Plano



Live **Creatively** in Plano

Plano Cultural Arts Plan

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EXECUTIVE SUMMARY

Why This Plan, Why Now?

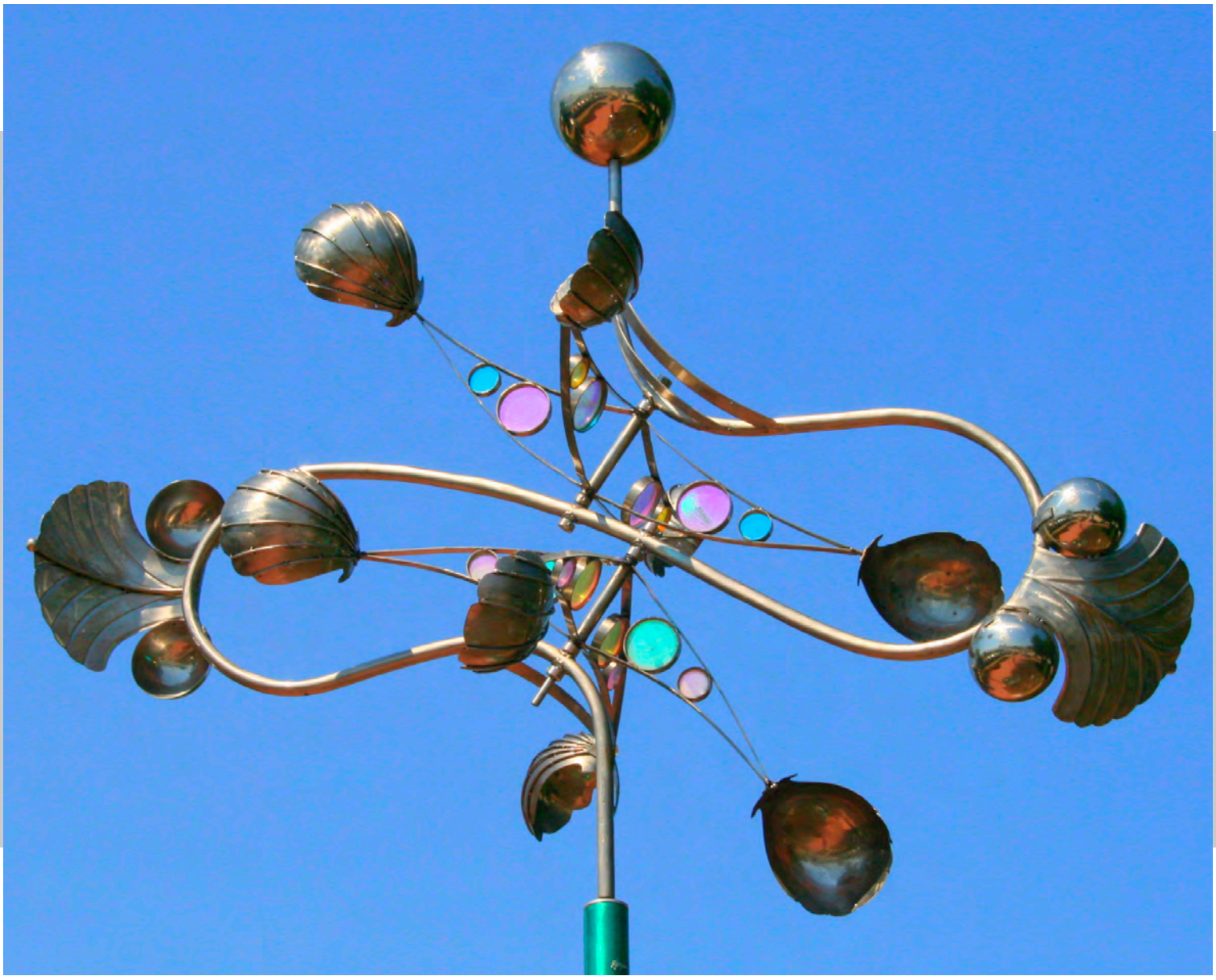
Plano stands at an exciting cultural crossroads. From its roots as a growing suburb in the 1960s, the City has blossomed into a major economic hub of over 280,000 residents who are eager to see their community's cultural offerings match its economic vitality. Live Creatively in Plano is the city's first cultural arts plan, reflecting a strong community desire to express their creative vision. Through extensive community engagement, residents have voiced their aspirations for a richer, more diverse arts and cultural landscape.

The creative sector is already flourishing, with nearly 23,000 jobs and industry earnings exceeding $401 million in 2023. The City boasts a diverse spectrum of nonprofit cultural organizations, from established institutions with significant infrastructure to a broad range of dynamic community-based and heritage groups that reflect Plano's multicultural fabric. Many of these organizations have grown stronger through consistent support from the City's Grants for the Arts program.

This cultural planning process comes at a pivotal moment, sparked by the arts community's vision for Plano's future. While the City has nurtured organic arts growth, the time has come for a more strategic approach. Both cultural leaders and residents share an inspiring vision: establishing Plano as a distinctive arts city whose cultural vibrancy stands out in the region.



Plano invests in arts and culture through grants supporting arts and cultural organizations as well as festivals, heritage museums and historic preservation. Comparatively, Plano's investment, which utilizes HOT funds, is significantly higher than surrounding communities. Distribution of those resources has traditionally been concentrated among a small number of organizations. This plan calls for reconsideration of investment of those funds to more broadly build and strengthen arts, culture and creativity.



The opportunities are extraordinary: market research reveals that 89% of Plano's geography shows above-average arts interest, yet only 23% of residents typically attend arts events in the city. This gap represents tremendous potential for growth. Residents envision Plano offering sophisticated and diverse cultural experiences, from national-caliber programming to intimate local events that celebrate its international community.

EXECUTIVE SUMMARY

Through vibrant discussions with over 2,000 participants, a clear desire emerged: to weave arts and culture deeply into the fabric of daily life in Plano. The community dreams of a city where creativity thrives in both traditional venues and unexpected places, where public art energizes shared spaces, and where cultural programming mirrors and celebrates diversity.

Live Creatively in Plano charts an ambitious course to transform these aspirations into reality. The plan addresses crucial needs uncovered through community engagement and research: expanding performance and exhibition spaces, enhancing communication about cultural events, strengthening support for artists and arts organizations, fostering creative businesses, and developing sustainable funding mechanisms. It positions city government as a facilitator, empowering the creative community to better serve residents while becoming more self-sustaining. Most importantly, it creates abundant opportunities for participation and partnerships in fulfilling our shared vision.

Key outcomes include:

- A bold vision for Plano's cultural future that balances artistic excellence with broad accessibility
- Strategic initiatives to energize the creative sector and expand cultural offerings
- Recommendations for evolving city support systems to better serve the entire community
- A clear pathway to establish Plano as a vibrant arts city in the region
- Innovative frameworks for expanding community access to arts experiences



Plano's Arts and Culture

Live Creatively in Plano

Mural by Will Heron

PLANO'S ARTS AND CULTURE

Plano's Creative Community

Plano has a healthy, vibrant and diverse creative sector that includes a range of creative businesses, industries and workers. The city is home to nearly 23,000 jobs in the creative sector with industry earnings exceeding $401 million in 2023. The range of workers in creative jobs includes software developers – representing nearly 45% of jobs in the creative sector – graphic designers, independent writers and authors, and independent artists working across all disciplines. Plano's arts and culture, while vibrant, is poised to evolve and better meet residents' desires for more, and more sophisticated, arts offerings available in Plano. They believe a quality city is one that includes quality arts opportunities ranging from national-level adult programming to arts learning opportunities for children and youth, to family programs, to diverse activities reflecting Plano's international population. As the City continues to mature and shifts its priorities, a key component is strategic municipal support for arts and culture and satisfying the cultural interests of residents.



"Cultural Arts are the fabric of Plano. We listened to a large cross-sector of our community. Our goal: to hear from everyone as we build our first-ever citywide Arts Plan. Through this engagement with 2,000 people, we identified priorities, highlighted opportunities, and addressed inequities. We believe the result is a shared vision with clear goals and strategies. This plan ensures Plano's cultural identity is supported by our great community."

– Mayor John B. Muns

PLANO'S ARTS AND CULTURE

Complementing the for-profit creative sector are nearly 120 cultural nonprofit organizations. Plano's nonprofit arts and culture sector reflects its status as an affluent, diverse suburb of Dallas. The landscape is characterized by a mix of performing arts, visual arts, and cultural heritage organizations. There is a strong presence of organizations focused on opportunities for youth to participate as well as providing the entire community with outlets for personal participation and creative expression, reflecting the City's family-oriented demographic. Many organizations are community-based and volunteer-led but there is also a growing cadre of professionally led organizations who produce, present and program a wide range of arts and culture experiences for Plano and surrounding communities. Plano has a concentration of arts opportunities in and around the historic downtown core of the city, with exhibitions, festivals, special events, educational programs, and community events that showcase both local and regional artists. A range of these and other arts and culture opportunities are available in other areas of the city.

Performing arts are represented by several professional and community-based organizations. While fewer in number, there are visual arts organizations serving professional as well as community artists. The City is also distinguished by organizations dedicated to preserving and sharing cultural heritage. There are numerous festivals serving the residents of Plano as well as draw visitors from the region and beyond. Performing arts organizations identified a range of cultural facilities needs that include larger performing facilities of varying sizes and capacities, as well as improved access to the City's current facilities.

Plano's individual artists represent diverse disciplines in both performing and visual arts. These include music, dance and theater, plus ceramics, photography, murals, and mixed media. In addition, writers and authors are one of the top five creative occupations in Plano. While these creatives are passionate about their work and community, they face challenges in sustaining their practice in Plano.



Plano Community Band

PLANO'S ARTS AND CULTURE

Affordability remains a significant barrier, with high costs for studio space, event participation, and gallery rentals, making it difficult for many artists to maintain a presence in the city. Artists report that participation fees for markets and events often require substantial upfront payments that can be prohibitive, especially for emerging creatives.

The lack of affordable and accessible creative spaces emerged as a critical issue. Many artists work from home studios due to limited options for workspace. While some commercial galleries exist downtown, rising rents have forced several to close or relocate, particularly after the pandemic.

Artists expressed feeling isolated and disconnected from the broader creative community. They noted the absence of regular networking opportunities and the challenge of finding information about available resources, opportunities, and fellow artists. While there are some organized groups like the Plano Art Association, which has over 150 members, many artists seek more informal gathering spaces and opportunities for collaboration.

In 2016, the City of Plano applied to the Texas Commission on the Arts Cultural Districts Program to designate the downtown area as an arts district. The application was accepted and the Downtown Plano Arts District was established. The Arts District is managed by the City. Resources for public improvements, infrastructure improvements, and programming are supported through a Tax Increment Reinvestment Zone (TIRZ) and a Public Improvement District (PID). The TIRZ has supported public improvements and infrastructure for the past 25 years but the expiration for the current TIRZ is in 2028. The PID collects funds to augment the City's programming with additional events, marketing and beautification grants.

Sculpture by Joshua Weiner



PLANO'S ARTS AND CULTURE

City Support For Arts and Culture

The City of Plano has a long history of supporting arts, culture and community events through a grants program utilizing a portion of revenues generated through hotel occupancy taxes (HOT). The Cultural Arts Commission, a volunteer body appointed by City Council, is charged with recommending awards, and the grants program is administered by staff from the Budget office. The Commission's mission is to "support arts and culture within the City of Plano by encouraging innovation in diverse programming, education, and community outreach." The commission recommends grants that further its goals to:

- Encourage recognition of Plano as an arts destination.
- Encourage awareness of the arts in underserved communities.
- Encourage art initiatives and events that enrich Plano's multicultural communities.
- Encourage community outreach, education, and participation in the arts.

Between FY16 and FY25, the grants program awarded a cumulative total of $9,892,048 to 21 different arts nonprofits. Of those 21, eleven organizations were awarded funds in every fiscal year. Two organizations received more than 62% of all funds awarded. A separate allocation of HOT funds as well as General Funds is awarded annually for special events and festivals including those produced by the City as well as independent events such as the Plano Balloon Festival and the Plano Comedy Festival.

In addition, the City supports heritage organizations and heritage grants. In FY25 the allocation supporting heritage was nearly $2.16 million. It also provides significant arts and cultural programming for all ages through its Library and Parks and Recreation departments, most of which are highly accessible and offered for free or at low cost.

The City has a collection of public art that includes sculptures and murals commissioned at libraries, other public buildings, and a series of sculptures along 15th Street. There is not currently a percent-for-art ordinance or ongoing public art program.

PLANO'S ARTS AND CULTURE

Venues and Arts and Events

The City of Plano has several venues available for community organizations and businesses to rent for events. These venues are managed by Plano Arts & Events, which is a division of the Parks and Recreation department. Different venues are suitable for different performance types, and interested parties can review the tech specs for each venue, including stage and loading area size and technical capabilities (lighting, sound, etc.) through easily accessible information online. Rental rates differ by organization and/or event type and specialty needs (such as a grand piano, Marley dance floor, event security, and technical staff, depending on venue and performance needs).

In 2017 the City of Plano commissioned a feasibility study for an additional performance venue in Plano. The study affirmed the ongoing issue of the two most in-demand theaters: the Courtyard Theater and Cox Playhouse did not have additional capacity to meet community demand. Ultimately, the report recommended that Plano develop a new community arts center that would include performance, rehearsal, and teaching space, suggesting a 400 to 600-seat theater with adjustable acoustics as well as gallery space, multiple classroom and rehearsal spaces, and small practice rooms. One of the primary issues identified through engagement was the challenge of the amenities in existing venues – a lack of wing space, the fly system, and the need for a larger quantity of dressing rooms. In addition, there were concerns expressed about guidelines for priority access and the need to focus on a process that would prioritize Plano organizations.

The Robinson Fine Arts Center is not owned and operated by the City. It is a facility of the Plano Independent School District, built with the primary purpose of serving the performing and visual arts students of PISD. It is available for rental by non-school district users though has limited availability and is governed by normal guidelines for a school-based facility.



PLANO'S ARTS AND CULTURE

Venue	Capacity	Uses and Notes
Courtyard Theater	321 Seats	Theater, dance, and musical performances; includes gallery and reception hall
Cox Playhouse	80-100 People	Black box theater; intimate performances and can be adapted as gallery
McCall Plaza	100-500 People	Covered stage for musical performances; outdoor festival space; small events in plaza
Red Tail Pavilion	2,000 People	Covered stage for musical performances; outdoor festival space

Other City-owned Arts Facilities		
Saigling House	4,000 Sq Ft	Repurposed historic home appropriate for small performances, classes, meetings, and events; partnership with ArtCentre Plano; rents to public
Haggard Park	5-Acre Park	Outdoor space for festivals, celebrations, and concerts at bandstand
15th Street	N/A	Main street downtown; can be closed to traffic for special events
Interurban Railway Museum	N/A	Historical museum and visitor center with archive and educational space



How Does Plano Compare?

To better understand the City of Plano's arts and cultural support in context, we compared the city's structures, investments, and approaches to eight other municipalities—six from the North Texas region (McKinney, Frisco, Irving, Richardson, Garland and Lewisville) and two from outside Texas (Greensboro NC, and Santa Clarita CA). These communities were selected for their comparable population size, suburban character, and proximity to major metropolitan centers. A full benchmarking table is included in the appendix.

Plano's current management approach differs significantly from most benchmark cities. While Plano's arts functions are distributed across multiple departments, seven of the eight comparison cities have consolidated their cultural affairs into a single department or division. Frisco, Irving, and Garland operate dedicated cultural affairs departments, while others position arts administration under broader departments like Community Relations (Lewisville) or Public and Media Relations (Garland). This fragmentation of arts functions in Plano creates coordination challenges that more centralized structures help to address.

Plano demonstrates strong financial commitment to arts and culture, allocating approximately $1.5 million annually to grants—significantly higher than any comparison city. This represents about $5.10 per capita, compared to Richardson's $3.07, Irving's $1.97, and Frisco's $1.33 per capita. Like most North Texas cities in our comparison, Plano funds its arts grants program through Hotel Occupancy Tax (HOT) revenues, while the non-Texas cities typically use general fund allocations. In addition, Plano allocates resources from the general fund for special events. These funds are not reflected in the per capita calculations above.

However, Plano's grant distribution pattern for grants reveals a concentration of resources. Notably, two organizations received over 62% of Plano's arts funding between FY16 and FY25, suggesting an opportunity to diversify grant recipients and reconsider the use of HOT funds to invest in arts and culture.

Plano's facility portfolio aligns with regional standards, offering similar venue types and capacities to neighboring communities. The Courtyard Theater (321 seats) and Cox Playhouse (80-100 seats) are comparable to other small venues in the region, though Richardson's Eisemann Center stands out among facilities in all communities with a large performance hall seating 1,605.

Like most comparison cities, Plano manages a downtown arts district and special events, though its presenting and producing role is more limited than some peers. Also like most benchmark cities, Plano relies on its Cultural Arts Commission for grant recommendations and policy guidance.

These comparisons suggest that while Plano demonstrates strong financial commitment to arts and culture, opportunities exist to enhance its impact through more strategic organizational structure, broader distribution of resources, expanded programming scope, and renewed emphasis on public art. The recommendations in this plan address these comparative gaps while building on Plano's existing strengths.



Engagement

Live Creatively
in Plano

ENGAGEMENT

Overview

The engagement phase kicked off in May 2024, wrapping up in December 2024, emphasizing inclusive community engagement and meaningful stakeholder participation. The process successfully gathered input from diverse community voices that helped shape the future direction of the city. More than 2,000 people participated directly in the engagement. The CPG team and City staff designed a detailed engagement strategy that aligned with the plan objectives. Existing community relationships and community leaders were identified to help reach underrepresented communities. The community engagement design incorporated successful past engagement methods while introducing innovative approaches to reach more residents.

Stakeholder Engagement Process

Individual interview, small group and large group discussions were conducted with city and community stakeholders. These included:

- Artists and arts organizations
- City leadership and staff
- Community leaders
- Elected officials
- Local business and corporate representatives
- Social services nonprofit organizations

These discussions provided valuable insights into current conditions, future needs, and policy considerations for the plan.



ENGAGEMENT

Public Engagement Process

Our public engagement emphasized accessibility and inclusivity through multiple engagement channels. The team collaborated with local artists, community leaders and local businesses.



1. **Community-Based Engagement.** The team conducted engagement events at locations where community members naturally gather including community centers and retail shopping areas (Legacy West, Willow Bend).

2. **Interactive Artist Led Workshops.** Plano artist, Amber Lee, led art-focused workshops that captured community perspectives on current arts offerings and future aspirations while having fun!

3. **Comprehensive Community Survey.** A statistically valid survey gathered perspectives on community priorities and perceptions, with specific emphasis on ensuring representative sampling across all demographic groups.

4. **Online engagement.** Opportunities included a city plan website, a survey open to all residents and visitors, a vision board, and ongoing social media.

ENGAGEMENT

Discussion Groups

Advisory Group Meetings

Arts & Cultural Organizations (2)

Arts Community Forum

Arts Funders

Arts Journalism

Chamber and Rotary Clubs

Churches / Faith Meetings (2)

City Leadership and City Staff

Collaborative Arts of Plano (multiple)

Corporate Leaders

Cultural Arts Commission

Culturally Specific Organizations

Downtown Stakeholders

Education Leaders

Events and Festivals

Healthcare Leadership

HOAs & Neighborhood Associations

Professional Artists (2)

Social Service Organization

Community Pop-ups/Events

Carpenter ParkRecreation Center Pop-up

Community Art Project at Legacy West (3 events)

Davis Library Pop-up

Douglass Visions & NAACP Voter Registration Event

For the Love of Art, The ArtCentre of Plano

Haggard Library Pop-up

North Texas Pride “Come As You Are” Festival

Plano International Festival

Tom Muehlenbeck Recreation Center Pop-up

Unity in the Community & Fall Festival

Willow Bend Christmas Wonderland

Festival Pop-up (2 events)

ENGAGEMENT

Additional Research

Public and stakeholder engagement were complemented by market and economic research. The planning team conducted a market study generating a portrait of the strength and character of consumer arts activity within the population of the City of Plano and the areas outside of the city that are within roughly a 60-minute drive time. The team also developed an analysis of Plano's creative economy. This included creative industries – advertising, architecture, arts, design, film, video, photography, music, publishing, research and development, software, computer games, electronic publishing, and TV/radio – and creative occupations. The creative economy encompasses for-profit, nonprofit and sole proprietor enterprises. These research reports are available in the Appendix.



Salt the Rim
Photograph by RB2 Photography



What We Learned

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WHAT WE LEARNED

Common Themes

Major themes from across community surveys, community and stakeholder engagement, and market research.

- **Plano is at a critical point in its arts and cultural development.** The city is maturing and now seeks an evolution of the role of arts and culture in the life of the community. There is a major opportunity for Plano to become recognized in the region for its arts and culture.

- **Growing and supporting cultural vibrancy for the city will require a different kind of leadership.** The research supports a City arts office or umbrella organization as a coordinating body. Strong community support exists for City leadership in arts development, with 65% of residents supporting local government arts funding.

- **Plano's residents seek a greater presence of arts in everyday life.** They want more diverse and professional events and activities. They also seek an integration of arts throughout the city – public art, public spaces activated with creative activities, more personal participation, and quality design. While there is an abundance of youth and children's activities, the community would benefit from more programs designed for young adults and adults.

- **Plano has the opportunity to increase arts participation in Plano.** While 89% of city areas show above-average arts demand, only 23% of residents typically attend arts events in Plano. By engaging this community demand, Plano can forge its own distinct cultural identity within the region while leveraging its unique characteristics, particularly its family-friendly nature and diverse population.

- **Improved communication is an opportunity to highlight Plano's assets and grow attendance.** About half of residents consistently report not attending more in Plano because they do not hear about events, suggesting a need for more effective information resources. Similarly, arts stakeholders and audience focus groups identify better marketing as a priority.

WHAT WE LEARNED

Current State

There is much to celebrate about Plano. It has a rich cultural landscape anchored by many arts and cultural organizations and a robust community of artists and creatives. The City boasts public art, signature events, and the historic downtown arts district. The City's diverse population contributes to the vibrancy of the city and its multicultural programming.

For the purposes of the cultural plan, challenges of the current state of the city are identified and opportunities defined from the comprehensive research.



Mural by Adrian Torres

Challenges

Market Demand

- Only 23% of residents typically attend arts events in Plano, indicating significant untapped potential.
- The highest arts and cultural priority for 65% of residents is better access to information about local offerings.
- Demographic differences among residents require greater attention to cultural relevancy and removing barriers of language, cost, scheduling, transportation, etc.
- Residents highly value Plano's cultural diversity and want to see more cultural programming.

WHAT WE LEARNED

Facilities and Access

- There are limited performance, exhibition, and studio spaces across the city.
- Residents perceive a geographic divide between east and west Plano, affecting arts access.
- There is a need for affordable workspace and creative incubators for individual artists.

Communication and Awareness

- Awareness of happenings consistently emerges as the primary barrier to participation.
- Approximately half of survey respondents don't hear about events.
- Residents and the arts community share a strong desire for a centralized cultural calendar/ resource hub.

Competition and Regional Context

- Many residents go outside of the city to attend arts and cultural events and activities.
- People state they seek more diverse and higher-quality offerings outside Plano because they are less available in the city.

Support Systems

- The nonprofit arts and culture community seeks better coordination and organization.
- Artists in Plano are under-recognized and seek better connections and opportunities.
- Arts funding is provided primarily by a limited universe of City and private donors.

WHAT WE LEARNED

Opportunities

Market Demand

- There is a desire to establish Plano as a recognized arts city in the region.
- Plano can establish a stronger and distinct cultural identity while maintaining regional connections.
- Strong underlying demand exists, with 89% of Plano's geography showing above-average arts interest.
- Five key audience segments were identified, ranging from affluent arts-connected households to underserved communities, that are key to communications and arts development.

Facilities and Access

- Opportunities exist to redevelop existing spaces for arts and cultural uses (e.g., closed schools, vacant retail, vacant cinemas).
- There is potential to expand activation of existing public spaces with arts and culture (e.g., malls, parks, downtown).
- There is interest in, and market demand to support, specific projects like improving Red Tail Amphitheater, adding a 500-800 seat venue downtown, and developing a cultural arts center.
- Access to arts and culture can be increased through programming designed for specific populations, better ADA compliance, and better transportation options.

WHAT WE LEARNED

Communications and Awareness

- City and community communications initiatives can be coordinated and expanded to create more effective marketing of arts and cultural happenings.
- The arts sector and arts supporters want to see a broader community understanding of the value of arts beyond its current role as a quality-of-life amenity for business attraction.
- Leveraging the presence of major corporations to expand philanthropy and overall support for the arts will expand awareness and value.
- Developing stronger coordination among existing arts organizations and shared marketing initiatives will build greater capacity to meet community interests.

Competition and Regional Context

- There is a desire to expand the role of arts and culture in economic development (e.g., small creative businesses, tourism) to make Plano more attractive to residents and visitors.
- Diversifying events and activities will attract all generations.
- Providing more hands-on, participatory arts activities for all ages will help distinguish Plano's arts identity.

Support Systems

- Expand the City's leadership role or create an umbrella organization.
- Evolve the current grants program to be more equitable and accessible.
- Better leverage HOT funds and explore sustainable funding models.

Our Vision

Mural by Lynn Chinn & Shug Jones

Live Creatively in Plano

OUR VISION

Throughout the community and stakeholder engagement, participants articulated their success vision for Plano's arts and cultural future.

Plano envisions a vibrant cultural landscape where creativity, history, and innovation converge to enrich the lives of all residents. Our city will be a premier destination where diverse artistic expressions flourish, cultural traditions are celebrated, and meaningful connections are forged through shared experiences in the arts.

We aspire to:

- ***Preserve and promote our cultural heritage while embracing new artistic expressions.***
- ***Integrate arts and culture into the fabric of everyday life, from neighborhood gatherings to citywide celebrations.***
- ***Nurture emerging and established artists, cultural organizations, and creative enterprises.***
- ***Create accessible spaces and programs that invite participation from residents of all backgrounds and abilities.***
- ***Foster an inclusive cultural environment that reflects and celebrates our community's diversity.***
- ***Build strong partnerships between the arts, education, business, and civic sectors to sustain a thriving creative economy.***

Through this vision, Plano will strengthen its identity as a culturally rich, innovative city where the arts inspire, unite, and transform our community for generations to come.



Roles And Responsibilities

Mural by Trace Element Design

Live Creatively in Plano

ROLES AND RESPONSIBILITIES

The Plano Cultural Arts Plan reflects the community's vision and requires multi-partner leadership for implementation. While commissioned by city government to guide its arts and cultural investments over the next decade, the plan creates opportunities for broad community participation and leadership.

- **City government:** The City serves primarily as a facilitator, functioning as the local arts agency to ensure the creative community has necessary resources and capacity. The City produces and presents some programming, while its leadership role supports the community's cultural vision through strategic support of artists, arts organizations, and creative businesses.
- **Arts and cultural organizations in Plano:** Plano's nonprofit arts community is essential to implementing the plan's recommendations. Their participation is crucial for initiatives like the communitywide marketing program (1.2). By aligning programming with residents' interests (1.1), organizations can expand their audience and donor base.
- **Plano artists:** Individual artists can advance the community's vision for "arts throughout everyday life" while enhancing Plano's reputation as an arts city. They are encouraged to consider residents' programming needs in their work and can take on leadership roles through board service, committees, or advocacy.
- **Creative businesses in Plano:** As with artists and arts organizations, Plano's commercial arts businesses also have an essential role to play in implementing the plan's recommendations. For example, the market research conducted for this plan is a resource to align programming with residents' interests (1.1) and support growth.
- **Corporations and Businesses:** There is ample opportunity for Plano corporations and businesses to engage in and support the arts, including through the recommended Arts & Culture Foundation, participation in a facility/space directory, hiring Plano artists, and other supportive actions.
- **Residents:** The Plano community, representing diverse ages, backgrounds, and neighborhoods, shaped this plan's vision through active participation. Residents can continue supporting this vision through advocacy, leadership, and pursuit of their creative interests.



Goals And **Strategies**

Live Creatively
in Plano

GOALS AND STRATEGIES

The Plano Cultural Arts Plan is a 10-year master plan to guide the development of arts and culture throughout the city to fulfill the community's expansive vision to Live Creatively in Plano. It will guide City actions and investments, yet success will require a communitywide effort. The City's role is primarily facilitative, providing tools and resources to the creative community while enabling greater self-sufficiency and diverse community support.

The plan is also a guide for Plano's nonprofit arts and cultural community, artists, and creative businesses. It provides invaluable information about the community's interests and opportunities to better align with residents' priorities. This can engender greater participation, creative expression, and sustainability.

The plan is organized into three overall goals for 1) the community, 2) the creative community, and 3) city government. Each goal has strategies that comprise the "how" each goal can be accomplished, plus action steps providing direction for more detailed implementation. These goals and strategies provide the framework for City staff to prepare specific implementation plans as part of its annual budgeting and work plans. As with any long-term plan, circumstances will change during implementation. This plan can and should be adapted to meet new challenges and capitalize on opportunities.



GOALS AND STRATEGIES

Implementation "Starting Points"

An implementation plan is key to success of the overall plan. Through consultation with City staff "starting points" have been identified for implementation in the first three years, listed below the strategies. Staff will lead most action steps in the implementation plan, calling on partners as needed. Staff will also form an interdepartmental working group to address action steps involving two or more of their departments, and to provide broader perspective. One of the starting points is to restructure the Cultural Arts Commission, which can then serve as the citizen advisory body for plan implementation, moving forward. Implementation starting points are articulated with each strategy. Longer-term priorities will be established and future action plans developed as part of the annual work planning and budgeting process.

Community

1. **Goal: Seek to fulfill the community's expectations for arts and cultural offerings in Plano.**

The community of Plano has evolved in its cultural interests and tastes, reflecting the growth in population and maturing role of the City. Residents articulate a desire for a broader range of high-quality professional arts and cultural experiences, and activities that connect the community through culture and creativity. Market studies document a high level of demand for arts and cultural programming of varied types, including performing arts, visual arts, participatory hands-on creative activities, public art, and other creative entertainment and experiences. Plano often loses audience to nearby cities because what residents want to attend is not available in Plano and/or they do not hear about events and activities in a timely manner. Related to this, arts facilities currently available in the city do not provide sufficient capacity (in terms of size, configuration, amenities, character, technical infrastructure, etc.) for some of the desired programming. Along with programming, residents express the desire for more community gathering places, distinguished by high quality design and activated by public art and creativity.

GOALS AND STRATEGIES

1.1 Arts and Cultural Programming: Support the increased availability of varied and sophisticated programming choices in Plano through funding, access to space, marketing, co-sponsorships, assistance with permitting, professional development, etc.

1.1.1 Support programming in a broad range of art forms and genres. Community tastes are broad, encompassing varied types of experiences.

1.1.2 Support programming in a range of venues, public and private, large and small, formal and informal. The Plano audience is interested in attending a variety of programs, from high-quality national artists to drop-in exhibitions of local artists.

1.1.3 Program for different audience segments in existing City-owned facilities. For example, Plano's audience is interested in high-quality adult arts offerings, events for young adults, multi-generational family arts activities, and programs for children and youth.

1.1.4 Base programming choices on research and professional expertise. High demand alone is not enough to guarantee success. Choosing or curating programming will require careful attention to the specifics of type of event, venue, intended audience, potential barriers, effective marketing, quality customer experience, and other factors.

1.1.5 Expand free and low-cost arts programming provided in libraries, parks, downtown, and recreation centers.

1.1.6 Expand Recreation arts programming to include offerings beyond the introductory level. Where possible, develop curricular pathways to enable residents to have deeper arts learning and creative activities.

1.1.7 Consider development of a citywide "cultural pass" providing free and/or low-cost access to arts and cultural programs for low-income families.

1.1.8 Encourage arts and cultural organizations to provide better transportation information to their marketing and to advocate for solutions to transportation barriers.

1.1.9 Develop policies and processes for assuring ADA accessibility for arts programs and venues throughout the community. Provide technical assistance and funding information to better enable organizations and venues to improve accessibility. Engage people with disabilities and field experts in the effort to assure representation and effective responses. Participate in the Kennedy Center LEAD (Leadership and Exchange in Arts and Disability) program to support local efforts.

Programming: Initial Implementation Actions

- Engage the interdepartmental working group (see Office of Creative Life, below) in updating use policies for City-owned facilities, based on the programming recommendations of this plan. Also, to implement programming ideas in Libraries, Recreation Centers, Parks and other community settings.

- Develop ongoing audience feedback processes to monitor audience and overall community opinions and desires.

1.2 Marketing the Arts: Provide effective ways for community members to learn about arts and cultural offerings they are interested in.

1.2.1 Develop a coordinated arts marketing program to collect and promote information about available arts and cultural offerings. Current arts marketing efforts for the Plano audience are siloed and of limited effectiveness. Because community members access information in different ways, consider varied communications methods, such as an online events calendar, email, social media, influencers, mailings, publications, posters, electronic signage, and word of mouth.

1.2.2 Assess available marketing channels for arts and culture and, where it is practical, build on their capacities. Develop partnerships where appropriate, such as with local publications and Visit Plano.

1.2.3 Develop an effective means to collect information on available arts and cultural offerings. This will likely require a combination of voluntary data submissions by producers, collecting available online information, and partnering with other marketing channels.

1.2.4 Consider requiring participation in the marketing program as a condition of receiving City grants and other support and asking for information on marketing as part of City grant applications. Provide technical assistance in arts marketing to Plano arts and cultural nonprofits, artists, and creative businesses.

1.2.5 Expand the use of arts and culture as a larger part of Plano's brand image and destination marketing. Promote Plano as an "arts city" in partnership with Visit Plano.

1.2.6 Consider a contract for services to implement the coordinated arts marketing program and a branded arts city campaign.

Marketing: Initial Implementation Actions

- Staff research and develop a marketing plan to implement the communitywide arts marketing recommendations of this plan. Build on the market research done for this plan, in the Appendix.
- Identify and develop relationships with local media partners.
- Determine whether to assign to an existing City office or contract with a vendor.



1.3 Youth Arts Opportunities: Expand opportunities in the community for youth to learn, connect with community, and pursue a career in the arts.

1.3.1 Support arts and cultural programming that provides youth with opportunities to perform, exhibit, and learn outside of school and complementary to Plano Independent School District programs.

1.3.2 Support programs specifically intended to educate young people about careers in the nonprofit and fine arts, and the commercial creative sector. Explore coordination and collaboration with workforce development programs and other career development opportunities (e.g., mentorships, internships, Career and Technical Education programs). Promote the Plano Mayor's Summer Internship Program as an arts training opportunity.

1.3.3 Develop a communitywide festival showcasing youth arts, building on Plano's existing youth arts organizations and programs.

1.4 Public Art: Create a public art program.

1.4.1 Reinstitute a percent-for-art policy for City capital improvement projects. Consider between 1% and 2% of all projects over a specific threshold amount. Allow the public art funds to be used in locations that best meet community needs.

1.4.2 Consider adoption of a percent-for-art policy for private real estate development over a specific threshold amount. Alternatively, adopt incentives to encourage developers to incorporate art into their projects and provide technical assistance to facilitate the process. Allow developers to do art projects on site or pay into an in-lieu fund that can be used more flexibly to create artworks in locations that best meet community needs.

1.4.3 Develop a mural policy and mural guidelines to encourage and guide creation and placement of this specific type of public art in Plano.

1.4.4 Develop a community-initiated public art program that encourages and facilitates art projects arising from artists, community members, youth, and community groups. Consider creation of a public art grants program to support this type of activity.

1.4.5 Create a Public Art Subcommittee of the Cultural Arts Commission to oversee public art in the city, with at least one ad hoc member of the Commission and all other subcommittee members selected for professional expertise related to public art.

1.4.6 Develop a public art master plan to guide public art in the city. Address community vision and priorities, types of art, sites/location, funding and decision-making through the master plan.

Public Art: Initial Implementation Actions

- Staff develop voluntary options for including public art projects within City capital improvement projects.
- Staff and Cultural Arts Commission develop mural guidelines as one starting point for public art. Also, guidelines for reviewing art projects proposed by the community.
- Create a grant category for public art (see Grants, below)
- Create a Public Art Subcommittee of the Cultural Arts Commission, once it is reconstituted.

1.5 Creative Placemaking: Encourage effective creative placemaking to develop new and enliven existing gathering places in Plano.

1.5.1 Collaborate with malls and other property owners/managers on creative programming and activation.

1.5.2 Continue and expand arts and cultural programming on a more frequent and consistent basis in the Downtown Plano Arts District. Become a place where people know they can come at any time with the expectation of interesting activities and experiences. Explore partnerships to accomplish this objective.

1.5.3 Develop a retail strategy for the Downtown Plano Arts District addressing commercial success for district businesses and providing a more supportive ongoing environment for arts and cultural activation.

1.5.4 Develop a resource guide for use by community groups for creative placemaking, such as recommendations for types of activities, artists resources, mural guidelines, etc.

1.5.5 Develop a funding program making small project grants available to support community-driven creative placemaking projects throughout the city.

Creative Placemaking: Initial Implementation Actions

- Create a grants category to support community-driven, creative placemaking projects in Plano (see Grants, below).

1.6 Cultural Programs: Support and promote festivals and programs showcasing Plano's diverse cultures.

1.6.1 Consider packaging existing and new events into a season of cultural programming, promoted to the community as a signature Plano offering.

1.6.2 Consider packaging existing and new events into a season of faith-based cultural programming involving arts and culture from churches, synagogues, mosques, and other congregations in Plano.

1.6.3 Provide technical assistance and shared services to support community-based cultural festivals. Research specific needs in consultation with current and potential festival producers.

Cultural Programs: Initial Implementation Actions

- Create a grants category for technical assistance and shared services for cultural festivals (see Grants, below).

Creative Community

2. Goal: Enable Plano's community of artists, nonprofit arts and cultural organizations, and creative entrepreneurs to thrive and serve the community's interests.

Plano's creative community is vibrant and provides a broad range of community programs through nonprofits as well as quasi-commercial arts enterprises. Still, they express needs for facilities, spaces, marketing, and other assistance in fulfilling their missions and sustaining their efforts. Individual artists have few work opportunities and little recognition in the city, limiting their capacity to remain in Plano and to contribute to community vitality.

2.1 Grants Program: Revise city grants policies to align with the strategic direction of this plan.

2.1.1 Reevaluate and update grants policies to diversify support by better accommodating new grantees, including emerging and culturally specific organizations.



2.1.2 Establish new funding categories such as individual artists (see 2.3, below), creative placemaking, public art, artistic risk-taking, and culturally specific programs.

2.1.3 Restructure the grants process in alignment with best practices. Base grant-making on peer review of applications by a panel of subject matter experts plus representation from the Cultural Arts Commission, where panel results are reviewed and endorsed by the Commission. Remove the requirement that grantees present to and appear before the Cultural Arts Commission.

2.1.4 Support capacity-building activities by grantees to foster greater organizational sustainability of Plano's nonprofit arts community, such as training in arts marketing, branding, donor development, and board governance. Identify and promote existing professional development programs available in the region. Expand and update technical assistance to new applicants to better assure readiness and success in applying for funds.

2.1.5 Develop a program to identify and share information on available funding, work, learning, and networking opportunities for nonprofit arts and cultural organizations. Coordinate with the informational program for individual artists, recommended in 2.3, below.

Grants Program: Initial Implementation Actions

- Staff review and develop revised grants policies and procedures, based on plan recommendations. New policies are reviewed by senior staff and approved by City Council.
- Phase in policy changes over a multiyear period, to allow grantees to adapt.
- Develop grant categories for individual artists, public art projects, creative placemaking, and capacity building for artists and arts organization.

2.2 Marketing: Provide effective ways for community members to learn about arts and cultural offerings they are interested in. See 1.2, above.

2.3 Individual Artists: Provide funding, work opportunities, information and referrals, capacity building, and recognition for Plano's individual artists and creatives.

2.3.1 Create a new project grant funding category for individual artists and groups of unincorporated artists or creatives.

2.3.2 Support professional development activities by individual artists designed to improve their career and business skills.

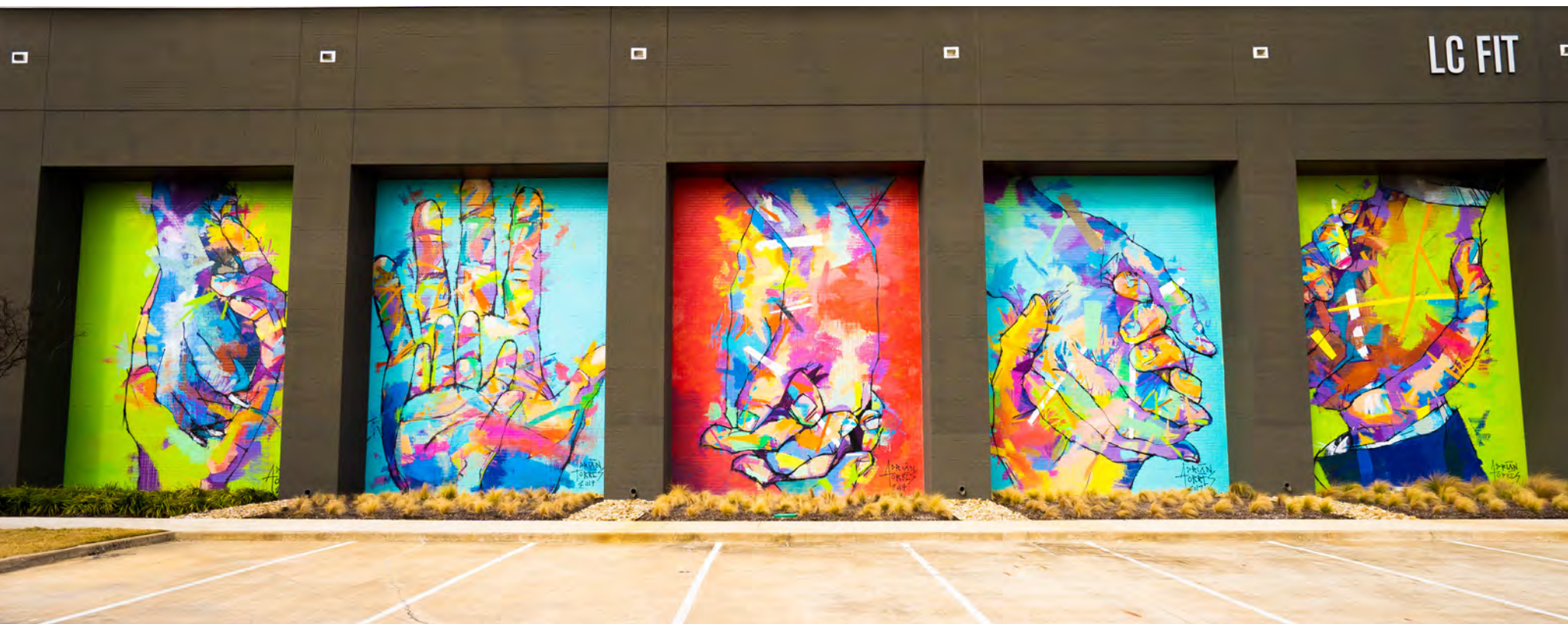
2.3.3 Develop a program to identify and share information on available funding, work, learning, and networking opportunities for individual artists. Coordinate with the informational program for nonprofits, recommended in 2.2, above.

2.3.4 Identify and promote ways to recognize and employ Plano artists as part of other City-sponsored arts programs.

2.3.5 Consider a program, Created in Plano, promoting the work of Plano artists and creatives, such as through pop-up storefronts in the Downtown Arts District and malls.

2.3.6 Proactively identify and encourage Plano artists to serve in leadership positions, such as serving on the Cultural Arts Commission, Public Art Subcommittee (see 1.4, above), grant review panels, planning efforts, etc.

2.3.7 Create an artist residency program to place an artist(s) within Plano city departments and integrate their artistic skills/perspectives to the work of city government.



Individual Artists: Initial Implementation Actions

- Develop a project grant category for individual artists.
- Proactively identify opportunities to employ Plano artists in City-sponsored arts programs.
- Encourage Plano artists to run for office and/or serve on boards and commissions. Connect artists with training opportunities for these positions.
- Develop a capacity building grants category for individual artists.
- Research national models of municipal artist residency programs to inform creation and implementation of an 'AIR' program in the City of Plano.

2.4 Economic Development of the Creative Sector: provide small business supports and incentives for creative enterprises in Plano.

2.4.1 Adapt existing small business programs for the needs of creative enterprises. Partner with Economic Development, Plano Workforce Center, Plano Chamber of Commerce, Small Business Administration, and others.

2.4.2 Develop a network of creative entrepreneurs to support their growth and success.



2.4.3 Incentivize a nighttime economy, such as music venues, comedy clubs, and independent cinemas. Incentives might include invitations (making connections for a new business), permitting assistance, technical assistance, grants, and other benefits that encourage the success of the business.

2.4.4 Incentivize creative retail and experiential businesses, such as artisan shops, art stores, DIY ceramics, independent bookstores, and the like.

Economic Development: Initial Implementation Actions

- Develop a plan to grow Plano's nighttime economy, with reference to the toolkit of incentives in the Appendix.
- Convene a network of creative entrepreneurs in Plano to support their business growth and success.

2.5 Cultural Facilities: Develop or partner in the development of cultural facilities that meet identified community needs.

2.5.1 Assess the feasibility of developing a community cultural center with mid-sized performing arts theater, exhibition gallery, studios, and educational spaces.

2.5.2 Assess a collection of improvements to Red Tail Pavilion to increase its usability and sustainability as a performance venue. Needed improvements include: stage covering, audience shade, VIP suites, vendor spaces, parking, bathrooms, backstage accommodations, signage, parking, concessions, box office, and storage. Build on improvements recommended in the 2020 bond prioritization process.

2.5.3 Develop a directory of available public and private arts venues in Plano to assist organizations with finding and accessing appropriate spaces for their events and activities.

2.5.4 Monitor and identify opportunities to utilize vacant city- and privately-owned properties for arts and cultural uses, on either a temporary or permanent basis.

GOALS AND STRATEGIES

Cultural Facilities: Initial Implementation Actions

- Develop an online directory of available public and private arts venues in Plano, including basic description of the venue, potential uses, contact person, terms of use, and other relevant information.

- Identify one or more opportunities for cultural facility projects and create a plan to partner in, support, or facilitate its development. Include creative spaces – studio, gallery, rehearsal, etc. – in identifying potential projects.

Plano African American Museum Display at Voter Registration Event



2.6 Creative Spaces: Support and facilitate the availability of creative spaces in Plano (studio, gallery, rehearsal, makers, etc.).

2.6.1 Incentivize or partner in the development of artists' studios and a shared gallery facility.

2.6.2 Incentivize or partner in the development of artists' affordable live/work complexes.

2.6.3 Incentivize or partner in the development of a municipal art gallery, showcasing the work of Plano area artists, as well as touring exhibits.

2.6.4 Incentivize development of commercial arts spaces, such as film production studios, recording studios, rehearsal studios, makers' spaces.

Creative Spaces: Initial Implementation Actions

- See Cultural Facilities, above. Include creative spaces in identifying potential projects.

2.7 Cultural Facilities Plan: Develop a plan for cultural facilities and spaces in Plano addressing specific facility opportunities and feasibility.

2.7.1 Utilize a targeted or citywide cultural facility plan to assess and contextualize the purpose and feasibility of specific facility concepts or proposals.

2.7.2 Consider positioning Plano as the community where arts and culture happen in smaller scale venues and informal activities, as opposed to large-scale "cultural palaces." Plano can be known in the region as the place where "art is a part of everyday life," and there are multiple gathering places activated by art and creative experiences on an ongoing basis.

City Government

3. Goal: Evolve the role of City government in arts and cultural leadership to better reflect and meet the changing needs of Plano's residents and workers.

The City of Plano has made significant ongoing investments in arts leadership for many years. This plan was prompted in part by evolution of the community and the need to revisit the role of city government. The City can reorganize and strengthen its efforts to provide greater community benefit and align with community priorities.

3.1 Office of Creative Life: Consolidate the arts functions of city government into an Office of Creative Life.

3.1.1 Consolidate the existing arts and cultural functions of city government, including current Arts & Events and Plano Stages: venues, grants, Downtown Plano Arts District, event calendar, special events permitting, and public art.

3.1.2 Create a director's or manager's position to oversee all arts and cultural functions of city government.

Office of Creative Life: Initial Implementation Actions

- Define restructuring of arts and culture within City government. Consider consolidation of arts and culture into the Economic Development Department and creation of a manager position to oversee.
- Create an interdepartmental working group to address cross-departmental elements of implementing this plan, and to provide a broad perspective.

3.2 Policy Alignment: Review and align policy in all areas of city arts and culture to best serve the evolving needs of residents and workers, and the creative community.

3.2.1 Reevaluate and update presenting and rental use policies for the Courtyard Theater, Cox Theater, Red Tail Pavilion, and McCall Plaza to align with the community's programming priorities. See 1.1, above.

3.2.2 Reevaluate and update grants policies and procedures. See 2.1, above.

3.2.3 Coordinate and align other city arts and cultural activities in the new Office of Creative Life, as well as Recreation and Library offerings.

3.2.4 Develop ongoing coordination between the City's offices of Economic Development, including Visit Plano, and Cultural Affairs to align actions related to the creative economy and cultural tourism.

3.2.5 Review and update policies and procedures related to arts and cultural events to streamline permissions, facilitate compliance, and reduce costs. Adopt a "culture of yes" for arts and cultural activities.

Policy Alignment: Initial Implementation Actions

- Staff review and develop revised grants policies and procedures (see Grants, above). Also use policies for city-owned facilities (see Programing, above). New policies are reviewed by senior staff and approved by City Council.
- Interdepartmental working group review and improve policies and procedures related to arts and cultural events. Also, develop cross-departmental coordination for tourism and other economic development. New policies are reviewed by senior staff and approved by City Council, as warranted.

3.3 Cultural Arts Commission: update the ordinance and policies governing its role and authority.

3.3.1 Revise the 1991 ordinance to widen the scope of authority to advising City Council on all arts and cultural issues affecting the community.

3.3.2 Revise the membership provision of the ordinance to require specific professional qualifications related to City arts and cultural functions, such as nonprofit arts management, public art, arts marketing, cultural facilities, creative economy, tourism, economic development, business and the like. Encourage commissioners and staff to promote applications for membership among qualified community members.

3.3.3 Increase the term of membership from two to three years and adopt a term limit of two, three-year terms.

3.3.4 Recruit and select members that reflect the cultural diversity of Plano.

3.3.5 Create a public art subcommittee of the Commission to oversee public art projects in the city and require members to possess specific professional expertise, such as art, public art, architecture, landscape design, urban planning, real estate development, design, and other relevant fields. Recruit and select members that reflect the cultural diversity of Plano.

Cultural Arts Commission: Initial Implementation Actions

- Staff develop revised ordinance and policies in line with plan recommendations, working with City Attorney. Present to City Council for review and approval.
- Options for current Commission: 1) dissolve and reconstitute under new ordinance, 2) build on existing Commission and ask members to reapply under new ordinance.
- Provide an orientation and training for new Commissioners.

3.4 Cultural Facilities: Proactively support and partner in projects that meet the community's needs for cultural facilities and spaces. See 2.5 – 2.7, above.

Rail Station Studios





Funding Options

Live Creatively
in Plano

FUNDING OPTIONS

Cultural plans by nature raise community expectations of new resources and questions of how to pay for implementation. In fact, fully implementing the Plano Cultural Arts Plan will require additional resources of funding and staff. However, some recommendations can be accomplished with current resources, and it is anticipated that new resources can be allocated as they become available and needed.

The City of Plano currently finances its arts investments with a diverse combination of funds from the Hotel Occupancy Tax (HOT), general funds, Downtown Plano Improvement District, and other sources. Options for additional and new funding can come from:



Sculpture by Jim Collins

FUNDING OPTIONS

1. HOT Funds for Arts Programs and Promotion: continued allocations of HOT revenues, up to the 15% limit set in State law for qualifying arts expenditures (Texas Tax Code Chapter 351).

2. HOT Funds for Arts Facilities: allocations of HOT revenues for qualifying arts facilities exceeding the 15% programming limit.

3. General Funds: continued and expanded allocations of general funds for specific needs identified in the cultural plan.

4. Percent-for-Art Ordinance: reinstituting the City's percent-for-art requirement on capital improvement projects, with defined thresholds and limitations. Percent-for-art funds could be used to fund the recommended public art program and/or other arts expenditures, as designated by City Council.

5. Arts and Culture Foundation: encouraging the establishment of a nonprofit Arts and Culture Foundation to serve as a fundraising organization supporting City arts projects and public/private collaborations and to expand the donor base and range of philanthropic support in Plano.

6. Art in Private Development: developing voluntary incentives for real estate developers to include public art or arts spaces in their projects. Alternatively, enacting a percent-for-art requirement on private development, with defined thresholds and limitations.

7. City Bond Funds: including arts facilities costs in future City bond referendums.

8. Special Purpose Fees: enacting user fees dedicated to arts use, as allowed by Texas state law.

Implementation Actions: Arts and Culture Foundation

- Determine and initiate appropriate start-up process for the foundation.
- Develop a strategic and fundraising plan for the foundation.
- Consider development of an Arts & Business Council as a program of the foundation, to engage with Plano corporations and businesses in arts support and promotion.



Appendix

Live Creatively
in Plano

APPENDIX

For additional information on the research and engagement conducted for this plan, please contact the City of Plano's Arts and Events staff:

- Plano Market Demand Study: Arts & Cultural Participation (Plano and region), January 2025: The market analysis provides a portrait of the strength and character of consumer arts activity within the population of the City of Plano and the areas outside of the city that are within roughly a 60-minute drive time.
- Plano Audience Focus Groups Summary: A series of focus groups of Plano residents was conducted to add insight to the market demand study.
- Plano Creative Economy Report: The portrait is an analysis of Plano's creative industries – advertising, architecture, arts, design, fashion, film, video, photography, music, publishing, research and development, software, computer games, electronic publishing, and TV/radio – and creative occupations. The creative economy includes for-profit, nonprofit and sole proprietor enterprises.
- Plano Statistically Valid Survey Report: A public opinion poll was conducted of Plano community members allowing them to voice their perspectives and contribute to the vision, goals, and strategies of the region's arts and culture development.
- Plano Community Engagement Summary: A comprehensive report of public engagement.
- Comparison Study: Multi-city benchmarking table of city government arts and cultural characteristics.
- Sample Incentives: Lists of potential incentives for the nighttime economy, and for cultural facilities and creative spaces.

Market Demand Study: Arts & Cultural Participation

for the Plano Cultural Arts Plan

January 2025

Conducted in collaboration with:

CULTURAL PLANNING GROUP

Surale Phillips
RESEARCH · EVALUATION · PLANNING

Palm Beach Gardens, FL 33420

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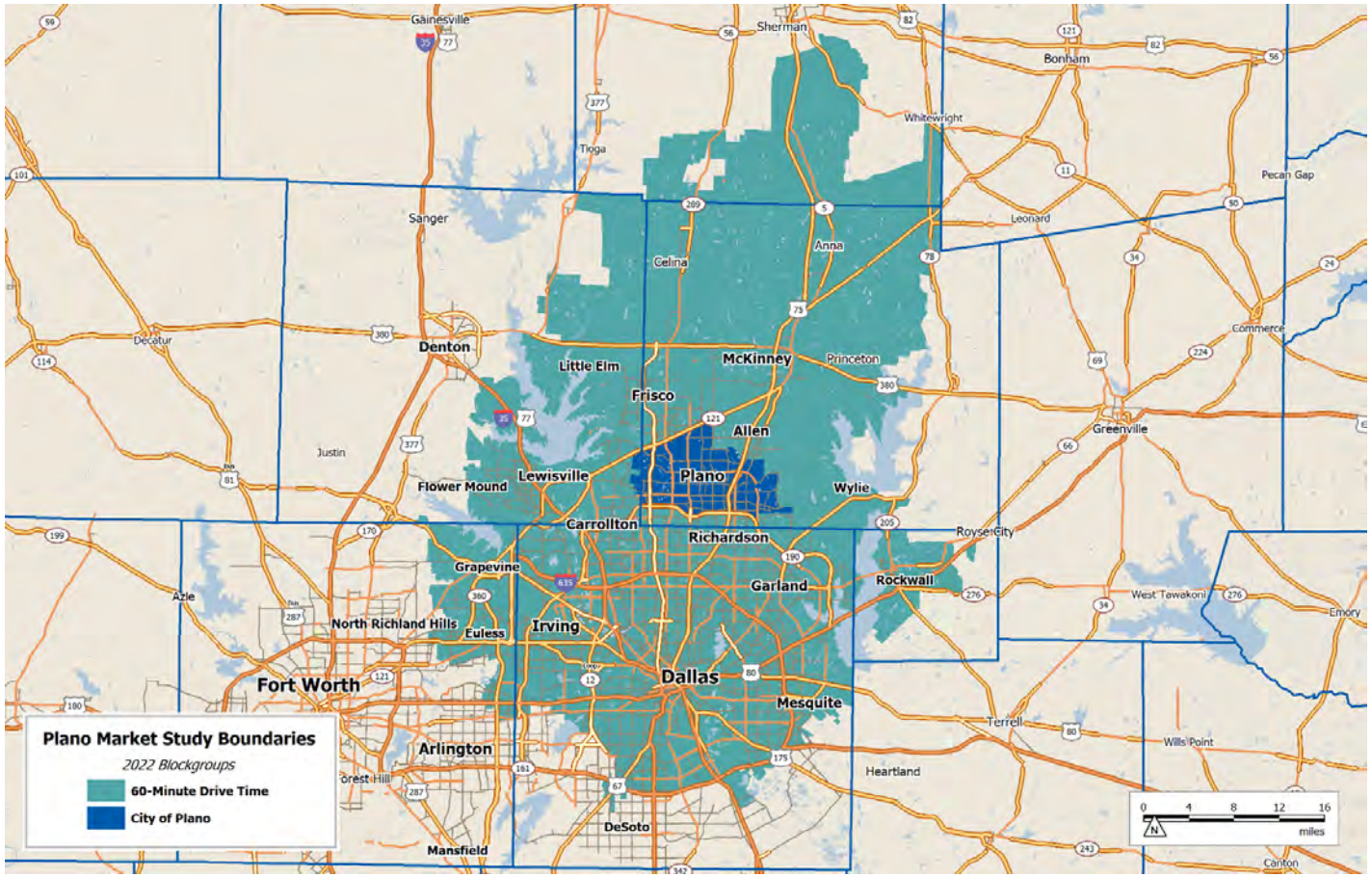
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INTRODUCTION

The market analysis provides a portrait of the strength and character of consumer arts activity within the population of the City of Plano and the areas outside of the City that are within roughly a 60-minute drive time. The consultants worked with City staff to define this geography and were informed also by data provided by Placer.ai and geomapping ticket buyers from Plano Stages. Data in this report serves as marketplace context for the planning process in consideration with other community research conducted by CPG.

Study Areas Map



SUMMARY OF KEY FINDINGS AND OBSERVATIONS

DEMAND FOR ARTS AND CULTURAL EXPRIENCES IS STRONG

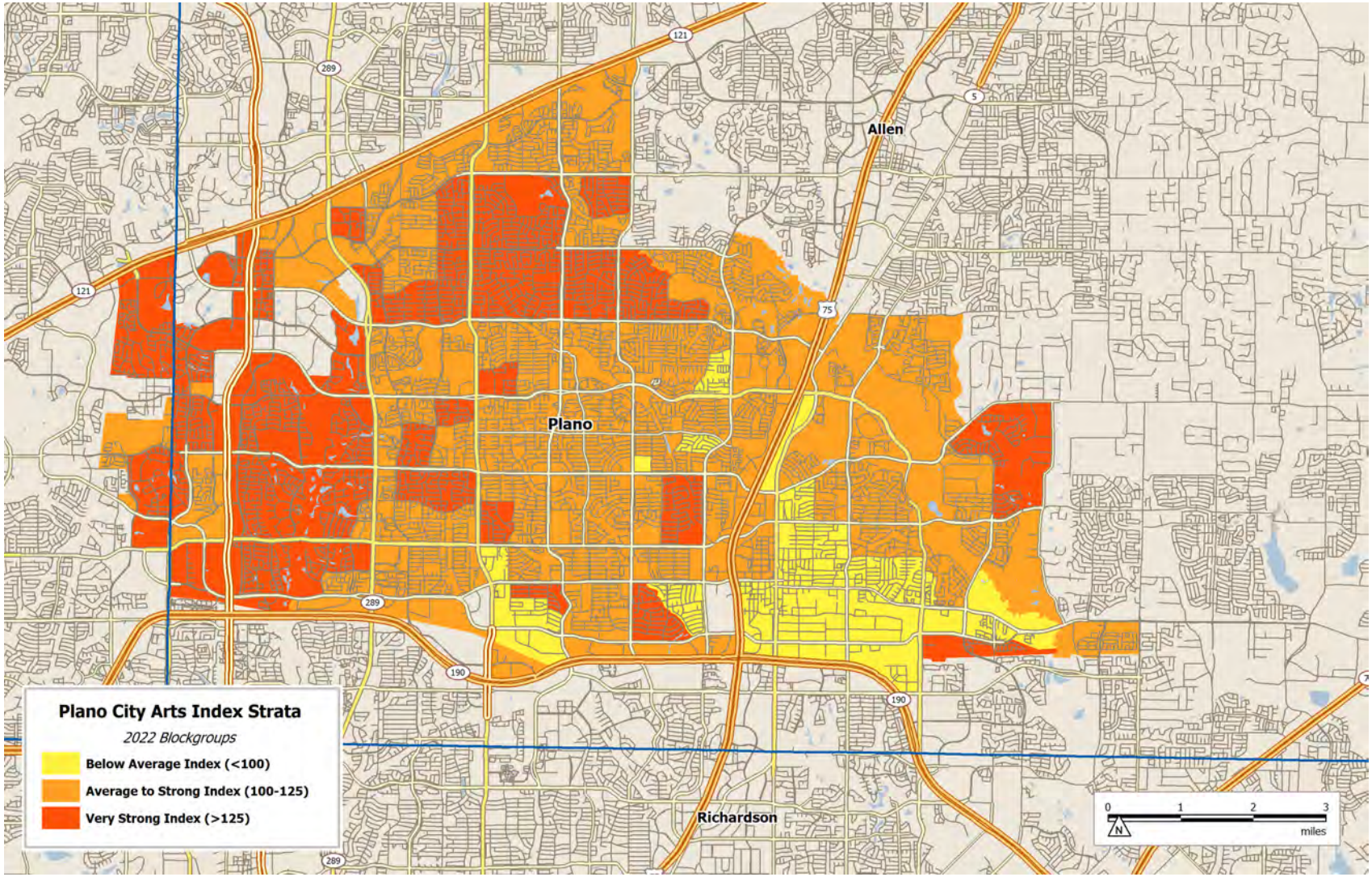
Strong consumer demand for arts and cultural activity can be found throughout the City, with the strongest demand showing up in the northern and western suburbs and the weakest demand showing up in the southwestern areas. With almost a third of the block groups in Plano showing very strong indices for the arts and another 59% showing average to strong indices, the potential for cultural development is abundant. Only 11% of the block groups in Plano index below the national average of 100. Consumer demand index scores are influenced by opportunity, meaning that in areas where arts facilities, programs, and activities are plentiful, accessible, and well-resourced, indexes tend to be stronger than in areas where these amenities are lacking or under-resourced. The 60-minute drive time area is also strong, but demand is not quite as strong as it is in Plano. Almost 90% of Plano's geography indexes above average for arts demand compared with 70% from the drive-time area, and 30% of the regional area indexes below the national average.

Data collected through the Plano Metro Area Community Survey (November 2024) also suggests good opportunity to increase participation. While demand is strong, only 23% of respondents said they typically attend arts and cultural events most often in Plano, and frequency of involvement is infrequent (57% less than 6 times a year).As reported in the Community Survey, music and culinary festivals are most popular among residents in Plano, but residents appear to attend performing arts (not in festival format) outside of Plano more often. The indices for live classical music, opera, dance, theatre, and rock music are almost all above the national average, and for certain Lifestyle Groups – primarily older, affluent adults and families - they index 20% to 33% above average. As suggested by the data reported in the Community Survey, efforts in the plan that address the following issues could work to unlock latent demand and encourage increased involvement of residents in arts and culture in Plano, rather than outside of the city.

Roughly 30% of households in Plano are in areas that show **very strong** indices for consumer arts attendance and visitation compared to a national average of 100. In the aggregate, there are 37,096 households in geographic areas with an index 25% higher than the national average of 100. Roughly 59% of households in Plano are in areas that show **average to strong indices** for arts attendance and visitation and there are a total of 110,681 households in these areas combined. Only 11% of Plano households are in areas that show an index for arts attendance and visitation below a national average. The household count within areas indexing below a national average is 13,126. Community Survey data and stakeholder input collected by the consulting team in Audience Focus Groups suggest that to tap fully into this demand, the top priority is to improve marketing and communications and access (location, schedules), as the majority of survey respondents cited lack of information, inconvenience, and cost as the top barriers to participation. In addition, quality and variety of the arts experiences (beyond music and culinary festivals) in Plano needs to improve to appeal more broadly to the lifestyles and tastes of local arts-interested residents. More than half of Community Survey respondents would like to see more information about arts and cultural happenings, creative carer opportunities, professional arts activities for all ages, public art, artistic-focused spaces, and more cultural offerings consistent with the populations diverse cultures.

Arts Demand

The map below illustrates the strength of consumer demand for arts and cultural activities in Plano based on ESRI indices. A few block groups are unassigned as data was not available in these locations. (Unassigned areas may be non-residential.)



Strategies for Developing Arts and Culture Participation by Lifestyle Groups

An analysis of the market area produced a segmentation strategy for increasing arts participation based on five Lifestyle Groups, which, like the demand index groups, are a patchwork throughout Plano. The characteristics of these groups differ, and their arts demand suggests that some are well connected with arts and culture in Plano already, others are loosely connected and show opportunity for growth, and others need unique strategies for more engagement with and service by the arts and culture sector.

Audience development strategies specific to each Lifestyle Group may be useful for identifying actions to support the cultural plan goals. We suggest framing these strategies around deepening, broadening, and diversifying audiences, a behavior-based model for building participation in the arts defined by RAND, a nonprofit institution that helps improve policy and decision-making through research and analysis.[1] While this framework was created more than 20 years ago, the strategic framework is still relevant and useful to shaping objectives and actions necessary to reach planning goals.

- Deepen: increasing current participants' levels of involvement
- Broaden: attracting more people similar to current participants
- Diversify: attracting people different from current participants

Using the MosaicUSA lifestyle segmentation system we analyzed the market through the lens of household characteristics and behavior to help plan implementation identify specific types of consumer lifestyle groups with audience development strategies. Detail and supporting data for this summary including narrative descriptions and key demographics within them can be found later in this report.

[1] 2001, A New Framework for Building Participation in the Arts, Chapter Four, RAND.

We have assigned suggested strategies to the five Lifestyle Groups identified in this market analysis. When developing tactical actions for plan implementation the perceived needs of these very different groups should be considered when crafting marketing messages, developing program offerings, scheduling classes and events, and considering new locations for cultural activation.

LIFESTYLE GROUP	STRATEGY
Lifestyle Group 1: Affluent Boomers and Elite Singles	Well connected, well served, strong demand (Deepen)
Lifestyle Group 2: Upscale Retirees	Somewhat connected and served, moderate demand (Broaden)
Lifestyle Group 3: Young Singles and Starter Families	Loosely connected and served, weak demand (Diversify)
Lifestyle Group 4: Comfortable Families with Youth and Teens	Somewhat connected, moderate demand (Broaden)
Lifestyle Group 5: Middle and Lower Income Mix	Disconnected, weak demand (Diversify)

Summary of City of Plano Lifestyle Groups

Lifestyle Group 1: Affluent Boomers and Elite Singles

- This market segment is the largest in Plano, representing 48% of households. There are pockets of this very affluent segment of older adults, households with tweens and teens, and childless households throughout the city. They dominate in ZIP codes 75093, 75024, and 75086. This is the second least diverse segment in terms of race (57.6% White), with a significant Asian American population (25.1%). It is the second oldest in age (median age 44.2). This segment has a low percentage of population of Hispanic origin (10.4%). They are also the most educated (28.5% masters or professional degrees) and affluent (median household income $143,600). This group is likely to be well-served and connected with the city's more established arts and cultural opportunities, and participate fairly frequently. Expectations for quality will be high and they will pay for VIP types of experiences. It is likely that this household type frequents performing and other arts events in the Dallas metro as well as on their travels in the U.S. and internationally.

Lifestyle Group 2: Upscale Retirees

- This market segment is the second smallest in Plano, representing 7% of households. There are pockets of this upscale retiree segment in areas west of I-75 and several in ZIP code 75075. This is the least diverse segment in terms of race (61.3% White), with 17.5% Asian-PI and 12.1% Black population. This segment has the smallest percentage of population of Hispanic origin (8.9%). It is also the oldest in age (median age 47.6). They are not as highly educated as two other segments (21.1% masters or professional degrees) or as affluent (median household income $80,573) as Lifestyle Group 1: Affluent Families and Elite Singles or Lifestyle Group 4: Comfortable Families with Youth and Teens. This group is somewhat connected with the city's arts and cultural offerings and would benefit from cultural opportunities close to home, especially those of advanced age. Programs in libraries and community centers are often popular. Expectations are likely to be high in terms of quality, but this group is less likely to leave Plano often to attend events. Low cost and free activities during daylight hours will also be important to better engaging this group given their median household income and advanced age.

Lifestyle Group 3: Young Singles and Starter Families

- This market segment is the second largest in Plano, representing 22% of households and almost the same size as the other "family" market, Lifestyle Group 4: Comfortable Families with Youth and Teens. There are pockets of this young segment in neighborhoods along the 289 corridor, but they dominate the geography on the east side along I-75 and in the historic downtown area. This is a racially diverse segment (41.7% White), with 24.2% Asian-PI, 16.3% Black population, and 17.0% multi-racial. This segment also has a large percentage of population of Hispanic origin (20.3%). It is the youngest in age by far (median age 34). These householders are highly educated (19.2% masters or professional degrees) but are the least affluent (median household income $78,625) in comparison with the other groups, mainly due to age and career or job stage. This group is only loosely

connected with the city's arts and cultural offers – likely the top attendees for music and food festivals around town. Appealing to this diverse group requires innovation and creative activities that are current and popular with young adults. If possible, they should also offer ways for young children to engage if they are in tow. Consider the needs of multi-generational households and Spanish language marketing. After-work, lunchtime, and weekend events and activities are a given, considering that these most of these households are in the workforce.

Lifestyle Group 4: Comfortable Families with Youth and Teens

- This market segment is the third largest in Plano, representing 20% of households. There are pockets of this stable family market neighboring the other family markets on both sides of the I-75 corridor and the dominate in ZIP code 75074. There are also significant pockets of this group in North Plano. This is a racially diverse segment (44.8% White), with 26.4% Asian-PI, 10.7% Black, and 17.6% multi-racial. This segment also has a large percentage of population of Hispanic origin (20.9%) It is mid-range as far as age, with a median age of 38.9 and has the largest percentage of households with persons under age 18 in Plano, compared with the other lifestyle groups (42.7%). These householders are highly educated (22.2% masters or professional degrees), and they are affluent with a median household income comparable to that of Lifestyle Group 1:Affluent Families and Elite Singles (median household income $117,298). This group is somewhat connected with the city's arts and cultural offerings, and likely through their school age children if they have kids. They show strong demand arts and culture and have the means to pay for activities such as camps and classes and ticketed events. As with Young Singles and Starter Families, consider the needs of multi-generational households and Spanish language marketing. With children being older in this group, "date night" events would appeal.

Lifestyle Group 5: Middle and Lower Income Mix

- This market segment is the smallest in Plano, representing only 3% of households. They can be found in a few areas on both sides of the I-75 corridor and in one area of ZIP code 75075. This is half White (50.1%), but includes 29.8% of population identifying as multi-racial, and 10.4% Black. Asian-PI population is low (8.2%), but the percentage of population of Hispanic origin is the largest of all the groups (35.9%). It is also the youngest group, with a median age of 37.1. Close to 40% of these households include persons under age 18. These householders are the least educated of the five groups (12.4% masters or professional degrees) and they have the lowest median household income ($84,537). This group is likely to be disconnected with the city's arts and cultural offerings with the exception of those that free and in a festival format. There are likely to be children and grandchildren of all ages in these households as well as seniors. Location, accessibility services, and free or pay-what-you-can access will be important. Consider the needs of multi-generational households and Spanish language marketing as well as programs to reach this group.

SUPPORTING DATA, MAPS AND DETAILS

Lifestyle Group 1: Affluent Boomers and Elite Singles

- This market segment is the largest in Plano, representing 48% of households. There are pockets of this very affluent segment of older adults, households with tweens and teens, and childless households throughout the City. They dominate in ZIP codes 75093, 75024, and 75086. This is the second least diverse segment in terms of race (57.6% White), with a significant Asian American population (25.1%). It is the second oldest in age (median age 44.2). This segment has a low percentage of population of Hispanic origin (10.4%). They are also the most educated (28.5% masters or professional degrees) and affluent (median household income $143,600).

  Things to consider regarding this market segment:

- They are the largest lifestyle group in both the City of Plano and the 60-minute drive time area. According to the local consumer indexes from Esri compared to a national average, they are 29% more likely to attend live performing arts, 18% more likely to attend commercial concerts, 21% more likely to visit art galleries or museums, and 8% more likely to engage in personal creative activities.
- They index the strongest for attending live theatre, visiting museums, attending live classical music or opera performances, attending live rock music concerts, and visiting art galleries. This group's personal creativity indices (e.g., making art, playing instruments, etc.) hover a bit above the national average. This market segment is likely to be well served given the strength of the arts-related indices. Motivation for cultural participation from this segment is likely to be driven by a combination of top-quality, authenticity, exclusivity, life-long learning opportunities, and convenience. The cost of cultural experiences is not likely to be a barrier, but expectations will be high for customer service and accessibility services around the audience experience. These households are also more likely to plan farther in advance as are other segments as they live an active leisure life. A few highlights from the MosaicUSA narratives that make up this group include:
- **Power Elite (A):** The wealthiest households in the US, living in the most exclusive neighborhoods and enjoying all that life has to offer. As consumers, they have regal tastes. They're philanthropic supporters of the arts who go to stage plays, live theatrical performances, music concerts, and museums often during the week. To target the Power Elite, use messaging that resonates with what's on the horizon; empty-nesting and eagerness to embrace new experiences.
- **Booming with Confidence (C):** Prosperous, established couples in their peak earning years living in suburban homes. They tend to have sophisticated tastes and can afford to spend on nightlife, going to plays, concerts, movies and restaurants, mainly on

the weekends as many are still in the workforce. These mostly empty-nesters are approaching retirement and philanthropic support favors education, environmental and health organizations. Digital messaging is attractive to these early tech adopters.

- **Thriving Boomers (E):** Upper-middle-class baby boomer couples living comfortable lifestyles settled in suburban homes. On their way to a comfortable retirement, these well-educated, but frugal consumers frequent the theater, museums, and classical music concerts and dine out often. They are late adopters of technology and traditional messaging that speaks to practicality, good value, and local community support is appealing, including support of arts groups.
- **Significant Singles (K):** Diversely aged singles earning mid-scale incomes supporting active city styles of living. This active singles market enjoys plenty of nightlife, tends to have progressive values and a robust leisure life. Significant Singles have champagne tastes on a beer budget. To resonate with this market segment use messaging that evokes urgency and emanates their status-seeking needs.
- **Big Sky Boomers: (L):** Middle-class baby boomer-aged households living in small towns and resorts. They have discretionary income, but unlike their seasonal neighbors, they earn lower incomes and have lower expenses. Philanthropical interests are primarily health and religious charities. Their arts interests tend to be music events such as tribute bands over classical concerts. Messaging that resonates with this segment is incentive driven.

Lifestyle Group 2: Upscale Retirees

- This market segment is the second smallest in Plano, representing 7% of households. There are pockets of this upscale retiree segment in areas west of I-75 and several in ZIP code 75075. This is the least diverse segment in terms of race (61.3% White), with 17.5% Asian-PI and 12.1% Black population. This segment has the smallest percentage of population of Hispanic origin (8.9%). It is also the oldest in age (median age 47.6). They are not as highly educated as two other segments (21.1% masters or professional degrees) or as affluent (median household income $80,573) as Lifestyle Group 1: Affluent Families and Elite Singles or Lifestyle Group 4: Comfortable Families with Youth and Teens.

Things to consider regarding this market segment:

- They are small markets both in the City and within the 60-minute drive area. According to the local consumer indexes from Esri compared to a national average, they are 24% more likely to attend live performing arts, 2% less likely to attend commercial concerts, 2% more likely to visit art galleries or museums, and 1% more likely to engage in personal creative activities.
- They index the strongest for attending live classical music or opera performances, attending live theatre, and visiting art galleries. They index below the national average for visiting art galleries and museums. This segment's personal creativity indices (e.g., making art, playing instruments, etc.) are on par with or below the national average. This market segment holds opportunity for audience development with cultural opportunities. Motivation for cultural participation from this segment is likely to be driven by easy access, social opportunities, and local pride. The cost of cultural experiences is likely to be a barrier for some on fixed income and the need for accessibility services is likely to be high. A few highlights from the MosaicUSA narratives that make up this group include:
- **Autumn Years (J):** Established and mature couples living gratified lifestyles in older homes, most likely where they lived much of their adult life. As consumers, they are not adventurous, nor are they status-seekers. They enjoy their leisure time mostly at home or pursuing hobbies and splurging on dinners out (during early-bird special time). Philanthropy is popular and many contribute to religious and health organizations. Autumn Years households are drawn to messaging that resonates with their American ideals of honor, respect, loyalty and pride. Loyalty programs are popular and outstanding personal customer service maintains their loyalty.
- **Golden Year Guardians (Q):** Retirees living in older homes, settled residences and communities. They tend to have limited education and live on modest retirement funds and are often living alone or with a partner residing in a care facility. Their social life revolves around community groups and inexpensive or free activities. As over half nationally no longer drive, access is a major issue for this group, and they turn to traditional TV and print media for information.

Lifestyle Group 3: Young Singles and Starter Families

- This market segment is the second largest in Plano, representing 22% of households and almost the same size as the other "family" market, Lifestyle Group 4: Comfortable Families with Youth and Teens. There are pockets of this young segment neighborhoods along the 289 corridor, but they dominate the geography on the east side along I-75 and in the historic downtown area. This is a racially diverse segment (41.7% White), with 24.2% Asian-PI, 16.3% Black population, and 17.0% multi-racial. This segment also has a large percentage of population of Hispanic origin (20.3%). It is the youngest in age by far (median age 34). They are not as highly educated (19.2% masters or professional degrees) and are the least affluent (median household income $78,625) in comparison with the other groups

Things to consider regarding this market segment:

- Being such a young and large group, connecting these adults and their young families more deeply with arts and culture now is important to their engagement later in life. According to the local consumer indexes from Esri compared to the national average, they are 8% more likely to attend live performing arts, 3% more likely to attend commercial concerts, 13% more likely to visit art galleries or museums, and 6% more likely to engage in personal creative activities.
- They index the strongest for going out dancing for fun, attending live classical music or opera performances, visiting museums, and visiting art galleries. This group's personal creativity indices (e.g., making art, playing instruments, etc.) are on par with the national average. This market segment holds opportunity for audience development with cultural opportunities, particularly for free and spontaneous family-friendly fare including festivals, outdoor events, and interactive or immersive experiences. Motivation for cultural participation from this segment is likely to be driven by fun, social, casual, and easy-going events where they feel welcome to come as they are. The high cost of cultural experiences and often the need to plan far in advance are likely to be barriers. A few highlights from the MosaicUSA narratives that make up this group include:
- **Young City Solos (G):** Younger and middle-aged singles living active and energetic lifestyles in metropolitan areas. These mostly unmarried and childless households enjoy average incomes, above average education and live a fast-faced active lifestyle. As consumers, they devote a lot of their discretionary cash to nightlife and going out for entertainment, including clubs and concerts. They are typically culinarily adventurous, enjoy fitness, and are often ambitious young leaders on the cutting edge of status-seeking. They identify strongly with environmental consciousness, don't plan ahead, and make purchases that enhance their on-the-go lifestyles. Social media heavily drives their entertainment choices.
- **Singles and Starters (O):** Young singles starting out and some starter families living a city lifestyle. Singles are Starters are the upwardly mobile under 35s who are mainly unattached or single parents. They are somewhat transient and move in connection with jobs or careers. This market segment is very active outside of their homes, as most are small apartments or starter homes. Their hobbies include painting and cooking, and many consider themselves to be "foodies." They are aspirational

consumers who seek novelty and are inspired by messaging that resonates with their ambitions of seeking status both professionally and socially. They look for the "best bang for their buck."

Lifestyle Group 4: Comfortable Families with Youth and Teens

- This market segment is the third largest in Plano, representing 20% of households. There are pockets of this stable family market neighboring the other family markets on both sides of the I-75 corridor and the dominate in ZIP code 75074. There are also significant pockets of this group in north Plano. This is a racially diverse segment (44.8% White), with 26.4% Asian-PI, 10.7% Black, and 17.6% multi-racial. This segment also has a large percentage of population of Hispanic origin (20.9%) It is mid-range as far as age, with a median age of 38.9 and has the largest percentage of households with persons under age 18 in Plano, compared with the other lifestyle groups (42.7%). These householders are highly educated (22.2% masters or professional degrees), and they are affluent with a median household income comparable to that of Lifestyle Group 1:Affluent Families and Elite Singles (median household income $117,298).

Things to consider regarding this market segment:

- This solid family market lives in close proximity to Lifestyle Group 3: Young Singles and Starters and is similar, but there are more families, and their children skew older. Most children in these households are likely to be in middle school or high school. While they may be connected to the arts through school and other educational programs, as consumers their households have moderate indices for arts attendance and visitation. According to the local consumer indexes from Esri compared to a national average, they are 17% more likely to attend live performing arts, 13% more likely to attend commercial concerts, 15% more likely to visit art galleries or museums, and 3% more likely to engage in personal creative activities.
- They index the strongest for attending live theatre, visiting museums, attending live classical music or opera performances, attending live rock music concerts, and visiting zoos. This market segment holds opportunity for audience development with cultural opportunities, and program relevance and location is likely to be more of a barrier than cost. Motivation for cultural participation from this segment is likely to be driven by opportunities for direct involvement in age-appropriate activities and events. A few highlights from the MosaicUSA narratives that make up this group include:
- **Flourishing Families (B):** Affluent, middle-aged couples and families earning prosperous incomes and living very comfortable, active lifestyles. These households enjoy strong incomes, live active social lives, enjoy family activities, and make charitable contributions. As consumers, they devote a lot of their discretionary cash to outings the whole family can enjoy. Nationally, they index strong for visiting museums and zoos and for attending plays and classical concerts. They typically seek information online and look for competitively priced admission/ticket packages. Their charitable support goes primarily to health, welfare, education, arts, and religious organizations.

- **Suburban Style (D):** Middle-aged, ethnically mixed suburban couples and families earning upscale incomes. This group is very similar to Flourishing Families but is more racially and ethnically diverse. Income is high enough to support large homes and rich leisure lives. These householders are career-minded and status-seeking, aligning with brands that "make them look good." While they do venture out for adult night at movies, plays, and concerts, they have strong attachment to their local community and spend most of their time with local friends and neighbors. They splurge on electronics but also shop with coupons and other incentives. They are very active in churches and local community groups.
- **Promising Families (F):** Young couples with children in starter homes, living child-centered lifestyles. Younger than other families in this group, these "adulting" households are likely also to be newer to their community, having moved in within the last five years. They are primarily homeowners with good incomes and tend to live in new subdivisions on the outer edges of urban sprawl. Children tend to be under the age of 10 and activities focused on keeping their kids busy. As consumers they don't spend a lot on going out for the arts, but they do spend on creative activities for their children at home.
- **Family Union (I):** Middle income, middle-aged adults with families living in homes supported by solid blue-collar occupations. Many in this segment are large bi-lingual households of married couples with children in middle school or high school. They dominate in established, inner-ring suburbs on neat streets with landscaped lawns. Typically, they have lived in their homes for more than a decade. Education is average and they earn mid-scale income with multiple workers in the trades in the household. Many young adult children live at home. Family Union households are vibrant and active but are not very civically or arts engaged outside of their homes.

Lifestyle Group 5: Middle and Lower Income Mix

- This market segment is the smallest in Plano, representing only 3% of households. They can be found in a few areas on both sides of the I-75 corridor and in one area of ZIP code 75075. This is half White (50.1%), but includes 29.8% of population identifying as multi-racial, and 10.4% Black. Asian-PI population is low (8.2%), but the percentage of population of Hispanic origin is the largest of all the groups (35.9%). It is also the youngest group, with a median age of 37.1. Close to 40% of these households include persons under age 18. These householders are the least educated of the five groups (12.4% masters or professional degrees) and they have the lowest median household income ($84,537).

Things to consider regarding this market segment:

- This financially vulnerable mix of families, couples, and singles lives in discrete neighborhoods where the cost of living – mainly housing - is lowest. Multigenerational households are abundant and often include young children and grandparents. While they may be connected to the arts through school and other educational programs, as consumers their households have average to ow indexes for arts. According to the local consumer indexes from Esri compared to a national average, they are 8% more likely to attend live performing arts, 4% less likely to attend commercial concerts, 4% more likely to visit art galleries or museums, and 10% less likely to engage in personal creative activities.
- They index the strongest for attending live dance, classical music or opera performances, visiting zoos, and going out dancing for fun. This market segment holds opportunity for audience development with cultural opportunities by addressing and removing a variety of barriers. Access issues can be complex – geographic, linguistic, financial, and social. Motivation for cultural participation from this segment is likely to be driven by opportunities for culturally relevant and affordable activities close to home. A few highlights from the MosaicUSA narratives that make up this group include:
- **Bourgeois Melting Pot (H):** Middle-aged, established couples living in suburban homes. These multi-cultural, mostly childless households enjoy sturdy blue-collar incomes, live relaxed lifestyle, enjoy casual activities like bowling and movies. Nationally, they index strong for visiting museums and zoos and for attending plays and classical concerts. They find comfort in their stable neighborhoods and do not typically spend on arts entertainment. While they have comfortable spending habits, their retirement is vulnerable, so charitable giving is not common.
- **Families in Motion (M):** Working-class families with young children, earning moderate incomes in smaller residential communities. This group tends to live a rural lifestyle in quiet communities consisting of skilled manual workers in the trades. Income is low to moderate, but affords them to enjoy outings for camping, fairs, and zoos. These householders are typically homeowners, not civically active, and high-school educated. They donate to relatively few causes.
- **Pastoral Pride (N):** Eclectic mix of lower middle-class consumers who have settled in rural and small town areas. They are mostly educated middle-aged couples and divorced or widowed individuals, but many have children still at home. They live an

unpretentious lifestyle, supported by below average incomes and often far from shopping and entertainment centers. These price conscious consumers that take advantage of BOGO offers and are averse to frivolous purchases.

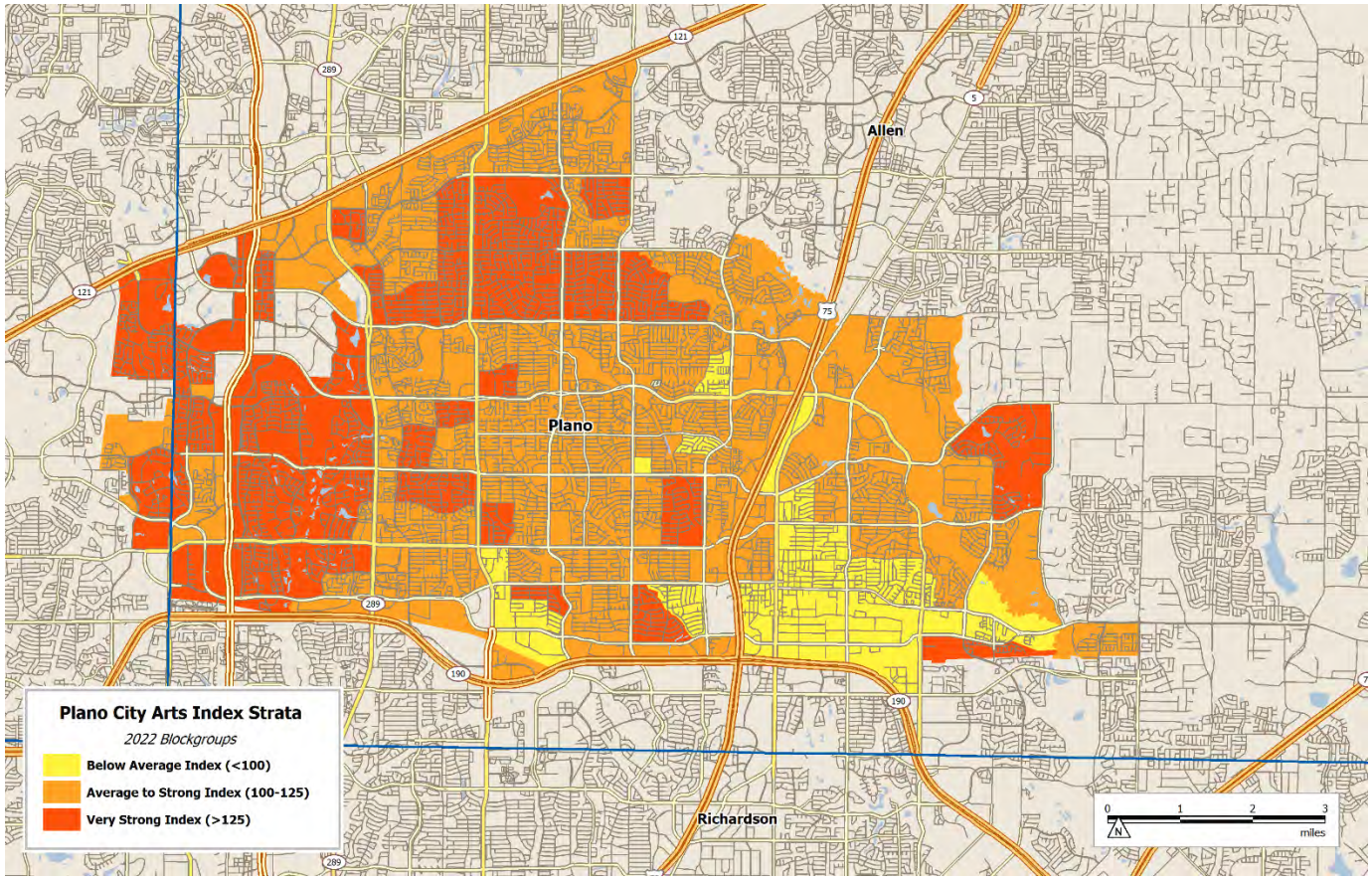
- **Cultural Connections (P):** Diverse, mid- to low-income families in urban apartments and residences. Many in this segment are single parents with ambition, living in rental properties. Most are first and second generation Americans striving to improve their lives. They face the challenges of low education, low wages, uncertain jobs and language barriers. Transportation to work, let alone cultural activities is difficult, as most rely on public transportation. Dance performances are an activity they enjoy with their families, along with theme parks and other family-friendly venues.
- **Aspirational Fusion (R):** Lower-income singles and single parents living in urban locations and striving to make a better life. This transient group is primarily unmarried couples and singles, with or without children. They live in older low-rise apartments – entry points for those starting out or starting over. Education is very low, and incomes are less than half the national average. They live active social lives that doesn't include paying the cost for tickets to arts events or museum admissions. Free events that support their interests in music are a draw, as are free activities to entertain their children.
- **Thrifty Habits (S):** Cost-conscious adults living alone in urban areas. These modestly educated middle-aged adults are the least affluent group in every marketplace. Many struggle with making ends meet and live in communities with endemic problems associated with poverty and crime. Income comes from low-paying entry-level jobs in health care, fast food, social services and retail. Lifestyles are simple and entertainment options are low-cost.

About Arts and Cultural Consumer Indexing

Data was compiled for this research from secondary sources including Esri, MosaicUSA, and the U.S. Census using GIS software. Data are grouped into indexes for different types of arts activities: 1) the types of activities people attend or visit (consumer), and 2) the types of personal creative activities people may do on their own (personal). Indexes measure how much a population engages in a particular arts activity compared to a national average of 100. Indexes are influenced not just by personal interests or "demand" for an activity, but also by the opportunity for that activity to take place. For example, in an area where there is an abundance of opportunity with many arts and culture providers, indexes are going to be stronger than in areas with limited access to arts and cultural providers.

The Esri data in this study reflect indexes at the block group level of geography and are used to stratify the area geography into specific locations that exhibit weak, moderate, or strong arts indexes. Mapping these strata provides visualization of the index data. In addition to index data, this study reports on the estimated potential adult buyers for various arts and culture activities in the study areas. For example, seeing where demand is strongest shows high areas of activity already, moderate demand areas show opportunity for expanding participation, and weak-indexing areas provide a snapshot of areas where people may be served more than others, where cultural resources may be lacking, and where particular types of investment and outreach may take priority.

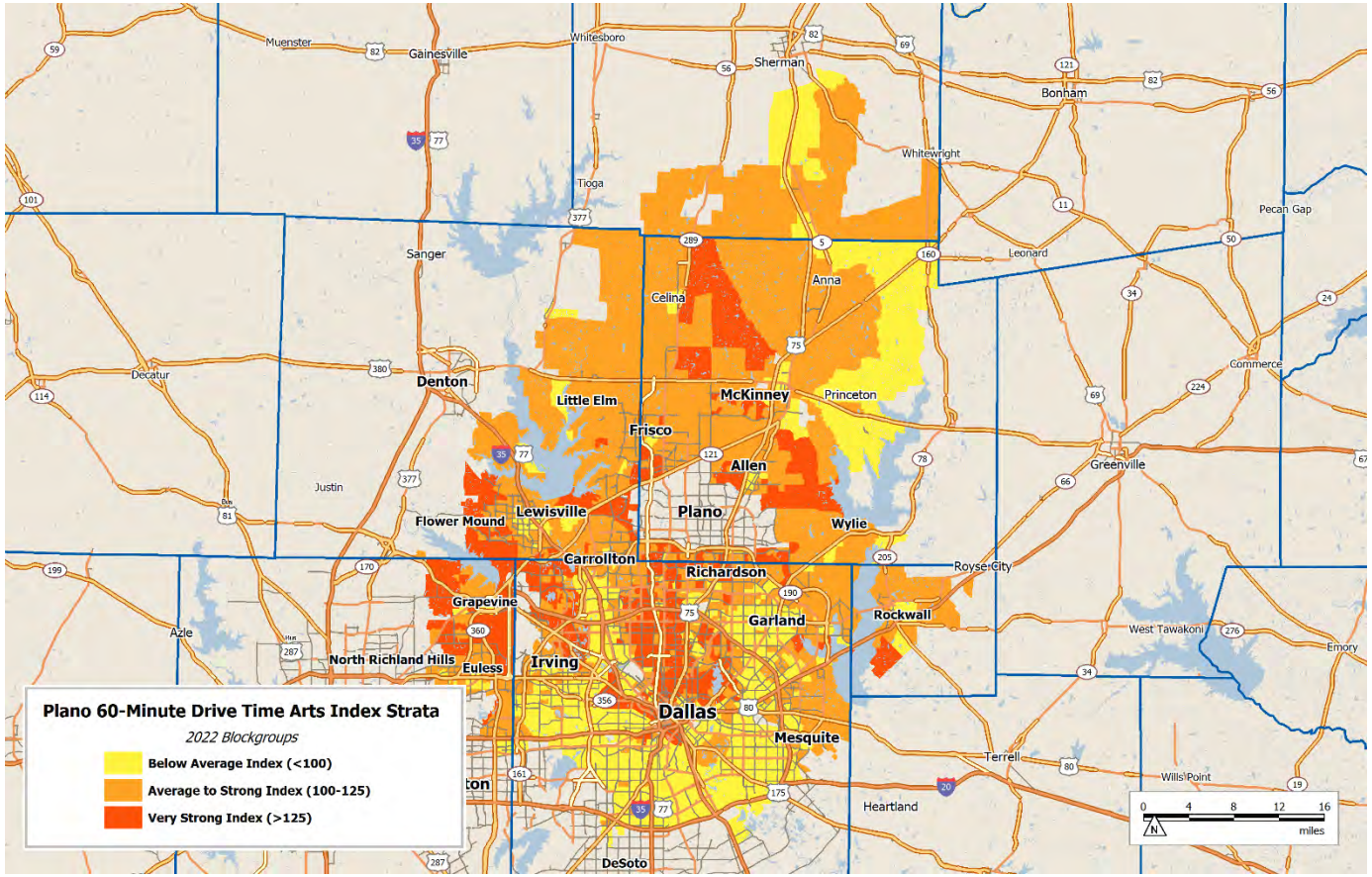
Plano Arts Index Strata



Household Counts: 123,807

Very Strong Index	37,096 (30%)
Average to Strong Index:	73,585 (59%)
Below Average Index:	13,126 (11%)

60-Minute Drive Time



Household Counts: 1,565,136

Very Strong Index	312,608 (20%)
Average to Strong Index:	776,590 (50%)
Below Average Index:	475,938 (30%)

Lifestyles, Household Characteristics, and Locations

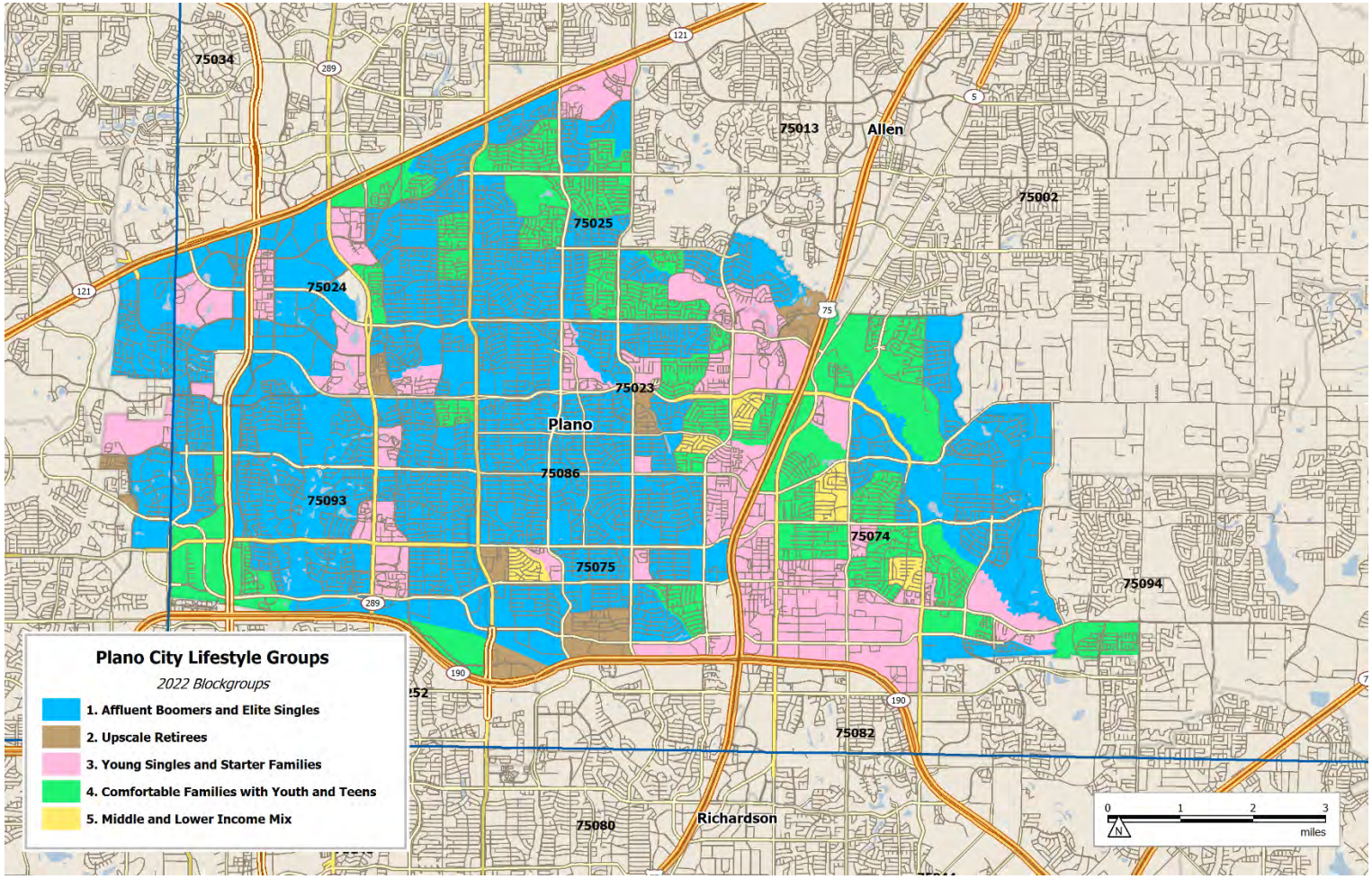
MosaicUSA (by Experian) was used to create a means of understanding very general household characteristics within the two study areas. By creating five marketing “Lifestyle Groups”: 1) Affluent Families and Elite Singles, 2) Upscale Retirees, 3) Young Singles and Starter Families, 4) Comfortable Families with Youth and Teens, and 5) Middle and Lower Income Mix, planners can triangulate this data with primary data collected through surveys and community conversations to inform planning goals, objectives and strategies for the plan. The key demographics of these lifestyle groups and how they index for various activities in the geographic areas offers other insight relevant to the types of offerings these groups would like and what barriers they may face to greater participation.

Stratifying the geographic area by lifestyle group and overlaying U.S. Census demographics underscores some of the nuances within the neighborhoods where these lifestyles are most prevalent. This will be useful in developing policies and programs to serve the community by expanding offerings, increasing participation, increasing access, and engaging diverse populations. This data may also be useful to local arts and cultural organizations to understand the characteristics of their marketplace.

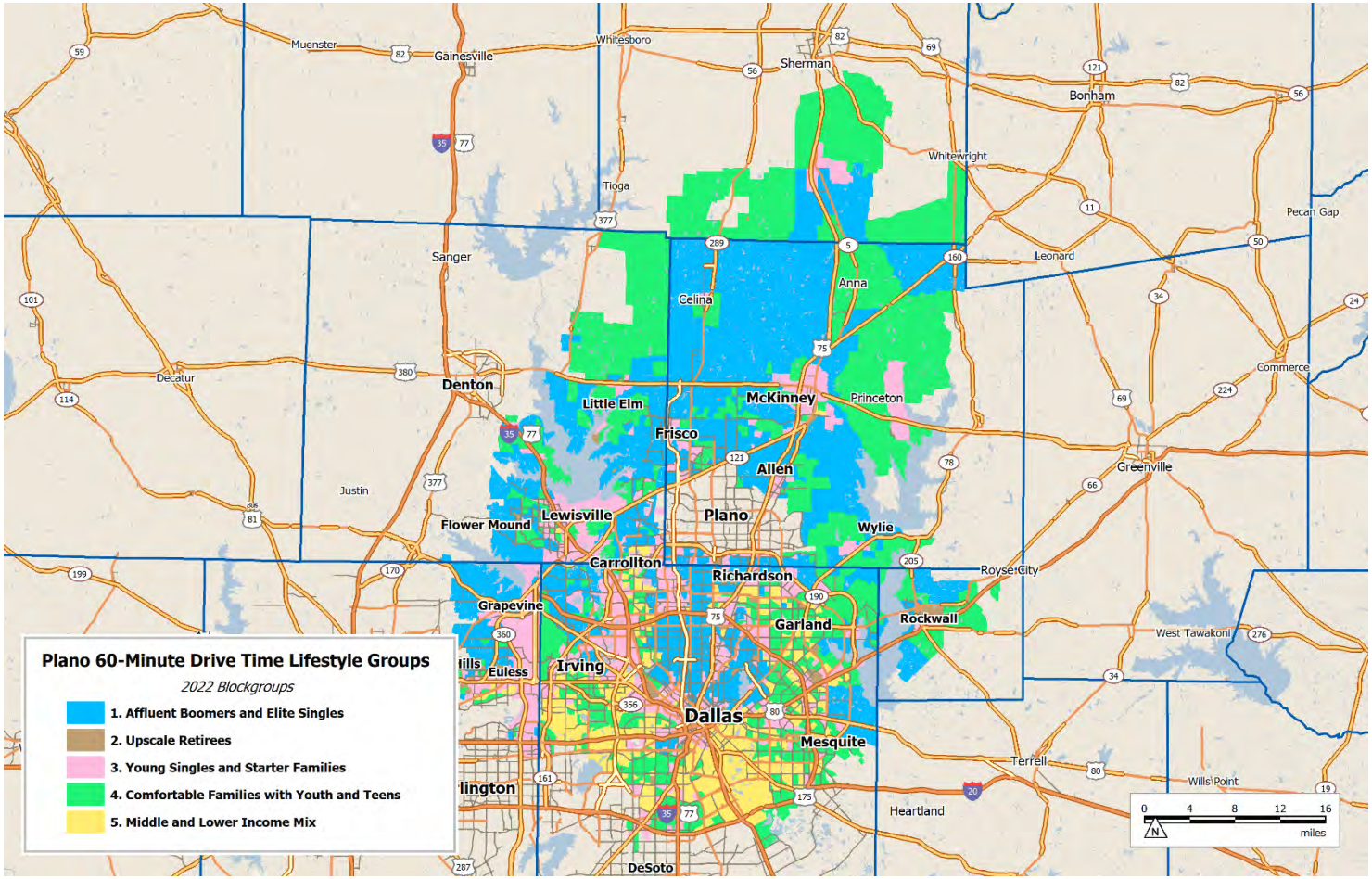
Every city, every community is different. This study aims to shed light on the marketplace strengths, opportunities and gaps in arts and cultural supply and demand as the Plano Cultural Plan is developed and unfolds.

This analysis is beneficial but is limited to what national data companies capture through annual surveys. They don’t include some important cultural activities provided to the community or generated by the community. For example, this consumer data doesn't include local festivals, street fairs, cultural heritage celebrations, artisan markets, youth or family programs in homes, faith-based organizations, and recreation or cultural centers.

City of Plano Lifestyle Groups Map

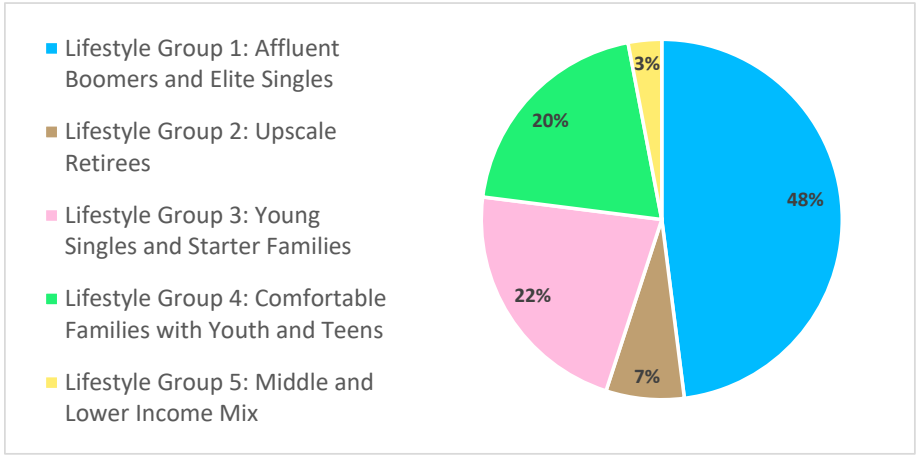


60-Minute Drive Time Lifestyle Groups Map



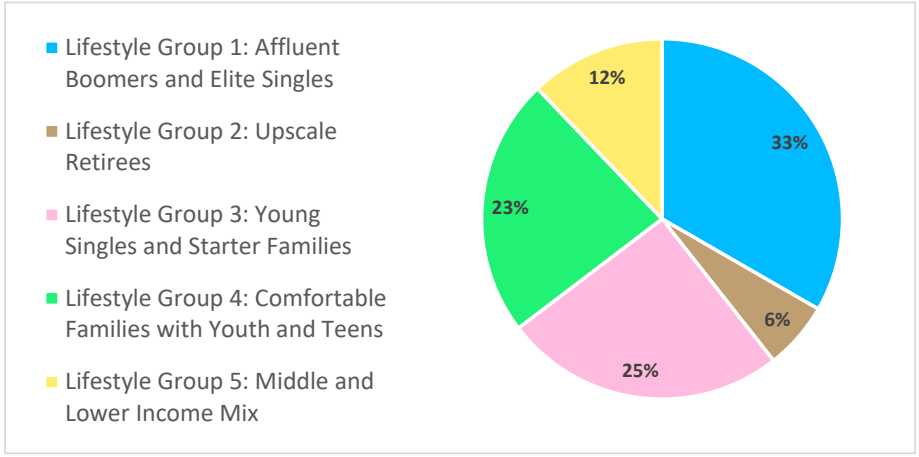
City of Plano Lifestyle Groups Data

City of Plano Lifestyle Groups	Count	%
Lifestyle Group 1: Affluent Boomers and Elite Singles		
Power Elite (A)	27,140	22%
Booming with Confidence (C)	18,530	15%
Thriving Boomers (E)	2,559	2%
Significant Singles (K)	10,991	9%
Big Sky Boomers (L)	341	0%
Subtotal Lifestyle 1	**59,561**	**48%**
Lifestyle Group 2: Upscale Retirees		
Autumn Years (J)	1,356	1%
Golden Year Guardians (Q)	7,070	6%
Subtotal Lifestyle 2	**8,426**	**7%**
Lifestyle Group 3: Young Singles and Starter Families		
Young City Solos (G)	6,511	5%
Singles and Starters (O)	20,721	17%
Subtotal Lifestyle 3	**27,232**	**22%**
Lifestyle Group 4: Comfortable Families with Youth and Teens		
Flourishing Families (B)	13,539	11%
Suburban Style (D)	3,724	3%
Promising Families (F)	5,089	4%
Family Union (I)	2,100	2%
Subtotal Lifestyle 4	**24,452**	**20%**
Lifestyle Group 5: Middle and Lower Income Mix		
Bourgeois Melting Pot (H)	2,281	2%
Families in Motion (M)	8	0%
Pastoral Pride (N)	19	0%
Cultural Connections (P)	1,210	1%
Aspirational Fusion (R)	225	0%
Thrifty Habits (S)	417	0%
Subtotal Lifestyle 5	**4,160**	**3%**
Total Households	**123,831**	**100%**

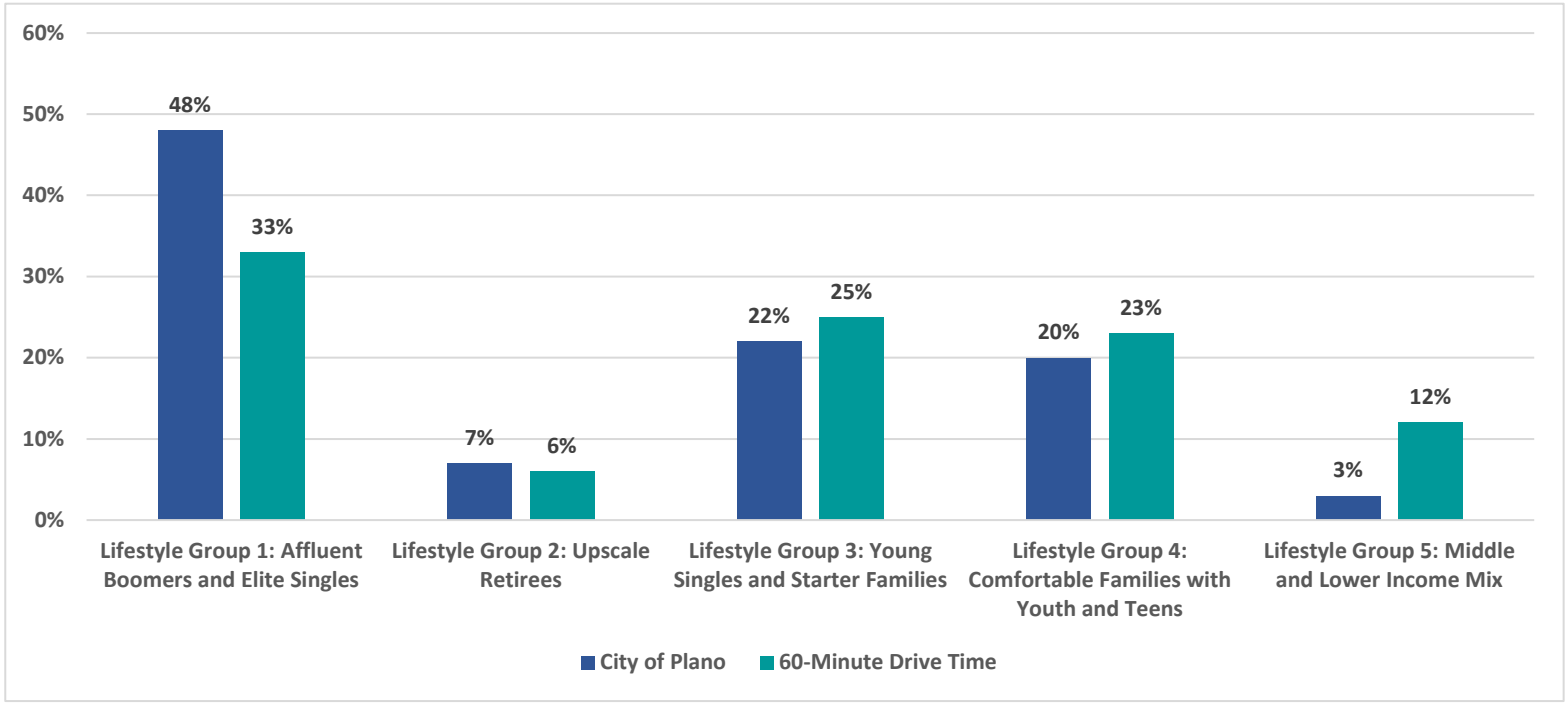


60-Minute Drive Time Lifestyle Groups Data

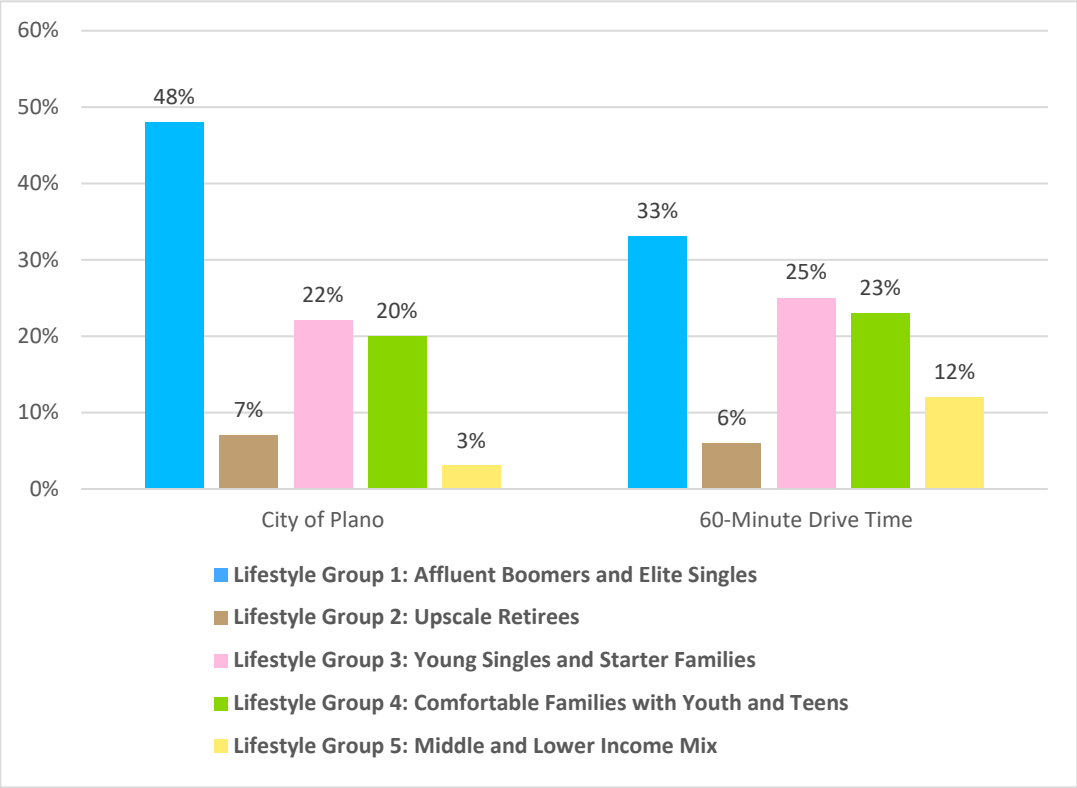
60-Minute Drive Time Lifestyle Groups	Count	%
Lifestyle Group 1: Affluent Boomers and Elite Singles		
Power Elite (A)	251,181	16%
Booming with Confidence (C)	126,206	8%
Thriving Boomers (E)	30,714	2%
Significant Singles (K)	102,860	7%
Big Sky Boomers (L)	9,109	1%
Subtotal Lifestyle 1	**520,070**	**33%**
Lifestyle Group 2: Upscale Retirees		
Autumn Years (J)	22,630	1%
Golden Year Guardians (Q)	67,856	4%
Subtotal Lifestyle 2	**90,486**	**6%**
Lifestyle Group 3: Young Singles and Starter Families		
Young City Solos (G)	80,042	5%
Singles and Starters (O)	313,613	20%
Subtotal Lifestyle 3	**393,655**	**25%**
Lifestyle Group 4: Comfortable Families with Youth and Teens		
Flourishing Families (B)	114,860	7%
Suburban Style (D)	74,402	5%
Promising Families (F)	80,521	5%
Family Union (I)	97,645	6%
Subtotal Lifestyle 4	**367,428**	**23%**
Lifestyle Group 5: Middle and Lower Income Mix		
Bourgeois Melting Pot (H)	53,713	3%
Families in Motion (M)	1,190	0%
Pastoral Pride (N)	5,836	0%
Cultural Connections (P)	97,560	6%
Aspirational Fusion (R)	10,202	1%
Thrifty Habits (S)	25,047	2%
Subtotal Lifestyle 5	**193,548**	**12%**
Total Households	**1,565,187**	**100%**



Lifestyle Groups by Study Areas



Study Areas by Lifestyle Groups



City of Plano Market Potential Indexes (Esri) and Estimated Activity by Lifestyle Group

City of Plano Lifestyle Groups	Lifestyle 1: Affluent Boomers and Elite Singles	Lifestyle 2: Upscale Retirees	Lifestyle 3: Young Singles and Starter Families	Lifestyle 4: Comfortable Families with Youth and Teens	Lifestyle 5: Middle and Lower Income Mix
Market Potential Indexes					
Art Galleries	126	131	113	112	101
Museums	134	113	116	121	101
Zoos	118	86	110	117	106
Live Dance	119	109	100	109	117
Live Classical Music or Opera	129	133	118	121	115
Live Theatre	142	132	107	122	94
Live Country Music	109	87	95	107	90
Live Rock Music	128	110	111	120	104
Cooks for Fun	114	100	110	107	95
Dances for Fun	99	100	125	104	105
Plays an Instrument	115	96	110	112	90
Makes Art	104	102	103	97	93
Makes Crafts	114	106	104	102	83
Estimated Potential Buyers/Doers					
Art Galleries	9,912	687	4,055	3,576	318
Museums	19,720	1,115	8,015	7,225	589
Zoos	15,615	784	6,602	6,266	558
Live Dance	4,264	268	1,680	1,559	170
Live Classical Music or Opera	5,019	340	2,089	1,878	177
Live Theatre	16,503	1,046	5,824	5,778	440
Live Country Music	6,169	340	2,403	2,408	204
Live Rock Music	11,722	688	4,720	4,450	381
Cooks for Fun	32,829	1,946	14,634	12,465	1,096
Dances for Fun	9,298	637	5,365	3,942	395
Plays an Instrument	10,950	617	4,760	4,361	340
Makes Art	12,209	808	5,599	4,654	438
Makes Crafts	5,818	370	2,458	2,107	169

City of Plano Lifestyle Groups and Key Census Demographics

City of Plano Lifestyle Groups and Key Local Census Demographics	Lifestyle 1: Affluent Families and Elite Singles	Lifestyle 2: Upscale Retirees	Lifestyle 3: Young Singles and Starter Families	Lifestyle 4: Comfortable Families with Youth and Teens	Lifestyle 5: Middle and Lower Income Mix
White	57.6%	61.3%	41.7%	44.8%	50.1%
Black	7.5%	12.1%	16.3%	10.7%	10.4%
American Indian/AK Native	0.37%	0.27%	0.79%	0.66%	1.38%
Asian or Hawaiian/Pacific Islander	25.1%	17.5%	24.2%	26.4%	8.2%
Multiple Races/Other	9.4%	8.9%	17.0%	17.6%	29.8%
Hispanic Origin	10.4%	9.9%	20.3%	20.9%	35.9%
Median Age	44.2	47.6	34.0	38.9	37.1
Households with persons under age 18	32.5%	10.9%	26.3%	42.7%	38.6%
Median Household Income	$ 143,600	$ 80,573	$ 78,625	$ 117,298	$ 84,537
Graduate or Professional Degree	28.5%	21.1%	19.2%	22.2%	12.4%

60-Minute Drive Time Market Potential Indexes and Estimated Activity by Lifestyle Group

60-Minute Drive Time Lifestyle Groups	Lifestyle 1: Affluent Boomers and Elite Singles	Lifestyle 2: Upscale Retirees	Lifestyle 3: Young Singles and Starter Families	Lifestyle 4: Comfortable Families with Youth and Teens	Lifestyle 5: Middle and Lower Income Mix
Market Potential Indexes					
Art Galleries	134	106	111	95	84
Museums	135	105	109	91	72
Zoos	117	95	108	104	86
Live Dance	120	93	103	98	86
Live Classical Music or Opera	139	126	120	93	84
Live Theatre	141	105	12	90	65
Live Country Music	109	93	91	94	85
Live Rock Music	127	108	106	93	80
Cooks for Fun	114	98	108	95	86
Dances for Fun	104	90	125	106	113
Plays an Instrument	118	92	103	97	85
Makes Art	103	112	99	97	81
Makes Crafts	114	97	103	90	68
Estimated Potential Buyers/Doers					
Art Galleries	83,576	2,769	62,089	56,110	20,516
Museums	160,119	5,052	115,944	101,634	33,199
Zoos	127,143	3,951	101,484	104,668	35,758
Live Dance	34,850	1,129	26,588	26,925	9,879
Live Classical Music or Opera	42,775	1,646	33,240	27,259	10,155
Live Theatre	132,433	4,135	85,986	80,733	23,600
Live Country Music	50,279	1,699	36,515	41,232	14,995
Live Rock Music	94,531	3,276	69,809	65,474	22,889
Cooks for Fun	264,340	9,136	220,644	205,493	76,830
Dances for Fun	78,364	2,721	83,046	74,763	33,076
Plays an Instrument	91,269	2,863	69,704	70,137	25,106
Makes Art	96,965	4,031	84,063	86,348	30,076
Makes Crafts	47,834	1,871	37,588	35,258	10,870

60-Minute Drive Time Lifestyle Groups and Key Census Demographics

60-Minute Drive Time Lifestyle Groups and Key Local Census Demographics	Lifestyle 1: Affluent Families and Elite Singles	Lifestyle 2: Upscale Retirees	Lifestyle 3: Young Singles and Starter Families	Lifestyle 4: Comfortable Families with Youth and Teens	Lifestyle 5: Middle and Lower Income Mix
White	61.8%	58.9%	38.8%	45.0%	26.5%
Black	9.2%	14.8%	26.0%	15.8%	24.7%
American Indian/AK Native	0.47%	0.73%	0.79%	1.09%	1.44%
Asian or Hawaiian/Pacific Islander	16.2%	7.2%	11.0%	8.7%	4.0%
Multiple Races/Other	12.3%	18.4%	23.4%	29.3%	43.3%
Hispanic Origin	15.2%	23.9%	28.9%	37.0%	54.9%
Median Age	42.1	47.5	33.0	36.1	33.4
Households with persons under age 18	32.3%	18.0%	19.3%	42.9%	40.0%
Median Household Income	$ 145,591	$ 68,995	$ 70,111	$ 99,124	$ 57,754
Graduate or Professional Degree	26.0%	16.1%	15.6%	11.9%	5.4%

City of Plano TX Cultural Plan

Audience Community Conversations

The consultant team facilitated four community conversations throughout Plano on October 2 and 3, 2024. City staff sent registration invitations to Stages ticket buyers and library newsletter subscribers. The team selected registrants based on answers to a brief survey to ensure the groups represented diverse demographics and arts experiences. These meetings complement other community input and market study data compiled during the planning process. A total of 38 Plano residents participated in the meetings.

Community Conversation Dates and Locations:

• October 2: Haggard Library 1:30PM-3:00PM (11 participants)

• October 2, Parr Library 5:30PM-7:00PM (11 participants)

• October 3, Sam Johnson Recreation Center 9:00AM-10:30AM (9 participants)

• October 3, Plano Municipal Center 6:30PM-8:00PM (7 participants)

Each conversation focused on three overarching topics:

- BIG PICTURE

  - What role do arts and culture play in our lives?

  - What strengths and gaps exist in Plano's arts and cultural scene?

  - How should city government participate in arts and culture?

- ORGANIZATIONS AND EXPERIENCES

  - What matters to us and Plano?

  - What prevents people from participating in the arts?

  - How can the City better serve us in terms of arts and culture?

- PUBLIC ART, CREATIVE PLACEMAKING, AND REPUTATION

  - Why does public art matter to Plano?

  - How does public art impact our community?

  - What types of public art do we want to experience in Plano?

This report combines and analyzes audience input from all four discussions.

Key Summary of Themes

Plano's arts and cultural scene stands at a pivotal moment, offering both challenges and opportunities. Arts audience members have painted a vivid picture of a city ready for cultural transformation while wrestling with longstanding perceptions and infrastructural limitations.

1. The Best of Plano's Arts and Culture

Plano builds on existing strengths in its cultural landscape:

- Children's programs span art classes, ballet, and theater, creating a strong foundation for youth engagement in the arts.

- The Plano Art Center attracts praise for its exhibitions and programs, serving as a beacon for visual arts in the community.

- The new Robinson Fine Arts Center impresses residents with its potential, though it primarily serves school needs.

- Popular events like the International Festival and outdoor concerts at McCall Plaza energize the city's cultural calendar.

- The library system excels at offering diverse cultural programming and activities, reaching broad community segments.

As one resident noted, "I think the Plano Art Center does a really good job... it's just a wonderful place." These successes create momentum for future growth and development.

2. Missing Pieces and Areas for Improvement**

"We go to the Dallas Arts District all the time. For us, it takes an hour and a half to drive, but we'll make it because we want to go, and we'll go like every other night."

This quote reveals how some Plano residents willingly travel long distances to other cities, particularly Dallas, for arts experiences because they can't find enough options in Plano or struggle to learn about local events.

Residents identified several gaps in Plano's cultural offerings:

- Large performing arts venues for major productions or concerts remain notably absent. Comments like *"We go outside the city for what we need"* and *"We go to the Dallas Arts District all the time even though it takes an hour and a half"* echoed throughout the discussions.

- Adult and professional theater options fall short of demand, causing many cultural enthusiasts to look elsewhere.

- Artists struggle to find affordable studio and workspace, limiting the city's ability to nurture a thriving creative community.

- The lack of a dedicated arts district or cultural spaces, especially on the west side, creates geographic imbalance.

- Public art and creative placemaking efforts need more development to infuse creativity throughout the city.

- Many residents cite insufficient promotion of existing arts and cultural offerings. One participant noted, *"I don't see that [kind of marketing] here, and so I miss a lot here."*

- The community needs more culturally diverse events and programs to reflect Plano's rich demographic makeup.

- The absence of a central arts organization or agency hampers coordination efforts.

3. Barriers to Participation**

Several factors prevent broader participation in Plano's arts and cultural scene:

- The concentration of venues downtown and on the east side creates accessibility challenges for some residents.

- Parking and accessibility issues at certain venues discourage attendance.

- Many residents remain unaware of events and programs.

- The perception of Plano as culturally uninteresting or "beige" dampens enthusiasm. One resident candidly shared, *"We have a large reputation to overcome... everybody's white, everybody's boring, everything's very vanilla, everybody's rich."*

- Some events and programs cost too much for many residents.

- Limited public transportation options make it hard for residents to reach cultural venues and events.

4. The Role of City Government

Participants offered varied views on how city government should foster a vibrant arts scene, emphasizing several key areas:

- Provide funding and infrastructure support

- Improve promotion and communication about arts and culture offerings

- Facilitate partnerships between arts organizations and businesses

- Create more affordable spaces for artists

- Integrate arts into public spaces and development

- Establish a dedicated arts agency or cultural affairs office

5. Ideas for Public Art and Creative Placemaking

Residents enthusiastically suggested ways public art and creative placemaking could transform Plano's cultural landscape:

- Add art to trail systems and parks

- Create functional public art like artistic bus stops and benches

- Commission more murals and temporary or rotating art displays

- Install electronic billboards to promote cultural events

- Convert empty retail spaces into affordable artist studios and galleries

- Develop a signature arts and cultural district

Proposed Solutions

Residents and stakeholders suggested these solutions:

1. Create a dedicated cultural affairs office or arts agency to coordinate citywide efforts

2. Build a comprehensive arts and culture website or app to promote all events and programs

3. Form public-private partnerships to fund new performing arts venues and affordable artist spaces

4. Launch a "percent for art" program to fund public art in new developments

5. Start a citywide creative placemaking initiative focusing on trails, parks, and underutilized spaces

6. Expand culturally diverse programming and partnerships with various cultural and ethnic organizations

7. Add parking, improve public transit options, and ensure ADA compliance

8. Offer incentives or grants to attract and retain artists and arts organizations

9. Create arts education partnerships between schools, artists, and cultural organizations

10. Develop networking and professional development opportunities for local artists

Plano's cultural scene faces both excitement and challenge ahead. One participant captured this sentiment: "Plano represents a very, very diverse community with many different perspectives and cultures." By embracing this diversity, fostering creativity, and investing strategically in cultural infrastructure, Plano can transform itself into an arts destination. The enthusiasm and ideas from residents show a community ready to redefine itself, moving beyond its "beige" reputation to become a vibrant, culturally rich city where arts define Plano's identity rather than serve as an afterthought.

Plano Creative Economy Report

Developed as Part of Plano Cultural Arts Plan: Live Creatively in Plano

cpg

Creative Economy

Plano has nearly 23,000 jobs in the creative sector, which represents approximately 8% of all employment in the city. The top creative sector occupations are: 1) software developers; 2) marketing managers; 3) graphic designers; 4) public relations specialists; 5) writers and authors. The top creative industries with the highest earnings reported are: 1) advertising agencies; 2) interior design services; 3) media content providers; 4) architectural services; and 5) graphic design services.

Plano's Creative Economy

Overview

The creative economy[1] is an evolving concept which builds on the interplay between human creativity and ideas and intellectual property, knowledge, and technology. It is the knowledge-based economic activities upon which the 'creative industries' are based.

The creative industries – which include advertising, architecture, arts, design, fashion, film, video, photography, music, publishing, research & development, software, computer games, electronic publishing, and TV/radio – are the foundation of the creative economy. They are also an important source of commercial and cultural value.

The creative economy is the sum of all the parts of the creative industries, including trade, labor and production. Today, the creative industries are among the most dynamic sectors in the global economy and are a vital force in individual and community development. They empower people to take ownership of their own development and stimulate the innovation that drives inclusive sustainable growth. When well-supported, the creative economy is a source of structural economic transformation, socio-economic progress, and job creation and innovation.[2]

The term, creative economy, may be misunderstood to mean commercial or profit-driven arts activity. In actuality, it is an inclusive term, encompassing the full range of fine arts, arts as social justice, and commercially successful creative businesses and the entertainment industry. Creative economy is defined by its creative dimension, not its artistic motive or profit motive.

Plano Profile

The Creative Vitality™ Index (CVI), a data source[3] provided by Creative West (formerly WESTAF)[4], provides a portrait of Plano's creative economy. Plano holds a CVI score of 1.4, which is above the national average (N=1). Plano's CVI has generally been steady from year-to-year, with the exception of

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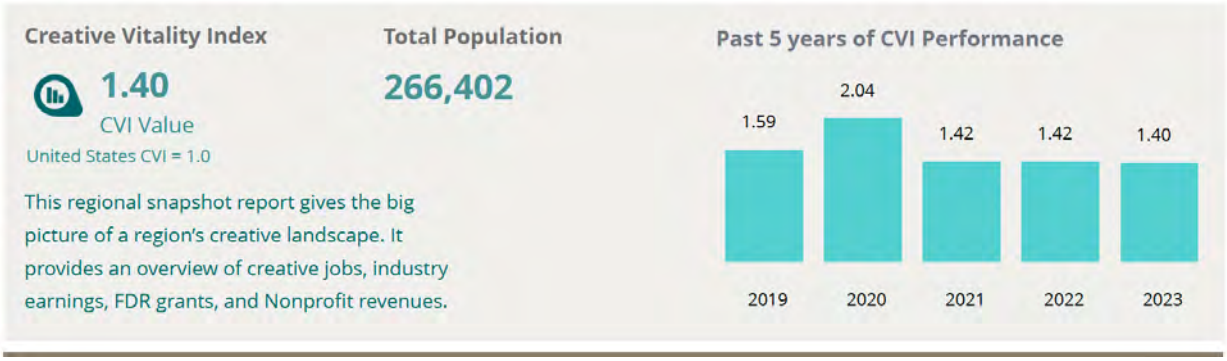
[1] https://unctad.org/topic/trade-analysis/creative-economy-programme

[2] *United Nations Development Program,* http://www.hdr.undp.org/en/content/how-cultural-and-creative-industries-can-power-human-development-21st-century

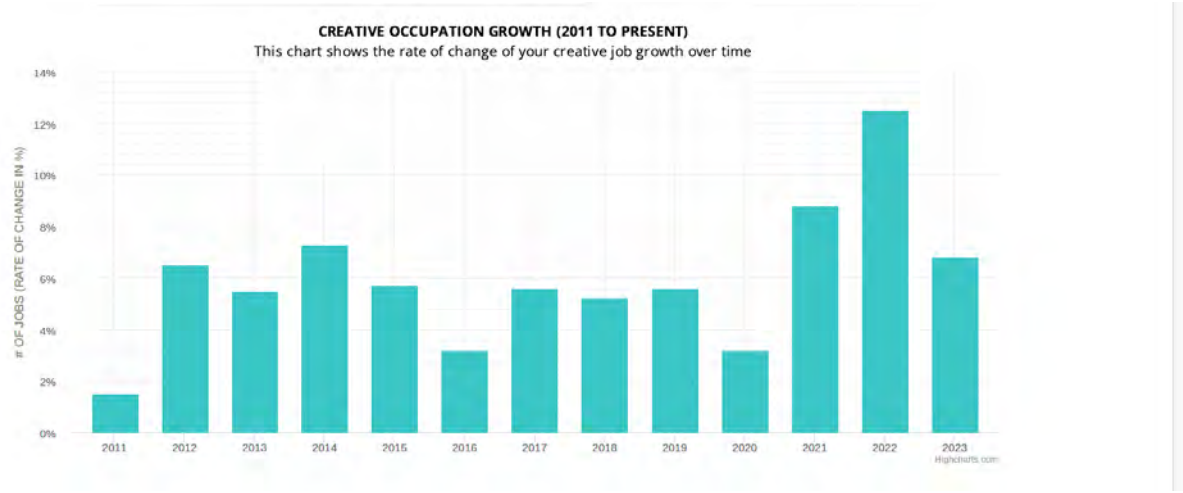
[3] *Data Sources: Economic Modeling Specialist International, National Center of Charitable Statistics (NCCS), National Assembly of State Arts Agencies (NASAA)*

[4] *Creative Vitality™ Suite is an industry standard data solution for measuring the for-profit and nonprofit arts, culture, and creative sectors provided by Western States Arts Federation.*

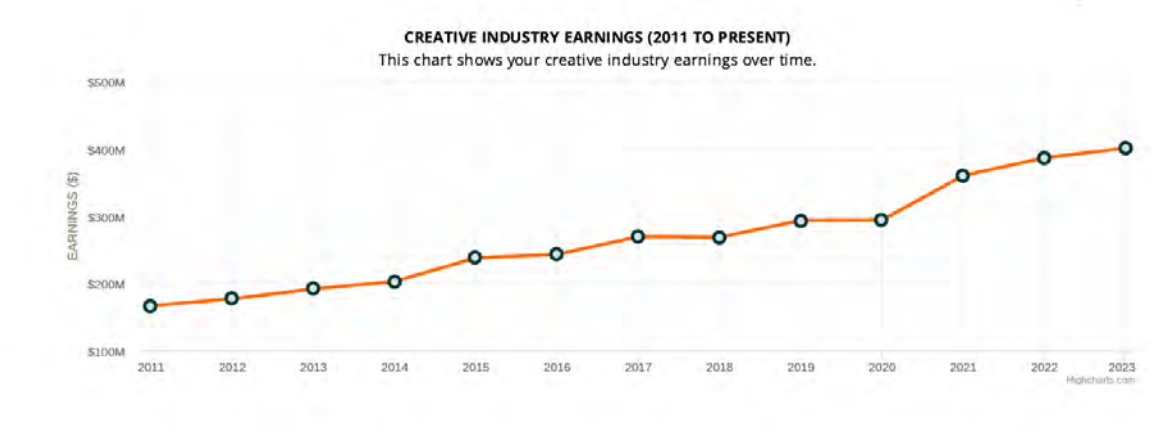
2020, when it rose to 2.04, suggesting the creative industries in Plano fared comparatively well in the early phases of the Covid-19 pandemic.



The growth of creative jobs has been consistent since 2011, ranging from 2% to 12% growth a year. There was a slight decline in growth from 2022 to 2023, but overall, year over year growth is consistent. There were a total of 22,984 creative jobs in 2023.



Creative industry earnings increased steadily year-over-year as well since 2011 with significant annual growth between 2020 and 2023. The top creative industries reported, as noted above, are: 1) advertising agencies; 2) interior design services; 3) media content providers; 4) architectural services; and 5) graphic design services. Total earnings in 2023 were $401.2 million.



Plano and Collin County

The creative economy in Plano is significant in relation to Collin County as a whole. The population of Plano is approximately 24% of Collin County (285,500 of 1,202,615). However, Plano is home to nearly 49% of creative workers; 45% of creative industry revenues and 28% of arts and cultural nonprofit revenues. Though nearby cities in Collin County – Frisco and Allen in particular – are recognized for their arts and culture offerings and programs, Plano represents a significantly higher level of creative economy activity.

Creative Economy Plano as a component of Collin County			
	Plano	Collin County	Plano % of County
Creative Vitality Index	1.4	.85	24%
Number of Creative Jobs	22,984	47,296	49%
Creative Industries Revenues (2023)	$401.1M	$892.2M	45%
Cultural Nonprofit Revenues (2023)	$8.1M	$28.8M	28%

Creative Industries

The following tables illustrate industry sales, number of jobs, earnings per job and total earnings for the twelve highest earning creative industries in Plano and Collin County. 51% of earnings for the twelve industries are generated and 44% of total jobs located in Plano.

Collin County					
NAICS Code	Industry	Sales 2023	Jobs 2023	Earnings per job 2023	Total Earnings
541810	Advertising agencies	$285,709,912	1,273	$90,935	$115,843,641
541310	Architectural services	$110,700,511	709	$81,232	$57,658,002
711510	Independent artists, writers, and performers	$81,843,152	4,375	$11,744	$51,389,708
541410	Interior design services	$72,687,874	1,067	$42,767	$45,636,174
513199	All other publishers	$154,108,880	438	$101,358	$44,463,401
541430	Graphic design services	$66,870,959	948	$44,107	$41,818,868
516210	Media Streaming Distribution Services, Social Networks, and Other Media Networks	$200,514,276	429	$95,267	$40,936,104
423940	Jewelry, watch, precious stone, and precious metal merchant wholesalers	$119,252,310	405	$96,960	$39,277,417
459510	Used Merchandise Retailers	$102,751,908	1,742	$20,945	$36,499,039
611610	Fine arts schools (private)	$51,591,859	1,454	$21,158	$30,774,053
512110	Motion picture and video production	$87,993,501	471	$57,242	$26,983,325
541820	Public relations agencies	$56,774,282	358	$71,475	$25,647,510
			13,669		$556,927,242

Plano					
NAICS Code	Industry	Sales 2023	Jobs 2023	Earnings per job 2023	Total Earnings
541810	Advertising agencies	$239,136,798	971	$98,016	$95,203,518
541410	Interior design services	$60,004,333	902	$41,730	$37,673,173
516210	Media Streaming Distribution Services, Social Networks, and Other Media Networks	$101,260,027	219	$94,278	$20,673,494
541310	Architectural services	$39,272,865	282	$72,494	$20,473,203
541430	Graphic design services	$27,938,239	414	$42,163	$17,480,927
423940	Jewelry, watch, precious stone, and precious metal merchant wholesalers	$48,894,946	158	$100,153	$15,911,920
513110	Newspaper publishers	$36,234,968	327	$48,072	$15,748,291
459510	Used Merchandise Retailers	$39,654,891	671	$20,988	$14,090,074
512110	Motion picture and video production	$43,607,094	251	$52,982	$13,339,027
512131	Motion picture theaters (except drive-Ins)	$42,187,393	528	$24,995	$13,210,066
711510	Independent artists, writers, and performers	$18,566,401	883	$13,041	$11,516,311
722320	Caterers	$20,167,371	429	$24,907	$10,700,228
			6,035		$286,020,229

Creative Occupations

The following tables illustrate the twelve highest creative occupations, the number of jobs, median and average earnings for those jobs in 2023 in Plano and Collin County. 51% of earnings for the twelve industries are generated and 44% of total jobs located in Plano.

Plano Creative Workers					Collin County Creative Workers				
SOC Code	Occupation	2023 Jobs	Median hourly earnings	Average hourly earnings	SOC Code	Occupation	2023 Jobs	Median hourly earnings	Average hourly earnings
15-1252	Software Developers	9,765	$60.53	$60.41	15-1252	Software Developers	16,065	$61.45	$61.28
11-2021	Marketing managers	1,856	$56.52	$63.59	11-2021	Marketing managers	3,422	$55.95	$63.25
27-1024	Graphic designers	929	$22.73	$28.06	27-3043	Writers and authors	1,822	$17.08	$30.02
27-3031	Public relations specialists	752	$29.92	$33.99	27-1024	Graphic designers	1,668	$23.10	$28.18
27-3043	Writers and authors	623	$17.68	$30.11	27-3031	Public relations specialists	1,627	$30.14	$34.19
15-1255	Web and Digital Interface Designers	607	$30.07	$35.36	27-3091	Interpreters and translators	1,525	$28.21	$41.23
15-1254	Web Developers	514	$29.37	$36.63	27-2042	Musicians and singers	1,366	$22.63	$38.11
27-3091	Interpreters and translators	503	$27.13	$39.82	27-1013	Fine artists, including painters, sculptors, and illustrators	1,256	$7.60	$14.52
27-1029	Designers, all other	455	$21.78	$35.60	15-1255	Web and Digital Interface Designers	999	$31.22	$36.37
27-1011	Art directors	427	$20.47	$30.11	27-1011	Art directors	967	$19.14	$29.67
27-3041	Editors	424	$24.72	$33.18	27-3041	Editors	935	$26.98	$36.63
27-1025	Interior designers	376	$28.41	$40.54	35-1011	Chefs and head cooks	894	$20.91	$23.31

Snapshot of the Arts in Plano Zip Codes
2023

Creative Vitality™ SUITE

Creative Vitality Index

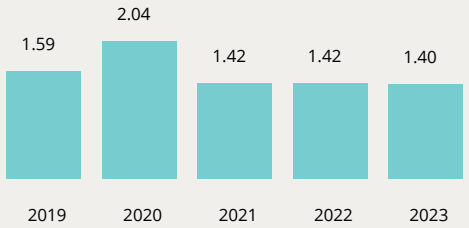
1.40
CVI Value
United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry earnings, FDR grants, and Nonprofit revenues.

Total Population

266,402

Past 5 years of CVI Performance



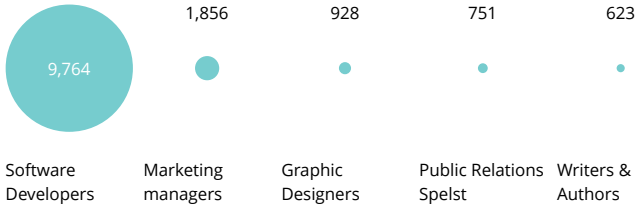
GAIN
▲ 7%
since 2022

2023 Creative Jobs

22,984
Total Creative Jobs

There are 2 K more creative jobs in the region since 2022

Occupations with greatest number of jobs



GAIN
▲ 4%
since 2022

2023 Creative Industries

$401.2M
Total Industry Earnings

There is a gain of $14.4 M in creative industry earnings in the region since 2022

Industries with greatest earnings

Industry type	Industry Earnings
Advertising Agencies	$95.2M
Interior Design Services	$37.7M
Content Providers	$20.7M
Architectural Services	$20.5M
Graphic Design Services	$17.5M

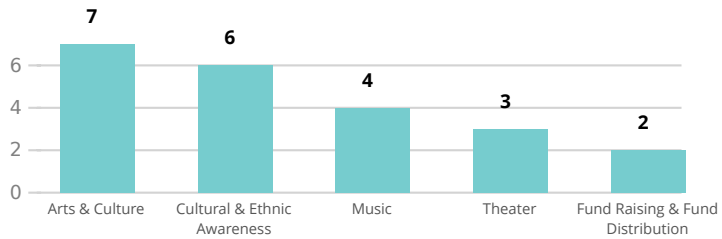
LOSS
▼ 4%
since 2022

2023 Cultural Nonprofit

$8.1M
Nonprofit Revenues

There are $323 K less in revenues in the region since 2022

Nonprofit types with greatest number of organizations



DATA SOURCES: Economic Modeling Specialists International, National Assembly of State Arts Agencies, National Center for Charitable Statistics
CREATIVE VITALTY SUITE: The Creative Vitality Index compares the per capita concentration of creative activity in two regions. Data on creative industries, occupations, and cultural nonprofit revenues are indexed using a population-based calculation. The resulting CVI Value shows a region's creative vitality compared to another region. For more information on data sources visit: learn.cvsuite.org

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Report created: 2/13/2025

Snapshot of the Arts in Collin County Tx
2023

Creative Vitality™ SUITE

Creative Vitality Index

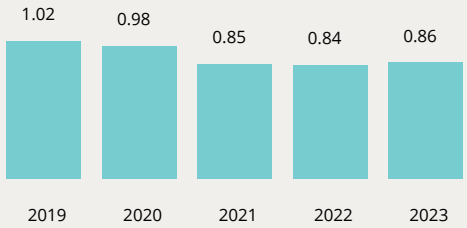
0.86
CVI Value
United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry earnings, FDR grants, and Nonprofit revenues.

Total Population

1,202,615

Past 5 years of CVI Performance



GAIN
▲ **7%**
since 2022

2023 Creative Jobs

47,296
Total Creative Jobs

There are 3 K more creative jobs in the region since 2022

Occupations with greatest number of jobs



GAIN
▲ **5%**
since 2022

2023 Creative Industries

$892.2M
Total Industry Earnings

There is a gain of $48.6 M in creative industry earnings in the region since 2022

Industries with greatest earnings

Industry type	Industry Earnings
Advertising Agencies	$115.8M
Architectural Services	$57.7M
Artists, Writers, & Performers	$51.4M
Interior Design Services	$45.6M
Art & Calendar Print Pub.	$44.5M

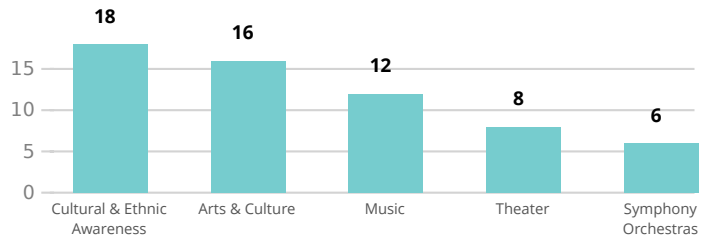
GAIN
▲ **41%**
since 2022

2023 Cultural Nonprofit

$28.8M
Nonprofit Revenues

There are $11.9 M more in revenues in the region since 2022

Nonprofit types with greatest number of organizations



DATA SOURCES: Economic Modeling Specialists International, National Assembly of State Arts Agencies, National Center for Charitable Statistics
CREATIVE VITALTY SUITE: The Creative Vitality Index compares the per capita concentration of creative activity in two regions. Data on creative industries, occupations, and cultural nonprofit revenues are indexed using a population-based calculation. The resulting CVI Value shows a region's creative vitality compared to another region. For more information on data sources visit: learn.cvsuite.org

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Report created: 2/15/2025

Plano
City of Excellence

Plano Metro Area Community Survey

November 2024



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Project Overview

BACKGROUND & OBJECTIVES

The City of Plano's Cultural Arts Commission, formerly the Cultural Affairs Commission, was established in 1982 to ensure arts and culture are incorporated into the civic infrastructure of the city. The purpose of the Commission is to make annual arts and events funding recommendations to Council during the regular budget process. The mission of the Cultural Arts Commission is to support arts and culture within the City of Plano by encouraging innovation in diverse programming, education, and community outreach. Specific goals in support of this mission involve the encouragement of recognition of Plano as an arts destination, the awareness of the arts in underserved communities, of art initiatives and events that enrich Plano's multicultural communities, and community outreach and education and participation in the arts. As of 2024, the Plano population is estimated at 291,450.

To ensure a comprehensive understanding of the needs, interests, and beliefs of the people in the Plano metro region and its related communities, the public opinion research firm Research America Inc., alongside the Cultural Planning Group (CPG) – a renowned national firm specializing in cultural arts plans – has been enlisted to conduct a statistically valid community survey. Designed in collaboration with CPG, this survey will serve to inform development of the plan, enabling community members to voice their perspectives and contribute to the vision, goals, and strategies of the region's arts and culture development.

METHODOLOGY

Methodology: 15-minute bilingual online web survey (available in English and Spanish)

Sample Size: N=300 completes

Sample Population: General Population of 18 plus years of age city residents of Plano, focused on Collin County, Dallas County, and Denton County, Texas

Qualified Plano area zip codes include:

Plano Zip Codes	Outlying City Zip Codes
75023 Plano, TX	75002 Allen, TX
75024 Plano, TX	75010 Carrollton, TX
75025 Plano, TX	75082 Richardson, TX
75026 Plano, TX	75252 Dallas, TX
75074 Plano, TX	
75075 Plano, TX	
75086 Plano, TX	
75093 Plano, TX	
75094 Plano, TX	



Executive Summary

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Key Take-Aways: Music arts/cultural events are principal draws

- **Within the last six months**, music festivals/events (as well as food/wine/beer festivals and events) have been the primary activities attended by respondents **in and outside of Plano.** These are **valued not only across ethnic groups** but also in the **later millennial generation** (35-44 years of age).

- Musical activities such as playing an instrument, singing, rapping, composing are the **most frequently performed creative activity.**

- **Over half** of respondents who identify themselves as artists, professional or aspiring, **claim music as their artistic discipline –** particularly those of **Hispanic, Asian**, or **Euro-American/White descent,** and **younger millennials** and those of **Gen Z** (34 years of age and under).

- ✓ ***MUSIC is a key draw for the community in terms of what they want to see and what activities they personally pursue and participate in and this genre represents a good choice for increased events.***



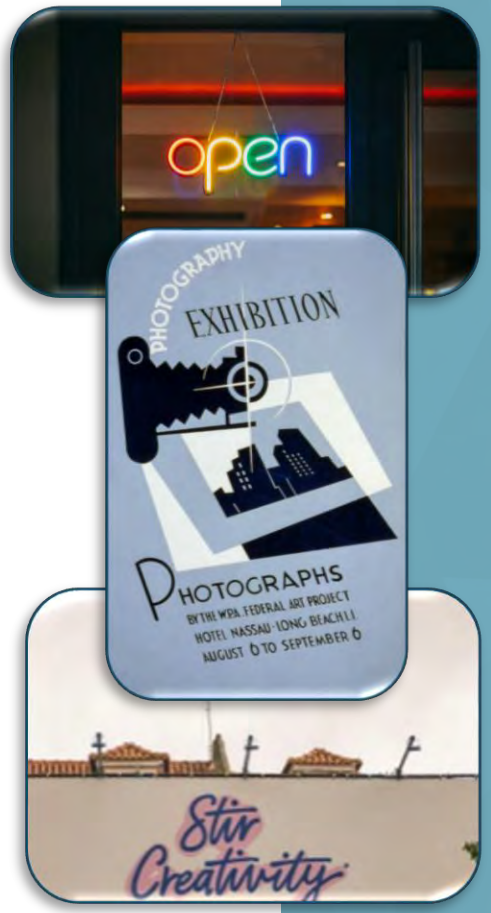
Key Take-Aways: Dissemination of information is essential

- **Almost half of respondents** claim they **do not** attend artistic/cultural events because they **do not hear about such events or opportunities.**

- **Perceived arts/cultural needs** in Plano focus on **adequate information about events/happenings.** Additionally, residents desire **increased artistic/cultural opportunities** (e.g., creative opportunities for both younger residents and children, professional events/activities).

- In the long term**, over half** of respondents would like to see a **"go to" or hub for information** on creative events, activities, and arts and culture offerings – the development of a **robust, detailed cultural portal or website, mass email blasts**, and an **increase in physical communications and advertisements** can all help spread the word about artistic/cultural events happening within Plano.

- ✓ ***Lack of information is a key barrier, but the good news is that it is 'easily' overcome.***



Key Take-Aways: Expansion of artistic/cultural offerings in terms of inclusivity and size in relation to the population can aid in increasing involvement

- While respondents **primarily attend arts/cultural events in Plano**, **over half occasionally attend** similar events in **larger cities – Dallas** is a **heavy favorite**. Geographically, it is a **short distance away**, making it easier to get to, while also having a **significantly larger and more diverse population** than those of other large or similar sized cities, enabling respondents to have **less trouble finding events/activities that may interest them.**

- Most respondents freely cite **more or better events** as the reason why they attend artistic/cultural events **outside of Plano,** while also citing **long-term needs** for the offering of **more/larger events/activities** with a desired outcome of **increased diversity/inclusivity.**

- Not only is **support strong for government funding** of arts/cultural activities, **nearly half** of respondents would like to **see local artists stay in Plano** while also **developing more creative spaces throughout the city. Self-identified artists** agree and **want opportunities to network**, allowing for the formation of a **strong local artistic community.**

- ✓ ***Nearby cities offer competition for Plano's cultural interests; residents want more/ better/larger events in Plano which will serve to keep them local. Age specific (kids, older adults) events are also of interest.***



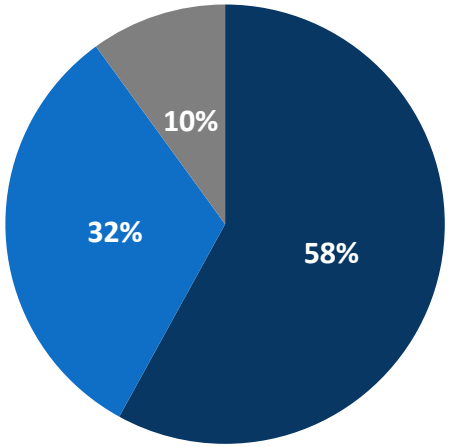


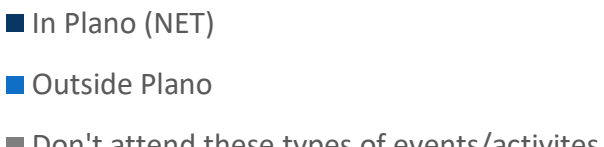
Detailed Findings

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Artistic/cultural events are typically attended in Plano, but are occasionally attended in bigger cities such as Dallas with its relatively close proximity and more diversely perceived population

Where Arts and Cultural Events Are Most Often Attended (Total)

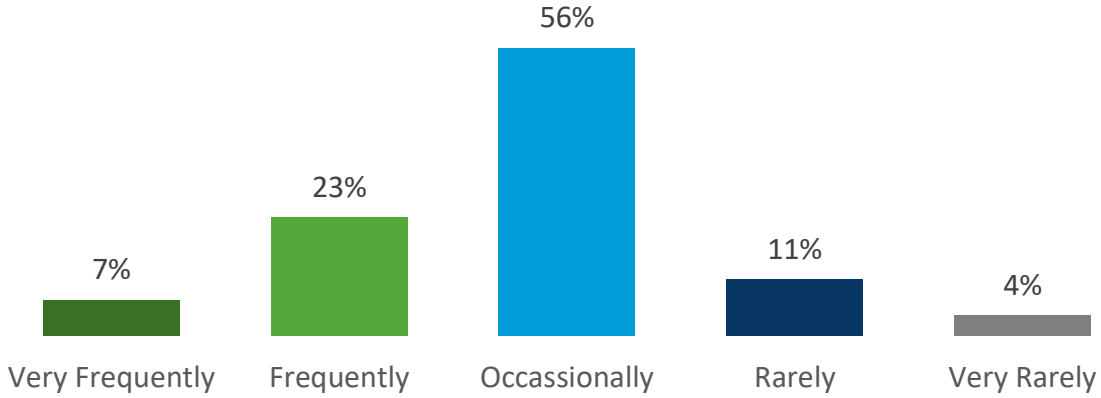




In Plano (NET)	%
In Plano	23%
Both In Plano and Outside Plano equally	34%

Outside Plano:
- Women > men
- HH with no kids
- Skews older (55-64)

Frequency of Attending Events Outside Plano (Total)



Locations of Event Attendance Outside Plano (Total)

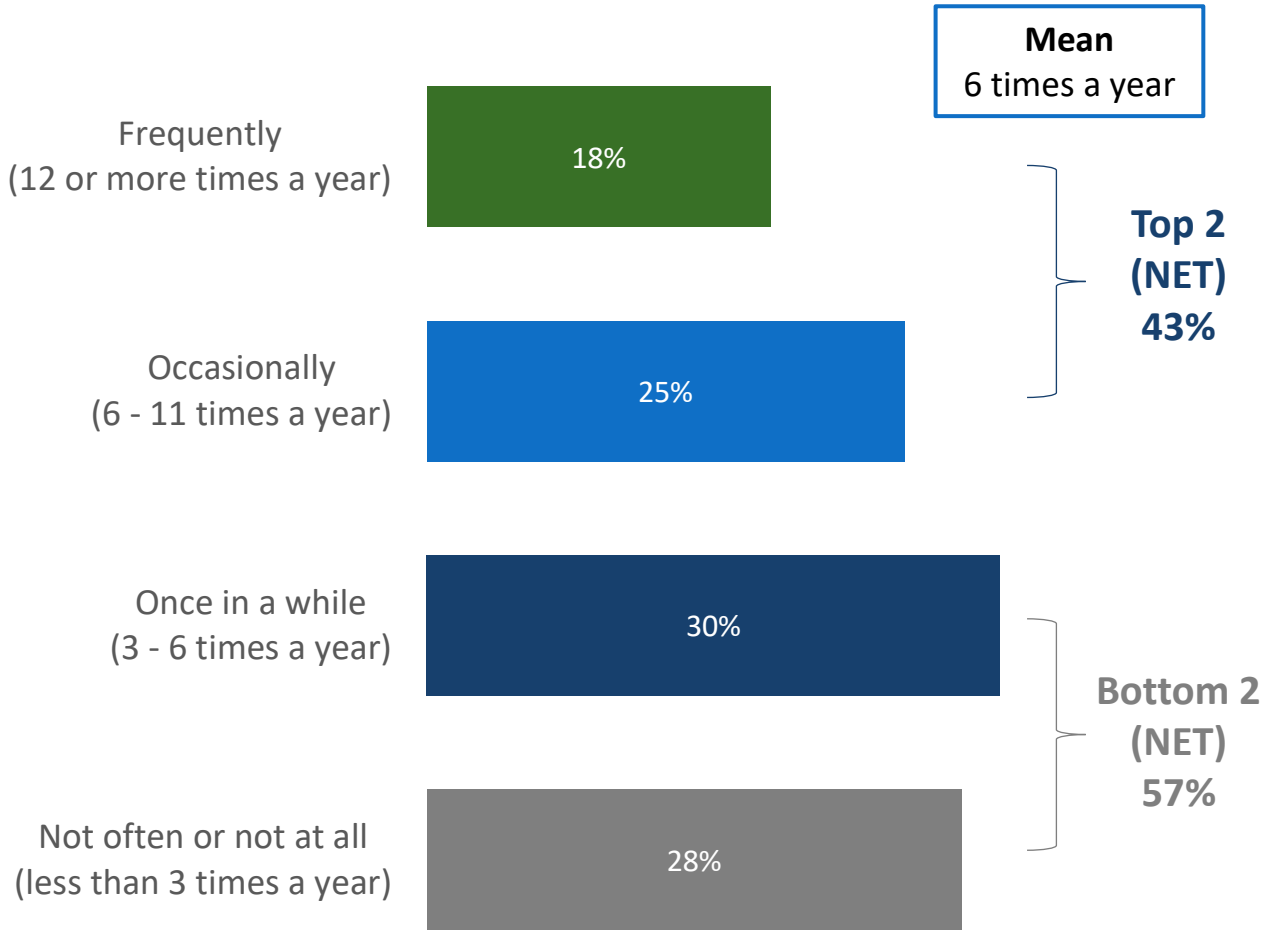
City of Event Attended	Population* (2023)	Approximate Distance from Plano	%
Dallas	1,302,868	20 miles	59%
Frisco	225,007	19 miles	14%
McKinney	213,509	14 miles	11%
Fort Worth	978,468	49 miles	5%
Richardson	117,435	6 miles	3%
Other City	-	-	9%

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*Data from US Census

For most, involvement in the arts, cultural, or creative events/activities is sporadic throughout the course of a year

Plano Tri-County Region Events/Activities Involvement (Total)



Age Implications

34 years old & under age group is **significantly more** likely to **frequently or occasionally** participate in arts/cultural activities than those **55 years of age & older**
(Top 2 NET 55% vs. NET 69%, respectively)

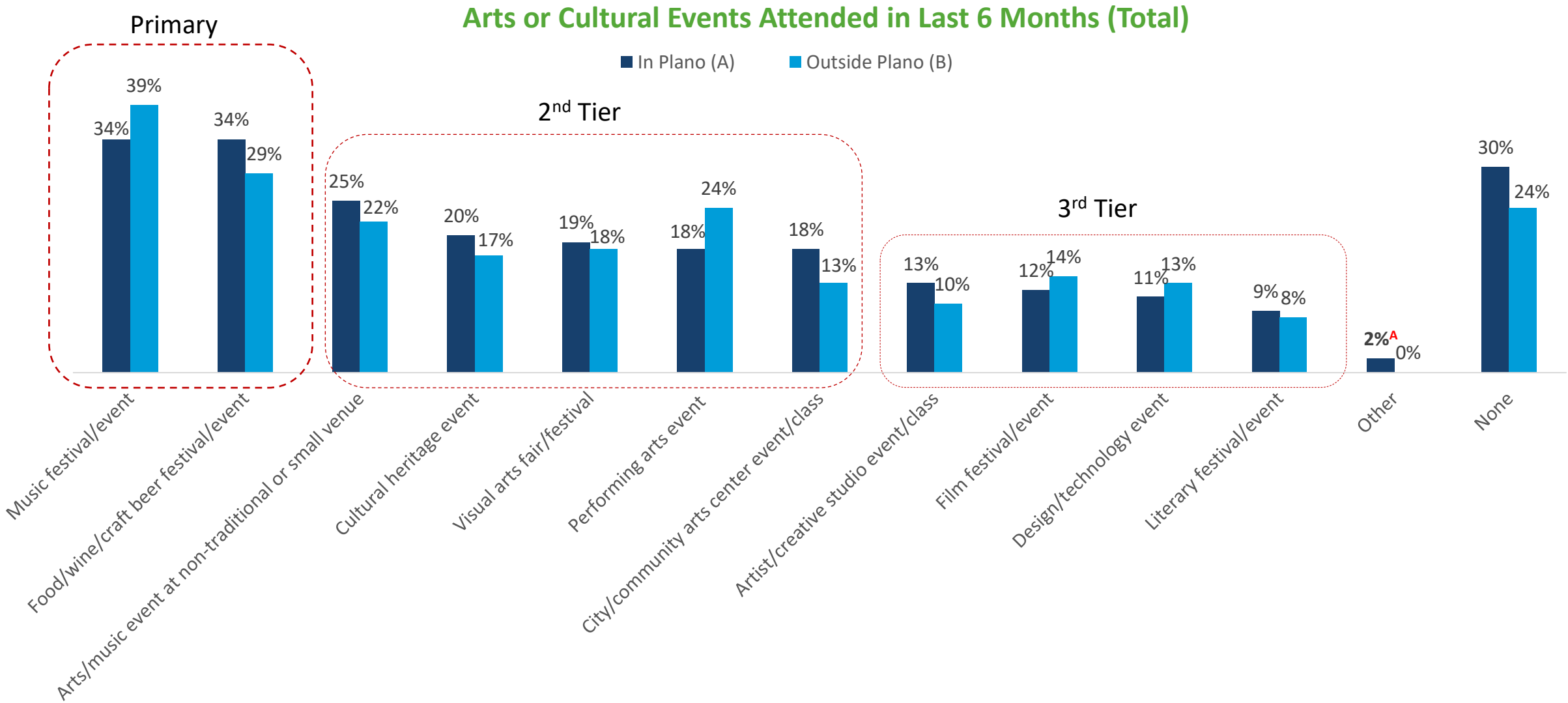
Travel Implications

Those **primarily** attending events/activities **outside of Plano** (Bottom 2 NET 66%) or are **Hispanic/Latino/a** (Bottom 2 NET 56%) often do so **less than 6 times a year**

Other Priorities

Households without children and **Euro-American/White** tend to participate less often – **fewer than 6 times per year**
(Top 2 NET 65% vs. 62%, respectively)

Music festivals/events and *food/alcohol festivals/events* were the primary draws for many respondents within the last six months



*Capital letters denote statistical difference at the 95% level

Despite some variation, *music festivals/events* and *food/alcohol festivals/events* dominated the top three arts or cultural events attended across ethnic groups in the last six months

Top 3 Arts or Cultural Events Attended in Last 6 Months by Ethnic Group

Euro-American/White

In Plano

1. **Music festival/event (37%)**
2. **Food/wine/craft beer festival/event (36%)**
3. None of the above (32%)

Outside Plano

1. **Music festival/event (40%)**
2. **Food/wine/craft beer festival/event (31%)**
3. **Performing arts event (28%)**

African American/Black

In Plano

1. **Food/wine/craft beer festival/event (41%)**
2. Arts/music event at non-traditional or small venue (31%)
3. Cultural heritage event (29%)

Outside Plano

1. **Music festival/event (35%)**
2. **Food/wine/craft beer festival/event (33%)**
3. **Performing arts event (27%)**

Hispanic/Latino/a

In Plano

1. **Food/wine/craft beer festival/event (44%)**
2. None of the above (41%)
3. **Music festival/event (34%)**

Outside Plano

1. **Food/wine/craft beer festival/event**; Visual arts fair/festival (34%)
2. **Music festival/event (31%)**
3. **Performing arts event;** Arts/Music event at non-traditional or small venue; Design/technology event (28%)

Asian

In Plano

1. **Music festival/event (48%)**
2. Visual arts fair/festival (33%)
3. **Food/wine/craft beer festival/event**; Arts/music event at non-traditional or small venue; City/community arts center event/class (30%)

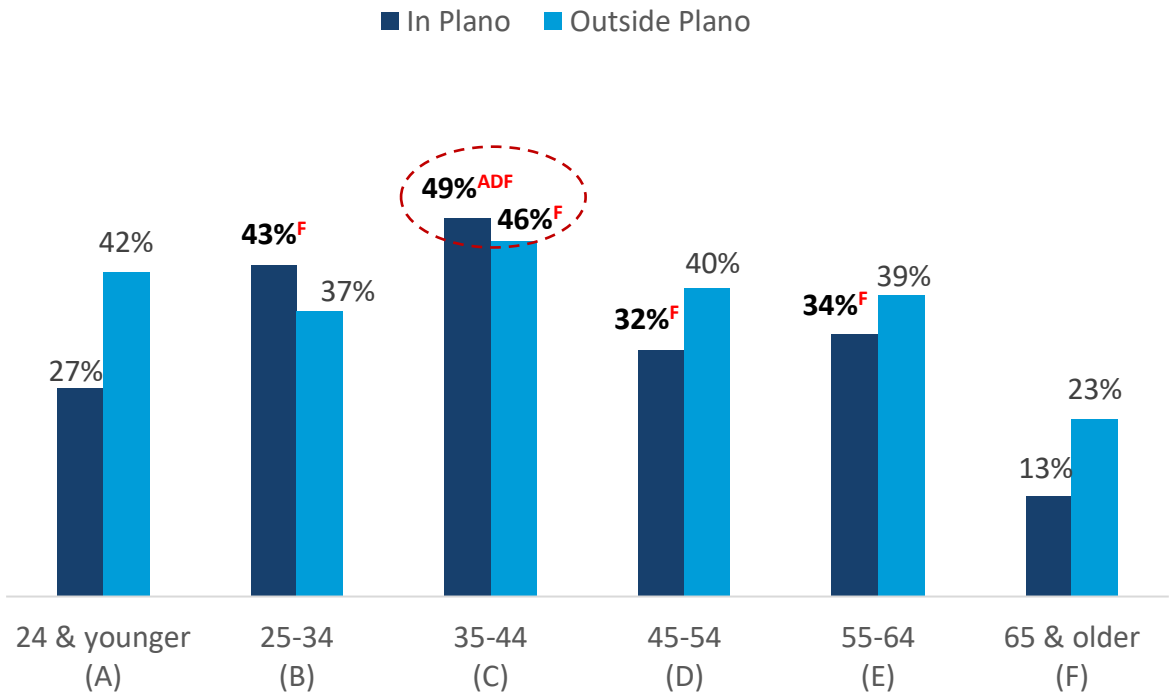
Outside Plano

1. **Music festival/event (48%)**
2. **Food/wine/craft beer festival/event**; Film festival/event (25%)
3. Arts/Music event at non-traditional or small venue; None of the above (23%)

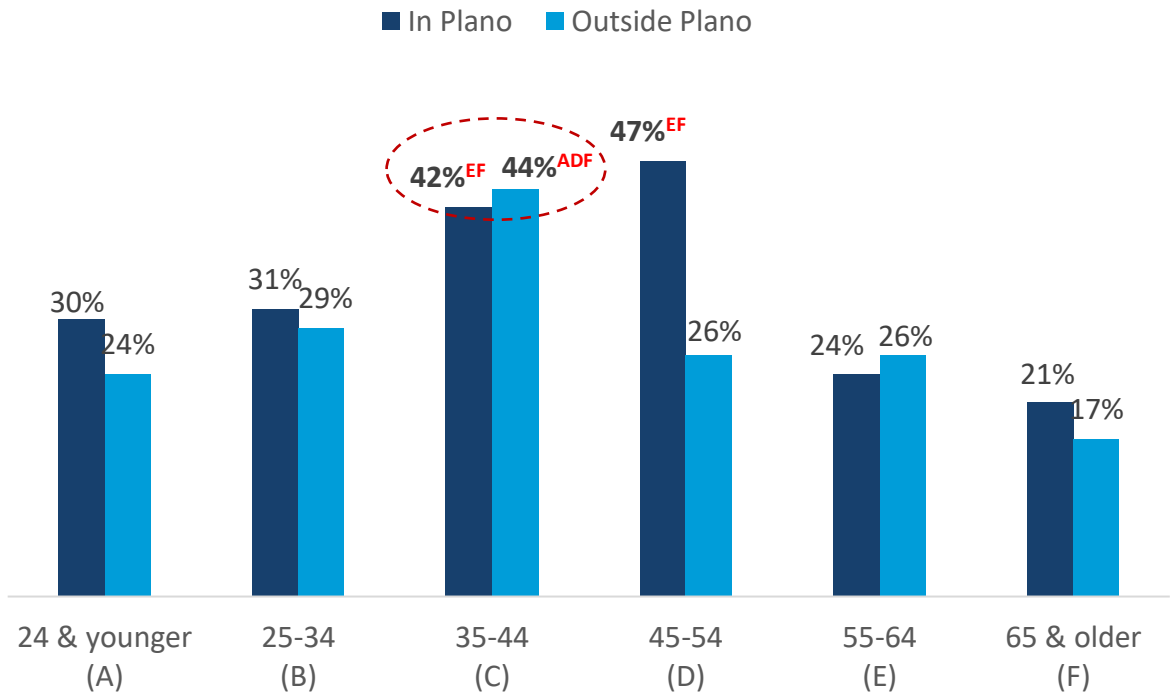
Performing Arts events are not among the top 3 events attended in Plano, but they are *outside* Plano… how can Plano offer more in this genre?

Both in and out of Plano, the 35-44 years of age range has attended significantly more *music festivals/events* and *food/alcohol festivals/events* more often than other age groups

Music Festivals/Events Attended in Last 6 Months by Age Group



Food/Wine/Craft Beer Festivals/Events Attended in Last 6 Months by Age Group



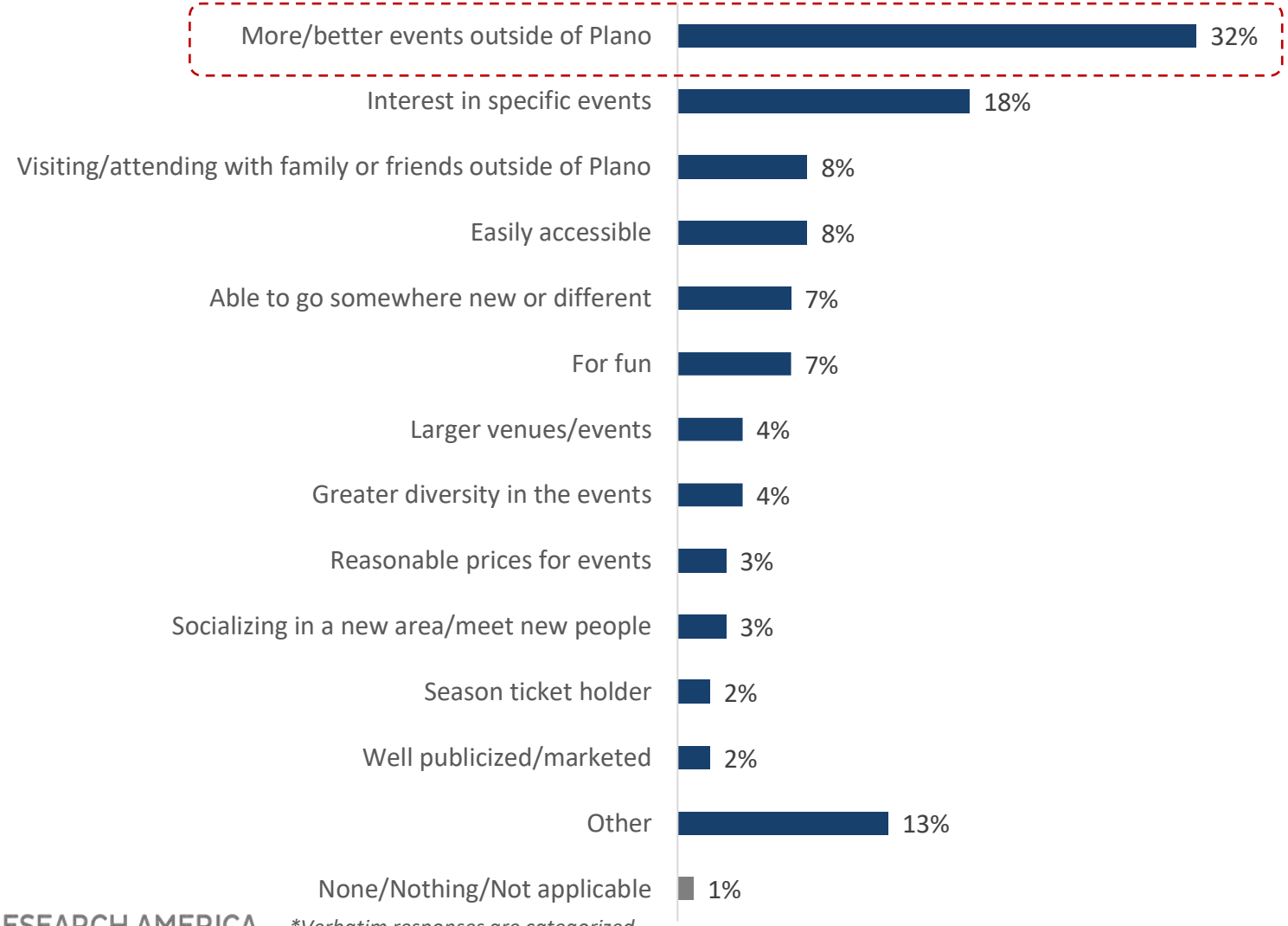
Consider what can be done to broaden the attraction beyond the core 35-44 age group.

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**Capital letters denote statistical difference at the 95% level*

As a result, the perception of more or better artistic/cultural events outside of Plano are the predominant reason many attend such events

Verbatim Main Reason Events Attended Outside Plano* (Total)



*Verbatim responses are categorized.

Not Entirely Satisfied

Those of **55-64 years of age** (46%) or of **Asian** self-identification (41%) are **more likely** to seek out **more or better events** outside of Plano

Branching Out

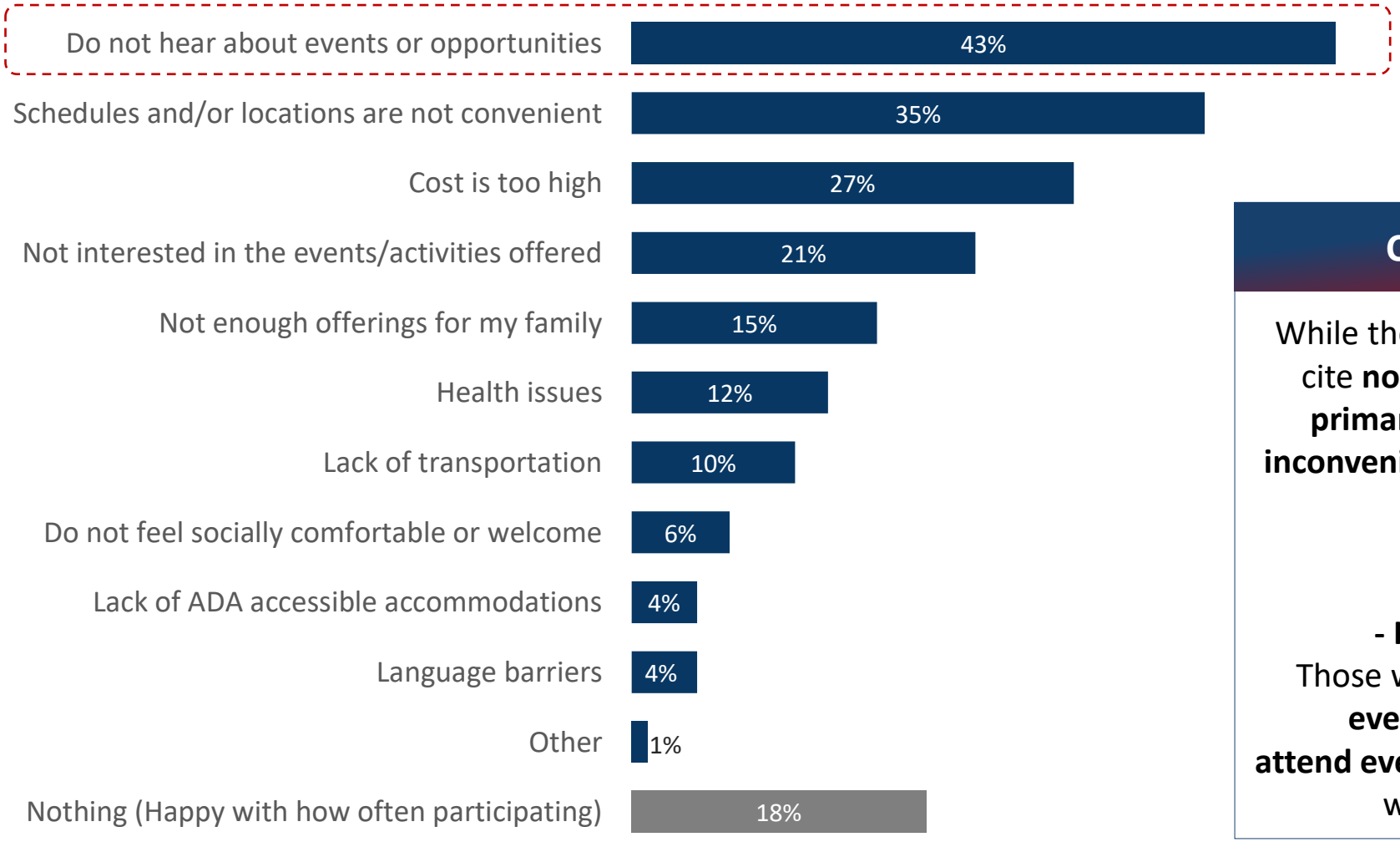
Often more **open to new experiences**, those **24 years & younger** are **most likely** to attend events outside Plano **for fun** when compared to others (30%)

Potential Freedoms

Less limited by constraints such as children and thus **more willing to travel,** the **45-54 age** grouping is most likely to be **interested in specific events** outside of Plano (23%)

Lack of awareness is the top barrier to attending events in Plano, followed by inconvenient schedules/locations and affordability; communication obstacles can be 'easily' overcome

Factors Prohibiting Arts or Cultural Events Attendance in Plano (Total)



Conflict with Existing Plans

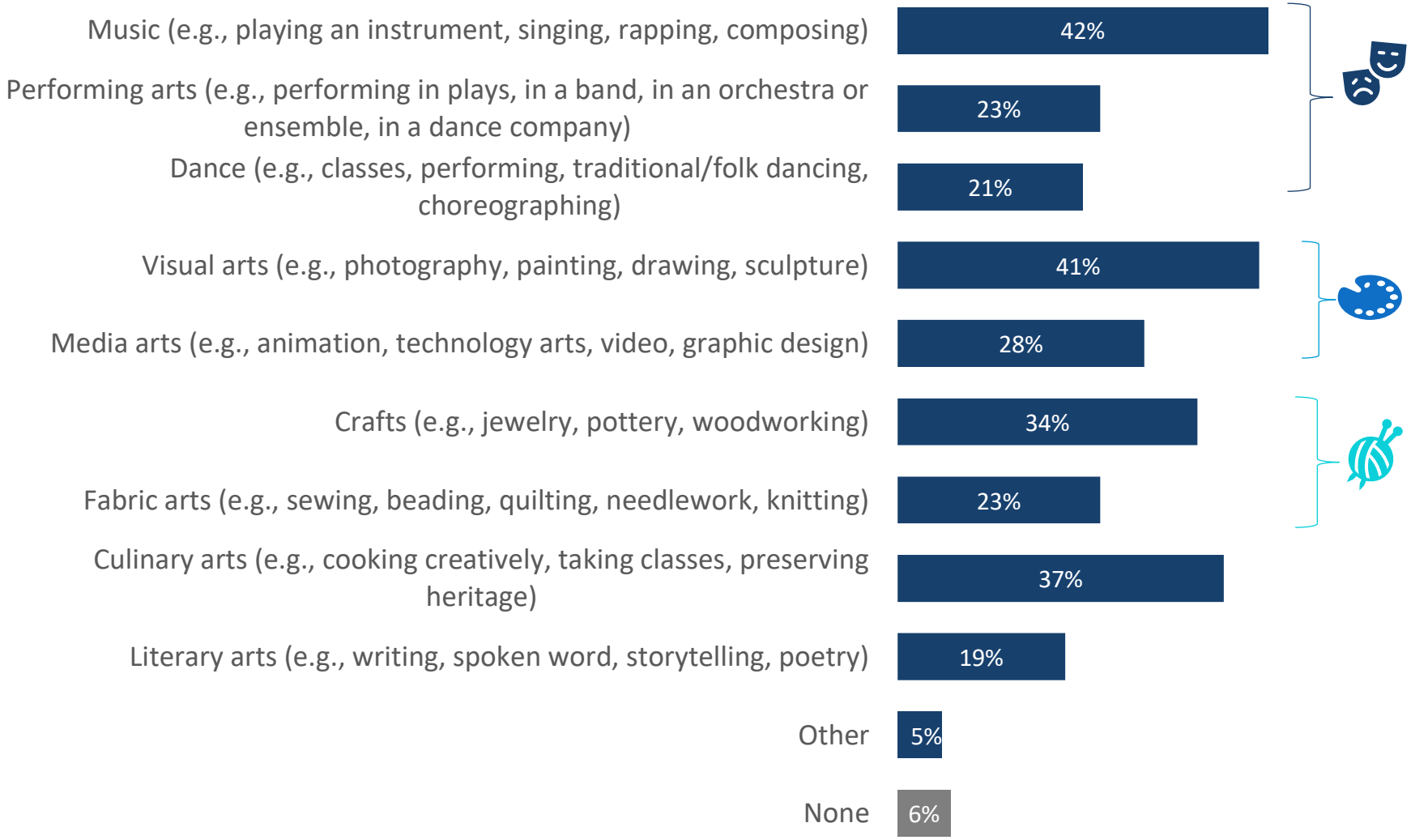
While the **vast majority** of demographic groups cite **not hearing about opportunities** as the **primary** reason they do not attend events, **inconvenient schedules or locations** is viewed as particularly problematic for

- **Hispanic/Latino/a** (44%),
- **24 years old & under** (42%),
- **Households with children** (37%)

Those who **occasionally attend arts/cultural events** (49%) and those who typically **attend events in Plano** (36%) cite similar concerns with prohibiting inconveniences.

The most frequently pursued creative activities are centered around performance and visual design; these align with the types of cultural events residents seek out and attend

Creative Activities Performed (Total)



Performing (NET) 57%

Key Demographics in Music

24 & younger (52%)

35-44 (51%)

Design (NET) 52%

Key Demographics in Visual Arts

Households with children (53%)

African American/Black (51%)

Crafting (NET) 45%

Key Demographics in Crafts

Asian (38%)

55-64 (37%)

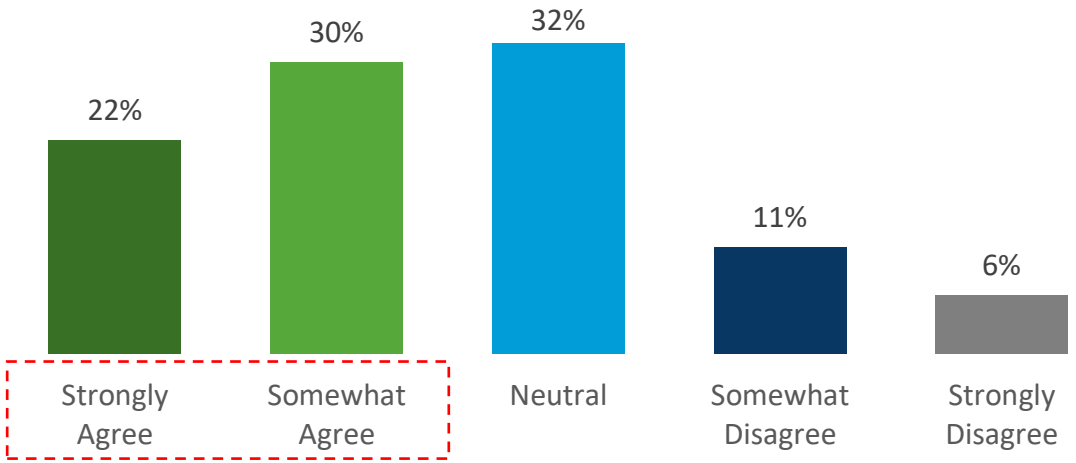
Culinary Arts:

Plays into residents' strong participation in food/beverage festivals

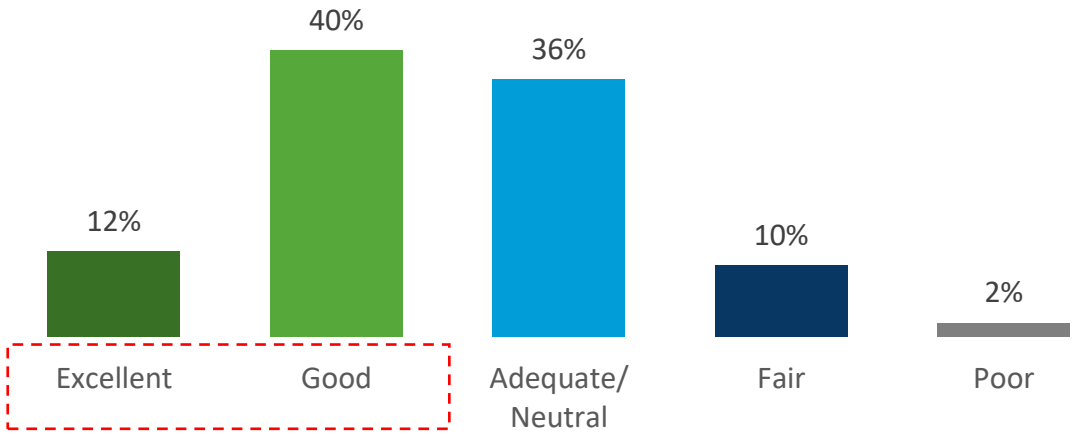
While respondents generally agree that having artistic/creative opportunities in Plano is important, their opinions on current offerings skew a bit more toward ambivalence

How much do you agree with the statement… (Total)

"Having arts and creative learning opportunities in Plano is essential to me and/or my family "



Current rating of arts, cultural, or creative activities in Plano



An Opportunity for Enrichment

Compared to other age groupings, those **24 & younger** and **65 & older** (Top 2 NET 30% vs 32%, respectively) are **less likely to view** arts/creative opportunities as **important**, while also ranking Plano's **current cultural offerings** as simply **adequate** (Top 2 NET 39% vs 49%, respectively).

Involvement is Related to Satisfaction

Those **frequently/occasionally** attending events/activities are more likely to **value opportunities** and **agree** that Plano's **current offerings are excellent** (Top 2 NET both 70%).

Those **attending outside of Plano value opportunities less** (32%) and are of more **neutral agreement** (45%).

Providing increased information and promotion regarding artistic/cultural events and opportunities will meet a highly sought after need

Youthful Outreach

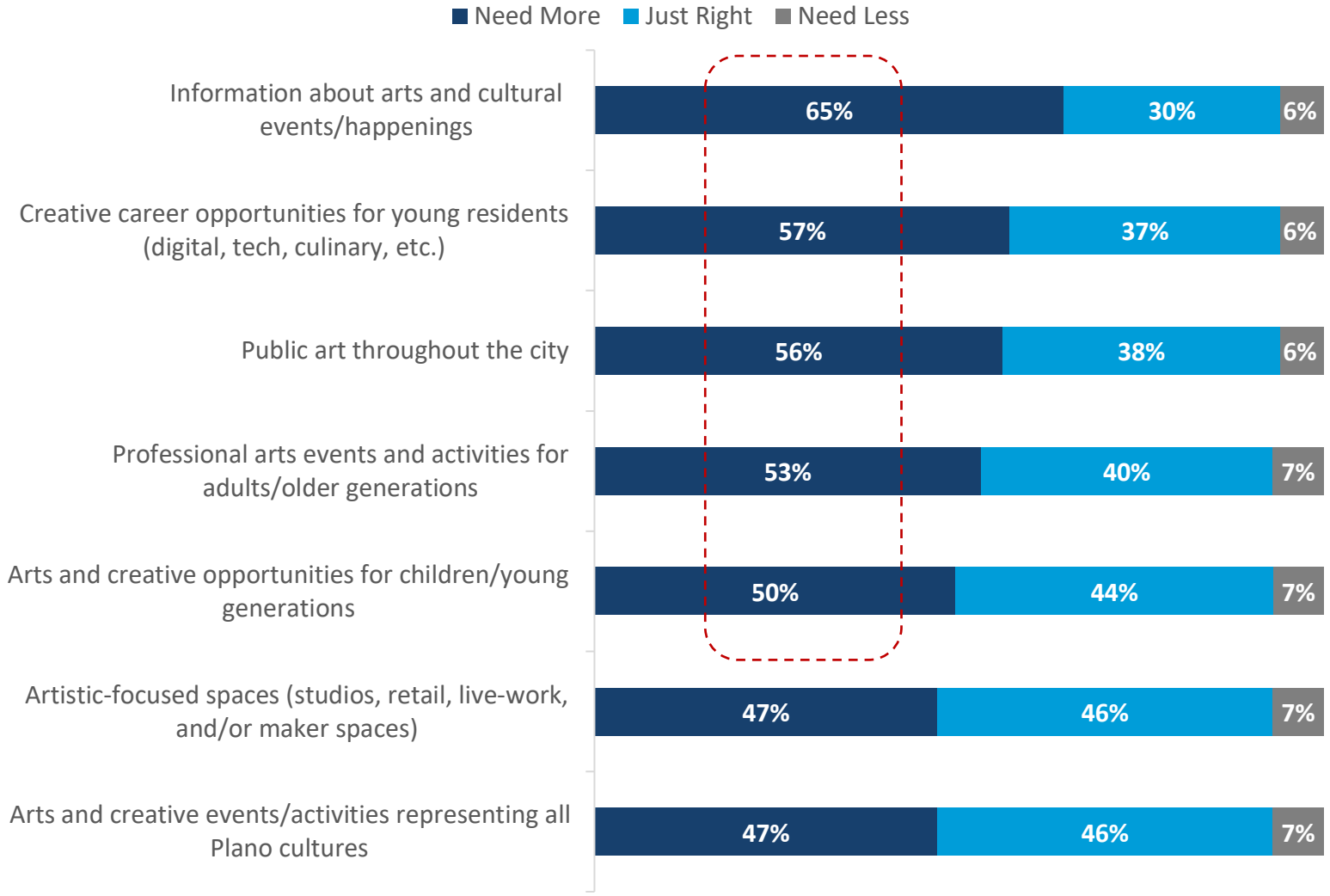
Significantly, 73% of adults **24 & younger** desire more **city-wide public art**, while 61% of those of **25-34 years** of age would like more **professional events/activities** geared towards adults.

60% of **households with children** would like to see **more arts/creative opportunities** for their children.

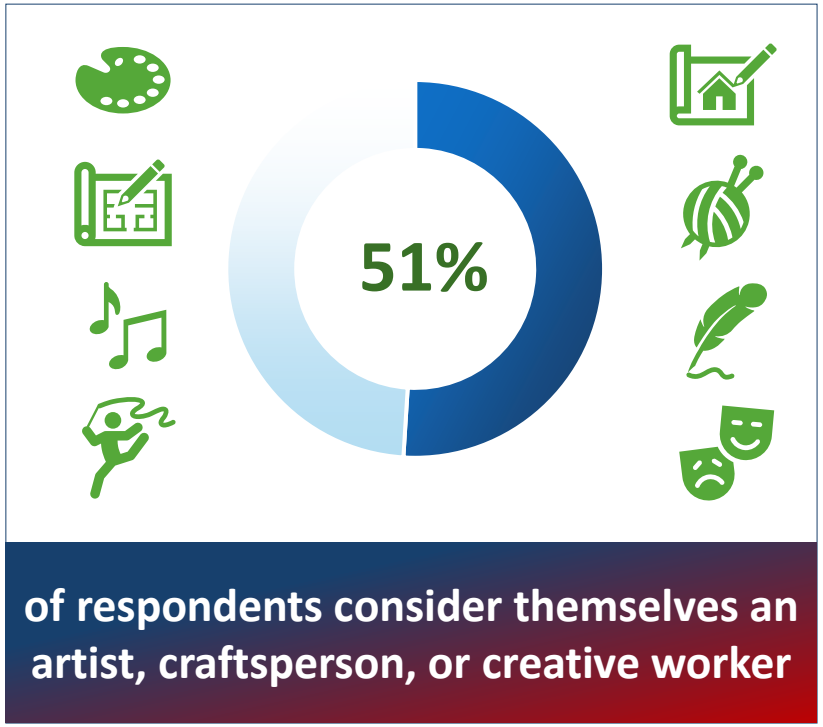
Advance Planning

Those **45-54 age** (79%) and **Euro-American/White** (71%) are both **most likely** to **request more information** about potential events/activities.

Perceived Plano Art and Culture Needs (Total)

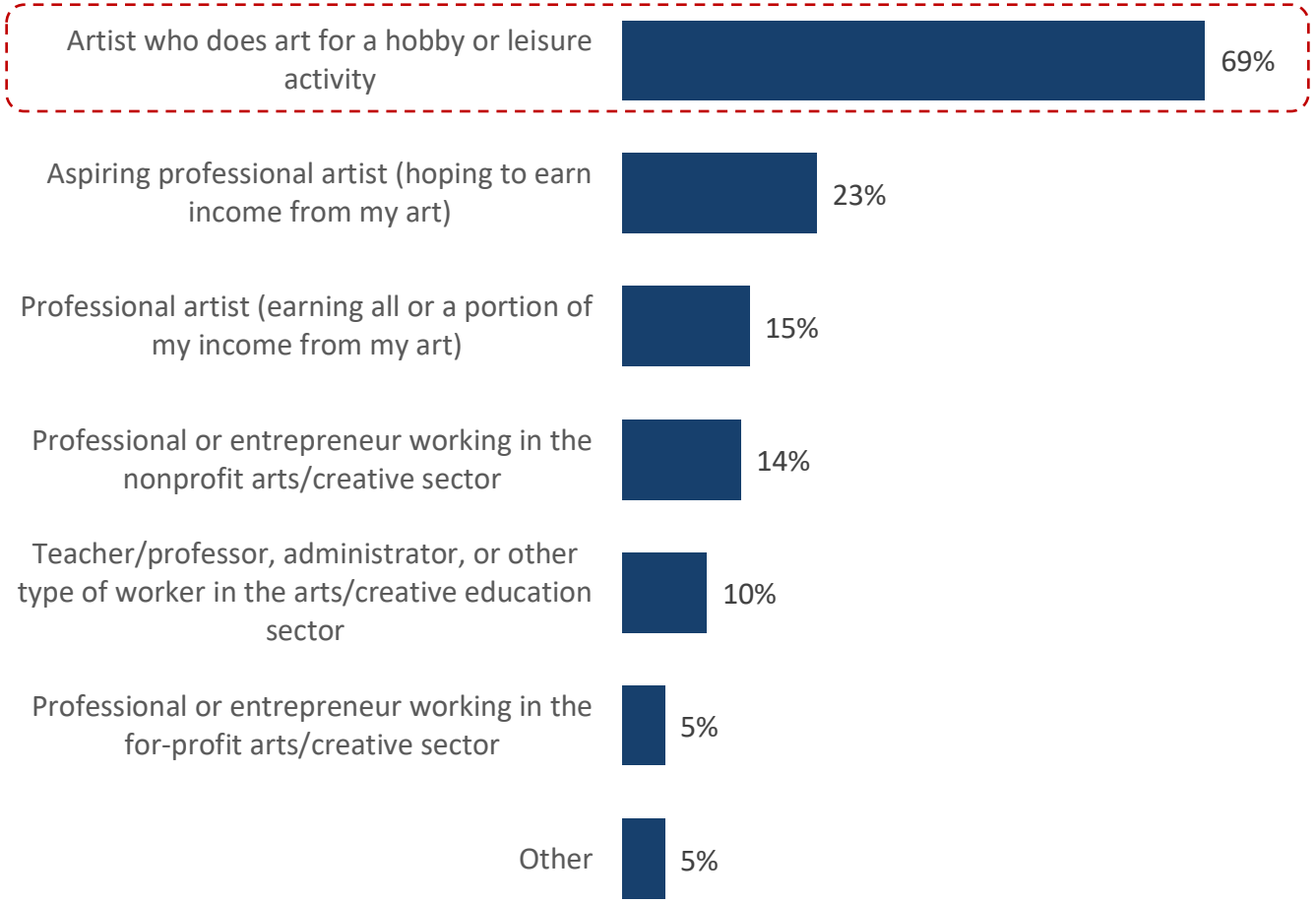


Across demographics, the majority of artists consider themselves as hobbyists or do creative works as a leisure activity



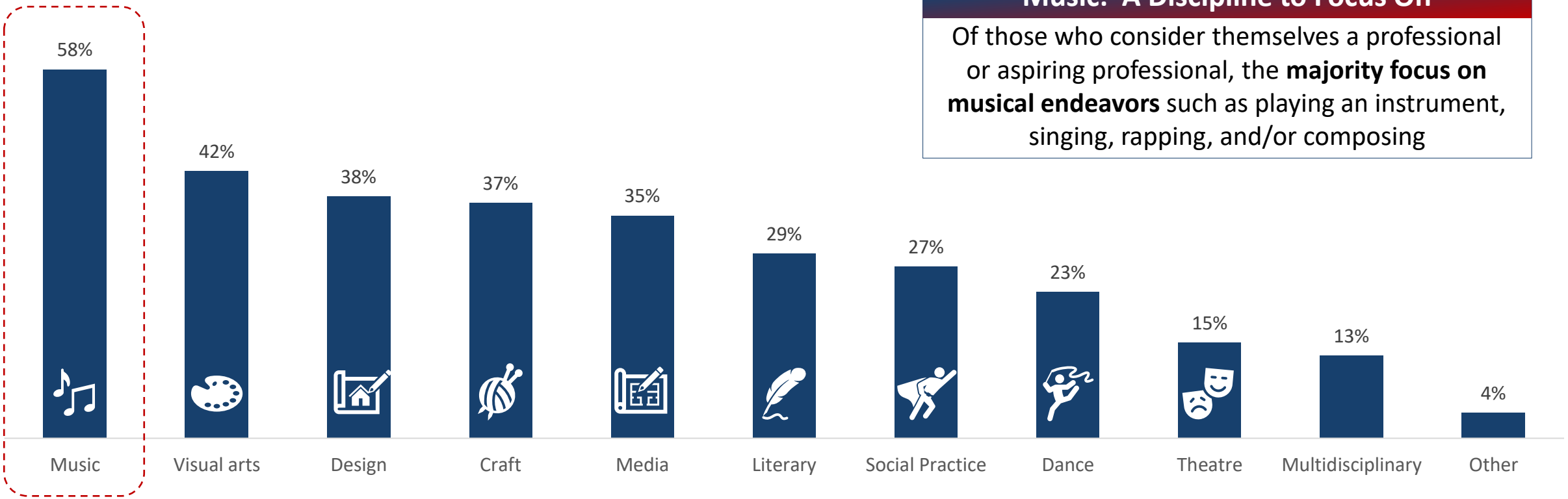
A CREATIVE YOUNGER POPULACE:
Those under 45 years of age (and particularly 24 and younger) are likely to consider themselves an artist versus older residents 55-64 years old

Self-Described Type of Artist/Craftsperson/Creative Worker (Total)



Most self-described artists practice in the music discipline, followed by visual arts, design, crafts and media

Self-Described Artistic Discipline (Total)



Music: A Discipline to Focus On

Of those who consider themselves a professional or aspiring professional, the **majority focus on musical endeavors** such as playing an instrument, singing, rapping, and/or composing

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**Directional read only.*

Demographically, those identifying themselves a professional or aspiring professional have a wide range of interests

Trended Top Self-Described Artistic Discipline by Demographic*

Music
- Hispanic (100%)
- 24 & under (92%)
- Asian (71%)
- 25-34 (64%)
- White (60%)

Crafting
- Asian (71%)
- 35-44 (54%)
- 65+ (40%)

Media
- Asian (71%)
- 45-54 (43%)

Visual arts
- Asian (71%)
- 45-54 (43%)

Design
- Black (54%)
- 65+ (40%)

Dance
- Asian (71%)

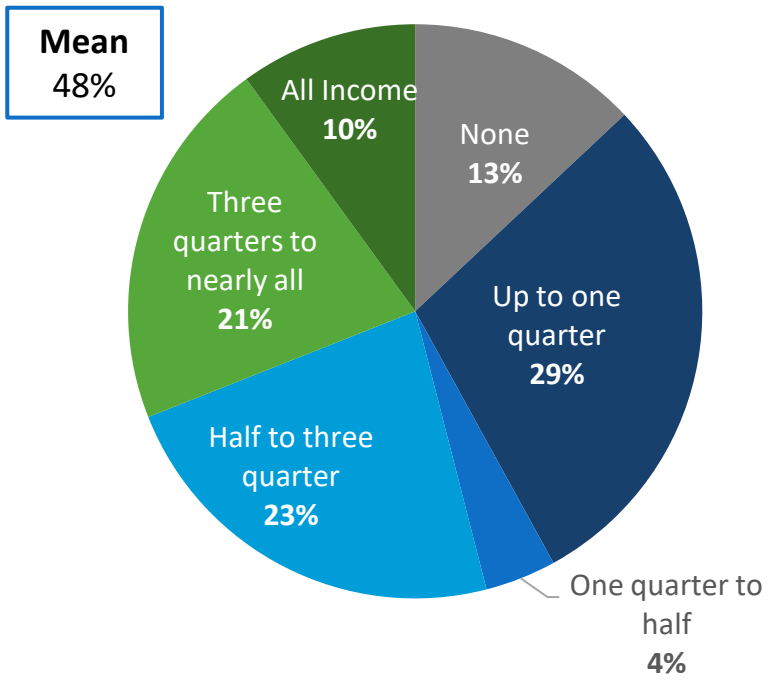
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*There were no respondents in the 55-64 age range.

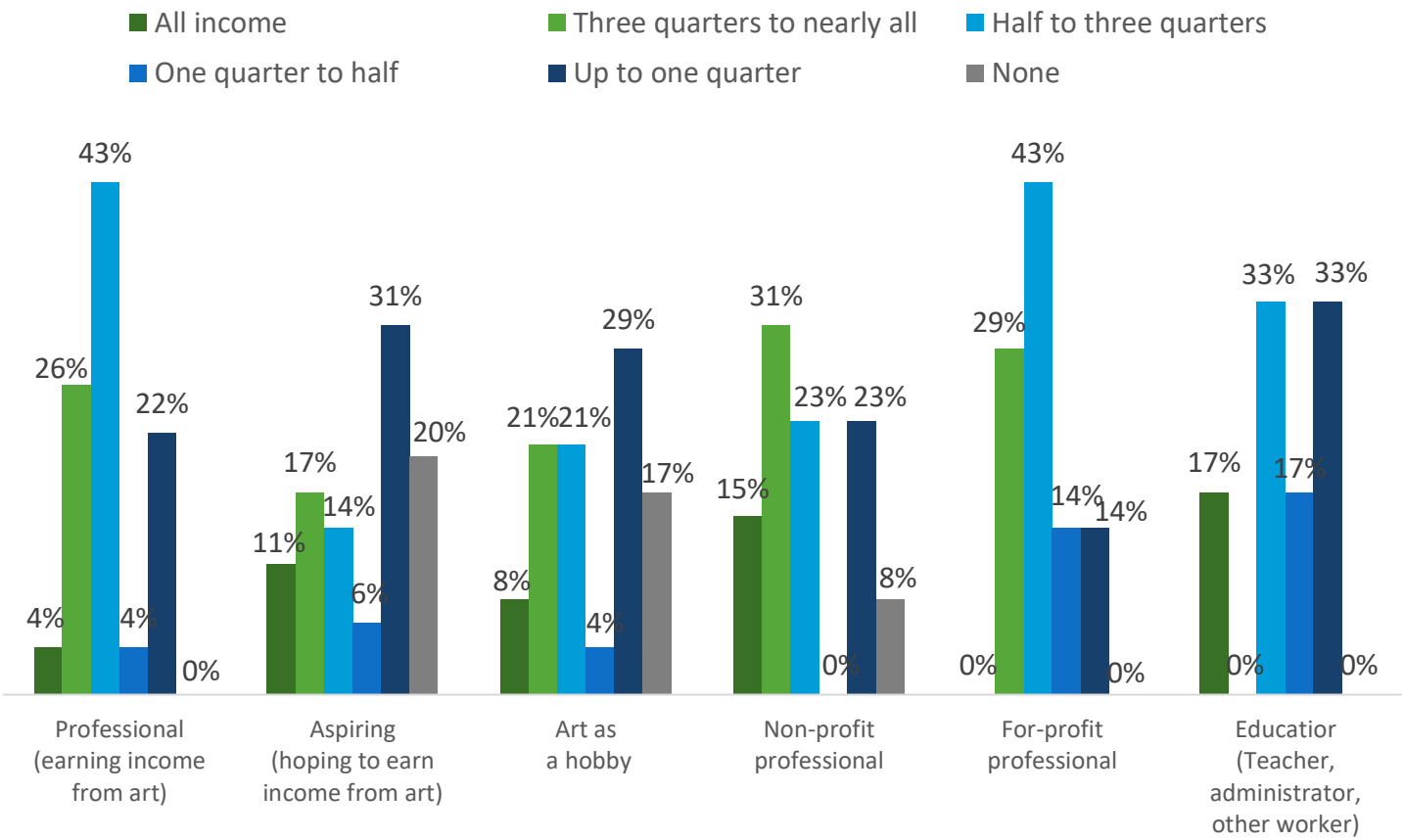
**Directional read only.

Although almost half of artists gain income through their work, and unsurprisingly, those who are professional garner a greater portion of their income come from their art

Portion of Income from Creative Work (Total)



Portion of Income from Creative Work by Artist Type



Mean	59%	42%	45%	60%	59%	48%

**Directional read only – small base sizes*

Networking opportunities and affordable work/living spaces are the top priorities for professionals or aspiring professionals in order to both create art and to grow careers

Top Ranked Priorities Among Artists (Total)

27% Networking and connection opportunities with other artists in Plano

27% Affordable workspace and/or live/workspace

19% Exhibition, performance, and sales/work opportunities

15% Opportunities for leadership in the community (e.g., serving on boards or committees, advising organizations, working in social practice)

12% Professional development assistance (marketing, promotions, accounting, etc.)

Fostering a Community

To **establish** themselves, **networking opportunities** are **quite important** for artists **35-44** (46%); such opportunities are also important to **younger adults aged 24 & under** (31%) and those **households without children** (30%)

Affordability

While they may potentially be budget restricted, artists **25-34** (36%) and **45-54 years of age** (43%), as well as those of **Asian (43%)** self-identification and those **with children** (29%), want **affordable spaces**

Marginal Representation

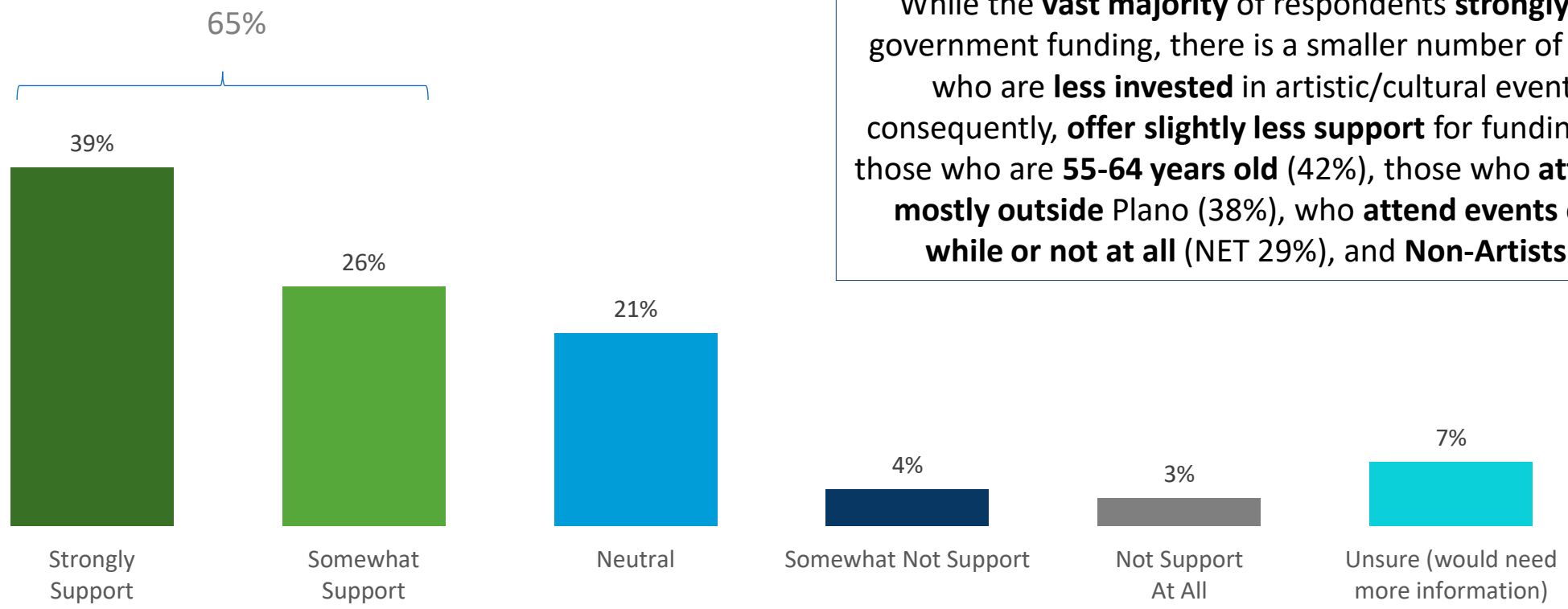
Professionals and aspiring professionals of **Hispanic** (40%) and **African-American/Black** (38%) identification and those **65 years of age & over** (40%) would like to have **more opportunities** for **exhibition, performance, and work**

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**Directional read only.*

Support for government funding of art, cultural, and creative growth in Plano is strong across all demographics

Support for Government Funding of Arts, Cultural, and Creative Growth of Plano (Total)



Strong Support versus Somewhat Support

While the **vast majority** of respondents **strongly support** government funding, there is a smaller number of individuals who are **less invested** in artistic/cultural events and, consequently, **offer slightly less support** for funding including those who are **55-64 years old** (42%), those who **attend events mostly outside** Plano (38%), who **attend events once in a while or not at all** (NET 29%), and **Non-Artists** (29%).

Plano's Cultural Plan should seek to provide a hub for artistic/cultural activities/events, enabling artists to stay local while also "spreading the word" about what the city has to offer

Top Perceived Long Term Plan Priorities (Total)

51% Developing a "go to" for information on creative events, activities, and arts and culture offerings

46% Supporting local artists so they stay in Plano

41% Developing more creative spaces around the city

38% Enhancing and diversifying arts/creative events and opportunities for all

37% Increasing affordable spaces for artists and arts and cultural organizations

A "Go To" Hub

Those **over 55 years old** (NET 67%),who identify as **Hispanic/Latinx** (63%) or **Euro-American/White** (58%), who primarily attending **activities outside Plano** (54%), and **Non-Artists** (54%) would value a "go to" for event/activity offerings

Local Artists

Those of **45-54 years of age** (58%) are **significantly more likely** to support **retaining local Plano artists** in comparison to those younger than 24 and older than 65 years of age (33 vs. 36%, respectively)

Creative Spaces

More than any other demographic group, the **24 years & younger** age range are **unique** in that they are **most likely** to want **more creative spaces** developed in the city of Plano (45%)

In the long term, respondents would like to see more/larger events/activities which focus on the diversity/inclusivity they can find from events/activities in nearby, larger cities

Finding the Right Event to Suit a Need

Respondents aged **35-44** and **Asian self-identifiers** (both 18%), as well as those who **occasionally attend** arts/cultural events (17%), are particularly interested in **more/larger events**, while those **aged 45-54** (19%) and those **who did not often/at all attend events** (13%) look for **more diversity**

Local Interests

The **55-64 age range** is particularly interested in seeing future **support of local artists** but are also interested in **established spaces** to **gather and share art** (both 13%) as are **Artists** themselves (10%)

Reaching the Older Generation

While those who are **65 years of age and older are unsure** what the arts/cultural plan should **accomplish,** they are certain there should be improvements in **event promotion** (both 15%)

One Thing Want Plan To Accomplish	Percent
Offer more/larger events and activities	13%
More diversity/inclusivity	10%
Offer spaces for artists to gather and share their art	9%
Support local artists	7%
Promoting the events more/better	5%
Engage children the youth to gain appreciation	5%
Bring the community together	4%
Affordable options for the community	4%
Higher participation from artists and community members	3%
More creative venues	3%
Have more local art around the city	2%
Showcasing the city and its offerings	2%
Offer more funding for the arts	1%
Create revenue for the city	1%
Make more affordable	1%
Having a long-term vision for success	1%
Other	10%
Nothing/Not applicable	6%
Don't know/Unsure	5%

Verbatim Desired Outcome* (Total)

**Verbatim responses are categorized. Of the total respondents, 20% misread the question and answered in terms of personal plans, as opposed to City of Plano's Cultural Plan.*

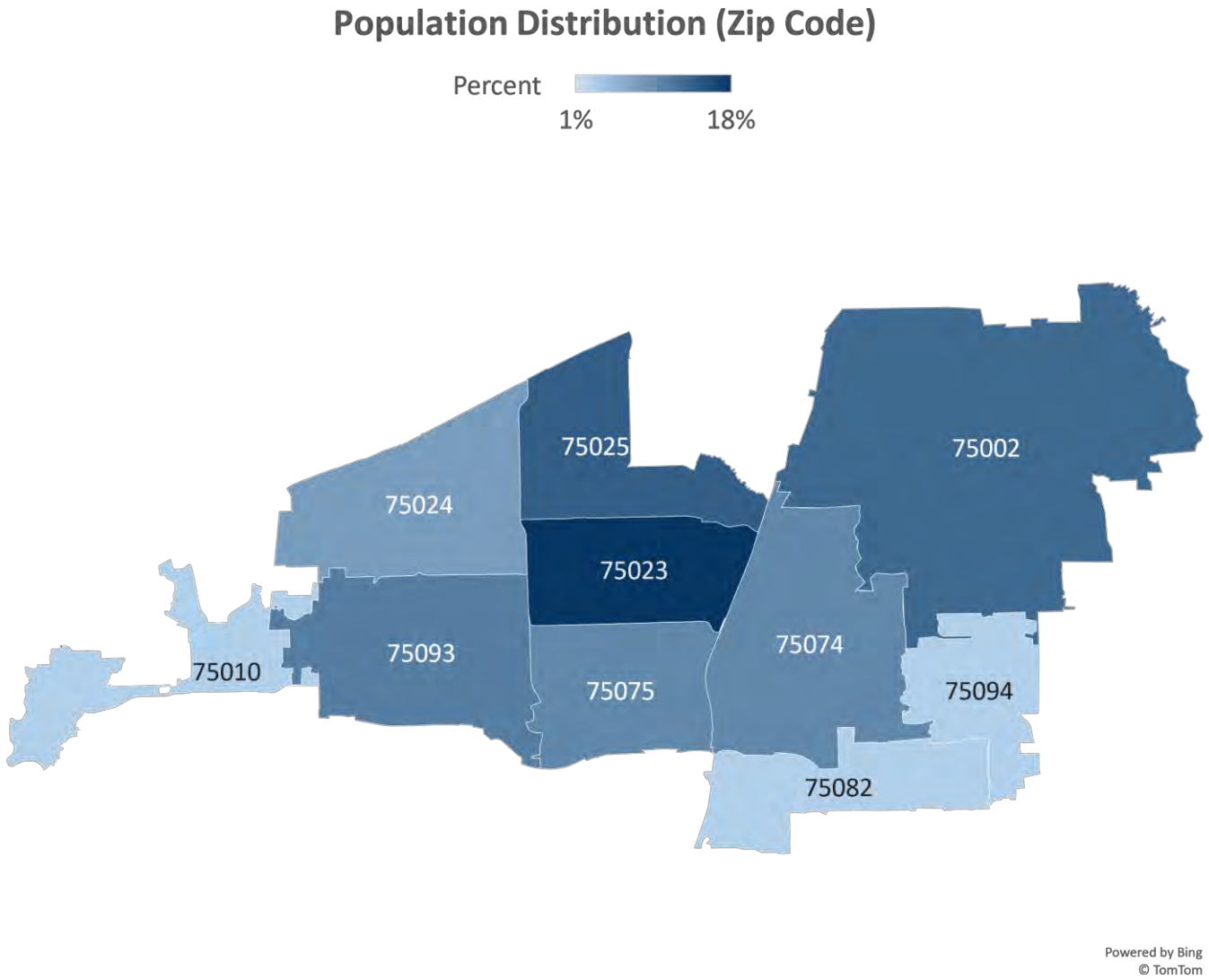

Demographics

Respondent Profile

County	%
75023 Plano, TX	18%
75024 Plano, TX	8%
75025 Plano, TX	14%
75026 Plano, TX	1%
75074 Plano, TX	10%
75075 Plano, TX	10%
75086 Plano, TX	1%
75093 Plano, TX	11%
75094 Plano, TX	3%
75002 Allen, TX	13%
75010 Carrollton, TX	3%
75082 Richardson, TX	3%
75252 Dallas, TX	7%

City of Plano Residency	%
Full-time resident	79%
Part-Time resident	3%
I live elsewhere	18%

Work for/Contracted by/Serve on board of any Plano arts or cultural nonprofit organization	%
Yes	8%
No	92%



Respondent Profile

Age	%
24 years old or younger	11%
25 to 34 years old	16%
35 to 44 years old	24%
45 to 54 years old	19%
55 to 64 years old	13%
65 years or older	16%
Prefer not to disclose	1%
Mean Age	**45**

Employment	%
Work part-time or full-time (outside of caring for home and family)	63%
Stay-at-home parent	9%
Retired or no longer part of workforce	16%
Part-time or full-time college student	5%
Currently seeking work	12%

Gender Identity	%
Man	54%
Woman	45%
Other	< 1%
Prefer not to disclose	< 1%

U.S. Military Status	%
Yes – Active Duty	2%
Yes – Veteran	7%
No	91%
Prefer not to disclose	1%

Children Under 18 in Household	%
Yes	36%
No	62%
Prefer not to disclose	2%

Have or Live with a Disability	%
Yes	15%
No	84%
Prefer not to disclose	2%

Respondent Profile

Race/Ethnicity Identification*		%
European-American/White (e.g., German, Irish, English, Italian, French, Polish, and similar)		59%
African American or Black (e.g., African, Nigerian, Ethiopian, Somalian, Jamaican, Haitian, and similar)		16%
Hispanic or Latino/a (e.g., Mexican, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian, Nicaraguan, and similar)		11%
Asian	East Asian (e.g., Chinese, Filipino, Vietnamese, Korean, Japanese, and similar)	7%
	South Asian (e.g., Indian, Nepalese, Bhutanese, Pakistani, Bangladeshi, and similar)	7%
Other	Middle Eastern or North African (e.g., Moroccan, Lebanese, Yemenis, Arab, Turkish, Iraqi, Iranian, and similar)	2%
	Native American/Alaska Native (e.g., Apalachee, Muskogee Creek, Cherokee, Hitchiti, Oconee, Miccosukee, Timucua Yamasee, and Guale)	2%
	Native Hawaiian or Pacific Islander (e.g., Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, and similar)	1%
Prefer not to disclose		3%

Racial/Ethnic subgroups may total more than 100%, due to multi-racial individuals. No significance testing has been performed as a result.

Project Materials

City of Plano
Community Survey

THANK YOU

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PLANO CULTURAL ARTS MASTER PLAN
COMMUNITY ENGAGEMENT SUMMARY

Plano
City of Excellence

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PROJECT BACKGROUND

The City of Plano is currently engaged in the development of its first comprehensive Arts and Culture Master Plan. This strategic initiative is designed to guide the future of arts and culture within the community over the next ten years, building upon the city's rich history of involvement in cultural activities. This includes the operation of cultural facilities, granting support to arts organizations, and sponsoring festivals and events that celebrate Plano's diverse and vibrant culture.

The Arts and Culture Master Plan originated from the proactive advocacy of the local arts community, who recognized the importance of having a dedicated framework to ensure the continued thriving of arts and culture in Plano. The Plano City Council, in response to this community activism, acknowledged the significance of this effort for both the arts sector and the broader community. The council, alongside city management, is committed to gathering comprehensive input from a diverse range of stakeholders, including arts organizations, faith communities, educational institutions, and residents, to ensure that the plan reflects the community's needs and aspirations.

This ten-year master plan takes a holistic approach, seeking to integrate arts and culture into various facets of community life. It recognizes that artistic and cultural expression extends beyond traditional art spaces, permeating through education, healthcare, urban development, and economic sectors, contributing to a vibrant and cohesive cultural ecosystem. As part of the planning process, discussions have been held with community leaders, including representatives from faith communities, who play a pivotal role in fostering cultural expression and providing venues for artistic endeavors.

To ensure the comprehensiveness and inclusivity of the Arts and Culture Master Plan, public engagement plays a central role in its development. The City is actively soliciting input from a wide array of stakeholders through various channels, including public meetings, surveys, focus groups, and targeted outreach to underrepresented communities.

This engagement process aims to raise awareness about the project, gather local insights, and gain a deeper understanding of the community's evolving trends and needs. The ultimate goal is to collaboratively establish a shared vision and core values that will guide the community's cultural development and identify opportunities to enhance cultural offerings, improve access to arts and culture, and ensure that Plano's cultural landscape is as dynamic and inclusive as its population. By bringing together diverse voices and perspectives, the Arts and Culture Master Plan will shape a future where arts and culture are central to the identity and vitality of Plano.



Photo: courtesy Legacy West:



Photo: courtesy Plano Symphony Orchestra

To guide our community engagement efforts, we have established a set of strategic objectives. These objectives are designed to maximize community participation, gather valuable insights, and foster long-term involvement in Plano's arts and cultural scene.

Strategic Objectives

1. Harness Local Creativity: Tap into Plano's existing artistic and cultural networks to efficiently engage the public in the Arts and Culture planning process. Collaborate with local artists, cultural institutions, and community leaders to expand our reach.

2. Remove Participation Obstacles: Identify and address potential barriers that might prevent full community involvement, particularly for underrepresented groups, in the Arts and Culture planning process.

3. Promote Inclusive Participation: Develop various engaging opportunities for a wide range of community members to provide meaningful input. Focus on Plano's diverse neighborhoods and design specific methods to involve groups that have historically been less engaged in cultural planning.

4. Inform Decision-Making Through Collaboration: Gather valuable community input that reflects local cultural knowledge, artistic expertise, and values to guide decision-making in the Arts and Culture planning process.

5. Nurture Long-Term Cultural Engagement: Build community capacity and encourage ongoing involvement in Plano's arts and cultural scene, fostering not just feedback but also creative solutions and strategies to implement the Arts and Culture Plan.

To achieve these objectives, we will employ a mix of in-person events, digital engagement, grassroots outreach,, and social media strategies.

The City established a set of guiding principles to ensure that our community engagement process is genuine, fair, and culturally responsive, creating an environment that encourages open dialogue and mutual respect. The overarching goal of this engagement process is to create meaningful opportunities for consensus-building among Plano's diverse stakeholders to shape a shared vision for the city's artistic and cultural future.

Guiding Principles

• **Genuine and Fair**: Initiate and maintain authentic dialogues, grounded in cultural research and data, to establish a framework for Plano's future arts and culture landscape. We will collaborate with local cultural organizations and diverse community groups to develop culturally appropriate outreach methods.

• **Adaptable and Welcoming:** Utilize a variety of creative and traditional approaches to actively engage a wide spectrum of Plano's community groups. The process will accommodate participation in various settings, tailored to local preferences and cultural contexts.

• **Transparent and Accessible**: Ensure all activities have a clear purpose and are described in easily understandable language. Communicate how community input will be used in the planning process.

• **Mutual Respect:** All participants, including the project team, artists, residents, and city leaders, should demonstrate respect in their words and actions. Create an environment where everyone feels comfortable expressing their opinions, regardless of their background or level of artistic involvement.

•**Blend of Personal and Digital:** Recognize that many people value face-to-face interaction. Use methods such as workshops, interviews, and cultural events to interact with community members personally. Complement these with digital engagement through social media, online surveys, and virtual forums.

• **Culturally Responsive**: The Arts and Culture planning process will highlight cultural equity issues and facilitate constructive conversations about access to artistic opportunities, cultural representation, and concerns about cultural preservation and evolution.

•**Commitment to Action:** The project team is dedicated to conducting the planning process with integrity and honoring the creative input and cultural insights of community members.

•**Cultural Education:** Engagement activities will educate the public on the social, economic, and community benefits of a vibrant arts and culture scene, enabling informed participation and decision-making.

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The Process

Building upon these guiding principles, we have developed a comprehensive engagement approach that aims to inform, consult, involve, collaborate with, and empower the Plano community throughout the Arts and Culture Master Plan process.

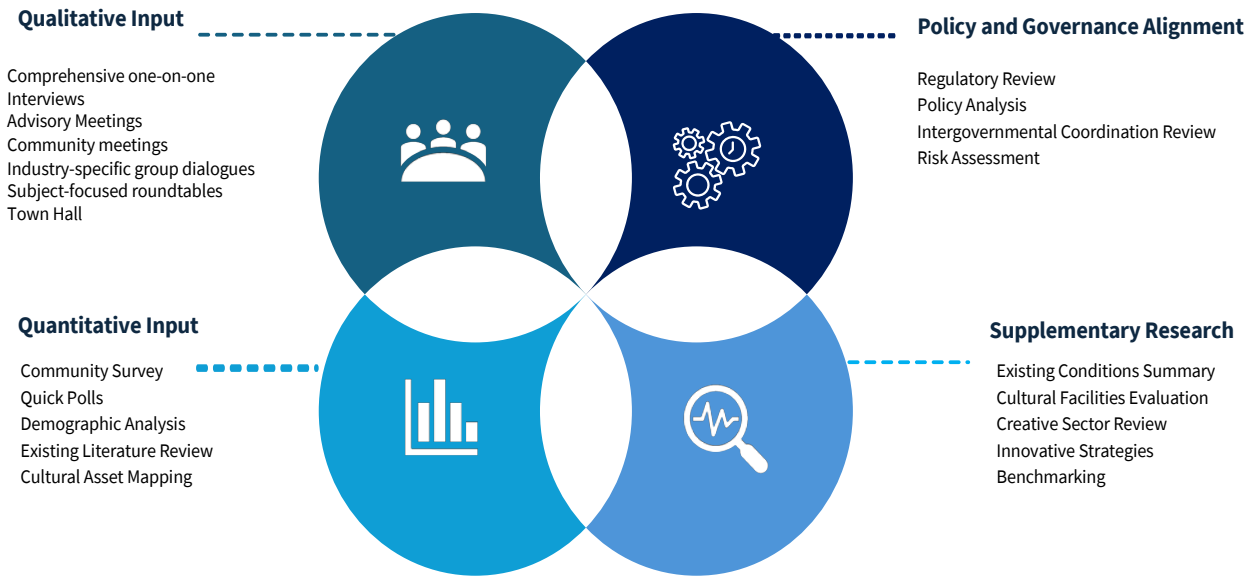
The City of Plano is utilizing a three phased process that includes a Research and Engagement Phase, Document Co-Creation, and Refinement and Adoption.

Research and Engagement - establishes a strong foundation through comprehensive data gathering and in-depth stakeholder engagement. By launching a statistically significant survey to capture broad community perspectives, the team established baseline metrics and identified key areas of focus. This quantitative research is enriched by key stakeholder interviews, advisory group meetings, cultural asset mapping. Focus groups, and roundtable discussions bought together diverse perspectives from arts, business, education, and community development and more to explore collaborative opportunities and shared challenges in the cultural landscape.

Community outreach pop-ups provided spaces for in-depth discussions around specific cultural sectors and community needs.

The graphic below outlines the multifaceted approach used in the cultural arts plan research and engagement, combining qualitative and quantitative inputs alongside other supplementary research and policy alignment. It incorporates diverse feedback methods such as community surveys, town halls, and demographic studies, along with thorough policy and governance evaluations to ensure the cultural plan is comprehensive, inclusive, and aligned with both community needs and existing policies. This comprehensive method fosters a well-rounded understanding of cultural needs and resources in a community, facilitating effective planning and implementation.

Strategic Framework for Stakeholder Engagement and Research in Cultural Planning



Cultural Arts Plan Strategic Framework

Document Co-Creation - the co-creation phase integrates community input, research findings, and cultural planning best practices to develop actionable strategies for Plano's cultural future. Building on insights from research, interviews, and focus groups, the study team works closely with the advisory group to craft preliminary recommendations and strategic directions. The resulting draft plan will be shared online for public review, enabling community members to provide direct comments and feedback that will help refine and validate the planning directions before moving into final adoption stages.

Refinement and Adoption - the refinement and adoption phase marks the transition from planning to implementation. The revised plan, incorporating community feedback and technical refinements, will be shared through both a town hall meeting and City Council presentation. This final round of engagement ensures broad community awareness and formal consideration of the plan. The establishment of ongoing feedback mechanisms will ensure continued community involvement throughout the implementation process, creating a framework for long-term engagement and accountability.

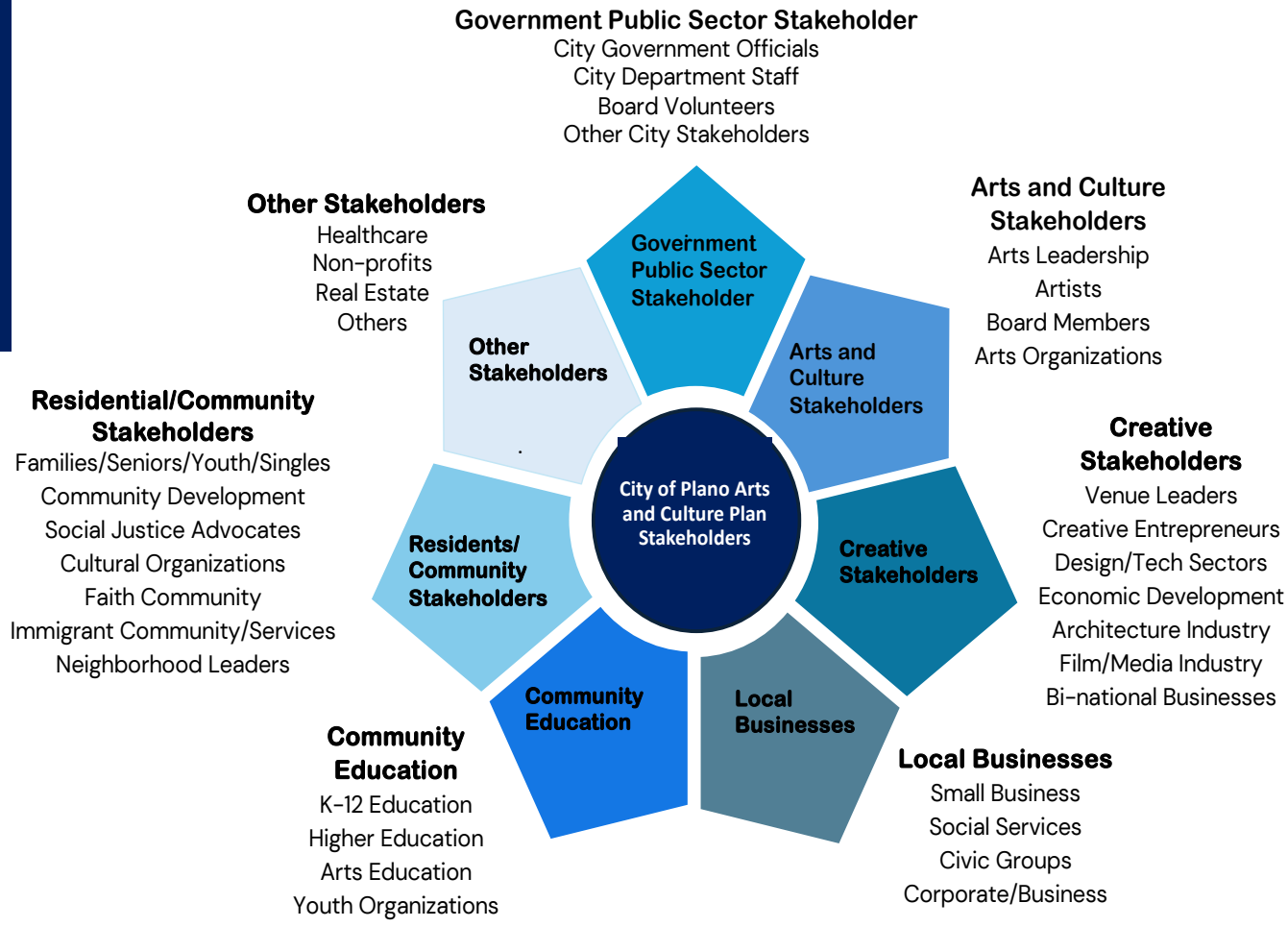
The City and study team will assess participation by analyzing the demographics of those who responded to both the community survey, the statistically significant of participation demographics, documentation of feedback channels utilized, and monitoring of community representation will help ensure the process remains accessible and meaningful for all of Plano's diverse communities.



Photo: Art Wall in Downtown Plano

STAKEHOLDERS

The Cultural Arts Plan for the City of Plano recognizes a diverse array of stakeholders, each playing a crucial role in shaping the city's cultural landscape (see Plano Cultural Arts Plan Stakeholder Groups diagram.) These stakeholders include government and public sector representatives, arts and culture entities, creative professionals, local businesses, community education institutions, residents, and other relevant parties. Together, these groups form a collaborative network aimed at enhancing and expanding Plano's cultural offerings. Their collective involvement ensures a comprehensive approach to cultural development that reflects the community's needs, leverages local talents, and promotes sustainable cultural enrichment and educational opportunities.



Plano Cultural Arts Plan Stakeholder Groups

Stakeholders continued

•*Government/Public Sector* Stakeholders: These are officials and agencies responsible for policy-making, funding, and regulation, ensuring that the plan aligns with public interests and legal frameworks.

•*Arts and Culture Stakeholders:* Comprising local artists, cultural institutions, and arts organizations, these contributors bring creativity and authenticity to the plan, driving its artistic vision.

•*Creative Stakeholders:* This group includes creative businesses and professionals whose innovative approaches can offer fresh perspectives and solutions to cultural programming and community engagement.

•*Local Businesses:* Their involvement ensures that the economic aspects of cultural initiatives are considered, facilitating partnerships that can lead to sustainable cultural development.

•*Community Education:* Educational institutions play a critical role by integrating arts into curricula and making cultural education accessible to students of all ages.

•*Residents/Community Stakeholders:* The residents of Plano are central to the plan, providing input on their needs and preferences to ensure the plan serves the community effectively.

•*Other Stakeholders:* These may include non-profit organizations, external advisors, and other communities, whose experiences and insights can enhance the strategy's inclusiveness and effectiveness.



Photo: Art Mural in the Douglas Community in Plano

ENGAGEMENT

Engagement Methods

The Plano Cultural Arts Master Plan is utilizing multiple engagement methods to ensure comprehensive community input throughout the one-year planning process. These carefully selected approaches will help shape the next decade of cultural arts in Plano. The result of these multiple engagement methods is resulting in several thousand touchpoints/interactions with Plano's public which will provide an accurate assessment of public opinion and priorities.

Arts Advisory Group

The Community Advisory Committee (CAC), primarily appointed by the City Council and the Downtown Development Services serves as a key stakeholder group and an important collaborative component of the planning process. This working group of community representatives acts as both engagement advisors and plan ambassadors.

Meeting up to four times during the project, CAC members educate their constituencies about the plan, encourage broad participation in engagement activities, and provide valuable feedback on materials and Principal Plan Components.

Stakeholder Interviews and Focus Groups

Through targeted discussions with key community members and organized focus groups, the planning process gathers in-depth insights from various sectors of the community. These conversations help identify specific needs, opportunities, and challenges within Plano's cultural arts landscape.

Surveys

The City conducted a statistically significant survey of Plano's population as the primary research tool, using comprehensive sampling methods and rigorous data analysis to ensure results accurately reflected community-wide views and priorities. Additionally, a virtual community survey was launched during the project's initial phase, serving as an engagement tool at pop-up events where it was accessible through QR codes on community flyers and the City's website. More than 300 responses were collected at these public events, providing additional insights into residents' vision for cultural arts while helping promote awareness of the planning process throughout the community.

Website

The project's dedicated web page on the City's website serves as an information hub for the Plano Cultural Arts Plan. Here, community members can find background information on the project, learn about project milestones and pop-up locations, and will be able access the draft report. The website provides a consistent, accessible platform for sharing project information and updates.

Social Media

Throughout the engagement process, the City created promotional content for multiple social media platforms, including NextDoor, Instagram, Facebook/Meta, and X. These posts direct the public to the City website and engagement hub, ensuring widespread awareness of participation opportunities. The City's communications office coordinates messaging to maintain consistent connection with project web pages.

Pop-Ups and Community Events

The plan incorporates eleven (11) pop-up engagement events at existing community gatherings. This approach helps reach the public where they already meet, creating opportunities to hear from a diverse cross-section of the community. The project team deployed interactive activities and displays at festivals, parks, schools and other popular locations, enabling meaningful conversations with community members about their vision and priorities for Plano's cultural future. Also included in the experience was a community arts project that the public could participate in called *"Live Creatively in Plano"*.

Final Townhall and Public Hearing

At the conclusion of the planning process, a townhall presentation will be held concurrent with a public hearing. This important event provides community members the opportunity to review the draft Cultural Arts Plan and share their thoughts and feedback before the plan is finalized. The public hearing format ensures that all voices can be heard as the plan moves toward completion.

Pop-up Locations

The general public had the opportunity to provide direct input into a future vision of arts and culture in the City of Plano at a number of Pop-up events around the city in Fall, 2024 at libraries, recreation centers, festivals, and at special events a a local mall. Over 1,000 people interfaced with the team through various events. In addition, the team distributed several thousand informational project cards and posters at locations throughout the city in both English and Spanish.

Wednesday, October 2, 2024
Haggard Library (2501 Coit Rd, Plano, TX 75075) 10:00 AM - Noon

Tom Muehlenbeck Recreation Center (5801 W Parker Road, Plano, TX 75093) 3:30 PM - 6:00 PM

Thursday, October 3, 2024
Davis Library (7501-B Independence Pkwy, Plano, TX 75025) 10:00 AM - Noon

Carpenter Recreation Center (6701 Coit Rd, Plano, TX 75024) 3:30 PM - 6:00 PM

Legacy West
(5908 Headquarters Dr, Plano, TX 75024) 5:00 PM – 7:00 PM

Friday, October 4, 2024
Tom Muehlenbeck Recreation Center (5801 W Parker Road, Plano, TX 75093) 7:00 AM - 10:30 AM

Legacy West
(5908 Headquarters Dr, Plano, TX 75024) 12:00 PM – 1:00 PM

Saturday, October 5, 2024
Douglass Visions & NAACP Voter Registration Event (Park at Avenue I and 12 Place, Plano, TX 75074) 10:00 AM – 1:00 PM

Saturday, October 12, 2024
2024 North Texas Pride "Come As You Are" Festival, ArtCentre of Plano (902 E 16th Street, Plano, TX 75074) 11:00 AM - 2:00 PM

Saturday, October 19, 2024
20th Annual Plano International Festival, 2024 Haggard Park (15th Street and Avenue H, Downtown Plano – Downtown DART Station) 10:00 AM - 3:00 PM

Saturday, October 26, 2024
For the Love of Art, The ArtCentre of Plano (902 E 16th St, Plano, TX 75074)
6:00 PM – 9:00 PM

Saturday, November 16, 2024
Willow Bend Mall – Willow Bend Wonderland (6121 W Park Blvd, Plano, TX 75093) 3:00 PM – 6:00 PM

Saturday, December 14, 2024
Willow Bend Mall – Willow Bend Wonderland (6121 W Park Blvd, Plano, TX 75093) 11:00 AM – 2:00 PM





Plano Arts and Culture Informational Materials

WHAT WE ASKED & WHAT WE HEARD

The community's vision for creative life in Plano emphasizes inclusive, family-friendly experiences that celebrate cultural diversity. Residents want opportunities to both create and experience art, with strong interest in hands-on activities and educational programs for all ages. Public art and cultural festivals that reflect Plano's diverse community are highly desired, along with accessible community spaces and family-oriented venues. The feedback reveals demand for both structured programs (classes and workshops) and spontaneous creative opportunities (public art and pop-up events). Music and performance emerge as key elements, with requests spanning various genres and venues. Respondents envision Plano as a place where creativity is integrated into daily life through accessible spaces, diverse programming, and cultural exchange.

The pop-up events provided the opportunity for the public to answer two questions:

"In Plano, I Want to Live Creatively By?"
"How Do You Live Creatively in Plano?"

The public responded in writing on display boards provided at the events and spoke verbally to team members. A summary of public remarks heard is as follows:

"In Plano, I Want to Live Creatively By?"

"Taking Classes & Workshops"

"Teaching Photography to the youth"

"Venues to showcase poetry"

"By trying a new local restaurant each month"

"Going to the Art Museum & Makerspace"

"Going to crochet & knitting circles"

"Expanding community couches with Come As You Are"

"Enjoying performances in Plano like Beatles Night"

"Rahuka Fields like Kanish, etc."

"Oak Point Park at Nature Preserve"

"Dallas Street dance: Community vibes to Yankee, Popping, Hlp-Hop, Krump, etc."

"Going to fun free activities (on fully funded DART transit)"

"How Do You Live Creatively in Plano?"

"Art Fair"

"Live Music"

"Poetry Writing Class"

"LGBTQ+ participation"

"More festival activities and food"

"Creative face painting"

"Kids Art & Creative Programs"

"More Murals and more places to look at cultural art"

"Support local artists"

"Music Festivals & Markets"

"Annie Lee Gallery"

"More decoration for Holidays"

"Downtown dance party"

"Public Art installations"

"More Latin festivals & Music events"

"Ethiopian & Eritrean"

"Puppet Shows"

"More showcasing of local artists"

"Live life to the fullest and don't react to others' judgment"

"Splash Pad for kiddos like Klyde Warren"
"I would like a museum"

"Douglas community center needs more programming for culture and arts"

"Master classes for youth like Addison Craft Guild"

“How Do You Live Creatively in Plano?”

"Would like to see more jazz and neo soul groups at the amphitheater”

"More diversity from around the world – food, language courses”

"African culture musicians”

"Open come and go workshops with crafting materials, art classes, and workstations”

"Granville Island Ideas”

"Puppet Shows”

"Movie making, mini-gingerbread houses”

"Live music in community spaces”

"DIY Craft Studios”

"Art Workshop Center”

"Featured Art Working”

"Cultural street fairs”

"Chalk Art”

"Sculptures in parks”

"More art galleries”

"More frequency to kid events and different age groups”

"Rec Center with art activities and STEM activities”

"Open all the time not just certain hours like the library/hospitals”

"Parks with sculptures”

"Painting in the park”

"Shakespeare in the Park”

"Wood/Slime art”

"Music in parks”

"More music centers”

"Water activities”

"Outdoor Roller Rink”

"An events district”

"More unique quality activities like this”

"Homeschool mom activities”

"Small children's activities during school time”

"Restaurants with play areas”

"Makerspace lab to tinker & create”

"Parr Library”

"Swimming Center”

"Playing piano”

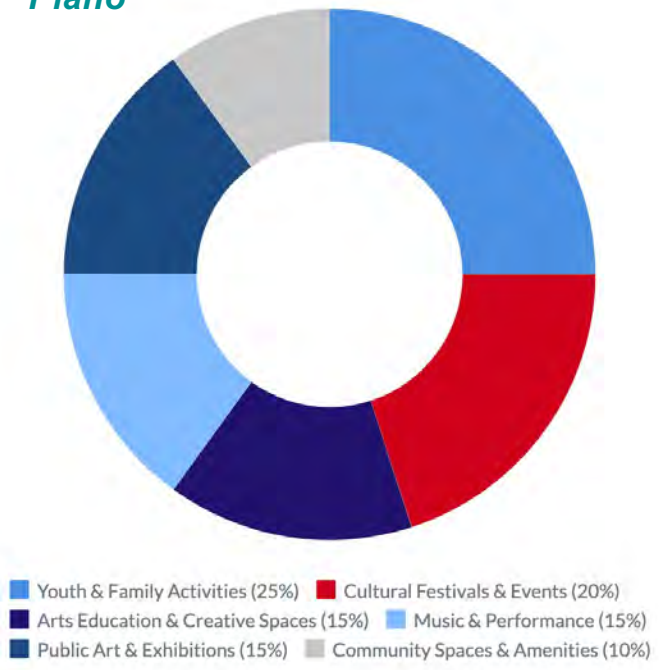
"Play at different parks”

"Theater in classes”

"Museum crafts”

"Restaurants with kid playgrounds

Plano's Creative Future: Community Input Categories for Living Creatively in Plano



Live Creatively in Plano

"Live Creatively in Plano," featuring a community art board designed by local artist Amber Lee, exemplified how a Cultural Arts Plan is truly a community-endorsed effort where everyone has a role to play. The interactive project invited community members to create individual artwork on hundreds of magnetic tiles that were assembled into a larger mosaic installation, symbolizing how each resident contributes to Plano's cultural fabric.

The art board traveled to various pop-up locations throughout Plano, attracting a diverse range of participants from families with young children to individuals and couples of various ages across the city. While creating their magnetic tile artworks, participants shared their vision for cultural and artistic enhancement in Plano through surveys and informal discussions. This innovative format successfully merged hands-on creative activity with meaningful community input for the Cultural Arts Plan.

The project demonstrated strong community interest in participatory arts experiences, with attendees expressing enthusiasm for both the creative process and the opportunity to contribute to Plano's cultural future. The resulting mosaic installation serves as both a collective artwork and a visual representation of community engagement, with plans to display it publicly so participants can view their contributions within the larger collaborative piece.



20th Annual Plano International Festival Pop-Up



North Texas Pride "Come As You Are" Festival Pop-Up



Legacy West Pop-Up



Shops at Willow Bend Pop-Up

Public Comments from Padlet

Gathering diverse community perspectives was essential for developing Plano's Cultural Arts Plan. To make sharing feedback easy and engaging, the planning team used Padlet, an interactive digital bulletin board where community members could post their ideas and aspirations. Community members were asked three key questions: "Any new, cool things you want to see here?", "What inspires you about Plano?", and "Share with us ONE outcome you want to see?" This open-ended format allowed participants to share their vision for Plano's cultural future in their own words, helping ensure the plan would reflect genuine community desires and priorities. A few of responses collected from the community are shown on this page.

Plano Cultural Arts Plan
Together, let's create a vibrant tapestry of cultural arts in Plano

What inspires you about Plano?

"I've always enjoyed the fact that Plano engages its citizens in so many events. Whether it be festivities in the park or at legacy west we can always find a city hosted activity each month."

"I love the Symphony Orchestra; it brings a variety of music and educational programs to all ages in our community. We don't have to drive to the big city to enjoy it."

"Our city has many talented people but not enough space to exhibit their talents. The Courtyard Theater and Cox Theatre are too small and need to a facelift. We need to add Gallery and Studio Space. We are fortunate our schools still teach art and theater. With that our talent will continue to expand. The ArtCentre of Plano has functions throughout the year but limited to the number of people they can host. Consider adding a side building to allow for more exhibits, sculptures and functions."

Share with us ONE outcome you want to see?

"Let's add outdoor performances such as "Shakespeare in the park" and more music with family picnics. The Arboretum does it. We don't need to drive to Dallas all the time."

"We do need more performance and event space. Look at any regulations that may be blocking artists to expand into the Industrial district of the city. That's a perfect area to let artists set up work studios and to present their work. This could include larger performance space. Look to see if there are restrictions for people to teach in their homes. (Piano teachers are allowed to teach in their homes) but are other types of art teaching restricted?"

"More events or art displays that represent the diverse and growing Muslim community in Plano."

"Diversity in the type of art displayed and diversity in the type of artists highlighted!"

"Our focus on youth is awesome!! Although we want more events and performances for adults!!"

Any new, cool things you want to see here?

"Bring grant writing classes to our non profit Board members. Enable them to find funds to make a great city with public art. Possibly one of our many colleges would open their classes to teach this at a smaller expense."

"I'd love to see more performances, and opportunities to perform. Honestly, role playing games (DnD, for example) are seeing a big resurgence both as games and improv opportunities. Productions such as Dimension 20 and Critical Role are greatly bringing people into the scene. Might be an interesting performance format to test out?"

"Junior League of Collin County offers a variety of classes for nonprofits each year at low to no cost.

"Muslim art representations."


City of Plano
Cultural Arts
Master Plan


How DO YOU
CREATIVELY
IN
PLANO
live creatively
IN PLANO


IN PLANO, I WANT
TO LIVE CREATIVELY
BY...
Plano


IN PLANO, I WANT
TO LIVE CREATIVELY
BY...
Plano
City of Excellence




IN PLANO, I WANT TO
LIVE CREATIVELY BY...



PLANO CULTURAL ARTS MASTER PLAN
COMMUNITY ENGAGEMENT SUMMARY

Plano Cultural Arts Master Plan

Arts and Culture Benchmarks

To better understand the City of Plano's arts and cultural support in context, the consultants compared the city's management structures, investments, and approaches to eight other cities—six from the North Texas region (McKinney, Frisco, Irving, Richardson, Garland and Lewisville) and two from outside Texas (Greensboro NC, and Santa Clarita CA). These communities were selected for their comparable population size, suburban character, and proximity to major metropolitan centers. The observations of these comparisons are provided in the "How Does Plano Compare?" section of the master plan.

Benchmark	Plano	McKinney	Frisco	Irving	Richardson	Lewisville	Garland	Greensboro, NC	Santa Clarita, CA
Management Structure	Functions spread across different departments	Cultural Affairs Division within Parks & Recreation Department	Department of Cultural Affairs	City department chartered, governed by a sovereign board appt by city council	Managed by Assistant City Manager within City Manager's office	Arts, a division of the Department of Community Relations and Tourism	Arts and Culture, a City division within the Department of Public and Media Relations	Creative Greensboro, a standalone office of arts and culture	Arts & Event, a division of the Economic Development Department
Population	294,152	213,509	225,007	254,373	117,435	246,500	242,523	302,296	224,028
Cultural Plan?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Grant Programs									
Total annual	$1,500,000	$300,000	$1.25 per capita, currently just over $300,000	$500,000	$360,000.	$130,000	Approx. $190,000	$330,000	$100,000
Source	HOT	HOT	HOT	HOT and earned revenue from the building	HOT	HOT	HOT	General Fund	General Fund
# of Grants	Avg 16-18	Avg 15-20	Avg 20	8	23 grants in FY24	10-15	17 on average	15-20	17-20
Grant Range	$1,500 - $456,000	Up to $20,000	$1,000 to $15,000		Largest grant is $80,000	$5,000 - $20,000	Top 3 organizations receive between $25,000-$30,000 Range is $1,500 - $30,000		Grants include theater rental subsidy
Individual artist grants	No	No	No	No	No	Artist microgrants of $1,000	No	No	No

Benchmark	Plano	McKinney	Frisco	Irving	Richardson	Lewisville	Garland	Greensboro, NC	Santa Clarita, CA
General Information									
Arts Commission (appointed by Council)	Yes	Yes	Yes	Yes – see above	Yes.	Arts Advisory Board	Garland Cultural Arts Commission is Council appointed but grant funds are given to a private nonprofit for management	Yes	Yes
Other Programs	Manages certain special events. Limited presenting and producing of programs. Active downtown program.			Some presenting and producing though currently pausing. Considering development of a signature annual event.		Festivals are managed in the same department though different staff.	Operates the Bankhead Cultural Arts District which incorporates the town square, an historic African American neighborhood; and an historic park.	Operates the Greensboro Cultural Center	
Additional Information							The City included $25M in its upcoming bond issue for mechanical updates and physical upgrades to the Granville Arts Center		Total department budget is $7.5M, including all programs, public art, grants and special events
Events Calendar	Visit Plano	Downtown McKinney	Frisco Performing Arts Center	Irving Arts Center	Eisenmann Center	Lewisville Grand Theater	Visit Garland	Arts Council of Greater Greensboro	Santa Clarita Arts
City-owned and operated arts facilities									
Facility Name and capacity	Courtyard Theater - 321 Cox Playhouse – 80-100 McCall Plaza Red Tail Pavilion – 2,000	McKinney Performing Arts Center Courtyard Theater – 435; gallery		Irving Arts Center includes Carpenter Hall - 711; Dupree Theater, 257; rehearsal hall; galleries, classrooms and event spaces. Department also operates the Irving	Eisemann Center Theater. Main Theater - 1,605 seats; adaptable hall that is 215-430 seats; banquet/event hall and parking	Lewisville Grand Theatre - Huffines Hall – 300 seat proscenium space; 2,700 sq ft black box theater; recital hall; art gallery; classrooms	Granville Arts Center – 720 auditorium, small theater with 200 seats; atrium which an event rental space; plaza theater/historic movie theater with 350; landmark museum that is the old train depot,	Greensboro Cultural Center – studios, offices for arts nonprofits, galleries, Van Dyke Theater, restaurant and outdoor café and amphitheater	Multiple facilities owned and/or operated and supported by Santa Clarita Arts, including a historic theater in downtown Santa Clarita. In development process of a new arts center.

Benchmark	Plano	McKinney	Frisco	Irving	Richardson	Lewisville	Garland	Greensboro, NC	Santa Clarita, CA
				Archive Center; Ruth Paine House Museum; Bear Creek Heritage Center					
Public Art Program									
	There was a public art ordinance in place that became dormant since 2008	Public art projects are funded through HOT; CDC and TCA grants	Yes	Yes, though not a formal program	There is an ordinance for private development. City public art is through gifts and philanthropy.	Primarily funded by HOT though also included in bond projects when specified	Funded project by project. Projects are funded through different means such as economic development (sales taxes); TIF cultural district grants (TCA) and neighborhood vitality programs	Yes, operated by Creative Greensboro	Civic art ordinance, 1% on CIP, above $500K.

Sample Incentives for Cultural Facilities & Creative Spaces

Cultural facilities and creative spaces include theaters, museums, cultural centers, galleries, studios, arts classrooms, makers' spaces, and many other spaces designed to support the creative process.

Financial Incentives:
- Tax abatements for developers who include dedicated artist spaces in new projects
- Below-market rental rates in city-owned buildings converted to artist spaces
- Grant programs for building improvements to meet code requirements for live/work spaces
- Low-interest loans for artists purchasing spaces
- Property tax exemptions for buildings primarily used as artist studios/galleries
- Utility subsidies for creative spaces

Development & Zoning Tools:
- Density bonuses for including artist spaces in new developments
- Special zoning overlays for arts districts that allow live/work usage
- Relaxed building code requirements for artist spaces while maintaining safety
- Inclusion of artist spaces in community benefit agreements for large developments
- Preservation of industrial buildings suitable for artist conversion
- Requirements for ground-floor creative spaces in certain districts

Partnership Approaches:
- Collaboration with nonprofit developers specializing in artist housing
- Community land trusts dedicated to maintaining affordable creative spaces
- Public-private partnerships for adaptive reuse of vacant buildings
- Partnerships with arts organizations to manage and program spaces
- Coordination with local banks for specialized lending programs

Support Services:
- Technical assistance for artists navigating real estate processes
- Shared equipment and facilities to reduce individual space needs
- Professional development programs on space management
- Help with permitting and licensing processes
- Connections to legal services for lease negotiations

Protection Mechanisms:
- Deed restrictions to maintain long-term affordability
- Right of first refusal for artists when spaces are sold
- Anti-displacement provisions in development agreements
- Rent stabilization in designated cultural districts
- Requirements for maintaining creative use of spaces

Sample Incentives for the Nighttime Economy

The nighttime economy encompasses a wide range of activities and industries that operate during the evening and night hours, including entertainment, hospitality, transportation, and security, contributing to the vibrancy and economic activity of cities.

Financial Incentives:
- Sound mitigation grants to help venues upgrade their acoustics and minimize conflicts with residential areas
- Renovation/buildout assistance programs that help cover costs of converting spaces into performance venues
- Tax incentives for businesses operating during nighttime hours, particularly in designated cultural districts
- Reduced permit and licensing fees for venues that regularly host live performances
- Grants for security and safety improvements

Regulatory & Administrative Support:
- Streamlined permitting processes specifically for nighttime venues
- Creation of "Night Mayor" or "Night Economy Manager" positions to coordinate between venues, residents, and city services
- Relaxed noise ordinances in designated entertainment districts
- Extended hours for public transit to support safe transportation options
- Special mixed-use zoning designations that protect entertainment venues from noise complaints in developing areas

Infrastructure & Public Space:
- Improved street lighting and security cameras in entertainment districts
- Creation of dedicated rideshare pickup/dropoff zones
- Public restroom facilities in entertainment districts
- Enhanced cleaning services for areas with high nighttime activity
- Pedestrian-friendly street improvements in entertainment zones

Marketing & Programming Support:
- District-wide marketing campaigns promoting nightlife offerings
- Creation of cultural district brands and identities
- Support for multi-venue festivals and events
- Coordination between venues for complementary programming
- Integration with tourism promotion efforts

Plano

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