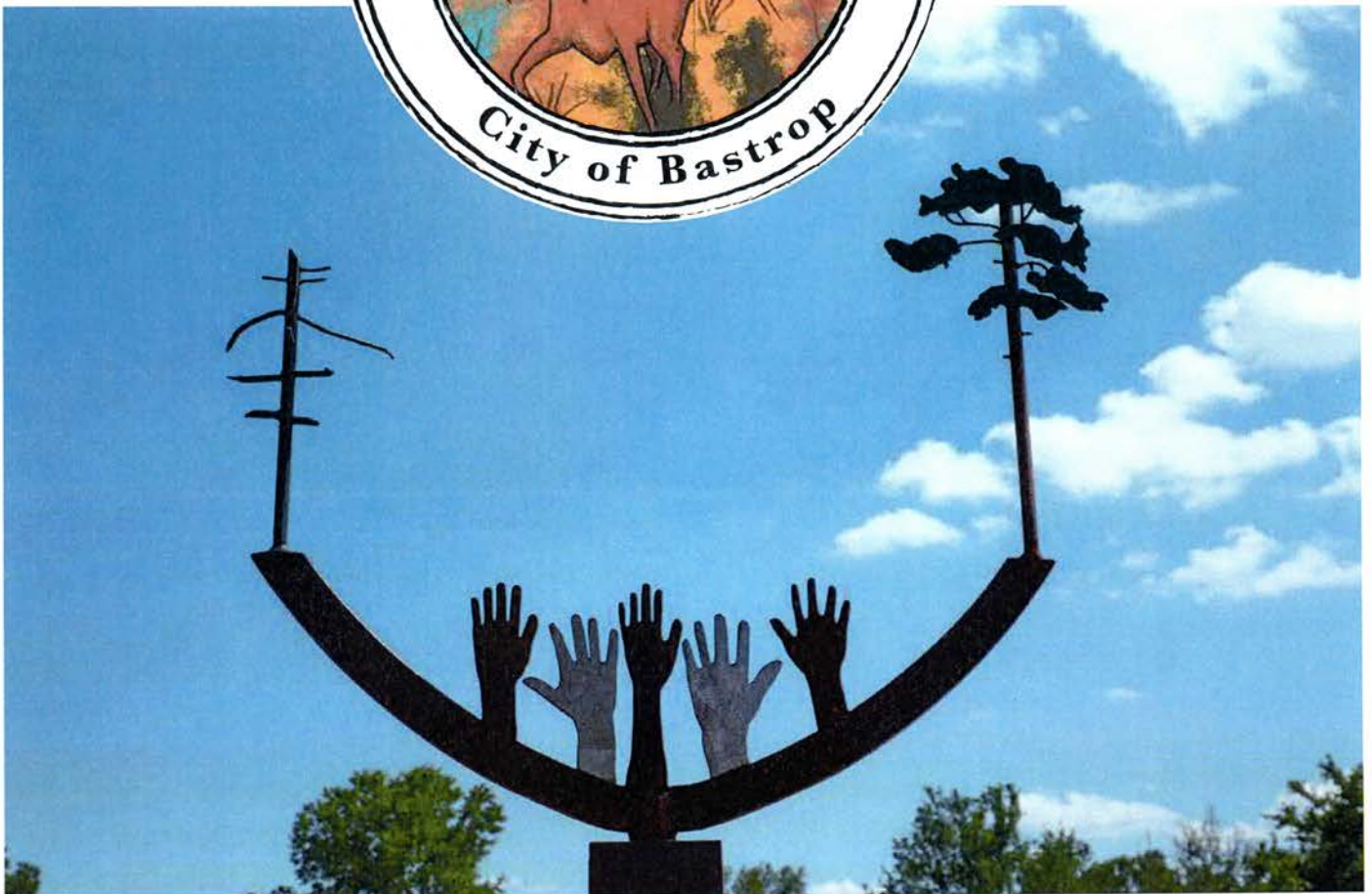
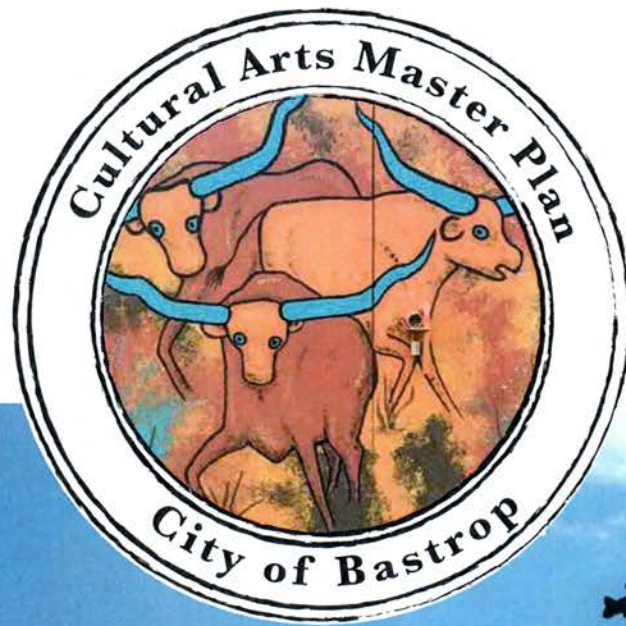


City of Bastrop  
**CULTURAL ARTS MASTER PLAN**

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September 2019



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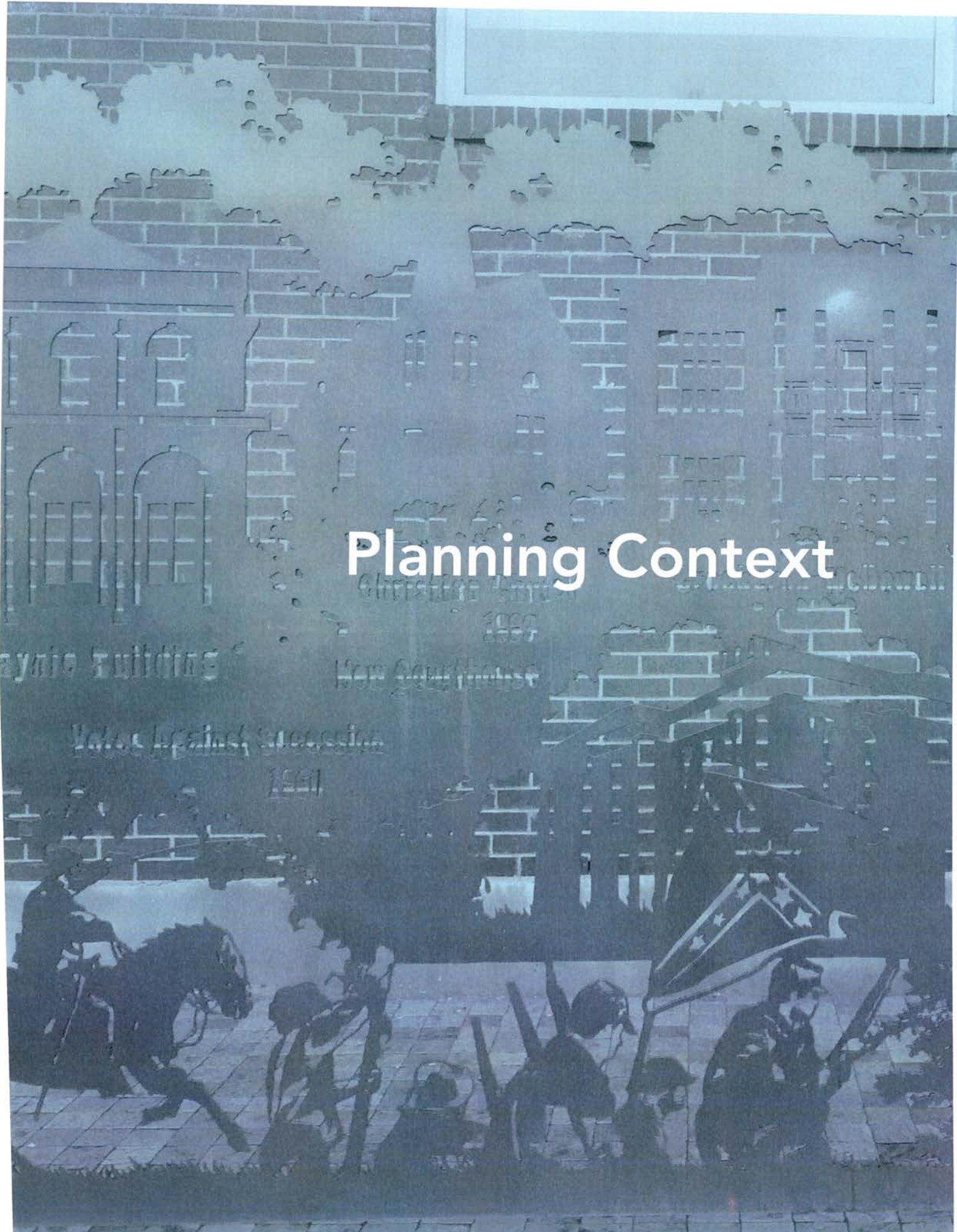
Percent for Art: Ordinance Example

Consultant Profile





# Planning Context



# Why a Focus on Arts & Culture?

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The City of Bastrop has a story to tell about its Arts and Culture sector - it is a story of **resiliency, community, and creative production.**

From its early frontier history of families along the Colorado River, to the establishment of Mexican-American communities to help grow the lignite mining-industry, to the Civilian Conservation Corps production of pine-wood furniture, Bastrop's story has always woven together culture, place, and the natural environment.

Today this story of resiliency, community, and creative production is one you see in efforts to grow the Lost Pines Arts Center after the devastating fires in 2011 and 2015, in the long-standing community-based efforts to grow the Bastrop Opera House, and in deep-rooted creative entrepreneurs like Clint Howard and the Deep in the Heart Art Foundry.

Bastrop's story lays the foundation for the City's Cultural Arts Master Plan. With this foundation, the planning process began with a clear sense of both the local and national reasons for developing the plan.

**Local.** Locally, the City of Bastrop recognized the need to create a long-term strategy for visual and performing arts within the City in its Comprehensive Plan, which was adopted November 2016. This goal pulled from an in-depth

understanding that the vibrant and authentic nature of the Bastrop community is a vital resource that needs to be tended to like other essential city functions.

Within this larger goal is the City's central objective to position itself as a regional tourism destination. With its ever-increasing list of attractions, events, and exhibition spaces, along with its investments in Visit Bastrop, the City is developing a 'critical mass' of tourism assets designed to solidify its community brand.

**National.** Parallel to these growing local needs, the national conversation about arts and culture has grown dramatically over the past decade. Arts and culture have always been an essential part of what it means to be human. Through image, stories, dance and other forms of expression, we become inspired, delighted and connected to each other as a community. Until recently the arts were viewed as enhancements or special extras within our daily lives. However, that understanding is now shifting on multiple fronts. Scientific research has shown the arts stimulate a child's brain development; we see new and increased funding for cross-sector partnerships to develop vibrant urban areas; and there has been a fundamental shift in business toward creativity and innovation. As a result, we see arts and culture taking a critical role in guiding how we develop as cities, communities and individuals.

Today, within the United States, we know that<sup>1</sup>:

**Arts unify communities.** 67 percent of Americans believe “the arts unify our communities regardless of age, race and ethnicity.”

**Arts improve academic performance.** The arts contribute to lower dropout rates.

**Arts strengthen the economy.** In the United States today, the arts and culture sector is a \$730 billion industry representing 4.2 percent of the nation’s GDP - a larger share of the economy than transportation, tourism and agriculture.

**Arts are good for local businesses.** Attendees at nonprofit arts events spend \$24.60 per person, per event, beyond the cost of admission on items such as meals, parking and babysitters.

**Arts drive tourism.** Arts travelers stay longer and spend more to seek out authentic cultural experiences.

**Arts spark creativity and innovation.** Creativity is among the top five applied skills sought by business leaders - with 72 percent saying creativity is of high importance when hiring.

**Arts improve healthcare.** Nearly one-half of the nation’s healthcare institutions provide arts programming for patients, families and even staff. More than two-thirds believe these programs provide healing benefits to patients - shorter hospital stays, better pain management and less medication.

**Arts foster healing in the military.** The arts are part of the military continuum—promoting readiness during pre-deployment as well as aiding in the successful reintegration and adjustment of veterans and military families into community life.

During conversations with local stakeholders, many said this is the time for arts and culture in the City of Bastrop. Given the opportunities, needs and political will, aligning arts and culture-based strategies with other community priorities just makes sense.

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<sup>1</sup>Ten Reasons to Support the Arts. Randy Cohen, 2017. The Americans for the Arts, <https://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/naappd/ten-reasons-to-support-the-arts-2017>





Yarn bomb at Fisherman's Park

### Defining Terms and Concepts

Planning for the arts and cultural sector of our cities can be tricky, because the field is shifting dramatically, and even the terms themselves have many meanings. For that reason, we have used a broad understanding of these terms during the formulation of the Cultural Arts Master Plan.

Traditionally, the arts have conjured images of companies and institutions – the ballet, the opera, the symphony, theaters, art galleries and museums. Today, the arts mean much more. With greater access to both new and traditional media, inspired entrepreneurship and venture capital, downtown revitalization and the fusion of culture and cuisine, the arts can be more immediate. They are as likely to be in the form of crafts, community art, digital media or food as in painting, film, sculpture, dance, theater and music.

***This plan takes a broad view of arts and culture and recognizes that the diversity of media and modes of expression is a strength of the arts sector and deserving of support.***

Like the term art, culture refers to the way in which a group of people express their ideas, values and hopes. At its core culture embodies all the activities that we do as a community and help to form our knowledge of and attachment to the places in which we live. Captured in architecture, histories and the shared events that bring people together, a community's culture is its unique stamp upon the world. Art and culture are how we express ourselves as individuals and how we engage each other as a community.

*[For a list of specific terms see the Appendix.]*

# Reading the Plan

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## Cultural Arts Master Plan Goals

Bastrop has arts and culture written into its DNA, and the City takes great pride in knowing the quality of local talent greatly out-scales its size.

***The goal of the Cultural Arts Master Plan is to harness the ideas and energy of local-residents and combine them with national best practices.***

The result is a vision for the City of Bastrop that can support the development of authentic environments and vibrant experiences for everyone. It is also a roadmap that can help the City grow and develop the City's vision in partnership with local artists and arts and culture organizations and strategically align resources, goals and actions among the City, community partners, and the creative community.

Planning for arts and culture is a bit different than planning for other municipal departments. While this plan pulls from multiple disciplines, from the arts and business administration, to marketing and education, it arrives at a different type of plan. This plan is not so much about physical things, like roads, parks or utility lines, as it is about people, and how we experience culture in our community.

With that in mind, this plan presents many aspects that are essential in arts and culture planning. You will find:

- What arts and culture looks like in the nation and how it applies to the community.
- The many stages of input and feedback from the community that led to crafting this plan.
- Outcomes prompted by listening to the community, leading to the following:

- Four strategies organized into specific goals and actions which are necessary to realize the vision of the plan. (creative economy, cultural inclusion, creative placemaking, place competitiveness)
- Based on community feedback, there are ten items that rose to the top; each incorporates a variety of tactics representing input from numerous sectors such as business, education and nonprofit.
- Finally, we outline an implementation strategy with recommendations for resources that will be required to bring this vision to life.

As you read the Cultural Arts Master Plan, you will learn about the many ideas brought forward by the residents on how the current state of arts and culture could grow to its fullest potential. We invite the reader to find your own place in this effort to build the larger system that will benefit all.





# Building On Strengths





Old Iron Bridge over the Colorado River

# Building on Strengths

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The story of the Arts and Culture in Bastrop is surprisingly robust for a city its size. Recognized by the Texas Commission on the Arts as a Cultural Arts District in 2012, it is a community that can proudly boast that it houses three major cultural organizations (Bastrop Museum and Visitors Center, Bastrop Opera House, and the Lost Pines Arts Center), a Convention and Exhibit Center, and Visit Bastrop, its destination marketing organization.

Economically, the City of Bastrop also shows a strong foundation of creative industry employment in areas such as art galleries, design, and film production. A significant number of Bastrop residents work in creative industries, at a rate equal to or higher than in the State of Texas as a whole [see the Appendix for a more detailed economic analysis.]

When we lay out these different elements, we see that Bastrop has the pieces it needs to put itself on the map.

## **A city of regional cultural tourism**

Like, other areas in Texas, the City of Bastrop draws visitors from around the state and beyond to experience the history and contemporary culture, arts, and special character of the City. From observing a night-pour at the Art Foundry, to exploring the heritage architecture of downtown, to partaking in art classes at the Lost Pines Art Center's new facilities, visitors and residents know that Bastrop's story of resiliency, community, and creative production is alive in the community today.

## **A city for new families and creative entrepreneurs**

The City also has what it needs to put itself on the map of places that can draw in new talent and new families. Today young families and creative entrepreneurs are not looking to places like New York and Chicago, but rather to places like Oklahoma City and Salt Lake City. They want a sense of place, a sense of community, and sense of creative potential that are grounded in the authenticity and history that Bastrop offers.

# National Best Practices

## Building a Healthy Local Arts & Culture Ecosystem

Want to grow the arts sector? First you need to understand how it functions as an ecosystem. Like a natural ecology, an arts and culture ecosystem is made up of different physical, programmatic, organizational, and individual elements that all take on different roles, and support the larger system in different ways. Together they make a dynamic

system that can support a City's goals for both economic development and diverse cultural life for its residents.

The diagram below illustrates how the arts and culture ecosystem parts come together and partner within the City of Bastrop. Here we show how all the elements of culture (the blue bullets) have a relationship with the plan strategies (shown in green). The overlapping areas show how elements are inter-related among the strategies.

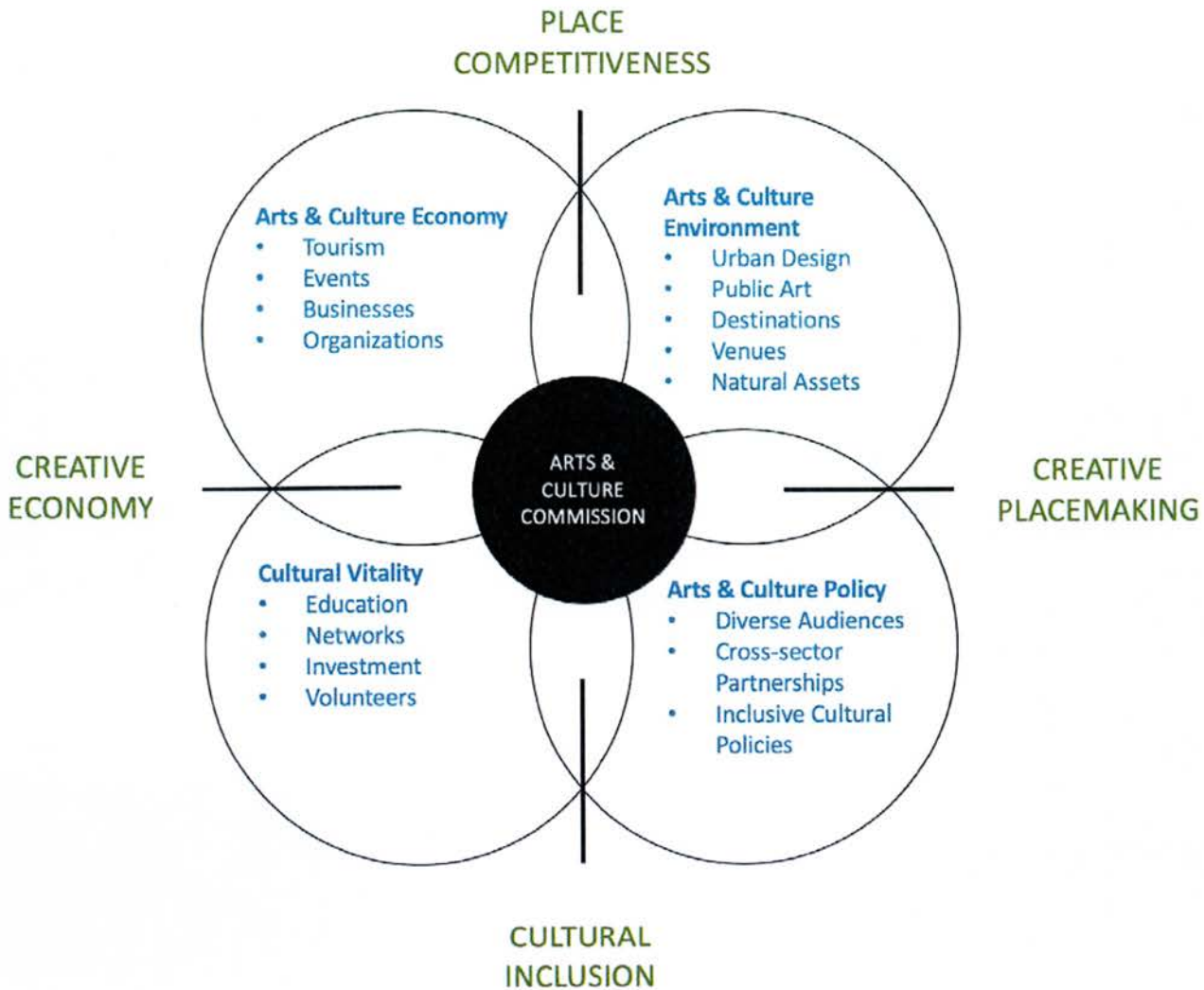


Diagram of Bastrop's Art Ecology - based on the work of the United Cities and Local Governments' Committee on Culture (2006-2019).





Transformer mural

## Key Strategies

The Key Strategies that make up Bastrop's arts ecology can be thought of as:

- Place Competitiveness
- Creative Placemaking
- Cultural Inclusion
- Creative Economy

### The Authentic Art of Place Competitiveness

The City of Bastrop is deeply aware of how closely its arts and culture ecology is related to its vision of Place Competitiveness. From Lost Pines Christmas, to the Veterans Car Show, to the Lost Pines Art League "Art After Dark", both residents and arts and culture organizations desire to bring together others in celebration of all the city has to offer. The ability to harness the power of the arts and culture to create both a unique and authentic expression of the community is one of the essential strategies for attracting both new residents and weekend visitors.

### The Expanding Field of Creative Placemaking

The City's planning efforts also take place within a national groundswell of interest in the ways in which arts and culture can advance diverse community strategies. For instance, since 2010, the National Endowment for the Arts, ArtPlace (a consortium of 12 philanthropic foundations and six major financial institutions, with diverse federal agencies participating as strategic partners) and the Kresge Foundation have invested over \$80 million in creative placemaking projects across the country. Creative Placemaking is an area of city planning that connects with the arts and culture sector to develop the quality and vitality of a place.

### A Growing Understanding of Cultural Inclusion

One of the strongest developing trends in recent years within the arts and culture field has been the growing understanding of how important the issues of diversity and access are to the healthy functioning of an arts and culture ecology. If an arts ecology serves as both a foundation of economic

development strategies and a vital component of the self-expression of a community, then all members must both have access to the larger system and feel that they are in some way a part of it. Whether that comes through creative hobbies, the ability to take a theater class, or partaking in a holiday festival, all residents should feel a part of the large system of expression that makes up the City.

### The Benefits of the Creative Economy

The success of new arts-based economic development approaches has prompted cities to reassess the role and value of arts and culture within their communities and to examine the types of skills, connections and capacities needed to harness the potential of their arts and culture assets. Even smaller towns and cities are engaging the arts and culture community in economic development initiatives to achieve the following:

- Support for the development of downtown assets and cultural renewal.
- Increase in business attraction and expansion of the tax base.
- Increase in the attractiveness of the area to knowledge-based and creative-sector employees.
- Increase cultural tourism and its resulting revenue stream.

These national trends tie in closely with Bastrop's goals to position itself regionally and strengthen the City's economy by developing its sales tax revenue while growing its property tax base.

## Key Civic Structures

For the City of Bastrop, what unites the different parts of the arts and culture ecology are the civic forms of local governance. Within the Plan it is recommended that the City of Bastrop set up an Arts and Culture Commission with an Arts in Public Places panel that would continue its work to commission public art and report to the Arts and Culture Commission. Together these bodies will be able to strongly coordinate a local collective vision and strategize on the allocation of resources.

### Essential New Roles

Given the changing landscape of arts and culture across the United States, many cities are also looking closely at the question of what role their local arts-oversight organizations and governing bodies need to serve. Traditionally, cities have served as Providers of events and artworks. Today these functions are expanding to the roles of Connector, Leader and Partner in order to meet the new capacities that the arts bring to community development efforts. We define these terms as follows:

- **Provider:** to ensure that the City's role of providing arts and culture funding to the community remains strong.
- **Partner:** to form cross-sector collaborations that can increase the impact of arts and culture.
- **Leader:** to advocate for arts and culture with innovative ideas and stimulating conversations with partners throughout the city and region.
- **Connector:** to bring together diverse entities to pursue mutual goals.



Historic Downtown Bastrop

# Bastrop's Cultural Landscape

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## **Cultural Foundations: Art, History, and the Environment**

The City of Bastrop is fortunate to have at its core three equally strong dimensions of its identity: art, history, and the environment. Each of these three core dimensions can help support a dynamic understanding of what the City of Bastrop is about, where it has come from in history, and how it can chart its future. Always intertwined, it is important to recognize how a broad understanding of arts and culture can bring together these interrelated parts of the City, and create spaces and events that contribute to a fuller and more authentic sense of place and create a comprehensive set of asset-based growth strategies.





"Think with Square" by Jen Forman



Bastrop historical district



Bastrop State Park

### The Art of the City

For a small city, Bastrop has an immense wealth of arts and culture institutions and offerings. Designated by the Texas Commission on the Arts as a Cultural Arts District in 2012, it also created the Bastrop Art in Public Places (BAIPP) board which has been instrumental in creating a strong display of public art in the downtown area. Home to Deep in the Heart Art Foundry, the Lost Pines Art Center, the Bastrop Opera House, Bastrop has already developed the organizations and institutions that are essential to building a vital arts economy. In addition to these specific places, the City also plays host to several events, such as the Patriotic Festival, Homecoming & Rodeo, Trick or Treat Trail, Veteran's Day Car Show, Juneteenth Celebration, and Lost Pines Christmas including a lighted parade, river of lights and holiday homes tour. 2018 also marked the first year of the Bastrop Music Festival.

### The History of the Area

The City takes pride in its cultural heritage, and is among the oldest towns in Texas. Originally the area served as a meeting ground for the Tonkawa and other Southwestern Indians. It also provided a vital Colorado River crossing on the Old San Antonio Road, a major part of the El Camino Real de los Tejas. The area was settled in 1804 and the City was officially established on June 8, 1832. Bastrop founder Stephen F. Austin named the City for his longtime friend and co-worker, the Baron de Bastrop. Today a rich harvest of classic Texas folklore and well-preserved architecture and artifacts provide both visitors and residents a glimpse into Bastrop's past. With the Bastrop County Historical Society Museum and Visitor Center in the heart of downtown, the City not only has a unique history, but also has the capacity to engage visitors and residents directly in that history.

### The Natural Environment of the Region

Bastrop's setting in the Central Texas' Lost Pines region includes extensive Colorado River frontage and abundant recreational opportunities. The Colorado River runs through Bastrop and is used for kayaking, canoeing, and fishing. The El Camino Real Paddling Trail is about six miles long and runs from Fisherman's Park to a take-out point near Tahitian Village. Other nearby attractions include three golf courses, two state parks, a nature preserve, Lake Bastrop, and the world-renowned Hyatt Regency Lost Pines Resort, which draws many tourists from all over the world. As regional growth continues over the next few years, the City's ability to maintain and highlight its natural resources along with its arts and culture offerings will become an essential part of its equation as a regional destination both for visitors, as well as new businesses and residents.



**Bastrop’s Arts and Culture DNA**

The world of arts and culture are changing and developing rapidly across the nation. No longer can cities assume that individual arts and culture organizations will function as separate civic entities with programs that merely “add to” a city’s offerings. Rather, arts and culture are now becoming part of cities’ core areas of economic and infrastructure development. Today arts and culture are beginning to be understood as an essential dimension of city life that need to be at the table when making critical decisions about how a city will grow and develop.

At the core of this new role for the arts and culture sector is the ability to offer both high quality aesthetic experiences, as well as the simultaneous ability to meet and support larger city goals for community development, economic development, entrepreneurship, public health and civic engagement. The City of Bastrop is fortunate to have at its core, examples of how the local arts community has been functioning in this way for many years.



Lost Pines Arts Center

### *Coming from the Heart*

One of the essential characteristics of the arts and culture sector that can easily be seen is the fact that those involved - from volunteers to founding directors - have a great desire for the arts to deeply serve the community. From the Honor Choir, where students learn about how they can lend their artistic talents to serve those in need, to the ever-developing series of music, theater, and arts classes that reach out to underserved communities, an ethic of support for others can be found at the heart of many arts and culture offerings.

### *World Class Talent*

Another key characteristic that defines Bastrop's arts and culture community is its deep well of talent. From award winning musicians, to nationally recognized sculpture, the small City of Bastrop packs a big punch and provides broad offerings that far out-scale its size and location in rural Texas.

### *History & Entrepreneurship*

Another key characteristic of the City of Bastrop's arts and culture sector is its deeply embedded sense of entrepreneurship. Being the location of a regionally acclaimed theater, robust historical foundation, growing arts center, and numerous festivals, events, and businesses, the City has from its beginning brought an entrepreneurial fervor to the development of its identity and venues for expression.

### *For the Community, By the Community*

Volunteerism is a final critical dimension of Bastrop's creative community, and the glue that holds it together. The list of people that make up Bastrop's cadre of creative sector volunteers is too extensive to list, but their efforts are everywhere one looks. From the coordination of the Bastrop Arts in Public Places program, to the Veterans Car Show, to the Lost Pines Lighted Christmas Parade, there are both long-standing and newly arrived individuals who typify the tenacity and spirit of people who give their time to ensure that the Bastrop community is strong and vital.







# Planning Process





Art postcard by a student at Cedar Creek Elementary

## Engaging the Community

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In the spring of 2018, the City of Bastrop began working with the Cultural Arts Master Plan Task Force, which was composed of residents, artists, arts and culture organizations, and other key stakeholders, on developing a plan to deepen and expand an arts and culture environment. These efforts built upon vision and policies for arts and culture established by the Comprehensive Plan and nurtured by a long-standing understanding about the role that arts and culture play in establishing an authentic and vital community.

The planning process was divided into three phases: Discover, Envision and Develop. Through public outreach in the Discover and Envision phases, the City gathered input from the community about specific ideas and priorities for arts and culture. These recommendations and ideas emerged as the framework of the draft Cultural Arts Master Plan. Additional ideas and inspiration were taken from national best practice models.

The public engagement component of the project employed numerous outreach methods:

- Key Stakeholder Interviews
- Public Open Houses
- In-person and Online Survey
- Community Pop-Up Meetings
- Focus Group Discussions
- Community Gatherings with Elementary School Families
- Targeted Workshops with Key Stakeholders

Each individual engagement component played a specific part in the development of the Cultural Arts Master Plan. The initial stakeholder interviews and survey helped to create the overall strategy framework, while the community gatherings provided a chance to update the larger public on the planning process and test ideas that were emerging from those stakeholder discussions. Further in-person meetings and Task Force discussions helped to deepen the team's understanding of how the larger public viewed each of the ideas and what specific ideas they might like to see develop as part of the plan.

## Engagement Events

### Surveys/Questionnaires

To help us understand Bastrop residents' desires for the local creative community, a community survey was made available during the summer of 2018.

Major takeaways from the survey include:

- Residents recognize the large number of arts and culture assets within the City including the Colorado River, the sense of history, and the small town feel.
- There are general concerns about the accessibility of the arts (in terms of cost or the (mostly) downtown location). Additionally there were concerns about how to find information for events and shows.
- A number of respondents spoke hopefully about opportunities to develop additional family oriented activities as well as classes for both youth and adults.
- One of the greatest concerns was about the need to travel to Austin to access the types of arts and culture events that people were looking for.

### Pop-Up Events

In the fall of 2018, pop-up events were held at the following locations:

- ArtWalk Outreach
- Art After Dark
- Movies in in the Park
- The Schulman Theatres
- YMCA Kerr Center

At the events, project staff were available to answer questions about the planning process and deliver paper-based surveys which were later compiled with the digital survey results.

### Workshops #1

*September 26, 2018*

The first workshop focused on the topic of Creative Placemaking and convened key stakeholders in the business sector, non-profit sector, and arts and culture communities in Bastrop to explore what other similar cities with similar challenges are doing in the field of arts-based community development. In attendance at the meeting was Julie Burros, Principal Cultural Planner at Metris Arts Consulting who helped participants brainstorm potential ideas for cross-sector projects and discussed the role that the City should take in those projects. The list of invitees included members of the Chamber of Commerce, various business owners, members of the Opera House, the director of the Bastrop Museum and Visitors Center, and other individuals that could facilitate cross-sector conversations. Invitees also included staff from the Parks department to discuss planning ideas relevant to the Colorado River, environmental and health organizations, and local artists. Over fifty people attended the meeting and a number of ideas were discussed, particularly concerning the development of the pedestrian bridge as a future location for performances and arts and culture gatherings.

### Workshop #2

*November 15, 2018*

This workshop was tailored towards developing specific policy recommendations for the Cultural Arts Master Plan that could build on the themes and ideas developed to date by the community. Milwaukee-based consultant Christine Harris, who

specializes in cultural planning work across the United States, was on hand to lead discussions and brainstorm with participants about specific policies and programs that the City might embark upon in order to build capacity within the arts sector.

### **Community School Gatherings**

*Cedar Creek Elementary, October 18, 2018*

*Emile Elementary, November 2, 2018*

In the month of October the consultant team worked with BISD to coordinate community events at two local elementary schools. The project coordinated the creation of handmade postcards by school students that were be “sent” to their families. Each group was asked to draw an image that responds to one of the CAMP primary engagement questions:

- When I imagine art and creativity in my neighborhood I think of.....
- My favorite way to express myself is by (dancing, singing, writing....)
- If I had a magic wand I would bring more of this type of creativity to my city.....

The creation of the postcards was done in coordination with local art teachers and Natalia Rochefuerte, a teaching artist from Austin, TX. Each handmade card carried the child’s drawing on one face of the card with the other side of the card holding room for address, postage, and information about the community potluck. Over 1,500 cards were created and sent to local families!

At the school gatherings, bi-lingual planners facilitated conversations about people’s own experiences with creative expression, and their desires for their children. The overall goal was to seek input from students and their families about the planning process and what they would like to see happen within the community.

### **Open House 1 and 2**

To round out the planning process before the final drafting of recommendations began, two open houses were held in the month of November. The first was held during the day at the Lost Pines Art Center. The second was held in the evening at the Bastrop Museum and Visitors Center,

### What We Heard

The community engagement process revealed just how strongly Bastrop residents want arts and culture to be part of their daily lives. There is support for seeing the arts beyond the traditional settings of galleries and concert halls and placed along natural trails, downtown, and within different neighborhoods to provide fuller opportunity for engagement with works of expression and creativity.

These ideas and others, gathered in interviews with individual residents, creative professionals, group discussion, and community meetings painted a picture of Bastrop residents who are deeply engaged in both the traditional visual and performing arts as well as their own individual forms of creative expression which can often include a wide array of crafts and creative hobbies.

During the engagement process with arts and culture community stakeholders and city residents, there emerged a general picture of current opportunities and challenges.

#### Weaknesses

- Artists themselves are loosely affiliated in town.
- The relationship with regional hospitality industry has gone through many different phases of development and could be strengthened further in the future.
- Conversations on arts and culture have traditionally been siloed from other municipal planning conversations (such as urban design or economic development.)

- There are currently many residents that go to Austin (or other nearby areas) to access art classes and cultural opportunities.

#### Strengths

- The abundance of arts and culture assets within the City, such as the Old Iron Bridge, combined with its small town feel.
- The presence of many natural assets, in particular the Colorado River and the riverfront.
- A strong history of cultural festivals and events within the City - ranging from Veterans Weekend and Lost Pines Christmas to the now annual Bastrop Music Festival - from which to build further opportunities for distinguishing Bastrop as a cultural arts destination.
- City government supportive of arts and culture sector development.

#### Threats

- Historically, the arts community within the City of Bastrop has seen many periods of both coming together and splitting apart which creates an impression of having a fractured coalition of arts sector actors.
- There is a strong understanding that economic changes within the region are creating a fast rate of change within the City and that the arts sector has not yet responded with both policies and programs that can keep pace with the rate of growth.

### **Opportunities**

- Harnessing arts and culture to activate a sense of creativity throughout the City.
- Using visual, performing, and other arts genres to help define a sense of place for the City.
- Coordinating local organizations in order to create on-going experiences within the City for visitors and residents alike.
- Work with local organizations (such as the Bastrop Opera House) to expand facilities available for arts education for youth and adults today and in the future in ever evolving relationships.
- There is a growing Hispanic/Latino part of the community that needs to be brought more fully into the larger policy conversations about arts and culture.
- Similarly, there is a strong and historic African American community in the City that also has a great deal to offer to future policy discussions.
- The BIAPP Board takes on many responsibilities but there is the opportunity to further differentiate their tasks and define their roles.

*[For a full list of community responses see the Appendix]*

# VISION AND VALUES

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Bastrop's Song on the River at Night mural in Fisherman's Park

## Vision for Arts & Culture in Bastrop

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The vision for arts and culture in Bastrop is built on what we heard from parents, performers, artisans, and advocates. Each pointed to a community defined by resiliency, community, and creative production – and all in a way that reflects the authentic sense of place in Bastrop.

***Bastrop's art and culture  
– historic, artistic, and natural assets  
generating a dynamic and diverse creative economy,  
harnessing local talent and the strength of its environment,  
creating a vital, authentic sense of place.***

This master plan vision is built directly from the City's existing vision:

*"The Vision of the City of Bastrop is to be a welcoming community with a compassion for our diversity, a tapestry of people, arts, and structures; preserving our history and character while embracing progress around our unique environment."*

The City of Bastrop's vision for arts and culture recognizes residents' desire to support and grow an arts and culture community that is wholly different from its neighbors in Elgin, Smithville, and Austin. It is a vision that builds on the City's variety and strength of its arts and culture assets and recognizes that its economy, sense of place, and authentic character are all deeply intertwined.



# Vision for Arts and Culture in Bastrop

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BAIPP Art Awards 2018

## Values

This vision is also supported by the core values articulated by residents who feel that the City, at its core, is community focused, inclusive, authentic, and entrepreneurial. These central values provide groundwork for the priorities and action items within the Cultural Arts Master Plan and establish guideposts for implementing the Plan recommendations over the next ten years.

- **Community Focused.** Building on a history of civic engagement and volunteerism in and around arts and culture, the City will work to enhance its reputation for vibrant, creative community expression and gathering.
- **Inclusive.** As a historic community known for its authentic qualities of place, the City will work towards access and inclusion to arts and culture for all Bastrop residents.
- **Authentic.** Known for its unique history that can be seen and understood within the very fabric of the City, Bastrop's arts and cultural communities will contribute to the creation of vital neighborhoods, a vibrant downtown area, and an authentic sense of place for residents and visitors alike.
- **Entrepreneurial.** Within its own proud heritage of Texas entrepreneurship, the City will help the arts and culture sector participate in developing new pathways for business, government, education and philanthropic sectors.







The background is a dark, textured surface, possibly a wall or a piece of fabric, with a grid-like pattern. In the center, there is a white rectangular area that appears to be a map or a blueprint. A ruler is placed horizontally across the map, and a small black square is visible on the map's surface. The text "Building A Roadmap" is written in white, bold, sans-serif font across the center of the white area.

# Building A Roadmap





Bastrop Opera House performance

## Building a Roadmap

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In building a roadmap that leads to the City's core vision for its arts and culture sector, the master plan recognizes four primary strategies that weave together the City's arts and culture assets:

- Place Competitiveness
- Creative Placemaking
- Creative Economy
- Cultural Inclusion

Central to its overall strategy, the master plan proposes new governance structure that includes:

- A new Arts and Culture Commission
- The continuation of the Bastrop Art in Public Places Panel as an advisory panel to the Arts and Culture Commission.

The recommendations contained in the plan build from local ideas and inspiration which are then combined with national best practices. Recognizing the dynamic nature of the arts and culture sector, as the City moves forward with implementation, it will be not only be important to periodically review opportunities and priorities, but also to spend the energy and resources needed to create educational and capacity building opportunities. Much like environmental planning, planning for arts and culture is as much about building the soil as it is about planting the seeds.

# Strategy One

## PLACE COMPETITIVENESS

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# Strategy 1: Place Competitiveness

## Where Tourism Meets the Built Environment

During the planning process, we often heard from residents about their desire to let Bastrop's authenticity lead the way in stewarding a sense of place. As was often quoted:

*"On this is certain: If you do it for the local, the visitor will come; if you do it for the visitor, you will lose the local and, eventually, the visitor because it is the local who gives a place character."*

- (Robert Brandes Gratz – CityLab, "The Jane Jacobs Century")

Guiding the growth of a city requires the ability to build from what is authentic, and to develop the city's own broad range of unique arts and culture assets so that the community can continually retell its own story and engage in the creation of the place they call home. The City of Bastrop knows that residents (and visitors) increasingly desire to connect with the authentic nature of place through different types of arts and culture experiences. Supporting the arts and culture as part of residents' everyday lives - both in the physical environment

and the ways in which they experience it - will help to foster local identity and grow a deeper sense of place that resonates for everyone.

### Indicators of a Healthy System

- **Relying on Fundamentals:** Nature, History, and Art are considered foundational elements when creating programs, events, venues and artworks.
- **Dynamic Environments:** Arts and culture support local businesses and enhance the experiences of residents and visitors by creating visually and programmatically dynamic environments.
- **Connected Experiences:** Destinations are understood to be a set of connected experiences that are animated by arts- and culture-infused programming.
- **Arts-supported Urban Design:** Urban design goals harness the power of the arts to create a vital physical realm for residents and visitors.



Bastrop Museum and Visitor's Center Coal Mine Exhibit

# Strategy 1: Place Competitiveness

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## Where Tourism Meets the Built Environment

### Strategic Goals

- **Place Competitiveness Goal - Creating Dynamic Environments:** Continue the work of Visit Bastrop to build on the City of Bastrop's strong tradition of arts and culture events and festivals to create year-round offerings for residents and visitors alike.
- **Place Competitiveness Goal - Fostering Cultural Space Development:** Ensure that non-traditional, temporary, and pop-up performance spaces are available for arts entrepreneurs and performers in order to meet the needs to current artistic practices and the expectations of contemporary visitors.
- **Place Competitiveness Goal - Ensuring Arts-supported Urban Design:** Create an alignment between public art, park development, code development, and public works to enhance the physical realm.

### Strategic Partners

- Art Institute of Austin
- Bastrop Art in Public Places
- Bastrop Arts and Culture Commission
- Bastrop Chamber of Commerce
- Bastrop County Office of Art & Cultural Tourism
- City of Bastrop departments
- Lost Pines Arts Center
- New Republic Studios
- Main Street Program
- Visit Bastrop
- Community Based Partners
  - local arts organizations and arts retailers
  - local film professionals
  - local congregational leaders
  - local event producers
  - local music and event professionals

# Strategy 1: Place Competitiveness

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## Where Tourism Meets the Built Environment

### Place Competitiveness Goal 1

**Creating Dynamic Environments: Continue the work of Visit Bastrop to build on the City of Bastrop's strong tradition of arts and culture events and festivals to create year-round offerings for residents and visitors alike.**

- **Place Competitiveness Action 1.01:** Explore the potential for a signature annual festival during the Spring based on the history and natural assets of the City of Bastrop and building from the same networks as the Lost Pines Christmas Festival.
  - **New Hampshire Ave:** This is a Place To..., Takoma Park, MD (<https://www.arts.gov/exploring-our-town/new-hampshire-ave-place-to>). Focused on building a sense of place through storytelling and multiple forms of art, this local area celebration harnessed the power of artmaking and performance to transform spaces. Although the space itself would not be parallel to Bastrop's Main Street or Colorado River location, the multidisciplinary, and place-based storytelling can serve as inspiration for how a Bastrop-specific festival could be structured.
- **Place Competitiveness Action 1.02:** Support the establishment of regular seasonal, family-friendly market festivals for the Downtown area that incorporate culinary and entertainment offerings, and bring together the primary cultural organizations in town.
  - **Farmers Market, Easton, PA** (<https://eastonfarmersmarket.com/>) Easton, PA's farmers market has been operating since 1752 – the oldest continuously operating farmers market in the United States. The market “themes” each weekend with highlighted ingredients and a rotating entertainment schedule. Easton's Main Street Initiative strategically plans and promotes the market as an opportunity for local healthy food and cultural offerings.
- **Place Competitiveness Action 1.03:** Encourage temporary artworks to enliven the public realm and that have the potential to be included in the planning of community celebrations and special events.
  - **Seattle (Shunpike) Store Fronts** (<https://storefrontsseattle.com/>) Seattle's Pioneer Square hosts a “store-front program” that activates vacant storefront space with rotating temporary installations from local artists, funded by a consortium of public and private donors.
- **Place Competitiveness Action 1.04:** Support city-wide recognition of October as Arts and Humanities Month.



# Strategy 1: Place Competitiveness

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## Where Tourism Meets the Built Environment

- Arts and Humanities Month (<https://www.americansforthearts.org/events/national-arts-and-humanities-month>): Since 1993, American for the Arts has managed and promoted a national Arts and Humanities Month celebration. Arts and Humanities month is an opportunity for cities and towns to celebrate their local creativity. AFTA helps interested cities develop events and activities ranging from open houses to forums to fundraising events. Their website features a toolkit of event ideas and how-to's.
- **Place Competitiveness Action 1.05:** Continue work with Visit Bastrop to create a city-wide event listing with current art offerings around Bastrop that will serve as a resource to local arts organizations, and support more awareness of their events, resources and services.
  - Arts KC Go, Kansas City, MO (<https://artskc.org/artskcgo/>) The “Arts KC Go” website allows artists and cultural organizations to connect with audiences by creating publically accessible profiles and event listings.
  - Only in Ogden, Ogden, UT (<http://onlyinogden.com/calendars/community-calendars/ogden-city-arts.html>) Only in Ogden” is a city managed comprehensive event calendar of all the cultural activities happening in the city and region.
  - Easthampton City Arts, Easthampton, MA (<https://www.easthamptoncityarts.com/events/>) In addition to sponsoring public art and youth art events, the city organization Easthampton City Arts promotes a calendar of art event and activity listings.

## Place Competitiveness Goal 2

**Fostering Cultural Space Development: Ensure that non-traditional, temporary, and pop-up performance spaces are available for arts entrepreneurs and performers in order to meet the needs of current artistic practices and the expectations of contemporary visitors.**

**Place Competitiveness Action 1.06:** Continue streamlining city regulations related to street festivals, performances in the parks, and street performers and designate specific performance appropriate places around the city. Create a FAQ sheet for potential performers, artists, and downtown merchants.

**Place Competitiveness Action 1.07:** Create an Arts and Culture Commission Working Group to explore the use of under-utilized spaces in the city that can be used on a temporary basis for arts and culture events for Bastrop artists and other artists from the region.

- Activating Vacant Spaces with the Kalamazoo, MI Land Bank (<https://www.artplaceamerica.org/blog/creative-strategies-activating-vacant-spaces>) The Art Council of Greater Kalamazoo and the Kalamazoo County



# Strategy 1: Place Competitiveness

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## Where Tourism Meets the Built Environment

Land Bank team up for an annual “Art Hop,” which activates local vacant spaces with events like African drum and dance, Zumba classes, and mariachi bands.

- Activating Downtown Alleys, Austin, TX ([https://austintexas.gov/sites/default/files/files/EGRSO/Activating\\_Austins\\_Downtown\\_Alleys\\_as\\_Public\\_Spaces.pdf](https://austintexas.gov/sites/default/files/files/EGRSO/Activating_Austins_Downtown_Alleys_as_Public_Spaces.pdf)) In order to address the larger issue of lack of activated public space in downtown Austin, the City of Austin Downtown Commission mounted an “alley activation project,” using art and temporary activation to envision alternative, vibrant uses for un-loved alleyway space.
- Activating the Downtown, Springfield, MA (<https://businesswest.com/blog/activating-the-downtown/>) Springfield helps “downtown revitalization through the arts,” linking vacant space with arts and cultural incubators and activities to spur overall revitalization and redevelopment in the downtown area.

**Place Competitiveness Action 1.08** Ensure Bastrop’s Food Truck Pilot Project ties in with efforts to identify and assess downtown, as well as “non-traditional”, spaces for creative performances.

**Place Competitiveness Action 1.09:** Work with downtown business and local volunteer legal counsel to create a uniform “temporary lease” for short-term (for example six-weeks) rentals of unoccupied spaces in the downtown area.

- Project Storefronts, New Haven, CT (<https://www.arts.gov/exploring-our-town/project-storefronts>) New Haven, CT identified two problems: too many empty storefronts in its central business district, and artists who struggled to find reliable space. It bridged these two issues through the Project Storefront program, which manages short-term leases for local artists and makers in vacant, rentable spaces.

**Place Competitiveness Action 1.10:** Work with the local faith-based community to expand use of available congregational spaces for cultural activity.

- Arts in Sacred Places, Austin, TX (<http://www.austintexas.gov/page/arts-sacred-places>) Austin’s Art in Sacred Spaces pilot program finds common ground between faith communities who seek to develop community relationships and have underutilized space, and arts organizations with compatible values who need spaces to work and perform.
- Partners for Sacred Places (<https://sacredplaces.org/>) The national non-profit initiative Partners for Sacred Places works with faith organizations and arts organizations to develop overlapping relationships that amplify civic contributions and assets of both communities.

# Strategy 1: Place Competitiveness

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## Where Tourism Meets the Built Environment

### Place Competitiveness Goal 3

**Ensuring Arts-supported Urban Design: Create an alignment between public art, park development, code development, and public works to enhance the physical realm.**

- **Place Competitiveness Action 1.11:** Encourage and assist local businesses to support the creation of privately-sponsored murals within the Downtown area and new developments throughout the city. Explore the creation of a “rotating art wall” with a downtown business in collaboration with the City of Bastrop BAIPP program.
  - Oklahoma Mural Syndicate, Oklahoma City, OK (<https://newsok.com/article/5608304/needs-and-deeds-oklahoma-mural-syndicate-promotes-public-street-art-with-plaza-walls-mural-expo>) The Oklahoma City nonprofit “Oklahoma Mural Syndicate” manages and programs “Plaza Walls,” a rotating gallery of outdoor murals in the city’s Plaza District.
  - Carlsbad Arts Wall, Carlsbad, CA (<https://snyderartdesign.com/carlsbad-art-wall/>) In Carlsbad, NM, Snyder Art Design and local business Señor Grubby’s collaborate on a rotating art wall on one of the walls of the restaurant’s building, in order to celebrate the community, amplify local business, and support local artists.
- **Place Competitiveness Action 1.12:** Work with City of Bastrop departments to ensure that new designs for the bridge can incorporate the needed infrastructure for public art displays, including sufficient load capacity for sculpture installation, electricity for light displays, and projection capacity under the bridge,
  - Arts-Integrated Bridge Repairs, Lansing, MI (<https://statenews.com/article/2017/11/infrastructure-as-art>) On the MSU campus in Lansing, a required bridge repair was strategized as an opportunity for art and community building. The university held a contest for local artists to submit artistic designs for railings to be integrated into the repairs.

## Place Competitiveness

### Implementation Tactic: Create Signature Festivals

Signature festival programs celebrate the culture of the local community, and draw in tourism and outside visitors.

#### Case Study: Farm/Art DTour

Reedsburg, WI

- Festival breaks down boundaries between craft and contemporary art
- Celebrates local creativity, culture, and assets
- Educates participants about local food systems
- Drives outside tourism
- Developed as an additional program of pre-existing Fermentation Festival

Partnerships: Project leads Donna Neuwirth and Jay Salinas, the Annual Fermentation Festival, the Chamber of Commerce, county extension agents, County staff, artists, curators, local farmers and businesses

Farm/Art DTour, a ten-day festival, is a self-guided driving tour through scenic working farm land of Sauk County, Wisconsin punctuated with temporary art installations, educational signs, artist-built mobile farm stands, creative participation by landowners, pasture performances and roadside poetry. The Farm/Art DTour was as part of the Annual

Fermentation Fest – A Live Culture Convergence that included a wide variety of classes, workshops, demonstrations, dinners, and performances – highlighting live culture in all its forms. The 50 mile DTour route had twenty-seven stops, representing agreements with many landowners. For the Farm/Art DTour contemporary art happenings and events (for instance, an opera performance) were hosted on rural farms right next to craft stands selling the work and produce of local farmers, dissolving barriers between rural and urban, and contemporary- and craft-art. The festival celebrated the creativity of the Reedsburg community, and magnetized tourism to the area from as far away as Madison and Chicago. The festival taught both locals and visitors alike about food systems.

Opportunities for Bastrop: Develop festivals that celebrate Bastrop's intrinsic artistic heritage and strong craft culture. Explore ways to dissolve boundaries between craft art and fine art, and celebrate both. Use festivals to drive tourism and draw people from surrounding communities into Bastrop by developing and amplifying what makes Bastrop authentic.



Farm/Art DTour installation



# Place Competitiveness

## Implementation Tactic: Foster Temporary Venues

Short-term, temporary activation of space creates low-risk opportunities for creative businesses and artists, as well as landlords and property owners.

### **Case Study:** Project Storefronts

#### *New Haven, CT*

- Program links creative businesses in need of space with vacant buildings and spaces for temporary leases
- City department coordinates the program and relationships
- Activates and revitalizes neighborhoods
- Gives creative businesses low-risk opportunity to test out viability and strategy
- A temporary occupation and activation of spaces entices future renters, a win for landlords

**Partners:** City of New Haven Department of Arts, Culture and Tourism, landlords/property owners, local creative businesses and artists

New Haven, CT is blessed with plenty of artists, however artists have struggled to find suitable spaces to host their creative businesses and activities. Meanwhile, the city's underutilized 9th Square neighborhood suffered from too many empty storefronts. The City wanted to encourage vitality and commercial attractiveness in the district and saw an opportunity to link artists with these vacant spaces. However, even though artists needed space, many couldn't necessarily support permanent leases. With "Project Storefronts," the City's Department of Arts Culture and Tourism filled empty retail

space with temporary "galleries, studios, and arts-related offices," which produced "creative low-budget ways for entrepreneurs to test business plans in real conditions" while simultaneously activating the neighborhood. The department acted as coordinator and organizer between cultural businesses and property owners, and helped work through legal issues. "Project Storefronts" provided opportunities for local creative businesses and artists to temporarily lease properties that were sitting vacant. The leases were short term and low risk, which allowed these businesses to test out their missions and strategies. For landlords, it brought in temporary revenue (with reduced-rate leases), while also increasing the use of the spaces and area and enticing future tenants.

**Opportunities for Bastrop:** Pursue a program that links creative businesses and artists with unoccupied downtown space for temporary leases. This will provide opportunities for these artists and businesses, provide some income for landlords with empty buildings, and foster vibrancy in the downtown area.



Project Storefronts, New Haven, CT

# Strategy Two

## CREATIVE PLACEMAKING

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# Strategy 2: Creative Placemaking

## When Arts and Culture Serves Broad Community Needs

Many trends have defined urban planning over the years. Several decades ago the idea of Sustainability (and now Resiliency) helped us to understand that our city systems are deeply complex and interconnected. More recently, New Urbanism helped us identify the importance of the physical realm to our sense of place and belonging. Today, Creative Placemaking is turning our attention to the need to bring arts and culture into the creation of a vital physical realm and a larger sense of identity.

As part of this trend, expectations about art - where we see it, and what we experience - have changed. Whether this means more artwork along city trails, new murals in unexpected locations, or local neighborhood events, Bastrop residents would like to expand upon traditional experiences of seeing art inside galleries and performance spaces, to seeing art in new and surprising ways all around them. They want to see arts and culture as infused within the very fabric of the city itself.

At the core of this understanding is the knowledge that arts and culture not only bring beauty and delight, but they also bring the power to address the city's most pressing needs. Today we see the growing trend of cities helping to establish the cross-sector partnerships needed to harness the power of the arts to directly address local issues and create authentic and vital responses. From issues such as downtown development, to community health, to environmental stewardship, to housing - the power to engage our most pressing issues with empathy, story, and imagination are essential to finding new and creative solutions to entrenched problems.

### Indicators of a Healthy System

- **Cross-Sector Partnerships:** Cross-sector partnerships are encouraged as a means of bringing in new types of arts, and new cultural experiences. Local organizations bring cross-sector partnerships that leverage City funding to address community needs. (Example: Lost Pines Arts Center work with local health initiatives.)
- **Physical Realm:** The physical realm is perceived as vibrant, connected and inviting for all members of the community.
- **Community Needs:** Arts and culture are thought of as essential strategies for addressing broad community needs such as health, the natural environment, safety, and the development of the physical realm.
- **Arts at the Table:** Arts and culture are at the table when planning projects for the future of the City.



Yarn Bomb at Fisherman's Park

# Strategy 2: Creative Placemaking

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## When Arts and Culture Serves Broad Community Needs

### Strategic Goals

- **Creative Placemaking Goal - Creating Cross-sector Partnerships:** Support the exploration of creative placemaking initiatives that bring together the visual and performing arts along with the natural and recreational resources of the City.
- **Creative Placemaking Goal - Creating a Vibrant Physical Realm:** Tie-in arts-based strategies to the development of all City capital projects related to the development of the public realm.
- **Creative Placemaking Goal - Addressing Community Needs:** Support the creation of local collaborative creative partnerships focused on fostering place-based, health-oriented projects.

### Strategic Partners

- Art Institute of Austin
- Bastrop Art in Public Places
- Bastrop Arts and Culture Commission
- Bastrop Chamber of Commerce
- Bastrop County Office of Art & Cultural Tourism
- Bastrop Museum and Visitor Center
- Bastrop Economic Development Corporation
- Bastrop Opera House
- Bastrop Parks and Recreation Department
- Bastrop Public Works
- Boys and Girls Club
- Film Alley Bastrop
- Local area businesses
- Lost Pines Arts Center
- Main Street Program
- Visit Bastrop
- YMCA
- Non-profits and public service advocates
  - local disability advocates
  - local health-based organizations
  - mental health advocates
  - public health officials
  - local military community

# Strategy 2: Creative Placemaking

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## When Arts and Culture Serves Broad Community Needs

### Creative Placemaking Goal 1

**Creating Cross-sector Partnerships: Support the exploration of creative placemaking initiatives that bring together the visual and performing arts along with the natural and recreational resources of the City.**

- **Creative Placemaking Action 1.01:** Create an Arts and Cultural Commission Grants Workgroup to pursue cross-department creative placemaking initiatives to improve the built environment in partnership with the arts, and build on the goals of the Parks and Open Space Master Plan.
  - Field Guide for Creative Placemaking and Parks (<https://www.tpl.org/field-guide-creative-placemaking-and-parks#sm.0000pcb3w67vkevyhtlw3506p66c>) The Trust for Public Land and the City Parks Alliance have developed this exploration and best practices guide for supporting parks through creative placemaking.
- **Creative Placemaking Action 1.02:** Create a match-funded collaboration between local businesses and the Parks and Recreation Department to create Trail Art program that encourage wellness and enhance the experience. Prototype program at Fisherman’s Park for implementation model that can be used at other park facilities.
  - Karl Stirner Arts Trail, in Easton, PA (<https://karlstirnerartstrail.org/>) The Karl Stirner Arts Trail is a walking trail featuring public art, ranging from the works of its namesake Karl Stirner to sponsored work from local schoolchildren. The trail connects the town’s urban core with nature and supports a holistic mission of healthy, culturally activated space, and economic development.

### Creative Placemaking Goal 2

**Creating a Vibrant Physical Realm: Ensure that art and creative expression are integrated into the creation of the physical realm by tying-in arts-based strategies to the development of City capital projects related to the development of the public realm, and encouraging public-private partnerships that can leverage City funding.**

- **Creative Placemaking Action 1.03:** Explore the creation of a “Permission Wall” into the design of the future Fisherman’s Park Wheeled Skate Park to create healthy and sanctioned points of self-expression for Bastrop youth.
  - Denver Permission Wall, Denver, CO (<https://www.denverpost.com/2011/02/09/permission-walls-help-create-a-canvas-for-managing-graffiti/>) At a former lumber yard, permission walls sanction spray art in designated areas, which provides an outlet for expression for local youth, activates the area, and helps dissuade unsanctioned tagging and graffiti elsewhere.



# Strategy 2: Creative Placemaking

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## When Arts and Culture Serves Broad Community Needs

- Minneapolis Youth Spray Wall, Minneapolis, MN (<https://www.tcdailyplanet.net/not-your-typical-gang-youth-spray-painting-inner-city-minneapolis-walls/>) A local high school teams with community partners to develop an educational spray mural project for local students.
- **Creative Placemaking Action 1.04:** Integrate more art into city crosswalks in the Downtown area based on best-practices from other cities.
  - Neighborhood Creative Crosswalks, Austin, TX (<http://www.austintexas.gov/creativecrosswalks>) Austin's Transportation Department organizes a "Creative Crosswalks" program, where community members can organize and propose ideas for artistic crosswalk designs to beautify the neighborhood, enliven streets, and enhance traffic safety.
- **Creative Placemaking Action 1.05:** Explore commissioning iconic public art to use a part of a larger urban design strategies within the Downtown area and Chestnut Street corridor.
  - Denver Airport "Cloudscape", Denver, CO ([https://www.flydenver.com/about/art\\_culture/cloudscape](https://www.flydenver.com/about/art_culture/cloudscape)) Iconic, "cartoony" cloud sculptures greet visitors to Denver as they approach the city from the Denver International Airport.
- **Creative Placemaking Action 1.06:** Work with City of Bastrop departments to implement annual arts-based wayfinding banner program along Chestnut / Main Street / and leading to Interstate 171. Banners can be made annually by local artists and auctioned off at end of year to pay for the follow-year's program.
  - Arts Alive, Encinitas, CA (<http://101artistscolony.com/arts-alive-encinitas/>) An annual lamp post banner art installation supports the work of local artists, draws tourists, and creates a colorful, eye-catching display along historic Coast Highway 1.
- **Creative Placemaking Action 1.07:** Explore the creation of a visual-arts billboard campaign parallel to Austin's that showcases local talent to riders on Interstate 71.
  - Austin Art Boards, Austin, TX (<http://austinartboards.org/>) Austin Art Boards, sponsored by an outdoor advertising company, celebrates local artists by displaying their work on billboards in different high-profile areas around the city.
- **Creative Placemaking Action 1.08:** Create an Arts in Development policy to help frame conversations between the City and private developers who might be looking to include artwork (both permanent and temporary) within their own developments. Policy should address: Strategy for creating public art on private development sites, proposed contribution (typically .5-2%), definition of appropriate art, artists selection criteria, and project selection criteria.

# Strategy 2: Creative Placemaking

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## When Arts and Culture Serves Broad Community Needs

- Public Art in Private Development (<https://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/naappd/public-art-in-private-development-a-guide-for-local-arts-agencies-and-municipalities>) Americans for the Arts offers a strong set of resources for municipalites wanting to encouraging developers to include public art in private development projects.

### Creative Placemaking Goal 3

**Addressing Community Needs: Support the creation of local collaborative creative partnerships focused on fostering place-based, health-oriented projects.**

- **Creative Placemaking Action 1.09:** Explore potential partnerships between interested artists and local social service providers such as with nursing homes, assisted living homes, senior centers, and hospice facilities for paid or volunteer artist residencies. Help in the identification of grant resources to foster those residencies as part of a comprehensive City of Bastrop “Arts and Health” initiative.
  - Creating Healthy Communities (<https://arts.ufl.edu/sites/creating-healthy-communities/overview/>) The University of Florida Center for Arts in Medicine’s “Creating Healthy Communities” initiative is actively working to develop resources to expand the field at the intersection of art and public health.
- **Creative Placemaking Action 1.10:** Work with local social service providers to explore opportunities for Collaborative Partnership Programming where people with physical or other types of challenges can be supported by the arts to explore their own creativity and connect with the greater community. Help in the identification of grant resources to foster those services as part of a comprehensive City of Bastrop “Arts and Health” initiative.
  - IDEAS xLab, Louisville, KY (<http://www.ideasxlab.com>) IDEAS xLab is a non-profit organization that brings the power of the arts together with community organziations to help address issues of health and wellbeing.
- **Creative Placemaking Action 1.11:** Explore opportunities to advance artist relationships with the local military community [Camp Swift], including funding for the exploration of a specific place-based, healing-oriented project. Help in the identification of grant resources to foster those places as part of a comprehensive City of Bastrop “Arts and Health” initiative.
  - National Initiative for Arts and Health in the Military (<https://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/the-national-initiative-for-arts-health-in-the-military>) The National Initiative for Arts and Health in the Military researches, provides resources, and connections groups and organizations who use art for military health, healing, and well-being.

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# Creative Placemaking

## Implementation Tactic: Use Arts for Wayfinding

### Case Study: Arts Alive

#### Encinitas, CA

- Annual installation of one hundred original art banners along Highway 101
- Banners are sold at auction to support local arts organization and artists
- Wayfinding and placemaking activation economically supports local arts community

Every year, a six mile stretch of Highway 101 in and near Encinitas, CA is brought to life by a hundred works of original banner art by local artists, hung from lampposts. The annual Arts Alive banner project is produced by the 101 Artists' Colony, who

organizes the artists call, fabrication, and installation of the artworks. After the banners have been taken down, these original works of art are auctioned off. This is the main fundraiser and source of income for the 101 Artists' Colony. This annual installation and celebration of local arts also serves to keep the local artist community thriving and sustainable.

**Partners:** 101 Artists' Colony, Leucadia 101 (Encinitas Main Street Association)

**Opportunities for Bastrop:** Enliven sense of place and wayfinding while also providing high-visibility opportunity for local artists that provides direct financial impact for these creators.



Arts Alive banners in Encinitas, CA



# Creative Placemaking

## Implementation Tactic: Align with Community Health Initiatives

There is fertile ground and opportunity for developing projects at the intersection of the arts and community health. Look for potential partners in the community health sector.

### Case Study: StreetsAlive

*Fargo, ND and Moorhead, MN*

- Annual cultural festival creates sense of place in downtown
- Event is a public health initiative to support active transportation
- Blue Cross of Minnesota is a primary funding partner
- Partners and organizers tailor festival and marketing to values of the community
- Temporary placemaking activities also build strategic partnerships and cross-sector relationships

**Partners:** Cass-Clay Alive, Dakota Medical Foundation, City of Moorhead, City of Fargo, Blue Cross of Minnesota (funder)

The annual StreetsAlive festival in Fargo, ND and Moorhead, MN closes off portions of the adjoining downtowns to car traffic for a pedestrian- and bike-only cultural festival that celebrates the community and encourages active transportation, physical activity, and healthy food. The event is part of a public health campaign spearheaded by the organization Cass-Clay Alive (named after Clay County and Cass County) to promote health and safety in schools, child care centers, work sites, and residential communities. The organization applied for funding through Blue Cross of Minnesota, who have

earmarked funds for preventative health campaigns. StreetsAlive is about more than just a temporary festival; it's intended to "encourage holistic thinking about healthy living, from better food choices, to more physical activity, to more play," for area residents. Fargo and Moorhead are socially and politically conservative cities, so although the festival is meant to encourage active transportation like walking and biking, organizers were mindful about making sure that the event was not seen as "anti-car" to residents. Rather, the event is promoted as a pro-community and pro-health celebration. The event draws between 6,000 to 8,000 people annually. StreetsAlive activates the downtowns of Fargo and Moorhead, while also tying in shared values – and crucially, funding – from local and state health organizations.

**Opportunities for Bastrop:** Look for institutional partners in the health profession and community health sector. Pursue opportunities at the intersection of arts and cultural celebration and community health.



Streets Alive Festival

# Strategy Three

## CREATIVE ECONOMY

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# Strategy 3: Creative Economy

## When Vital Creative Businesses Connect with Rich Cultural Networks

The City of Bastrop knows that it is poised to expand its economic base through the development of its local creative sector, and to go beyond traditional notions of an arts economy that is secondary to, or off to the side of, its regular economy.

Today we can see the creative economy growing when artists form mutually beneficial partnerships with local businesses that help them gain awareness within the community and grow the economy. At the same time we can see segments of the local arts economy, such as film, take a leading role both locally and state-wide. To fully realize the potential of the City of Bastrop's creative economy, the City can develop strategies that both support the larger more informal networks that are at the foundation of the creative community, and create professional development opportunities for local artists that allow them to develop as entrepreneurs within the market economy.

### Indicators of a Healthy System

- **Community Investment:** Opportunities for investing financially in the creative community, and growing creative networks are fostered.
- **Continuing Education:** Educational opportunities promote the development of creative residents as arts professionals.
- **Volunteer Growth:** The City's base of volunteers grows its diversity and capacity to support the creation of events and artwork that delight residents and bring in out-of-town visitors.
- **Strong Networks:** Local businesses and the creative community have deep and mutually supportive relationships.



Bastrop's historic Main Street



# Strategy 3: Creative Economy

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## When Vital Creative Businesses Connect with Rich Cultural Networks

### Strategic Goals

- **Creative Economy Goal - Fostering Community Investment:** Help to support arts and culture philanthropy within the City by creating fiscal structures and community gatherings that cannot be instituted by individual arts and culture organizations.
- **Creative Economy Goal - Growing Opportunities for Continuing Education:** Help support the formation of local creative businesses, and early career arts and culture entrepreneurs, by creating opportunities for training, technical assistance, and other capacity building measures.
- **Creative Economy Goal - Supporting Strong Networks:** Identify strategic opportunities to provide the technical support needed to ensure strong relationships between the creative and business communities including the creation of artist rosters and small-scale private venues for exhibits and performances..

### Strategic Partners

- Art Institute of Austin
- Bastrop Chamber of Commerce
- Bastrop County Office of Art & Cultural Tourism
- Bastrop Independent School District
- Downtown Bastrop
- Local arts advocacy organizations
- New Republic Studios
- Main Street Program
- Regional hospitality industry
- Visit Bastrop
- New Republic Studios

# Strategy 3: Creative Economy

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## When Vital Creative Businesses Connect with Rich Cultural Networks

### Creative Economy Goal 1

**Fostering Community Investment: Help to support arts and culture philanthropy within the city by creating the fiscal structures and community gatherings that cannot be instituted by individual arts and culture organizations.**

- **Creative Economy Action 1.01:** Create an annual workplace giving and corporate philanthropy day for arts and culture.
  - Arts Giving Day, Greensborough, NC ([https://www.greensboro.com/blogs/gotriad\\_extra/arts-giving-day-aims-to-give-boost-to-artsfund-fundraising/article\\_985b80e9-4dd2-52e3-8a01-dbbaae95daeb.html](https://www.greensboro.com/blogs/gotriad_extra/arts-giving-day-aims-to-give-boost-to-artsfund-fundraising/article_985b80e9-4dd2-52e3-8a01-dbbaae95daeb.html)) Every year, ArtsGreensboro promotes “Arts Giving Day,” a fundraising marathon that in 2017 exceeded its \$1 million funding goal for support for artists, organizations, and educators.
- **Creative Economy Action 1.02:** Develop an annual award event for contributions (cash, in-kind, and volunteer) to the City’s arts and cultural events and organizations.
  - Amplify Austin, Austin, TX (<https://iliveheregivehere.org/amplify-austin/>) Although scaled for the city at larger, Amplify Austin is a well choreographed example of how a community can think of a locally-oriented “giving day.”
- **Creative Economy Action 1.03:** Establish a Community Arts Fund that supports local arts and culture initiatives; publicize to the community and encourage donations.
- **Creative Economy Action 1.04:** Explore the creation of an Annual State of the Arts events for Bastrop County, to provide opportunities for community-building and shared learning and to generate interest and create a dialogue and ideas around the arts, culture, and creative industries within Bastrop County.
  - Mayor’s Art Award, Seattle, WA (<http://www.seattle.gov/arts/programs/mayors-arts-awards>) The Seattle Office of Arts & Culture’s (ARTS) Mayor’s Arts Awards recognize and celebrate the people and organizations that broaden the city’s horizons and humanize the city.

# Strategy 3: Creative Economy

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## When Vital Creative Businesses Connect with Rich Cultural Networks

### Creative Economy Goal 2

**Growing Opportunities for Continuing Education: Help support the formation of local creative businesses, and early career arts and culture entrepreneurs, by creating opportunities for training, technical assistance, and other capacity building measures.**

- **Creative Economy Action 1.05:** Develop annual “Careers in the Arts” event in conjunction with the local schools and the local arts organizations to help facilitate local artists and creative professionals to connect middle and high school students about careers in the creative sector.
  - E4Youth, Austin, TX (<https://e4youth.org/get-creative/>) E4Youth’s “Get Creative Clubs” provide early career training for high school students in creative sector work such as audio/video production and visual design.
- **Creative Economy Action 1.06:** Work with the local school system to create a Youth Arts Council to assist in public art projects, engage in mentorship opportunities, and participate in a cohort group to assist in their development within creative industries. Assign teen arts representative to BAIPP and the newly created Arts and Culture Commission
  - BOPA Youth Arts Council, Baltimore, MD (<http://www.promotionandarts.org/arts-council/bopa-youth-arts-council>) The Baltimore Office of Promotion & The Arts (BOPA) is inviting teen creatives to join the BOPA Youth Arts Council in order for Baltimore’s youth perspective to be heard in arts programming and policy.

### Creative Economy Goal 3

**Supporting Strong Networks: Identify strategic opportunities to provide the technical support needed to ensure strong relationships between the creative and business communities including the creation of artist rosters and small-scale private venues for exhibits and performances.**

- **Creative Economy Action 1.07:** Develop a Working with Local Artists training program to help the local business community increase exposure for visual and performing art by local artists in hotels and businesses. Create a directory of participating businesses.
  - pARTnership Movement (<http://www.partnershipmovement.org>) In 2012, Americans for the Arts launched the pARTnership Movement to provide businesses and arts organizations with the tools they need to create meaningful partnerships that support a healthy, creative, and artistic community, but that also give businesses a competitive advantage.



# Strategy 3: Creative Economy

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## When Vital Creative Businesses Connect with Rich Cultural Networks

- **Creative Economy Action 1.08:** Create a partnership program between for-profits and non-profits where businesses donate time, expertise, and/or services, providing opportunities for businesses to get involved in the creative community. In return, creatives and arts/culture groups offer creative solutions, ideas, and/or experiences to the business.
  - Find a Partner (<http://www.partnershipmovement.org/find-a-partner/> ) Part of the pARTnership Movement program that lays out ideas for how businesses can partner with the arts.
- **Creative Economy Action 1.09.** Help artists to work with the regional hospitality industry by developing a master list of teaching artists and creative facilitators who can help to highlight Bastrop through targeted art classes at different locations.

## Creative Economy

### Implementation Tactic: Foster Connections

Cities have an opportunity to act as matchmakers between arts professionals and local businesses and organizations in need of their services. Online directories of artists and professional opportunities are an impactful way to organize and broadcast information about the local arts economy, encouraging and fostering professional relationship building.

**Case Study:** Seattle, WA Office of Arts & Culture Opportunities Page and Mercer Island, WA Artist Directory

- Seattle's Office of Arts & Culture hosts an updated page of professional opportunities for artists
- Mercer Island, WA's website hosts an Artist Directory that can be browsed by local businesses and individuals

**Partners:** City arts department, local professional artists, local businesses and organizations



Mercer Island art show

Cities and towns around the country are experimenting with different ways to link professional artists with businesses and organizations who need their services. The Seattle Office of Arts & Culture "Opportunities" page is a "one-stop shop" for arts-related jobs, funding, and training opportunities for working artists. The site features a directory of current opportunities for artists and arts organizations, as well flexible search parameters, allowing artists to search for different types of opportunities.

The City of Mercer Island, WA has taken the opposite approach: The Mercer Island Artist Directory is an index of professional artists in Mercer Island, featuring examples of work, professional experience, and contact information of registered artists. Businesses and organizations who wish to work with artists can browse the directory and reach out directly to artists.

**Opportunities for Bastrop:** Work with local businesses and artists to develop a directory of Bastrop businesses, artists, or both, in order to develop opportunities, communication, and sustainable professional relationships between these communities.

# Creative Economy

## Implementation Tactic: Provide Technical Assistance

Provide resources, guidance, and training for artists.

**Case Study:** The Contemporary Austin - Creative Capital "Strategic Planning" Professional Workshop

Austin, TX

- Philanthropic organization facilitates gatherings for artist professional development
- Offers in-person and online workshops on a variety of topics
- Artists develop a variety of career-building skills
- Emerging creative professionals are mentored by established artists

**Partners:** The Contemporary Austin, Creative Capital, Herradura Tequila (sponsor)

The philanthropy Creative Capital supports artists through artist career development gatherings, peer-to-peer learning initiatives, and funding. In 2015, Creative Capital hosted a "Strategic

Planning" workshop at the Contemporary Austin. At this one day gathering, artists were guided through conversations and activities designed to develop skills such as balancing time and money, creative a business plan, financial planning 101, and communication and marketing techniques. The workshop also provided opportunities for emergent artists to have conversations with established artists and learn from their experiences. Creative Capital workshops expose artists to useful, practical skills for creative career development. The events provide opportunities for making connections with established artists, other stakeholders and gatekeepers, and peers. Creative Capital offers both in-person and online workshops.

**Opportunities for Bastrop:** Work with specialized organization to host training for Bastrop artists tailored to the specific needs of the community.



Contemporary Austin Creative Capital "Strategic Planning" Professional Workshop



# Strategy Four

## CULTURAL INCLUSION

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# Strategy 4: Cultural Inclusion

## Creating a Broad Tent that Fits Everyone

As human beings, we all have a need to express ourselves. Ensuring that every person has access to creative venues, while also promoting a city's expression of its own distinct history and identity, is an essential function of cities today. Artists have unique tools and talents that can provide insights into the city's collective history. By taking a leadership role in promoting numerous cultural legacies, the City of Bastrop can help to widely share and celebrate these historic assets.

One of a city's greatest assets is also the ability of all residents to take part in the creation – and re-creation – of its own stories, histories, and understanding of their unique place and environment. Harnessing the power of the arts to create vital experiences that residents and visitors can connect to socially, emotionally, and imaginatively, ensures that the city can maintain its sense of authenticity and the ability of all residents to take an active role in creating and experiencing an ever-deepening sense of place.

### Indicators of a Healthy System

- **Neighborhood Stories:** Local history and narratives are woven into the physical and programmatic fabric of the City. (Example: Bastrop History and Visitor's Center recent "Freedom Colonies" exhibit.)
- **Learning Access:** Arts and culture education opportunities exist for supporting the life-long development of residents' capacity for creative expression.
- **Broad Tent:** City and organizational policies reflect the need to create a broad and inclusive "tent" so that all residents may partake in programs, events, and planning for the physical realm.



Bastrop AIPP transformer mural

# Strategy 4: Cultural Inclusion

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## Creating a Broad Tent that Fits Everyone

### Strategic Goals

- **Cultural Inclusion Goal - Telling Local**

**Stories:** Enable local residents to create neighborhood-specific visual and performing arts and culture experiences.

- **Cultural Inclusion Goal - Providing Arts**

**Education Access:** Ensure that City of Bastrop residents - both youth and adults - have access to arts and culture learning opportunities.

- **Cultural Inclusion Goal - Ensuring Broad**

**Tent:** Ensure that the full demographic range of Bastrop residents are able to have access to arts and culture opportunities, and are represented in arts and culture decision-making bodies.

### Strategic Partners

- Arts educators
- Bastrop Art in Public Places
- Bastrop Main Street Program
- Bastrop Museum and Visitor Center
- Bastrop Independent School District
- Bastrop Opera House
- Boys and Girls Club
- local arts and culture organizations
- Local arts education providers
- Local business and development leaders
- Local neighborhood leaders
- Lost Pines Arts Center
- Regional centers of higher education
- YMCA



# Strategy 4: Cultural Inclusion

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## Creating a Broad Tent that Fits Everyone

### Cultural Inclusion Goal 1

**Telling Local Stories: Enable local residents to create neighborhood-specific visual and performing arts and culture experiences.**

- **Cultural Inclusion Action I.01:** Create a neighborhood arts grant program to provide seed money and formalize a technical assistance program to help local volunteer groups to create visual arts installations and projects.
  - Burlington City Arts Community Fund, Burlington, VT (<https://www.burlingtoncityarts.org/BCACCommunityFund>) The Burlington City Arts Community Fund supports local artists and organizations with \$35,000 in primary funding from the city, as well as additional fundraising and gives local artists grants of \$3000 to create community based art projects.
- **Cultural Inclusion Action I.02:** Provide technical assistance to neighborhood-based organizations working to develop hyper-local cultural activities and support neighborhood leaders to plan for small-scale neighborhood arts and culture events.
- **Cultural Inclusion Action I.03:** Work with the City's different arts organizations to create a Bastrop Stories initiative that captures diverse stories around the city and captures them in interpretive plaques as well as online portals.
  - Our Austin Story (<http://www.downtownaustin.com/daa/ouraustinstory>) Our Austin Story is a comprehensive interpretive strategy for several of Austin's most historic public spaces. The program documents the stories of the people and places who shaped these important civic spaces and offers an important framework for celebrating, expressing and growing with respect for Austin's diverse heritage.

### Cultural Inclusion Goal 2

**Providing Arts Education Access: Ensure that City of Bastrop residents - both youth and adults - have access to arts and culture learning opportunities.**

- **Cultural Inclusion Action I.04:** Create an Arts and Cultural Commission Education Workgroup to work with local school districts, higher education institutions, private schools, non-traditional education groups, and others to collect available data and identify where there are gaps with outside-of-school arts programs and potential partners that can help to fill those gaps. Examine data on both an annual and seasonal basis to account for the school calendar.

# Strategy 4: Cultural Inclusion

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## Creating a Broad Tent that Fits Everyone

- **Cultural Inclusion Action 1.05:** Work with BISD and arts providers to develop partnerships that focus on the creation of a Community Arts Learning Plan, promotes lifelong learning in the arts, and identifies and reduce gaps in arts learning opportunities for students, adults, seniors, etc.,
  - CPS Arts Education Plan, Chicago, IL (<https://www.ingenuity-inc.org/cps-arts-education-plan>) Although focused on school-based solutions, the Chicago Arts Education Plan gives a good outline for strategic ideas and essential questions to ask when thinking about a Bastrop-specific initiative.
- **Cultural Inclusion Action 1.06:** In response to public demand, work with higher education organizations in the region, and The Art Institute of Austin to identify opportunities for art and design students to teach classes at City of Bastrop/BISD facilities and assist the colleges/universities with locating applied learning opportunities that can help bridge gaps in life-long arts education.

## Cultural Inclusion Goal 3

**Ensuring a Broad Tent: Ensure that the full demographic range of Bastrop residents are able to have access to arts and culture opportunities, and are represented in arts and culture decision-making bodies.**

- **Cultural Inclusion Action 1.07:** Create an “Access to the Art” program and seek opportunities to expand scholarships, subsidies, and passes for seniors and other groups identified as having financial barriers to arts and culture access.
  - Universal Access & the Arts, Raleigh, NC (<https://www.raleighnc.gov/parks/content/Arts/Articles/UniversalAccess.html>) In 2015 the City of Raleigh Arts Commission and United Arts Council of Raleigh and Wake County partnered on a new initiative to increase the engagement of people with disabilities in the arts. The Arts Learning Community for Universal Access consists of arts and cultural organizations that collaborate to advocate for and improve access to the arts for deaf and disability community members.
- **Cultural Inclusion Action 1.08** Ensure that the Bastrop Arts and Culture Commission and the Bastrop Art in Public Places Panel reflect Bastrop’s diverse culture, age groups, and arts and culture expertise.
- **Cultural Inclusion Action 1.09:** Explore the creation of a Diverse History framework for the first few years of the new Bastrop Art in Public Places work that focuses calls for local art work to help narrate the diverse histories of the Bastrop region and celebrate the contributions of Bastrop’s many cultural communities.

# Cultural Inclusion

## Implementation Tactic: Celebrate Cultural History

### Case Study: “We Are Portland”

#### Portland, OR

- Initiative educating residents on how to create family portraits
- Inclusive opportunity for residents from different backgrounds
- Community building between dissimilar groups
- Grassroots outreach utilized and strengthened community organizational and social networks
- Reflected and celebrated Portland’s growing diversity

**Partners:** My Story (non-profit), Portland Mayor’s Office, Our Town (grant), neighborhood organizations and schools

Portland, OR has become steadily more diverse in the 21st century. In response to this shift, the arts non-profit My Story spearheaded a project intended to showcase and celebrate the changing face of Portland, while providing opportunities for community building between different cultural pockets and populations. For My Story’s “We Are

Portland” project, the group facilitated bringing community members together to learn how to create family portraits. Many families came to the event series dressed in traditional wardrobe. The photos produced provided an object of value and meaning to participants. My Story collaborated with the Mayor’s office to make connections in local communities for different event sessions. Community organizations and schools were key partners for getting the word out about these events. Through the “We Are Portland” project community members were able to celebrate their own families and heritage. Equally exciting, families from different cultural backgrounds came face to face with each other’s values and traditions; conversations and exchanges were sparked. Altogether, the collection of family portraits reflects and celebrates the growing diversity of Portland.

**Opportunities for Bastrop:** Pursue inclusive arts opportunities that allows Bastropians of all backgrounds to celebrate both their own culture, and also learn about and celebrate each other’s cultures.



“We Are Portland” family portraits



## Cultural Inclusion

### Implementation Tactic: Involve Youth

Projects that involve and center young people provide create an opportunity for neighborhood beautification, innovation, education, and community building.

**Case Study:** Whittier Neighborhood Mural Project

*Sioux Falls, SD*

**Partners:** Students, educators, Sioux Falls Arts Council, City of Sioux Falls, Department of Parks and Recreation, Arts Council, residents, community leaders, Whittier Residents Association, local artists

In the Whittier neighborhood of Sioux Falls, SD, a barren wall in the public park that served the city's most diverse neighborhood had become a site for graffiti. Whittier Middle School teacher Lela Himmerich asked to class to imagine what could be done to improve the park, a project which they took to with great enthusiasm, researching and developing a series of proposals. The students presented a proposal for a mural to city staff and the Sioux Falls Arts Council, who at the time was also considering ways to improve the park. The Arts Council responded positively to the students' idea that a mural would activate the space and serve as a beacon and symbol for the community. The Arts Council worked closely with the eighth graders to procure the support of the mayor and the Department of Parks and Recreation. Residents and community leaders were also consulted through an extensive outreach effort. A call-for-artists produced muralist Dave Loewenstein, who guided the design and fabrication during a 56-day residency. Over 250 students and residents directly participated in

helping paint the mural. An Arts Council Member remarks that "the mural was a vehicle" for community empowerment, value sharing, and civic participation. "It gave the neighborhood space to think about itself." Since the mural was installed, the graffiti has not returned to the park. This idea, which began with the initiative and imagination of an eighth-grade class, improved Whittier park and brought neighborhood residents together.

**Opportunities for Bastrop:** Develop initiatives that center young people in the activation of underutilized public space. The mural wall concept in Sioux Falls is an example of the way that youthful energy and imagination can drive impactful neighborhood change. Partner with local schools and educators to develop these opportunities.



Whittier Neighborhood Mural Project



# Implementation





Bastrop County Courthouse

# Building New Civic Structures

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## A New Arts and Culture Commission

As the City of Bastrop grows, its municipal structures for supporting arts and culture must grow as well. The City has benefited for decades from the tremendous labor of individuals within the community who have been capable stewards for many local arts organizations and institutions. Now however, the growth of the City and its vision for the future, requires the creation of more formal civic infrastructure that can shepherd its vision and help harness the full strength of the arts and culture sector..

This plan recommends is the creation of a City of Bastrop Arts and Culture Commission. Appointed by the Mayor, the Commissioners will apply their diverse experience in culture and creative life, and assist with meeting Bastrop's goals related to arts and culture. The Commissioners will have the option of serving on specific Workgroups that might

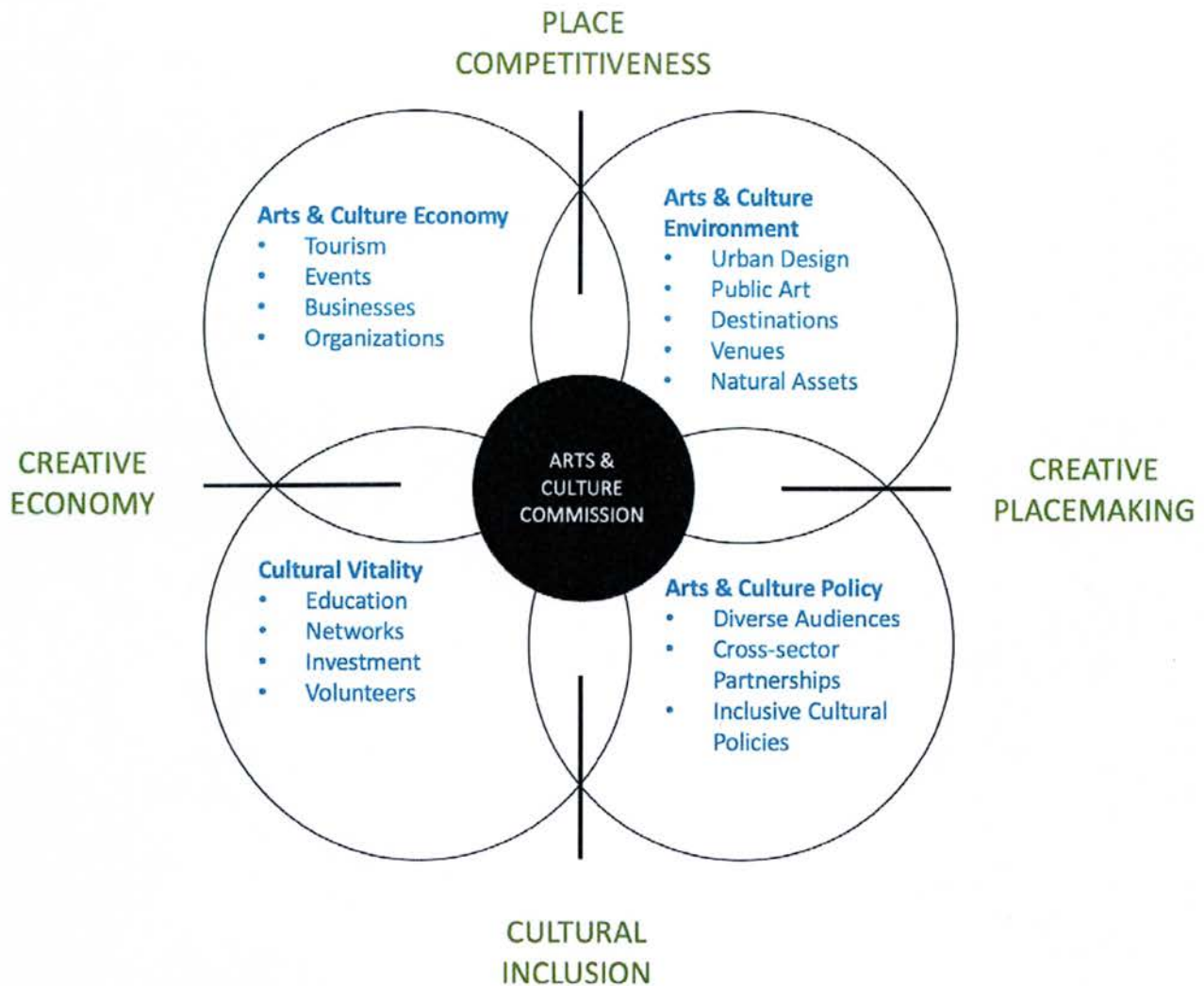


Diagram of "Civic Center" of Bastrop's Art Ecology

include such tasks as reviewing and recommending funding on community grants, or convening and steering a community conversation about arts education. By identifying targeted activities that support the City's development of arts and culture sector, and connecting residents with those efforts, the Bastrop Arts and Culture Commission will serve an important role of continually reassessing the City's goals and strategies for the arts.

The future Arts and Culture Commission will need to establish early on its relationship to the City of Bastrop Film Commission. In the coming years, the film industry is likely to grow rapidly within the Central Texas region and it will be important for the City of Bastrop to stay abreast of film industry needs. Balancing that concern, it will also be important for the City to consider the amount of burden it places on staff to support its different commissions.

Specific areas for the Arts and Culture Commission to explore in its early formation include:

- How the composition of the Arts and Culture Commission can work to represent a balance of both the wide range of communities within the City and the diversity of the creative sector.
- How Arts and Culture Commissioners may consider serving on other boards and commissions in order to keep the "arts 'at the table'" in early conversations about projects and program developments across the City's different departments.
- How posting meeting minutes, or other means, can serve to keep the larger creative community informed about developments within City related arts policy discussions.

### **New Roles for an Evolving Landscape**

Within the Cultural Arts Master Plan, there are numerous recommendations that will take the City in new directions. As they prioritize recommendations and shepherd through new ideas, Commissioners will be asked to explore ideas for collaboration with other City departments and community partners. Yet, at this stage, it is recognized that not all of the pieces of the puzzle can be known up front; specific details for what will become an annual Commission Work Plan will need to be created directly by the Commission members.

Many of the action items include a directive such as "explore, develop or launch." Over the next ten years, these action items have the potential to be crafted into initial pilot programs that can incorporate best practices from the arts and culture sector. Throughout planning and implementation, results-oriented evaluation practices should be utilized to assess outputs and ensure that the outcomes measure up against the original programmatic goals.

It is recommended that the City's Arts and Culture Commission report to the City Council annually to provide an update on the Cultural Arts Master Plan's progress, launch new action items and request financial support. This incremental approach will assist City Council members in staying current on recent developments and provide feedback in supporting arts and culture as a core value in Bastrop.

**New Roles: Provider, Leader, Connector, Partner**

During the creation of the Cultural Arts Master Plan, it also became apparent that the City of Bastrop needed to take on new roles that expand upon its current role of being a Provider of public art. These expanded roles mirror the roles being taken on by cities across the United States and they look to harness the power of the local government in order to create a more vibrant arts and culture destination.

Under the guidance of the Arts and Culture Commission the City will evolve from Provider of public art to the broader functions of being a **Connector, Leader** and **Partner**. These four roles factor into each objective but come into play in different combinations.

- **Connector:** as a Connector, the City will look to use its position within the region and between local organizations to ensure that the right actors are coming to the table to create cross-disciplinary projects. Bringing together stakeholders from the arts, real estate, health, and other sectors can ensure that the City is meeting best practices for Creative Placemaking initiatives.
- **Leader:** as a Leader the City will help to set the direction on local and regional discussions through the venue of the Arts and Culture Commission and in dialogue with the Mayor and Council. Given the City of Bastrop current standing as a regional arts leader with its strong base of arts and culture institutions, it will be important for the commission to continually foster opportunities to lead conversations on how different interests can work together to help local arts and culture economies thrive.
- **Partner:** as a Partner the City will look to frame its funding initiatives in terms of their ability to either leverage additional outside resources, or build capacity for local artists and arts agencies.

**Proposed Arts and Culture Commission Structure** The new Arts and Culture Commission will be appointed by the Mayor and should seek to identify 5-7 individuals who are both representatives of Bastrop’s different communities as well as representatives of the broad spectrum of the arts and culture community of the City. Key areas of representation to consider include:

- Bastrop Art in Public Places
- Bastrop Opera House
- Bastrop Independent School District
- Film
- Music
- Bastrop County Historical Society
- The Art Institute of Austin
- Lost Pines Arts Center
- Parks Board
- Culinary Industry
- Main Street Board
- Visit Bastrop Board
- Arts and Culture Administrator
- Cultural Creative Artist/Organization



### Bastrop Art in Public Places

The City of Bastrop is fortunate to have a dedicated and talented cadre of local volunteers that created and developed the Bastrop Art in Public Places program. Serving in an advisory role to the City Council, BAIPP carries the vision of *creating an environment where the City of Bastrop is locally and nationally recognized as an art and cultural center*. To reach this vision, and its concurrent mission of *increasing awareness and appreciation of art, as well as increase civic pride through the display of art in the City*, BAIPP is following the following mission, vision, and goals:

**Proposed New BAIPP Structure.** To help the City grow in its system of local governance for its creative sector, it is recommended that BAIPP adopt a municipal public art program structure that is tied by specific percentage to the City's capital improvement projects (CIP). The newly structured BAIPP Panel would be established through the creation of a Percent for Art ordinance and function as a reporting Advisory Panel to the newly created Bastrop Arts and Culture Commission. This structure will allow the panel to focus its efforts on the development of visually-based public art, and not take on the additional tasks of shepherding through the other policy and program recommendations that are part of this plan.

This new CIP-related public art process would allow the current BAIPP efforts to continue in their same goals which are listed as:

- Use the display of public works of art to further the Bastrop community's sense of civic pride.
- Use the display of public works of art as an educational opportunity for the public, as well as to enhance art education with artists in the community and beyond.
- Contribute to cultural tourism.
- Support diversity through art.
- Make art accessible to all individuals, including those with special needs.
- Encourage early collaboration on civic projects with design professionals and artists.

The advantage of the new structure is that it would remove the funding source from (often mercurial) HOT fund allocations and make a clear link in the public mind about why specific art projects are being created - namely, in support of new, publically accessible, municipal capital improvement projects.

### List of Initial Recommendations

- Arts and Culture Commission Action: Explore the implementation of a Public Art Policy that pulls from traditional models of municipal public art programs and allocates 0.5 - 2% for capital projects for the creation of public art work throughout the City.
- BAIPP Action: Once a Percent for Art program is established, have a BAIPP representative take part in preliminary concept development conversations about upcoming capital improvement projects in order to ensure art has an appropriate "place at the table" for all City projects.

### **Establishing an Art in Public Places Percent for Art Ordinance**

Percent-for-art programs were first utilized in Philadelphia in 1959 and have since grown to over 350 nationwide. Because of their strong presence there are numerous resources that can help the newly formed Arts and Culture Commission craft the appropriate language needed to create a Percent for Art ordinance:

**National Assembly of State Art Agencies.** The NASAA has a listing of Percent for Art programs from all 50 states with links to their programs, funding sources, and artist selection processes: [https://nasaa-arts.org/nasaa\\_research/state-percent-art-programs/](https://nasaa-arts.org/nasaa_research/state-percent-art-programs/)

**The Maine Arts Commission:** MAC was one of the early adopters for Percent for art programs and today their website holds a rich array of resources including flowcharts for Percent for Art Programs: <https://mainearts.maine.gov/Pages/Programs/Public-Arts>

**Portland, OR Percent for Arts Guidelines:** A strong and clear example of a Percent for Art Ordinance was created by the City of Portland, OR. This specific ordinance can be found in the appendix. <https://racc.org/wp-content/uploads/2016/01/Percent-for-Art-Guidelines.pdf>

It is also recommended that the City of Bastrop engage in conversations with other near-by municipalities about their own public art ordinances. Because such programs are enabled by different state-level legislation and each state has different specific language around HOT fund allocations, such conversations with “neighbors” can be helpful in crafting ordinance language that has met the test of time within the State of Texas.

### **In the Future**

Once a Percent for Art public art program is established and underway, BAIPP members can begin to look for additional opportunities to extend the program’s reach. Some of ways in which public art can potentially contribute to larger City of Bastrop goals include the creation of:

**Iconic Artwork.** Iconic artwork is significant, large-scale permanent artwork serving as defining landmarks at major gateways, at civic centers, and on major boulevards and intersections. The presence of the Deep in the Heart Art Foundry make the exploration of this type of work a strong opportunity for the City to celebrate its local talent.

**Wayfinding Artwork.** Wayfinding artwork is permanent artwork located in active vehicular and pedestrian intersections. It serves to connect key locations and enhance pedestrian circulation. As efforts to develop the Downtown and Chestnut Street corridors continue, public/private partnerships can be sought to bring in more public art in the service of wayfinding.

**Neighborhood-Identity Artwork.** Neighborhood-identity artwork is located in neighborhood centers and parks where people congregate, interact and engage in social activities. The artwork augments a sense of neighborhood identity and signals a community gathering place. As the City of Bastrop works to create opportunities for creative and cultural expression for a wide-range of residents, BAIPP members can find inspiration from many public art programs across the United States that create large and small opportunities for neighborhood-level expressions of place.



Larryland's Pickin' on the Porch

# Funding Strategies

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### Funding Strategies For The Arts And Culture Sector

To help support the arts and culture sector, local governments can raise funds through 1) property, sales, and other taxes, 2) charges and fees, and 3) grants from both public and private sources.

As the City continues developing long-term sustainable funding streams for its growing creative sector, it will most likely also seek to identify additional dedicated funding streams. Other jurisdictions have been successful in creating citizen ballot initiatives that allocate a particular percentage of property or sales tax to fund arts and culture. However, given the State of Texas' most recent legislation that creates a requirement that municipalities hold an election if they wish to raise 3.5% more property tax revenue than the previous year (Senate Bill 2, Texas Property Tax Reform and Relief Act of 2019), the idea of tapping into possible tax increases for the arts and culture sector is not a strong option for the City of Bastrop.

Fortunately, the City has access to robust Hotel Occupancy Tax (HOT) funds which support its Visit Bastrop and larger tourism efforts. In addition to these HOT funds, the City can also explore additional ideas around increased fees and pursue public / private partnerships that can help bring in additional philanthropic dollars.

**Hotel Occupancy Tax.** Because of the direct link between successful tourism and a dynamic and vibrant arts and culture sector, the Texas Legislature authorizes municipalities to dedicate up to 15% of Municipal Hotel Occupancy Tax to, "... the encouragement, promotion, improvement,

and application of the arts." Currently, the City of Bastrop supports Bastrop Art in Public Places and its programming through the HOT taxes. With the goal of creating a more sustainable and scalable public art program, this report recommends establishing a more traditional Percent-for-Art program (see below for more details).

**Item of Note:** Recently the HOT funds enabling legislation has removed "heads in beds" language from the statute. This change allows municipalities to extend the reach of their HOT funds to non "overnight stay" types of offerings. Many municipalities (such as nearby Austin, TX) have used these broader understandings to create more neighborhood-based arts and culture programs that can foster creative expression and enjoyment for both residents and visitors. A future workgroup of the Arts and Culture Commission could be formed to meet with Texans for the Arts to explore future small grants programs for local artists and/or community groups that would be administered by the Commission and funded with HOT funds. (Texans for the Arts work closely with the Texas Hotel Lodging Association and will soon be jointly releasing a "Tool Kit" which will provide municipalities, arts organizations, and the convention and hotel venues with new ideas, best practices, and how-tos, in order to ensure that municipalities are meeting the legislative intent of investing tax dollars to promote the arts and cultural tourism and contributing to positive economic growth in their area.)

It should also be noted that 2017 the State Legislature passed Senate Bill 1221 with the intent of increasing local government transparency. To comply



with Tax Code Section 351.009, municipalities that impose a municipal HOT must now annually report their tax rates and revenue amounts, including the percentage of revenue allocated for specific uses, from the preceding fiscal year. See the following for further details:

<https://comptroller.texas.gov/transparency/local/hotel-receipts/>

**1% for Public Art Policy.** One of the primary recommendations of the Cultural Arts Master Plan is that the City look to establish a more traditional Arts in Public Places Program tied to capital projects. While municipal funding for public art can come in many different shapes and forms, one of the most often created forms is one that allocates 0.5% - 2.0% for public art. One of the benefits of creating a traditional Arts in Public Places program is the fact that program funding is tied to City budgets. Thus as City projects grow in scale and location, so do the funds available for public art.

[More detailed background information on how the City of Bastrop can establish public art percentage program can be found on page 73 and in the report appendix.]

**Fees for Service.** Additional funding sources can come through potential earned income through fees for services (such as art camps) and admission to City events. As the City looks to develop strategic partnerships that can support the creation of a broad range of programs and services, such as after-school art programs for school children, potential fee for service models can be explored.

**Potential Longer-Term Dedicated Revenue Sources.** Focused on the creation of special taxing districts or specific sales tax levies, these taxes require state legislative authority. However, one caution with tax levies: The use of these levies for arts and culture funding, especially sales taxes, can have a regressive impact on low-income families unless exemptions or other policies are adopted to minimize the impact on these families.

One example of a voluntary tax done in collaboration with other sectors is Cedar City, Utah's RAP Tax. Taxpayers voted in the RAP Tax (Recreation, Arts and Parks) in 2004 for an additional one-tenth-of-one-percent sales tax levied on all purchases within the City. Revenues are allocated equally between recreation, arts and parks. Initially the tax levy was for a seven-year term but state law has expanded that timeframe to ten-year renewable cycles. The most recent renewal was in 2014 and was supported by more than 67% of voters.

<https://www.cedarcity.org/DocumentCenter/Home/View/267>

Another example of an arts and culture tax is the county level cigarette tax in Cuyahoga County, Ohio, which helps to support the arts and culture sector in Cleveland. The county ordinance places a one-and-a-half percent tax of every pack of cigarettes sold in the county. In 2015, a vote was taken to renew the county's ordinance and passed by 75.2% – a higher margin of support than any other county issue in the decade since its inception, the tax has provided between \$15 million and \$20 million

annually, although that amount is decreasing given the fact that the number of smokers is currently declining.

<https://tinyurl.com/y79e64gb>

The cultural sector can also look to ideas from other sectors such as parks and the environment that historically have received additional funding from specific (often voluntary) fees added onto City utility bills. Recently these types of fees have also been targeted towards arts and culture as well. One specific program is in Belle Plaine, Minnesota where the Belle Plaine Parks Board and City Council have sought additional ways to support youth recreational and community programming. To help bolster general funds that go towards grants assisting in registration costs for youth activities, they have created the Round-Up Program. It gives utility billing customers the option of “rounding up” their utility bill to the nearest dollar. The funds gathered from the program go directly towards the Youth Activity Grant Program.

<http://www.belleplainemn.com/utility-bill-round-program>

In another example from Cedar Park, Texas, the local Parks, Arts and Community Enrichment (PACE) Advisory Board is funded in part by a voluntary monthly donation on City water utility bills. Residents set the amount and all funds are directed towards the public art program.

<http://www.cedarparktexas.gov/Home/ShowDocument?id=3891>

### Additional Funding and Financing Opportunities

The potential partnerships outlined within this plan are at the heart of what many current state and national funders – such as the National Endowment for the Arts – are seeking to support. Looking to identify projects that function inside and outside traditional spheres of artistic production, national, state and local funders often support communities that can leverage arts and culture to help achieve goals in areas such as the environment, health and transportation.

One of the primary implementation recommendations is to provide the services of a grant writer that would help an Arts and Culture Commission Workgroup more fully develop an overall strategy for arts and culture grants and create the initial round of applications. The goal for the initial grant cycle would be to fund specific programs and develop the administrative tools needed to identify, write and administer joint public/private arts projects on an on-going basis in the future. For example, the Arts and Culture Commission Workgroup could help to find cross-sector funding for a community health initiative that would bring together City of Bastrop Parks,

the local YMCA, and the three local arts and culture organizations in an effort to both improve the local trail system and animate it with arts and culture events that could encourage movement and community connections.

As the Workgroup surveys the local, state and national funding landscape, it is important to note that specific grants will most often not cover annual operating costs. They will however be able to help with the funding of capital projects, and seed funding and cross-sector placemaking projects that can bring many local partners to the table and leverage other community improvements. One source of creative placemaking funding is the National Endowment for the Arts Our Town program<sup>4</sup> and the Art Works program<sup>5</sup>, both of which have funded numerous Texas cities. For a comprehensive set of Our Town program examples see the Exploring Our Town website<sup>6</sup>.

It is also important to note that, as the City and its supporting organizations embark upon the development of a larger arts funding strategy, opportunities can be sought outside of the arts world and traditional arts-based funders. In the same way that the National Endowment for the Arts and the Texas Commission on the Arts seek to fund cross-sector partnerships that bring artists into community development contexts, many funding agencies that traditionally support other

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<sup>4</sup>National Endowment for the Arts Our Town program: <https://www.arts.gov/grants-organizations/our-town/introduction>

<sup>5</sup>National Endowment for the Arts Art Works program: <https://www.arts.gov/grants-organizations/art-works/grant-program-description>

<sup>6</sup>National Endowment for the Arts Exploring Our Town website: <http://arts.gov/exploring-our-town>

<sup>7</sup>The Americans for the Arts Transportation Enhancements: [https://www.americansforthearts.org/sites/default/files/pdf/get\\_involved/advocacy/TransportationGuide07.pdf](https://www.americansforthearts.org/sites/default/files/pdf/get_involved/advocacy/TransportationGuide07.pdf)

disciplines and other sectors can also be tapped for arts support. One such example can be found in the area of transportation, where funders are now realizing the important role that the arts can play in creating visual enhancements, community outreach and project ideation. For example, the Americans for the Arts offers a guide on federal funding for arts-based Transportation Enhancements<sup>7</sup>. Additionally, Transportation for the Arts, a transportation advocacy group, has written a Creative Placemaking Field Scan<sup>8</sup> and started State of the Art Transportation Trainings<sup>9</sup>, in which communities receive tailored technical assistance to equip themselves to utilize arts, culture and other creative approaches for solving specific transportation problems.

**Recent TCA Opportunities.** In the recent Texas Legislative session additional funds have been allocated to the Texas Commission on the Arts budget. These additions include \$10 million for TCA's "Cultural District" grant program as well as a new appropriation of \$250,000 for TCA's new arts-and-military initiative as part of Arts Respond / Health & Human Services.

**Partnership Contributions.** The collaborative relationships created within cross-sector initiatives can also help bring additional resources to City efforts such as volunteers, sponsorships, in-kind donations and additional staff support. As the Cultural Arts Master Plan continues to

be implemented it will be important to foster strong ties with the private sector, which has traditionally served in a major support role for cultural organizations. Bastrop is fortunate to have a business sector that understands the critical importance of arts and culture for creating the vital and authentic sense of place. This existing support should be further cultivated through the creation of strong ties between the Arts and Culture Commission and the Economic Development Corporation along with fostering support and recognition for the critical role that arts and culture play within private sector networks.

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<sup>8</sup>Transportation for the Arts Creative Placemaking Field Scan: <http://t4america.org/maps-tools/creative-placemaking-field-scan/>

<sup>9</sup>Transportation for the Arts State of the Art Transportation Trainings: <http://t4america.org/creative-placemaking-workshops/>



### Private Development Incentives and Fees

Given the dynamic and interconnected nature of the arts and culture sector to the larger economy, general support for the creative economy sector is critical for the growth and sustainability of arts and culture within Bastrop. The City can play an important role in fostering relationships between the creative economy sector and private sector industries. These relationships can take many forms including philanthropic support, partnerships, in-kind donations and project staff support. Additionally, the City can implement specific policies that will help to steer private investment towards the support of the creative economy sector.

#### **Create an Arts in Development policy.**

This policy would outline parameters for private developers when they incorporate artwork into new large-scale residential, commercial and institutional projects. Although it would be voluntary, the policy can help to frame the language used in conversations between the City and private developers looking to place artwork or sponsor ongoing arts and culture events within their own developments. The policy should address a strategy for creating art on private development sites, proposed contribution (typically 0.5-2%), definition of appropriate public art, artist selection criteria and project selection criteria.

- Example of City of Suwanee: <http://www.suwanee.com/pdfs/public%20art%20developer%20guide.pdf>

**Offer development incentives.** The City of Bastrop can also encourage the identification of specific arts and culture contributions (such as public art or ongoing support for temporary displays or performances) as part of Community Benefit Agreement (CBA) conversations for future in-fill projects. CBAs require new developments to be in conversations with neighborhood organizations and identify tangible benefits for residents who live near a project, before the City offers tax incentives or other development supportive services.

- National CBA examples: [http://somervillecdc.org/sites/default/files/scc-minimal/files/national\\_examples\\_of\\_community\\_benefits\\_agreements\\_cbas.pdf](http://somervillecdc.org/sites/default/files/scc-minimal/files/national_examples_of_community_benefits_agreements_cbas.pdf)

**Sponsorship of events and programs.** The City of Bastrop can create a corporate marketing partnership policy that enables corporate entities to support City programs, events and services while generating exposure for their brands among city audiences. These specific policies can be reviewed as part of a larger effort to identify new and creative funding streams for the programs and initiatives directed by the Arts and Culture Commission. To tailor the policy to the needs of the Bastrop's creative community, the policy can be reviewed and compared to best practices of larger scale arts and culture organizations for the sponsorship and underwriting of artistic productions.

- Carlsbad, CA Corporate Marketing Partnership Policy: <http://edocs.carlsbadca.gov/HPRMWebDrawer/RecordHTML/392427>

**Naming Opportunities.** The naming of specific venues can be another way that the City of Bastrop can enter into supportive relationships with private individuals or organizations.

Traditionally, naming policies review geographic, historical and other culturally significant criteria to ensure that discussions on the naming of civic assets reflects the desires and norms of the community. The City's Naming Rights Policy can be examined to ensure that it is tailored to meet the opportunities that may present themselves within the development of the City's creative sector.

- Carlsbad, CA Naming Rights Policy: <http://edocs.carlsbadca.gov/HPRMWebDrawer/RecordHTML/392299>

### **Working with Outside Developers for Live/Work Spaces.**

As cited earlier, city residents wish to encourage arts and culture and enhance community character and historic resources within the downtown area. Arts and culture can be a key component in developing this strategy, particularly with the development of affordable live/work housing for local artists. Often unable to afford both residential and studio space, artists may need to live outside of the areas that would benefit most from their presence. The development of affordable live/work artist housing can thus help to support both the creative community and the local community in having access to rich traditions of cultural and expression within their neighborhood. However, the development of affordable spaces for artists is complicated and it is recommended that the City

of Bastrop reach out to experienced and respected national organizations such as ArtSpace, to learn how to best create workable strategies for larger scale projects. In the interim, a working group of the Arts and Culture Commission can be charged with gathering local stakeholders to investigate the creation of short terms (6 week) pop-up lease agreements for visiting artists and arts vendors.





Bastrop Opera House production

## Next Steps

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The Bastrop Cultural Arts Master Plan is based on the understanding that the strongest long-term effects can be created through partnerships between the City and the community. While the City, through the Arts and Culture Commission, will take the lead for most of the action items, it cannot bring the community's long-term vision to life without the involvement of the business community, artists, arts and culture organizations, schools and neighborhood residents. The actions that form the foundation of the plan came from input by Bastrop residents. It is with their energy, ideas and passion that the City can see those visions come to life.



### Primary Implementation Recommendations

Although there will be some need for additional staff support for the proposed Arts and Culture Commission, the majority of recommendations within this plan can be addressed by the strong volunteer based found within the City. As the City continues to grow and the Percent for Art program develops, funds will become available for increasing the city's staff capacity around its arts and culture development initiatives. In the future, the growing understanding about the role that arts and culture plays within the local economy will require re-evaluating and expanding the staff structure in order to meet the demands for growing and supporting the local creative community.

### Recommended Operational Strategies

- Create an Arts and Culture Commission's annual workplan.
- Schedule an annually occurring presentation by the Arts and Culture Commission to the City Council recapping progress on the Cultural Arts Master Plan and detailing next year's annual workplan
- Utilize an incremental approach to address the action items by requesting specific annual funding for the next set of projects and priorities through the City's budget process.
- Recommend that staff explore the potential for creating both a Corporate Marketing Partnership policy and Naming of City Assets policy to support the development of a broad funding strategy that is allows for support from private enterprise as part of future public-private partnership arrangements.

- Have a workgroup of the newly formed Arts and Culture Commission investigate opportunities for more creative funding streams and encourage the creation of partnerships across both the private and non-profit sectors.

### Ten Priority Actions

Through key stakeholder discussions ten strategic priorities have been identified for the next three years. The following list should be used to help inform the Arts and Culture Commission's First Year Work Plan:

- Place Competitiveness Action 1.02: Support the establishment of regular seasonal, family-friendly market festivals for the Downtown area that incorporate culinary and entertainment offerings, and bring together the primary cultural organizations in town.
- Place Competitiveness Action 1.07: Create an Arts and Culture Commission Working Group to explore the use of under-utilized spaces in the city that can be used on a temporary basis for arts and culture events for Bastrop artists and other artists from the region.
- Place Competitiveness Action 1.09: Work with downtown business and local volunteer legal counsel to create a uniform "temporary lease" for short-term (for example six-weeks) rentals of unoccupied spaces in the downtown area.

- **Place Competitiveness Action 1.11:** Encourage and assist local businesses to support the creation of privately-sponsored murals within the Downtown area and new developments throughout the City. Explore the creation of a “rotating art wall” with a downtown business in collaboration with the City of Bastrop BAIPP program.
- **Creative Placemaking Action 1.01:** Create an Arts and Cultural Commission Grants Workgroup to pursue cross-department creative placemaking initiatives to improve the built environment in partnership with the arts, and build on the goals of the Parks and Open Space Master Plan.
- **Creative Placemaking Action 1.03:** Explore the creation of a “Permission Wall” into the design of the current Fisherman’s Park Wheeled Skate Park to create healthy and sanctioned points of self-expression for Bastrop youth.
- **Creative Placemaking Action 1.09:** Explore potential partnerships between interested artists and local social service providers such as with nursing homes, assisted living homes, senior centers, and hospice facilities for paid or volunteer artist residencies. Help in the identification of grant resources to foster those residencies as part of a comprehensive City of Bastrop “Arts and Health” initiative.
- **Creative Economy Action 1.02:** Develop an annual award event for contributions (cash, in-kind, and volunteer) to the City’s arts and cultural events and organizations.
- **Creative Economy Action 1.09:** Help artists to work with the regional hospitality industry by developing a master list of teaching artists and creative facilitators who can help to highlight Bastrop through targeted art classes at different locations.
- **Cultural Inclusion Action 1.04:** Create an Arts and Cultural Commission Education Workgroup to work with local school districts, higher education institutions, private schools, non-traditional education groups, and others to collect available data and identify where there are gaps with outside-of-school arts programs and potential partners that can help to fill those gaps. Examine data on both an annual and seasonal basis to account for the school calendar.

### Initial Launching Point

As with all changes, considered and methodical steps are recommended for achieving robust ends. The following Two Year Plan is offered to help the current BAIPP members shepherd the transition process through to the establishment of the recommended forms of arts and culture sector oversight,

#### YEAR ONE

- **Structuring:** BAIPP members will make recommendations to council on the composition of the future Arts and Culture Commission members.
- **Strategizing:** BAIPP members will begin to research potential percent-for-art programs and ordinances which can meet City of Bastrop needs.
- **Educating:** BAIPP members will begin efforts to educate the general public about the need for greater municipal involvement in the arts and culture sector (through the creation of the Arts and Culture Commission) and the need to find creative and appropriate funding mechanisms for such efforts.
- **Implementing:** BAIPP members will identify 2-3 top priorities that they feel are within in the purview of the current BAIPP group, and as identified within the Master Plan, and create an Arts and Culture Transition Workplan (Year One / Year Two) to present to council.

- Potential ideas include leveraging monies allocated within the budget for initial CAMP efforts (approximately 50K) to hire a grant writer who would be able to bring in additional future funding towards targeted local efforts.

- **Financing:** BAIPP members will create a Year One / Year Two Finance Plan for the transition phase of the master plan implementation within given budget allocations to be included as part of the Arts and Culture Transition Workplan

#### YEAR TWO

- **Structuring:** Mayor, with the advice of City Council, will nominate 5-7 new Arts and Culture Commission members who will work alongside BAIPP for the first year of their development.
- **Strategizing:** BAIPP members will make recommendations to council on potential percent-for-art programs and ordinances which can meet City of Bastrop needs.
- **Educating:** BAIPP members will continue efforts to educate the general public about the need for greater municipal involvement in the arts and culture sector (through the creation of the Arts and Culture Commission) and the need to find creative and appropriate funding mechanisms for such efforts.
- **Implementing - BAIPP:** BAIPP members continue work on their Year One / Year Two goals.

- **Implementing - Arts and Culture**

**Commission:** The Arts and Culture Commission will work during Year Two to create an Arts and Culture Commission Action Plan, based on the Cultural Arts Master Plan recommendations, and that will commence with the completion of Year Two BAIPP Transition Plan.

- **Financing:** BAIPP members pass off budget allocation conversations to the newly appointed Arts and Culture Commission who will serve as the general oversight body of the BAIPP Panel moving forward.





A photograph of a building facade featuring two large, arched windows with metal bars. The windows are set within a light-colored brick wall. Above each window is a decorative archway made of darker bricks. Two small, dark, star-shaped objects are mounted on the wall above the windows. The word "Appendices" is overlaid in white text on the right window. The building has a weathered appearance with some discoloration and a dark brick base. There are some plants visible at the bottom of the frame.

# Appendices

# Acknowledgments

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Thank you to all the residents and professionals in the City of Bastrop who gave of their time, energy and ideas through individual interviews, community conversations, focus groups and surveys. This plan is by you and for you.

## **City of Bastrop**

Mayor Connie Schroeder  
Mayor Pro-Tem Lyle Nelson  
Council Member Bill Peterson  
Council Member Drusilla Rogers  
Council Member Bill Ennis  
Council Member Dock Jackson

## **City of Bastrop Cultural Arts Master Plan Task Force**

Ed Skarnulis  
Barbara Wolanski  
Chico Portillo  
Dick Smith  
Dan Hays-Clark  
Jeff Brister  
Naseem Khonsari  
Karen Sterling  
Debbie Moore  
Brenda Bush  
Mark Rose  
Susan Smith

## **City of Bastrop Staff**

Lynda Humble, City Manager  
Sarah O'Brien, Main Street Director  
Colin Guerra, Chief Storyteller

## **Consultants**

GO collaborative  
Lynn Osgood  
Supported by: Arlene Ellwood, Ian Becker, and Ben Martin

## **Metris Arts Consulting**

Julie Burros  
Rachel Engh  
In association with Christine Harris



# List of Terms

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Within the plan the following terms are used<sup>10</sup>:

**Arts.** Within the Cultural Arts Master Plan, art is broadly defined and includes an understanding of personal and creative expression through many forms such as music, dance, drama, fine arts, folk art, literary arts, design and architecture, film, radio and television, cuisine, digital media and many others. These different forms of expression can be undertaken professionally or solely for individual reasons.

**Artist.** Individual amateur or professional creative worker engaged in any of the arts disciplines including, but not limited to painting, printmaking, sculpture, crafts, music, dance, theatre, electronic media, storytelling, writing, etc.

**Arts Ecology.** The general system of individual artists and arts organizations found within a city that has an impact on the social and economic systems of the area. The goal of a healthy arts ecology is to create strong arts organizations with stable and increasing audiences that can in turn help to strengthen local business economies, local hiring potential and job retention.

**Creative Businesses.** Consists of those for-profit businesses that have their origin in individual creativity, skill, and talent, and which have a potential for wealth and job creation through the generation of ideas, products, or services.

**Creative Placemaking.** A cross-sector practice found within city planning and community development that intentionally creates partnerships between the arts and culture sector to develop the quality and vitality of a place. Often working with partners from public, private, nonprofit and community sectors, these efforts look to create equitable places and strategically shape the physical dimensions of a place through arts and culture activities.

**Creative Economic Development.** Plans, programs, and projects that tap creative individuals, nonprofits, small businesses, and industries that draw on creativity to create wealth and jobs through the generation of ideas, products, and services.

**Cultural Institution.** Not-for-profit institutions and community associations including, but not limited to, museums, arts centers, arts education, performing arts, visual arts, humanities organizations, theaters, libraries, historical societies, ethnic associations, etc..

**Cultural Resources.** Includes history and historic buildings and sites; visual and performing arts producers and presenters; artists and craftspeople; museums, galleries, shops and studios; historic inns and restaurants; library, writers, and bookstores; and specialty food producers and retail shops. Creative workers and businesses include designers, architects,

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<sup>10</sup>Various Definitions Adapted From: Dreeszen, Craig, Stephanie Fortunate, Tom Borrup, Lynne McCormack, *Providence Department of Art, Culture + Tourism*, Transportation Corridors to Livable Communities Creative Community Development and Placemaking

Strategies, 2012; and Borrup, T. (2006). *The Creative Community Builder's Handbook: How to Transform Communities Using Local Assets, Arts, and Culture*. St. Paul: Fieldstone Alliance.



**Culture.** Broadly speaking, culture is both the expression and celebration of the values of a community through its traditions, geography, cuisine, oral traditions, fashion, literature, music and religious expression. Recognized through the sharing of history, language and place, the arts are often a fundamental component in the development and expression of a local sense of place.

**Historic Asset.** Includes historic buildings, sites, house museums, and historic organizations.

**Innovation.** The process of iterative change that occurs for the development of ideas, goods or services. Often with the intention of solving a problem, innovation is a major topic in fields of business, economic development and policy creation.

**Natural Assets.** Includes publicly accessible parks, cemeteries, community gardens, plazas, playgrounds, waterways, bike paths, parkways, and other open spaces.

**Public Art.** Refers to artistic creations created or placed in public spaces and usually paid for, at least in part, with public funds. Sculptures, murals, and artist-designed building amenities are most common, but the term increasingly refers to the process of engaging members of the public in both permanent and temporary (or event-based) arts projects.

**Religious Organization.** Includes churches, synagogues, mosques, faith-based services, and other religious institutions.

**Service Organizations.** Cultural service organizations include nonprofit organizations serving children, youth or families, specific cultures or ethnic groups; education; fitness, health, or recreation; seniors; special needs; housing; community development, etc..

**Special Event.** Regularly scheduled, publicly accessible events such as festivals and parades.





White Family Reunion - part of the Bastrop Museum and Visitor Center Freedom Colonies Project

# Mapping Bastrop's Cultural Assets

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For a city of its size, the City of Bastrop has a tremendous wealth of arts and culture assets. Not only can it boast about being home to three strong cultural organizations - the Bastrop Museum and Visitor Center, the Bastrop Opera House, and the Lost Pines Art Center - it also is home to a substantial number of historic assets, creative businesses, a larger number of annual events, and a growing public art collection. Combined these assets make a strong foundation for a vibrant public realm.

This strong foundation also has room for growth, as can be seen on the accompanying maps, the downtown and central city area house the predominant number of cultural assets. The density of assets in this area has the potential to serve both visitors and residents. However, it was noted in conversations with City of Bastrop residents, that many do not frequent the downtown area on a regular basis. At the same time, a great number of residents also noted pride in their own creative practices. Combined, these factors speak to an opportunity to create more neighborhood-based projects that could begin to create a sense of neighborhood identity and speak strongly to potential future residents.

## Listing of Cultural Assets

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<b>Cultural Asset</b>	<b>Category</b>
Bastrop 1832 Farmers Market	Arts & Culture Organization
Bastrop Chamber of Commerce	Arts & Culture Organization
Bastrop County Historical Society	Arts & Culture Organization
Bastrop County Museum & Visitor Center	Arts & Culture Organization
Bastrop Opera House	Arts & Culture Organization
First Friday Art Walk	Arts & Culture Organization
Lost Pines Art Center	Arts & Culture Organization
Lost Pines Art League	Arts & Culture Organization
Lumberyard Music Hall	Arts & Culture Organization
Bastrop Academy of Music	Arts Education
Bastrop High School	Arts Education
Bastrop Intermediate School	Arts Education
Bastrop Middle School	Arts Education
Bluebonnet Elementary School	Arts Education
Calvary Episcopal School	Arts Education
Cedar Creek Elementary School	Arts Education
Cedar Creek High School	Arts Education
Cedar Creek Intermediate School	Arts Education
Cedar Creek Middle School	Arts Education
Colorado River Collegiate Academy	Arts Education
Emile Elementary School	Arts Education
Genesis High School	Arts Education
Lost Pines Elementary School	Arts Education
Mina Elementary School	Arts Education
Red Rock Elementary School	Arts Education
Bastrop Convention & Exhibit Center	City Venue
Bastrop Public Library	City Venue
Jerry Fay Wilhelm Center for the Performing Arts	BISD Venue



## Listing of Cultural Assets

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<b>Cultural Asset</b>	<b>Category</b>
4 Views Art Gallery	Creative Business
Abri Gallery	Creative Business
AMC Creations	Creative Business
Anita's Cafe	Creative Business
Apothecary's Hall Antiques	Creative Business
Barbara's Corner	Creative Business
Bastrop Beer Company	Creative Business
Bastrop Florist	Creative Business
Bastrop Goldsmith Silversmith	Creative Business
Bastrop River Company	Creative Business
Brenda Abbott Floral + Event Design	Creative Business
Caledonia Cottage Quilts & More	Creative Business
Cedar's Mediterranean Grill	Creative Business
Cherry Blossoms Spa	Creative Business
Coffee Dog Roastery	Creative Business
Colorado River Winery	Creative Business
Copper Shot Distillery	Creative Business
Cripple Creek Wine and Gifts	Creative Business
Donna's by Design	Creative Business
El Corral Lozano	Creative Business
Fandango Cat Furniture	Creative Business
Film Alley Bastrop	Creative Business
Hollyhocks and Hand me Downs	Creative Business
John's Hair Design	Creative Business
Larryland Music	Creative Business
Liberty Glenn Home Decor & Boutique	Creative Business
Linda Kjelberg Artworks	Creative Business
Lost Pines Art Bazaar	Creative Business
Ma'Coco	Creative Business
Margie'z Place	Creative Business
Maxine's Cafe & Bakery	Creative Business
Neighbors Kitchen & Yard	Creative Business
Old Town Restaurant & Bar	Creative Business

## Listing of Cultural Assets

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<b>Cultural Asset</b>	<b>Category</b>
Paw Paw's Catfish House	Creative Business
Pinesong Art Gallery	Creative Business
Piney Creek Chophouse	Creative Business
Quicksilver Mining Company	Creative Business
R.A. Green Mercantile	Creative Business
Relics Jewelry & Gifts	Creative Business
Rising Phoenix Adventures Tours & Events	Creative Business
Salon 1018	Creative Business
Schulman Theatres Lost Pines 8	Creative Business
Simply Sweet	Creative Business
Southern Edge Boutique	Creative Business
Spoiled Sisters Boutique	Creative Business
Studio 71 Art Gallery	Creative Business
Sugar Shack Bastrop	Creative Business
Telling Your Story	Creative Business
Texas Boot Company	Creative Business
The 602 on Main	Creative Business
The Bastrop Flower Shoppe	Creative Business
The Grace Miller	Creative Business
The Kleinert Building	Creative Business
Tough Cookie Bakery	Creative Business
Vibe Tribe	Creative Business
Works of Heart	Creative Business
Yoli's Tacos & More	Creative Business

## Listing of Cultural Assets

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<b>Cultural Asset</b>	<b>Category</b>
El Camino Real Trail	Historic Assets
Historic Fairview Cemetary	Historic Assets
Old Iron Bridge	Historic Assets
Bastrop Bark Park	Natural Assets
Bastrop State Park	Natural Assets
Bob Bryant Community Park	Natural Assets
El Camino Real Paddling Trail	Natural Assets
Ferry Pocket Park	Natural Assets
Fireman's Park	Natural Assets
Fisherman's Community Park	Natural Assets
Hunter's Crossing Neighborhood Park	Natural Assets
Hunter's Crossing Pool	Natural Assets
Jewel Park	Natural Assets
June Hill Paper Riverwalk Trail	Natural Assets
Kerr Community Neighborhood Park	Natural Assets
Lake Bastrop North Shore Park	Natural Assets
Lake Bastrop South Shore Park	Natural Assets
Lost Pines Nature Trails	Natural Assets
Lovers Lane Fields	Natural Assets
Mayfest Park	Natural Assets
Paul C. Bell Field	Natural Assets
Pine Forest Golf Club	Natural Assets
Rusty Reynolds Park	Natural Assets
"A Mother's Love" by Jay Schaan	Public Art
"A River Runs Through It" by Patricia Rendulic	Public Art
"Alter Ego" by Pokey Park	Public Art
"Beckham"	Public Art
"Broken Heart"	Public Art
"Croakio and Juliet"	Public Art
"Flight" by Laura Sturtz	Public Art
"Gary Toad"	Public Art
"Hither, Dither" by Benjamin McVey	Public Art

## Listing of Cultural Assets

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<b>Cultural Asset</b>	<b>Category</b>
"Ira Hayes"	Public Art
"Kudu"	Public Art
"Mon Ami Pierce"	Public Art
"Night Song" by John Maisano	Public Art
"Pappy and Rolly"	Public Art
"Paradise" by David Phelps	Public Art
"Paradox of Bling"	Public Art
"Paths We Choose" by Anthony St. James	Public Art
"Poco a Poco" by Pokey Park	Public Art
"Rings of Contrition" by Lee Groff	Public Art
"Rings of Lofty Admiration"	Public Art
"Rising from the Ashes" by Anthony St. James	Public Art
"Sitatunga" by Dan Pogue	Public Art
"Sky Shaman" by Rebecca & Gene Tobey	Public Art
"Thaddeus T. Toad"	Public Art
"The Conspirators" by Joshua Tobey	Public Art
"The Scarlet Heart" by Alex Porter	Public Art
"The School" by Warren Cullar	Public Art
"Think with Square"	Public Art
"Tiana and Tad"	Public Art
"Toad Frog" by Karmien Bowman	Public Art
"Wailin' Willie"	Public Art
"Warrior Spirit" by Don Pogue	Public Art



# Cultural Organizations and Programs

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## **Primary Cultural Organizations**

Bastrop County Museum and Visitors Center

Bastrop Opera House

Lost Pines Arts Center

## **Annual Events**

Patriotic Festival

Homecoming & Rodeo

Trick or Treat Trail

Veteran's Day Car Show

Juneteenth Celebration

Lost Pines Christmas: Lighted Parade, River of Lights, and historic home tours.

Bastrop Music Festival

## **Performance Venues**

Bastrop Museum and Visitor Center

Bastrop Opera House

Copper Shot Distillery

Larryland Music

Lost Pines Arts Center

Neighbor's Kitchen and Yard

The 1832 Bastrop Farmer's Market

The 602 on Main

The Grace Miller "Gracie's"

The Old Town Restaurant & Bar

The Sugar Shack

# Cultural Asset Maps

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# Community Demographic Summary

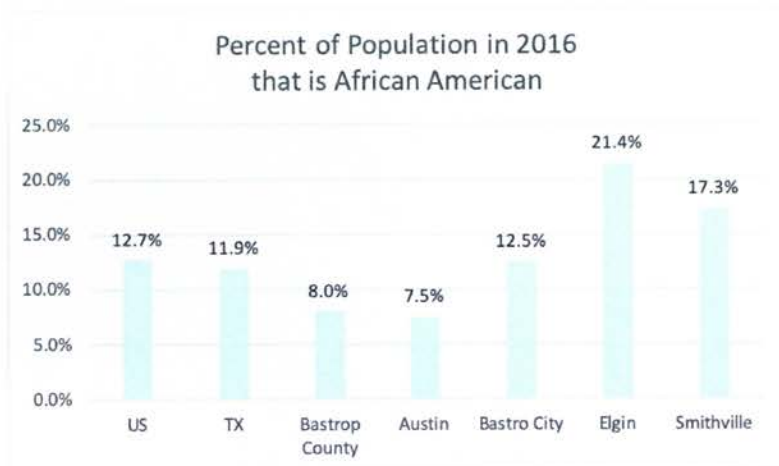
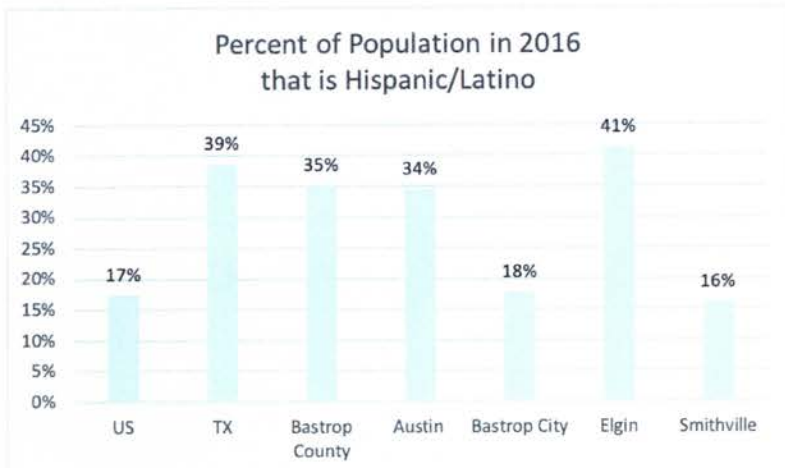
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## **Introduction**

Making sure that we develop the right arts and culture strategies for the City of Bastrop requires us to have a strong understanding of the overall demographic trends at play within the City and the region as a whole. The following information is a snap-shot of some current trends that are at play.

**Population:** The City of Bastrop is experiencing significant demographic change. Between 2010 and 2016, the City's population grew by almost 13%, from just over 7,200 to just under 8,000. Bastrop's population growth between 2010 and 2016 is almost on par with Austin's; Austin's population grew by 15% in this period.

However, this change has not occurred evenly across demographic groups. For the City of Bastrop, the population of white residents has increased by 27%, while the population of Hispanic or Latino residents has decreased by 20%, and the population of black residents has decreased by 23%. For Bastrop County, in contrast, the population of all demographic groups grew slightly (under 5%), with the exception of the Hispanic or Latino population, which grew significantly by 14%. However, White residents still make up the majority of the population – Hispanic or Latino residents are roughly one fifth of the White population, whereas Black residents are 15% of the White population.

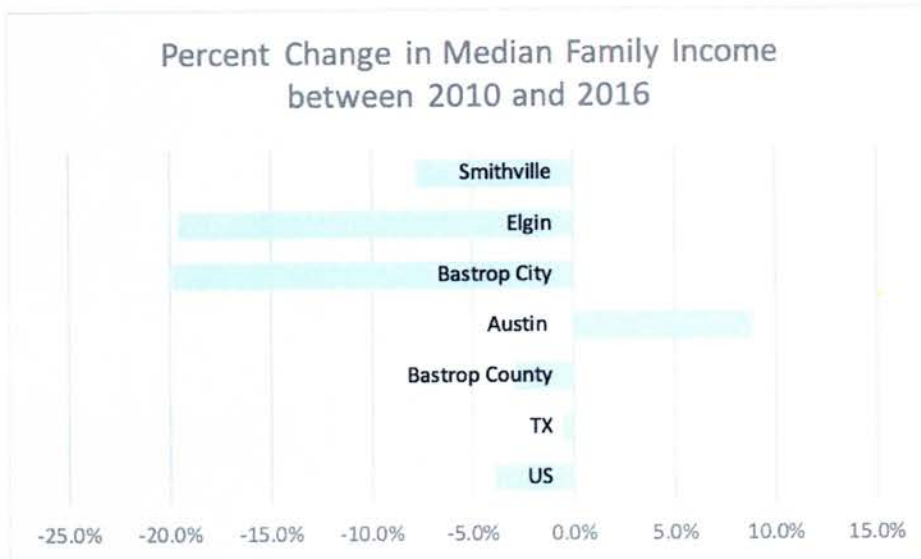


**Age:** In terms of age, the breakdown of the City of Bastrop is similar to surrounding communities.

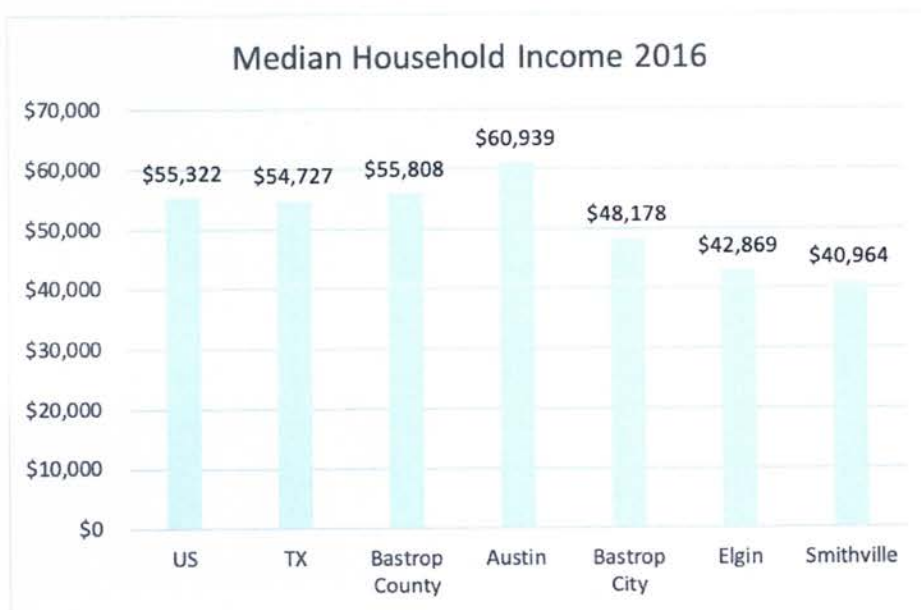
- 40 percent of Bastrop's population is between 35 and 65.
- 22 percent is under 18.
- 19 percent is between 18 and 34.
- 19 percent is over 65.



**Income:** Median family incomes in Bastrop City are declining. Between 2010 and 2016, the median household income in Bastrop City declined by nearly 20%, compared to a 3% decline in the county, and a 1% decline in the State of Texas as a whole. This decline higher than nearby towns Elgin and Smithville, which saw a 19% and 8% drop, respectively. However, as we see in the next chart, although Bastrop has seen a steeper decline, the median household income in the City is still higher than in Elgin and Smithville.

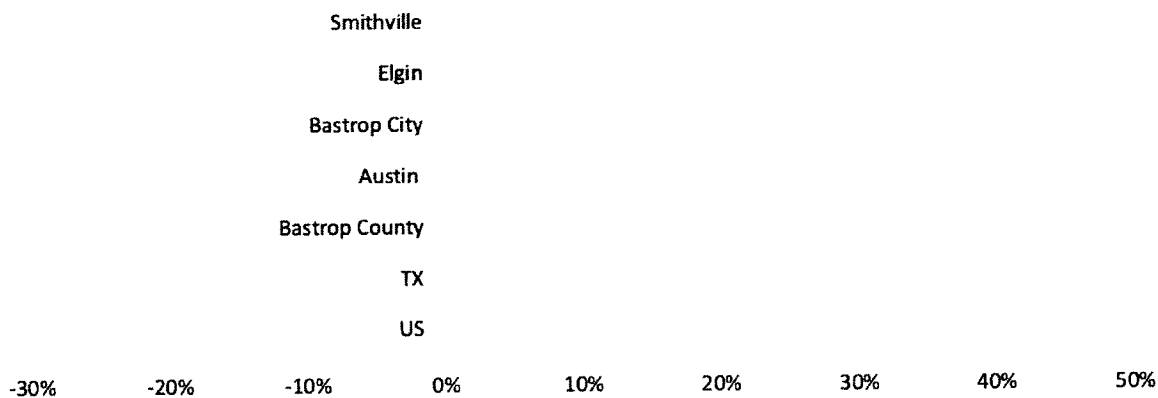


Bastrop City median household incomes are lower than in the county, state, and country. Although it is lower than nearby Austin, the median household income in Bastrop County is slightly higher and roughly comparable to that of Texas and the United States as a whole, at about \$55,000. The median household income in Bastrop City, however, is notably lower at \$48,178. Elgin and Smithville are lower still at \$42,869 and \$40,964.



**Education:** Bastrop City has seen modest growth in the percentage of residents with a bachelor’s degree. Texas as a whole, especially Central Texas, is attracting a higher educated population and workforce, although these gains in Bastrop City (3%) have been less significant than in the county (10%) or nearby Austin (37%). Bastrop City employs the national average rate of creative industry workers. The percent of the total workforce in the United States employed in creative industries is approximately 10%. Bastrop County has a smaller proportion of arts-employed workers (7%), but Bastrop City meets the national average (10%). That number is slightly lower in Texas (9%), and slightly higher in Austin (11%).

### Growth in Percent of Population with Bachelor's Degree between 2010-2016



# Community Engagement Summary

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## Introduction

The City of Bastrop is currently developing a Cultural Arts Master Plan. This goal of the plan is to provide a blueprint that lays out the policies, programs, and ideas that will enable the City to best harness its resources to grow and support the local arts and culture sector for residents and visitors alike.

As Bastrop begins a new citywide plan for the development of its creative energies, there is an opportunity to build on the work that has previously been done. Bastrop's Arts and Culture Master Plan will provide a clear strategy for the future of arts planning throughout the City that is aspirational, yet achievable.

As Bastrop's population continues to grow and the creative sector is being valued more highly for its ability to provide amenities to residents, attract visitors, and spur economic activity, the plan will ensure a coordinated vision and common framework for the future of Bastrop's creative sector – one that continues to enrich residents' quality of life.

The Public Engagement Plan (PEP) is designed to provide a guidebook for stakeholder and public involvement in the various phases of the planning process. Opportunities to engage in the process will include: community meetings, pop-up events, surveys, social media, working groups, and stakeholder interviews. The PEP is intended to be flexible in its implementation, and as the planning process progresses, the PEP may be adjusted if needed to meet the project goals.

## Engagement Responses

**Initial Interviews:** In order to understand the broad range of issues facing the City of Bastrop's arts and culture sector, the planning team looked to understand the history, trends, and groups of the area. To do this, the team conducted numerous one-on-one interviews with key stakeholders, created an overview report of the cultural economy, examined current demographic trends, and identified potential case studies to serve as inspiration for future ideas. Within that original research, findings included:

### Internally

- Historically, the arts community within the City of Bastrop has seen many periods of both coming together and splitting apart over the years.
- Artists themselves are loosely affiliated in town. There is the opportunity to make this a more centralized community.
- There is a strong and growing Hispanic set of communities within the city that can be brought more fully into the larger policy conversations about arts and culture.
- Similarly, there is a strong and historic African American community in the city that also has a great deal to offer to future policy discussions.
- There is a strong and historic festival culture within the city from which to build future opportunities and respond to regional destination marketing demands.

### Externally

- The relationship with Hyatt Resort has gone through many different phases of development and could be strengthened further in the future.
- There is a strong understanding that economic changes within the region are creating a fast rate of change within the city and that the arts sector must respond to.

### Structurally

- The BIAPP Board takes on many responsibilities for arts-related policy decisions and there is the opportunity to further differentiate their tasks and define their roles.
- Given the historic nature of downtown, there is the opportunity to continue developing arts-infrastructure projects (such as benches and statues) in the spirit of the existing Art Boxes.
- There is a potential to grow even stronger connections between the Museum/Historic Society and a larger arts strategy within the city.

Economic growth from the Austin area will continue to have a strong impact on the City of Bastrop bringing both positive (growth in number of residents, growth in number of artists, growth in regional tourism), and negative economic forces (potential retail drop). Fortunately, Bastrop shows a strong foundation of creative industry employment, and a significant number of Bastrop residents work in creative industries.

The team has found that Bastrop has a number of key arts institutions and individuals who have worked for decades to establish the arts economy as a key component of the city. However, given the smaller size of the primary arts stakeholders, there is an opportunity (as well as some recognized challenges) for creating a more cohesive strategy that can enable the arts to serve as an essential component of Bastrop's larger economic development strategy. It is also recognized that the smaller number of key arts and culture stakeholders provides an opportunity for fostering new arts-leadership within the community.

### **Online Surveys and Elementary School Conversations**

#### **Overall Takeaways:**

- Relationship with Austin – people identify one of Bastrop's strengths as its uniqueness from Austin, but more people also take advantage of many of Austin's arts and culture opportunities
- Many people highlighted a need for more diverse arts and culture opportunities, in terms of both representation of artists from different backgrounds as well as variety of type of arts and culture experiences
- Bastrop's arts and culture venues were often identified as strengths and/or opportunities: Bastrop Opera House, Lost Pines Art Center, the Foundry, the old iron bridge, the Bastrop County Museum, and the Performing Arts Center
- Many people are searching for activities for the whole family – end up going to places in Austin like the Thinkery
- Many people want more affordable arts/culture classes of all types (and for all ages)



## **Topic: Creative Expression**

### *Examples of Questions Asked:*

- Do you have any creative hobbies or consider yourself to be an artist? (such as quilting, singing, writing, dancing, playing an instrument)
- If yes, what forms of creative expression do you practice?

### *All Responses:*

- Music (24)
- Painting (23)
- Not an artist / no creative hobbies (22)
- Crafting - general (20)
- Attends activities with whole family (19)
- Drawing (16)
- Fiber Arts (16)
- Writing (15)
- Sports - general (13)
- Dancing (11)
- Movies, film, radio (11)
- Cooking (9)
- Singing (8)
- Going to parks (7)
- Building or making -general (6)
- Photography (6)
- Attends activities by myself (5)
- Soccer (5)
- Gardening (5)
- Carpentry and woodworking (4)
- Sculpture (4)
- Jewelry (4)
- Video games (4)

- Attends activities with friends (3)
- Architecture/interior design (3)
- Walking and bike-riding (3)
- Reading (3)
- Technology/graphic design (3)
- Metalwork (2)
- Visual Art -general (2)
- Coloring (2)
- Fishing and hunting (2)
- Theater (1)

*In addition to looking at the general topic of Creative Expression, survey results were also examined in terms of understanding the City of Bastrop's strengths, weaknesses, opportunities, and threats.*

### **Topic: Strengths of Arts and Culture in Bastrop**

Examples of Questions Asked:

- What are two things that make Bastrop unique?
- What makes Bastrop unique in terms of arts and culture?
- What do you think are the current strengths about art, culture, and creative opportunities in the City of Bastrop?

Themes:

- Colorado River (46)
- Lost Pines Art Center (46)
- History/historic buildings (44)
- Opera House (33)
- Local venues (31)
- Nature/landscape (31)
- Small town feel (23)
- Downtown/central location (21)
- Variety of art/artists (17)
- People (15)
- Foundry (12)
- Music (12)
- Community support for arts (11)
- Bastrop County Museum (10)
- Cultural events/festivals (9)
- Old Iron Bridge (9)
- Quality or quantity of artists (9)
- Parks/public spaces (8)
- Diversity (6)

- First Friday (6)
- Bastrop State Park (5)
- Performing Arts Center (4)
- Proximity to Austin (4)
- City support for the arts (3)
- Community – general (3)
- Larryland Music (3)
- Location – general (3)
- Restaurants/Food (3)
- Bastrop Public Library (2)
- Historic Chickens (2)
- Convention center (2)
- Film Industry (2)
- Healthcare (2)
- Main Street (2)
- Main Street Farmer’s Market (2)
- Not like Austin (2)
- Places to sell/buy art (2)
- Bastrop Cinema (1)
- Hobby Lobby meeting spaces (1)
- Multi-generational (1)
- Walk-ability and bike-ability (1)

*Selected Responses:*

- I moved to Bastrop because I believe it will inspire and encourage me to continue to create theatre and art
- All the transformer boxes are painted. Also, statues that get cute things added to them. For example the scarves last winter.
- Love the power boxes being painted, murals on buildings
- The Museum/Visitors Center is great and has a lot of history and culture in a small space.
- There are designated businesses and locations that support them, and the City is actively involved with art in public places
- Growing interest in and commitment to visual and performance art by City administrators
- Feeling of community and ease in getting involved

- I think there is a growing community of people who are interested and willing to invest in Bastrop's creative future. Especially younger professionals
- The inclusiveness and encouragement from the creative community.
- Love the special events (parade, local things) and the Christmas stuff (traditional bazaar, parade, shops open late, wine swirl).
- The festivals that used to be downtown
- Downtown has a great heartbeat
- Over 120 historic homes & buildings on national register
- We have taken steps to protect our historic architecture & places
- Quite a few high quality venues for a smaller town
- Unique Stores & Cafes Downtown
- Several local music venues
- The art center classes are wonderful. My husband and I aren't artists but we have a lot of fun trying new things and having the cafe attached really makes it easy to hang out and fun to invite family and friends.
- Our art center offers varied activities for visitor and artists.
- The abundance of live musical talent/venues
- The natural inspiration all around. The river and the pines are beautiful.
- Nature draws out personal expressions and there are so many spots to be in nature here
- Bastrop Opera House has expanded creative opportunities for attending as well as participating in theater--kudos to them!
- The revitalization of the Bastrop Opera House is very encouraging
- Friendly people
- The small town feel so close to a large city
- Bastrop is full of amazing talent and provides many outlets for those talents to be expressed
- Beautiful small town with lots of local artisans
- Small town feel with big town amenities
- Small town charm
- A diverse media of arts for such a small community.
- Theatre, fine art, and music are all celebrated equally and community involvement is welcomed.



## **Topic: Weaknesses of Arts and Culture in Bastrop**

### Examples of Questions Asked:

- What do you feel is generally missing for arts, culture, and creative opportunities in the City of Bastrop?

### Themes:

- Lack of communication/promotion (31)
- Arts/culture opportunities are too expensive (12)
- Lack of support for the arts (10)
- Arts/culture is not representative of everyone (9)
- Arts/culture is centered downtown (8)
- Scheduling concerns (8)
- Issues with downtown/Main Street (7)
- Lack of arts – general (7)
- Lack of diversity (7)
- Not enough funding for arts/culture (7)
- Issues with playgrounds/parks (6)
- Lack of variety of arts (6)
- Issues with quality of art (5)
- Complaints about specific venues (4)
- Lack of venues/spaces (4)
- Not caring about the arts (4)
- Arts/culture is too local (3)
- Lack of accessible opportunities (3)
- Lack of childcare (3)
- Lack of information or resources (3)
- No time for arts/culture (2)
- Natural disasters (1)
- Not enough people buying art (1)

### Selected Responses:

- More art displayed throughout and not concentrated just downtown.
- To include the entire city in the arts

- Everything happens “in town” and that there is not much where they live “on the other side”
- Music and dance. Not just from the majority population. African, Hispanic, and other cultures not traditionally experienced in Bastrop.
- I would like to see more available for people in the lower income brackets in order to include young people in all the arts available.
- Art Center has potential but lacks shows with widely recognized artists.
- Think more LOW cost/FREE art classes/ once-a-month free public participation opportunities could be offered.
- Rents are high. No real art gallery other than the non profit that the city subsidizes
- The First Friday Art Walk is pretty much dead. There is not much actual art left on Main St.
- The art scene downtown is waning.
- Takes kids to Fisherman’s Park but there isn’t enough shade, so it is difficult in the summer.
- Takes the kids a lot to Chik-Fil-A because there is a playground there; there aren’t enough playgrounds in Bastrop.
- Bastrop is making an effort to be an arts destination. This is a good thing. But, would like to see more quality music venues and concerts. Not just bar bands.
- Make sure lifelong learning covers seniors, those with PTSD/other issues, and not just kids
- Nothing much in arts really - lots of places have galleries, museums and the things we have - often bigger, better and more famous.
- There is a large need and desire of many adults for English classes, but that schedules and the availability of child-care are large barriers.
- Need for communicating what activities do happen
- I truly think there are lots of arts opportunities but sometimes people don’t know about them. Not everyone is on Facebook
- Advance notice of cultural opportunities is lacking. I need more that a week or two notice to be able to attend any events or to places that are hosting anything. maybe I don’t follow the right social or advertising places
- Diversity of kinds of art experiences, insufficient stimulating public art. We are playing it too safe.
- More art and music festivals that showcase other cultures from around the world
- Poor internet access affects their ability to engage
- There is not enough coordinated effort for all the arts to schedule around each other and provide support for each other
- Bastrop has a problem with collaboration in the arts - we tried to do the % for art in the beginning with public art but it didn’t stick
- Art events/classes for kids, family events emphasizing art that is contemporary/interesting. Most of the art around town is very “traditional Texas”, nothing wrong with it, just variety is good, especially art that will be more engaging for teenagers. I think our youth is often forgotten in the art community, and they are the ones who could benefit the most from having a framework to be expressive/creative in a healthy & productive way
- Music that is good not just because it’s live....all live music is not necessarily good--it should be in a wide variety of styles
- Nothing. I really don’t care about the arts

- More monetary support by city and its citizen.
- I like the art walk, but if I miss the one time, I am sad that I have to wait a whole month for it to happen again.
- Classes with different schedules - variety of options

**Topic: Opportunities for Arts and Culture in Bastrop**

- Examples of Questions Asked:
- What new kind of art (visual, musical, theatric, etc.) would you like to see within the city?
- Where would you like to see this new art within the city, and why should it be there?

*Themes:*

- Parks and outdoor spaces (53)
- Music (48)
- Downtown Bastrop (37)
- Youth arts activities (34)
- Cultural events/festivals (33)
- Theater or performance art (20)
- BAiPP (17)
- Misc types of art (17)
- Adult arts activities (15)
- Lost Pines Art Center (15)
- Classes – general (14)
- Local venues (13)
- Dance (12)
- Opera House (10)
- Dance classes (9)
- Galleries and art shows (9)
- City support (8)
- Interactive art (8)
- Old Iron Bridge (8)
- Pools or water park (8)
- Sports activities and facilities (8)
- Family activities/events (7)

- Performing Arts Center (7)
- The Thinkery (7)
- Cooking classes (6)
- Diversity (6)
- Growth (6)
- Movies (6)
- School arts programming (6)
- Bastrop Public Library (5)
- Murals (5)
- Restaurants (5)
- Churches (4)
- Convention Center (4)
- English classes (4)
- Exploration (4)
- Fisherman's Park (4)
- Historic buildings/markers (4)
- Latin culture/activities (4)
- Learning from online tutorials (4)
- Music classes (4)
- Rec center or community center (4)
- YMCA (3)
- Foundry (2)
- Friday Art Walk (2)
- Hiring artists (2)
- Interdisciplinary arts (2)
- Main Street Farmer's Market (2)
- Rodeos (2)
- Writing/books (2)
- Tourism (1)

*Selected Responses:*

- Place where kids can play "field day" type games (relay races, etc)

- In 1999 when I arrived in Bastrop, there were more Latino activities. I would like to see more activities for the Hispanic culture in Downtown. Listen to more Latin voices, to celebrate holidays, such as May 5, September 16. In the sister cities of the (MEX-US) border, for example, the "Friendship Party" was celebrated. That could be done here in Bastrop.
- Things for families- where kids and adults can do things at the same time (like pottery)
- "Leisure courses" for retirees, etc. and young people
- Wants to see adult exercise classes and English classes.
- Love the sculpture around the city--that should continue--it is in view of many citizens. Paintings in the library are nice and should continue so many can enjoy these works.
- On our walls, our sidewalks, our trash cans, our public places. Right now it feels that we want to confine art to the size and shape of a transformer box.
- The library has had "no love put into it" and it's on the periphery
- Strong partnership opportunity with new Arts and Culture Commission
- An Arts council that could invite notable artists, writers and experts for special events.
- Would like to take arts and crafts classes, learn how to use recycled materials to make new things.
- Affordable/free art/crafts classes and groups
- The art is there...it is difficult to see or access. Perhaps a festival of some sort with hands on booths, well advertised, sidewalk chalk art. Something to involve local people and get the word out.
- WE NEED TO HOST AN ART FESTIVAL! A good one, with professional artists who travel the country and work in all different mediums, in addition to local artists.
- Family-oriented dance halls/ places for music- not just catering to the "country" crowd or honky-tonks.
- Music and dance. Not just from the majority population. African, Hispanic, and other cultures not traditionally experienced in Bastrop.
- bastrop should have more activities that celebrate diversity
- Downtown is very accessible, but there isn't enough going on, and it should not all be concentrated downtown
- More downtown events
- Anything that gives children the chance to explore
- Given that the families are large and there might be a great variety of age groups, parents expressed that having a variety of activity types in order to include all ages would be beneficial, like in a community center.
- More opportunities to show work - there are artists who go elsewhere to show their work
- Since it is still small, it has the chance to include and involve all of the arts in the growth of the city
- Works intended to be interactive and engaged physically or from a multi-sensory format
- All kinds of art! Not just seeing them but having compelling experiences in which our locals and guests would want to participate.
- Hispanic music and folklore.
- One interesting thing is that when I asked about art a few families mentioned liking to do arts and crafts, and so they watch YouTube videos to learn how.
- Concerts. I would like to have more venues options, with more variety of shows. Concerts and movies outdoors.



- Dance Hall, more restaurants, music venues
- Lost Pines can connect to the artists to know who needs what
- Art Center has potential but lacks shows with widely recognized artists.
- Carpentry workshop/woodworking
- Culinary arts opportunities
- Good painting/photography,
- Would like to see a graffiti wall like Austin has
- Music in the park
- Music. The orchestra/symphony kind. That normal people could go and do.
- Both sides of the river - use old iron bridge as focal point
- The bridge can hold many opportunities for us: venue, performance, access to river
- Continued expanded programming at Bastrop Opera House
- In the park. Because not everyone can afford to attend performances and it is wonderful to introduce this to as many people as possible
- The park. It is such a beautiful space to bring the community together.
- The PAC, because it's also a beautiful facility, that I personally feel is severely under-utilized.
- Would love to see a rec center!! A place for kids with pool, ping pong, basketball, volleyball, arts and crafts, somewhere for fun outside the home.
- The school is always a good location because families know it and generally feel comfortable.
- Something like the Thinkery, hands on for kids. Like a science center.
- Touring theatre would be nice. Quality professional musical acts would be welcome
- Theatrical productions that engage community members of all ages, and are held in public places.
- Outdoor theater
- I would like to see more activities for kids like workshops, classes
- Community art projects for teenagers/kids that are outside of school.

## **Topic: Threats to Arts and Culture in Bastrop**

### Highest Frequency Responses:

- Travel to Austin for arts/culture (16)
- Arts/culture funding should not come from taxpayers (10)

### Themes:

- Travel to Austin for arts/culture (16)
- Arts/culture funding should not come from taxpayers (10)
- Bad environment at middle school (2)
- Doesn't want change (1)

### Selected Responses:

- I guess I don't understand why it's the city's job to provide artist opportunities.
- Whatever entrepreneurs and citizens bring. No one from government should be involved and no public money should be expended.
- The middle school has problems with drugs and bullying.
- They do everything family. Almost every weekend they go to Austin to the Thinkery. Aquarium, artistic shows.
- Goes to plays in Austin at Bass Concert Hall sometimes
- As a family they go to Thinkery, Blanton, IMAX in Austin

## **Workshops #1 Attendee Responses**

*September 26, 2018*

In September 2018, invited community members participated in a Creative Placemaking Workshop that led participants through a series of conversations and brainstorming exercises to help create ideas for the future of arts and culture in Bastrop. There was noticeable excitement in the room around the idea of making the Colorado River Bridge a key component of the Bastrop arts and cultural experience. Out of five table discussion, four focused on the bridge specifically, and participants shared the idea of the bridge as a central symbol of Bastrop. One of the key recommendations that emerged was capitalizing on the current engineering review process for the bridge to do something more -- a "Fix Plus" plan -- that would purposefully integrate arts as a part of the infrastructure improvements process.

Workshop participants referred to the bridge as a "connector to everywhere in Bastrop," and as the "broach in the cultural necklace" of what Bastrop has to offer. One group suggested that the bridge could become the "Bastrop Broadway." Another noted that in lieu of a town square, the bridge could be the "town triangle." Additionally, participants imagined art and activities on the bridge itself, but also below it and along the river. They emphasized connections between the bridge, the river, trails, and downtown.

Many ideas emerged for programming, including:

- Marching band competitions
- Art on the bridge
- Sculpture
- Light shows
- Laser lights
- Concerts
- Drone racing competitions
- "Dinner on the bridge" (a la Highline)
- Cycling and running events should integrate the bridge
- "selfie moments" from murals (temporary?) on the ends of the bridge
- Films under the bridge
- Dancing groups
- Performing arts
- Theater
- Interactive wifi or Bluetooth installations
- The bridge as a venue rather than just "a strip of cement that sometimes has a special event permit"
- Children's art

- Banners
- Fundraisers and causes
- Yoga and exercise events
- Parades and processions
- Tying in bridge to downtown through creative wayfinding, and using that as a city-wide creative wayfinding initiative

Participants expressed understanding of the process that it would take to bring these visions to fruition, and they discussed the need for involvement and buy in from a variety of stakeholders, including private and public advocates, possible city staffing, the city as a project partner, TXDOT, LCRA, funding partners, community members, neighborhoods, art groups, and the historical society.

## **Workshop #2 Attendee Responses**

*November 15, 2018*

The second workshop was tailored towards developing specific policy recommendations for the Cultural Arts Master Plan that could build on the themes and ideas developed to date by the community. Milwaukee-based consultant Christine Harris, who specializes in cultural planning work across the United States, was on hand to lead discussions and brainstorm with participants about specific policies and programs that the city might embark upon in order to build capacity within the arts sector.

*Physical Space: Create Artist Housing:*

*What does success look like?*

- We have a new Form Based Code which provides for more live/work options
- Artists subsidies to afford it right away
- Need to understand what an ArtSpace can do; bring them in?
- Add a % for artists housing in all housing developments
- Provides visibility for everyone's business
- Visiting musicians performing on the streets
- Using available space, e.g. Jeff's available space could be converted?

*Who needs to be at the table?*

- Downtown business alliance
- BAIPP and the cultural commission

- EDC (they have more flexibility than other parts of the city)
- Parking needs to be addressed – maybe a trolley?

*How can the City of Bastrop help to support the efforts?*

- Financial assistance to artists (different categories of support)
- Lost Pines can connect to the artists to know who needs what
- City needs to find the resources for the housing
- Galveston lowered property taxes so larger businesses would support helping develop other space

*What can your contribution be?*

- Support artists in doing this
- Offering space
- Providing opportunities for artists in other venues, such as artist-in-residence in hotels, corporations, etc

*Physical Space: Wayfinding*

*What does success look like?*

- Making local artists visible
- Attention getting; will really make wayfinding visible
- New earned revenue for artists
- Use the original mosaics??

*Who needs to be at the table?*

- City Planning
- Main St Cte
- BAIPP
- Historic Landmark Commission
- Master Naturalists
- Lost Pines

*How can the City of Bastrop help to support the efforts?*

- Planning Dept look at city ordinances
- Strong partnership opportunity with new Arts and Culture Commission

*Other Thoughts:*

- How do you connect with the social service arts and cultural programming?
- Is there an opportunity for creative tourism/creative participation



- There may be an opportunity for more sub-committees for ACC than BAIPP to support the initiatives
- Is it valuable to get more public input, such as on a draft?
- It would be really great to see this workshop continue for the other initiatives as it yielded SO much valuable information

### **Open Houses Attendee Responses**

To round out the planning process before the final drafting of recommendations began, two open houses were held in the month of November. The first was held during the day at the Lost Pines Art Center. The second was held in the evening at the Bastrop Museum and Visitors Center,

#### *Students:*

- Provide more opportunities for high school students to perform around the city
- Give exposure opportunity at every age level so all kids see what is possible
- Would like to see more arts out and about the community
- Too many people think arts are elitist and show too much emotion

#### *Other Attendee Comments:*

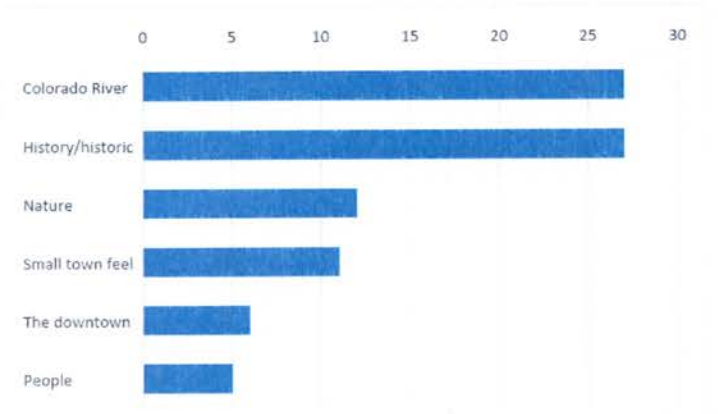
- Make sure lifelong learning covers seniors, those with PTSD/other issues, and not just kids
- Bastrop has a problem with collaboration in the arts
- We tried to do the % for art in the beginning with public art but it didn't stick

## Survey Results.

To get a broad view of community ideas to accompany key stakeholder observations an online survey was created and distributed. A total of 104 responses were gathered.

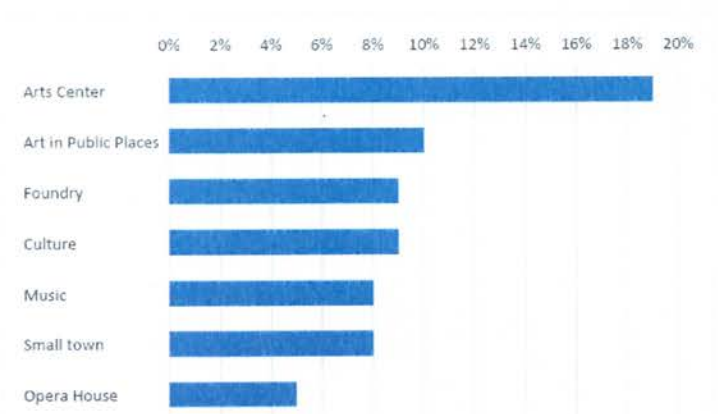
### Q1 What makes Bastrop unique? (top responses)

- “The river and walking path along it.”
- “The balance of historical and new.”
- “The small town feel and friendly neighbors.”
- “Rich natural resources and green areas.”

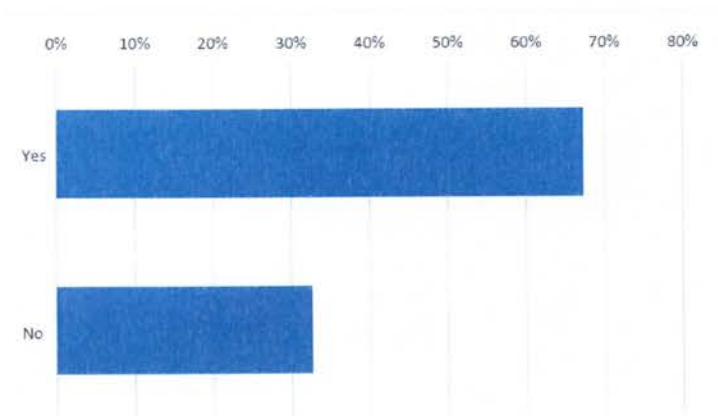


### Q2 What makes Bastrop unique in terms of arts and culture?

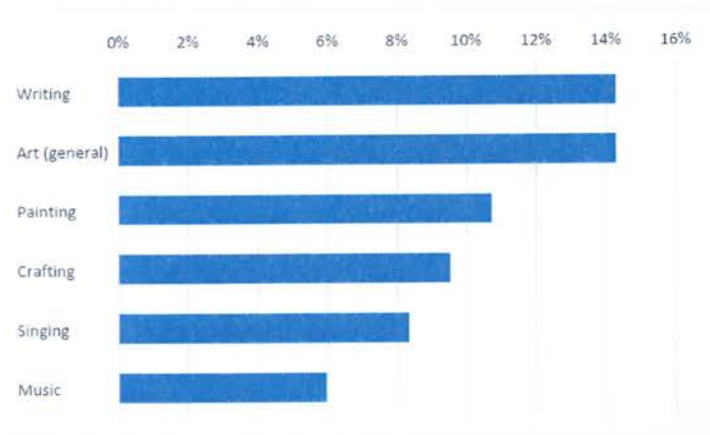
- “The number and diversity of artists.”
- “I adore the art installations.”
- “Blend of small town charm and architecture with a growing artist class.”



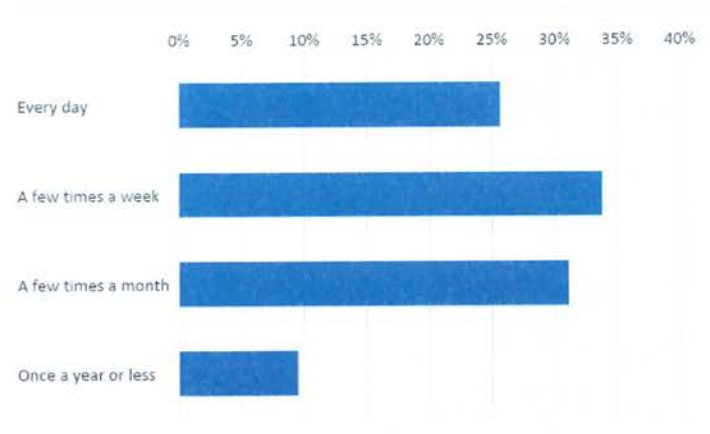
### Q3 Do you have any creative hobbies or consider yourself to be an artist?



**Q4 What forms of expression do you practice? (top responses)**



**Q5 If yes, how often do you practice this form of expression?**

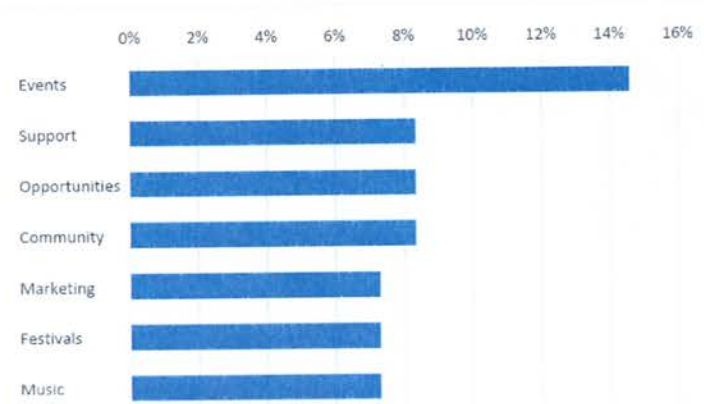


**Q6 What do you think are the current strengths about art, culture, and creative opportunities in the City of Bastrop?**

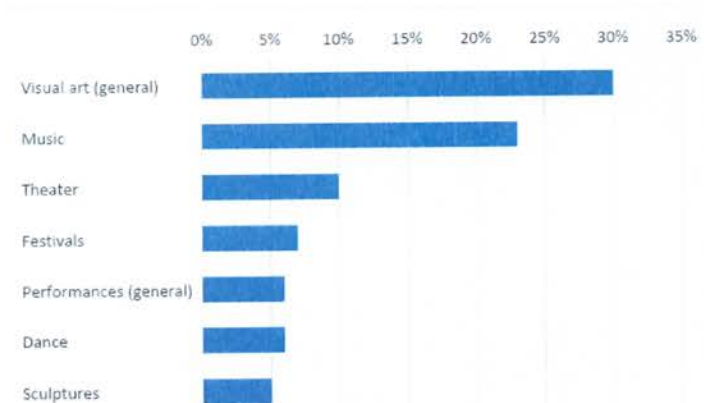
- "Lots going on at the Art Center."
- "Support of the community and what I consider to be a significant percentage of the population with above average talent."
- "The Museum/Visitor Center is great and has a lot of history and culture in a small space."
- "I enjoy the live music venues on Main Street."

**Q7 What do you feel is generally missing for arts, culture, and creative opportunities in the City of Bastrop?**

- “We need events – exciting destination events. Events to put us on the state and national map.”
- “Opportunities for kids to be exposed to arts.”
- “Lack of performance arts support and diversity of performance arts.”
- “Public participation opportunities.”
- “Marketing to locals to get locals out to take advantage of what we have.”

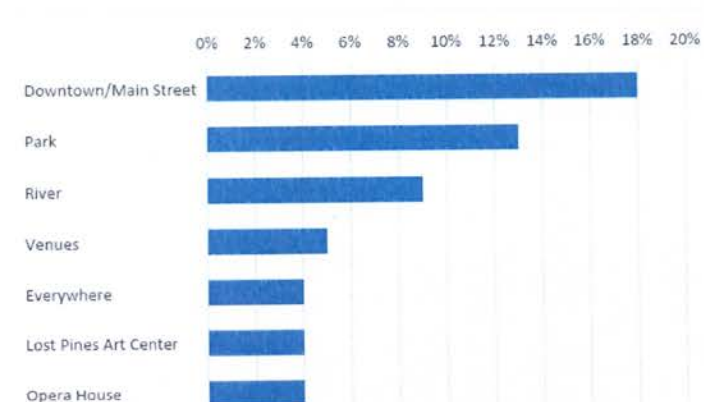


**Q8 What new kind of art (visual, musical, theatric, etc.) would you like to see within the city?**



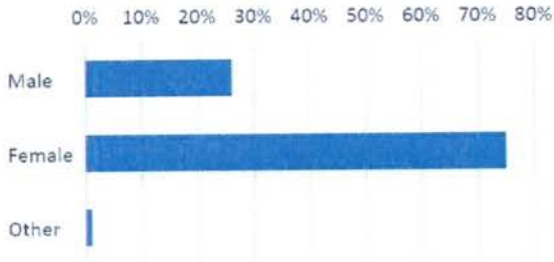
**Q9 Where would you like to see this new art within the city, and why should it be there?**

- “The culture should be on both sides of the river.”
- “Use the old iron bridge as the focal point.”
- “Our downtown is unique and could be a real destination for tourists and residents alike”
- “The park is such a beautiful space to bring the community together.”



Q10 Gender

Q10



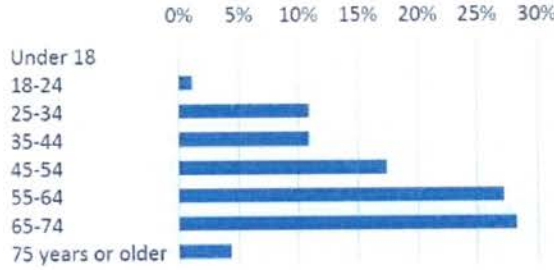
Q11 Race/Ethnicity

Q11



Q12 Age

Q12







# Bastrop's Creative Economy

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We know that for the City of Bastrop, finding ways in which the arts and culture economy can grow and mature is one of the key goals of the planning process. As such, it is important to have a solid understanding of the basic characteristics of the current creative economy and how it is functioning.

Known as the “Heart of the Lost Pines,” Bastrop, Texas, is a unique community that couples historic small-town charm with big-city amenities and an exceptional quality of life. The city covers approximately 11 square miles and is the county seat of Bastrop County. Bastrop is strategically and centrally located on State Highway 71, with convenient access to Austin-Bergstrom International Airport, and within an easy distance of three major metropolitan areas. With Austin just 30 miles to the west, Houston two hours southeast, and San Antonio one -and-a-half hours to the south, Bastrop is in a very advantageous position for cultural and economic development.

## Bastrop County and the Creative Economy

To understand the creative economy of the City, we need to first understand the larger trends of the creative economy happening at the county level. Bastrop County boasts a diverse workforce of nearly 3,500 employed workers over the age of 16. These workers fill an array of positions, with some of the greatest proportions of jobs falling in the public administration, retail trade, and educational and health care services sectors. While Bastrop County has a diverse economy, as of 2016 its unemployment rate was 8 percent – slightly higher than the nation's rate, Texas' rate, but lower than the county's.

When looking at the creative economy we can see (with 2016 data) that Bastrop County's economy also has a robust arts and culture sector which earns nearly \$17 million each year and supports 1,227 jobs. Notably, Bastrop County has a higher proportion of creative jobs than both Texas and the nation. Art gallery/dealer & independent artists earnings in Bastrop County (\$3.4 million) make up the largest share of the county's total creative industry (i.e. arts and culture industry) earnings (20.1%) and architectural and design services come in at a close second (\$3.3 million, 19.7%). Within the architectural and design services umbrella industry, “architectural services” (\$1.0 million, or 31.7% of total architectural and design services earnings) and “interior design services” (\$746K, or 22.6%) constitute the largest shares of industry earnings. The median hourly wage for creative occupations is \$17.84, which is lower than Hood County, Kerr County, and Texas overall.

## Bastrop's Creative Economy

Compared to creative industry earnings in the State of Texas, Bastrop County has a competitive advantage in the following creative industries:

- Art gallery/dealer & independent artists earnings (20.1% of Bastrop County's creative industry earnings, compared to 11.2% of Texas' creative industry earnings)
- Construction (16.1% of Bastrop County's creative industry earnings, compared to 10.1% of Texas' creative industry earnings)
- Jewelry stores and jewelry, watch, precious stone, and precious metal merchant wholesalers (8.5% of Bastrop County's creative industry earnings, compared to 7.3% of Texas' creative industry earnings)
- Photography services (5.8% of Bastrop County's creative industry earnings, compared to 3.8% of Texas' creative industry earnings)
- Stores (book, musical instrument & supplies, sewing & needlework) (4.4% of Bastrop County's creative industry earnings, compared to 3.1% of Texas' creative industry earnings)

### Creative Industry Earnings (2016)

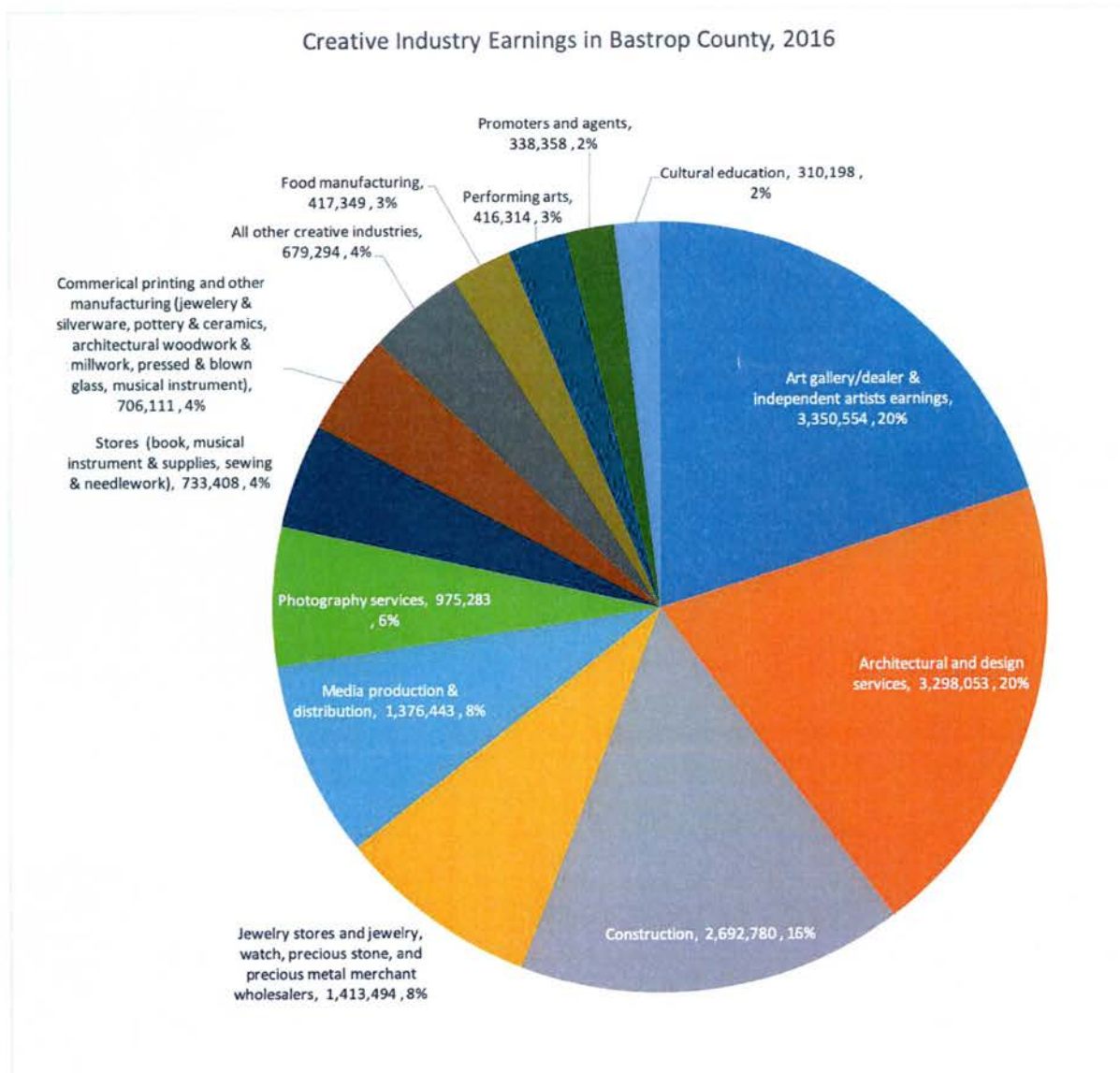
	Bastrop County		Hood County		Kerr County		State of Texas	
	\$	%	\$	%	\$	%	\$	%
Art gallery/dealer & independent artists earnings	3,350,554	20.1	3,928,541	24.8	5,642,870	9.7	1,520,742,192	11.2
Architectural and design services	3,298,053	19.7	3,286,342	20.7	3,098,618	5.3	3,369,593,685	24.7
Construction	2,692,780	16.1	2,755,443	17.4	1,318,641	2.3	1,371,294,183	10.1
Jewelry stores and jewelry, watch, precious stone, and precious metal merchant wholesalers	1,413,494	8.5	1,069,536	6.7	2,382,728	4.1	989,677,048	7.3
Media production & distribution	1,376,443	8.2	284,530	1.8	2,001,314	3.4	1,330,647,621	9.8
Photography services	975,283	5.8	272,476	1.7	614,491	1.1	517,096,216	3.8
Stores (book, musical instrument & supplies, sewing & needlework)	733,408	4.4	454,617	2.9	280,375	0.5	425,298,173	3.1
Commerical printing and other manufacturing (jewelery & silverware, pottery & ceramics, architectural woodwork & millwork, pressed & blown glass, musical instrument)	706,111	4.2	575,714	3.6	37,948,336	65.4	1,066,941,695	7.8
All other creative industries	679,294	4.1	1,862,116	11.7	2,535,501	4.4	933,562,776	6.8
Food manufacturing	417,349	2.5	140,250	0.9	56,948	0.1	495,824,851	3.6
Performing arts	416,314	2.5	376,231	2.4	1,636,806	2.8	460,746,076	3.4
Promoters and agents	338,358	2.0	297,057	1.9	322,521	0.6	518,263,494	3.8
Cultural education	310,198	1.9	568,596	3.6	199,280	0.3	634,937,696	4.7
<b>Total</b>	<b>16,707,639</b>		<b>15,871,448</b>		<b>58,038,428</b>		<b>13,634,625,705</b>	

Creative Economy Table I: County Comparison of Creative Industry Earnings (2016)

### About Cultural Industries in Bastrop County

Within Bastrop County there has been significant creative sector growth in many creative industries between 2012 and 2016 and the numbers of individuals who work within these industries as photographers, graphic designers, in the food service industry, interpreters and translators, editors, and interior designers have all grown significantly in the three-year period observed.

**Takeaway:** Bastrop County shows a strong foundation of creative industry employment, and a significant number of Bastrop residents work in creative industries.



Creative Economy Chart I: Bastrop County, Creative Industry Earnings (2016)

**Note on film-related industries and occupations:** The motion picture and video production industry is made up of businesses primarily engaged in producing, or producing and distributing motion pictures, videos, television programs, or television commercials. This industry accounted for \$336,837 in earnings in Bastrop County.

If we look at 2016 reportings for creative occupations, Bastrop County supported four jobs for film and video editors; their median hourly earnings is \$22.53. Bastrop County supported three jobs for camera operators (television, video, and motion picture); their median hourly earnings is \$17.42. With New Republic Studios located within the City's ETJ, these numbers are poised to increase greatly..

### About Creative Jobs in Bastrop County

With the county-level data we can also look more closely at creative occupation growth. One important issue with looking at creative sector data is recognizing the difference between “workers” and “jobs” when talking about occupations. Most occupation data reflect filled jobs, whether full or part-time, temporary or permanent, by place of work. Extended proprietor jobs (these can be thought of as secondary jobs) data are based on tax returns; self-employed and extended proprietors may represent jobs outside of the region. It's important to count extended proprietor jobs for the creative economy because of the prevalence of creative people having multiple sources of secondary income through side jobs and gigs.

It is incorrect to say that the Bastrop County supports 1,227 creative workers. Instead, it's accurate to say that the area supports nearly 1,227 creative jobs, or nearly 1,227 instances of employment. Jobs are considered instances of employment, not workers since an individual may have multiple jobs. We can think of the number of instances of employment or jobs as reflective of the demand for certain kinds of work.

For example, say I work full-time as a bank teller and do photography gigs on the side. In 2017, I got paid for four photography jobs, one in every quarter (winter, spring, etc.). The number of my instances of employment or jobs reflected in the data will depend on when I report the money I received from these jobs. If I report money I received from each of my four photography jobs in the quarters I completed them, my work in 2017 as a photographer will count as four instances of employment or four jobs. If I report the money I receive from all four jobs in Quarter 4, my work as a photographer will count as one instant of employment, or one job. Unfortunately, we don't know if people are reporting those four jobs every quarter or all at once in one quarter.

#### Total Creative Jobs in Bastrop County in 2016 : 1,227

Creative occupations with the most jobs in Bastrop County

- Photographers: 192 jobs
- Musicians and singers: 92 jobs
- Writers and authors: 85 jobs
- Interpreters and translators: 66 jobs



- Graphic designers: 59 jobs

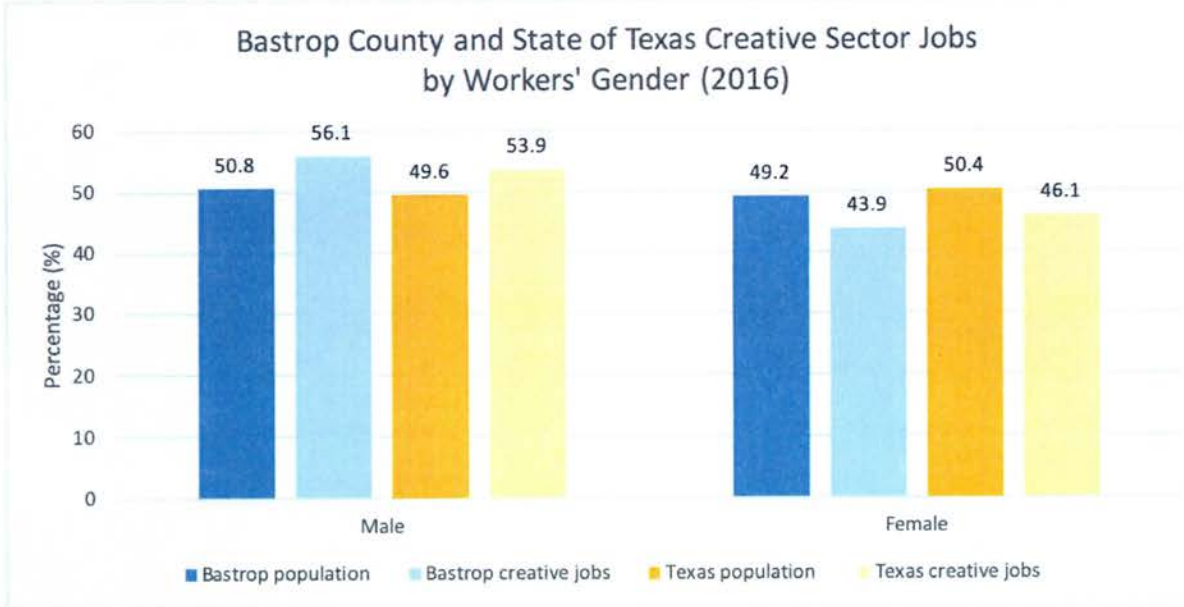
### Creative Workers in Bastrop County

	2013 Jobs	2016 Jobs	% Change
Photographers	157	192	18.3%
Musicians and singers	91	92	0.5%
Writers and authors	81	85	4.9%
Interpreters and translators	51	66	22.6%
Graphic designers	49	59	17.7%
Molders, shapers, and casters (except metal and plastic)	46	49	5.8%
Fine artists, including painters, sculptors, and illustrators	41	42	3.1%
Chefs and head cooks	27	34	19.5%
Tile and marble setters	31	33	5.8%
Architects, except landscape and naval	28	30	7.2%
Tailors, dressmakers, and custom sewers	32	30	-7.8%
Editors	25	29	14.6%
Cabinetmakers and bench carpenters	27	29	6.2%
Art directors	25	28	11.1%
Craft artists	26	27	3.0%
Interior designers	21	25	15.4%
Librarians	23	24	5.1%
Marketing managers	22	24	9.1%
Jewelers and precious stone and metal workers	21	23	7.9%
Entertainers and performers, sports, and related workers	24	23	-4.8%
Music directors and composers	22	22	-1.2%

Creative Economy Table 2: Bastrop County, Creative Sector Jobs (2016)

Gender of Creative Workers:

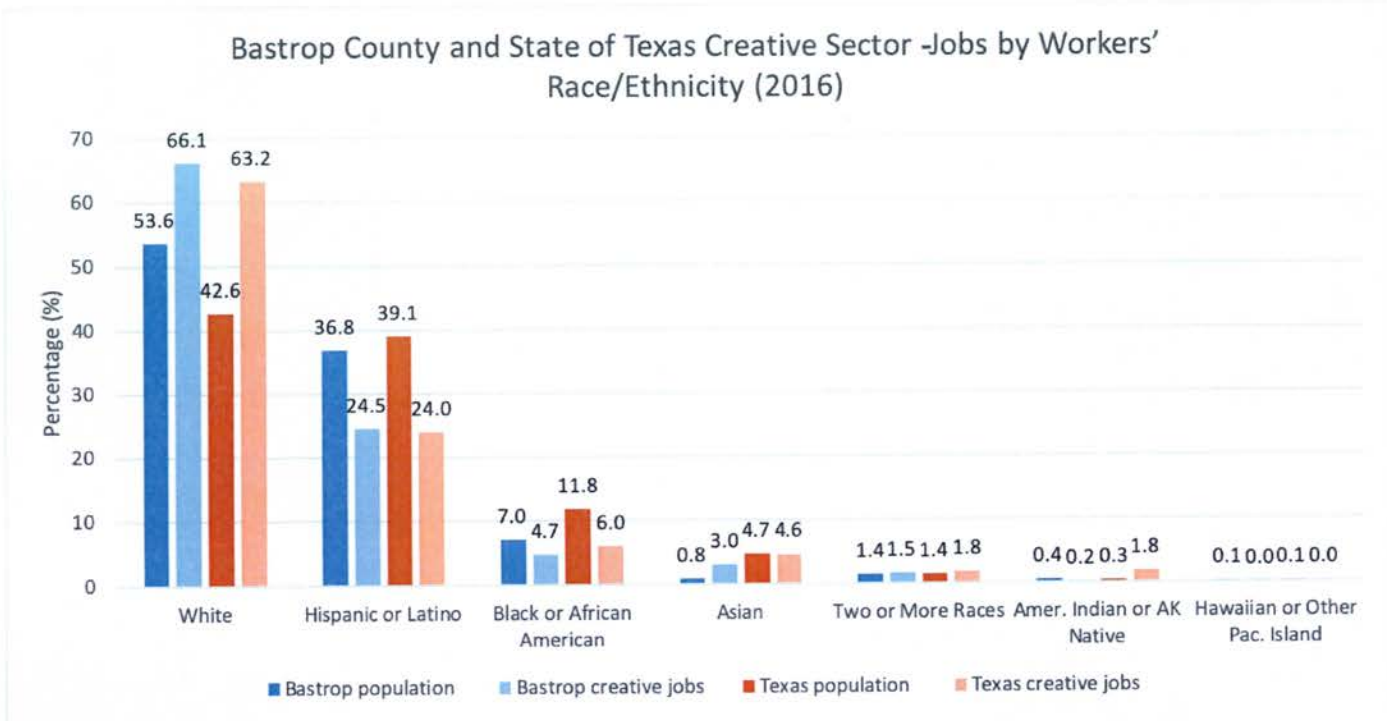
- Men hold more than half (56.1%) of all creative occupations in Bastrop. In comparison, men only make up 50.8% of Bastrop's population
- At the state level, men are also over-represented in the creative workforce compared to the state's population



Creative Economy Graph 2: Bastrop County and State of Texas Creative Sector Jobs by Workers' Gender (2016)

## Race and Ethnicity of Creative Creative Workers:

- The majority of creative jobs in Bastrop County are held by white workers (66.1%).
- White people make up 53.6% of Bastrop County's population, so are over-represented in the creative workforce.
- About a quarter of Bastrop County's creative jobs (24.5%) are held by Hispanic or Latino workers; 4.7% are held by Black or African American workers; 3.0% are held by Asian workers; and 1.5% are held by people who identify as two or more races.
- People who identify as Hispanic or Latino and Black or African American are also under-represented in the creative workforce, but the discrepancies are more pronounced in Texas than in Bastrop.
- If we look at the state of Texas, white people are also over-represented in the creative workforce (42.6% of the population is white, compared to 63.2% of the creative workforce). People who identify as Hispanic or Latino and Black or African American are also under-represented in the creative workforce, but the discrepancies are more pronounced than in Bastrop.



Creative Economy Graph 3: Bastrop County and State of Texas Creative Sector Works by Race/Ethnicity (2016)

## About Art Sector Occupations in the City of Bastrop

To get a better idea about the City of Bastrop's own creative economy we can look to 2017 American Community Survey 5 year data<sup>1</sup>. Although such an analysis will not allow for as fine a grained analysis as can be accessed at the county level with WESTAF data, we can still get a strong picture of how the City of Bastrop compares to other arts-vibrant cities within the State of Texas.

If we look at occupational data (here identified by gender), we can see that overall the State of Texas has a strong arts-sector economy in its larger cities, and in particular in the neighboring City of Austin. Looking more closely we can also see that, by percentage, both the Bastrop County and the City of Bastrop have a higher percentage of creative sector jobs than other Texas counties and cities known for their arts and culture economies.

### C24010 Sex by Occupation for the Civilian Employed Population 16 Years and Over

	Dallas, TX	Houston, TX	San Antonio, TX	Austin, TX
<b>Total Jobs:</b>	641391	1109301	672684	518867
<b>Male:</b>	352707	621305	356666	285227
Architecture and engineering occupations	7748	26420	7097	12118
Arts, design, entertainment, sports, and media occupations	7126	10412	5705	11642
<b>Female:</b>	288684	487996	316018	233640
Architecture and engineering occupations	1453	5444	1435	2529
Arts, design, entertainment, sports, and media occupations	6808	8368	4468	9259
<b>Total Creative Sector Jobs</b>	<b>23135</b>	<b>50644</b>	<b>18705</b>	<b>35548</b>
<b>Total Percentage of Jobs</b>	<b>3.61%</b>	<b>4.57%</b>	<b>2.78%</b>	<b>6.85%</b>

Creative Economy Table 3: Large Cities in the State of Texas - Creative Sector Jobs (2017)

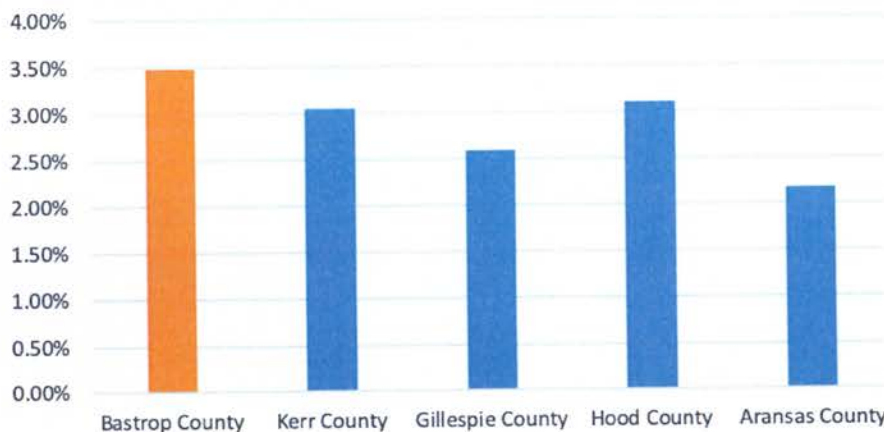
<sup>1</sup> U.S. Census Bureau; American Community Survey, 2017 American Community Survey 5-Year Estimates, Table C24010; using American FactFinder; <<http://factfinder.census.gov>>. - It should be noted that arts sector data from the American Community Survey, within this report, is only specific to the design and arts sectors and does not include other cultural sectors such as food which can be brought in when allowed a finer grain of analysis.

## Bastrop's Creative Economy

C24010 Sex by Occupation for the Civilian Employed Population 16 Years and Over					
	Bastrop County, TX	Kerr County, TX	Gillespie County, TX	Hood County, TX	Aransas County, TX
<b>Total Jobs:</b>	33500	21475	11800	22905	10387
<b>Male:</b>	18766	11268	6199	12708	5784
Architecture and engineering occupations	619	130	112	388	102
Arts, design, entertainment, sports, and media occupations	287	282	65	123	34
<b>Female:</b>	14734	10207	5601	10197	4603
Architecture and engineering occupations	95	54	0	8	0
Arts, design, entertainment, sports, and media occupations	168	191	130	192	90
<b>Total Creative Sector Jobs</b>	<b>1169</b>	<b>657</b>	<b>307</b>	<b>711</b>	<b>226</b>
<b>Total Percentage of Jobs</b>	<b>3.49%</b>	<b>3.06%</b>	<b>2.60%</b>	<b>3.10%</b>	<b>2.18%</b>

Creative Economy Table 4: Arts-vibrant Counties in the State of Texas - Creative Sector Jobs (2017)

### Percentage of Creative Sector Jobs - County



Creative Economy Graph 4: Arts-vibrant Counties in the State of Texas - Creative Sector Jobs by Percentage (2017)

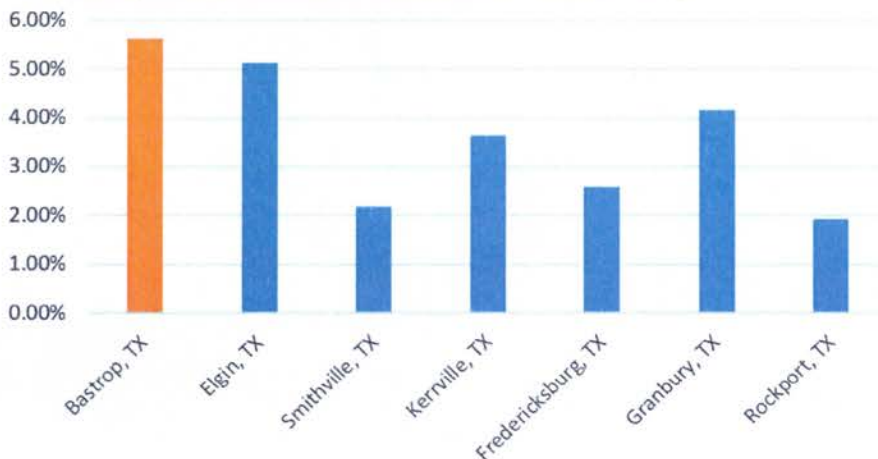


## Bastrop's Creative Economy

C24010 Sex by Occupation for the Civilian Employed Population 16 Years and Over								
	Bastrop, TX	Elgin, TX	Smithville, TX	Kerrville, TX	Fredericksburg, TX	Granbury, TX	Rockport, TX	
<b>Total Jobs:</b>	3365	3707	1609	9448	4858	3625	4726	
<b>Male:</b>	1923	2180	823	4843	2455	1919	2328	
Architecture and engineering occupations	73	97	20	63	47	79	0	
Arts, design, entertainment, sports, and media occupations	63	63	0	62	19	33	34	
<b>Female:</b>	1442	1527	786	4605	2403	1706	2398	
Architecture and engineering occupations	23	13	0	46	0	0	0	
Arts, design, entertainment, sports, and media occupations	31	17	15	173	60	39	57	
<b>Total Creative Sector Jobs</b>	<b>190</b>	<b>190</b>	<b>35</b>	<b>344</b>	<b>126</b>	<b>151</b>	<b>91</b>	
<b>Total Percentage of Jobs</b>	<b>5.65%</b>	<b>5.13%</b>	<b>2.18%</b>	<b>3.64%</b>	<b>2.59%</b>	<b>4.17%</b>	<b>1.93%</b>	

Creative Economy Table 5: Arts-vibrant and Neighboring Cities - Creative Sector Jobs (2017)

### Percentage of Creative Sector Jobs - Small City



Creative Economy Graph 5: Arts-vibrant and Neighboring Cities - Creative Sector Jobs by Percentage (2017)

### Notes on County Level Data Source and Methodology

#### About the Creative Vitality™ Suite

All the data we used for the analysis of Bastrop County creative economy data was from Western States Arts Federation's (WESTAF) online tool, The Creative Vitality™ Suite (CVSuite™). WESTAF compiles many data sources for the CVSuite™. The CVSuite™ provides a highly reliable, nationally vetted, annually updateable measure of arts participation (demand for arts products and services) and occupational employment in creative jobs.

WESTAF updates the data in the tool multiple times each year. With every new data version, WESTAF not only updates the current year (2016 in the case of these analyses) but also historical data. WESTAF updates current and historical data because data sources often take years to collect information for a single year. The Bureau of Labor Statistics, for example, takes 2-3 years to collect all of the data for their jobs numbers and finalize the data set for a given year; plus, they make adjustments to data as methodologies change and new industries emerge. For our analyses, we pulled data from the 2018.1 data version.

#### Occupational Data

Occupation data in the CVI come from Economic Modeling Specialist Intl. (EMSI). EMSI's proprietary labor market data and modeling provide data on creative workers who are full-time, part-time, and contract workers. This is referred to as their "complete" employment set. Including part-time and contract workers is important when reporting on the creative workforce because of the prevalence of gig workers in the workforce. CVSuite occupation data comes from multiple sources. Most notably, the Quarterly Census of Employment and Wages (QCEW) from the Bureau of Labor Statistics and U.S. Bureau of Economic Analysis. The QCEW employment count is a total derived from quarterly contribution reports filed by almost every employer in the U.S., Puerto Rico and the U.S. Virgin Islands.

WESTAF selected occupations to be included in the CVSuite™ through a process of cross-walking occupations by Standard Occupational Classification code with Department of Labor resources for matching particular skill sets with occupations. The original CVSuite™ measured 36 selected occupational categories that are highly correlated with measured skill sets in thinking creatively, originality, and fine arts knowledge as measured by the Employment and Training Administration's "O\*NET" occupational network database.

WESTAF continues to expand the list of creative occupations available through the CVSuite™. WESTAF does so by conducting a comparative analysis of creative economy reports from the Creative Arts Coalition, the National Endowment for the Arts, and Americans for the Arts. WESTAF also adds some occupations upon request from clients and partnering organizations. Currently, users have the option of analyzing 85 creative occupations.

### **Industry Data**

Industry sales data is also from Economic Modeling Specialist Intl. (EMSI). Federal statistical agencies use NAICS codes for the collection, tabulation, presentation, and analysis of economic statistics. WESTAF selected industries offered in the CVSuite™ based on relevance to the creative economy and input from CVSuite™ clients. In 2014, WESTAF expanded the list of creative industries available through the CVSuite™ from nine to 72; and in 2016, it expanded the list to 97.

### **Nonprofit Data**

Information about nonprofit arts activity is secured from the Urban Institute's National Center for Charitable Statistics and Economic Modeling Specialists, Intl. The Urban Institute's National Center for Charitable Statistics aggregates information from the Internal Revenue Service's 990 forms. Nonprofit 501(c) organizations with annual gross receipts of \$25,000 or

more must submit these forms.

### **Creative Industry Listings**

To identify the industries to include in these analyses, a list of industries was compiled based on conversations with the project Advisory Group. The finalized list included:

#### **Construction**

- Glass and glazing contractors
- Tile and terrazzo contractors
- Other building finishing contractors

#### **Food Manufacturing**

- Non-chocolate confectionery manufacturing
- Dried and dehydrated food manufacturing
- Tortilla manufacturing
- Coffee and tea manufacturing
- Flavoring syrup and concentrate manufacturing
- Mayonnaise, dressing, and other prepared sauce manufacturing
- Spice and extract manufacturing

#### **Commercial Printing and Other Manufacturing**

- Commercial screen printing
- Books printing
- Support activities for printing
- Pottery, ceramics, and plumbing fixture manufacturing
- Other pressed and blown glass and glassware manufacturing
- Ornamental and architectural metal work

manufacturing

- Custom architectural woodwork and millwork manufacturing

- Jewelry and silverware manufacturing

- Musical instrument manufacturing

#### **Stores**

- Sewing, needlework, and piece goods stores

- Musical instrument and supplies stores

- Book stores

#### **Media Production & Distribution**

- Motion picture and video production

- Motion picture and video distribution

- Teleproduction and other postproduction services

- Other motion picture and video industries

- Sound recording studios

- Record Production and Distribution

- Other sound recording industries

- Internet publishing and broadcasting and web search portals

- Music publishers

#### **Architectural & Design Services**

- Architectural services

- Landscape architectural services

- Drafting services

- Interior design services

- Industrial design services

- Graphic design services

- Other specialized design services

## **Photography Services**

Photography studios, portrait

Commercial photography

Photofinishing laboratories (except one-hour)

One-hour photofinishing

## **Promoters and Agents**

Promoters of performing arts, sports, and similar events with facilities

Promoters of performing arts, sports, and similar events without facilities

Agents and managers for artists, athletes, entertainers, and other public figures

## **Performing Arts**

Promoters of performing arts, sports, and similar events with facilities

Promoters of performing arts, sports, and similar events without facilities

Agents and managers for artists, athletes, entertainers, and other public figures

## **Cultural Education**

Museums

Historical sites

Zoos and botanical gardens \*

Nature parks and other similar institutions \*

Libraries and archives

Fine arts schools (private)

## **Art Gallery/Dealer & Independent Artist**

Independent artists, writers, and performers

Art dealers

## **Jewelry Store and Wholesalers**

Jewelry, watch, precious stone, and precious metal merchant wholesalers

Jewelry stores

## **Other**

Reupholstery and furniture repair

Civic and social organizations

Florists



# National Case Study Assessment

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In order to better identify opportunities for Bastrop, the team looked at various cities around the country that seek to bring and culture to the forefront of new development, both to bolster opportunities for current residents and increase tourism from outside the community. Our guiding questions were:

1. How can the arts and culture sector help to define a sense of place for the City?
2. How can this sense of place become an ever-evolving experience within the City for visitors and residents alike?

Given the fact that there are not many smaller-sized cities that have undergone robust arts and culture planning efforts, the team looked to identify communities that, to varying degrees, aim to:

1. Take advantage of nearby rapidly growing large metropolitan areas
2. Promote strong and distinctive historical identity
3. Increase tourism but not be defined by it
4. Create actionable funding strategies

The research process distinguished 20 case studies, of which 6 were identified as “primary” case studies for their particular relevance to Bastrop’s goals related to cultural and arts development. They are listed and described below as potential sources of inspiration.

## Brighton, Colorado

Brighton, only roughly 30 minutes away from Denver by car, aims to provide local access to arts and culture to make the municipality both a local and regional destination for creativity and cultural resources. Released in 2014, their Cultural Strategic Plan seeks to highlight Brighton's assets, resources, and cultural development needs, improves marketing for cultural activities, minimizes barriers to cultural access for all area residents, and measures and tracks public participation in cultural programming.

### Relevant Priorities:

- Promote best practices and new tools for collaborative marketing (list-sharing, cross-promotion, etc.) with nonprofits, agencies, and creative industries
- Create online, real-time database in Brighton Arts, Cultural and Tourism website (of arts media contacts, events and deadlines) and tap into other useful data bases
- Work with neighborhood organizations and HOA's to plan their own creative activities and public art providing toolkits and standards
- Measure, evaluate, and then establish incremental goals for the number of ticket giveaways to performing arts events for military, senior and under-served populations
- Increase arts/design representation on community-planning boards/commissions/ committees
- Develop three new versatile performance spaces within new or existing spaces throughout the community with affordable seating for 50-200 people for arts and cultural events
- Build a quality indoor, mid-size conference/performing arts venue with a seating range of 750-1,200.
- Create an outdoor venue accommodating 800-plus attendees for performances
- Develop new venues and opportunities for visual artists to exhibit work
- Identify the arts and culture sector as an economic driver.
- Create arts and culture volunteer database and network.
- Grow and support artist guilds.
- Better coordinate with existing organizations and individuals to assist emerging artists to create incubation opportunities.

### Funding Strategies:

- Advocate for financial planning specific to the cultural assets and resources needed for the use and enjoyment of the community
- Encourage workplace giving and corporate philanthropy for arts and culture.
- Prepare an annual "State of the Arts" report for BCIA and a social occasion for funders/donors and non-profits (page 20)
- Conduct continuing research to develop, qualify, and fund cultural district(s).
- Coordinate full participation in SCFD funding to city agencies (Office of Arts and Culture, special events, etc.) and the Lodging Tax Advisory Committee, collaborative strategies for GOS and project funding, visual (public) art) and facilitate partnering and assisting in qualifying non-profits as 501 C 3 designations, preparing proposals, and providing financial and management mentoring.

## Taos, New Mexico

After successfully applying for a New Mexico Arts and Cultural District program and designation in 2009, the town of Taos undertook an Arts and Cultural District strategy to spur economic development efforts that emphasize the unique qualities of Taos (including its cultural assets, downtown character, and numerous entertainment amenities), its strategic location in a beautiful natural environment, and its highly nuanced cultural landscape. Through the town's Arts and Cultural District Plan, it aims to attract talented "knowledge workers" and creative entrepreneurs to Taos, further develop physical infrastructure and distinctive urban design, enhance organizational capacity, and create signature art events to stimulate the economy.

### Relevant Priorities:

- Enhance historic walking tours of Taos historic sites and districts
- Develop a hospitality training program for local hotel and restaurant service providers for service tips and professional enhancement and also knowledge of local attractions
- Assess current offerings and programs in participatory or experiential tourism (aka Creative Tourism)
- Develop artists in residency program
- Develop an entrepreneurs and artists forum or "salon" such as Santa Fe's ArtMIX to exchange ideas, savvy, technology and dialogue
- The Taos Artist Lofts Project, a 35-unit affordable live/work project for artists in Taos' historic downtown district. Project is a partnership between the Town and Artspace Projects, the nation's leading nonprofit developer of affordable arts facilities.
- Historic rehabilitations – Plaza Theater, various plazas
- Creation of civic district
- Enhance historic walking tours
- Create merchants marketing campaign
- Development of a small grants program to support local arts production and creative entrepreneurs
- Consider forming local Arts Council
- Create and sponsor Arts Leadership Institute

### Funding Strategies:

- Gross Receipts Tax Increments: New Mexico Counties are eligible to enact a County Quality of Life Gross Receipts Tax Option to fund the promotion and expansion of cultural programs at a maximum rate of one-fourth of one percent (0.25%)
- Business Improvement Districts – assess annual contributions on property owners within a designated PID for public improvement and infrastructure projects.
- Public Improvement Districts – assess annual contributions on property owners within a designated PID for public improvement and infrastructure projects.
- Certified Local Governments (CLG) program for historic preservation programs administered by the state's Historic Preservation Division (HPD).
- Creative enterprise projects, fund raising, grants
- Lodger's tax

## Silver City, New Mexico

Another Arts and Cultural District designee in New Mexico, Silver City is a town of roughly 10,000 residents that houses more than 50 galleries and art spaces. Silver City is also in very close proximity to Gila National Forest, and maintains a year-round schedule of festivals and events focused on the natural beauty of the area, local art and artisans, local music, and film.

### Relevant Priorities:

- The Silver City Arts and Cultural District is a distinctive area in Silver City where historic architecture, an excellent eclectic mix of design, niche businesses, and a concentration of artistic and cultural activities foster civic pride, provide opportunities for local creative enterprise, and contribute to a unique, authentic, and stimulating experience for residents and visitors.
- CLAY Festival - As a mandated event through the New Mexico Arts & Cultural District office, the festival brings together artists, educators, entrepreneurs, families, youth, adventurers, and life-long learners to explore clay in its many forms, as well as its impact on our history, present, and future. With the first festival in 2012, the Silver City CLAY Festival now attracts regional, national, and international attention, creating expansive economic opportunities.
- Arts Trail - The Southwest New Mexico Clay Arts Trail is an innovative art and economic development initiative designed to market clay artist communities in Grant, Catron, Hidalgo, and Luna counties as a premier destination for cultural tourism in the Southwest region. As a collaborative marketing effort, the Clay Arts Trail combines and leverages our region's unique educational, historical, and commercial community assets related to clay.
- Adopt an Art in Public Places ordinance for the Town of Silver City.
- Facilitate cross-promotion of arts and cultural events and presentations
- Foster coordination and collaboration among arts and cultural groups.
- Advance historic preservation and adaptive reuse
- Centralized arts and events calendar

### Funding Strategies:

- Expand use of lodger's tax to support operational as well as promotional costs.

## Mankato, Minnesota

Often highly ranked among communities in the United States for being kid-friendly and very livable, Mankato has centered the arts, cultural heritage, and creativity as ways to enhance the quality of life for residents and attract visitors. Mankato has specifically designated approaches that cater to the needs of creative businesses, individuals, and nonprofits while demonstrating high standards of design and accessibility in public spaces.

### Relevant Priorities:

- Develop criteria to recognize naturally occurring creative and cultural districts; provide formal recognition of current and potential creative districts in Mankato.
- Create a master list of current venues/facilities; include types of activities spaces can support (i.e. performance, studio space, maker space, etc.), costs, and contact.

- Designate Heritage landmarks and districts.
- In partnership with the Tourism and Economic Vitality goals, develop new, interactive modes of communicating historically significant places, people and experiences to residents and visitors
- Explore programming to communicate the city’s heritage, including interpretive plaques, gateway signage, historic designation markers, mapping of historic resources, historic walking tours and brochures, audio tours, historical performances, and mobile apps
- Establish a city Artist in Residence program
- Develop a list of teaching artists and facilitators who can provide ongoing training to creatives.
- Conduct a comprehensive survey to determine who identifies as a “hobby” artist, “emerging” artist and “professional” artist. Determine through the survey the number of artists who want to remain hobby vs those who want to earn a sustainable income from their art.
- Encourage small retail businesses to carry local artists’ artwork.
- Research an artist co-op gallery and develop a network of artists to manage it.
- Create a series of sub-brands to market specific local creative silos and use these sub-brands to draw attention to the talents and capabilities of the overall art and culture community
- Create an Arts Mobile gallery on wheels; bring multiple art forms to various parts of the community.
- Develop comprehensive index of current arts and cultural experiences offered (and who they are offered by), with gaps in offerings identified. Update index to reflect additions and share information with the community
- Convene a gathering of tourism, arts and culture professionals to discuss best means of communication between arts and culture organizations, Twin Rivers Council for the Arts and Visit Mankato.
- Create a large-scale, unique piece of public art, as a tourism draw
- Develop priority listing of creative elements to enhance the visitor and resident experience throughout Mankato (i.e. decorative lighting, artistic alleyway enhancements, and art in parking lots and ramps). Identify frequently used key areas where these elements should be placed.

### **Funding Strategies:**

- Percent for Art program where a predetermined percentage of budget for public facilities is used to incorporate public art into the project
- Establish a Community Arts Fund that supports local arts and culture initiatives, including a “wish list” of public art projects; publicize to the community and encourage donations. Develop criteria for use and dispersal of Community Arts Fund donations; these criteria should incorporate means to support diverse and underserved artists and organizations
- Investigate a Round-Up for the Arts program, which provides residents the option of rounding up their utility bill for arts/culture activities/programming. Direct donations to Community Arts Fund.
- Identify nonprofit arts and culture organizations willing to combine fundraising efforts.
- Create a comprehensive marketing sell sheet on annual arts/culture sponsorship needs and target to individuals and businesses who are interested in sponsoring arts and culture events, programming and projects.
- Provide financial workshops (i.e. grant writing, business plan development, independent contractor proposals, fundraising/development skills, information sharing for creative entrepreneurs and nonprofits) on a regular basis according to the needs and interests of the creative community.
- Create a partnership program between for-profits and non-profits where businesses donate time, expertise, and/or services, providing opportunities for businesses to get involved in the creative community and give back. In return, creatives and arts/culture groups offer creative solutions, ideas, and/or experiences to the business.
- Develop Artist in Residence model for businesses (related to Arts and Culture Access Section)



## Dubuque, Iowa

Dubuque is home to a wide array of arts and cultural events and attractions. It boasts an arboretum, botanical gardens, an active theater scene, and many creative events. The City estimates that Dubuque residents experience an economic and quality of life impact of around \$47 million per year as a result of its creative sector.

### Relevant Priorities:

- Provide information and guidance on how to develop competitive applications for funding.
- Provide, facilitate, or support professional development for artists and creative professionals.
- Recruit creative leaders from other communities to settle in Dubuque.
- Ensure new development agreements are geared towards retaining arts, culture and local character inherent in the neighborhood in which the new development will occur.
- Develop a public art policy and implement public art program funded by a “percent for art” mechanism.
- Create a city department and agency-wide approach to infuse arts and culture throughout municipal activities as appropriate/possible.
- Study repurposing of existing spaces
- Provide and support technical training to organizations and artists
- Make arts and cultural resources and activities available in every neighborhood in the city and country
- Create artists-in-residence programs
- Establish artist exchange or visiting artists programs to bring leading professional artists in from elsewhere
- Make art more visible in all aspects of daily life
- Facilitate the presence and participation of arts and culture at non-cultural activities and venues

### Funding Strategies:

- Establish a Percent for Art mechanism in support of public art and/or of grant funding for other arts and culture initiatives.
- Increase municipal investment through dedicated staffing and budget, grants, and other initiatives.
- Amplify private and corporate philanthropy within the community.
- Seek philanthropic support from sources outside Dubuque (at state and federal levels).
- Identify and create revenue streams.
- Create a funding source for individual artists or informal groups who could apply for a grant through a fiscal sponsor (as an alternative to creating a non-profit that has to be sustained).

## Secondary Arts and Cultural Case Studies

### Silverthorne, Colorado

#### Relevant Priorities:

- Encourage Silverthorne's first live-work space for artists
- Create an Events & Activities calendar, to include at least one annual participatory art project, one signature event, four additional events/activities
- Food Truck Festival
- Silverthorne Storytelling Festival

### Edmonds, Washington

#### Relevant Priorities:

- Encourage the City to review/develop zoning and permitting incentives that actively encourage developments that sustain the vision for a people-friendly, culture-oriented community, which includes public art and public space, and adds to a rich network of cultural resources (page 18 of Cultural Plan)
- Engage Edmonds' existing, new, and growing ethnically specific communities to develop events, programs or exhibits (page 19 of Cultural Plan)
- Foster and support partnerships and cooperative programming among Edmonds Arts Commission, Edmonds Community College, ECA, EAFF, Edmonds Library, Edmonds Senior Center, other nonprofits, and the Edmonds School District to promote classes and activities aimed at building new audiences for culture (page 20 of Cultural Plan)
- Convene artists and arts businesses to discuss and explore establishing an "art recycling center" or similar mechanism to promote trading/sharing of resources between artists and encourage "upcycling" of materials by community members (page 20 of Cultural Plan)
- Maximize youth engagement with professional artists by encouraging arts organizations and the School District to coordinate opportunities for visiting artists to engage with youth and students through workshops or events (page 20 of Cultural Plan)
- Advocate for affordable forms of live/work development that can accommodate and support working artists in Edmonds (page 21 of Cultural Plan)
- Bundle dining/drinking, recreation, and lodging opportunities with arts and cultural experiences (page 2 of Impact Recommendations)

### Vancouver, Washington

#### Relevant Priorities:

- Expand the City's public art program, including installing pieces throughout the city, and clarify roles for decision-making and artist selection (page 7)
- Expand the popular Summer Concert Series to include additional performances in East Vancouver and/or Clark College and the new Waterfront Park (2019), including additional staff to support programming and permitting (page 7)
- Expand practice of making space available in City Hall for art and heritage exhibits to other City-owned facilities
- Design and implement art-based streetscape improvements targeted at the heart of the Arts District, which may include increased pedestrian and amenity space, or partial street closure to support arts uses

- Dedicate a portion of the Historic Reserve properties to makers or live/work artist space at rates that are below market-rate

#### **Funding Strategies:**

- Hire two full-time staff positions to coordinate and champion the City’s culture, art & heritage programs
- Under the direction of the Cultural Commission, restore the Cultural Grant program which provides small grants for culture, art & heritage organizations
- Expand neighborhood grant program to include culture, art & heritage projects, allowing neighborhoods to plan for desired enrichment specific to their community

## **Louisville, Colorado**

#### **Relevant Priorities:**

- Establish locations for small-scale arts uses, such as creative businesses, artists’ studios, small performing and exhibition spaces, and other cultural uses
- Support programming in non-traditional venues such as community centers, parks, and other public spaces
- Evaluate City-owned and private facilities to determine possible partnership for use of existing inventory within the community
- Develop policies and ordinances that enable the creation of affordable artist live/work and studio spaces (
- Explore the benefits of creating a designated cultural district
- Develop and support collaborative advertising efforts among community arts organizations to reach all segments of the population and consolidate resources

## **Park Rapids, Minnesota**

#### **Relevant Priorities:**

- Explore developing creative maker spaces in the community
- Create an inventory of historic and cultural assets.
- Establish an annual festival celebrating innovation, arts, and creativity.
- Develop an award for contributions to the City’s arts and cultural amenities
- Hold an annual open house to get feedback from the public on community needs.

#### **Funding Strategies:**

- Utilize the Park Rapids Community Fund to support Arts and Culture Advisory Commission work.
- Allow residents to volunteer financial support of the arts through their utility bills by filling out a “Check Yes for Arts and Culture” on their bill.
- Explore development of City impact fees to fund public Arts and Culture Advisory Commission work

## Eau Claire, Wisconsin

### Relevant Priorities:

- Create opportunities for professionals, artists and cultural workers to interact, network and/or work together
- Foster food industries based on local products and markets.
- Support potential for growth of music industry
- Map Eau Claire County's cultural resources
- Link residents' "Quality of Life" with "Quality of Experience" for visitors
- Understand our "Quality of Place." Articulate what is distinctive about Eau Claire County culture/heritage. From this, develop a vision for visitor experience in the future (x years away).
- Secure a mix of "every day" and "special occasion" options so that there is never a time not to visit Eau Claire County.
- Respect and protect historic buildings and neighborhood character

### Funding Strategies:

- Develop (or add) to the criteria for receiving public support (room tax funding, County Ec. Dev. Funding) for cultural venues and programming
- Work with the Eau Claire Community Foundation on a Giving Circle or other methods of mobilizing more philanthropic support for the cultural sector

## Valparaiso, Indiana

### Relevant Priorities:

- Develop an artist residency program.
- Develop a student internship program between Valparaiso University and local artists/ art-focused businesses.
- Explore idea of developing a "makerspace."
- Develop artist live/work spaces.
- Create a Valparaiso Theater Festival.
- Install free district-wide WiFi.
- Create a smart device application that summarizes all events going on in the community.
- Build an art playground.
- Develop a digital/interactive historic tour of downtown Valparaiso (including architecture, memorials, sites, etc.)
- Expand current culinary arts activities and events.
- Create, maintain and publicize a comprehensive arts, culture and creativity assets inventory.

## Marquette, Michigan

### Relevant Priorities:

- Develop and administer a public art investment policy for all buildings under the auspices of the City; help organize a City appointed Public Art Committee to administer the public art process.
- Partner with local nonprofits and artist associations to produce and increase programming; Arts and Culture staff to help develop curatorial committee for exhibition
- Serve as a resource location for the artists and arts organizations; provide a clearing house for information the creative community needs to better support and promote themselves.
- Design policies for local art exhibits in city spaces, which includes a clear, congruent curatorial and juried strategy that the City Arts and Culture staff implements.
- Conduct a study comparing rental rates for housing and studio space in the Marquette area versus other similar areas along Lake Superior. Assess viability of developing a subsidized housing/space plan that would be supportive of more artists living and working in downtown Marquette; explore offering ongoing help for artists looking for work/live space.

## Kingston, NY

### Relevant Priorities:

- Institute a Mayor's Arts Awards, a high-profile annual community-wide juried event where awards are presented by the Mayor in a number of categories sponsored and funded by local businesses, individuals, and organizations.
- Aim to have cultural infrastructure in every neighborhood
- Incorporate the work of artists into public works projects, such as transit shelters, hydro boxes, manhole covers, culverts, bridges, railings, etc – create an artful public realm
- Endorse the “placemaking for cultural vitality” checklist
- Create a new civic exhibition space
- Create a subsidized space for cultural incubation and creative collaboration
- Establish summer or seasonal festival
- Establish an interdepartmental staff group to support collaborative working relationships and provide advice on the use of cultural resources to achieve city-wide strategic objectives and support the adoption of a cultural lens by all City departments.
- Develop cohesive tourism strategy

### Funding Strategies:

- Increase City of Kingston Arts Fund from \$3.84 to \$5.00 over the next five years beginning in 2011.
- Pursue multi-year funding for eligible projects
- Increase annual funding to the Kingston Arts Council

## Peach Tree Corners, Georgia

### Relevant Priorities:

- The City should build a City-operated 150 - 500 seat theater, with a 50 -100 seat black box theater, and adjoining community meeting space. Begin with a business plan/feasibility study to identify programming and funding strategies.
- Create an arts/technology innovation festival.
- Create a music festival and locate it along the river to take advantage of its natural and beautiful setting.
- Consider developing a theater festival.
- Coordinate Temporary Performances in highly visible public spaces, such as the Town Center or the trail.
- The city is encouraged to coordinate performances in key public spaces, such as the Town Center, the trail, and Technology Park.
- Consider functional art such as creative street lights, benches, and bike racks.
- Develop arts programming in vacant spaces.
- Consider Artists-in-Residency programs.
- Design and Develop Functional Art

### Funding Strategies:

- Dedicate a percentage of Capital Projects towards arts initiatives. All City Capital Projects will be required to allocate 1% to the arts.
- Volunteer a percentage of private development projects towards the arts. New developments can choose to provide 1% of construction cost to the arts.
- Tax Allocation District (TAD) - in key redevelopment areas consider implementing a TAD, to encourage redevelopment. A portion of TAD investment dollars can be used for the arts - such as functional street art.
- As many of the arts initiatives discussed can promote tourism and attract visitors to stay in Peachtree Corners' hotels, consider Hotel/Motel taxes for implementation.
- Consider use of SPLOST funds for public art projects - such as a theater and functional art.
- Environmental mitigation funds could be utilized to enhance the arts.
- Pursue additional funding from local commissions or chambers of commerce, as well as grant funders.
- Pursue private funding from citizens who live in the city and will be the primary beneficiary of these programs; a "FriendRaising" campaign.
- Crowd-source funding.



## Sugar Land, Texas

### **Relevant Priorities:**

- Incorporate responsibility for cultural arts within an existing City decision-making board or commission by ordinance or resolution to coordinate and lead cultural arts activities in Sugar Land and partner with community organizations on appropriate collaborative efforts
- Consider contracting with an existing community organization to partner together on the leadership and oversight of collaborative efforts; if pursued, establish a clearly outlined scope of work and list of outcome expectations
- Through a granting program overseen by the City, award funding to cultural arts organizations and initiatives and individual artists. Utilize a variety of funding mechanisms (grants, program-related investments, fellowships, etc.) and through fair, peer-reviewed processes.
- Incorporate cultural arts-specific performance measures for City departments
- Periodically reassess the need for future facilities, such as the community theater recommended by the Visioning Task Force as part of the Comprehensive Planning Process completed in 2008.
- In possible partnership with a community organization, establish or become part of a cultural space brokerage (see example below) to market affordable or low-cost spaces that are currently available for rent to cultural arts practitioners – these could include storefronts, surplus office inventory, etc.
- Support cultural arts providers financially through numerous and varied sources, including City departments, a City-led granting program, partnerships with community non-profit organizations, private and corporate foundations, for-profit businesses, and private donors
- Create a grant program to be approved by the City Council to establish clear guidelines for awarding grants at least annually through a fair, confidential, peer-review process. Grant guidelines should reference the priorities of the Cultural Arts Strategic Plan where applicable
- In possible partnership with a community organization, provide monthly or quarterly professional development and capacity building training for cultural arts organizations and individual artists.
- In possible partnership with a community organization, encourage cultural arts activity and volunteerism at local cultural arts nonprofits through corporate social responsibility programs, including volunteer and mentor programs.
- Build a critical mass of artists and arts organizations in areas with existing cultural arts entities and supporting amenities.
- In possible partnership with a community organization, promote Sugar Land's history – including Imperial Sugar heritage, the city's connection to Stephen F. Austin, historic cemeteries – through cultural arts to distinguish the city and relevant neighborhoods.
- In possible partnership with a community organization, create and implement a media campaign promoting local cultural arts targeted both to Sugar Land residents and businesses and other area residents and businesses. The campaign could include testimonials from local residents and businesses regarding the value of cultural arts in Sugar Land.
- Develop and implement a City Council-approved public art plan and ongoing program by the City.
- Attract cultural arts participants from outside of Sugar Land
- In possible partnership with a community organization, create a catalogue of cultural arts offerings that is accessible in multiple formats: online, in print and via social media outlets.

### **Funding Strategies:**

- Designate a “Percent for Art Fund”<sup>2</sup> for municipal works of art (public art) so that all City-funded construction projects include an amount equal to at least one (1) percent of the estimated cost of the project for works of art to be located in public spaces throughout the city
- Develop and incorporate an arts component for the City’s development process (e.g. Planned Developments) that would further encourage the inclusion of public art in future developments within the City. Additionally, if pursued, consider offering developers an “in-lieu” fee that could be paid instead of installing original art work in the development to go toward funding for City cultural arts efforts – including the granting program.
- Include cultural arts projects in Tax Increment Reinvestment Zones (TIRZ) to support the development of arts facilities and programming.<sup>3</sup>
- Designate a portion of hotel room tax revenue (HOT tax) to benefit cultural arts activities – to be dispersed.
- Allow city residents to volunteer financial support of the arts through their utility bills. For example, city utility customers could opt to add \$2, \$5 or \$10 a month to their utility bill by filling out a “Check Yes for Arts and Culture” on their bill.<sup>4</sup>
- Utilize the Sugar Land Legacy Foundation to maximize dollars available for capital projects supporting the development of arts.
- Fund City’s financial support of cultural arts through a variety of streams, such as: Sugar Land Legacy Foundation<sup>5</sup>, HOT funds, property tax and Sugar Land 4B Corporation.

## Roswell, Georgia

### Relevant Priorities:

- Provide and facilitate a range of more sophisticated and contemporary programming.
- Provide programs and events to better engage underserved populations and celebrate cultural diversity.
- Create a signature festival of arts, culture and creativity that reflects aspects of Roswell’s unique identity.
- Balance Roswell’s historic and contemporary identities.
- Provide more programming in East Roswell.
- Create a marketing collaborative among arts providers.
- Develop a comprehensive arts web portal and social media program.
- Engage an artist in the Cultural Affairs Division who is available to all City departments, to provide an aesthetic design perspective and identify opportunities for art projects.
- Create a program of temporary public art.
- Provide technical assistance and capacity-building programs for cultural organizations and artists.
- Provide incentives for creative businesses to locate in Roswell and provide small business support.
- Develop creative sector live-work spaces.
- Develop a creative “maker space.”
- Develop a creative sector incubator, or include a creative focus within broader incubator space.
- Provide internships and mentorships in creative businesses.
- Create an arts education council to promote information sharing and coordination among stakeholders.

- Create a directory of arts programs and resources available to schools.
- Provide and facilitate performance and exhibition opportunities to showcase student achievement in the community.
- Develop a mini-grants program for teachers, to support their arts education work in classrooms.
- Improve performance and festival venues along the riverfront.
- Develop smaller, flexible performance and exhibition venues in diverse locations in the city.

#### **Funding Strategies:**

- Enact a 2% for art requirement for all new public capital improvement projects and new private development including commercial, industrial and multi-unit residential projects whose permit valuation exceeds \$1 million.
- Support the development of a new nonprofit cultural council for arts, culture and creativity.
- Support the development of a new nonprofit cultural council to provide leadership and funding for Roswell's arts, cultural and other creative programs.

## **Waterville, Maine**

#### **Relevant Priorities:**

- Establish a comprehensive marketing and communications plan to amplify Waterville's brand as an arts destination.
- Develop co-op advertising opportunities to expand reach and impact.
- Seek editorial coverage outside of the region and the state through targeting outreach and pitching of special programs and news releases.
- Coordinate marketing roundtable meetings 2-3 times per year to communicate and strategize about future marketing plans and review results of past efforts.
- Create and maintain a comprehensive inventory of arts and cultural assets.
- Enhance the Waterville Creates! website to include engaging and interactive features and improve the usability of the cultural calendar
- Develop improved signage and wayfinding for arts and cultural assets.
- Identify key events, such as the Maine International Film Festival and the Taste of Waterville, that would benefit from complimentary arts programming and work with partners to integrate multi-disciplinary offerings
- Establish a Public Art Task Group to develop and implement a plan for public art in the City of Waterville
- Create a public art policy for the city that addresses temporary public art options, maintenance plans for permanent or semi-permanent public art, and necessary ordinance changes.
- Develop and promote a proposal process for public art projects.
- Advocate for the integration of public art in the Riverwalk project, downtown streetscape projects, recreational trails and parks, and other highly visible locations and projects.
- Establish a Live Music Task Group to help match venues with musicians of all skill levels.
- Work with downtown and surrounding businesses to coordinate a Waterville Art Walk or similar event.
- Work with artists to create colorful street furniture.

- Establish a local pool of funding to support school field trips to arts institutions
- Create opportunities for networking by hosting gatherings for artists and creative professionals.
- Develop artist-in-residency and fellowship programs that are integrated with the programming of multiple local arts institutions.
- Explore the possibility of an awards or recognition program for local artists and/or creative businesses.
- Work with businesses to coordinate periodic weekend demos by artists, crafters, and musicians.
- Partner with established organizations to offer workshops and trainings for volunteer board members, staff, and community members
- Track monthly and annual attendance figures at arts and cultural institutions and events and use data to raise public awareness of the value of arts and culture in the community.
- Conduct and/or participate in economic impact studies to measure the activity generated by arts and cultural institutions and events.

#### **Funding Strategies:**

- Develop cross-institutional sponsorship opportunities to consolidate “asks” to local businesses.
- Encourage collaboration between organizations to develop larger scale, national grant requests.
- Explore the use of TIF funds to establish a public art fund.

## **Freeport, Maine**

#### **Relevant Priorities:**

- Establish ongoing communication strategies and networking opportunities to better connect Freeport arts, cultural, and heritage providers
- Maintain a shared list of relevant parties involved in furthering implementation of the cultural plan
- Establish relationships with the business community that have an art, cultural, and heritage-based component
- Establish an online cultural asset map
- Explore options for placement of a community bulletin board and cultural kiosk
- Collaborate to design a printed art, cultural, and heritage map/guide that highlights signature events and resources
- Provide hospitality-based businesses with a cultural tourism toolkit
- Work with school teachers to make community-based arts, culture, and heritage opportunities known to students and parents by creating a list of local destinations for school field trips
- Create and share with teachers a directory of local artists and performers who are interested in collaborating with the schools and mentoring youth
- Research and pursue artist-in-residence opportunities
- Facilitate student performances and displays in public spaces, such as the Library and Community Center
- Have events and activities within walking distance of schools

- Consider enhancing festivals and fairs by making Freeport's downtown streets temporarily pedestrian-only
- Consider incorporating buskers in festivals
- Create an annual civic award recognizing a business or artist adding to the vibrancy of Freeport
- Utilize empty spaces and storefronts for temporary artist displays and pop-up shops
- Organize a youth art venue to increase family participation
- Maintain an inventory of empty commercial spaces appropriate for cultural use in Freeport's downtown
- Work with property owners and realtors to offer affordable rents for creative enterprises
- Explore the feasibility of establishing a program that provides incentives to property owners to lease second floor spaces as live/work space for artists and makers

**Funding Strategies:**

- Explore options such as: funding for culture as part of infrastructure projects, real estate development incentives toward cultural contributions, percent for the arts programs, and incentives for commercial buildings to include public art
- Establish incentives that encourage investment in cultural activity in Freeport's arts district

# Strategy Recommendation Charts

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# Percent for Art: Ordinance Example

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# Regional Arts & Culture Council

## PERCENT FOR ART GUIDELINES

City of Portland and Multnomah County  
Revised October 2006

Throughout history art has been instrumental in creating unique public places that have yielded physical, social and economic benefits for a community. These guidelines outline the processes for selecting, commissioning, placing, maintaining and deaccessioning artworks purchased through the City of Portland and Multnomah County Percent for Art Programs. The Regional Arts & Culture Council (RACC) is the non-profit entity responsible for administering the program.

### I. PURPOSE

The purpose of the Public Art Program (of which the Percent for Art is a part) is to integrate a wide range of art into public spaces in the community and reflect the diversity of artistic disciplines, and points of view. The program promotes education about the arts through its collection and related programming and serves to raise the public's awareness of their environment and to expand their knowledge and understanding of the arts.

Through the Percent for Art Program, RACC advocates for artists and cares for the collection by:

- providing opportunities for artists to advance their art forms.
- developing a public collection of artworks with strong inherent aesthetic qualities.
- encouraging early collaboration with artists on planning or design teams that contribute to the revitalization of neighborhoods and redevelopment areas throughout the region.
- encouraging public dialogue about art and the various roles of artists.
- encouraging the preservation of cultural traditions.
- including public agency and community representatives in the selection process.
- building the collection through gifts and donations.
- ensuring proper cataloguing of the Public Art Collection.
- providing proper display, storage, handling and maintenance of artworks in the collection.

### II. PUBLIC ART ADVISORY COMMITTEE

The Public Art Advisory Committee (PAAC) is the standing RACC committee that oversees the Public Art Program. The PAAC oversees policies, sets goals and provides curatorial guidance for the selection, placement and maintenance of works of art acquired through the Percent for Art

Program and other public/private programs. Membership includes no more than 2 RACC Board members, the RACC designee on the Design Commission, and 6-8 arts professionals who are artists, architects, landscape architects, curators or individuals with considerable experience in the visual arts. The RACC Board Chair approves final appointments to the PAAC. Members serve 3-year terms with one 18-month appointment reserved, when possible, for an artist with public art experience. Meetings are held monthly.

For City/County Percent for Art projects, oversight responsibilities include:

- responding to briefing(s) by RACC staff, agency representatives and project designers
- recommending selection panel members
- recommending and/or approving direction of project
- approving semi-finalists
- monitoring all final artworks added to the collections.

In addition to overseeing the Percent for Art Program, the PAAC also oversees the following programs that fall under the auspices of RACC's Public Art Program:

- A. Artist selection for the Design Team Roster
- B. Temporary programs: Portland Building Installation Space, in situ PORTLAND, and *intersections*: public art residencies
- C. Proposals submitted as part of the Public Art Murals Program (*see Public Art Murals Application & Guidelines*)
- D. Donations of artwork to the public collection (*see Guidelines for Donations of Artwork*)
- E. Floor Area Ratio (FAR) Bonus Program (*see FAR Procedures and Guidelines for Private Developers*)
- F. Memorials for public parks (*see Accepting Gifts and Memorials, Administrative Rules adopted by Portland Parks & Recreation*)
- G. Private parties substituting public art for street level windows (*see Art Substitute for Ground Floor Windows Guidelines*)

### III. IDENTIFICATION OF PERCENT FOR ART PROJECTS

- A. Item 5.74.020 ([download document](#)) of the attached Percent for Art Ordinance 179869 outlines qualifying improvement projects for the City of Portland. Multnomah County Ordinance Nos. 7.450 through 7.456 ([download document](#)).
- B. Chapter 5.74 Acquisition of Public Art Administrative Rule will outline the Administrative Rule by the Office of Management and Finance (in process).

#### IV. CONFLICT OF INTEREST

- A. No artist sitting on RACC's Board of Directors or the PAAC may submit for public art projects over which RACC has approval authority or administrative responsibility during his/her tenure.
- B. No RACC staff member or member of his/her household may submit for public art projects for which RACC has approval authority or administrative responsibility.
- C. No member of the project architect's firm or design team may apply for a Percent for Art project being designed by that firm.
- D. No artist sitting on a selection panel may submit for the project for which the panel was formed.
- E. Panelists are required by RACC's Articles of Incorporation and Oregon statutes to disclose direct or indirect financial or non-financial conflict of interest. Disclosure should occur prior to consideration and discussion of artist selection process. Following disclosure of financial or non-financial conflict of interest, the panelist must refrain from voting on the artist in question. The panelist may also choose to refrain from discussion although both discussion and voting is permissible under RACC bylaws and Oregon statutes. (See RACC's *Conflict of Interest Policy* for definitions.)

#### V. SELECTION PANEL APPOINTMENTS

- A. Method of Appointment

The PAAC recommends selection panel members from a reference list that is continually updated by public art staff in conjunction with PAAC recommendations. The PAAC takes into account the established formula listed below, requests by individuals to serve, and staff recommendations. Selection panel members serve at the discretion of RACC.
- B. Panel Structure

Panels may be composed of the following:

  - 1. Voting members
    - a. Three arts professionals, two of whom must be artists
    - b. The project's building and/or landscape architect or engineer
    - c. A representative of the participating bureau
    - d. A citizen preferably from the neighborhood affected by the project
  - 2. Non-voting members
    - a. RACC public art staff
    - b. Project manager for participating bureau

Each panel serves through the completion of one public art project. For complex projects, a selection panel may appoint a sub-committee to make recommendations to the full panel. At least two of the sub-committee members must be artists.

## VI. SELECTION PANEL PROCEDURES, RESPONSIBILITY

- A. Public Art staff holds an orientation for each Selection Panel including a presentation of completed and relevant public art projects, review of program guidelines, a project overview and a review of any goals already established by the PAAC and the participating bureau.
- B. The Selection Panel:
  1. Develops the project's goals, sites for artwork, and suitable art forms, taking into account goals and sites already recommended.
  2. Decides to commission site specific work, purchase works of art for the City/County Portable Collection, or commission temporary works that would be documented for future reference after the life of the piece.
  3. Determines a method for artist selection:
    - a. *Open Competition*: Any artist applies, subject to limitations established by the Selection Panel or PAAC.
    - b. *Invitational*: One or more artists are invited to submit proposals.
    - c. *Direct Purchase*: A completed work of original art is purchased from submitted applications or other appropriate methods.
    - d. *Design Team*: Artists are selected from an open competition if time allows or from RACC's Design Team Roster.
  4. Narrows the selected artists through paid competitive proposals or interview.
  5. Reserves the option to make no selection from submitted applications and to reopen the competition or propose other methods of selection if no proposal is accepted.
  6. Approves all selections by a majority vote or consensus.
  7. Presents the semi-finalists to the PAAC for recommendation to the RACC Board for approval.
  8. Reports the finalists and their work to the PAAC.
  9. Approves artist's final proposal and subsequent changes in concept or media during the duration of the artist's contract.

## VII. SELECTION CRITERIA

- A. Criteria to be used for acquisition of artwork by either purchase or commission shall include:
1. **Artistic quality.** Strength of the concept, vision and craftsmanship of the artwork.
  2. **Context.** The architectural, historical, geographical and/or socio-cultural context of the site.
  3. **Media.** All art forms including disciplines and media that are temporary and which survive only through documentation after the life of the piece has ended.
  4. **Longevity.** The structural and surface soundness and inherent resistance to theft, vandalism, weathering, and excessive maintenance or repair costs.
  5. **Public Safety.** Meets City building, electrical and other codes for safety.
  6. **Diversity.** Artwork that is diverse in style, scale, and media, and ranges from experimental to established art forms; also refers to artists from assorted backgrounds and ranges of experience.
  7. **Feasibility.** Artist's ability to successfully complete the work as proposed based on experience, durability of materials, project budget, timeline, and city/county zoning/construction/design guidelines.
  8. **Duplication.** Artwork is unique and an edition of one or of a limited edition.
- B. Design Team Projects  
Additional criteria for selecting artists for design teams include:
1. Proven ability to work effectively in collaborative art and design projects.
  2. Strong communication skills and a willingness to learn.
- C. Public Art Murals Program  
Murals approved as part of the Public Art Murals Program must remain in place for a minimum of five years. Additional criteria for approving public art murals include:
1. **Artistic merit.** Demonstrated strength of artist's concept and craftsmanship as well as originality of proposed mural; appropriateness of scale to the wall upon which mural will be painted/attached and/or to the surrounding neighborhood; and architectural, geographical, socio-cultural and/or historical relevance to the site scale.



2. **Community Support.** General support/advocacy from building owner/user, surrounding neighborhood, adjacent businesses and arts community.
3. **Feasibility.** Demonstrated ability to complete the proposed mural on time and within budget.

#### **VIII. APPROVAL PROCESS**

- A. The PAAC approves semi-finalists recommended by the Selection Panel.
- B. The RACC Board approves all contracts for percent for art projects and public art murals.
- C. RACC staff accessions the work into the public art collection.
- D. When an artist is hired from a PAAC approved roster, the PAAC may serve as the Selection Panel or recommend a Selection Panel, and approves the budget, the selected artist(s) and the proposed artwork.
- E. Except as limited by the Percent for Art ordinance, the PAAC's decisions about the selection, acquisition, siting, maintenance, disbursement of Public Art Trust Fund, deaccessioning, administration, education and registration of Public Art will be final.

#### **IX. PLACEMENT OF WORKS OF ART**

- A. While it is the intent that a site specific work will remain in the location for which it was created, RACC reserves the right to move a piece if circumstances dictate (see XI below).
- B. Works of art that are part of the Portable Works Collection will move throughout City/County facilities at the discretion of RACC, taking into account requests from the various bureaus.
- C. Temporary works of art commissioned will be documented with appropriate media either by the artist(s) or by RACC.

#### **X. RESITING SITE SPECIFIC WORKS OF ART**

- A. The PAAC may consider resiting a site specific artwork for one or more of the following reasons:
  1. The condition or security of the artwork can no longer be reasonably guaranteed at its current site.
  2. The artwork has become a danger to public safety in its current site.

3. The site has changed so that the artwork is no longer compatible as placed.
- B. Once the PAAC has determined that an artwork meets one or more of the above criteria, it initiates the following process:
1. RACC public art staff makes a good faith attempt to discuss resiting with the artist.
  2. If the artist agrees to the proposed resiting, staff refers the recommendation to the PAAC for approval.
  3. If the artist does not agree to the proposed resiting, he/she has the right to prevent the use of his/her name as the author of the artwork.

#### **XI. COLLECTIONS MANAGEMENT AND MAINTENANCE OF PUBLIC ART**

- A. RACC is responsible for the public art collections' documentation and management, as well as the care, handling and long-term maintenance for all works or art acquired through the Percent for Art program and/or accepted as a gift.
1. For these purposes, Collections Management is defined as the process of managing the information and disposition of all objects for which RACC has permanently or temporarily assumed responsibility. This includes developing, maintaining and enforcing collection policies and procedures that address the care, handling, placement and storage of artwork.
  2. Collections documentation includes such information as: collections inventory, acquisition records, incident reports, condition reports, legal ownership papers and histories, artist biographies, location histories and photographic images.
  3. A professional art conservator(s) will be consulted and/or hired to provide conservation assessments and/or perform treatments for the City/County's public art collection as needed.
  4. Maintenance technicians, who have been trained by a professional conservator, will be hired to provide routine and emergency maintenance for the City/County's public art collection.

#### **XII. DEACCESSIONING**

In the event a work of art needs to be deaccessioned, staff refers it to the PAAC for consideration according to RACC's adopted *Deaccessioning Policy* and in accordance with the artist's contract or purchase agreement.

#### **XIII. APPLICATION OF PERCENT FUNDS: INCLUSIONS**

The Percent for Art ordinances for both the City of Portland and Multnomah County contain formulas that distribute the available funds into three categories: (1) artwork acquisition; (2) project management and public outreach; (3) ongoing care and conservation.

**A. Artwork Acquisition funds may be spent for:**

1. Semi-finalist proposals and travel expenses
2. Selected artist's fees for design team work, including travel expenses, conceptual development, and proposals
3. Creation of a work of art, including:
  - a. artist's design fee
  - b. city required permits
  - c. labor and materials
  - d. operating costs
  - e. insurance
  - f. project related travel
  - g. transportation of the work to the site
  - h. installation
  - i. documentation
4. Frames, mats, mounting, anchorage, pedestals, cases or other materials necessary for the installation and/or security of the work
5. Fees for consultants to a selection panel or the PAAC

Any unused project funds remain in the Public Art Trust Fund and are used at the discretion of RACC.

**B. Management and Public Outreach funds may be spent for:**

1. Project, program and collections management
2. Education activities
5. Dedications
6. Publicity
7. Identification plaques and labels
6. Special projects approved by RACC

**C. Ongoing Care and Conservation funds may be spent for:**

1. Collections Management
2. Routine maintenance

3. Conservation
4. Storage
5. Rotation of artwork

#### **XIV. APPLICATION OF PERCENT FUNDS: EXCLUSIONS**

Percent for Art funds may *not* be spent for:

- A. Reproductions of original artworks
- B. Decorative or functional elements designed by the project architects, landscape architects or their consultants, without artist collaboration
- C. Art objects which are mass-produced of standard design, such as playground equipment or fountains
- D. Directional elements such as signs, maps, color coding, unless designed and/or executed by an artist
- E. Architect's fees

#### **XV. DEFINITIONS**

**Architect/Engineer:** The person or firm designing the improvement project to which the Percent funding applies.

**Artist:** A person generally recognized by his/her peers, critics and other arts professionals as producing works of art on a regular basis.

**Deaccessioning:** The formal procedure for removal of an accessioned artwork from the public collection.

**Design Team:** The collaborative team consisting of the architect, landscape architect, engineer and artist. Through the incorporation of the artist's perspective into materials selection, spatial considerations, overall design approach, and the inclusion of artwork, facilities can become more aesthetically fulfilling and humanly oriented places.

**Design Team Roster:** A list of artists selected by the PAAC (i.e., pre-approved) utilized for both private and public projects that request an artist's early involvement or on a fast track.

**Design Team Roster:** A list of artists selected by the PAAC (i.e., preapproved) utilized for both private and public projects that request an artist's early involvement or on a fast track.

Improvement Project (CITY): Any project paid for wholly or in part by a Participating Bureau in which the Participating Bureau's contribution of Eligible Funds equals \$50,000 or more for the construction, rehabilitation, remodeling, improvement or purchase for a public use of any building, structure, park, public utility, street, sidewalk or parking facility or any portion thereof within the limits of the City of Portland. This includes funds contributed by the City towards the completion of construction projects for public use managed by other public or private entities.

Improvement Project (COUNTY): Any project with an estimated construction cost of \$50,000 or more involving construction or alteration of a county building except service facilities not normally visited by the public, such as maintenance sheds, bridges and similar structures, and does not include roads. Funding sources include construction costs, capital improvement budgets in the Division of Facilities Management, the general fund portions of the Parks Development Account and the Recreational Facilities Fund devoted to parks development, and the purchase price of any building acquired on or after July 1, 1990, by the county for use in whole or part by the county.

Participating Agency: OAn agency, bureau or commission of the City of Portland Bureau or Multnomah County subject to the Percent for Art ordinance by virtue of its undertaking an improvement project.

Percent for Art: A percentage of capital construction costs for public buildings mandated by City and County ordinances to be set aside for art.

Portable Works Collection: A collection of two- and three-dimensional artwork rotated through City and County building and displayed in public spaces within those buildings.

Public Art: Original works of art that are accessible to the public and which may possess functional as well as aesthetic qualities (see Work of Art for further clarification).

Public Art Collection: All accessioned works of art owned by the City of Portland and/or Multnomah County that are either site specific, part of the Portable Works Collection, Visual Chronicle of Portland collection or documentation of temporary works of art.

Public Art Murals Program: The program adopted by the City of Portland in 2005 that expanded RACC's public art program to include reviewing submissions for public art murals to be placed on public walls and administered by RACC. Refer to the *Public Art Murals Program As Adopted Report* and the *Public Art Murals Program Guidelines and Application*.

Public Art Staff: The staff person(s) hired by RACC to oversee development and execution of Percent for Art projects.

Public Art Trust Fund: The RACC fund that receives all Percent for Art monetary contributions derived from improvement projects and public art funds from other sources.

Selection Panel: The panel appointed by RACC responsible for the artist selection, reviewing proposed works of art and recommending to the PAAC and to RACC specific expenditures for Percent for Art funds for each project.

Total Costs: The participating bureau's contribution toward the price for the completion of the improvement project. Exclusions (City of Portland): design and engineering, administration, fees and permits, building demolition, relocation of tenants, environmental testing, environmental remediation, non-construction contingency or indirect costs, such as interest during construction, advertising and legal fees. When an improvement project involves the acquisition of real property, costs attributable to land

Work of Art: All forms of art conceived in any discipline or medium, including visual, performance, literary, media and temporary works.

**XVI. ORDINANCES PASSED BY THE CITY OF PORTLAND AND MULTNOMAH COUNTY. (See Section III.)**

**XVII. ADMINISTRATIVE RULES PASSED BY THE CITY OF PORTLAND AND THE PORTLAND DEVELOPMENT COMMISSION. (See Section III.)**





# Consultant Profiles

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Located in Austin, TX, **GO collaborative** works at the intersection of art, urban planning, and community engagement to find creative solutions for complex local challenges. We harness the power of local arts and culture sector to help inform, inspire, and create collective responses to current urban and rural needs. Working as policy makers, researchers, and community engagement specialists we know that community challenges are in essence deeply complex opportunities, and that the arts can take an important role in addressing those opportunities. With cities across the United States, arts organizations, and community development organizations we work with our partners to make sure that the arts have a place at the table and can harness their power to create, inspire, and connect to local and structural community needs.

**Christine Harris, Cultural Planner**, has been working with creative enterprises and community development for over 30 years. After two decades in executive arts leadership, in 2010 Christine co-founded the National Creative Economy Coalition following the design and execution of the nation's first review of defining the creative economy with the seminal work *America's Creative Economy: A Study of Recent Conceptions, Definitions, and Approaches to Measurement Across the USA*. This study has been a resource for Americans for the Arts, the National Endowment for the Arts and many other agencies. Prior to her consulting work, Christine was CEO of Creative Alliance Milwaukee, United Performing Arts Fund, and Milwaukee Ballet, and sat on many arts organization boards. Christine is considered a key national figure in this work, with her significant background in cultural administration leadership, cultural economy research and field leadership.

**Metris Arts Consulting** believes in the power of culture to enrich people's lives and help communities thrive. We believe those benefits should be broadly shared and inclusively developed. Metris seeks to provide high caliber planning, research, and evaluation services to reveal arts' impacts and help communities equitably improve cultural vitality. To accelerate change, we seek to share knowledge and amplify the voices of those closest to the work. Although we are best known for principal Anne Gadwa Nicodemus' leading work in the realm of creative placemaking, Metris' core service offerings also include place-based arts and culture ecology studies, arts and culture plans for cities and towns, and robust project evaluations. Since Metris' founding in 2009, its ability to undertake rigorous research (both quantitative and qualitative) and effectively connect it to big-picture trends quickly garnered the field's respect. Recent Metris projects include leading a planning process for a national network organization of nearly 250 community development organizations, an evaluation of a national program that supports dance creation and touring, a creative economy snapshot of the city of Minneapolis, and an arts and culture plan for Grand Rapids, Minnesota. We work with a range of national and international clients, including philanthropic organizations, government agencies (local to federal), and community development and arts nonprofits. Our approach is collaborative—Metris views clients as active partners and desires relationships with entities that are open to critical learning and innovation. We also seek opportunities to deepen our commitments to racial and cultural equity through our work products and practices. We serve a national client base from our location in Easton, PA.

