



CITY OF GARLAND  
**Cultural Arts Plan 2021**



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# Executive Summary

## Planning for Cultural Arts

The Garland Cultural Arts Plan sets a VISION for cultural arts in the City of Garland. The Plan provides a roadmap for the coordination of city government support for cultural arts. It also lays out RECOMMENDATIONS and RESOURCES for funding, programs, partnerships, and processes. This will help the city leverage the strengths of cultural arts sector in order to help make Garland a vibrant community for all, and to improve quality of life for all residents and visitors alike.

## Garland's Unique Culture

The cultural arts in Garland have grown from strong foundations, including

- The city's performing arts facilities and core creative nonprofits
- A local identity centered on making and creating
- Strong civic involvement among artists and creatives
- The cultural diversity of Garland's residents
- An orientation toward family and youth

## New Opportunities

New opportunities for cultural arts are now emerging in Garland. These include public and private partnerships, expansions of public art activity by many city departments, and opportunities for community members to get involved directly in revitalizing their neighborhoods through art.

## Current trends

Current national trends in municipal support for cultural arts show us that the arts are a complex "ecosystem," going far beyond one program, building, or activity. From the arts economy, to cultural celebrations, to the impact of the arts on the built environment, these different components contribute



*ABOVE: Where the Heart Is Build Day. Photo Courtesy of the Office of Neighborhood Vitality.*

to a dynamic and multifaceted system, which can support broader civic goals. Many are finding success working through partnerships to achieve these goals. These collaborations often include partners such as the city, cross-sector nonprofits, artists, local businesses, community members, and more.



## How we planned

The Cultural Arts Plan was conducted in three phases, intended to center community members and key stakeholder voices in the planning process.

**Discover:** In the Discover phase, the planning team reviewed many different types of background data and materials, such as historical, demographic, economic, and policy information. This helped to grow a basic shared understanding about Garland and how the arts are situated within the city.

**Envision:** In the Envision phase, sector stakeholders and community members were brought into the planning conversation. A community advisory committee was formed to meet frequently to discuss aspects of the project. Other stakeholders and community members were brought into the conversation through focus groups, individual interviews, and community meetings. Local artists were included as partners in the community meetings, and presented about their experiences of creating artworks in Garland. A survey about cultural arts needs, experiences, and attitudes was distributed throughout the city for all community members.

**Develop:** Finally, in the Develop phase, the planning team brought together all of the information that emerged from community conversation and research, and then used this information to develop the cultural arts plan vision, goals, and recommendations.

## What we heard

Community members spoke to the strengths of cultural arts in Garland, such as youth, diversity, and civic-mindedness.

Challenges centered on the theme of connectivity, and room for growth in ensuring that all residents are connected to opportunities to participate in activities that speak to them.

Engagement activities identified opportunities to GROW STRUCTURES within city administration to support the arts, and to ACTIVATE THE COMMUNITY through place activation and opportunities for youth.

## Vision

The values, priorities, and hopes that we heard from residents and stakeholders during the planning process were combined to create a Vision for Cultural Arts for the City of Garland:

*Garland's cultural arts sector grows from strong community foundations and provides residents and visitors access to creative experiences and expression.*

*The City of Garland strives to build a reputation as a regional cultural destination, to be a training ground for all forms of creative expression, and to nurture collaborative partnerships grounded in diversity, family and youth.*

## Goals

The Vision for Cultural Arts for the City of Garland is supported by six major Goals. These Goals are meant to guide cultural arts activities and investments.

**Neighborhoods and Downtown:** Provide opportunities to experience and participate in cultural offerings in all neighborhoods and downtown for residents and visitors.

**Youth:** Grow opportunities for youth.

**Diversity and Heritage:** Celebrate and support diversity and heritage.

**Artists and Creatives:** Support and attract artists and creatives.

**Partnerships and Collaboration:** Foster collaborations and partnerships.

**Municipal Operations:** Optimize municipal operations.

## Top Ten Action Items

Each goal is supported by targeted Strategies and specific Action Item Recommendations. The Strategies and Action Items tie the goals to specific, actionable activities that will bring the Plan and Vision for cultural arts in Garland to life.

## Envisioned outcomes

Some of the highlights of the envisioned outcomes of the Cultural Arts Plan include:

- Enhanced staff coordination
- Comprehensive Public Art Policy
- Pilot projects
- New and expanded partnerships
- Enhanced GCAC communication about priorities
- Project and program alignment with Plan goals







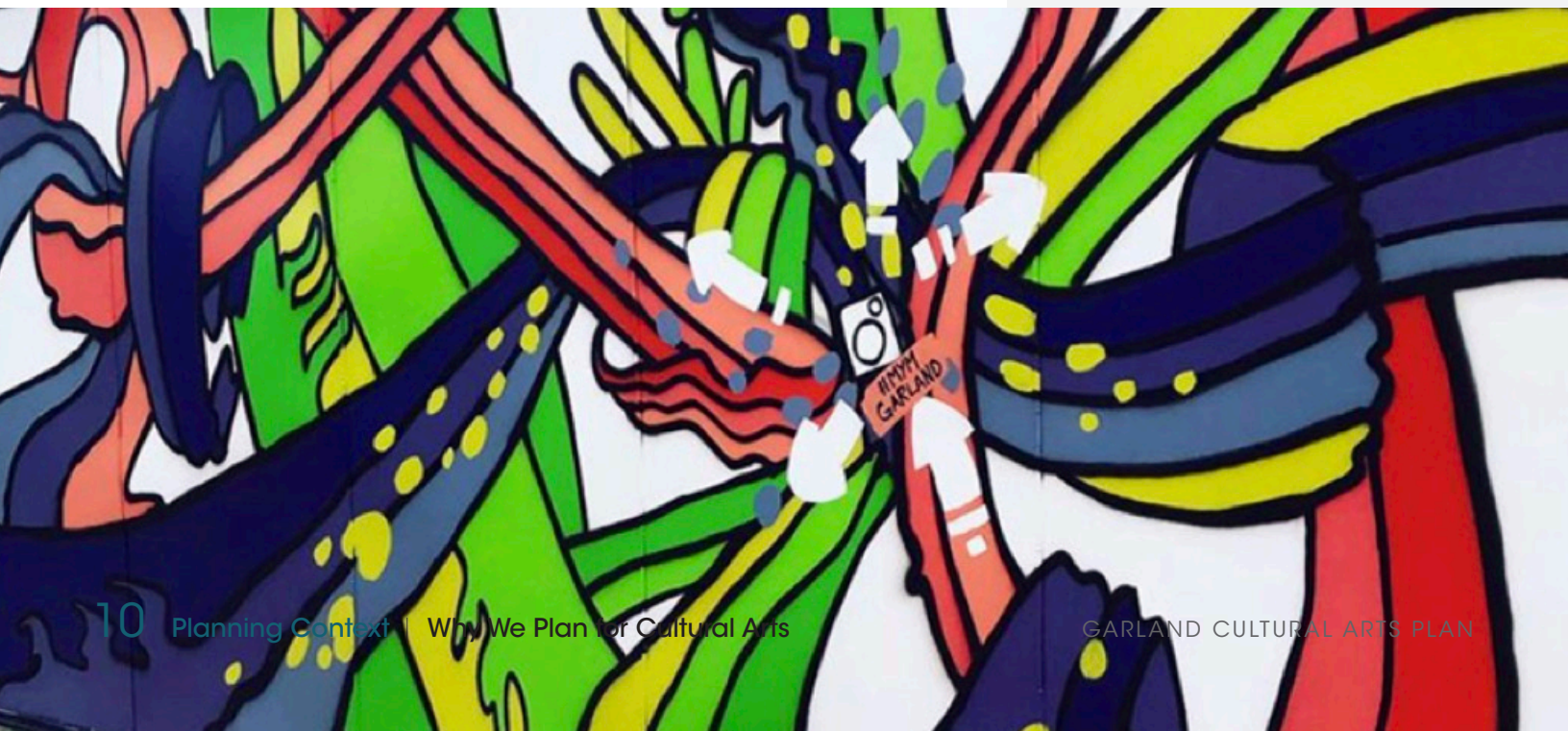
# Why We Plan for Cultural Arts

All of us are creative in our own lives in one way or another. Some paint or sculpt. Others sing or play an instrument. Others dance, or craft, or cook. We experience cultural expression through our youth in schools, in our faith communities, and through our unique cultural traditions. Even those of us who claim that they “don’t have a creative bone in their body” have a favorite song, movie, book, or meal.

But what does it mean to support creativity as a community or as a city? Cities across the country and the world have identified many reasons to support arts, creativity, and cultural expression. From economic development and downtown revitalization to public health, education, and even local identity itself, cultural arts can be a key contributor.

Traditionally, it is well understood that the arts can play a central part in tourism, and cities across Texas have recognized and celebrated local “cultural districts,” which draws visitors from across the region, state, country, and world. Cultural arts attractions and activities have been proven to drive trips and hotel stays, which brings more money into the community in a variety of ways. Infrastructure and activities such as public art, performing arts, heritage attractions, and more can contribute to a city’s tourism draw.

*BELOW: Participatory mural at 506 Art. Photo courtesy of the artist, Cullin Lassiter*



The arts and cultural expression also improve quality of life for residents. Access to cultural and creative expression helps to build better civic relationships and networks, reduce isolation, and increase pride in neighborhoods and communities. For diverse communities, cultural expression can be an opportunity for different community members to see and celebrate each other, building social cohesion.

These outcomes are positive and desirable in their own right. Additionally, from a city growth perspective, the pride and enthusiasm that creativity and cultural expression engender can help make communities more attractive to newcomers, which can increase wealth, property values, and opportunities for longtime residents and newcomers alike.



*ABOVE: Family artmaking at 506 Art, photo courtesy of the Granville Arts Center.*

# Why the Plan is Happening Now

Cultural arts in Garland has a long and storied history. Garland’s core performing arts facilities and organizations have anchored cultural arts activities in the city for decades. Recently, new opportunities and activities have built from these historic successes and helped deliver creative experiences to more residents in more parts of Garland.

- The Garland Cultural Arts Commission launched a public art program with the “Vision of the Arts” sculpture by the artist Barvo outside of the Granville Arts Center.
- The City’s Office of Neighborhood Vitality has made community-driven public art a key aspect of the work they do to support thriving neighborhoods throughout the city.
- With community and youth-focused cultural celebrations such as the Dia de los Muertos celebration and Big Art Day, the City has partnered with other civic and cultural organizations to deliver events and activities to Garland residents and visitors.
- Private arts programs, such as the 506 Art outdoor gallery in downtown Garland, have enriched the cultural texture of the community.

These are just a few examples of the emerging energy around the cultural arts in Garland. Community partners and City staff are showing strong leadership in making a home for the arts in Garland and ensuring access to the arts for all community members, and there is great opportunity to build on these efforts.

All of this exciting new activity means that now is an important

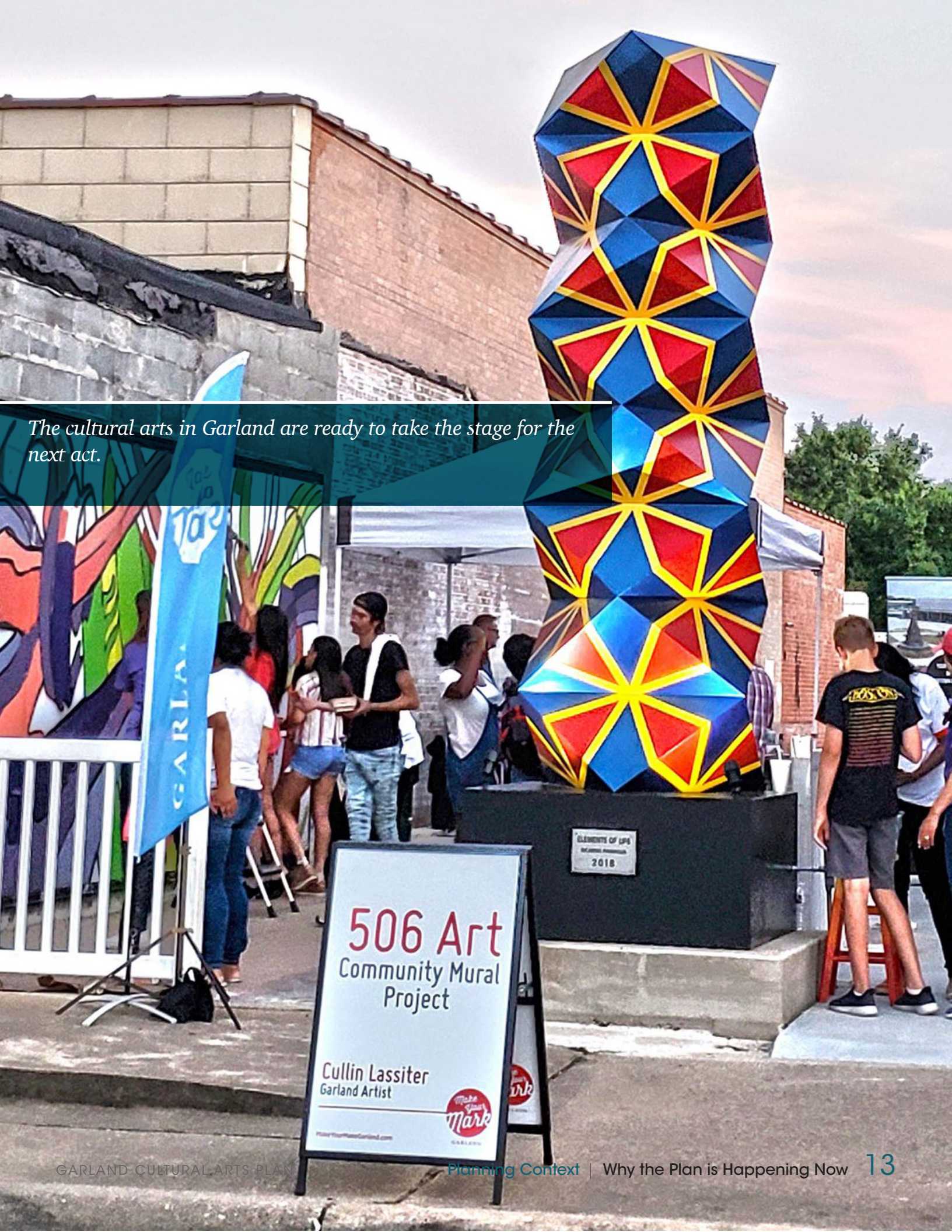
time for the City and community members to take stock of where we’ve come from, and to collaboratively envision the future of the arts in Garland. This plan sets a vision for cultural arts in the city, and lays out a roadmap for how to get there together.

The arts in Garland are incredibly diverse. Arts offerings and activities have moved beyond the four walls of any one building, the

programs of one organization, or the activities of one department. This growth, if built on the wisdom and lessons learned of long-time stakeholders, will help creative and cultural experiences to flourish for more residents and visitors in more parts of the community than ever.

The cultural arts in Garland are ready to take the stage for the next act.





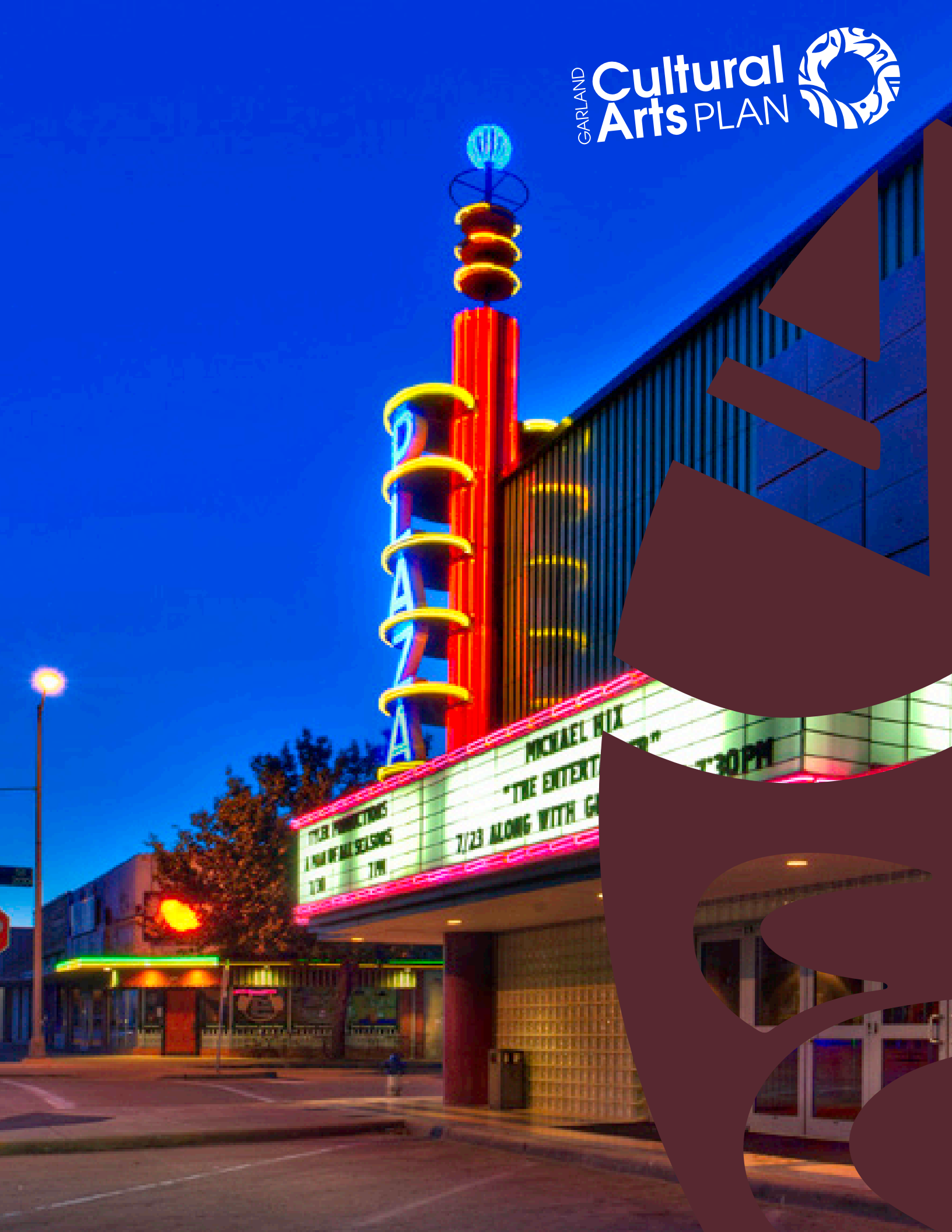
*The cultural arts in Garland are ready to take the stage for the next act.*

**506 Art**  
Community Mural Project

Cullin Lassiter  
Garland Artist







THEater PRODUCTIONS  
A NEW ORIGINAL SERIES  
7:23 ALONG WITH GARLAND

MICHAEL HIX  
"THE ENTERTAINERS"  
7:30 PM

7:23 ALONG WITH GARLAND



# 2

## Research & Discovery

Promoting, supporting and advocating, with a unified voice, the benefits of a vibrant and diverse arts and cultural sector.

# Garland's Unique Cultural Landscape

The City of Garland has a rich cultural history dating back to its origins in the late 1800s. Since the 1980s, the Granville Arts Center and Plaza Theatre in Garland's historic downtown have anchored and expanded arts offerings in the city. These performance centers have played a central role in Garland's downtown revitalization efforts, attracting local and regional audiences and providing a home for a strong core group of cultural performance organizations. In recent years, the Garland Cultural Arts Commission has built from these successes by launching a public art program. This is just one example of the emerging energy around the cultural arts in Garland. Key stakeholders such as the Garland Cultural Arts Commission and Garland ISD are showing strong leadership in making a home for the arts in Garland and ensuring access to the arts for

*BELOW: A historic image of Garland musicians, photo courtesy of Heritage Crossing.*



all community members, and there is opportunity and interest in building upon these efforts.

### Texas Made (and Created) Here

Garland is a city of creators. Beyond the cultural sector, Garland is known for its manufacturing and creation. Garland’s slogan “Texas Made Here” speaks to the strength of Garland’s manufacturing industry, a central aspect of Garland’s economy and way of life. It also speaks to the value of making that is a core part of Garland’s civic spirit. Creative spirit contributed to the growth of manufacturing in Garland since the beginning of the industry’s roots in the area in the 1940s, and it is a value that is present in many Garland residents today.

### Garland’s Diverse and Family-Oriented Communities

Garland is a growing and diverse community, with residents and community members from many different cultural, racial, ethnic, and economic backgrounds. Over 160 languages are spoken in Garland. The city annually celebrates its large Hispanic community at the Dia de los Muertos festival, and its large Vietnamese community with the Lunar New Year Festival. Residents, leaders, and visitors alike recognize Garland’s diversity as its strength. Garland is also a family-oriented community. Events like Big Art Day bring out families to celebrate and create together. The impressive cultural arts offerings in the Garland Independent School District have fostered an up-and-coming generation of immensely creative and talented young people in the city.

### An Active and Involved Creative Sector

Garland’s cultural arts leaders are grounded in the community’s creative history and celebrated performance and cultural offerings.

Now, these leaders are asking: How can the City of Garland

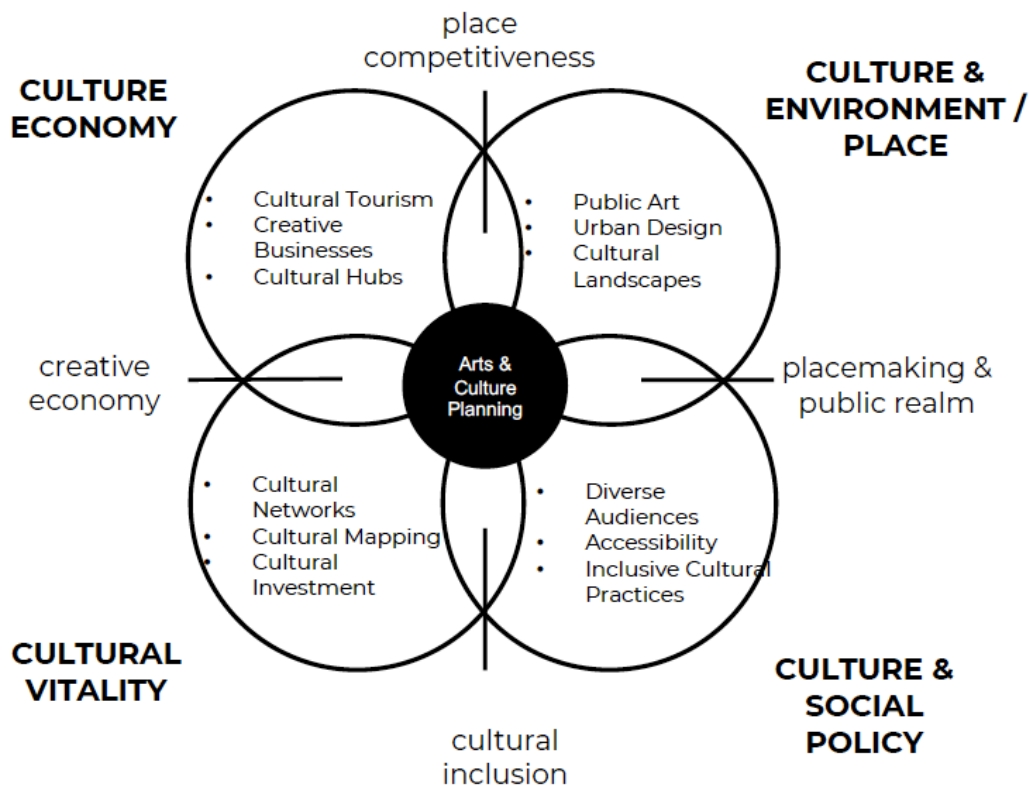
- grow creative offerings geographically and culturally?
- leverage organizational partnerships to create professional and creative networks for youth and working artists?
- highlight the contribution of the arts to the community's high quality of life?

# National Trends and Best Practices

## Celebrating and leveraging the breadth of the cultural arts ecosystem

Cultural arts activity in a city goes far beyond any one facility, program, or public art initiative. It is helpful to think of the arts sector as an ecosystem. Much like a natural ecology, the cultural arts ecosystem is made up of different physical, programmatic, organizational, and individual elements that all take on different roles, and support the larger system in different ways. From the arts economy to cultural celebrations to the impact of the arts on the built environment, these parts contribute to a dynamic and multifaceted system. This system can address and support a municipality's broader goals, such as regional visitor attraction and tourism, or high quality of life and civic participation for all residents in all parts of the community.

The diagram below illustrates the complexity of the arts and culture ecosystem. Each individual aspect comes together as part of the whole and can be considered an area of opportunity for the Garland Cultural Arts Plan.



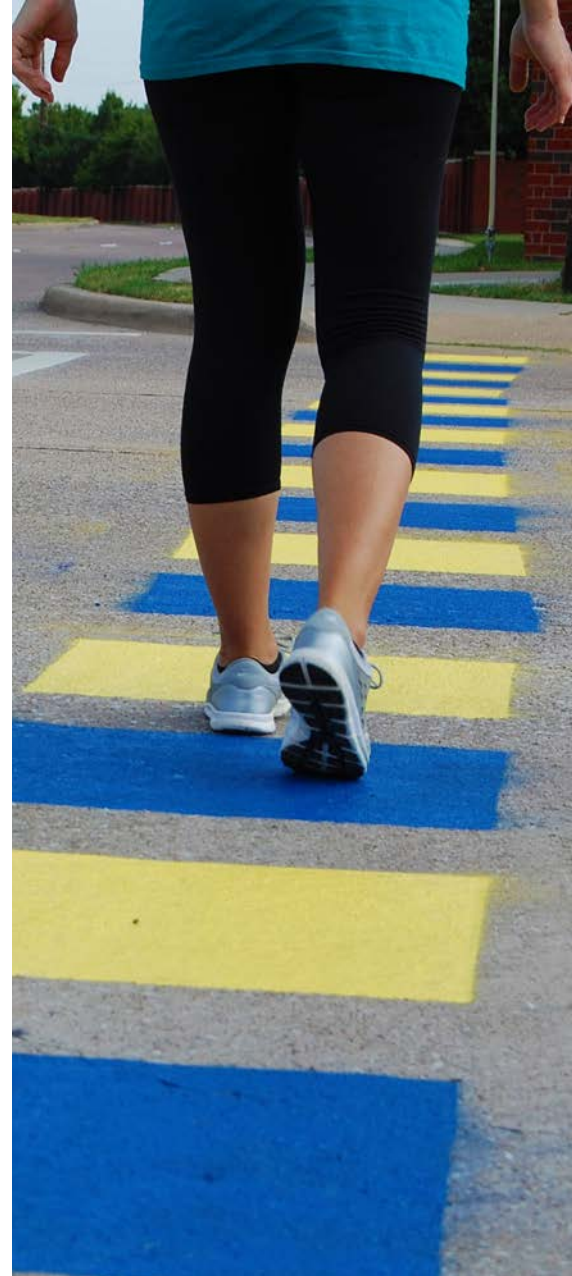


## Creative Placemaking: Arts-based community development strategies

One of the key ways that the City of Garland distinguishes itself from other municipalities is the way in which it embraces the arts as a tool for helping to support other community goals, such as supporting communications, building community cohesion, and fostering local identity. Arts-based community development practices have come to the forefront nationally over the last ten years under the umbrella term “creative placemaking.” This idea of bringing the arts into the center of how we develop our towns and cities is not new – from Greek theater, to turn of the century municipal arts movements, to contemporary social arts practices, people have always sought ways to infuse deeper layers of community building and meaning making into the ways they form their cities and communities. Today we see cross-sector teams in the municipal and community development sectors working with artists and arts organizations to find out how they can partner on project that can bring in community members in meaningful ways.

At their core, creative placemaking projects are about place – a place’s history, its people, and its stories. The best projects are rooted in local communities, with specific concerns, histories, economies, visions, and aspirations. Another essential element of creative placemaking projects is that they leverage the power of arts and culture strategies to help achieve the changes they’re looking to create - the arts are not an afterthought, but are rather a core aspect of achieving the change. Bringing artists, arts organization, and culture bearers to partner on issues where they may not have traditionally had a seat at the table allows new perspectives, new ideas, and new networks to emerge.

Today we are seeing an explosion of projects happening across all fifty states and a wide range of community issues and sectors. In each of these projects, partnerships between municipalities and artists and arts organizations are collaboratively creating place-based change. The critical component of each project is that the “creative” in creative placemaking



**ABOVE:** An example of a tactical creative crosswalk project, courtesy of the Office of Neighborhood Vitality.





Find out more about these strategies in the Working With Partners Toolbox in the appendix.

is an adverb describing the making (or ‘keeping’!), not an adjective describing the place. In other words, arts and culture strategies become the way community goals are met, and the power that the arts bring to community equations can be seen in housing, transportation projects, public safety initiatives, and community health. Artists are becoming partners with local governments in furthering community goals.

One of the key ways to understand creative placemaking within the local government sector is to understand the difference between doing projects ABOUT arts and culture and doing projects WITH arts and culture. Great creative placemaking work involves doing projects WITH arts and culture partners to help support OTHER city goals. These projects could look like artists being embedded within city departments to tackle old problems in new ways, engaging mural artists to help support local public health strategies by creating positive messages about a neighborhood, or any other number of possibilities.

The City of Garland is already taking actions to bring cultural arts into the conversation about larger city goals, from neighborhood revitalization to visitor attraction to youth skill-building. Indeed, as the planning process revealed, Garland artists and creatives are impressively civic minded and ready to partner on projects to support and improve the communities they live in. New avenues for funding, training, and other technical assistance to support this work are emerging as part of the growing national practice of creative placemaking.





# 3

## Planning Process

Promoting, supporting and advocating, with a unified voice, the benefits of a vibrant and diverse arts and cultural sector.



# How We Planned

## Objectives of the Planning Process

The planning process was conducted with four main objectives in mind:

1. Develop common goals, strategies, and action steps to grow the ways that cultural arts can contribute to a **healthy and vibrant community and the social, cultural, and economic wellbeing of all community members.**
2. **Develop the plan collaboratively** with diverse residents, creative sector stakeholders, and staff.
3. **Clarify opportunities for collaborations and relationships.**
4. **Integrate these goals** with the broader context of City of Garland goals for resident quality of life and visitor experience.

*BELOW: Visual artist Leslie Montena stands with her work. Ms. Montena produced an original artwork and presented about her experience creating in Garland for a virtual community. Photo courtesy of Leslie Montena.*



## Discover, Envision, Develop: A three-part approach

The process that led to the Garland Cultural Arts Plan involved three main phases: Discover, Envision, and Develop. The planning process launched in 2020 during the uncertainty of the early days of the COVID-19 crisis. Thankfully, the core project team was able to creatively adapt to the logistical challenges caused by COVID, and maintain the core activities of the planning process.

**Discover:** In the Discover phase, the planning team reviewed many different types of background data and materials, such as historical, demographic, economic, and policy information. This helped to grow a basic shared understanding about Garland and how the arts are situated within the city. This survey was summarized as a “Situational Analysis.”

**Envision:** In the Envision phase, sector stakeholders and community members were brought into the planning conversation. A community advisory committee was formed to meet frequently to discuss aspects of the project. Other stakeholders and community members were brought into the conversation through focus groups, individual interviews, and community meetings. Local artists were included as partners in the community meetings, presenting about their experiences creating in Garland. In order to reach the community at-large, a survey about cultural arts needs, experiences, and attitudes was distributed throughout the city for all community members.

**Develop:** Finally, in the Develop phase, the planning team brought together all of the information that emerged from community conversation and research and assessed it in tandem with national best practices. These three sources – local engagement, local research, and national best practices – were woven together to form the foundation of the cultural arts plan vision, goals, and recommendations.

## Meeting the challenges of COVID-19

The best way to engage with Garland's busy residents is to go and meet them where they are - in schools, congregations, and parks. Unfortunately, these opportunities were not possible during the making of this plan, due to the COVID-19 pandemic and public health recommendations against large gatherings. To meet the challenges and constraints of the moment, the team engaged residents using a combination of established community networks and digital tools, including the formation of both Community and Technical Advisory Groups, and digital community meetings where local artists showcased their work

## Community and Technical Advisors

At the start of the project, the core team established a Community Advisory Committee and Technical Advisory Committee to act as advisors during the planning process. The Community Advisor group, made up of 13 community and sector leaders, provided feedback from diverse community and creative sector perspectives. The Technical group, made up of City of Garland staff from various departments, provided feedback from tactical, administrative, and collaborative perspectives.

Both groups of advisors provided critical expertise, guidance, and grounded insights throughout the development of the Plan. Their important role in the planning process was to:

- Meet monthly with the core project team
- Share expertise, insight, and guidance
- Work closely with project team to shepherd the planning efforts
- Be stewards and champions of the plan in the future as it moves towards implementation

Both advisory groups met five times over the course of the project.

Discussion and decision topics included:



**ABOVE:** Garland native and hip-hop performer Moses Uvere ignites the crowd. Mr. Uvere produced a music video and discussed his hopes for creativity in Garland at a virtual community meeting in support of the Plan. Photo courtesy of Moses Uvere.

- Reviewing the Situational Analysis
- Helping to identify the goals of the Plan
- Helping to craft the plan Vision
- Providing feedback on interview and focus group takeaways
- Advising and assisting on the community engagement strategy

### Situational Analysis

During the “Discovery” project phase, Civic Arts produced a Situational Analysis, a research-based report that frames the history, present moment, and opportunities in the cultural arts in Garland. This descriptive analysis frames cultural arts in Garland through a series of analytic lenses: economic, historical, demographic, and review of existing policies, plans, and supportive structures. This document was reviewed and refined by the core project team and project advisors. The Situational Analysis provided essential framing for the development of the plan and the public engagement process to follow.

Key themes from the Situational Analysis include:

- The importance of building from the city’s historic **creative anchors**: downtown’s core venues and nonprofits and work done by the Garland Cultural Arts Commission
- The **demographic changes** the city has experienced over the last two decades, and the opportunity to grow relevant cultural programming for emergent demographic groups, such as Hispanic community members and youth
- Revenues and funding for Garland’s **cultural nonprofits** are healthy and comparable to those in most peer communities.
- There is opportunity to foster and grow more **creative economic activity** throughout Garland’s broader economy.
- Opportunities to continue to support and develop departmental

and organizational **partnerships and collaborations** to support cultural arts in Garland, including with and between Parks, Recreation, and Arts, the Office of Neighborhood Vitality, Economic Development, Garland ISD, downtown partners, the Community Multicultural Commission, and many more.

### Aligning with other planning efforts

The Cultural Arts Plan overlapped with two other planning processes in Garland: The Tourism Strategic Action Plan and the Downtown Branding and Capital Improvement Marketing Plan. Consultants from all three planning teams met and coordinated throughout the planning process. Through this open communication, the teams were able to share information and feedback, and to coordinate language and goals so that the plans would form a mutually supportive roadmap for the City.

### Interviews

The project team conducted 14 one hour-long interviews in July and August 2020 with stakeholders representing diverse perspectives on cultural arts in Garland, including leadership from different racial and ethnic groups, the school district, the business community, and historic preservation. The interviews were analyzed through a formal coding process to identify key themes and takeaways. The team is developing themes based on the identification of 43 “codes.”

Top level themes that emerged from the coding process included:

- Garland’s deep history and **cultural value of “making,”** which applies equally to industry and creative activity
- **Garland’s multicultural identity,** and the opportunity to continue to develop ways to celebrate and build pride around the city’s diverse communities



- Garland as a **training ground for students and emerging artists** to develop and hone their skills and craft in creative occupations and activities
- The importance and value of **festivals** for Garland residents and visitors
- The opportunity to strengthen **relationships and partnerships** to provide arts and cultural experiences throughout all areas of the city, and for all types of residents
- The opportunity to build from past successes and further develop the **role of the arts in Garland's downtown revitalization**

Interview coding produced 382 unique ideas and quotes, which were used to identify needs and to shape the Plan's vision and goals.

## Focus Groups

Civic Arts facilitated three hour-and-a-half long focus groups in September and October of 2020. The focus group themes were developed as opportunities to explore various ideas and points of view that came up in interviews and research.

### **Core Cultural Organizations**

The Core Cultural Organizations focus group invited leaders from Garland's core arts organizations and the Garland Cultural Arts Commission to share about the history, activities, direction, and needs of Garland's anchor creative institutions. Participants spoke about the strengths, successes, and challenges of existing cultural arts organizations and activities.

Themes that emerged during this focus group include:

- Improving **communications** and raising awareness about existing programs and opportunities
- The importance of providing **participation opportunities** for all residents who wish to be involved in these organizations

- The important role of the arts and creative organizations in creating a strong **visitor experience** in downtown Garland
- “1+1=3”: Organizations thrive when they are **working together** for cross-organizational and civic goals.

### **Artists and Creatives**

The Artists and Creatives focus group brought the voices of artists and creatives who work, live, and create in Garland into the planning discussion in order to identify opportunities for support. The focus group conversation explored their experiences and perspectives, their ideas for the future, and ways to enhance Garland as a place where artists can thrive.

Themes that emerged during this focus group include:

- The importance of telling the **arts heritage** story of Garland, including mediums and traditions that are sometimes excluded or siloed
- How important it is for local artists to be **civic-minded and collaborative**, contributing to a larger vision for creativity in the community
- The possibility of developing new venues, for instance, a non-seated music venue downtown. Participants also suggested the experimental potential for tactical or **temporary performance venues** and opportunities.

### **Youth**

The Youth focus group invited high school and college-aged participants to talk about their experiences creating and performing in Garland and their ideas for the future. The team reached out to educators in the Garland Independent School District to identify a group of student leaders from six area high schools to participate. College-aged creatives who had volunteered with Garland Summer Musicals also participated. Participants represented a diversity of locations, backgrounds, and creative disciplines.



*ABOVE: Garland visual artist Cullin Lassiter. Mr. Lassiter has collaborated with the City of Garland on many projects that invite community participation. Mr. Lassiter presented at a community meeting about his experiences collaborating with the City. Photo courtesy of Cullin Lassiter.*

The planning team was happy to extend an opportunity for two students (one high school and one college-aged) to act as peer facilitators for this focus group. This paid experience helped the youth facilitators to grow professional experience in leading small group discussion, and also allowed participants to feel comfortable expressing their perspective in a discussion led by someone near to their own age and life experience.

Themes that emerged during this focus group include:

- An understanding from participants that their creative practice builds important **professional skills**, such as teamwork, leadership, and technical ability, that will be useful in both creative and non-creative occupations and professions
- Recognition of the benefits of in-school and out-of-school **creative networks** (for instance, local extracurricular arts organizations) and a desire for strengthening these networks and opportunities

Developing the Plan Vision and Goals

## Developing the Plan Vision and Goals

Interview and Focus Group takeaways were assessed and developed into a draft Vision and Goals for the Plan. The Vision and Goals were then taken to the Community and Technical Advisor groups for refinement and suggestions. The Vision and Goals were then ground-truthed and confirmed through a community-wide survey and community meetings.

## Survey

The project team distributed a 16-question community-wide digital survey. 263 respondents gave feedback on attitudes toward the arts in Garland, patterns of engagement in the arts before and after COVID, knowledge of offerings, and activity location preferences. Residents from all Garland ZIP codes participated in the survey. Survey respondents also included diverse representation in race, ethnicity and age. Overall, this survey presented a snapshot of the how respondents view cultural arts

in Garland and what they would like to see in the future. The results of this survey were used to shape and confirm the Plan's vision, goals, and recommendations.

The survey showed that respondents are generally pleased with the levels of art and culture in Garland. Respondents did suggest that there are opportunities to expand the arts and culture activities in different neighborhoods throughout the city and in downtown. The majority of respondents strongly agreed that there are opportunities for young people to participate in the arts, though to the extent that there are enough opportunities was mixed. Conversely, over 40% of respondents reported that there are not enough opportunities for adults to participate in the arts. The majority of respondents indicated they would like to participate in more cultural arts activities. Respondents agreed that celebrating and supporting cultural diversity in Garland is important. Respondents, however, were mixed about whether there are enough opportunities to celebrate and support cultural diversity in the city, with 57% feeling either neutral or disagreeing that there are enough of these opportunities.

Finally, most respondents felt aware of arts, cultural, and creative activities in Garland. They indicated that there was still room for improvement, particularly in marketing activities and events. In open response questions, respondents indicated that the best methods of sharing information about Garland's arts, culture, and creative events is through email announcements and social media. Following the pandemic, respondents indicate a demand for more art classes, particularly for adults, and outdoor events like concerts and festivals centered on food and art. Respondents also indicated that there could be more collaboration and support for Garland ISD arts activities, use of the Downtown Square, and generally indicated an interest in more representation of the diversity of arts, music, and cultural practices represented within the community.

## Virtual community meetings

The project team facilitated three virtual community meetings in late winter 2020 to share about the Cultural Arts Plan and receive feedback from community members about the Plan’s vision, goals, and action steps. Spanish and Vietnamese interpretation were each offered at one of the meetings.

The meetings also featured performances and presentations by seven local and regional artists and performers, who shared about their work and their experiences living, working, and creating in Garland. Artists were commissioned for this opportunity in order to share cultural experiences with meeting participants and to celebrate local creatives as part of the planning process. Activities included the presentation of new visual works, a music video premiere, and a guided tour to what it’s like to work with the City on public art projects.

High level takeaways from the community meetings include:

- Celebrating the “**unsung heroes**” of the creative community and diversifying what we mean by cultural arts by centering diverse creatives in all genres and styles of visual art, music, performance, and other forms
- Desire to increase opportunities for **participatory cultural arts activities**
- The importance of considering **faith communities** as key partners in expanding cultural arts activities
- Increasing opportunities for **Hispanic youth** to participate in cultural arts activities
- The importance of **building relationships and trust** with new audiences, creatives, and communities by starting small and being consistent
- Incorporating the arts into **civic celebrations and activities**, even if they aren’t arts-focused

# What We Heard

Through the community and stakeholder engagement and research activities outlined above, the team was able to identify the strengths are areas of growth and opportunity for Garland’s creative sector and activities.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• A history of strong cultural arts leadership, which has led to a celebrated legacy creative activity in the city</li> <li>• A long history of success with core performing arts venues and nonprofits</li> <li>• The creative talent of Garland youth, as a core engine of local creativity</li> <li>• Pride in a diverse range of cultures and modes of cultural expression</li> <li>• Many civic-minded artists with a strong desire for connectivity who want to be a part of the larger civic picture of the city</li> <li>• Festivals and events that are cherished by residents and seeing higher attendance</li> </ul>	<ul style="list-style-type: none"> <li>• Not all community members feel that current creative activities are for them.</li> <li>• Not all youth are tapped into information about extracurricular creative opportunities.</li> <li>• Creatives in Garland can sometimes be siloed or in pockets. It can sometimes be difficult to tell who is out there in the city doing creative work.</li> <li>• Downtown is not a frequent destination for some residents and visitors.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Expanding public art in neighborhoods as a means of fostering community pride and identity</li> <li>• Updating the public art policy to support new and expanding activities and interest across different departments</li> <li>• Strengthening staff networks in order to increase inter-departmental communication that can support the increase of creative activities throughout the city</li> <li>• Providing expanded opportunities for showcasing youth creativity and talent to even wider audiences</li> <li>• Supporting enhanced programming within recreation centers, parks, libraries, and schools in order to reach out with a broader geographical footprint</li> <li>• Collaborating with other existing career development programs in order to engage youth in the arts in more diverse ways</li> <li>• Facilitating singular and combined cultural offerings that pull from, and pull in, a diverse range of local residents</li> </ul>	<ul style="list-style-type: none"> <li>• A need to identify emerging young creative leaders and provided the support to help them grow and flourish</li> <li>• Overcrowding and parking issues with downtown events</li> <li>• Lack of entrepreneurial leaders living (and giving) in Garland, which reduces impact of philanthropic fundraising</li> <li>• Need for improving recognition of Garland’s creative brand in the region</li> <li>• Confusion by some groups about rental and programming policies for city-owned performance venues and how that impacts programming</li> <li>• Difficulties in communicating with some racial and ethnic communities in Garland that are civically isolated and difficult to reach</li> <li>• Some emerging talent moving to Dallas or elsewhere for opportunity</li> </ul>







GARLAND

# Cultural Arts PLAN







4

# A Vision for Cultural Arts

Promoting, supporting  
and advocating, with a  
unified voice, the benefits  
of a vibrant and diverse  
arts and cultural sector.

# VISION

*Garland's cultural arts sector grows from strong community foundations and provides residents and visitors access to creative experiences and expression.*

*The City of Garland strives to build a reputation as a regional cultural destination, to be a training ground for all forms of creative expression, and to nurture collaborative partnerships grounded in diversity, family and youth.*







**ABOVE:** Garland musician Bobby Orozco annotates a composition. Photo courtesy of Bobby Orozco.

## Vision

The vision statement for the cultural arts points the direction and intention for a flourishing creative community, with opportunities for both residents and visitors throughout different areas of the community.

In the planning process, it was recognized that it was important to build on the City's overarching vision statement. The Envision Garland Comprehensive Plan, adopted in 2012, envisions that in 2030,

*Garland is a community that blends old and new into a distinctive destination for people and businesses. We successfully adapt to changing needs and benefit from new opportunities, strengthening our identity as a sustainable community with a hometown feel. We are a community known for our appealing neighborhoods, globally-connected business hub, and beautiful parks, active lakefront, and natural areas.*

Working from this base, the vision statement for cultural arts in the City of Garland developed in response to what we heard in many conversations with creative sector stakeholders, community advisors, cross-sector partners, community members, and staff. The statement was workshopped with community advisors and staff in order to ensure that the vision for the arts for Garland is rooted in place and representative of the character,

assets, and opportunities of the community itself.

*Garland's cultural arts sector grows from strong community foundations and provides residents and visitors access to creative experiences and expression.*

*The City of Garland strives to build a reputation as a regional cultural destination, to be a training ground for all forms of creative expression, and to nurture collaborative partnerships grounded in diversity, family and youth.*



# Goals

The Cultural Arts Plan vision statement is supported by six central policy goals. These goals represent key areas of opportunity and focus for the City, nonprofits, individual artists, community members, and other partners. Each of these policy goal categories were developed by observing and distilling feedback that we received in conversation with community advisors, interviewees, focus group participants, and community members.

**BELOW:** Mexico 2000 Ballet Folklorico. Photo from Ballet Folklorico.



# Goal 1: Neighborhoods and Downtown

*Provide opportunities to experience and participate in cultural offerings in all neighborhoods and downtown for residents and visitors.*

Garland stretches out across almost 60 square miles and features many distinct neighborhoods and areas. In recent years the City has prioritized the need to provide services to residents where they live, in their own neighborhoods throughout the community. Providing access to creative experiences in neighborhoods is a central component of the Cultural Art Plan. The City will use assets and strategies such as parks, recreation centers, libraries, public art, and other institutional partnerships to provide creative services to residents in all parts of the city.

As one of the city's neighborhoods, Garland's downtown has a long history of artistic and cultural attraction, anchored by the celebrated Granville Arts Center and Plaza Theatre, two of the City of Garland's performance facilities. Recent years have seen increased energy and excitement around the arts downtown, from new public art in partnership with local business leaders and community members to the redevelopment of the downtown square. The City of Garland and its partners now look to expand on downtown's cultural offerings, ensuring a diversity of programming and activity that will attract and appeal to local and regional audiences that are diverse in terms of age, cultural background, and interest.

The City of Garland will use a diverse toolkit of strategies and activities to provide access to cultural arts in all neighborhoods and downtown for residents and visitors. One important strategy is to use temporary activations and pilots in order to test out new ideas.



**ABOVE:** 2016 Neighborhood Summit breakout session. Photo courtesy of the Office of Neighborhood Vitality.



*ABOVE: 2019 Student Art Show winners. Photo courtesy of the Granville Arts Center.*

## Goal 2: Youth

*Grow opportunities for youth.*

Being a great place for families and young people is core to Garland's identity as a city. The Cultural Arts plan is a chance to expand on the existing relationships and activities for youth that have been provided by the City and many key partners for years, in order to provide young people opportunities to grow, learn, and develop creative skills and experiences in and out of school.

The Garland Independent School District (GISD) has provided young people in Garland with creative experiences and skill-building through their visual arts, performance, and music departments. The District has been and will continue to be an essential partner for the City. Through events like Big Art Day and the ongoing growth of collaborative opportunities and relationships, the City of Garland and GISD will continue to prioritize opportunities for Garland's young people to develop through creative communities and learn new professional skills through the arts.

It is also important that young people in Garland are connected to extracurricular creative opportunities. Garland is blessed with a core group of successful performance-based non-profits. The City will continue to help connect youth to opportunities with groups like these, and to ensure that extracurricular creative opportunities are accessible for young people in Garland from all backgrounds in all parts of the city, and that they have good information about how to participate.



## Goal 3: Diversity and Heritage

*Celebrate and support diversity and heritage.*

Garland's diversity is its strength. Over 160 languages are spoken in the city. People with origins from all over the world call Garland home, including large Hispanic and Vietnamese communities among many others. Celebrations such as the Lunar New Year festival and Dia de los Muertos bring Garland's cultural diversity to center stage. The City will continue to support unique and diverse events and activities that celebrate individual cultures of Garland's residents and also multicultural sharing. Through creative activity, Garland can bring even more residents and communities into civic conversations.

Garland can be proud of its rich cultural and creative history and heritage. The City will explore new and expanded opportunities to bring the story of Garland's unique heritage to life for residents and visitors.



*ABOVE: Garland's Lunar New Year festival. Photo courtesy of Visit Garland.*





**ABOVE:** Garland resident Chris Collins in a woodcarving class from local artist and sculptor Robertus van der Wege. Photo courtesy of Robertus van der Wege.

## Goal 4: Artists and Creatives

*Support and attract artists and creatives.*

Garland is a great place for artists, performers, and creatives to live, work, and create. The City can continue to support artists and creatives, both those currently living and working in the City and those who soon may. The role of the City in supporting artists and creatives is to help individuals and organizations to get connected with resources and opportunities. For example, the City of Garland can connect individual creatives with businesses who would be interested in featuring their work. Or, the City can help creative nonprofits to work together to expand their marketing and volunteer reach.

All of this creative activity can come together to grow Garland's reputation as a vibrant, exciting place to visit. By working together, the City, artists, creative organizations, and other partners will support a "critical mass" of creative activity in the city that will be a regional draw in the Dallas-Ft. Worth Metroplex.

# Goal 5: Partnerships and Collaboration

*Foster collaborations and partnerships.*

Local experience and national trends show that working through partnerships and collaborations is essential for using the cultural arts to provide experiences and opportunity for residents and visitors and to support strong community and quality of life. The City has a role to play in establishing and amplifying relationships between creatives and the business sector.

Collaboration between local creatives and businesses can be mutually beneficial in a variety of ways. Creative displays and performances can activate and enliven public facing retail and commercial service spaces. Artists can be key partners in promotional activities. Creative activity can be a regional draw, bringing in new retail foot traffic. Even more fundamentally, many artists and creatives possess creative problem-solving expertise, design skills, and a different way of thinking that can make important contributions in many types of business environments. The role of the City is to help develop and communicate about these opportunities, and to help grow these relationships for the benefit of the business community and local creatives.

Nonprofit partners, both those that focus on cultural arts and those that don't, are important partners for cultural arts activity. Creative nonprofits have been a primary source of providing creative activity in Garland for decades. These activities should continue to be supported, with a renewed emphasis on serving the overarching civic goals of the Plan and the City. Likewise, there are promising opportunities to explore bringing the arts and creativity into the work of non-arts nonprofits, in order to serve broader civic goals around issues like public health, economic development, equity and diversity, and more.

There are nearly endless possibilities for supporting the arts through innovative partnerships. Alternative networks and opportunities for partnerships, such as with faith communities and neighborhood groups, should continue to be explored.



**ABOVE:** Ablon Park Paint Day. Photo courtesy of the Office of Neighborhood Vitality.



Find out more about these strategies in the Working With Partners Toolbox in the appendix.



**ABOVE:** Modelling local artist-designed branding concepts for Visit Garland promotional materials. Photo courtesy of Visit Garland.

## Goal 6: Municipal Operations

*Optimize municipal operations.*

In order to make all of the activity described on the previous pages come to life, it is critical that the City of Garland processes that support these activities are operating efficiently “under the hood.” The amount and types of cultural arts activity that the City supports is growing rapidly. It is an important moment to review and refresh municipal operations in support of these new activities.

In that spirit, adopting a new public art policy that will encapsulate and clarify public art activities for all City and community partners is at the top of the list. Recent years have seen increased interest in using public art to increase the vibrancy of Garland’s neighborhoods, parks, and other public spaces. New public art projects have been spearheaded by traditional players, such as the Garland Cultural Arts Commission, and also new departments and partners, such as the Office of Neighborhood Vitality and local business leaders. An updated public art policy will provide clear goals and processes that each of these partners can follow to improve quality of life in Garland by increasing public art throughout the city.

More broadly, this section of the Plan provides action steps that will help the City to support a “big tent” of many types of cultural arts activity by many departments and non-City partners. These diverse activities require coordination, so it is important to develop systems that will make relationships, roles, and goals clear to staff, stakeholders, and community members. The City should strive to not only grow these clear systems but also to make communication about these opportunities clear and accessible to the public.







A large, bold green number '5' is positioned in the upper right quadrant of the page. The background is a dark green color with a large, curved cutout on the left side that reveals a photograph of several people, including a child, in a dimly lit setting. The overall design is modern and artistic.

5

# Taking Action: Strategies & Tactics

Promoting, supporting and advocating, with a unified voice, the benefits of a vibrant and diverse arts and cultural sector.



*ABOVE: The Garland Symphony Orchestra. Photo courtesy of the Granville Arts Center.*

# Strategies & Tactics

The planning process led to the development of specific strategies to support the Vision and Goals that were discussed in the previous section. These strategies break down the Goals into smaller, more digestible pieces that the City and partners in the community can use to focus their activities.

In this section we explore each **Strategy** in detail and provide **Action Item Recommendations** for each Strategy. These Recommendations are specific, targeted, and actionable activities that the City of Garland, and its many partners, can undertake in order to bring the Vision for cultural arts in Garland to life.

More details about these Action Items can be found in the “Action Item Matrix” in the Appendices.

# Goal 1: Neighborhoods & Downtown

## STRATEGY 1.1: Support Creativity in Neighborhoods

Ensure that residents (and visitors) have access to arts and cultural offerings and activities in all of Garland’s neighborhoods and districts. Work with institutional and community partners to serve residents where they live, work, and play.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Art in Libraries:</b> Provide access to cultural arts activities in different geographic areas of Garland by promoting cultural arts activities for youth and adults in library branches and enhancing library cultural arts programming opportunities through collaboration with other City departments. Support community arts activities through Library space activations (e.g., through performance activation or as a maker space). Identify overlapping goals and values between cultural arts and Libraries and explore them as opportunities for collaboration and partnership. If appropriate, convene working group between Library Board and Cultural Arts Commission to explore opportunities for collaboration and potential joint funding through grants.</p>	<p>Libraries, GCAC, PRCAD</p>
<p><b>Recreation Division:</b> Use Recreation Centers and other areas of the Recreation Division to provide access to cultural arts activities in different areas of Garland for youth and adults, framed within the goals and priorities of the Cultural Arts Plan. Schedule annual report by the Recreation Division to the GCAC on current and future programs and other opportunities.</p>	<p>Recreation Division, GCAC</p>
<p><b>Participatory Murals:</b> Continue and expand the practice by Office of Neighborhood Vitality and the Downtown Development Office of facilitating community participation in murals and other artmaking. Explore ways to include residents of different ages and cultural backgrounds in these activities.</p>	<p>Office of Neighborhood Vitality, PRCAD, community groups and residents</p>
<p><b>Spring Creek Amphitheater:</b> Assess the feasibility of temporary or permanent programming at the Spring Creek Amphitheater in Winters Park. If feasible, identify potential partners to coordinate programming and operations.</p>	<p>GCAC, PRCAD</p>

ACTION ITEMS	LEAD AND PARTNERS
<p><b>Cultural Events Along the Water:</b> Explore opportunities to activate Windsurf Bay Park and other areas along Lake Ray Hubbard with cultural arts events and activities.</p>	<p>PRCAD, GCAC</p>
<p><b>Neighborhood-Based Artworks:</b> Broadly encourage the development of neighborhood-based artworks in neighborhoods throughout the city, through the work of multiple departments. See Section 6.1, "Public Art," for policy considerations.</p>	<p>Neighborhood Vitality, PRCAD, GCAC</p>
<p><b>Maker Space:</b> Explore outside-the-box opportunities for developing a maker space for artists, youth, and community members. Coordinate with private, nonprofit, and community partners on establishing the feasibility and considerations for such an endeavor.</p>	<p>GCAC, private and nonprofit partners, community groups</p>
<p><b>Alternative Venue Rental Program:</b> Have the GCAC explore the creation of a city-sponsored alternative venue rental program that can provide additional options in terms of scale and location. For example, faith community spaces. Develop and provide sample contracts for partners and artists.</p>	<p>GCAC, PRCAD, faith communities and other community partners</p>
<p><b>Mobile Cultural Arts Activations:</b> Explore the development of a mobile cultural arts program or service, such as an "art bus" or a mobile performance stage, that can strategically target temporary activations and activities in areas that are not otherwise served.</p>	<p>PRCAD, potential partners may include Libraries, GISD, or others</p>



## **STRATEGY 1.2: Amplify Downtown Attraction**

Use cultural arts as a key strategy to activate Garland’s downtown and increase downtown attraction as a visitor destination and for residents. Provide and expand offerings at cultural facilities and on the Downtown Square that appeal to a wide variety and diversity of audiences.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Downtown Square Programming:</b> Coordinate and facilitate programming in the redeveloped downtown square. Convene public, private, and nonprofit stakeholders who wish to partner in programming activities on the downtown square. Establish and clearly communicate policies, guidelines, and procedures for how the space is programmed. Prioritize programming that is diverse in terms of creative discipline, cultural representation, age, and local and visitor attraction and interest.</p>	<p>Downtown Development Office, Visit Garland, GAC/Plaza staff, GCAC, business and community partners</p>
<p><b>Performing Arts Facilities Non-rental Programming:</b> Collaborate with Visit Garland, Downtown Development, Libraries, Recreation Division, Heritage Crossing, and community, nonprofit, and private partners to develop ideas for enhanced and collaborative programming opportunities at city-owned performing arts facilities. Experiment with pilot activities in collaboration with partners. Suggested opportunities include: midnight movies, wine tastings, concerts, poetry readings, book discussions, activities with specific youth appeal or appeal to various cultural communities. This pertains to downtown facilities and also other City performing arts facilities.</p>	<p>GAC/Plaza, Visit Garland, Downtown Development, Libraries, Recreation Division, Heritage Crossing, community, nonprofit, and private partners</p>
<p><b>Attract Diverse Rental Programming for City Facilities:</b> Explore venue rental outreach or subsidies for programming that prioritizes communities that are underrepresented in traditional municipal venue rental programming and that can help with promotion of events to diverse regional audiences.</p>	<p>GCAC</p>

ACTION ITEM	LEAD AND PARTNERS
<p><b>Banner Program:</b> ID ways to support and enhance arts-based banner program to assist in downtown and corridor wayfinding and celebrating historical and cultural significance. For example, an annual banner festival/celebration, collaborating with Marketing for City merch, etc.</p>	<p>Downtown Development Office, Visit Garland, Heritage Crossing</p>
<p><b>Crowd Management Plan:</b> Assess and plan for improvements to Arts District parking. For parking assessment, assume parking at full capacity for all three downtown performing arts venues.</p>	<p>PRCAD</p>
<p><b>Downtown Safety:</b> Use cultural arts programming and wayfinding to contribute to a sense of safety on the Downtown Square through frequent activation and activity.</p>	<p>Downtown Development Office, Special Events, other relevant departments</p>

### **STRATEGY 1.3: Experiment through Temporary Activations**

Use the temporary activation of spaces as a key tool in the toolkit to bring cultural arts activities and offerings to residents and visitors in all parts of the city, to support local and regional creatives, and to pilot new ideas.

ACTION ITEM	LEAD AND PARTNERS
<p><b>ID Constraints to Non-traditional Galleries and Event Spaces:</b> Form a working group of the Cultural Arts Commission to work with city staff to identify opportunities and constraints for setting up non-traditional galleries and event spaces, both in downtown and in other parts of the city. Include new technology opportunities in this exploration, such as online, streaming, and video-on-demand.</p>	<p>GCAC, PRCAD staff</p>
<p><b>Pop-up Galleries and Activities:</b> Form a working group of the GCAC to work with city staff to identify opportunities and constraints for local artists and non-City partners to set up pop-up temporary galleries and activities, both in downtown and in other parts of the city. Identify potential structural solutions such as identifying a staff liaison to help with event permitting, code, etc.</p>	<p>GCAC, PRCAD staff</p>
<p><b>Activating Vacant Storefronts:</b> Use temporary artworks to activate vacant storefronts in downtown and elsewhere to help increase a sense of local vibrancy.</p>	<p>GCAC, PRCAD, Downtown Development</p>
<p><b>Explore Creative Space Viability Through Pop-ups:</b> Use temporary activations as a tool to assess viability for new types of creative and cultural development. For example, a standing music venue. When exploring temporary activations, incorporate opportunities for emerging artists and youth expression in pop-ups.</p>	<p>GCAC, PRCAD, community partners, property owners/ developers</p>



Find out more about these strategies in the Tactical and Temporary Projects Toolbox in the appendix.

# Goal 2: Youth

## STRATEGY 2.1: Expand Extracurricular Opportunity and Connections

Increase opportunities, communications, and access for Garland youth of all backgrounds to robust creative activities and programs outside of school.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Communication About Extracurriculars:</b> Convene GISD, City, and creative nonprofit leaders to identify ways to increase outreach to students and their teachers about extracurricular creative volunteer and participation opportunities, and to identify barriers to participation. Specifically explore ways to expand the use of social media to reach youth about cultural arts opportunities.</p>	<p>PRCAD, GISD, arts nonprofits, Garland Youth Council</p>
<p><b>Reduce Barriers to Youth Participation:</b> Reduce barriers to participation for low-income youth. For example, a youth performing arts scholarship, or a modest funding program for transportation for low-income youth to get to extracurricular programs.</p>	<p>GCAC, GISD, PRCAD</p>
<p><b>Permission Wall:</b> Identify a location for a permission wall for youth to have a place for sanctioned expression</p>	<p>PRCAD, GISD</p>
<p><b>Identify Gaps:</b> Create GCAC Education Workgroup to coordinate with local school districts, higher education institutions, private schools, and others to collect available data and identify where there are gaps with extracurricular and summer cultural arts programs for youth and potential partners to fill those gaps. Examine both annual and seasonal opportunities to account for the school calendar.</p>	<p>GCAC, GISD, other education institutions, arts nonprofits</p>
<p><b>Youth-Centered Programming:</b> Support and expand programming at City owned facilities that appeal to the tastes and preferences of Millennial and Gen Z young people, to grow Garland's reputation as a place for young up-and-comers. This could include programming and highlighting new mediums, from LARPing, to comics, to tattoo art.</p>	<p>Performing arts staff, special events, GCAC, other public, nonprofit, and community partners</p>
<p><b>Center Student Voices:</b> Collaborate with GISD to find ways to center the voices of students themselves in identifying needs and gaps. Include the points of view of both students who do and do not currently participate in cultural arts extracurriculars.</p>	<p>GCAC, GISD, arts nonprofits, Garland Youth Council</p>



## **STRATEGY 2.2: Maintain and Expand GISD Collaborations**

Support and expand the collaborative relationship between the City of Garland, GISD, and other key partners in order to clearly communicate and develop creative opportunities for youth in and out of schools.

ACTION ITEM	LEAD AND PARTNERS
<p><b>GISD/PRCAD Liaison:</b> Identify a “go-to” role at PRCAD to act as a hub for promoting and coordinating creative activities between the City and GISD and to assist in communication between local creative nonprofits and GISD.</p>	<p>PRCAD, GCAC</p>
<p><b>GISD Communications:</b> Help creative nonprofits coordinate with GISD to communicate about activities and opportunities through the "Peach Jar" messaging system. Provide more information about extracurricular activities to elementary parents, similar to how they receive information about extracurricular sports.</p>	<p>GCAC, PRCAD, GISD, creative nonprofits</p>
<p><b>Big Art Day:</b> Incorporate many of the activities in 2.1, 2.2, and 2.3 into the expansion of the annual Big Art Day celebration, as appropriate.</p>	<p>PRCAD, GISD, GCAC, other relevant departments</p>

## **STRATEGY 2.3:** Help Youth Access Career Development and Skill Building

Work in partnership to provide professional skill building offerings and opportunities through and around the arts.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Youth Arts Leadership Program:</b> Create a project-based Youth Arts Leadership Program to assist in developing civic-oriented creative opportunities for youth. Elements could include mentorship, learning about civic processes, public art projects, and career development. Partners could include the City, GISD, and the Chamber’s Youth Leadership Garland program.</p>	<p>PRCAD (various divisions), Neighborhood Vitality, GISD, Chamber of Commerce, arts nonprofits, and more</p>
<p><b>Careers in the Arts Event:</b> Develop an annual “Careers in the Arts” event to help students connect with arts professionals and learn about creative careers and professional skills.</p>	<p>GISD, PRCAD (various divisions), Chamber of Commerce</p>
<p><b>Career and Tech Center:</b> Coordinate with GISD Career and Tech Center about potential for classes for career-oriented classes and programs for youth creatives.</p>	<p>GCAC, GISD arts, GISD Career and Tech Center</p>
<p><b>Mentorship Programs:</b> Increase the pipeline for new artists by supporting a mentorship program between GISD high schools, colleges and universities, and local/regional artists. Emphasize 21st century creative workforce skill such as self-branding and promotion in professional development programs.</p>	<p>GCAC, GISD, other education institutions, arts nonprofits</p>

# Goal 3: Diversity & Heritage

## STRATEGY 3.1: Support Diverse Cultural Communities and Identities

Garland benefits from the diverse cultural communities that have made the city their home. Work to increase civic connections and representation for culturally diverse residents through increased participation in the arts.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Barriers to Participation:</b> Identify and address barriers to participation, in collaboration with leaders and community members from diverse cultural communities, the disability community, and more. Create recommendations for how to address barriers such as increasing Spanish, Vietnamese, and other language accessibility needs on City website and communications for arts activities.</p>	<p>GAC/Plaza lead</p>
<p><b>Culturally Specific Offerings:</b> Building from successes like the Dia de los Muertos celebration, collaborate with leaders of racial/ethnic community organizations to identify gaps, needs, and opportunities for culturally-specific creative offerings and celebrations, especially Garland's large Hispanic and Vietnamese communities.</p>	<p>Special Events, CMC, cultural nonprofits</p>
<p><b>Diverse Program Participation:</b> Within City sponsored cultural programming, continue to cast, curate, program, and reach out to performers, participants, and audiences from diverse backgrounds that represent the current and future population and communities of Garland.</p>	<p>GAC/Plaza lead /PRCAD</p>

ACTION ITEM	LEAD AND PARTNERS
<p><b>Culturally Targeted Outreach:</b> Target outreach and communications to Hispanic communities and other underserved communities about current and future cultural offerings. Establish targets for audience, participation, and other measurements that ensure that creative activities in Garland reflect the diversity of Garland residents.</p>	<p>GCAC, GAC/ Plaza, other relevant departments and divisions</p>
<p><b>Multicultural Festival:</b> Explore the creation of a multi-cultural festival that reflects and celebrates the diversity of Garland cultures and residents and that could serve as a regional draw. This could be centralized or dispersed at different cultural hubs around the city.</p>	<p>Special Events, Visit Garland, Downtown Development, GAC/Plaza, CMC, cultural nonprofits, other community groups</p>
<p><b>Assist Emerging Cultural Leaders:</b> Create a joint working group with the Community Multicultural Commission and other community leaders to investigate potential avenues for technical assistance, development needs, and training for the next generation of emerging young artists and cultural leaders. Cultivate "cultural ambassadors" to underserved communities. Provide existing cultural organizations with assistance in fostering youth relationships and leadership.</p>	<p>GCAC, CMC, cultural nonprofits</p>



### **STRATEGY 3.2: Celebrate Garland’s Cultural Heritage**

Celebrate Garland’s cultural history as a central part of the City’s narrative. Expand opportunities for Garland’s heritage to be appreciated by residents and visitors.

ACTION ITEM	LEAD AND PARTNERS
<p><b>City-Wide Historic Interpretive Signage:</b> Explore the development and promotion of cultural heritage markers.</p>	<p>Visit Garland, Heritage Crossing, Landmark Society</p>
<p><b>Historic Programming:</b> Help residents and visitors connect with community history with free and innovative programming, such as wayfinding, interactive platforms, and more.</p>	<p>PRCAD, Neighborhood Vitality, Heritage Crossing, Visit Garland, Landmark Society, community groups</p>
<p><b>Heritage/GISD Collaboration:</b> Strengthen partnership opportunity between Heritage Crossing/Landmarks with GISD - field trips, curriculum, youth-oriented programming</p>	<p>Heritage Crossing, GISD, Landmark Society</p>
<p><b>Heritage Crossing as Part of Downtown:</b> Work to increase identification and promotion of Heritage Crossing as part of downtown cultural offerings and as city-wide cultural asset.</p>	<p>Heritage Crossing, Downtown Development, Visit Garland, Landmark Society</p>

ACTION ITEM	LEAD AND PARTNERS
<b>Heritage Facilities Needs:</b> Develop plan for heritage facilities - office space, storage space, climate controlled	Heritage Crossing, Landmark Society
<b>Heritage Collections Management System:</b> Develop plan and timeline for updating collections management system to cloud-based, not physical storage - explore opportunity for digital curation and programming as public-facing side of cloud-based digitization	Heritage Crossing, Landmark Society
<b>Succession Plan:</b> Identify opportunities and process for a succession plan for historic assets management.	Heritage Crossing, Landmark Society
<b>Historic Asset Restoration:</b> Search for and apply for grants to maintain and restore historic assets (e.g., Pullman Rail Car, digitization of materials, etc.).	Heritage Crossing, Landmark Society

### **STRATEGY 3.3: Maintain and Expand Festivals**

Garland’s cultural festivals are cherished by residents. Continue to provide and expand cultural festival offerings that bring residents and visitors together to connect and celebrate in the city.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Develop a Signature Festival for Garland:</b> Establish a "signature" festival for the city that can be a regional draw and local point of pride by speaking to the community's identity, diversity, and heritage. For instance, a "Makers Festival" to celebrate Garland's identity as makers in all of its facets.</p>	<p>Special Events, other PRCAD and Office of Strategic Initiatives divisions, institutional and community partners</p>
<p><b>Maintain/Expand Funding for Cultural Festivals:</b> Cultural festivals are a cornerstone of public cultural arts participation in Garland. Maintain all current cultural festival funding and expand funding where possible. Continue to provide technical assistance and other services to existing community-led cultural festivals in order to help them sustain and grow.</p>	<p>Special Events, other PRCAD divisions</p>
<p><b>Neighborhood Block Parties:</b> Help community groups host neighborhood block parties in all parts of the city that share and celebrate Garland's many cultures.</p>	<p>Neighborhood Vitality, Special Events</p>
<p><b>Cultural Festivals at Parks:</b> Use the parks system to bring cultural festivals to different city neighborhoods and explore supporting or offering festivals, events, and activities throughout different areas of the city in order to reach diverse residents where they live, work, and play.</p>	<p>PRCAD, Special Events</p>

# Goal 4: Artists & Creatives

## STRATEGY 4.1: Support Creatives

Artists, performers, and creatives are the engine of Garland’s cultural identity. Grow opportunity, access, and information for creatives that live and work in Garland. Provide artists a “seat at the table” in creative activities and decision making.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Arts Entrepreneurship Program:</b> Explore working with the Chamber of Commerce and/or other partners to develop a creative business and entrepreneurship development program (for instance, developing a business plan, etc.)</p>	<p>GCAC, PRCAD, Chamber of Commerce</p>
<p><b>Annual Awards:</b> Build from existing arts awards. Give an annual award for outstanding creative in Garland. Involve Council members, sector stakeholders, and other partners in nominating creatives in a variety of disciplines. Hire local artists to make one of a kind awards. Convene local leaders, sector leaders, community leaders, and last year's winner to be a part of the selection committee. Host an award dinner as a fundraiser. Give award for "outstanding arts supporter."</p>	<p>GCAC, GAC/ Plaza, local leaders, City Council</p>
<p><b>Local Artist on City Merchandise:</b> Create funding stream to support paying artists for creating original graphic artwork for City merchandise. Have an annual rotating local artist feature on City merch or promotional material.</p>	<p>Visit Garland</p>
<p><b>Artist Studio Tour:</b> Work with community groups to develop an "artist studio tour," where local artists open their studios.</p>	<p>GCAC, creative nonprofits, community groups and residents</p>



ACTION ITEM	LEAD AND PARTNERS
<p><b>Sharing Local Artist Activities:</b> Support enhanced communications with local artists and creative nonprofits about the opportunities to promote their activities and events on the Visit Garland arts calendar.</p>	<p>Visit Garland, creative nonprofits, local artists</p>
<p><b>Informal Meetups:</b> Support/help launch informal meetups among artists and creatives. Help artists, performers, and creatives identify opportunities for collaboration with each other. Look for opportunities to combine this recommendation with temporary activations (Action Items 1.3.1 and 1.3.2).</p>	<p>PRCAD, local creatives, GCAC</p>
<p><b>Social Media Group:</b> Encourage private partners to start a "Creatives of Garland" Facebook group. Once the group is started, drive new participants to the group.</p>	<p>PRCAD, local creatives</p>

## **STRATEGY 4.2: Support Creative Nonprofits**

Continue to support and expand the relationship between the City and established and emerging creative nonprofits, in order to grow their reach and better serve all of Garland’s residents and visitors.

ACTION ITEM	LEAD AND PARTNERS
<b>Collective Advertising:</b> Help coordinate creative nonprofits to pool communications for collective advertising about local cultural opportunities.	GCAC, PRCAD, creative nonprofits
<b>Collaboration:</b> Support the creation of a GCAC subcommittee that could support creative nonprofits to identify opportunities for efficient and expanded service through collaboration with each other. Where appropriate, tie these efforts in with the informal meet-up support (Action Item 4.1.6).	GCAC, PRCAD, creative nonprofits
<b>Existing Nonprofit Financial Support:</b> Maintain existing HOT fund grant program for nonprofit arts activities that support City goals for the arts. Review program guidelines to ensure that qualification rubric emphasizes City's goals for cultural arts. Use grant funds to support both establish creative nonprofits and grow opportunities for new partners.	GCAC
<b>Volunteering Communications:</b> Help creative nonprofits communicate about volunteer opportunities, especially to more diverse community members (racial/ethnic outreach, outreach to more diverse youth through schools). Help coordinate outreach among arts organizations in support of the shared value of ensuring that every community member has an opportunity to volunteer for a creative organization if they want to.	GCAC, PRCAD, creative nonprofits

### **STRATEGY 4.3:** Expand regional creative tourism

Leverage cultural arts as a key strategy and factor for attracting visitors to Garland, increasing the city’s reputation as a regional arts tourist destination.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Cultural Designations:</b> Explore applying for Texas cultural designations: Apply for downtown Garland (and/or other Garland cultural hubs) to become a Texas Commission on the Arts-designated Cultural District, which can attract tourists, increase civic pride, and open up potential cultural funding. Explore applying to be a “Film Friendly Community” with the Texas Film Commission and a “Music Friendly Community” with the Texas Music Office.</p>	<p>CVB, Downtown Development</p>
<p><b>Fine Arts Residency:</b> Explore opportunities to collaborate with other local partners to develop a traditional artist residency, to enhance the arts and as a visitor draw. Make visible and civic activities and projects a part of the residency requirements.</p>	<p>GCAC, nonprofits, PRCAD</p>
<p><b>Iconic Landmarks:</b> Continue to develop and promote public art and other cultural arts infrastructure and activities that are iconic, “instagrammable,” and shareable on social media. Use this strategy in both downtown and other neighborhoods throughout Garland.</p>	<p>PRCAD, Neighborhood Vitality, other relevant departments, private partners</p>
<p><b>Festivals as Attraction:</b> Explore ways to build from current festival infrastructure and successes to promote Garland festivals as regional visitor attractions.</p>	<p>Visit Garland, Special Events</p>



Find out more about Cultural Designations in the Cultural District Toolbox in the appendix.

# Goal 5: Partnerships & Collaboration

## STRATEGY 5.1: Foster Relationships with the Business Sector

Increase mutually beneficial collaboration between local businesses and creatives by providing information and fostering relationships.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Chamber Adult Leadership Program and Workplace Giving Day:</b> Collaborate with the Chamber and their Adult Leadership Program to enhance the arts aspects of the program, and to develop and promote an annual workplace giving and corporate philanthropy day for arts and culture.</p>	<p>GCAC, PRCAD, Chamber of Commerce</p>
<p><b>Promote Artist/Business Partnerships:</b> Create a roster of local visual and fabricating artists that is readily accessible and proactively be promoted to local business leaders who wish to hire local artists. Use the roster to facilitate partnerships and relationships between artists, arts orgs, and the hotel/convention industry, in order to strengthen the direct relationship between visitor attraction and arts activities.</p>	<p>GCAC, local businesses, Chamber of Commerce, Economic Development</p>
<p><b>Small Business Collaborations:</b> Inform small businesses about opportunities to partner with or showcase local artists and performers, for the benefit of both businesses and creatives. Develop a "Working with Local Artists" training program to help the local business community increase exposure for visual and performing art by local artists. Provide sample contracts for local businesses looking to work with artists. Create and share directories or rosters of artists and participating businesses. This item is complimented by 6.2.3, Artist Rosters.</p>	<p>GCAC, PRCAD</p>
<p><b>Event Checklist:</b> Develop a "checklist" for private organizations who wish to put on events that feature performers and artists, such as production and A/V considerations</p>	<p>Special Events, private partners</p>



ACTION ITEM	LEAD AND PARTNERS
<p><b>Develop a Variance Process for Creative Signage:</b> Following the exception made for Downtown Garland, develop a signage variance that allows for creative signage that provides an opportunity for private businesses to contribute to the visual vibrancy of the City.</p>	<p>Planning &amp; Community Development, City Council, PRCAD</p>
<p><b>Hat Manufacturing:</b> Collaborate with Garland’s major hat manufacturers and Visit Garland to clarify and grow opportunities to feature hat manufacturing as a draw for visitors and as an important aspect of Garland's cultural heritage.</p>	<p>Visit Garland, Garland hat manufacturers</p>
<p><b>Firewheel Town Center:</b> Work with leadership at Firewheel Town Center to identify opportunities for artists, performers, and other creatives. For example, temporary displays and artist pop-ups associated with the holidays.</p>	<p>PRCAD, Chamber of Commerce</p>

## **STRATEGY 5.2: Grow Nonprofit Partnerships**

Introduce and support the use of cultural arts strategies in cross-sector nonprofits as a tool for pursuing broad community and civic objectives.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Nonprofit Artist-in-Residence:</b> Explore a city-funded “artist in residence” program that could bring arts-based collaborations to non-arts nonprofits in pursuit of broader community goals. For instance, to Hope Clinic and other health care organizations in support of their community public health efforts.</p>	<p>GCAC, PRCAD</p>
<p><b>Nonprofit Partnerships:</b> Create a GCAC Working Group to explore potential city/philanthropic sector project partnerships to that can advance community development goals and encourage the adoption of artists participation and project leadership roles (e.g. creative placemaking initiatives).</p>	<p>GCAC, PRCAD, charitable organizations, local creatives</p>

### **STRATEGY 5.3: Build Alternative Networks**

Tap into other civic and informal networks to support creative activity in Garland.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Faith Communities:</b> Reach out to local congregations to develop a better understanding of the cultural opportunities that they already offer and to identify opportunities for collaboration or promotion of existing events to broader communities.</p>	<p>GCAC, PRCAD, faith communities</p>
<p><b>Neighborhood Groups:</b> Team up with Homeowners Associations, Neighborhood Associations, and other neighborhood groups to develop capabilities and opportunities throughout neighborhoods for art. Often HOAs don't know this is something they can be involved in. Explore National Night Out collaborations.</p>	<p>GCAC, PRCAD, Neighborhood Vitality, HOAs</p>

# Goal 6: Municipal Operations

## **STRATEGY 6.1:** Support Public Art through Policies and Programs

In order to support the increased interest in public art in the City and community, adopt a public art policy that lays out standard systems, processes, parameters, and responsibilities for all public and private partners who wish to contribute to Garland’s vibrancy by developing and maintaining public art.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Percent for Art Program:</b> In keeping with national best practices, adopt “Percent for Art” funding for public art in capital projects. Develop Percent for Art program in line with standard public art processes (discussed in 6.1.2).</p>	<p>GCAC, PRCAD, City Council</p>
<p><b>Clarify Public Art Policy for City of Garland:</b> Adopt a revised public art policy that addresses staff roles, commissioning, artist and artwork selection, maintenance and decommissioning. Account for art that is publically funded and/or on public property. Develop standards for all City departments that wish to develop public artwork as part of their mission. Ensure that impacted departments are included in the public art process.</p>	<p>GCAC, PRCAD, other relevant departments, City Council</p>
<p><b>Public Art by Private Partners:</b> Clarify standards, expectations, and authority regarding the City’s role in the development and exhibition of public art by private partners. Incentivize public art in private business and residential development projects.</p>	<p>GCAC, PRCAD, other relevant departments, City Council</p>



ACTION ITEM	LEAD AND PARTNERS
<p><b>Public art in infrastructure:</b> Explore featuring public art in infrastructure and right-of-way throughout the City, through conversations with Transportation, Public Works, and other departments. Look for opportunities to use public art for placemaking along corridors, for thresholds and gateways, and along paths. Look for opportunities to develop programs that support cross-cutting goals. For example, a utility box art program that showcases the work of local youth artists. (See also, 6.1.1, Adopt a Percent for Art Program)</p>	<p>GCAC, PRCAD, Transportation, Public Works, other relevant departments and community partners</p>
<p><b>Create Opportunity Map for Future Public Art:</b> Identify strategic urban opportunities for visual artwork throughout the city that can be funded apart from Percent for Art efforts (“Percent for Art” refers to predictable funding for public art as part of capital improvement project budgets, and is discussed in Action Item 6.1.1). Coordinate between the Garland Cultural Arts Commission (GCAC), the Parks, Recreation, and Cultural Arts Department (PRCAD), and Neighborhood Vitality to identify potential locations for public art in neighborhoods (e.g., parks) with the goal of increasing accessibility to public art throughout the city.</p>	<p>GCAC, PRCAD, Office of Neighborhood Vitality, misc. other departments and groups</p>
<p><b>Expand Public Art Tour:</b> Expand public art tour to include other areas of Garland outside of downtown. Develop an online database of public art. Create a unified city-wide public art portfolio.</p>	<p>Visit Garland, PRCAD, Neighborhood Vitality, Libraries, Heritage Crossing</p>



Find out more about these strategies in the Public Art Toolbox in the appendix.

## **STRATEGY 6.2: Streamline Municipal Arts Processes**

Clarify the network, relationships, and roles of all City departments and staff whose work touches cultural arts. Increase the efficiency of municipal arts processes.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Establish Staff Cultural Arts Team:</b> Establish a City staff team that meets periodically to inform and coordinate on all cultural arts activities that are happening between departments, foster interdepartmental coordination, and share resources. This group should have agency to make decisions, and shall be responsible for maintaining momentum for improving cultural arts services at the City. Have group develop, maintain, and share a roster of artists, performers, musicians, and arts organizations that are ready to work with city staff. Departments should include but not be limited to: Garland Arts/Granville Arts Center, Visit Garland, Downtown Development Office, Special Events, Heritage Crossing, the Office of Neighborhood Vitality, and Libraries.</p>	<p>GAC/Plaza, Visit Garland, Downtown Development, Special Events, Heritage Crossing, Neighborhood Vitality, Libraries</p>
<p><b>GCAC Annual Report to Council:</b> Create an Arts and Culture Annual Report to be delivered to council. Each year identify 3 top priorities the Commission can will focus on.</p>	<p>GCAC</p>
<p><b>Artist roster:</b> Develop, maintain, and share a roster of artists, performers, musicians, and arts organizations in the city. Utilize this roster to connect local creatives and collaborative partners (for instance, the business community) with opportunities. Collaborate with all City departments who work with artists to build out initial rosters. See Action Item 5.1.3, Small Business Collaborations, for an application of the roster.</p>	<p>PRCAD, all relevant City departments and divisions, local creatives, creative nonprofits</p>
<p><b>Staff Czars:</b> Assign public-facing staff "czars" of certain activity, i.e., go to people who understand a particular activity or relationship. For instance, the go-to person for public art in Garland (all depts), or GISD (holds knowledge about all relationships and activities)</p>	<p>PRCAD, Neighborhood Vitality, GCAC</p>

ACTION ITEM	LEAD AND PARTNERS
<p><b>Staff and Commissioner Capacity Building:</b> Support opportunities for education and capacity building for cultural arts staff and Commissioners, such as trainings and certifications.</p>	<p>PRCAD, GCAC</p>
<p><b>Arts-based Public Engagement:</b> Leverage cultural arts and artists for engagement and outreach efforts throughout different City projects.</p>	<p>GCAC, PRCAD, Neighborhood Vitality, all relevant departments</p>
<p><b>City Departments Artist-in-Residence:</b> Develop an artist-in-residence program for artists to embed in City departments, in order to bring fresh perspectives and innovation into addressing civic problems.</p>	<p>GCAC, departmental partnerships</p>

### **STRATEGY 6.3:** Enhance Digital and Analog Resources and Communications

Clearly and accurately communicate information about all of the many cultural arts activities and support that the City of Garland offers in a way that will be received and understood by residents and creative sector stakeholders.

ACTION ITEM	LEAD AND PARTNERS
<p><b>Website Clarity:</b> Explore ways to update or streamline the way that City websites communicate about all of the different arts activities that the City coordinates. More clearly communication about resources for artists, audiences, etc. and about the wide range of arts activity that the City has a hand in. Indicate clearly "who does what" between departments and groups. Make navigation between different City arts-related pages simpler and more clear. Consider developing an artist resource page.</p>	<p>All relevant departments, GCAC</p>
<p><b>Community Events Calendar:</b> Have staff examine opportunities to provide or support a calendar that could capture non-city, non-tourism draw cultural activities in the community.</p>	<p>GAC/Plaza, Visit Garland, GCAC</p>
<p><b>Initial Contact with New Residents:</b> Send out information about arts opportunities in Garland with utility hookups or other initial contact between the City and new residents.</p>	<p>GCAC, City of Garland Utilities</p>
<p><b>Online Gallery:</b> Host an online gallery featuring works by local artists as a way of promoting local arts to potential visitors. Tie works featured in the online gallery to experiences that visitors and residents could have IRL in Garland.</p>	<p>GAC/Plaza, Visit Garland, GCAC, other relevant departments</p>
<p><b>Social Media:</b> Continue to enhance digital advertisements for cultural arts activities on platforms such as Google, Facebook, Twitter, Instagram, Snapchat, radio, a Garland arts app, and other means.</p>	<p>All relevant departments, GCAC</p>









# 6

## Specific Strategies

We hope that celebration of local arts will take place on a grander scale as the time goes.





# Public Art Approach

## Proven National-Level Public Art Practices

Public art has a long and celebrated history of support in U.S. cities. Over the decades many best practices for public art programs have been established at a national level. These practices are proven to work and have been tested many times in municipalities across the country.

Funding public art through a “percent for art” ordinance, which requires a percentage (which ranges from .5% to 2% and is usually 1%) of total project costs in capital improvement projects, is an established national best practice model stretching back to 1959. In fact, percent for art funding is the most common source of funding for public art programs in the country. Some municipalities have even expanded to incentivize private developers to include percent for art projects in new developments.

*Resource:* A wealth of information about a wide variety of details to help develop a strong municipal public art policy and procedures can be found on the Americans for the Arts Public Art Network website, particularly in the web resource’s FAQ.

## Public Art Opportunities and Needs in Garland

The City of Garland has seen an exciting increase in activity around the development of new public art in recent years. The Garland Cultural Arts Commission managed the development of the “Vision of the Arts” sculpture by the artist Barvo in front of the Granville Arts Center. The Office of Neighborhood Vitality has included public art in its work with neighborhood groups,

such as the mural on the Oates Road retaining wall, which local residents helped to paint. Private partners have even gotten involved through public-private partnerships like the downtown outdoor gallery 506 Art, developed in partnership between local property developer Robert Alan Smith and the Downtown Development Office.



*ABOVE:* Artist Robertus van der Wege standing next to the utility box he painted. Photo courtesy of Robertus van der Wege.

All of this activity makes it an exciting time for public art in Garland. It also means that now is the right time to build new policy, funding, and administrative systems that can support more public art by many different project partners in order to serve residents and increase the vibrancy of the community.



## A Public Art Roadmap for Garland

As City of Garland staff and the Cultural Arts Commission work to update the City's public art policy and procedures, the topics below are critical to address. Supporting materials to help guide staff and the Commission through these decisions can be found in the Public Art section of the Toolbox in the appendix.

*Percent for art policy adoption:* Section 444.029 of the Texas Government Code allows municipalities to allocate a percentage of total eligible project costs to public art for any public construction project estimated to cost more than \$250,000. The public art project must be located at or near the site of the construction project. Municipalities around the state such as Austin, Dallas, El Paso, Fort Worth, Houston, San Antonio, and more have used this mechanism to provide consistent funding to support public art programs and enhance a sense of place and identity in these communities. Please note that the State of Texas enabling legislation for percent for art does not prohibit the use of other funds for public art that a city or partners might negotiate in addition to percent for art funding, should the City wish to fund public art from additional sources.

*Elements of a model public art policy:* An effective public art policy should address the following topics:

- Clear goals for the public art program that follow the Cultural Arts Plan
- Standard funding mechanism(s)
- Artist selection process(es)
- Clear expectations regarding review and approval of projects by the GCAC and/or City Council
- Artwork implementation standards and responsibilities
- Maintenance standards and responsibilities
- Artwork decommissioning standards
- Allowance of activity for other city departments who have developed approved standards for public artwork that align with the policy
- An artwork donation and loan policy for private artwork displayed on public land

*Program management:* Program management for a public art program



See the Public Art Toolbox in the appendix for an example of a model percent for art policy that can be used as a starting point.

involves many duties, from identifying opportunities and locations, to managing artist selection, to maintenance. These duties may be performed by an individual or shared and coordinated among many, for instance, between staffers and Cultural Arts Commission members. See the Public Art Toolbox in the appendix for a list of duties and responsibilities that should be planned for in a typical public art program.

*Selection processes and roles:* Given the subjective nature of aesthetic quality, it is particularly important to include uniform, appropriate standards for artist and artwork selection in the public art policy. The following roles and steps follow established national best practice for artist selection:

*City Council:* When the Cultural Arts Commission approves an artist or artist team for a particular project, that recommendation goes to City Council for a formal approval.

*Cultural Arts Commission:* The Cultural Arts Commission selects and convenes an Artist Selection Panel made up of visual art and design professionals to accept artists into a Pre-Selected Artist Pool. The Cultural Arts Commission develops artist calls for individual projects and reviews progress with artists during implementation, and appoints a Community and Department Representative group to select an artist or team from the Pre-Selected Artist Pool. The Commission reviews and approves recommendations for artist selection for individual projects and makes a recommendation to City Council.

*Artist Selection Panel:* The Artist Selection Panel should typically consist of between three and five panelists made up of design and arts professionals and can include professionals from outside of the Garland area. The Artists Selection Panelists attend usually a half-day meeting to review submissions and to accept artists and artist teams into a Pre-Selected Artist Pool.

*Pre-Selected Artist Pool:* The Pre-Selected Artist Pool is a “pre-screened” group of artists and artist teams that are considered by the Artist Selection



**ABOVE:** The “Spirit of the Arts” public art sculpture by the artist Barvo. Photo courtesy of the Granville Arts Center.

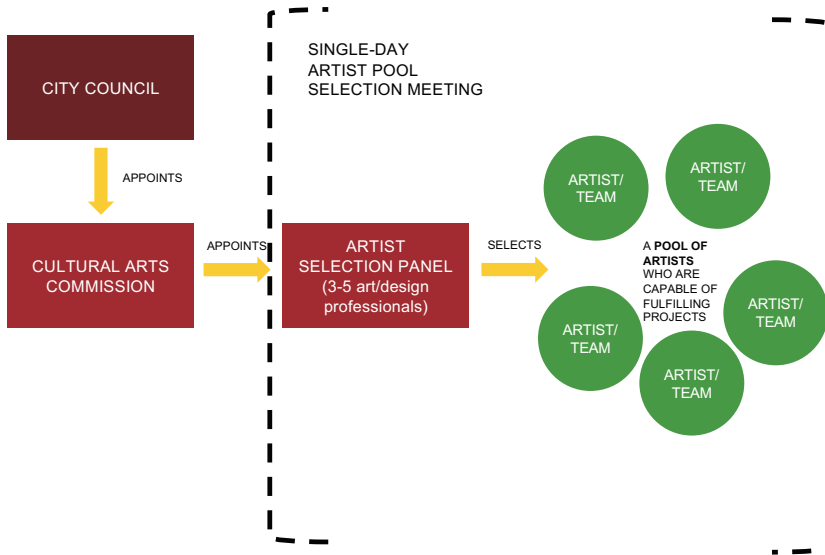
Panel to be able to produce public artworks of high artistic quality and capable of practical implementation in a professional, municipal project. Having a pre-selected pool of artists allows for efficiency during the selection of artists for individual projects, and allows for projects to be implemented by other City departments, which will be discussed below.

*Community and Department Representatives:* When an individual public art project has been identified, the Arts Commission appoints a group of 3-5 Community and Department Representatives to select an artist from the Pre-Selected Artist Pool to recommend for the project.

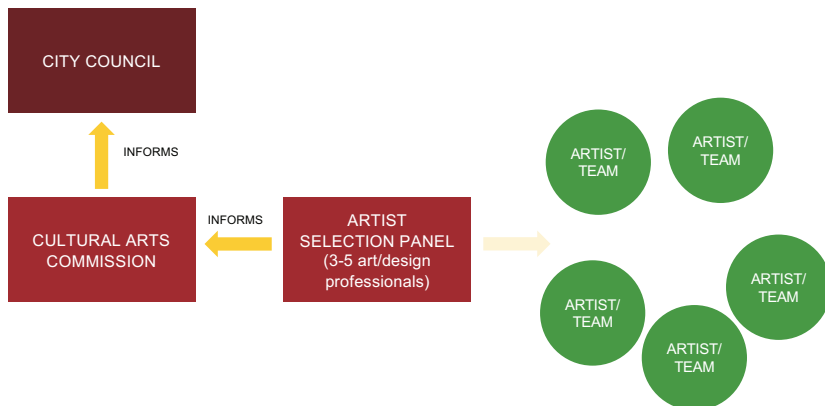
*Technical Team:* Because this process involves so many different types of expertise, and so many types of project partners (some of whom are involved in the process only temporarily), it will be appropriate to establish a staff “technical team” made up of staff members who are familiar with the entire public art process as it plays out within the City of Garland, and can provide technical assistance and support to the larger project team and the project develops.. The technical team may advise on shaping a particular project, drafting artist calls, and advising on materials and project implementation, among other tasks. Members of the technical team may serve as department representatives who help select artists from the Pre-Selected Artist Pool. The technical team can also invite in, on a per project basis, technical expertise from professionals outside of the city if a particular area of knowledge (e.g. fabrication with a specific material) is needed.

The diagrams on the next page illustrate the flow of activity, roles, and decision points in a typical public art process:

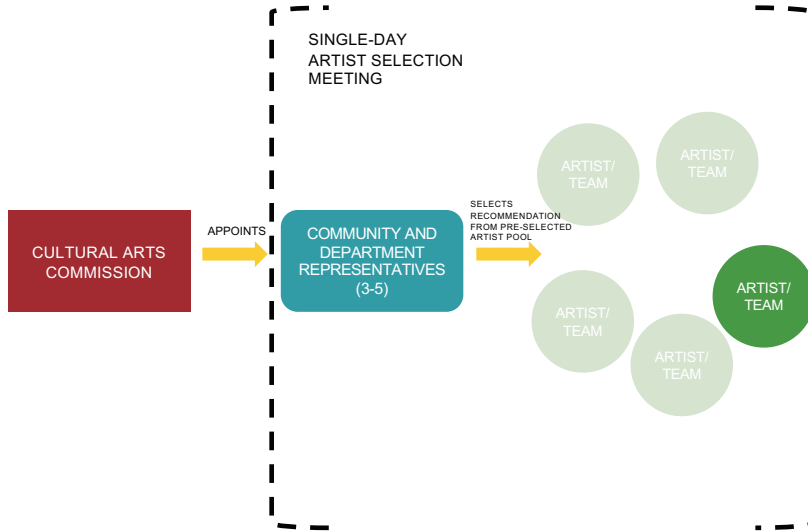
Creating a pre-selected artist pool  
Diagram 1 of 2



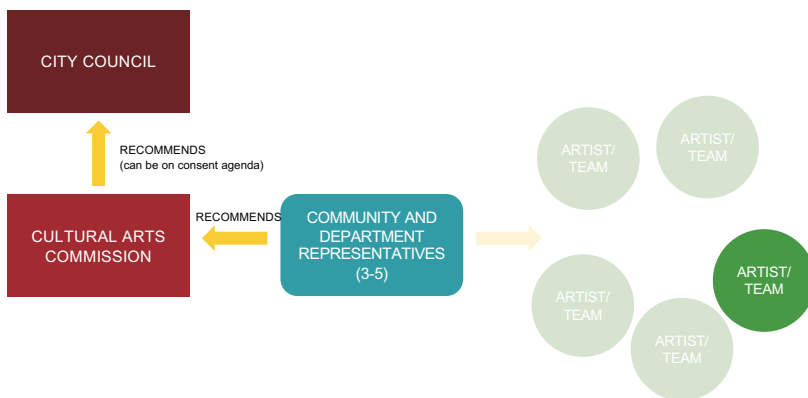
Creating a pre-selected artist pool  
Diagram 2 of 2



Using the Pre-Selected Artist Pool for Individual Project  
Diagram 1 of 2



Using the Pre-Selected Artist Pool for Individual Project  
Diagram 2 of 2





Other types of artist selection processes include Direct Selection, Limited Entry Competition, Direct Selection of an Artist, and Direct Purchase of an Existing Artwork. Each of these strategies has benefits and drawbacks.

*Scaling the Program:* Establishing a Public Art Panel: As Garland grows opportunities for public art, the City will reach a threshold where it is no longer efficient or appropriate for the Cultural Arts Commission to directly oversee public art processes. At this point, it will be appropriate for the Arts Commission to appoint a Public Art Panel made up of local arts and design professionals who can help advise staff on individual projects. A Public Art Panel is a group whose sole function is to create public art calls, select Artist Selection Panelists, and work with artists during the design process. As individual projects opportunities emerge, the Public Art Panel writes the formal artist call and then recommends a panel of reviewers to assess qualifications for the specific project. The Public Art Panel typically meets with the selected artist or artist team for a project a couple of times during the design and implementation of the project for updates and review.

*Implementation processes:* Public art project implementation involves a series of standardizable activities, including: contracting, considering design criteria, design reviews, approval, fabrication, insurance, and installation. See the appendix for a detailed list of tasks that should be planned for to guide the public art implementation process.

*Maintenance and decommissioning:* All public art projects should indicate clear responsibilities and expectations for artwork longevity and maintenance. Unless permanent funding and maintenance responsibilities are identified and assigned, a decommissioning plan and timeline should be recorded before the project is installed. This ensures that artwork is not allowed to fall into ill repair while it is in the City's active collection.



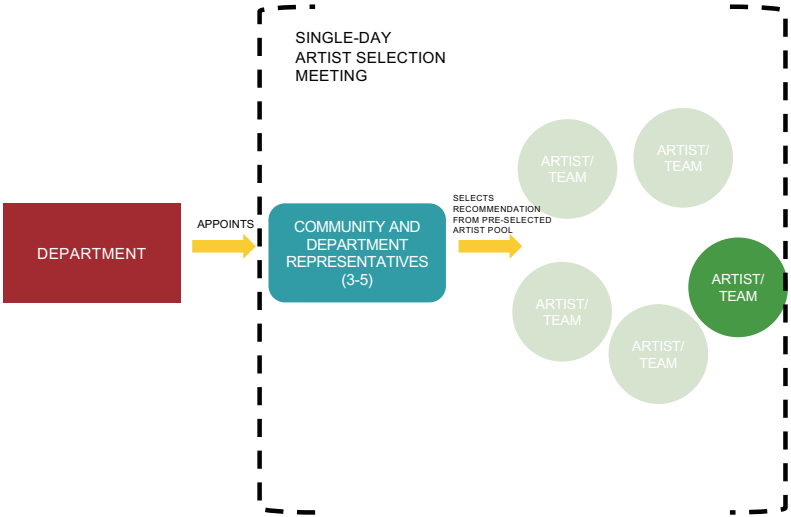
Each of these selection methods are defined and considered in the Public Art Toolbox in the appendix.

## Making Space for Other Departments' Involvement in Public Art

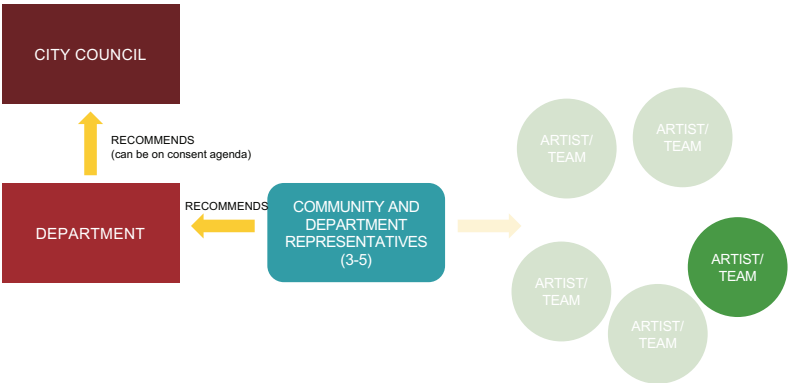
In order to maximize the impact of public art on resident quality of life, visitor experience, and vitality and visual appeal in all parts of the city, it is important that the public art policy allow for other partners to get involved in the development of public art with processes that align with the public art policy. The public art policy should allow for other City departments to develop their own parallel process for the development of visual artworks within the community, and which follows the same standard process described above, but where individual projects are managed by the department in question, and not the Cultural Arts Commission. These alternate processes should look and function exactly the same as the diagrams above, but with the sponsoring department in the place of the Cultural Arts Commission, while still pulling from the established Pre-Selected Artist Pool.

The diagrams on the following page illustrate this alternative workflow for other departments:

Using the Pre-Selected Artist Pool for Individual Project  
Diagram 1 of 2



Using the Pre-Selected Artist Pool for Individual Project  
Diagram 2 of 2



It is critical that other departments managing public art projects follow a standard process that functions similarly and with similar intent to the standard public art process. A good rule of thumb should be that from the perspective of an artist working with the City on public art, the process should feel the same regardless of which department they are working with.

Several departments, such as the Office of Neighborhood Vitality, the Downtown Development Office, and Libraries, have already been imagining and implementing public art projects, such as utility box wraps, banners, and other placemaking activities. When a percent for art policy is adopted, other departments such as Public Works, Transportation, and Planning & Community Development may also grow to be key partners for public art.

### Public Art by Private Partners

Art in the public realm is not just an activity for the City, and Garland happily has leaders in the private sector who are interested in enlivening public space through art. Projects with private partners generally take two forms, privately funded works on public land, and works on private land.

- **Privately funded works on public land:** As indicated above in the “Model Public Art Policy” section, adopting an “artwork donation and loan” policy as part of the public art policy will help to set uniform standards and processes for the installation and care of privately funded artwork on City property or right-of-way. The decision about whether artworks will be accepted into the City’s collection should be administrated by staff and the Arts Commission. The party donating the work would submit an application for review by staff, who would then forward a recommendation to the Arts Commission. Staff and the Arts Commission would follow standard Review Criteria.
- **Publicly funded works on private land:** Art on private land that uses public funds should still go through the rigorous and transparent selection process described above. Publicly funded works



See an example of a model artwork donation and loan policy in the Public Art Toolbox in the appendix.

on private land should draw from the artist pool, and selection should be determined by a panel of staff and community stakeholders. The private landowner should work with staff to shape the scope of the project and establish any restrictions or specific criteria during the development of the call and prior to the artist selection process. The property owner may serve on the community and staff panel that selects an artist from the pool, however it is important that the property owner is not the only determining vote in selecting the artist.

- **Privately funded works on private land:** Beyond the scale and scope of what the City itself can accomplish, private businesses and landowners who wish to contribute to the visual creative texture of their community are an incredible asset to the city, and should be encouraged. Notably, the City does not have significant authority over content control for public art that is privately funded and on private land, beyond content neutral and uniform regulation such as obscenity laws and sign ordinances. The City, however, can be a good partner for these citizen leaders by communicating about the City's goals for public art and how public art that aligns with these goals benefit businesses, residents, and visitors.







**ABOVE:** A performance at the Granville Arts Center. Photo courtesy of the Granville Arts Center.

# Performing Arts Facilities Approach

## Strong foundations

City of Garland performing arts facilities have a long and celebrated history and have been a central resource for the city and community. The Granville Arts Center and Plaza Theatre in downtown Garland have anchored creative performance activity in the city for decades. The City has collaborated in long-term successful partnerships with the performing arts organizations Garland Summer Musicals, the Garland Symphony Orchestra, the Civic Theatre, and more to provide performance experiences to the city's residents and visitors. These facilities and organizations will continue to play a central role in attracting local and regional audiences and anchoring and expanding arts offerings in the city.

## Looking forward

As the City of Garland looks to the future of cultural arts support, it is important to frame the future vision for the City's performing arts facilities. The City's performing arts facilities can support the larger goals of the Cultural Arts Plan, enhancing their service as amenities for both

local residents and regional visitors. In order to achieve this, the City’s approach to its performing arts facilities must be considered and clarified.

## Facilities Vision

The following draft vision for Garland’s performing arts facilities, that was developed during the planning process, can serve as a base for current and future City staff to hone, clarify, and strategically plan from:

*As an important plank of the overall vision for cultural arts in Garland, the City’s performing arts facilities add to resident quality of life and visitor experience. Performing arts programs have expanded their reach to more local and regional audiences. Programming is diverse and relevant to residents and visitors, and meets larger City of Garland cultural arts goals.*

This vision can be used to guide decision making around both venue rentals and any non-rental programming that the City may seek to pursue.

## Considerations for non-rental programming

The City of Garland may choose to pursue some non-rental programming in addition to rental services in order to best achieve broader City cultural arts goals. If the City chooses to pursue non-rental programming, the following points will need to be considered:

**Revenue and funding:** The downtown performing arts facilities essentially function as a self-sustaining enterprise, where revenues from venue rentals allow for their continued operations. Shifting the programming model to include more City-programmed activities would mean that venue operational costs would possibly need to be subsidized by the City in some way. Anytime they program the venues, the City will assume the risk of underperforming ticket sales and losses should a

particular activity prove to be less popular than anticipated. The positive trade-off would be that the City would have more direct control over programming and the goals that programming supports. Some ideas for funding non-rental programming are discussed below under “Connecting to Regional Networks.”

**Staff time and services:** In order to program the facilities themselves, staff may be required to perform new duties, such as creative curation and directly contracting with performers and performance directors. This may require additional staff time, activities, and capacities that could require training. The positive trade-off for the City, again, is direct control over programming in order to directly serve broader City goals.

**Planning for the long-term:** Shifts in performance facility operations should be considered in the context of existing long-term relationships and long-standing rental expectations. There are creative nonprofits that currently have longstanding rental agreements at the downtown performance facilities. New additional approaches to programming should carefully consider the needs of these long-standing partners and be thoughtful about avoiding displacing these activities. Changes should be gradual, not sudden, and approached in a spirit of partnership with longstanding collaborators.

### Advancing plan goals with rental partners

Enhancing the diversity of programming at City-owned performance facilities can also be accomplished through rental-based programming. For instance, the City may consider reviewing their rental policies, and growing from a “first come, first served” model to a model that can also include prioritizing programming that meets City goals.

Since some creative nonprofit partners receive financial support through a grant program funded by the City’s Hotel Occupancy Tax (HOT) and distributed through GCAC, Inc., it will be appropriate to review the GCAC, Inc.’s HOT grant program guidelines to ensure that qualification criteria emphasizes and incentivizes meeting the City’s broader goals for cultural



**ABOVE:** A performance at the Granville Arts Center. Photo courtesy of the Granville Arts Center.

arts. (This is covered in Action Item 4.2.3.)

Many funded organizations and other renters are longtime partners with the City and share in many of the City's larger goals and vision for cultural arts. It is important to communicate and work alongside these partners to provide residents and visitors with diverse and relevant creative experiences that enhance quality of life and visitors experience.

### Expanding and leveraging the City's wider network of performance facilities to provide more performance opportunities

City-owned performing arts facilities are not just limited to the Granville Arts Center and Plaza Theatre downtown. Indeed, this Cultural Arts Plan recommends several Action Items intended to expand and leverage the City's performing arts facility reach in all parts of the City. This helps the City reach their goal of providing creative experiences in all neighborhoods.

Leveraging this wider network can also help to alleviate some of the pressure of the downtown facilities to meet all of the City's programming needs and goals. The City of Garland's wider network of performance facilities should be coordinated as a whole in order to deliver diverse experience in all parts of the city. Not all alternative performance facility solutions will be a good fit for all performing arts activities. However, growing opportunity at alternative facilities allows the entire system to work as a whole to provide more open stages for different types of programming and performance opportunities throughout the city.

The following Action Items support this effort:

*1.1.1. Art in Libraries:* Provide access to cultural arts activities in different geographic areas of Garland by promoting cultural arts activities for youth and adults in library branches and enhancing library cultural arts programming opportunities.

*1.1.2. Recreation Division:* Use Recreation Centers and other areas of the



Recreation Division to provide access to cultural arts activities in different areas of Garland for youth and adults.

*1.1.4. Spring Creek Amphitheater:* Assess the feasibility of temporary or permanent programming at the Spring Creek Amphitheater in Winters Park.

*1.1.8. Alternative Venue Rental Program:* Have the GCAC explore the creation of a city-sponsored alternative venue rental program that can provide additional options in terms of scale and location.

*1.1.9. Mobile Cultural Arts Activations:* Explore the development of a mobile cultural arts program or service, such as an “art bus” or a mobile performance stage.

*1.2.1. Downtown Square Programming:* Coordinate and facilitate programming in the redeveloped downtown square.

*1.3.1. ID Constraints to Non-traditional Galleries and Event Spaces:* Form a working group of the Cultural Arts Commission to work with city staff to identify opportunities and constraints for setting up non-traditional galleries and event spaces.

*1.3.4. Explore Creative Space Viability Through Pop-ups:* Use temporary activations as a tool to assess viability for new types of creative and cultural development.

More details about these Action Items can be found in the Strategies & Tactics section of the Plan.

## Connecting to regional networks

By connecting to regional networks and systems of support, the City can tap into a larger pool of resources and organizations in order to serve residents and visitors at its performance facilities.

**Touring performing arts grants:** The Texas Commission on the Arts’ Texas Touring Arts Program provides grants to help municipalities and organizations manage the cost of bringing in performance groups from

throughout the state to perform locally. In this way, a city can access a wider pool of performance groups and experiences than would typically be available locally. Garland could seek to use Touring Arts Program grants to bring in performance organizations from around the state that help the City serve its programming goals. Performers for the Touring Arts Program must be selected from the TCA's Texas Touring Roster, which includes creative organizations in many mediums including dance, folk arts, music, theatre, film, and words. Grants are awarded quarterly. More information can be found on the program's website: <https://www.arts.texas.gov/artroster/roster/#>

**Regional performing arts support organizations:** The City of Garland can also look to regional performing arts support organizations to learn about new and emerging resources, opportunities, and best practices in delivering diverse and relevant programming to residents and visitors. The Southwest Performing Arts Presenters (SWPAP) is a consortium of performing arts organizations from southwestern states, including Texas. SWPAP's primary activities include sharing knowledge and experiences, coordinating an events booking network, and hosting educational workshops for participant organizations. More information can be found on the organization's website: <http://www.swpap.org/>









# 7



# Implementation Strategy



Promoting, supporting and advocating, with a unified voice, the benefits of a vibrant and diverse arts and cultural sector.



# Funding Strategies

The challenge of identifying consistent funding is a common theme in municipal support for the arts. Unfortunately, there is no “magic bullet” funding source. There are, however, a diverse set of funding sources and strategies that Garland can draw on to enhance the provision of arts and cultural services, while minimizing the impact on operational expenses.

This chapter on funding is presented as a “Toolkit.” You can think of each funding mechanism or strategy as a “tool” that Garland can use at the appropriate time to support the activities described in the goals and action items.

## National Trends: Fundraising from Multiple Sources for Collaborative Projects

Recent years have shown a growing trend from national funders looking to fund multiple-partner projects that leverage the arts to serve broad civic and community goals, for instance public health, transportation safety, or economic development. This work is often referred to as creative

*BELOW: A mural and painted Adirondack chairs at 506 Art. Photo courtesy of the Granville Arts Center.*





placemaking. A recent study by Drexel University found that national funders who fund creative placemaking community projects, like the National Endowment for the Arts, Kresge Foundation, and ArtPlace America (which sunset in 2020), typically provide just over one-third of the funding for funded projects. A review of projects funded by these three organizations found that project partners typically supplemented this primary funding with funds from five to seven other sources, including

- federal agencies (e.g., Housing and Urban Development, Agriculture, the Environmental Protection Agency)
- state agencies
- local and regional anchor institutions (universities, hospitals, corporations)
- community development financial institution
- loan and debt financing
- and local government support.

This report suggests that there are no one-size-fits-all solutions to funding creative placemaking and cross-sector creative projects, but that broad partnerships (public, private, nonprofit, community) can pool resources, eligibility, and networks to create funding stacks that draw from diverse sources.

## Percent for Art

As discussed in the “Public Art Approach” section above, “percent for art” ordinances are the number one source of funding for municipal public art in the country. Percent for art policies allocate a percentage (often 1%) of total project costs for capital improvement projects to funding public art that is spatially related to the project. This Plan recommends the adoption of a percent for art policy for the City of Garland. For more information about percent for art policies, see the “Public Art Approach” section and the appendix.

## Maximizing use of Hotel Occupancy Tax

Texas municipalities are permitted to impose a local tax on hotels and other lodging businesses. Up to 15% of the total Hotel Occupancy Tax (HOT) collected by a municipality may be used to fund the arts and

arts programming that promotes tourism and the convention and hotel industry. The HOT currently serves as the largest source of public funding for the arts in the state. Happily, the City of Garland already enjoys maximized use of the Hotel Occupancy Tax (HOT) for arts and cultural purposes, and uses this revenue to fund a grant program distributed by GCAC, Inc.

However, HOT revenue is not a fixed amount of money, and cities in Texas have found that by growing relationships and partnerships between the creative sector and the hotel/visitor industry, communities can develop a virtuous feedback loop of activity that benefits both creatives through increased funding and the hotel/visitor industry through more stays and visitor dollars spent. The Texans for the Arts HOT Toolkit website offers a set of tools for leaders in the hotel industry, the creative sector, and local government to work together to increase hotel/visitor revenues and HOT funding together in direct partnership for mutually beneficial outcomes. Find out more at: <https://www.hottoolkit.com/>

Action Item 5.1.2, “Promote Artist/Business Partnerships,” includes relationships between the creative sector and the hotel/visitor industry in Garland as part of the goal.

## Type B Sales Tax-funded Economic Development Corporation

Type B sales tax-funded Economic Development Corporations are an underutilized resource that can fund the arts in Texas. Texas state law allows cities to establish a sales tax to support Economic Development Corporations (EDCs). There are two types of EDCs: Type A, “Developing Industries,” which can fund industrial development and infrastructure projects, and Type B, “Developing Industries & Cultivating Communities,” which can be used for all Type A eligible projects, as well as infrastructure and improvements for facilities for athletics, tourism, entertainment, conventions, public parks, and affordable housing.

The establishment of Type B EDCs appears to be an underexplored

avenue in Texas for supporting arts activity. Eligible projects and activities for Type B include tourism facilities, entertainment facilities, and public parks. The establishment of a Type B EDC in a Texas city requires a sales tax election to be approved.

## Grants

The partnerships and collaborations outlined in this plan are at the heart of what many current state and national funders – such as the National Endowment for the Arts – are seeking to support. National and state funders are looking to identify projects that function both inside and outside traditional spheres of artistic production, and often support communities that can leverage cultural arts to help achieve goals in areas such as the health, safety, sustainability, and transportation.

One of the primary implementation recommendations is to provide the services of a grant writer that would help staff and the GCAC more fully develop an overall strategy for arts and culture grants and create the initial round of applications. The goal for the initial grant cycle would be to fund specific programs and develop the administrative tools needed to identify, write, and administer joint public/private arts projects on an ongoing basis in the future.

As staff and the GCAC survey the state and national funding landscape, it is important to note that specific grants will most often not cover annual operating costs. They will however be able to help with funding and cross-sector creative placemaking projects that can bring many local partners to the table to address civic and community goals. One source of funding for creative placemaking projects is the National Endowment for the Arts Our Town program and the Art Works program, both of which have funded numerous Texas cities.

At the state level, the Texas Commission on the Arts funds work that has a broad civic and community impact beyond the arts sector through its “Arts Respond Program.” Arts Respond is a project-based grant program that funds creative projects supporting a range of priority areas, including

education, health and human services, economic development, public safety and criminal justice, and natural resources and agriculture. This diverse range of objectives can be pursued with grant funds by arts organizations, art education institutions, and designated cultural districts who are looking to integrate community development into their projects and programs. Applicants choose an area of impact that best suits their needs and apply for funding within that category. Allocations made through Arts Respond Project grants cannot exceed 50% of the total project budget and require a 1-to-1 match.

It is also important to note that as the City and its supporting organizations embark upon the development of a larger arts funding strategy, opportunities can be sought outside of the arts world and traditional arts-based funders. In the same way that the National Endowment for the Arts and the Texas Commission on the Arts seek to fund cross-sector partnerships that bring artists into community development contexts, many funding agencies that traditionally support other disciplines and other sectors can also be tapped for arts support. One example can be found in the area of transportation, where funders are now realizing the important role that the arts can play in creating visual enhancements, community outreach, and project ideation. Americans for the Arts offers a guide on federal funding for arts-based Transportation Enhancements. Additionally, Transportation for America, a transportation advocacy group, has written a Creative Placemaking Field Scan and started State of the Art Transportation Trainings, in which communities receive tailored technical assistance to equip themselves to utilize arts, culture and other creative approaches for solving specific transportation problems.

When exploring possible opportunities to fund cross-sector work that includes cultural arts, the National Association of State Arts Agencies (NASAA) Creative Placemaking Resources guide is an invaluable resource. NASAA has assembled a thorough guide to federal funding program ideas for creative placemaking projects.

## Staff hire

Based on the recommendation created through the cultural planning process, it is advised that the City of Garland invest in one full-time, contracted grant writer to assist with the identification, writing, and management of funds from outside of the city budget. This contact employee would also help to manage relationships with local donors and philanthropic organizations. Given the fact that funding for arts and cultural activities often comes from outside of the art sector itself, and can be found in such sectors as transportation, public health, education, veteran support, etc. it is recommended that the city identify a grant writer who is comfortable writing across a wide array of subject areas, and for many different types of organizations (private philanthropies, federal/state agencies, commercial philanthropic programs, etc.).

## Fees for service

Additional funding sources can come through potential earned income through fees for services (such as art camps) and admission to City events. As the City looks to develop strategic partnerships that can support the creation of a broad range of programs and services, such as afterschool art programs for school children, potential fee for service models could be explored.



# Top 10 Priorities

The Cultural Arts Plan provides 94 different Action Item Recommendations that the City, the Cultural Arts Commission, and other partners can use to plot out the future of cultural arts activities in the City. The following “Top 10” list represents a priority list of activities that the City and partners can take action on now in order to lay the groundwork for short- and long-term success. These action items will set the stage for the next act of cultural arts in Garland.

1. Establish a Public Art Policy for the City of Garland (Action Item 6.1.2)
2. Adopt a Percent for Art Program (Action Item 6.1.1)
3. Develop a plan and secure funding for non-rental programming at City of Garland performing arts facilities and other locations (Action Item 1.2.2 and the “Performing Arts Facilities Approach” in the plan)
4. Develop Downtown Square programming (Action Item 1.2.1)
5. Expand opportunities for neighborhood and downtown murals, including participatory murals (Action Item 1.1.3)



*ABOVE: Local artist and artisan Scott Miller paints Adirondack chairs in the downtown square.*

6. Establish a staff Cultural Arts working group of 5-6 people from different departments to inform and coordinate on all cultural arts activities that are happening between departments, foster interdepartmental coordination, and share resources (Action Item 6.2.1)
7. Secure a State of Texas Cultural District Designation for Downtown Garland (Action Item 4.3.1)
8. Create Mobile Cultural Arts Activations (Action Item 1.1.9)
9. Develop more pop-up galleries and activities (Action Item 1.3.2)
10. Continue to develop the GISD/GCAC/PRCD relationship and partnerships (Action Items 2.2.1, 2.2.2, and 2.2.3)



## Kick-Off Project

*ABOVE: Young people make a temporary painted crosswalk at Rainbow Estates. Photo courtesy of the Office of Neighborhood Vitality.*

Concurrent with the adoption of the Cultural Arts Plan, the City of Garland will “kick-off” the plan with a project that embodies the vision and goals of the plan. The City is planning an Art Walk as a new part of the annual Big Art Day celebration.

The idea of the Art Walk is to create a “trail” of activity that participants can follow to different areas around the Downtown Square where they will be able to interact with various aspects of the downtown and of creativity in Garland. Garland ISD activities will be set up on the plaza lawn. Artists and performers from diverse backgrounds will have stations at points along the path. For instance, this may look like participatory visual arts activities, or small musical performances.

This Art Walk wonderfully integrates many elements of the Cultural Arts Plan vision, goals, and action items. The pop-up activities increase attraction to the diversity of businesses and activities throughout the downtown area. It provides an opportunity for the “unsung hero” creatives who live and work in Garland to share their creativity with residents and visitors through temporary activations. It is centered around youth and families in deep collaborative partnership with Garland ISD.

The City will look to integrate even more plan goals into the event. One idea is to establish a tradition of collectable posters for the event, where each year a local artist would be hired to produce a unique work of print art that could be collected by participants who return year after year. This aligns with the plan recommendation for providing opportunities for local artists to contribute to City merchandise.

Another idea would be to incorporate the unveiling of new murals into the event, or to have a participatory mural activity as part of the event, which aligns with the plan recommendations for enhancing public art opportunities, including participatory murals.

**Plan strategies that the Art Walk kick-off projects supports:**

1.2. Amplify Downtown Attraction

1.3. Experiment through Temporary Activations

2.2. Maintain and Expand GISD Collaborations

3.3. Maintain and Expand Festivals

4.1. Support Creatives

5.1. Foster Relationships with the Business Sector

# Project Credits

The Garland Cultural Arts Plan is a product of the passion, insights, and wisdom of every community member, cultural arts stakeholder, and staff member who participated in the process. The following people and many others contributed to the development of the plan.

## Mayor and Council

Mayor Scott LeMay

Jeff Bass, District 1

Dep. Mayor Pro Tem Deborah Morris, District 2

Mayor Pro Tem Jerry Nickerson, District 3

B.J. Williams, District 4

Rich Aubin, District 5

Robert Vera, District 6

Dylan Hedrick, District 7

Robert John Smith, District 8

## City Manager

Bryan Bradford

## Garland Cultural Arts Commission

Joann Traylor, Mayor

Merrill Balanciere, District 1

Jocelyne Garcia, District 2

DeAnne Driver, District 3

Blanca Sanchez, District 4

Reta Day, District 5

Craig Wright, District 6



Karla Pajot, District 7

Lupita Torres, District 8

### Core Project Team

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Patty Granville, Parks, Recreation, and Cultural Arts, Director of Cultural Facilities

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Ben Martin, Civic Arts, Policy Program Director

### Community Advisory Committee

Timothy Doyle, GISD, GSM

DeAnne Driver, GCAC

Stephanie Hanson, Student

Ron Jones, Former Mayor, Artist

Dr. Joyce K. Miller, Texas A&M

Karina Olivares, Chamber of Commerce

Alex Palencia, Mexico 2000 Ballet Folklorico

Dr. Nhat-Nam Pham, Vietnamese Chamber

Blanca Sanchez, GCAC

David Sanders, GISD

Harlan Seagren, GCAC

Robert Alan Smith, Real Estate Developer

Lupita Torres, GAFHA, GCAC

### Technical Advisory Committee

Scott Bollinger, Office of Neighborhood Vitality

Dana Lodge, Visit Garland

Debbie McAnally, Granville Arts Center

Leticia McNatt, Downtown Development Office

Kim Nurmi, Heritage Crossing Coordinator

Ayako Schuster, Economic Development

Dorothy White, Public & Media Relations

### Other Staff Advisors

Karen Archibald, Libraries

Teresa Clapper, Granville Arts Center

Becky King, Managing Director of Strategic Initiatives

Michelle Norris, Granville Arts Center

Cheyenne Schweitzer, Granville Arts Center

Nancy Tunnel, Office of Neighborhood Vitality

D'Lee Williams, Recreation Division

### Community Meeting Artist Presenters

Cullin Lassiter

Leslie Montena

Mark Mullino

Lap Ngo

Bobby Orozco

Alex Palencia

Moses Uvere

Many other artists, students, and other community members participated in interviews, focus groups, public meetings, and a virtual survey. All of their contributions enriched and shaped the Plan.



The image features a dark gray background with several abstract white geometric shapes on the left side. These shapes include a large curved band at the top, a smaller curved band below it, a pointed shape, a solid circle, and a jagged, irregular shape at the bottom. The word "Appendices" is centered in a white, thin, sans-serif font.

# Appendices





# Appendices

## CULTURAL ARTS TOOLBOX:

- Public Art
- Working with Partners
- Cultural Districts
- Tactical and Temporary Projects

## PUBLIC ART PROCESS "SWIM CHART"

## ACTION ITEM MATRIX

## ENGAGEMENT DOCUMENTATION

## SITUATIONAL AND ECONOMIC ANALYSIS

# Cultural Arts Toolbox

## Public Art

As a field of practice, municipal public art programs have been around for over a century. In the 1980s many of these efforts began to formalize with the adoption of percent-for-art programs which designated a certain percentage of capital project budgets that would go towards the creation of public art (.5% - 2%). The creation of this regularized funding stream allowed for the growth of the national sector, and today cities benefit from the decades of lessons-learned in public art creation.

Just like other fields of public sector practice, the field of public art pulls from national best practices but gets enacted within very specific state legislative environments. In this appendix we have listed links and resources that capture current national wisdom while providing examples of policy language that (where possible) are Texas specific.

### General Resources

- [Americans for the Arts Public Art Resource Center](#)
- [Texas Commission on the Arts – Public Art](#)

BELOW: *Genesis, the Gift of Life*,  
Artist: Miguel Covarrubia, Dallas  
Museum of Art

Source: <https://www.visitdallas.com/things-to-do/discover-dallas/guides/selfie-guide-public-art.html>



- [Forecast Public Art – nonprofit organization and journal](#)
- [Hotel Occupancy Tax Toolkit for Texas – Texans for the Arts](#)

Percent for Art Policy Examples (in folder)

- City of Dallas Public Art Ordinance
- City of Austin Public Art Ordinance
- City of Austin Ordinance Guidelines

Municipal Department Arts Policy Example

- City of Austin Transportation Department (in folder)

Artist Call Creation

- Artist Selection Process Resource Guide – Americans for the Arts (in folder)
- Call for Artists Guidelines – Americans for the Arts (in folder)
- [Find an Artist Toolkit – Springboard for the Arts](#)

Artwork Deaccession Guidelines and Example

- [Guidelines on Deaccession from Americans for the Arts](#)
- City of Palo Alto Deaccession Policy (in folder)

Artwork Donation Policy and Application

- City of Loveland Artwork Donation Policy (in folder)
- City of Austin Artwork Donation Policy and Application (in folder)



# Cultural Arts Toolbox

## Working with Partners

The field of public art has evolved rapidly over the past ten years, and today we are seeing an explosion of work that focuses on bringing the arts into contexts that address wider municipal issues such as transportation, public health, public safety and many others. At the center of these types of projects are the cross-sector partnerships that bring many different voices, resources, and perspectives to the table. These partnerships become the key to success for municipal arts projects, and many new resources have been created in the last few years that focus on fostering and supporting these new expanded project groups.

### Resources

- [Municipal Artist Partnership Guide](#)
- [Business Specific Partnerships – Americans for the Arts pARTnership Movement](#)
- [Handbook for Artists working in Community – Springboard for the Arts](#)

*BELOW: Residents and organizations featured on The Neighborhoods Initiative’s website and public access channel. Photos: Cyrus Tetteh/ City of Detroit. See: <https://www.theneighborhoods.org>*

*Source: <https://municipal-artist.org/nuts-and-bolts/laying-the-groundwork/structuring-your-partnership/#carousel5Controls>*





- [Cross-sector Project Outcomes – research by ArtPlace America with linked case-studies](#)
- Sacred Space Partner Example Contract (Texas Specific) (in folder)

# Cultural Arts Toolbox

## Cultural Districts

Cultural districts are specific areas that are recognized by state government as an area that is intended to foster the growth and development of a city's cultural sector. The State of Texas is fortunate to have a Cultural District Program through the Texas Commission on the Arts which provides guidance and technical assistance for locally designated areas. Cultural districts often are created to address multiple city planning goals such as tourism, historic preservation, and job development.

### Resources:

- [Texas Commission on the Arts – Cultural District Program](#)
- [Americans for the Arts National Cultural Districts Exchange Toolkit](#)

BELOW: West Magnolia Avenue, Near Southside, Fort Worth.

Source: <https://glasstire.com/2020/09/03/five-new-cultural-districts-designated-by-texas-commission-on-the-arts/>





# Cultural Arts Toolbox

## Tactical and Temporary Projects

Along with the rapid growth of community-engaged art projects over the past ten years, there has been a similar explosion of efforts to create temporary, small scale, public projects that work to activate the public realm. Working under the name of “Tactical Urbanism” these projects bring together city staff, community residents, as well as local artists and designers to activate and invigorate public areas for a short duration of time. These projects are often used to explore potential design options, and spatial/ programmatic possibilities before formalized plans are created.

Resources:

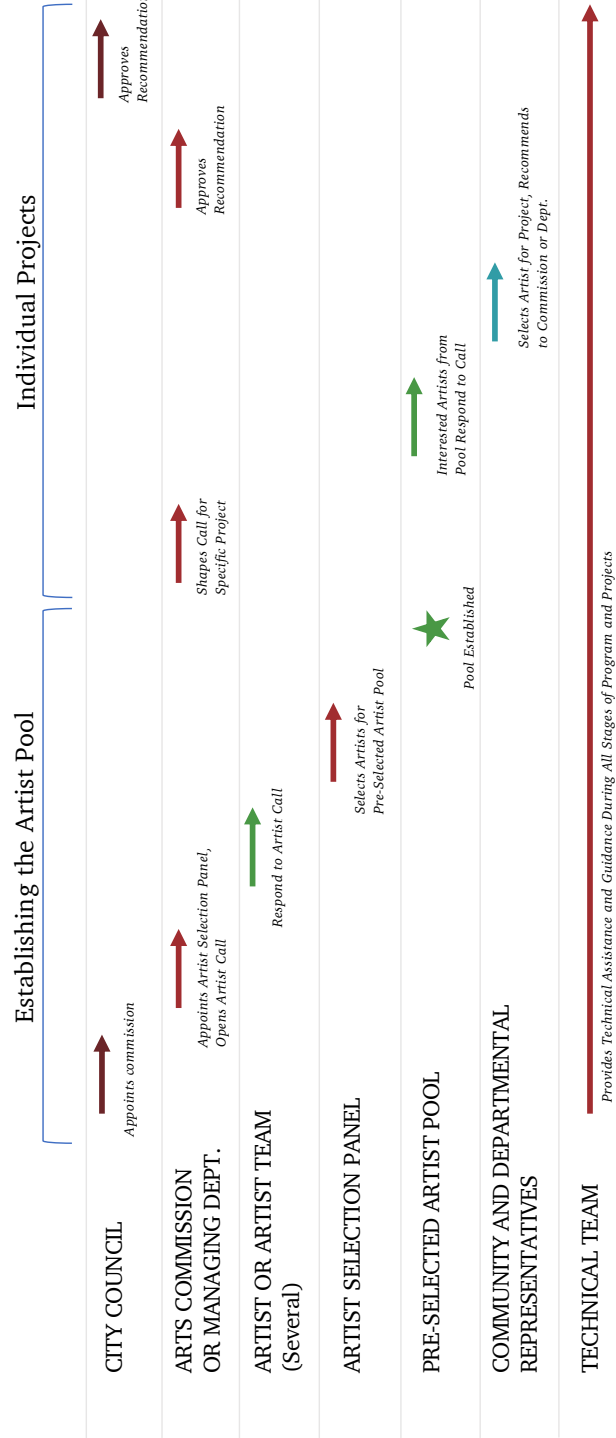
- [Tactical Urbanist Guide](#)
- [Tactical Urbanism \(e-book\)](#)
- [Better Block \(located in Dallas\) with project idea wiki](#)
- [Open Streets Toolkit](#)
- Ideas for Park(ing) Days (in folder)

BELOW: Seattle Design Festival by Trevor Dykstra via flickr, CC BY-NC-SA 2.0

Source: <https://parcitypatory.org/2020/07/31/tactical-urbanism/>



# Public Art Selection “Swim Chart”



# Action Item Matrix



Area of Focus	Goal	Tagline	Strategy	Markers of Success	Action Item #	Action Item
1. Neighborhoods and Downtown	Provide opportunities to experience and participate in cultural offerings in all NEIGHBORHOODS & DOWNTOWN for residents and visitors.	Providing experiences to residents and visitors in all parts of Garland	1.1 Support Creativity in Neighborhoods	<i>Residents have access to art and cultural activities in all of Garland's neighborhoods/districts.</i>	1.1.1	<b>Art in Libraries:</b> Provide access to cultural arts activities in different geographic areas of Garland by promoting cultural arts activities for youth and adults in library branches and enhancing library cultural arts programming opportunities through collaboration with other City departments. Support community arts activities through Library space activations (e.g., through performance activation or as a maker space). Identify overlapping goals and values between cultural arts and Libraries and explore them as opportunities for collaboration and partnership. If appropriate, convene working group between Library Board and Cultural Arts Commission to explore opportunities for collaboration and potential joint funding through grants.
					1.1.2	<b>Recreation Division:</b> Use Recreation Centers and other areas of the Recreation Division to provide access to cultural arts activities in different areas of Garland for youth and adults, framed within the goals and priorities of the Cultural Arts Plan. Schedule annual report by the Recreation Division to the GCAC on current and future programs and other opportunities.
					1.1.3	<b>Participatory Murals:</b> Continue and expand the practice by Office of Neighborhood Vitality and the Downtown Development Office of facilitating community participation in murals and other artmaking. Explore ways to include residents of different ages and cultural backgrounds in these activities.
					1.1.4	<b>Spring Creek Amphitheater:</b> Assess the feasibility of temporary or permanent programming at the Spring Creek Amphitheater in Winters Park. If feasible, identify potential partners to coordinate programming and operations.
					1.1.5	<b>Cultural Events Along the Water:</b> Explore opportunities to activate Windsurf Bay Park and other areas along Lake Ray Hubbard with cultural arts events and activities.
					1.1.6	<b>Neighborhood-Based Artworks:</b> Broadly encourage the development of neighborhood-based artworks in neighborhoods throughout the city, through the work of multiple departments. See Section 6.1, "Public Art," for policy considerations.
					1.1.7	<b>Maker Space:</b> Explore outside-the-box opportunities for developing a maker space for artists, youth, and community members. Coordinate with private, nonprofit, and community partners on establishing the feasibility and considerations for such an endeavor.
					1.1.8	<b>Alternative Venue Rental Program:</b> Have the GCAC explore the creation of a city-sponsored alternative venue rental program that can provide additional options in terms of scale and location. For example, faith community spaces. Develop and provide sample contracts for partners and artists.
					1.1.9	<b>Mobile Cultural Arts Activations:</b> Explore the development of a mobile cultural arts program or service, such as an "art bus" or a mobile performance stage, that can strategically target temporary activations and activities in areas that are not otherwise served.
			1.2 Amplify Downtown Attraction	<i>Creative activities play a central role in increasing downtown attraction as a visitor destination and for residents.</i>	1.2.1	<b>Downtown Square Programming:</b> Coordinate and facilitate programming in the redeveloped downtown square. Convene public, private, and nonprofit stakeholders who wish to partner in programming activities on the downtown square. Establish and clearly communicate policies, guidelines, and procedures for how the space is programmed. Prioritize programming that is diverse in terms of creative discipline, cultural representation, age, and local and visitor attraction and interest.
					1.2.2	<b>Performing Arts Facilities Non-rental Programming:</b> Collaborate with Visit Garland, Downtown Development, Libraries, Recreation Division, Heritage Crossing, and community, nonprofit, and private partners to develop ideas for enhanced and collaborative programming opportunities at city-owned performing arts facilities. Experiment with pilot activities in collaboration with partners. Suggested opportunities include: midnight movies, wine tastings, concerts, poetry readings, book discussions, activities with specific youth appeal or appeal to various cultural communities. This pertains to downtown facilities and also other City performing arts facilities.
					1.2.3	<b>Attract Diverse Rental Programming for City Facilities:</b> Explore venue rental outreach or subsidies for programming that prioritizes communities that are underrepresented in traditional municipal venue rental programming and that can help with promotion of events to diverse regional audiences.
					1.2.4	<b>Banner Program:</b> ID ways to support and enhance arts-based banner program to assist in downtown and corridor wayfinding and celebrating historical and cultural significance. For example, an annual banner festival/celebration, collaborating with Marketing for City merch, etc.
					1.2.5	<b>Crowd Management Plan:</b> Assess and plan for improvements to Arts District parking. For parking assessment, assume parking at full capacity for all three downtown performing arts venues.
					1.2.6	<b>Downtown Safety:</b> Use cultural arts programming and wayfinding to contribute to a sense of safety on the Downtown Square through frequent activation and activity.
			1.3 Experiment through Temporary Activations	<i>Temporary space activations are a standard practice in Garland for supporting creatives and "road testing" new ideas.</i>	1.3.1	<b>ID Constraints to Non-traditional Galleries and Event Spaces:</b> Form a working group of the Cultural Arts Commission to work with city staff to identify opportunities and constraints for setting up non-traditional galleries and event spaces, both in downtown and in other parts of the city. Include new technology opportunities in this exploration, such as online, streaming, and video-on-demand.
					1.3.2	<b>Pop-up Galleries and Activities:</b> Form a working group of the GCAC to work with city staff to identify opportunities and constraints for local artists and non-City partners to set up pop-up temporary galleries and activities, both in downtown and in other parts of the city. Identify potential structural solutions such as identifying a staff liaison to help with event permitting, code, etc.
					1.3.3	<b>Activating Vacant Storefronts:</b> Use temporary artworks to activate vacant storefronts in downtown and elsewhere to help increase a sense of local vibrancy.
					1.3.4	<b>Explore Creative Space Viability Through Pop-ups:</b> Use temporary activations as a tool to assess viability for new types of creative and cultural development. For example, a standing music venue. When exploring temporary activations, incorporate opportunities for emerging artists and youth expression in pop-ups.

Who (lead listed first, potential partners listed after)	Examples from Other Cities
Libraries, GCAC, PRCAD	
Recreation Division, GCAC	<a href="#">Cultural Arts Center, Columbus, OH</a>
Office of Neighborhood Vitality, PRCAD, community groups and residents	Peter Kageyama at Neighborhood Vitality Summit looked at a participatory mural in Ludington, MI
GCAC, PRCAD	<a href="#">Zilker Theatre Productions, Austin, TX</a>
PRCAD, GCAC	<a href="#">Waterfront Park, Alexandria, VA</a>
Neighborhood Vitality, PRCAD, GCAC	
GCAC, private and nonprofit partners, community groups	<a href="#">Makers Edge, Waco, TX</a>
GCAC, PRCAD, faith communities and other community partners	
PRCAD, potential partners may include Libraries, GISD, or others	Arts Mobile Gallery, Mankato, MN
Downtown Development Office, Visit Garland, GAC/Plaza staff, GCAC, business and community partners	<a href="#">Pack Square Park, Asheville, NC</a>
GAC/Plaza, Visit Garland, Downtown Development, Libraries, Recreation Division, Heritage Crossing, community, nonprofit, and private partners	
GCAC	<a href="#">Creative Space Grants, New York, NY</a>
Downtown Development Office, Visit Garland, Heritage Crossing	<a href="#">Arts Alive, Encinitas, CA</a>
PRCAD	
Downtown Development Office, Special Events, other relevant departments	<a href="#">Beerline Trail Extension, Milwaukee, WI</a>
GCAC, PRCAD staff	Louisville, CO (Bastrop Plan)
GCAC, PRCAD staff	Kalamazoo, MI, Springfield, MA
GCAC, PRCAD, Downtown Development	<a href="#">Seattle's Pioneer Square</a>
GCAC, PRCAD, community partners, property owners/developers	<a href="#">Pop-up Pallet Patio Party, Fort Dodge, IA</a>

Area of Focus	Goal	Tagline	Strategy	Markers of Success	Action Item #	Action Item
2. Youth	Grow opportunities for YOUTH	Expanding creative opportunity for young people in and out of the classroom	2.1 Expand Extracurricular Opportunity and Connections	<i>Garland youth of all backgrounds have access to and information about robust creative opportunities outside of school.</i>	2.1.1	<b>Communication About Extracurriculars:</b> Convene to increase outreach to students and their teachers about opportunities, and to identify barriers to participation. Use social media to reach youth about cultural arts opportunities.
					2.1.2	<b>Reduce Barriers to Youth Participation:</b> Reduce barriers to a youth performing arts scholarship, or a model program to get to extracurricular programs.
					2.1.3	<b>Permission Wall:</b> Identify a location for a permission wall.
					2.1.4	<b>Identify Gaps:</b> Create GCAC Education Workgroup to identify institutions, private schools, and others to collaborate on extracurricular and summer cultural arts programs. Examine both annual and seasonal opportunities.
					2.1.5	<b>Youth-Centered Programming:</b> Support and expand to reflect tastes and preferences of Millennial and Gen Z youth and young up-and-comers. This could include programs like graffiti, comics, to tattoo art.
					2.1.6	<b>Center Student Voices:</b> Collaborate with GISD to identify needs and gaps. Include the points of contact to participate in cultural arts extracurriculars.
			2.2 Maintain and Expand GISD Collaborations	<i>The City, GISD, and other key partners all participate in clear communication and partnership in order to maximize sharing and developing opportunities for youth.</i>	2.2.1	<b>GISD/PRCAD Liaison:</b> Identify a "go-to" role at GISD to coordinate creative activities between the City and GISD and other nonprofits and GISD.
					2.2.2	<b>GISD Communications:</b> Help creative nonprofits and organizations promote opportunities through the "Peach Jar" messaging and activities to elementary parents, similar to how we do for the Chamber's Youth Leadership Garland program.
					2.2.3	<b>Big Art Day:</b> Incorporate many of the activities from the Big Art Day celebration, as appropriate.
			2.3 Help Youth Access Career Development and Skill Building	<i>Youth participate in clear and frequent opportunities to build professional skills through and around the arts</i>	2.3.1	<b>Youth Arts Leadership Program:</b> Create a project to develop civic-oriented creative opportunities through civic processes, public art projects, and career development through the Chamber's Youth Leadership Garland program.
					2.3.2	<b>Careers in the Arts Event:</b> Develop an annual "Careers in the Arts" event for professionals and learn about creative careers and opportunities.
					2.3.3	<b>Career and Tech Center:</b> Coordinate with GISD to offer career-oriented classes and programs for youth creative and technical skills.
					2.3.4	<b>Mentorship Programs:</b> Increase the pipeline for youth to GISD high schools, colleges and universities, and workforce skill such as self-branding and promotion.

	Who (lead listed first, potential partners listed after)	Examples from Other Cities
Use GISD, City, and creative nonprofit leaders to identify ways to connect youth about extracurricular creative volunteer and participation opportunities. Specifically explore ways to expand the use of social media and digital technologies.	PRCAD, GISD, arts nonprofits, Garland Youth Council	<a href="#">PASEO Project, Taos, NM</a>
Identify barriers to participation for low-income youth. For example, explore bus funding program for transportation for low-income youth	GCAC, GISD, PRCAD	Rockford, IL had a program that paid for bus funds for low income kids
Develop a permission wall for youth to have a place for sanctioned expression	PRCAD, GISD	Minneapolis permission wall
Work with GISD to coordinate with local school districts, higher education institutions, and other community partners to collect available data and identify where there are gaps with opportunities for youth and potential partners to fill those gaps. Consider ways to account for the school calendar.	GCAC, GISD, other education institutions, arts nonprofits	<a href="#">Education, Partnership, Initiative for the Creative (EPIC) Arts Program, RedLine Contemporary Arts Center, Denver, CO</a>
Expand programming at City owned facilities that appeal to the interests of young people, to grow Garland's reputation as a place for creative programming and highlighting new mediums, from LARPing, to digital art, etc.	Performing arts staff, special events, GCAC, other public, nonprofit, and community partners	<a href="#">Report: "Centering Creative Youth in Community Development"</a>
Develop ways to find ways to center the voices of students themselves in the planning and implementation of view of both students who do and do not currently participate	GCAC, GISD, arts nonprofits, Garland Youth Council	
Use PRCAD to act as a hub for promoting and coordinating activities and to assist in communication between local creative organizations	PRCAD, GCAC	
Work with GISD to coordinate with GISD to communicate about activities and programs through the existing system. Provide more information about extracurricular activities so that they receive information about extracurricular sports.	GCAC, PRCAD, GISD, creative nonprofits	
Integrate elements from 2.1, 2.2, and 2.3 into the expansion of the annual Big Art event	PRCAD, GISD, GCAC, other relevant departments	
Use the City-based Youth Arts Leadership Program to assist in the development of opportunities for youth. Elements could include mentorship, learning about the arts, and professional development. Partners could include the City, GISD, and the Chamber of Commerce	PRCAD (various divisions), Neighborhood Vitality, GISD, Chamber of Commerce, arts nonprofits, and more	
Develop a "Careers in the Arts" event to help students connect with arts professionals and gain professional skills.	GISD, PRCAD (various divisions), Chamber of Commerce	<a href="#">E4Youth, Austin, TX</a>
Work with the Career and Tech Center about potential for classes for career-oriented youth.	GCAC, GISD arts, GISD Career and Tech Center	<a href="#">Juxtaposition Arts, Minneapolis, MN</a>
Develop ways to support new artists by supporting a mentorship program between local/regional artists. Emphasize 21st century creative opportunities and professional development programs.	GCAC, GISD, other education institutions, arts nonprofits	<a href="#">Arts Impact, Seattle, WA</a>

Area of Focus	Goal	Tagline	Strategy	Markers of Success	Action Item #	Action Item
3. Diversity & Heritage	Celebrate and support DIVERSITY and HERITAGE	Bringing Garland's diversity and heritage to center stage	3.1 Support Diverse Cultural Communities and Identities	<i>Culturally diverse residents have increased civic connections and representation through their participation in the arts</i>	3.1.1	<b>Barriers to Participation:</b> Identify and address barriers to participation, in collaboration with community members from diverse cultural communities, the disability community, and more. Recommendations for how to address barriers such as increasing Spanish, Vietnamese, and accessibility needs on City website and communications for arts activities.
					3.1.2	<b>Culturally Specific Offerings:</b> Building from successes like the Dia de los Muertos celebration with leaders of racial/ethnic community organizations to identify gaps, needs, and opportunities for culturally-specific creative offerings and celebrations, especially Garland's large Hispanic and Vietnamese communities.
					3.1.3	<b>Diverse Program Participation:</b> Within City sponsored cultural programming, continue to expand program, and reach out to performers, participants, and audiences from diverse backgrounds. Engage the current and future population and communities of Garland.
					3.1.4	<b>Culturally Targeted Outreach:</b> Target outreach and communications to Hispanic communities and underserved communities about current and future cultural offerings. Establish targets for arts participation, and other measurements that ensure that creative activities in Garland reflect the diversity of Garland residents.
					3.1.5	<b>Multicultural Festival:</b> Explore the creation of a multi-cultural festival that reflects and celebrates the diversity of Garland cultures and residents and that could serve as a regional draw. This could be held at or dispersed at different cultural hubs around the city.
					3.1.6	<b>Assist Emerging Cultural Leaders:</b> Create a joint working group with the Community Multicultural Commission and other community leaders to investigate potential avenues for technical assistance, development needs, and training for the next generation of emerging young artists and cultural leaders. Cultivate "cultural ambassadors" to underserved communities. Provide existing cultural organizations with assistance in fostering youth relationships and leadership.
			3.2 Celebrate Garland's Cultural Heritage	<i>Garland's cultural history is a central part of the City's narrative recognized by visitors and residents</i>	3.2.1	<b>City-Wide Historic Interpretive Signage:</b> Explore the development and promotion of cultural markers.
					3.2.2	<b>Historic Programming:</b> Help residents and visitors connect with community history with free programming, such as wayfinding, interactive platforms, and more.
					3.2.3	<b>Heritage/GISD Collaboration:</b> Strengthen partnership opportunity between Heritage Crossing and GISD - field trips, curriculum, youth-oriented programming
					3.2.4	<b>Heritage Crossing as Part of Downtown:</b> Work to increase identification and promotion of Heritage Crossing as part of downtown cultural offerings and as city-wide cultural asset.
					3.2.5	<b>Heritage Facilities Needs:</b> Develop plan for heritage facilities - office space, storage space, etc. controlled
					3.2.6	<b>Heritage Collections Management System:</b> Develop plan and timeline for updating collection management system to cloud-based, not physical storage - explore opportunity for digital curation and public-facing side of cloud-based digitization
					3.2.7	<b>Succession Plan:</b> Identify opportunities and process for a succession plan for historic assets
					3.2.8	<b>Historic Asset Restoration:</b> Search for and apply for grants to maintain and restore historic assets like Pullman Rail Car, digitization of materials, etc.).
			3.3 Maintain and Expand Festivals	<i>Festivals continue to serve as a central way that residents and visitors connect and celebrate in Garland.</i>	3.3.1	<b>Develop a Signature Festival for Garland:</b> Establish a "signature" festival for the city that can draw and local point of pride by speaking to the community's identity, diversity, and heritage. Consider "Makers Festival" to celebrate Garland's identity as makers in all of its facets.
					3.3.2	<b>Maintain/Expand Funding for Cultural Festivals:</b> Cultural festivals are a cornerstone of public participation in Garland. Maintain all current cultural festival funding and expand funding where needed. Continue to provide technical assistance and other services to existing community-led cultural organizations in order to help them sustain and grow.
					3.3.3	<b>Neighborhood Block Parties:</b> Help community groups host neighborhood block parties in all parts of the city that share and celebrate Garland's many cultures.
					3.3.4	<b>Cultural Festivals at Parks:</b> Use the parks system to bring cultural festivals to different city neighborhoods and explore supporting or offering festivals, events, and activities throughout different areas of the city in order to reach diverse residents where they live, work, and play.



	Who (lead listed first, potential partners listed after)	Examples from Other Cities
Leaders and e. Create other language	GAC/Plaza lead	<a href="#">Upstream Arts, Minneapolis, MN</a>
, collaborate ities for d Vietnamese	Special Events, CMC, cultural nonprofits	<a href="#">Nibble, Somerville, MA</a>
t, curate, s that represent	GAC/Plaza lead /PRCAD	Mankato, MN (Bastrop Plan)
s and other udience, the diversity of	GCAC, GAC/Plaza, other relevant departments and divisions	<a href="#">Latino Center Ad Hoc Committee, Phoenix, AZ</a>
brates the d be centralized	Special Events, Visit Garland, Downtown Development, GAC/Plaza, CMC, cultural nonprofits, other community groups	<a href="#">International Multicultural Festival (IMFest), Austin, TX</a>
tural stance, ural leaders. nizations with	GCAC, CMC, cultural nonprofits	Peter Kageyama at the Neighborhood Vitality Summit provided the "cultural ambassadors" idea and language.
eritage	Visit Garland, Heritage Crossing, Landmark Society	<a href="#">Asheville's Urban Trail, Asheville, NC</a>
and innovative	PRCAD, Neighborhood Vitality, Heritage Crossing, Visit Garland, Landmark Society, community groups	<a href="#">Scout USA, San Antonio, TX</a>
/Landmarks	Heritage Crossing, GISD, Landmark Society	<a href="#">Voices from the Misty Mountains, Shepherd University, Shepherdstown, WV</a>
eritage Crossing	Heritage Crossing, Downtown Development, Visit Garland, Landmark Society	
limate	Heritage Crossing, Landmark Society	
s management programming as	Heritage Crossing, Landmark Society	
management.	Heritage Crossing, Landmark Society	
ssets (e.g.,	Heritage Crossing, Landmark Society	<a href="#">TDA Downtown Revitalization Grant, Center, TX</a>
n be a regional e. For instance, a	Special Events, other PRCAD and Office of Strategic Initiatives divisions, institutional and community partners	<a href="#">Festival of the Arts, Oconomowoc, WI</a>
c cultural arts here possible. al festivals in	Special Events, other PRCAD divisions	
parts of the city	Neighborhood Vitality, Special Events	<a href="#">Plano, Texas Neighborhood Block Parties</a>
ighborhoods o of the city in	PRCAD, Special Events	

Area of Focus	Goal	Tagline	Strategy	Markers of Success	Action Item #	Action Item
4. Artists & Creatives	Support and attract ARTISTS & CREATIVES	Supporting Garland's creatives, so they can support Garland	4.1 Support Creatives	<i>Creatives have access, information, and a seat at the table in growing creative opportunity in Garland.</i>	4.1.1	<b>Arts Entrepreneurship Program:</b> Explore working w develop a creative business and entrepreneurship o plan, etc.)
					4.1.2	<b>Annual Awards:</b> Build from existing arts awards. G Involve Council members, sector stakeholders, and disciplines. Hire local artists to make one of a kind leaders, and last year's winner to be a part of the s fundraiser. Give award for "outstanding arts support
					4.1.3	<b>Local Artist on City Merchandise:</b> Create funding st graphic artwork for City merchandise. Have an ann promotional material.
					4.1.4	<b>Artist Studio Tour:</b> Work with community groups to their studios.
					4.1.5	<b>Sharing Local Artist Activities:</b> Support enhanced c about the opportunities to promote their activities
					4.1.6	<b>Informal Meetups:</b> Support/help launch informal m performers, and creatives identify opportunities fo combine this recommendation with temporary act
					4.1.7	<b>Social Media Group:</b> Encourage private partners to group is started, drive new participants to the grou
			4.2 Support Creative Nonprofits	<i>Creative nonprofits have expanded their reach and their numbers through collaboration with the City and each other.</i>	4.2.1	<b>Collective Advertising:</b> Help coordinate creative no about local cultural opportunities.
					4.2.2	<b>Collaboration:</b> Support the creation of a GCAC subc identify opportunities for efficient and expanded se appropriate, tie these efforts in with the informal r
					4.2.3	<b>Existing Nonprofit Financial Support:</b> Maintain exis that support City goals for the arts. Review progr emphasizes City's goals for cultural arts. Use grant grow opportunities for new partners.
					4.2.4	<b>Volunteering Communications:</b> Help creative nonpr especially to more diverse community members (r through schools). Help coordinate outreach among ensuring that every community member has an op want to.
			4.3 Expand regional creative tourism (research some of the regional arts tourism in the Dallas area...) (e.g., connect with NW texas theater festival...) (Funding from THC and TCA - tap into that more!)	<i>Garland is known as a regional arts tourist destination.</i>	4.3.1	<b>Cultural Designations:</b> Explore applying for Texas c other Garland cultural hubs) to become a Texas Co can attract tourists, increase civic pride, and open "Film Friendly Community" with the Texas Film Co Texas Music Office.
					4.3.2	<b>Fine Arts Residency:</b> Explore opportunities to collab artist residency, to enhance the arts and as a visito part of the residency requirements.
4.3.3	<b>Iconic Landmarks:</b> Continue to develop and promot activities that are iconic, "instagrammable," and sl downtown and other neighborhoods throughout Ga					
4.3.4	<b>Festivals as Attraction:</b> Explore ways to build from Garland festivals as regional visitor attractions.					

	Who (lead listed first, potential partners listed after)	Examples from Other Cities
with the Chamber of Commerce and/or other partners to develop a program (for instance, developing a business development program)	GCAC, PRCAD, Chamber of Commerce	
Give an annual award for outstanding creative in Garland. Convene local leaders, sector leaders, community selection committee. Host an award dinner as a celebration." other partners in nominating creatives in a variety of awards. Convene local leaders, sector leaders, community selection committee. Host an award dinner as a celebration."	GCAC, GAC/Plaza, local leaders, City Council	<a href="https://city.milwaukee.gov/DCD/BoardsCommissions/MAB/2020-Awards">Awards from Milwaukee, WI</a> <a href="https://city.milwaukee.gov/DCD/BoardsCommissions/MAB/2020-Awards">https://city.milwaukee.gov/DCD/BoardsCommissions/MAB/2020-Awards</a> ; <a href="#">Amplify Austin Awards</a>
Program to support paying artists for creating original work. Create a monthly rotating local artist feature on City merch or website.	Visit Garland	
Develop an "artist studio tour," where local artists open their studios to the public.	GCAC, creative nonprofits, community groups and residents	<a href="#">Austin Studio Tour, Austin, TX</a>
Communications with local artists and creative nonprofits and events on the Visit Garland arts calendar.	Visit Garland, creative nonprofits, local artists	
Meetups among artists and creatives. Help artists, encourage collaboration with each other. Look for opportunities to host meetups (Action Items 1.3.1 and 1.3.2).	PRCAD, local creatives, GCAC	<a href="#">Austin, TX Design Week Creative Meetups</a>
Start a "Creatives of Garland" Facebook group. Once the group is established, invite local creatives to join.	PRCAD, local creatives	
Encourage nonprofits to pool communications for collective advertising and marketing.	GCAC, PRCAD, creative nonprofits	<a href="#">Report: "How the Arts can Prosper Through Strategic Collaborations"</a>
Form a committee that could support creative nonprofits to collaborate through collaboration with each other. Where possible, provide meet-up support (Action Item 4.1.6).	GCAC, PRCAD, creative nonprofits	
Develop a grant program for nonprofit arts activities. Establish guidelines to ensure that qualification rubric and funding criteria support both established creative nonprofits and emerging organizations.	GCAC	
Encourage nonprofits to communicate about volunteer opportunities, especially racial/ethnic outreach, outreach to more diverse youth and underserved communities. Encourage arts organizations in support of the shared value of opportunity to volunteer for a creative organization if they have the capacity.	GCAC, PRCAD, creative nonprofits	
Apply for cultural designations: Apply for downtown Garland (and/or other areas) to be designated as a Cultural District, which would open up potential cultural funding. Explore applying to be a "Music Friendly Community" with the City of Garland.	CVB, Downtown Development	<a href="#">Deep Ellum Cultural District, Dallas, TX</a>
Collaborate with other local partners to develop a traditional arts program or draw. Make visible and civic activities and projects a priority.	GCAC, nonprofits, PRCAD	<a href="#">Report: "10 Considerations as You Start an Artist Residency Program"</a>
Use public art and other cultural arts infrastructure and programs to promote visibility on social media. Use this strategy in both downtown and other areas of Garland.	PRCAD, Neighborhood Vitality, other relevant departments, private partners	<a href="#">Black Cat Alley, Milwaukee, WI</a>
Share current festival infrastructure and successes to promote visibility and attract funding.	Visit Garland, Special Events	Grapefest, Grapevine, TX ( <a href="https://www.grapevinetexas.com/grapefest/">https://www.grapevinetexas.com/grapefest/</a> ); Granbury Wine Festival, Granbury, TX ( <a href="https://www.granburywinewalk.com/">https://www.granburywinewalk.com/</a> )

Area of Focus	Goal	Tagline	Strategy	Markers of Success	Action Item #	Action Item
5. Partnerships and Collaboration	Foster COLLABORATION & PARTNERSHIPS	Building relationships with usual and unusual suspects	5.1 Foster Relationships with the Business Sector (includes philanthropy - look to other plans, and afta resources)	<i>Businesses and creatives have the information they need to collaborate, and new relationships have been developed.</i>	5.1.1	<b>Chamber Adult Leadership Program and Workp</b> Adult Leadership Program to enhance the arts a annual workplace giving and corporate philanth
					5.1.2	<b>Promote Artist/Business Partnerships:</b> Create a accessible and proactively be promoted to local roster to facilitate partnerships and relationship industry, in order to strengthen the direct relati
					5.1.3	<b>Small Business Collaborations:</b> Inform small bu local artists and performers, for the benefit of l Artists" training program to help the local busin art by local artists. Provide sample contracts for share directories or rosters of artists and partic Rosters.
					5.1.4	<b>Event Checklist:</b> Develop a "checklist" for privat performers and artists, such as production and
					5.1.5	<b>Develop a Variance Process for Creative Signag</b> develop a signage variance that allows for creat businesses to contribute to the visual vibrancy o
					5.1.6	<b>Hat Manufacturing:</b> Collaborate with Garland's grow opportunities to feature hat manufacturing Garland's cultural heritage.
					5.1.7	<b>Firewheel Town Center:</b> Work with leadership a performers, and other creatives. For example, t holidays.
			5.2 Grow Nonprofit Partnerships	5.2.1	<b>Nonprofit Artist-in-Residence:</b> Explore a city-fun collaborations to non-arts nonprofits in pursuit other health care organizations in support of th	
				5.2.2	<b>Nonprofit Partnerships:</b> Create a GCAC Working partnerships to that can advance community de participation and project leadership roles (e.g. c	
			5.3 Build Alternative Networks (e.g., volunteer corp, faith partners)	<i>Creative activity in Garland is supported through other civic and informal networks.</i>	5.3.1	<b>Faith Communities:</b> Reach out to local congrega opportunities that they already offer and to ide events to broader communities.
5.3.2	<b>Neighborhood Groups:</b> Team up with Homeown neighborhood groups to develop capabilities an HOAs don't know this is something they can be					

	Who (lead listed first, potential partners listed after)	Examples from Other Cities
Arts Giving Day: Collaborate with the Chamber and their aspects of the program, and to develop and promote an arts giving day for arts and culture.	GCAC, PRCAD, Chamber of Commerce	Arts Giving Day, Greensborough, NC
Develop a roster of local visual and fabricating artists that is readily accessible to business leaders who wish to hire local artists. Use the connections between artists, arts orgs, and the hotel/convention industry to build a relationship between visitor attraction and arts activities.	GCAC, local businesses, Chamber of Commerce, Economic Development	<a href="#">Wichita Falls, TX</a>
Engage local businesses about opportunities to partner with or showcase their products to both businesses and creatives. Develop a "Working with Local Businesses" program to help local businesses increase exposure for visual and performing arts. Encourage local businesses looking to work with artists. Create and support participating businesses. This item is complimented by 6.2.3, Artist Support.	GCAC, PRCAD	<a href="#">AFTA pARTnership Movement. Local example: Intrinsic Brewery hired local artist for labels for special beer release.</a>
Identify organizations who wish to put on events that feature arts and crafts. Consider A/V considerations.	Special Events, private partners	
Implement creative signage: Following the exception made for Downtown Garland, create creative signage that provides an opportunity for private businesses in the heart of the City.	Planning & Community Development, City Council, PRCAD	<a href="https://www.cosigncincy.org/">https://www.cosigncincy.org/</a> ; <a href="https://www.arts.gov/impact/creative-placemaking/exploring-our-town/covington-ky-co-sign">https://www.arts.gov/impact/creative-placemaking/exploring-our-town/covington-ky-co-sign</a>
Invite major hat manufacturers and Visit Garland to clarify and promote hat making as a draw for visitors and as an important aspect of the city's identity.	Visit Garland, Garland hat manufacturers	
Partner with Firewheel Town Center to identify opportunities for artists, temporary displays and artist pop-ups associated with the center.	PRCAD, Chamber of Commerce	
Provide a funded "artist in residence" program that could bring arts-based experiences to support broader community goals. For instance, to support Hope Clinic and their community public health efforts.	GCAC, PRCAD	<a href="#">Artist In Residence Program, Los Angeles, CA</a>
Support a working group to explore potential city/philanthropic sector project development goals and encourage the adoption of artists (e.g., creative placemaking initiatives).	GCAC, PRCAD, charitable organizations, local creatives	
Support efforts to develop a better understanding of the cultural landscape and identify opportunities for collaboration or promotion of existing arts organizations.	GCAC, PRCAD, faith communities	Faith Artists, Garland, TX ( <a href="https://faithartists.com/3/miscellaneous1.htm">https://faithartists.com/3/miscellaneous1.htm</a> ); Christians in the Visual Arts (CIVA), Dallas, TX ( <a href="https://civa.org/networks/organizations/faith-artists/">https://civa.org/networks/organizations/faith-artists/</a> )
Support Homeowners Associations, Neighborhood Associations, and other community groups to provide opportunities throughout neighborhoods for art. Often HOAs are involved in. Explore National Night Out collaborations.	GCAC, PRCAD, Neighborhood Vitality, HOAs	National Night Out ( <a href="https://natw.org/">https://natw.org/</a> ); Travis Heights Art Trail, Austin, TX ( <a href="https://travisheightsarttrail.org/">https://travisheightsarttrail.org/</a> )



Area of Focus	Goal	Tagline	Strategy	Markers of Success	Action Item #	Action Item
6. Municipal Operations	Optimize MUNICIPAL OPERATIONS	Making the City's creative services efficient, equitable, and sustainable	6.1 Support Public Art through Policies and Programs	<i>The City has adopted a public art policy that delineates standard systems, processes, parameters, and responsibilities for all parties who wish to develop and maintain public art.</i>	6.1.1	<b>Percent for Art Program:</b> In keeping with national best practices, adopt "Percent for Art" funding for public art in capital projects. Develop Percent for Art program in line with standard public art processes (discussed in 6.1.2).
					6.1.2	<b>Clarify Public Art Policy for City of Garland:</b> Adopt a revised public art policy that addresses staff roles, commissioning, artist and artwork selection, maintenance and decommissioning. Account for art that is publicly funded and/or on public property. Develop standards for all City departments that wish to develop public artwork as part of their mission. Ensure that impacted departments are included in the public art process.
					6.1.3	<b>Public Art by Private Partners:</b> Clarify standards, expectations, and authority regarding the City's role in development and exhibition of public art by private partners. Incentivize public art in private business and residential development projects.
					6.1.4	<b>Public art in infrastructure:</b> Explore featuring public art in infrastructure and right-of-way throughout the city through conversations with Transportation, Public Works, and other departments. Look for opportunities to use public art for placemaking along corridors, for thresholds and gateways, and along paths. Look for opportunities to develop programs that support cross-cutting goals. For example, a utility box art program that showcases the work of local youth artists. (See also, 6.1.1, Adopt a Percent for Art Program)
					6.1.5	<b>Create Opportunity Map for Future Public Art:</b> Identify strategic urban opportunities for visual artwork throughout the city that can be funded apart from Percent for Art efforts ("Percent for Art" refers to predictable funding for public art as part of capital improvement project budgets, and is discussed in Action Item 6.1.1). Coordinate between the Garland Cultural Arts Commission (GCAC), the Parks, Recreation, and Cultural Arts Department (PRCAD), and Neighborhood Vitality to identify potential locations for public art in neighborhoods (e.g., parks) with the goal of increasing accessibility to public art throughout the city.
					6.1.6	<b>Expand Public Art Tour:</b> Expand public art tour to include other areas of Garland outside of downtown. Develop an online database of public art. Create a unified city-wide public art portfolio.
			6.2 Streamline Municipal Arts Processes	<i>All City departments and staff whose work touches the cultural arts have a clear understanding of their network, relationships, and roles.</i>	6.2.1	<b>Establish Staff Cultural Arts Team:</b> Establish a City staff team that meets periodically to inform and coordinate on all cultural arts activities that are happening between departments, foster interdepartmental coordination, and share resources. This group should have agency to make decisions, and shall be responsible for maintaining momentum for improving cultural arts services at the City. Have group develop, maintain, and share a roster of artists, performers, musicians, and arts organizations that are ready to work with city staff. Departments should include but not be limited to: Garland Arts/Granville Arts Center, Vitality, Downtown Development Office, Special Events, Heritage Crossing, the Office of Neighborhood Vitality, and Libraries.
					6.2.2	<b>GCAC Annual Report to Council:</b> Create an Arts and Culture Annual Report to be delivered to council. Each year identify 3 top priorities the Commission can will focus on.
					6.2.3	<b>Artist roster:</b> Develop, maintain, and share a roster of artists, performers, musicians, and arts organizations in the city. Utilize this roster to connect local creatives and collaborative partners (for instance, the business community) with opportunities. Collaborate with all City departments who work with artists to build out initial rosters. See Action Item 5.1.3, Small Business Collaborations, for an application of the roster.
					6.2.4	<b>Staff Czars:</b> Assign public-facing staff "czars" of certain activity, i.e., go to people who understand a particular activity or relationship. For instance, the go-to person for public art in Garland (all depts), or the go-to person for (holds knowledge about all relationships and activities)
					6.2.5	<b>Staff and Commissioner Capacity Building:</b> Support opportunities for education and capacity building for cultural arts staff and Commissioners, such as trainings and certifications.
					6.2.6	<b>Arts-based Public Engagement:</b> Leverage cultural arts and artists for engagement and outreach efforts throughout different City projects.
					6.2.7	<b>City Departments Artist-in-Residence:</b> Develop an artist-in-residence program for artists to embed in City departments, in order to bring fresh perspectives and innovation into addressing civic problems.
			6.3 Enhance Digital and Analog Resources and Communications	<i>Information about all of the cultural arts support that the City offers are clearly and accurately communicated to residents and visitors.</i>	6.3.1	<b>Website Clarity:</b> Explore ways to update or streamline the way that City websites communicate about all of the different arts activities that the City coordinates. More clearly communicate about resources for artists, audiences, etc. and about the wide range of arts activity that the City has a hand in. Indicate clearly "who does what" between departments and groups. <b>Make navigation between different City arts-related pages easier.</b>
					6.3.2	<b>Community Events Calendar:</b> Have staff examine opportunities to provide or support a calendar that can capture non-city, non-tourism draw cultural activities in the community.
					6.3.3	<b>Initial Contact with New Residents:</b> Send out information about arts opportunities in Garland with utility hookups or other initial contact between the City and new residents.
					6.3.4	<b>Online Gallery:</b> Host an online gallery featuring works by local artists as a way of promoting local arts to potential visitors. Tie works featured in the online gallery to experiences that visitors and residents could have IRL in Garland.
					6.3.5	<b>Social Media:</b> Continue to enhance digital advertisements for cultural arts activities on platforms such as Google, Facebook, Twitter, Instagram, Snapchat, radio, a Garland arts app, and other means.

Who (lead listed first, potential partners listed after)	Examples from Other Cities	
Public Art Commission	GCAC, PRCAD, City Council	
Development	GCAC, PRCAD, other relevant departments, City Council	
the and	GCAC, PRCAD, other relevant departments, City Council	
City, s to am	GCAC, PRCAD, Transportation, Public Works, other relevant departments and community partners	<a href="#">Peter Kagevama at Neighborhood Vitality Summit looked at creative crosswalks and traffic calming in Decatur, GA: find an art utility box example</a>
tion and rt in	GCAC, PRCAD, Office of Neighborhood Vitality, misc. other departments and groups	
	Visit Garland, PRCAD, Neighborhood Vitality, Libraries, Heritage Crossing	Example project = San Antonio public art scavenger hunts: <a href="https://drive.google.com/open?id=19QRqYkSgz-VxGU9MuqI-Gacov_rUudC21&amp;authuser=ben.martin%40civicarts.org&amp;usp=drive_fs">https://drive.google.com/open?id=19QRqYkSgz-VxGU9MuqI-Gacov_rUudC21&amp;authuser=ben.martin%40civicarts.org&amp;usp=drive_fs</a> ; Austin Art in Public Places, Austin TX <a href="https://www.publicartarchive.org/austinaipp/">https://www.publicartarchive.org/austinaipp/</a>
ental elop, work sit	GAC/Plaza, Visit Garland, Downtown Development, Special Events, Heritage Crossing, Neighborhood Vitality, Libraries	
ch	GCAC	
ions iness t	PRCAD, all relevant City departments and divisions, local creatives, creative nonprofits	<a href="#">Boulder, CO example from Letecia</a>
GISD	PRCAD, Neighborhood Vitality, GCAC	
r	PRCAD, GCAC	<a href="#">Guide: "Municipal Artist Partnerships"</a>
	GCAC, PRCAD, Neighborhood Vitality, all relevant departments	<a href="#">Kounkuev Design Initiative, North Shore, CA</a>
ity	GCAC, departmental partnerships	<a href="#">City Artist, St. Paul, MN</a>
ill of arly ed uld	All relevant departments, GCAC	<a href="#">Artist Resource Center, Austin, TX</a>
	GAC/Plaza, Visit Garland, GCAC	<a href="#">San Antonio, TX</a>
y	GCAC, City of Garland Utilities	
o id	GAC/Plaza, Visit Garland, GCAC, other relevant departments	
s	All relevant departments, GCAC	

# Engagement Documentation

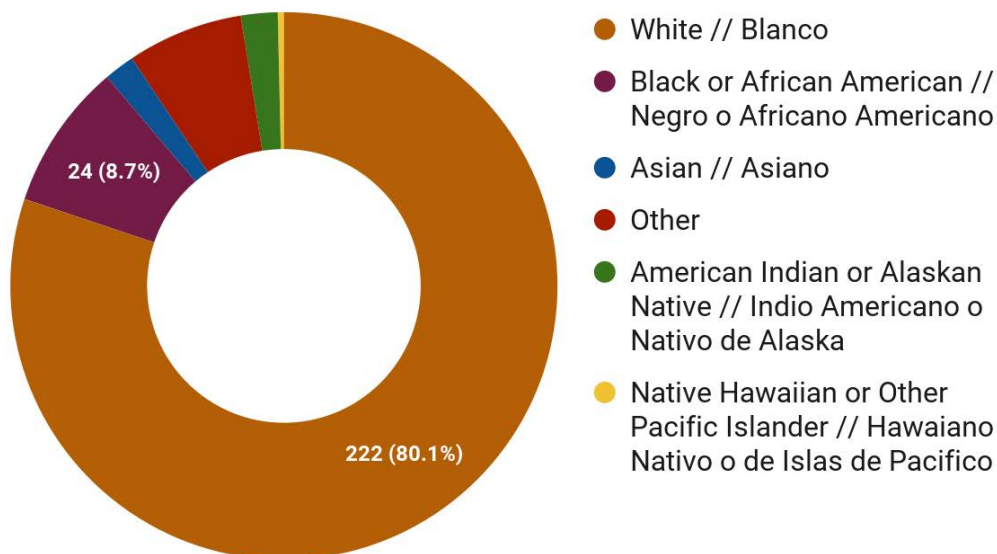
## DEMOGRAPHICS OF SURVEY RESPONDENTS

*It is important to note that some respondents skipped various questions throughout this portion of the survey, so total respondents may not equal to 283.*

Of the **283** survey respondents **221** indicated that they live in Garland, **61** respondents do not live in Garland, and **one** survey respondent skipped the question. **78%** of the respondents live in Garland and **22%** do not live in Garland.

The majority of survey respondents were women. **203** survey respondents identify as “Female”, with one person also identifying as “Other”, and **75** survey respondents identify as “Male”. **5** people skipped the question.

*What would best describe you? // ¿Qué te describiría mejor?*



The majority of respondents identify as “White”, followed by “Black or African American”, then “Other”, “American Indian or Alaskan Native”, “Asian”, and “Native Hawaiian or Pacific Islander”.

**46** survey respondents identify as “Hispanic/Latino” and **232** survey respondents did not identify as “Hispanic/Latino”. Notably, of the **45** respondents who identified as “Spanish descent or Latino”, **33 (73.3%)** identified as “White” and **3 (6.7%)** identified as American Indian or Alaskan Native.

White: **224** respondents (**80%**)

Black or African American: **24** respondents (**8.6%**)

Other: **19** respondents (**6.8%**)

American Indian or Alaskan Native: **6** respondents (**2.1%**)

## Garland Cultural Arts Survey Results: Responses May 13, 2021

Asian: 5 respondents (1.8%)

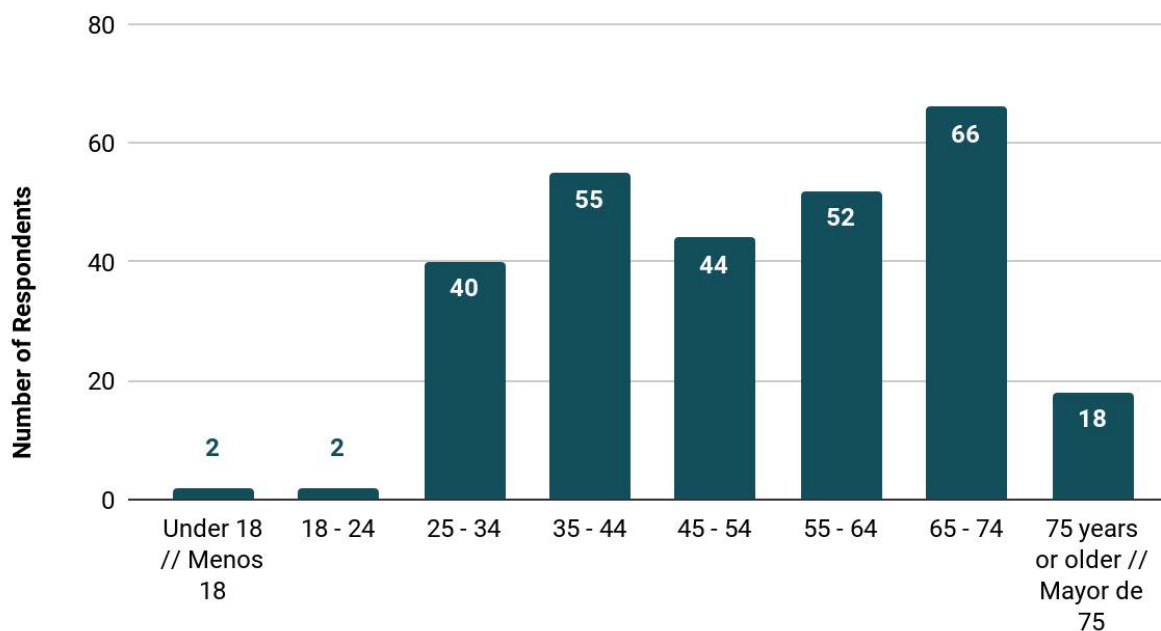
Native Hawaiian or Pacific Islander: 1 respondents (0.003%)

“Other” included the following responses:

- American (3)
- White with Native American ancestry (2)
- Hispanic (5)
- Mexican (3)
- Mexican-American
- Chicano
- Guatemalan-American
- Salvadoran-American
- British Isles American
- Deutsch
- Indigenous and Spaniard
- Preferred not to respond

3 people skipped this question.

### What is your age? // ¿Cuál es tu edad?



Of the **269** respondents who responded to this question about age, **24.5%** respondents were between the ages of **65 and 74**, representing the largest proportion of survey respondents. The second largest group included those who fell between **35 and 44** representing **20.4%** of survey respondents. Next included the **55-64** age group representing **19.3%**, followed by the **45-54** age group with **16.4%**, then the **25-34** age group with **14.9%**, then the **75 and up** representing **6.7%**.

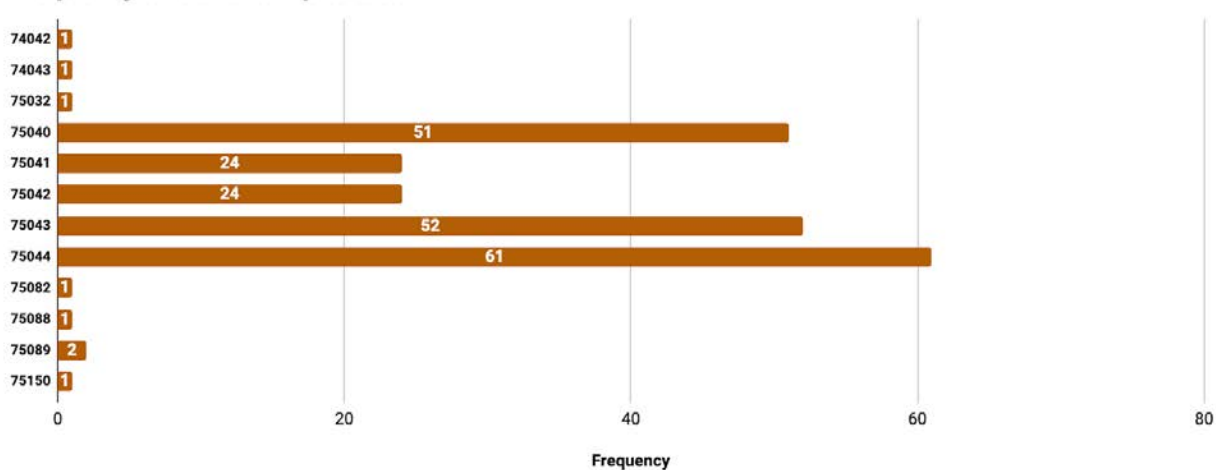


## Garland Cultural Arts Survey Results: Responses May 13, 2021

The smallest percentage of respondents was tied between those who are *under 18* and between the ages of *18 and 24*, both only representing **less than 1%** of all survey respondents. **4** respondents skipped the question.

Survey respondents represented a wide geographic range of 36 different zip codes including: 74042, 74043, 75002, 75013, 75023, 75024, 75032, 75040, 75041, 75042, 75043, 75044, 75048, 75067, 75070, 75071, 75074, 75075, 75081, 75082, 75088, 75089, 75094, 75094, 75098, 75126, 75150, 75208, 75209, 75214, 75218, 75224, 75228, 75238, 75240, 75243, 75287.

*Frequency of Garland Zip Codes*



The most frequent zip codes represented in survey responses were 75044, 75043, and 75040 zip codes. 75042 and 75041 were also largely represented zip codes.

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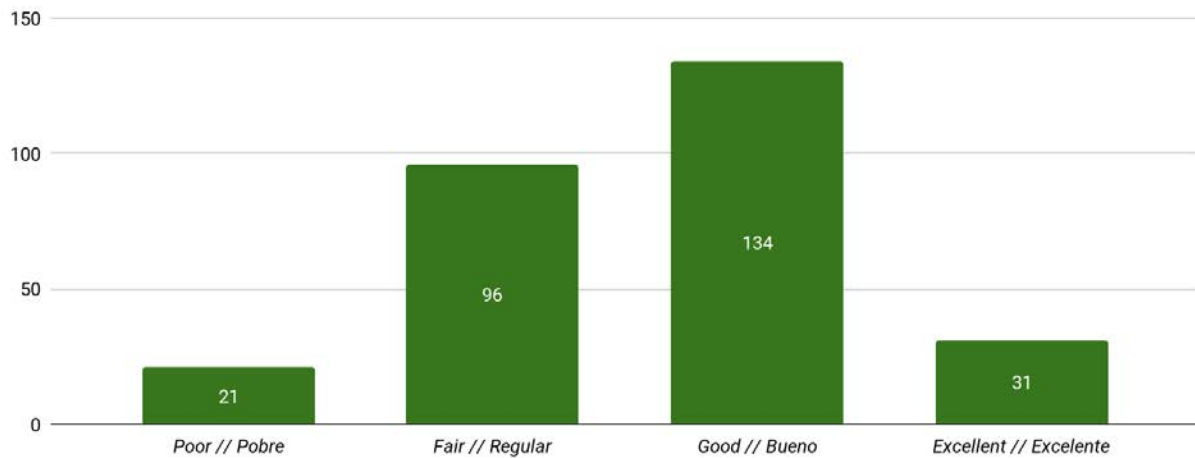
## LOCAL CULTURAL ARTS PROGRAMMING

*It is important to note that some respondents skipped various questions throughout this portion of the survey, so total respondents may not equal to 283.*

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## Garland Cultural Arts Survey Results: Responses May 13, 2021

How would you rate the amount of arts, culture and creativity in Garland in general? // ¿Cómo calificaría la cantidad de arte, cultura y creatividad en su vecindario en general?



Respondents rated the amount Garland’s arts, culture, and creativity as follows:

**21** respondents (**7.4%**) rated the amount of arts, culture and creativity as “Poor”

**96** respondents (**33.9%**) rated the amount of arts, culture and creativity as “Fair”

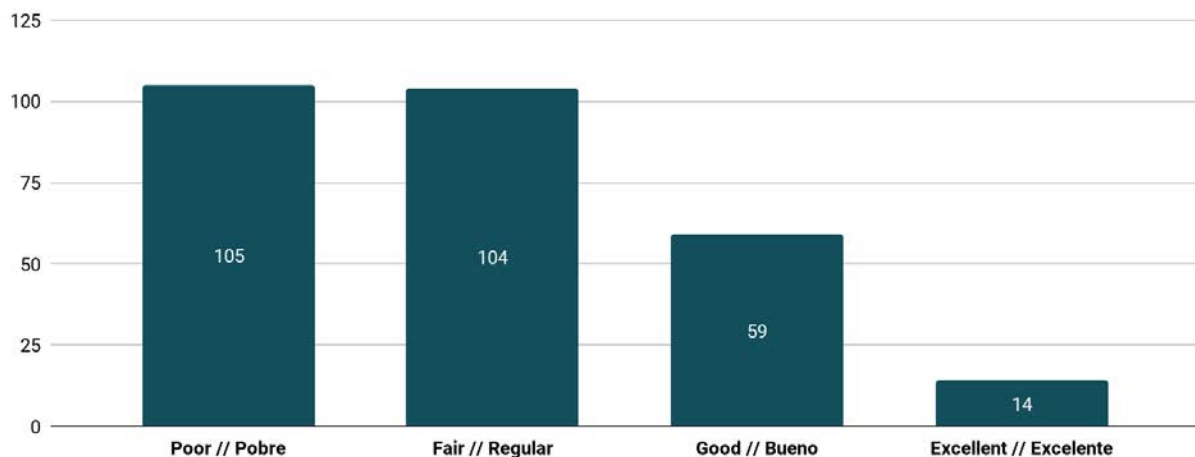
**134** respondents (**47.3%**) rated the amount of arts, culture and creativity as “Good”

**31** respondents (**10.9%**) rated the amount of arts, culture and creativity as “Excellent”

**1** respondent skipped the question.

Nearly half of respondents rated Garland’s amount of arts, culture and creativity as “Good”. One third of respondents rated Garland’s amount of art, culture, and creativity as “Fair”, over a tenth of respondents rated it as “Excellent”, and less than **8%** rated it as poor.

How would you rate the amount of arts, culture and creativity in your neighborhood in general? // ¿Cómo calificaría la cantidad de arte, cultura y creatividad en su vecindario en general?



Most residents rated the amount of arts, culture, and creativity in their neighborhoods as either “Fair” or “Poor”.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

Respondents rated the amount of arts, culture, and creativity in their individual neighborhoods as follows:

**105** respondents (**37.1%**) rated the amount of arts, culture and creativity as “Poor”

**104** respondents (**36.7%**) rated the amount of arts, culture and creativity as “Fair”

**59** respondents (**20.8%**) rated the amount of arts, culture and creativity as “Good”

**14** respondents (**4.9%**) rated the amount of arts, culture and creativity as “Excellent”

**1** respondent skipped the question.

### **Subdivided by zip code:**

Of the respondents who live in Garland, the following shows a breakdown for how they rated their neighborhood by zip code.

*Respondents from the following zip codes rated the amount of arts, culture, and creativity in their neighborhood as “Poor”:*

75043 (**31** respondents), 75044 (**17** respondents), 75040 (**14** respondents), 75042 (**12** respondents), 75041 (**8** respondents) , 75043, 75032 , 75088, and 75089.

*Respondents from the following zip codes rated the amount of arts, culture, and creativity in their neighborhood as “Fair”*

75044 (**30** respondents), 75040 (**19** respondents), 75043 (**14** respondents), 75041 (**7** respondents), 75042 (**8** respondents), 75082, 75089, and 75150.

*Respondents from the following zip codes rated the amount of arts, culture, and creativity in their neighborhood as “Good”*

75040 (**13** respondents), 75044 (**12** respondents), 75041 (**7** respondents), 75043 (**5** respondents), and 75042 (**2** respondents).

*Respondents from the following zip codes rated the amount of arts, culture, and creativity in their neighborhood as “Excellent”:*

75040 (**3** respondents), 75041 (**2** respondents), 75042 (**2** respondents), and 75043.

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## **PROGRAMMATIC QUESTIONS**

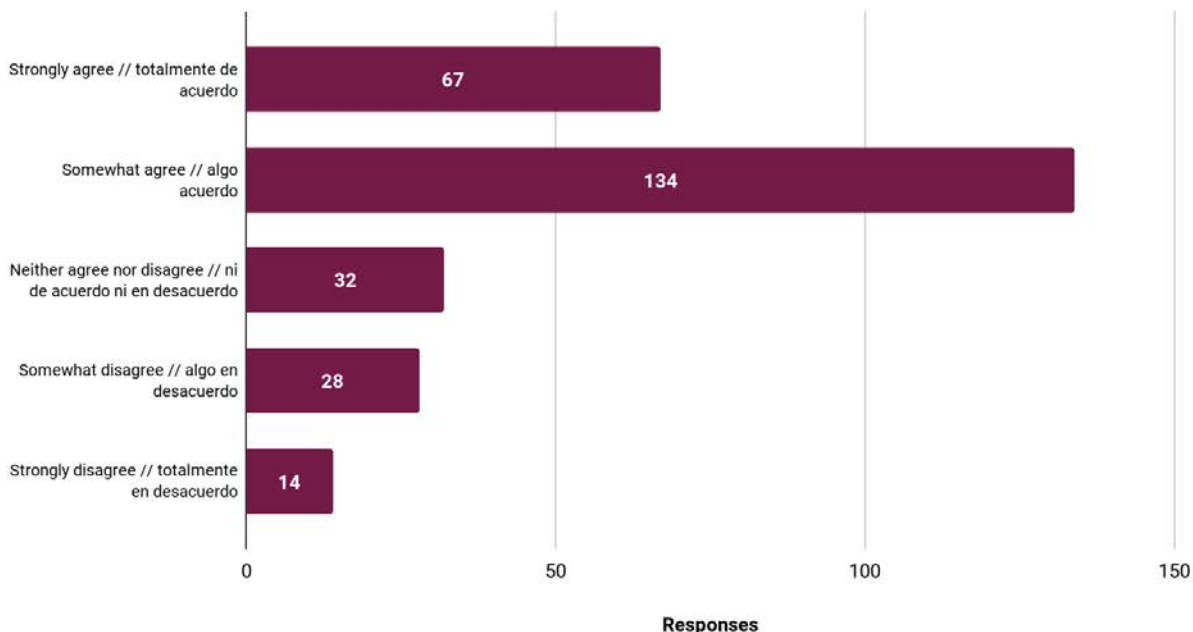
*It is important to note that some respondents skipped various questions throughout this portion of the survey, so total respondents may not equal to 283.*

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Programmatic questions provided insight on the respondents awareness of ongoing arts activities, gauging the current programming, and additional programming needs.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

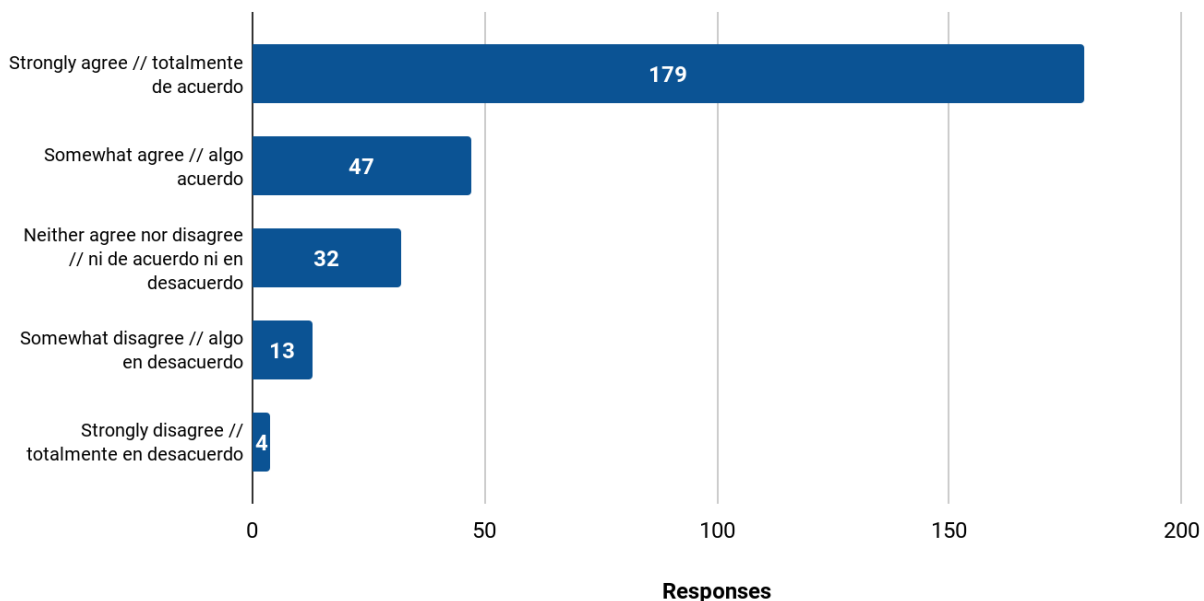
*I am aware of arts, cultural, and creative activities in Garland that appeal to people like me. // Estoy al tanto de las actividades artísticas, culturales y creativas en Garland que atraen a personas como yo.*



Nearly half (**48.7%**) respondents indicated that they *somewhat agree* that they are aware of the arts, culture, and creative activities in Garland that appealed to them. Nearly a quarter (**24.7%**) of respondents *strongly agree*, **11.6%** *neither agree nor disagree*, **10.2%** *somewhat disagree*. Only **4.7%** *strongly disagree* with that they are aware of the arts, culture, and creative activities in Garland that appealed to them. **8** respondents skipped the question.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

*Opportunities for young people in Garland to participate in the arts are important to me. // Las oportunidades para que los jóvenes de Garland participen en las artes son importantes para mí. -*

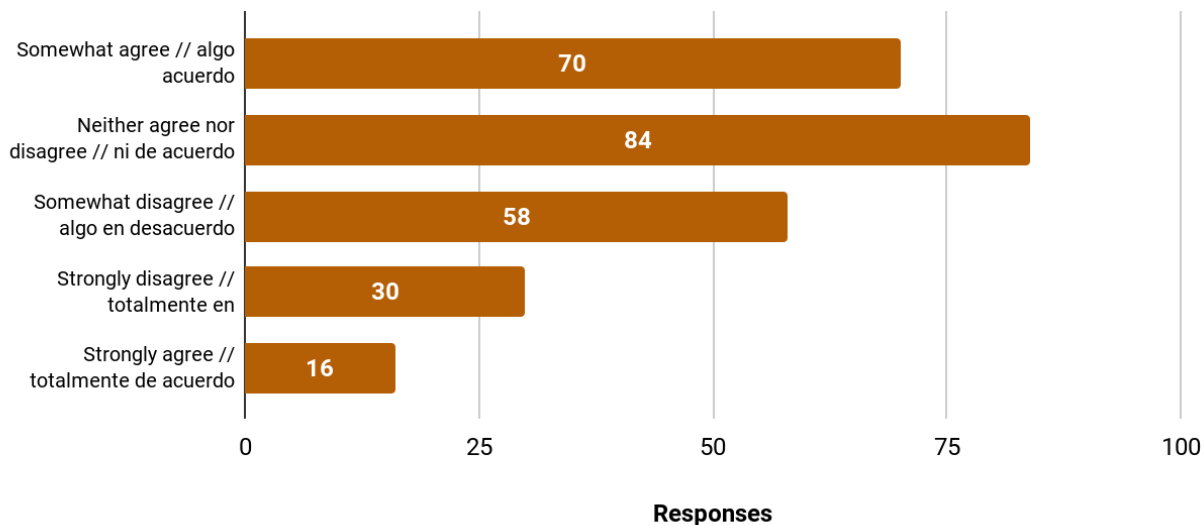


The majority (**65.1%**) of respondents indicated that they *strongly agree* that there are opportunities for young people in Garland to participate in the arts that are important to them. Nearly a fifth (**17.1%**) of respondents *somewhat agree*, **11.6%** *neither agree nor disagree*, **4.7%** *somewhat disagree*. Only **1.4%** *strongly disagree* that there are opportunities for young people in Garland to participate in the arts that are important to them. **8** respondents skipped the question.



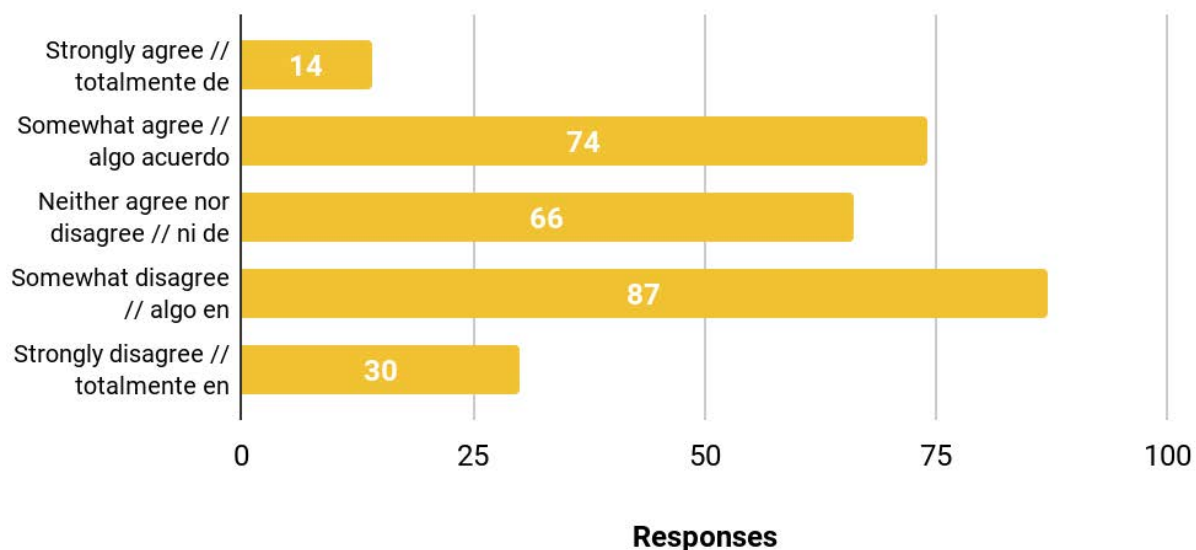
## Garland Cultural Arts Survey Results: Responses May 13, 2021

*There are enough opportunities to participate in the arts for young people in Garland. // Hay suficientes oportunidades para participar en las artes para los jóvenes en Garland.*



Over one-third (**36.2%**) of respondents indicated that they *neither agree nor disagree* that there are enough opportunities for young people in Garland. Nearly a quarter (**29.1%**) of respondents *somewhat agree*, **24%** *somewhat disagree*, **11.8%** *strongly disagree*. Only **6.3%** *strongly agree* that there are enough opportunities for young people in Garland to participate in the arts. **10** respondents skipped the question.

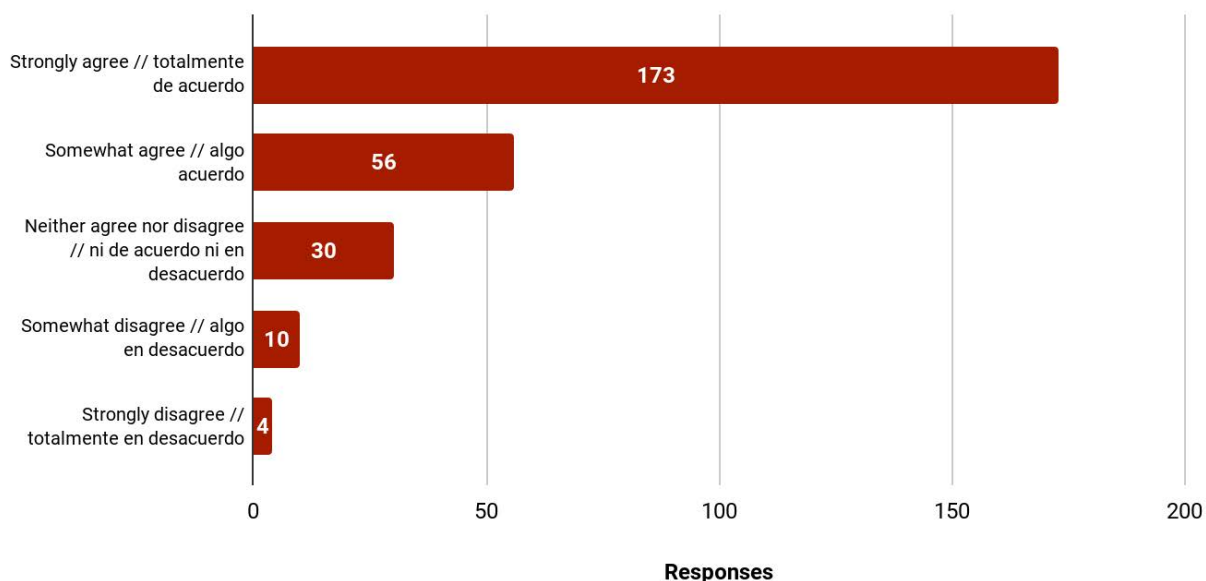
*There are enough opportunities for life-long-learning in the arts for adults to participate in Garland. // Hay suficientes oportunidades de aprendizaje permanente en las artes para que los adultos participen en Garland.*



## Garland Cultural Arts Survey Results: Responses May 13, 2021

One third (**33.2%**) of respondents indicated that they *somewhat disagree* with the statement that there are enough opportunities for life-long learning in the arts for adults in Garland. Over a quarter (**28.2%**) of respondents *somewhat agree*, **25.2%** *neither agree nor disagree*, **11.8%** *strongly disagree*. Only **5.3%** *strongly agree* that there are enough opportunities for life-long learning in the arts for adults in Garland. **11** respondents skipped the question.

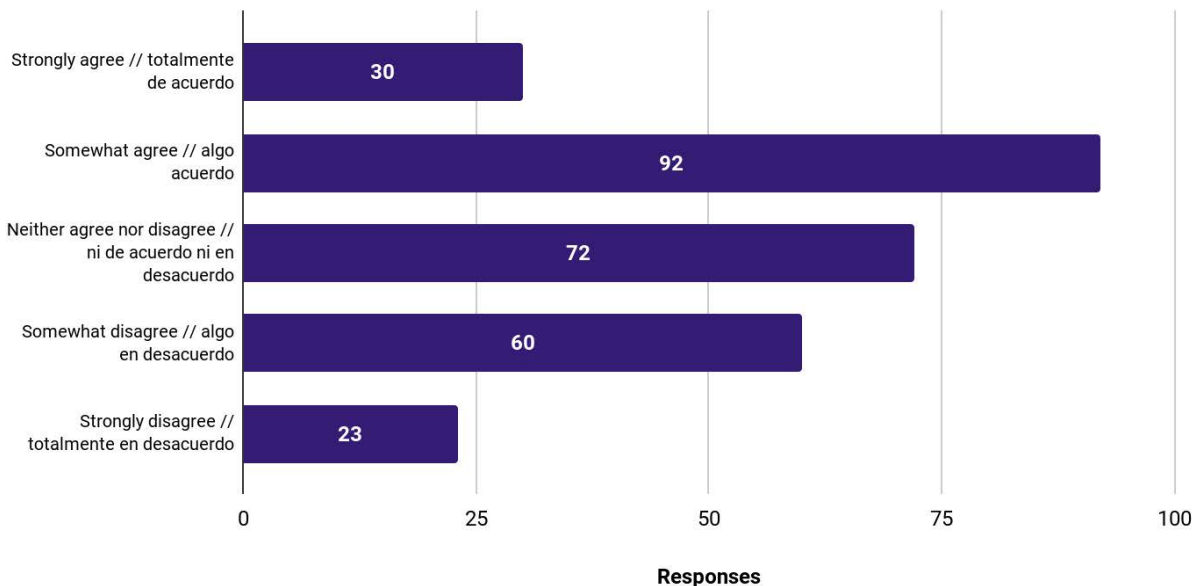
*Celebrating and supporting the cultural diversity of Garland is important to me. // Para mí es importante celebrar y apoyar la diversidad cultural de Garland.*



The majority (**63.4%**) of respondents indicated they *strongly agree* that celebrating and supporting the cultural diversity of Garland is important to them. Over a fifth (**22.2%**) of respondents *somewhat agree*, **12.4%** *neither agree nor disagree*, **4.5%** *somewhat disagree*. Only **1.5%** *strongly disagree* that celebrating and supporting the cultural diversity of Garland is important to them. **8** respondents skipped the question.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

*There are enough opportunities to celebrate and support cultural diversity in Garland. // Hay suficientes oportunidades para celebrar y apoyar la diversidad cultural en Garland.*



Nearly a third (**32.9%**) of respondents indicated they *somewhat agree* that there are enough opportunities to celebrate and support cultural diversity in Garland. Over a quarter (**26.1%**) of respondents *neither agree nor disagree*, **21.7%** *somewhat disagree*, **10.9%** *strongly agree*. And **8.3%** *strongly disagree* that there are enough opportunities to celebrate and support cultural diversity in Garland. **7** respondents skipped the question.

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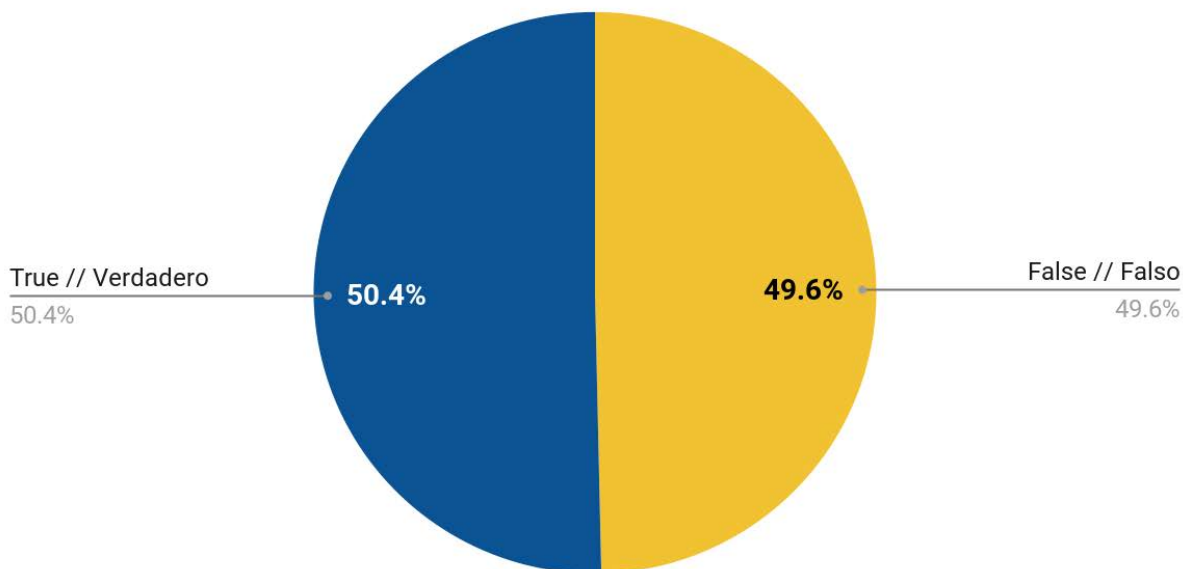
### MARKETING AND ADVERTISING QUESTIONS

*It is important to note that some respondents skipped various questions throughout this portion of the survey, so total respondents may not equal to 283.*

Marketing questions provide insight into how people hear about the cultural arts events within Garland and ways they would like to learn more about events.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

*I am satisfied with the amount of information that I get about arts, cultural, and creative events in Garland. // Estoy satisfecho con la cantidad de información que recibo sobre eventos artísticos, culturales y creativos en Garland.*



**139** of respondents answered “False/Falso” indicating that they *are unsatisfied* with the amount of information they receive about the arts, culture, and creative events in Garland.

**141** of respondents answered “True/Verdadero” indicating that they *are satisfied* with the amount of information they receive about the arts, culture, and creative events in Garland.

**3** respondents skipped the question.

The most common responses for best methods of sharing information about Garland’s arts, culture, and creative events were through email announcements and social media.

**171** respondents indicated that **email announcements** are the best way to access information about the arts, culture, and creative events in Garland.

**158** respondents indicated that **social media** is the best way to access information about the arts, culture, and creative events in Garland.

**144** respondents indicated that a **monthly mailer** is the best way to access information about the arts, culture, and creative events in Garland.

**114** respondents indicated that a **city website** is the best way to access information about the arts, culture, and creative events in Garland.

**44** respondents indicated that **school newsletters** are the best way to access information about the arts, culture, and creative events in Garland.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

17 respondents suggested the other ways to access information about the arts, culture, and creative events in Garland, including:

- Ads through traditional media like TV (2 responses) and radio, as well as through social media including twitter, youtube, and NextDoor (2 responses)
- Push notifications and calendar of events through the Visit Garland App (3 responses)
- Direct outreach via email and text messages (3 responses)
- Physical mailers from the city arts staff with Arts in Action newsletter, a calendar of events postcard in the monthly mailer, or utility bill inserts
- Signage as advertising throughout the city along thoroughfares like Garland Avenue with yard signs or street banners.
- Open accessibility through the Garland Arts Committee meetings
- All of the above.

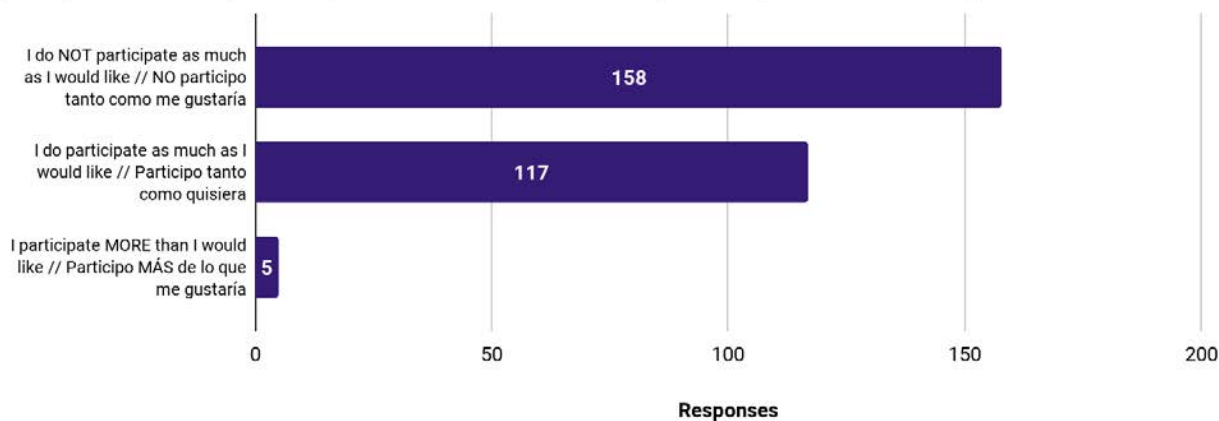
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## COVID-RELATED QUESTIONS

*It is important to note that some respondents skipped various questions throughout this portion of the survey, so total respondents may not equal to 283.*

Questions regarding COVID-19 give an indication of how residents participated in events before, during and after the initial onset of the pandemic in March 2020.

*Which of the following statements best describes how you feel about your participation with the arts, culture, and creative community in Garland (before the COVID-19 pandemic)? // ¿Cuál de las siguientes declaraciones describe mejor cómo se siente acerca de su participación en las artes, la cultura y la comunidad creativa en Garland (antes de la pandemia de COVID-19)?*



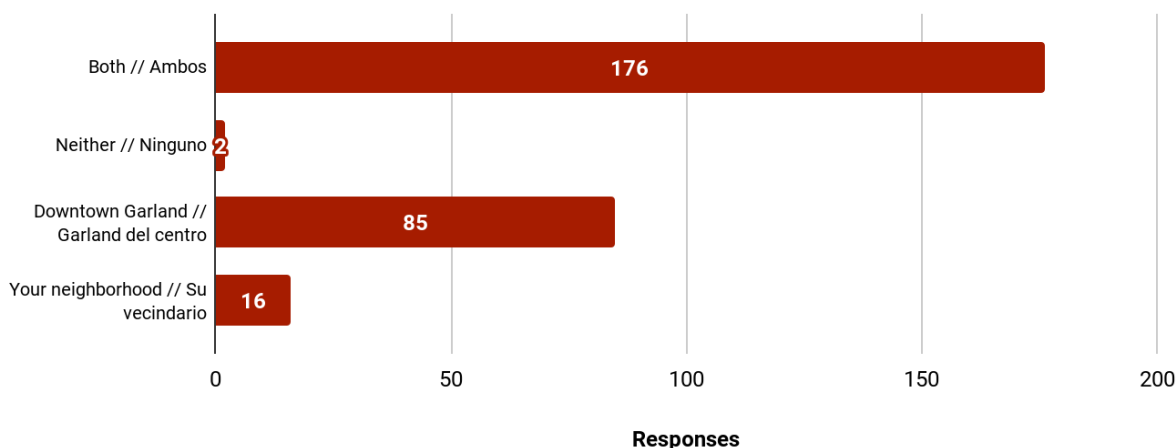
The majority of respondents (**57.5%**) indicated that they do not participate as much as they would like to in arts, culture, and the creative community in Garland. **41.8%** indicated that they



## Garland Cultural Arts Survey Results: Responses May 13, 2021

participate as much as they would like to, and only **1.8%** indicated that they are participating more than they would like to. **3** respondents skipped the question.

*Thinking of a future time after the COVID-19 pandemic has passed, would you be more likely to participate in creative activities (as a participant or viewer) in... // Pensando en un tiempo futuro después de que haya pasado la pandemia de COVID-19, ¿sería más probable que participara en actividades creativas (como participante o espectador) en...*



Following the COVID-19 pandemic the majority of respondents (**62.9%**) would like to participate in activities both in their neighborhoods and in Downtown Garland. Nearly a third (**30.7%**) indicated they would like to participate in activities that take place in Downtown Garland specifically, and **5.7%** said they would like to participate in activities that took place in their neighborhoods. Less than **1%** of people responded with “neither” location. **3** respondents skipped the question.

### Garland Zip Codes Represented:

Subdividing the data for those who identify themselves as living in Garland, the following zip codes were identified for those who wanted more creative activities in their neighborhoods and those who wanted more activities in both their neighborhoods and Downtown.

Of those who specified “in my neighborhood” only, the zip codes represented 75044 (4 respondents), 75042 (3 respondents), 75043 (2 respondents), and 75040.

Of those who specified “both” Downtown Garland and their neighborhood included the following zip codes: 75044 (**41** respondents), 75043 (**38** respondents), 75040(**33** respondents), 75042(**17** respondents), 75041(**15** respondents), 74043 (**2** respondents), 75088, 75089, and 75150.

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## OPEN RESPONSE PROGRAMMATIC QUESTIONS

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**Have you been able to participate in any arts, cultural, and creative activities in Garland since March, 2020? If yes, what kinds of activities did you participate in? // ¿Ha podido participar en actividades artísticas, culturales y creativas en Garland desde marzo de 2020? Si es así, ¿en qué tipo de actividades participó?**

## Garland Cultural Arts Survey Results: Responses May 13, 2021

152 of survey respondents have not participated in any arts, cultural, or creative activities in Garland since March 2020.

Of those who did, they participated in the following events:

- Garland Symphony (12)
  - Christmas Concert
  - Playing in the orchestra
- Garland Civic Theatre (both at the Granville and Plaza Theaters) (12)
  - Love Letters, Greater Tuna(2), Tenderly, 4 Elvises
  - Rosemary Clooney Play
- Plays at the Granville and the Plaza (9)
- Teaching Band, Choir, Music (3)
- Nicholson Library (3)
- Community painting activities (2)
  - Albon Park
- Live performance at Granville Arts small auditorium (2)
- Día de los Muertos at the Plaza (2)
- School related events/activities (2)
- Downtown: Fair on the Square (2)
  - Makers Market on the Square
  - Wine Walk
  - Small Business Saturday
  - Garland ISD
- Garland Landmark Society
- Restaurants
  - As a server
- Make Your Mark
- Quilting and painting at home
- Miss the concerts at Plaza Theatre and BlueBrass Players
- Summer music weekend
- Photography exhibits
- Thirsty Third Thursdays
- Granville Arts Center - Art Teacher Exhibition
- Urban Flea
- Intrinsic events
- Becoming Garland Avenue 2020 Revival (2)
- Food Drive
- Holiday Decorations
- Collections from the Field
- CORP
- Garland Musicals

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- Hispanic Heritage Month (SGHS World Dance Company)
- Noon Exchange Christmas Celebration (SGHS Southern Belles & World Dance Company)
- Black History Month (SGHS World Dance Company)
- General appreciation of the improvements in Downtown Garland
- Art Cache
- Art Classes at the Art Lounge
- Christmas Scavenger Hunt
- Downtown Scavenger Hunt
- Museum Scavenger Hunt (late summer)
- Square on a Saturday evening listening to the gentlemen who stand at the corner and play their instruments & sing. (2)
- Garland Eyes Photography Club
- Orchard Hills Neighborhood Association Message Board sign designs
- Talespinners Story League
- Cactus Chronicles
- Dance Class
- Market Days: Farmers' Market

### Online events (12)

- Online classes
- Streaming concerts
- Garland Symphony Orchestra, Virtual Concerts (3)
- City of Garland's online concerts
- Becoming Garland Avenue (virtually)
- Garland Guzzler
- Painting class
- Library's art lessons
- Paint and Craft parties
- Musical performances

**What types of arts, cultural, and creative activities would you like to participate in within Garland after the COVID-19 pandemic has passed? // ¿En qué tipo de actividades artísticas, culturales y creativas le gustaría participar dentro de Garland después de que haya pasado la pandemia de COVID-19?**

In the future, respondents indicated they would like to participate in the following types of arts, culture, and creative activities:

### Participation in Arts Activities

- Art classes (6): acrylic painting, dance, library art classes, painting, knitting, crochet, painting for beginners, mask making murals painting figure drawing
- Civic Music Making Groups

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- Indoor art classes
- Drawing, painting, sidewalk chalk, shows, volunteering
- More community activities: another community art initiative/installation/projects (4), city beautification projects, collaborative art pieces/projects(2)
- Community band (3), or community symphony/band with marching band competitions.
- City chorus/community choir (2)
- Art contests
- Cooking classes
- Any available hands-on activities
- Homeless Community & Art Program
- A Garland Arts Center for Visual Arts
- Creating art to be displayed around the city fitting with seasonal themes, city celebrations, or just to be displayed
- Music, Fine art
- "I like public art, live concerts and theatre, I'd like to have more interactive opportunities for dancing and music."
- "I moved to Garland in September 2020, but from what I've read about and seen in newsletters, Garland appears to be very performance art-focused. I'd love more visual art opportunities and spaces in the city! I'm an art educator and would be much more willing to participate and contribute.
- I would like to participate in events that showcase all of the diverse forms of arts from the different cultures in Garland."
- "The live theater is great. I would like to participate by auditioning for a play or helping with sets or ushering. I would also like to participate in one of the art exhibits."
- "Summer musicals and I would like to participate in visual arts activities.
- volunteering to help with plays, parades, outdoor concerts or whatever is needed"
- "I would like to see more concerts, plays, and cooking classes or events in the area."

### Arts Events

- Festivals: art, food, multicultural chamber music, choir, live music, dance, holidays, downtown (23)
- Multicultural fairs/festivals and programs
- Art shows (4) and art sales
- Art fairs, music and dance
- Comic book conventions cos play
- Art walks
- More big art days
- Urban flea markets
- Concerts
- Celebrations and parties
- Children's choir, choir festival.
- Chamber music festivals.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- Dance concerts
- Information days
- Family get togethers
- Idea exchanges
- Forums on arts and culture
- Lectures and displays
- Holiday celebrations
- City celebration
- Cultural events
- Quilt Shows
- Wine tastings
- Small businesses expo
- Movies
- "Music festival (like richardson), art festival (like Richardson's Cottonwood), cultural festivals (lunar new year), races (like Plano Pacers)"
- "Festivals, live music, look what Carrollton has done as suggestion."
- "Arts Festival, Maker Fair, I liked the Day of the Dead and the Big Art Day Event"
- "Art shows/festivals, music shows. See Addison, Rockwall or Rowlett."
- "Art festivals and fairs with activities for children and adults to complete. Families can purchase tickets, and each art station is a certain amount of tickets. Community bands, school bands, jazz bands, can perform live music at the event. Local artists can sell their wares, and local restaurants can set up stands"
- " (after COVID) a downtown festival with booths highlighting Garland's diversity."
- "Farmers markets can offer a place for local artists to display their art, local poets to read, and local craftsmen to sell on a weekly basis. Community murals at parks. Getting talented artists from schools around garland to paint murals, high schoolers can weld sculptures to be displayed at parks, etc"
- "Festivals where local artists my resent their works for free. Help restart the community. Attendees enter for a small fee and are able to purchase artist works"

### Participation in Arts Activities for Adults and Seniors

- More senior arts and cultural activities.
- Adult classes such as photography, nature walks, painting and arts etc.
- Adult Community Band, Adult Community Choir, more city-wide murals, and artistic features
- Classes for older citizens
- Hands on classes for adults
- Senior social hour, symphony, musicals, art shows, etc.
- Senior Care Centers
- "Would love some free art instruction at senior center"

### Arts Participation for Youth



## Garland Cultural Arts Survey Results: Responses May 13, 2021

- Pop up art installations in the downtown area, businesses and public spaces. Use the common area in the square for showcasing HS musicals, plays, concerts. This could be a weekend event and a preview of what they would be offering later in the year.
- School Art Activities
- School sponsored art events
- outdoor plays by teens. music.
- Something that highlights our youth and their accomplishments.
- Teen related. Swim
- Student performances
- Youth Music Programs
- More activities for small children, public outdoor yoga or outdoor movement / dancing classes for children free to the public.
- "I've enjoyed the local art shows both GISD students and residents, quilts, etc."
- "Theater for young adults, most of the roles I see offered in Garland are for older people who are established parts of the Garland theater community."
- Film screenings, poetry readings
- Dallas Young Artists
- opportunities for our GISD student musicians to perform for community- MORE ORCHESTRA ALL AROUND- not enough in our schools or community
- children's camps
- proportionate opportunities for all age groups within the city. Theater, musicals, symphony
- family fun days

### Affordable and Representative for Audiences

- Both adult & children live performances at reasonable prices
- "I'd like to see more dance performances, some from the many cultures represented/living in Garland."
- "would love to see more theater/symphony performances but cost is often high"

### Specifically Outdoor Events

- Outdoor activities, more concerts, movies outside, more plays and musicals adhering to social distancing. More kids camps, using the outdoor plaza (which has been so beautifully redesigned.) More previews of shows outside as the weather warms.
- Outdoor art 🖼️ installations
- Outdoor art festivals
- Wine walks
- Outdoor concerts (4)
- outdoor events
- "Please continue live shows, open air markets & history related activities downtown."

### Programming Requests

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- Bluegrass, square dancing
- Black Theater
- Dallas Black Dance Theatre
- Broadway SHOWS
- Business to Consumer (B2C), Main Street Program, City Wide Gospel Musicals (Variety of Faith Communities, a variety of stage plays, Country/Bluegrass outdoor concerts on the City Square.
- City Celebrations
- Classic Movie Screenings Outdoor Music
- Dia de los Muertos Event Christmas Parade Monthly events celebrating all arts Cinco de Mayo celebrations (almost like a fair)
- Continuar tomando el Estudio de Baile Folklore en el Ballet Mexico 2000, si hubiera Cursos de Pintura, Ceramica O Dibujo.. seria Maravilloso..
- Wine walk, painting with a twist, art show, craft fair, special celebrations such as Cinco De Mayo or Texas independence Day, etc. Concerts, plays, and such.
- Festivals of all cultures in Garland e.g. Chinese New Year, October Fest, Juneteenth, Dia de los Muertos etc.
- Hispanic heritage.
- Mexican folklorico
- Mardi Gras Parades
- Nature art and photography.
- teaching / workshop activities involving Indian classical dance and music.
- music programs at school to build community relationships and engagement
- Painting murals, dance lessons, local music showcases, DIY Craft classes, mosaic, fix up abandoned parking lots and buildings, add art in parks, musicals outside, murals on small neighborhood businesses
- Wind Band Concerts
- Steam Events and Animation
- STEP and Cultural Dance
- "I am from a small town. I am used to seeing artwork in grocery stores and restaurants from local schools. Community events that showcase their work along with mini competitions where students can receive art supplies and gift certificates. Local parades and carnivals decorated by students along with concerts performed by the students. I really miss the community spirit."
- "East coast swing and Lindy hop dancing, events, classes! I have to drive to Deep Ellum for swing dancing on Wednesday nights; the dance studio I attend is on Lower Greenville. Nothing in Garland at all!"
- "I'd like more events like the dia de Los muertos back in 2019."
- "I'd like to see a local museum that can house art for students and adults alike for extended time periods vs just set up the square for x # of hours."
- "have an event that celebrates the cultures for more than just certain popular ones, and have it be more interactive with creating and learning things about it."

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- “We enjoyed the music in the downtown area, somewhat. The problem is that the early attendees are like us, older. Within 30 minutes the music turns hip hop. There are plenty of places for young people to hear this. Can we not have an hour or two of classic rock or classic country. The young don't appear until after 10:00 anyway.”
- “Symphony. Wish we had a better community theater. Hoping Garland Summer Musicals will present new shows, rather than repeating the same ones.”

### Visual Art Exhibitions

- Art exhibitions (8)
- Art shows
- Fine visual art shows
- Marketplaces
- historic preservation for under-recognized people groups
- Museum art exhibits
- Public Sculpture & Artwork
- Large scale art projects
- Museum visits
- outdoor art sculpture gardens
- recycle or upcycle art projects for us
- Visual Arts
- Viewing visual arts created by artists in the community
- Museums
- Art Displays (2)
- the visual arts and all forms of artistic expression
- cultural fairs, art fairs,
- Gallery visits, community outreach
- General exhibits
- gallery shows for local artists – anything!

### Performing Arts Events

- Many respondents generally enjoy watching shows and live performances as part of arts
- Participating/attending theater events (25) more plays (2) and theatres in Garland more theatre
- Plays (17) including stage plays- dramas, comedies, etc. drama
- Musicals or Musical Theatre (16) including Garland Summer Musicals (2) Sounds of Music, Summer Musical
- Orchestra/symphony (7), specifically the Garland Symphony Orchestra (5) Concerts (2)
- Concerts and Shows (14), and live concerts and downtown concerts
- Comedy club
- Dance performances dance Dances (7) including ballet

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- Music (5) music festivals (2), live music (2) and downtown music, including symphony as well as local bands (2)
- “Folklore and dance 🎭 music”
- “We have been past subscribers to the Garland Theatre, however, noticed a decrease in quality in recent years plays. Example - very disappointed with Jesus Christ Superstar was cancelled”
- “I’d love to see more live shows”
- “I enjoy watching musical theater”

### Place Specific Activities

- “I’d like a maker space and access to learn creative skills.”
- Active, art trails. Creating or making art.
- Garland Landmark Society
- all the diverse groups in the Plaza
- Activities at the PAC
- Activities on the square: music, food trucks + craft fair
- CONCERTS ON THE SQUARE DOWNTOWN. ALSO CONCERTS AT THE PLAZA THEATER.
- concerts on the square, plays, festivals, volunteer activities, movie night, , 5k's, happy hours, pop up / mystery dinners/picnics, Sunday Brunch, Downtown restaurant stroll, wine tasting, beer tastings, whisky tastings, speed dating events, farmers market
- Art galleries.
- Concerts!!!! Love them downtown
- Creative Gardening, Beautiful outdoor spaces to walk around
- Downtown Artshows Concert on Square Fireworks
- Everything downtown seems to be Spanish. The giant Cinco de Mayo fest particularly. Maybe have a rock n roll event or Irish event.
- Food sampling from local vendors, symphony and plays at Granville Small Theatre (the plaza is good for movies but the stage is too low...big heads block view!)
- Fine Arts Performances, Fine Arts festivities at a park
- Garland Civic Theatre, concerts, historical lectures and tours, holiday events such as 4th of July events
- movies/shows at the Plaza
- music performances on the square
- Helping with the performances of the Garland Civic Theatre.
- “I loved the art in the park event that happened shortly before covid-19. It was so cool to wander around the displays, watch the performances, and grab snow cones as a family. I liked that there were things for the kids to do. We like the library programs. Things I miss from other places I've lived: outdoor stage performances, and art festivals.”
- Jazz and summer concerts on the square, Garland Civic Theatre, movies at The Plaza, downtown wine walks, Garland Guzzler, plus more I'm sure.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- Outdoor events, live concerts, neighborhood locations. Something other than “on the square”. Local artists shows. Musical entertainment other than GSO. Updated live theatre. No more Tuna or recycled 1950’s musicals. Something new and FUN!
- More movies at the Plaza Theatre! As well as all of the events mentioned in #9, and more events on the Square
- More events like the Garland Guzzler, Christmas on the Square and the summer concerts.
- More public art and arts in the neighborhoods.
- “My husband and I love things in downtown Garland in the square, we love going to the free movies you sponsor at the Plaza, or anything at the Plaza, we love musicals and plays at the performing arts center also.”
- Neighborhood events
- online Downtown free
- “Reading groups at the North Garland Library Branch. I don’t want to drive long distances.”
- Shows movies and concerts at the Granville and Plaza Theater
- Murals on buildings.
- “If we could bring more to the neighborhoods that would be great, maybe to the rec centers”
- “Me gustaría ser parte de algún proyecto público o tener la oportunidad de pintar algo en un area público en algún parque o como las electrical box que miro en muchos lugares pintadas me gustaría algún día poder pintar alguna en garland y que gente mire la belleza de colores por la ciudad”

### Variety of Activities

- “A great variety! I have participated in symphony concerts, dance performances, and craft projects at the libraries in the past.”
- We love it all - so anything!
- crafts
- Everything really.
- Above all else, it must be QUALITY.
- artistica y manualidades
- Gastronomía y musica
- I’m an actor, singer, painter, and enjoy making ceramics as well.
- I’m open to anything.
- Music, holiday gathering, food celebration and related holiday events like 4th of July, Easter, Thanksgiving, Christmas, etc
- The MLK Jr parade, Fourth of July, day of the dead, and summer courses.
- Murals, music, and literature -outside festivals
- ART shows
- Variety
- Any (2)



## Garland Cultural Arts Survey Results: Responses May 13, 2021

- All

### Other comments:

- "History,WITHOUT People's Lives in developing this area to make 'All Lives Better Not This group That Do AMOUNT of destruction 1Group DOES For Attention!"
- "Shopping. Scavenger hunts. Dinners."

**Is there anything else you'd like to share with us about arts, culture, and creativity in Garland?  
// ¿Hay algo más que le gustaría compartir con nosotros sobre el arte, la cultura y la creatividad en Garland?**

Other responses to the survey included the following:

### Garland ISD

- Do not eliminate the arts in GISD schools.
- Email the art teachers on each Garland Campus. The Ad Building is not effective or quick enough
- GISD schools should be allowed to have band/choir/orchestra concerts at the Granville.
- I like for my students to be involved in art activities in the city.
- If a local museum were available all the GISD art shows could utilize it, cultural exhibits could be housed and celebrated, perhaps even extended art education classes could be incorporated for profit and for additional art show materials to showcase our community further.
- More and better coordination with GISD in celebrating cultural events.
- More collaboration between GISD schools and the City of Garland.
- Rowlett High School is working on Ghost the musical even during the pandemic. It will be available for streaming at the beginning of April.
- The GP does NOT support arts, as evidenced by our weak school band and orchestra programs.
- The lack of support and infrastructure for the Fine Arts programs in Garland ISD results in a lack of identity for any of the cities that Garland ISD serves. Fine Arts do not have a strong presence or culture which is due to lack of vision, support, and leadership. Just by paying attention at the areas surrounding Garland ISD, every community had a strong Fine Arts culture that is has strong support by the district which trickles down to the

## Garland Cultural Arts Survey Results: Responses May 13, 2021

community. If the Fine Arts programs are strong, that is something that any community can fully support, therefore providing a cultural identity to any community.

- Need more variety in performing arts, need more public art throughout the city, need more community participation by school arts (ex: band)

### Gratitude and thanks

- Enjoy a play every now and again.
- Enjoy the little theater events so much.
- Garland has a wonderful arts program. Keep up the good work!
- My husband and I both work for Garland ISD (for 30 years), and we love the fact that Garland's downtown is "coming back"! We LOVE arts in Garland, because they truly are doable for a couple or a family who lives in Garland, as they should be. We are proud of Garland's art community!
- Garland has a wonderful performance arts program with strong leadership from the staff and Cultural Arts Council
- Have enjoyed all the exhibits in the Granville Arts Center.
- I am grateful for the arts, culture and creativity we have here in Garland. I am excited about the future possibilities.
- I love the GSO. It's brought a better appreciation of great music into my life.
- Thank you for involving Garland ISD Teachers in the art activity.
- Thanks
- The city offers events aimed at a variety of audiences, recognizing that our population is diverse in many ways. Bravo!
- Thank you for giving us a chance to express our thoughts. The arts are SO important in SO many ways.
- None other than for years - we thoroughly enjoyed going to the theatre and dinner.
- You have many wonderful programs and I thank you.
- We are happy to be here and excited to watch Garland grow.
- Plays and music at the performing art center are appreciated.
- Good job
- Gracias

### Suggestions for Inclusion: Ages, abilities, and cultures

- Need more opportunities of people of all ages and all abilities

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- PAC needs more handicapped seating and parking places
- It would be fun to celebrate the arts and diversity in some kind of weekend activity. We have Asian, Hispanic and other cultures here that would be fun to learn about and share with the community.
- It's wonderful to include more on arts and culture of Latino cultures, African cultures, and Asian cultures, but where are our European cultural celebrations? German (besides beer)? Irish (besides beer)? Italian? Some balance of cultures representative of the population, would be a nice change without focusing primarily on only one or two groups.
- More events (especially food related) focusing on a variety of cultures. I know there are many relating to Hispanics, but there could be some for Asian, African, European and other cultures.
- More diversity and culture sharing. Embrace all communities that live in Garland. Holidays, festivals, art projects, singing, dancing. Bring them all downtown!
- With such a large vietnamese and latinx population, having large events on special holidays in those cultures would really be nice. Downtown could be a hub of authentic food, music, and literature from those cultures. plays could be performed that explain their history. It could be quite beautiful, informative, and uniting!
- We should have a special day every year where we have vendors and food stands that offer a taste of all the different and diverse communities that live here in Garland. Dishes from different countries and crafts/jewelry, and talents to perform and represent the country/culture they identify with.
- Hispanic heritage arts and dance
- Que hubiese mas Oportunidades para la Comunidad para tomar estudios Gratuitos o Costos No tan altos para que asi mismo desde ninos, jovenes y Adultos pudieran tener mas conocimiento de Nuestras Culturas y participar en ello.
- Todas las personas tenemos algo que compartir de nuestra cultura.
- There are many different cultures that make up Garland and we can work together as a city to help each other be aware of those cultures and celebrate them in order to unify our community.
- There need to be a partnership that trains young lighting, sound, and set technicians in the arts
- Try things. Something is better than nothing.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- We need more opportunities for multicultural events/activities at the neighborhood and citywide level.

### Leadership

- We should have a separate cultural arts department with full time employees with background in the cultural arts.
- I would love to serve on a city wide arts committee.
- There are activities but each but not all organizations have the ability to promote to ALL residents, we need a central place to send activities information and make available to all residents. not giving priority to city sponsored events or Garland Arts "official" groups only.
- I am president of Friends of Garland's Historic Magic 11th Street, which has sponsored significant performances and events in the city in recent years, but we have NOT been contacted by ANYONE involved in this study process. I only saw the mayor's announcement on TV about this survey, and followed up voluntarily. Very puzzled about who exactly the planners are listening to and who they are reaching out to. Not anybody I know or are familiar with. I hope this isn't just another Garland program that is designed to really listen only to a small handful of power brokers in the city who already have their minds made up about what they want—ignoring the average citizens or others who may have different ideas and want to be involved.

### Communications Feedback

- Bigger presence online
- By the time I get info on live performances, it's not enough time to plan
- Have spaces affordable for people to plan activities for the community. Have an Arts, Culture, etc. calendar.
- When concerts and shows usually sell out before many know about it. When they do go to buy tickets they are sold out.

### Specific Program Suggestions and Feedback

- Need more public visual art throughout the city. Call in local artists and talented GISD students for ideas, input and participation.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- Maybe a "Tour of Historical Homes, Walking tours of historical Garland Sites (old homes, businesses, churches, schools...
- The pandemic should have brought immediately to the front burner the need for an outdoor amphitheatre in Garland. Is that on anyone's drawing board? If not, it needs to be ASAP.
- Have a haven for artists to be able to share their works at all times. Kind of like olla pordrida that used to be in Dallas. I think that was how it was spelled. I was so sad when it was closed down. It was unique and eclectic and beautiful.
- Garland Civic Theater/Summer Musicals do not have enough open auditions to truly show off the amount of talent in the city. They do NOT communicate about auditions well at all.
- Granville and Plaza are good spots but some of their plays and performance are a bit lame. Tuna Fish Christmas or whatever that was?
- How about painting classes? Baking/cooking? Wine making, cheese making? For adults - not kids.
- I love the public art. I wish there was more and in other places besides the downtown area.
- I think a tool library or makers space would really help spread arts and creativity in Garland. Give people a place to interact with other creative people, learn new arts from their peers & trainers, access tools and develop projects together. The City could challenge the Makers Space to create projects that benefit the City and its residents.
- I think it's great to promote, and will draw in a younger generation to live here and fix up older neighborhoods.
- I think there is a wonderful variety of performing arts (singing, dancing, theater) available in the city but I find the availability of visual arts opportunities lacking. There are monthly exhibits at the Granville Arts Center but not much else for visual artists.
- I would like to be a part of an artist collective that opens their studios to lessons and art shows in different media.
- I would love to see more art installations in local parks and rec centers. I feel that it is important for the city to provide funding for low-economic schools to receive extra art classes/sessions as well as materials. Also, sponsoring middle/high school students in art to pursue their art by offering summer scholarships to attend art courses at a county college would be great. (This may already be a program I am unaware of)

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- I'm interested in seeing community art lessons happen. Growing up this was a big contributor to my growth as a young artist. I took them during the school year and also during the summer.
- Our church, The Foundry, is planning on holding a "Back Yard Art" free for kids and their families in the community this summer. We are looking at once a week from 9-11, outside.
- Parades, Art Festivals, Senior Care Involvement, and a nice Fine Arts Venue would be a huge improvement. We need a Performing Arts Center.
- PLEASE OPEN THE PLAZA THEATER. ALSO MISS THE SENIOR CENTER DANCES ON THURSDAY NIGHTS.
- Some permanent kinetic art in downtown would be nice
- TBAAL in Dallas has several events every year. Is it possible for Garland to bring some of the activities here.
- Will be glad when GARLAND SENIOR CENTER OPENS UP AGAIN. REALLY MISS TRAVELING WITH THEM
- would love to see a master list of artists not just in Garland, but artists utilized in Garland too
- The musicals at GPAC are impressive! I'm looking forward to returning to the theater.
- what about a drive through christmas light display in a park (or walk through)
- I have enjoyed the plays I have attended in the past
- I really like Garland and attending events there. I live close to downtown Dallas (1.5 mi from the CBD) and always attend a lot in Dallas, too.

### Hopes for the City

- Downtown Garland should be a regular place where the community can come together and enjoy art and culture. The downtown plaza only gets used during the lighting of the Christmas tree.
- I wish there was more in the oaks.
- Keep it open to community vision of how to lift local talent and build/encourage present and future artists.
- I don't think there is enough.
- I hope that Garland events get more publicity in the future.
- Doesn't seem like a priority with Garland. You have all that lakefront property and no one has thought to put a nice park with an amphitheater along the lake. Seems like they'd



## Garland Cultural Arts Survey Results: Responses May 13, 2021

rather build apartments or strip malls than anything for the residents to enjoy or be proud of.

- Garland has a long way to go before it can begin to catch up with Richardson, Plano, Frisco, etc.
- you got to get rid of all the car dealerships and turn that old Walmart into something for the community.
- Would be nice to try to start converting some of the car lots along 78 into art spaces...
- It is nice that you show free films at the theater in the square. I remember the long-gone summer music programs (Spring Creek Festivals?) in which top entertainers and oldies stars performed outdoors - great shows, would love for that to return

### General Feedback

- We need activities in the day time hours.
- Would be nice to have some art classes offered
- 46. Keep growing!
- Love coming home
- Maybe more wine walks or concerts
- Maybe some food festivals! Food is an art, no?
- More please
- More musicals please
- Needs more music and events
- Needs to be spread around the City.
- More park activities.
- More arts in the parks
- No arts festivals
- Tell the Truth To All Youth & Adult's That All Lives Matter!
- we are doing a good job, we can even consider doing an event over a couple of days to give everyone the opportunity to enjoy it without it being too packed.
- Thank you for asking we citizens for our opinion.

### Covid-related feedback

- After pandemic. Would like to see an All American Garland appreciation day for all Medical Staffing. FIRE. FIRST responders. And specially the Garland police department.
- PLEASE stop hosting events where people are expected to gather right now.

## Garland Cultural Arts Survey Results: Responses May 13, 2021

- I hope the arts survive the covid lockdowns!
- I'd like to see it continue.
- Just hope our theaters and symphony survive
- We participate in many activities at the Granville Arts Center when not under Covid.
- Covid stinks

# STAKEHOLDER ENGAGEMENT SUMMARY

## Garland Cultural Arts Plan

This document outlines the Garland Cultural Arts Plan stakeholder engagement. It includes Community and Technical Advisory group meetings, stakeholder interviews, and focus groups. It does not include the community survey, which is analyzed in a separate appendix.

<b>Community Advisory Group</b>	
Members	13
Meetings	7
<b>Technical Advisory Group</b>	
Members	7
Meetings	6
<b>Hour-long stakeholder interviews</b>	14
<b>Focus Groups</b>	
Core Arts Orgs, # of participants	8
Creatives, # of participants	9
Youth, # of participants	13

## Community Advisory Group

The project team established a Community Advisory Group (CAG) to act as advisors during the planning process. The CAG, made up of 13 community and sector leaders, provides feedback from diverse community and creative sector perspectives. The group meets monthly.

### *Meetings*

July 7<sup>th</sup> (joint meeting with Technical Advisory Group)

August 4<sup>th</sup>

September 1<sup>st</sup>

October 13<sup>th</sup> (joint meeting with Technical Advisory Group)

November 10<sup>th</sup>

January 5<sup>th</sup>

February 2<sup>nd</sup>



*Community Advisory Committee Members*

DeAnne Driver, GCAC

Blanca Sanchez, GCAC

Harlan Seagren, GCAC

Robert Alan Smith, Real Estate  
Developer

Alex Palencia, Mexico 2000 Ballet  
Folklorico

Timothy Doyle, GISD, GSM

David Sanders, GISD

Dr. Joyce K. Miller, Texas A&M

Karina Olivares, Chamber of Commerce

Dr. Nhat-Nam Pham, Vietnamese  
Chamber

Lupita Torres, GAFHA, GCAC

Ron Jones, Former Mayor, Artist

Stephanie Hanson, Student

## Technical Advisory Group

The project team also established a Technical Advisory Group (TAG), made up of City of Garland staff from various departments. The TAG provides feedback from tactical, administrative, and collaborative perspectives. The TAG meets monthly.

### *Meetings*

July 7<sup>th</sup> (joint meeting with Community Advisory Group)

August 11<sup>th</sup>

September 8<sup>st</sup>

October 13<sup>th</sup> (joint meeting with Community Advisory Group)

November 10<sup>th</sup>

January 7<sup>th</sup>

### *Technical Advisory Committee*

Ayako Schuster, Economic Development

Dana Lodge, Convention & Visitors

Bureau

Dorothy White, Public & Media Relations

Debbie McAnally, GAC

Leticia McNatt, Downtown Projects

Scott Bollinger, Neighborhood Vitality

Kim Nurmi, Heritage Crossing

Coordinator

## Interviews

Civic Arts conducted 14 hour-long interviews in July and August with stakeholders representing diverse perspectives on cultural arts in Garland, including leadership from different racial and ethnic groups, the school district, the business community, and historic preservation. Civic Arts analyzed the interviews through a formal coding process to identify key themes and takeaways. The team developed themes based on the identification of 43 “codes.” Examples of interview codes are:

- Communications, marketing, and technology
- Funding
- Tourism and visitors
- Challenges/barriers
- City administration
- Potential action items
- Partnerships

These codes produced 360 quotes or ideas. Civic Arts synthesized these quotes to develop the six main goal categories for the Cultural Arts Plan:

- Provide experiences in neighborhoods and downtown
- Grow opportunities for youth
- Celebrate and support diversity
- Support and attract artists and creatives

- Foster collaborations and partnerships
- Optimize municipal operations

Interview takeaways will shape and support many other aspects of the plan, including:

- Supporting, corroborating, and providing detail on Garland’s cultural assets and strengths
- Contributing to strategies and tactics
- Inclusion of direct quotations

*Interviewees*

Jennifer Nguyen, Community Multicultural Commission  
 Jamie Miller, Veritex Bank  
 Mike Hayslip, Landmark Society  
 Stan Luckie, Chamber of Commerce  
 David Sanders, GISD  
 Tim Doyle, GISD, GSM  
 Joyce Miller, Texas A&M  
 Lupita Torres, GAFHA, GCAC

Scott Bollinger, Neighborhood Vitality  
 Alex Palencia, Mexico 2000 Ballet Folklorico  
 Debbie McAnally, GAC  
 Robert Alan Smith, Real Estate Developer  
 Blanca Sanchez, GCAC  
 Kim Nurmi, Heritage Crossing

## Focus Groups

Civic Arts facilitated three hour-and-a-half long focus groups in September and October. These groups dove deeper into critical themes and points of view that emerged as important in other stakeholder engagement and research.

### Core Cultural Organizations

September 17<sup>th</sup>  
 8 participants

The Core Cultural Organizations focus group invited leaders from Garland’s core arts organizations and the Garland Cultural Arts Commission to share about the history, activities, direction, and needs of Garland’s anchor creative institutions. This perspective of recognizing and building from existing strengths and successes will be critical to the success of the plan.

Themes that emerged during this focus group include:

- Raising awareness and improving communications about existing programs and opportunities
- The importance of providing participation opportunities for all residents who wish to be involved in these organizations
- The important role of the arts and creative organizations in creating an strong visitor experience in downtown Garland



- “1+1=3”: Organizations thrive when they work together for cross-organizational and civic goals.

### **Creatives**

September 22<sup>nd</sup>

9 participants

The Creatives Focus Group brought the voices of artists and creatives working, living, and creating in Garland into the planning process, in order to identify and discuss opportunities and support for local creatives. The experiences and perspectives of creatives, and their ideas for the future, will help the plan address ways to continue to make Garland a place where artists can thrive.

Themes that emerged during this focus group include:

- The importance of telling the arts heritage story of Garland, including mediums, forms, and traditions that are sometimes excluded or siloed
- How important it is for local artists to be civic-minded and collaborative, contributing to a larger vision for creativity in the community
- The possibility of developing new venues, for instance, a non-seated music venue downtown. Participants also suggested the experimental potential for tactical or temporary performance venues and opportunities.

### **Youth Expression**

October 8<sup>th</sup>

13 participants

The Youth Expression Focus Group invited high school and college-aged participants to talk about their experiences creating and performing in Garland and their ideas for the future. The core planning team engaged leadership and educators in Garland ISD to identify a group of student leaders from six area high schools to participate. College-aged creatives that have volunteered with Garland Summer Musicals also participated. Participants represented a diversity of locations, backgrounds, and creative disciplines.

The core team was happy to extend an opportunity for two students (one high school and one college-aged) to act as peer facilitators for this focus group. This paid experience helped the youth facilitators to grow professional experience in leading small group discussion, and also allowed participants to feel comfortable expressing their perspective in a discussion led by someone near to their own age and life experience.

Themes that emerged during this focus group include:

- An understanding from participants that their creative practice builds important professional skills, such as teamwork, leadership, and technical ability, that will be useful in both creative and non-creative occupations and professions



- Recognition of the benefits of participating in larger creative networks (for instance, local extracurricular arts organizations) and a desire for strengthening these networks and opportunities

# SITUATIONAL ANALYSIS

Garland, TX Cultural Arts Master Plan

Draft, prepared by Civic Arts

July 2020

Updated May 2021

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Appendix A: Economic Data Analysis Notes & Assumptions

Appendix B: Complete List of Economic Analysis Occupations & Industry Codes Used

# Garland's Creative Sector: Strong Roots, New Growth

## FINDINGS SUMMARY

### Garland's Creative Legacy

The City of Garland has a rich cultural history dating back to its origins in the late 1800s. Since the 1980s, the Granville Arts Center and Plaza Theatre in Garland's center square have anchored and expanded arts offerings in the city. These performance centers have played a central role in Garland's downtown revitalization efforts, attracting local and regional audiences and providing a home for a strong core group of cultural performance organizations. In recent years, the Garland Cultural Arts Commission has built from these successes by launching a public art program. This is just one example of the emerging energy around the cultural arts in Garland. Key stakeholders such as the Garland Cultural Arts Commission and Garland ISD are showing strong leadership in making a home for the arts in Garland and ensuring access to the arts for all community members, and there is great opportunity to build on these efforts.

### Texas Made (and Created) Here

The arts are part of the foundational fabric of Garland's history and identity. Beyond the cultural sector, Garland is known for its manufacturing and creation. Garland's slogan "Texas Made Here" speaks to the strength of Garland's manufacturing industry, a central aspect of Garland's economy and way of life. Creative spirit has contributed to the growth of manufacturing in Garland since the beginning of the industry's roots in the area in the 1940s. Creative sector jobs are spread throughout Garland's industries and economies and always have been, yet many of these creative jobs and workers may not have ever been recognized – or recognized themselves – as such.

### Creative Economy Strength & Potential

Initial economic analysis indicates that Garland's cultural activities are strongly anchored to the nonprofit performance groups and venues in the city's downtown core. These nonprofits are competitive with similar anchor organizations in other similarly situated peer communities. Beyond the creative core of nonprofits and venues, Garland has concentrations of creative jobs and industry in printing, sewing, tailors, graphic designers, musicians, and more. Both the core nonprofits and occupations and industries such as these may suggest entry points for growing Garland competitive advantage in the regions creative sector. These existing strengths can act as a launching point to articulate where Garland would like to grow opportunity with and for the arts.

## Expanding Opportunity

Garland is a growing and diverse community, with residents and community members from many different cultural, racial, ethnic, and economic backgrounds. Residents, leaders, and visitors alike recognize the contributions of Garland’s downtown theaters on high quality of life in the community. Recent partnerships between Garland ISD, the City, and others seek to amplify those offerings, and to expand professional opportunity and skill building through the arts.

## Creating the Future

Garland’s arts leaders are grounded in the community’s creative history and celebrated performance and cultural offerings. Now, these leaders are asking: How can the City of Garland

- grow creative offerings geographically and culturally
- leverage organizational partnerships to create professional and creative networks for youth and working artists
- articulate a multifaceted direction for Garland’s creative economy:
  - highlighting the contribution of the arts to the community’s high quality of life;
  - growing professional opportunity for creative workers and industries; and
  - recognizing and amplifying the contributions of creative and cultural practices for Garland’s broader economy



## Texas Art Made Here: History

The history of cultural arts in Garland is the story of a community founded on creative entrepreneurial spirit. This history stretches back to the original Santa Fe Railroad depot, which the city grew up around. Since the 1940s, Garland has developed a reputation as a center of manufacturing in Texas. The city's slogan, "Texas Made Here," announces the city's entrepreneurial and creative spirit to the world. Creativity is infused throughout Garland's manufacturing economy. For example, Garland can be proud of its legacy and reputation for hat manufacturing, and is home to industry leaders such as the Milano Hat Company and the Resistol Hat Factory.

The City of Garland began its direct support for the arts in 1967, when it granted the Garland Civic Theatre, the oldest community theater company in the Dallas-Ft. Worth metro area, the use of the venue Granger Hall. Throughout the 1970s, the City supported a growing list of cultural nonprofit organizations through revenue sharing grants.

The current systems of support for the arts in Garland began to take shape in 1982, when the City funded and built the Garland Center for the Performing Arts, a two theatre regional draw that has provided cultural experiences for residents and visitors ever since through core programming, collaboration with local performance organizations, and venue rentals. Garland Summer Musicals, the "crown jewel" of the Performing Art Center, was launched just a year later in 1983, and draws thousands of visitors to the city annually.

The City of Garland formalized their support for the arts soon after with the creation of the Garland Cultural Arts Commission (GCAC) in 1986 to oversee cultural arts activities. In 1987, the GCAC formed a nonprofit group, GCAC, Inc., which was tasked with distributing the 15% cultural arts allocation of Garland's hotel/motel occupancy tax through a sub-grant program. GCAC, Inc. is also able to fundraise from outside sources.

In the early years of the 2000s, the City mounted major renovations to the Performing Arts Center and historic Plaza Theatre. The Performing Arts Center was renamed the Granville Arts Center in 2003 to honor Patty Granville, who has managed the center since it opened in 1982 and has been a critical leader for the cultural arts in Garland for a generation.

In the 2010s, the Garland Cultural Arts Commission launched a public art program, continuing to advance their charge to make a home for the arts in Garland and provide access to the arts for all community members. Now, as Garland is growing and experiencing demographic, social, and economic changes, the Cultural Arts Master

Planning process will build from this legacy of cultural arts in Garland. The planning process will act to facilitate a dialogue among sector leaders, stakeholders, and residents to envision new opportunities, new partnerships, and new ways to make Garland a great place to live, work, and play, with and through the cultural arts.

## Creative Anchors: Garland's Cultural Assets

The City of Garland is rich with cultural assets, both physical and institutional. The city's arts community is anchored by a strong core of performance venues and nonprofits centered on the downtown core. As this section shows, however, Garland's growing cultural landscape is also represented by an expanding list of arts organizations, public art, cultural destinations, and more.

### CORE DOWNTOWN VENUES & NONPROFIT ARTS ORGANIZATIONS

Garland's cultural sector is grounded and anchored by three major facilities – the Granville Arts Center (GAC), the Atrium (a part of the GAC), and the Plaza Theatre - and three major affiliate performance organizations – Garland Summer Musicals, the Garland Symphony Orchestra, and the Civic Theatre. These form the physical and spiritual center of the arts in Garland. In many ways the history of the arts in Garland is the history of these venues and organizations. These venues and organizations have played a central role in Garland's downtown revitalization efforts, attracting local and regional audiences and anchoring and expanding arts offerings in the city.

Garland Summer Musicals has been producing two annual musical productions at the GAC since 1983 and is a regional draw due to the program's reputation for high quality. The Garland Symphony Orchestra, which also performs at the GAC, is made up of 93 professional musicians and has held over 180 concerts since its founding in 1987. The Garland Civic Theatre holds the distinction of being the longest running community theater company in the Dallas-Ft. Worth metro area and has made a home at the GAC.

These organizations and venues are central to the historical legacy of the arts in Garland. Their loyal patronage and regional draw speak to the reputation for quality in Garland's core performance offerings. In 2018, a Garland "Impact of the Arts" report was developed for the Garland Cultural Arts Commission and downtown venues. The report explores the impact that Granville Arts Center & Atrium and the Plaza Theatre have on broader economic activity such as lodgings and downtown restaurant activity. The report uses survey data from restaurants on the downtown square, local hotels, and arts patrons. According to the report, downtown restaurants indicate that between 13%-30% of weekly diners are arts patrons. Local hotels estimate 1,872 annual room bookings from arts patrons. This report speaks to the larger ecosystem of economic activity that the arts participate in and support in Garland.

Much of the physical, social, professional, and financial infrastructure for arts support and activity in Garland is centered on these core organizations and places. The road to a

successful Cultural Arts Master Plan must be built through this strong central core of cultural assets.

## ASSETS INVENTORY

Garland's cultural assets, while grounded in the downtown venues and organizations, stretches far and wide throughout the community. The following list represents only a brief snapshot of the organizations, events, and places that provide opportunity for cultural arts for Garland's residents.

### Public Sector Partners

- Garland Cultural Arts Commission
- Garland Parks and Recreation system, including parks and rec centers
- Nicholson Memorial Library System
- Garland ISD system
- Garland Community Multicultural Commission
- Garland Office of Neighborhood Vitality
- Garland Economic Development Department

### Programs, initiatives, offerings

- Garland Public Art Walking Tour
- Garland Historic Walking Tour
- Plaza Movie Program

### Public art

This partial list of public art in Garland gives a sense of the emerging public art activity and opportunity that is contributing to enhancing Garland's spaces and places.

- Vision of the Arts: a 2.5 ton bronze sculpture by Barvo (the artist who created the Goddess of Liberty that crowns the Texas Capitol building). GCAC, Inc. generated \$200,000 in funding and the City of Garland contributed \$100,000.
- 506 Art: This space is owned by Robert Smith, a downtown developer. Public art sculptures at this location are a partnership between Smith and the Garland Office of Neighborhood Vitality. Smith also commissioned an artist to paint a mural at the location. Smith, the GCAC, Inc., and the Downtown Initiative funded a mural on a second building facing this location.
  - Elements of Life
  - Time Will Go On
  - Temporary murals and exhibits
- Main St./Glenbrook Dr.
  - Slice of Heaven
  - Black and White Murals

- Pet Pawsibilities Mural
- Wings of Love
- Dog's World
- 9/11 Tribute Sculpture
- Delicioso (State St.)
- Mid-Century Jetsons (Main/4th)

## Places

- Granville Arts Center
- Atrium at the Granville Arts Center
- Plaza Theatre
- Garland Landmark Museum
- Curtis Culwell Center
- Firewheel Town Center (commercial entertainment)
- Cali Saigon Mall (Vietnamese commercial hub, do we also understand this as a cultural hub?)
- Painting Parties
  - Paint Me Away
  - Painting with a Twist
  - Pinot's Palette

## Organizations

- Garland Civic Theatre
- Garland Summer Musicals
- Garland Symphony Orchestra
- Garland Square Pickers
- Breitling Youth Theatre
- Company of Rowlett Performers (CORP)
- Garland Landmark Society
- DYA (Dallas Young Artists) Sponsored by Garland Summer Musicals
- Achievement Center of Texas
- Alpine Dancers
- Artists 'Round Texas- Visual Artists
- Dallas Ballet Company (not Garland, but performs Nutcracker on an annual basis)
- Faith Artists- Visual Artists
- Garland Eyes- Photography Club
- Mexico 2000

## Events, festivals

- Chinese Lunar Year Celebration

- Children’s Moon Festival
- Sounds of Summer concert series
- GISD Annual Faculty Arts Show
- Dia de los Muertos celebration
- Big Art Day
- Dallas Donut Fest



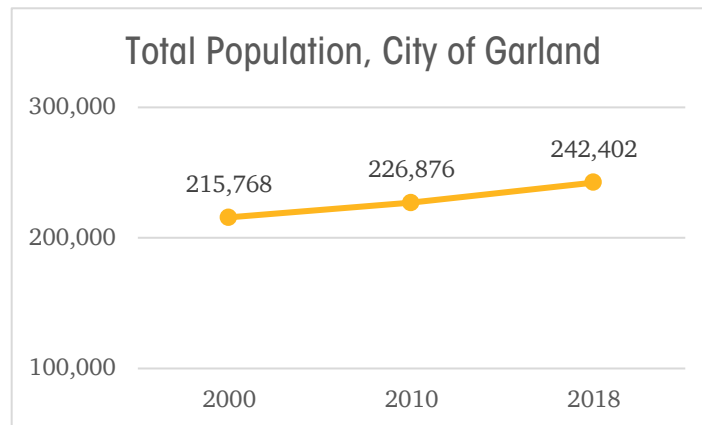
## A Dynamic Community: Demographics

All data in this section are from the American Community Survey (ACS) 2018 1-Year Survey. Percentages may not add to 100% due to rounding.

The City of Garland is a growing, dynamic community. Over the last two decades Hispanic and youth cohorts have emerged as dominant groups. The community is more diverse than the Dallas-Ft. Worth-Arlington metropolitan area as a whole. These and other the other demographic considerations described below should be considered when expanding cultural programs, funding, and other opportunities at the City and with partners.

### Population

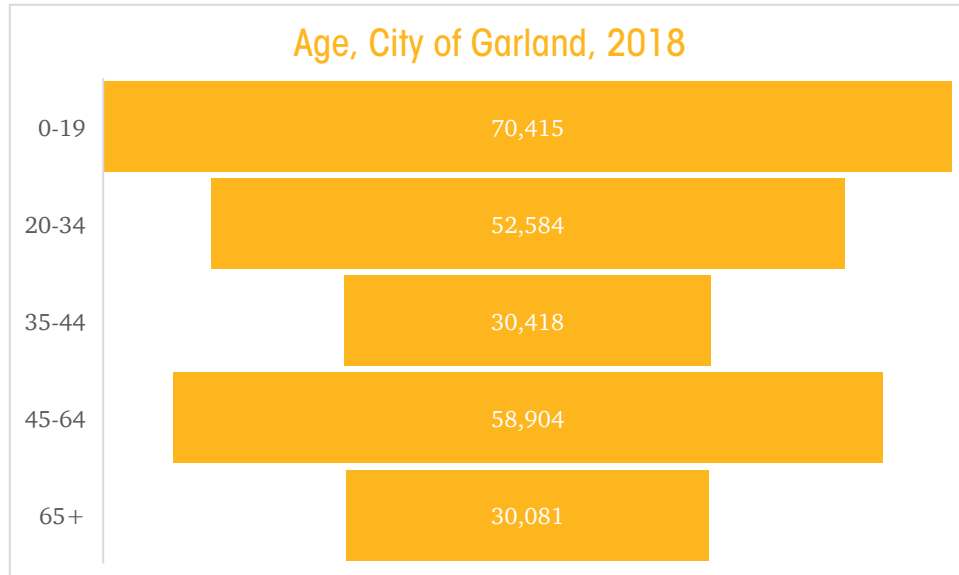
Garland has shown modest 12% growth over the last 20 years. The current population, as of 2018, is 242,402.



The city is 48.9% male and 51.1% female.

## Age Cohorts

Garland has large age cohorts of residents who are 0-19 years old (29%) and 45-64 years old (24%). Almost one in three Garland residents are below the age of 19. The smallest age cohorts are 35-44 years old, and 65+ years old, which together make up just 25% of Garland's population.

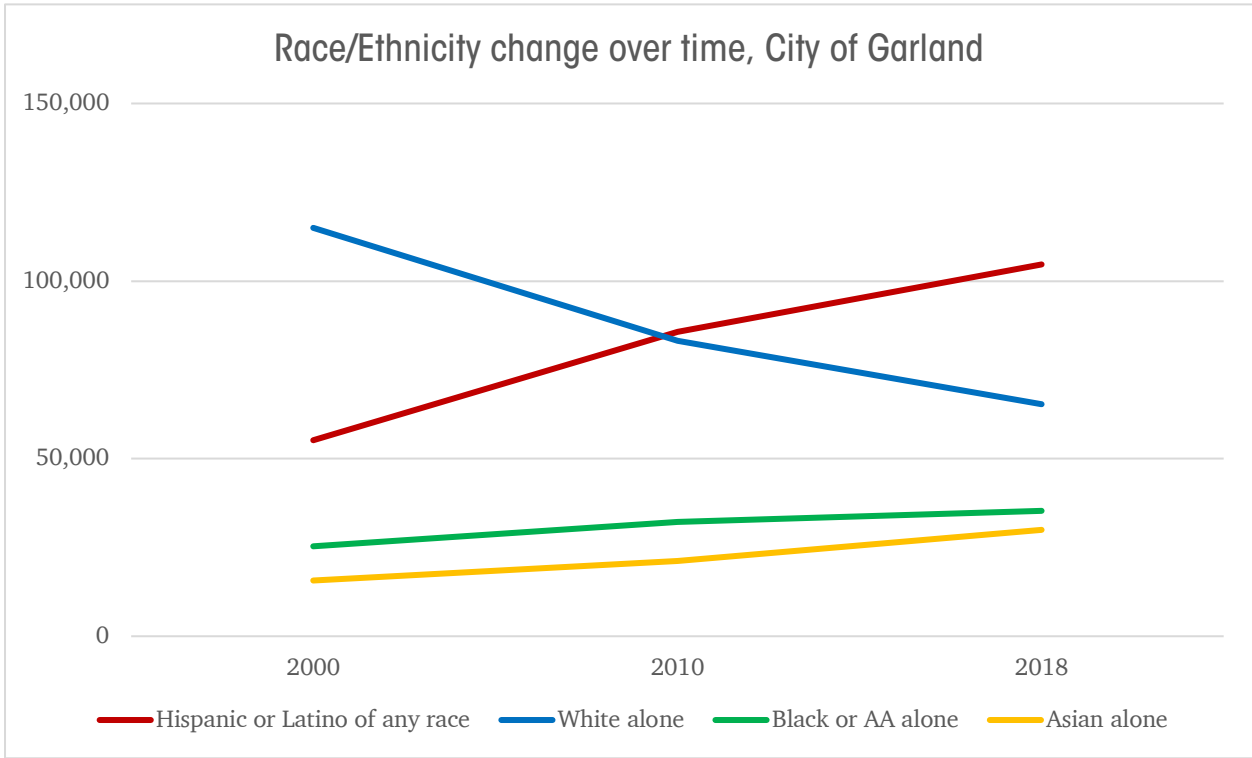


## Racial & Ethnic Diversity

Garland has seen great shifts in racial and ethnic diversity over the last two decades. From 2000 to 2018, Garland’s white and Hispanic populations have virtually flipped. The Hispanic population has boomed from 26% of the overall population in 2000 to 43% in 2018. In actual numbers that is a growth from 55,000 to almost 105,000, meaning that the Hispanic population has almost doubled.

The white population in Garland made up 53% of the community in 2000, but in 2018 that number shrank to 27%.

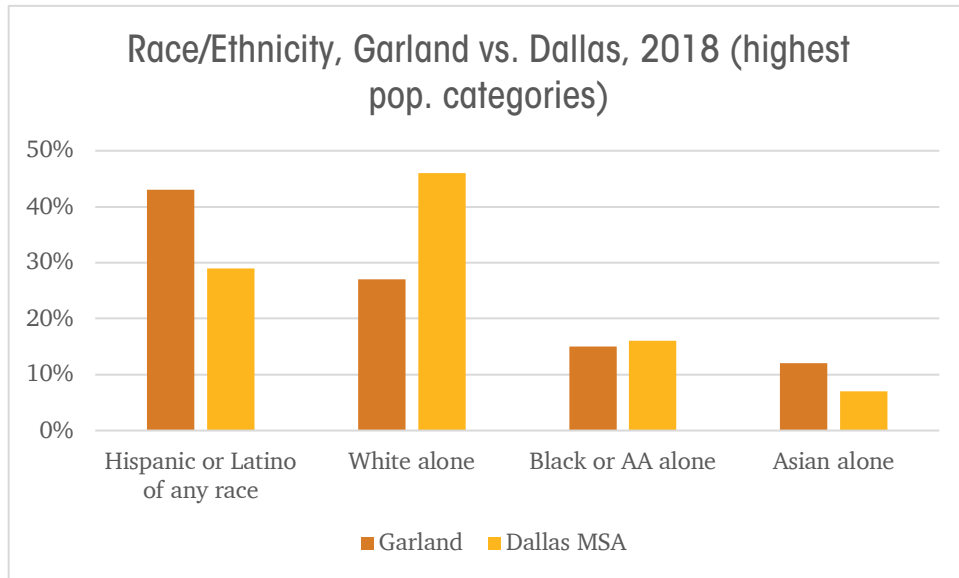
Garland’s African American and Asian populations, though representing a smaller percentage of the overall population, have both experienced significant growth over the past two decades. African Americans make up 15% of the total population, and Asians make up 12%.



### City of Garland Race/Ethnicity, 2018

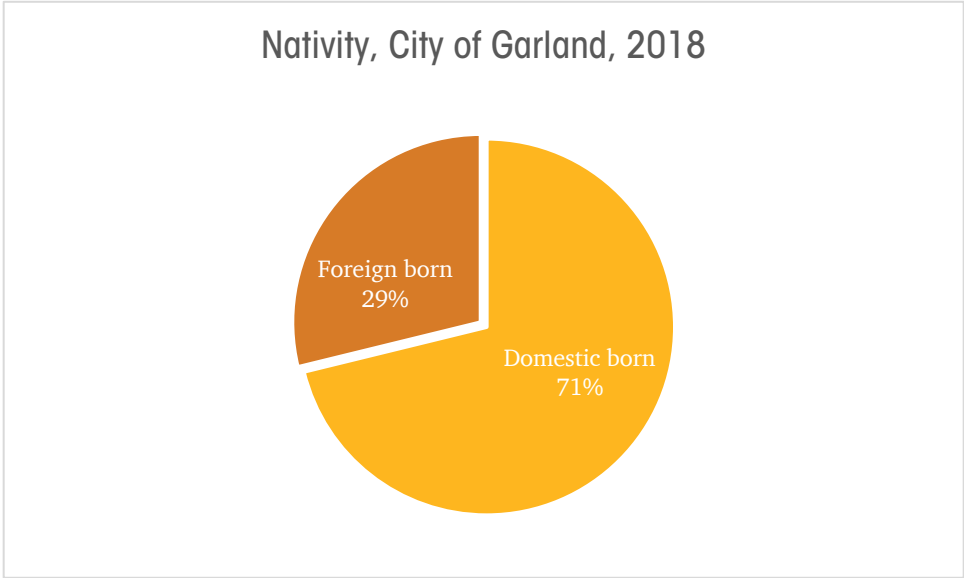
	# of people	% of total pop.
Hispanic or Latino of any race	104,686	43%
White alone	65,331	27%
Black or AA alone	35,308	15%
Asian alone	29,956	12%
American Indian or Alaska Native Alone	1,710	1%
Native Hawaiian and Other Pacific Islander Alone	0	0%
Some Other Race Alone	1,190	0%
Two or more races	4,221	2%

The Hispanic population is over ten percent higher in Garland than in the Dallas-Ft. Worth-Arlington metropolitan statistical area (MSA) as a whole. Garland’s white population is over ten percent lower than the MSA as a whole.



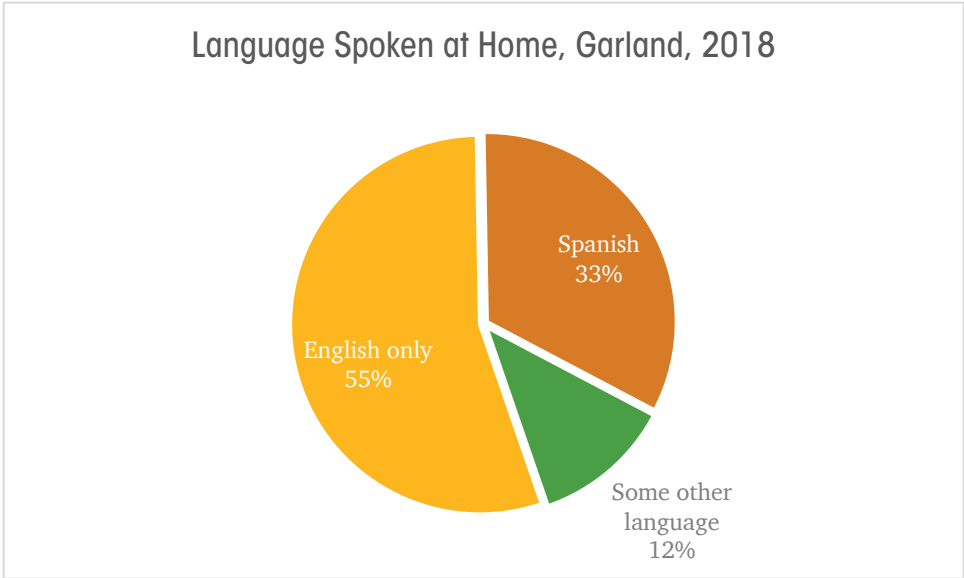
## Nativity & Citizenship

Almost one in three residents of Garland were not born in the United States.



17% of Garland residents are not U.S. citizens.

Almost one half of Garland households, a full 45%, speaks a language other than English at home. One in three Garland households speak Spanish at home. 12% of Garland households speak some other language besides English and Spanish at home.



## Education

Half of Garland residents over the age of 25 have a high school education or below. Only 23% of Garland residents have attained a Bachelor’s degree or higher.

Garland Educational Attainment, 25+

	# of people	% of total pop.
< High school	35,687	24%
High school grad	35,860	24%
Some college	44,625	30%
Bachelors	23,982	16%
Graduate degree	10,379	7%

## Income & Poverty Status

The median income in Garland is approximately \$62,000. This is slightly low for the Dallas MSA (\$69,000) but in line with Texas as a whole (\$61,000). The income distribution is split roughly into thirds with middle income families earning between \$35,000 to \$100,000 making up slightly more than lower and higher income families.

City of Garland, Family Income, 2018

>\$35,000	29%
\$35K-\$100K	42%
\$100K+	30%

14% of Garland residents, or 33,566 people, are below poverty level.



# Garland’s Economic Strengths & Opportunities

*Note: All data in this section is from 2018 (the most recent available year of analysis) unless otherwise noted. Some numbers have been rounded. Details on data assumptions and process are included at the end of this report.*

## GARLAND’S CREATIVE ECONOMY: OVERVIEW

GARLAND CREATIVE ECONOMY SNAPSHOT	
Creative jobs	1,729
Total Creative Industry earnings	\$41,800,000
Total Creative Industry sales	\$104,268,255
Cultural nonprofit revenues	\$980,300

This economic analysis explores the strength and size of Garland’s creative economy through a variety of measurements and comparisons. Primarily, this analysis observes characteristics of the creative economy according to three factors: cultural nonprofit revenues, creative occupations, and creative industries.

Throughout this analysis, we compare Garland’s creative economy to three other cities: Georgetown, TX – a similarly sized and situated community in Central Texas – and two other Dallas suburbs, Irving and Richardson. We also compare Garland to Dallas County, the Dallas-Ft. Worth-Arlington Metropolitan Statistical Area (MSA), the State of Texas, and the United States as a whole.

This analysis finds that Garland’s core group of cultural nonprofits compare favorably to most peer communities. Because cultural nonprofits in Garland generate similar annual revenues to most peer communities, they act as a strong and solid base of activity to grow from. Garland’s broader economy, as it currently stands, is smaller than in comparison communities, by number of creative jobs and industry earnings and revenues.

The analysis in this section is descriptive rather than prescriptive. It seeks to situate and clarify Garland’s creative economy as it currently exists. However, these findings do suggest opportunities and themes for strengthening Garland’s creative sector and regional position.

Garland’s creative nonprofits are the core strength of its creative economy, and beyond that there is room for growth in many directions. Defining and strategizing how to grow

and in what direction will be a critical component of conversations with leaders and the community throughout the cultural arts master planning process.

Some key questions we'll be asking include: "How can Garland continue to expand opportunities for creatives in Garland and the surrounding communities to work, perform, show, and sell in Garland rather than going elsewhere in the region for those opportunities? What networks, relationships, and activities can be organized in Garland to support those opportunities? Who should lead and who should be at the table?"

The creative occupations that are already strong in Garland (graphic designers; tailors, dressmakers, and custom sewers; musical instrument repairers and tuners; art directors; etc.) and the creative industries that already concentrate in the city (commercial printing; interior design; graphic design; musical instrument manufacturing; etc.) may suggest directions for exploration and expansion. Further questions we'll be exploring are, "What is it that makes these occupations and industries strong in Garland? What lessons can we learn from that for expanding more creative sector opportunities?"

And for more traditional arts occupations (such as musicians and singers; writers and authors; and fine artists, painters, sculptors, and illustrators) we will explore: "Why have practitioners that already live in Garland chosen to live and work in this community? What are their needs and challenges, and how can they help us imagine growing opportunity for them and others like them in Garland?"

And finally, we know that creative work is spread throughout Garland's economy, sometimes in areas not always directly associated with the arts (such as commercial printing; graphic design; and culinary arts). Through the planning process we will ask, "How might the City of Garland and their partners support that work as creative work? How can the City and partners like Garland ISD continue to develop vocational skill building in arts education? Are their opportunities to support professional networks and continuing education and skill building?"

In the pages that follow, we lay out an initial analysis of Garland's creative sector. As the planning process moves forward, we'll use this information as a starting point as we imagine ways to develop Garland's creative sector and build from existing strengths and successes.

# NON-PROFITS

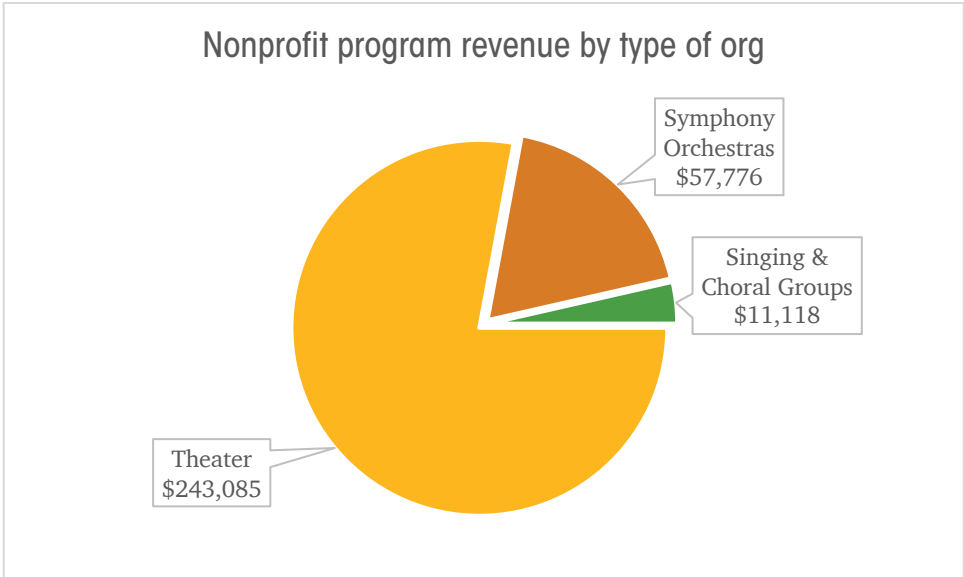
## GARLAND NONPROFITS

Program Revenues	\$311,979
Contributions & Gifts	\$646,528
Investment Income	\$1,271
Special Events	\$20,482
Total Revenues	\$980,260

Garland nonprofit arts organizations generated \$980,260 in total revenues in 2018. The largest contributor to that total was “contributions and gifts,” by which nonprofits brought in \$646,528, and “program revenues” which generated \$331,979.

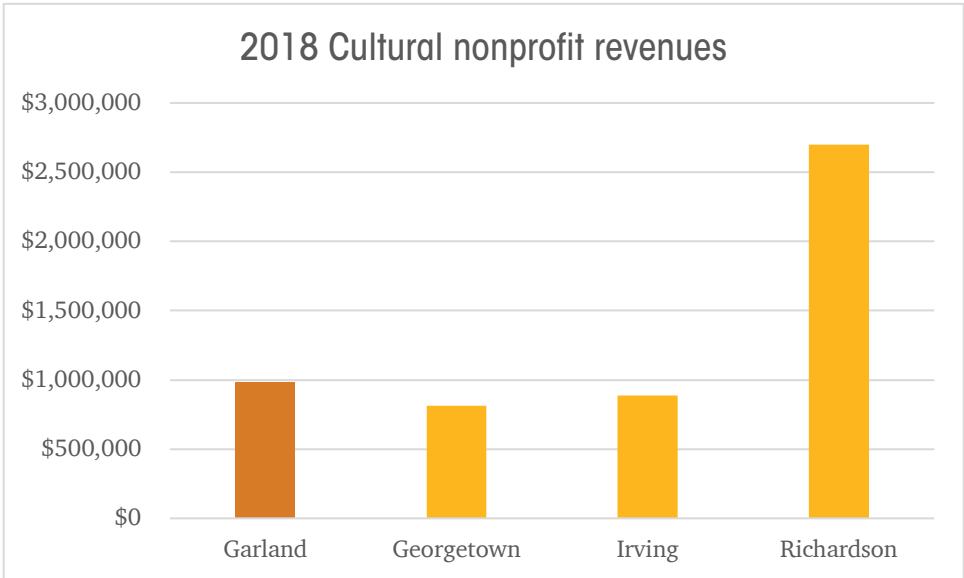
## NONPROFIT PROGRAM REVENUE, BY TYPE

Types	# of Organizations	% of Share	Program Revenue (\$)
Theater	2	78%	\$243,085
Symphony Orchestras	1	19%	\$57,776
Singing & Choral Groups	2	4%	\$11,118
Humanities	1	0%	\$0
Cultural & Ethnic Awareness	1	0%	\$0
Arts Education	1	0%	\$0
Total	8	100%	\$311,979



It is notable that Garland’s cultural nonprofit ecosystem in 2018 consisted of eight total organizations, of which three reported no program revenue. Two theater nonprofits alone generated \$243,085 in program revenues, 78% of the total share. The remaining program revenue generating nonprofits were one symphony orchestra and two singing and choral groups.

**Nonprofits: Comparisons to peer communities**



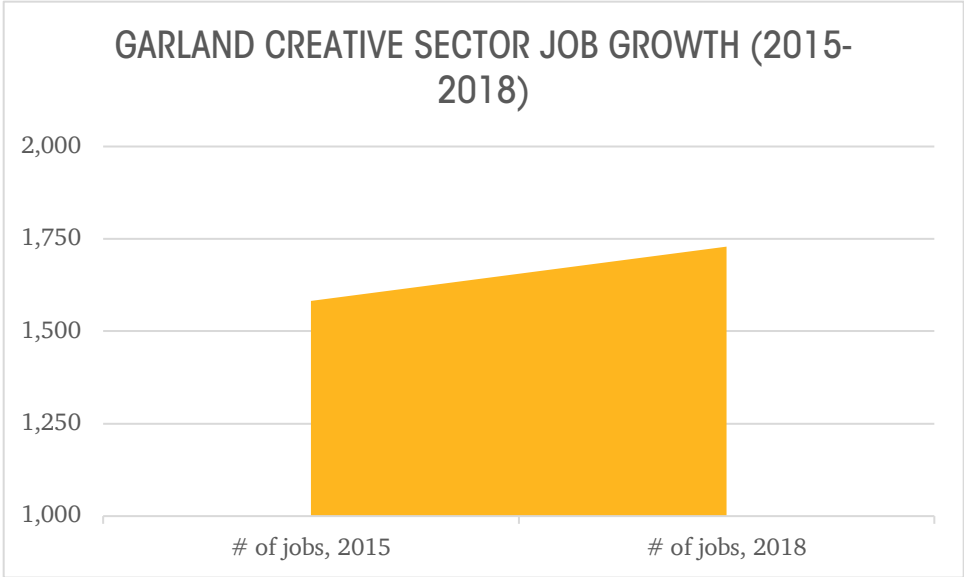
Garland’s nonprofit revenues – just shy of \$1 million in 2018 – are slightly higher than those in Georgetown and Irving, both in the \$800k range. Nonprofit revenues in Richardson are significantly higher than in Garland or the other comparison cities, at \$2.7 million. Richardson appears to be an outlier in terms of the size of its nonprofit revenues compared to the other cities studied. This analysis overall shows that Garland’s core nonprofit sector is similar in revenue generating strength to peer communities.

# CREATIVE OCCUPATIONS

## GARLAND CREATIVE OCCUPATIONS SNAPSHOT

<b>Total creative sector jobs, 2018</b>	<b>1,729</b>
1-Year Growth (2017-2018)	2.9%
1-Year Growth (2017-2018), in jobs	48
3-Year Growth (2015-2018)	9.3%
3-Year Growth (2015-2018), in jobs	147
<b>Median Hourly Earnings</b>	<b>\$24.68</b>
<b>Average Hourly Earnings</b>	<b>\$30.91</b>

In 2018, Garland had 1,729 creative sector jobs. This represents a 2.9% growth (or 48 jobs) from the year before, and 9.3% growth (or 147 jobs) over a three-year period from 2015 to 2018.



Garland creative sector workers made median earnings of \$24.68 in 2018, and average earnings of \$30.91.

### Creative Occupations with the highest number of jobs

GARLAND OCCUPATION CONCENTRATIONS, BY NUMBER OF JOBS

Occupation	# of Jobs	Median Hourly Earnings
Graphic designers	148	\$24.62
Tailors, dressmakers, and custom sewers	140	\$10.52
Public relations specialists	120	\$28.65
Photographers	113	\$18.08
Marketing managers	80	\$62.75
Musicians and singers	81	\$34.19
Librarians	78	\$30.99
Cabinetmakers and bench carpenters	71	\$14.71
Sewers, hand	60	\$9.42
Writers and authors	54	\$21.22

Garland creative occupations with the highest number of jobs include Graphic designers (148 jobs); Tailors, dressmakers, and custom sewers (140); Public relations specialists (120); and Photographers (113).

### Fastest growing creative occupations

GARLAND OCCUPATION CONCENTRATIONS, BY GROWTH, ALL OCCUPATIONS WITH 10+ JOBS

Occupation	Growth (3-year)	2015 jobs	2018 jobs	Growth, in jobs	Median Hourly Earnings
Musical instrument repairers and tuners	31.0%	18	26	8	\$14.40
Art directors	28.9%	29	41	12	\$21.77
Public relations and fundraising managers	28.9%	13	19	5	\$57.45
Audio and video equipment technicians	27.3%	34	47	13	\$18.99
Cabinetmakers and bench carpenters	27.2%	54	75	20	\$14.71
Sewers, hand	22.3%	46	59	13	\$9.42
Marketing managers	22.2%	67	86	19	\$62.75
Public relations specialists	19.5%	103	128	25	\$28.65
Producers and directors	16.9%	10	12	2	\$32.07
Fine artists, including painters, sculptors, and illustrators	11.9%	36	41	5	\$9.20

The fastest growing creative jobs in Garland include Musical instrument repairers and tuners (31% growth from 2015 to 2018); Art directors (28.9%); Public relations and fundraising managers (28.9%); and Audio and video equipment technicians (27.3%).



## Highly concentrated occupations

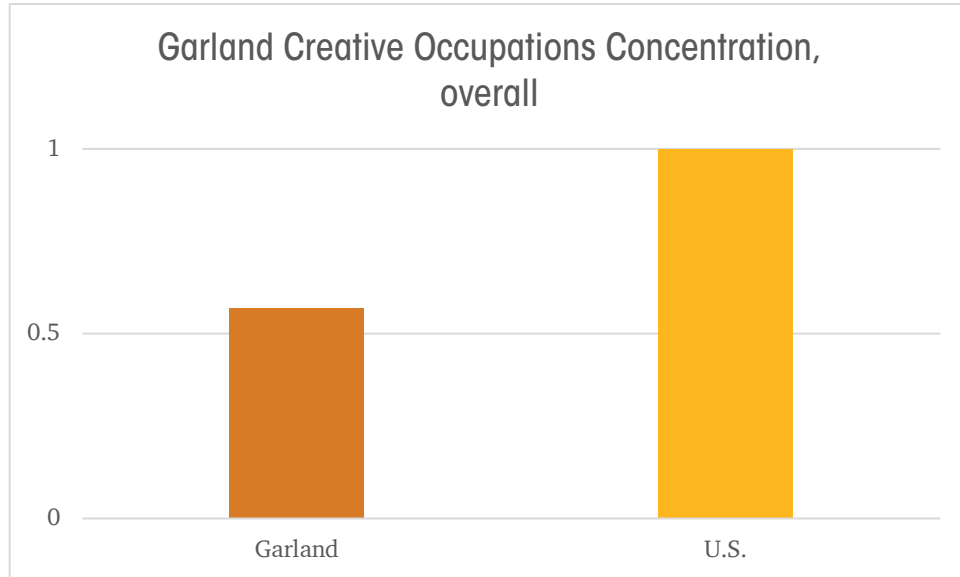
GARLAND OCCUPATION CONCENTRATIONS, BY LOCATION QUOTIENT

Occupation	LQ	Median Hourly Earnings
Sewers, hand	4.20	\$9.42
Tailors, dressmakers, and custom sewers	2.04	\$10.52
Shoe and leather workers and repairers	1.79	\$10.60
Musical instrument repairers and tuners	1.30	\$14.40
Furniture finishers	1.18	\$14.07
Librarians	1.15	\$30.99
Cabinetmakers and bench carpenters	1.12	\$14.71
Fashion designers	1.03	\$33.03
Floral designers	0.95	\$13.52
Technical writers	0.95	\$39.02

A high “location quotient” means that certain occupations or industries are more concentrated in Garland than in the U.S. as a whole. A location quotient greater than 1 means higher concentration, while a location quotient less than 1 means lower concentration.

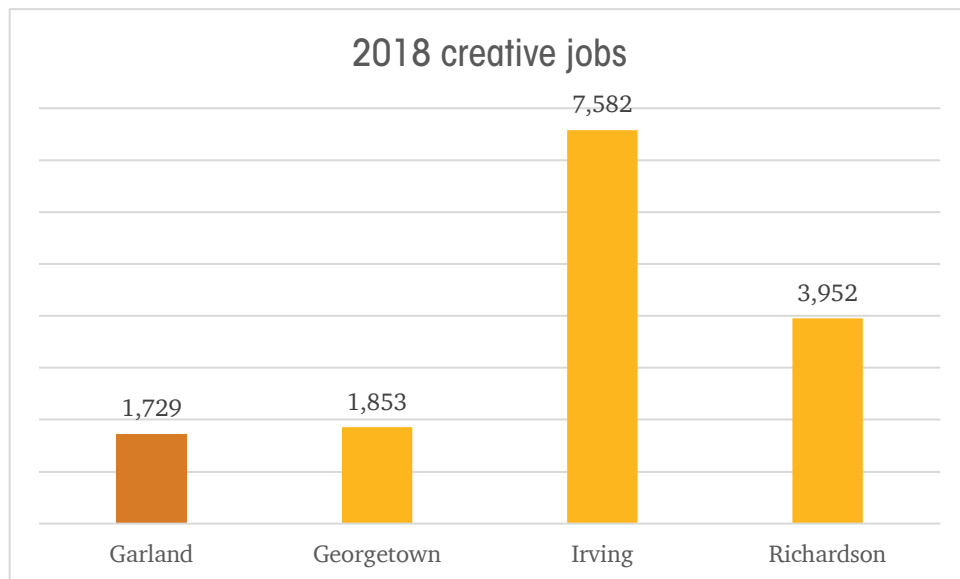
People working as hand sewers are significantly more concentrated in Garland than in the nation as a whole. Compared to the size of the overall economy, there are four hand sewers in Garland for every one in the overall economy. Of note, this occupation is not particularly high paying, earning a median hourly wage of \$9.42.

Other Garland creative occupations that are highly concentrated compared to the U.S. include tailors, dressmakers, and custom sewers, and shoe and leather workers and repairers, which both have approximately two jobs in Garland for every one in the U.S. relative to the size of the overall economy.



In 2018, Garland had an overall creative jobs “location quotient” of 0.57. This means that the number of creative sector jobs in Garland compared to the overall jobs in the city was about 57% relative to the number of creative jobs in the U.S. compared to the number of overall jobs in the U.S.

### Creative Occupations: Comparisons to peer communities



When looking at creative jobs, Garland and Georgetown appear to be similarly situated, with 1,729 and 1,853 jobs, respectively. Irving and Richardson have higher creative sector job numbers, 7,582 and 3,952 respectively.

CREATIVE SECTOR OCCUPATIONAL GROWTH

	Garland	Georgetown	Irving	Richardson	Dallas County	DFW MSA
1-year growth, 2017-2018	3%	4%	4%	2%	3%	3%

Creative sector occupational growth is comparable and steady in Garland compared to all comparison cities, Dallas County, and the DFW MSA. All cities and areas experienced an annual sector growth rate of between 2-4% from 2017 to 2018.

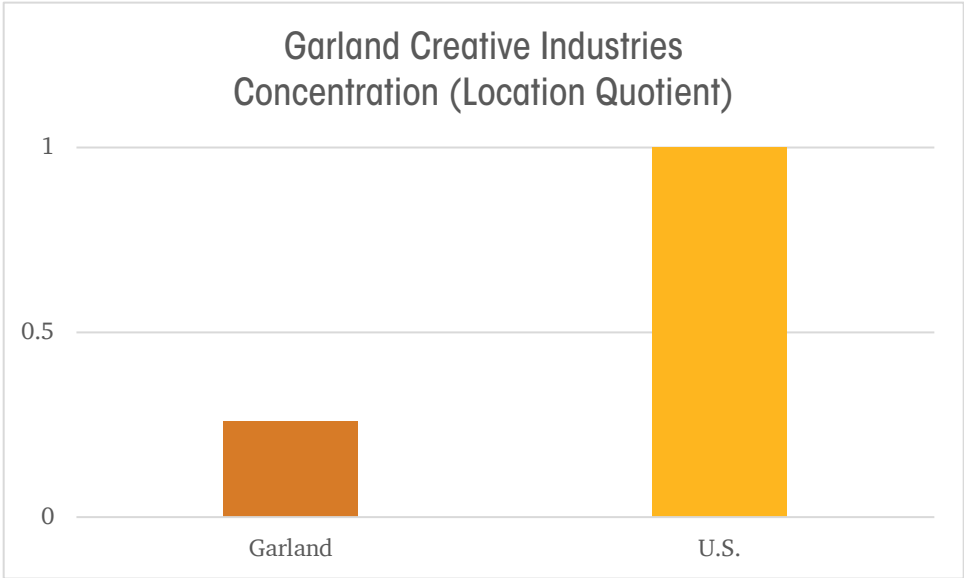
# CREATIVE INDUSTRIES

## GARLAND CREATIVE SECTOR INDUSTRY SNAPSHOT

Sales	\$104,268,255
Earnings per job	\$26,078
Total Earnings	\$41,751,288
LQ	0.26

Creative industries in Garland generated approximately and \$41.8 million in earnings and \$104.3 million in sales in 2018.<sup>1</sup> Earnings per job were \$26,078. Commercial printing industries in Garland are highly concentrated and top the lists for industry earnings and sales.

Garland’s creative industry “location quotient” was 0.26, meaning that the size of Garland’s creative industries compared to the size of Garland’s overall industries is about 25% relative to the size of creative industries in the U.S. compared to size of overall industries U.S.



<sup>1</sup> What is the difference between industry earnings and sales? Industry earnings represent employee “take home” earnings generated in creative sector industries, whereas industry sales represent the total revenue generated in those same industries.

GARLAND INDUSTRY CONCENTRATIONS, BY TOTAL EARNINGS

Industry	Total Earnings
Commercial screen printing	\$41,751,288
Commercial printing (except screen and books)	\$11,943,255
Interior design services	\$7,510,536
Graphic design services	\$3,913,788
Independent artists, writers, and performers	\$2,258,057
Motion picture theaters (except drive-ins)	\$1,693,011
Architectural services	\$1,523,978
Periodical publishers	\$1,486,760
Advertising agencies	\$1,280,935
Photography studios, portrait	\$1,007,458

Creative industries in Garland that account for the highest total earnings include Commercial Screen Printing (\$41.8 million in total earnings); Commercial printing (except screen and books) (\$11.9M); Interior design services (\$7.5M); and Graphic design services (\$3.9M).

GARLAND INDUSTRY CONCENTRATIONS, BY EARNINGS PER JOB

Industry	Earnings per job
Software publishers	\$155,288
Internet publishing and broadcasting and web search portals	\$120,335
Architectural services	\$113,006
Advertising agencies	\$106,772
All other publishers	\$95,480
Direct mail advertising	\$89,028
Support activities for printing	\$76,995
Commercial printing (except screen and books)	\$64,966
Book, periodical, and newspaper merchant wholesalers	\$64,463
Interior design services	\$62,849

The creative industries in Garland that account for the highest industry earnings per jobs include Software publishers (\$155K); Internet publishing and broadcasting and web search portals (\$120K); Architectural services (\$113K); and Advertising agencies (\$106K).

### GARLAND INDUSTRY CONCENTRATIONS, BY SALES

Industry	Total Sales
Commercial screen printing	\$32,386,920
Commercial printing (except screen and books)	\$20,475,952
Interior design services	\$6,065,863
Motion picture theaters (except drive-Ins)	\$5,310,819
Graphic design services	\$3,472,874
All other publishers	\$3,414,224
Book, periodical, and newspaper merchant wholesalers	\$3,358,640
Periodical publishers	\$3,168,383
Architectural services	\$2,926,560
Advertising agencies	\$2,680,516

The creative industries in Garland that brought in the highest revenue were Commercial screen printing (\$32.4M); Commercial printing (except screen and books) (\$20.5M); Interior design services (\$6.1M); and Motion picture theaters (except drive-ins) (\$5.3M). The top two creative industries with the highest sales – both printing industries – also top the industry earning list.

### GARLAND INDUSTRY CONCENTRATIONS, BY LOCATION QUOTIENT

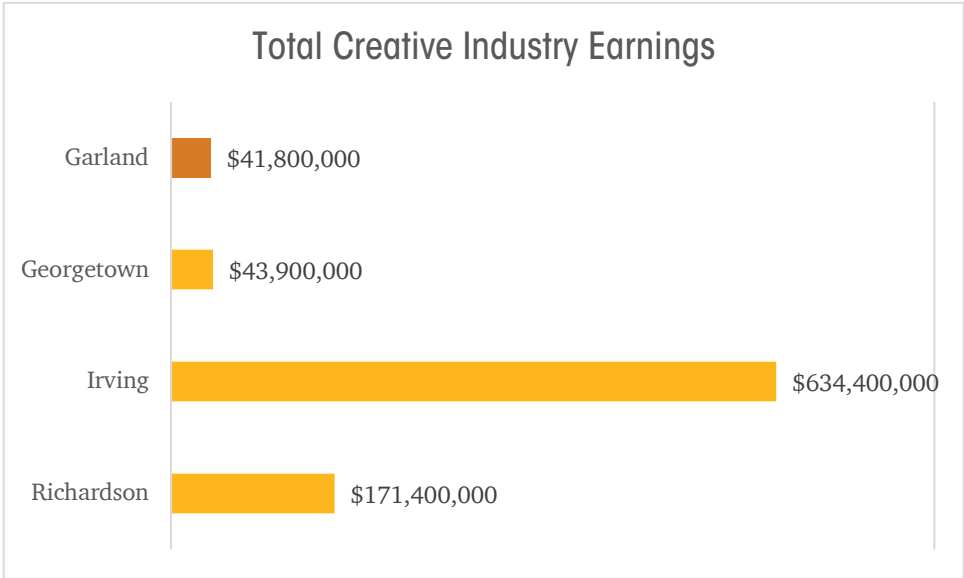
Industry	LQ
Commercial screen printing	6.28
Musical instrument manufacturing	1.38
All other publishers	1.25
Sewing, needlework, and piece goods stores	0.92
Musical instrument and supplies stores	0.80
Interior design services	0.69
Book stores	0.68
Motion picture theaters (except drive-Ins)	0.62
Commercial printing (except screen and books)	0.61
Graphic design services	0.42

Garland has a relatively very large commercial screen printing industry. Garland’s commercial screen printing industry is six times the size of the commercial screen printing industry in the U.S. (relative to the size of the overall economy).

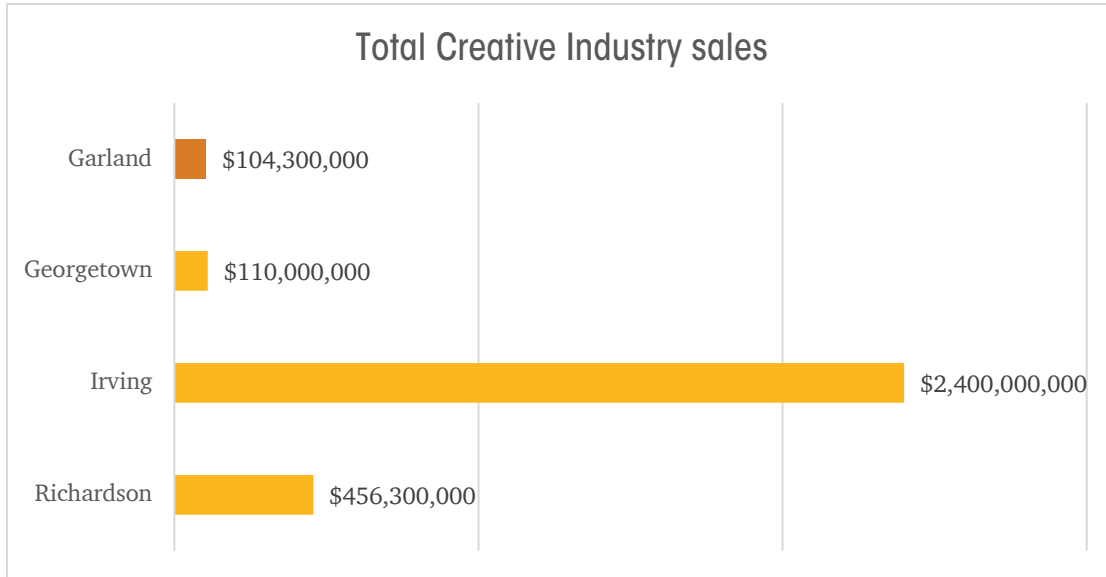


### Creative Industries: Comparisons to peer communities

CREATIVE INDUSTRIES COMPARISON SNAPSHOT				
	Garland	Georgetown	Irving	Richardson
Total Population	239,488	101,964	189,661	74,387
Total Creative Industry earnings	\$41,800,000	\$43,900,000	\$634,400,000	\$171,400,000
Growth, 2017-2018	0%	6%	-5%	1%
Growth, 2017-2018, in dollars	\$192,000	\$2,500,000	-\$36,600,000	\$2,500,000
Total Creative Industry sales	\$104,300,000	\$110,000,000	\$2,400,000,000	\$456,300,000
PER CAPITA				
Total Creative Industry earnings	\$174.54	\$430.54	\$3,344.92	\$2,304.17
Total Creative Industry sales	\$435.51	\$1,078.81	\$12,654.16	\$6,134.14



When comparing creative industry earnings, Garland and Georgetown continue to perform similarly, at \$41.8 million for Garland and \$43.9 million for Georgetown. Richardson and Irving likewise continue to suggest a larger overall creative economy, with industry earnings at \$171.4 million and \$634.4 million respectively.



The total creative industry sales comparison follows a similar pattern: Garland and Georgetown perform similarly at \$104.3 million and \$110 million. Richardson and Irving show stronger signs at \$456.3 million and \$2.4 billion in creative industry sales, respectively.

It is worth noting that the highest earning creative industry in both Irving and Richardson – by more than double – is Software publishers. This may explain some of the disparities between these communities on the one hand, and Garland and Georgetown on the other. Both Irving and Richardson, however, do show signs of economic health in a variety of creative industries, so this concentration of software publishing revenue, while important, does not account for the total variation between communities.

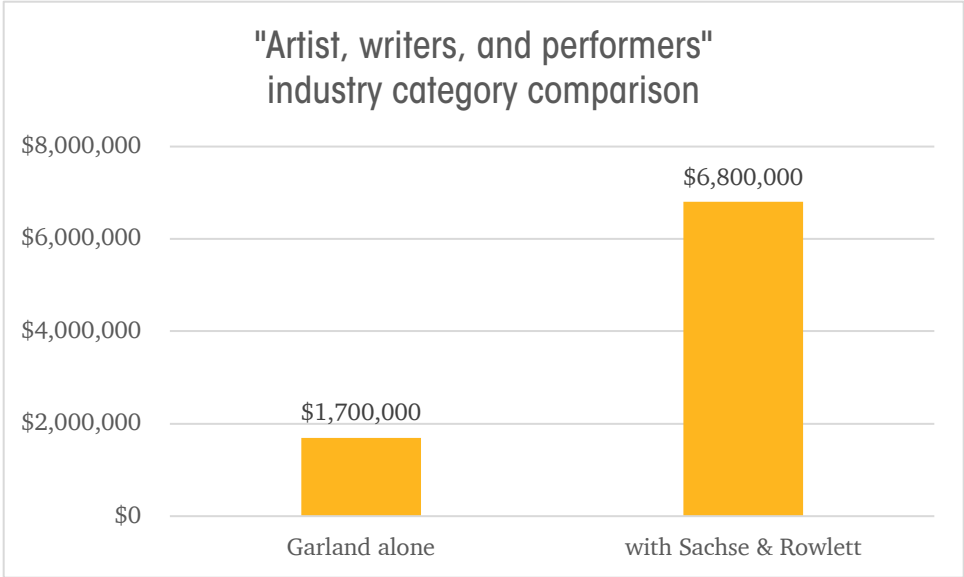
# CONTRIBUTIONS FROM SACHSE & ROWLETT

This economic analysis thus far observes Garland alone.<sup>2</sup> In this section we also observe the contributions that Sachse and Rowlett make to Garland’s overall economic sector, given that those communities’ proximity and the fact that they are both served by Garland ISD.

### GARLAND ALONE VS. INCLUDING SACHSE & ROWLETT

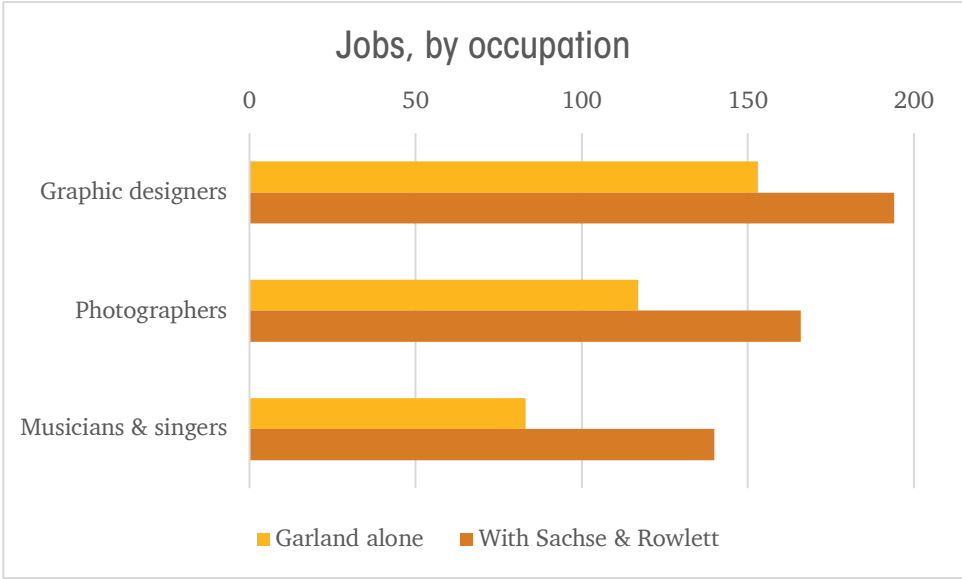
	Garland alone	per capita	w/ Sachse & Rowlett	per capita
Creative Jobs	1,729		2,284	
Industry earnings	\$ 41,800,000	\$ 174.54	\$ 62,800,000	\$ 203.04
NP revenue	\$ 980,300	\$ 4.09	\$ 980,300	\$ 3.17

Including Sachse and Rowlett do not dramatically change the per capita earnings or jobs in the city, though creative industry earnings are slightly higher per capita in the larger area analysis. There are no nonprofits recorded in Sachse or Rowlett, so nonprofit revenues are the same in both analyses.



One interesting finding: There appears to be very high industry earnings in the category “Artist, writers, and performers” in the larger analysis area including Sachse and Rowlett. For this category in Garland alone, 2018 saw \$1.7 million in industry earnings. When we include Sachse and Rowlett, industry earnings jump significantly to \$6.8 million.

<sup>2</sup> Geographic analysis assumptions are detailed below in the “Data Analysis Notes and Assumptions” section.



When Sachse and Rowlett are included, the occupation categories graphic designer, photographer, and musician and singer see noteworthy increases. In the larger geographic area, the musician and singer category in particular increase by 69%.

# SITUATING THE CULINARY ARTS

## CULINARY SNAPSHOT

Jobs	3,224
Median Hourly Earnings	\$15.23
Industry Sales	\$220,392,456

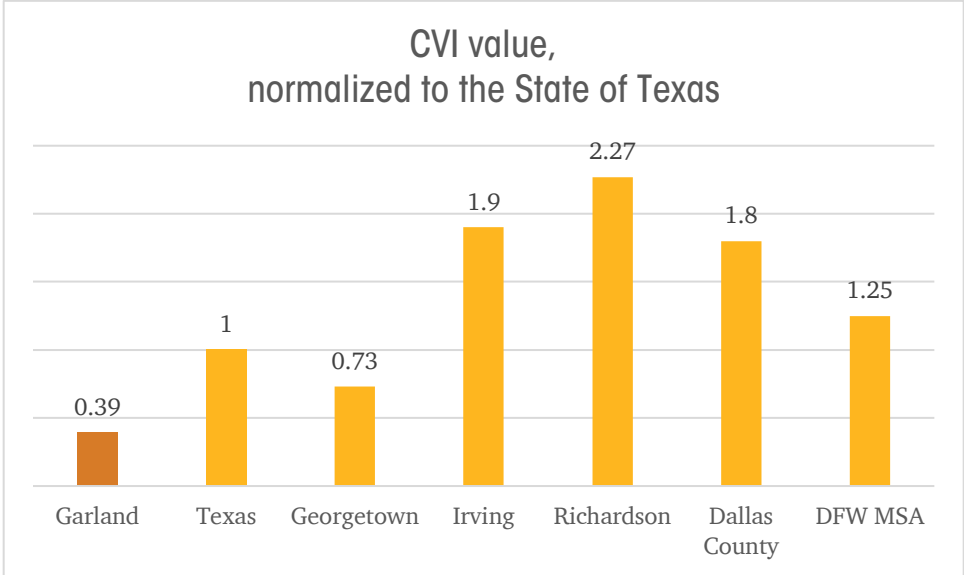
Although the culinary arts are part of the arts and culture sector, data on the culinary arts from the Bureau of Labor Statistics and other sources on the culinary sector are difficult to disaggregate and compare to other cultural arts sector economic activity. As the table above reveals, if the culinary arts and culinary industry activity were aggregated into the overall Garland creative economy, they would account for a huge proportion of overall creative sector economic activity. Culinary sector industry sales in 2018 are \$220.4 million compared to \$104.3 million for the entire remainder of Garland’s creative sector. Because of this, the culinary arts have not been included in the main analysis above in this report. The culinary arts are a critical form of cultural expression and will be addressed and included in the Cultural Arts Master Plan. However, given the sheer size of the restaurant industry and other culinary activity, it is misleading and confusing to include culinary arts in the overall creative sector analysis.

# COMPARING GARLAND'S CREATIVE ECONOMY TO TEXAS AS A WHOLE

GARLAND TO STATE OF TEXAS COMPARISON, PER CAPITA

	Garland	Texas
Creative Occupations	0.005	0.014
Cultural Nonprofit Revenues	\$ 4.09	\$ 73.87
Performing Arts Participation	\$ 6.86	\$ 43.25
Bookstore and Electronic Media Store Sales	\$ 57.02	\$ 60.12
Music Instrument Sales	\$ 8.56	\$ 11.35
Art Gallery Sales	\$ 9.05	\$ 71.00

Per capita, Garland shows generally lower creative sector revenues and sales than in the State of Texas as a whole. Garland has approximately three times fewer creative jobs per capita than in Texas as a whole. Cultural nonprofit, performing arts, and art gallery revenue are significantly lower in Garland. Bookstore and electronic media store sales and Music instrument sales are about the same in Garland and Texas as a whole.



The “Creative Vitality Index” was created by the Western States Arts Federation for use with their CVSuite software. CVSuite is the data aggregation platform used in this analysis. A Creative Vitality Index value, or CVI value, allows you to benchmark the overall health of one city or region’s creative economy to another. For this analysis, we have indexed the creative health of Garland and its comparison cities to Texas as a whole. Thus, Texas has a CVI value of 1, and geographies with lower than 1 CVI values could be said to have a creative economy less healthy than the state as a whole, while



geographies with a higher than 1 CVI value could be said to have a creative economy that is more healthy than the state as a whole, according to this metric.

Garland's CVI value, 0.39, ranks lower than the state as a whole, and the lowest among the comparison communities. Georgetown is the only other comparison geography with a CVI value less than 1, at 0.73. Dallas County has a CVI value of 1.8, and the MSA has a value of 1.25, suggesting opportunities for Garland to explore ways to capture more of the region's overall arts economy.

## Visions for the Arts: Policies, Plans, Funding, & Structures of Support

The cultural arts in Garland are supported by an intersecting network of plans, policies, departments, and funding structures. This section outlines the visions, objectives, and systems of support that hold up the arts at the City of Garland. The Cultural Arts Master Plan will build from and through these systems.

### GARLAND COMPREHENSIVE PLAN

#### A role for the arts in Garland's growth

The City of Garland's Comprehensive Plan, adopted in 2012, envisions that in 2030,

Garland is a community that blends old and new into a distinctive destination for people and businesses. We successfully adapt to changing needs and benefit from new opportunities, strengthening our identity as a sustainable community with a hometown feel. We are a community known for our appealing neighborhoods, globally-connected business hub, and beautiful parks, active lakefront, and natural areas.

The Comprehensive Plan contains several implementation objectives that either directly define a role for the arts in Garland's development or suggest overlapping opportunities with the arts.

*Directly addresses the arts:*

Implementation objective #19: Increase public experiences related to public art, performance, and other cultural events (p. 8-13)

#31: Develop a public art program to fund and establish works of art in public places (8-19)

In the years since the Comprehensive Plan was adopted, the Garland Cultural Arts Commission has made great strides to successfully advance these implementation objectives related to advancing a public art program, and other performance and cultural events.

### *Potential role for the arts:*

Implementation objective #16: Upgrade and expand existing park facilities (p. 8-12)

#18: Continue recreation programming of park facilities to encourage residents' participation and use of facilities (8-13)

#21: Enhance community identity through implementation of updated branding concepts, development standards, zoning codes, and maintenance standards that incorporate Envision Garland goals and strategies (8-14)

#22: Provide for enhanced gateways at primary entries into Garland (8-14)

#25: Initiate anti-littering campaign (8-16)

The Parks, Recreation, and Arts Department, other City departments, and community members and stakeholders have approached the role of the arts in addressing objectives such as these with enthusiasm. The Cultural Arts Master Plan will help to confirm and clarify these opportunities and partnerships.

## Community Design & Catalyst Areas

The Comprehensive Plan's Community Design policy (p. 7-8) seeks to help the City of Garland

Operate as a market leader by incorporating placemaking principles and elements of the public realm, such as features of Complete Streets, streetscape enhancements, and public art, into public projects, including infrastructure.

The Cultural Arts Master Plan can support placemaking and design throughout Garland by tapping into the rich pool of research, example projects, and best practices for neighborhood-scale creative placemaking that have been gathered by national organizations such as ArtPlace America.

The Comprehensive Plan also identifies several "Catalyst Areas" for targeted development and design. Several of these Catalyst Areas suggest opportunity for the arts to play a role. The Downtown Catalyst Area seeks to "accommodate diverse land uses and create a hub," and the Performing Arts Center and other civic activities are identified as part of that equation (p. 4-20).

The South Garland Avenue (p. 4-21), Centerville Marketplace (4-22), and Broadway/Centerville (4-23) Catalyst Areas all seek to "explore work and resident friendly, small-scale "place-making" opportunities throughout the area (e.g. pocket

parks, plazas, public art).” All of these interventions can be supported and explored in the Cultural Arts Master Plan.

## OUR GARLAND: PARKS PLAN

The Our Garland: Parks Plan, adopted in 2020, seeks to “inspire people to live, work, play, and thrive in Garland,” by creating “dynamic experiences through parks, arts, and play.”

This mission is broken up into four main goal categories: Places and Spaces, Experiences, Engagement, and Organizational Excellence. The arts will undoubtedly have a role to play in all of these goal categories. The strongest direct role for the arts, however, is clearly in helping the Parks Department to achieve their “Experiences” goals.

Under “Experiences” the Parks Master Plan points to three main areas of activity:

- 1) Programs and classes: Strengthen the mix and quality of time-honored and trendsetting services that appeal to and are accessible to our diverse community.
- 2) Cultural Arts: Increase appreciation, awareness, and engagement in diverse artistic experiences
- 3) Events: expand the variety and frequency of special events to build community and bolster economic impact (p. 13).

There is a clear role for the arts to play in all three of these three Experience areas of activity.

### Direct Recommendations for a Cultural Arts Master Plan

The Parks Plan makes the direct recommendation for a Cultural Arts Master Plan, “to explore and identify the need for heritage and history programs and cultural arts opportunities for the younger and growing demographics of Garland” (p. 175). This sets up a relationship and opportunity for the current Cultural Arts Master Planning to work in alignment with the Parks Plan.

### Arts-related Recommendations

The Parks Plan also makes many arts-specific recommendations, which are listed here:

- Develop programs to meet needs for more creative and cultural arts programs (where unmet by the private sector) for both youth and adults (p. 175)
- Implement expanded performing arts programming for younger demographic groups (175)
- Expand creative arts programming for both youth and adults (175)

- Improve coordination of programs offered by Recreation and Cultural Arts divisions within the department (175)
- Utilize new facilities, including amphitheater, rec centers, [...] expand program opportunities (14-15)
- Recommendation for renovations – especially back of house renovations – for the Performing Arts Center (172)
- Utilize a performing arts professional on a contract basis to put on more local concerts, plays, and arts related special events (indoor and outdoor) (176)
- Expand cross promotion of program opportunities
  - Use Cultural Arts programs to promote Recreation programs
  - Use Recreation programs to promote Cultural Arts programs (181)
- Expand partnerships to meet programming gaps. There is a need for expanded performing arts programming, especially for younger demographic groups, and a need for more creative arts programming for both youth and adults. These needs could be met through new and expanded partnerships (186).

## Resident-Identified Opportunities

Residents also identified opportunities to develop the arts in Garland during the Parks Plan engagement process, such as:

- Highlighting historic and artistic cultural aspects of what makes Garland great
- A desire for more creative arts/visual arts, and sense that classes at the rec centers currently focus mostly on performance
- Expansion of adult programming at rec centers
- Expansion of coordination between GAC and rec centers
- Opportunity for GAC to develop programming relationship with younger and growing demographic groups
- Increasing cross-promotion between Rec center programs and Cultural Arts programs (p. 173)

These conversations provide an excellent launching-point for honing our thinking, engagement, and partnership development during the Cultural Arts Master Planning process.



## CULTURAL ARTS POLICY

The City of Garland Cultural Arts Policy was written in 1988, with updates in 2008 and 2015. An update of the policy may be a desired recommendation in the Cultural Arts Master Plan.

The policy identifies the role of the City of Garland in regard to arts activity as one of “assistance to” the arts rather than “responsibility for” provision of arts and cultural services. Five major goals are outlined:

- 1) To create a climate where Garland’s artists and cultural organizations can thrive.
- 2) To foster a high level of quality, creativity, and diversity in all forms of the arts and cultural programs within the city.
- 3) To strive to guarantee that all citizens have access to the arts and the means of cultural expression.
- 4) To provide diverse cultural programs at the Granville Arts Center and Plaza Theater in addition to encouraging programs throughout the city.
- 5) To continue to support the local arts and historic groups through a consistent and fair policy of allocating hotel/motel funds through the Garland Cultural Arts Commission, Inc.

The policy outlines how funding is managed and prioritized among and between arts established arts and historic organizations, emerging cultural organizations, and minority arts organizations. The policy also explains the process and expectations for artwork donations to the City, public art projects pursued by the City, and support for Heritage Crossing and the Landmark Museum under its historic designation.

## PUBLIC SECTOR PARTNERS

### The Garland Cultural Arts Commission & GCAC, Inc.

The Garland Cultural Arts Commission (GCAC) serves a central, critical role to the health of the arts in Garland both as a funder and as a hub for leadership, organization, and activates. The GCAC is the central decision-making body for the cultural arts at the City of Garland. The Commission, founded in 1986, is a nine-member body that serves to advance visibility and opportunity in the arts in Garland. The Commission directly oversees the policies and procedures of the Granville Arts Center facilities.

One year after its formation, the GCAC formed the GCAC, Inc. in order to expand their ability to leverage outside funding for the arts in Garland. GCAC, Inc. manages a sub-grant program that uses funds from 15% of the hotel/motel tax and other outside donations. GCAC, Inc. partners with GISD to sponsor an annual visual arts juried competition. This sub-grant program is the primary way that the City of Garland manages arts funding. The sub-grant program consists of a general granting process for organizations and a Youth Subsidy Program grant for organizations that are working “to create and continue the opportunity for more youth in Garland to be actively involved in development their talents and abilities” in the cultural arts, “regardless of race or family income level.”

### The City of Garland Economic Development Department

The City of Garland Economic Development Department has already begun conversations with the Cultural Arts Master Plan team, and looks forward to identifying opportunities to integrate economic development and arts development opportunities and goals in Garland.

The Economic Development Department showcases the role that the arts and culture play in contributing to Garland’s high quality of life. On their website they highlight facilities such as the Granville Arts Center, the Atrium, and the Plaza Theatre. They celebrate cultural groups like Garland Civic Theatre, Garland Summer Musicals, and Garland Symphony Orchestra as major attractions in the city. They also highlight the Garland Landmark Museum as an attraction.

The Economic Development Department understands the role that the arts play in making Garland a great place to live for current and prospective residents, businesses, and development. Further opportunities exist to expand and clarify the ways that the arts

and economic development can and do intersect in Garland. The Creative Economy analysis in this report points to many interesting opportunities and intersections for the arts and economic development work in Garland, such as “How can the City and partners support creative work in Garland that is not necessarily directly in the creative economy?” and “How can Garland enhance opportunities for working artists who live in the community currently?”

### Office of Neighborhood Vitality

Garland’s Office of Neighborhood Vitality will be a critical partner for supporting the arts in Garland, especially in terms of expanding opportunity in the arts to all areas of the city. The Office works together with communities themselves to produce projects which promote safe, attractive, and economically stable neighborhoods. The Office manages a “Neighborhood Vitality Matching Grant,” wherein neighborhood groups can propose beautification and enhancement projects on publicly owned property and right-of-way.

Recently, the Office has been exploring ideas for projects that utilize the arts to foster great neighborhoods. There is great opportunity to continue to develop the relationship between these Neighborhood Vitality activities and similar objectives and activities by the Parks Department, the GCAC, and the public art program. Aligning all of this promising energy toward the same goals and expectations will grow opportunity for all partners to bring the arts more impactfully into the lives of residents of all types and in all parts of Garland.

### Community Multicultural Commission

Garland’s Community Multicultural Commission (CMC) advises City Council and City of Garland staff on issues related to inclusion, diversity, and quality of life for all residents of Garland. The CMC seeks to provide insight on “Cultural Development and Empowerment” for the diverse needs of Garland residents, especially considering the city’s recent demographic changes. Culturally reflective and relevant opportunities are critical to the success of this Cultural Arts Master Plan, and the CMC should be sought out as a project partner on this topic.

### Garland ISD Visual & Performing Arts

Garland ISD’s Visual and Performing Arts programs believe that providing basic knowledge, skills, and appreciation of visual and performing arts as part of a whole education enables all students to develop self-esteem, self-discipline, self-motivation, and cooperation. GISD advances this vision through Visual Arts; Theatre, Dance, and Debate;

and Music programs. GISD's Theatre, Dance, and Debate program enjoys a longstanding partnership with the Granville Arts Center and core performing arts organizations, which provide opportunities for students in the program to work on professional-level productions.

The Visual Arts program is actively exploring a wide scope of activities to expand the presence of visual arts opportunities for students and emerging professionals in Garland. The program has worked closely with the GCAC and other City departments to expand these opportunities, including through community events such as Big Art Day, the Dia de los Muertos celebration, and more.

GISD's Visual and Performing Arts programs are enthusiastic partners for expanding opportunity for cultural arts in Garland to improve quality of life, provide important professional skills training for young people, and beautify the city. GISD should be included as a critical partner to the City in the Cultural Arts Master Planning process.

## CITY OF GARLAND CULTURAL ARTS FUNDING

As discussed above, funding for the arts at the City of Garland is overseen by GCAC, Inc., the nonprofit wing of the GCAC. Since 1987, GCAC, Inc. has managed an award of 15% of Garland’s hotel/motel occupancy tax received by the City. GCAC, Inc. distributes this funding through its sub-granting program.

The City of Garland Cultural Arts Policy states that the City’s role in supporting the arts is one of assistance rather than provision. Organizations that receive City funding must typically meet a private-funded matching amount. It is important in the policy as it stands that arts organizations leverage public dollars to develop sustainable funding from private sources as well.

Not all of the HOT funds are passed through to the sub-granting program. Some HOT funds are held back and act as the GCAC, Inc. budget. GCAC, Inc. uses these funds for public art and concerts, among other things.

The City of Garland does not have a “percent for art” policy. “Percent for art” is a common funding mechanism for the arts seen in cities around the country, where some amount – commonly one-half of one percent, one percent, or two percent – of capital improvement project budgets are dedicated to public art, typically tied in some way to the new development. A percent for art program may be an avenue for exploration for the Cultural Arts Master Plan.

## Appendix A: Economic Data Analysis Notes & Assumptions

This addendum to the Situational Analysis details the underlying assumptions and choices that the project team made when analyzing Garland's creative economy.

### Data Sources

For this analysis, the project team used data assembled by WESTAF (The Western States Arts Federation) in their online tool CVSuite. CVSuite provides critical arts economy data including creative occupation and industry concentrations, earnings, sales, and nonprofit revenues. For this analysis all data is from 2018, the most recent available year. Using this resource, the project team is able to provide a snapshot of the current arts economy, observe change over time, and compare key indicators to other similar communities. Importantly, the project team can use this resource to customize creative occupation and industry inclusions and omissions, tailoring the analysis to be clear and usable in alignment with Garland's overall approach to local economic development.

### Aligning the Data Strategy with Other City of Garland Departments

The project team coordinated with the City of Garland Economic Development Department on this analysis, in recognition of the critical importance of aligning the Cultural Arts Master Planning process with the standards and common practices of other departments in the City of Garland. We wished to develop a better understanding of the Economic Development Department's overall approach to defining the creative sector, how best to support it, and how the arts and creative occupations can best contribute to broad economic development in Garland. The project team also coordinated with the City of Garland Planning Department about data practices, sources, and spatial data decision-making and analysis. The assumptions detailed below comport with the coordination efforts between the project team and these departments.

### Grounding in Common Practices

The project team made a series of informed assumptions about which industries and occupations are included in Garland's creative sector. CVSuite allows for code customization for industries (North American Industry Classification System, or NAICS) and occupations (Standard Occupational Classification, or SOC). A complete list of creative sector industries and occupations that have been used for this study can be found in Appendix B.



Defining the arts economy - which industries and occupations to include or omit – is not an exact science, precisely because arts activity crosses into so many different fields and areas of the economy. Nevertheless, research points to common standards and definitions. In "America's Creative Economy: A Study of Recent Conceptions, Definitions, and Approaches to Measurement Across the USA" from the National Endowment for the Arts, researchers sampled assumptions about the creative economy made by governments across the country at the regional, state, and municipal levels. The report identifies occupations and industries that 75% and 50% of sampled governments include in their own creative sector analyses. The project team used the 50% list as a "baseline" for industry and occupation codes to include, and then made a series of informed decisions that deviated from the "50% list."

In early discussions, the project team and the Economic Development Department agreed that it would be appropriate to view the contributions of the arts to Garland's economic development as two-fold, including both the development and expansion of creative industries themselves, and also the broader impact of creative work and creative jobs throughout Garland's economy. Using the "50% list" as a starting point, the project team took a "broad lens" for including creative occupations and industries. This allowed us to account for both the contributions of Garland's "bread and butter" creative economy, and also creative economic activity in the broader Garland economy.

### Deviations from the "50% List"

The project team began with the list of industry and occupation categories that 50% or more of governments report including in the "America's Creative Economy" report. From there, the team made several tactical deviations, which are described here.

For industry codes, we removed the category "wired telecommunication carriers," which are defined by the Census as "establishments primarily engaged in operating, maintaining or providing access to facilities for the transmission of voice, data, text, sound, and video using wired telecommunications networks." This industry would be a useful indicator of arts activity related to broadcast transmission. However, due of the ubiquity of cell and data transmission by telecom companies such as AT&T, Sprint, and others, this category – if included – would outpace and overwhelm the entire rest of the creative sector in terms of industry sales and earnings. The benefit of including this category (capturing broadcasting activity) is not worth the downside (including cell phone companies).

Several other industry and occupation codes were included that were not on the "50% list." These are included for various reasons: Some are new categories that did not exist

when the “America’s Creative Economy” research was conducted. An example is the occupation category “Tailors, dressmakers, and custom sewers,” which is a newer code. Others are included to reflect a more locally responsive understanding of the contributions to Garland’s creative economy. For example, the occupation code “Ushers, lobby attendants, and ticket takers” was included because the project team recognizes the importance of Garland’s core performing arts theaters to its cultural identity.

For both industry and occupation codes, culinary arts categories were analyzed separately due to the larger size of that industry. We believe the contributions of the culinary arts to Garland’s creative economy are important. However, they exist in the community at a larger scale than other arts activity and were therefore appropriate for an isolated analysis.

### Self-Employment & Non-Primary Employment

Beyond primary occupation and industry activity, CVSSuite allows the option of including self-employment and non-primary employment (“extended proprietor”) activities. Both self-employment and non-primary employment activities were included in the data for this analysis. Self-employment and non-primary employment are common in many parts of the economy, but they are particularly important in the creative economy. Nationally, about 47% of the jobs in the creative industries are actually income streams from self-employment. While some creative workers rely on creative freelance work as their primary source of income, for others it is a supplemental source of income.

### Spatial Assumptions

Aggregated CVSSuite data is available at the County, MSA, and ZIP code level. Since Garland shares a county and MSA with Dallas, the project team defined Garland as a cluster of ZIP codes. However, ZIP code boundaries do not perfectly overlap with City of Garland boundaries, so the project team consulted with the Economic Development and Planning departments to decide which ZIP codes to include in our definition of Garland. The following ZIP codes were used to represent Garland for the purpose of this analysis:

- 75040
- 75041
- 75042
- 75043
- 75044

The ZIP code 75048 contains a sliver of land on the northern boundary of Garland, but mostly resides within the City of Sachse. Additionally, the ZIP codes 75088 and 75089 represent the City of Rowlett. After discussing with the Economic Development Department, it was determined that it would be helpful to observe these data both with and without these three additional ZIP codes. It is understood that Sachse and Rowlett are not part of City of Garland proper but do share creative sector ecosystem overlaps, such as Garland ISD, which serves all of these communities. The Economic Development team suggested an iterative approach, assessing the impact of Sachse and Rowlett by including then excluding them in our analysis in order to better understand their impact. The Planning Department also gave their blessing to follow this approach. The majority of this creative sector economic analysis is done using the smaller 5-ZIP code group. The larger ZIP code group including Sachse and Rowlett is analyzed in the indicated separate subsection of the report.

The following ZIP codes were used to represent the comparison community of Richardson, TX:

75080  
75081  
75082

75074 was excluded, as most of this ZIP code is in Plano, not Richardson.

The following ZIP codes were used to represent the comparison community of Irving, TX:

75063  
75039  
75038  
75062  
75060

75061 was excluded, as over half of this ZIP code is outside of Irving city limits.

The following ZIP codes were used to represent the comparison community of Georgetown, TX:

78628  
78633  
78626

Georgetown city limits and ZIP codes overlap poorly. However, the other area that these ZIP codes cover is rural, with a relatively small residential and economic footprint, so this was still deemed an appropriate spatial boundary for comparison.

## Appendix B: Complete List of Occupation & Industry Codes Used for This Analysis

### Industry codes (2017 NAICS codes)

#### **32 - Manufacturing**

- 323111 - Commercial printing (except screen and books)
- 323113 - Commercial screen printing
- 323117 - Books printing
- 323120 - Support activities for printing

#### **33 - Manufacturing**

- 332323 - Ornamental and architectural metal work manufacturing
- 337212 - Custom architectural woodwork and millwork manufacturing
- 339910 - Jewelry and silverware manufacturing
- 339992 - Musical instrument manufacturing

#### **42 - Wholesale trade**

- 424920 - Book, periodical, and newspaper merchant wholesalers

#### **45 - Retail trade**

- 451130 - Sewing, needlework, and piece goods stores
- 451140 - Musical instrument and supplies stores
- 451211 - Book stores
- 453920 - Art dealers

#### **51 - Information**

- 511110 - Newspaper publishers
- 511120 - Periodical publishers
- 511130 - Book publishers
- 511191 - Greeting card publishers
- 511199 - All other publishers
- 511210 - Software publishers
- 512110 - Motion picture and video production
- 512120 - Motion picture and video distribution
- 512131 - Motion picture theaters (except drive-Ins)
- 512132 - Drive-in motion picture theaters
- 512191 - Teleproduction and other postproduction services
- 512199 - Other motion picture and video industries

512230 - Music publishers  
512240 - Sound recording studios  
512250 - Record Production and Distribution  
512290 - Other sound recording industries  
515111 - Radio networks  
515112 - Radio stations  
515120 - Television broadcasting  
515210 - Cable and other subscription programming  
519110 - News syndicates  
519120 - Libraries and archives  
519130 - Internet publishing and broadcasting and web search portals

**54 - Professional, scientific, and technical services**

541310 - Architectural services  
541320 - Landscape architectural services  
541410 - Interior design services  
541420 - Industrial design services  
541430 - Graphic design services  
541490 - Other specialized design services  
541810 - Advertising agencies  
541820 - Public relations agencies  
541830 - Media buying agencies  
541840 - Media representatives  
541850 - Display advertising  
541860 - Direct mail advertising  
541890 - Other services related to advertising  
541921 - Photography studios, portrait  
541922 - Commercial photography

**61 - Educational services**

611610 - Fine arts schools (private)

**71 - Arts, entertainment, and recreation**

711110 - Theater companies and dinner theaters  
711120 - Dance companies  
711130 - Musical groups and artists  
711190 - Other performing arts companies  
711310 - Promoters of performing arts, sports, and similar events with facilities  
711320 - Promoters of performing arts, sports, and similar events without facilities  
711410 - Agents and managers for artists, athletes, entertainers, and other public figures

711510 - Independent artists, writers, and performers  
712110 - Museums  
712120 - Historical sites  
712130 - Zoos and botanical gardens

**81 - Other services (except public administration)**

811420 - Reupholstery and furniture repair  
812921 - Photofinishing laboratories (except one-hour)

**Occupation codes (SOC codes)**

**11 - Management occupations**

11-2011 - Advertising and promotions managers  
11-2021 - Marketing managers  
11-2031 - Public relations and fundraising managers

**13 - Business and financial operations occupations**

13-1011 - Agents and business managers of artists, performers, and athletes

**17 - Architecture and engineering occupations**

17-1011 - Architects, except landscape and naval  
17-1012 - Landscape architects

**25 - Education, training, and library occupations**

25-4011 - Archivists  
25-4012 - Curators  
25-4013 - Museum technicians and conservators  
25-4021 - Librarians  
25-4031 - Library technicians  
25-9011 - Audio-visual and multimedia collections specialists

**27 - Arts, design, entertainment, sports, and media occupations**

27-1011 - Art directors  
27-1012 - Craft artists  
27-1013 - Fine artists, including painters, sculptors, and illustrators  
27-1014 - Multimedia artists and animators  
27-1019 - Artists and related workers, all other  
27-1021 - Commercial and industrial designers  
27-1022 - Fashion designers  
27-1023 - Floral designers



27-1024 - Graphic designers  
27-1025 - Interior designers  
27-1027 - Set and exhibit designers  
27-1029 - Designers, all other  
27-2011 - Actors  
27-2012 - Producers and directors  
27-2031 - Dancers  
27-2032 - Choreographers  
27-2041 - Music directors and composers  
27-2042 - Musicians and singers  
27-2099 - Entertainers and performers, sports, and related workers  
27-3011 - Radio and television announcers  
27-3021 - Broadcast news analysts  
27-3022 - Reporters and correspondents  
27-3031 - Public relations specialists  
27-3041 - Editors  
27-3042 - Technical writers  
27-3043 - Writers and authors  
27-3099 - Media and communication workers, all other  
27-4011 - Audio and video equipment technicians  
27-4012 - Broadcast technicians  
27-4013 - Radio operators  
27-4014 - Sound engineering technicians  
27-4021 - Photographers  
27-4031 - Camera operators, television, video, and motion picture  
27-4032 - Film and video editors  
27-4099 - Media and communication equipment workers, all other

### **39 - Personal care and service occupations**

39-3031 - Ushers, lobby attendants, and ticket takers  
39-3092 - Costume attendants  
39-3099 - Entertainment attendants and related workers, all other  
39-5091 - Makeup artists, theatrical and performance

### **49 - Installation, maintenance, and repair occupations**

49-9063 - Musical instrument repairers and tuners

### **51 - Production occupations**

51-6041 - Shoe and leather workers and repairers  
51-6051 - Sewers, hand

- 51-6052 - Tailors, dressmakers, and custom sewers
- 51-7011 - Cabinetmakers and bench carpenters
- 51-7021 - Furniture finishers
- 51-7031 - Model makers, wood
- 51-9151 - Photographic process workers and processing machine operators

## Separate Economic Analysis

Industry codes (2017 NAICS codes)

### **72 - Accommodation and food services**

- 722320 - Caterers
- 722330 - Mobile food services
- 722511 - Full-service restaurants

Occupation codes (SOC codes)

### **35 - Food preparation and serving related occupations**

- 35-1011 - Chefs and head cooks
- 35-1012 - First-line supervisors of food preparation and serving workers
- 35-2013 - Cooks, private household
- 35-2014 - Cooks, restaurant
- 35-2015 - Cooks, short order
- 35-3031 - Waiters and waitresses
- 35-9031 - Hosts and hostesses, restaurant, lounge, and coffee shop



**CIVIC**  
**ARTS**