

Cultural Arts Plan
City of Lee's Summit,
Missouri

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Executive Summary

The City of Lee's Summit has a unique opportunity to capitalize on its leadership position as a community that values, supports and promotes its arts, cultural, and heritage resources. In order to determine a course on which to proceed, the city commissioned a Cultural Arts Plan to identify needs and opportunities vis-à-vis arts and culture. In so doing, it became the first city in the metropolitan Kansas City area (to our knowledge) to undertake a Cultural Arts Plan.¹

Under the oversight of an arts management consulting firm, AMS Planning & Research, research was conducted with leadership representing a cross-section of agencies and institutions in Lee's Summit. We learned that the community has a rich tradition of support for the arts, dating back to the 19th century when farmers and townsfolk supported music education for children. This tradition is reinforced today in an outstanding 21st century school system that places high value on arts education (performing and visual), and boasts of a strong reputation in this area.

The planning process, involving input from some 500 people and more than 9 months of surveys, interviews, and meetings, has identified an opportunity for the city to capitalize on its pedestrian-friendly downtown through expansion of arts and cultural activities and venues in what could become a thriving cultural district. There has been a strong feeling among community leadership that this Plan should provide a focal point for city staff and members of the Lee's Summit Arts Council to focus arts/cultural programs, leverage partnerships, and create impact (economic, and on the overall quality of life) in the community.

The research reveals that the city's citizens are hungry for more arts opportunities: only 20% of respondents to a public survey rate availability of arts programs as "excellent" or "good," yet nearly 60% went to at least one live professional performing arts event in Kansas City during the past year, and more

¹ *Johnson County completed a Suburban Arts Business Plan in 2004.*



than 75% express strong interest in internet calendars and special offers to attend arts events, suggesting that Lee's Summit can improve its market share by providing and promoting quality arts/cultural programs. A recent national survey by Americans for the Arts shows that the average audience member spends \$27.79 in addition to cost of ticket, on goods and services in the local economy. Clearly, arts attendance is about economic impact, and the City of Lee's Summit is well-positioned (with its nascent downtown cultural "scene") to benefit from an investment in the arts.

In order for the City to capitalize on its tradition and position itself as the suburb that values culture, this Cultural Arts Plan recommends that the City should commit to an arts/cultural identity as an economic and community development strategy. The Plan covers recommendations in three thematic (goal) areas:

- Participation – Involve more people more often in a wider range of arts/cultural and heritage endeavors
- Creativity – Strengthen and promote ways to be creative, through the city's schools, college, and community education providers
- Place – Provide venues and improve the built environment

The Plan calls for financial and human resources as "seed" funding to jumpstart a cultural identity effort.

Goals and Recommendations

Goal 1 – Participation

The recommendations focus on how to get more people to participate in arts and cultural endeavors in Lee's Summit. Proposals include an audience development effort to make people more aware and provide them with attendance incentives; a benefit will include ancillary spending in the community and downtown area. Besides encouraging people to attend cultural programs, deeper involvement is envisioned in a wide range of cultural pursuits including literary programs, special events, fairs and festivals, the traditional visual and performing (fine) arts, heritage and historical programs and sites, and ethnic cultural expressions.

Goal 2 – Creativity

This area of the Plan could have been titled "Education," but those involved in crafting the document wanted to see "educating" people about arts and culture expressed in a less formal way – in essence, nurturing and supporting people's (not just kids') innate interests in creating things, from woodworking to dances. Recommendations seek to capitalize on the city's school district as the "lifeblood



of the community” through enhancement to arts education programs, and opportunities for the public to access student achievements in the arts. An initiative to work with Metropolitan Community College-Longview (MCC-Longview), as well as adult arts education programs, is proposed.

Goal 3 – Place

The goal of “Place” is about the need for physical spaces as venues and focal points of cultural activity, as well as the unique niche of downtown Lee’s Summit as a potential cultural district (involving promotion, zoning, events, venues, and an overall focus for activity). Other recommendations include the incorporation of art in public places, and specific opportunities in historic buildings for adaptive re-use as cultural venues. Programming, partnerships and promotion around specific sites, such as MCC-Longview’s new Cultural Arts Center (opening 2008, in the “New Longview cultural node”) and in outdoor sites such as Legacy Park Amphitheater and the city’s lakes, are also proposed.

*Summary of
Recommendations*

The chart below provides a summary of the 14 specific recommendations under the three major goals.



| Goal / Recommendation | Type of Recommendation | | | Timeframe | | |
|------------------------------------|------------------------|--------|---------------|-----------|--------|------|
| | Action Step | Policy | Further Study | Short | Medium | Long |
| Goal #1 - Participation | | | | | | |
| Information and promotion | √ | | | √ | | |
| Senior population special needs | √ | √ | | | √ | |
| Improve and extend fairs/festivals | √ | | √ | | √ | |
| Partnerships with KC groups | | √ | √ | | √ | |
| Community theater program | √ | | √ | | | √ |
| Literary arts program | √ | | √ | | √ | |
| Goal #2 - Creativity | | | | | | |
| Public schools partnership | √ | √ | √ | | √ | |
| MCC-Longview partnership | √ | √ | √ | | √ | |
| Community education | | | √ | | | √ |
| Goal #3 – Place | | | | | | |
| Downtown cultural district | | √ | √ | | √ | |
| Art in public places program | | √ | √ | | | √ |
| Cultural Center feasibility study | √ | | √ | √ | | |
| Outdoor venues (lakes, parks) | | √ | √ | | √ | |
| New Longview district | | √ | √ | | √ | |

Benefits

The Cultural Arts Task Force believes that a city commitment to strengthening its identity as a place that values arts/culture could yield a number of benefits, including:

- Visits by residents of the overall metro area for fairs, festivals, special events, on-going performances and exhibits
- Ancillary audience spending retained in city (an average of \$27.79 per person in addition to the cost of their tickets) through improved nightlife and weekend retail activity
- Leveraging state and private funding to match city dollars



- An opportunity to be recognized for model programs in terms of community support of arts education (capitalizing on the city's 19th century history of support for the arts)
- A better quality of life for families, seniors, citizens of all ages

Implementation

Implementation of the Cultural Arts Plan will require a true public-private partnership, with the city taking the lead role in marshalling and leveraging resources from private sector and non-profit partners (e.g., Lee's Summit Schools, MCC-Longview, Chamber of Commerce, and so on).

Recommendations for implementation are aimed at strengthening the municipality's arts infrastructure through funding and human resources. Specific proposals include:

- Create a full-time Cultural Arts Coordinator position
- Enhance the workings of the Lee's Summit Arts Council (involving policies and procedures, staff support, membership, etc.)
- Involve the Lee's Summit Arts Council in advice and/or oversight of overall city arts/culture activities including Parks & Recreation department functions (e.g., operation of venues, public art, displays of artwork in municipal buildings, etc.), Library, Public Works (e.g., public art), and so on.

Next Steps

A few initial steps should be taken to commence implementation of the Plan's recommendations:

- Reorganizing the Lee's Summit Arts Council should include a reassessment of membership, development of a focused work plan, and an emphasis on working with various city departments
- Conduct a Study/Business Plan for the potential adaptive re-use of a church in downtown Lee's Summit to serve as a Community Cultural Center (and include site visits for council members and other city leadership to model cultural centers in places such as Wichita, Lawrence, Columbia, and St. Louis).
- Commit to seed funding for a full-time Arts Coordinator staff position
- Further explore other recommendations in the Plan for a downtown cultural district, public art ordinance and program, and for audience development and arts education efforts

Introduction

Background

The City of Lee's Summit, Missouri, is a rapidly growing suburb in the Kansas City metropolitan area, with a population of nearly 90,000 residents. In 1998 the city undertook an update of the Citizen Strategic Plan, Lee's Summit 21st Century. A group of over 100 stakeholders agreed that "Education and Culture" should be a key performance area for the community. Specifically, the Plan included an objective that states "Increase opportunities for residents to experience quality arts endeavors." From this objective, the Lee's Summit Arts Council was created in 2001.

In 2004 the Mayor and City Council established a strategic goal to conduct a feasibility study for a cultural arts facility. A Cultural Arts Citizens Task Force was created to pursue this goal, but recommended in the fall of 2005 that the city should commission a Cultural Arts Plan prior to proceeding with a study for a specific arts building. In the spring of 2006 the city issued a request for proposals for a consultant to create a Cultural Arts Plan, resulting in the selection of AMS Planning & Research and a 9-month planning process culminating in this document.



A Vision for the Future

In conducting research for the Plan we learned that the City has had a rich history of involvement with arts and culture; historical documents indicate that music was taught as early as the late 19th century, and that there were at least two “musicals” (i.e., a guest artist playing in the parlor for afternoon entertainment) produced during that era in the William B. Howard home, a stately mansion on Woods Chapel Road. In 1936, merchants and residents of the town paid for music lessons for all children who wanted them. One particular anecdote from the turn of the last century has served as a guiding framework for the Cultural Arts Plan:

In the early part of the 20th century, a group of Lee's Summit citizens, mostly farmers, took up a collection of funds to purchase musical instruments for students in the public schools.²

Nearly 100 years later, now with the support of professional city staff and an officially-empowered citizens Task Force, community leaders and stakeholders have contributed their time and efforts to chart a course for the future support of arts and culture in the community.

Lee's Summit sees itself as one of the leading suburbs in the metropolitan area, and this Cultural Arts Plan is envisioned as furthering this image in a few ways:

- Lee's Summit is the only municipality (city government) in the Kansas City metropolitan area to have created a Cultural Arts Plan. While planning for arts and culture has been a priority in the Johnson County (Kansas) area (resulting in a Suburban Arts Business Plan in 2004), Lee's Summit is the only city in the region, to our knowledge, to have pursued a formal cultural planning process.
- The city wishes to position itself not only as a safe and growing suburb with excellent public schools and a pleasant downtown, but as a city that values arts and culture and takes steps to promote and improve arts and cultural opportunities for its citizens and visitors alike.

To these ends, this Cultural Arts Plan addresses key strategic areas to establish Lee's Summit as a community that values the arts, and to renew the commitment

² From *The History of Lee's Summit Volume One, 1830-1945*, a compilation of historic newspaper articles by Don Hale, Lee's Summit Historian.



of its citizenry, much like those of more than 100 years ago, to supporting arts and cultural endeavors and opportunities for its young people.

City's Strategic Goals

The Mayor and City Council established six Strategic Goals from 2004 through 2006. The consultants have attempted, where relevant, to link this Plan's recommendations with the city's overall priorities. A few of the goals are directly related to what this Cultural Arts Plan sets out as priorities for arts and culture:

- The city's goal for Economic Vitality calls for promoting "commercial, industrial, and retail development including redevelopment efforts and Downtown revitalization."
The Cultural Arts Plan specifically addresses downtown activities under the theme of "Place."
- The city has a goal that speaks to a Progressive and Positive Approach by promoting "a way of thinking and planning that is innovative and future-oriented while still respecting traditions and preservation efforts."
Those involved in the creation of this Plan have (as noted earlier) sought to respect the community's history and traditions while thinking ahead.
- Another of the city's goals speaks to Re-evaluating the City's sales tax, with the potential for "substituting or adding a cultural fee."
The Cultural Arts Plan provides the underpinning for additional funding for arts and cultural programs and services.
- One additional goal calls for Managing Resources Efficiently by "investing in the infrastructure of the city, modernizing the government, investing in our human resources, and improving customer service."
The implementation section of this Plan speaks to infrastructure in terms of human and financial resources that can be brought to bear on the city's arts and cultural activities.

Economic Development Council Strategic Direction

In addition to overall city goals noted above, the city's Economic Development Council (EDC) set out a "Strategic Direction" for FY 2007-08. The underlying mission of the document is "to attract and retain business by partnering with allies to create and market a high-quality-of-life, pro-business community." Several points in the strategic direction document are directly relevant to the Cultural Arts Plan:

- Goal #1 calls for "LSEDC will facilitate and collaborate in public discourse on growth and development issues affecting our competitive



position.” The objective notes that a series of issues will require “continued community dialogue” and the list specifically mentions “arts and culture” as one of the items.

- Goal #3 calls for the LSEDC to “attract higher paying, quality targeted industries” and makes specific mention of the “knowledge economy”: “services and processes which are developed, manufactured, or marketed by creative, technically savvy...employees.”
- Goal #4 speaks to generating a “positive community image” and references positioning Lee’s Summit as a “desirable location with community amenities and quality-of-life factors.”

Those involved in crafting this Cultural Arts Plan strongly believe that its goals and recommendations are directly related to the city’s overall economic development strategies, as summarized above.

Research Methodology

AMS’s research for the Cultural Arts Plan consisted of **interviews** with community leaders, elected officials, and key individuals representing organizations and agencies whose missions were deemed to be relevant to the goals of the planning process.

A **market analysis** (involving demographic and lifestyle profiles) was undertaken covering the primary trade area (Lee’s Summit) and a secondary market area, defined as a 10-mile radius around the city. Interviews were conducted with arts, cultural and heritage **organizations** in the city. A **public intercept survey** involving written surveys from nearly 340 residents of the city was undertaken by student surveyors to assist in assessing community attitudes and opinions with respect to the city’s existing and future arts and culture resources.

A series of **public forums** were then held with specific interest-area groups in various locations in the city.³ A **Town Meeting** was also held during which any and all topics relevant to the cultural arts plan were open for public comment.

³ Meeting invitations were sent by members of the Task Force. Sessions were advertised in the local newspaper and announcements posted on city web sites. Approximately 50 people attended some 4 sessions over the course of two days.



Intercept Survey Highlights

An “intercept survey” was conducted at several locations/events around Lee’s Summit, yielding a total of 339 responses. Among the findings from the survey:

- About a third (31%) of respondents are long-time residents of the city living in Lee’s Summit for 15 years or more, but 28% have lived in Lee’s Summit for four years or less.
- Attendance rates are similar to national norms, with 57% of respondents reporting having attended at least one professional performing arts event in the past year. The majority of attendances are in Kansas City, followed by Lee’s Summit. In terms of art exhibits, about 50% have attended at least one exhibition in the past year. Visitation to historic sites or history museums (at least once in the past year) was reported by about 33% of respondents, and more than 57% noted they’d attended an outdoor fair or festival in the past year (the majority in Lee’s Summit).
- When asked where they would take visitors for a cultural experience, 31% mentioned Downtown Lee’s Summit followed by the city’s high schools (8%).
- For 49% of the sample, “lack of time” was the reason they do not attend cultural events more often, though “lack of information” was the second most often-mentioned at 39% (plus an additional 38% who cited “not aware of programs or events”). Cost of attending came in only seventh with 13%.
- Whereas 2.5% rate the availability of arts/cultural programs in the City as “excellent,” 19% reported only a “good” availability of programs and more than half the sample (50.2%) rated availability as “fair.” Another 29% rate availability of arts/cultural programs as “poor.”
- In terms of leisure activities, movies (72%), time with family (71%), and reading (52%) were the top mentions.
- When asked about their interest in specific cultural programs, musical theater (48%), stage plays (45%), folk or jazz music (41%) and arts/crafts fairs and festivals (38%) were the top four noted.
- A series of attitudinal questions revealed that:
 - 75% believe the arts contribute to the local economy (27% “significant amount,” 48% “a modest amount”).



- 74% believe it is “extremely important” for children to have arts education in schools (and an additional 22% believe it somewhat important)
- 58% believe it is “extremely important” for the City to support the arts in downtown, and 43% expressed the same sentiment for arts programs in other locations (e.g., neighborhoods, etc.)
- On a scale of 1 to 10 with 10 meaning “very important,” the respondents want arts/culture to rank 6.5 out of 10 on the city’s public agenda.
- Newspapers are the most common source of information on arts/cultural events, cited by 56% of the sample, followed by family/friends (44%) and radio (31%).
- Strong interest was expressed in various options for receiving information and special offers:
 - 41% are “extremely interested” in an on-line master calendar of arts/cultural and heritage programs (and 38% somewhat interested)
 - 34% are “extremely interested” in special offers and discounts via E-mail (41% somewhat interested)
- A reasonable level of interest was expressed for contributing to a united arts fund (a “united way for the arts”) with 38% reporting they’d be “extremely” likely to contribute and 41% somewhat likely.
- The sample was broadly representative of the city population:
 - 48% of respondents have children at home under age 16
 - 6 ZIP codes were represented (with more than 1.5% of respondents in each)
 - 14% reported high school as the highest grade completed; 28% attended some college, 28% have undergraduate degrees, and 21% attended graduate school.



Market Analysis Highlights

Demographics

A demographic profile of the city was prepared; for comparison purposes, an overall “market area” consisting of a 10-mile radius around Lee’s Summit was also considered. The table below summarizes the key demographic variables associated with the city, market area, and state populations.

SUMMARY OF KEY DEMOGRAPHICS

| Variable | City of Lee's Summit | Lee's Summit 10 Mile Radius | State of Missouri |
|----------------------------|----------------------|-----------------------------|-------------------|
| 2006 Estimated Population | 81,324 | 304,037 | 5,810,759 |
| 2000 Population | 70,700 | 287,419 | 5,595,211 |
| Median Age | 36.4 | 37.0 | 37.2 |
| % Generation Y (5-17 yrs) | 21.0% | 20.5% | 21.4% |
| % Generation X (18-34 yrs) | 27.3% | 27.3% | 27.0% |
| % Baby Boomers (35-59 yrs) | 25.6% | 25.8% | 25.3% |
| % Mature (60+ Yrs) | 10.0% | 12.0% | 13.6% |
| Median Household Income | \$74,127 | \$56,489 | \$44,769 |
| % over \$75,000 | 44.9% | 29.8% | 21.2% |
| % with College Degree | 38.9% | 26.5% | 21.7% |
| Households with Children | 43.9% | 37.6% | 34.5% |
| % Black | 4.3% | 15.6% | 11.4% |
| % Asian | 1.2% | 1.0% | 1.4% |
| % Hispanic (all races) | 2.6% | 3.5% | 2.7% |

As the table illustrates, there is much similarity between the city and “market area” in terms of certain demographic variables (age, some race categories), but the City of Lee’s Summit has far superior data for measures typically associated with arts attendance (e.g., income and education). In these areas, both city and market area populations have greater representation of target arts attender populations than in the state as a whole (e.g., 45% of households with income



over \$75,000 in the city, 39% of adults with college degrees, compared to only 22% statewide).

Lifestyle Segmentation – Arts Participation Indices

Looking at some measures of the lifestyles of residents paints a similar picture of a population that is more “culturally-inclined” than that of the state as a whole and even the 10-mile radius. According to the table below, indices for cultural participation, where an index of 100 equals average propensity to engage in an activity, are higher in city and the 10-mile radius than in Missouri overall. An index of 129 for “going to live theater once a year” suggests residents within the city are 29% more likely to attend theater than are the average US citizens. The indices for Lee’s Summit all show well-above average proclivity to participate in arts/cultural activities.

| Lifestyle Attribute | City of Lee's Summit | Lee's Summit 10 Mile Radius | State of Missouri |
|-----------------------------------|-----------------------------|------------------------------------|--------------------------|
| Belong to an Arts Association (A) | 137 | 104 | 84 |
| Buy Classical Music (A) | 125 | 105 | 90 |
| Go to Live Theater 1yr (A) | 129 | 108 | 90 |
| Go to Museum 1yr (A) | 130 | 109 | 91 |
| Go to Rock/Pop Concert (A) | 139 | 116 | 90 |
| Go to Music/Dance Performance (A) | 127 | 110 | 92 |

Lifestyle Segmentation

The consultants also looked at the PrizmNE lifestyle segmentation of households in the market area. According to Prizm, every household in the US is classified into one of 66 distinct segments based on product preferences, leisure activities, and other attributes. Several of the segments noted for high arts attendance potential are well-represented in the city, many of which are also those with highly-educated and upper income residents. Segments such as “Second City Elite,” “Big Fish Small Pond,” and “Upward Bound” in particular compose a significant proportion of the population, are high-income and well-educated households.



Detailed lifestyle segmentation tables can be found at the end of this report along with descriptions of a few key segments.

| PRIZM NE PROFILE REPORT | | | | | | | |
|--|------------------------|----------------------|--------------|----------------------|----------------|-------|-----------|
| City of Lee's Summit vs. Lee's Summit 10 Mile Radius | | | | | | | 12/8/2006 |
| Seg. # | Segment Title | Lee's Summit 10 Mile | | City of Lee's Summit | | %Pen | Index |
| | | Base Count | Base %Comp | Analysis Count | Analysis %Comp | | |
| 5 | Country Squires | 5,246 | 4.4% | 3,721 | 12.4% | 70.9% | 280 |
| 9 | Big Fish, Small Pond | 3,581 | 3.0% | 2,200 | 7.3% | 61.4% | 243 |
| 10 | Second City Elite | 3,389 | 2.9% | 1,239 | 4.1% | 36.6% | 144 |
| 11 | God's Country | 4,380 | 3.7% | 2,386 | 7.9% | 54.5% | 215 |
| 12 | Brite Lites, Li'l City | 5,739 | 4.8% | 3,141 | 10.5% | 54.7% | 216 |
| 13 | Upward Bound | 9,469 | 8.0% | 6,044 | 20.1% | 63.8% | 252 |
| 23 | Greenbelt Sports | 2,439 | 2.1% | 880 | 2.9% | 36.1% | 143 |
| 24 | Up-and-Comers | 3,257 | 2.7% | 1,259 | 4.2% | 38.7% | 153 |
| 27 | Middleburg Managers | 5,217 | 4.4% | 1,415 | 4.7% | 27.1% | 107 |
| 32 | New Homesteaders | 3,416 | 2.9% | 732 | 2.4% | 21.4% | 85 |
| 33 | Big Sky Families | 93 | 0.1% | 0 | 0.0% | 0.0% | 0 |
| 34 | White Picket Fences | 3,836 | 3.2% | 966 | 3.2% | 25.2% | 99 |
| 35 | Boomtown Singles | 2,863 | 2.4% | 1,104 | 3.7% | 38.6% | 152 |
| 41 | Sunset City Blues | 2,970 | 2.5% | 783 | 2.6% | 26.4% | 104 |
| 60 | Park Bench Seniors | 1,919 | 1.6% | 1223 | 4.1% | 63.7% | 252 |
| | Total | | 48.7% | | 90.1% | | |

Model Case Study Highlights

The consultants sought to identify model municipal arts programs to study as comparables for the City of Lee's Summit Cultural Arts Plan. Based on a 2006 estimated population of about 80,000, we first generated a list of similarly sized cities which did not reveal any good models.⁴

The consultants and Task Force agreed it was important to investigate cities (suburban communities) that are part of larger metropolitan areas. Attempts to identify exemplary suburban arts programs based on conversations with staff

⁴ According to US Census data, cities with similar populations to that of Lee's Summit are not located near a major metropolitan area (such as Lee's Summit is situated near Kansas City), and include sites such as Rapid City, SD, Owensboro, KY, Elmira, NY, Dubuque, IA, Victoria, TX, Jonesboro, AR, Cheyenne, WY, Pine Bluff, AR, Corvallis, OR, Great Falls, MT, and Pocatello, ID.



from the national service organization Americans for the Arts identified several much larger communities such as Westchester County, NY (pop'n 940,000), Montgomery County, MD (pop'n 928,000), Arlington County Cultural Affairs Division (pop'n 196,000), City of Pasadena Cultural Affairs Division (pop'n 146,000), and Arts Council of Fort Worth & Tarrant County (pop'n 1.6 million).

Further discussions revealed a list of better candidates for study, including City of Evanston, IL (75,000), City of Boulder, CO (92,000), City of Walnut Creek, CA (65,000), City of Pleasanton, CA (65,000), and City of Ventura, CA (104,000). Highlights of this research are provided here.

City of Boulder

The City of Boulder (population 92,000) is closely tied to the Denver metropolitan area. The Boulder Arts Commission was established in 1979 after an idea originated by the then Library Director, leading to the creation of the Library & Art Department. The Commission's mission is:

"The Boulder Arts Commission asserts a leadership role in enriching the lives of the people of Boulder through supporting arts experiences of the highest quality. The arts are a community human experience and need to be celebrated as a great community and individual resource."

Five commission members each serve 5-year terms, while one full-time and two part-time staff members support the Commission, which operates with an annual budget of \$487,000 (of which 40% comes from the city's general fund, and 60% from a portion of a dedicated sales tax). Re-granting (about \$190,000 annually) supports artists and organizations and mini-grants in areas such as organizational assistance, arts education, and special support for a community art center and dance resource center. Among the Commission's programs are:

- Boulder Arts Resource provides coordination, networking, and technical assistance service, including the Boulder Arts Resource Online (in partnership with the Library) which features an arts calendar, links, Arts Opportunities newsletter, arts organization and artist listing/database.
- The Dance Bridge program is a clearinghouse for dancers and dance-related activities with the goal of broadening public participation in dance through support, promotion and the centralization of services and resources.

The city owns and provides operating subsidies to a few arts venues including the Boulder Museum of Contemporary Art (BMoCA) (supported with \$44,000/year) and the Dairy Center for the Arts (\$57,000/year in city funds). The Boulder Public Library houses the Arts Commission office along with the Canyon



Gallery, showing works by local artists, and the 208-seat Canyon Theatre. While there is no percent for art program, public art projects are funded on ad hoc basis. The Parks & Recreation Department, however, does have a percent-for-art program on which the Arts Commission advises on specific projects and artist selection.

In addition to the Boulder Arts Commission, a non-profit partner, the Boulder City Arts Alliance, was founded in 1966. Working closely with the Arts Commission, the Alliance is an advocacy, membership and technical assistance organization whose mission is “to provide leadership, resources and advocacy for cultural organizations, individual artists, arts patrons, and the Boulder County community.” It has two full-time staff and a 14-member board (including dedicated lots for Arts Commission staff). The Alliance’s annual budget of \$276,000 comes primarily from endowment income. It offers technical assistance and workshops for artists, fellowships/awards to artists (\$49,000 in 2005), and oversees Art on the Walls, a monthly exhibits of local artists at Barnes & Noble. It also features an on-line directory, links to members’ websites, arts calendar, newsletter, and arts advocacy alerts.

City of Evanston

The city of Evanston (population 75,000) is home to Northwestern University, and a northern suburb in the Chicago metro area. The City of Evanston’s Cultural Arts Division was established in 1975 as part of the Department of Parks/Forestry & Recreation. Its mission is:

“Recognizing the importance of the arts to the community, the Evanston Arts Council provides leadership and advocacy for the promotion, development and accessibility of the arts for all Evanston citizens and creates an environment for artistic excellence.”

The Division operates with six full-time staff and eight part-time, along with 60 seasonal employees in the summer. An annual budget of \$900,000 derives mostly from the City general fund with about one-third earned from rental income at the city-owned and operated Noyes Cultural Arts Center. The division is the professionally-staffed arm of the Evanston Arts Council.

The Arts Council has 15 members appointed by the mayor and sponsors a range of programs including:

- Summer Festivals include a 2-day Ethnic Arts Festival (since 1985, up to 25,000 attending) featuring 120 artist exhibitors, family art activities, performances, and the Lakeshore Arts Festival (since 1972) featuring 125 juried artists. A Starlight Concert Series takes place in area parks (6,000 average attendance).



- Evanston Arts Week is a citywide celebration of art and culture (5,000+ attended).
- Education programs include summer (and school break) arts camps taking place at the city's Cultural Arts Center and schools, with 500+ youth ages 6 to 15 participating.
- One very unique program in Evanston are community service projects by tenant organizations of the city's Cultural Arts Center – many offer educational (school workshops, scholarship funding) programs as part of their rental agreements.
- Grants are offered through the Cultural Fund Grant Program (including funds from the State Arts council) “to encourage and support arts projects that serve residents.” Annual grants of almost \$50,000 are made to about 20 organizations and artists.

In terms of arts facilities, the city owns and manages the Noyes Cultural Arts Center featuring a community art gallery and 190-seat theater. The Center offers low cost studio, rehearsal, office and performance space and is home to 28 individual artists and arts organizations and CAD staff. Tenants include three theater companies and a performing arts school. Each resident artist must perform community service equal to 15 percent of the value of their lease. Other notable projects/programs include:

- The City has a Public Art Program based on an ordinance requiring 1% of all city building projects for art. A 15-member Public Art Committee oversees all art projects in the City, with a liaison from Arts Council attends all Committee meetings.
- Technical Assistance/Advocacy is offered including grant-writing workshops and a “Peer Coaching Circle” featuring monthly networking meetings for directors of local arts organizations. This group has also undertaken economic impact surveys to encourage business to support the arts.

City of Walnut Creek

The City of Walnut Creek is an upscale suburb of 65,000 in the East Bay region of the San Francisco Bay Area. The city has a long history of arts programming dating to the 1950s. Its arts program is administered through the Arts, Recreation & Community Services Department which oversees five key program areas: Civic Arts Education, Leshner Center for the Arts, Bedford Gallery, Recreation Services, and Youth & Family Services Program. With a budget of nearly \$7



million annually (about \$1.5 million from city general funds), some 35 full-time staff members are employed.

The city's Arts Commission consists of seven members serving three-year terms and holding monthly meetings. Its charge is to review arts programs and make recommendations to City Council, prepare and maintain a 10-year general plan (and 8-year operating and capital facilities plans), establish and work closely with Advisory Councils for each program (see below), and work with staff and the non-profit Diablo Regional Arts Association (DRAA) to determine private sector arts funding needs.

Several distinct Advisory Councils work with each individual program, including Civic Arts Education (7 members, 3-year terms, 6 appointed by the Arts Commission and 1 by the DRAA); Bedford Gallery (which reviews proposals for exhibitions and education programs and reviews and approves all public art projects for the City); and the Clay Arts Guild (membership organization that offers pottery studio time, exhibit and sales opportunities, with about 150 members).

Specific Commission/Department programs include:

- Art exhibitions, about 5-6 annually in the Bedford Gallery, including docent tours, workshops, lectures, public programs.
- Center REPeritory Company is a city-operated theater company producing six shows annually at the Leshner Center.
- The Civic Arts Education is the oldest and largest community arts education provider in northern California with some 140 classes in art, dance, music, performing arts, in studio classrooms in Civic Park facilities, serving some 16,000+ area residents.
- The Fine Arts Preschool program (ArtReach) provides tailored arts education programs to various schools in Contra Costa County consisting of in-class residencies, staff development, after school programs.
- The Friends of Civic Arts Education Foundation was recently formed and raised \$11,000 for scholarships through an annual gala event. It is currently embarking on a \$15-20 million capital campaign for expanded arts education facilities.
- Public Art is funded through 1% of city capital projects and 1% of private construction projects over 25,000 square feet, and ½% for private projects between 15,000 - 25,000 sq. ft.



The city's Civic Arts program also operates several facilities, including the signature Leshner Center for the Arts (opened 1990) consisting of 785-seat, 300-seat, and 133-seat theaters and the 3,500 sq. ft. Bedford Gallery. It serves as the performance home for the city's Center Repertory Co., Diablo Light Opera Co. and Contra Costa Musical Theatre. Some 65 community organizations rent the venues annually accounting for 900+ performances. Other city facilities include the Shadelands Art Center (classroom facility, available for private rentals) and the Del Valle Theatre (380-seat venue formerly high school theater).

The primary focus of the non-profit Diablo Regional Arts Association (DRAA) is to support major tenants of the Leshner Center. Its mission is:

Dedicated to enriching the quality of programming within the Leshner Center for the Arts and to creating avenues for everyone to enjoy the arts. We accomplish this mission through exemplary leadership and funding.

The Association holds monthly meetings and coordinates its efforts with the Walnut Creek Arts Commission, with an annual budget of nearly \$750,000 (including \$100,000 from the city and city-provided office space). Grants are made to Leshner Center arts producers including:

- Artistic Excellence Grant Program (\$250,000 to 8 groups in '06) "to increase the quality of the artistic offerings within the Leshner Center by motivating producers to include qualitative stretches within their seasons."
- The Arts Access Program provides opportunities for families, children, seniors and low-income or at-risk individuals to experience the arts.

City of Pleasanton

The City of Pleasanton (another San Francisco Bay Area suburb with about 65,000 residents), established its Civic Arts Program in 1989. A non-profit group, the Pleasanton Cultural Arts Council (PCAC), was created in 1974 and in the 1980s it spearheaded an effort to purchase and renovate the historic Amador Theater. The city then created its Civic Arts Program (a Division of the Department of Parks & Community Services) to operate and program the theater.

The Civic Arts Program operates with four full-time and six part-time staff, and an annual budget of \$1.4 million (all of which derives from the city's general operating budget). The appointed Civic Arts Commission has seven members plus one alternate and holds monthly meetings, with the following mission:



“To promote the acquisition, construction, and installation of public art in Pleasanton and advise the City Council on matters related to city-sponsored arts and cultural programs.”

Among its programs are the following:

- Civic Arts Presents is an annual series of performances by touring artists in theater, comedy, dance, storytellers, puppeteers, authors, and concerts at the Amador Theater.
- Shakespeare in the Park is offered for free during the summer months.
- An extensive series of Literary Arts programs includes Poet Laureate program (poetry readings, workshops for adults and youth), Open Mic nights, “Everything Poetry” (writers group), and an annual day-long Poetry, Prose and Arts Festival.
- Education programs include the Civic Arts School Concert Series (classroom field trips), the Youth Music Festival (part of the city’s Teen and Youth Services program), the Children’s Outdoor Art Festival (annually in June), a 3-week Summer Drama Camp (featuring culminating public performances at the Amador Theater).
- While there is no formal Civic Arts Re-Granting program, the city does provide \$40,000 annually (up to \$7,500 per organization) “to fund cultural and artistic projects that build community, provide public education in the arts, create increased diversity and provide technical assistance increasing self-sufficiency.”
- While there is no formal Public Art ordinance, the city budgets \$50,000 annually for public art maintenance and acquisition with the program administered by the Civic Arts program.
- Technical Assistance/Advocacy is offered including seminars/workshops for local artists, co-sponsored with PCAC

The city operates facilities including the 900-seat Amador Theater (built in 1930s, part of HS campus), a Cultural Arts Center in Community Park (home for Civic Arts classes), and is pursuing plans for a downtown firehouse as cultural arts center which will feature a small theater and art gallery. The city is working with the non-profit Pleasanton Cultural Arts Council (see below) on this project.

The city’s non-profit partner is the Pleasanton Cultural Arts Council (PCAC) founded in 1974 “to promote appreciation of the arts, provide facilities for arts activities, and create an environment where residents can pursue and enjoy a



wide range of cultural opportunities.” Its 13-member board has a \$55,000 annual budget (income from memberships). Programs include:

- Arts in the Schools, a grant program for arts programs in Pleasanton K-12 schools (\$13,000 awarded in 2005).
- Young Artist Achievement and Arts Supporter of the Year awards.
- The PCAC so-sponsors the Poetry, Prose & Arts Festival

PCAC recently formed the Pleasanton Arts Foundation to raise funds for the fire station project. The Foundation has a separate 9-member board and a 14-member community advisory board. The City has committed some funding and will operate the Arts Center.

City of Ventura

With just over 100,000 residents, this seaside southern California city (in Ventura county, to the northwest of Los Angeles) is a case study in cultural development following a Cultural Plan. Its Cultural Affairs Division was established in 1992 as result of a community Cultural Plan. Its mission is to:

Promote broad community awareness of, access to, and education in the arts and the city's historic resources in Ventura. Provide opportunities and support to Ventura artists and arts organizations. Foster cross-cultural understanding. Support economic development and tourism, especially in the downtown core.

With a budget of more than \$1.75 million (46% from general fund, 27% from percent-for-art ordinance, 27% from grants and program revenue), the department has eight full-time and six part-time staff. A mayoral-appointed 5-member Cultural Affairs Commission and seven-member Public Art Commission provide advisory input.

Programs include:

- Cowboys, Heroes & Outlaws, family-focused cultural event at the city-operated historic Adobe, including workshops, demonstrations, period entertainment, historic interpreters, and “cowboy college.”
- Music Under the Stars is an annual summer concert series at the Adobe.
- Special Events include Downtown Street Festivals (attract 30,000 – 50,000), ArtWalks (60+ participating sites, attracting up to 10,000), and Discover Ventura Tours (scheduled tours of Ventura's historic sites such as its downtown, Olivas and Albinger Adobes).



- Education programs include Children's Celebration of the Arts (professional artists visit school classrooms for hands-on visual and performing arts workshops, involving some 215 workshops annually with 6,000+ participants); Classes offered at the Arts Center (and some schools, featuring 460 visual, performing, and literary arts classes for 4,000+ registrants each year); and summer cultural enrichment programs (Literary Arts Camp, Theatre Enrichment Week).

The city runs a Cultural Funding Program consisting of grants to arts organizations and individual artists. The program was created in 1993 "to increase access to arts education programs for youth; increase the number of programs that celebrate Ventura's diverse community and rich history; and make the arts a major component of the community's fabric." Grants are awarded in the areas of general operating support, cultural projects, artist fellowships, and facility use categories (in-kind support for local group usage of city-owned venues). A total of \$174,500 was awarded in 2006 including \$135,000 to 18 local arts groups and \$39,500 to 10 local artists.

In terms of facilities, the Cultural Affairs Division manages city-owned historic sites:

- Olivas Adobe Historical Park (large volunteer docent group); Ortega Adobe (recently opened, no programming offered); Albinger Archaeological Museum (in a partnership with the Ventura Co. Museum of History & Art); the Barranca Vista Arts Center (arts education classes).

The City administers a Public Percent-For-Art Program consisting of 2% of qualifying projects from city capital improvement projects. Funding includes the Municipal Art Acquisition program to document the history of visual art in Ventura through acquisition of significant works by area artists; the collection is displayed in City Hall and other municipal buildings.

Technical Assistance is offered for arts organizations and artists including individual consultations with professional arts management consultants, workshops and seminars. Publications include "State of the Arts" (a tri-annual newsletter, information for arts community) with a bi-monthly electronic version under development; My Ventura is a guide to city classes and activities.

Among the city's latest developments is the designation of a Downtown Cultural District whereby the Cultural Affairs Division provides ongoing programming and technical support and challenge grants to district tenants to develop or expand facilities. Staff are currently working on affordable artist live/work space projects in downtown.



*Summary of Case Study
Findings*

These case studies clearly illustrate the wide range of arts and cultural programs, services, and venues that are funded and/or operated by city governments in more or less “suburban” communities (or edge cities) with populations in the 65,000 to 100,000 range. (It should be noted that there are numerous other examples of municipal arts programs, including some “closer to home,” such as the exemplary program in Wichita, Kansas, although Wichita is a much larger city of nearly 350,000).

From these studies we can summarize the following major findings:

- The use of city general funds to support arts programs, staff, and facilities is quite common among the case study communities.
- Ownership and operation of venues is common. Some unique facility-related programs were identified, such as the requirement of community service for Evanston’s cultural arts center tenants. The in-kind services provided by artists and cultural groups in turns supports summer and school break art camp experiences for the community’s young people.
- City-sponsored and supported festivals are a common element among the communities we studied; also free summer park concert series.
- Public art programs are fairly common, typically covering public capital improvement projects. In Walnut Creek a requirement for public art in private developments is also a policy.
- Re-granting for organizations and in many cases, individual artists, is another common use of cultural arts program dollars.
- Non profit partners are also common (in Boulder, Pleasanton, Walnut Creek) but typically work alongside the professionally-staffed City Cultural Affairs divisions, and focus on fundraising for capital projects and re-granting funds.
- Literary programs were identified in a few of the communities, and technical assistance services are common among all the city departments.



Cultural Arts Plan

All in all, almost 500 people provided input for the Cultural Arts Plan, including those who completed surveys, participated in interviews, and/or attended meetings. Through a series of planning workshops, the citizens Cultural Arts Task Force decided to organize the Plan according to three overall themes (goals) those being:

Participation, Creativity, and Place

Specific recommendations are offered under each organizing theme. A subsequent section addresses infrastructure and providing the staff and financial resources that will be required to implement the Plan's recommendations.

Local Arts Agency Activities

The Task Force worked to craft recommendations based on a comprehensive understanding of the market (and the extensive input from nearly 500 citizens who participated in the research) coupled with an acknowledgement of the roles that city governments, through their appointed arts councils and/or professionally-staffed offices of cultural affairs, typically play in this area. The Plan, therefore, is grounded in the belief that the Lee's Summit Arts Council, with the provision of appropriate staff resources, might engage in some or all of the following activities that are common to local arts agencies:

- Promotion and Marketing
- Technical Assistance and Professional Development
- Re-granting (funding for arts, culture, heritage)
- Public Art
- Convening and Networking
- Programming
- Facilities Development and Management

Roles & Responsibilities

The Cultural Arts Plan is grounded in a belief that a true public/private partnership will be an essential aspect of its implementation. The participation of private funders, businesses and corporations, volunteers, non-profit arts and cultural organizations, local government, school and library districts and others, will be necessary for implementation of this Plan. However, its ultimate success will be shepherded by the City of Lee's Summit City Council and Arts Council.

The City is envisioned as playing the role of lead agency, coordinating the work of other partners. While other agencies and organizations in the community are eager to play roles, they are looking to the city, through its



volunteer Arts council and (hopefully) the provision of professional staff support, to be the coordinating entity. The Lee's Summit school district, MCC-Longview, and Downtown Lee's Summit Mainstreet organization, to name a few, can each be participants in implementing the Plan but need the city's convening function to marshal the resources and establish a common agenda.

This Cultural Plan contains a series of goals and recommendations on the following pages that address specific needs and desires of the city's residents, arts community, and other stakeholders. The specific proposals in the Plan relate to sustaining and growing the city's arts and cultural "sector" and improving public access to cultural resources. It is the intent of the Steering Committee that this Plan be "grounded" in the following principles that underlie its creation; these elements form the Steering Committee's "Vision" for the future of arts, culture and heritage in Lee's Summit:

- The Plan seeks to **involve more people** from throughout the city and region to participate in cultural activities as audiences, visitors, volunteers, artists, singers, dancers, actors, students, technicians, costume designers, and so on.
- The Cultural Arts Plan **provides a platform** for arts and cultural organizations and individual artists **to work more closely together** on shared initiatives. Through partnerships amongst each other and with other sectors of the community, the Plan's objectives will be advanced.
- This Cultural Plan (like most similar documents) is an **enabling document** that focuses on providing the **infrastructure** necessary for artists to concentrate on creative endeavors. As such, it does not address aesthetic issues, the domain of the artisans and craftspeople, but rather the "behind-the-scenes" support systems that can help sustain and nurture the city's broad cultural sector consisting of arts, heritage, and science-related organizations.
- The city's unique identity derives in no small part from its heritage, and is closely linked with its culture, natural and human history. The participants in the planning process felt strongly that this Plan help to ensure that when residents of the Kansas City metro area think of Lee's Summit they immediately identify its **cultural resources** as part of its regional "brand."
- Ensuring **access** and celebrating **cultural diversity** are values that underlie all of the Plan's goals and objectives. Those responsible for creating this document hope that local and visiting cultural programs can contribute to the city's cultural and ethnic diversity while being accessible to people of all socio-economic backgrounds.

Goals

Goal 1: Participation

Involve more people, more often, in more meaningful cultural experiences.

Why?

In a survey of Lee’s Summit residents, respondents were asked for some reasons they don’t attend arts, cultural, or heritage events more often. After the number one response (49% cited “lack of time”), the number two and three responses were:

- Lack of information – 39%
- Not aware of programs or events – 38%

Residents of the city have exceptionally high indices for cultural arts involvement, as illustrated in the table below. With an index of 100 being average, city residents are 29% more likely to attend live theater and 37% more likely to “belong to an art association.” Indices for residents of the city far exceed those for residents of a 10-mile radius around Lee’s Summit, and for the state of Missouri as a whole:

| Lifestyle Attribute | City of Lee's Summit | Lee's Summit 10 Mile Radius | State of Missouri |
|-----------------------------------|----------------------|-----------------------------|-------------------|
| Belong to an Arts Association (A) | 137 | 104 | 84 |
| Buy Classical Music (A) | 125 | 105 | 90 |
| Go to Live Theater 1yr (A) | 129 | 108 | 90 |
| Go to Museum 1yr (A) | 130 | 109 | 91 |
| Go to Rock/Pop Concert (A) | 139 | 116 | 90 |
| Go to Music/Dance Performance (A) | 127 | 110 | 92 |



For the purposes of this theme, and based on the market analysis research into lifestyle segmentation of city residents, we should be envisioning (at least) four distinct market segments:

- Families with school-age children
- Young (childless) singles and couples
- Emerging empty nesters (children are leaving soon or have recently left)
- Seniors

The proposed activities under this theme speak to the city's strategic goal for Economic Vitality by promoting activities that draw people downtown and throughout the city.

Recommendations

1.1 Work with appropriate entities (e.g., Downtown Lee's Summit Mainstreet, Library, Longview College, Lee's Summit School District, etc.) to establish information and promotion approaches to developing new audiences for arts/cultural activities, which might include:

- Scheduling and public event calendars
- Resource directories
- Reciprocal web site links
- Artist slide/image registries

1.2 Consider and integrate specific needs of the senior population in Lee's Summit with regard to attending and participating in arts/cultural activities, including:

- Accessibility and mobility considerations (e.g., public transportation, ease of access, etc.)
- Day of week and time of day issues

1.3 Pursue activities which serve to improve and "extend" the existing fairs and festivals in Lee's Summit through inclusion of arts/cultural activities, artists, attendance incentive distribution, etc.

- Work with organizations such as Downtown Lee's Summit Main Street to explore creation of an annual signature arts/cultural festival

1.4 Explore ways in which Lee's Summit audiences (school groups and general public) can benefit from Kansas City-based arts/cultural groups through innovative approaches such as free transportation, run-out performances, and so on, including a link between the Lee's Summit Arts Council and Arts Council of Metropolitan Kansas City.



1.5 Support the re-establishment of Lee's Summit community theater program working with the school district, local theater artists and organizations, and community volunteers, including:

- Potential linkage of a new downtown venue with programs such as Third Thursdays gallery walks
- Potential use of a new downtown theater for programs such as improvisation, presentations of school district robotics programs, and so on.
- Potential use of the MCC-Longview Cultural Arts Center (to be completed in October 2008)

1.6 Develop and promote new ways to support literary arts programs in the city, which might include:

- Public programs such as author lectures, writing workshops, etc.
- Citywide reading programs (such as Chicago Reads and other models of municipal-sponsored "mass book club shared readings")⁵
- Student writing, essay, poetry, playwriting, and other contests

⁵ Funded through the Chicago Public Library Foundation, the Chicago Public Library, in partnership with the newly reopened Chicago History Museum created City of Big Readers: Chicago Reads for Adults, the Library's first-ever summer reading program designed especially for adult readers. The program featured a wide range of reading opportunities and related activities with Chicago and its rich history as its theme. Together with City of Big Readers, the Chicago Public Library's summer reading program for children, the program encourages families to read together.



Goal 2: Creativity

Showcase and leverage the city's educational resources and achievements

Why?

One community leader interviewed for the Cultural Arts Plan described the Lee's Summit Schools as the "lifeblood of the community." In so many ways, this comment speaks to the tremendous pride the community takes in the achievements of its young people, and the myriad of ways in schools interface with the community's arts activities:

- The auditoria at area high schools are used for performance homes for the Lee's Summit Symphony and other groups
- When asked where they would take visitors for a "cultural experience" in Lee's Summit, respondents to a public survey answered listed "High Schools" as the number two response (10% of responses).
- Teachers and alumni are active in community-based music and theater organizations.

In the same survey, respondents were asked where they would target public support for arts and culture, with the #1 response being "Youth Programs" (by 54% of the sample). In addition to the public school district, Lee's Summit is home to MCC-Longview which is developing a new performing arts venue. This theme includes a specific recommendation aimed at expanding a working relationship with Longview as a community resource.

The proposed activities speak to the city's strategic goal for a "progressive and positive approach...that is innovative and future-oriented" in aligning with educational institutions on arts/cultural programs including, specifically, opportunities for entrepreneurship with MCC-Longview.

Recommendations

2.1 Work with the Lee's Summit public schools on a number of specific initiatives, including:

- Institute a summer community theater camp/program for young people, utilizing staff and facilities at the schools.



- Increase and augment ways to showcase and award student achievement in the performing and visual arts through scholarships, exhibitions, performances, etc.
 - As one example, when the Department of Parks & Recreation sponsors an outdoor concert in downtown Lee's Summit, consider inviting a student performance ensemble to perform a short opening set.
- When working with public schools, include "technical culture" (e.g., robotics, graphic arts, etc.) and cultural diversity among the arts/cultural programs.

2.2 Work with MCC-Longview to expand ways in which the College's resources (e.g., facilities, faculty, students, staff, etc.) can be involved in the Lee's Summit arts/cultural scene, including:

- Work with the college's entrepreneurship program to include arts-related career opportunities
- Utilize and promote the college's new Cultural Arts Center (opening 2008)
- Expand arts/cultural course curriculum
- Establish internships and other instructional opportunities
- Pursue joint faculty/artistic appointments
- Promote service learning opportunities
- Provide attendance incentive programs for students at community events, and for the public at college and university events

2.3 Institute community education components of a comprehensive arts/cultural program in the city to include:

- Informal educational experiences as part of cultural programs (e.g., "History of Art in 30 Minutes" lecture as part of Third Thursdays open gallery program)
- Adult education in arts/culture (e.g., music appreciation) in conjunction with symphony concerts and other events/programs
- Working with MCC-Longview to promote community education opportunities in the arts (potentially linked with attendance at regional events)



Goal 3: Place

Increase, improve and promote the places in which arts and cultural activities are held.

Why?

The process of creating this cultural arts plan was born out of an effort by arts leaders in the city to explore creation of a Performing Arts Center. Civic leaders recognized the wisdom of considering the need for a performance venue within a larger context of the city's overall cultural ecology. Throughout the planning process arts stakeholders have discussed needs for performance and exhibition space, but rather than focusing on the concept of a regional (large) PAC (perhaps in conjunction with MCC-Longview), a consensus has emerged that a cultural center in downtown Lee's Summit would represent a way to leverage the city's investment in its downtown as well as the public's interest in downtown Lee's Summit as a destination. Indeed, "Downtown" was cited as the number one response to the question "where would you take visitors for a cultural experience" by 31% of respondents to the public intercept survey.

An appropriately-scaled venue might include a small performance space, exhibition space, and possibly classrooms and studios for visual and performing arts classes. Meeting rooms and other public spaces could accommodate activities ranging from writers workshops to author lectures. (At the time of this Plan's development, an opportunity for possible acquisition and adaptive reuse of the Lee's Summit United Methodist Church in downtown Lee's Summit, as a community cultural center, has emerged as a distinct possibility).

In addition to the recommendation to pursue development of a community cultural center (by undertaking a feasibility analysis and business plan), other opportunities for venues in downtown should be monitored (e.g., for artist live/work or work/exhibit spaces). Other components in a culturally-thriving downtown area could be achieved through creation/designation of a formal Cultural District, institution of a public art program, and other aspects related to the city's "built environment." The proposed activities in this theme speak to the city's overall strategic goal for Economic Vitality (downtown revitalization efforts).



Recommendations

- 3.1 Consider establishing a Cultural District in downtown Lee's Summit which might include promotion, development incentives, dedicated funding, and creation of new performance/exhibit venues. Undertake a cultural district plan that could include activities such as:
 - Identification of buildings for adaptive re-use
 - Extension and promotion of fairs and festivals and free music concerts
 - Use of the train station as a venue for events, exhibitions, etc.
 - Development of a Cultural District Plan focused on District boundaries, activities, amenities, incentives, promotion and funding
 - Involvement of an organization such as Artspace Development Corporation to explore development of artist live/work space in the downtown area
- 3.2 Consider adoption of an Art in Public Places ordinance to provide 1-2% of public capital improvement project budgets for art, which might include themed sculptures in the downtown area and/or "gateway" markers for the City entrances.
- 3.3 Undertake a feasibility study for the creation of a community cultural center in downtown Lee's Summit, potentially modeled on venues in communities such as Lawrence and Wichita, Kansas, that would feature studios and classrooms for visual art, exhibition space, and possibly small performance space. (This study should take into account the opportunity afforded by the potential sale of the Lee's Summit United Methodist Church in downtown Lee's Summit, and its potential for adaptive re-use as a cultural center).
- 3.4 Consider use of lakes in and nearby Lee's Summit as venues for arts/cultural programs and events. Work with Lee's Summit Parks & Recreation Department, Jackson County Parks & Recreation, Eastland Community Foundation, and other organizations and agencies involved in arts and/or nature programming.
- 3.5 Recognize the New Longview area as an important "cultural node" within Lee's Summit including MCC-Longview's new cultural arts center, the Longview Mansion, and other cultural activities and venues in the western portion of Lee's Summit.



Summary of Recommendations

The table below provides a summary of the 14 specific recommendations which can be found under the three overall Plan goals.

| Goal / Recommendation | Type of Recommendation | | | Timeframe | | |
|------------------------------------|------------------------|--------|---------------|-----------|--------|------|
| | Action Step | Policy | Further Study | Short | Medium | Long |
| Goal #1 - Participation | | | | | | |
| Information and promotion | √ | | | √ | | |
| Senior population special needs | √ | √ | | | √ | |
| Improve and extend fairs/festivals | √ | | √ | | √ | |
| Partnerships with KC groups | | √ | √ | | √ | |
| Community theater program | √ | | √ | | | √ |
| Literary arts program | √ | | √ | | √ | |
| Goal #2 - Creativity | | | | | | |
| Public schools partnership | √ | √ | √ | | √ | |
| MCC-Longview partnership | √ | √ | √ | | √ | |
| Community education | | | √ | | | √ |
| Goal #3 - Place | | | | | | |
| Downtown cultural district | | √ | √ | | √ | |
| Art in public places program | | √ | √ | | | √ |
| Cultural Center feasibility study | √ | | √ | √ | | |
| Outdoor venues (lakes, parks) | | √ | √ | | √ | |
| New Longview district | | √ | √ | | √ | |

Infrastructure

To provide financial and human resources to operate a Municipal Division of Cultural Affairs

Why?

One of the city's key strategic goals is calls for "Managing Resources Efficiently" by "investing in the infrastructure of the city, modernizing the government, investing in our human resources, and improving customer service." Another suggests "Re-evaluating the City's sales tax" (e.g., "consider adding a cultural fee"). The recommendations in this section are aimed at developing a municipal arts infrastructure in the form of funding and human resources.

Recommendations

- Create a full-time Cultural Arts Coordinator position to provide staff support to the Lee's Summit Arts Council and oversee implementation of the Cultural Arts Plan.
- Enhance the workings of the Lee's Summit Arts Council through provision of adequate staff support, identification of an annual budget for programs, establishment of clear policies and procedures and annual goals/objectives (related to this Cultural Arts Plan and the City's overall strategic goals), and reconstitution of its membership
 - Establish fair and equitable policies and procedures regarding the award of grants, commissions, contracts-for-services, and other use of public dollars for arts/culture
 - Reorganizing membership of the Arts Council should be based on interest in and commitment to oversight of Cultural Arts Plan



implementation and abilities to represent and leverage community partnership opportunities.

- A vehicle should be created, such as the Lee's Summit Arts Foundation, to raise funds and accept grants and other contributions on behalf of the City of Lee's Summit Arts Council.
- Establish a cultural arts funding source to include staff support for the city's Cultural Arts program and implementation of the Cultural Arts Plan.
 - Consider an initial investment of at least \$100,000 annually for a period of at least three years which may leverage additional private and public funds.⁶
- Work closely with City Council and executive levels of city government to ensure Arts Council (and future Cultural Arts Coordinator staff position) involvement (and oversight, as appropriate) in all city activities concerning arts and culture, including:
 - Public Library to leverage library resources and public information functions
 - Department of Parks & Recreation, through its
 - operation of Legacy Park and its venues (e.g., community center, amphitheater in development)
 - numerous activities in the arts including public art projects and arts/crafts classes
 - contracts for display of artwork in Community Center
 - future programming of amphitheater and on-going concerts in downtown
 - Department of Public Works with regard to public art projects
 - Others as appropriate

⁶ While the federal arts endowment is not likely to have funds available (the National Endowment for the Arts discontinued its program that funded local arts agencies), the Missouri Arts Council may be a candidate for a matching funding application if the city were to commit to seed funding and staff for the Arts Council. Private foundations in the metropolitan area might also be possible targets for a grant proposal.



***Next Steps –
Implementation***

The following initial steps should be taken to commence implementation of the Plan's recommendations:

- Reorganizing the Lee's Summit Arts Council should include a reassessment of membership, development of a focused work plan, and an emphasis on working with various city departments
- Conduct a Study/Business Plan for the potential adaptive re-use of a church in downtown Lee's Summit to serve as a Community Cultural Center (and include site visits for council members and other city leadership to model cultural centers in place such as Wichita, Lawrence, Columbia, and St. Louis).
- Commit to seed funding for a full-time Arts Coordinator staff position
- Further explore other recommendations in the Plan for a downtown cultural district, public art ordinance and program, and for audience development and arts education efforts
- Conduct a follow-up meeting of the Cultural Arts Task Force within six months to one year following this Plan's presentation to City Council, in order to monitor developments toward implementation, new opportunities and/or challenges.

Research Highlights



LEE'S SUMMIT INTERCEPT SURVEY TOPLINE REPORT

**Non-weighted sample:
339 Responses**

Q1. For how long have you been a resident of Lee's Summit?

| | Percent |
|-----------------------|---------|
| 1 year or less ----- | 9.1% |
| 2 to 4 years ----- | 18.8% |
| 5 to 9 years ----- | 24.8% |
| 10 to 14 years ----- | 16.3% |
| 15 years or more----- | 31.0% |

Q2. How many times in the past year did you attend a live performing arts event (such as theater, music, dance)...

| | Lee's Summit | Kansas City | Anywhere else |
|-----------------------|-----------------|----------------|------------------|
| None----- | 54.3% | 43.4% | 82.9% |
| 1 time----- | 11.8% | 15.6% | 5.6% |
| 2 or 3 times ----- | 22.1% | 23.6% | 8.8% |
| 4 or 5 times ----- | 4.7% | 8.3% | 1.8% |
| 6 to 9 times----- | 5.6% | 5.3% | 0.6% |
| 10 or more times----- | 1.5% | 3.8% | 0.3% |

Q3. How many times in the past year did you attend an exhibition of visual art or an art museum?

| | Lee's Summit | Kansas City | Anywhere else |
|-----------------------|-----------------|----------------|------------------|
| None----- | 83.5% | 49.3% | 83.5% |
| 1 time----- | 8.8% | 26.3% | 8.3% |
| 2 or 3 times ----- | 5.6% | 19.8% | 5.6% |
| 4 or 5 times ----- | 0.6% | 2.1% | 1.2% |
| 6 to 9 times----- | 1.5% | 0.9% | 0.9% |
| 10 or more times----- | 0.0% | 1.8% | 0.6% |

Q4. How many times in the past year did you visit a science or natural history museum?

| | Lee's Summit | Kansas City | Anywhere else |
|-----------------------|-----------------|----------------|------------------|
| None----- | 93.2% | 65.2% | 80.5% |
| 1 time----- | 2.4% | 23.0% | 13.9% |
| 2 or 3 times ----- | 1.8% | 10.0% | 3.8% |
| 4 or 5 times ----- | 0.3% | 1.2% | 0.9% |
| 6 to 9 times----- | 2.4% | 0.3% | 0.6% |
| 10 or more times----- | 0.0% | 0.3% | 0.3% |



Q5. How many times in the past year did you visit a heritage site or museum?

| | Lee's Summit | Kansas City | Anywhere else |
|------------------|--------------|-------------|---------------|
| None | 84.4% | 67.6% | 81.4% |
| 1 time | 7.7% | 21.8% | 10.9% |
| 2 or 3 times | 3.8% | 9.1% | 4.1% |
| 4 or 5 times | 1.2% | 0.9% | 1.8% |
| 6 to 9 times | 2.7% | 0.3% | 0.6% |
| 10 or more times | 0.3% | 0.3% | 1.2% |

Q6. How many times in the past year did you attend an outdoor fair or festival?

| | Lee's Summit | Kansas City | Anywhere else |
|------------------|--------------|-------------|---------------|
| None | 42.8% | 53.4% | 76.7% |
| 1 time | 28.6% | 22.1% | 14.7% |
| 2 or 3 times | 23.3% | 21.2% | 6.5% |
| 4 or 5 times | 3.5% | 2.7% | 1.8% |
| 6 to 9 times | 1.5% | 0.3% | 0.3% |
| 10 or more times | 0.3% | 0.3% | 0.0% |

Q7. At what specific location or venue did you most recently attend an arts, cultural, or heritage program or event?

| | Responses (n=416) | Respondents (n=247) |
|----------------------------------|-------------------|---------------------|
| Nelson Atkins | 11.3% | 19.0% |
| Downtown | 7.7% | 13.0% |
| High Schools | 6.0% | 10.1% |
| Starlight | 3.6% | 6.1% |
| Oktoberfest | 3.4% | 5.7% |
| Union Station | 3.1% | 5.3% |
| Kansas City | 2.6% | 4.5% |
| Kemper Arena | 2.6% | 4.5% |
| New Theater | 2.4% | 4.0% |
| Plaza Art | 2.4% | 4.0% |
| Independence | 2.2% | 3.6% |
| City/State Fairs | 1.9% | 3.2% |
| KC Plaza | 1.9% | 3.2% |
| Long View | 1.9% | 3.2% |
| Missouri Town 1855 | 1.9% | 3.2% |
| KC Art Gallery | 1.4% | 2.4% |
| KC Renaissance Festival | 1.4% | 2.4% |
| Lyric Theatre | 1.2% | 2.0% |
| Music Hall | 1.2% | 2.0% |
| Science City | 1.2% | 2.0% |
| West Port | 1.2% | 2.0% |
| Heartland Theatre | 1.0% | 1.6% |
| John Knox | 1.0% | 1.6% |
| Lee's Summit North | 1.0% | 1.6% |
| Powell Gardens | 1.0% | 1.6% |
| Uptown Theatre | 1.0% | 1.6% |
| Verizon Wireless Theatre | 1.0% | 1.6% |
| All other responses less than 1% | | |



Q8. Where would you take friends or tell visitors to go for a “cultural experience” in Lee’s Summit?

| | Responses (n=183) | Respondents (n=150) |
|----------------------------------|----------------------|------------------------|
| Downtown | 30.6% | 37.3% |
| High Schools | 8.2% | 10.0% |
| Missouri Town 1855 | 6.0% | 7.3% |
| Longview | 4.4% | 5.3% |
| Festivals/Parades | 3.8% | 4.7% |
| Lee's Summit Symphony | 3.3% | 4.0% |
| Longview Farms | 2.7% | 3.3% |
| Oktoberfest | 2.7% | 3.3% |
| Union Station | 2.7% | 3.3% |
| Concerts | 2.2% | 2.7% |
| John Knox | 2.2% | 2.7% |
| Powell Gardens | 2.2% | 2.7% |
| City/State Fairs | 1.6% | 2.0% |
| Lake Jocomo | 1.6% | 2.0% |
| Liberty Memorial | 1.6% | 2.0% |
| Nelson Atkins | 1.6% | 2.0% |
| New Theater | 1.6% | 2.0% |
| Parks | 1.6% | 2.0% |
| Christmas in the Park | 1.1% | 1.3% |
| Church | 1.1% | 1.3% |
| Kansas City | 1.1% | 1.3% |
| Kemper Arena | 1.1% | 1.3% |
| Lee's Summit Concert Series | 1.1% | 1.3% |
| Legacy Park | 1.1% | 1.3% |
| Negro Leagues Museum | 1.1% | 1.3% |
| The Arabia | 1.1% | 1.3% |
| All other responses less than 1% | | |

Q9. What are some of the reasons that you don’t attend arts, cultural, or heritage events more frequently?

| | Percent |
|--|---------|
| Lack of time | 48.7% |
| Lack of information | 39.2% |
| Not aware of programs or events | 37.8% |
| Lack of events in Lee’s Summit | 34.5% |
| Not interested in type of programs available | 14.2% |
| Too far to drive | 14.2% |
| Cost of attending | 13.3% |
| Parking/Access problems | 9.1% |
| No one to attend with | 4.4% |



Q10. How would you rate the availability of arts and cultural programs in Lee's Summit?

| | Percent |
|----------------|---------|
| Excellent----- | 2.5% |
| Good----- | 18.8% |
| Fair----- | 50.2% |
| Poor----- | 28.6% |

Q11. Which of the following types of programs are you most interested in?

| | Percent |
|--------------------------------------|---------|
| Musical theater----- | 48.1% |
| Stage plays----- | 45.4% |
| Folk or jazz music----- | 41.0% |
| Arts/Crafts fairs and festivals----- | 37.5% |
| Art exhibitions----- | 36.6% |
| History museum/exhibits----- | 31.9% |
| Family/Children's theatre----- | 30.7% |
| Classical music----- | 30.1% |
| Art in public places----- | 26.8% |
| Heritage sites and programs----- | 21.8% |
| Ballet/Dance----- | 20.9% |
| Arts/Crafts classes----- | 19.8% |
| Walking tours----- | 18.6% |
| Film series----- | 14.7% |
| Poetry/Novel readings----- | 12.7% |
| Lectures----- | 12.1% |
| Neighborhood arts programs----- | 11.2% |
| Other----- | 5.3% |

Q12. Which of the following leisure activities do you participate in?

| | Percent |
|------------------------------|---------|
| Movies----- | 71.7% |
| Time with family----- | 70.5% |
| Reading----- | 52.2% |
| Exercise----- | 50.1% |
| Television/Videos----- | 48.4% |
| Outdoor activities----- | 45.7% |
| Travel----- | 46.3% |
| Shopping----- | 44.8% |
| School activities----- | 37.2% |
| Entertaining at home----- | 36.0% |
| Home improvement----- | 35.4% |
| Attending sports events----- | 34.8% |
| Participating in sports----- | 31.3% |
| Gardening----- | 27.4% |
| Arts/Crafts----- | 25.7% |
| Volunteer work----- | 22.7% |
| Visiting heritage sites----- | 15.0% |
| Other----- | 2.9% |



Q13. How much do you think arts, culture, and heritage contribute to the city's economy?

| | Percent |
|-------------------------|---------|
| Significant amount----- | 26.6% |
| A modest amount----- | 47.9% |
| Not very much----- | 21.3% |
| None at all----- | 4.2% |

Q14. How important is it for children to have access to arts education in public schools throughout the city?

| | Percent |
|-----------------|---------|
| Extremely----- | 73.5% |
| Somewhat----- | 21.7% |
| Not very----- | 3.3% |
| Not at all----- | 1.5% |

Q15. How important is it for the city to support arts, cultural, and heritage programs and venues in downtown Lee's Summit?

| | Percent |
|-----------------|---------|
| Extremely----- | 58.0% |
| Somewhat----- | 33.6% |
| Not very----- | 7.5% |
| Not at all----- | 0.9% |

Q16. How important is it for the city to support arts, cultural, and heritage programs and venues elsewhere in the city?

| | Percent |
|-----------------|---------|
| Extremely----- | 42.9% |
| Somewhat----- | 44.1% |
| Not very----- | 11.5% |
| Not at all----- | 1.5% |

Q17. On a scale of 1 to 10, with 1 meaning "not important" and 10 meaning "very important," where should support for arts and culture rank among the city's priorities?

| <u>n</u> | <u>Mean</u> |
|----------|-------------|
| 325----- | 6.48 |



Q18. If you could recommend how the city government should support arts, culture, and heritage, which would you like to see receive more support?

| | Percent |
|-----------------------------------|---------|
| Youth programs----- | 54.3% |
| Outdoor fairs and festivals ----- | 51.0% |
| Theater performances----- | 47.2% |
| Music performances ----- | 43.4% |
| Arts education ----- | 28.9% |
| Neighborhood programs----- | 27.4% |
| Performing arts spaces ----- | 27.4% |
| Public art and sculpture----- | 27.1% |
| Support for artists----- | 23.0% |
| Senior programs ----- | 21.5% |
| Heritage sites and programs----- | 21.5% |
| Exhibit spaces----- | 20.1% |
| Diversity programs ----- | 16.8% |
| Cultural districts----- | 16.5% |
| Humanities programs----- | 15.0% |
| Promotion and marketing----- | 15.0% |
| Lectures/Seminars ----- | 10.9% |
| Other----- | 1.2% |

Q19. Where do you get most of your information about arts and cultural events?

| | Percent |
|-----------------------------|---------|
| Newspaper----- | 56.3% |
| Family/Friends----- | 44.2% |
| Radio station----- | 30.7% |
| Television----- | 30.4% |
| Through schools ----- | 23.9% |
| Internet/E-mail----- | 16.5% |
| Brochures in the mail ----- | 13.9% |
| Posters ----- | 13.0% |
| Community newsletters ----- | 13.0% |
| Recreation guide----- | 9.4% |
| Magazine ----- | 6.2% |
| Arts group mailings----- | 4.4% |
| Other----- | 1.5% |

Q19A. Newspapers

| | Percent (n=140) |
|----------------------------|--------------------|
| Kansas City Star----- | 80.0% |
| Lee's Summit Journal ----- | 16.4% |
| Pitch ----- | 2.1% |
| Examiner ----- | 0.7% |
| Metrovoice ----- | 0.7% |



Q19B. Magazines

| | Percent (n=10) |
|----------------------------|-------------------|
| Artists----- | 10.0% |
| Lee's Summit Magazine----- | 20.0% |
| Stunt Ride----- | 10.0% |
| Missouri Life----- | 10.0% |
| Midwest Living----- | 40.0% |
| Star Magazine----- | 10.0% |

Q19C. Radio Stations

| | Percent (n=71) |
|----------------------------------|-------------------|
| 96.5 BUZZ----- | 14.1% |
| 93.3----- | 9.9% |
| KY 102----- | 9.9% |
| 98.1 KUDL----- | 7.0% |
| KCMO 710----- | 5.6% |
| NPR----- | 5.6% |
| 980----- | 4.2% |
| 104----- | 4.2% |
| 94.9----- | 2.8% |
| BOTT----- | 2.8% |
| 88.5----- | 2.8% |
| KMBC----- | 2.8% |
| 98.9----- | 2.8% |
| KFKF----- | 2.8% |
| All other responses less than 2% | |

Q19C. Television Stations

| | Percent (n=55) |
|----------------------------------|-------------------|
| All Local----- | 27.3% |
| FOX 4----- | 21.8% |
| KCTV 5 CBS----- | 16.4% |
| Channel 9----- | 14.5% |
| Channel 2----- | 7.3% |
| KCPT----- | 3.6% |
| NBC----- | 3.6% |
| All other responses less than 2% | |

Q20. How interested would you be in a master calendar of arts, cultural, and heritage programs available on the Internet?

| | Percent |
|-----------------|---------|
| Extremely----- | 41.1% |
| Somewhat----- | 38.4% |
| Not very----- | 14.7% |
| Not at all----- | 5.7% |



Q21. How interested would you be in receiving special offers and discounts to attend arts, cultural, and heritage programs via e-mail?

| | Percent |
|-----------------|---------|
| Extremely----- | 34.4% |
| Somewhat----- | 41.4% |
| Not very----- | 16.0% |
| Not at all----- | 8.2% |

Q22. What is the likelihood you would contribute to a united way type of fund for arts programs?

| | Percent |
|-----------------|---------|
| Extremely----- | 38.4% |
| Somewhat----- | 41.1% |
| Not very----- | 16.2% |
| Not at all----- | 4.2% |

Q23. Home ZIP Code

| | Percent (n=325) |
|-------------------------|--------------------|
| 64081----- | 27.7% |
| 64063----- | 27.1% |
| 64086----- | 21.5% |
| 64064----- | 10.5% |
| 64082----- | 7.4% |
| 64083----- | 1.5% |
| All others less than 1% | |

Q24. People in the household under age 16?

| | Percent (n=164) |
|------------|--------------------|
| One----- | 41.5% |
| Two----- | 42.1% |
| Three----- | 10.4% |
| Four----- | 4.3% |
| Five----- | 1.2% |
| Six----- | 0.6% |

Q25. Your age?

| | Percent |
|---------------|---------|
| Under 19----- | 6.1% |
| 19 – 24----- | 10.0% |
| 25 – 34----- | 14.8% |
| 35 – 44----- | 25.5% |
| 45 – 54----- | 22.4% |
| 55 – 64----- | 13.3% |
| 65 – 74----- | 5.2% |
| 75+----- | 2.7% |



Q26. What is the last level of school you completed?

| | Percent |
|--|---------|
| Less than High School ----- | 4.5% |
| High School Graduate----- | 13.8% |
| Vocational School after High School----- | 3.9% |
| Some College ----- | 28.2% |
| Bachelors Degree ----- | 28.2% |
| Graduate School----- | 21.3% |

Q27. Which of the following best describes your racial/ethnic background?

| | Percent |
|---------------------------------------|---------|
| White, Not Hispanic ----- | 86.1% |
| Asian/Pacific Islander----- | 0.9% |
| Black/African American ----- | 9.7% |
| Hispanic/Latino Origin ----- | 3.0% |
| American Indian/Native American ----- | 0.3% |



Lifestyle Segmentation Descriptions

05 Country Squires

The wealthiest residents in exurban America live in Country Squires, an oasis for affluent Baby Boomers who've fled the city for the charms of small-town living. In their bucolic communities noted for their recently built homes on sprawling properties, the families of executives live in six-figure comfort. Country Squires enjoy country club sports like golf, tennis and swimming as well as skiing, boating and biking.

Group: [Landed Gentry](#)

CY2002 Statistics:

US Households: 1,976,217 (1.83%)

US Population: 6,137,628 (2.14%)

Median HH Income: \$91,046

Lifestyle Traits

1. Have broadband Internet access
2. Go skiing
3. Read USA Today
4. Watch The Disney Channel
5. Drive a GMC Denali

Demographics Traits:

Ethnic Diversity: Mostly White

Family Types: Families

Age Ranges: 35-64

Education Levels: College Grad+

Employment Levels: Professional

Housing Types: Homeowners

Urbanicity: Town

Income: Wealthy



09 Big Fish, Small Pond

Older, upper-class, college-educated professionals, the members of Big Fish, Small Pond are often among the leading citizens of their small-town communities. These upscale, empty-nesting couples enjoy the trappings of success, belonging to country clubs, maintaining large investment portfolios and spending freely on computer technology.

Group: [Landed Gentry](#)

CY2002 Statistics:

US Households: 2,865,814 (2.66%)
 US Population: 7,523,707 (2.62%)
 Median HH Income: \$70,908

Lifestyle Traits

1. Go cross-country skiing
2. Own a vacation/wknd home
3. Read Southern Living
4. Listen to classical radio
5. Drive a Cadillac de Ville

Demographics Traits:

Ethnic Diversity: Mostly White
 Family Types: Couples
 Age Ranges: 45+
 Education Levels: College Grad+
 Employment Levels: Professional
 Housing Types: Homeowners
 Urbanicity: Town
 Income: Upscale

10 Second City Elite

There's money to be found in the nation's smaller cities, and you're most likely to find it in Second City Elite. The residents of these satellite cities tend to be prosperous executives who decorate their \$200,000 homes with multiple computers, large-screen TV sets and an impressive collection of wines. With more than half holding college degrees, Second City Elite residents enjoy cultural activities -from reading books to attending theater to dance productions.

Group: [2nd City Society](#)

CY2002 Statistics:

US Households: 911,428 (0.85%)
 US Population: 2,325,050 (0.81%)
 Median HH Income: \$73,455

Lifestyle Traits

1. Own home exercise equipment
2. Travel domestically by plane
3. Read Travel & Leisure
4. Watch Wall Street Week
5. Drive a Ford Thunderbird

Demographics Traits:

Ethnic Diversity: White, Asian
 Family Types: Couples
 Age Ranges: 45+
 Education Levels: College Grad+
 Employment Levels: Professional
 Housing Types: Homeowners
 Urbanicity: 2nd City
 Income: Upscale



11 God's Country

When city dwellers and suburbanites began moving to the country in the 1970s, God's Country emerged as the most affluent of the nation's exurban lifestyles. Today, wealthier communities exist in the hinterlands, but God's Country remains a haven for upper-income couples in spacious homes. Typically college-educated Baby Boomers, these Americans try to maintain a balanced lifestyle between high-power jobs and laid-back leisure.

Group: [Landed Gentry](#)

CY2002 Statistics:

US Households: 1,771,463 (1.64%)
 US Population: 4,767,937 (1.66%)
 Median HH Income: \$73,663

Lifestyle Traits

1. Travel to the Caribbean
2. Use Internet to trade stocks
3. Read Airline magazines
4. Listen to Wall St Journal radio
5. Drive a Porsche

Demographics Traits:

Ethnic Diversity: Mostly White
 Family Types: Couples
 Age Ranges: 35-64
 Education Levels: College Grad+
 Employment Levels: Professional
 Housing Types: Homeowners
 Urbanicity: Town
 Income: Upscale

12 Brite Lites, Li'l City

Not all of the America's chic sophisticates live in major metros. Brite Lights, Li'l City is a group of well-off, middle-aged couples settled in the nation's satellite cities. Residents of these typical DINK (double income, no kids) households have college educations, well-paying business and professional careers and swank homes filled with the latest technology.

Group: [2nd City Society](#)

CY2002 Statistics:

US Households: 1,378,880 (1.28%)
 US Population: 3,507,373 (1.22%)
 Median HH Income: \$70,834

Lifestyle Traits

1. Own networking software
2. Eat at Bennigan's
3. Read Boating magazines
4. Watch Pay-per-view sports
5. Drive a BMW 5 Series

Demographics Traits:

Ethnic Diversity: White, High Asian
 Family Types: Singles/Couples
 Age Ranges: 25-54
 Education Levels: College Grad+
 Employment Levels: Prof, White-Collar
 Housing Types: Homeowners
 Urbanicity: 2nd City
 Income: Upper Middle



13 Upward Bound

More than any other segment, Upward Bound appears to be the home of those legendary Soccer Moms and Dads. In these small satellite cities, upper-class families boast dual incomes, college degrees and new split-levels and colonials. Residents of Upward Bound tend to be kid-obsessed, with heavy purchases of computers, action figures, dolls, board games, bicycles and camping equipment.

Group: [2nd City Society](#)

CY2002 Statistics:

US Households: 1,738,906 (1.61%)

US Population: 5,465,357 (1.91%)

Median HH Income: \$80,044

Lifestyle Traits

1. Go to the beach
2. Own a Game Boy
3. Read Forbes
4. Watch Nickelodeon
5. Drive a Chevy Suburban

Demographics Traits:

| | |
|--------------------|--------------------|
| Ethnic Diversity: | High Asian |
| Family Types: | Families |
| Age Ranges: | 25-54 |
| Education Levels: | H.S./College |
| Employment Levels: | Prof, White-Collar |
| Housing Types: | Homeowners |
| Urbanicity: | 2nd City |
| Income: | Upscale |

23 Greenbelt Sports

A segment of middle-class exurban couples, Greenbelt Sports is known for its active lifestyle. Most of these middle-aged residents are married, college-educated and own new homes; about a third have children. And few segments have higher rates for pursuing outdoor activities such as skiing, canoeing, backpacking, boating and mountain biking.

Group: [Country Comfort](#)

CY2002 Statistics:

US Households: 1,820,922 (1.69%)

US Population: 4,607,310 (1.61%)

Median HH Income: \$51,151

Lifestyle Traits

1. Go mountain biking
2. Buy self-help books
3. Read Self
4. Watch Professional wrestling
5. Drive a Ford F-super duty

Demographics Traits:

| | |
|--------------------|--------------|
| Ethnic Diversity: | Mostly White |
| Family Types: | Mix |
| Age Ranges: | 25-54 |
| Education Levels: | H.S./College |
| Employment Levels: | WC, BC, Farm |
| Housing Types: | Homeowners |
| Urbanicity: | Town/Rural |
| Income: | Midscale |



24 Up-and-Comers

Up-and-Comers is a stopover for young, midscale singles before they marry, have families and establish more deskbound lifestyles. Found in second-tier cities, these mobile, twentysomethings include a disproportionate number of recent college graduates who are into athletic activities, the latest technology and nightlife entertainment.

Group: [City Centers](#)

CY2002 Statistics:

US Households: 1,268,361 (1.18%)
 US Population: 2,896,202 (1.01%)
 Median HH Income: \$51,955

Lifestyle Traits

1. Use Internet for job search
2. Shop at Ann Taylor
3. Read Shape
4. Watch MTV
5. Drive a Mitsubishi Eclipse

Demographics Traits:

Ethnic Diversity: White, Asian
 Family Types: Mix
 Age Ranges: <35
 Education Levels: H.S./College
 Employment Levels: Prof, White-Collar
 Housing Types: Renters
 Urbanicity: 2nd City
 Income: Midscale

27 Middleburg Managers

Middleburg Managers arose when empty-nesters settled in satellite communities which offered a lower cost of living and more relaxed pace. Today, segment residents tend to be middle-class and over 55 years old, with solid managerial jobs and comfortable retirements. In their older homes, they enjoy reading, playing musical instruments, indoor gardening and refinishing furniture.

Group: [City Centers](#)

CY2002 Statistics:

US Households: 1,914,628 (1.78%)
 US Population: 4,564,343 (1.59%)
 Median HH Income: \$50,074

Lifestyle Traits

1. Play musical instruments
2. Go bird watching
3. Read Mature market mags
4. Watch U.S. Senior Open (golf)
5. Drive a Toyota Camry Solara

Demographics Traits:

Ethnic Diversity: Mostly White
 Family Types: Singles/Couples
 Age Ranges: 55+
 Education Levels: H.S./College
 Employment Levels: Prof, White-Collar
 Housing Types: Homeowners
 Urbanicity: 2nd City
 Income: Midscale



32 New Homesteaders

Young, middle-class families seeking to escape suburban sprawl find refuge in New Homesteaders, a collection of small rustic townships filled with new ranches and Cape Cods. With decent-paying jobs in white-collar and service industries, these dual-income couples have fashioned comfortable, child-centered lifestyles, their driveways filled with campers and powerboats, their family rooms with PlayStations and Game Boys.

Group: [Country Comfort](#)

CY2002 Statistics:

US Households: 1,865,389 (1.73%)
 US Population: 5,429,431 (1.89%)
 Median HH Income: \$50,213

Lifestyle Traits

1. Buy toys by mail and phone
2. Play volleyball
3. Read Woman's World
4. Watch Wonderful World Disney
5. Drive a Pontiac Montana minivan

Demographics Traits:

Ethnic Diversity: White, AmInd
 Family Types: Families
 Age Ranges: 25-44
 Education Levels: High School
 Employment Levels: WC, Service, BC
 Housing Types: Homeowners
 Urbanicity: Town
 Income: Midscale

33 Big Sky Families

Scattered in placid towns across the American heartland, Big Sky Families is a segment of young rural families who have turned high school educations and blue-collar jobs into busy, middle-class lifestyles. Residents like to play baseball, basketball and volleyball, besides going fishing, hunting and horseback riding. To entertain their sprawling families, they buy virtually every piece of sporting equipment on the market.

Group: [Country Comfort](#)

CY2002 Statistics:

US Households: 2,362,043 (2.19%)
 US Population: 6,855,005 (2.39%)
 Median HH Income: \$46,845

Lifestyle Traits

1. Own a camper
2. Attend auto races
3. Read Hot Rod
4. Listen to classic rock radio
5. Drive a Chevy Silverado 2500

Demographics Traits:

Ethnic Diversity: White, AmInd
 Family Types: Families
 Age Ranges: 25-54
 Education Levels: High School
 Employment Levels: Blue-Collar, Farm
 Housing Types: Homeowners
 Urbanicity: Rural
 Income: Midscale



34 White Picket Fences

Midpoint on the socioeconomic ladder, residents in White Picket Fences look a lot like the stereotypical American household of a generation ago: young, middle-class, married with children. But the current version is characterized by modest homes and ethnic diversity –including a disproportionate number of Hispanics and African-Americans.

Group: [City Centers](#)

CY2002 Statistics:

US Households: 1,617,555 (1.5%)
 US Population: 4,979,987 (1.74%)
 Median HH Income: \$52,881

Lifestyle Traits

1. Eat at fast food picked by kids
2. Do home remodeling projects
3. Read Baby magazines
4. Watch ESPN Classic
5. Drive a Ford Excursion

Demographics Traits:

Ethnic Diversity: Black, Asian, High Hisp.
 Family Types: Families
 Age Ranges: 25-44
 Education Levels: High School
 Employment Levels: BC, WC, Service
 Housing Types: Mix
 Urbanicity: 2nd City
 Income: Midscale

35 Boomtown Singles

Affordable housing, abundant entry-level jobs and a thriving singles scene –all have given rise to the Boomtown Singles segment in fast-growing satellite cities. Young, single and working-class, these residents pursue active lifestyles amid sprawling apartment complexes, bars, convenience stores and laundromats.

Group: [City Centers](#)

CY2002 Statistics:

US Households: 1,407,327 (1.31%)
 US Population: 3,297,674 (1.15%)
 Median HH Income: \$41,384

Lifestyle Traits

1. Buy alternative music
2. Play soccer
3. Read Muscle & Fitness
4. Watch MTV
5. Drive a Daewoo

Demographics Traits:

Ethnic Diversity: White, AmInd
 Family Types: Singles
 Age Ranges: <35
 Education Levels: H.S./College
 Employment Levels: White-Collar, Service
 Housing Types: Renters
 Urbanicity: 2nd City
 Income: Lower Middle



41 Sunset City Blues

Scattered throughout the older neighborhoods of small cities, Sunset City Blues is a segment of lower-middle-class singles and couples who have retired or are getting closed to it. These empty-nesters tend to own their homes but have modest educations and incomes. They maintain a low-key lifestyle filled with newspapers and television by day, and family-style restaurants at night.

Group: [City Centers](#)

CY2002 Statistics:

US Households: 1,978,821 (1.84%)

US Population: 4,785,680 (1.67%)

Median HH Income: \$38,067

Lifestyle Traits

1. Collect coins
2. Eat at Olive Garden
3. Read Mature market mags
4. Watch People's Court
5. Drive a Buick Century

Demographics Traits:

| | |
|--------------------|----------------------|
| Ethnic Diversity: | White |
| Family Types: | Singles/Couples |
| Age Ranges: | 65+ |
| Education Levels: | High School |
| Employment Levels: | BC, WC, Service |
| Housing Types: | Homeowners |
| Urbanicity: | 2 nd City |
| Income: | Lower Middle |

60 Park Bench Seniors

Park Bench Seniors typically are retired singles living in the racially mixed neighborhoods of the nation's satellite cities. With modest educations and incomes, these residents maintain low-key, sedentary lifestyles. There is one of the top-ranked segments for TV viewing, especially daytime soaps and game shows.

Group: [Micro-City Blues](#)

CY2002 Statistics:

US Households: 1,259,552 (1.17%)

US Population: 2,822,881 (0.98%)

Median HH Income: \$23,107

Lifestyle Traits

1. Play bingo
2. Belong to a veterans club
3. Read Soap Opera Digest
4. Watch The Young & Restless
5. Drive a Kia Rio

Demographics Traits:

| | |
|--------------------|----------------------|
| Ethnic Diversity: | High Black |
| Family Types: | Singles |
| Age Ranges: | 55+ |
| Education Levels: | Elementary/H.S. |
| Employment Levels: | Service, Blue-Collar |
| Housing Types: | Renters |
| Urbanicity: | 2 nd City |
| Income: | Poor |