

This report is presented as a resource document for the *Imagine Houston* process. Its contents are the result of almost a year of public discussion and represent the consensus of the focus group volunteers. While the Planning & Development Department provided support to the process, it did not screen, edit or modify anything contained herein.

## **Fostering Our Cultural Resources**



March, 1995

Dear Fellow Houstonians,

When the nation's fourth largest city is filled to the brim with cultural resources, it can be a daunting task to blend them inside one melting pot. But, over nine months, 166 Houstonians from all walks of life came together to share their energy, expertise, and dreams. These were refined into three subcommittees:

**THE ARTS \* URBAN DESIGN \* HISTORIC RESOURCES**  
beneath a **MULTI-CULTURAL** umbrella

Our vision is to celebrate and promote Houston as a vibrant, multicultural and international center for the arts, urban design and historic resources. We will accomplish this vision by accepting *ArtWorks: A Cultural Arts Plan for the Houston/Harris County Region* as a springboard, and by utilizing the abundantly available raw materials our City has to offer, such as:

Artists, Students, Volunteers  
Art Works, Performance Halls, Museums  
Exciting & Beautiful Urban Spaces  
Unique Homes & Gardens, Buildings & Districts  
Both Historic & Contemporary

As we dramatically illustrated in a series of slides shown the Steering Committee, our vision can begin with just one graceful metal bench placed along a busy urban sidewalk in an historic district.

*We urge you to join with us to*

**INVEST IN \* FOSTER \* PROMOTE**  
**ENCOURAGE \* ENHANCE \* DEVELOP**  
**INTEGRATE INTO THE EDUCATIONAL PROCESS**  
**STRENGTHEN & PRESERVE**

**OUR CULTURAL RESOURCES:**  
**THE ARTS \* URBAN DESIGN \* HISTORIC RESOURCES**

**beneath a MULTI-CULTURAL umbrella**

Respectfully,

## The *Fostering Our Cultural Resources* Focus Group



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# Preface

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In March of 1994, Houstonians seized an opportunity created by Mayor Bob Lanier to help determine the future of our community. Over one thousand people participated in a three-day **Imagine Houston** forum, during which they identified the issues facing Houston and set the agenda for future discussions.

**Imagine Houston** is a community-wide visioning process designed to bring people together to share information, learn about each other's viewpoints and to develop a consensus on the issues, goals and opportunities that will shape Houston's future. It will result in a plan that public, private and not-for-profit organizations can use as guidance on how to structure programs, services and financing to the betterment of our community.

After the March forum, working groups called focus groups, were formed to deal with specific topics:

*Community Safety*  
*Fostering Our Cultural Resources*  
*In Service to the Public*  
*Learning For Life*  
*Minding Our Natural Resources*  
*Taking Care of Ourselves*  
*Where We Live*  
*Where We Meet*  
*Where We Work*

An additional group, the *Youth Focus Group*, was subsequently created to obtain ideas from Houston's young people on the issues facing them.

Membership in the focus groups was open at all times to anyone; nearly one

thousand Houstonians participated in discussions from March to December. The work completed by the focus groups is the result of those public discussions. Each group developed a vision statement and a list of goals and actions that can be taken to achieve the goals.

While each focus group concentrated on its respective topic, certain themes emerged as constants throughout the reports. They include:

*economic competitiveness...* with other cities throughout the world, internationalism, job growth and training, economic opportunity for all residents;  
*education...* youth, education, preparing the leaders to lead, ensuring our future by ensuring theirs;  
*community building...* self-defined "urban villages", the idea of belonging to a community, personal responsibility;  
*urban and natural resources...* space and place, physical elements blending with the natural environment, a livable community;  
*celebrating diversity...* through public art, cultural and educational training, and through equal access for all.

**Imagine Houston** does not stop here. These ten reports form the foundation for the work of the **Imagine Houston** Steering Committee in creating a vision plan for Houston. The Steering Committee consists of members appointed by Mayor Lanier, a

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representative of each Council Member and a representative from each focus group. The Committee recognizes the importance of continued public dialogue. When complete in Spring 1995, this Plan should serve for the next 20 to 30 years as the basis for actions by every segment of our community including individuals and public and private-sector organizations.

***Imagine Houston*** is an extraordinary exercise in grass roots democracy. The committed citizens who participated have given our community insightful ideas to lead Houston into the next century. We are grateful for their efforts. We are hopeful about our future.

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# Section 1: Introduction

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## ***Vision***

*To celebrate and promote Houston as a vibrant, multi-cultural and international center for the arts, urban design and historic resources.*

### **Executive Summary**

The *Cultural Resources* Focus Group was divided into three subcommittees: (1) Arts, (2) Urban Design, and (3) Historic Resources.

In the initial meetings there were numerous discussions regarding the definition and role of multi-culturalism. Given the wide scope of multi-cultural issues, it was decided that a separate focus group was needed. The Steering Committee decided to create a multi-cultural study group which held a meeting and reported to all focus groups. Multi-culturalism in the arts is an overarching issue and plays a role in most of this group's recommendations. Our vision statement encapsulates the major elements addressed by the group: "To celebrate and promote Houston as a vibrant, multi-cultural and international center for the arts, urban design and historic resources."

#### **The Arts**

Houston's residents cannot enjoy and benefit from a vibrant cultural life if its artists and arts organizations do not thrive. A healthy arts community not only immeasurably impacts the quality of life in a city such as Houston, but also, more concretely, vastly contributes to its economic development, visual environment, tourism, education, and an

appreciation and understanding of its cultural differences. The arts also contribute in significant ways to the image of our City nationally and internationally. Our culture and its diversity make us unique. Critical to the success of the arts in our community is the overriding need to create a vibrant cultural life. This should be done by increasing both support for and promotion of artists and arts organizations.

Public investment in the arts both stabilizes our cultural assets and recognizes their value to city life. Houston ranks behind other Texas cities in nonprofit arts funding of operations, programs and services at \$3.14 per capita, with Dallas at \$4.57 and San Antonio at \$4.16. Houston's funding for arts programs and operations should match the pace set by its support for performance facilities at \$3.55 per capita as compare to Dallas at \$3.11 and San Antonio at \$2.38.

Striking is the fact that for arts programs and operations other cities are spending more dollars on lesser assets: Houston is clearly close to the top in the quality and range of arts organizations. To remain competitive and a leader in excellent and accessible arts, Houston must increase and diversify its sources of federal, state and local public and private funding.

#### **Urban Design**

The *Imagine Houston* process has clarified the importance citizens place on the visual quality and beauty of our City and its neighborhoods. Future emphasis must be placed on all aspects of the built environment, especially urban design,

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landscaping, architecture, and art. Downtown's Market Square, with its colorful, painted tile benches and central sculpture, and Sixth Ward Park at St. Joseph's Church, with its mural reflecting the multi-ethnic character of the neighborhood, are striking examples of how art and artists can transform open space into beautiful community resources. Such creative and entrepreneurial initiatives should be applauded. However, we need more. Policies, procedures and legislation should be in place to insure that such efforts continue and are adequately funded.

This report recommends that by FY 96 funds for public art should be included in public and private capital improvement funds. Furthermore, private developers should be required to set aside funds for aesthetic improvements. Currently over 189 cities have mandated provisions for public art, street furniture, public spaces, parks, etc. Once Houston joins their ranks, we will all share a more beautiful and human City, one that will appeal to residents and visitors alike.

### **Historic Resources**

Historic resources have been utilized as successful economic and revitalization tools in thousands of cities throughout the country, specifically in the enhancement of inner City neighborhoods and as a magnet for tourism. There is a pressing need for the City of Houston to adopt public policies and programs that demonstrate support for historic resources. Additionally, ordinances and programs should be in place that both provide economic incentives for restoration and

rehabilitation and include an historic preservation officer with staff to coordinate all efforts. The final goal for Historic Resources states, "Foster public awareness, use, and appreciation of the local historic resources." The "public" is you and me. The "public" is men, women, and children; citizens and people. When we foster our cultural resources, we nurture humankind.

### **Background**

Originally, citizens interested in the topic "minding our resources" formed one focus group. After the first meeting, members were reorganized into two separate groups: fostering our cultural resources and minding our natural resources.

At the first meeting the group reviewed a compilation of answers to the question asked at the March 25 Forum, "What accomplishments are needed to achieve our vision on this issue?" It is significant to note that the responses were separated into three divisions: art, historic preservation, and cultural diversity (the cultural diversity topic received the most comments). During the next meeting, six key themes emerged: physical environment, cultural diversity, historic preservation, developing a definition of cultural resources, and issues of cultural diversity. This focus group was primed to grapple with the entire cultural diversity arena; however, early on in the *Imagine Houston* process the leaders recognized cultural diversity as an overarching concern for the entire *Imagine Houston* visioning process. A special study group was assigned from the Steering Committee

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and a special meeting was held concerning itself only with matters of Houston's cultural diversity.

The focus group met regularly once a month from March to December 1994. There were three presentations by resource people who are actively involved in fostering Houston's culture. Wendy Teas (formerly with the City of Houston as Senior Planner and liaison to the Houston Archeological and Historical Commission) gave a presentation on the *Culture and History Profile* published by the City Planning & Development Department. Marion McCollam (Executive Director, Cultural Arts Council of Houston and Harris County) presented *ArtWorks: A Cultural Arts Plan for the Houston/Harris County Region*. Margie Elliott, (Executive Director, Greater Houston Preservation Alliance) presented that group's mission and plans.

The group originally felt that staying together was preferable to breaking into subcommittees and that no interim meetings would be necessary. However, in late 1994 three sub-groups were formed (arts, urban design, and historical resources) in order to expedite the process.

When prioritizing the action items this focus group did not consider all 48 cultural resources action items together. Instead, this focus group prioritized the action items within major categories: (1) arts, (2) urban design, and (3) historical resources. A sheet containing each action item was posted on a board. At the November 15 meeting each focus

group member was given dots with which to vote. Each action item was considered separately and votes were not cumulative.

The size of the group fluctuated but a core group of approximately twenty volunteers existed. In reference to the makeup of the focus group, concern was voiced as to the paltry number of practicing artists involved in the process. Since its inception, the completion of this vision has sought to be inclusive and always desirous of input from every segment of Houston's citizenry, especially the artist community. The group sincerely regrets that more artists did not choose to participate in *Imagine Houston*. Many of the hard-working and enthusiastic volunteers were cultural resources administrators.

It was decided that *ArtWorks* would serve as the main resource document. This decision was made so the group could build on an existing comprehensive cultural plan designed for Houston and Harris County. Using *ArtWorks* as a basic starting point, goals were quickly identified. However, the action items required more lengthy consideration. Four interim meetings were held as the work became more challenging in the last few months of 1994. The volunteers share a firm belief in cultural diversity and inclusivity in promoting our cultural resources. The group is committed to a dynamic and spectacular cultural resources vision for Houston. *The show must go on!*



## Section 2: Goals and Actions

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### **Arts**

Cultural arts are an ecosystem: the vitality of the whole is dependent on a variety of vigorous life forms functioning symbolically. Anything that stresses one stresses all. Thus, when the oil crash and nationwide recession of the 1980s tended to dry up the private and corporate philanthropy that had established and nourished Houston's arts, institutions of all sizes suffered and still have not recovered.

Emerging groups need outside funding to get started. Mid-sized institutions rely on outside funding to achieve and maintain professional standards. Major arts institutions must have outside funding if they are to continue mounting world-class productions, reach young and less affluent audiences through free performances and open days, commission new works, take aesthetic risks, and initiate exhibits and tours that serve as Houston's emissaries throughout the Country and abroad. The arts are a public resource; they need and deserve public support. By enhancing the creativity of Houston's people, solving social problems, stimulating economic development, increasing civic pride in everything from neighborhoods to the region as a whole, attracting favorable attention from outside, and enriching all our lives, the arts will repay the community many times over for its investment.

At the beginning of its discussions, the focus group unanimously voted to use *ArtWorks: A Cultural Arts Plan for the Houston/Harris County Region*, as a basis for its discussions and

recommendations. *ArtWorks* is a cultural master plan for Houston and Harris County initiated in 1991 by Houston's mayor and Harris County's judge. They charged the Cultural Arts Council of Houston (CACH), the City-designated nonprofit agency responsible for encouraging the arts and entrusted with allocating public funds to artists and arts organizations, to spearhead such a plan. CACH launched a community-driven long-range planning process designed to create "a shared vision of the cultural future of Houston and Harris County." More than 200 members and advisers, representing the region's ethnic, economic and geographic balance, formed the Houston/Harris County Arts Task Force. Along with thousands of concerned residents they spent more than 7,000 hours completing their work. In addition to commissioning specific research, these volunteers conducted more than 300 interviews, as well as 37 public hearings with elected and appointed officials, arts patrons, artists and the general public throughout Harris County. *ArtWorks* was presented to and accepted by Houston's Mayor and City Council and by Harris County's Judge and Commissioners in the fall of 1993. *ArtWorks* is often used as a reference in this focus group report.

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### **Goal 1:**

*Foster and promote excellent, accessible and culturally diverse arts.*

**Action 1A: Create a vibrant cultural life by increasing**

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**support and promotion of the artists and arts organizations who form its foundation.**

**Participants:** City, County, CACH

**Timing:** Must, now

**Funding:** City, County, private sector

**Priority:** Arts #1

**Remarks:** Artists and arts organizations form the basis for the cultural life of this community. Art and culture are what define us as a civilized society. Financial support and promotion of artists and organizations that create and present the arts are critical to the development, maintenance and growth of such a community. Without this support, many arts organizations will perish and many artists will move to other cities where support is more adequate.

**Action 1B: Address the demand for more well-maintained neighborhood cultural facilities and ensure that multi-purpose centers are designed to accommodate professional art groups.**

Integrate the arts into neighborhoods by identifying City- and County-owned facilities and schools for use by arts groups as arts centers. Establish City and County policies for renovation, maintenance and development of cultural facilities. As new multi-purpose centers are planned by the City and County, include professionally-designed visual and performing arts spaces for use by professional arts groups.

**Participants:** City and County government, Municipal Arts Commission, CACH, communities and schools

**Funding:** Planning and Development Department budget, capital improvement funds, CACH, grants, Community Development Block Grants (CDBG), Job Training Partnership Act (JTPA), funding/bartering to be negotiated on case-by-case basis, bond funds

**Timing:** This action must be accomplished immediately. It should take six months to establish then remain ongoing.

**Priority:** Arts #3

**Remarks:** In 1994, reflecting the demand for cultural facilities expressed by residents and arts groups in *ArtWorks*, CACH commissioned a master plan for cultural facilities in Houston/Harris County by consultant Herbert Sprouse. The report reviewed the input received by the Houston/Harris County Arts Task Force. The development and maintenance of cultural facilities were critical issues for the boards of arts organizations of all sizes and ethnicity, as well as issues for residents who wanted arts in their neighborhoods and schools. Large arts groups wanted existing cultural facilities like Jones Hall, the Music Hall and Wortham Center maintained. Ethnic groups wanted culturally specific centers placed strategically throughout the City and County. All groups wanted efforts to be cost-effective and accessible, thus

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the recommendation to make professionally-designed arts spaces integral parts of new multi-purpose centers and schools. “Retrofitting” arts facilities in existing publicly-owned buildings was also recommended. To accomplish this, City and County policies regarding the maintenance and development of publicly-owned facilities are required.

**Action 1C: Promote Houston nationally and internationally through arts and create a cultural guide book.**

Promote the City through the arts and the Greater Houston Convention and Visitors’ Bureau (GHCVB), especially outside of Houston (including internationally) in order to promote a cosmopolitan, positive image for the City. Create a cultural guide which includes a map, and information about services and historic resources.

**Participants:** GHCVB, Protocol Alliance, arts groups, CACH, Ad Council, travel agencies, GHP

**Funding:** GHCVB, hotel occupancy taxes (HOT), could be sold, GHP

**Timing:** must, immediate, 6 months, ongoing

**Priority** Arts #8

**Remarks:** During the past year, the GHCVB has been working more closely with CACH to promote the City as an international, cosmopolitan, ethnically diverse destination. This collaboration should be encouraged, enhanced, and funded. In 1994 a Cultural Tourism Plan was commissioned by

CACH, which involved the GHCVB’s input. The plan is ambitious and recommends a number of actions to be undertaken in 1996 and in future years to develop cultural tourism in Houston. A cultural guide developed by CACH and the GHCVB with clear and attractive maps of the City and its arts districts is included in these recommendations. Funding for this guide will be explored in the next year, but should include all parties mentioned above.

**Action 1D: Increase quality and quantity of media arts coverage, both electronic and written.**

**Participants:** Publishers, editors, station managers for all electronic and print media, business community, arts organizations

**Funding:** Not applicable

**Timing:** This item should be carried out immediately and become ongoing

**Priority:** Arts #10

**Remarks:** In the development of *ArtWorks* the need for more media coverage as a priority was made clear by arts organizations and artists. The biggest gap was in television coverage of arts events. Other cities have regular commentaries by arts reviewers on local evening news programs. A calendar for upcoming weekend activities during local news programs was also recommended. Regarding the written media, the arts

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community would like to see more coverage, in general and specifically, and more in-depth coverage involving critical analysis of arts events.

**Action 1E: Create an archive and computer database of Houston writers and poets in the public library system.**

**Participants:** City and County library systems, Imprint (writer's group)

**Funding:** Friends of the Library, CACH, TCA, NEA

**Timing:** Should, short term, 18 months, ongoing

**Priority:** Arts #22

**Remarks:** Houston has a large, flourishing, and distinguished community of writers that includes novelist Rose Ellen Brown and playwright Edward Albee. Houstonian Donald Barthelme was not only a renown writer but also a founder of the Creative Writing Department at the University of Houston, one of the best in the country. An archive and computer database of local writers and poets in the public library would be inexpensive to produce and a relevant documentary of local talent.

**Action 1F: Include arts representatives on Greater Houston Partnership board; recognizing the arts community as a component of economic development.**

**Participants:** Greater Houston Partnership (GHP), arts representatives

**Funding:** Not applicable

**Timing:** Should, immediate, ongoing

**Priority:** Arts #24

**Remarks:** In the past, arts representatives have not served on the GHP board and the arts have not been viewed as a major industry or as players in the economic development of Houston. An economic impact study of 99 arts organizations commissioned by CACH in 1990 showed that the arts contributed \$300 million to Houston and employed 8,477 people. In 1989 there were 7 million admissions to over 6,000 events offered by these arts organizations. Today, there are over 500 arts groups and over 10,000 artists in the Harris County area, all contributing to the local economy. The arts are a key industry in Harris County. The inclusion of an arts representative on the Partnership board is therefore relevant and appropriate.

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***Goal 2:***

*Invest in Houston's arts assets through strengthening and diversifying funding and resources.*

**Action 2A: Invest an additional \$6.25 million by FY96 in the nonprofit arts industry using new and existing funding**

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**sources and invest in technical support to stabilize arts institutions.**

Invest an additional \$6.25 million by FY96 in the nonprofit arts industry in order to meet needs of the cultural framework budget in *ArtWorks* including a percentage of gaming revenues, an entertainment user fee on for-profit arts and entertainment events, arts-related equipment sales and rentals, 1/10 of 1% of general operating budget from the City and County, a tax on licenses and commercial transfers. Invest in technical assistance and technical and financial support for the stabilization of arts institutions.

**Participants:** Texas Legislature, City and County, foundations

**Funding:** Sales tax or entertainment user fee, portion of potential gaming funds, property tax and regional taxing district funds, City and County sales tax, City and County general revenue, fees for commercial licenses, for-profit ticket sales, equipment sales and rentals, auto rental tax, food and beverage or mixed drink tax, City and County Hotel Motel Tax, golf tax, franchise fees

**Timing:** Must, short term, FY 95-96, 1-2 years, ongoing

**Priority:** Arts #2

**Remarks:** Additional funding for the arts is unequivocally the most important recommendation of this report because, without it, the arts will not survive. The Houston/Harris County Arts Task Force commissioned a framework budget based on its recommendations and the financial needs of arts

organizations through FY97. This budget included in *ArtWorks* recommends investment in the arts of an additional \$6.25 million for arts funding in FY96. The budget also speaks to *diversifying* sources of income. Currently the arts in Houston are funded primarily by a portion of the Hotel Occupancy Tax that flows through CACH. CACH is currently researching ways to increase and diversify its funding sources to meet the demands of a growing arts constituency and the demands placed on it by area residents.

**Action 2B: Include funding for the development of cultural facilities in bond issues.**

**Participants:** City and County

**Timing:** Must, short term, 1 year

**Funding:** Bond funds

**Priority:** Arts #4

**Remarks:** As noted previously, the development of cultural facilities is critically important to arts groups and the communities they serve. *ArtWorks*, as well as the master plan for cultural facilities commissioned by CACH this year, recommend the use of bond funds as a method of financing future cultural facilities in public buildings or retrofitting cultural facilities in current buildings such as community centers or libraries. Precedent for such support exists in Dallas and Los Angeles, among others.

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**Action 2C: Match private foundation contributions with new public dollars to increase funds for the arts.**

**Participants:** City, County, State

**Funding:** Establish entertainment user fee, portion of gaming revenues, increase of HOT

**Timing:** Should, short to mid term, ongoing

**Priority:** Arts #15

**Remarks:** This recommendation partners the private and public sectors in funding the arts. Houston has had a history of strong private sector support for the arts. Given the economic downturn, that support has dwindled and must be counterbalanced by public support: a public/private partnership seems to be a likely possibility.

**Action 2D: Encourage the development of cultural facilities in private development.**

**Participants:** Private developer initiative supported by City and County legislation for tax or other incentives

**Funding:** Funded through tax or other incentives

**Timing:** Should, mid-term, 2 years

**Priority:** Arts #16

**Remarks:** The private sector as well as the public sector should be encouraged in the development of cultural facilities. The Rouse

Company has developed cultural facilities as an enhancement and public attraction to its malls. In Los Angeles legislation exists that directs private developers to set aside funds for public art or cultural facilities as a “quality of life” issue to make the arts accessible to all communities.

**Goal 3:**

*Encourage cultural diversity by sharing multi-ethnic artistic expressions of Houston.*

**Action 3A: Investigate feasibility of developing ethnically specific cultural centers.**

**Participants:** Ethnic groups, Planning and Development, County, community associations

**Funding:** Private funds, bond funds, CDBG

**Timing:** Should, short term, 6 months

**Priority:** Arts #7

**Remarks:** This recommendation is reiterated in *ArtWorks*. Facilities at present, range from inadequate to nonexistent. Lack of a home in which to gather rehearse or prepare, let alone use to attract an audience and symbolize an organization’s identity, is a substantial problem. The need for affordable facilities accessible to audiences is exacerbated by Houston’s geographic expanse and the relative

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separation of multicultural populations, both from each other and from mainstream arts activities. A top priority in a public opinion survey of Houston/Harris County residents was more arts activities in the neighborhood. Over 60% of Houston residents are culturally diverse and there is a great need for space among the 89 ethnic arts groups in the area. As a result, there is a great need for ethnically specific cultural centers to service diverse communities. Given the high costs of developing and maintaining facilities, it will be cost effective to commission a feasibility study for each initiative.

**Action 3B. Continue to promote tourism by supporting arts festivals through the provision of City services and promotional efforts.**

**Participants:** City

**Funding:** In kind through City

**Timing:** Must, immediate, ongoing

**Priority:** Arts #17

**Remarks:** Houston is a City of great cultural diversity and a great number of festivals celebrating that diversity. The Houston International Festival draws millions of people from within the City, state and beyond. Most festivals require City services such as Police and Solid Waste. The City could lend its support to local festivals by assisting with promotional efforts and by supplying those services and necessary permits as in-kind support.

**Action 3C: Encourage training of arts reporters to appreciate multi-cultural art forms.**

**Participants:** Publishers, editors, station managers for all electronic and print media.

**Funding:** Funding from newspapers and electronic media

**Timing:** Must, immediate, ongoing

**Priority:** Arts #19

**Remarks:** The review of ethnic art forms more often than not require special knowledge of the art form by the reporter assigned to cover it. Given that Houston is currently over 60% multi-ethnic, it is appropriate and makes good business sense for reporters to be trained to be culturally sensitive to the variety of art forms prevalent in this community and for that sensitivity to be demonstrated in their writing.

**Action 3D: City events should always include an arts component (visual, performing). City publicity should promote the arts.**

**Participant:** City

**Funding:** Mayor's initiative fund, in kind through City

**When:** Should, short term, ongoing

**Priority:** Arts #20

**Remarks:** Given approximately 500 arts organizations and 10,000 artists of all disciplines in the area and the opportunity they provide for enhancing public events, the City

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could establish a policy that recommends usage of paid artistic personnel at City events. In many cases the City will gain favorable publicity and provide gainful employment for its arts community.

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## ***Goal 4:***

*Develop the arts as key component in urban problem solving.*

### **Action 4A: Address urban problems by using arts in programs to teach crime deterrence and mediation in at-risk communities.**

Use such sources as Job Training Partnership Act (JTPA) funds, Community Development Block Grant (CDBG) and Crime Bill funds to fund arts programs for at-risk communities. Use the arts in crime deterrent programs for young people. Use theater and role playing to teach young people mediation techniques.

**Participants:** City and County, State, Federal government, youth groups and programs, theater groups, Texas Accountants and Lawyers for the Arts

**Funding:** JTPA, Crime Bill funds, CDBG

**Timing:** Must, immediate, ongoing

**Priority:** Arts #5

**Remarks:** The arts have a proven track record in urban problem solving, proven both locally and in other cities. The Harris County Juvenile Detention Center has won national acclaim for its program using

artists to work with at risk kids in methods of self expression. There is a mural project in the East End using gang members to beautify the area as part of an economic development program. Professional writers currently go into local schools to develop literacy through the development of poetry, creative writing, and even rap --methods that are relevant and meaningful to kids and that make education fun. The arts often reach people in ways and that other programs cannot. The City and County should work with CACH to tap into funds for such programs that may not be directly available to arts organizations.

### **Action 4B: Expand arts exposure for communities of persons with disabilities and underserved people in non-traditional settings.**

For example: public housing, hospitals, orphanages, other institutions.

**Participants:** Arts groups working with City and County and social service programs

**Funding:** JTPA, Crime Bill funds, CDBG

**Timing:** Should, immediate, ongoing

**Priority:** Arts #9

**Remarks:** One of the top priorities in the public opinion survey on the arts conducted by the Houston/Harris County Arts Task Force was to make the arts more accessible in nontraditional settings and underserved areas. CACH has

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developed a number of grant programs that accomplish this task, although resources are limited. Also in the works is the development of a public art program that will serve to commission public works of art and/or place artists on design teams. The need is great. The resources are limited. In order to continue to serve and expand these services, new funds must be made available.

In response to input from the “Forum for Persons With Disabilities,” the focus group added “persons with disabilities” to this action item. A focus group attendee, a person with a disability, strongly recommended that when arts facilities are designed the handicapped community should be consulted for their specific input as to the design. She stated that many facilities have been designed poorly.

**Action 4C: Provide court system with list of arts groups as community service recipients.**

**Participants:** CACH, municipal court system

**Funding:** No funding necessary

**Timing:** Should, immediate, ongoing

**Priority:** Arts #23

**Remarks:** Many arts groups desperately need volunteers. In many cases arts groups often need all types of construction aid in addition to office help.

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## **Goal 5:**

*Make art an integral element in the educational process.*

**Action 5A: Funding for the arts in schools should increase and not be replaced by other priorities. Expand revenue sources to fund arts education programs.**

**Participants:** Schools, school districts, parents and teachers

**Funding:** State and school district funds

**Timing:** Must, short term, ongoing

**Priority:** Arts #6

**Remarks:** At a time when all of America searches desperately for ways to make the schools work better, we have learned that dance, literature, music theater and the visual arts involve students more deeply in school life and give them critical thinking and creative skills they will use for the rest of their lives, no matter what occupation they pursue. Houston's High School for the Performing and Visual Arts (HSPVA) is a shining example of the value of arts in education. Drawing its students from diverse economic and ethnic backgrounds, this school boasts a graduation rate of 99% and sends 85%-90% to college. Although its students are not accepted on the basis of grades, HSPVA frequently has the highest SAT scores among both public and private high schools.

**Action 5B: Create a long-range plan for arts education that involves all stake holders.**

For example: teachers, school administrators, parents, artists and arts education service providers.

**Participants:** School districts, schools, CACH, PTOs, arts education groups

**Funding:** School districts, CACH, TCA, NEA, foundations

**Timing:** Should, mid term, 18 months-2 years

**Priority:** Arts #11

**Remarks:** An entire chapter in *ArtWorks* is devoted to the arts in education. The lack of adequate arts education in local public schools hinders both our arts institutions, which need an appreciative public to thrive, and our children who need the enrichment of arts experiences. While there are a number of arts education programs that provide services to the schools, there are no consistent methods or district wide policies for the arts in education. Additionally arts activities are provided sporadically throughout school districts, often leaving out schools that are either economically underserved or unaware of community arts resources. There often exists duplication of effort. Unfortunately, many Houston-area schools do not offer full staff in the arts. A long-range plan for arts education involving all the relevant stakeholders could make cohesive these disparate variables and effect

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major positive change within the school system that would ultimately benefit our children.

**Action 5C: Have at least three certified fine arts teachers in every school, teaching dance, music, theater and visual arts.**

**Participants:** Requires state legislation, school districts, school

**Funding:** Policy

**Timing:** Must, short-mid term, 2 years for legislation

**Priority:** Arts #12

**Remarks:** This recommendation is supported by the Arts Education Committee of the Houston/Harris County Arts Task Force. In many schools the arts are not being taught by certified arts professionals. Often the arts are taught by the homeroom teacher who may have no background in the subject matter. It is only appropriate that the arts be taught by certified professionals.

**Action 5D: Require ALL students to have at LEAST 2 fine arts credits for graduation from high school.**

**Participants:** Requires state legislation, school districts, schools

**Funding:** Policy

**Timing:** Must, short-mid term, 2 years for legislation

**Priority:** Arts #13

**Remarks:** This recommendation is supported by the Arts Education

Committee of the Houston/Harris County Arts Task Force. Teachers and arts education specialists feel that in order for a student to be minimally exposed to the arts, at LEAST two fine arts credits for graduation should be required.

**Action 5E: Use the arts as a medium to enhance the teaching of non-arts curriculum, K-12.**

**Participants:** School districts and schools

**Funding:** School district funds

**Timing:** Should, short-mid term, ongoing

**Priority:** Arts #14

**Remarks:** A number of programs have been developed that use the arts as a medium to enhance the teaching of non-arts curriculum. One successful model has been developed by the Education Department at the Museum of Fine Arts, Houston. The program uses poster reproductions of a variety of art works in the museum collection. A curriculum, using these reproductions, has been designed to teach a number of subjects including science, math, and humanities. While not in HISD, the program has been successfully in place for a few years in a number of school districts.

**Action 5F: Create a guide to arts education resources and distribute to all City schools.**

**Participants:** CACH, Harris County Department of Education

**Funding:** HOT, TCA, school funding

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**Timing:** Should, short term, 18 months

**Priority:** Arts #18

**Remarks:** One of the problems identified by the Houston/Harris County Arts Task Force in its survey of schools is the lack of information within schools about arts resources in the community. A guide to such resources would be a relevant first step in providing information to schools about immediate programs available to them.

**Action 5G: Expand programs that allow students to develop as artists and prepare for careers in the arts.**

**Participants:** School districts, using HSPVA as model

**Funding:** State funding for curriculum and new schools

**Timing:** Should, mid term, 2 years to establish then ongoing

**Priority:** Arts #21

**Remarks:** HSPVA has been such a success in preparing young artists and arts administrators in addition to preparing students in general for college, that the focus group felt this model should be duplicated in other school districts. It is also feasible, given the competitive demand for entry at HSPVA, to establish another one in HISD.

**Action 5H: Teach art and architectural history in the schools.**

**Participants:** School districts, schools

**Funding:** School district funds

**Timing:** Should, short term, ongoing

**Priority:** Arts #25

**Remarks:** The learning of art and architectural history in school will make for a well rounded, well educated student.

## *Urban Design*

Local governing groups have shown themselves to be a potent force in upgrading the image and economical viability of several districts in Houston and throughout Texas. This is an arena full of opportunity for all Houstonians, yet these groups need to be encouraged, managed, and overseen in a fair, coherent, and enthusiastic manner.

The City should formulate a *modus operandi* by which area groups can become local governing bodies. While this is already a grass root's movement in many regards, the procedure could be formalized and simplified.

As to the City's and other governmental entities' responsibility for urban design as a whole, several aspects need to be addressed. One crucial element is to bring architecture and the arts to the public works sector from actually including public art (such as statuary, murals, and performances) in government-financed improvement projects of all types, to adopting an ordinance requiring all commercial projects (public and private) to spend a legislated percentage of their gross

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construction budget on artistic and environmental enhancements.

If every development project which is designed and built in the future spends a small but significant portion of its construction budget on improved architecture, the placement and programming of public art, pocket parks and meeting places, and upgraded landscaping and natural preserves our city would be much more beautiful and livable in a short time. With a domino effect, older commercial and residential projects would be motivated to compete by upgrading their own facilities. The multiplier effect would serve the common good.

The focus group applauds both the public sector (for its creation of programs like the Neighborhood Partnership team which works with the Washington Avenue Coalition as a demonstration project) and the private sector (for its leadership and energy as manifested in the imaginative Uptown Houston revitalization and the exciting *Vision for Downtown* which was published last summer). These large initiatives by public improvement districts in the Galleria area and Downtown reflect but the tip of the public's desire for a more beautiful and wonderful City, composed of many interesting, safe, and unique areas.

We ask that momentum be allowed to continue and that the governments nudge this movement along in the many ways they can.

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## **Goal 6:**

*Create and develop a better urban environment and an uncommonly beautiful City.*

### **Action 6A: Create and develop a comprehensive plan for urban design, public spaces, historic preservation and public art.**

Inventory all re-development and urban design efforts, inventory City-owned public art (including artist-designed infrastructure), establish policies for renovation, maintenance, and development of public art. Consider a form of zoning as a tool to accomplish this goal.

**Participants:** The lead is the City Planning & Development Department, with important input from the County, AIA, APA, CACH, the Municipal Arts Commission, area management associations, and other civic organizations.

**Funding:** P&D budget, AIA Foundation, other grants

**Timing:** This must be accomplished, beginning immediately, with a plan to be presented to the City Planning Commission for approval within 18 months.

**Priority:** Urban Design #1

**Remarks:** This is the fundamental process which will enable all of the stakeholders to know what aesthetic and environmental attributes the City has and what is missing. Additionally, the policies herein formulated will allow for the enhancement of the existing attributes, their maintenance,

and the creation of new amenities. A portion of the focus group felt that a form of zoning should be discussed within the context of comprehensive planning, though this was not unanimous, nor should that discussion deter the instigation of the comprehensive urban design, public space, and public art plan called for herein.

### **Action 6B: The City should create a process and a vehicle for mandatory architectural review of all public and private development.**

City Planning Commission reviews, refines and upholds architectural "guidelines" to ensure that public art, historic preservation and environmental enhancement play a key role in all public and private buildings, PIDs and TIFs. Primary focus of "guidelines" is enhancement of public and private facilities in quality, function, form and aesthetics. These should allow for "neighborhood specific" variances from development ordinances.

**Participants:** City Planning Commission approves the guidelines written by the City Planning & Development Department with significant input and help from the American Institute of Architects (AIA), American Planning Association (APA), and other industry professional associations.

**Funding:** Existing and new City funds

**Timing:** This should be started immediately and, with the proper assistance of the professionals, should be completed and manifested within a two year time frame.

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**Priority:** Urban Design #2

**Remarks:** It is believed that the professional associations would voluntarily assist the City Planning & Development Department and Planning Commission in creating these guidelines.

**Action 6C: The City should adopt a procedure to clarify and simplify the creation of Public Improvement Districts (PIDs) and Tax Increment Financing zones (TIFs).**

**Participants:** City Council, area associations

**Funding:** Policy

**Timing:** This should be started immediately and, with the proper assistance of the professionals, should be completed and manifested within a two year time frame.

**Priority:** Urban Design #3

**Remarks:** It is believed that the area associations would voluntarily assist in creating these guidelines.

**Action 6D: Create an uncommonly beautiful City through public art by involving artists in urban design and building project.**

Including (but not limited to): public works projects, such as freeways and major thoroughfares, sewage treatment plants, electrical transformers and power lines, bayous and drainage ditches.

**Participants:** Artists, architects, landscape architects, engineers, planners, City, County, Metro,

CACH, area management associations, other civic organizations.

**Funding:** A portion of funds used for capital improvements must be spent on the visual enhancement of those projects, utilizing local architectural and artistic styles and talents when feasible.

**Timing:** This is an ongoing, permanent effort which must be started immediately. The process of creating an uncommonly beautiful built environment must be spearheaded by the public sector, utilizing the best architectural and artistic talents locally available.

**Priority:** Urban Design #4

**Remarks:** One need only look at the concrete pathways bisecting areas of our City to realize the visual and urban planning damage which pragmatic infrastructure constructed with no regard to aesthetics can create. Innumerable examples exist and continue to be built in both the private and the public sector, but it is essential for the public sector to take the lead. Specific examples of improvements would be landscaping the freeways, putting murals on the façades of treatment plants and bridges, using the bayou flood plains for temporary and permanent art installations, and continual tree planting in medians and along roads and streets. Many specific examples of these types of improvements exist, and this element needs to be considered in all future projects.

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**Action 6E: Legislate and utilize a percentage of City and County capital improvement funds for public art and environmental enhancement.**

**Participants:** City Council and County Commissioners should approve the relevant ordinances to legislate a percentage for art and environmental enhancement.

**Funding:** Bonds and other funds for capital development will be used.

**Timing:** It is recognized that this will be a mid-term project, in that the political will must be shaped to make this appealing, but this, again, is a must priority. At most, a term of 2-5 years to accomplish.

**Priority:** Urban Design #5

**Remarks:** The local governing bodies must take the lead in demonstrating the will to create an uncommonly beautiful City, and the private development community will then fall in step behind.

**Action 6F: By ordinance, require a percentage of private commercial development project budgets be spent for public art and environmental enhancements including historical preservation.**

**Participants:** City Planning Commission to make proposal, City Council to approve it. City Planning & Development and Legal departments to enforce ordinance and, most important, the private

development community to embrace it.

**Funding:** The private sector will fund this percentage on a project-by-project basis.

**Timing:** Similar to the previous action step, this will be a mid-term project, because the political will for its adoption must be built up. Hopefully, this can be accomplished within a 1-2 year time frame, but it may prove to take longer.

**Priority:** Urban Design #7

**Remarks:** While resistance to this approach can be expected initially, if public projects take the lead in creating aesthetic improvements as a stated part of their budgets, private development will have less resistance in following suit. The economic advantages to the private development projects which do provide an aesthetic upgrade, even surpassing the required budgetary percentage, should become obvious over time and resistance will lessen. The “herd” theory can then be put to positive advantage in creating a more beautiful and livable City.

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**Goal 7:**

*Enhance use of public space and accent uniqueness of neighborhoods.*

**Action 7A: Provide the opportunity for neighborhoods to develop unique public spaces, e.g., expand SPARK park**

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**program, enhance pedestrian environment, etc.**

**Participants:** City, County, school districts, neighborhood associations, area management associations

**Funding:** Public and private funds

**Timing:** This is an initiative which must be started immediately and become an ongoing effort. While local control in the form of public improvement districts and tax reinvestment zones proves one means to accomplish these ends, even neighborhood associations and groups of concerned citizens can take up this effort. The Sparks Park program provides the enhanced utilization of school property for parks, and is model program which needs to be expanded exponentially, perhaps through the Parks and Recreation Department becoming more pro-active. Other issues such as infrastructure improvements, land acquisition, and security could rightfully become examples of public/private cooperation.

**Priority:** Urban Design #6

**Remarks:** There is considerable interest among various neighborhood groups in creating and maintaining interesting public places, and numerous areas are contemplating applying for PID or TIF status. One recommendation would be to have the City create a more organized process for the formation of these local governance bodies.

**Action 7B: Continue funding for neighborhood action planning, urban design, and historic preservation as a method of urban problem solving, as exemplified by the Washington Avenue Coalition.**

**Participants:** Neighborhood groups, City Council, Planning Commission, Planning and Development Department

**Funding:** This program is part of the Planning and Development budget.

**Timing:** Like most of the initiatives in this section, this needs to be an ongoing effort for the long term, while starting in the near term. City Council has begun this program by approving funding for the Neighborhood Partnership, and this needs to be continued.

**Priority:** Urban Design #8

**Remarks:** The initial study in this program, for the Washington Avenue area in conjunction with the Washington Avenue Coalition of neighborhood and business groups, is a prototype of what can be provided to these groups. It includes information relative to the status of utility, sidewalk, and roadway infrastructure on a block-by-block, street-by-street basis, demographic and crime statistics on a neighborhood-by-neighborhood or census tract basis, and useful maps. Future segments of the plan will provide urban planning recommendations and the means to accomplish these initiatives.

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**Action 7C: Organize a forum for area association leaders to communicate.**

**Participants:** Planning and Development Department, area associations

**Funding:** Planning and Development Department budget

**Timing:** This should begin immediately to become an ongoing forum.

**Priority:** Urban Design #9

**Remarks:** This initiative is a relatively low-cost means of improving communications within the community. These groups share many of the same problems and opportunities, so that sharing the experiences among them should provide an inexpensive means of improving individual areas.

## ***Historic Resources***

Historic preservation has traditionally been successful as an economic and revitalization strategy in thousands of cities and communities throughout the country. It is widely recognized that preservation can enhance inner-city neighborhood development and serve as a magnet for tourism. Houston, however, has yet to capitalize on the potential historic preservation offers. Cities such as Dallas, Galveston and San Antonio have strong public policies and participate in galvanizing the private sector's participation. These cities have reaped the rewards of increased job opportunities, an enhanced tax base and

a reduction in crime in repopulated neighborhoods.

There is an urgent need for the City of Houston to adopt public policy and programs that demonstrate support for historic preservation. Such public support will encourage private-sector investment in historic neighborhoods and commercial areas. Although Houston has a number of historic districts and landmarks listed in the National Register of Historic Places and/or as Recorded Texas Historic Landmarks, these designations do not supply any measure of protection. Protection must come at the local level. A Historic Preservation Ordinance that is not voluntary in compliance is needed to give investors in historic resources some predictability. Parallel to this the City should pass several ordinances and programs that provide economic incentives for restoration and rehabilitation.

Most cities have an historic preservation office with qualified staff which is able to assist the local historic archaeological and historical commission (or its named equivalent) in administering an historic preservation ordinance and in creating and maintaining an inventory of historic resources, i.e., sites, buildings and districts. We recommend that such an entity be created for Houston. Building codes, the Dangerous Buildings Program and other City programs also need to be examined to determine how they can be more sensitive to historic preservation. With an effective historic preservation program, the economic payback to Houston will be multiplied many times over.

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## **Goal 8:**

*Develop both public and private policies, programs, and funding to protect historic resources.*

### **Action 8A: Pass the Historic Preservation Ordinance with protective language that is not voluntary in compliance.**

**Participants:** City Council, tap HAHC and GHPA for support, Mayor

**Funding:** Tax abatement, general fund

**Timing:** Must, pass now

**Priority:** Historic Resources #1

**Remarks:** A non-voluntary Historic Preservation Ordinance is essential and basic to establishing a preservation program for Houston. Over 2,000 other municipalities have such ordinances and have benefited from them. Without such an ordinance we will continue to see demolition and a reticence to invest because of the lack of protection for historic areas and the unstable market conditions this creates.

### **Action 8B: Hire a qualified Historic Preservation Officer and support staff.**

**Participants:** City Council, Planning and Development Department

**Funding:** City Council, general fund

**Timing:** Must, now, on-going

**Priority:** Historic Resources #2

**Remarks:** A qualified staff is need to help administer a historic preservation program for Houston. Duties would include assisting the volunteer Houston Archaeological and Historical Commission, administering a preservation ordinance, maintaining an inventory of historic sites buildings and districts, and coordinating historic preservation issues between City departments. Most cities have such staff usually within the Planning Department.

### **Action 8C: Continue to identify and document historic resources by conducting comprehensive survey/inventory of Houston's historical sites, buildings and districts. Maintain computerized database and update listing regularly.**

The regularly updated computerized database will be able to delineate some measure of success in identifying, saving, and restoring Houston's historic resources. The listing can be put into three categories: very significant, significant, moderately significant. Currently, we only have the Recorded Texas Historic Landmarks and National Register listings.

**Participants:** City, Planning and Development Department, Preservation Officer, HAHC

**Funding:** THC matching grants, City, non-profits, GHPA, CDBG, neighborhoods, foundations

**Timing:** Must, now, 1 year., ongoing

**Priority:** Historic Resources #3

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**Remarks:** An inventory of historic resources is essential to understanding what Houston has. A computerized database could be created with the input of neighborhood groups and others to ascertain the volume and importance of historic buildings, sites and districts in Houston. This database could be used to educate the public on historic resources in the form of a publication and to assist the HAHC in recommending historic designations.

**Action 8D: Provide public funds to structurally repair City declared dangerous historic structures. Amend Building Codes to include provisions for historic structures.**

**Participants:** City, HAHC write letter, need advisory panel

**Funding:** CDBG, general fund

**Timing:** Must, now, 3 months

**Priority:** Historic Resources #5

**Remarks:** The Dangerous Buildings Program allows for repairs and demolition. Funding for this program (from a late 1980's bond issue) is ONLY available for demolition and not for repairs. This needs to be corrected so that the only alternative for a historic building that has been declared by the City as dangerous is not just demolition. Building codes also need to be amended to be sensitive to historic structures while at the same time maintaining appropriate life/safety standards.

**Action 8E: Coordinate all resources for historic preservation.**

Including: AIA, history buffs, libraries, Texas Room, cemetery historians, churches, bayou societies, Texas Historical Commission (THC), Rice Design Alliance, Greater Houston Preservation Alliance (GHPA), ethnic groups, Clayton Library, Nick Barnett, Mr. Bailey (photos), archivists, Louis Marchiava, Houston Heights Assoc., historical areas, HAHC.

**Participants:** Focus group, P&D staff, HAHC, GHPA, City, schools, universities, libraries, community based organizations

**Funding:** Not applicable

**Timing:** Should, soon, on-going

**Priority:** Historic Resources #7

**Remarks:** Houston has a number of historic and community organizations interested in furthering the goals of historic preservation. These resources could be pooled together through the HAHC to increase communication, tap on each other's resources and be more effective.

**Action 8F: Establish local mechanism to disseminate information about national designation.**

**Participants:** HAHC, GHPA, City Council, Mayor

**Funding:** City, County

**Timing:** Should, now, on-going

**Priority:** Historic Resources #12

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## ***Goal 9:***

*Encourage both public and private sector participation and initiatives in historic preservation.*

### **Action 9A: Secure funds, develop economic incentive programs and establish financial resources for historic preservation.**

Secure funds to help owners preserve historic structures. Develop economic incentive program to ensure private sector participation in historic preservation. Establish financial resources for historic preservation.

**Participants:** Mayor, City Council, City and County Community Development Depts., school boards, lending institutions

**Funding:** CDBG, general fund, bond fund, HOT tax, tax abatement, CRA obligations, loans, foundations, National Trust, loan guarantees, revolving loan fund

**Timing:** Must, now, on-going

**Priority:** Historic Resources #4

**Remarks:** In partnership with an Historic Preservation Ordinance should be a well defined economic incentive program that will leverage private sector participation. Models from other cities such as Denver and others should be examined. Possible programs could include revolving loan funds, direct matching grants, loan guarantee programs that would leverage the participation of financial institutions and tax freezes or

abatements. Sources could include CDBG funds, foundations, corporations, the National Trust for Historic Preservation, etc.

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## ***Goal 10:***

*Strengthen the economy of the area through historic preservation.*

### **Action 10A: Promote Houston's unique historic districts and landmarks and capitalize on historic tourism resources by creating specific tourism destinations.**

Including: Rice University, Kirby mansions, Museum of Fine Arts, Bayou Bend, traditional historical sites, ethnic historical sites. Create specific tourism destinations: link Market Square, Theatrical District, Allen's Landing, etc. Tie into outdoor amphitheater at Wortham Center, Buffalo and White Oak hike and bike areas, Sam Houston Park.

**Participants:** GHCVB, travel and lifestyle oriented publications

**Funding:** Publication advertising, Greater Houston Partnership (GHP), publication advertising

**Timing:** Should, ASAP, on-going

**Priority:** Historic Resources #6

**Remarks:** The tourism and convention industry is one of the biggest in Texas. Historic sites are one of the top three destination reasons visitors go to certain areas according to the State. Historic areas such as Market Square, Courtlandt Place, the Houston Heights and

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others could be used more effectively as draws for tourism.

**Action 10B: Obtain technical assistance from the National Trust and make available to community based organizations.**

**Participants:** HAHC member (Ellen) former National Trust staff, Houston Life Magazine, THC

**Funding:** Publication advertising

**Timing:** Must, ASAP, on-going

**Priority:** Historic Resources #11

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**Goal 11:**

*Foster public awareness, use, and appreciation of local historic resources.*

**Action 11A. Educate people on history of this area and the full spectrum of historic resources by using various methods.**

Educate people on Texas history here in Harris County: San Jacinto, Harrisburg, Houston. Educate on full spectrum of historic resources (from high style to the vernacular). Create a Heritage/Historical Education Program for school children. Make references to the different ethnic groups.

**Participants:** Schools, utilize colleges and universities, all ages, GHPA, Houston Genealogical Societies (speakers, anthropology), counties, libraries, Houston Live Stock Show and Rodeo Association.

**Funding:** Foundations, corporations, educational entities

**Timing:** Could, later, on-going

**Priority:** Historic Resources #8

**Remarks:** An ongoing educational program coordinated by HAHC, GHPA and others will create a greater awareness of Houston's heritage and its physical reminders of its past. A Heritage Education Program for elementary school age children has already been developed and is being piloted by the GHPA.

**Action 11B: Design City historical marker. Suggest competition for design and quality construction of bronze.**

**Participants:** HAHC

**Funding:** P&D budget, general fund

**Timing:** Must, now, 6 months

**Priority:** Historic Resources #9

**Action 11C: Make public aware of and encourage developers to adhere to state law and acknowledge archaeological sites when they find them.**

**Participants:** GHPA, HAHC, archaeological societies METROCOM, City, counties

**Funding:** City and County

**Timing:** Must, now, on-going

**Priority:** Historic Resources #10

**Action 11D: Look at other cities, bring in out-of-town speakers that are motivating and inspiring.**

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Some exemplary cities are: Denver, Seattle,  
San Antonio, Galveston, Baltimore, Ft. Worth,  
Washington DC.

**Participants:** Houston Forum,  
HAHC, RDA, GHPA

**Funding:** Houston Forum Club

**Timing:** Could, later, on-going

**Priority:** Historic Resources #13



## Section 3: Appendices

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