

# KCMO ARTS CONVERGENCE

*BECOMING A 21ST CENTURY CULTURAL CENTER*

FINAL PLAN

NOV  
2013





*CITY OF KANSAS CITY, MISSOURI*

Mayor's Task Force for the Arts

General Services Department

Architecture Division

Municipal Art Commission

Special thanks to the City Communications Office

*MAYOR SLY JAMES*  
*CITY OF KANSAS CITY, MISSOURI*  
Mayor's Task Force for the Arts



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## ***A MESSAGE FROM MAYOR JAMES***

A wide range of initiatives is maturing in every corner of our City that will strengthen and influence our growth for generations. These efforts all advance the focal point of my administration's agenda, the 4 E's - Enforcement, Education, Efficiency, and Employment. These E's are interwoven so that progress in one positively impacts the others. Arts and culture are a dynamic part of that progress. In fact, the arts and cultural aspects of our City are thriving.

In the United States, non-profit arts organizations generate over \$166 billion in economic activity annually. As documented by the ArtsKC-Regional Arts Council, in Kansas City alone, non-profit arts organizations generate \$279 million in economic impact. Beyond this recognizable fact that arts are an economic generator of job creation and tax revenue, arts education plays a central role to our children, the arts attract tourism and the arts create engagement and vitality within the community that is crucial to helping Kansas City shine.

Our community is generous and that has strengthened and supported the arts for decades. Every day we are blessed by structures that contain vibrant and active centers for arts and culture. Recent additions to the skyline include the Bloch Building at the Nelson Atkins Museum of Art, Todd Bolender Center for Dance & Creativity and the spectacular Kauffman Center for the Performing Arts. But, as we witnessed in the not so distant past, the volatile economy will not always provide for the resources needed for maintenance and expansion of these vital facilities and programs.

Immediately after my inauguration, I assembled the Mayor's Task Force for the Arts to evaluate and document how our city government can provide support. I value citizen involvement data-driven decision-making. To that end, I am thrilled with the personal commitment exhibited by so many throughout this process. A four-person steering committee, expertly chaired by Mike Burke, led four subcommittees and collaborated with The Cultural Planning Group. Residents of the City were also engaged in this project, as evidenced by outreach activities including 80 individual interviews, public conversations in 24 locations reaching over 500 people, online forums reaching over 1600 registrants, and over 1400 online survey respondents.

The results that you will read inside will hopefully both challenge and inspire you to the possibilities of how arts and culture can further enrich our community. So, join with me as we create a city where arts and culture are celebrated, where they are valued, and where they are supported with financial and human capital. Without a doubt, the work contained within this document will help make Kansas City best.



***A MESSAGE  
FROM  
MIKE BURKE***

***CHAIR MTEA***

Kansas City has a rich heritage of arts, culture and creative talent. Whether it is the imagination of the greatest animator of the twentieth century, the murals of Thomas Hart Benton, the music of a Charley “Bird” Parker or the artistic talent of generations of Art Institute and Conservatory of Music graduates, we can be proud of our past. It is the future; however, that is the subject of the Mayor’s Task Force for the Arts. It is a future that can both build on and exceed the accomplishments of the past. The task force was formed in the belief that there is perhaps no more exciting time in the city’s creative history than the present.

To move confidently into the future we need the collaboration of our artists, our civic and philanthropic leaders and our public officials. That is the goal of the Mayor’s Task Force for the Arts—to forge a public strategy for taking Kansas City’s vibrant arts community to the next level of excellence. The public sector must be an active partner to ensure that our future is as bright as our past.

There is a broader goal. The cities that will grow and prosper in the next decade are those that value, teach, nurture, and attract creative talent. People of talent, more and more are drawn to those cities where talent is honored, where the quality of life excels and where there is a growing recognition of a creative environment. Kansas City is well positioned to take advantage of those assets. To succeed we must have a strategy that values our creative community in public governance, in our public institutions and in our neighborhoods. We must devote the necessary public resources to be a valued partner in the process. Finally we must ensure that elected officials understand the contribution of our artistic community.

The following pages lay out the city’s first comprehensive public strategy for the arts. It is intended to be a living document that we can reference and improve upon in the future.







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*“We must ensure that every child in KCMO schools makes and studies the arts every day in school.”*

Peter Witte, Dean,  
Conservatory of Music and Dance, UMKC

# EXECUTIVE SUMMARY

## ***KANSAS CITY, MISSOURI'S CULTURAL MOMENT***

Arts and culture in Kansas City, MO are at a defining moment. There is a convergence of vitality in the creative life of the city, fueled by an influx of artists and built on a sustained period of investment in show-case facilities, creative placemaking, exploration of new artistic ideas and innovation, expansion of the creative economy, and a continuing respect for the deep history of arts and culture in the community.

KCMO Arts Convergence is a new cooperative effort to strengthen and leverage this extraordinary arts and cultural community, and to fulfill the City's momentum in becoming a national cultural center. It

is a comprehensive master plan for the City of Kansas City, MO (the public role) in tandem with community partners to take action in key areas of need and opportunity.

The City is at a pivotal juncture in its cultural development and this plan focuses on the public role – the municipality – in the future development of the cultural life of the City. KCMO Arts Convergence is a result of community leaders who recognize that the City government and the community are now in a position to make a major advance in cultural development. They launched this process to articulate a plan for the next ten years for the municipal role. The city and its diversi-

### *WHAT KCMO RESIDENTS WANT..*

#### WHAT DO YOU WANT TO BE DIFFERENT IN KCMO IN 5 TO 10 YEARS?

MORE ARTS EDUCATION IN SCHOOLS	64%
MORE CULTURALLY VIBRANT NEIGHBORHOODS & DISTRICTS THROUGHOUT THE CITY	45%
BETTER INFORMATION ABOUT WHAT'S AVAILABLE IN MY COMMUNITY	44%
ART DISPLAYED IN PUBLIC PLACES THROUGHOUT THE COMMUNITY	43%
MORE ARTS LEARNING OPPORTUNITIES FOR PEOPLE OF ALL AGES	36%
MORE ARTS & CULTURAL FESTIVALS	35%
BETTER OPPORTUNITIES TO START & DEVELOP A CREATIVE BUSINESS	33%
A MORE CULTURALLY VIBRANT DOWNTOWN AREA	31%
MORE SMALL VENUES, LIKE THEATERS & GALLERIES, FOR ARTS EVENTS AND ACTIVITIES	27%
HIGHER QUALITY ARTS AND CULTURAL EVENTS	24%
MORE WAYS TO CONNECT WITH OTHER PEOPLE INTERESTED IN ARTS AND CULTURE	21%
MORE CLUBS AND CAFES THAT OFFER LIVE ARTS EVENTS	16%



ying economy are becoming a regional leader and the arts are an essential element of both. The city is also home to more than 60% of all arts and culture organizations in the region and it is where 75% of the residents and workers from the metropolitan area participate in cultural activities. Recent private investment in cultural facilities in the city totals more than \$1 billion, including the opening of the Kauffman Center for the Performing Arts and the Todd Bolender Center for Dance & Creativity. The Crossroads Arts District and 18th and Vine Jazz District are examples of successful placemaking that draws on Kansas City’s authentic arts heritage as well as its thriving creative economy. The individual artists’ scene is remarkably vibrant, with the number of artists and arts employment increasing. Downtown is currently poised for additional investment with the planned move of the UMKC Conservatory to a downtown campus.

The city has an extraordinary history in arts, design and culture, and it has invested for more than a century in their role throughout the community. The city and its philanthropists have supported development of major arts institutions and citywide beautification through public art, fountains and memorials. Kansas City, MO is a birthplace of jazz and the home to musicians such as Count Basie, Charlie Parker and Mary

Lou Williams. Walt Disney attended the Kansas City Art Institute and created Mickey Mouse in his first studio in the city. Thomas Hart Benton lived in, taught and painted in the city. Coupled with more recent developments, this heritage forms a substantial and diverse platform from which to launch the next period of the artistic life of the city.

**COMMUNITY CULTURAL NEEDS AND OPPORTUNITIES**

There are many opportunities to enrich the lives of those who live and work in Kansas City, MO. This planning process directly engaged more than 3,600 citizens in conversations about what is important to them through forty-plus gatherings in community centers, libraries, schools, galleries and other venues; through responding to a web-based survey that sought to understand what the citizens value about their community; and through a special website created to foster a civic dialogue on arts and culture. Led by the Mayor’s Task Force for the Arts Steering Committee, this dialogue was distilled into a thorough current assessment of the community’s vision, needs, goals and opportunities.



*“String the beads into a necklace.”*

Mayor Sly James



### COMMUNITY ENGAGEMENT BY THE NUMBERS

More than 3,600 people participated:

1 | Interviews/conversations (on site)

- 70+ interviews

2 | Festival of Ideas

- 40+ meetings

- 500+ participants

3 | MindMixer web-based engagement

- 500+ new sign-ups

- 1,650 total participants

4 | Community web-based survey

- 1,403 community responders

To begin with, Kansas City, MO is a “well planned” city. Over the years the municipality has consistently conducted planning efforts intended to guide and shape its future development. Most of these studies have identified the arts and cultural sector as an important component of any successful development strategies. The municipality also has a surprisingly extensive collection of publicly owned cultural assets and programs.

The citizens of Kansas City, MO hold strong beliefs about arts and culture in their communities. They recognize “art for arts sake,” or intrinsic value, as well as the many ways in which arts contribute to other civic goals, or extrinsic value. They especially believe in the role and value of arts and culture in education, youth development and neighborhoods. There is widespread acknowledgement of the role arts and culture can play in bridging cultural divides and, at the same time, the unequal economic and social conditions for many city residents. There is also a near unanimous call for the municipality to assume a larger role in cultural development.

Needs and opportunities are many. Most of the highest priority needs identified through this planning process involve better access to

## WHAT DO WE MEAN BY ARTS AND CULTURE?

There are different meanings for the terms “arts” and “culture” and their meanings often change in different contexts. KCMO Arts Convergence adopts an expansive, inclusive definition of arts and culture but not one that is unlimited. It includes a range of cultural sectors: high or fine arts as well as popular, ethnic and commercial arts, and historic preservation. A range of people: visual and performing artists, craftspeople, designers and cultural practitioners. And a range of cultural events: performances, exhibitions, festivals, celebrations.

“Arts” has traditionally meant the fine arts: visual arts, music, theater, dance and literature. Choreographer Liz Lerman, winner of a 2002 MacArthur “Genius” Award, describes the shift to a contemporary definition as a vertical hierarchy becoming a level playing field. Using the dance field as an example, ballet used to be on the top of a pyramid, with dance forms such as folk dance and hip hop on the bottom. Now we see all art forms as having similar value but different focuses. Likewise, we now include in our definition of “arts” such art forms as crafts, ethnic, traditional, popular, design and electronic or digital arts.

“Culture” is most often defined in anthropological terms. A standard textbook definition is:

The system of shared beliefs, values, customs, behaviours, and artifacts that the members of society use to cope with their world and with one another, and that are transmitted from generation to generation through learning. (Bates and Plog, “Cultural Anthropology,” McGraw Hill, 1990)

This is not only a very broad definition, but also one that extends far beyond the boundaries of even an expansive definition of the arts. The field of arts and culture draws an indistinct circle around its central territory of the arts, and acknowledges other cultural expressions on a case-by-case basis. Community context is one useful key. For example, Charlotte, North Carolina, is the historic and regional home of stock car racing and the NASCAR circuit. Charlotte views this racing as a cultural form and offers tours and events celebrating the races, racing history, and the community’s “racing culture.” Kansas City, MO is acknowledged for its long history of fine art, public art and beautification, and its world-class arts institutions. More recently, its arts and culture features a vibrant community of individual artists, a growing design sector, vital arts districts and the new creative potential of Google Fiber.

## WHAT SHOULD CITY GOVERNMENT DO?

Promote arts and culture as a tool for neighborhood revitalization	57%
Provide arts education opportunities for children	46%
Fund professional arts organizations and artists	45%
Provide arts learning opportunities for citizens of all ages	44%
Beautify public spaces	43%
Support arts and culture in individual neighborhoods	29%
Support arts and culture in the downtown area	28%

culture. This essentially means having cultural programs more readily available to residents on their own terms. Planning participants articulated their wishes to expand and extend the focus of cultural services beyond downtown and the central corridor between downtown and the Country Club Plaza where it is currently strongest and most concentrated, to Kansas City, MO’s many neighborhoods. Culture means vibrancy in local life. And local life is centered in the many distinct neighborhoods throughout the city.

Understanding the needs of the arts community itself is critical to learning how best to strengthen this vital and complex resource. Needs include: financial support, a reflection of the ongoing challenges of sustaining a nonprofit arts organization, resources to manage the lingering effects of the economic downturn, and challenges specific to individual organizations. In particular, organizations discussed the need for unrestricted funding. Kansas City, MO’s artists play an essential and often under-recognized role in the cultural life of the city. Their needs included more opportunities, connections, tools and other facilitative assistance to better enable their creative initiatives. They also express the desire for greater recognition and awareness of their value to the community and the potential made possible by the recent investments in infrastructure.

Kansas City, MO is the home to major national arts institutions, educational programs, and creative businesses. While many noted that the “majors” have been the focus of the great majority of private philanthropy and other cultural investment, they remain an extraordinary resource, source of pride and willing partners in cultural development.

Through the various opportunities to participate in this planning process – in person and online – the arts community expressed a strong desire for better internal connections and with the community-at-large. Also, many individual artists and leaders in the arts community expressed the desire for greater participation in civic affairs and for acknowledgement of their value in civic leadership. Related to this is the need to improve marketing and audience engagement, especially to residents and workers. The question was consistently raised as to how can we better attract and engage our own citizenry? How can we engage them as a ‘local’ tourist?

There is also a desire to raise the visibility of the arts and communicate a sustained message about the broad role and value of the arts in the community.

Kansas City, MO has a vital and growing creative economic sector with concentrations in the design field. This sector is largely unplanned, though it has become recognized for its role in economic development through recent technology initiatives launched in the city. The creative sector of the economy has apparent potential for greater growth and job creation. Related to this opportunity is the overall desire to attract creative people to the city based in part on the vitality of the community’s cultural life. As the Chair of the Mayor’s Task Force for the Arts often said, “We want to attract, retain and nurture new talent for our city!” The city’s cultural amenities have long been a drawing card to visitors, and with careful cultivation can serve an even greater role in visitor attraction and satisfaction.



**KCMO’S PERSONAL ARTS ACTIVITIES**

KCMO residents personally participate in arts and cultural activities, most frequently they...

Read books	78%
Take photographs	55%
Crafts - ceramics, quilting, woodworking	29%
Play a musical instrument	26%
Draw or paint pictures	24%
Make movies/design on computer	20%
Write stories or poems	17%
Dance socially	16%
Sing in choir/group	14%
Perform in plays and/or musicals	10%
Write or perform songs or rap	9%
Take dance lessons	7%



2 HOUR  
PARKING  
7 AM - 6 PM  
NO PARKING

NO  
PARKING

Cart of the Nephilim | Michael Schonhoff



## **GOALS AND STRATEGIES FOR CULTURAL DEVELOPMENT**

There are ten goals and accompanying strategies to address the needs and opportunities identified for KCMO Arts Convergence.

1. Enhance leadership and funding for the arts and culture sector.
2. Enhance the existing public art program.
3. Improve access to arts education for every student and adults of all ages.
4. Enhance arts and cultural opportunities available in neighborhoods throughout Kansas City, MO.
5. Enhance services and opportunities for individual artists.
6. Facilitate the development and use of facilities, venues and spaces for diverse arts activity throughout Kansas City, MO.
7. Showcase and develop the creative potential of Kansas City, MO's new technology platform.
8. Create a signature festival focused on the region's artists and cultural organizations, highlighting Kansas City, MO's arts, culture and creativity.
9. Increase support for economic development of Kansas City, MO's creative sector.
10. Provide more comprehensive information to residents and workers about available arts and cultural activities and resources.

## **FUNDING AND IMPLEMENTATION**

The primary objective of this planning effort was to identify an appropriate role for the municipality in cultural development. The plan details an array of new functions and programs for the City of Kansas City, MO. To best facilitate this expanded role, the City can create an Office of Culture and Creative Services reporting to the City Manager, consolidating existing cultural activities and support within the City. Establishing an Office of Culture and Creative Services is the platform and focal point for launching and implementing this 10-year plan. Funding and other resources to implement KCMO Arts Convergence can be provided by diverse sources. These include an increased allocation of City General Funds, re-purposing of existing City funding, allocations of existing staff time, and new funds generated from a revised public art ordinance. It is also anticipated that some of the recommended strategies can attract private, philanthropic support

from local, regional and national foundations, and federal government programs. Moreover, many of the recommendations involve partnerships and collaborations, which can bring private resources to shared initiatives.

KCMO Arts Convergence is a long-term master plan for the City and its community partners. It balances the practical with the visionary by identifying short-term recommendations that can be accomplished or initiated in the coming two years, often consolidating and using currently available resources. There are also more ambitious, long-term recommendations that will require substantial preparation, new resources, and other changes to set the stage for implementation and make it possible to fully realize the goals of this plan.



Kansas City History | Painted by Alexander Austin

# THE CONTEXT FOR PLANNING

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## **PREVIOUS PLANNING STUDIES**

Kansas City is a “well planned” city. Over the years the city has conducted numerous planning efforts intended to guide and shape its future development. Most of these studies have identified the arts and cultural sector as an important component of any successful development strategies. The following are examples of ways in which arts and culture are integrated into the City’s planning.

### **KANSAS CITY COMPREHENSIVE PLAN**

Kansas City developed FOCUS (Forging Our Comprehensive Urban Strategy), a Comprehensive Plan in 1998, with a subsequent update in 2004. It is intended to guide growth and development through 2023. Recognition of the importance of arts and culture plays a significant role in the strategies that are outlined. Among its guiding principles:

Advance Education, Culture and the Arts: Learning is fundamental to citizenship, self-enrichment and employment. A strong, vibrant cultural and arts environment takes citizens beyond everyday concerns, adds to their quality of life and supports the city’s economic base.

The plan articulates Six Aspirations, the fulfillment of which will depend, in part, upon focused attention to arts and cultural development:

- Reinforce, reaffirm and rebuild our great and varied neighborhoods.
- Provide high-quality and accessible education for all residents of Kansas City, MO.

- Create great streets and revitalize boulevards.
- Create a new generation of urban amenities.
- Recognize culture as commerce.
- Retain and attract good business citizens and jobs.

These latter two aspirations foreshadow the current focus on the important role that arts development can play in the economic vitality of the city. Recognizing culture as commerce acknowledges the fact that the nonprofit arts organizations, individual artists and the commercial creative sector comprise an important local industry, generating thousands of jobs and hundreds of millions in direct and indirect economic impact. It also acknowledges the critical role a vibrant arts scene can play in business relocation and retention and the attraction of young professionals to the city.

### **KANSAS CITY GREATER DOWNTOWN AREA PLAN**

The goals for the development of downtown include “providing a dynamic urban experience, amenities, quality education options and housing choices.” Its guiding principles include recognition of the downtown core as the “most important cultural destination” and the “center of entertainment, convention and tourism activity.” The plan calls for expansion of the 1% for Art fund to catalyze the construction of new features and amenities to reinforce the district as a lively creative place, through incorporation of public art into infrastructure projects and marking gateways.

# STATE OF THE ARTS IN KCMO

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## *ECONOMIC IMPACT, VITALITY AND CHARACTER*

Kansas City, MO is home to an extraordinary array of cultural assets ranging from the large institutions to community and neighborhood based organizations. The municipality reaches into four counties and within those counties are myriad neighborhoods, each with its own character, history and traditions. The strength of Kansas City's cultural life is rooted in those neighborhoods and embellished through the anchor institutions.

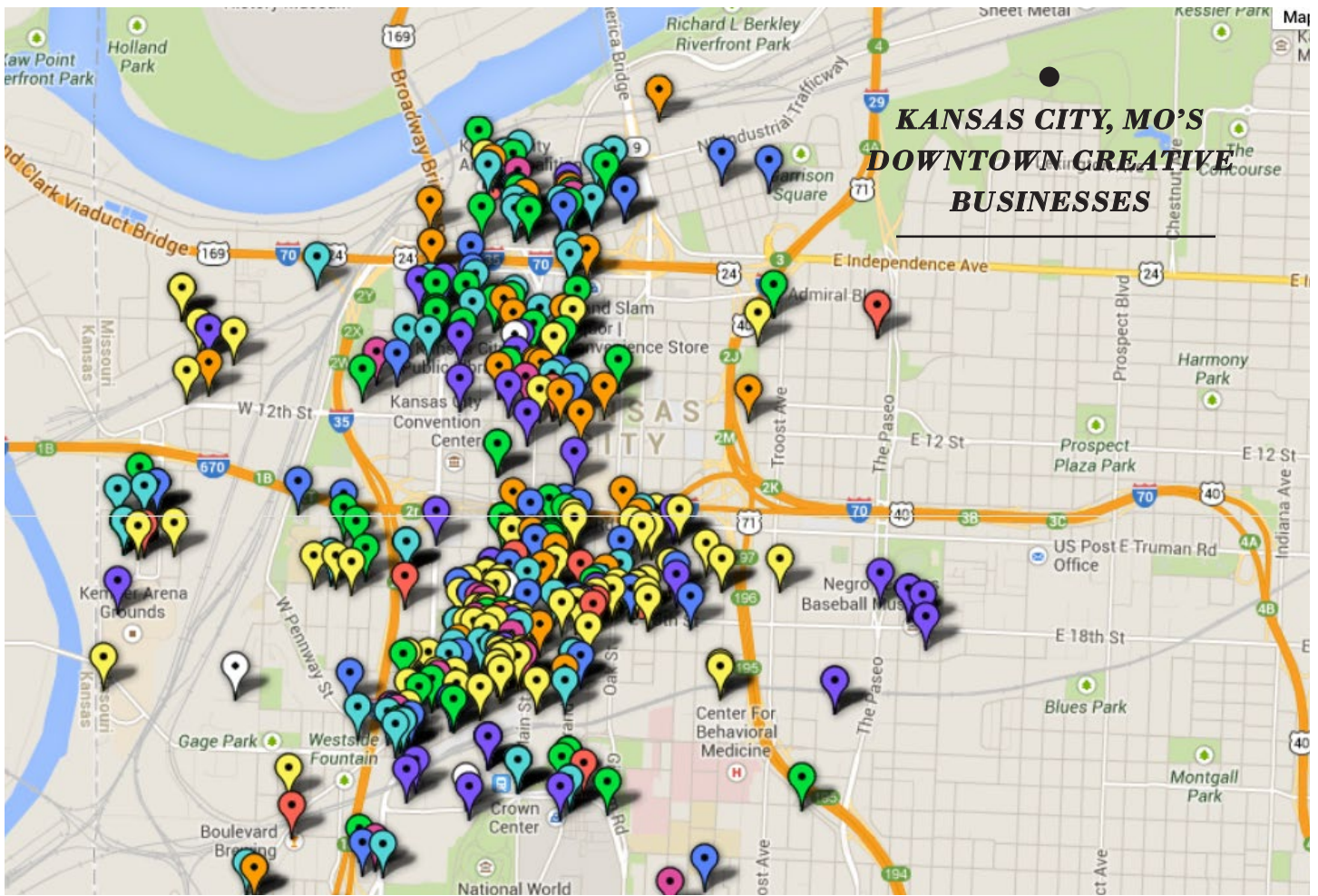
What is particularly notable is the level of investment over the past twenty-five years in infrastructure and expansion including opening the Kauffman Center for the Performing Arts; the addition and renovations to the Nelson-Atkins Museum of Art; investment in the 18th and Vine Jazz District; the renovation and adaptive reuse of Union Station; public and private investment in the Crossroads District; the creation and building of the Kemper Museum of Art; adaptive redevelopment of the Todd Bolender Center for Dance & Creativity; creation of the new home of the Lyric Opera of Kansas City; expansion of Starlight Theatre and the Kansas City Zoo in Swope Park; and now the renovation of Corinthian Hall/the Kansas City Museum. This represents a total investment of more than \$1 billion in renovation, repurposing and adaptive reuse, new construction, and establishing cultural districts. Enhancing these projects has been the development of other cultural districts and centers of cultural activity that include the River Market, the West Bottoms, and Brookside.

Individual artists – visual artists, musicians, dancers, theater artists, and more – are deeply woven into the history of Kansas City, MO and are critical to the vitality that has brought the Crossroads District, 18th and Vine, the West Bottoms, the West Side and other areas to

being centers of the creative economy. ArtsKC-Regional Arts Council and The Charlotte Street Foundation recently commissioned a study as part of the KC Artist LINC program to examine the demographic and household conditions of artists in Kansas City in order to better understand the state of artists' living and working conditions in the metropolitan area. Using data from the 1990 and 2000 US Census and other sources, the study confirms that Kansas City, MO has become a midcontinent center for artists, where artists have the opportunity to raise families, buy houses and participate as fully invested members of the community to a degree that they may not be able to elsewhere.

More than 6,000 artists live in the Kansas City metro region and their numbers are increasing annually. Their combined household income exceeds \$400 million dollars and more than 5,000 are employed in multiple disciplines and by multiple sectors of the local economy. The metro region has the highest concentration of visual artists of any major city between the coasts and significant concentrations of artists working in other disciplines, including musicians, composers, actors and performers, writers and authors, photographers, and film and multi-media workers. Arts-related occupations such as architecture and design are also well represented.

Creative businesses are woven throughout neighborhoods and cultural districts in Kansas City, MO. In addition to the nonprofit organizations and community-based activities, there are numerous businesses that are part of the greater cultural ecology in Kansas City. This includes dance studios, recording studios, art supply stores, private galleries, private music schools and myriad musical venues. More than 50% of these for-profit businesses are located in Kansas City, MO. Arts-related businesses and creative industries in Jackson County alone represent a 5.03% share of all businesses, double the national



average of 2.54%<sup>1</sup> and significantly higher when compared to counties on virtually all demographic and socio-economic measures.

Downtown Kansas City, MO is transforming into a creative crossroads that includes a strong representation of creative, innovative entrepreneurs who want to connect to the energy downtown. Forbes ranks Downtown Kansas City, MO as one of the 10 best in America. The Wall Street Journal reports that the city is a national hub for information technology. And, Under30CEO says Kansas City, MO is the #2 city in America for young entrepreneurs. According to a recent inventory by the Downtown Council, there are at least 400 “brain-powered” or creative businesses in Downtown KC. The concentration of

these businesses provides a fertile foundation for the mixture of information technology businesses and creative organizations to germinate new ideas and IT applications.

Fanning out into the neighborhoods there is a rich variety of local festivals that celebrate distinct cultures, the history of Kansas City as a gateway of westward expansion, and a growing cadre of innovative presenters and producers, such as the Middle of the Map Festival. There is a spirit of exploration in arts and entertainment and a sense of possibility in utilizing technological innovations such as Google Fiber as it reaches throughout the Kansas City metropolitan area.

<sup>1</sup> Local Arts Index, “Creative Share of All Businesses.” These data are obtained every year from Dun & Bradstreet for the annual “Creative Industries” studies published by Americans for the Arts. The data includes a tally of the total number of businesses in all industries, as well as the number of businesses in the 644 SIC codes that designate “Creative Industries” firms. <http://www.artsindexusa.org>.

And reaching across every corner of Kansas City, MO are works of public art. They reach into all six Council districts and represent an investment of nearly \$10 million since the ordinance for the One Percent for Art Program was adopted in 1986 (This is discussed in further detail in the City Cultural Assets section). Kansas City also has a long history of public beautification, much of it built on the “City Beautiful” designs and concepts of George E. Kessler, dating back to 1893<sup>2</sup>. This includes nearly 160 fountains and hundreds of sculptures and memorials.

The arts and culture community of Kansas City, MO exists in a complex regional ecosystem that serves the metropolitan area – at a minimum, the five county region, as well as the broader MSA that connects to fifteen counties in Missouri and Kansas. While the area served is spread across the region, Kansas City, MO is the epicenter of activity and the home to leadership organizations, large institutions, community-based leadership and young, innovative and entrepreneurial cultural assets and resources.’

### ***KANSAS CITY MO’S ACCOLADES***

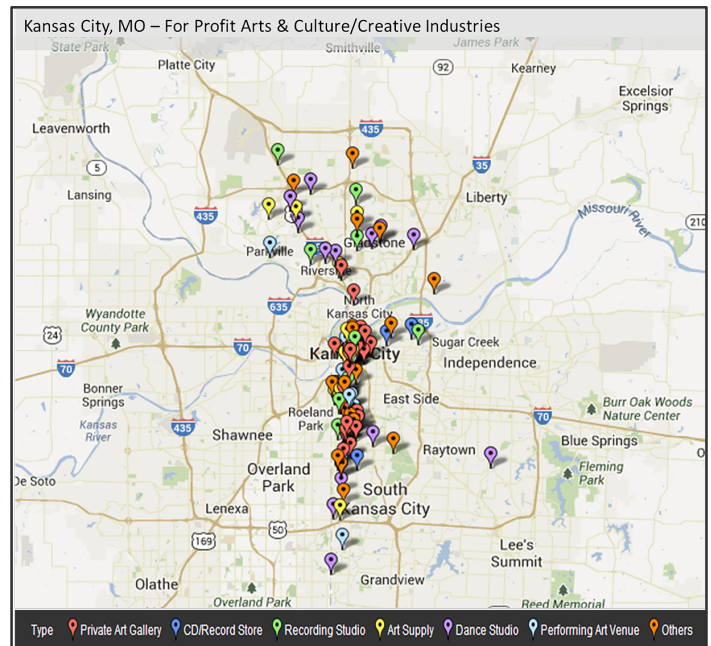
<b><i>RECOGNITION</i></b>	<b><i>SOURCE</i></b>
Hot Places for Start-Ups	Wall Street Journal
Top 10 Cities for Young Entrepreneurs 2011	Under30ceo.com
Top 15 cities for female entrepreneurs	Forbes
Best cities for early career innovators	Under30ceo.com
Best cities for new college graduates	Forbes
Top 5 Innovative Mayors in the Country	Newsweek
10 most social media savvy City Halls	PR Daily
8th Strongest Metropolitan Economy in US	Policom Corporation
10 Coolest Cities in the Midwest	MSN
Top 10 Cities in the US for Relocation	U-Haul International
One of 12 Global Cities to Watch for Innovation	Fast Company Magazine
One of America’s 50 Best Cities (#15)	Bloomberg Business Week
29th in the country for young brain power	Business Journal
America’s Best Downtowns	Forbes
Top 10 Travel Destinations	Frommers.com
Top 50 for meetings, conventions	Cvent
35th for exports	International Trade Administration
Biggest drop in unemployment (among 372 metro areas in 2011)	Department of Labor
33rd for leisure industry jobs	US Census
#1 for BBQ	Travel and Leisure Magazine
Boulevard Brewing Company Ranked #3 in Top 15 Craft Beer Breweries in the Nation	USA Today
#14 Best Cities for Families	Parenting Magazine
Ninth Most Relaxed metropolitan area among the nation’s 40 largest	Forbes Magazine
16th Best Parks System in the Nation	The Trust’s Center for City Park Excellence
Kansas City is the Ninth Best Place to Retire	Business Journal
Bloch Building Ranks 16th on list of the World’s Top New Buildings	Travel and Leisure Magazine
Sprint Center ranked as 2nd busiest venue in US, 7th busiest in the world	Pollstar Magazine
Ward Parkway one of the 10 greatest streets in America	American Planning Association

<sup>2</sup> Maps and additional information are available through the Kessler Society of Kansas City, <http://www.georgekessler.org>.

The economic impact, the vitality and character of the arts and culture industry in the Kansas City region was well documented in 2012 through ArtsKC-Regional Arts Council's participation in two national studies. Together, those two studies - Arts and Economic Prosperity IV and the Local Arts Index<sup>3</sup> - paint a comprehensive portrait of a surprisingly strong industry that serves the region through 250+ organizations; generating over \$253 million in economic activity annually (of which \$203 million is direct expenditures and \$50 million of related economic activity); with 61 performing arts venues with a seating capacity in excess of 103,000; and overall participation ranked 3<sup>rd</sup> in the country, just behind Washington, D.C. It is estimated that there are 6,150 full-time equivalent workers in the nonprofit arts industry with resident household income of \$184.5 million.

Of particular relevance to this planning process is the scale and scope of the portion of this industry that resides within Kansas City, MO. When examining the data from these reports as well as updated information since their release, it is clear that Kansas City, MO is the home to the majority of organizations that serve the region and substantial fiscal activity. Over 60% of all organizations and activities are based in Kansas City, MO, and 96% of the economic activity. They serve the region, drawing annual attendance and participation of nearly 1.8 million residents and tourists to performances, galleries, museums, community centers, libraries, and alternative venues. The city is where 75% of the residents and workers from the metropolitan area participate in cultural activities.

Based on updated data available as of June 2013<sup>4</sup> there are 212 organizations that are registered with the Internal Revenue Service as nonprofit arts and culture organizations residing in Kansas City, MO. Approximately 150 of these organizations are active and recognized as the core of the arts and culture industry. Combined revenues for these organizations is nearly \$150 million for the most recently completed fiscal year as reported to the IRS, including \$52 million reported by the Kauffman Center for the Performing Arts (most likely reflecting revenues for their capital campaign as well as operating revenues prior to the opening of the Center in September, 2011).



<sup>3</sup> The Metropolitan Kansas City Area is one of 182 study regions that participated in Arts & Economic Prosperity IV, which documents the economic impact of the nonprofit arts and culture sector in 139 cities and counties, 31 multi-city or multi-county regions, 10 states, and two individual arts districts— representing all 50 U.S. states and the District of Columbia. Reports on both AEP IV and the Local Arts Index are available at <http://artskc.org/news/researchresources/>.

<sup>4</sup> Information on the number of organizations and revenues is derived from the Core Files of the National Center for Charitable Statistics at the Urban Institute, based on information available as of June 20, 2013.



## ***CITY CULTURAL ASSETS AND INVESTMENTS***

The City of Kansas City, MO has numerous cultural assets and amenities that are directly operated or supported through the city. While there is the perception among many in the community that the City has a very limited role in the arts, in fact its involvement is broad, reaching throughout the municipality – into neighborhoods, in the central core, serving large institutions and grass roots community celebrations. The City owns several major cultural facilities and museums, provides an extensive array of classes and programs through Parks and Recreation, and has facilitated neighborhood arts development, for example in the Crossroads Arts District and 18<sup>th</sup> and Vine Jazz district. The Municipal Art Commission operates the public art program and partners with the Downtown Council in operating Art in the Loop. The Parks and Recreation Department oversees operations and maintenance of the extensive collection of public fountains<sup>5</sup> and public sculpture that is integral to Kansas City being deemed “The City of Fountains.”

The Percent for Art Program<sup>6</sup> was established in 1970 and updated by City Council ordinance in 1986 and since has overseen the commission of 39 works that are distributed throughout all City Council districts. As of the writing of this plan, two additional projects are in progress. It is a nationally recognized program with a collection that includes works by important local, national and international artists.

The City joined as the public partner in providing a key element in the successful effort to build the Kauffman Center for the Performing Arts through the construction of the adjacent parking structure—a \$47 million investment that represented nearly 15% of the total project costs. The parking garage serves the Kauffman Center as well as the Crossroads District, the Convention Center, The Power and Light District and adjacent downtown activities.

The Neighborhoods and Housing Services Department oversees the Neighborhood Tourism Development Fund. This program provides grants on a quarterly cycle to many arts and culture programs – large institutions, local neighborhood ensembles, community-based and ethnic-specific organizations, etc. While the program is not restricted to arts and cultural programming, it serves as a de facto grants pro-



gram that supports many outreach programs, productions, presentations and activities in neighborhoods in every district of the City. Most recently this program distributed nearly \$1.6 million in funds<sup>7</sup>.

The current structure for this arts involvement and support is less-well recognized by the public in part because it is decentralized, supporting various programs through different city departments, primarily General Services, Neighborhoods and Housing Services and Parks and Recreation.

In addition the city owns several key cultural properties including Corinthian Hall/Kansas City Museum, The 18th and Vine Jazz District, The Negro Leagues Baseball Museum and the American Jazz Museum.

Parks and Recreation manages an extensive array of arts programs, ranging from the publicly owned fountains referenced above, to operating the Bruce R. Watkins Cultural Center and specific arts programs, classes and workshops in numerous community centers throughout the municipality. These programs are year-round and include after-school and weekend programs and summer camp offerings. The Parks and Recreation Department recently began collaborating with Young Audiences of Kansas City in presenting programs and placing teaching artists throughout the system.

#### *SELECTED PARKS*

#### *AND RECREATION CULTURAL ASSETS*

- Battle of Westport Museum and Visitor Center
- Black Archives of Mid-America
- Bruce R. Watkins Cultural Center
- Ethnic Enrichment Commission
- Japanese Tea Room (Loose Park)
- National Center of Indigenous American Cultures
- National WWI Museum at the Liberty Memorial
- Shoal Creek Living History Museum
- Lakeside Nature Center
- Just Off Broadway Theatre
- Kansas City Community Gardens
- Kansas City North Community Center
- Southeast Community Center

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<sup>5</sup> Fountains and sculptures are managed in partnership with the City of Fountains Foundation. Additional information is available at <http://www.kcfountains.com>.

<sup>6</sup> By ordinance, 1% of the estimated construction cost of new or renovated municipal buildings is set-aside for art. Most KCMO 1% for art projects are tied to bond-funds secured for the respective building project. The use of bond funds for projects outside the bond district or maintenance is prohibited.

<sup>7</sup> <http://www.kcmo.org/CKCMO/Depts/NeighborhoodAndCommunityServices/NTDF/Awards/index.htm>

# COMMUNITY CULTURAL NEEDS

## COMMUNITY ENGAGEMENT AND RESEARCH

KCMO Arts Convergence grows from extensive citizen input through community engagement designed to assess the community's cultural needs and aspirations. More than 3,600 residents and workers in Kansas City, MO participated directly (and often repeatedly) in the planning process between November 2012 and April 2013.

### COMMUNITY ENGAGEMENT SUMMARY

**TOTAL PARTICIPATION** | 3,600

**INTERVIEWS** | 80+ Interviews

**FESTIVAL OF IDEAS** | Facilitated discussions in community settings | 40+ Meetings | 500+ Participants

**MINDMIXER WEB-BASED ENGAGEMENT** | Suggestions, responses, surveys, polls and other e-dialogue | 500+ New sign-ups to existing site | 1,650 Total participants

**COMMUNITY WEB-BASED SURVEY** | 1,403 Community participants

Community engagement focused on seeking residents and workers input in understanding several over-arching issues:

*What do people value about the cultural life of Kansas City, MO?*

*What makes it distinctive or unique?*

*What would people like to see different and better in the cultural life of the community in five or ten years?*

*What are the cultural problems or needs facing the community?*

*What are the opportunities for improvement?*

*What else is important to understand or investigate in relation to cultural planning?*

A comprehensive overview of the community engagement process is included in the Appendices of this plan, including detailed information on who participated and what they said. In addition to the community engagement, the planning process included an extensive review of relevant studies and plans. This review is summarized in the Context for Planning chapter, page 17.

## ***CULTURAL NEEDS AND VALUES***

The planning process identified a variety of needs as well as expressions of community values or perspectives.

### ***INTRINSIC AND EXTRINSIC ROLES OF THE ARTS***

The citizens of Kansas City, MO believe that the arts have both intrinsic value and extrinsic roles. That is, the arts are valuable for their own sake and are a valuable instrument in accomplishing non-artistic goals (such as education or neighborhood revitalization). This dual concept underlies the totality of this plan: “art for the sake of art” and the arts as partners in many other areas of civic life. The extrinsic roles include:

- Arts and culture strengthening revitalization and neighborhood development
- Arts and culture enhancing education and youth development
- Arts and culture fostering greater community connections and communication
- Arts and culture enhancing Kansas City, MO’s image and attraction for economic development and tourism

### ***CULTURE IN NEIGHBORHOOD***

There is a strong belief in the role and value of arts and culture in neighborhoods: culture means vibrancy. One need consistently expressed by citizens is to expand the focus of cultural services beyond downtown and the central corridor, where it is currently strongest and most concentrated, to Kansas City, MO’s many neighborhoods. This attitude recognizes the distinct character of each area of the City and celebrates the nuances of local culture that arise in neighborhoods. Focusing on neighborhoods is not only a means of celebrating localized culture, it is also primarily a means to promote equitable access to cultural services, support placemaking and revitalization arising in some neighborhoods, and support other neighborhood and youth development efforts. This encompasses many of the goals set out in this plan and closely responds to needs and wishes expressed by residents and workers.

## ***ACCESSING CULTURE***

Most of the highest priority needs identified through planning involve better access to culture. This essentially means having cultural programs more readily available to residents on their own terms. This spans the range of more arts education in schools, to programs in neighborhoods, to public art throughout the community, to arts learning opportunities for adults, to festivals, to small-scale clubs and venues. While arts experiences are readily available through the community’s major institutions and other arts organizations, the need for expanded access refers to other channels. The overall desire is for arts and culture to be available “throughout the community” and integrated into the fabric of community life, as opposed to only at conventional places and scheduled times.

## WHAT KCMO RESIDENTS WANT...

### WHAT DO YOU WANT TO BE DIFFERENT IN KCMO IN 5 TO 10 YEARS?

MORE ARTS EDUCATION IN SCHOOLS	64%
MORE CULTURALLY VIBRANT NEIGHBORHOODS & DISTRICTS THROUGHOUT THE CITY	45%
BETTER INFORMATION ABOUT WHAT'S AVAILABLE IN MY COMMUNITY	44%
ART DISPLAYED IN PUBLIC PLACES THROUGHOUT THE COMMUNITY	43%
MORE ARTS LEARNING OPPORTUNITIES FOR PEOPLE OF ALL AGES	36%
MORE ARTS & CULTURAL FESTIVALS	35%
BETTER OPPORTUNITIES TO START & DEVELOP A CREATIVE BUSINESS	33%
A MORE CULTURALLY VIBRANT DOWNTOWN AREA	31%
MORE SMALL VENUES, LIKE THEATERS & GALLERIES, FOR ARTS EVENTS AND ACTIVITIES	27%
HIGHER QUALITY ARTS AND CULTURAL EVENTS	24%
MORE WAYS TO CONNECT WITH OTHER PEOPLE INTERESTED IN ARTS AND CULTURE	21%
MORE CLUBS AND CAFES THAT OFFER LIVE ARTS EVENTS	16%

### **SUPPORTING THE ARTS COMMUNITY**

Kansas City, MO's arts organizations and artists played an active and leading role in this planning process (as did the community's individual artists, see below). Even though it was clear that this plan was focused on communitywide benefits and was not solely a plan to improve their financial support, leaders from throughout the arts community participated in and assisted the process. Still, the background research and their own opinions identified a number of their needs. These include financial support, a reflection of the ongoing challenges of sustaining a nonprofit arts organization, the lingering effects of the economic downturn, and challenges specific to individual organizations. In particular, organizations discussed the need for unrestricted funding and other forms of support that are more flexible than the restricted funds that are more accessible to them. For example, it is often less difficult for organizations to raise funds for a production, education or other special purpose than it is for them to find money for administration, overhead, maintenance and other less compelling needs. In addition, most organizations discussed the challenges of audience development and ongoing marketing for tickets sales, memberships and other earned revenues.

### **RECOGNIZING INDIVIDUAL ARTISTS**

Kansas City, MO's individual artists play an essential and often under-recognized role in the cultural life of the city. Artists' numbers are growing as they return to the community or choose to relocate, based on the vitality of the arts scene. The artists' community includes strong and vocal representation from younger artists, who often make and engage in the arts in new ways, reflecting a generational shift. Kansas City, MO's individual artists' community on the whole has become increasingly organized and empowered, and benefits from several highly regarded service organizations and programs. Artists participated actively in this planning process and their voices were articulate and passionate in expressing not only their own needs and desires, but also their desire for increased involvement in civic affairs. Their needs included increased opportunities, connections, tools and other facilitative assistance that would better enable their creative initiatives. They also express the desire for greater recognition and awareness of their value to the community. Many are already involved in community settings, working as teaching artists, starting small businesses, volunteering, and developing creative spaces as part of their artistic careers.



*“How can we leverage the excitement and power of the arts to solve the reality in Kansas City of 2,300 youth who are homeless, alone on the streets? Can we harness the power of all the artists in this community, to connect them with those in need? Arts integration is where it’s at – the role (of the arts) is not to be separate and special, but to being a necessity and part of the overall life of the community. There needs to be a way to participate and create without barriers.”*

Beth Sarver

TEDxYouth@StateLineRoad





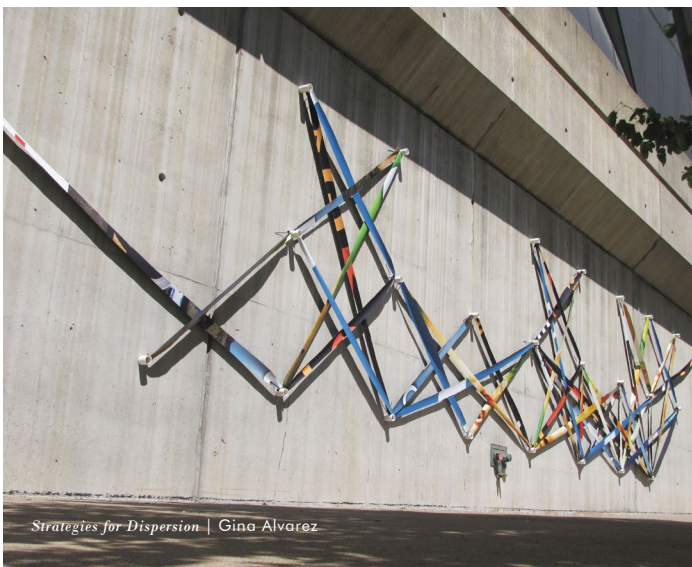
**COMMUNICATION AND COORDINATION**

Planning participants expressed a strong desire for connection among members and elements of the arts community. Also, many in the arts community expressed the desire for greater participation in civic affairs and for acknowledgement of their value in civic leadership. Often these desires included a call for more convening and for enabling community groups to participate in planning and other initiatives. Related to this is the need to improve marketing and audience engagement, especially to residents and workers. There is also a desire to raise the visibility of the arts and communicate a sustained message about the broad role and value of the arts in the community.



**CULTURAL EQUITY**

There is widespread acknowledgement of the role arts and culture can play in crossing cultural divides and, at the same time, the unequal economic and social conditions for many Kansas City residents. There is a desire to level the playing field of access to cultural services among residents of all neighborhoods and socio-economic strata. Kansas City, MO has also made sustained efforts for neighborhood development and revitalization; the arts are viewed as potential partners playing a larger role in these programs.



**CELEBRATING ARTS INSTITUTIONS**

Kansas City, MO is the home to major national arts institutions, educational programs, and creative businesses. While many noted that the “majors” have been the focus of the great majority of private philanthropy and other cultural investment, they remain an extraordinary resource, source of pride and willing partners in cultural development.

## KANSAS CITY, MO'S CULTURAL "MOMENT"

Community participants in planning express strong pride in Kansas City, MO's artistic and cultural life and in the advances made in recent years. They also believe that the community has "come of age" and is poised for further growth, progress, vibrancy and recognition in the area of arts, culture and creativity. Especially with the municipalities renewed interest in cultural leadership, there is a sense that this is Kansas City, MO's moment to move forward in its cultural development and there is strong support for the City to play a key leadership role.

### ROLE OF CITY

There is a nearly unanimous call for the City to assume a larger role in cultural development and investment. Planning participants acknowledged the history and value of private philanthropic leadership in Kansas City, MO. Yet they welcome the City's increased participation as not only filling a gap in the cultural ecosystem, but also enabling the community's current opportunity for a quantum advance in cultural development. That is, with a larger City role in cultural leadership, the entire community and system can benefit and grow.

Nonetheless, some expressed caution or concern about the City's capacity. In addition to the desire for more resources and leadership, some urged that City could help in part by simply avoiding bureaucracy and removing barriers.

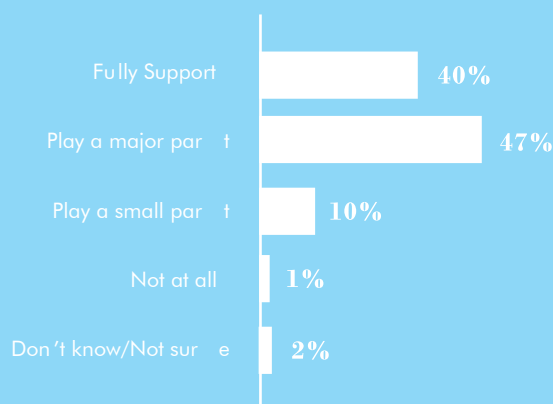
### COMMUNITY VISION FOR ARTS AND CULTURE

The community of Kansas City, MO articulated its vision for the future of arts and culture through the community engagement, research, discussion and development of this plan. This vision represents the community's definition of success—what Kansas City, MO's arts and cultural life should become over the next decade.

The draft vision statement for the Office of Culture and Creative Services is:

*The City of Kansas City, Missouri advances a social and economic environment that bolsters and catalyzes arts, culture and creativity to enrich the lives of its residents, and to promote Kansas City as the heart of America's Creative Crossroads--a dynamic destination for our national and international visitors.*

### HOW STRONG A ROLE SHOULD CITY GOVERNMENT TAKE?

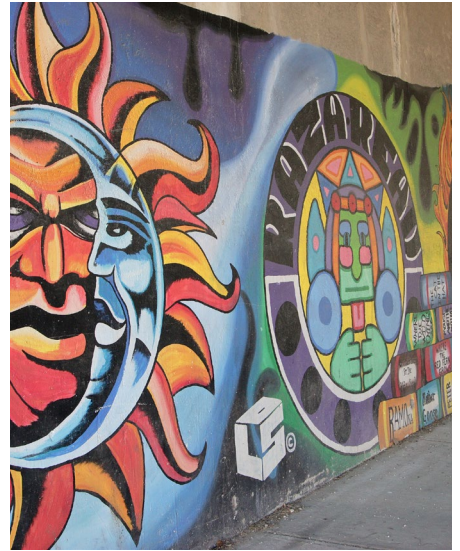


### WHAT SHOULD CITY GOVERNMENT FOCUS ON?

- 1 | Promoting arts and culture as a tool for neighborhood revitalization (57%)
- 2 | Provide arts education opportunities for children (46%)
- 3 | Fund professional arts organizations and artists (45%)
- 4 | Provide arts learning opportunities for citizens of all ages (44%)
- 5 | Beautify public spaces (43%)
- 6 | Support arts and culture in individual neighborhoods (29%)
- 7 | Support arts and culture in the downtown area (28%)



*Bird Lives* | Robert Graham





# GOALS & STRATEGIES

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There are ten goals and accompanying strategies to address the needs and opportunities identified for KCMO Arts Convergence. The strategies outlined in this plan begin with creation of a City Office of Culture and Creative Services (Strategy 1.1) as the highest priority and as the launching pad for all strategies outlined in this plan.

1. Enhance leadership and funding for Kansas City, MO's arts and culture sector.
2. Enhance the existing public art program.
3. Improve access to arts education for every student and adults of all ages.
4. Enhance arts and cultural opportunities available in neighborhoods throughout Kansas City, MO.
5. Enhance services and opportunities for individual artists.
6. Facilitate the development and use of facilities, venues and spaces for diverse arts activity throughout Kansas City, MO.
7. Showcase the creative potential of Kansas City, MO's new technology platform.
8. Create a signature festival focused on the region's artists and cultural organizations, highlighting Kansas City, MO's arts, culture and creativity.
9. Increase support for economic development of Kansas City, MO's creative sector.
10. Provide more comprehensive information to residents and workers about available arts and cultural activities and resources.

## 1 | *ENHANCE LEADERSHIP AND FUNDING FOR KANSAS CITY, MO'S ARTS AND CULTURE SECTOR.*

Leadership development is an ongoing need in all communities. Kansas City, MO's cultural sector leadership is strong and effective, yet would benefit from efforts to address specific gaps. In particular, the City's leadership role in the arts is distinguished but has been relatively modest in comparison with the private and philanthropic sectors. Indeed, the genesis for this plan includes the desire to define an expanded leadership role for the City, and to identify the extent and character of that role, in relation to other resources in the community. Underlying this is the belief that shared leadership is the most effective pathway to cultural development that reflects community priorities. There is also a generational shift underway in philanthropic leadership, which suggests the need for communication and relationship building to clarify emerging and future priorities.

### **STRATEGIES**

1.1 | Create a City Office of Culture and Creative Services reporting to the city manager (2014 Priority).

The City currently has a substantial amount of cultural programming and assets that are dispersed among different parts of the City administration. Some of the City's cultural investments, including the parking structure for the Kauffman Center for the Performing Arts, have been under-recognized in part because they were not associated with an overall cultural leadership body. In addition, this plan calls for an expansion of the City's role in cultural development.

The most effective way for the City to implement its portion of this plan and to assume a greater leadership role in Kansas City, MO's cultural sector is to restructure the current Municipal Art Commission and combine it with the other City assets and programs into a unified Office of Culture and Creative Services. While it is probably not of sufficient size to be a cabinet level department, it should report to the city manager. One reason for this consolidation and placement is that the new Office of Culture and Creative Services will have cross-departmental functions. It will work with a broad range of City departments and divisions, including neighborhood revitalization,

economic development, human services (youth development, gang intervention, graffiti abatement, youth at risk), recreation programming, and facilities development. Placement under the City Manager also helps assure a role for culture in the larger policy and budgetary discussion within City government, and inculcate cultural possibilities into the thinking of city leaders. The title, "Office of Culture and Creative Services" denotes an expansive definition of arts and culture, a connection with the creative economic sector, and a sense of new possibilities for culture in other civic priorities. This recommendation is discussed more fully in the Structure chapter, page 42.

The City has already begun evaluating the forming of the Office of Culture and Creative Services with the intention to keep it under the Department of General Services at the present time. For the reasons articulated above, the issue of placement of the Office of Culture and Creative Services under the City Manager should be re-examined in three years.

1.2 | Hire additional personnel required to staff the Office of Culture and Creative Services (OCCS).

Implementation of this plan will require three additional staff, including a Cultural Programs Manager, a Public Art Program Manager and an Administrative Assistant.

1.3 | Establish a Design Review Committee (DRC) within the Office of Culture and Creative Services to serve in an advisory role for other City departments.

As an advisory arm of the Municipal Art Commission, the DRC will be assembled for reviewing the design of City Capital Improvement projects, structures on City-owned land or in the City right-of-way, selected streetscape and road projects and private project requiring a zoning variance or a conditional use permit. Once established, staff support for the Design Review Commission will be needed. Until it is fully functioning, these responsibilities can be performed by the Public Art Program Manager.

1.4 | Consider transferring the Historic Preservation Commission from City Planning and Development to the Office of Culture and Creative Services.

To fulfill its cultural purpose and allow it to be more proactive, transfer the Historic Preservation office within the purview of the Office of Culture and Creative Services to enhance related collaborative placemaking efforts. In that way, its functions can be best integrated with those of the Design Review Committee proposed in Strategy 1.3 (above) and with the cultural facilities strategies in Goal 6.

## 2 | **ENHANCE THE EXISTING PUBLIC ART PROGRAM.**

Kansas City established its public art program in 1970 with the city Council's passage of Resolution 52393. It was one of the earliest municipal percent-for-art requirements in the nation. The Resolution stated that "an amount equal to one percent of the engineer's estimate of the cost of constructing or remodeling any municipal building be devoted to features of aesthetic ornamentation and adornment of such building," and reaffirmed that Resolution with an Ordinance in 1986 that states, "establishing public art fund no. 635 for the receipt of contributions and appropriations for the aesthetic adornment of public buildings and property in accordance with resolution 52393." Since its inception, more than 39 works of art have been commissioned or purchased under the program.

The public art program is administered by the Architecture Division of the City General Services Department and overseen by the Municipal Art Commission. By City Charter, the Art Commission's responsibilities include the approval of works of art on, or extending over, any City property; the design of buildings, bridges, fences, and other structures built by the City; and any privately owned signs, skywalks, or other structures that extend over public property. City ordinances also provide that no existing work of art owned by the City can be moved or altered without Commission approval except under emergency.

Over the years, the public art program has been one of the few, and the most visible expression of the City's direct support of the arts. Additionally, many of the City's foundational documents, the Comprehensive Plan, the Greater Downtown Area Plan, the 2009 Mayor's New Tools Report, the East Downtown Planned Industrial Expansion Authority Report, and others have called for the expansion of the Percent for Art Program, with broad applicability to both public and private development projects.

The community expressed strong support for the public art program and ranked it highly (tied for second place) as an area for expansion.

### **STRATEGIES**

2.1 | Expand the public art requirements to include all City capital projects (2014 Priority).

The current public art program is generally limited to City construction of new buildings. While this approach has produced many high quality projects, it also misses important opportunities including embedding public art into the infrastructure and urban design of the city. At the same time, the current configuration of the public art program does not easily permit using public art in neighborhood revitalization, cultural and historic commemoration, or placement of art in public parks, unless there is a new building being constructed.

2.2 | To the extent permitted by state law and City policy, the Public Art Program should allow for the aggregation or "pooling" of public art monies into a single fund.

Pooling of public art funds allows the program to direct the public art to projects of highest priority, without being tied to specific capital projects and sites. It would also permit the program to commission larger artworks by nationally and internationally recognized artists.

2.3 | Develop a communitywide Public Art Master Plan that will assess all aspects of the potential for public art in Kansas City, MO.

This plan should review the Public Art Program as it has developed to date, evaluate program policies, guidelines and procedures, identify strategies for incorporation of public art in the missions of other City departments and initiatives, benchmark Kansas City's public art program with other successful programs nationally to determine best practices, and suggest new directions, themes and sites.

2.4 | Evaluate extending the percent for art requirement to include all major new private development in Kansas City.

To help ensure the highest quality urban and neighborhood experience for their citizens and visitors, many U.S. cities implement programs with incentives and requirements to include a percent for art for eligible private commercial, industrial and multi-unit residen-



tial development. In the future, Kansas City may wish to offer private developers an “in-lieu” option – a requirement of a percent for art project incorporated into the development, with a percent in-lieu payment to the City’s public art fund should the developer choose not to participate. The City may also want to consider some appropriate threshold at which point the percent for art requirement is applied. For example, projects with a permit valuation of less than \$5 million might be exempted. These details can be explored as part of the Public Art Master Plan.

### **3 | IMPROVE ACCESS TO ARTS EDUCATION FOR EVERY STUDENT AND ADULTS OF ALL AGES.**

Arts education is the community’s primary priority. Nearly two-thirds of survey respondents rated arts education in the schools as the top element of their cultural vision and arts education was their second-highest priority for City action. Similarly, lifelong learning in the arts for residents of all ages was a high priority. These opinions reflect both a decline in the amount of arts education provided in schools and a disparity in access to this vitality important aspect of a child’s education. They also reflect a core value of the community and the Mayor’s Task Force for the Arts—arts learning is essential to a community’s well-being and necessary for the arts to continue to contribute fully to economic and community development.

Arts education is defined here as including: 1) in-school instruction for K-12 students, 2) after-school instruction at schools and in community settings, and 3) lifelong learning opportunities for diverse residents of all ages. Therefore, arts education encompasses and celebrates a range of amateur interests and activities, from the community choir, to the “Sunday painter,” to the children’s dance group.

#### **STRATEGIES**

3.1 | Provide leadership for arts education that builds on the area’s current resources.

The objective is to ensure that every Kansas City, MO child learns through the arts. Many disparate arts education resources for K-12 students have been developed throughout the city including in-school

as well as after school and in community settings; bright spots of arts education in schools (public, private and charter), the Parks and Recreation Department’s programs, arts organizations providing arts education programs, individual teaching artists, university programs serving local students, social service agencies, and others. What is needed are stronger connections to leverage and expand existing resources, and to make them more accessible to all students. Arts education resources should be better integrated into schools and neighborhoods, and the inequity in access to arts education for all students in the City must be remedied. Along with this need is the imperative to serve as a voice for arts education to the community and to provide advocacy on the issue. Useful models for this agency include Big Thought in Dallas (<http://www.bigthought.org>) and Arts for All in Los Angeles (<http://lacountyartsforall.org>).

There is a strong desire in the community to leverage existing resources and to not start a new leadership agency, which would be viewed as duplicative. Instead, the Mayor’s Office can provide collaborative leadership by convening an arts education summit. The summit should lead to planning and development of clear strategy to broadly involve stakeholders, including educators, school district officials, city staff, arts organizations, universities, teaching artists, and other providers of arts education programs. Planning should address the issue of a leadership agency or collaborative effort to fulfill the purpose of this recommendation. Also, stakeholders view arts education as inclusive of community arts, lifelong learning, neighborhood arts, and ethnic cultural celebration. Therefore, the summit should establish and reinforce this principle.

Specific arts education needs include coordinating, utilizing and building upon existing resources. Support services may include professional development for teaching artists; professional development for classroom teachers; assistance for districts to improve standards-based arts education; assistance for districts to implement “common core” standards; artists in residence in schools and community settings; involvement of students and children in public art projects; training for young artists in public art careers; student internships and work study (high school and college); workforce training in the arts.

3.2 | Link arts education with the Office of Culture and Creative Services to create and sustain community-based arts education programs that are accessible to all.

Determine a role for the Office of Culture and Creative Services through planning as described in 1.1. It is likely that the City can contribute to the effort by such activities as convening stakeholders, information services (a directory or other information), identifying partners, supporting facilities initiatives, and supporting marketing efforts.

3.3 | Integrate arts education with lifelong learning in the arts, neighborhood development, youth development, and economic development.

The community recognizes that arts education contributes to other civic priorities. Survey respondents and stakeholders alike see arts education as including lifelong learning in the arts, youth development and neighborhood services. The Office of Culture and Creative Services can seek ways to partner with other departments, agencies and initiatives where arts education can advance other goals, such as neighborhood, youth and economic development.

3.4 | Develop an advocacy campaign that includes arts education. Messaging is central to the City's leadership on this topic. The campaign can reinforce the idea that civic vitality requires citizens who are collaborative, flexible, imaginative, and innovative. In short, the arts are core to civic vitality for KCMO. The campaign can begin internally with city government and city council, and then externally to the community at large. A preliminary focus of this campaign could be "Whole child, whole city."

#### 4 | **ENHANCE ARTS AND CULTURAL OPPORTUNITIES AVAILABLE IN NEIGHBORHOODS THROUGHOUT KANSAS CITY, MO.**

Providing arts and cultural opportunities in neighborhoods throughout Kansas City, MO was a consistent theme of the community engagement for this plan. It also aligns with the City's other plans and priorities focusing on neighborhood revitalization and development.

In the area of arts and culture, this theme has several meanings. First, it means improving access to arts and cultural activities for all of the community's population by "going to you," and overcoming barriers posed by transportation, cost and time of day. Second, it signifies greater equity in arts and culture. Some of Kansas City MO's neighborhoods have fewer arts and cultural organizations and resources, yet have definite needs and interests. Organizations, such as ArtsTech, Mattie Rhodes Center and LISC, have demonstrated the need for and success of including arts and cultural programming as part of an integrated strategy for neighborhood development, and in particular youth development. Third, the theme of making opportunities available in neighborhoods celebrates and promotes communitywide participation in the arts. This is part of the next step in cultural development that Kansas City, MO is making as it builds on its world-class institutions and long heritage of professional artistic achievement.

#### **STRATEGIES**

4.1 | Create a neighborhood cultural opportunities program within the City's Office of Culture and Creative Services.

As discussed above in Arts Education, Goal 3, Kansas City, MO considers arts education to include arts learning activities after-school, in community settings and for people of all ages. The City can provide and coordinate this spectrum of activities by creating a neighborhood cultural opportunities program as part of the Office of Culture and Creative Services. The program would focus on making activities available in neighborhoods throughout the city. It should coordinate its activities and resources with the arts education leadership initiative recommended in 3.1.

The program will need to develop an inventory of resources, including venues, spaces, programs, organizations and people who can provide or assist with arts and cultural activities in neighborhood settings. Activities should be broadly defined and include a full range of arts and cultural interests, such as classes, workshops, clubs, performing groups, and competitions. It may be most effective to allow neighborhoods to apply for activities and to select targeted neighborhoods to increase the impact of services provided.

Potential partners are many, including LISC's Neighborhoods NOW, Operation Breakthrough, ArtsTech, Boys and Girls Club, Greater Kansas City Chamber of Commerce Urban Neighborhood Initiative, Kansas City Young Audiences, Mattie Rhodes Center, City recreation programs, and others. With the diversity and extent of potential partners, the City's new program can function primarily as a coordinator, facilitator, and marketer of existing programs.

4.2 | Create a neighborhood arts touring program, providing a roster of selected artists and matching funds for performances, exhibits and other projects in neighborhood settings.

In connection with the neighborhood cultural opportunities program recommended in Strategy 4.1, above, the Office of Culture and Creative Services can develop an arts touring program designed specifically to provide services in neighborhood settings. This can involve the curated selection of qualified artists and arts organizations to provide services, presented to the community in a directory. The program should include small, matching grants for activities by artists on the touring roster. Activities can include performances, workshops, exhibits and other arts-related projects. Neighborhood groups and organizations can apply for activities and funding, in cooperation with artists from roster. This strategy is a natural extension/focus for the Neighborhood Tourism Development Fund. Current resources are de facto supporting such programs, though this can be strengthened through an intentional focus in the program criteria.

## 5 | **ENHANCE SERVICES AND OPPORTUNITIES FOR INDIVIDUAL ARTISTS**

Individual artists are and have been an essential part of Kansas City, MO's artistic life, yet artists still often face challenges of visibility, connecting with one another and the community, finding work, and generating income. Artists should be recognized and supported as an integral part of Kansas City, MO's arts ecology and an important partner in leveraging the impact of the arts.

## **STRATEGIES**

5.1 | Celebrate and feature individual artists throughout implementation of this plan.

Specific support through the Office of Culture and Creative Services can include fellowships, training in public art, encouraging outside artists/creatives to visit or move to KCMO, featuring artists in the signature festival (goal 8), a retention program for KCMO's arts graduates, and awards such as development of a KCMO Artist Laureate Program, i.e., Poet Laureate, Jazz Laureate, Visual Artist Laureate, etc.

5.2 | Partner to provide fellowships and project grants to individual artists.

There are few sources of funding for individual artists to create and exhibit/present work. A grants program that includes individuals as eligible for funding would both provide needed financial support as well as visibility and recognition for the city's artists. Funding can include commissions, project funding, teaching artists grants to provide arts for children in schools and community settings, and special projects.

5.3 | Convene artists and provide opportunities for artists to connect with the broader creative sector.

Artists are numerous in Kansas City, MO and their population is growing. While some artists are well networked and there are strong artists service organizations in the community, artists and other stakeholders describe the need for greater connection and communication. Specifically, artists seek better ongoing communications within the artist community, providing better awareness of the arts community, cross-fertilization of ideas, artistic collaborations, and many other activities. Artists also need better connections outside the arts community. Artists' extensive participation in the development of this plan is but one indication of their motivation to connect, contribute and help lead civic efforts. Convening can include Artists' Town Halls, informal networking events, discipline or project-specific meetings, including and featuring artists in meetings outside the arts, and inclusion of artists in leadership positions (see Strategies 9.5 and 9.6).



*Spider* | Louise Bourgeois



5.4 | Increase the availability and breadth of professional practices training for artists.

Professional practices training addresses the career and business needs of artists. Such training is highly effective in improving outcomes for artists, including greater self-sufficiency, career satisfaction and contributions back to the community. Kansas City, MO already has excellent training and services provided by Artists Inc., Charlotte Street and the KC Artists Coalition. Still, the demand is greater than the available supply, and artists have a continuum of needs, beyond a single training, that will improve their capacity to fulfill their careers.

5.5 | Cross-reference: see Goal 6, below, for strategies relating to artists facility and space needs.

5.6 | Cross-reference: see Strategies 9.5 and 9.6, below, for strategies relating to the inclusion of artists on in leadership positions inside and outside the arts.

## **6 | FACILITATE THE DEVELOPMENT AND USE OF FACILITIES, VENUES AND SPACES FOR DIVERSE ARTS ACTIVITY THROUGHOUT KANSAS CITY, MO.**

Kansas City, MO has recently completed development of several major cultural facilities, an investment exceeding \$1 billion. These facilities provide much-needed spaces and venues, and a highly visible signal that Kansas City, MO is a cultural destination. There remain needs for a variety of other facilities, spaces, and venues that are primarily small-scale, informal, flexible and located outside the central corridor. There is a growing need for live/work spaces for individual artists. Such facilities and spaces are integral to placemaking to support the development of current and potential future cultural districts.

### **STRATEGIES**

6.1 | Create a program to facilitate the development of cultural facilities and spaces that effectively fill identified community needs.

Projects to develop cultural facilities, venues and spaces require significant amounts of technical assistance and planning. Especially smaller projects, often led by people who are not professional devel-

opers, rely on outside expertise. Also, smaller organizations frequently lack the funding for pre-development and soft costs. This new program should include a sequence of funding and technical assistance for phases of planning and development. Seed funding and matching grants provide an imprimatur and incentive for additional investment, both public and private. A model for this program is the Salt Lake County Cultural Facilities Support Program (<http://www.slccfa.org/cultural-facilities-support-program/>).

6.2 | Facilitate artists' homesteading and development of artists' live/work spaces.

The FOCUS (Forging Our Comprehensive Urban Strategy) plan suggests that the City "look for opportunities to sponsor the creation of artist communities throughout the city....The Municipal Art Commission could act to encourage private sector involvement with those interested in such programs with financial help or other risk reduction measures." (The Crossroads Arts PIEA abatement program is an existing example of a current city-based development strategy.)

Kansas City, MO has a large number of homes and other properties that are abandoned or in tax remission. The City can facilitate the use of these properties through artists' homesteading and the development of artists' live/work spaces. One possibility is to choose a neighborhood where artists' homesteading can be linked to an Artists' Commons facility that provides a sense of community – studios, exhibition spaces and performance venues. This "distributed" form of artists' live/work is a distinct creative opportunity in Kansas City, MO; a more frequent approach is the development of a stand-alone artists live/work facility. The advantage of this "distributed" approach is that it has potentially a broader impact on neighborhood revitalization, while repurposing the abandoned properties. A specific opportunity is to take this approach in the 18th and Vine Jazz District, centered around the vacant Attucks School building.

6.3 | Facilitate the temporary and opportunistic use of spaces and venues for artistic purposes.

Artists can often activate and enliven spaces in the urban landscape that would otherwise be vacant or un-designed. These un-tended

spaces, public and private, are both a missed opportunity and can contribute to blight. The City can facilitate artists' temporary and opportunistic use of such spaces and venues as vacant walls, storefronts, empty buildings, open spaces, unused billboards, etc. The City can accept applications from artists and artist groups on an ongoing basis for such projects. Similarly, by maintaining relationships with developers and property owners and by staying informed about such opportunities, the City can propose and facilitate artists' projects.

#### 6.4 | Support development of the Downtown Arts Campus.

Plans for the Downtown Arts Campus in the Crossroads District, to include UMKC's Conservatory of Music and Dance, are endorsed by the Greater Kansas City Chamber of Commerce and was launched in June 2013 with a significant matching grant gift from the Muriel McBrien Kauffman Foundation. The Downtown Arts Campus aligns with the vision articulated for this plan. It reinforces the Crossroads Arts District and downtown revitalization, including increased residency downtown. It increases the urban "critical mass" of cultural uses downtown, supporting the desired identity of Kansas City, MO as a cultural destination. And it provides a focal point for continued development of concentrated creative sector uses in and near downtown.

### 7 | ***SHOWCASE THE CREATIVE POTENTIAL OF KANSAS CITY, MO'S NEW TECHNOLOGY PLATFORM.***

Kansas City is Google's first region for implementation of its new very-high-speed Google Fiber network. This new technological capacity uses faster Internet connection speeds to enable economic development in the form of businesses utilizing this capacity, as well as increased productivity among all residents and users of the service. Fast connections also enable new creative possibilities. Implementation is underway in selected areas of the city and consumers are gradually understanding and choosing to subscribe. It is premature to identify the specific possibilities for artistic use of this remarkable new resource. Nonetheless, it is important to include strategies here that can lay the foundation for future development of Google Fiber as a creative resource, aligning with the goals of this plan.

### ***STRATEGIES***

7.1 | Identify creative possibilities and projects arising from the capabilities enabled by Google Fiber.

The City has provided leadership in the selection of Kansas City, MO as the pilot city for Google Fiber. It can now convene a group of leaders from the creative sector, including the commercial design field and individual artists, to identify possibilities and strategies for showcasing the creative possibilities of this resource. Ideas suggested during the planning process include creation of a television channel that uses the dramatically enhanced bandwidth of Google Fiber to broadcast Kansas City, MO's arts performances and other content. Also, the use of Google Fiber as an element of the signature festival is recommended in goal 8, below.

### 8 | ***CREATE A SIGNATURE FESTIVAL FOCUSED ON THE REGION'S ARTISTS AND CULTURAL ORGANIZATIONS, HIGHLIGHTING KANSAS CITY, MO'S ARTS, CULTURE AND CREATIVITY.***

Kansas City, MO is a city of many festivals and celebrations. However, it currently has no signature festival that showcases and provides a platform for the many rich arts and cultural offerings in the city and the region. The intent of this goal is to build on, enhance and strengthen Kansas City, MO's own arts organizations, artists, and other creative resources in a large-scale festival format. This aligns with both themes of strengthening Kansas City, MO's current resources while using them for economic development purposes, and promoting the city's image as a cultural destination. The festival also creates a strong opportunity for Kansas City, MO to have a truly global presence.

### ***STRATEGIES***

8.1 | Support and curate existing festivals toward a longer-term goal of developing a communitywide arts and cultural festival celebrating and promoting Kansas City, MO's arts and cultural organizations, arts-related businesses, creative people and cultural identity. The festival should identify an overall theme that can serve as the

framework for programming planning by arts organizations, artists and arts-related businesses (e.g., the design community, galleries, high-end restaurants). This theme should embody the heritage and contemporary creativity that are emblematic of Kansas City, MO at this juncture in its cultural history. The festival can include both a curated portion and a self-selected fringe festival (speaking conceptually and not referring to Kansas City, MO's existing Fringe Festival), along the lines of the highly successful Edinburgh Festival or the Philadelphia International Festival of the Arts (PIFA) launched in 2012 (<http://www.pifa.org>). The curated portion showcases selected artists and events, while the fringe festival allows broad participation. By extending the festival period beyond one or two weeks, as is typical of festivals, to a multi-month period, it can provide much broader opportunity for the community to participate and benefit. Likewise, extending participation in the fringe festival beyond professional arts organizations and artists, to include amateur and community groups, will deepen the reach into more parts of the community. Also, non-arts groups, such as restaurants or schools, may choose to participate in the fringe festival.

Festival planning and production should build on existing resources and models, such as the Kansas City Fringe Festival, Middle of the Map Festival, and Kansas City's 18th And Vine Jazz and Blues Festival.

Ars Electronica in Linz, Austria (<http://www.aec.at/news/>) and Zero1 in San Jose, California (<http://zero1.org>) are models of festivals that utilize an inclusive definition of arts and feature technology, and serve as an international draw, reinforcing each city's position as a cultural destination.

## **9 | INCREASE SUPPORT FOR ECONOMIC DEVELOPMENT OF KANSAS CITY, MO'S CREATIVE SECTOR.**

There is a perception that Kansas City, MO's creative sector is growing quickly, led by the design field but including the nonprofit arts, arts departments of universities, and the impact of individual artists and creative professionals. The creative sector of the economy is a vital component of placemaking that has supported development of the Crossroads Arts District, 18th and Vine Jazz District, and other

"hot spots" of the creative community emerging in other parts of the city. In addition, the creative sector appears to be driving job growth in the city. There are clearly many commercial creative resources to be developed and leveraged, in a similar manner to the nonprofit and educational arts resources that are the focus of much of the rest of this plan.

### **STRATEGIES**

9.1 | Develop a creative economy plan for Kansas City, MO's creative sector.

The foundation of economic development is quality planning, identifying and nurturing the region's competitive advantages. A creative economy plan should include a definition of the creative sector that reflects the unique characteristics of Kansas City, MO, an impact study, analysis of the character and strengths of the sector, a cluster analysis, identification of needs and opportunities for growth, and strategies for development. The study should include creative enterprises as well as creative occupations, including the self-employed.

9.2 | Convene people and businesses in Kansas City, MO's creative sector, including individual artists.

This planning effort identified the need for greater connection, communication and cooperation among people and organizations in the creative sector. As described in 5.3, above, individual artists seek similar connections with one another and with the larger creative community. Convening events is a simple and low-cost way of fostering communications, locating vendors and employees, sharing information, sparking collaborations, and generally strengthening the creative sector.

9.3 | Expand the current funding program for nonprofit arts and cultural organizations in Kansas City, MO.

The single, most-often expressed need of nonprofit arts and cultural organizations is funding, and in particular unrestricted operating support. While money is not the entire solution to the challenges facing nonprofit arts communities in Kansas City, MO and elsewhere, it is certainly a part of the solution. One of the most notable features

*“Hopefully, as this plan unfolds for the City, there will be consideration of a grants program – either indirect as re-grants through the Arts KC-Regional Arts Council, direct grants through their own program to be defined, or through general funds. There is a significant need spanning grass roots organizations and neighborhoods. But there should be a large institution aspect to it. The largest organizations provide the most significant impact and the need for support is proportional.”*

Jeffrey Bentley, Executive Director

Kansas City Ballet



of Kansas City, MO's arts ecosystem is the relatively small amount of funding provided by the City (provided through the Neighborhood Tourism Development Fund grants and re-granting through Arts KC-Regional Arts Council). It is one of the gaps that can be filled as a result of this plan. And it is an opportunity to help establish greater sustainability for Kansas City, MO's nonprofit arts organizations by expanding and diversifying their financial support.

Following the successful practice of other cities, established organizations should be eligible for multi-year unrestricted operating support. Generally, grants will not be large enough in scale to produce an over-reliance on City support, yet the availability of unrestricted dollars meets critical needs within their operating budgets. Small-and mid-sized organizations could be eligible to apply for either operating support or project grants on an annual basis, targeted at their specific needs and opportunities. This recommendation is discussed more fully in the Funding chapter, page 51.

9.4 | Promote communication and cooperation among community leaders involving arts and culture policy and investment.

The "center of gravity" of Kansas City, MO's arts leadership has for decades been located primarily in the philanthropic community. One of the purposes of this plan is to advance the role of city government in arts leadership. The most effective leadership outcome is to integrate public and private leadership. Promoting greater communication and involvement of public and private leaders in civic initiatives is a simple method of facilitating such integration. Also, sharing the community needs assessment and the priorities arising from this plan is a useful step in identifying potential shared initiatives and investments.

9.5 | Encourage and facilitate placement of artists on City Boards, Commissions and other leadership bodies.

Artists bring an invaluable perspective to leadership and decision-making. The City can encourage and facilitate artists' participation on City boards, commissions and other leadership bodies, particularly those that have impact programming and placemaking. For instance, currently the Board of Zoning Adjustment and City Planning

Commission have the practice of having an architect on their boards. There is no requirement that either of those bodies have an artist or architect. The City does have a requirement for an architect on the Design Review Committee and for special review district boards. The Building and Fire Code Board of Appeals also requires that architects be members.

The City can also provide information, referrals and training to artists interested in leadership positions. This could involve outreach to the artist community, periodic workshops or orientations for artists to learn about civic leadership opportunities, and assistance in the application process.

9.6 | Embed artists in planning projects and initiatives in City agencies, such as Planning and Development, Public Works, and the Parks and Recreation Departments.

The City can leverage the unique creativity and problem-solving skills that artists possess and look for opportunities to "embed" them in specific planning projects throughout City Departments. For instance, if the City undertakes a study of under utilized parks and public spaces, artists should be involved in this process. Models for this are provided at: <http://www.intermediaarts.org/Creative-CityMaking>.

The City can also provide information, referrals and training to artists interested in such positions. This could involve outreach to the artist community, periodic workshops or orientations for artists to learn about civic planning opportunities, and assistance in defining specific roles.

10 | ***PROVIDE MORE COMPREHENSIVE INFORMATION TO RESIDENTS AND WORKERS ABOUT AVAILABLE ARTS AND CULTURAL ACTIVITIES AND RESOURCES.***

While there is an enormous amount and diversity of arts and cultural activity in Kansas City, MO, the community is often unaware of available opportunities. Indeed, better access to such information was the third highest priority in the community survey, and a theme in stakeholder comments. There is consensus that better information and awareness are linked, and that efforts should be made both internally



in the community, to residents and workers, to inform them about events and activities, and to increase participation. External efforts are also needed to attract visitors and potential employees. As the Co-Chair of the Mayor’s Task Force for the Arts often said, “We want to attract, retain and if necessary, steal talent for Kansas City.”

## **STRATEGIES**

10.1 | Create a communitywide arts and cultural marketing program, in collaboration with existing marketing efforts, to improve residents’ access to information and messaging.

There are currently several arts marketing efforts serving Kansas City, MO, each with its own purpose and niche. These include KCADC’S America’s Creative Crossroads campaign (<http://www.kccreative-crossroads.com>), Kansas City CVA’s VisitKC.com ([www.visitkc.com](http://www.visitkc.com)), Arts KC’s and KC Studio’s Arts Calendar (<http://kcstudio.org/arts-calendar/>) and Local Ruckus (<http://localruckus.com>). Despite these valuable resources, the local community has insufficient access to information available cultural events and activities, and this was the third highest priority need expressed in the community survey. A communitywide arts and cultural marketing program should integrate and expand existing efforts, targeting five audiences: residents, workers, visitors, artists and creative professionals from outside Kansas City, MO, and national recognition and awareness. The recommended program should coordinate existing marketing efforts and messag-

es. Leaders from the current marketing programs should convene to define and create the communitywide marketing program.

In addition to coordination, the marketing program should include several functions: an event and activity calendar, a robust social media component, cooperative marketing and cross-promotions. It should include free events, activities for students and amateurs, and family-friendly listings. Ideally, it should also provide customization for users, so that they can curate their own information services (personal cultural notifications and calendar) and connections to others with similar interests. Promotions and incentives might include discounts for multiple purchases, a multi-pass for arts events at different organizations/venues, and student and senior citizen discounts/opportunities.

The marketing program will likely combine and build on existing patron lists, so there will be great research potential from this database. There is currently an effort, funded in part by the Doris Duke Charitable Trust, to create a national patron list and database (<http://www.lastagealliance.com/artscensus.asp>). Participation in this effort would greatly enhance KCMO’s understanding of its own regional audience and help identify audience development strategies.

Models and resources for Kansas City, MO’s arts and cultural marketing program are Artsopolis 2.0 (<http://www.artscouncil.org/page/artstopolis>), Experience Los Angeles (<http://www.experiencela.com>).



com) and its regional partner Experience SoCal (<http://www.experiencesocal.org>), and the Syracuse region's Arts Event Calendar ([www.gotocnyarts.org](http://www.gotocnyarts.org)).

## 10.2 Expand communitywide advocacy for arts and culture.

As with arts marketing, there are advocacy programs for arts and culture that reach Kansas City, MO, including Arts KC and Missouri Citizens for the Arts. Still, the community's vision of arts and culture includes more effective communications with the community-at-large. Also, the vision encompasses an expansive concept of arts and culture, the intrinsic value of the arts, and arts as a partner in other civic priorities. Therefore, a broader as well as larger advocacy effort is needed.

Communitywide advocacy for arts and culture can include several elements. It can raise community awareness about the role and value of arts and creativity. It can also provide education about specific issues and lobby in favor of specific legislation. The specific agenda and messaging must be crafted through a community process that sets priorities and identifies key themes on which to base communications. Clearly, advocacy should be coordinated with or linked to the arts and cultural marketing program recommended in Strategy 10.1, above, and with the "Whole child, whole city" campaign recommended in Strategy 3.4, above. Stakeholders suggest that, to raise community awareness, a program of storytelling to collect experiences of value of

arts in people's lives would be an effective approach in Kansas City, MO.

An excellent model for communitywide advocacy for a major metropolitan area is Arts for LA (<http://www.artsforla.org>), the first local advocacy organization created with partnership of Americans for the Arts and most effective such organization.

### 10.3 | Develop portal messaging/marketing to guide people to existing online directories of Kansas City, MO's creative community, including nonprofit arts and cultural organizations, arts-related businesses, artists, and other cultural resources (e.g., recreation programs, neighborhood cultural activities, student groups, etc.).

The community's need for more comprehensive information goes beyond marketing and advocacy. Kansas City, MO's many resources are too-often unknown or little understood by community members and groups that might otherwise utilize these resources.

A directory can also serve as an economic development tool. Online directories are the most cost-effective and flexible way of making this information accessible. An online directory of the creative sector can build on the existing directories, such as KC Studio's Arts Directory, the resources listed on VisitKC.com and others.



KANSAS CITY  
CONVENTION  
CENTER



# STRUCTURE

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## ***EXISTING STRUCTURE***

The City of Kansas City, MO, Municipal Art Commission was established in 1926 by the City Charter and comprises a 13-member board, including the mayor, president of the Board of Parks and Recreation Commissioners and the chairman of the City Plan Commission, all ex-officio members, and six appointees of the mayor.

Members of the Municipal Art Commission are appointed to three-year terms by the mayor, according to the City Charter, and may be reappointed at the mayor's discretion. The position of board member of the Municipal Art Commission is a non-paying, volunteer appointment, and the appointees serve as representatives of their area or constituency makeup within the city limits.

The Municipal Art Commission oversees the administration of the Kansas City Percent for Art Program. Through the Percent for Art Program, the mission of the Municipal Art Commission is to serve as a catalyst for artistic growth and aesthetic excellence in our communities, and in doing so, enhance the vitality of Kansas City and enrich the lives of our residents. While this mission statement is fairly broad in its intent, in practice, the work of the Municipal Art Commission has been limited to overseeing the City's public art program, reviewing the designs of certain City capital improvements such as bridges, and approving encroachments on or over City-owned property.

## ***PRE-EXISTING SUPPORT FOR AN EXPANDED CITY ARTS AGENCY***

FOCUS, Kansas City's comprehensive plan calls for a "central cultural coordinating organization (that) will bring the agendas and needs of

(local cultural) organizations together." FOCUS identifies four specific initiatives that that might form the core mission of a newly created Office of Culture and Creative Services:

- 1 | Foster a high level of efficiency, coordination and cooperation among arts organizations;
- 2 | Expand patronage for and participation in the arts, in part by increasing the involvement of young people and by broadening the artistic and cultural diversity among organizations and participants;
- 3 | Develop Kansas City into a national cultural destination; and
- 4 | Recognize and promote the value of the arts in addressing urban challenges, contributing to the local economy and celebrating local excellence, creativity, celebration and unity.

## ***RECOMMENDED STRUCTURE, FUNCTIONS AND STAFFING FOR AN EXPANDED CITY ARTS AGENCY***

The primary objective of this planning effort was to identify an appropriate role for the City in cultural development, building on the existing structure. The plan details an array of new functions and programs for the City. To best facilitate this expanded role, Strategy 1.1 recommends the creation of a City Office of Culture and Creative Services reporting to the City Manager. This section is designed to provide more specific detail on this new, recommended agency.

The Office of Culture and Creative Services is the primary building block for the ten strategies recommended in this plan and should function as the catalyst for cultural community planning, facilitating partnerships between artists, cultural organizations, and governmental and civic organizations for the overall artistic and cultural development of the city. Additionally the Office of Culture and Creative

Services is an opportunity to aggregate various existing resources and programs that support arts and cultural activity in the City. And through this aggregation serve to focus the use of those resources towards the strategies outlined in this plan.

While the City has decided to keep the arts and culture functions within the General Services Department at this time, it is recommended that this issue be revisited within three years. Given the highly public and cross-departmental functions of OCCS, it can be expected to function most effectively under the City Manager.

The City should establish a Design Review Commission (DRC) which has the purpose of reviewing the design of all City Capital Improvement projects, structures on City-owned land or in the City right-of-way, selected streetscape and road projects and private project requiring a zoning variance or a conditional use permit.

The mission of the DRC is to promote design excellence in the public realm, encourage design practices that serve as a catalyst for innovative, sustainable development and social inclusion, and to ensure that Kansas City's built environment showcases the City internationally in the area of outstanding sustainable urban design.

Areas of responsibility for the DRC include:

- Conducting project reviews for CIP projects, Right-of-Way projects, major plans, including transportation infrastructure and master plans and private projects requiring a zoning variance or a conditional use permit;
- Making recommendations to City officials and the Mayor and Council on various projects and policies that affect the public realm; and
- Holding design workshops to identify design solutions for projects.

DRC should have five members, appointed by the Mayor, and should include two licensed architects, one urban planner, one landscape architect and one visual artist. Members should serve for staggered four-year terms, with a maximum of two consecutive terms.

Finally, the Historic Preservation Commission should be transferred to the new Office of Culture and Creative Services. This will aggregate in a single City agency all of the arts, culture and heritage functions.

Naturally, existing staffing for the Historic Preservation Commission should relocate to the new Office.

Duties of the Office would include:

- Articulating the needs of cultural organizations to area residents, elected officials, and community leaders;
- Allocating City funding such as project and operating support for Kansas City arts and cultural institutions; project funding to individual artists and scholars; and small scale grants to community and neighborhood organizations for localized arts activities;
- Providing technical support to cultural organizations such as strategic planning, personnel management, board governance, new organization resource sharing, marketing fund development/public relations, staff development, and financial management;
- Serving as the a conduit within the City to further the work of the Kansas City Film Commission, assisting with coordination of services within the City for Film Commission projects;
- Coordinating joint-marketing efforts such as joint programming, presentations, and discounted or group ticket sales;
- Hosting roundtables among the cultural community and schools, tourist bureaus, civic organizations, and business to encourage cooperative projects and partnerships;
- Coordinating with other local arts agencies and support organizations in the Kansas City metropolitan area to increase awareness of their technical assistance capabilities, programs, and projects;
- Working as an advocate for the cultural community through enhanced public relations and arts marketing, building on the existing resources;
- Advocating and supporting arts education in the public school system and lifelong arts learning opportunities for all citizens through leadership initiatives such as convening of arts and education leaders;

- Publicizing and marketing selected annual events on both a national and international level;

- Assist with the coordination of City services (street closures, sanitation and security services, etc.) for neighborhood and citywide festivals, parades and celebrations;

- Establishing a Kansas City artists' international program to offer support to artists, curators, managers, and arts organizations from Kansas City and abroad for professional achievement in international performance, exhibition, and residency exchange;

- Managing the expanded public art program;

- Planning, coordinating and facilitating cultural facility development and other placemaking projects;

- Providing staff support for the Municipal Art Commission, the Historic Preservation Commission and the proposed Design Review Commission.

The implementation of the Office of Culture and Creative Services will require additional staff capacity in order to carry out the new programs and initiatives proposed by this plan. The following staff positions and functions will be required:

#### 1 | Director of Creative Services:

- Overall agency management
- Program and facilities planning and needs assessment
- Policy development
- Budget administration
- Liaison with other City departments and agencies
- Liaison with cultural organization, artists, funders, business and community entities
- Liaison with regional, national and international cultural organizations and entities

Once the Office of Culture and Creative Services has been created, the Director of Creative Services position should be located in the City organization structure with a rank and compensation equivalent to a position as Assistant Director of the General Services Department.

#### 2 | Public Art Program Manager:

- Commissioning public art for City projects
- Coordination of Avenue of the Arts installations
- Curatorial and maintenance services for City art collection
- Coordination of Public Art Master Plan process
- Coordination of private sector public art
- Support for individual artists

#### 3 | Cultural Programs Manager:

- Administration of arts grants funding and contracting
- Fundraising, grants and sponsorship development
- Organizational support, including technical assistance
- Neighborhood initiatives
- Coordinate KCMO Artist Laureate Program
- Coordination of City services for Kansas City Film Commission
- Arts Education Initiative
- Festivals and community celebrations support

#### 4 | Administrative Assistant

- Support for professional staff
- Reception and office management
- Correspondence and communications
- Coordination of Municipal Art Commission

As the plan is implemented over time and as the Creative Services programs are added, additional staff will certainly be required. In the meantime, the proposed staff can be supplemented with interns and volunteers.





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# FUNDING & OTHER RESOURCES

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Funding and other resources to implement KCMO Arts Convergence can be provided by diverse sources. These include an increased allocation of city general funds, re-purposing of existing City funding, allocations of existing staff time, and new funds generated from a revised public art ordinance. It is also anticipated that some of the recommended strategies can attract private funding from area philanthropic foundations, regional and national foundations, and federal government programs. Moreover, many of the recommendations involve partnerships and collaborations, which can bring non-city resources to shared initiatives, building on and elaborating existing partnerships.

These funds support the general operations of the City – public safety, transportation, parks, social services, etc. During times of economic downturns, these funds are most likely to diminish and be vulnerable to cutbacks for supposedly “non-essential” services such as cultural programming. Nevertheless, they are likely to be one important component of a mix of funding support.

The City is already allocating money from its capital budget to support the One Percent for Art Program. Currently this set-aside applies only to certain buildings and structures. This plan recommends that the City explore several augmentations, including applying the requirement to the entire capital budget, increasing the percentage to two percent, and extending the public art allocation requirement to private commercial, industrial and residential development.

Many smaller scale arts projects currently are funded through the Neighborhood Tourism Development Fund (NTDF). The NTDF represents a portion of the hotel tax and is used to support a variety of neighborhood-based projects. Possibilities include formalizing a

portion of this allocation as arts funding, to be managed through the proposed Office of Culture and Creative Services. Another approach would be to seek an increase in the hotel tax rate, to be dedicated to support of arts and cultural programs. This is a funding mechanism that is used in many cities. It is projected that there will be additional revenue from the conventional tax (CT) by the elimination of the nonprofit exemption.

Missouri law allows for allocation of a portion of the sales tax for museums. Some have suggested that this might be a revenue source for certain types of projects. And at some point in the future, there may be the political will to revive discussion of the bi-state taxing district to support arts and culture.

Partnerships with the private sector, leveraging City funding, will be an important strategy for arts funding in Kansas City, MO, particularly for special projects or initiatives that require significant capital investment. Likewise, the Office of Culture and Creative Services can be expected to actively pursue public and private grants and sponsorships for specific cultural purposes.

# IMPLEMENTATION

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## *OVERVIEW*

KCMO Arts Convergence is a long-term arts and culture plan for the City and its community partners. It has ten goals and recommended strategies to support them. The plan balances the practical with the visionary by identifying short-term recommendations that can be accomplished or initiated in the coming two years, often using currently available resources. There are also more ambitious, long-term recommendations that will require substantial preparation, new resources, and other changes before implementation begins.

Implementation of KCMO Arts Convergence will require coordination of efforts among the City and its partner agencies over a multi-year period. An effective way of accomplishing this is to convene an implementation team, including representatives of partner agencies and other interested leaders. One possibility is to engage members of the Mayor's Task Force for the Arts and the project Steering Committee that assisted with development of the plan (see roster, page 1). The implementation team can monitor progress towards achievement of the goals and recommendations, trouble-shoot difficulties that arise, adapt to changed circumstances and opportunities, and organize assistance where needed. The team can convene annual public meetings to report on progress made towards implementing the plan, and maintain awareness of and commitment to fulfilling the goals.

Implementation of this plan will be dependent upon the availability of sufficient resources and should best be thought of as a framework to be fulfilled as resources, public and private, become available.

A detailed implementation plan and budget are provided in a separate Appendix.

## **STARTING POINTS FOR IMPLEMENTATION**

The following recommended strategies represent potential starting points for implementation of KCMO Arts Convergence.

### 1. Leadership and Funding

1.1 Create a City Office of Culture and Creative Services reporting to the city manager

1.2 Promote communication and cooperation among community leaders involving arts and culture policy and investment

1.3 Embed artists in planning projects and initiatives in City agencies, such as Planning and Development, Public Works, and the Parks and Recreation Departments

1.4 Encourage and facilitate placement of artists on City Boards, Commissions and other leadership bodies

### 2. Public Art

2.1 Develop a Public Art Master Plan

### 3. Arts Education

3.1 Convene a Mayoral-led arts education summit to provide leadership for arts education, building on the area's current resources

### 4. Neighborhoods

4.1 Create a neighborhood cultural opportunities program within the City's Office of Culture and Creative Services

4.2 Participate in the Repurposing Initiative of the Kansas City, Missouri School District and develop opportunities to facilitate arts and cultural uses

### 5. Individual Artists

5.1 Celebrate and feature individual artists throughout implementation of this plan

5.2 Convene artists and provide opportunities for artists to connect with the broader creative sector.

### 6. Cultural Facilities & Spaces

6.1 Facilitate artists' homesteading and development of artists' live/work spaces

6.2 Facilitate the temporary and opportunistic use of spaces and venues for artistic purposes

6.3 Support development of the Downtown Arts Campus

### 7. Google Technology Platform Creative Economy

7.1 Create a task force to identify creative possibilities and projects arising from the capabilities enabled by Google Fiber

### 8. Creative Economy

8.1 Convene people and businesses in KCMO's creative sector, including individual artists

### 9. Comprehensive Information

9.1 Create a community-wide arts and cultural marketing program, in collaboration with existing marketing efforts, to improve residents' access to information and messaging

# APPENDICES

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## **PLANNING PROCESS**

The Mayor's Task Force for the Arts (MTFA) provided the leadership for the process of developing a comprehensive arts and culture plan for the city of Kansas City, MO. In 2012 they engaged the services of the Cultural Planning Group to facilitate a process that fully engaged the residents and workers in Kansas City, MO as well as individual artists, elected officials, civic and philanthropic leaders, professional and volunteer leadership of arts organizations across the city, arts educators, and leaders in neighborhood development, economic development and tourism.

The Mayor's Task Force for the Arts included four active subcommittees of Task Force members as well as other appropriate expertise from the community. The four subcommittees were:

- Arts Education, chaired by Peter Witte, Dean, UMKC Conservatory of Music and Dance
- Marketing, chaired by Rick Hughes, President and CEO of the Kansas City Convention and Visitors Association
- Governance, chaired by David Oliver, Partner, Berkowitz Oliver Williams Shaw and Eisenbrandt, LLP
- Cultural Planning, chaired by Bill Dietrich, President and CEO, Downtown Council

Initial steps in the planning process included:

- A thorough review of existing documents including relevant City, community and organizational plans and studies, City general and area specific plans, economic development plans, revitalization plans, tourism development plans, Municipal Art Commission plans, policies and guidelines, and other relevant literature as identified.
- Compiling and reviewing an inventory and maps, generated and provided by ArtsKC-Regional Arts Council, of Kansas City cultural organizations and artists, cultural facilities, the Creative Economy Sector and major Kansas City cultural programs and activities.
- An extensive tour of Kansas City, observing and documenting the arts and cultural resources of the city.

The next phase of the process was focused on extensive community engagement. It asked citizens what they value most about arts and culture in their communities and in what ways the City can play a role in cultural development. This process occurred between November 27, 2012 and May 1, 2013 and included several integrated components:

- Individual interviews with 80+ community, philanthropic, arts and civic leaders and elected officials. A complete list of those interviewed is provided below.
- Festival of Ideas. From January 28, 2013 through January 31, 2013 the Festival of Ideas was a series of 24 public conversations across Kansas City, MO, in libraries, community centers, churches



and schools. These community conversations were led by volunteer facilitators and served as a forum for the direct input of residents and workers across the municipality. The week began with a kick-off hosted by Mayor Sly James at Arts Tech, in northeast Kansas City to introduce the week of public input, with over 350 attending the kick-off and another 400 or so attending throughout the week.

Sites for Festival of Ideas/Community Conversations:

Arts Tech  
Belger Arts Center-Red Star Studios  
Bruce R. Watkins Cultural Heritage Center  
Charlotte Street Foundation  
Gladstone Community Center  
Gregg/Klice Community Center  
Greater Kansas City Community Foundation  
Hillcrest Community Center  
Kansas City Artists Coalition  
Kansas City Library/LH Bluford Branch  
Kansas City Library/NE Branch  
Kansas City Library/Plaza Branch  
Kansas City Library/Waldo Branch  
Kansas City Museum  
KC North Community Center  
Lakeside Nature Center  
Line Creek Community Center  
Marlborough Community Center  
Mattie Rhodes Center  
Northland Cathedral  
St. Mark Child and Family Development Center  
Shoal Creek Patrol Station  
South East Community Center

- Envision ACKC MindMixer website. In mid-January, the website [www.envisionackc.org](http://www.envisionackc.org) (currently: [www.kcmomentum.com](http://www.kcmomentum.com)) was launched as an online forum for sharing ideas on the future of the cultural life of Kansas City, posting photographs of Kansas City's cultural life, and engaging in discussion on what was most valued and what the role of city government should be in regards to arts and culture. More than 1,650 individuals registered to participate in the

on-line forum, which utilized the civic dialogue platform developed by MindMixer.

- Distribution of a web-based survey to document residents' participation in arts and cultural activities and to determine their cultural needs and aspirations. Over 1,400 residents participated between February 15, 2013 and April 30, 2013.

Analysis and Plan Preparation

- A benchmarking study of similar communities will be conducted, answering questions about "how does KCMO compare to other communities like us on issues that are relevant to this plan, including public funding, public art programs and public structures for supporting the work of arts and culture?"

Final steps – Drafting the plan, reviewing and final presentation

- The initial draft of the plan was based on an in-depth analysis of critical issues identified by the Task Force and other issues that emerged from community input. These are summarized in the section detailing community engagement.

- Vetting the Draft Plan. In July 2013 this draft plan was presented to the Mayor's Task Force for the Arts, the Municipal Art Commission, the Mayor of Kansas City, members of City Council, and residents and workers through two Town Halls, one at Arts Tech and one at the Kansas City Public Library/Plaza Branch. The vetting process was an opportunity to get feedback on the direction of the plan and to assure it fully captured the aspirations of the community.

- This final draft of the plan was prepared, incorporating community feedback during the summer 2013. This final draft will be presented to City Council and other approving bodies in the fall of 2013.



**PLANNING PARTICIPANTS**

The following individual interviews were conducted between November 27, 2012 and May 1, 2013.

Mayor Sly James  
Troy Schulte, City Manager

Kansas City, Missouri City Council

Councilman Russ Johnson

Councilman Ed Ford

Councilman Scott Wagner

Mayor Pro Tem/Councilwoman Cindy Circo

Councilman Jermaine Reed

Councilwoman Jan Marcason

Councilman Jim Glover

Councilwoman Melba Curls

Councilman John Sharp

**MUNICIPAL ART COMMISSION**

Tom Bean

Kathy Achelpohl

Gregory Carroll

Jan Mulkey

Nia Webster Richardson

David Rein

Kimberlee Reid

Bernadette Torres

Autumn Kirk-Phillips

Melody Scheiner

Eric Phillips

**COMMUNITY/CITY INTERVIEWEES**

Tyrone Aiken

Suzie Aron

Jeff Bentley

Eric Bosch

Harlan Brownlee

Mike Burke

Frank Byrne

Jacqueline Chanda

Karen Christiansen

Jane Chu

Julia Cole

Bunni Copaken

Jon Copaken

Lisa Cordes

Doug Curran

Bill Dietrich

Martin English

John Fierro

Henry Fortunato

David Ford

John Franklin

Pete Fullerton

Araceli Gallegos

Sidonie Garrett

Jim Giles

Kimiko Gilmore

Gregory Glore

Alan Gray

Kate Hackman

Kyle Hatley

Ann Holliday

Rick Hughes

David Hughes

Jennifer Ingraham

Pat Jordan

Crosby Kemper, III

Sean Kelley

Lyn Knox

Jim Koeneman

Cheptoo Kositany

Micah Kubic

Randy Landes

Steve McDowell

John McGurk

Mark McHenry

Clark Morris

Barbara O'Brien

David Oliver

David Park

Joette Pelster

John Raux

Earnest Rouse

Sonie Ruffin

Tracey S.C. Lewis

Deborah Sandler

Beth Sarver

Jewell Scott

Cynthia Siebert

Janet Simpson

Joyce Slater

Dave Sullivan

Dawn Taylor

Jay Tomlinson

Airick Leonard West

Peter Witte

John Wood

Julian Zugazagoitia



## Community Engagement Summary Report

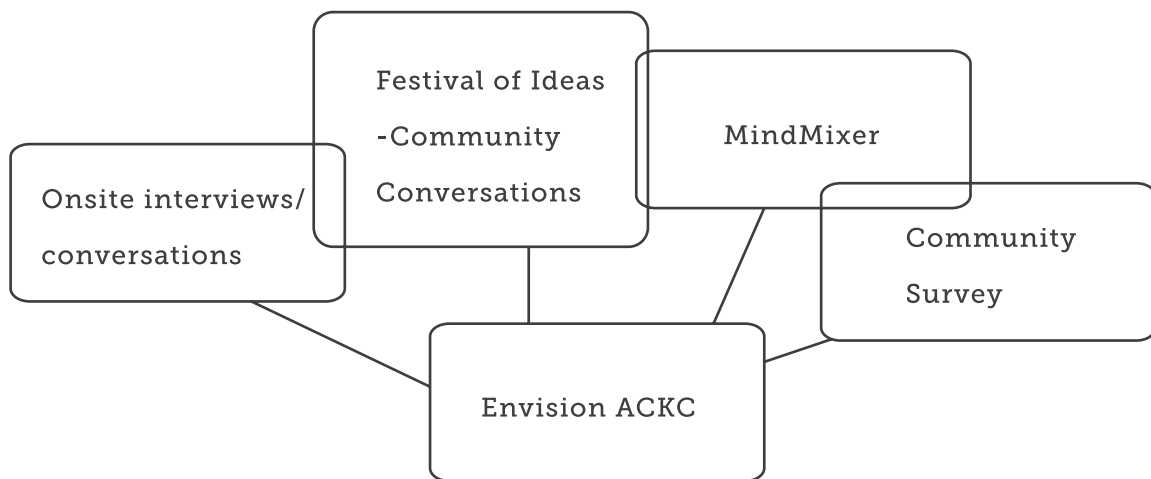
## ENVISION ACKC *INTRODUCTION*

Envision ACKC has been a planning initiative of Kansas City, MO's Mayor Sylvester "Sly" James, Jr. He appointed the Mayor's Task for the Arts to create a cultural plan, now titled KCMO Arts Convergence, to promote Kansas City as a cultural crossroads and premier destination for the arts. Community engagement lasted from January to April 2013.



# COMPREHENSIVE DATA

*Community engagement included four data sources*



## COMMUNITY ENGAGEMENT BY THE NUMBERS

More than 3,600 people participated:

1 | Interviews/conversations (on site)

70+ interviews

2 | Festival of Ideas

40+ meetings

500+ participants

3 | MindMixer web-based engagement

500+ new sign-ups

1,650 total participants

4 | Community web-based survey

1,403 community respondents



## OVERARCHING THEMES

- Arts education for all.
- Neighborhood revitalization and repurposing of closed schools is a priority.
- Collaboration across geographic and ethnic/racial lines is a need.
- A strong sense of pride of community and a desire for Kansas City to be recognized as a leading city for arts and culture.
- Kansas City is a cultural "hidden gem" in the Midwest.
- There is a young, emerging arts and cultural movement.

## VISION FOR KCMO CULTURAL FUTURE

*QUALITY NOT QUANTITY.*

*A VIBRANT REFLECTION* of mid-western hospitality with influences locally and nationally.

*A DIVERSE ART AND MUSIC CULTURE* vibrant throughout the city with ease of access.

*A MORE INCLUSIVE ARTS SCENE.* Diversity is key. We lose many African American artists/talent to other cities and professions.

Become the second most *SIGNIFI-*

*CANT CULTURAL CENTER* in the U.S., after New York City!

*CONTINUED MOVEMENT* - we've made great strides in the last few years.

*EASILY ACCESSIBLE FOR FAMILIES* with limited ability to pay, culturally diverse, scattered around the city - not just downtown.

*ART AND MUSIC THAT IS FREE OF CHARGE* so that every economic level can experience such enrichment.

# NOTABLE QUOTES

*NEW AND YOUNG ARTISTS IN THE COMMUNITY* are not getting the training and professional development they will need to succeed professionally on their own. Let's fix this.

*ART HUMANIZES US.* And, while the 1% for Art program is undoubtedly a positive contribution, I propose the city launch a program that places art in neighborhoods, so that it may enhance the quality of life on a broader scale.

*COMPLETE AND EXPAND THE 18TH AND VINE DISTRICT* Started but never finished. It's a vital asset to our community and a historical reminder of a thriving African American business community.

*HOW DO YOU REVITALIZE A NEIGHBORHOOD WITHOUT GENTRIFYING IT?* You revitalize by inviting from within.

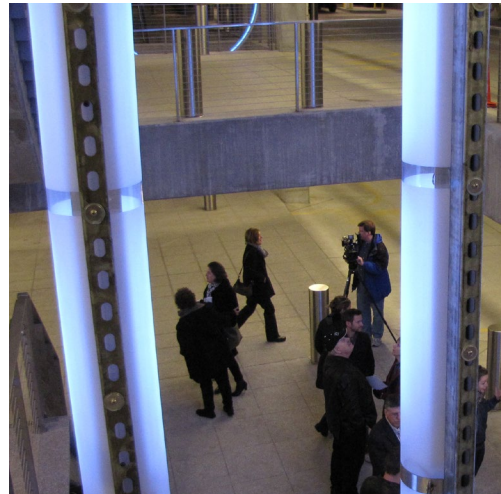
*ENSURE THAT EVERY CHILD* in KCMO schools makes and studies art (visual, dance, theater, poetry, etc.) every day in school.

*THE ARTS ENVIRONMENT IN A CITY IS A KEY ELEMENT* that influences people in their choice of a place to live. Kansas City has so much to offer - we need to be doing an even better job of getting the word out than we have so far!

*CREATE AN ENVIRONMENT THAT IS FRIENDLY TO MORE STREET ARTISTS, MUSICIANS AND PERFORMERS* Break down the formal barriers between artists and audiences.

# ENVISION ACKC

Festival of Ideas  
Community of Conversations



# OVERVIEW

More than 500 residents, workers, leaders, small business owners, artists, teachers, students, and others participated in 40+ discussion groups and community conversations held throughout the city. The discussions focused on...

*What is the vision for the future? What should be different?*

*What are the key issues facing Kansas City, MO communities?*

*What are the recommended strategies for dealing with these issues?*

An abundance of information, ideas, visions, and strategies resulted from these dialogues.

# MEETING PARTICIPANT PROFILE

High School/Some college 14%

Under 34 years 20%

Undergraduate Degree 39%

35 - 54 years 42%

Graduate Degree 47%

55 and older 38%

American Indian/Alaska/Asian 3%

Males 45%

Black/African American 15%

Females 55%

White/Caucasian 73%

Hispanic/Latino 6%

Multi-racial 3%



# KEY CONVERSATIONS

## *WHAT RESIDENTS LIKE ABOUT KCMO*

- Community collaboration
- Affordability (cost of living)
- Quality of life
- The diversity
- Accessible arts venues and spaces
- Higher education opportunities
- Community heritage
- The distinct neighborhoods
- Sophisticated with small town feel

## *WHAT RESIDENTS WANT TO SEE IN THE FUTURE*

- KCMO as a destination for arts
- More historical preservation initiatives
- Improved access for all
- More arts education opportunities
- Repurposing of buildings
- Artists taking a larger role in civic engagement
- Communication and opportunity across geographic and racial lines

# FAVORITE CULTURAL PLACES AND EVENTS

(just to name a few...)

- |                             |                       |
|-----------------------------|-----------------------|
| Fringe Festival             | First Fridays         |
| KCAI                        | Ethnic Festivals      |
| Open Studios                | Fiesta Hispania       |
| Nelson-Atkins Museum of Art | West Bottoms          |
| Bread! KC                   | Urban Culture Project |
| 18th & Wyandotte            | Charlotte Street      |
| Arts Tech                   | Rhythm and Ribs Fest  |
| River Market                | Troost Arts           |
| Shakespeare in the Park     | Starlight Theater     |
| KC Ballet                   | Crossroads            |
| KC Symphony                 | 18th & Vine           |
| Art Deco Architecture       | 17th & Summit         |

# ENVISION ACKC MINDMIXER

[www.kcmomentum.com](http://www.kcmomentum.com)

*AN ONLINE WAY TO  
CONNECT, SUGGEST AND DISCUSS  
IDEAS FOR ENVISION ACKC*

## MINDMIXER OVERVIEW

### *SELECTED TOPICS*

What is your vision for Kansas City's arts and cultural future?

What do you like most about the arts and culture of Kansas City? Show us!

Which neighborhood or district in Kansas City do you think is highest priority for revitalization efforts? Please also tell us or show us the cultural assets to build on in that area!

How do you think we can provide more arts learning opportunities for people of all ages in Kansas City?

We want to hear your opinions on arts funding and how the City may be able to direct its arts funding.

# THE PRIORITIES

Arts education, revitalization and connecting neighborhoods with the arts.

Repurposing closed schools and other buildings is an often-mentioned solution for art spaces.

Strong support for government/tax support of the arts.

Providing arts education in all neighborhoods.

Branding KCMO as an arts destination.

Recognizing and promoting the diversity of the communities and the diversity of the art and artists.

Connecting generations through the arts.



# ENVISION ACKC

Community  
Survey



# SURVEY OBJECTIVES

- Explore visions for the future
- Identify unique aspects of different communities in KCMO
- Identify preferences of arts and cultural needs
- Measure propensity towards government support and tax supporting arts and culture
- Explore perceptions of how involved KCMO government should be in the fostering of cultural activities

# THE DETAILS

The survey and all data were housed on a proprietary website and the survey link was distributed through multiple organization's email lists.

The survey was available to Kansas City, MO residents and workers from February 2013 through April 2013. A total of 1,403 participants completed the survey.

Results were analyzed with Statistical Package for Social Sciences (SPSS 20.0) and are based on the responses received for each question. Significant differences are noted where applicable.

If sample proportions varied from known proportions of age, gender, ethnicity and education levels and weighting was appropriate, data was weighted to bring sample data to an accurate projection of the Kansas City, MO population as determined by the 2010 Census.

# ARTS AND CULTURE IN KCMO

## *KCMO residents say the arts are...*

Very important 82%  
Somewhat important 17%

## *KCMO arts and cultural life provides...*

Most everything I want 60%  
Most everything my family wants 54%  
Most everything my friends want 54%

## *KCMO arts and cultural life is...*

Better than other U.S. cities 36%  
Compares well with international cities 18%

## *Arts education opportunities should be...*

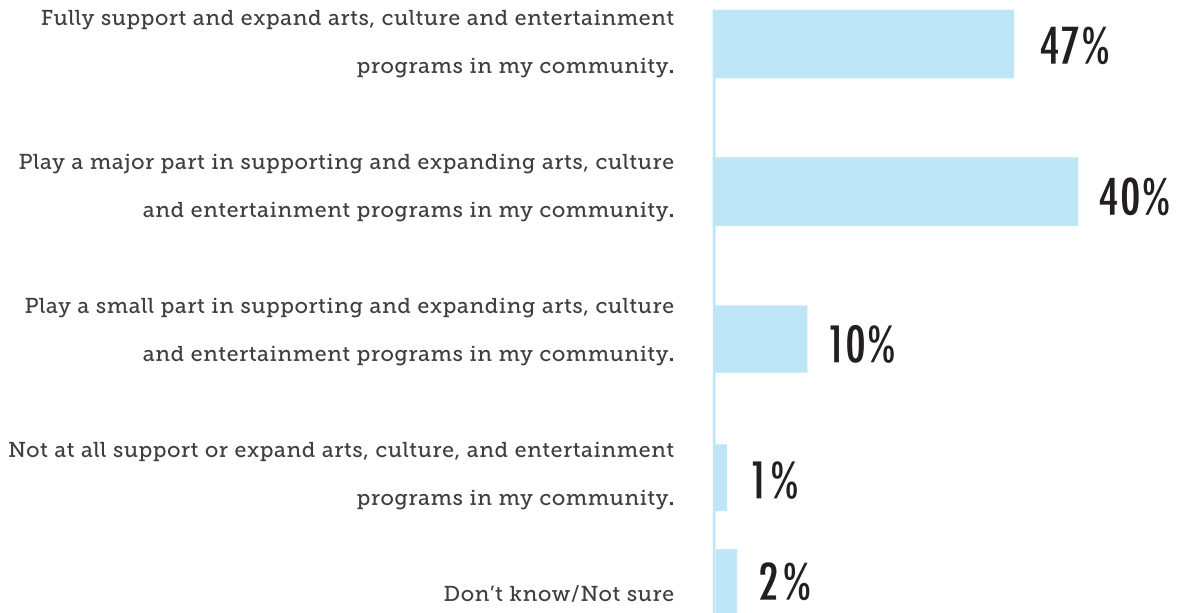
Expanded during school time 94%  
Expanded during after-school time 95%  
Made more available for adult learners 89%

## ARTS/CULTURAL ACTIVITIES | PERSONAL PARTICIPATION

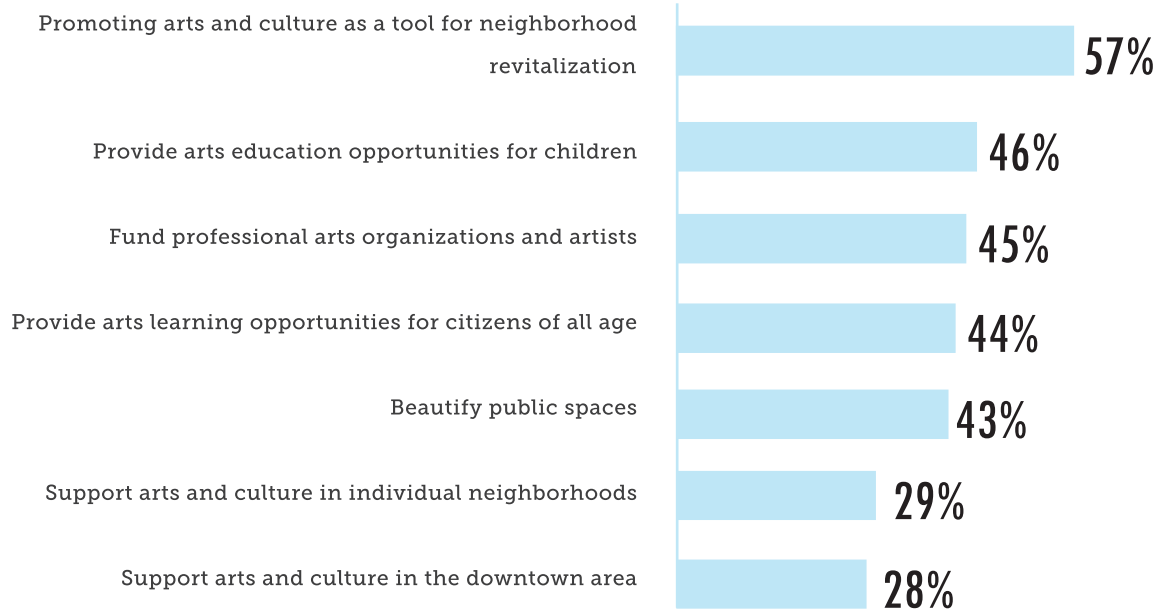
- Read books (78%)
- Take photographs (55%)
- Crafts - ceramics, quilting, woodworking (29%)
- Play a musical instrument (26%)
- Draw or paint pictures (24%)
- Make movies/design on computer (20%)
- Write stories or poems (17%)
- Dance socially (16%)
- Sing in choir/group (14%)
- Perform in plays and/or musicals (10%)
- Write or perform songs or rap (9%)
- Take dance lessons (7%)



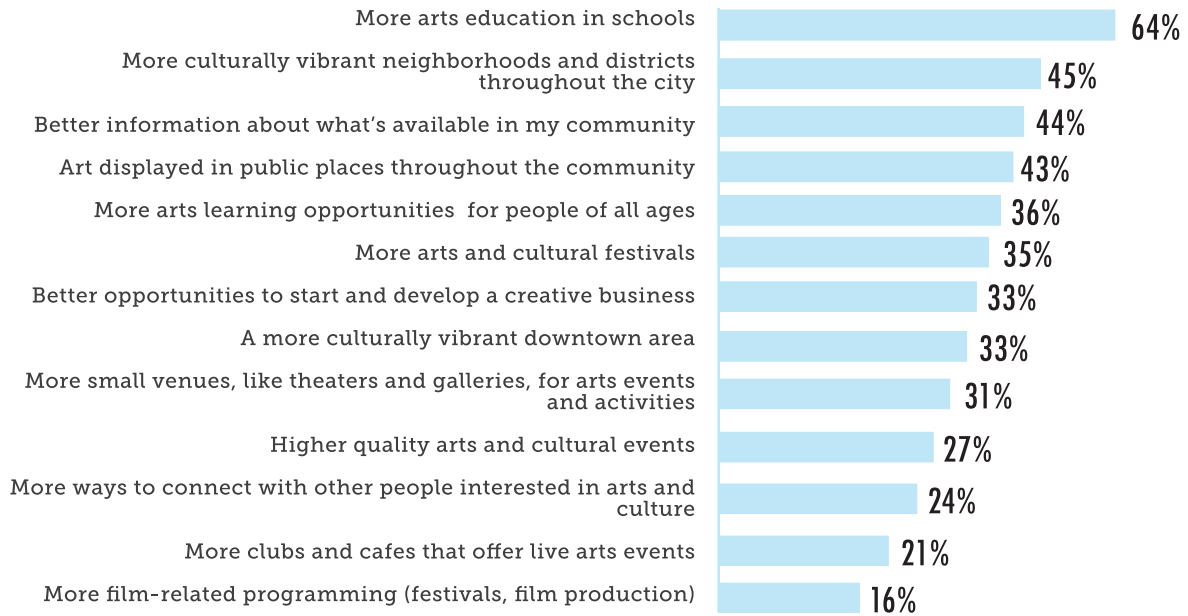
## OPINION OF LOCAL GOVERNMENT ROLE



## KCMO SHOULD FOCUS ON...



## WHAT KCMO RESIDENTS WANT...



## SURVEY RESPONDENT PROFILE (unweighted)

High School/Some college 14%	Under 34 years 20%
Undergraduate Degree 39%	35 - 54 years 42%
Graduate Degree 47%	55 and older 38%
American Indian/Alaska/Asian 2%	Males 45%
Black/AA 7%	Females 55%
White/Caucasian 73%	Arts professional 46%
Hispanic/Latino 3%	Non-arts professional 53%
Multi-racial 7%	Not sure 1%

