



AGENDA

CULTURAL ARTS COMMISSION REGULAR MEETING

September 27, 2018

FLOWER MOUND TOWN HALL
2121 CROSS TIMBERS ROAD, FLOWER MOUND, TEXAS

6:30 P.M.

An agenda information packet is available online at www.flower-mound.com/AgendaCenter

Please silence or turn off all electronic devices.

A. CALL REGULAR MEETING TO ORDER

B. PUBLIC PARTICIPATION

Please fill out an "Appearance Before Cultural Arts Commission" form in order to address the Commission, and turn the form in prior to Public Participation to Administrative Assistant, Lisa Smith. Speakers are normally limited to three minutes. Time limits can be adjusted by the Chair to accommodate more or fewer speakers.

The purpose of this item is to allow the public an opportunity to address the Cultural Arts Commission on issues that are not the subject of a public hearing. Any item requiring a Public Hearing will allow the public to speak at the time that item appears on this agenda as indicated as a "Public Hearing". Cultural Arts Commission members may not deliberate and may only cite facts or current policy in response to public comments. Issues regarding daily operational or administrative matters should first be dealt with at the administrative level by calling the Flower Mound Public Library at 972.874.6200 during business hours.

C. ANNOUNCEMENTS

D. PRESENTATIONS

E. DIRECTOR'S REPORT

F. CONSENT AGENDA – Consent Items

This agenda consists of non-controversial or "housekeeping" items required by law. Items may be removed from the Consent Agenda by any Member by making such request prior to a motion and vote on the Consent Agenda.

1. Consider approval of minutes from a regular meeting of the Cultural Arts Commission held on August 23, 2018.

G. REGULAR ITEMS

2. Consider approval of a cultural Arts Master Plan.
3. Update on bronze sculptures in Heritage Park.

H. COORDINATION OF SCHEDULES AND FUTURE AGENDA/MEETINGS

I. ADJOURN MEETING



Sue Ridnour, Director of Library Services

I do hereby certify that the Notice of Meeting was posted on the bulletin board in Town Hall of the Town of Flower Mound, Texas, a place convenient and readily accessible to the general public at all times and said Notice was posted on the following date and time: September 24, 2018 at 2:00 p.m., at least 72 hours prior to the scheduled time of said meeting.



Lisa Smith, Administrative Assistant

The Flower Mound Public Library is wheelchair accessible. Requests for accommodations or interpretative services must be made at least 48 hours prior to this meeting by contacting Lisa Smith, Administrative Assistant at (972) 874-6150.



CULTURAL ARTS COMMISSION AGENDA ITEM NO: 1 CONSENT ITEM

DATE: September 27, 2018

FROM: Sue Ridnour, Director of Library Services

ITEM: Consider approval of minutes from a regular meeting of the Cultural Arts Commission held on August 23, 2018.

BACKGROUND INFORMATION: The Cultural Arts Commission held a regular meeting on August 23, 2018.

BOARD REVIEW/CITIZEN FEEDBACK: N/A

ALTERNATIVE/OPTIONS: N/A

FISCAL IMPACT: N/A

LEGAL REVIEW: N/A

ATTACHMENTS:

1. Draft minutes from the August 23, 2018 regular Cultural Arts Commission meeting.

RECOMMENDED MOTION AND/OR ACTION: Move to approve the minutes from a regular meeting of the Cultural Arts Commission held on August 23, 2018.

3RD FLOWER MOUND CULTURAL ARTS COMMISSION (CAC) MEETING HELD ON THE 26TH DAY OF AUGUST 2018 IN THE FLOWER MOUND TOWN HALL, LOCATED AT 2121 CROSS TIMBERS ROAD IN THE TOWN OF FLOWER MOUND, COUNTY OF DENTON, TEXAS AT 6:30 P.M.

The Cultural Arts Commission met in a regular session with the following members present:

Elizabeth Brannon	Member, Place 2
Tammie Turner	Member, Place 4
Annette Weir	Vice Chair, Place 5
Jessica Douglas	Alternate Member, Place 8
Beth Dilley	Member, Place 3

Constituting a quorum with the following members absent:

Ron Miller	Chair, Place 1
Douglas Cramer	Alternate Member, Place 7
Matt Brown	Member, Place 6

And the following members of the Town Staff participating:

Sue Ridnour	Director of Library Services
Lisa Smith	Administrative Assistant

A. CALL TO ORDER – 6:30 P.M.

Vice Chair Weir called the meeting to order at 6:30 p.m.

B. PUBLIC PARTICIPATION

None.

C. ANNOUNCEMENTS

None.

D. PRESENTATIONS

None.

E. LIBRARY DIRECTOR'S REPORT

Sue Ridnour gave the Director's Report. The library was closed on August 17 for staff training. New library hours will start on Thursday, September 6. The library will now be open Thursday evening until 9:00 p.m.

F. CONSENT AGENDA – Consent Items

- 1. Consider approval of the minutes from a regular meeting of the Cultural Arts Commission held on July 26, 2018.**

Commission deliberation

Member Brannon moved to approve the minutes of a regular meeting of the Cultural Arts Commission held on July 26, 2018. Member Turner seconded the motion.

VOTE ON THE MOTION

AYES: Brannon, Turner, Weir, Dilley

NAYS: None

G. REGULAR ITEMS

2. Update and discussion of agreement for Arts Master Plan draft report.

Commission deliberation.

Martin Cohen, Cultural Planning Group, presented the Board with a review of the preliminary draft strategies for the Arts Master Plan. Review of the process, key findings, and overreaching goals were presented. Mid-September is the goal for the final draft with an Arts Master Plan presentation at the October 1 Town Council meeting.

3. Update on bronze sculptures in Heritage Park.

Commission deliberation.

The process is moving along smoothly. Sweetie Bowman has sent several of the animal sculptures to the foundry.

4. Discussion of Town Hall Art Policy.

Commission deliberation.

Ms. Ridnour showed pictures of the new Town Hall lobby area, which will feature a wall for displaying art. The Commission discussed what should be contained in the new Art Policy so that Town Hall may begin displaying art in the near future. Their recommendations will be forwarded to staff to consider when drafting the policy.

H. COORDINATION OF CALENDARS AND FUTURE AGENDAS/MEETINGS

The next regular Cultural Arts Commission meeting will be September 27, 2018.

I. ADJOURNMENT

Vice Chair Weir adjourned the meeting at 8:15 p.m.



CULTURAL ARTS COMMISSION AGENDA ITEM NO: 2 REGULAR ITEM

DATE: September 27, 2018

FROM: Sue Ridnour, Director of Library Services

ITEM: Consider approval of a cultural Arts Master Plan.

BACKGROUND INFORMATION: The Cultural Arts Commission requested funding to hire a consultant to assist the Town in the preparation of a cultural Arts Master Plan. Based on resident and stakeholder input, and with the assistance of a Steering Committee comprised of residents, the plan was developed in Spring and Summer of 2018.

BOARD REVIEW/CITIZEN FEEDBACK: N/A

ALTERNATIVE/OPTIONS: N/A

FISCAL IMPACT: N/A

LEGAL REVIEW: N/A

ATTACHMENTS:

1. Draft Arts Master Plan from the September 27, 2018 regular Cultural Arts Commission meeting.

RECOMMENDED MOTION AND/OR ACTION: Move to approve the cultural Arts Master Plan.



The Town of Flower Mound

Cultural Arts Master Plan

The Cultural Planning Group



TABLE OF CONTENTS

<i>Acknowledgements</i>	2
<i>Introduction</i>	3
Why this, why now?	3
Envisioning a Vibrant Cultural Life	3
What is Cultural Planning?	4
Flower Mound Context	5
<i>Planning Methodology</i>	6
<i>The Plan</i>	7
Introduction	7
<i>Goals and Strategies overview</i>	8
<i>Goal 1 - Augment Town Infrastructure and Support Systems</i>	9
Strategies and Actions	9
<i>Goal 2 - Build A Vibrant Town</i>	11
Strategies and Actions	11
<i>Goal 3 - Create An Inclusive Arts and Cultural Environment</i>	13
Strategies and Actions	13
<i>Goal 4 - Enhance Economic Development through the Cultural Arts</i>	14
Strategies and Actions	14
<i>Implementation</i>	16
<i>Appendix</i>	21
Peer Communities Comparison	22
Interviewees	24

ACKNOWLEDGEMENTS

STEERING COMMITTEE

Elizabeth Brannon
Cultural Arts Commission, Place 2

Valerie Corwin
Community Representative

Douglas Cramer
Cultural Arts Commission, Place 7, Alternate

Beth Dilley
Cultural Arts Commission, Place 3

Amanda Drinkwater
Director of Fine Arts, LISD

Andy Eads
Precinct 4 Commissioner, Denton County

Barbara Etter
Community Representative

Tom Hayden
Community Representative

Julie Kluthe
Communications Chair, LISD Council of PTAs

Hema Kumar
Community Representative

Ron Miller
Cultural Arts Commission, Place 1, Chair

Val Preston
Publisher, Family eGuide

Weina Randel
Community Representative

Sue Ridnour
Director of Library Services

Kelly Smith
Community Representative

Tammie Turner
Cultural Arts Commission, Place 4

Brian Webb
Community Representative

Annette Weir
Cultural Arts Commission, Place 5, Vice-Chair

Nancy Wright
Board Chair, Lewisville Lake Symphony

Dr. William Wyatt
Community Representative

PLANNING COMMITTEE

Brittini Barnett
Grants and Financial Analyst

Elizabeth Brannon
Cultural Arts Commission Place 2

Chuck Jennings
Director of Parks and Recreation

Ron Miller
Cultural Arts Commission, Place 1, Chair

Andrea Roy
Director of Economic Development

Sue Ridnour
Director of Library Services

JP Walton
Assistant to the Town Manager

ARTS COMMISSION

Place 1: Ron Miller, Chair
Place 2: Elizabeth Brannon
Place 3: Beth Dilley
Place 4: Tammie Turner

Place 5: Annette Weir, Vice-Chair
Place 6: Matt Brown
Alternates:
Place 7: Douglas Cramer
Place 8: Jessica Douglas

CONSULTANT TEAM

Martin Cohen, Partner, The Cultural Planning Group
Linda Flynn, Ph.D., Partner, The Cultural Planning Group

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 sectors¹. 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;

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 Prairie² 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 annually³. 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.

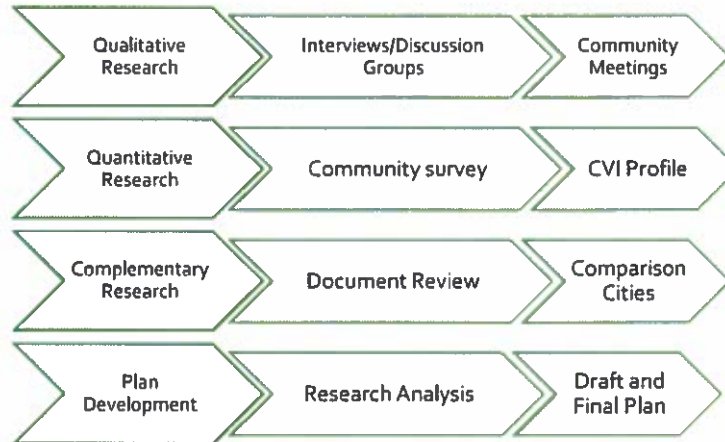
² <http://www.theflowermound.com/history/>

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:



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 vision 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 Affairs⁴ 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 Arts⁵, 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.

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.

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.

⁷ Examples of festivals that celebrate community character include: [FAYETTEVILLE \(NC\) INTERNATIONAL FOLK FESTIVAL](#), [KANSAS CITY ETHNIC ENRICHMENT FESTIVAL](#), [CHARLESTON \(WV\) FESTIVAL – 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)

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.

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.

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

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 2019-20 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 \$4,500 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 Mng'r., Town Mng'r. 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 Mng'r., and staff		
	1.3	Review the current regulatory environment as it relates to individual artists, creative businesses and entrepreneurs.			

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

Population ¹³	Flower Mound	Coppell, TX	Lewisville, TX	McKinney, TX	Grapevine, TX
	73,130	42,100	304,780	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

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
ARTS CENTER					
<i>Is there an arts center in the town/city?</i>	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
<i>Is it owned by the municipality?</i>	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
<i>How was the construction funded if owned by the municipality?</i>	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





July 27, 2018

Dear Steering Committee Members,

We are pleased to share with you the Flower Mound Cultural Arts Plan Engagement Brief, providing a summary of the community and stakeholder engagement activity during the planning process. This document includes:

- A planning methodology overview
- A key findings summary
- An online survey summary

Please keep in mind this is a research summary document, not a draft of the plan strategies. From this research, the consulting team is developing preliminary strategies for the draft plan, to be presented in August.

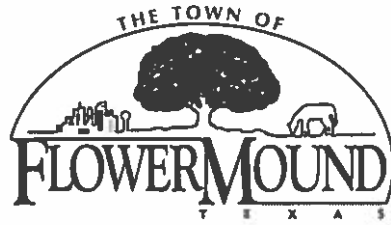
In your review of this document, please consider the following questions:

- *What are your overall thoughts about the engagement findings?*
- *What do you find unexpected or surprising?*
- *What do you find compelling/exciting?*
- *Do you find anything concerning?*
- *What ideas or solutions may you suggest for the strategic direction of the plan?*

We look forward to a discussion in August based on the above questions and discussion on preliminary strategies!

Best Regards -

Martin Cohen and Linda Flynn
The Cultural Planning Group



Flower Mound: Cultural Arts Master Plan

Engagement Brief

Table of Contents

Planning Methodology.....3

 Methodology Overview3

 Community and Stakeholder Engagement Process.....3

 Additional Research5

Summary of Findings.....6

 Flower Mound’s Cultural Life: Current and Future.....6

 Key Themes7

 Flower Mound’s Youth: Their Vision.....9

Survey Summary10

Planning Methodology

To fully understand the context for planning and the place of Flower Mound, the planning process launched in April 2018 with a tour of Flower Mound for the CPG team and numerous community leader 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 Farmer’s Market, a coffee shop, a live music event and at the library.

The planning process is being guided by the Cultural Arts Master Plan Steering Committee and the Cultural Arts Commission. Meetings with both of these groups were scheduled for each site visit.

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.

Methodology Overview

Community and Stakeholder Engagement Process

The community engagement process sought to ensure broad-based input from a cross section of community members and stakeholders in Flower Mound to....

- bring together multiple points of view to inform the planning process;
- create legitimacy and a sense of shared responsibility for the cultural arts master plan;
- identify the priorities of Flower Mound residents;
- cultivate new partners/allies and collaborations; and
- stimulate broad awareness and momentum for the planning process and cultural plan.

Engagement Activities

Below is a summary of the engagement activities. For the purposes of this planning process, *stakeholders* are defined as those individuals, organizations, and businesses that have an interest in plan outcomes. *Community* is defined as all residents of Flower Mound, TX.

<i>Description</i>	<i>Timeframe</i>	<i>Overview/Notes</i>
<i>Planning Team Meetings</i>	Meetings held throughout process	Check-in meetings with Town employee client group and Arts Commission members.
<i>Steering Committee Meetings</i>	Two (2) Steering Committee meetings held during site visits.	Steering Committee members attended and participated in many of the community meetings and discussion groups.
<i>Stakeholder Interviews</i>	Nine (9) stakeholder interviews conducted during April site visit Five (5) stakeholder interviews conducted during May site visit	Stakeholders included business and community leaders, Town staff, real estate professionals, developers, law enforcement, educational leaders and artists.
<i>Community and Organizational Discussion Groups</i>	Eight (8) group meetings conducted during May site visit	Discussion groups included individual artists, arts organizations, arts businesses, teens and young adults, and others.
<i>Community Event Participation</i>	Participation in Concert in the Park Series Participation in Farmers Market	Teams were present at events to hand out information on process and survey and answer any public questions.

Communications

Community meetings and the survey were promoted on social media, as well as the Town website, news flash, and other official communication channels. In addition, the story was run by the local newspapers, The Cross Timbers Gazette and The Flower Mound Leader, in print and on their websites. The school district sent a communication to LISD parents. Members of the Steering Committee promoted them through their personal networks. The survey was also publicized using postcards with the survey link, which were distributed at community events, in Town buildings including the Library and CAC, and at local organizations such as Rotary.

Additional Research

Online Survey

Between the dates of May 10, 2018 and June 8, 2018 the Arts Master Plan online survey was open to all Flower Mound residents and residents of surrounding communities. The purpose of the survey is to understand Flower Mound's vision for arts, culture, and creativity; how residents participate in and connect with arts, culture, and creative activities; learn what is important to residents and what their priorities are for arts and culture; and identify barriers that residents experience to participation. A total of 1,011 people participated in the survey. Of those, 911 surveys were deemed complete and included the analysis and reporting. The full survey report is provided in the appendix.

WESTAF Creative Vitality Index

The Creative Vitality™ Index (CVI™) measures changes annually in the creative economic health of an area by integrating economic data streams from both the for-profit and non-profit sectors. The CVI uses per capita measurements of revenue data from for-profit and non-profit entities, and job data from a selection of highly creative occupations. This data is aggregated into a single index value reflecting the relative economic health of a geography's creative economy. The data provides a profile of the creative occupations and industries in Flower Mound, and occupational demographic information.

Comparable City Benchmarking

The Planning Team identified five communities in Texas with similar characteristics to Flower Mound for benchmarking – Coppell, Lewisville, McKinney, Grapevine and Cedar Park. Benchmarking examined the role of each municipality in supporting arts and culture, including seeking information on direct financial support; a municipal arts commission or equivalent; existence of a public art policy and/or master plan; and city or town staff dedicated to arts and culture development. Additional information was sought on municipal ownership of any arts facilities.

Data Analysis

The qualitative data from listening sessions, discussion groups, and interviews was compiled by the CPG Team. The data includes the lists and notes from all meetings conducted in the community. The consultant team identified the main themes across all data sets. For the online survey, the results were analyzed with Statistical Package for Social Sciences (SPSS 25.0).

Summary of Findings

Flower Mound's Cultural Life: Current and Future

*"Let's create
the culture of
Flower Mound
– A culture of
art and history"*

*– Survey
respondent*

Named for the 50-foot-high mound, a native Tall Grass Prairie segment of the Great American Black Land Prairie¹ 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 remains a community that values open spaces, green trees, families, education, and the arts.

Today, Flower Mound is a community of 73,130 residents. The Cultural Arts Master Plan process reached a subset of this population – approximately 1,200 residents and workers from different backgrounds, sectors, and geographic areas of the Town – and residents of surrounding communities. While the research conducted demonstrates a pride of place, it also speaks to the desire of many to move the needle on the arts and cultural development of the Town.

Flower Mound boasts a remarkable capacity and significant programming for fine arts education in its District schools. Both of the high schools (Flower Mound High and Marcus High) within the Town are renowned for their high school bands, theatre, and other arts programming. Residents' attendance to high school performing arts and music events is high with 44% of survey respondents attending these events on a regular basis. Clearly, the school systems provide exceptional value to the students and to the community as a whole. During the planning engagement, additional cultural gems of Flower Mound stood out, including the artist's guilds, volunteer community music groups, the nonprofit arts organizations, arts-related businesses, and Town resources such as the library and Town-sponsored events.

The vision of planning participants is a vibrant, inclusive Flower Mound. The Cultural Arts Master Plan Steering Committee expressed their vision through a "What's the headline in 5 years?" activity. The headlines – "***The arts are in bloom in Flower Mound***"; "***The arts know no bounds in Flower Mound***"; and "***Cultural arts lead the way to economic development in Flower Mound***" clearly illustrate the vision of the committee.

As demonstrated in the survey results, the priorities for the future include more festivals and events throughout the Town (70%); a cultural arts venue (54%); youth and family activities (49%); support for arts organizations (36%); and public art programming (33%). Residents also want to see better communications on happenings and a way to identify and find artists through a directory.

¹ <http://www.theflowermound.com/history/>

Key Themes

Four major themes emerged from the engagement process, as described below. These themes emerged from an integrated analysis of interviews, discussion groups, community meetings, surveys, and other data.

"I want more spontaneous events and activities – surprise and delight me! – like the Piano Project."

–Discussion group participant

Residents want to see arts and culture advanced in Flower Mound. This appeal pertains to various areas. Firstly, most residents are leaving Flower Mound to attend and experience arts and cultural activities. According to the survey, over 85% attend music, theater, festivals, and family centered activities outside of the Town. Survey participants are leaving the town because their favorite events are not offered in the Town (55%), they cannot find information on opportunities (60%), or they are just not interested in events happening in the Town (17%).

Residents want the opportunity to experience the arts in their hometown.

Sixty percent want a cultural arts center (performing, visual arts, artist spaces, and more) and 53% want more arts and cultural activities throughout the Town. Festivals (multi-cultural, arts, food, outdoor), activities for single and young residents, activities for youth, activation of spaces and parks, more visible art in the Town, and events celebrating the history of place are examples given through the survey.

When asked what the priority of investment for the Town should be, 70% of residents cited festivals and community events, 53% cited a cultural arts venue, and 49% cited family-oriented activities and events – demonstrating the desire for more.

There is a subset of residents who do not want additional activities in the Town nor do they want the Town to spend money on the "arts" – 13% believe it is not important for the Town to support arts and cultural activities, and 12% do not think a cultural arts center is important for Flower Mound.

Create more opportunities for community members to get to know each other and local artists at existing events and new events.

–Survey respondent participant

Diversify the Town's arts and cultural development to create opportunities for residents of all generations and background, and as an opportunity to develop gathering places. Residents see the physical spaces currently being developed in the Town (Riverwalk, Lakeside) and also recognize the potential of older spaces such as Parker Square and want to see these spaces activated with community events appealing to all residents. Family, youth, single and childless families, seniors are all important in the planning of spaces and activities.

While the school systems excel in arts exposure and programming, the external environment of Flower Mound does not reflect this priority for youth.

Survey results show 49% believe the Town should financially support activities for youth. As discussed above, the Town's youth are craving spaces to express their creativity and to meet

and create with their peers. This was heard through youth voices, law enforcement, and nonprofits and businesses that work with youth. Creating (and using existing places) as gathering places for arts and events and community. Examples mentioned by youth include maker and artmaking spaces, mural parks, and skate parks.

Older residents expressed the desire to see more sophisticated cultural programming. In discussion with singles or young couples, current Town activities do not appeal to them and they want to see more

Another important area of consideration is culturally relevant programming – the Town enjoys a wonderfully diverse population and residents and survey participants from all generations cite it is important to develop activities and events in Flower Mound promoting cross-cultural understanding and celebrating the history of Flower Mound.

"A Performing Arts Center will be a game-changer. The arts create a sense of place and helps to knit the fabric of a community."

~Survey respondent

The majority of participants prioritize a cultural arts center/venue for Flower Mound. Although, they want the plan to consider the existing arts and cultural assets of surrounding communities, and the existing spaces in Flower Mound. The majority of survey respondents (70%) and residents who participated in discussion groups want to see a cultural arts center/venue. The vision of this space differs among groups - a traditional performing arts space; a flexible, multi-use space; a place for local artists; or a combination of all these components – but most all agree it a place accessible to all. Residents are leaving Flower Mound (86%) for most of their arts and cultural activities and want to see opportunities and places closer to

home. Many cite a need to be unique and avoid duplication of what other communities offer. Again, there is a group of the residents and survey respondents (12%) who do not think a cultural arts venue is important since they can attend performances and places in surrounding communities.

We have a ton of artistic talent here and they have to go outside of Flower Mound to find opportunities.

~Survey respondent

A community of local professional, aspiring, and avocational artists thrives in the Town. They seek recognition as contributing artists and more approachable relations with the Town government. Many residents (including artists) understand the importance of a vibrant arts and culture environment for a community and envision this future for Flower Mound. Forty-four percent (44%) of survey respondents identify as avocational artists – doing arts as a leisure activity or as a hobby; 13% identify as professional or aspiring artists; and almost 20% work in an arts-related industry or position.

There is a belief, especially among artists that Flower Mound Town government and residents do not appreciate the contributions the arts bring – and could bring – to the Town. Showcasing local artists in a variety of different ways is seen as a way to elevate the value of the arts, broaden the definition of the arts, and bring community together – including showcase events, galleries, community

collaborative arts projects, and more. Artists and arts-related businesses (dance, theatre, visual arts) state that space rentals are expensive and not inclusive of all services and tech needed. Even the high schools go outside of Flower Mound at times since the availability of space does not meet the demand.

The same groups experience difficulty working with the Town when attempting to obtain permits or deal with codes for their art-related businesses. Sixty-three percent (63%) of survey respondents who identified as professional or aspiring artists are dissatisfied with the environment for artists in Flower Mound. Artists and businesses perceive the Town as being uncooperative and not business-friendly to small businesses. Artists are seeking for the town to support the arts and artists through cultural development, and the arts-related businesses are seeking better relations and finding middle ground for select business needs.

Flower Mound's Youth: Their Vision

"What we don't want is for all of our youth to leave. My vision is in 10 years the Town will be investing in arts and culture as part of the identity of Flower Mound".

~Planning participant

Listening to the youth and young adults of Flower Mound provided valuable insight for the plan. Although Flower Mound's youth enjoy many arts opportunities and experiences through the school systems, they do not see enough creative experiences offered within the community. Many of youth and young adults in the community are creatives, avocational artists, writers, and performers. In fact, there seems to be a distinct interest in literary events and activities. One of the main issues they voiced was a lack of spaces where youth can gather (that are not parking lots), and transportation options to get around town. Through the survey and discussion groups, young residents shared a list of desires including the following (alpha order):

- Communications on what is happening
- Free or affordable access to cultural tickets
- Fun and engaging festivals and events (indie craft, literary/poetry)
- Gathering spaces
- Maker spaces (Centralized locations for youth collaborations)
- Opportunities to publish their writings
- Park activation with public art (inclusive of performing arts and interactive arts)
- Park exploration tours (scavenger hunts, etc.)
- Parker Square improvements
- Performing arts center
- Places to exhibit their art (outside of schools, offices, and libraries)
- To learn about Flower Mound history through interactive activities (audio art tours, collaborative visual timelines)
- Transportation (specific suggestions included a circular free town trolley)
- Visiting literary authors

Survey Summary

Summary of Findings

Online Community Survey



Introduction

Between the dates of May 10, 2018 and June 8, 2018 the Arts Master Plan online survey was open to all of Flower Mound residents and residents of surrounding communities

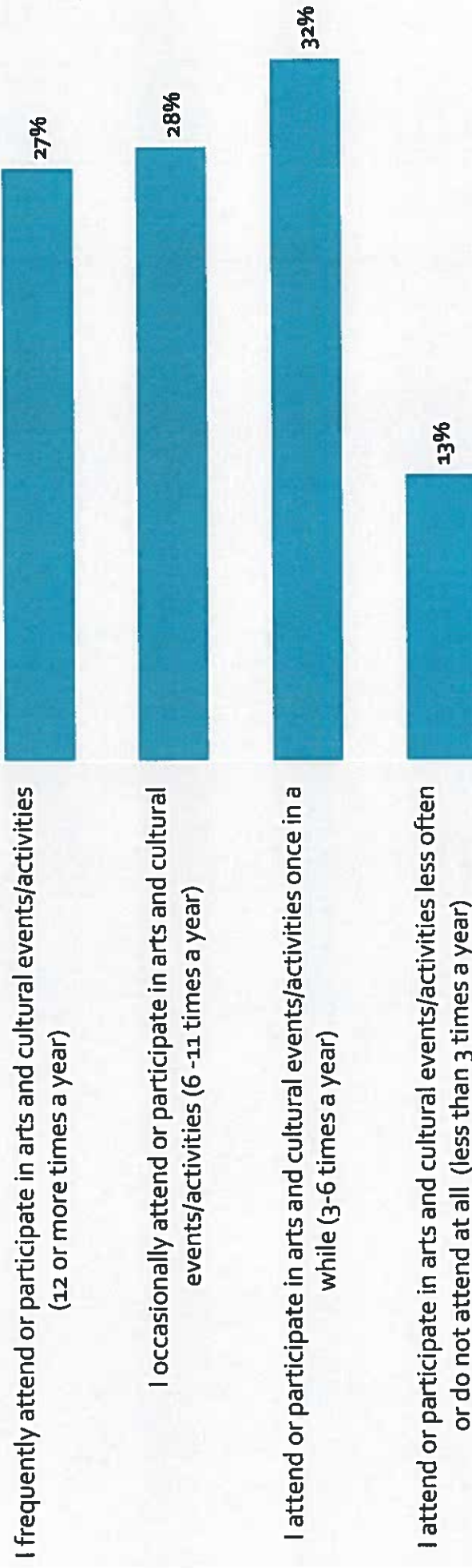
The purpose of the survey is to understand:

- residents vision for arts, culture, and creativity;
- residents participation in arts, culture, and creative activities;
- what resident's priorities are for arts and culture; and
- barriers residents experience to participation in arts and cultural activities.

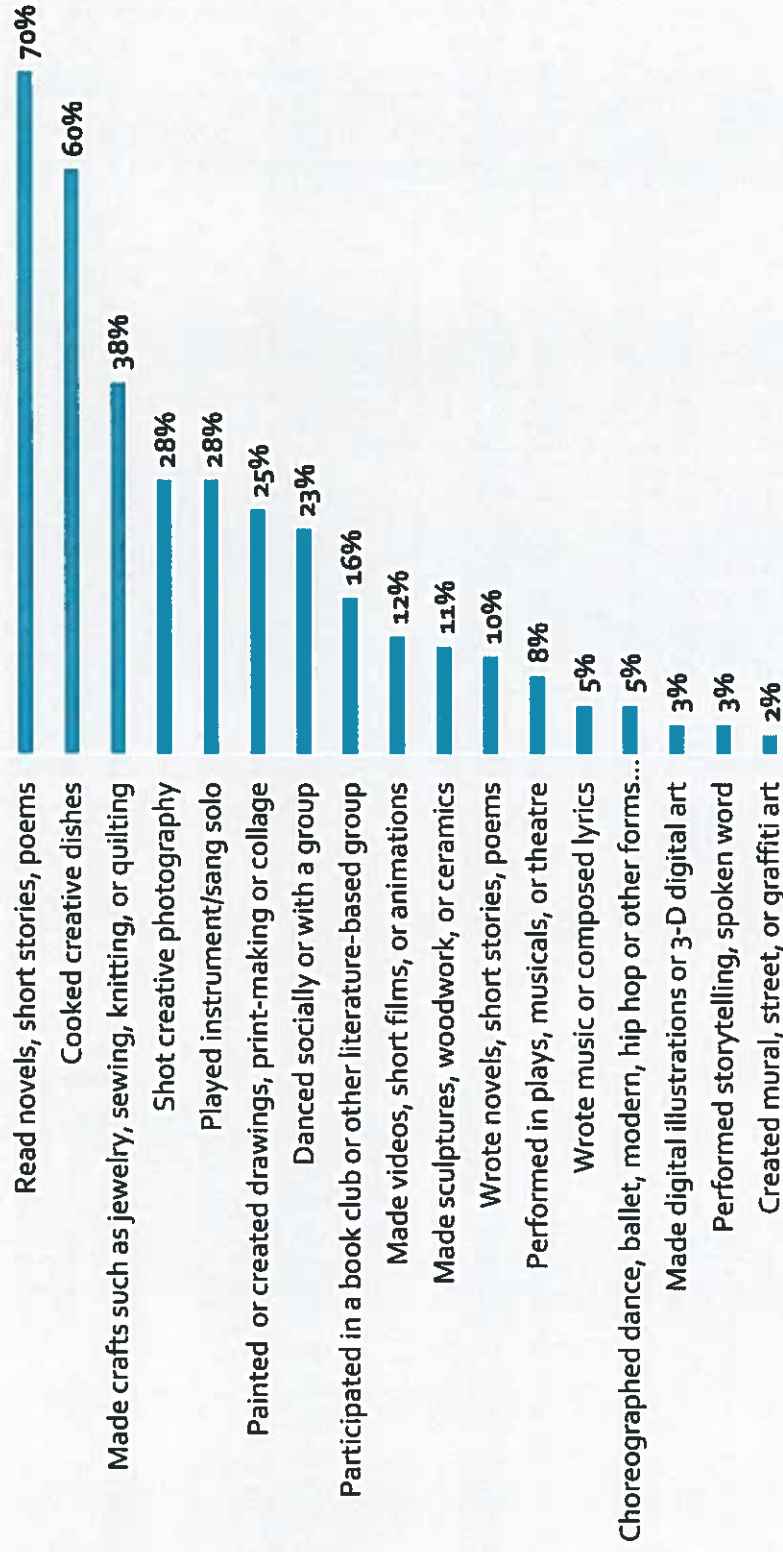
A total of 1,011 people participated in the survey. Of those, 911 surveys were deemed complete and included in this analysis and report.

Results Detail

Respondent Arts Involvement



What creative activities respondents do...



In the last 6 months, which of the following activities have you personally participated in? (check all that apply)

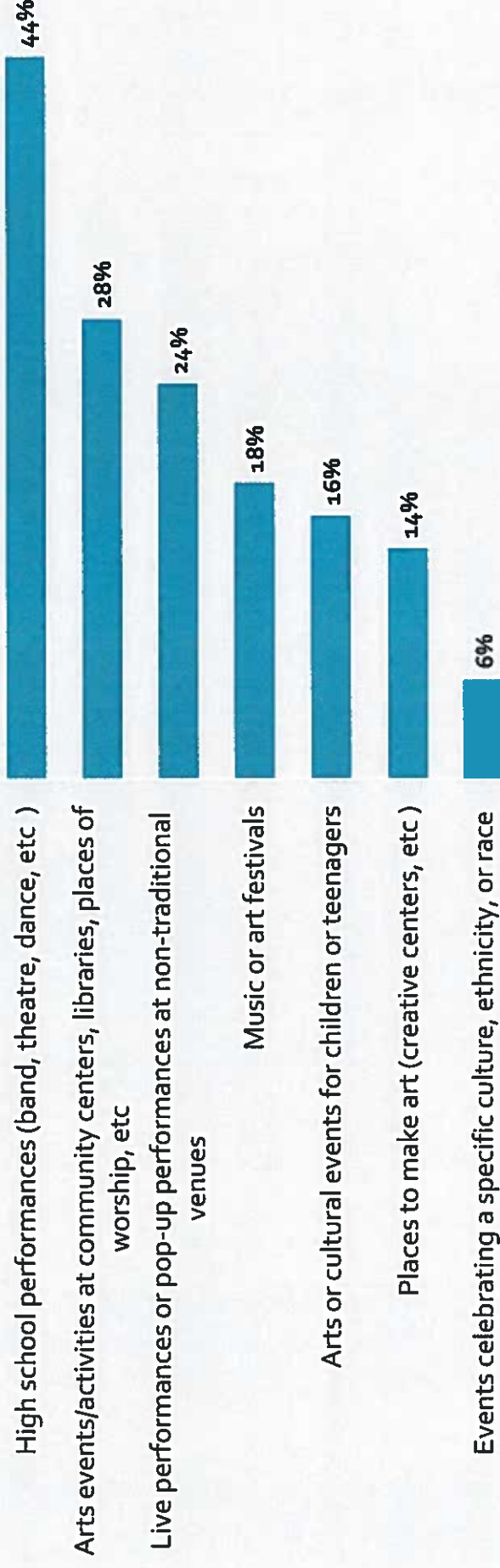
Where respondents go for arts and cultural activities...

Where they go outside of Flower Mound (most popular on top):

- Dallas
- Fort Worth
- Lewisville
- Grapevine
- Denton
- Highland Village
- Southlake
- Addison
- Richardson
- Frisco
- Coppell
- Garland
- Plano



What/where respondents attend in Flower Mound



Favorite Places/Activities in Flower Mound

Annual Food Truck Fest in Parker Square
 Art at the River Walk
 Art exhibition in FM Library
 Art House
 Art installation at the Riverwalk
 Art openings at Swirl Bakery
 Art Party at FMPL
 Art Party at the Library
 Artist Studio Tours (Open Studios)*
 Ballet Conservatory of Lewisville
 Bluebonnet Cultural Awareness
 Bottle and Bodega
 CAC art/creative classes
 Christian Youth Theater (CYT)
 Coffee Houses
 Colla Voce Texas (ladies a cappella group)
 Color Me Mine
 Community Activity Center
 Cross Timbers Art Guild Studio Tour*
 Farmers Market*
 Flower Mound Art & Crafts

Flower Mound Community Orchestra*
 Flower Mound Public Library*
 Flower Mound Symphony*
 Flower Mound UMC
 Friday Concert Series (Heritage Park)*
 Heritage park
 High School Concerts and Events*
 July 4th Activities and Parties*
 Lakeside Music Series*
 Live music at bars
 Painting with a twist
 Parker Square*
 Premier Art Gallery
 Riverwalk*
 Sacred Ground Dance
 School Orchestras and Bands*
 State Draft House
 Studio Art House
 Studio B
 The Dance Space
 The Flower Mound
 The Senior Center
 The Voices of Flower Mound
 Treitsch Church
 Trio Coffee
 Yogi Kids theater camps

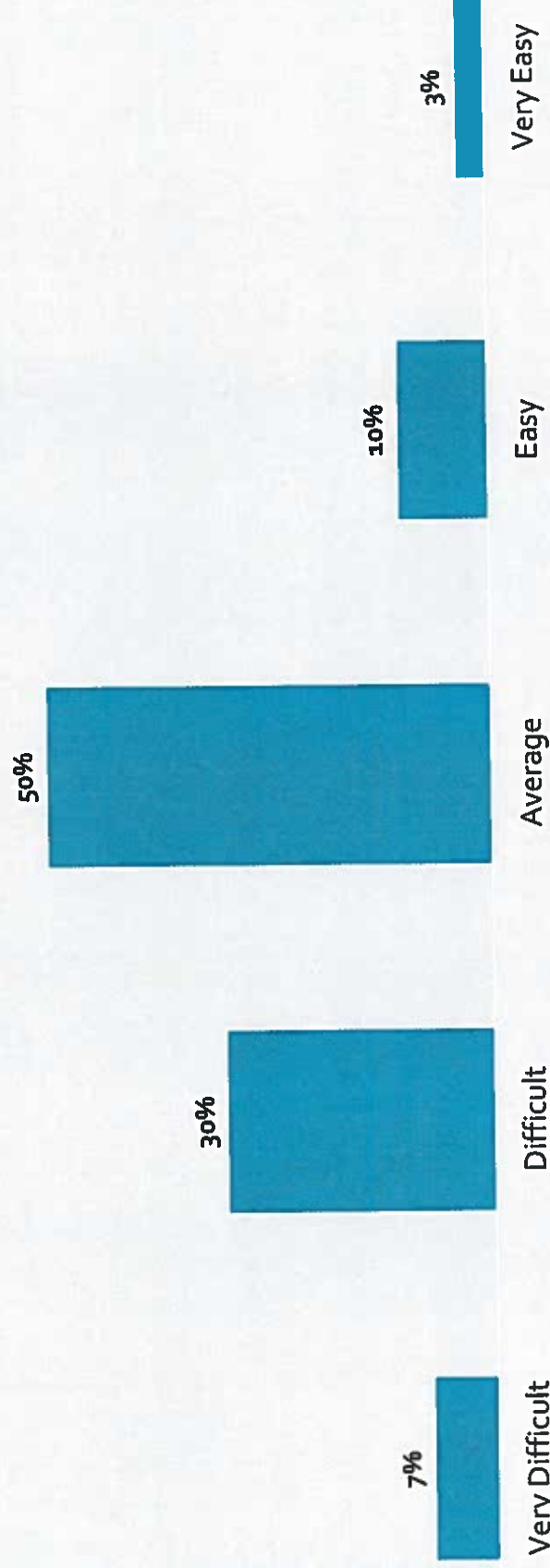
* Cited by 20 or more respondents in the commentary data, based solely on the opinions of the respondents.

What are your favorite places/events/activities in Flower Mound?

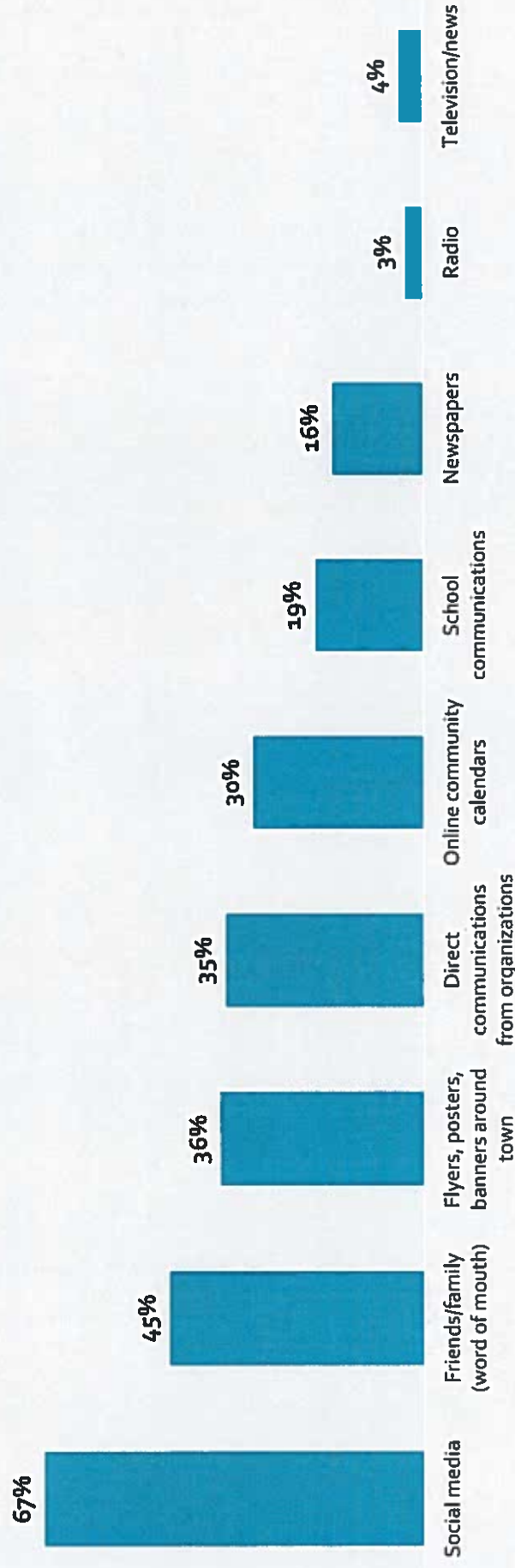
Top places/events outside of Flower Mound



Ease of Finding Information on Flower Mound Happenings



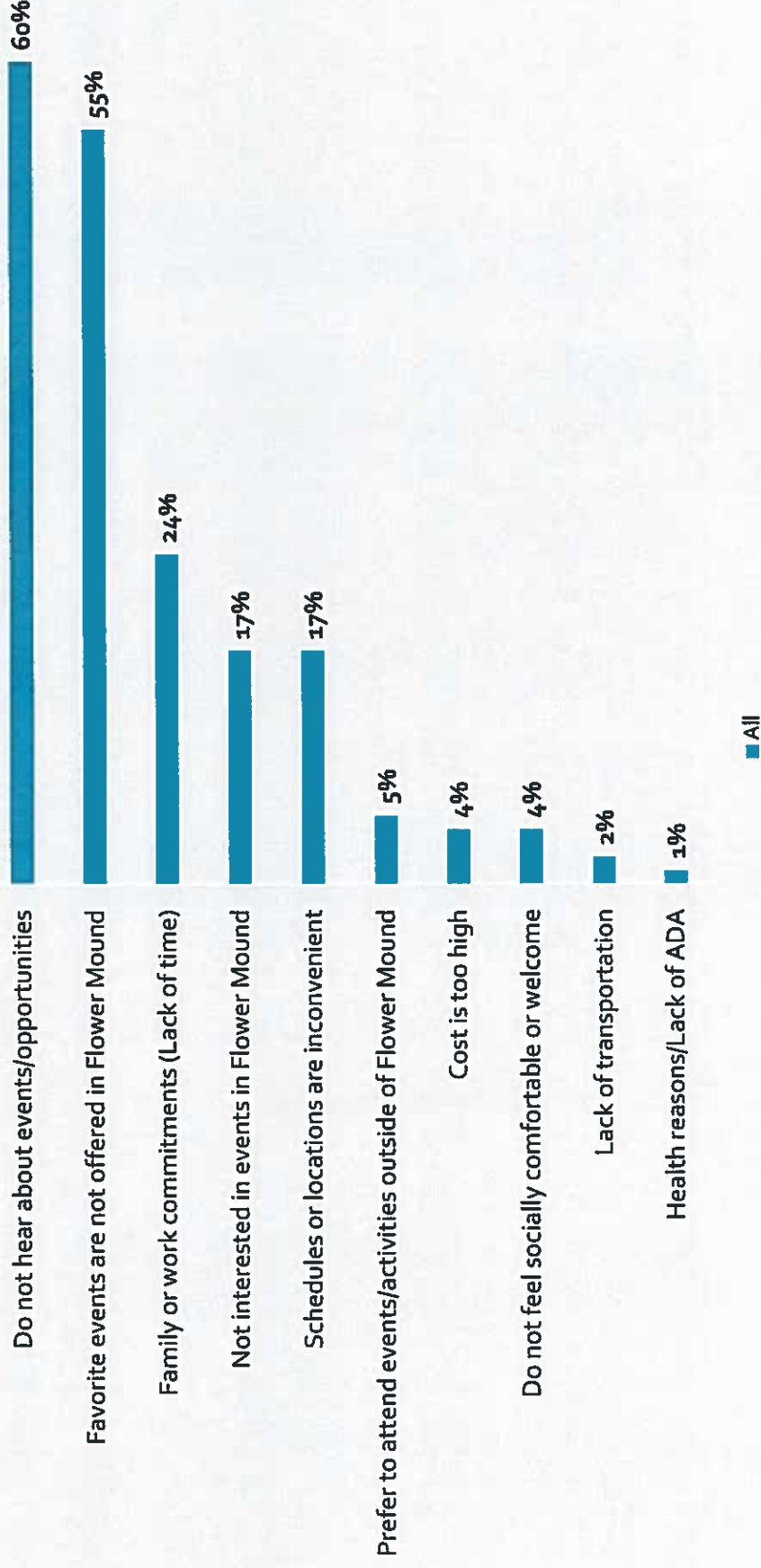
Top Information Channels for Respondents



Those respondents under the age of 55 use social media significantly more than respondents over 55 years of age. There is no difference in usage of those between the ages of 21 and 55 years of age.

When it comes to finding information about arts and cultural events/activities in Flower Mound, where do you turn to the most? (Please choose your top THREE (3))

What keeps respondents from participating...



Top Community Priorities



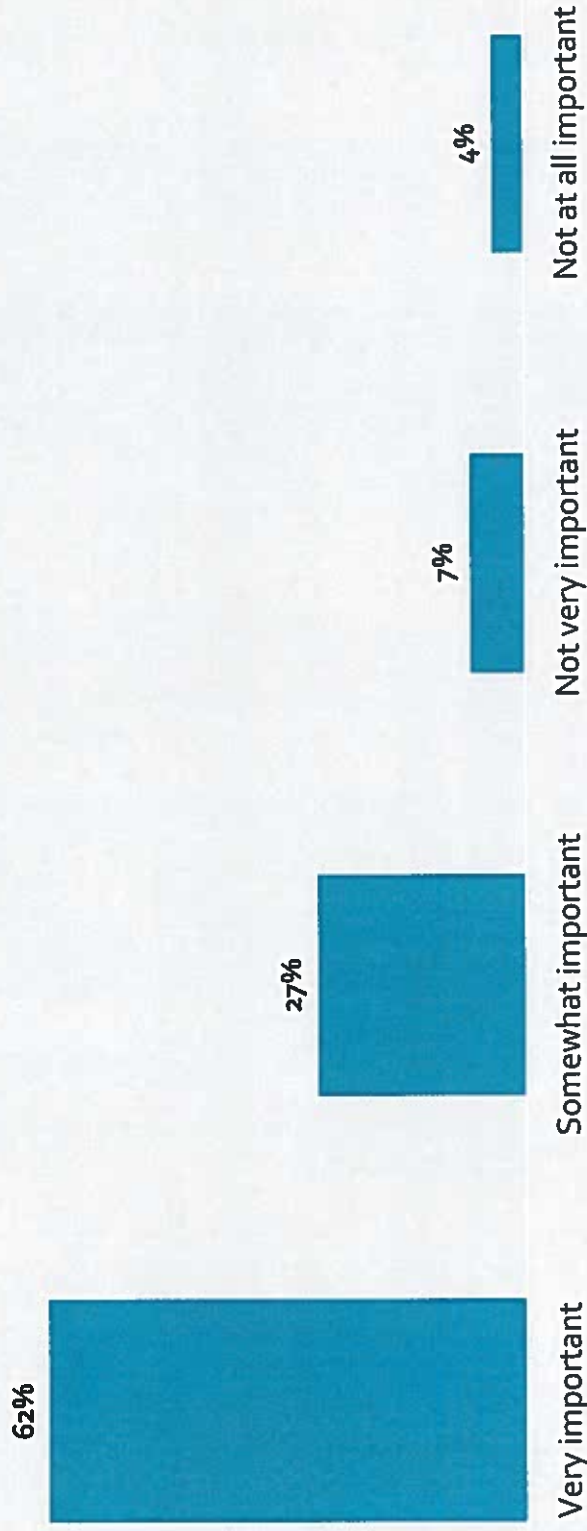
Statistically Significant Group Differences:

- Those who are frequently involved in arts and culture support a cultural arts venue significantly more than those who are less frequently involved in arts and culture.
- Those who are less frequently involved in arts and culture support preservation and celebration of Flower Mound's history significantly more than those frequently involved in arts and culture

What Respondents Want the Plan to Accomplish

Affordable art classes/activities/events
Artist exhibit space and events (Local)
Availability of more activities for all ages (and intergenerational)
Calendar of events /ways to find information about happenings
Celebration of the different cultures in Flower Mound
Creative spaces for teens
Dedicated city staff for the arts
Open cultural spaces and gathering spaces for all
Outside arts events and festivals
Performing Arts Center/Cultural Center/Arts Center
Signature festival
Using art as identity for Flower Mound
Visible art throughout Flower Mound
Ways to attract artists and performers to Flower Mound

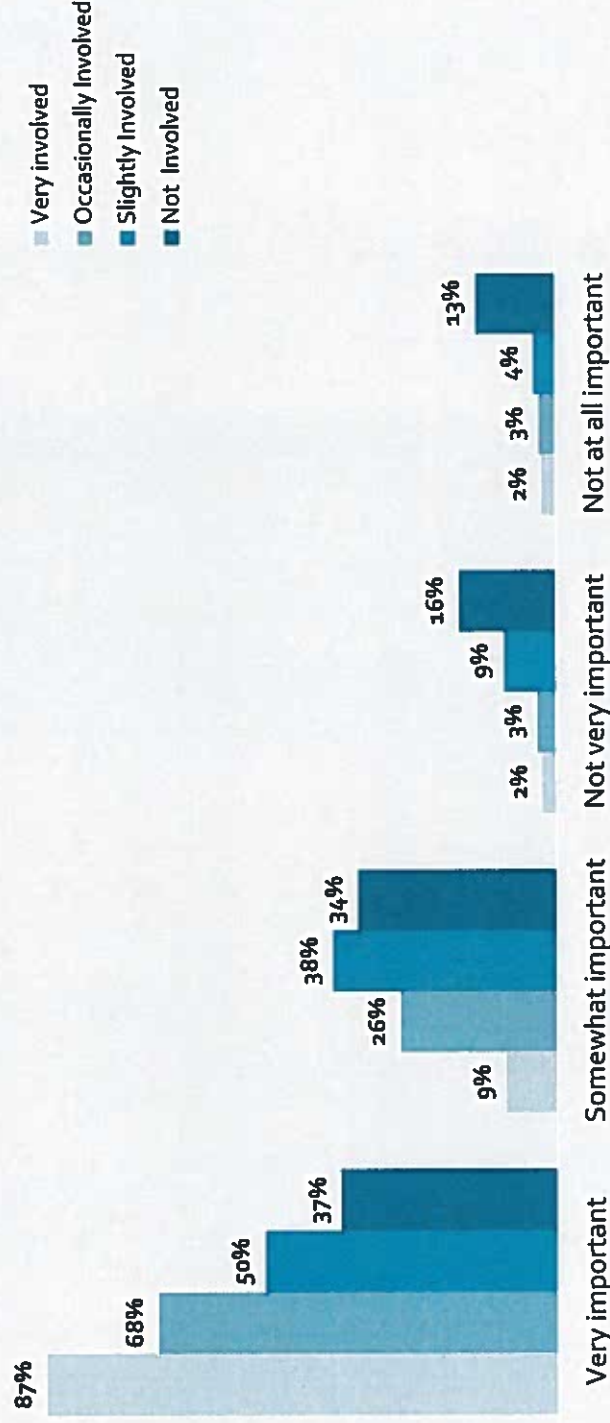
Importance of Arts/Cultural Center



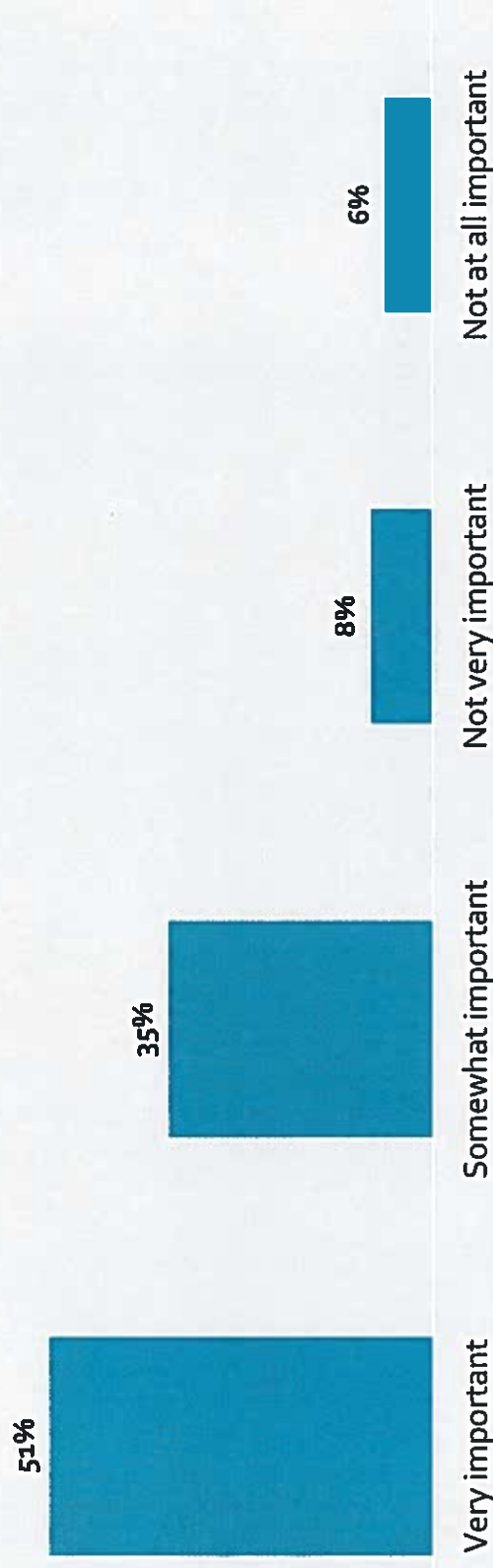
Statistically Significant Group Differences:

- Those who are frequently involved in arts and culture support a cultural arts venue significantly more than those who are less frequently involved in arts and culture. (see next slide)

Importance of Arts/Cultural Center by Arts Involvement



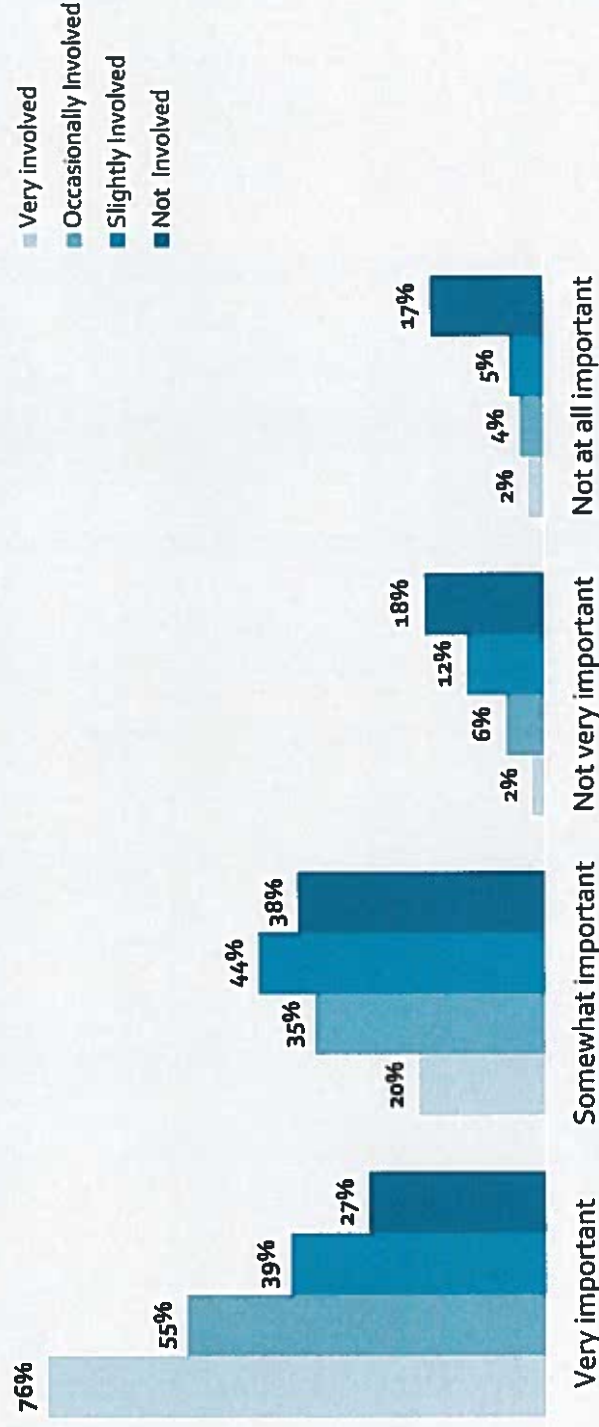
Importance of Town support for arts and culture



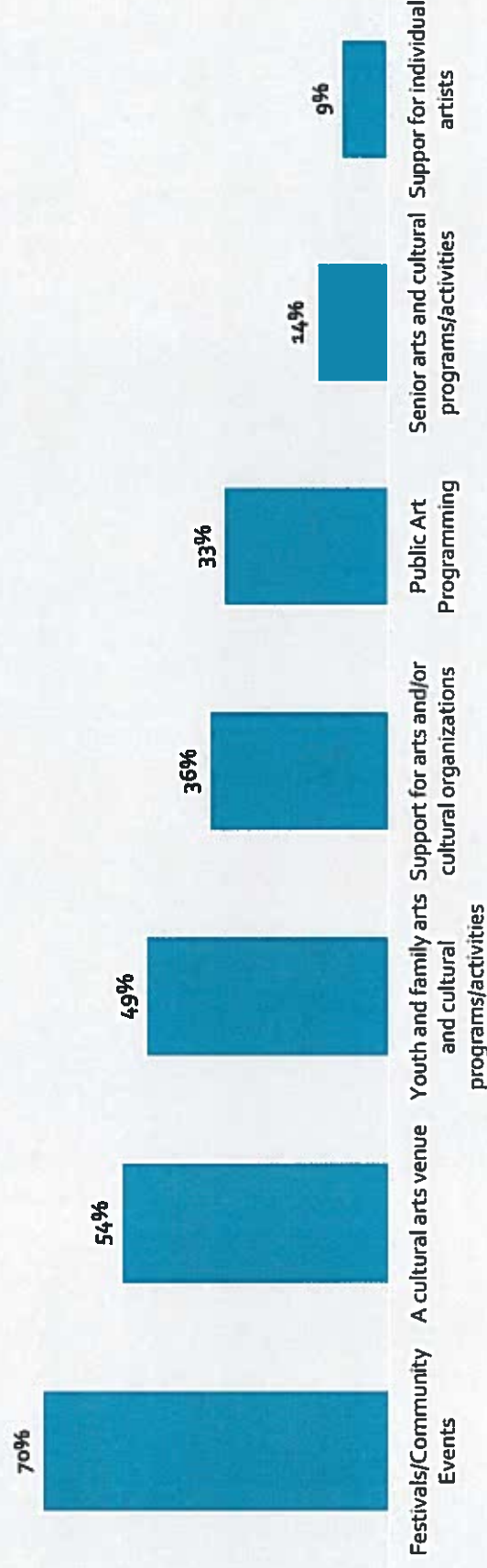
Statistically Significant Group Differences:

- Those who are frequently involved in arts and culture support a town financial commitment to arts and cultural activities more than those less involved. (see next slide)

Town Support by Arts Involvement



Priorities of Town support for arts and culture



Statistically Significant Group Differences:

- Those who are frequently involved in arts and culture think a cultural arts venue and support for arts organizations should be a priority for Town financial support , significantly more than those less involved in arts and culture.
- Those who are less frequently involved in arts and culture think festivals/community events, youth and family arts programs, and senior arts programming should be a priority for Town financial support, significantly more than those who are frequently involved in arts and culture.

The One Thing

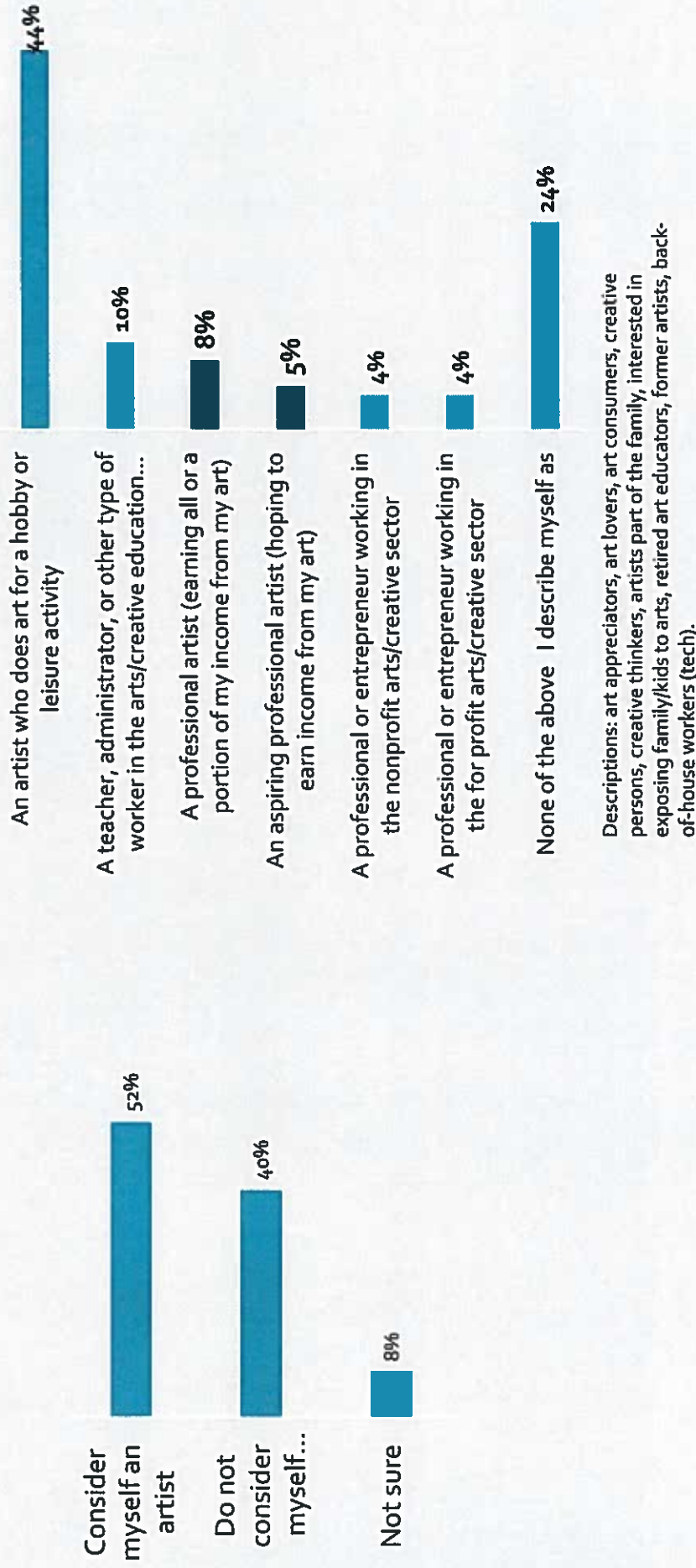
There are nearly 600 comments by respondents to this question demonstrating respondents passion and enthusiasm for improving their community for the future. Select themes (in alpha order) emerging from the comments are:

- **A community arts and cultural center is a priority:** there are different visions for the center although recommendations focus on the arts, celebrations of culture, and a place accessible to all.
- **Celebrating the cultural diversity of Flower Mound through the arts:** recommendations include developing activities and events in Flower Mound promoting cross-cultural understanding.
- **Developing opportunities for the arts for all generations and opportunities for the community to come together:** Creating (and using existing places) as gathering places for arts and events and community. Family, youth, and seniors are all important in the planning.
- **Recognizing the assets of surrounding communities:** Recommendations include developing unique Flower Mound facilities, activities, and events and avoiding duplication.
- **Open spaces and nature are part of the culture of Flower Mound:** recommendations include bike trails, open spaces, and attention to trees and nature.
- **Providing opportunity for local artists to exhibit, participate, and work in the community:** There is a community of local professional, aspiring, and avocational artists. Recommendations include showcasing these artists in a variety of different ways (events, galleries, community projects, etc.)
- **Visible art in Flower Mound:** recommendations include public art throughout the current and future public spaces in the Town, and developing ways to showcase local arts to the community.

What one thing do you think Flower Mound could do that would make it a better place to live?

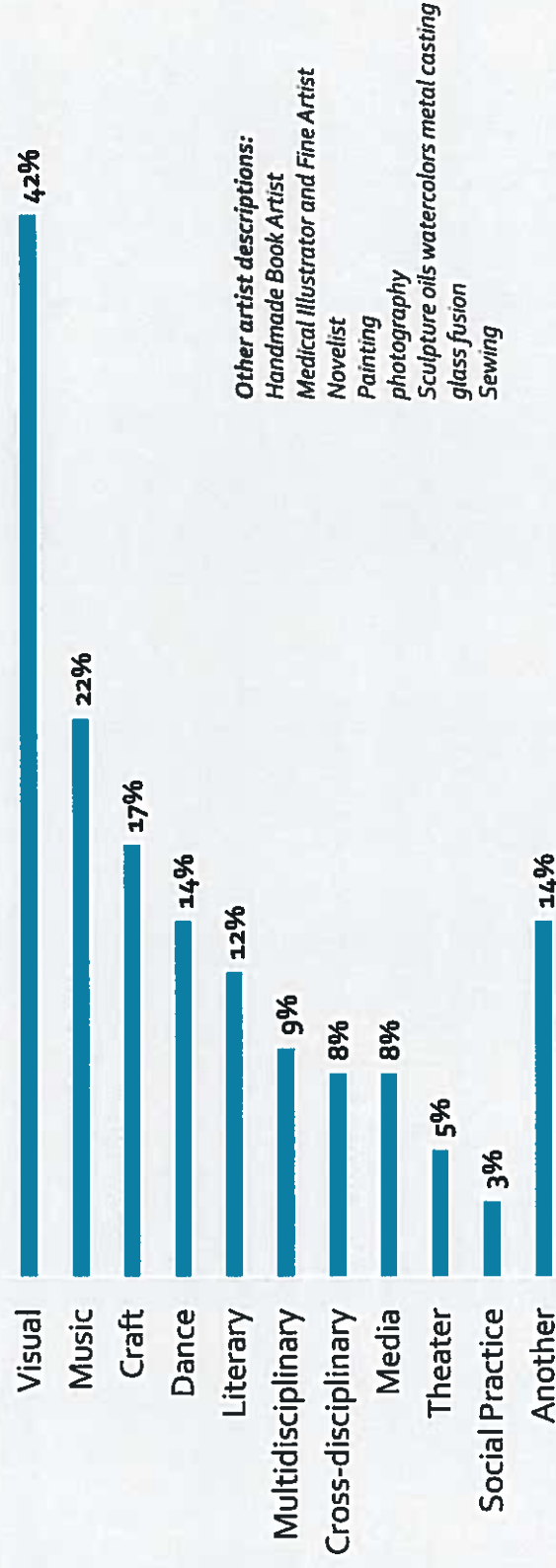
Professional and Aspiring Artists

Respondent self-description



Do you consider yourself an artist, craftsperson/maker, or creative worker regardless of whether you earn income from this activity?
 [If an artist] Which best describes you?

Artistic discipline (of those who identified as a professional or aspiring artist)



Artists Priorities (ranked)

(of those who identified as a professional or aspiring artist)

#1 - More exhibition, performance, and sales opportunities

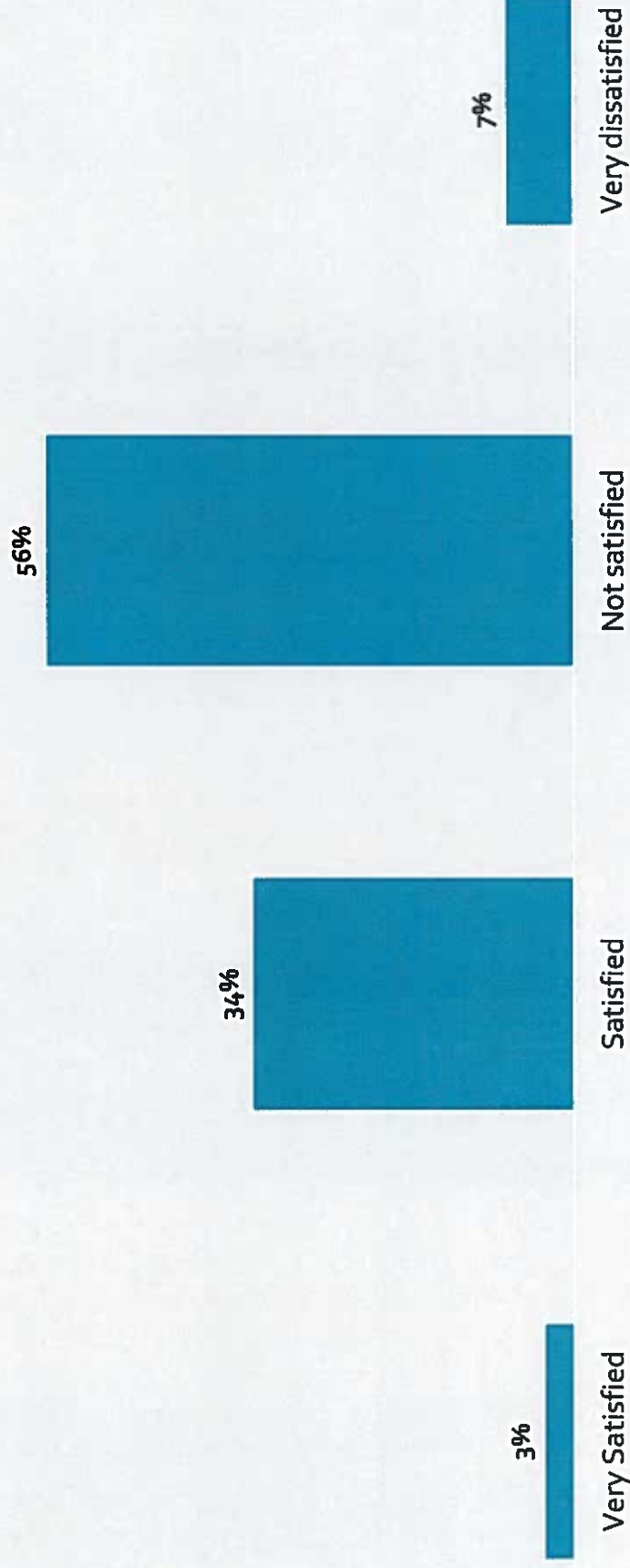
#2 - Grants and/or commissions to support your work

#3 - More networking and connection opportunity with other Flower Mound artists

#4 - Professional development assistance

#5 - Work and/or Live/work studios

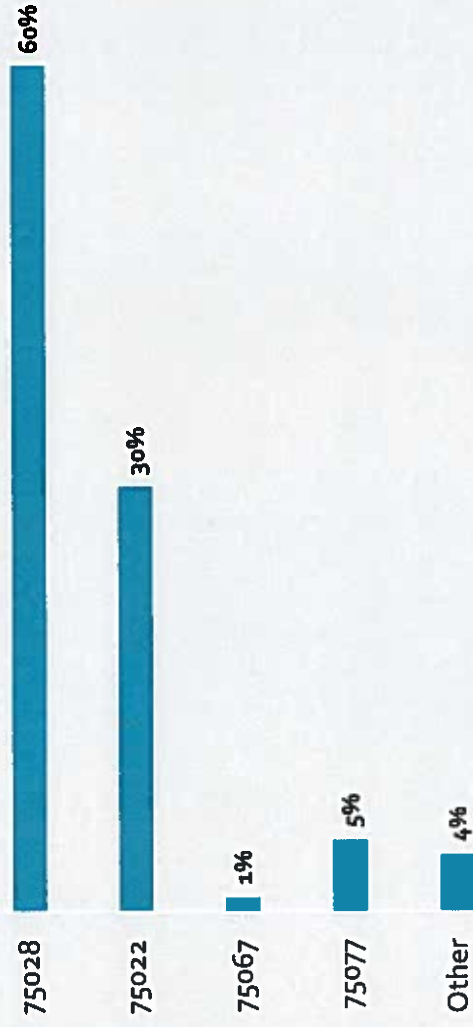
Satisfaction with Environment in Flower Mound for Artists and Creatives



Participant Profile

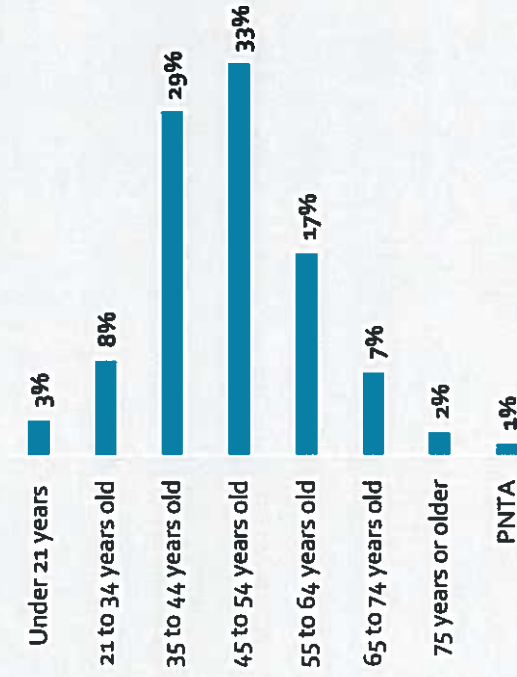
Respondent Demographics

Zip code of Primary Residence

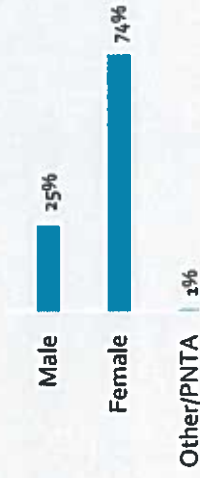


Respondent Demographics

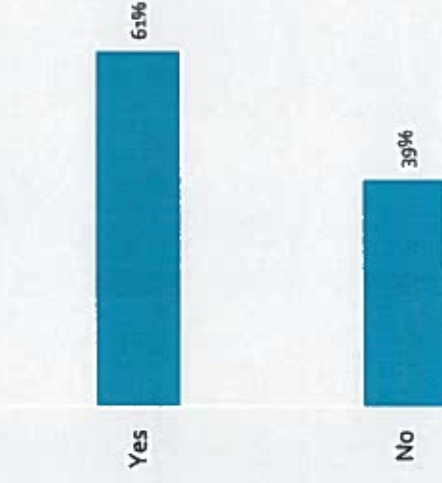
Age



Gender

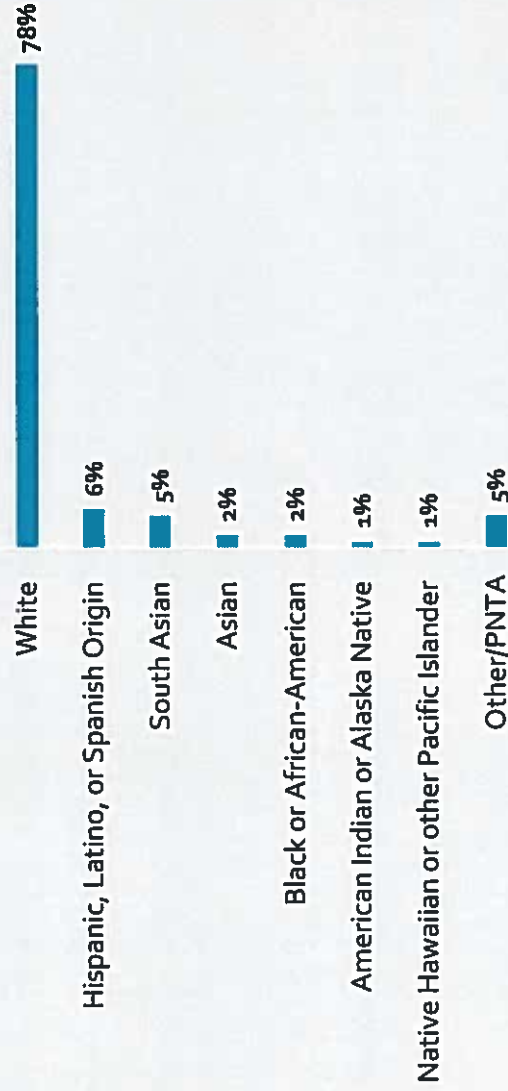


Children under 18 years of age in household



Respondent Demographics

Background



I describe my background as (Check all that apply)

American Indian or Alaska Native (e.g. Navajo Nation, Mayan, Aztec, Inupiat, Nome Eskimo, and similar)

Asian (Chinese, Filipino, Vietnamese, Korean, Japanese, and similar)

Black or African-American (e.g. African, Jamaican, Haitian, Nigerian, Ethiopian, Somali, and similar)

Hispanic, Latino, or Spanish Origin (Mexican, Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian, Nicaraguan, and similar)

Native Hawaiian or other Pacific Islander (e.g. Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, and similar)

South Asian (e.g. Indian, Nepalese, Bhutanese, Pakistani, and Bangladeshi, and similar)

White (e.g. German, Irish, English, Italian, French, Polish, and similar)

I best describe myself as....