



City of Richardson, Texas

CULTURAL ARTS MASTER PLAN

April 2013



Letter from the Richardson Arts Commission

On behalf of the Richardson Arts Commission, I am pleased to present to you the Cultural Arts Master Plan for the City of Richardson.

The report is the result of many months of assessment of the state of the cultural arts in Richardson and of inquiry to identify potential actions that should be undertaken to sustain and significantly enhance the vitality of the arts in our city. In recent years, a combination of private enterprise and municipal support has nurtured a growing role for the arts in Richardson. Few cities of this size can boast a symphony orchestra, two active community theaters, three impressive recurring arts festivals, and a venue like the Eisemann Center for the Performing Arts where local and national professional dance companies, theatrical companies, and musical groups provide thrilling performances throughout each year. We are well positioned to build on this foundation to brand Richardson, long known as the center of technical expertise and innovation, as a city where creative and performance arts pervasively invigorate the lives of our citizens and attract the attention of our visitors.

This plan outlines a set of strategies and recommendations that build upon discussions in numerous focus groups, forums, and deliberations with community leaders and with arts participants and administrators to strengthen and enhance the cultural arts. The plan calls for the recognition of the vital role of community arts as an integral element in planning for the economic and social well-being of the future of our city. It calls for infusion of the cultural arts into every dimension of Richardson's environment of "Live; Work; Play."

Abby Kratz

Chair,
Richardson Arts Commission

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1

Why Culture?



Greater Dallas Youth Orchestra, 40th Anniversary Concert, 2011

“Culture is the process by which a person becomes all that they were created capable of being.”

— Thomas Carlyle, Philosopher & Historian

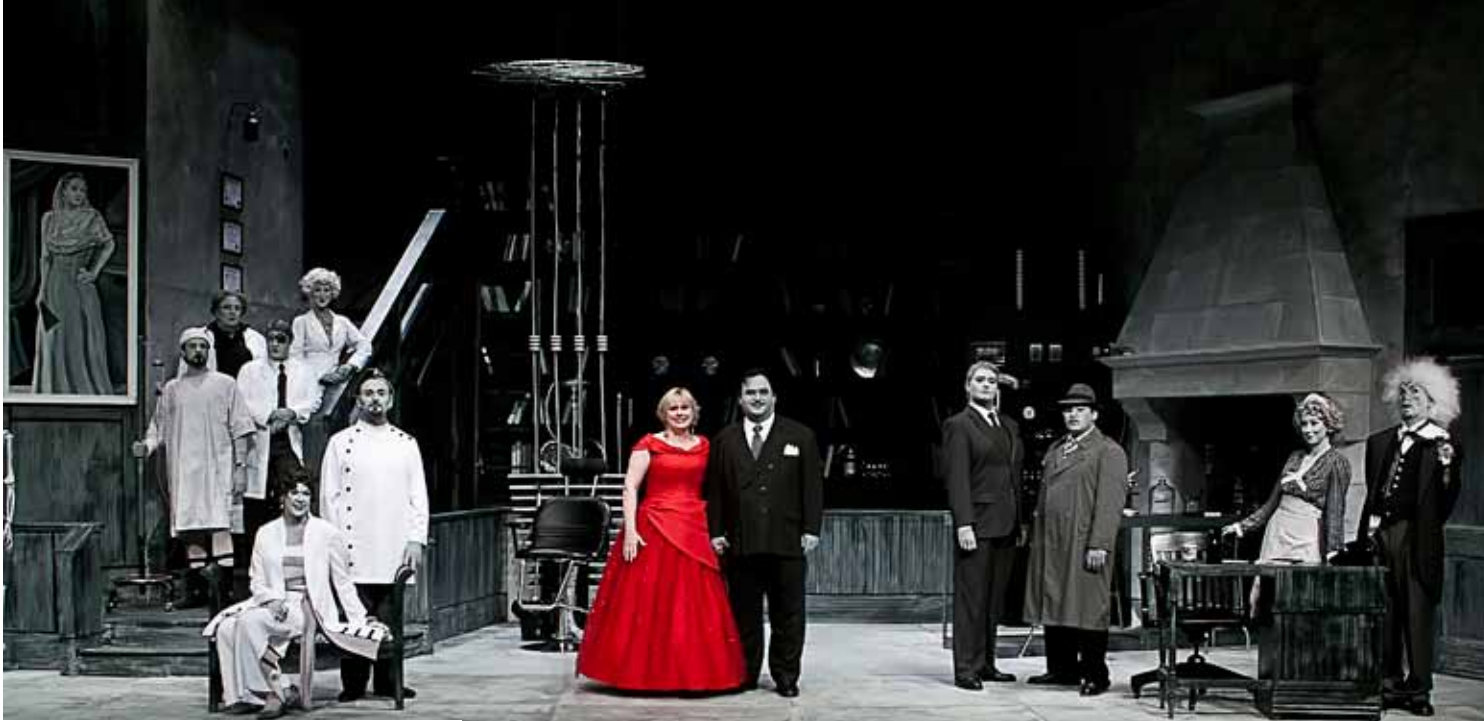
The Cultural Arts Master Plan for the City of Richardson launches a 10 year process to ensure the sustainability and vitality of Richardson through arts and culture.

The Cultural Arts Master Plan represents the culmination of extensive community consultation, research on policies and initiatives, analysis of existing cultural assets, and brainstorming among Richardson’s broad cultural community.

Ultimately, the Cultural Arts Master Plan expresses the cultural potential of Richardson and its citizens. Through this master planning process the Richardson Arts Commission has articulated the following vision statement for the cultural arts in Richardson.

Vision Statement for the Cultural Arts in Richardson

Richardson is a dynamic community that is committed to meeting the needs of all its citizens, of every age and background. Richardson values and cultivates the enrichment of its population by celebrating diversity, strengthening and promoting its cultural sector, stimulating innovation and leadership, and attracting new people and ideas. Richardson weaves culture through all aspects of city life, thus strengthening community pride and identity, enhancing quality of life, bolstering economic development and raising the city’s profile throughout Texas and the southwest.



Pegasus Theatre, "Death is No Small Change", 2011

1.1 What is a Cultural Arts Master Plan?

Vision meets strategy in a cultural arts master plan. A cultural arts master plan translates the cultural needs and identity of a community into a tool for implementing recommendations. These recommendations seek to address gaps in cultural service delivery; expand participation; broaden the impact of culture on the wider community; identify new opportunities for a city's future audience; stake out a city's identity through cultural expression; or, very likely, all of the above.

This Cultural Arts Master Plan addresses distinct objectives specific to Richardson's cultural sector, including all art forms and heritage. These are:

- **increase the impact of existing cultural assets** through increased accessibility, effective delivery of services, preservation of local heritage resources, examination of public and private support, and improved visibility;
- **realize the potential for broad civic impact** through contributions to the overall well-being of Richardson's community, cultural tourism, and coordination between stakeholders and the community at large; and

- **ensure that the needs and aspirations of Richardson's community into the future are met** through a variety of cultural activities, opportunities, and facilities; growth of citizen participation; partnership development; and value for all age groups.

Definition of Cultural Arts

What is the meaning of cultural arts to citizens of Richardson now and in the future?

Cultural arts is the shared identity of the community of Richardson — multidimensional and ever-changing. It is the creative expression of individuals and how they perceive the world—their beliefs, customs, values, traditions, and aspirations.

Cultural arts includes cultural expression through the arts, connection to the community through heritage, creative learning, and the stories and experiences that make up a vibrant community.

Why Cultural Planning?

To harness culture as an engine for Richardson’s broad-based initiatives requires vision and the practical tactics to implement recommendations. This is an essential element of Richardson’s Cultural Arts Master Plan. A cultural arts master plan should offer hope and ideas and opportunities.¹ At the center of a cultural arts master plan is a set of guiding principles that addresses **cultural participation, arts sustainability, content and audience diversity, cultural heritage, issues of authenticity, and cultural identity**. A plan whose aim is to reflect the needs of its citizens can propel its city forward. With this Cultural Arts Master Plan, Richardson responds to the growth and evolution of North Texas and reflects the distinct community of Richardson—at once proud of its origins and passionate about its potential.

Richardson’s role in cultural planning and policy making relies as much on practical concerns such as service delivery as it does on an innovative and dynamic vision for culture in the city.

As the City itself stated, “the purpose of the Plan is to provide clarity and direction for cultural arts development throughout Richardson.”

Richardson’s Cultural Arts Master Plan strives to:

- 1. Leverage Richardson’s network of attractions and venues.** Building capacity through creative collaborations at thriving and emerging venues will both diversify and increase the audiences in the visual arts, performing arts, festivals, and community events. Additionally, integrated marketing, broader funding options, private/public partnerships, and shared service opportunities are just a few of the economic reasons for forming alliances across organizations and events.
- 2. Support culture as an engine for a creative economy, attracting and retaining young professionals.** Richardson’s greatest asset is its residents, those who seek renewal through its cultural activities. Growth in home buying, school enrollment, and household income levels points to a shift in demographics, the effects of which the city is already experiencing. The Cultural Arts Master Plan, looking 10 years into the future, shall respond to present needs but also project the needs that will arise as the population evolves.

¹ Hume, Gord. *Cultural Planning for Creative Communities*. Municipal World, 2009.



Dallas Repertoire Ballet, 2003



Galatyn Park Fountain and Plaza

3. Nurture Richardson’s future cultural leaders, artists, volunteers and audiences. Richardson’s breadth of festivals—in their grassroots volunteer support, business model, and effect on broad civic goals—is a testament to the city’s role as breeding ground for emerging talent and community engagement at all levels. Dynamic as they are, Richardson’s cultural attractions must nevertheless plan for the next generation of cultural participants. Currently, Richardson competes with other cities to retain and nurture artists, a group that represents the lifeblood of an authentic cultural community. While the city’s arts leaders are at the top of their field, it is essential to involve emerging participants in the cultural sector, both as contributors and visionary leaders. Engaging these groups in the planning process will be vital.

4. Position culture as an integral part of Richardson’s overall municipal responsibilities. Cultural arts master plans rarely succeed when they stand alone, apart from the initiatives guiding other areas of the city. Cultural policy can have implications in terms of economic impact; neighborhood revitalization; efficient institutions; cohesive physical communities with thriving public spaces; quality of life; and environmental sustainability. As Richardson determines the qualities that will help it maintain its edge as a corridor for technology and innovation, it will take a visionary cultural arts master plan to make these connections and bring community collaborators into the process.

2

Methodology



In Spring 2011, the City of Richardson engaged Lord Cultural Resources, in partnership with Schuler Shook, to complete a cultural arts master planning process. Working in partnership with the Richardson Arts Commission, the team launched a process to develop a 10-year plan to ensure the sustainability and vitality of the city’s cultural sector. A collaborative effort of Richardson’s cultural service providers and the community at large, the planning process examined the possibilities for and strengths of the city’s cultural sector.

2.1 Master Planning Process

Broadly speaking, the rigorous planning process followed three phases of planning: needs assessment; outreach to a broad constituency of community members, stakeholders, and cultural- sector participants throughout the city; and setting direction. To ensure that a comprehensive understanding of needs, opportunities, and potential initiatives emerged, the consulting team developed, in tandem with the Commission, the following methodology:

Phase 1: Needs Assessment and Initial Recommendations

- **Foundational Analysis:** A thorough literature review of previous cultural and municipal studies for the city and the North Texas region. It provided the foundation to recommend changes to existing cultural arts programs, activities, facilities, strategies, funding structures, and governance models.
- **Kick-Off Meeting:** The team met with City staff and the Arts Commission to review the project’s scope and objectives, establish an internal vision for Richardson, and discuss opportunities for fulfilling it as well as potential barriers.
- **Cultural Asset Assessment:** A comprehensive inventory of present facilities and services as well as an understanding of cultural participation. Together, this assessment represented a broad examination of Richardson’s cultural assets, not only its facilities and events, but also its people.

- On-Site Tours of Facilities and Interviews:** Examination of the existing cultural facilities and their offerings.
- Needs Analysis/Gap Analysis:** Based on the cultural asset assessment, the team analyzed present and potential audiences for cultural venues and activities in order to assess the appropriate uses and potential for facilities, programs, and education.
- Issues Identification/Stakeholder Interviews:** Interviews with civic leaders, leaders in the cultural sector, individual artists, volunteer boards, City staff, and other cultural services delivery providers.

Community Outreach

- Public Forum:** The first public forum was held on November 29, 2011, at Richardson City Hall. Goals and findings from phase 1 were communicated to the public and feedback was solicited regarding needs, treasured assets, priorities, anticipated results, values, and community identity.
- Online Survey:** A survey conducted to engage the general public in enhancing our understanding of present funding needs and possible programmatic strategies.
- Special Focus Groups:** Focus groups were held to incorporate the needs of diverse populations and to elicit a broad-based community vision for culture, which also has been incorporated into the plan.

Visioning

- Best Practices:** A broad survey and analysis of creative approaches to partnerships and programs to provide perspective and ideas for events and policies that could be closely tied with Richardson’s cultural environment.
- Funding and Partnerships Charrette:** The Project Steering Committee and additional stakeholders from a broad spectrum across Richardson, met to establish an informed set of funding priorities and sources; immediate, short-term, and long-term action strategies; and key partnership initiatives.
- Cultural Arts Master Plan Draft:** Findings, analysis, and final recommendations which were presented to the Richardson Arts Commission and the public through various meetings and workshops.
- Public Forum Community Review:** The consulting team presented the recommendations to the public, soliciting final comments to gauge the level of public support for the plan moving forward.
- Final Cultural Arts Master Plan:** All of the above feedback is incorporated into this Cultural Arts Master Plan.



Richardson Theatre Centre, "Blame It on the Movies", 2008



Repertory Company Theatre, "American Girl", 2012

3

Defining Richardson's Cultural Arts Needs



Cottonwood Arts Festival

The priorities and recommendations of this Cultural Arts Master Plan are based on analysis of existing cultural conditions as well as capacity for newly created initiatives. The recommendations are designed to satisfy four overriding needs as well as a number of needs specific to particular cultural-sector issues, or, specialized needs.

These needs are detailed below.

A need to leverage Richardson's rich existing cultural assets, including festivals, outdoor activities, and parks, to nurture, and engage diverse cultural audiences. Both young and older adults identified a need for participatory cultural programming and broad arts programming.

Richardson is perceived by its residents as excelling in the presentation of festivals such as the Wildflower! Arts & Music Festival and the Cottonwood Art Festival as well as performing arts, especially theater, musical theater, and live music concerts. However, a large opportunity for the city lies in exposing/attracting younger commuters to the cultural arts in the city. This mega-market—the number of working professionals entering Richardson during working hours significantly increases the City's population—is attracted to more experimental and experiential arts offerings of all types.

It is this broadening of programming, in addition to the current offerings, that will allow them to socialize, discover more about themselves, and, possibly, even to advance their careers and move to Richardson.

A need to incorporate more visual arts creation, participation, and exhibition opportunities. Both cultural-sector participants and the lay public emphasized the fact that with the opening of the Charles W. Eisemann Center for Performing Arts and Corporate Presentations (the Eisemann Center) and the other surrounding organizations like the Richardson Theatre Centre and Repertory Company Theatre, Richardson has a range of quality performing arts spaces and offerings. However, Richardson offers few spaces for the creation or exhibition of visual arts. Beyond Cottonwood, which offers great opportunities for residents' exposure to and participation in the visual arts, year-round visual arts events are in demand. Visual arts are important because they provide lower-cost and at times more accessible entrée into the cultural arts for all ages and ethnicities.



Repertory Company Theatre, "Cabaret", 2012

A need to communicate the dramatic impact that culture and the arts have on the future of Richardson—why culture matters—with a key emphasis on business/economic development and quality of life. This Cultural Arts Master Plan and the resulting priority setting are one step in a considered campaign making the case for the cultural arts in the city. The role and responsibilities of the Arts Commission are a second. Research and consultation supported the need for outreach to faculty and administration at UT Dallas as well as the corporate community and newcomers to engage them in the vital role that culture plays in Richardson.

A need for collaboration with the technology/telecom sector to encourage recognition of the role of the arts in innovation. Creativity is the lifeblood of innovation. Innovation is the future of technology. Richardson boasts a dynamic population of highly educated technology professionals that are likely to be engaged in experiential cultural arts offerings if they understand and are engaged in the creation of new ideas and marketable products. Public participants expressed a keen enthusiasm for cross-sector collaborations with the technology sector. The potential for increased cultural participation in the city exists among youth, young adults and university students,

young professionals, and Baby Boomers. This can be achieved through the cultural sector's collaboration with technology and programs for experiential arts like those offered at UT Dallas.

A need to grow the capacity of current organizations to operate. Strengthening cultural arts organizations' ability to obtain and manage funds, attract new audiences, and generally operate at all critical stages of growth relevant to both emerging and established efforts is a key area of focus in this plan. A need exists to market and strengthen these qualities to gain audience share both locally and regionally.

A need to celebrate the diversity of cultural activities that thrive in the city. Richardson's cultural life is valued by residents for its strong orientation toward families. The city has a significant international population that is viewed by residents as enriching the cultural life of the community. However, residents display low awareness of their city's cultural activities.

The city has had great success in engaging diverse audiences with the Eisemann Center, with many ethnic and cultural groups utilizing the facility for formal programs



Repertory Company Theatre School of Musical Theatre, 2012



AGA-BOOM, 2012

“Harness the spontaneity of the festivals into something permanent.”

— Richardson public forum participant

and events. This is a solid foundation from which to expand and build. The next step will be to engage these audiences in more participatory experiences throughout Richardson’s cultural arts offerings — for example, a Vietnamese ballet company could partner with a visiting arts partner, like the Paul Taylor Dance Company, to create a dynamic performance and attract a more diverse audience.

A need to distribute arts experiences to spaces citywide. Public spaces and public art are perceived to be lacking in Richardson. Residents view these areas as opportunities to create a cultural identity it currently is missing. The opportunities to highlight distinct areas for their cultural activities have gained resonance among residents and stakeholders. Public art, cultural clusters, enlivening the pedestrian experience, and urban design guidelines have all been proposed to further enhance the experience of living in Richardson.

4

Priorities

“To help create a vibrant and viable arts community in which diverse, high-quality arts opportunities are available to Richardson residents and visitors.”

— Richardson Arts Commission Mission

The Cultural Arts Master Plan focuses on six priorities that respond to the cultural needs of Richardson, laid out in the previous chapter. The purpose of these priorities is twofold:

- **Identify elements of Richardson’s cultural potential.**
- **Address the major cultural needs facing Richardson as it moves forward.**

The priorities of the Arts Commission, are as follows:

- **Cultivate New Generation of Cultural Arts Participants**
- **Apply Richardson’s Focus on Innovation to Cultural Arts**
- **Promote Richardson through Citywide Cultural Arts Offerings**
- **Focus on Strength in Numbers: Cultural Clusters and Districts**
- **Plan an Effective Cultural Tourism Strategy**
- **Maximize the Impact of the Richardson Arts Commission**

Each priority is described below, then translated into an action plan in Chapter Five, with potential strategies, that will achieve the priority.



Third Annual Raas All Stars National Championship, 2011

Priority: Cultivate New Generation of Cultural Arts Participants

The Purpose: Ensure long-term excitement and vitality of the cultural sector. Contribute to the profile of the city, promoting Richardson as a city where culture, creative industries, and technology collaborate to achieve civic objectives. Ensure that the cultural message integrates with the business message.

The Opportunity: New generations sustain a city’s vibrancy, one that is expressed through community events, shared experiences, and common memories. A dynamic cultural arts environment leads to this type of connected population, with more people of all ages and ethnicities coming together to share experiences and ideas, learning from one another.¹

In Richardson, cultural vibrancy for younger audiences is primarily created by the temporary festivals. Audiences for events produced by performing arts organizations, the most prevalent permanent cultural offering in the city, are

mostly from an older demographic.

Cultural arts organizations rely on an evolving generation of participants. Newcomers respond to cultural gateways and effective marketing to participate in culture as producers, supporters, spectators.

This will also launch a ripple effect by contributing to the economic vitality of an area; and theaters, galleries, concerts, and so on, ensuring more energy and life in a community, more tourists, more renovated buildings, more people and businesses moving to an appealing area.

The Impact: Organizations work more closely together, with a shared sense of purpose. More people—residents and tourists—of all ages and backgrounds get involved in and benefit from what is being offered. Creation of a vital civic society where people, both commuters and residents, take more pride and an active role in the future welfare of Richardson and small businesses are more likely to want to stick around and invest in the city.

¹ *The Arts Ripple Effect: A Research-Based Strategy to Build Shared Responsibility for the Arts.* Topos Partnership for the Fine Arts Fund, 2010

Priority: Apply Richardson’s Focus on Innovation to Cultural Arts

The Purpose: Capitalize on Richardson’s reputation as a hallmark of innovation. By pairing innovation with cultural efforts and events, from the festivals to the symphony to creating a new digital arts festival, the city will solidify its brand as an innovation leader — innovation in technology, innovation in telecommunication, and now innovation in cultural arts.

The Opportunity: The City of Richardson boasts major economic and intellectual assets linked to technology, including corporations like Texas Instruments, Cisco, Samsung, Fossil, Blue Cross/Blue Shield of Texas and leading universities like UT Dallas. In the next few years, the university will offer additional major facilities dedicated to the integration of technology in the arts. Current cultural and city assets lend themselves to technological applications, including; festivals, performing arts, and transit.

The Impact: A sustainable cultural arts community for culture in Richardson garnered through support from corporations and commuting employees. A clear understanding of the importance of cultural arts in innovation, defined as, creative problem solving as a cultural driver.

Priority: Promote Richardson through Citywide Cultural Arts Offerings

The Purpose: Celebrate and/or bring awareness to the broad range of cultural assets in the city. Build on awareness of cultural offerings to deepen cultural participation and further strengthen civic pride. Promote understanding of each other in new ways. Create the platform for diverse groups to share common experiences, hear new perspectives, and understand each other better. Strengthen social cohesion and foster cultural creativity.

The Opportunity: Richardson boasts an abundance of cultural arts offerings, spanning geography, niche ethnic and performance groups, and content. As a city with one of the most internationally diverse populations in the Metroplex, Richardson has the opportunity to augment awareness of this broad range.

Fully realizing opportunities to promote and extend cultural experiences will attract new residents and visitors. The Metroplex area is a thriving and competitive cultural

market. Emphasizing the diversity of the city’s cultural offerings—from visual to performing arts to culinary arts and creative industries—will differentiate the city within a culture-rich region.

The Impact: Optimizes current cultural assets to enrich the lives of the community by broadening cultural offerings. A raised awareness of cultural assets will increase visitation to Richardson and accessibility to the arts, culture and heritage.

Priority: Focus on Strength in Numbers: Cultural Clusters

The Purpose: Optimize the potential of existing assets by creating cultural clusters. Encourage residents and visitors to discover new experiences in Richardson and lengthen their stay by offering a host of opportunities within walking distance of each other.

The Opportunity: The City of Richardson can further its “sense of place”, or “placemaking”. In relation to the Cultural Arts Master Plan, this broad civic goal can be achieved through celebrating and emphasizing the distinctiveness of the city and the ease of accessibility given its investment in public transit. Public art contributes to placemaking by serving as a sort of modern totem pole—wherein visitors might understand the sensibilities of a particular community or recognize a certain street or park’s significance.

Currently, festivals are the main platform for Richardson’s cultural participation, creating temporary outdoor clusters. The city can build on its dynamic festival culture to create a permanent cultural cluster with urban design elements that may be born of the festivals, but become permanent, or by encouraging the establishment of pop-up galleries and stores that will stay open for an extended period of time. Additional programmed street events, wayfinding elements that form a circuit, and marketing to North Texas regional tourism will contribute to the establishment of cultural clusters.

The Impact: An animated and enlivened cultural arts community. Attract new audiences to cultural arts. Create and sustain vibrant cultural streetscape throughout the city.



Pegasus Theatre, "The Frequency of Death", 2012



Richardson Symphony, 2012

Priority: Plan an Effective Cultural Tourism Strategy

The Purpose: Coordinate cultural organizations and tourism efforts to create a year-round calendar of events. Encourage continued commissioning and maintenance of public art. Capitalize on the excellent amenities, particularly infrastructure, currently available for visitors to the city. This includes transportation, hotels, and dining options.

The Opportunity: Cultural tourists travel with the intent of gaining new information and experiences. Cultural tourists are well educated and seek experiences that allow them to become a part of a particular community. In the Dallas Metroplex, there are plentiful opportunities of this kind. Attracting the highly selective cultural tourist in this crowded marketplace requires collaboration within the city, hospitality, private, and cultural sectors.

In addition to the amenities discussed above, Richardson's world-class Eisemann Center and established festivals create a solid foundation on which to build a cultural tourism strategy.

The Impact: By creating a plan to guide efforts to attract cultural tourists, the City will establish a quantifiable economic impact of culture in Richardson. Additionally, such a strategy will further strengthen the city's regional brand. A collateral effect of cultural tourism planning will be expanded and well-organized cultural offerings for both residents and tourists.

Priority: Maximize the Impact of the Richardson Arts Commission

The Purpose: Capitalize on the Richardson Arts Commission's potential to advocate for cultural arts by emphasizing cultural arts' potential to address citywide issues and objectives. Focus the Commission's efforts toward cultivation of emerging organizations; capacity building among existing organizations; and diversification of cultural arts participation.

The Opportunity: With a city grant value that has increased by 24% over the last five years, the Richardson Arts Commission remains a steadfast leader among cultural-arts supporting agencies. For many organizations in the city, grants from the Commission are a critical resource from which city residents and visitors benefit. In turn, this established cultural asset has shaped residents' perception of their community. It has also been successful in sustaining their organizations as well as their mission and audience base.

In some ways, Richardson's cultural sector lies on both ends of a sustainability spectrum. With organizations with established reputations and longevity on one end, emerging groups striving to establish themselves within the community lie on the other. Develop realistic targets for emerging groups so that they evolve and mature incrementally. Strengthening capacity throughout the spectrum will enhance the creative economy.

The Impact: A more robust, balanced, and sustainable arts community in Richardson with augmented collaborative opportunities between the for-profit and non-profit sectors. Improved economic vitality for Richardson.

5

Recommendations and Strategies

The following strategies present ways in which the priorities specified in Chapter Four can be achieved. Strategies are grouped under designated Recommendations to assist the reader (and user) in implementation. These recommendations and strategies are inspired by data, research and public consultation, followed by a process of refinement and further definition by decision makers and “doers” from the private, not-for-profit, and public sectors, including civic leaders.

PRIORITY: CULTIVATE NEW GENERATION OF CULTURAL ARTS PARTICIPANTS

As Richardson grows and evolves, so does the next generation of cultural participants. At every stage of development, opportunities invite involvement and appreciation of culture.

Recommendation 1: Improve access to the arts for all ages and socioeconomic levels.

Residents, artists, and cultural organizations fully realize the potential of Richardson’s resources.

Potential Strategies:

- Leadership through Culture: Coordinate youth leadership (mentorship, board involvement, apprenticeships, etc.) across Richardson’s cultural institutions.
- Partner Richardson artists and arts organizations with area school districts to ensure arts education programming is available at every stage of student development.

- Bridge digital experience to live experience by offering multi-part arts experience, beginning online or in person and ending in a gathering in person.
- All-Youth Conference: Create a wide annual event with a focus on youth leadership, culture, arts, enrichment, community.
- Expand arts camp for youth, family and older adults and provide discounted and advertised arts camps for youth and family.
- Utilize marketing tools for niche markets: Target programs, marketing strategy, opportunities toward young families, high school students, postsecondary students, young professionals, older adults.
- Cultivate a culture of “scholarshipping” so that students of all ages can participate in the cultural arts through:
 - A. well-advertised Cultural Arts Pass that can be checked out of the Richardson library, providing free or discounted admission to performances
 - B. increased outreach through discounted tickets, a dedicated website
- Hold all-family Choose Your Own-Adventure nights at the Eisemann Center--one ticket buys a family an evening, with a choice of events at different venues that attract one or more age groups.
- Capitalize on the “nice place for families” reputation.

Recommendation 2: Anticipate Future Needs

The needs of Richardson’s future residents are met through activities and facilities that respond to cultural participation trends, population growth, and sustained importance of culture in the city.



Sir James and Lady Jeanne Galaway, 2013



Repertory Company Theatre, "The Dixie Swim Club", 2012

Potential Strategies:

- Commission collaboration with Richardson library to meet existing and future cultural demands.
- Develop emerging and professional work/live spaces to sustain arts/cultural pursuits.
- Develop a multipurpose cultural arts venue to accommodate visual arts shows, rehearsals and smaller performances.
- Offer renovated and accessible spaces with the capacity to host major arts events and shows.

PRIORITY:
 APPLY RICHARDSON'S FOCUS ON INNOVATION TO CULTURAL ARTS

Recommendation 3: Further establish Richardson as a leader in digital arts

Richardson will be the place where the definition of "Digital Arts" is explored and expanded. Celebrate the city's innovation origins and tech workforce at UT Dallas and community colleges as well as anchor headquarters focused on innovation.

Potential Strategies:

- Expand definition of "cultural arts" in all communication from the commission, to include digital arts, gaming, design, etc.
- Create grants/incentives/partnerships to further apply technology to current cultural offerings
- Utilize technology to connect with audiences, especially when the live human element cannot be met (i.e, vibrant online community and multimedia)
- Create an International Electronic Arts Festival.
- Focus on collaboration and outreach to help UT Dallas artists and technology programs connect with Richardson in various ways, including:
 - A. Innovation Forum at the Eisemann Center bringing together technology and the cultural arts
 - B. International prize competition in electronic arts and innovation in culture (following the Oscars model)

Recommendation 4: Feature digital arts technology and innovation citywide

Potential Strategies:

- Support an interactive digital arts incubator: a place where start-up gaming and digital arts have a shared space and business development to launch.

- Install technology-focused public art citywide.
- add interactive digital art components to existing festivals.
- Host “cultural hackathons,” the coordination and support of computer programmers convening to create technological and cultural products for everyone.

**PRIORITY:
PROMOTE RICHARDSON THROUGH
CITYWIDE CULTURAL ARTS
OFFERINGS**

Recommendation 5: Establish a portal to access citywide cultural offerings

Potential Strategies:

- Develop an easy-to-navigate and attractive website that includes a calendar of events categorized by date and type of event.
- Encourage collaboration among all art groups of the city to create year-round celebratory events.
- Bring news of the city to each household—*Richardson Today* website.

Recommendation 6: Establish and promote a Cultural Brand for the City

Potential Strategies:

- Employ all possible avenues for communication and advertisement—existing and new.
- Use graphics, images and other types of visual communication to market the City’s brand.
- Position city as an all-inclusive place for people to hang out.
- Recognize and provide info for a diverse population.
- Solicit cooperation for publicity between all cultures and ethnicities within the population.
- Place publicity in nontraditional venues.
 - Courthouse, minority hubs, schools, clubs, HOA, other publications, corporate newsletters.
 - Extend regionally—North/South/East/West DART Station.
- Create and integrate a comfort level for newcomers and non-English-speaking citizens.

- Keep community informed of outreach programs available throughout the city.

**PRIORITY:
FOCUS ON STRENGTH IN NUMBERS:
CULTURAL CLUSTERS**

Recommendation 7: Designate, brand, and sustain cultural clusters

The public face of culture is unified in clusters. Residents and visitors alike have clear, simple, easy access to Richardson’s cultural areas.

Potential Strategies:

- Work closely with the Arts Commission, artists, residents, developers, and planning department to determine criteria and goals for cultural clusters. Develop cluster criteria to specify type/level of amenities (e.g. parking, eating establishments, lighting, urban design signifiers, etc.) Designate incentives for ideal tenants of clusters.
- Develop cluster criteria to specify type/level of amenities (e.g., parking, eating establishments, lighting, urban design signifiers, etc.).
- Coordinate marketing strategy for clusters.
- Coordinate programming for clusters (including street-level events).
- Coordinate programming for clusters (including street-level events). Coordinate marketing strategy for clusters.
- Integrate/Display cultural arts in restaurants—have art, music on display at venues; coordinate hours of operation with events.
- Plays, painters, performers, multiple arts—(encourage and plan street-level arts activity).

Recommendation 8: Consider public art installation as a critical identifier of cultural cluster

Emphasize clusters through clearly defined Public Art program that will speak to multiple generations and represent communities.



Skippyjon Jones, 2013

Potential Strategy:

- Public Art Master Plan: Develop and implement a 10 year plan for acquisition, site selection, marketing, broad civic use, fundraising, maintenance
- Interactive public art: Encourage public art that functions as playscapes, street furniture, splash pad, e.g., Cloudgate or Crown Fountain.

**PRIORITY:
PLAN AN EFFECTIVE CULTURAL
TOURISM STRATEGY**

Recommendation 9: Create cultural tourism strategy

Richardson’s cultural tourism is developed to have maximum effect on existing and potential visitors through integration of infrastructure, amenities, citywide initiatives, and regional trends.

Potential Strategies:

- Cultivate a deeper understanding of Richardson’s visitors: measurement and survey of current visitors.
- Create specific strategy, marketing, messaging for cultural tourists.
- Identify and market of distinct cultural clusters.
- Create a year-round schedule of cultural events.

- Partner with DART stations, airport, and other transportation hubs.
- Develop a one-stop-shop visitor website for accommodations, ticket purchasing, and visitor planning.
- Determine yearly budget required to attract regional and national visitors.
- Assess feasibility and/or economic impact of cultural tourism on Richardson.

Recommendation 10: Promote Cultural Clusters and Festivals as a composite package

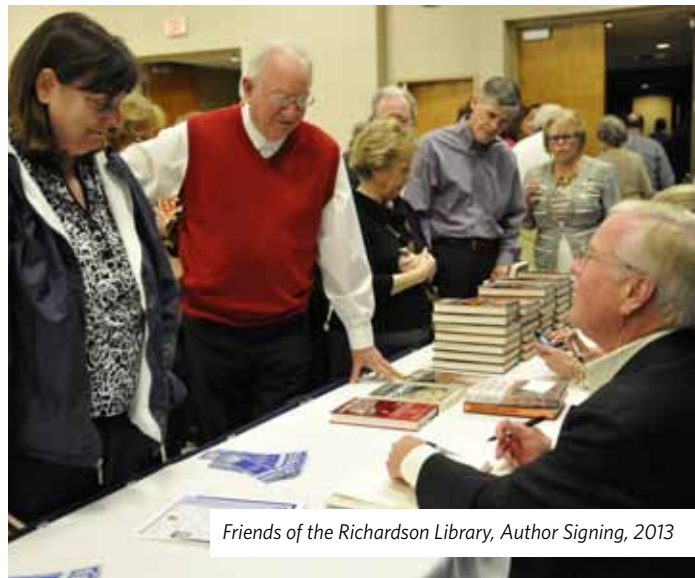
Undertake effective communication and collaboration efforts to make trip planning easy and cultural experiences accessible.

Potential Strategies:

- Recognize Richardson cultural arts cluster areas:
 - World EXPO highlighting the diversity of cultural experiences *available in Richardson*.
 - International arts festival (food, art, movies, theater, etc.).
- Coordinate with hospitality/ transportation/ amenities to create cultural tourism itineraries/packages.
- Coordinate with conventions and conferences to integrate culture into business travel.
- Prioritize cultural assets—marketing authentic, highest-quality, memorable experiences.



Cottonwood Arts Festival



Friends of the Richardson Library, Author Signing, 2013

- Viral Marketing Campaign: Promote experiences through word-of-mouth marketing.

Recommendation 11: Curate “Stumble Upon” events in designated cultural clusters

Potential Strategies:

- Organize weekly, monthly, and/or quarterly opportunities for performers at outdoor seating areas—particularly restaurants and parks.
- Create gathering spaces in otherwise unused areas by hosting outdoor movie nights on a regularly scheduled basis.
- Create and utilize amphitheater/bandshell space.
- Install public art throughout the city that connects all areas (e.g., Chicago Cows).

Recommendation 12: Create and market designated tours of Richardson

Potential Strategies:

- A City of Neighborhoods: Institute a program for area university and high school students that encourages them to create cultural arts projects in various Richardson communities—including oral history, performance art, even walking tours.
- Arts Trolley for art clusters.
- Encourage self guided City-wide arts tours.

PRIORITY: MAXIMIZE THE IMPACT OF THE RICHARDSON ARTS COMMISSION

Recommendation 13: Develop a Strategic Plan for the Arts Commission

Examine and, if necessary, redefine the mission and vision for the Commission. Establish goals and tasks for moving forward for the next 5-10 years.

Potential Strategies:

- Critically examine mission of the Arts Commission.
- Define the focuses needed to fulfill the mission and determine each commissioner’s focus - creating a program wherein each commission is an ambassador for youth, retail, education, marketing and business
- Designate paid staff for the Arts Commission, including dedicated full-time staff person and social media director.
- Further diversify membership of the Arts Commission.
 - A. Specific outreach and cultivation of newcomers, younger generations, young professionals, in terms of diversity of cultural arts expertise, racial/ethnic diversity.
 - B. Cultivate potential Commission members and diverse viewpoints through the creation of advisory committees connected to each commissioner’s “ambassadorial” specialty.



Wildflower! Arts and Music Festival

Recommendation 14: Examine the criteria and outreach behind the granting process.

Ensure the continued impact of grants by targeting an expanded and diversified applicant pool. Ensure that the criteria respond to an evolving cultural sector and capacity development for organizations at critical stages of their growth.

Potential Strategies:

- Allocate resources to emerging artists.
- Establish a dedicated program to commission, curate, and fund public art.
- Consolidate business contributions into one fund to be awarded through Commission grants as well as the hotel/motel tax.
- Change contract duration of grant cycle—more than the once-a-year process (July–October).
- Award capacity-building and professional development grants with established benchmarking points that must be reached. This includes opportunities for training and workshops on:
 - A. operating a not-for-profit
 - B. grant writing and fundraising

- C. marketing and attracting new audiences
- D. strategies for earned income generation
- E. leadership development and succession planning; and volunteer cultivation

Recommendation 15: Improve artist and arts organization access to the Richardson Arts Commission

Arts Commission becomes known for its citywide “open door” reputation. Artists and arts organizations understand how the Commission operates, where they can “meet”—physically or virtually—commissioners, and how to obtain information on grants and any other programs of the Commission.

Potential Strategies:

- Establish a social media presence for the Commission—Facebook, Twitter, Instagram. Staff (as recommended above) and resources would be necessary to maintain and engage contacts and update content.
- Hold Commission meet-and-greets/events outside of the downtown core at key spaces throughout the city.
- Link the Commission’s electronic presence (social media, website) to the City of Richardson website.



Repertory Company Theatre, "Little Mermaid", 2012



Richardson Theatre Centre, "Oliver", 2009

- Hold monthly citywide cultural arts days. Creating an activated cluster around the Eisemann Center (e.g. modeled on First Thursdays in Austin).
- Create an "Arts Ambassadors" program that designates artists and arts organizations in Richardson as "official" city representatives of the Richardson arts community, specifically when outside of the city.

Recommendation 16: Ensure continued vitality of the Commission within and outside of the cultural arts community

Potential Strategies:

- Convene monthly charrettes with artists and Arts Commission to engage around specific areas of interests or topics of concern for the Cultural Arts Community.
- Galvanize Community Cultural Committees/Task Forces that report to the Commission regularly. These would be focused on outreach areas (like young professionals, newcomers, etc.).
- Reach out to unfunded arts organizations (including efforts at the high schools, UT Dallas, within corporations, ethnic cultural centers, etc.) to assist and/or understand reasons for not applying.
- Create and implement a mentor program among established and emerging arts groups.
- Assign each commissioner to be a liaison with other City departments (park and recreation, library, etc.).

Recommendation 17: Strengthen Cultural Community

Cultural organizations and individual artists are equipped with the skills for financial sustainability and effectiveness long into the future.

Potential Strategies:

- Festival as Training Ground: Use successful productions as on-the-ground training for emerging groups to learn event planning, fundraising, volunteer recruitment, programming, etc.
- Business Acumen for the Emerging Artist: Hold workshops on grant writing, accounting, marketing, "breaking in", higher learning.
- Encourage artists and arts organizations to seek grants that support development of programs for reaching a new generation through Commission grant requirements.

6

Implementation Timeline

The success of the Richardson Cultural Arts Master Plan will ultimately depend on the care, speed, and quality with which the Priorities are fulfilled. The implementation of the Strategies described in Chapter 5 as well as those introduced by the Arts Commission and stakeholders will ensure this fulfillment.

This chapter is intended to provide an estimate of the length of time necessary to carry out the recommendations.



Richardson Theatre, "Cheaper by the Dozen", 2007

	Implementation Schedule	
	Near-Term	Long-Term
Priority: CULTIVATE NEW GENERATION OF CULTURAL ARTS PARTICIPANTS		
Recommendation 1: Improve access to the arts for all ages and socioeconomic levels		
Leadership Through Culture: Coordinated youth leadership across Richardson's cultural institutions		X
Partner Richardson artists and arts organizations with area school districts to ensure arts education programming at every stage of student development.		X
Bridge digital experience to live experience by offering multi-part arts experience	X	
All-Youth Conference: Create a wide-reaching annual event with a focus on youth leadership, culture, arts, enrichment, community		X
Expand arts camps for youth, family, and older adults. Provide discounts and advertise arts camps for youth and family		X
Utilize marketing tools for niche markets: Target programs, marketing strategy, etc toward young families, postsecondary students, young professions, older adults, etc	X	
Cultivate a culture of "scholarshipping" so that students of all ages can participate in the cultural arts		X
Well-advertised Cultural Arts Pass that can be checked out of the Richardson library providing free or discounted admission to performances	X	
Increased outreach through discounted tickets, a dedicated website	X	
Hold all-family, "choose your own adventure" nights at the Eisemann Center		X
Capitalize on the "nice place for families reputation"	X	
Recommendation 2: Anticipate future needs		
Commission collaboration with Richardson Library to meet existing and future cultural demands	X	
Develop emerging and professional work/live spaces to sustain arts and cultural pursuits		X
Offer renovated and accessible visual arts spaces with the capacity to host major arts events and shows		X

	Implementation Schedule	
	Near-Term	Long-Term
Priority: APPLY RICHARDSON'S FOCUS ON INNOVATION TO CULTURAL ARTS		
Recommendation 3: Further establish Richardson as a leader in digital arts		
Expand definition of cultural arts	X	
Create grants/incentives/partnerships to apply technology to cultural offerings	X	
Utilize technology to connect with audience	X	
Create an International Electronic Arts Festival		X
Focus on collaboration and outreach to assist UT Dallas artists and technology programs connect with Richardson	X	
Innovation Forum at the Eisemann Center		X
International competition in electronic arts and innovation	X	
Recommendation 4: Feature digital arts technology and innovation citywide		
Support an interactive digital arts incubator		X
Install technology-focused public art citywide		X
Add interactive digital arts components to existing festivals	X	
Host cultural "hackathons" to encourage programmers		X

	Implementation Schedule	
	Near-Term	Long-Term
Priority: PROMOTE RICHARDSON THROUGH CITYWIDE CULTURAL ARTS OFFERINGS		
Recommendation 5: Establish a portal to access citywide cultural offerings		
Develop an easy to navigate and attractive arts web landing page that includes a calendar of events categorized by date and type of event	X	
Encourage collaboration among all art groups in the city to create year-round celebratory events		X
Bring news of the city to each household--Richardson Today website	X	
Recommendation 6: Establish and promote a cultural brand for the city		
Employ all possible avenues for communication and advertisement—existing, new, and non-traditional	X	
Use visuals for communication	X	
Position City as an all-inclusive place for people to hang out	X	
Recognize and provide info for a diverse population	X	
Solicit cooperation for publicity between all cultural and ethnicities within the population		X
Create and integrate a comfort level for newcomers and Non English speaking citizens	X	
Keep community informed of outreach programs		X

	Implementation Schedule	
	Near-Term	Long-Term
Priority: FOCUS ON STRENGTH IN NUMBERS: CULTURAL CLUSTERS		
Recommendation 7: Designate, brand, and sustain cultural clusters		
Work closely with arts commission, artists, residents, developers, and planning department to determine criteria and goals for cultural clusters. Develop cluster criteria to specify type/level of amenities (i.e. parking, eating establishments, lighting, urban design, signifiers, etc.)	X	
Designate incentives for ideal tenants of clusters	X	
Offer venues off-campus for college/university events		X
Coordinate programming for clusters (including street-level events). Coordinate marketing strategy for clusters		X
Create multi-geographical theatre arts clusters		X
Develop clusters along 75 corridor (expressed through urban design guidelines and incentives for cultural tenants)	X	
Integrate/Display cultural arts in restaurants– have art, music on display at venues; coordinate hours of operation with events		X
Plays, painters, performers, multiple arts - encourage, plan street-level arts activity	X	
Recommendation 8: Consider public art installation as a critical identifier of cultural clusters		
Public Art Master Plan: a ten-year plan for acquisition, site selection, marketing, broad civic use, fundraising, maintenance	X	
Interactive public art – public art that functions as playscapes, street furniture, splash pad, i.e. Cloudgate or Crown Fountain.		X

	Implementation Schedule	
	Near-Term	Long-Term
Priority: PLAN AN EFFECTIVE CULTURAL TOURISM STRATEGY		
Recommendation 9: Develop cultural tourism strategy		
Cultivate a deeper understanding of Richardson’s visitors: measurement and survey of current visitors	X	
Create specific strategy, marketing, messaging for cultural tourists	X	
Identify and market distinct cultural clusters		X
Create a year-round schedule of cultural events	X	
Partner with DART stations, airport, and other transportation hubs		X
Develop a one-stop shop visitor website for accommodations-- ticketing, purchasing and visitor planning		X
Assess feasibility and/or economic impact of cultural tourism on Richardson	X	
Recommendation 10: Promote cultural clusters and festivals as a composite package		
Recognize Richardson Cultural Arts cluster areas	X	
Coordinate with hospitality/transportation/amenities to create cultural tourism itineraries/packages	X	
Coordinate with conventions and conferences to integrate culture into business travel	X	
Prioritize cultural assets – marketing authentic, highest quality, memorable experiences	X	
Viral Marketing Campaign: Promote experience through word-of-mouth marketing	X	
Recommendation 11: Curate “Stumble Upon” events in designated cultural clusters		
Organize weekly, monthly, and/or quarterly opportunities for performers at outdoor seating areas— particularly restaurants and parks	X	
Create gathering spaces in otherwise unused areas by hosting outdoor movie nights on a regularly scheduled basis		X
Create and utilize amphitheater/bandshell space		X
Install public art throughout the city that connects all areas		X
Recommendation 12: Create and market designated tours of Richardson		
A City of Neighborhoods: A program for area university and high school students that encourages students to create cultural arts projects in various Richardson communities—including oral history, performance art, even walking tours.		X
Arts Trolley for arts clusters		X
Encourage self-guided city-wide arts tours		X

	Implementation Schedule	
	Near-Term	Long-Term
Priority: MAXIMIZE THE IMPACT OF THE RICHARDSON ARTS COMMISSION		
Recommendation 13: Develop a strategic plan for the Arts Commission		
Critically examine the mission of the Arts Commission	X	
Define the focuses needed to fulfill the mission and determine each commissioner's focus	X	
Designate paid staff organization for the Arts Commission	X	
Further diversify membership on the arts commission	X	
Recommendation 14: Examine the criteria and outreach behind the granting process		
Allocate resources to emerging artists	X	
Establish a dedicated public art program	X	
Consolidate business contributions into one fund		X
Change contract duration of grant cycle	X	
Award capacity-building and professional development grants		X
Recommendation 15: Improve artist and arts organization access to the Richardson Arts Commission		
Establish a social media presence for the Commission	X	
Hold Commission meet-and-greets/events citywide	X	
Link the Commission's electronic presence to the City of Richardson website	X	
Monthly citywide cultural arts days		X
Create an "Arts Ambassadors" program		X
Recommendation 16: Ensure continued vitality of the commission within and outside of the cultural arts community		
Convene monthly charrettes with artists and Arts Commission		X
Galvanize Community Cultural Committees/Task Forces		X
Reach out to unfunded arts organizations	X	
Create and implement a mentor program among established and emerging arts groups		X
Assign each commissioner to be a liaison with other City departments/commissions (i.e. Parks and Rec, Library)	X	
Recommendation 17: Strengthen cultural community		
Festival as Training Ground		X
Business Acumen for the Emerging Artist	X	
Encourage artists and arts organizations to seek grants that support outreach to new generation	X	

Lord
— Cultural Resources