

Cover Image:

Hannah Stewart, *Atropos Key*

Location: Hermann Park, District D



Civic Art Collection Equity Review 2020

by the City of Houston Mayor's Office of Cultural Affairs

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Written ByDeborah McNulty, Director

Theresa Escobedo, Project Lead

Monique Mogilka, Community Liaison

Data Collection and Analysis Monique Mogilka, Community Liaison

Arif Fusilier, Summer Intern

Houston Arts Alliance Civic Art + Design Department

Edited By Necole Irvin

Photography By

Alex Barber

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INTRODUCTION

The City of Houston's Arts and Cultural Plan outlines a vision for the City to "foster an environment in which art and culture flourish for the sharing and benefit of all residents and visitors." As Houston is the single most ethnically diverse major metropolitan area in the country, the Mayor's Office of Cultural Affairs (MOCA) assessed the Civic Art collection to determine how closely Houston's art collection represents the diverse populace in our city. This review presents statistics on the genders, races, and ethnicities represented by the 677 artworks in the Civic Art Collection, with a focus on female artists of color. Additionally, this review estimates the City's financial investment in acquisition costs for new artworks.

Key dates were identified along the lifetime of the Civic Art Program: The Civic Art Ordinance was adopted in 1999, enacted in 2000, and administered with the Cultural Arts Council of Houston/Harris County (CACHH) until 2006, when Houston Arts Alliance was established. A principal responsibility of CACHH was to conduct solicitations and recommend artists for commissions and artworks for acquisition to the collection. By 2007, HAA replaced CACHH and assumed its program responsibilities. In 2016, MOCA began implementation of the City's Arts and Cultural Plan and Mayor Sylvester Turner's administration began its first term. This report reviewed the artworks acquired from 2000-2006, 2007-2015, and 2016 –2019, respectively, to determine if significant milestones in leadership and the administration of artwork acquisitions has had an effect on the City's collecting practices.

The gender, racial, and ethnic demographics represented by Houston's Civic Art collection are likely not unusual when compared to public art collections, nation-wide — numerous reports have documented significant gender and racial disparities in the cultural arts sector. Our hope is that this undertaking provides an example to follow as a first step in addressing equitable representation of artists within a collection of public artworks.

KEY FINDINGS

- Houston's Civic Art Collection over-represents male artists and severely under-represents BIPOC women artists
- Hispanic/Latinx artists, Black or African American artists, and Asian artists are underrepresented despite growing populations in Houston
- There have been no significant changes in the collecting outcomes since the adoption of the Civic Art ordinance in 1999, the establishment of Houston Arts Alliance in 2006, and since the adoption of the City of Houston Arts and Cultural Plan in 2016
- The data and findings presented in this report make clear the need for new acquisition and artists selection processes for the Civic Art program
- Immediate actions include publicly releasing the Equity Review report, disclosing the Equity Review findings to panelists in the artist selection process, and collecting demographics from artist applicants
- Longer-term actions include reviewing demographic statistics annually along with the Annual Civic Art Report, engaging HAA's Civic Art Committee, developing pathways for under-represented artists, and establishing trust with those communities

METHODOLOGY

Houston Arts Alliance generated a report of the collection in July of 2020 which contained the following data: accession number, title of artwork, location, artist name, date created, date acquired, department, original cost, conservation status and costs, and valuation. Members of the MOCA team compiled the data and researched artist gender, race/ethnicity, and place of birth or birth year using internet research. While there are 677 objects in the collection according to the report, we discovered there were around 390 unique artists. In other words, many artists have more than one work included in the City's Civic Art Collection.

Although MOCA gathered data on many different demographics, this report employed Census guidelines for categorizing race and ethnicity in order to compare the demographics of Houston and the United States. It is important to note that, as the Census guidelines state, these categories are "not an attempt to define race biologically, anthropologically, or genetically." The Census defines Hispanic origin separately from race, but since we are currently unable to survey Hispanic or Latinx artists to allow for self-identification of race, we only recorded Hispanic origin for an artist if they were identified as Hispanic, Latinx, or Chicanx. As the history of art has been particularly Euro-centric, MOCA included the Middle East (considered White according to Census guidelines) in the Asian category for this review to better portray how the City collection has collected European, white artists. This inflates the representation of Asian artists only slightly as only two artists were identified from the Middle East.

MOCA decided to review the collection based on object rather than artist; in this case, an artwork may reflect the work of a studio or a group of artists and therefore represent multiple identities (male and female, different race/ethnicities). For example, recording a single artwork created by a team comprised of one white male, one white female and one Asian female was recorded as representing the work of white, Asian, male, and female artists. In this instance, it is one artwork, three artists, and four identities represented, which leads to the complexity in numbers. MOCA did not find any explicitly gender non-conforming artists, thus artists are identified as male or female. "Not Applicable" refers to fabrication, studio, or group efforts where an identity is not clear. "Unknown" signifies that additional, in-depth research is required to determine the artist's demographics. Due to the many objects in the collection reflecting pairs or groups of artists, total number of male/female artists and total artists of a certain race/ethnicity may exceed 677, or exceed 100% of the collection objects. To understand the sequence and chronology of the collection, the data was filtered by accession number, since the report generated by HAA contained large gaps in the field of acquisition date.

DEFINITIONS

RACE / ETHNICITY DEFINITIONS

White – A person having origins in any of the original peoples of Europe or North Africa. **Hispanic, Latin American, or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

Black or African American – A person having origins in any of the Black racial groups of Africa.

American Indian or Alaska Native – A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.

Asian – A person having origins in any of the original peoples of the Middle East, Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Native Hawaiian or Other Pacific Islander – A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

BIPOC - Black, Indigenous, and persons of color.

CITY DEPARTMENTS

CEF - Convention & Entertainment Facilities, now Houston First

GSD - General Services Department

HAS - Houston Airport System

HFD - Houston Fire Department

HHS - Health and Human Services

HPD - Houston Police Department

HPL - Houston Public Library

Legal - Legal Department

PARD - Parks and Recreation Department

PMD - Parking Management Division

PWE - Public Works and Engineering

SWMD - Solid Waste Management Department

DISCLAIMERS

While this report represents a large step forward in understanding the demographics the City of Houston Civic Art Collection represents through its artworks, it is important to note that much of the data remains incomplete. This data requires further in-depth research by HAA and MOCA to paint a complete picture of the collection's demographics. MOCA suggests, additionally, a survey of living artists represented in the collection to capture the artists' self-identified gender and race/ethnicity as a best practice.

The collection in its entirety has not been appraised, so there remain significant gaps in valuation of artworks across the collection. Conservation costs and status further rely on numerous factors and challenges that each unique artwork presents (i.e., placement, medium, context, year of acquisition). Where there was a donor listed in HAA's report, but no original cost was documented, the artwork cost was assumed to be \$0.00.

DEMOGRAPHICS

U.S. / Houston Comparisons

United States Population

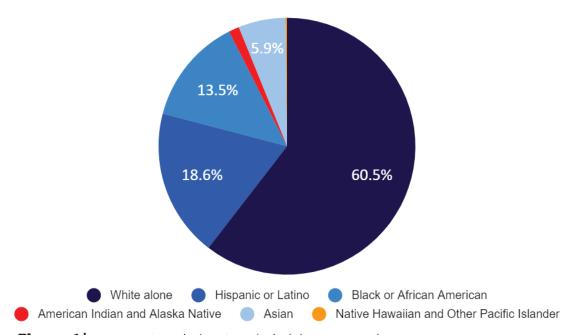


Figure 1 | Houston Population Race/Ethnicity, 2019 Estimate

Using Census 2019 estimates for Houston and the United States, Houston reflects a far more diverse population than the United States overall. Notably, the White demographic makes up a minority of the population in Houston, whereas the White population is the majority in the United States as a whole. The Hispanic or Latino community largely comprises the population of Houston. The percentage of Black or African American and Asian persons is higher in Houston than in populations across the United States in general. The Census estimates that Houston's female demographic makes up 50% of the City's population. It should also be noted that these estimates reflect all ages, as the City only commissions artworks from adult artists.

U.S. / Houston Comparisons

City of Houston Population

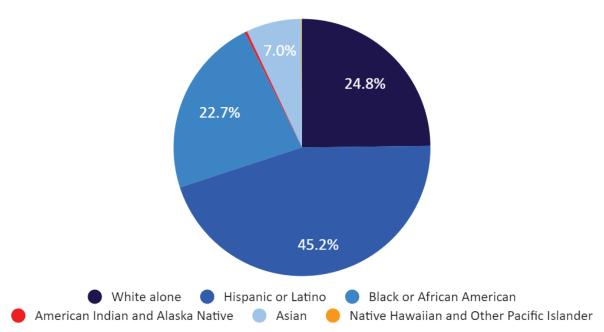


Figure 2 | United States Population Race/Ethnicity, 2019 Estimate

Table 1-2.1 Houston and United States Population Race/Ethnicity

RACE/ETHNICITY*	HOUSTON	UNITED STATES
Black or African American	22.5%	13.4%
American Indian / Alaskan Native	0.3%	1.3%
Asian	6.9%	5.9%
Native Hawaiian / Other Pacific Islander	0.1%	0.2%
Hispanic, Latin American, or Latino	44.8%	18.5%
White, not Hispanic or Latino	24.6%	60.1%

^{*}From 2019 Census estimates; all ages included

COLLECTION

Overview

City of Houston Civic Art Collection

The City of Houston's Civic Art Program, managed by the Mayor's Office for Cultural Affairs, as part of the City's capital asset investment program, produces and conserves permanent visual artworks for placement in public and civic spaces city-wide.

The City's Civic Art Ordinance appropriates 1.75 percent of design and construction costs on qualifying City Capital Improvement Plan (CIP) projects. The CIP is an annually updated five-year plan addressing the infrastructure needs of the City of Houston. Civic Art Projects are generated through the CIP by nearly every City department, typically as part of the construction of new facilities and major expansion. The Civic Art appropriation is an amount equal to 1.75 percent of the amount appropriated by City Council for an eligible project and only applies to capital projects where funds are appropriated by City Council.

Civic Art Projects include paintings, murals, prints, drawings, photographs, videos, films, decorations, stained glass, statues, sculptures, monuments, fountains, arches or other structures of permanent character located on City property. Civic Art funds may also be used to conserve or repair existing artworks in the City of Houston's Civic Art Collection, but funds cannot be used for routine cleaning and maintenance.

Artist Ethnicities Represented Collection-wide

The artworks in the collection overwhelmingly represent artworks created by White artists at 68.5%*, with the next highest being 'unknown' at 12.9%. Artworks in the collection reflect only 5.2% Hispanic or Latino artists, 6.6% Black or African artists, and 4.4% Asian artists. The City of Houston only has one artwork in the collection by an American Indian and zero artworks by a Native Hawaiian or Pacific Islanders. The collection demographics do not reflect the diversity of Houston; the White race is overrepresented. Though the Hispanic/Latino population largely comprises the population of Houston at 44.8%, only 35 unique artworks in the collection reflect the work of Hispanic or Latino artists.

Every City department individually owns objects by a majority of White artists, with the exception of Health and Human Services that has a majority of objects by Black or African American artists (44%).

by Race/Ethnicity

City of Houston Civic Art Collection

677 unique artworks, representing 386 individual artists

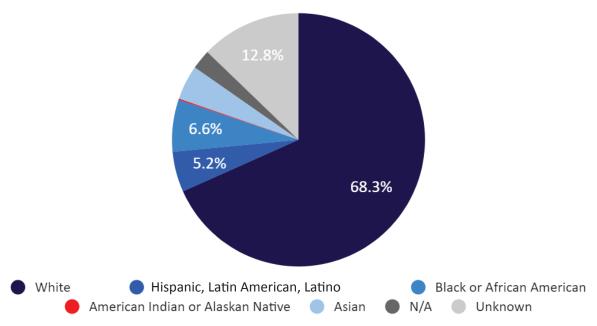


Figure 3 | Artist Representation by Race/Ethnicity, collection-wide

Table 3.1 Artist Representation by Race/Ethnicity, collection-wide

RACE/ETHNICITY	ARTWORKS	% OF COLLECTION*
White	464	68.5%
Hispanic, Latin American, or Latino	35	5.2%
Black or African American	45	6.6%
American Indian / Alaskan Native	1	0.1%
Asian	30	4.4%
Native Hawaiian / Pacific Islander	0	0.0%
N/A	17	2.5%
Unknown	87	12.9%
Total	679	100.2%**

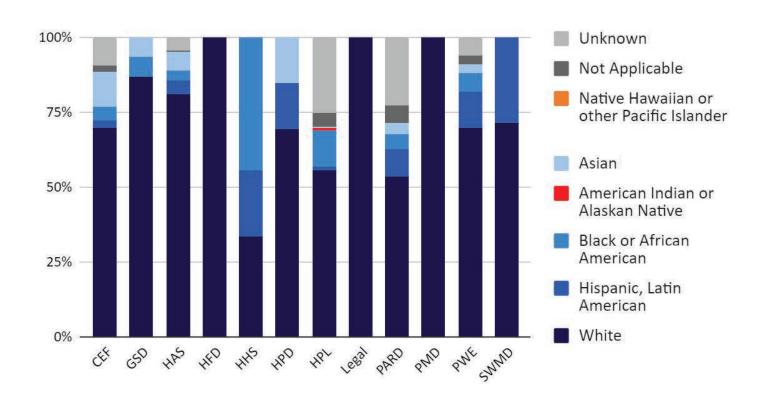
^{*}Percentage reflects representation out of 677 artworks

^{**}An artwork may be the work of a pair of artists (M/F, different ethnicities), therefore represent multiple identities, so percentage exceeds 100% out of 677 artworks

by Race/Ethnicity

Artist Ethnicities Represented by City Departments

Figure 4 | Artist Representation by Race/Ethnicity, per city department



by Race/Ethnicity

Table 4.1 Artist Representation by Race/Ethnicity, per dity department

Departments	White	%	Hispanic, Latin American, or Latino	%	Black or African American	%	Amer- ican Indian or Alaskan Native	%	Asian	%	Not Appli- cable	%	Unknown	%	Total
CEF	30	69.8%	1	2.3%	2	4.7%	0	0.0%	5	11.6%	1	2.3%	4	9.3%	43
GSD	13	92.9%	0	0.0%	1	7.1%	0	0.0%	1	7.1%	0	0.0%	0	0.0%	15
HAS	213	81.3%	12	4.6%	9	3.4%	0	0.0%	16	6.1%	1	0.4%	12	4.6%	263
HFD	4	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4
HHS	3	33.3%	2	22.2%	4	44.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9
HPD	9	69.2%	2	15.4%	0	0.0%	0	0.0%	2	15.4%	0	0.0%	0	0.0%	13
HPL	99	55.6%	2	1.1%	22	12.4%	1	0.6%	1	0.6%	8	4.5%	45	25.3%	178
Legal	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1
PARD	56	53.3%	10	9.5%	5	4.8%	0	0.0%	4	3.8%	6	5.7%	24	22.9%	105
PMD	8	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	8
PWE	23	69.7%	4	12.1%	2	6.1%	0	0.0%	1	3.0%	1	3.0%	2	6.1%	33
SWMD	5	71.4%	2	28.6%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	7
Total	464	68.5%	35	5.2%	45	6.6%	1	0.1%	30	4.4%	17	2.5%	87	12.9%	679

by Gender

Artist Genders Represented Collection-wide

We found the majority of the city collection objects represent the work of males (60%), with females at 32% and artists' unknown genders at 8%. Most City departments individually own a larger percentage of work by male artists, with the exception of Houston Police Department and Solid Waste Management.

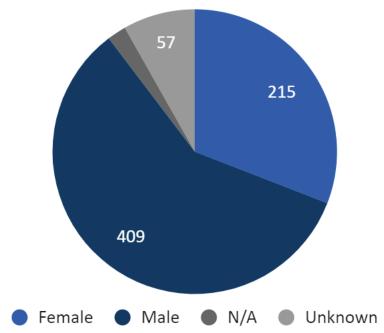


Figure 5 | Artists Representation by Gender, collection-wide

Table 5.1 Artists Representation by Gender, collection-wide

GENDER	ARTWORKS	% OF COLLECTION*
Female	215	32%
Male	409	60%
N/A	15	2%
Unknown	57	8%
Artist Total	696	102%**

^{*}Percentage reflects representation out of 677 artworks

^{**}An artwork may be the work of a pair of artists (M/F, different ethnicities) and therefore represent multiple identities, so percentage exceeds 100% out of 677 artworks

by Gender

Female, BIPOC Artists Represented Collection-wide

Out of 677 objects in the Civic Art Collection, only 17 reflect the work of BIPOC women, which is a total of 2.5% of the collection. Only \$369,650.00, or 2.1% of collection cost, was spent on works by BIPOC women. HAA's report contained no data on conservation associated with artwork created by BIPOC women; we assume no conservation has occurred for artworks from BIPOC female artists in the City's collection.

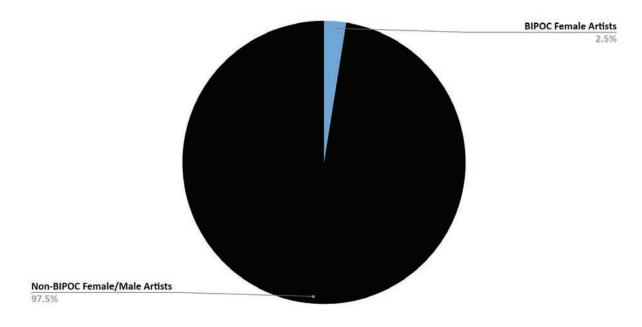


Figure 5A | Female BIPOC Artist Representation, collection-wide

Table 5.1A | Female BIPOC Artist Representation, collection-wide

RACE/ETHNICITY	ARTWORKS	% OF ARTISTS*	ACQUISITION COST	% OF INVESTMENT**
Hispanic, Latin American, or Latino	6	0.9%	166,250.00	1.0%
Black or African American	3	0.4%	90,000.00	0.5%
American Indian / Alaskan Native	0	0.0%	0.00	0.0%
Asian	8	1.2%	113,400.00	0.6%
Native Hawaiian / Pacific Islander	0	0.0%	0.00	0.0%
Total	17	2.5%	369,650.00	2.1%

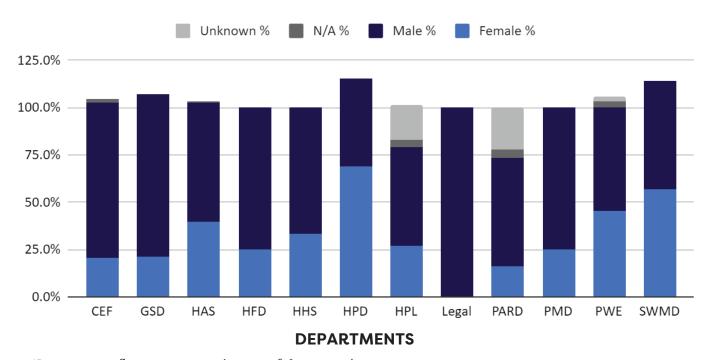
^{*} Percentage reflects representation out of 677 artworks

^{**}Total investment into collection for acquired works is \$17,499,727.03

by Gender

Artist Genders Represented by City Departments

Figure 6 | Artist Representation by Gender, per city department



^{*}Percentage reflects representation out of 677 artworks

by Gender

Table 6.1 Artist Representation by Gender, per city department

DEPARTMENT	FEMALE	FEMALE %	MALE	MALE %	N/A	N/A %	UNKNOWN	UNKNOWN %	TOTAL ARTISTS	TOTAL ARTWORKS
CEF	9	20.9%	35	81.4%	1	2.3%	0	0.0%	45	43
GSD	3	21.4%	12	85.7%	0	0.0%	0	0.0%	15	14
HAS	104	39.7%	165	63.0%	1	0.4%	0	0.0%	270	262
HFD	1	25.0%	3	75.0%	0	0.0%	0	0.0%	4	4
HHS	3	33.3%	6	66.7%	0	0.0%	0	0.0%	9	9
HPD	9	69.2%	6	46.2%	0	0.0%	0	0.0%	15	13
HPL	48	27.0%	93	52.2%	7	3.9%	33	18.5%	181	178
Legal	0	0.0%	1	100.0%	0	0.0%	0	0.0%	1	1
PARD	17	16.2%	60	57.1%	5	4.8%	23	21.9%	105	105
PMD	2	25.0%	6	75.0%	0	0.0%	0	0.0%	8	8
PWE	15	45.5%	18	54.5%	1	3.0%	1	3.0%	35	33
SWMD	4	57.1%	4	57.1%	0	0.0%	0	0.0%	8	7
All Departments	215	32%	409	60%	15	2%	57	8%	696*	677

^{*}Some artists represented more than once; total unique artists is 386

ACQUISITIONS

by Race / Ethnicity

Acquisition Costs based on Race/Ethnicity

To date, the City has spent 74% of its overall investment on artworks by White artists, 13% on artworks by Black artists, 3% on artworks by Asian artists, and 3% on artworks by Latino artists. So far, the City of Houston has spent a large majority of its funds acquiring artwork

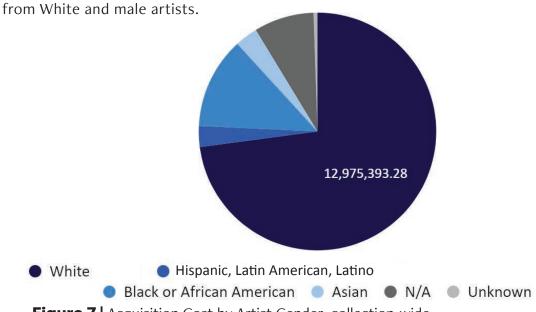


Figure 7 | Acquisition Cost by Artist Gender, collection-wide

Table 7.1 Acquisition Cost by Artist Gender, collection-wide

RACE/ETHNICITY	ACQUISITION COST	% OF INVESTMENT
White (alone)	\$ 12,975,393.28	74.1%
Hispanic, Latin American, or Latino	\$ 500,690.00	2.9%
Black or African American	\$ 2,220,658.75	12.7%
American Indian / Alaskan Native	\$ 0.00	0.0%
Asian	\$ 552,573.77	3.2%
Native Hawaiian / other Pacific Islander	\$ 0.00	0.0%
N/A	\$ 1,452,000.00	8.3%
Unknown	\$ 96,285.00	0.6%
Total	\$ 17,797,600.80**	101.7%*

^{*}The cost is represented equally across members of a duo/group for an artwork; therefore % is higher than total cost of the collection (\$ 17,499,727); artwork commission distribution in group projects is unknown

by Gender

Acquisition Costs based on Gender

During the lifetime of the Civic Art Program, the City of Houston has invested \$17,499,727 in the acquisition of artworks for the Civic Art Collection. Overall, the City has spent 60% its funs to acquire artworks created by male artists, and 39% on artworks by female artists.

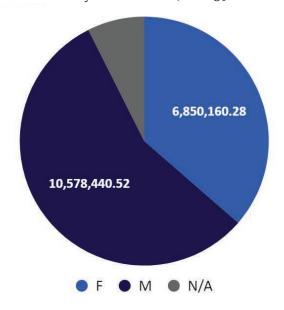


Figure 8 | Acquisition Cost by Artist Race/Ethnicity, collection-wide

Table 8.1 Acquisition Cost by Artist Race/Ethnicity, collection-wide

GENDER	ACQUISITION COST**	% OF INVESTMENT*
Female	\$ 6,850,160.28	39.1%
Male	\$ 10,578,440.52	60.4%
N/A	\$ 1,395,000.00	8.0%
Unknown	wn \$ 0.00 0.0%	
Total	\$ 18,823,600.80***	107.5%

^{*}Percentage of the overall investment of \$17,499,727.80 in Civic Art funds

^{**}Cost is represented equally across all members of a duo/group for an artwork as artist commission distribution in groups is unknown

^{***18}M is higher than the total cost of acquisitions to date; due to costs represented by duos/groups

DONATIONS

by Gender

Donation of Artworks based on Artist Gender

A review of artworks gifted or donated to the City reveals gender and racial/ethnic representation which resembles that of the overall collection — of all donated artworks in the City's collection, roughly 60% presents the work of male artists and 26% presents the work of female artists.

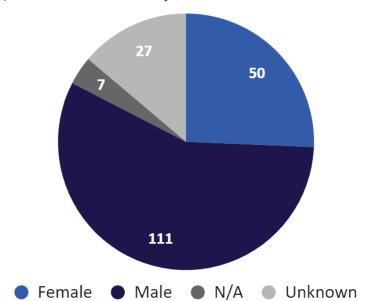


Figure 9 | Donation of Artworks by Artist Gender

Table 9.1 Donation of Artworks by Artist Gender

GENDER	DONATIONS OF ARTWORK*	% OF COLLECTION
Female	50	25.6%
Male	111	56.9%
N/A	7	3.6%
Unknown	27	13.8%
Artist Total	195	100.0%

^{*}Percentage reflects artist representation out of 194 total donations of artwork made to the City of Houston

by Race / Ethnicity

Donation of Artworks based on Artist Race/Ethnicity

More than 64% of donations present the work of White (alone) artists, with the second and third largest groups represented being Black/African American at 5.2% and Hispanic/Latin American at 5.7%.



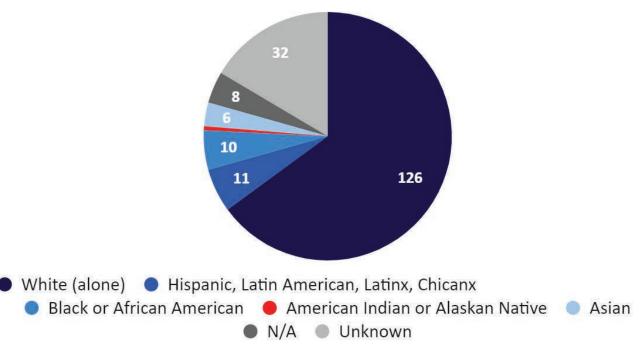


Table 10.1 Donation of Artworks by Artist Race/Ethnicity

RACE/ETHNICITY	DONATIONS OF ARTWORK*	% OF ALL DONATIONS
White (alone)	126	64.9%
Hispanic, Latin American, or Latino	11	5.7%
Black or African American	10	5.2%
American Indian / Alaskan Native	1	0.5%
Asian	6	3.1%
Native Hawaiian / Pacific Islander	0	0.0%
N/A	8	4.1%
Unknown	32	16.5%
Total	194	100.0%

^{*}Percentage reflects artist representation out of 194 total donations of artwork made to the City of Houston

CHRONOLOGY

by Key Dates

2000 - 2006: Civic Art Ordinance Established

During the period of time from 2000 - 2006, the Civic Art Ordinance was adopted (1999) and implemented (2000) and was administered by the predecessor of the Houston Arts Alliance — the Cultural Arts Council of Houston/Harris County (CACHH).

Figure 11 | 2000 – 2006 Acquisitions by Artist Gender 33 artworks (33 artists)

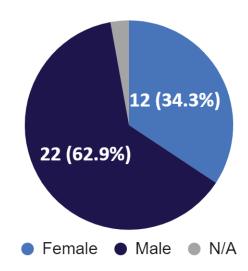
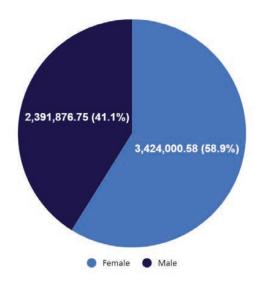


Figure 12 | 2000 – 2006 Acquisition Costs based on Artist Gender



During this time the City acquired 33 artworks by 33 artists for a total acquisition cost of \$5,545,877.33. The City spent slightly more on acquiring works by female artists, yet acquired more artworks by white and male artists than by any other gender or ethnic group. Houston Arts Alliance was formed from the CACHH at the end of this term in 2006.

Figure 13 | 2000 – 2006 Acquisitions by Artist Race/Ethnicity 33 artworks (33 artists)

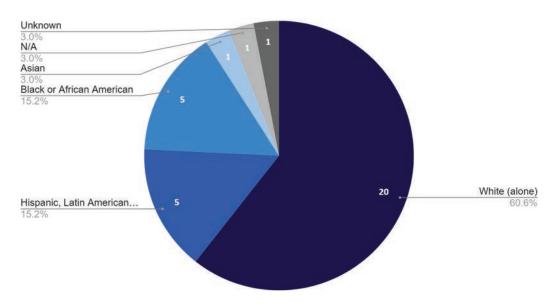
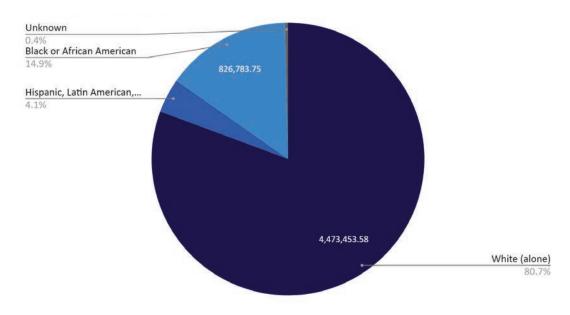


Figure 14 | 2000 – 2006 Acquisition Costs based on Artist Race/Ethnicity

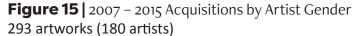


CHRONOLOGY

by Key Dates

2007 - 2015: HAA Established; Arts and Cultural Plan Developed

From 2007-2015, Houston Arts Alliance was active administering acquisition processes for the City's Civic Art program and established an artworks selection committee. By the end of this term, the City of Houston Arts and Cultural Plan was developed by looking at local data, research, and through input from Houston residents, artists, arts and cultural groups, a community advisory committee, City staff and elected officials, civic leaders and experts.



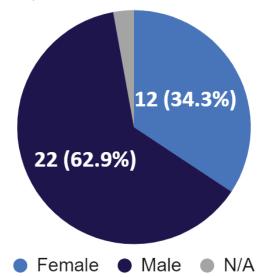
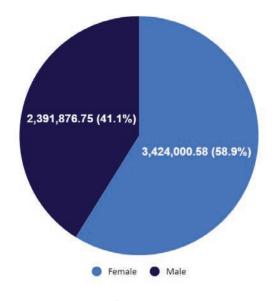


Figure 16 | 2007 – 2015 Acquisition Costs based on Artist Gender



During this time, the City acquired 293 artworks by 180 artists for a total acquisition cost of \$7,275,905.93. More artworks were acquired by White and male artists than by any other gender or ethnic group.

Figure 17 | 2007 – 2015 Acquisition by Artist Race/Ethnicity 293 artworks (180 artists)

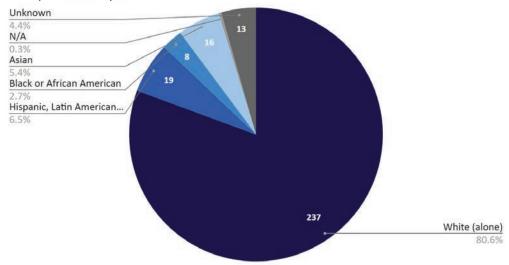
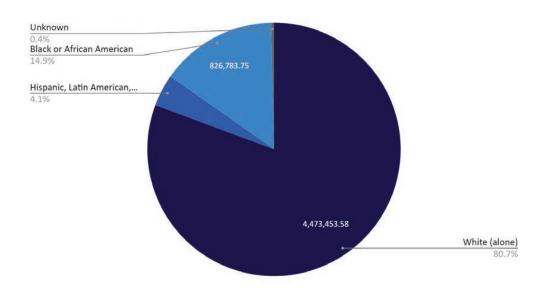


Figure 18 | 2007 – 2015 Acquisition Costs based on Artist Race/Ethnicity



CHRONOLOGY

by Key Dates

2016 - 2019: Arts and Cultural Plan Established and Active

Since 2016 the Arts and Cultural Plan for the City of Houston has been active and subject to evaluation. During this period of time the City acquired 56 artworks by 36 artists for a total acquisition cost of \$3,905,968.77.

Figure 19 | 2016 – 2019 Acquisitions by Artist Gender 56 artworks (36 artists)

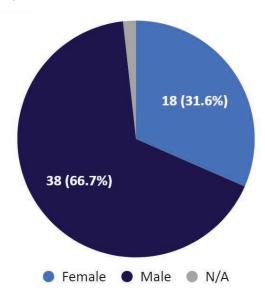
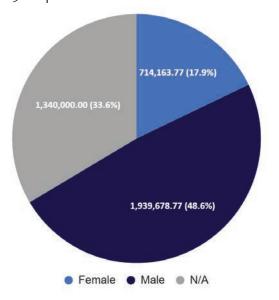


Figure 21 | 2016 – 2019 Acquisition Costs based on Artist Gender



As with other time periods reviewed, the City's acquisition practices overwhelmingly favor white and male artists, which has been consistent over the life of the program since it was established in 1999.

Figure 20 | 2016 – 2019 Acquisitions by Artist Race/Ethnicity 56 artworks (36 artists)

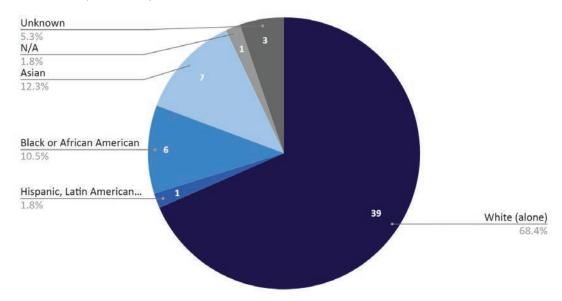
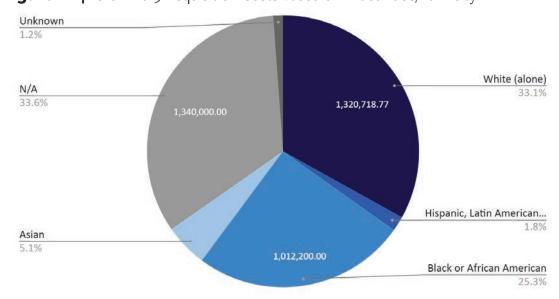


Figure 22 | 2016 – 2019 Acquisition Costs based on Artist Race/Ethnicity





CHANGES IN PRACTICE

The Civic Art Collection across departments vastly over-represents white and male artists and, through artwork acquisitions and conservation efforts, has invested in white male artists predominantly, despite the diversity of Houston's population. The collection grossly under-represents artworks by female BIPOC artists and while the Hispanic/Latino demographic group is the most populous in Houston, very few artists from this group are represented.

There have been no significant changes in the collecting outcomes since the adoption of the Civic Art ordinance in 1999, the establishment of Houston Arts Alliance from the Cultural Arts Council of Houston/Harris County in 2006, and since the adoption of the Arts and Cultural Plan in 2016.

The data and findings presented in this report make clear the need for new acquisition and artists selection processes for the Civic Art Program. Immediate and longer-term changes to current practices are needed to address and eliminate barriers to underrepresented artists, to build trust from Houston's artist community, and to impelement new engagement strategies to ultimately create a Civic Art Collection that authentically represents the unique nature and character of Houston.

Immediate Actions

- Publicly release the Equity Review report and make presentations of the findings
- Ensure all upcoming selection panels are provided the Equity Review findings/collection demographics as part of the orientation
- Disclose to panels which artists are already represented in the collection
- Involve MOCA's Civic Art Program into in early stages of design processes to better determine eligibility, size, location, buget and scope for projects

Long-Term Strategy

- Build trust with artists in our community
- Engage HAA's Civic Art Committee to replicate aspects of the grants program processes within its Civic Art + Design Department
- Idenitfy barriers to underrepresented applicatns in artist calls and application processes
- Develop pathways for underrepresented artists to gain access to Civic Art opportunities
- Add demographic data statistics to the Annual Civic Art Report to Mayor and Council and report equity review regularly

