, educational workshops, public art projects and programming that create arts based economic growth for the entire Midtown area.
- Increased tourism to the Midtown community by growing current arts related events and adding new projects and events.
- To encourage development of new arts and arts related organizations within the boundaries of Midtown.

To manage the designation, the application proposes a plan to establish a Cultural Arts and Entertainment District Committee. This committee has been created, but the CAMP will help articulate the role of this committee beyond coordinating events. This committee can also expand to oversee the implementation of the plan and allocate funding, oversee acquisition of artwork and support creative expression throughout the district.

VISION, CHALLENGE AND RESOLUTION

VISION

The CAMP should be a guide to strategic decision making over the course of its 10-year relevance. This process will allow Midtown to develop policies, projects and programs in the context of local resources, energy and vision. The CAMP should provide clear guidelines for prioritizing cultural arts efforts and outline the required resources and capacity necessary to provide these services. The CAMP should foster cultural art that is inclusive, diverse, accessible and exciting. The outcome should be uniquely "Midtown"; a direct reflection of the people living, working and creating in the community.

CHALLENGE

The cultural art amenities within Midtown are individually strong, but there is limited accessibility and coordination among them. In addition, there is no clearly defined process to facilitate, manage, promote, and maintain cultural arts amenities within Midtown. How can the District coordinate the effort among the various art entities within Midtown and provide the necessary support and organization to foster a vibrant and celebrated district?

APPROACH

The CAMP will communicate implementable projects, policies, and programs to multiple agencies in Midtown with clear guidelines, responsibilities and intended value for investment over the next 10 years. Emphasis should be placed on coordination and collaboration among cultural arts organizations in order to strengthen and celebrate the existing cultural arts amenities already thriving within the district.



The Midtown Cultural Arts and Entertainment District is home to more than 90 art venues.

GOALS

GOALS

At the beginning of the project, the team identified four goals derived from the previous planning efforts and input from the client team, arts organizations and the community. The goals were validated and confirmed by participants of the CAMP Vision Workshop.



GOAL 1: DEVELOP A MANAGEMENT STRUCTURE FOR IMPLEMENTING AND MAINTAINING MIDTOWN'S CULTURAL ARTS AND ENTERTAINMENT DISTRICT DESIGNATION.



GOAL 2: ENSURE THAT CULTURAL ARTS AND ENTERTAINMENT IS INCLUSIVE OF ALL FORMS OF EXPRESSION AND INCLUDES DIVERSE PROGRAMS, POLICIES AND PROJECTS THAT ARE ACCESSIBLE TO ALL.



GOAL 3: SUPPORT AND STRENGTHEN EXISTING CULTURAL ART VENUES AND AMENITIES.



GOAL 4: INSPIRE CREATIVITY IN THE PUBLIC REALM.

VISION WORKSHOP

VISION WORKSHOP

The project team engaged the arts community and the local leadership in a half-day workshop to develop a vision for the CAMP. The Vision Workshop solidified the goals of the plan, identified cultural arts resources through an asset mapping exercise, and identified potential projects policies and programs with a sticky-note brainstorming exercise. Keypad polling was used to prioritize strategies and goals immediately and allow the group to view and discuss challenges and opportunities in real time.

STICKY-NOTE BRAINSTORM

A brainstorming exercise was conducted to identify potential projects, policies and programs and to identify how participants define cultural art in Midtown. The key takeaways from the brainstorming exercise were:

- Cultural arts should be integrated into the fabric of the area as much as possible. Many suggestions for artistic lighting, painted crosswalks, sidewalk art, murals and outdoor sculpture installations.
- Cultural arts should be interactive. Whether the pieces themselves are interactive, in a functional or entertaining way, or their creation is interactive. There should be opportunities for locals to contribute via contests, grants and kickstarters.
- There should be opportunities for more informal performance such as outdoor performance space, jazz festivals, street festivals, even a suggestion to remove the noise ordinance.
- It should be unique. The area should feel organically hip, eclectic and youth-driven. It should feel like an “incubator” for talent.
- There should be many art-driven events. Suggestions included First Thursdays, art crawls, art shows and poetry readings. Suggestions for some kind of main event that will draw interest. A set trail leading people to significant art displays, such as Boston’s Freedom Trail, or a large-scale public installation.
- There should be a component of public outreach, for both artists and homeless and underprivileged in the area.
- Cultural art should be easily accessible and walkable. It should encourage people to visit and stay awhile, with food trucks, bars, restaurants, etc.



midtown
cultural arts master plan: vision workshop

Thursday, March 12
Morning: 10:00 - 11:30AM
Evening: 6:30 - 8:00PM
Please attend the session that is most convenient with your schedule!

The Ensemble Theatre Lobby
3535 Main Street (at Berry, across from the Ensemble/HCC METRO Rail Stop)

What does Cultural Arts mean for Midtown?

The Midtown Cultural Arts Master Plan (CAMP) is a detailed vision and implementation guide for the next ten years of cultural arts policies, programs and projects in Midtown. Residents, businesses, community groups, families and artists of all disciplines, cultures and ages are invited to attend the Vision Workshop to share ideas in an atmosphere of creative exploration and dialogue. For more information contact Cynthia Alvarado at calvarado@midtown-tx.org.

Come with your creative friends to imagine and share!

Please consider walking, biking or taking the METRO. Parking is on a first come first serve basis. There is some parking available along the street as well as at the Trinity Episcopal Church lot located just north of The Ensemble Theatre at Holman and Fannin Streets.

midtown HOUSTON



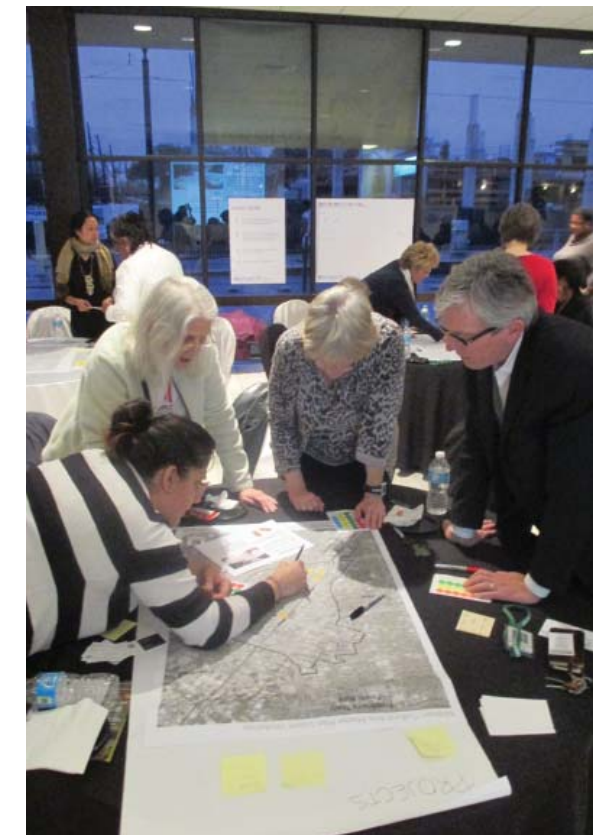
Vision Workshop participants brainstormed strategies to include in the Cultural Art Master Plan.

VISION WORKSHOP

MAPPING EXERCISE

For the mapping exercise, participants were asked to place a colored sticky dot on places of cultural interest. As is discussed further in the [Existing Cultural Amenities](#) section of the Resource Assessment chapter, the color of the dot corresponded to a different type of cultural amenity. Blue dots corresponded to restaurants and entertainment venues; yellow dots corresponded to cultural art facilities; purple dots corresponded to creative businesses; red dots corresponded to works of art; and green dots corresponded to community services. This activity helped identify the existing cultural arts facilities, creative businesses, works of arts and entertainment venues within Midtown. Participants also identified areas that lacked cultural resources and nodes within the district that have clusters of cultural destinations. The key takeaways from the mapping exercise were:

- There seems to be perceived hubs of activity in the south-central part of the study area, near The Ensemble Theatre, and then another smaller node of activity at the southernmost tip, near the Museum District.
- There was a distinct lack of activity on the east side of the study area, particularly as you head north. This was also called out as an area in need of activation in several comments.
- The yellow dots were placed more than any other color at 114. Green dots were placed the least at 26, followed by red dots at 37. This could point to a perception of the Arts District having many facilities and venues for the enjoyment of the arts, but less notable singular pieces.
- The “Creator” Mural was the most mentioned single work of art.
- The MATCH was mentioned the most often overall.
- The Ensemble Theatre and Houston Community College were the most mentioned theaters by a wide margin.
- Continental Club was the single most mentioned entertainment venue, though areas around Brazos Street and Gray Street were cited as being hubs for bars and restaurants overall.
- Baldwin Park was the most mentioned point of cultural interest.
- The Buffalo Soldier was the most mentioned museum.
- Many people cited various murals, but called them different things, or placed them in slightly different locations. This could support the idea of a formal art crawl or trail, pointing out less obvious attractions.



Vision Workshop participants identified existing cultural art amenities.





RESOURCE ASSESSMENT

A resource assessment is a systematic way of gathering information that describes the resources and potential needs of a community. For a cultural arts master plan, this means understanding the existing population, cultural resources and physical organization of a place in order to make future decisions about cultural art investment, growth and the existing cultural art amenities that should be preserved and strengthened.

There are many benefits to conducting a resource assessment:

- Gather baseline data that can help with planning and evaluation.
- Update demographic information for use in grant applications and for comparison to other cultural districts to understand the challenges and opportunities that are unique to Midtown.
- Identify patterns in the location and quantity of cultural resources such as areas of overlap and areas lacking cultural resources.
- Review the plans for future development and growth within the district to coordinate future cultural art investment.
- Understand the physical connections between cultural arts amenities by identifying the pedestrian, bicycle, transit routes, wayfinding signage and existing parking.
- Identify existing public spaces, underdeveloped parcels and buildings that could be identified as suitable locations for future cultural art investment.

Midtown boasts 35 restaurants and entertainment venues, in addition to nearly 90 arts and culture venues.

MIDTOWN DISTRICT DEMOGRAPHICS

POPULATION

Population and employment speak to the general attractiveness of the District to residents, tourists and local businesses. These measures indicate overall economic development and can be used to compare Midtown with other cultural districts. Based on the 2015 population estimate from ESRI¹, 9,818 people live in Midtown and 12,769 people work in Midtown. Of this number, there are about 219 employees that work in the "Arts, Entertainment & Recreation" sector, however this number does not account for government agencies and community non-profits, which make up a considerable portion of the cultural amenities in Midtown. Midtown has seen an increase in population and employment growth over the past 10 years as well as an increase in cultural art amenities and arts employees. The following chart compares Midtown's 2015 population and employment estimates with other cultural districts in Texas.

CULTURAL DISTRICT ²	ACRES	POPULATION	EMPLOYEES	ARTS EMPLOYEES
Austin African American Cultural Heritage District	1,107	11,770	5,039	0
Huntsville Cultural District	452	9,377	15,397	46
McAllen Cultural District	1,387	11,319	17,677	425
Midtown Cultural District (2014)	767	9,818	12,769	245

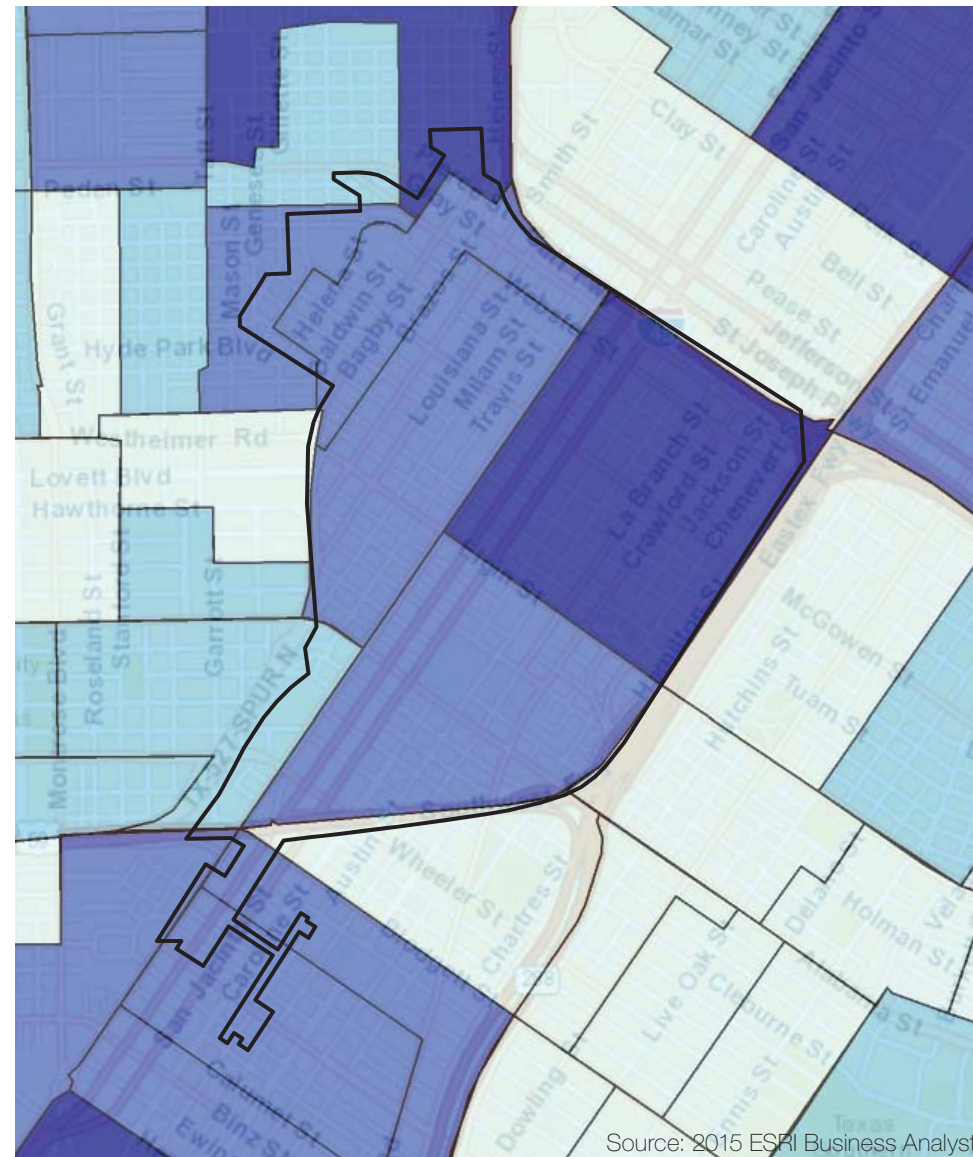
INCOME

Another overall economic development measure is median household income. The median household income for Midtown is \$77,631. This is 1.7 times higher than the Houston median household income of Houston, which is \$45,010. The average age of the residents in Midtown is 33.7 and the average household size is 1.51. These statistics taken together imply that there are many young residents with higher incomes and few children that may have means to support a vibrant cultural arts district.

DIVERSITY

Midtown is also a diverse community. The Diversity Index from ESRI represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. Midtown has a total Diversity Index of 68. The city of Houston has a Diversity Index of 74. In addition to the diversity of the people in Midtown, the cultural arts amenities are destinations that draw visitors and patrons from Houston's diverse population. Future cultural art investment should continue to be inclusive of all races, ethnicity, cultural backgrounds and forms of cultural expression.

Figure 3: Residential Population

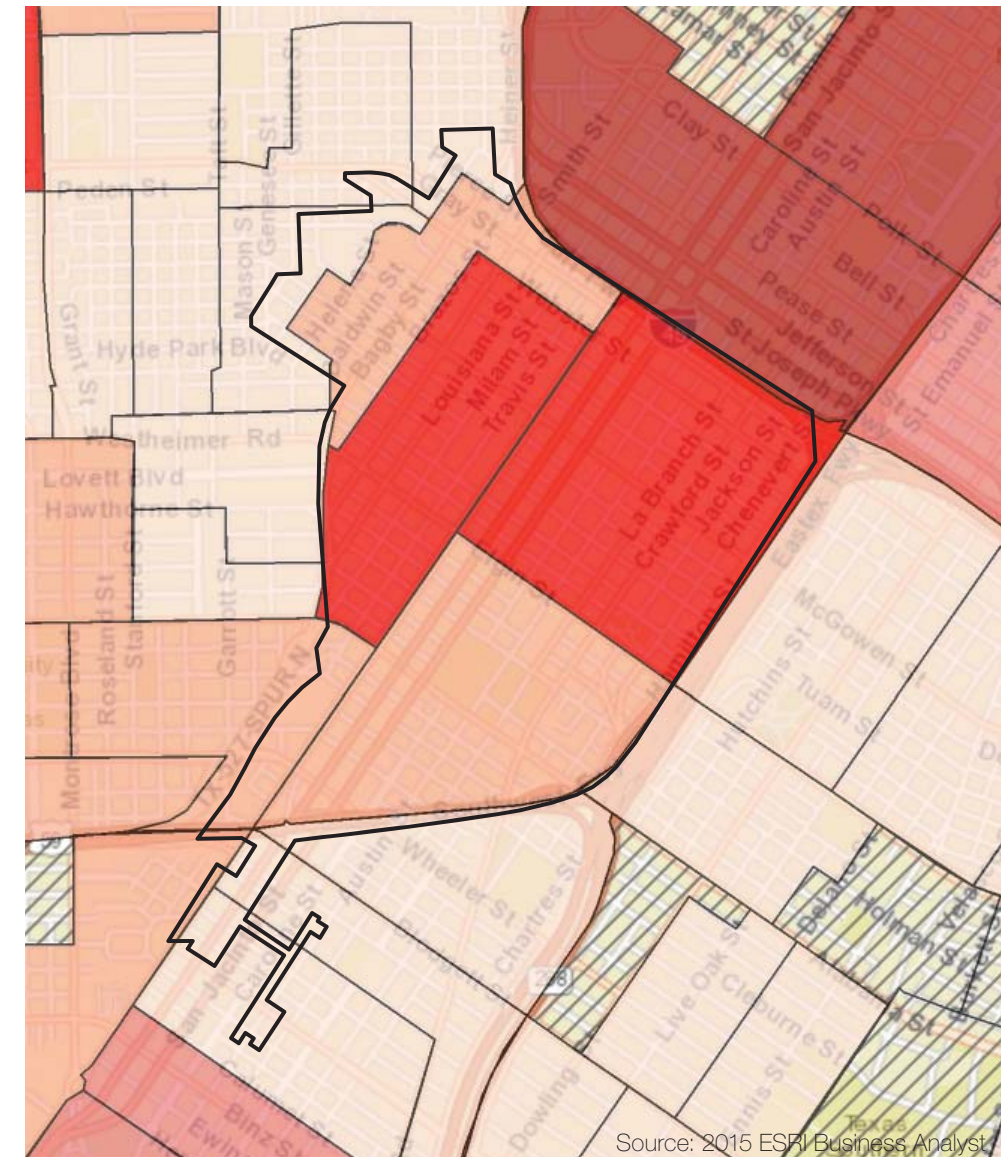


0 to 1,074 residents
 1,075 to 1,670 residents
 1,671 to 2,647 residents
 2,648 to 7,728 residents
 7,729 to 10,047 residents

Source: 2015 ESRI Business Analyst

TOTAL POPULATION: 9,818
 HOUSEHOLDS: 5,531
 AVERAGE HOUSEHOLD SIZE: 1.51

Figure 4: Employee Population



0 to 1,033 employees
 1,034 to 2,143 employees
 2,144 to 3,709 employees
 3,710 to 19,374 employees
 19,375 or greater

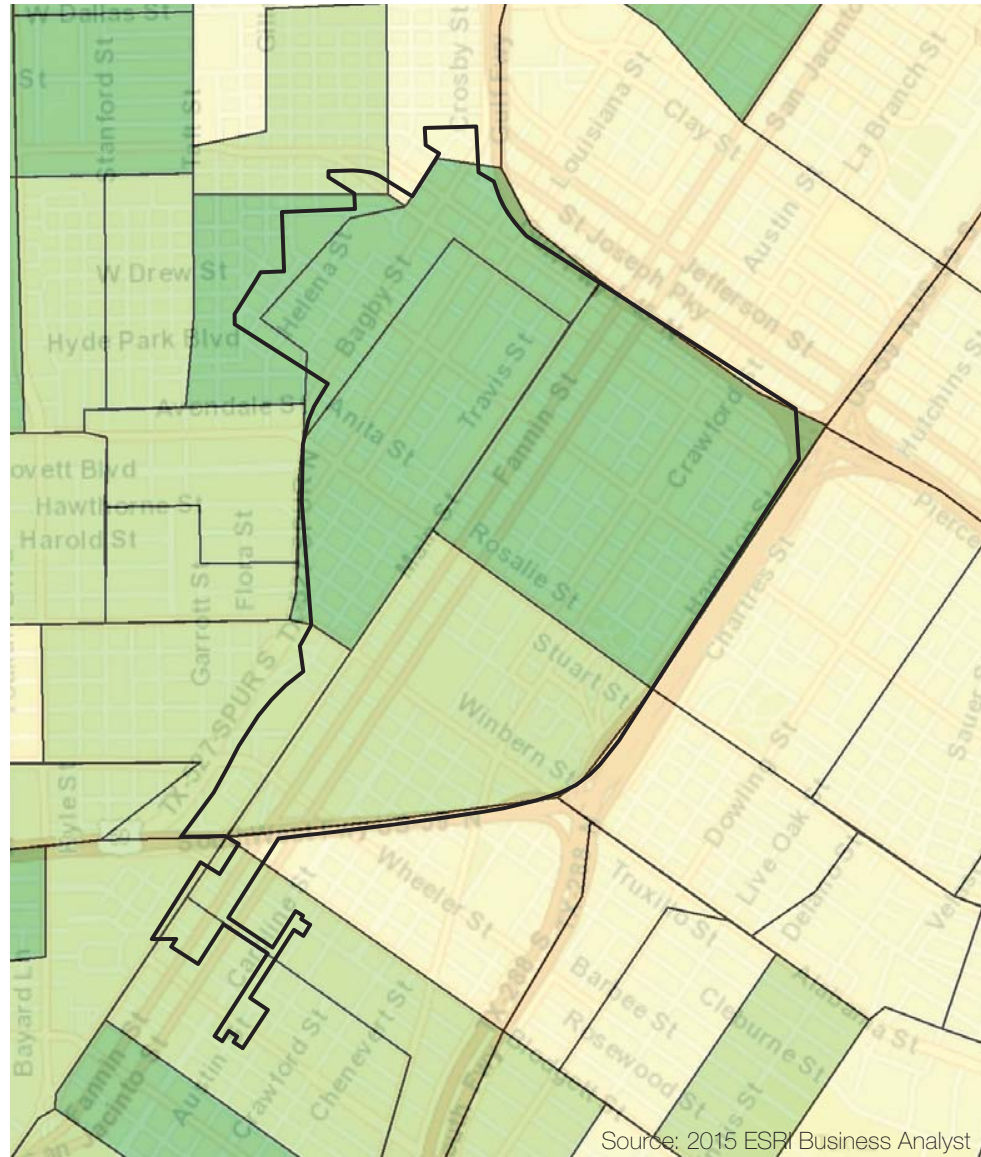
Source: 2015 ESRI Business Analyst

TOTAL EMPLOYEES: 12,769
 TOTAL BUSINESSES: 1,030
 EMPLOYEE/RESIDENT RATIO: 1.3

¹ Built on Census 2010 data and in 2010 geography, ESRI's Updated Demographics data contains current-year estimates and five-year projections for categories such as population, households, income, and housing. ESRI provides the data in standard census geographies such as states, counties, census tracts, and block groups and user-defined areas such as rings, drive times, and hand-drawn areas to enable even more precise analysis. This data was gathered by drawing the midtown boundary on [ESRI's Business Analyst Online](#).

² All tabular data is from ["Texas Cultural Districts Program: Indicators for Measuring Success." \(2010\)](#)

Figure 5: Income



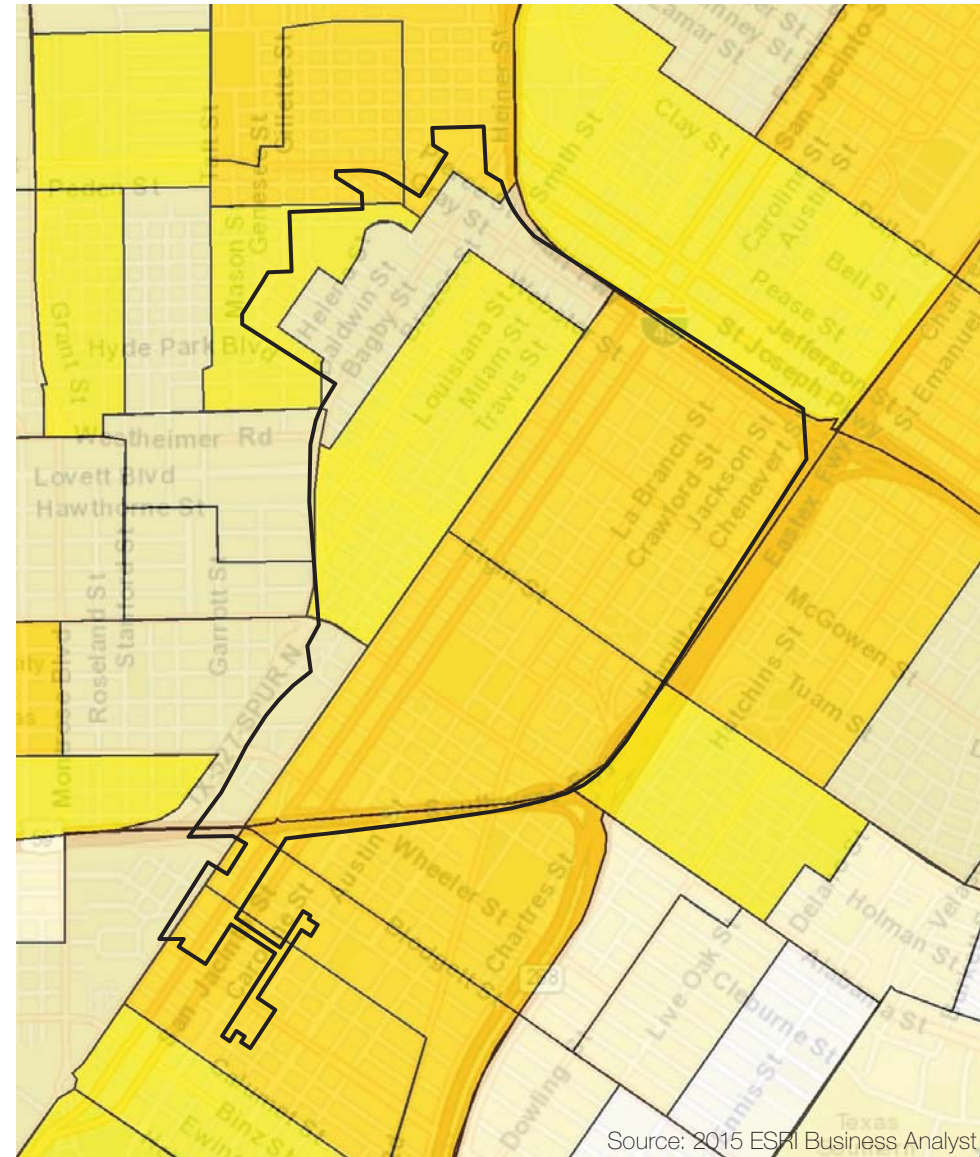
Source: 2015 ESRI Business Analyst

- 0 to \$45,000
- \$45,001 to \$80,000
- \$80,001 to \$125,000
- \$125,001 to \$170,000
- \$170,001 to \$200,000

AVERAGE HOUSEHOLD INCOME: \$96,202
 MEDIAN HOUSEHOLD INCOME: \$77,631



Figure 6: Diversity



Source: 2015 ESRI Business Analyst

- 11 to 30 diversity index
- 31 to 45 diversity index
- 45 to 58 diversity index
- 58 to 70 diversity index
- 70 to 86 diversity index

DIVERSITY INDEX AVERAGE: 68
 WHITE ALONE: 62%
 BLACK ALONE: 22%
 ASIAN ALONE: 8%



Figure 7: Age



Source: 2015 ESRI Business Analyst

- 20 to 29 years old
- 30 to 34 years old
- 35 to 39 years old
- 40 to 49 years old
- 50+ years old

MEDIAN AGE: 33.7



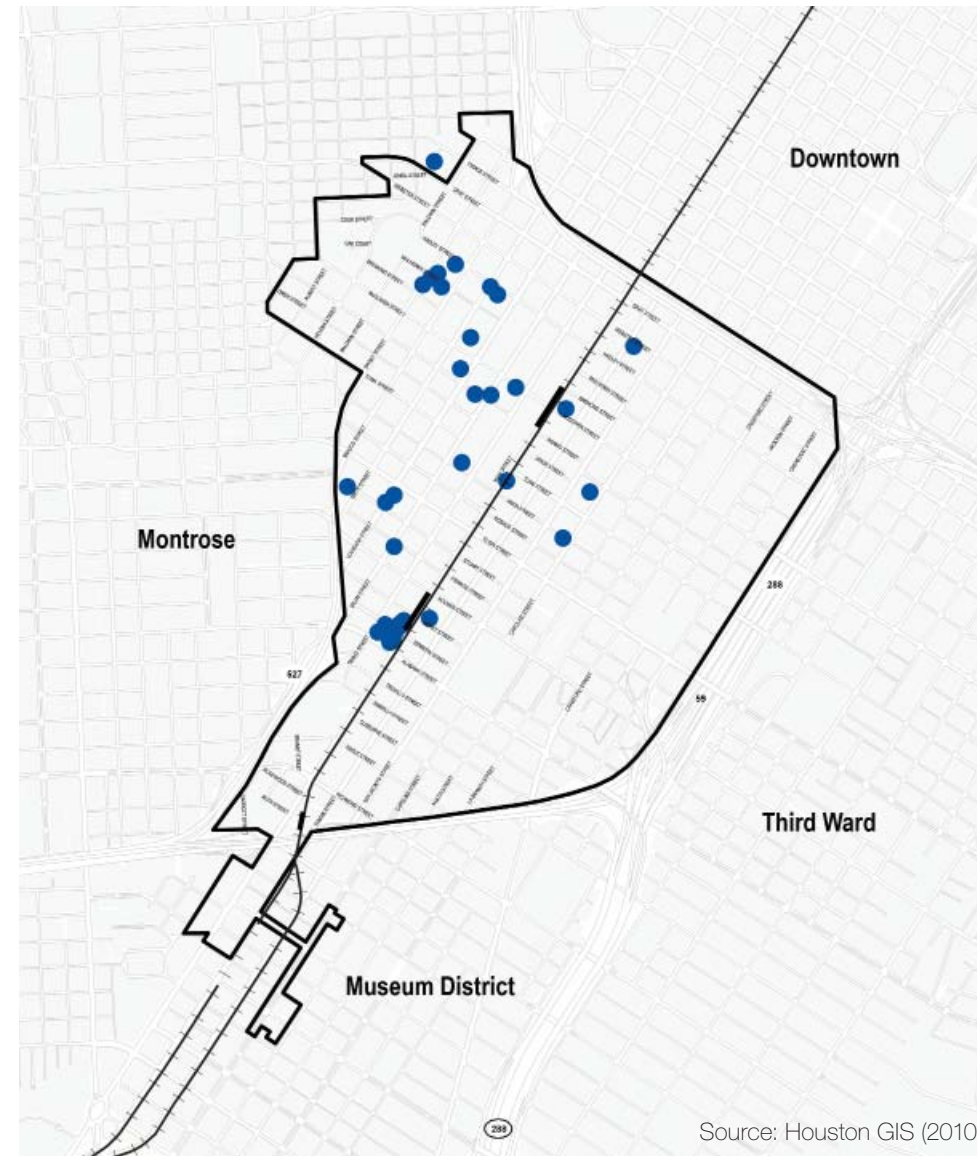
CULTURAL ARTS IN MIDTOWN

EXISTING CULTURAL AMENITIES

At the March 12, 2015 Vision Workshop, participants identified locations of existing cultural amenities within Midtown. Participants were asked to place colored dots on a map of Midtown. Each color represented a different type of cultural amenity. Blue dots corresponded to restaurants and entertainment venues; yellow dots corresponded to cultural art facilities; purple dots corresponded to creative businesses; red dots corresponded to works of art; and green dots corresponded to community services. By placing colored dots throughout Midtown, participants effectively mapped the resources that comprised the community. The following maps present the information collected at the Vision Workshop as well as cultural arts amenities identified in previous studies.

- **Restaurants and entertainment venues:** Participants identified 35 restaurant and entertainment venues. The majority of these venues are located on the northwest side of Midtown. The most concentrated cluster is along Main Street near The Ensemble Theatre.
- **Cultural art facilities:** Participants identified 38 cultural art facilities. This includes 16 non-profit organizations, 19 for-profit entities, and 3 public facilities. The majority of cultural art facilities are clustered around Main Street. Unlike the restaurants and entertainment venues, there are more cultural art facilities located on the east side of Main Street, with a cluster at the Houston Community College and Midtown Art Center at Holman and La Branch Streets.
- **Creative businesses:** Participants identified 18 creative businesses. For the purpose of this exercise, galleries were considered cultural art facilities, even though they are technically creative businesses as well. The businesses are dispersed throughout the district.
- **Works of art:** Participants identified 17 works of art in the public realm. Of the works, 11 are murals, three works are art elements incorporated into the transit stations along Main Street, one work is a temporary project on an undeveloped parcel off of Caroline and Dennis Street. The remaining two art pieces are sculptural park elements: the Midtown letters at Bagby Park, and the historical midtown photos at Elizabeth Glover Park. Many of the art works are centralized on Main Street.
- **Community services:** Participants identified 11 community services. These services include churches, parks, universities and charities. While these places offer more than just cultural resources, they should be considered as partners to cultural arts because they can host cultural art and events, and offer programs that combine community services and cultural art.

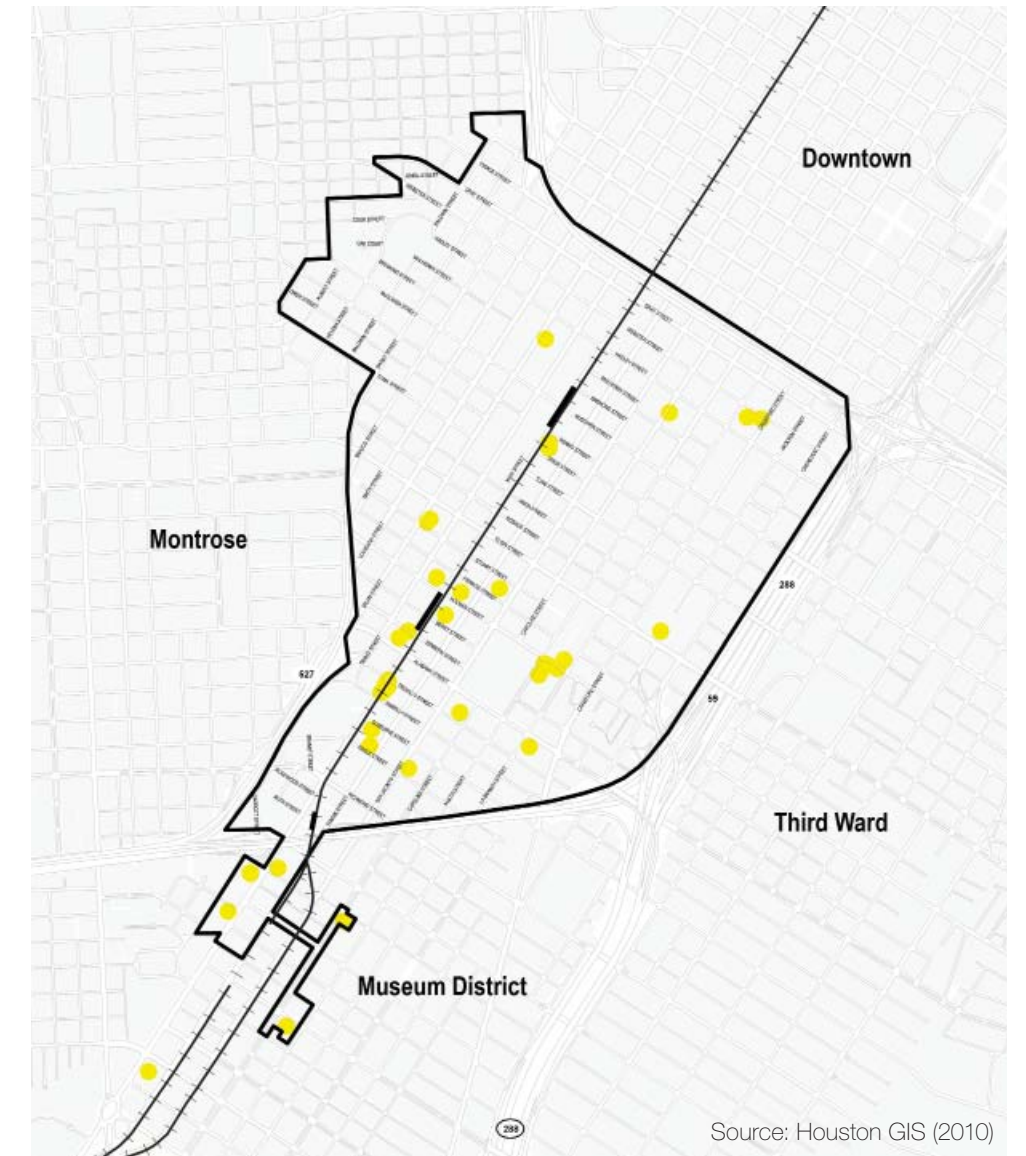
Figure 8: Restaurant and Entertainment Venues



35 Restaurants and Entertainment Venues

- | | | |
|---------------------------------------|----------------------------|--------------------|
| 13 Celsius | Little Woodrow's | The Breakfast Klub |
| Alley Kat | Mai's Restaurant | The Dogwood |
| Artisans Restaurant | Midtown Drinkery | The Gaslamp |
| Bar Fly | Mongoose versus Cobra | The Mink |
| Brennan's Houston | Natachee's Supper 'n Punch | The Tinderbox |
| Club Houston | Nouveau Antique Art Bar | Weights + Measures |
| Crave Sushi | Old Crow Parlor | |
| Double Trouble | Pub Fiction | |
| Galleria Hookah Bar | Reef | |
| Glitter Karaoke | Shot Bar | |
| Gloria's Latin Cuisine Heinen Theater | Sig's Lagoon | |
| Howl at the Moon | Sparrow Bar + Cookshop | |
| Ibiza | Spotlight Karaoke | |
| Julia's Bistro | Sushi Raku | |
| | Tacos a Go-Go | |

Figure 9: Cultural Art Facilities



38 Cultural Art Facilities

- | | | |
|----------------------------------|---------------------------------------|--|
| Art in the Park (Baldwin Park) | HCC Central Fine Arts Department | New Gallery |
| Art Palace | Heinen Theatre | Philomena Gabriel Contemporary |
| Art Square Studios on Fannin | House of Dereon Media Center | Praise n Motion Dance & Performing Art |
| Art Square Studios on Main | Houston Center for Contemporary Craft | Samara Gallery |
| Asia Society Texas Center | Houston Fire Museum | Station Museum of Contemporary Art |
| Bermac Building | Houston Metropolitan Dance | Tango Cielo Dance Studio |
| Bryan Miller Gallery | Houston Museum Of African | The Ensemble Theatre |
| Buffalo Soldiers National Museum | American Culture | The MATCH |
| Continental Club | Inman Gallery | Trinity Jazz Festival |
| CTRL Gallery | Lawndale Art Center | War'Hous Visual Studios |
| David Shelton Gallery | Midtown Art Center | |
| Devin Borden Gallery | Museum of Fine Arts, Houston | |
| Diverse Works Artspace | Music World Entertainment and Studios | |
| Encore Theatre | | |
| Gallery Sonja Roesch | | |

Figure 10: Creative Businesses



18 Creative Businesses

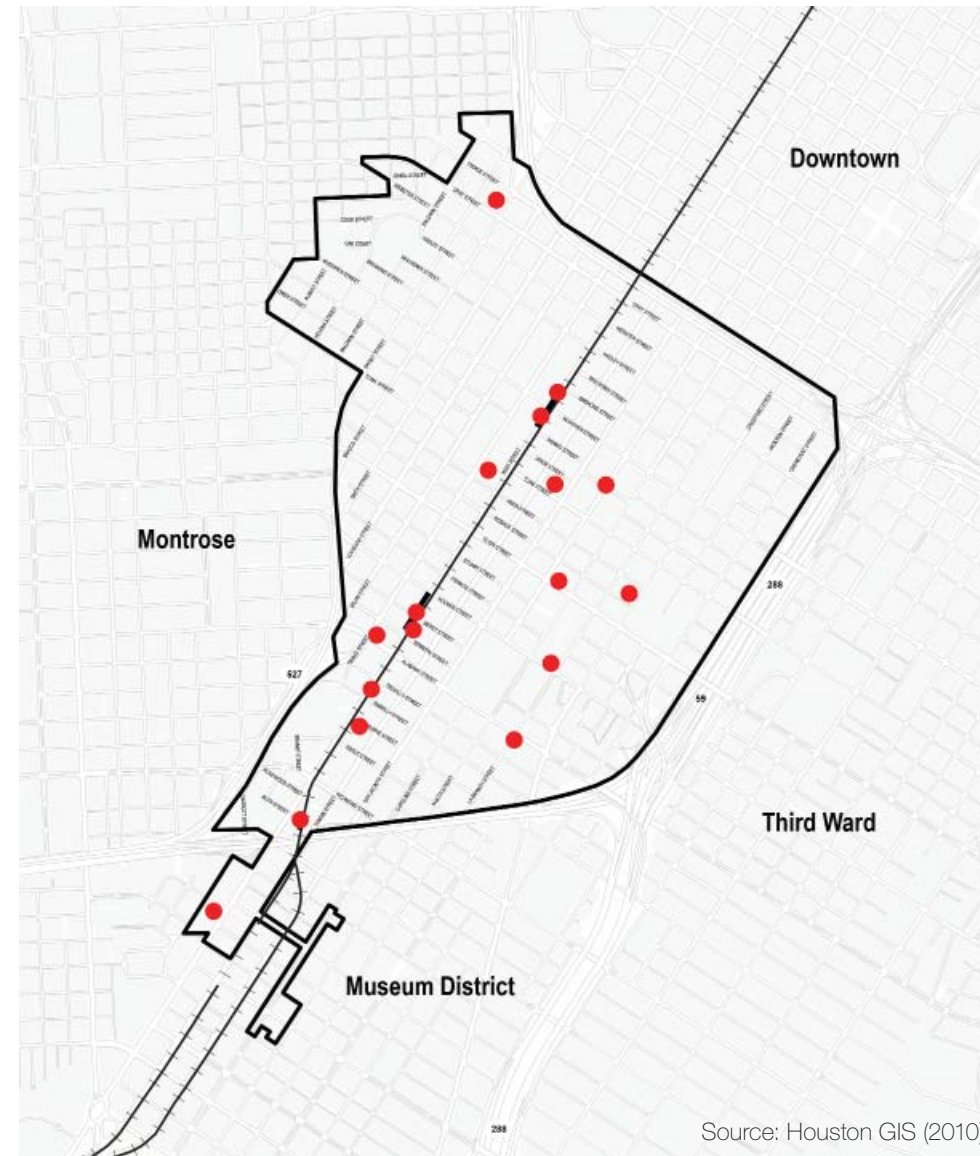
Art Square Studios on Fannin
 Art Square Studios on Main
 Art Supply on Main
 Adkins Architectural Antiques
 Bnim Architects
 Colby Design
 Community Artists' Collective

Dillon Kyle Architecture
 Drumusic Studios
 Eyeful Art Custom Murals and Designs
 Finch Creative Inc
 High Fashion Fabrics
 High Fashion Home

Kinzelman Art Consulting
 Main Street Marketing
 Mustard Seed Resale Shop
 Post Midtown Square
 Smith & Company Architects
 Studio Red Architects



Figure 11: Works of Art



17 Works of Art

Breakfast Klub Mural
 Diverse Works Mural
 Ensemble/HCC Station Art
 Graffiti Mural on Vacant Building on Rosalie Street
 Historical Photo Display at Elizabeth Glover Park

Lawndale Art Center Mural
 Love You Mural
 McGowen Station Art
 Midtown Art Center Mural
 Midtown Letters
 Mural at 3617 Main Street
 Red Sand Project (Temporary)

Samara Gallery Mural
 Station Museum Mural
 The God Mural on San Jacinto
 Wheeler Station Art



Figure 12: Community Services



11 Community Services

Bagby Park
 Baldwin Park
 Catholic Charities
 Elizabeth Glover Park
 First Evangelical Lutheran Church

HCC Central College Library
 Houston Community College-Central
 Holy Rosary Church
 Interfaith Ministries

Midtown Park
 Trinity Episcopal Church



MIDTOWN PHYSICAL CHARACTERISTICS

Midtown is a rapidly growing and changing community. Over the past 10 years, Midtown experienced a dramatic increase in growth that is expected to continue. The following diagrams explore a few of the physical characteristics of Midtown that need to be considered when locating future cultural art investment.

- Planned activity nodes:** The future growth strategies are important to understand how Midtown intends to develop and where to concentrate investment. Many of the planned activity nodes overlap with the existing cultural art amenities, particularly along Main Street. However, the planned nodes do suggest potential investment in the northeast portion of the district where participants at the Vision Workshop identified a lack of existing cultural art resources.
- Key streets and portals:** The key streets diagram indicates the streets that will serve as primary connectors throughout the district. It is envisioned that these streets will redevelop over time as multi-modal corridors with vibrant pedestrian frontages that link Midtown's cultural amenities together. Areas designated as gateways will be front doors into the district. Portals should include the Midtown logo, landscape and lighting improvements and other signage and wayfinding design principles used throughout the district. Portals also present an opportunity for sculptural artistic elements that can create a dramatic or interesting effect upon arrival.
- Existing parking areas:** The existing surface parking lots can inform future decisions about shared parking and indicate where people are coming from if they drive to the district. Many of the existing parking areas are concentrated along Main Street.
- Bicycle and transit connections:** There are 4.6 miles of bicycle routes throughout the district and 1.4 miles of rail corridor along Main Street. Many of the existing transit facilities within Midtown, such as the existing METRO transit stations, incorporate public art. The bicycle routes, bus stops, crosswalks, and other transportation infrastructure could be used to locate future art investment along multi-modal corridors. Many of the of bicycle routes are located on the eastern portion of the district, but the analysis of cultural art resources reveals that many are located on the west side of Midtown.
- Vacant properties:** There are 60 acres of vacant property throughout the District. Vacant property presents an opportunity for targeted infill, particularly along the key streets and nodes of activity. Vacant property could be used for future permanent cultural art investment as well as temporary creative uses such as space for temporary events, creative displays and pop-up retail such as markets and food trailers.

Figure 13: Planned Activity Nodes



Figure 14: Key Streets and Gateways

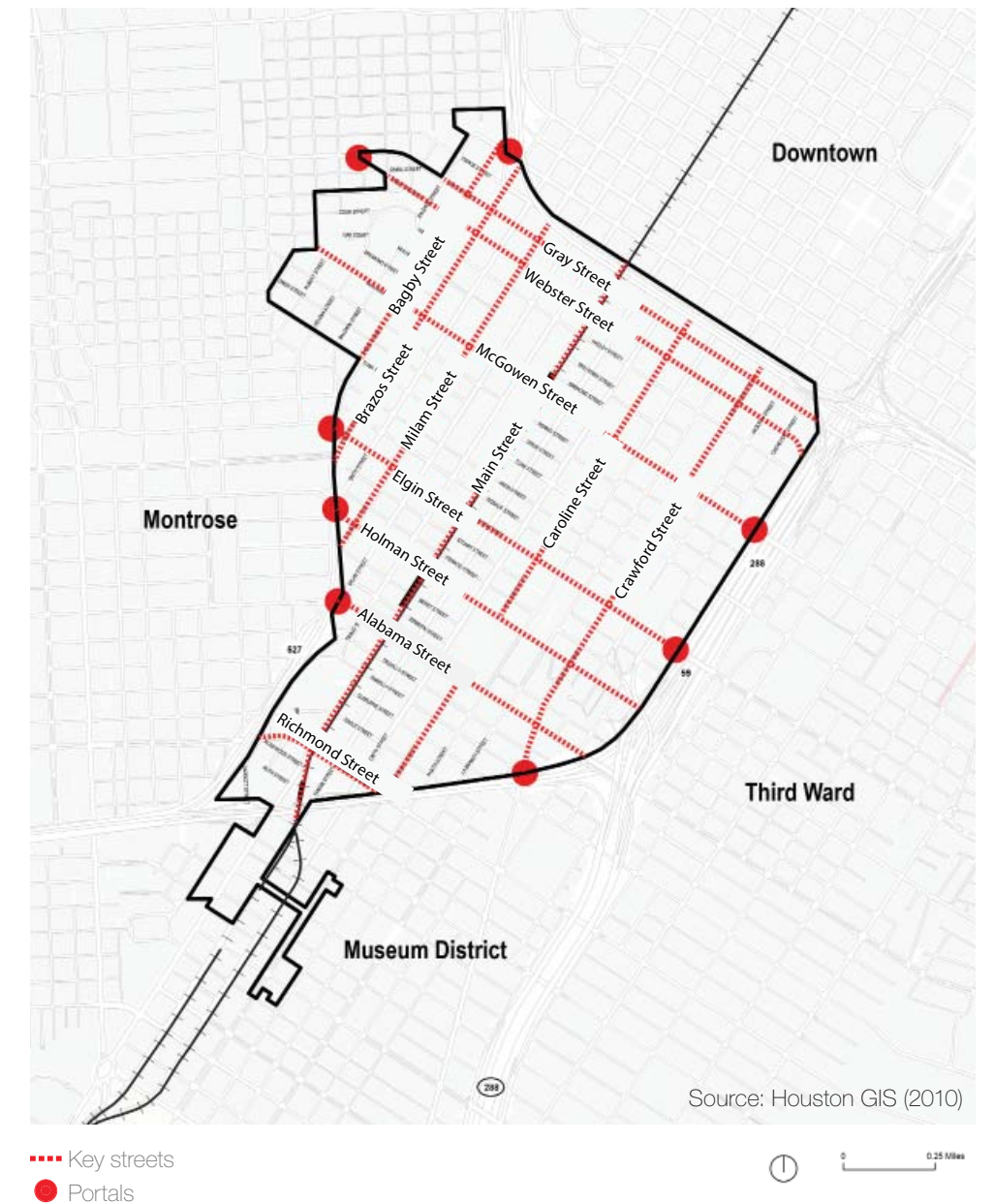
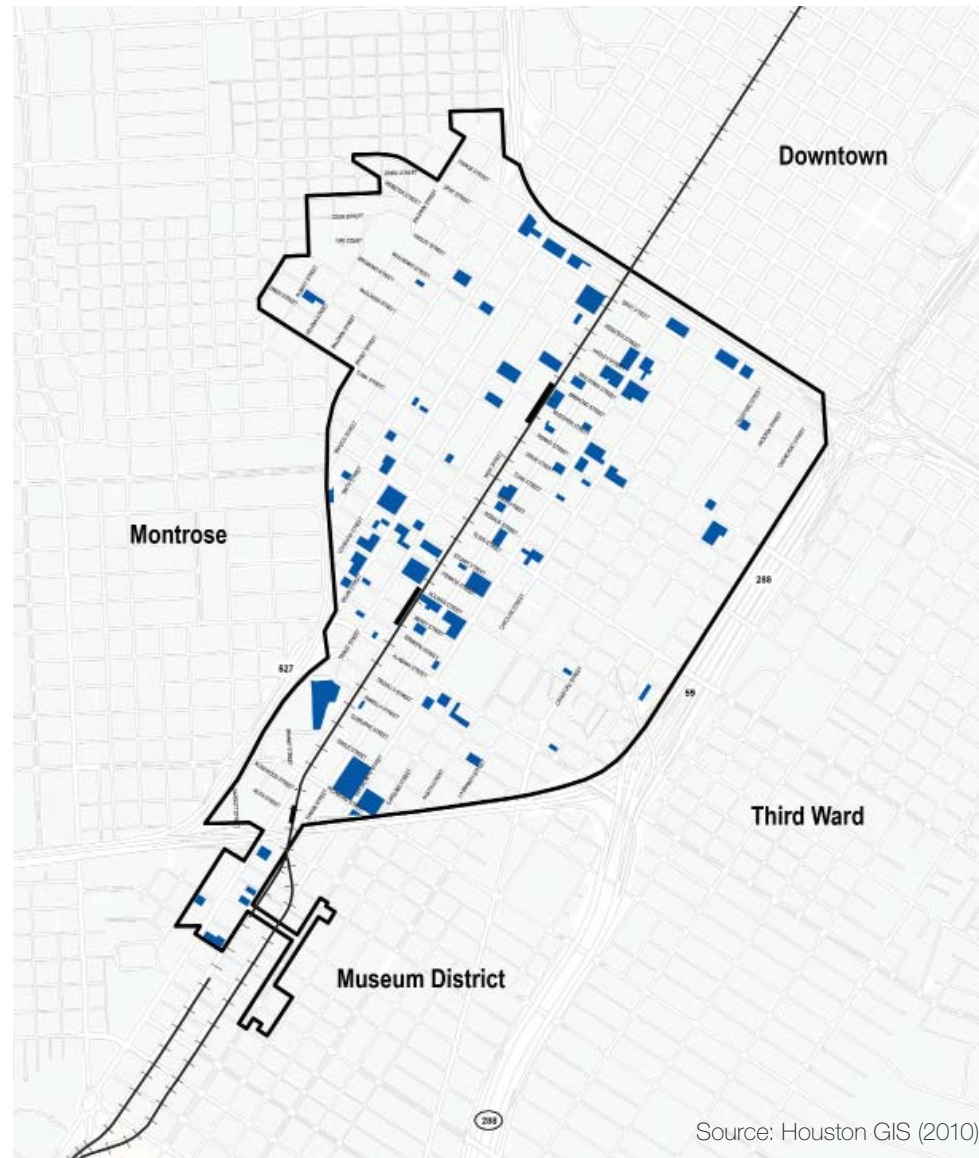


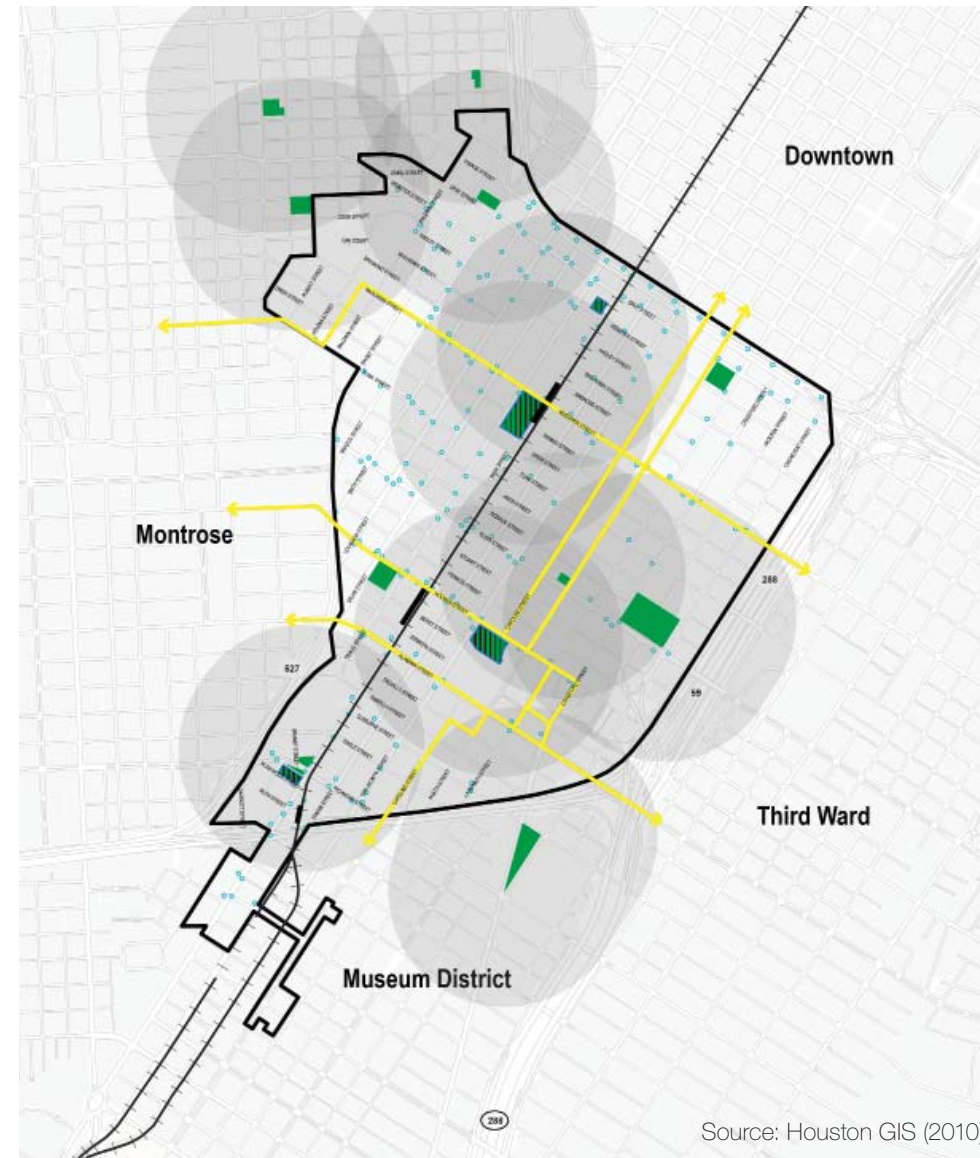
Figure 15: Existing Parking Areas



■ Existing parking areas

0 0.25 Miles
40 ACRES OF PARKING

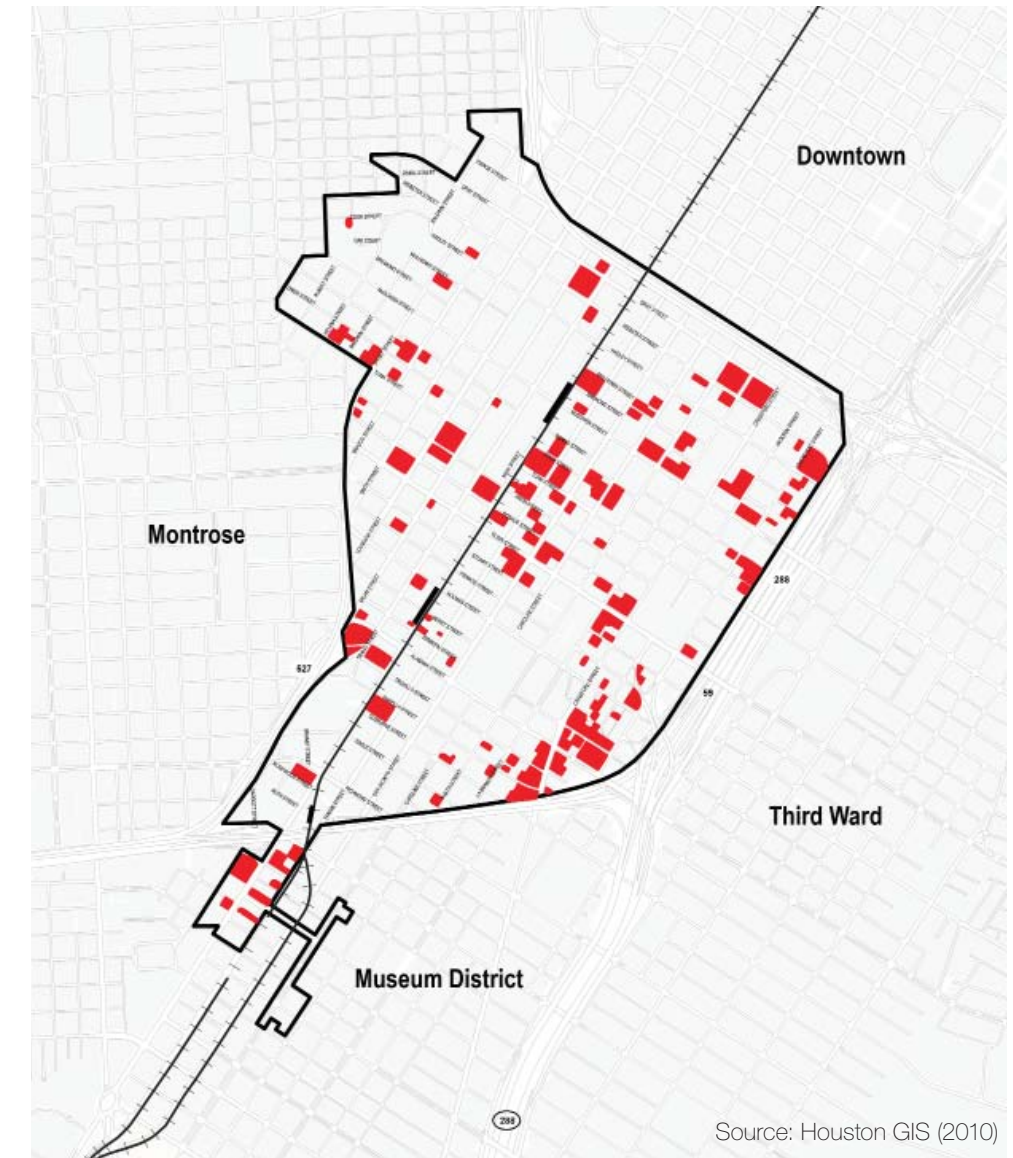
Figure 16: Bicycle and Transit Connections



— Bicycle routes
■ Existing parks
▨ Future parks
● Bus stops
● 5 minute walking distance

0 0.25 Miles
4.6 MILES OF BICYCLE ROUTES
215 BUS ROUTES
1.4 MILES OF METRO LIGHT

Figure 17: Vacant Properties



■ Vacant properties

0 0.25 Miles
60 ACRES OF VACANT PROPERTIES
340 PROPERTIES



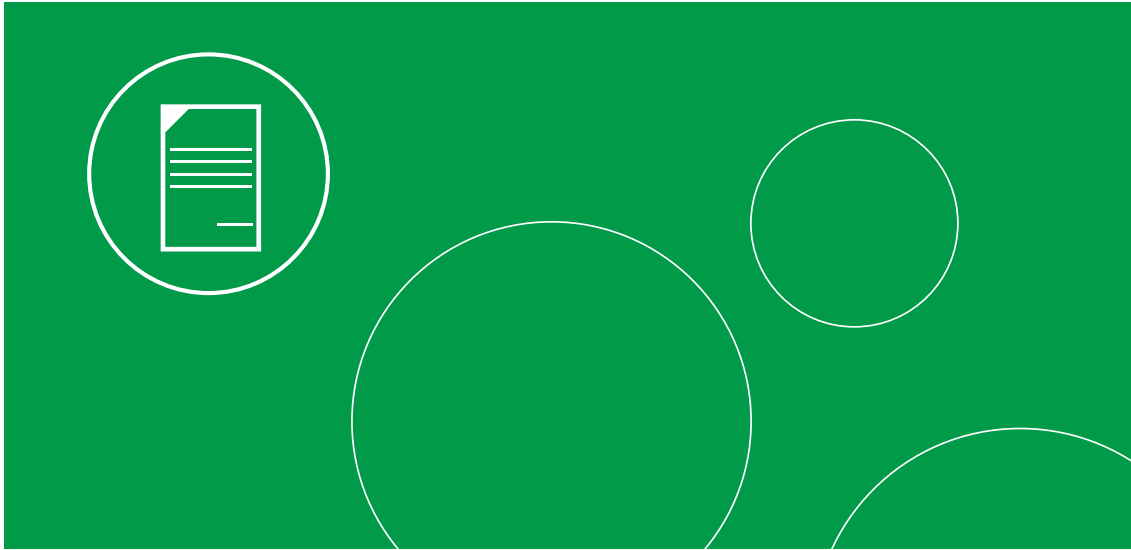
Midtown features 17 works of public art, including the Letters in Bagby Park.



RECOMMENDATIONS AND STRATEGIES

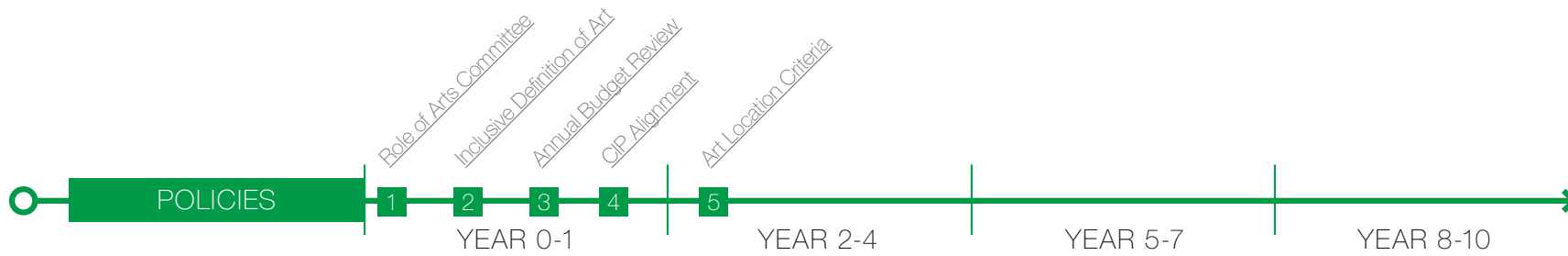
Successful Cultural Arts and Entertainment Districts around the country are the result of overlapping interests and investments dedicated to attracting and growing the local creative economy. The following recommendations outline projects, policies and programs that can create sustainable leadership for Midtown, attract artists and creative businesses, and actively program events to help strengthen the area's existing cultural art amenities. These 5 policies, 14 programs and 10 projects will help realize the goals of new development and local economic growth that supports the revitalization of Midtown.

The strategies include a range of ideas from low-cost solutions that can be implemented quickly to large-scale visionary projects that require extensive fundraising and coordination with the City of Houston and private property owners over a longer time frame. [Figure 19: 10-Year Implementation Matrix](#) provides an overview of the sequencing for the recommended strategies. These strategies provide the necessary actions that will advance the 10-year strategic vision of the CAMP. Each strategy includes a detailed list of next steps, estimated costs, potential funding sources and leading entities, [Figure 21: Strategy Locations](#) details the geographic distribution of the recommended strategies throughout the District. Over time, this part of the CAMP should be revisited and updated to ensure that the strategies remain relevant to Midtown as it evolves.



POLICIES

POLICIES DEFINE REQUIREMENTS TO CONTROL AND INFLUENCE FUTURE CHANGES.



1 ROLE OF ARTS COMMITTEE

EXPAND THE ROLE OF THE CULTURAL ARTS AND ENTERTAINMENT COMMITTEE.



Midtown regularly receives requests to invest in cultural art throughout the district. Currently there is not a formal procedure set up to handle these requests. In 2013, the District established a Cultural Art and Entertainment District Committee; this plan recommends expanding the role of this committee to oversee annual cultural art investments. [Appendix I: Role of the Cultural Arts and Entertainment Committee](#) explores what this expanded function might look like.

ACTION STEPS:

1. Determine the additional time commitment and responsibility required by the Cultural Art and Entertainment Committee. Additional responsibilities may include:
 - Review of Cultural Art and Entertainment budget
 - Quarterly or semiannual review and selection of applications to acquire art donations or small purchases
 - Quarterly or semiannual review and selection of grant applications
 - Review of artistic elements in Capital Improvement Projects
 - Occasional selection and review of commissioned artworks
2. Discuss the additional responsibility and commitment with current Cultural Arts and Entertainment District committee members.
3. Determine if all current Cultural Arts and Entertainment District committee members meet the technical requirements to carry-out the additional responsibilities. Requirements may include:
 - Past experience in cultural art or creative placemaking
 - Resident, employee, property or business owner within Midtown
 - Represent the diversity of ages, socioeconomic levels and ethnic backgrounds present in Midtown
4. Conduct an Cultural Arts and Entertainment Committee Seminar to discuss the CAMP and additional responsibilities of the committee. The purpose of this meeting should be to:
 - Establish guidelines/principles
 - Adopt/endorse Midtown CAMP
 - Review and recommend an annual budget to the Midtown Management District Board
 - Determine near term, projects, programs, policies and anticipated schedule

COSTS:

Staff and volunteer time

ACTORS/LEADERS:

Midtown Management District

2 INCLUSIVE DEFINITION OF ART

ESTABLISH AN INCLUSIVE DEFINITION OF CULTURAL ARTS THAT RESONATES WITH A DIVERSE COMMUNITY.



Artwork can create deep bonds among members of diverse communities. The Cultural Arts and Entertainment Committee should adopt a broad definition of cultural art and encourage art that creates dialogue among members of the community.

ACTION STEPS:

1. Create an online poll or social media campaign that asks community members to share their vision for art in the community. This could be a [Pinterest](#) page where community member could share their ideas for art and culture or it could be a weekly survey where community members are asked to weigh in on a particular topic. The goal is to create a constant conversation about what art is in Midtown – and recognize that definition is constantly changing.
2. Seek input from local artists and arts organizations that represent a range of cultural backgrounds and perspectives. One way to do this is to host an annual round-table discussion around art and culture.
3. Consider developing this process into a stand-alone and ongoing community arts program, and integrating it into ongoing Midtown programs like Art in the Park and First Thursdays.

COSTS:

Staff time to manage the increased online presence and potentially expand the program

ACTORS/LEADERS:

Midtown Management District

3 ANNUAL BUDGET REVIEW

ALIGN THE CULTURAL ART MASTER PLAN WITH THE ANNUAL BUDGET REVIEW.



To carry out this plan, the District will require a dedicated funding stream to support an annual operating budget for programming and project implementation. The Cultural Arts and Entertainment Committee should annually review the Cultural Arts Master Plan and coordinate with the [2015-2024 Service Plan](#) to determine annual funding and make a recommendation to the Midtown Management District Board for final approval.

ACTION STEPS:

1. Work with the Cultural Arts and Entertainment Committee to annually review the Cultural Art Master Plan and coordinate with the [2015-2024 Service Plan](#) to determine which project, programs and policies to undertake.
2. Based on the timeline and estimated budget for each recommendation, conclude the annual budget needed for the District to achieve the strategies and make a recommendation to the Midtown Management District Board for approval.
3. Coordinate with partner organizations to identify additional funding for strategies that are not funded by the District.
4. Conduct a monthly budget review to monitor and adjust spending and fundraising needs.

COSTS:

Staff and volunteer time

ACTORS/LEADERS:

Midtown Management District

4 CIP ALIGNMENT

COORDINATE FUTURE CAPITAL IMPROVEMENT PROJECTS WITH THE CULTURAL ART MASTER PLAN.



Coordination and cooperation with decision makers will ensure that the goals and objectives of the CAMP are considered as factors in ongoing planning and development efforts and other influences in the area.

ACTION STEPS:

1. Analyze anticipated future capital investments and infrastructure expenditures, and prioritize those that most closely correspond to the master plan's recommendations. Capital Improvement should be prioritized in cultural nodes and cultural connector streets.

COSTS:

Staff and volunteer time

ACTORS/LEADERS:

Midtown Management District
Midtown Redevelopment Authority

5 ART LOCATION CRITERIA

ESTABLISH LOCATION PLANS AND CRITERIA FOR IN PUBLIC PARKS AND ENTRY PORTALS.



As new public and private development continues to occur in Midtown, artists and designers should develop specific criteria and principles for art locations. While [Appendix II: Key Principles For Selecting Artwork](#) provides a general guide for aesthetic concerns in public art selection, designers should develop criteria and principles for future cultural art programming and artwork to incorporate into the design of entry portals and public parks. Midtown Staff should seek Cultural Arts and Entertainment District funding to support the acquisition of artwork and the implementation of cultural art programming for the entry portals and public parks.

ACTION STEPS:

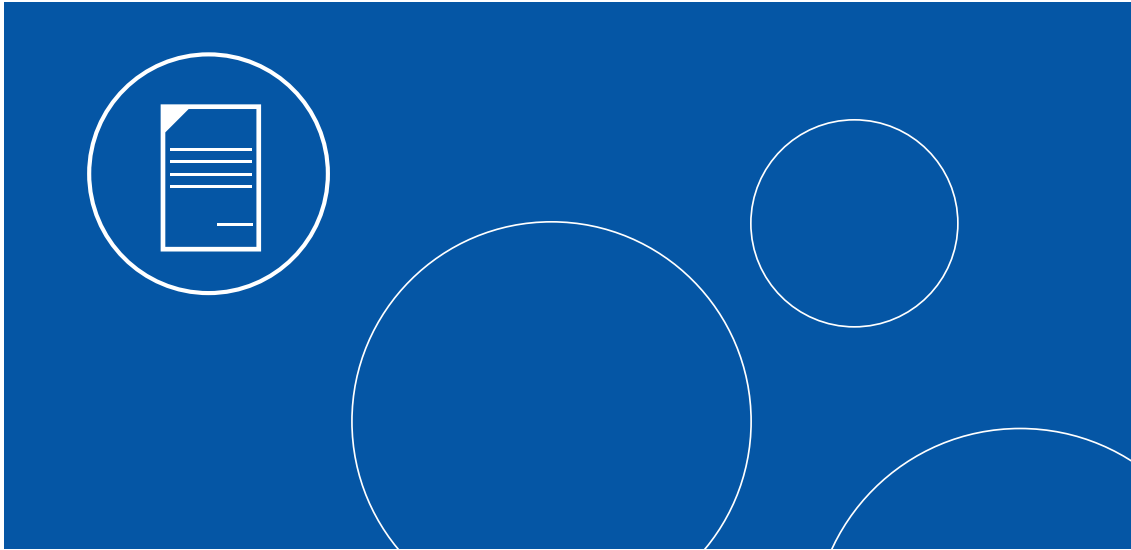
1. Determine future locations for artwork.
2. During the design phase of a redevelopment project, hire an art consultant to develop a sight specific criteria for proposed art locations. The art consultant and the designer of the project should work together to define specific criteria for both the quality of the work and its surrounding context. For existing development, work with an art consultant to define criteria based on the existing context.
3. Convene a meeting with the Cultural Art and Entertainment Committee to provide feedback on the art location plans and criteria based on how they align with the recommendations in the CAMP.
4. Select artists that meet the criteria and oversee the installation of the artwork.

COSTS:

\$20,000 - \$70,000 (varies depending on size of park or entry portal)

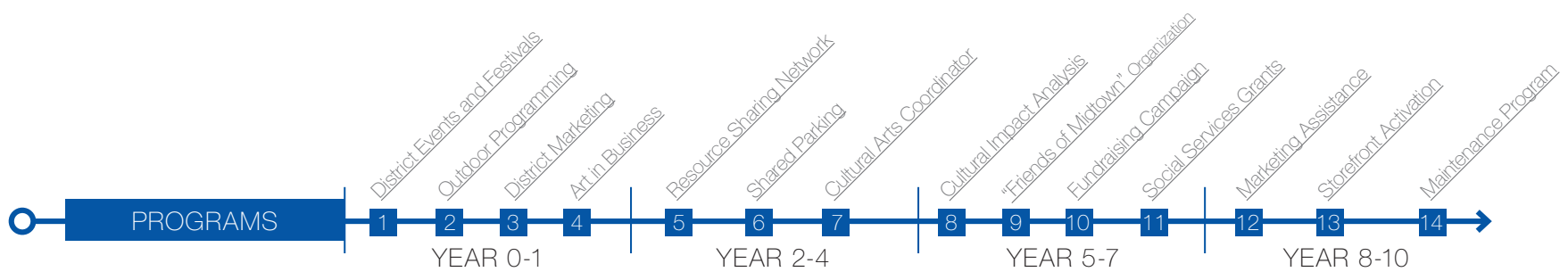
ACTORS/LEADERS:

Midtown Management District
Midtown Redevelopment Authority



PROGRAMS

PROGRAMS ARE ACTIONS TAKEN TO CONTROL AND INFLUENCE ELEMENTS OF THE STUDY AREA BUT DO NOT REQUIRE PERMANENT PHYSICAL CHANGES.



1 DISTRICT EVENTS AND FESTIVALS

CONTINUE TO COORDINATE DISTRICT EVENTS SUCH AS "ART IN THE PARK".



Now in its ninth year, the annual [Midtown Art in the Park](#) is a fine art festival featuring local and regional artists selling their original works. This is both a vibrant community event, and an economic driver for area artists, who keep the proceeds from sale of their work. [First Thursdays](#) is another successful event that is hosted by the businesses on Mid Main. Midtown should provide additional support for this event by assisting with marketing and sponsorship, and by helping develop new events and festivals.

ACTION STEPS:

1. Continue to pursue and expand sponsorships to ensure the long-term viability of Art in the Park. If Arts Coordinator position is added, consider tasking added staff member with expanding festival programming.
2. Seek input from Midtown business owners to identify needs in First Thursdays marketing and sponsorship.

COSTS:

\$5,000 - \$15,000 (dependent on scale of event)

ACTORS/LEADERS:

Midtown Management District
Private property and business owners
Community members

2 OUTDOOR PROGRAMMING

ACTIVATE OUTDOOR PERFORMANCE SPACES IN PUBLIC PARKS AND CORRIDORS.



The new Bagby Park features a performance stage that has the potential to accommodate weekly or monthly performances. Midtown Park, currently under construction, will also include areas for public programming and outdoor events. Midtown, in partnership with community arts organizations, should assist in coordinating a performance schedule, promoting events, and providing a small stipend for local performers.

ACTION STEPS:

1. Market the Bagby Park performance stage to successful nearby concert venues as an outdoor extension of their indoor programming.
2. Consider the promotion of a fall outdoor concert series at Bagby Park to highlight local musicians. The series could be free or it could help generate revenue for the park and the District.
3. Collaborate with theater arts organizations to establish an outdoor theater series.
4. Approach nearby film organizations about a potential curated outdoor film series.

COSTS:

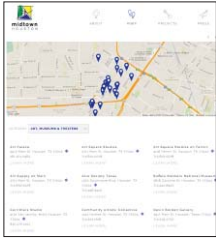
Film screenings: \$1,300-\$1,500/film (Source: Market Square's 2015 Movie Night estimates)
Concerts: \$1,000-\$7,000/band (Source: Market Square's 2015 Concert in the Park estimates)

ACTORS/LEADERS:

Midtown Management District
Community arts organizations
MidCorp. (An organization specifically created to oversee operations of Midtown Park)

3 DISTRICT MARKETING

PROMOTE CULTURAL ARTS AND ENTERTAINMENT DESTINATIONS WITHIN THE DISTRICT.



Develop and distribute marketing materials promoting cultural arts in Midtown for use in business development. The marketing material should be available in both print and digital format and should include a map with all of the cultural locations throughout the district. The online version should include links to cultural organization websites and additional information about local cultural arts offerings. The printed version should be made available at the airport, on the METRO Rail and at other cultural destinations around town.

ACTION STEPS:

1. Determine whether expanded marketing needs can be met in-house, or if an outside consultant is necessary to produce multimedia promotional materials.
2. Identify desired locations to include and contact individual arts organizations to determine what information to include in the marketing materials.
3. Hire a consultant or produce the materials in-house.
4. Distribute material on the Midtown websites, neighborhood businesses and arts organizations, as well as tourist attractions around Houston.

COSTS:

\$35,000-\$75,000 (freelance marketing professional)
 Staff time (in-house production)
 production costs

Printing and

ACTORS/LEADERS:

Midtown Management District

4 ART IN BUSINESS

FACILITATE ART AND PERFORMANCE IN LOCAL RETAIL AND RESTAURANT BUSINESSES.



Established retail businesses, bars, restaurants, and entertainment venues can provide another avenue for local artists to show, perform and sell their work. This art and commerce partnership would give artists opportunities to show their work and benefit business owners by diversifying their patronage and increasing foot traffic to their business.

ACTION STEPS:

1. Contact neighborhood businesses to determine which ones intend to participate in the program.
2. Collect information regarding the exhibition capacity (e.g., wall space and lighting facilities) of interested businesses.
3. Maintain a database of both businesses interested in hosting art and performances, and artists/performers that are interested in displaying work/performing in neighborhood businesses.

COSTS:

Staff time

ACTORS/LEADERS:

Midtown Management District

5 RESOURCE SHARING NETWORK

IMPLEMENT A RESOURCE SHARING NETWORK FOR CULTURAL ART ORGANIZATIONS IN MIDTOWN.



Create and maintain an up-to-date calendar of Midtown cultural arts activities and make it available online, in print and via social media outlets. Establish a listserv for arts organizations to join in order to share information with each other about upcoming events and opportunities to collaborate.

ACTION STEPS:

1. Determine a digital platform to host both the calendar and listserv.
2. Establish a protocol by which community members can either submit events to be added to the calendar, or independently update the activities calendar themselves.
3. Maintain and moderate calendar. Combine this program with [District Marketing](#) and promote events advertised on the shared calendar.

COSTS:

Staff and volunteer time

ACTORS/LEADERS:

Midtown Management District
Community arts organizations

6 SHARED PARKING

COORDINATE A SHARED PARKING PROGRAM IN MIDTOWN.



Shared parking may be applied when land uses have different parking demand patterns and are able to use the same parking spaces/areas throughout the day. Shared parking is most effective when these land uses have significantly different peak parking characteristics that vary by time of day, day of week, and/or season of the year. In these situations, shared parking strategies will result in fewer total parking spaces needed when compared to the total number of spaces needed for each land use or business separately.

ACTION STEPS:

1. Conduct a district-wide parking study to determine the parking demand and peak times for the businesses and organizations throughout Midtown.
2. Advocate and actively seek more metered parking in retail areas throughout Midtown. Street parking is the most accessible shared parking and it already exists. However, if it is not metered, it is likely that it will be used for long-term parking by residents and employees. If the street parking spots are metered they will likely stay reserved for retail customers and other short-term parking needs.
3. Identify existing parking lots, or vacant lots, in Midtown that can be used for public parking at alternative times, such as those belonging to community organizations such as schools and churches. Determine the time of day that the owners of the property use the lot and whether it would be feasible to share parking with adjacent uses.
4. Propose a shared parking strategy that benefits both the owner of the underutilized lots and the adjacent uses. It may be necessary to charge an hourly parking fee in order to pay for the maintenance and operation of the parking lot and provide incentive for property owners.
5. Mark the parking lots with signage that indicates when and how long people can park. Provide pedestrian wayfinding kiosks with district maps that can direct visitors to the cultural destinations once they have parked.

COSTS:

Parking Study: \$2,000

ACTORS/LEADERS:

Midtown Management District
Community organizations

7 CULTURAL ARTS COORDINATOR

RETAIN ADDITIONAL STAFF OR CONSULTANT TO ASSIST WITH CULTURAL ART COORDINATION.



Determine the amount of staff hours needed to achieve the goals identified in this plan over the 10-year time frame. If additional staff is needed, consider hiring a full or part-time cultural arts coordinator to oversee programming and fundraising. This person should be someone with strong organizational and communications skills, and a background in cultural arts in the public realm.

ACTION STEPS:

1. Develop criteria for additional staff or an outside consultant.
2. Identify funding in the annual budget for additional staff or outside consultant compensation.
3. Conduct hiring process to identify candidates that meet the criteria.
4. Collaborate with the Cultural Arts and Entertainment District committee to select the candidate.

COSTS:

\$50,000/year for one full-time staff member

ACTORS/LEADERS:

Midtown Management District

8 CULTURAL IMPACT ANALYSIS

ANNUALLY MEASURE THE IMPACT OF THE CULTURAL ARTS SECTOR IN MIDTOWN.



Establishing a formal cultural district is necessary, but not sufficient, to ensure long-term viability of the area. Successful cultural district programs must also track their impact with key performance measures. The Texas Commission on the Arts recommends that cultural districts track five performance measures: population, employment, property tax base, taxable sales and annual budget. Midtown should annually collect this performance data to assist in grant applications, fundraising and future Cultural Arts District reports that the State of Texas may require.

ACTION STEPS:

1. Obtain population and employment data from Houston planning department.
2. Obtain property tax data from [Harris County Appraisal District](#).
3. Establish protocol to collect taxable sales data from Midtown retailers.
4. Annually compile a report and share with community organizations and businesses in order for those organizations to use the data to apply for grants and promote the district.

COSTS:

Staff and volunteer time

ACTORS/LEADERS:

Midtown Management District

9 "FRIENDS OF MIDTOWN" ORGANIZATION

ESTABLISH A "FRIENDS OF" ORGANIZATION TO ASSIST WITH FUNDRAISING AND EVENTS.



This organization would be run exclusively by volunteers and could assist with coordinating events and fundraising. Representatives of local business associations, community organizations, residents, creative professionals should be recruited to work collaboratively in cultivating and promoting creative culture in Midtown and also serve as liaisons to their own networks.

ACTION STEPS:

1. Contact residents, property owners and businesses in Midtown to determine if there is interest in forming a Friends of Midtown organization.
2. Establish the organization and file for nonprofit status. This step includes the following:
 - Choose the initial directors for the nonprofit
 - Choose a name
 - Prepare and file nonprofit articles of organization
 - Prepare bylaws for the nonprofit corporation
 - Hold a meeting with the board of directors
 - Determine strategy for years one through five. It will be important to make sure that the timeline is realistic. Set achievable goals for each year that can lead to a few long-term goals. For example, a long-term goal could be to obtain an internationally acclaimed work of art for Midtown. Years one through three might be focused on fundraising, whereas years four and five should be focused on commissioning the work of art.

COSTS:

\$2,000 for a consultant to assist in filing the 501(c) 3 status.

ACTORS/LEADERS:

Community members
Midtown Management District

10 FUNDRAISING CAMPAIGN

SECURE ADDITIONAL FUNDING THROUGH GRANTS AND DONATIONS.



Large projects may require additional fundraising and grants from a combination of public and private sources. Midtown should coordinate with partner organizations to identify additional funding for projects that cannot be fully funded by the District. In addition, Midtown should work with community members to fund raise and identify available grants. One grant program that Midtown is eligible for is Texas Commission on the Arts' Respond Projects grant program. This program provides project assistance grants on a short-term basis and may include administrative costs directly related to the project.

ACTION STEPS:

1. Determine which projects need additional support from grants and fundraising.
2. Compile a list of grants for which Midtown projects are qualified, including deadlines, eligibility requirements and relevant contacts at the granting agency. Consider local (e.g., [Houston Arts Alliance](#)), state (e.g., [TCA Arts Respond Projects](#)) and federal (e.g., [National Endowment for the Arts Our Town grants](#)).
3. Work with community members and partner organizations to develop a fundraising and grants strategy and develop a plan for a fundraising campaign.
4. Assign responsibility to a staff member or volunteer for tracking and monitoring ongoing and emerging grant opportunities.

COSTS:

Staff and volunteer time

ACTORS/LEADERS:

Midtown Management District
["Friends of Midtown" Organization](#)

11 SOCIAL SERVICES GRANTS

FUND PROGRAMS THAT INTEGRATE CULTURAL ARTS INTO SOCIAL SERVICES.



Establish a grant program to fund programs in Midtown that focus on community building, housing, healing and job training through cultural arts. Arts organizations can boost their staying power when they expand their social contribution beyond traditional educational programs. These organizations not only serve the needs of their community but also build new audiences for the arts.

ACTION STEPS:

1. Determine structure, length and amount of preferred grant program. Consider whether Midtown's social services would be better served through several smaller cultural arts programs or fewer large programs.
2. Develop a formal grant application and distribute it through the Midtown websites. Build mechanisms such as draft application reviews to support interested grant applicants in preparing compelling, impactful submittals.
3. Identify potential areas of the larger District's annual budget that can be committed to this program. Consider funds allocated for urban planning functions as well as its cultural arts and entertainment functions.

COSTS:

\$15,000 (average of Houston Arts Alliance grants)

ACTORS/LEADERS:

Midtown Management District

12 MARKETING ASSISTANCE

ASSIST CULTURAL ORGANIZATIONS AND CREATIVE BUSINESSES WITH PROMOTION MATERIAL.



Assist cultural organizations and creative businesses with funds to pay for the design and development of promotional materials. Connect organizations with creative businesses within Midtown in order to support cultural organizations and creative businesses simultaneously.

ACTION STEPS:

1. Establish application and selection processes for awarding grants to cultural organizations.
2. Determine a list of eligible creative businesses with which selected organizations can partner.

COSTS:

Cost: \$10,000/grant

ACTORS/LEADERS:

Midtown Management District

13 STOREFRONT ACTIVATION

TEMPORARILY REPURPOSE VACANT STOREFRONTS FOR CREATIVE DISPLAYS.



Vacant storefronts could be used to temporarily promote the work of local artists, musicians, chefs, or creative businesses as well as improve perception and the experience of Midtown by minimizing the visual impacts of vacancy. The annual Art in the Park festival could incorporate these storefront galleries into the festival as a pilot project.

ACTION STEPS:

1. Establish a protocol, including responsibilities, oversight and scheduling, for installation and decommissioning of storefront and window displays.
2. Map applicable storefronts throughout the District, and approach relevant property owners about voluntarily participating in the program. Consider aligning scheduling decisions with major events, including local ones such as Art in the Park and First Thursday and wider ones such as state and national holidays.
3. Identify and collaborate with potential creators and innovators whose work translates to this unique venue.

COSTS:

Staff and volunteer time
promotional costs

Marketing and

ACTORS/LEADERS:

Private property owners
District

Midtown Management

14 MAINTENANCE PROGRAM

ALLOCATE FUNDING FOR CLEANUP AND REPAIR OF CULTURAL ART AMENITIES.



Allocate funding from the District's annual budget for cleanup and repair of cultural art amenities in the public realm. This program could utilize an online reporting system that notifies staff of artwork that is in need of repair. This program would ensure local residents and visitors alike notice the well-maintained public art throughout Midtown.

ACTION STEPS:

1. Incorporate cultural arts maintenance into the annual budget.
2. Consult with artists of existing public art pieces to determine the appropriate maintenance procedures for their work.
3. Determine if existing maintenance staff has necessary capacity to maintain current public art portfolio, or if additional resources/staff are necessary.
4. Require that artists responsible for future public art installations in Midtown submit a detailed maintenance plan for their piece.

COSTS:

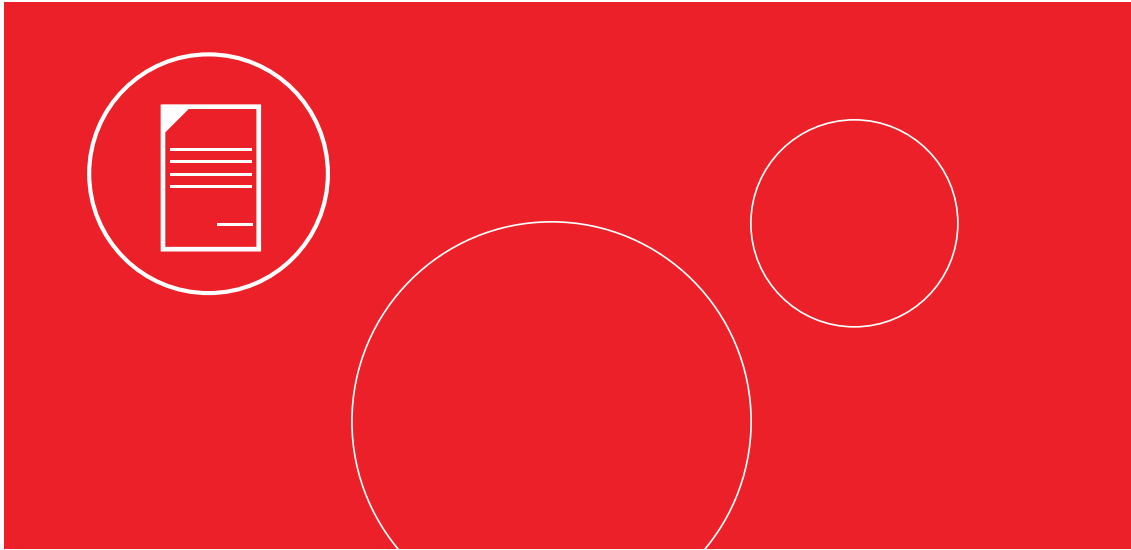
\$200, 5-10 year mural maintenance (Source: City of Albuquerque Public Art Program)

\$250-400, 10-20 sculpture maintenance (Source: City of Albuquerque Public Art Program)

ACTORS/LEADERS:

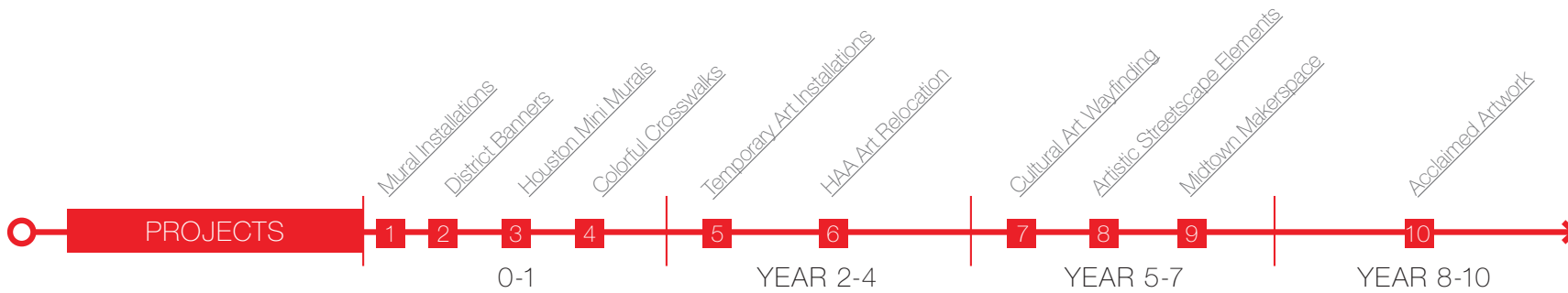
Midtown Management District
Redevelopment Authority

Midtown



PROJECTS

PROJECTS ARE UNDERTAKINGS THAT RESULT IN PERMANENT PHYSICAL CHANGES. THERE ARE 10 PROJECTS PROPOSED IN THE MASTER PLAN.



1 MURAL INSTALLATIONS

INSTALL MURALS ON THE BLANK FAÇADES FOUND THROUGHOUT MIDTOWN.



Assist businesses and property owners in the design, implementation and maintenance of murals on the blank façades found throughout Midtown. There are more than 10 existing murals in Midtown, including Eyeful Art Murals and Designs' mural Preservons La Creation, which is one of the largest murals in Houston. This mural was partially sponsored by Midtown and is a great example of how Midtown celebrates creative culture by sponsoring art projects in the community.

ACTION STEPS:

1. Compile a directory of area muralists, and consider hosting images of their work online to facilitate artist selection for Midtown property owners.
2. Approach owners of existing murals about Midtown's role in maintaining the work for a defined amount of time.
3. Ensure that maintenance staff are trained and equipped to employ best practices in maintaining murals in the district.

COSTS:

\$5,000 - \$10,000/mural

ACTORS/LEADERS:

Private property owners
Midtown Management District

2 DISTRICT BANNERS

PROMOTE EVENTS, ACTIVITIES AND ATTRACTIONS IN MIDTOWN.



Allow the installation of temporary banners on electric utility street lights throughout Midtown to promote the cultural district. The City of Houston allows an electric utility to use its street light standards for the installation of cloth banners to enhance and accentuate the aesthetic appeal of certain areas of the City. In June 4, 2014, the Director for the Department of Public Works & Engineering made a formal recommendation for the designation of a Banner District in Midtown. Banners, as defined by the City of Houston, are an outdoor display that is placed, erected or fastened to a street light standard owned and maintained by an electric utility or by the Midtown District (located in the public right of way).

ACTION STEPS:

1. Verify that the District has been designated as a banner district under §40-30 of the Houston Code of Ordinances. Coordinate banner production and design.
2. Develop an application for submitting banner artwork so that local arts organizations can apply and submit their design in advance of their event. The [Houston Downtown Management District Banner Application](#) can be used as a reference.
3. Ensure that Midtown maintenance staff can safely install and decommission banners in the district.

COSTS:

\$1,500/banner (Bagby Street; cost entails production and assumes banner is mounted onto existing standard light pole)

ACTORS/LEADERS:

Midtown Redevelopment Authority (installation)
Midtown Management District (maintenance and coordination of application)
City of Houston (permitting)

DISTRICT BANNER RECOMMENDATIONS:

- Content should be scaled primarily for vehicles.
- Content should be bold and legible.
- Consider vertically-oriented (tall) and thin-width (2'-2.5') banners.
- District banners can be permanent or temporary.
- One banner per light post is recommended.
- Utilize existing light standard posts.

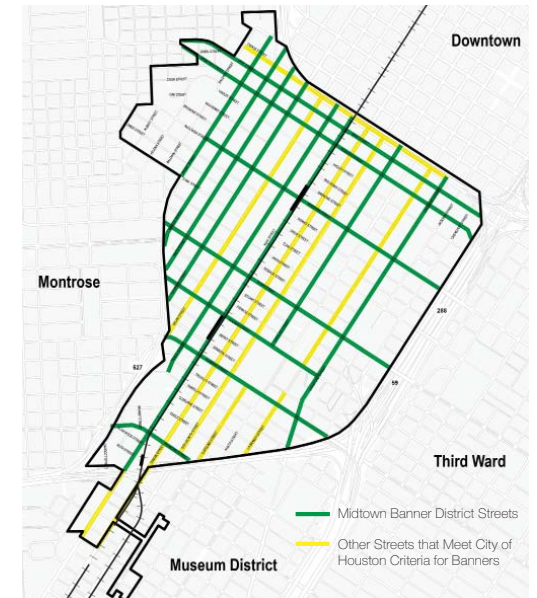


Figure 18: Midtown District Banner Map

3 HOUSTON MINI MURALS
 TRANSFORM UTILITY BOXES INTO PUBLIC ART.



The Mini Mural Project is collaboration between UP Art Studio, Houston Art Alliance and local artists to transform utility boxes into public art. Artwork from the pilot phase began in June with new installations continuing through 2015. The manifestations of public sculpture, usually 58 inches tall, 44 inches wide and 27 inches deep, are dispersed throughout Houston. Midtown is a pilot location for the project and the District intends to commission four Mini Murals in 2015. Midtown should locate the Mini Murals strategically within the proposed cultural nodes and cultural connector streets. The Midtown Cultural Art and Entertainment Committee should assist in selecting the artists based on how well their work fits the overall principles for cultural nodes and fits with the context of the proposed location within Midtown.

ACTION STEPS:

1. Collaborate with Houston Art Alliance to identify the locations for the proposed Mini Murals. Midtown should use the Cultural Art Framework Plan to assist in identifying locations.
2. Narrow down the list of artists by identifying those whose work reflects the overall design principles for art described in [Appendix II: Key Principles For Selecting Artwork](#) and the ability to reflect the character of the cultural nodes.
3. Convene a meeting of the Midtown Cultural Art and Entertainment Committee to assist in selecting the four artists for the murals.
4. Coordinate with UP Art Studio and the City of Houston on the installation of the Mini Murals.

COSTS:

\$2,500/utility box casing

ACTORS/LEADERS:

Houston
 Midtown Management District
 Houston Art Alliance

City of

4 COLORFUL CROSSWALKS
 COLOR THE INTERSECTIONS OF MIDTOWN WITH ARTIST DESIGNED CROSSWALKS.



In May 2015, Midtown officials implemented a pilot artist-designed crosswalk on the corner of Elgin and Louisiana Streets. The crosswalk pattern was designed by University of Houston professor and artist Aaron Parazette. The design is composed of lines that radiate from the center of the intersection. Many lessons learned have come out of the pilot project and now Midtown officials have a better idea of the work involved. Crosswalks must adhere to specific widths, require city approval and must be constructed by professional contractors. Based on the lessons learned from the pilot project, Midtown should continue to implement colorful crosswalks throughout the District. Midtown should strategically locate the crosswalks along cultural connector streets and cultural nodes.

ACTION STEPS:

1. Identify future locations for Colorful Crosswalks. Midtown should consult [Figure 14: Key Streets and Gateways](#) in the Cultural Art Framework Plan to assist in identifying locations.
2. Work with an artist or designer to develop design concepts for future crosswalks. Re-evaluate the design and implementation of the crosswalks based on lessons learned from the crosswalk on Elgin and Louisiana Streets. Consider permanent materials such as [DuraTherm](#) as an alternative to paint in order to decrease the overall maintenance costs.
3. Convene a meeting with the Cultural Arts and Entertainment Committee to review the proposed design.
4. Coordinate permitting with the City of Houston to approve the design.
5. Hire a professional contractor and oversee the installation of future crosswalks.

COSTS:

\$10,000 - \$20,000/ designing, obtaining the necessary city approvals and construction

ACTORS/LEADERS:

Midtown Management District
 City of Houston

5 TEMPORARY ART INSTALLATIONS

INSTALL TEMPORARY WORKS OF ART THAT REPRESENT A RANGE OF ARTISTIC STYLES.



A temporary art program is a cost effective way to inject art into the public realm, while providing opportunities for artists, including emerging artists, to manage a small scale public art project. Additionally, by offering contemporary, short-term installations of public art around Midtown, temporary art programs enable artists to experiment with less traditional art forms. Each artwork could be on display for three to six months depending on the context, and would require approval from the Houston Arts Alliance and the City of Houston.

ACTION STEPS:

1. Identify locations for temporary art using [Figure 14: Key Streets and Gateways](#) of the Cultural Art Framework Plan as a guide.
2. Develop criteria for temporary art locations.
3. Coordinate with Houston Art Alliance to solicit and request for qualifications from artists.
4. Convene a meeting of the Cultural Arts and Entertainment Committee to review applications for temporary work.
5. Work with selected artists to develop site specific art work.
6. Obtain permitting and approval with the City of Houston and the Houston Arts Alliance.
7. Install and de-install temporary artwork.

COSTS:

\$5,000/temporary artwork, plus installation costs and permitting fees

ACTORS/LEADERS:

Houston Arts Alliance
Midtown Management District
City of Houston

6 HAA ART RELOCATION

COLLABORATE WITH THE HOUSTON ART ALLIANCE TO LOCATE ART IN TARGETED SITES IN MIDTOWN.



With access to the city's art collection, the capacity to commission and maintain new works and substantial technical expertise in a range of issues concerning public art programming, the Houston Arts Alliance's (HAA) Civic Art + Design branch could be a strategic partner for the District. Through both informal and formal partnerships with the HAA, Midtown can strategically expand its portfolio of temporary and permanent installations, and more efficiently navigate the city's regulatory landscape surrounding public art.

ACTION STEPS:

1. Identify locations for permanent art using [Figure 14: Key Streets and Gateways](#) of the Cultural Art Framework Plan as a guide.
2. Develop criteria for permanent art locations.
3. Set up a meeting with w Civic Art + Design branch to discuss works of art in the Houston Art Alliance collection that are available for relocation.
4. Review the City of Houston Art Collection for available works that, in scale and aesthetic, could be appropriate for the identified sites in Midtown.
5. Make a formal presentation to the Cultural Arts and Entertainment Committee to recommend relocation of a Houston Art Alliance artwork.
6. Analyze Midtown's anticipated schedule for opportunities to collaborate with the Houston Art Alliance on specific upcoming projects. These might include any work done in city- or state-owned rights of way.

COSTS:

Relocation fees (varies)

ACTORS/LEADERS:

Houston Arts Alliance
Midtown Management District
Midtown Redevelopment Authority

7 CULTURAL ART WAYFINDING
 IMPLEMENT DISTRICT SIGNAGE AND WAYFINDING.



Create a district-wide signage and wayfinding plan to identify cultural amenities throughout Midtown. The signage and wayfinding elements will guide people into and around the Midtown Cultural Nodes through a comprehensive system of symbols, colors, messages and images through various sign types: street identification signs, district identity banners and map kiosks.

ACTION STEPS:

1. Identify elements of existing neighborhood signage and wayfinding character (e.g., Bagby Street) to potentially incorporate into Midtown Cultural Arts and Entertainment District Signage program.
2. Partner with an urban design/landscape architecture consultant to design and implement signage and wayfinding plan.

COSTS:

\$36,000 (design costs; Bagby Street) \$96,000
 (construction and installation costs; .6 miles of signage and wayfinding in Midtown; Bagby Street)

ACTORS/LEADERS:

Midtown Management District
 Midtown Redevelopment Authority

8 ARTISTIC STREETScape ELEMENTS

INCORPORATE ARTIST DESIGNED INFRASTRUCTURE ALONG CULTURAL CONNECTORS STREETS.



This master plan identified cultural art connector streets in Midtown from an analysis that looked at which streets in Midtown had the highest number of existing and potential cultural art amenities. These streets should incorporate artistic elements that will act as wayfinding to connect one cultural node to another. In addition to wayfinding elements such as information kiosks, signage and banners these streets should also provide unique lighting elements and support local artisans by incorporating custom designed urban infrastructure such as benches, tree grates, bicycle racks and utility screens.

ACTION STEPS:

1. Partner with an urban design/landscape architecture consultant to design and implement streetscape improvements and artistic elements on cultural connectors.
2. Collaborate with local artisans to design custom benches, tree grates, bicycle racks and utility screens.

COSTS:

Streetscape: \$32.40/square foot (Bagby Street, back of curb improvements only)
 Cost premium for artistic elements on Bagby Street: \$.97/square foot (3 percent of streetscape costs)

ACTORS/LEADERS:

Midtown Redevelopment Authority
 Midtown Management District

9 MIDTOWN MAKERSPACE

CONSTRUCT A FACILITY TO SHARE TOOLS, WORK SPACE AND ART SUPPLIES.



Sharing creative resources like supplies, technical expertise and work space can be a cost-effective way to democratize Midtown's creative environment, enabling community members and emergent makers who lack the means to buy expensive tools to contribute to the District's innovative culture. Shared creative spaces can simultaneously function as libraries, studios and classrooms, where members can "check out" tools for periods of time, as well as learn from experienced crafts people staffing the program about how to use the tools properly.

ACTION STEPS:

1. Identify potential spaces to house shared creative resources. Consider currently vacant properties within the District or incorporated into new redevelopment projects.
2. Identify logical community partners to help facilitate an appropriate model for sharing creative resources.

COSTS:

\$60,000 (start-up costs, plus 10% annual maintenance and materials costs; NCSU Hunt Library Makerspace)

ACTORS/LEADERS:

Midtown Management District
Community organizations
Creative businesses
Local artists
Community members

10 ACCLAIMED ARTWORK

PURSUe A PIECE OF PUBLIC ART WITH INTERNATIONAL NOTORIETY.



At the Vision Workshop, many participants shared a desire for Midtown to pursue a piece of public art with international notoriety comparable to Cloudgate in Chicago's Millennium Park. In order to achieve this ambitious goal within the next 10 years, Midtown will need to begin fundraising, applying for grants and identifying potential locations upon the adoption of this plan.

ACTION STEPS:

1. Form a board of strategically selected community volunteers to spearhead fundraising efforts, with an emphasis on major city and state philanthropic organizations and large corporate donors.
2. Task the Cultural Arts and Entertainment Committee with both targeting artists of international acclaim, and identifying potential locations within the District to site the iconic piece. Consider hosting a design competition to solicit ideas from around the world.

COSTS:

\$23 million (Cloudgate, Millennium Park)

ACTORS/LEADERS:

Midtown Management District
Midtown Redevelopment Authority
["Friends of Midtown" Organization](#)

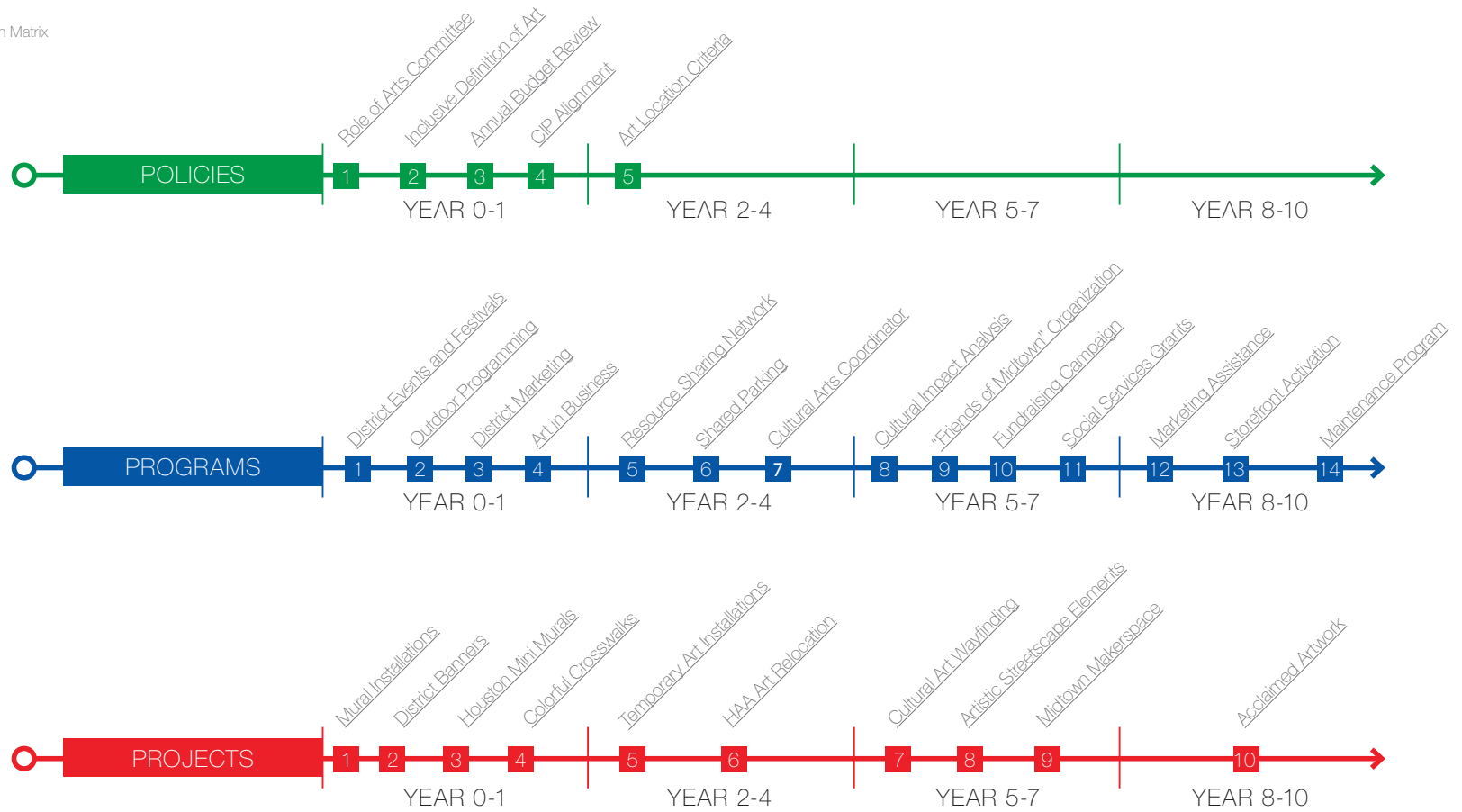
["Friends of](#)

10-YEAR IMPLEMENTATION MATRIX

POLICIES, PROGRAMS AND PROJECTS

The following timeline summarizes the policies, programs and projects in which Midtown should invest over the next 10 years. The majority of policies should be implemented in the first few years so that the framework is established early on. For the first few years the District should focus on strengthening their existing programs. In years two to four, the District should consider hiring a Cultural Arts Coordinator to assist with new programming. The District should focus on small projects, and those already set in motion in the first three years. As the policies and fundraising efforts are put in place, the District should begin collaborating with the Houston Art Alliance and taking on larger projects.

Figure 19: 10-Year Implementation Matrix



MIDTOWN CULTURAL FRAMEWORK

CULTURAL NODES

Figure 20: Cultural Framework Diagram identifies the unique sub-areas throughout Midtown that have a high concentration of existing and potential cultural art and entertainment amenities. The cultural framework diagram can be used as a guide to locate the policies, programs and projects recommended in the master plan. Each of these areas has a unique personality that should be preserved and enhanced. These areas will continue to see a high volume of visitors and act as anchor points for the rest of Midtown. Focusing investment in areas where cultural amenities already exist will streamline programs and resources such as shared parking, lighting, signage and wayfinding and noise allowances. Pages 40-43 provide a detailed description of each cultural node and provide a list of implementation strategies that could be appropriate in the node based on its unique character.

Overall principles for cultural nodes:

1. Promote an interconnected District.
2. Reflect the community.
3. Celebrate diversity.
4. Emphasize feasibility and pragmatism in construction and maintenance.
5. Respond to the surrounding cultural and physical context.
6. Ensure even distribution of art across all mediums.

CULTURAL CONNECTORS

In addition to cultural nodes, the cultural connectors are the key streets in Midtown that people will use to connect from one cultural destination to another. These streets were determined from an analysis that looked at which streets in Midtown had the highest number of existing cultural amenities, including art galleries, theaters, music venues, restaurants and other hubs of creativity and innovation. The streets with the highest number of cultural amenities are likely to be the streets that people will use to connect from one cultural destination to another. These streets should receive priority urban design and cultural investment in order to create safe, artistic connections from existing and future cultural amenities.

Overall principles for cultural connectors:

1. Connect cultural nodes to each other.
2. Improve pedestrian amenities such as increased shade, seating and continuous sidewalks.
3. Incorporate artistic elements into the streetscape.
4. Provide directional signage to parking, cultural and entertainment destinations.
5. Incorporate information kiosks and banners to promote arts and cultural events
6. Provide unique lighting elements to enhance the street experience during evening hours.
7. Support local artisans by incorporating custom designed urban infrastructure such as light poles, benches, tree grates, bicycle racks and utility screens.

Intersections located at the point where two cultural connectors come together should receive priority cultural art investment. These intersections should incorporate artistic crosswalks, signage, lighting and serve as wayfinding anchors throughout Midtown. Pedestrians, cyclists and drivers should be able to identify the unique intersections from a distance in order to draw visitors from one cultural node to another.

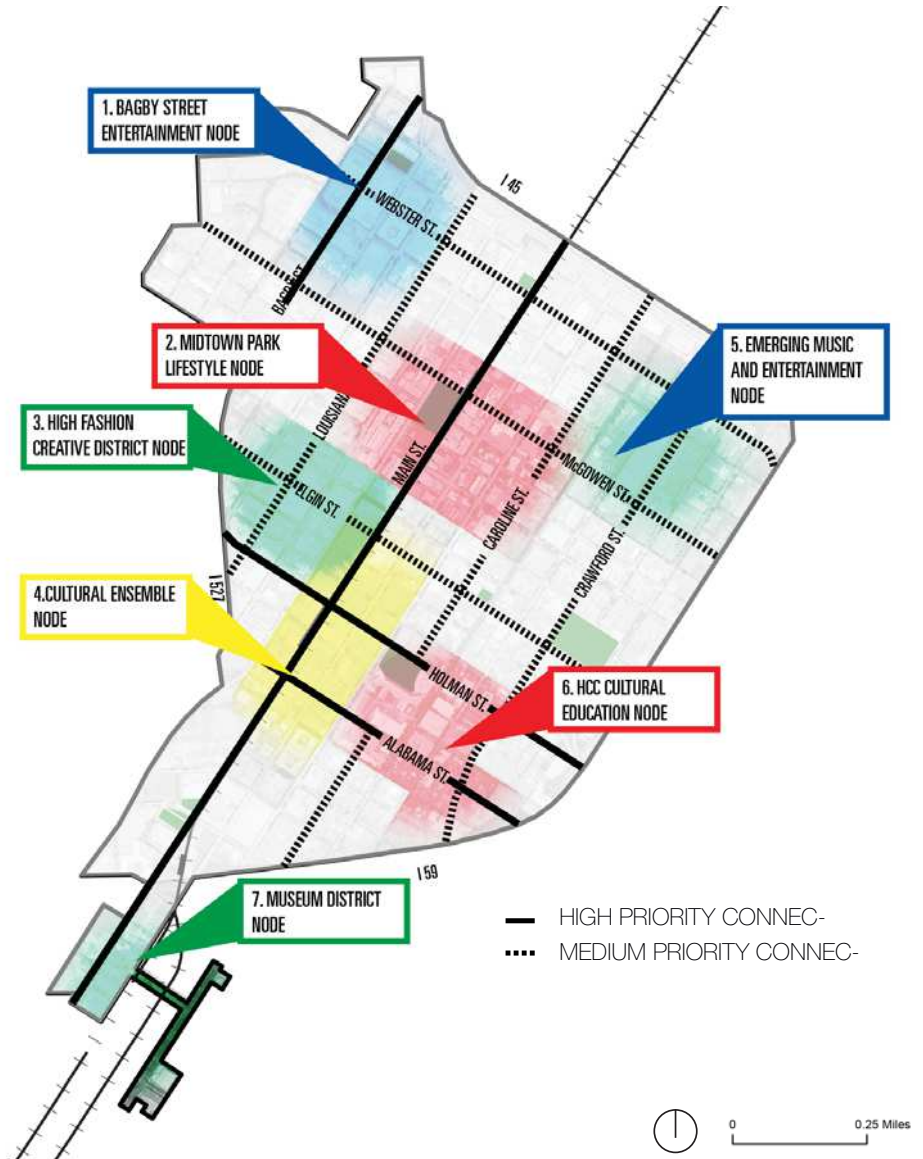


Figure 20: Cultural Framework Diagram

NODE 1 BAGBY ENTERTAINMENT



This node has recently undergone extensive redevelopment and revitalization efforts. Its diverse range of bars and restaurants coupled with its proximity to downtown Houston make the Bagby Entertainment node both a dynamic hub of nightlife activity, and a multi-modal portal for Midtown visitors. The node's significant role as neighborhood portal suggests that public art capable of creating strong visual emphasis would be appropriate here.

RELEVANT RECOMMENDATIONS AND STRATEGIES

The Bagby Entertainment Node should be considered a high priority location for the following policies, programs and projects:

1. District Banners: The segment of Bagby Street that runs through the node is a high priority cultural connector and therefore a strategic location for district banners.
2. Shared Parking: With its abundance of nightlife and proximity to employment opportunities in downtown Houston, this node experiences a range of different parking demand patterns and is an ideal candidate for a shared parking strategy.

NODE 2 MIDTOWN PARK LIFESTYLE



As its current surge in commercial and retail development suggests, this node is poised for a boom in both population and lifestyle options. The anticipated December 2016 opening of Midtown Park--a three acre urban green space with a variety of cultural and ecological elements--will cement this node's identity as a uniquely vibrant place to live, work and play. This vibrancy, coupled with the METRORail's sense of propulsion and progression, lend themselves to public art that relies on energy and movement.

RELEVANT RECOMMENDATIONS AND STRATEGIES

The Midtown Park Lifestyle Node should be considered a high priority location for the following policies, programs and projects:

1. District Banners: The segment of Main Street that runs through the node is a high priority cultural connector and therefore a strategic location for district banners.
2. Outdoor Programming: Midtown Park is a critical resource for arts programming within the node, and district-wide. Coordinate public art locations with strategic Midtown Park locations, such as major entrances/exits.
3. Artistic Streetscape Elements: The McGowen METRORail stop is both a major transit hub, and an opportunity to integrate art into the district and city's foundation. Incorporating public art into the node's major infrastructure elements can improve the node's public realm, initiate strategic partnerships (such as with the Houston Arts Alliance and in this case, serve as a significant gateway to those entering Midtown by rail.

NODE 3 HIGH FASHION CREATIVE



Anchored by High Fashion Home, a four-story, 125,000 square foot emporium of fabrics, clothing and contemporary home furnishings, this node houses one of the strongest concentrations of retail activity in Midtown. Numerous block-sized commercial or mixed use buildings either currently occupy this node, or are slated to soon. The expansive, vertical character created by these developments underscore the importance of public art that considers proportions and scales that are sensitive to human users.

RELEVANT RECOMMENDATIONS AND STRATEGIES

The High Fashion Creative Node should be considered a high priority location for the following policies, programs and projects:

1. Art Location Criteria: The western edge of the node serves as a major portal into Midtown, and should be emphasized through appropriate public art treatment.
2. Artistic Streetscape Elements: The Elgin and Milam commercial areas within this node attract significant pedestrian activity, and can serve as corridors for public art investment.
3. Cultural Art Wayfinding: This node is adjacent to both the Midtown Park Lifestyle node (Node 2) and the Cultural Ensemble Node (Node 4). Creative wayfinding devices can help link this node to its vibrant, more established environs, both attracting more visitors and promoting a more cohesive district.
4. District Banners: The segments of Elgin and Louisiana Streets that run through the node are medium priority cultural connectors and therefore strategic locations for district banners.

NODE 4 CULTURAL ENSEMBLE NODE



While this node features a growing concentration of contemporary bars and eateries, its character primarily emanates from existing cultural and historic landmarks. Cultural hubs like the Trinity Episcopal Church and The Ensemble Theatre and social institutions like the Continental Club and the Breakfast Klub have rooted this node and the district for decades, and represent Midtown's rich and distinctive history. Public art in this node should harmonize with the visual character established by these and other iconic neighborhood sites, and celebrate the lives and history that they symbolize.

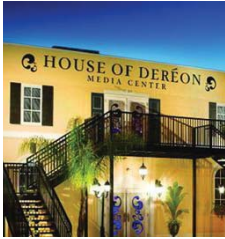
RELEVANT RECOMMENDATIONS AND STRATEGIES

The Cultural Ensemble Node should be considered a high priority location for the following policies, programs and projects:

1. District Events and Festivals: The businesses and galleries along the 3500-3700 blocks of Main Street within this node are the core of the weekly First Thursday event. Midtown should continue to promote this monthly celebration of the district's creative culture, and look to expand it elsewhere within the node and the neighborhood.
2. Inclusive Definition of Art: The Ensemble Theatre's vitality and longevity reflect the significant community functions played by theatrical arts. Midtown should embrace theater as a foundational cultural art medium, and through strategies like District Marketing and the Fundraising Campaign, work to promote this node as a hub of theater activity within the district.
3. District Banners: The segment of Main Street that runs through the node is a high priority cultural connector and therefore a strategic location for district banners.
4. Cultural Art Wayfinding: Due to this node's high concentration of cultural art amenities, creative wayfinding signage can direct visitors to all of the rich amenities that this node has to offer. In addition, signage can direct visitors to and from nearby parking areas.
5. Artistic Streetscape Elements: This node's abundance of established cultural and social activity centers, in particular along Main Street, creates a bustling pedestrian realm. Incorporating appropriate public art into this streetscape can enhance this already vibrant public area.
6. Art in Business: This area has many restaurants and bars that host local art shows and performances. This art and commerce partnership would give artists opportunities to show their work and benefit business owners by diversifying their patronage and increasing foot traffic to their business.
7. Shared Parking: This node has many popular bars and restaurants as well as community services such as churches that make it an ideal location to explore shared parking options.

NODE 5

EMERGING MUSIC AND ENTERTAINMENT NODE



This underdeveloped node houses several gathering and live music performance spaces, which could serve as the driving forces behind the area's revitalization. The recommendations in this master plan imagine this node as a hub of music programming, and its physical public art should help achieve that vision. In addition to art that can connect indoor music performances with the public realm on the street, public installations could echo the node's cultural programming by emphasizing principles like rhythm and harmony.

RELEVANT RECOMMENDATIONS AND STRATEGIES

The Emerging Music and Entertainment Node should be considered a high priority location for the following policies, programs and projects:

1. **Outdoor Programming:** While music will be a critical activator of public activity in large parks elsewhere in Midtown, it can also serve to energize more intimate spaces and areas of the district. Pocket parks or "pop-up" stages within this node can connect live music performances with the public realm.
2. **Inclusive Definition of Art:** Viewing music as a cultural art will help establish amenities that facilitate its production and performance.
3. **Cultural Art Wayfinding:** Using wayfinding to link this emergent node to the more established centers of activity elsewhere in Midtown will accelerate its redevelopment and promote an inter-connected district.
4. **Storefront Activation:** Currently underdeveloped spaces can be temporarily repurposed to promote flexible cultural arts projects and programs that can morph along with the level of development within the node.

NODE 6

HCC CULTURAL EDUCATION NODE



Houston Community College's Central Campus occupies the bulk of this node, attracting thousands of curious and creative thinkers to Midtown every day. Public art in this node should both harness and reflect the diversity and creativity of HCC's student body. As a program, that could mean providing spaces for student artists to exhibit their work both in this node and elsewhere in the district, but as a criteria for physical art, it suggests that Midtown could promote work that features a high degree of variety and contrast.

RELEVANT RECOMMENDATIONS AND STRATEGIES

The HCC Cultural Education Node should be considered a high priority location for the following policies, programs and projects:

1. **Art Location Criteria:** In addition to occupying a strategic location along the southeast border of the district, HCC attracts a variety of visitors from throughout the city. Accordingly, this node offers several opportunities to welcome visitors to Midtown.
2. **District Banners:** The segments of Holman Street and Alabama Street that run through the node are high priority cultural connectors and therefore strategic locations for district banners.
3. **Mural Installations:** For transit riders moving between the METRO Rail station and HCC, the walk to and from the node is unwelcoming and disjointed in several areas. A series of murals, especially on the inactive facades along Berry Street and Holman Street, could both improve the pedestrian experience and serve as a strong link between this node and the Cultural and Entertainment Node (Node 4).

NODE 7 MUSEUM NODE



The core of Houston's renowned Museum District, this node both surrounds and itself features some of the most significant collections of cultural art in the city. Public art in this node should reference the stories and creative achievements enshrined in its many world-class cultural institutions, while being cautious of borrowing too literally from the art and artifacts that they house.

RELEVANT RECOMMENDATIONS AND STRATEGIES

The Museum Node should be considered a high priority location for the following policies, programs and projects:

1. District Banners: The segment of Main Street that runs through the node is a high priority cultural connector and therefore a strategic location for district banners.
2. Shared Parking: This node's anchors operate on similar schedules with one another, and on different schedules than the bars and restaurants of the Cultural Ensemble Node (Node 4) to its north. This temporal disparity in parking demand mean that a shared parking program could thrive in this node.
3. Acclaimed Artwork: This node's central presence within the city's larger network of renowned cultural arts facilities ensures access to a large audience of local and visiting public arts supporters. This coupled with its significant multi-modal connectivity make it a prime candidate to house a piece of internationally acclaimed art.

STRATEGY LOCATIONS

TARGETING SOLUTIONS TO NEIGHBORHOOD NODES

While the bulk of the recommended policies, programs and projects function with equal effectiveness in each of Midtown's distinct nodes, many of the strategies will be particularly relevant in certain District areas. The [Figure 21: Strategy Locations](#) summarizes the strategies in the nodes where they will be the most effective during the 10-year implementation period. Reference [Figure 22: Cultural Framework Diagram](#) to compare the recommended policies with the locations of the cultural nodes.

CULTURAL NODES	POLICIES					PROGRAMS											PROJECTS													
	ROLE OF ARTS COMMITTEE	INCLUSIVE DEFINITION OF ART	ANNUAL BUDGET REVIEW	CIP ALIGNMENT	ART LOCATION CRITERIA	DISTRICT EVENTS AND FESTIVALS	OUTDOOR PROGRAMMING	DISTRICT MARKETING	ART IN BUSINESS	RESOURCE SHARING NETWORK	SHARED PARKING	CULTURAL ARTS COORDINATOR	CULTURAL IMPACT ANALYSIS	"FRIENDS OF MIDTOWN" ORGANIZATION	FUNDRAISING CAMPAIGN	SOCIAL SERVICES GRANTS	MARKETING ASSISTANCE	STOREFRONT ACTIVATION	MAINTENANCE PROGRAM	MURAL INSTALLATIONS	DISTRICT BANNERS	HOUSTON MINI MURALS	COLORELL CROSSWALKS	TEMPORARY ART INSTALLATIONS	HAA ART RELOCATION	CULTURAL ART WAYFINDING	ARTISTIC STREETSCAPE ELEMENTS	MIDTOWN MAKESPACE	ACCLAIMED ARTWORK	
Node 1: Bagby											✓										✓									
Node 2: Midtown Park Lifestyle							✓														✓							✓	✓	
Node 3: High Fashion Creative					✓																						✓	✓		
Node 4: Cultural Ensemble		✓					✓		✓	✓											✓						✓	✓		
Node 5: Emerging Music and		✓					✓											✓								✓				
Node 6: HCC Cultural					✓															✓	✓									
Node 7: Museum District										✓											✓									✓
District Wide	✓		✓	✓				✓			✓	✓	✓	✓	✓	✓	✓		✓			✓	✓	✓	✓					

Figure 21: Strategy Locations

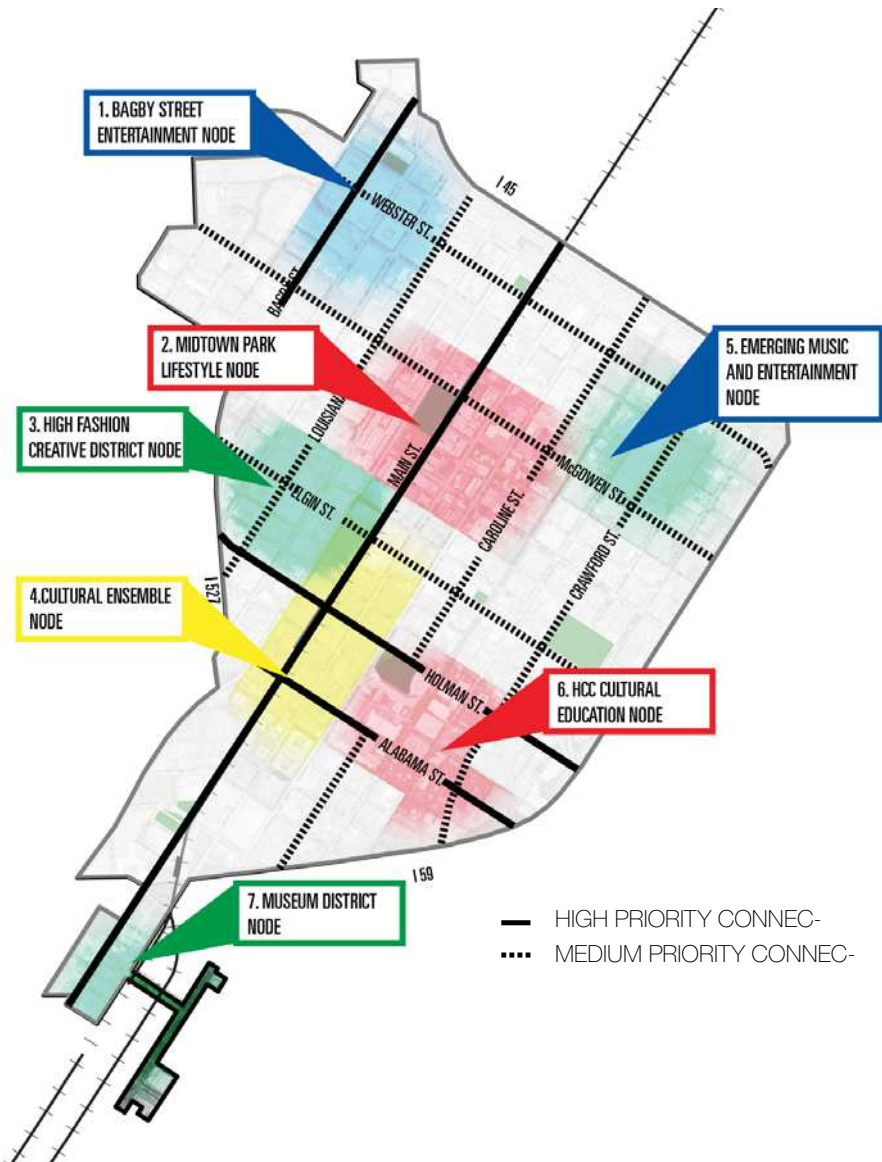


Figure 22: Cultural Framework Diagram





Through public art and artistic streetscape elements, Midtown's public realm is both visually stimulating and unique.

APPENDICES

This section provides a more detailed exploration of some of the strategies proposed elsewhere in the Cultural Arts Master Plan.

APPENDIX I: ROLE OF THE CULTURAL ARTS AND ENTERTAINMENT COMMITTEE

PROPOSED MANAGEMENT STRUCTURE

Midtown regularly receives requests to invest in cultural art throughout the district. Currently there is not a formal procedure set up to handle these requests. In 2013, the District established a Cultural Art and Entertainment District Committee, this plan recommends expanding the role of this committee to oversee annual cultural art investments. The following diagram outlines a process that can be put in place once this plan is adopted.

LESS FREQUENT

MORE FREQUENT

PROJECT FUNDING TYPE

There are the four primary ways Midtown can distribute funding for cultural arts. The funding types are ordered by the frequency in which they will likely occur.

LARGE PURCHASES

The Cultural Arts and Entertainment Committee should oversee the purchase of artwork over \$10,000 in rare instances where Midtown desires to purchase a specific, signature art piece.

COMMISSIONS

The Cultural Arts and Entertainment Committee should oversee the selection of projects specifically commissioned by Midtown. This will include selecting the project to commission, selecting the artist and overseeing the development of the work.

GRANT PROGRAMS

Grant programs provide support to non-physical cultural art such as spoken word, theater and music. The Cultural Arts and Entertainment Committee should oversee the funding of grants for programs and projects within Midtown.

DONATIONS, LOANS AND SMALL PURCHASES

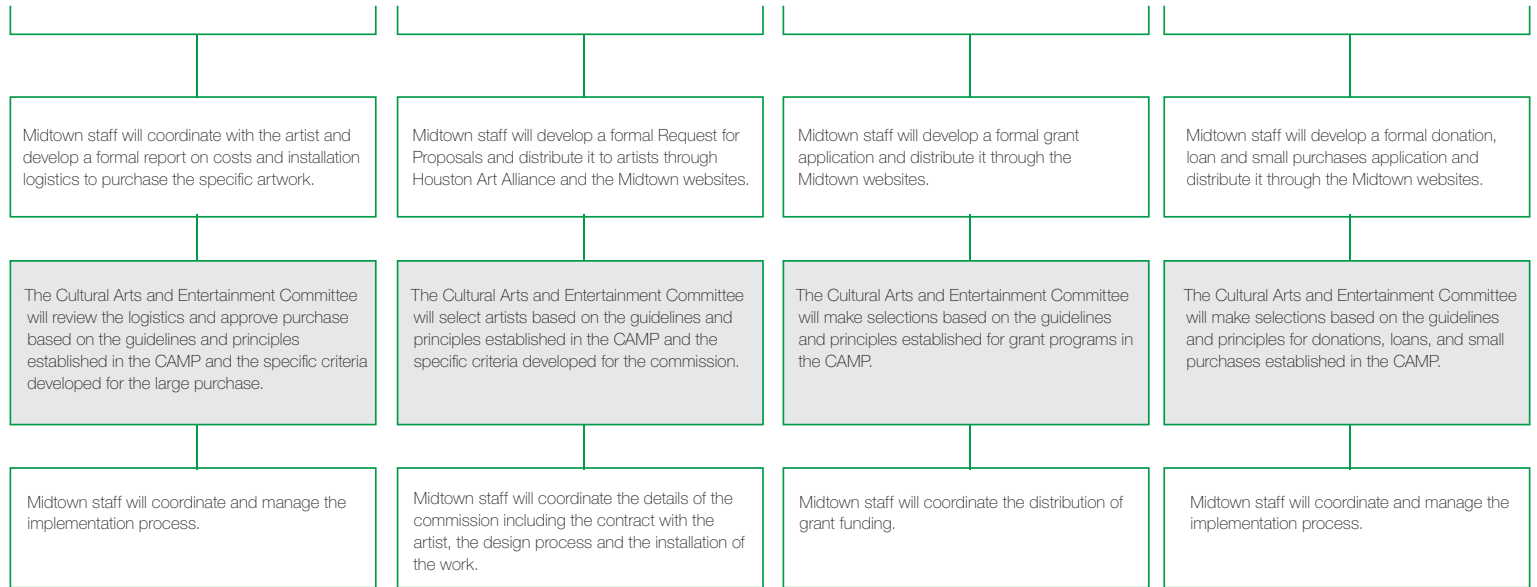
The Cultural Arts and Entertainment Committee should oversee the acquisition of donations, permanent and temporary art purchases under \$10,000 through a formal application and review process.

RESPONSIBILITIES

District staff will process applications, oversee programming, implement cultural art projects, research new art opportunities and coordinate the Cultural Arts and Entertainment Committee.

The Cultural Arts and Entertainment Committee will oversee the annual arts budget, select donations, review programming, grant funds, and purchases.

PROCESS



APPENDIX II: KEY PRINCIPLES FOR SELECTING ARTWORK

DESIGN PRINCIPLES FOR ARTWORK IN THE PUBLIC REALM

Design elements are the basic units of sculpture, painting, landscape and building form. It is important to consider key principles of design for artwork in the public realm in order to select artwork that fits its context and is executed successfully.



BALANCE

Balance is the concept of visual equilibrium, and relates to our physical sense of balance. It is a reconciliation of opposing forces in a composition that results in visual stability. Most successful compositions achieve balance in one of two ways: symmetrically or asymmetrically. Balance in a three dimensional object is easy to understand; if balance isn't achieved, the object tips over. To understand balance in a two dimensional composition, we must use our imaginations to carry this three dimensional analogy forward to the flat surface. Whether the solution is simple or complex, some form of balance can be identified in most successful compositions.



CONTRAST

Contrast is the juxtaposition of opposing elements, and is often used to create a center of interest. By creating contrast, one is also creating visual tension. Planning a consistent and similar composition is an important aspect of an artist's work to make their focal point visible. Too much similarity is boring but without similarity important elements will not exist. An image without contrast is uneventful so the key is to find the balance between similarity and contrast.



PROPORTION

Proportion is a measurement of the relative size of elements against one another. Proportions can be enlarged to show importance. This is why Egyptian gods and political figures appear so much larger than common people. The ancient Greeks found fame with their accurately-proportioned sculptures of the human form. Beginning with the Renaissance, artists recognized the connection between proportion and the illusion of three dimensional space. Surrealist artists used proportion and scale to create surreal settings and situations.



HARMONY

Harmony refers to the coherence of the whole, the sense that all of the parts are working together to achieve a common result. Harmony gives an uncomplicated look to a piece of artwork or sculpture.

Harmony can be achieved through the effective and consistent use of any of the elements. It can also be a matter of concept, where the function, or purpose of the work does the job of unification.



EMPHASIS

Emphasis is also referred to as point of focus. It marks the locations in a composition which most strongly draw the viewers attention. Usually there is a hierarchy (primary, or main, point of emphasis, with perhaps secondary emphases in other parts of the composition). The emphasis is usually an interruption in the fundamental pattern or movement of the viewers eye through the composition, or a break in the rhythm. The artist or designer uses emphasis to call attention to something, or to vary the composition in order to hold the viewers interest by providing visual "surprises."



VARIETY

Variety is the complement to harmony and is needed to create visual interest. Without harmony, art can be chaotic and "unreadable" but without variety a piece of art can be dull and uninteresting. Variety is the use of several elements to hold the viewer's attention and to guide the viewer's eye through and around the work of art.



RHYTHM

Rhythm can be described as timed movement through space; an easy, active, connected path along which the eye follows a regular arrangement of motifs. The presence of rhythm creates predictability and order in a composition. Visual rhythm may be best understood by relating it to rhythm in sound. Rhythm depends largely upon the pattern and movement to achieve its effects.



MOVEMENT

Movement guides the viewer's eye along a path throughout an artwork, usually along lines to focal points. The artist uses lines, colors, values, textures, forms and space to direct the eye of the viewer around the artwork. Movement is generally created by the arrangement of shapes.