# The Town of Flower Mound

# Cultural Arts Master Plan

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# ACKNOWLEDGEMENTS

# INTRODUCTION

## WHY THIS, WHY NOW?

The development of this cultural arts master plan occurs in the midst of this significant growth and shifting priorities in Flower Mound, and through the planning process, residents expressed the desire for arts and culture to be the next priority for a better quality of life in Flower Mound, building on and embellishing the schools, parks, recreation and green space, and overall appealing experience of living in Flower Mound.

A cultural arts master plan reflecting the needs and aspirations of Flower Mound residents allows the Town to respond to the impending growth of the arts and cultural sector - preserving and celebrating its history while planning for its future.

## ENVISIONING A VIBRANT CULTURAL LIFE

The Town of Flower Mound's first cultural planning process sought to understand the aspirations of the Town's residents and to articulate the role of government in the Town's arts and cultural development. The community research informed this Cultural Arts Master Plan - a platform for establishing the infrastructure for development of a vibrant arts, culture and creative life for Flower Mound. This plan shares the vision of residents and acts as a guide to ensure growth and sustainability for the cultural arts sector of Flower Mound.

The planning process was initiated and overseen by the Cultural Arts Commission and a Steering Committee of residents from the public and private sectors[1].   Established in 2014, the Cultural Arts Commission has sought to understand how to best serve the residents of Flower Mound in addressing cultural policy and development of arts and culture with the mandate established in their mission:

♦ Promote cultural activities emphasizing music, art, literature, drama and dance by and for the citizens of Flower Mound to enhance the overall quality of life of the community.

♦ Promote culturally rewarding artistic experiences that members of the community find enjoyable.

♦ Advise the Town Council and staff regarding policies, services, and programs including: cultural arts, art in public places, library services, and recorded history of Flower Mound.

♦ Assist the staff and Town Council in the planning process for arts and library facilities and programs.

Reflecting Flower Mound residents' vision, this plan sets forth an ambitious, yet achievable set of goals and strategies for cultural development. Through the planning process a vision emerged for Flower Mound's arts and cultural future. The future Flower Mound...

♦ embraces arts, culture and creative artists as a core part of the town's identity;

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[1] Steering Committee and Cultural Arts Commission members are listed in the Acknowledgement section above.

- celebrates its diversity, heritage and history through the arts;
- offers diverse arts opportunities for youth, families, seniors and all residents; and
- builds and sustains future creative opportunities for the next generations of Flower Mound.

Four overarching goals are the core of this plan, each expanded upon through a series of strategies and tactical actions for implementation. Considerations shaping the goals and strategies include research and engagement key findings; potential partnerships for strategy implementation; financial implications and resources required for success; and defined community priorities.

Intended outcomes of this plan addressing the vision articulated by the community include, although are not limited to:

- A more vibrant, arts-rich Town through support and development of arts and culture.
- A greater awareness of arts, culture and creativity as distinct characteristics of the Town.
- Greater success for individual artists, arts organizations and creative entrepreneurs.
- Improved conditions for creative entrepreneurs, artists and businesses serving residents - contributing to economic development and fiscal health of the Town.
- Activation of spaces across the Town, providing more arts-related, events, and creative opportunities for residents.

## WHAT IS CULTURAL PLANNING?

Cultural planning is a place-based approach to planning and development for a community. The process encompasses identifying and leveraging a community's cultural resources (facilities, organizations, artists, residents) strengthening the management of those resources, and integrating those resources across all facets of community planning and decision making. Cultural planning considers the following areas of a community's success:

- Cultural vitality
- Economic prosperity
- Cultural equity
- Environmental responsibility

Cultural planning is based on a broad definition of arts and culture – encompassing a community's beliefs and traditions. The definition includes fine arts (performing, visual, literary) although reaches beyond to all creative expressions such as music, digital arts, craft-making, spoken word and more. Cultural planning considers the history and heritage of a community and region, and its landmarks, parks, and natural attractions, and buildings.

## FLOWER MOUND CONTEXT

Named for the 50-foot-high mound, a native Tall Grass Prairie segment of the Great American Black Land Prairie[2] and incorporated on February 27th, 1961, the Town of Flower Mound has a rich and unique history. From the 1968 New Communities Act designating it as a recipient of funding to become "*a new planned community offering model social and environmental conditions to residents*" to Edward Marcus' cultural influence on its growth, to the discovery of the 1860s log cabin, to today's discussions and debates of development versus status quo, Flower Mound is a community that values open spaces, green trees, families, education, and the arts.

Today, Flower Mound is a community of 73,130 residents. As indicated in the 2013 Master Plan, the Town population was 64,669 – a growth of close to 12% in just over five years. It is anticipated growth will continue over the next several decades. Additionally, the demographic mix of residents is shifting, with particular growth in empty-nesters, single young professionals, and young married couples without children. This evolving population is impacting the mix of housing development and there is a desire for more arts, cultural, and creative activities.

The Town of Flower Mound has a history of supporting arts and culture. Through the Community Support Funding Program, five Flower Mound-based arts non-profits regularly receive core support that in total averages $41,000 annually[3]. Programs are sponsored and supported through Parks and Recreation and Special Events. Public art is emerging as an important element in Town development and improvement. Currently, the Cultural Arts Commission serves as the policy advisory body for Town Council on matters ranging from art in public places to overall cultural policy, investments and programming.

Flower Mound is proud of its school systems and their remarkable capacity for fine arts education in its District schools. Both of the high schools within the Town, Flower Mound High and Marcus High, are renowned for their high school bands, theatre, and other arts programming. The school systems provide exceptional value to the students and to the community as a whole. Other cultural gems of Flower Mound stand out, including the Cross Timbers Artist's Guild, volunteer community music groups, the non-profit arts organizations, arts-related businesses, and Town resources such as the library and Town-sponsored events.

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[2]  *http://www.theflowermound.com/history/*

[3]  *Please see the Peer City Comparison chart for support provided through area towns and cities.*

## PLANNING METHODOLOGY

Through a **triangulation research approach** (integrating multiple forms of research, data and qualitative input), a comprehensive planning process included:

| | | |
|---|---|---|
| Qualitative Research | Interviews/Discussion Groups | Community Meetings |
| Quantitative Research | Community survey | CVI Profile |
| Complementary Research | Document Review | Comparison Cities |
| Plan Development | Research Analysis | Draft and Final Plan |
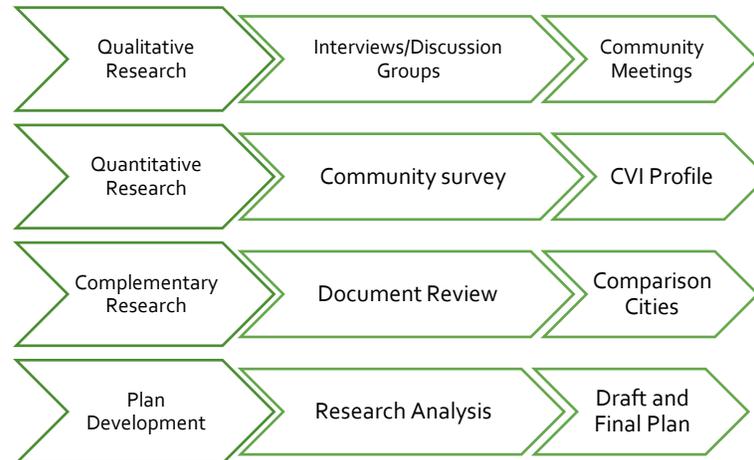
The central questions that framed the planning process were:

- *What is the current state of arts, culture and creativity in Flower Mound?*

- *What do residents want the future to be?*

- *How do we get there?*

The planning methodology, designed to answer these questions and many others, is based on a triangulation approach, using qualitative and quantitative methodologies, subject matter experts, and secondary data sources. This method provides a more holistic view of the issues at hand and increases the credibility of the research by drawing on multiple viewpoints. The results, as presented in this document, are an integrated summary of all research, highlighting common themes, issues, opportunities, and solutions.

The planning process launched in April 2018 with a tour of Flower Mound for the CPG team, followed by numerous community leaders and stakeholder meetings. The second visit in May 2018 was filled with community meetings – arts organizations, artists, senior residents, young residents, and more. The CPG team conducted additional meetings at the Farmers Market, a coffee shop, a Concert in the Park, and at the library. The Cultural Arts Master Plan process reached approximately 1,400 people including stakeholders, artists, residents and workers from different backgrounds, sectors, and geographic areas of the Town – and residents of surrounding communities.

The findings from the community and stakeholder engagement are described in the Flower Mound Cultural Arts Master Plan Research Brief (see Appendix).

# THE PLAN

## INTRODUCTION

The Cultural Arts Master Plan is a roadmap for cultural development and a broader look at the role of arts, culture and creativity in the quality of life for Flower Mound residents. Overall, the intention is to establish a platform for cultural arts development and provide a series of strategies and actions for growth over the next five years. The plan recognizes the existing cultural arts assets in Flower Mound and reflects the vison of residents expressed through community engagement.

The goals and strategies are both aspirational and practical, with a range of complexity and/or necessary commitment of resources. Some strategies may be implemented early with modest resources required, serving as a foundation.    Other strategies will require significant investments and will require longer-term approaches for implementation.

This plan was commissioned by the Town of Flower Mound under the auspices of the Cultural Arts Commission. It provides a roadmap for the Town's role in cultural development and approaches to expanding the role of the Town in integrating arts, culture and creativity as a core element of the quality of life of its residents. However, many elements of this plan provide opportunities for collective and collaborative action by other Town agencies, organizations, businesses and philanthropic sources in Flower Mound. Opportunities also exist for partnerships and collaborations with adjacent communities. Success of the plan is more likely when it is not solely the responsibility of the Town.

The plan is organized into a three-tier hierarchy.

- ♦ **Four overarching goals** based on community priorities. Each goal has a series of strategies, and actions (tactical approaches) to fulfilling each strategy. Footnotes provide links to similar national program/activity examples and models where relevant, providing insight for different strategy approaches.

- ♦ **An implementation grid** with a comprehensive check-list to monitor and manage the implementation process.

- ♦ **A full appendix** is provided with research results; a peer cities comparison examining arts and cultural practices and programs in four of Flower Mound's benchmark cities along with Cedar Park, TX (benchmark municipalities were chosen based on similar size and other aspects to Flower Mound and available resources and scope of the planning process); and additional background and supporting information.

# GOALS AND STRATEGIES OVERVIEW

Goal 1: Augment Town Infrastructure and Support Systems for Cultural Development

- ♦ Establish a dedicated staff position focused on arts and cultural policy, programming and development.

- ♦ Provide financial, organizational and programmatic resources for a newly created Town cultural affairs position.

- ♦ Review the current regulatory environment as it relates to individual artists, creative businesses and entrepreneurs.

Goal 2: Build A Vibrant Town

- ♦ Activate cultural and creative hubs (Lakeside, Riverwalk, Parker Square) and other areas throughout the Town providing more expansive arts and cultural experiences.

- ♦ Develop a signature Arts Festival, celebrating the history and character of Flower Mound, inclusive of resident international communities.

- ♦ Build upon existing arts, culture and event promotion and communication tools serving the Town for greater reach and impact.

- ♦ Commission a public art master plan to articulate curatorial, policy and collection approaches and guide expanding investments in public art.

Goal 3: Create An Inclusive Arts and Cultural Environment

- ♦ Facilitate programming to support a broader reach and greater program diversity for residents.

- ♦ Make available appropriate, accessible gathering spaces for youth - offering a non-school-based place for arts and creative participation.

Goal 4: Enhance Economic Development through the Cultural Arts

- ♦ Explore development of a cultural arts center or cultural venue that will serve as a central hub for arts, cultural and creative programming.

- ♦ Foster the health of arts organizations and establish investment approaches to expand the impact and reach of existing organizations, encouraging new ideas and new growth in the cultural sector.

- ♦ Develop programs and opportunities to foster stronger connections between individual artists and creatives including networking, professional development, and other resources.

# GOAL 1 - AUGMENT TOWN INFRASTRUCTURE AND SUPPORT SYSTEMS

Part of the goal of this planning process is to articulate the role of the Town of Flower Mound in cultural development. There is a desire to elevate cultural policy as a tool to improve quality of life for the community. The required first step is creating and building the capacity and expertise within the municipal administration.

Additionally, representatives of creative businesses, entrepreneurs and individual artists expressed frustrations with Town policies, ordinances (the regulatory environment), and want a better relationship with the Town government. Business development tools and other Town services are difficult to navigate, resulting in significant barriers to business development.

It is recommended that *Goal 1.1 – establishing a dedicated staff position to arts and cultural development* - be the first step, as it is the catalyst for facilitating all strategies. The overarching plan imperative is to elevate arts, culture and creativity as essential elements in Flower Mound's identity. A professional staff member focused on cultural policy and programmatic development assures there is clear authority and responsibility for implementation of this plan. The key element to assuring action and progress is a clear and dedicated professional capacity for implementation. This plan is achievable with a commitment to invest in that professional capacity.

## STRATEGIES AND ACTIONS

1.1 Establish a dedicated staff position focused on arts and cultural policy, programming and development.

> 1.1.1 Create a full-time position for a Manager of Cultural Affairs[4]  who is an experienced arts program manager and administrator, with credentials to address the issues related to a newly established position.

> 1.1.2 Provide professional development support for the new position including membership in Americans for the Arts[5], which will serve to connect Flower Mound to a national network of public and private arts programs and agencies, and access to standards, benchmarks and professional resources useful in establishing an arts and culture program.

1.2 Provide financial, organizational and programmatic resources for a newly created Town cultural affairs position.

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[4]  *The title for this position would be determined by the personnel structure for the Town of Flower Mound and the position within the Town organizational chart. Titles for such positions range from Director of Cultural Affairs to Manager of Arts and Culture variations. Americans for the Arts publishes a salary and background survey on local arts agency (public and private, differentiated). The most recent survey available is from 2013.*

[5]  Membership for a department with one position is $75 per year.

1.2.1 Consolidate existing arts support, program and public art functions within the Town to establish and build the portfolio of the newly established position. This includes oversight of community support grant programs to arts organizations.

1.2.2 Allocate programmatic resources and/or funds facilitating implementation of the strategies and actions outlined in the Cultural Arts Master Plan.

1.3 Review the current regulatory environment as it relates to individual artists, creative businesses and entrepreneurs.

1.3.1 Convene creative businesses, individual artists, and creative entrepreneurs to understand the barriers to a successful business and relationship with Town government.

1.3.2 Examine policies, ordinances and requirements and make workable adjustments.

1.3.3 Establish a Creative Economy Development Task Force to explore and implement focused initiatives intended on attracting and supporting artistic practices and creative businesses in Flower Mound.[6]

1.3.4 Augment a position within Town administration to serve as an 'ombudsman' to support artists, creative entrepreneurs, and other businesses in navigating the regulatory environment. The position would serve as the central source of information to 'cut through red tape', link professionals to Town resources, and educate professionals to policies and ordinances.

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[6] There are many examples of creative economy economic initiatives and extensive literature available for reference in considering relevant approaches for Flower Mound. Program and literature examples include: ARTS WISCONSIN; NATIONAL ASSOCIATION OF STATE ARTS AGENCIES; "INSPIRING THE CREATIVE ECONOMY/WESTERN CITY MAGAZINE"; AND THE STANFORD SOCIAL INNOVATION REVIEW.

# GOAL 2 - BUILD A VIBRANT TOWN

Planning participants were nearly unanimous in the desire to evolve arts and culture in Flower Mound, facilitating a better quality of life, and a more vibrant community. Flower Mound boasts great community pride in the family-centric values, the strength of arts in the schools, and the recreational amenities, yet there is a shared frustration about the lack of arts and creative offerings.

Flower Mound is adjacent to several towns and cities that have embraced cultural development – Lewisville, Grapevine, Coppell, Southlake, and more – and have invested in iconic events, facilities, infrastructure and programming. Flower Mound residents attend the majority of their arts and cultural activities in these communities, because they are not available in Flower Mound. Yet the Flower Mound residents' vision is for a variety of options for cultural participation in their own community. Strong interest lies in activating three main commercial centers– Lakeside, Riverwalk, Parker Square – as hubs for artistic and creative activation.

## STRATEGIES AND ACTIONS

2.1. Activate cultural and creative hubs (Lakeside, Riverwalk, Parker Square) and other areas throughout the Town providing more expansive arts and cultural experiences.

> 2.1.1 Convene a joint planning charrette with the businesses and developers from each of the three commercial clusters to understand priorities, explore programming collaborations with the Town, and to envision and articulate complementary activation.

> 2.1.2 Seek to build a coalition for creative placemaking between those private investors in the Town working towards the ultimate goal of increasing vibrancy across the community.

> 2.1.3 Develop initiatives that foster opportunities for individual artists to initiate community-engagement focused projects, contributing to activation across the Town and engaging residents in creative opportunities.

2.2 Develop a signature Arts Festival, celebrating the history and character of Flower Mound, inclusive of resident international communities.

> 2.2.1 Explore reformatting or transforming *The Art Party* to a larger celebration of the Town's cultural assets, international communities and creative expression.

> 2.2.2 Research community-based arts and international festivals to develop a festival that is distinct in character and that has the potential as a signature annual event.[7]

> 2.2.3 Convene community arts organizations, individual artists, and other businesses to seek input on potential approaches to developing a signature festival.

> 2.2.4 Establish a direct link between the newly-established position in 1.1 and special events operations within the Town to collaborate on festival development.

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[7] *Examples of festivals that celebrate community character include:* FAYETTEVILLE (NC) INTERNATIONAL FOLK FESTIVAL; KANSAS CITY ETHNIC ENRICHMENT FESTIVAL; CHARLESTON (WV) FESTIVALL – A CITY BECOMES A WORK OF ART.

2.3 Build upon existing arts, culture and event promotion and communication tools serving the Town for greater reach and impact.

> 2.3.1 Establish a calendar and promotions task force to explore overlaps in existing promotional outlets for events, arts programming and related activity both in Flower Mound and surrounding communities.[8]

> 2.3.2 Examine methods for creating a central arts, culture and events news and information website with search features consistent with national trends for date, type of event, and areas of special interest (e.g., film, theater, music, spoken word, family, free, discount, LGBTQ, etc.).

> 2.3.3 Seek to establish a single on-line portal that feeds all event calendars, eliminating inconsistencies in listings, reducing the burden on producers of entering numerous listings, and increasing access.

> 2.3.4 Create a mechanism for a weekly summary of programs and events subscription email delivery to residents in Flower Mound and the region. Explore weekly or monthly promotional mechanisms, such as last-minute ½ price opportunities in collaboration with surrounding communities.[9]

2.4 Commission a public art master plan to articulate curatorial, policy and collection approaches and guide expanding investments in public art.

> 2.4.1 Invest in a public art master plan that: inventories existing public art programs in benchmark municipalities; examines existing policies, procedures and ordinances for revision and restructuring as appropriate; identifies and recommends curatorial approaches for both temporary and permanent public art programs in both public works and private development; recommends approaches for financing mechanisms; examines existing maintenance protocols and programs and updates as appropriate for both future acquisition and the current collection; reviews and articulates updated guidelines for offers of donations from private collectors; catalogues best practices across the region and relevant national best practices; and results in a guidebook to expand public art in the region.

> 2.4.2 Initiate membership in the Public Art Network, a program of Americans for the Arts, to join a national network of peer programs and organizations focused on building best practices and serving as a resource for development of public art programs. (Cross-reference 1.1.2)

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8  Existing calendars and promotional websites include the Town of Flower Mound Calendar; The Cross Timbers Gazette; Flower Mound Chamber of Commerce Community Calendar; Family EGuide.

9  Examples of event calendar platforms, search parameters, and weekly subscription promotions include: Philly FunSavers (weekly email subscription); Artsopolis (shared calendar platform); Philly Fun Guide (shared regional event calendar); LA StageTix (see icon for weekly discounts).

# GOAL 3 - CREATE AN INCLUSIVE ARTS AND CULTURAL ENVIRONMENT

It is necessary to consider the broad spectrum of residents, and their expressed vision of inclusiveness and opportunity. The references for inclusiveness here include: recognizing and responding to the needs of youth who are seeking relevant experiences and places for expression; understanding the desires of a senior population looking for deeper, broader, more sophisticated cultural experiences; broadening the definition of history and heritage to embrace and celebrate the growing international community.

## STRATEGIES AND ACTIONS

3.1. Facilitate programming to support a broader reach and greater program diversity for residents.

> 3.1.1 Examine existing programming and events for opportunities across all Town departments to include culturally relevant programming for all groups and communities in Flower Mound.

> 3.1.2 Seek to broaden programming to be more inclusive of all communities and groups in Flower Mound. Examples include single residents of all ages, young married couples without children, seniors and others.

3.2 Make available appropriate, accessible gathering spaces for youth - offering a non-school-based place for arts and creative participation.

> 3.2.1 Explore designated space and/or a committed youth center that facilitates creative endeavors – environments for exhibitions, maker spaces, studios for performing and visual arts, literary activities, and other collaborative arts activities. [10]  (Cross reference 4.1).

> 3.2.2 Convene the Youth Action Council with the area arts businesses for a charrette to develop a vision and design programming.

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[10]  Maker spaces that include creative endeavors in addition to industrial fabrication often include facilities to support activities such as weaving, painting, etc. See Think Box as an example of a leading community maker space.

# GOAL 4 - ENHANCE ECONOMIC DEVELOPMENT THROUGH THE CULTURAL ARTS

The Cultural Arts Master Plan is not just a plan for cultural development – it is more broadly looking at arts, culture and creativity as an economic driver in the community and as an essential element in the quality of life of residents. Arts and culture are widely recognized for their role in community development, the role of innovation, fostering imagination and creativity in addressing other community issues – transportation, health, housing, youth development, public safety.    Creative placemaking and the creative economy have emerged across the country.    In seeking a more vibrant place there are several strategies and actions throughout the plan that relate to each other and together increase vibrancy.    The strategies below reflect the desire for an anchor venue for arts and creativity as well as focusing on the organizations and individuals that form the core of the creative community.

## STRATEGIES AND ACTIONS

4.1. Explore development of a cultural arts center or cultural venue that will serve as a central hub for arts, cultural and creative programming.

> 4.1.1 Commission a multi-faceted study assessing potential usage; configuration scenarios; associated costs of developing a facility for each scenario; and inventory of existing spaces in Flower Mound and adjacent areas. The study should test scenarios inclusive of, but not limited to, a community arts center, a performing arts center, a multi-purpose facility with performing and visual arts, and others as identified.

> 4.1.2 Examine financing options for desired scenario(s) identified and options for development.[11]

> 4.1.3 Explore possible partnerships for development, ownership, management and operation of an arts venue.

4.2 Foster the health of arts organizations and establish investment approaches to expand the impact and reach of existing organizations, encouraging new ideas and new growth in the cultural sector.

> 4.2.1 Continue annual support of the five core organizations to foster resiliency and sustainability of these cultural organizations and to enhance their ability to benefit the community.

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[11]  *Public financing mechanisms may include use of a TIRZ district, public/private partnership, philanthropic support.    Financing mechanisms and options may be determined on the development, management and operational profile.*

4.2.2 Allocate additional resources as a special opportunity fund to support new and emerging arts endeavors.

4.3 Develop programs and opportunities to foster stronger connections between individual artists and creatives including networking, professional development, and other resource.

4.3.1 Collaborate with local business and professional development organizations to develop a regular series of networking and professional development programs specifically for individual artists across the career spectrum from early, emerging artists and creatives to highly experienced artists and entrepreneurs.

4.3.2 Identify existing regional and national programs that support the work of individual artists and provide professional development to serve as a resource and collaborator on programs specifically for artists and creative entrepreneurs in Flower Mound.[12]

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[12]   Mid-America Arts Alliance serves a broad region including Texas and delivers artist professional development programs across the state. Other examples and resources include the Business Council for the Arts 'Business of Art', and Creative Capital.

# IMPLEMENTATION

KEY TO PRIORITIES, BELOW:

- I – Immediate. Can be done with existing resources.

- ST – Short term. Requires a decision package in the 2019-20 budget cycle.

- LT – Long term. Requires a decision package in budget cycle in the next 2 to 3 years.

- V – Visionary. Requires further consideration and additional resources.

| Timing Priority | # | Strategies and Tactics | Lead/Co-Leads | Potential Collaborators | Resources |
|---|---|---|---|---|---|
| Goal 1 Augment Town Infrastructure and Support Systems | | | | | |
| | 1.1 | **Establish a dedicated staff position focused on arts and cultural policy, programming and development.** | | | Establishing where position will reside in the Town organizational chart is the first step. |
| ST | 1.1.1 | Create a full-time position for a Manager of Cultural Affairs who is an experienced arts program manager and administrator, with credentials to address the issues related to a newly established position. | Parks and Rec; Economic Dev | | A coordinator position is included in the budget for 2018-19 under Parks and Recreation. The aspiration of this plan is for the upgrading of this position to a Manager's level when appropriate. |
| ST | 1.1.2 | Provide professional development support for the new position including membership in Americans for the Arts, which will serve to connect Flower Mound to a national network of public and private arts programs and agencies, and access to standards, benchmarks and professional resources useful in establishing an arts and culture program. | Parks and Rec; Economic Dev | | Annual membership fee of $75. Estimated $1,500 expense to participate in national conference including registration, travel, lodging and per diem. |
| | 1.2 | **Provide financial, organizational and programmatic resources for a newly created Town cultural affairs position.** | | | |
| ST | 1.2.1 | Consolidate existing arts support, program and public art functions within the Town to establish and build the portfolio of the newly established position. This includes oversight of community support grant programs to arts organizations. | Dep. Town Mngr., Town Mngr. and staff | | Include current funding level of $41,000 through community support program as a baseline grants budget for the office of arts and culture. |
| ST | 1.2.2 | Allocate programmatic resources and/or funds facilitating implementation of the strategies and actions outlined in the Cultural Arts Master Plan. | Dep. Town Mngr., and staff | | |
| | 1.3 | **Review the current regulatory environment as it relates to individual artists, creative businesses and entrepreneurs.** | | | |

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| Timing Priority | # | Strategies and Tactics | Lead/Co-Leads | Potential Collaborators | Resources |
|---|---|---|---|---|---|
| I | 1.3.1 | Convene creative businesses, individual artists, and creative entrepreneurs to understand the barriers to a successful business and relationship with Town government. | Economic Dev | FM Chamber of Commerce | |
| I | 1.3.2 | Examine policies, ordinances and requirements and make workable adjustments. | To be determined | | Benchmark cities |
| I | 1.3.3 | Establish a Creative Economy Development Task Force to explore and implement focused initiatives intended on attracting and supporting artistic practices and creative businesses in Flower Mound. | Economic Dev | | Cultural Arts Commission |
| I | 1.3.4 | Augment a position within Town administration to serve as an 'ombudsman' to support artists, creative entrepreneurs, and other businesses in navigating the regulatory environment. The position would serve as the central source of information to 'cut through red tape', link professionals to Town resources, and educate professionals to policies and ordinances. | Parks and Rec | | Benchmark cities |
| **Goal 2 Build A Vibrant Town** | | | | | |
| | 2.1 | **Activate cultural and creative hubs (Lakeside, Riverwalk, Parker Square) and other areas throughout the Town providing more expansive arts and cultural experiences.** | | | |
| I | 2.1.1 | Convene a joint planning charrette with the businesses and developers from each of the three commercial clusters to understand priorities, explore programming collaborations with the Town, and to envision and articulate complementary activation. | Economic Dev | Lakeside, Riverwalk and Parker Square owners | |
| I | 2.1.2 | Seek to build a coalition for creative placemaking between those private investors in the Town working towards the ultimate goal of increasing vibrancy across the community. | Economic Dev | Business and property owners | |
| I | 2.1.3 | Develop initiatives that foster opportunities for individual artists to initiate community-engagement focused projects, contributing to activation across the Town and engaging residents in creative opportunities. | Economic Dev | | Grant funding |
| | 2.2 | **Develop a signature Arts Festival, celebrating the history and character of Flower Mound, inclusive of resident international communities.** | | | |
| I | 2.2.1 | Explore reformatting or transforming The Art Party to a larger celebration of the Town's cultural assets, international communities and creative expression. | Library | LISD, artists, art businesses | |
| I | 2.2.2 | Research community-based arts and international festivals to develop a festival that is distinct in character and that has the potential as a signature annual event. | Parks and Rec; Library | Area cultural organizations | |
| I | 2.2.3 | Convene community arts organizations, individual artists, and other businesses to seek input on potential approaches to developing a signature festival. | Parks and Rec; Library | | |

| Timing Priority | # | Strategies and Tactics | Lead/Co-Leads | Potential Collaborators | Resources |
|---|---|---|---|---|---|
| ST | 2.2.4 | Establish a direct link between the newly-established position in 1.1 and special events operations within the Town to collaborate on festival development. | Parks and Rec | | |
| | 2.3 | **Build upon existing arts, culture and event promotion and communication tools serving the Town for greater reach and impact.** | | | |
| I | 2.3.1 | Establish a calendar and promotions task force to explore overlaps in existing promotional outlets for events, arts programming and related activity both in Flower Mound and surrounding communities. | Comm. Affairs | | |
| V | 2.3.2 | Examine methods for creating a central arts, culture and events news and information website with search features consistent with national trends for date, type of event, and areas of special interest (e.g., film, theater, music, spoken word, family, free, discount, etc.). | To be determined | Family eGuide | Local news sources, arts organizations, LISD, private schools and other educational groups |
| V | 2.3.3 | Seek to establish a single on-line portal that feeds all event calendars, eliminating inconsistencies in listings, reducing the burden on producers of entering numerous listings, and increasing access. | To be determined | | |
| V | 2.3.4 | Create a mechanism for a weekly summary of programs and events subscription email delivery to residents in Flower Mound and the region. Explore weekly or monthly promotional mechanisms, such as last-minute ½ price opportunities in collaboration with surrounding communities. | To be determined | | |
| | 2.4 | **Commission a public art master plan to articulate curatorial, policy and collection approaches and guide expanding investments in public art.** | | | |
| L | 2.4.1 | Invest in a public art master plan that: inventories existing public art programs in benchmark municipalities; examines existing policies, procedures and ordinances for revision and restructuring as appropriate; identifies and recommends curatorial approaches for both temporary and permanent public art programs in both public works and private development; recommends approaches for financing mechanisms; examines existing maintenance protocols and programs and updates as appropriate for both future acquisition and the current collection; reviews and articulates updated guidelines for offers of donations from private collectors; catalogues best practices across the region and relevant national best practices; and results in a guidebook to expand public art in the region. | Library; Parks and Rec. | | Cultural Arts Commission |
| L | 2.4.2 | Initiate membership in the Public Art Network, a program of Americans for the Arts, to join a national network of peer programs and organizations focused on building best practices and serving as a resource for development of public art programs. (Cross-reference 1.1.2). | Library; Parks and Rec. | | |
| Goal 3 Create an Inclusive Arts and Cultural Environment | | | | | |
| | 3.1 | **Facilitate programming to support a broader reach and greater program diversity for residents.** | | | |

| Timing Priority | # | Strategies and Tactics | Lead/Co-Leads | Potential Collaborators | Resources |
|---|---|---|---|---|---|
| I | 3.1.1 | Examine existing programming and events for opportunities across all Town departments to include culturally relevant programming for all groups and communities in Flower Mound. | Parks and Rec; Library | Area cultural organizations | Cultural Arts Commission |
| ST | 3.1.2 | Seek to broaden programming to be more inclusive of all communities and groups in Flower Mound. Examples include single residents of all ages, young married couples without children, seniors and others. | Parks and Rec; Library | | Cultural Arts Commission |
| | 3.2 | **Make available appropriate, accessible gathering spaces for youth - offering a non-school-based place for arts and creative participation.** | | | |
| V | 3.2.1 | Explore designated space and/or a committed youth center that facilitates creative endeavors – environments for exhibitions, maker spaces, studios for performing and visual arts, literary activities, and other collaborative arts activities. | To be determined | | |
| L | 3.2.2 | Convene the Youth Action Council with the area arts businesses for a charrette to develop a vision and design programming. | To be determined | | |
| Goal 4 Enhance Economic Development through the Cultural Arts | | | | | |
| | 4.1 | **Explore development of a cultural arts center or cultural venue that will serve as a central hub for arts, cultural and creative programming.** | | | |
| ST | 4.1.1 | Commission a multi-faceted study assessing potential usage; configuration scenarios; associated costs of developing a facility for each scenario; and inventory of existing spaces in Flower Mound and adjacent areas. The study should test scenarios inclusive of, but not limited to a community arts center, a performing arts center, a multi-purpose facility with performing and visual arts, and others as identified. | ED | | |
| ST | 4.1.2 | Examine financing options for desired scenario(s) identified and options for development. | ED | | |
| ST | 4.1.3 | Explore possible partnerships for development, ownership, management and operation of an arts venue. | ED | | |
| | 4.2 | **Foster the health of arts organizations and establish investment approaches to expand the impact and reach of existing organizations, encouraging new ideas and new growth in the cultural sector.** | | | |
| I | 4.2.1 | Continue annual support of the five core organizations to foster resiliency and sustainability of these cultural organizations and to enhance their ability to benefit the community. | Library; Finance | | Cultural Arts Commission |
| L | 4.2.2 | Allocate additional resources as a special opportunity fund to support new and emerging arts endeavors. | Economic Dev | | Cultural Arts Commission |

| Timing Priority | # | Strategies and Tactics | Lead/Co-Leads | Potential Collaborators | Resources |
|---|---|---|---|---|---|
| | 4.3 | **Develop programs and opportunities to foster stronger connections between individual artists and creatives including networking, professional development, and other resource.** | | | |
| L | 4.3.1 | Collaborate with local business and professional development organizations to develop a regular series of networking and professional development programs specifically for individual artists across the career spectrum from early, emerging artists and creatives to highly experienced artists and entrepreneurs. | Economic Dev | National and area Arts and business organizations | Grant funding |
| I | 4.3.2 | Identify existing regional and national programs that support the work of individual artists and provide professional development to serve as a resource and collaborator on programs specifically for artists and creative entrepreneurs in Flower Mound | Economic Dev | National and area Arts organizations | Grant funding |

# APPENDIX

- Peer Communities Comparison
- Individual Interviewees
- Research and Engagement Brief (attached as a separate document)

## PEER COMMUNITIES COMPARISON

| | Flower Mound | Coppell, TX | Lewisville, TX | McKinney, TX | Grapevine, TX |
|---|---|---|---|---|---|
| *Population[13]* | 73,130 | 41,100 | 104,780 | 179,790 | 49,240 |
| **GENERAL BACKGROUND** | | | | | |
| *Is there an Arts Commission or Advisory Board* | Yes, the Cultural Arts Commission - 6 members appointed by Town Council serving 2-year terms. | There is no standing commission or advisory board. | Yes, the Arts Advisory Board - 9 members appointed by City Council serving 2-year terms. | Yes, McKinney Arts Commission – 7 members appointed for staggering 2-year terms. | There is no standing commission or advisory board. |
| *Is there a separate non-profit arts council?* | None | The Coppell Arts Council | Greater Lewisville Arts Alliance (managed by the Lewisville Chamber of Commerce). | None | Grapevine is within the territory of the Arts Council Northeast, serving southern Denton County and northern Tarrant County. |
| *If so, what is their budget?* | N/A | Unavailable | $116,000 | N/A | $450,000 |
| *Is there an independent tourism bureau?* | None | None | Department of Community Relations & Tourism | Visit McKinney | Grapevine Convention & Visitors Bureau |
| *Does the municipality provide grants for arts organizations and programs?* | Yes, approximately $41,000 annually supporting five local organizations. | None identified. Current funding is focused on development of a new arts center. | 15% of HOT funds. Currently $173,000 with the intent to increase by $15,000 in next fiscal year. | Currently approximately $200,000 annually. Approximately $160,000 are for organizational grants. | None identified. |
| *Per capita spending on direct support (does not include facilities)* | $.56 | Unavailable | $1.66 | $1.10 | N/A |
| **PUBLIC ART** | | | | | |
| *Is there a public art ordinance or policy?* | | None that could be identified. | There is a public art policy that was effective in March 2016. It is informed by administrative directives. Up to 2% of capital projects can, but not required, for public art. | Not currently though they are in the process of considering a 1.5% public art ordinance on CIP. | None that could be identified. |
| *Does the town/city have a public art master plan?* | None | None | Yes, it was adopted in January 2018. | Yes, adopted in March 2013 | None. |
| **CITY/TOWN STAFFING OF THE ARTS** | | | | | |
| *Are there town/city staff positions dedicated to arts and culture?* | None – The Director of the Library serves as the staff liaison to the Cultural Arts Commission | None identified | There is and Arts Center Manager with 5 staff managing the MCL Grand as well as all arts programs in the city. There is | There are no full-time positions currently. Duties are spread across departments. They are | None identified |

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[13] Population estimates from North Central Texas Council of Governments. Cedar Park estimate based on census data.

| | Flower Mound | Coppell, TX | Lewisville, TX | McKinney, TX | Grapevine, TX |
|---|---|---|---|---|---|
| | | | currently consideration for a new Performing Arts Manager position as well. | considering a full-time arts manager in conjunction with adopting a public art ordinance. | |
| **ARTS CENTER** | | | | | |
| *Is there an arts center in the town/city?* | None | The Coppell Arts Center is being developed by the City of Coppell.    It is estimated that construction will be completed by November 2019. | The MCL Grand Theatre. | The Impact Center/McKinney Performing Arts Center and Visual Arts (gallery.) | The Palace Arts Center |
| *Is it owned by the municipality?* | None | Yes. It is being developed through the Coppell Recreation Development Corporation (CRDC).    Anticipated construction budget is $17M. | Yes, it is owned and operated by the City of Lewisville. | Yes.    It is owned and operated by the City under the Main Street Association. | Yes.    It is operated by the Grapevine Heritage Foundation and supported through the Convention and Visitors Bureau |
| *How was the construction funded if owned by the municipality?* | N/A | Construction funding through the CRDC comes from a 1/2 cent sales tax for capital projects. | Primarily funded through a TIRZ district.    Ongoing operations are supported by operations and a supplement from the city. | It is supported through a self-funded enterprise fund within the city.    It was built in an existing facility. | It is a historic facility that was renovated by the city. |

## INTERVIEWEES

Jimmy Archie, Partner and Managing Director
Realty Capital

Randy Canivel, Director
Flower Mound Campus
Midwestern University

Jamie Jaco Cooper, Senior Center Manager
Flower Mound Senior Center

Amanda Drinkwater, Fine Arts Director
Lewisville Independent School District

Andy Eads, Denton County Commissioner
Precinct 4

Daryn Eudaly, CEO & Co-Founder
New Era Partners

Mark Glover, Principal
iMark Realty

Cindy Howard, VP Operations
Flower Mound Chamber of Commerce

Justin Lobello, School Resource Officer
Town of Flower Mound Police Department

Max Miller, Publisher
Cross Timbers Gazette

Sandeep Sharma, Councilman
Town of Flower Mound

Curtis Shore, Manager
Parker Assets, LLC

Jenna Taylor, School Resource Officer
Town of Flower Mound Police Department

Lori Walker, President
Flower Mound Chamber of Commerce

Debra Wallace, Deputy Town Manager/CFO
Town of Flower Mound