Arts and Culture Plan for Wichita Falls
Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide. We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.
Table of Contents

Foreword, p. 1
Executive Summary, p. 2
1. Why Arts and Culture? Why Now? p. 4
2. Vision for the Arts in Wichita Falls, p. 6
3. Methodology, p. 8
4. Priorities and Strategies, p. 9
5. Implementation Timeline, p. 20

Appendix A: Program Examples Addressing Similar Priorities, p. 29
Appendix B: Inventory of Arts Organizations, p. 32
Appendix C: Acknowledgments, p. 33
St. Patrick’s Day Festival
Image: Jake and Jeanette Van Donge
Dear Friends,

It gives us great pleasure to share with you the Arts and Culture Plan for Wichita Falls. When The Priddy Foundation commissioned this effort in January 2012, it was our hope to partner with local arts organizations to formulate achievable initiatives to elevate the arts here at home. However, it was our desire to also engage the broader community to explore the artistic and cultural needs, interests, and dreams of every Wichitan who wanted to participate. The results of that call to action far surpassed our expectations! Over one thousand individuals, fifty-five organizations, clubs, and groups, and dozens of civic leaders and funders let their voices be heard. The result is a plan for all of Wichita Falls, and we couldn’t be more pleased with the response or the outcome!

We believe the information contained in the following pages will generate creative ideas and provide a roadmap to address the varied interests of the people of Wichita Falls and North Texas. But—just as it has taken the entire community to put the plan together, it will also require widespread support and investment to be fully implemented. It is The Priddy Foundation’s intention to fund projects which address strategies outlined in this plan, but we are encouraging other organizations, entities and funders to join in this strategic effort to make the arts a centerpiece in our city, thereby shaping the cultural landscape for years to come.

We would like to express our appreciation to everyone who participated in the development of this plan. Whether it was through completing an online survey, participating in individual interviews or one of several focus groups around the city, community input has been critical. The result is the most comprehensive local research available to identify opportunities for arts and culture in our city. Thank you for being a part of the planning. Now we look forward to working with you to make the plan a reality as we build a dynamic future for arts and culture in Wichita Falls.

Warmest regards,

David Wolverton
President

Leslie Schaffner
Director of Special Initiatives
Executive Summary

The Arts and Culture Plan for Wichita Falls presents an inspiring vision for arts and culture based on the thoughtful input of residents and leaders in Wichita Falls. It aims to strengthen and elevate arts and culture for everyone, from children and families to arts professionals. Spearheaded by The Priddy Foundation and developed with numerous community partners — in the arts, business, city government, and philanthropy — this document is a plan to address current needs and to bring the community closer together in the process.

Planning brought together 55 arts and cultural organizations, grassroots groups and businesses, as well as individual artists, educators, philanthropists, City officials and other stakeholders who discussed the full range of opportunities regarding arts and culture in Wichita Falls. The ideas generated through this process, along with research into best practices from other relevant communities, have been synthesized in this Plan. It is presented here in a flexible handbook for Wichitans to use in strengthening local arts and culture for the benefit of the entire community.

Vision

The arts will strengthen and distinguish Wichita Falls, sparking individual ingenuity, building enduring bonds among diverse communities, and positioning the city as a regional leader.

Outcomes of the plan are expected to:

- Unite and strengthen the arts community in Wichita Falls.
- Enhance appreciation of the arts and inspire cultural participation.
- Increase access to high quality arts and cultural experiences right at home in Wichita Falls to better serve all segments of the population.
- Improve attractiveness of Wichita Falls.
- Enhance quality of life so that residents want to stay and so that visitors, new residents and new enterprises will be attracted to the city.

The following five priorities will be pursued to achieve the outcomes shown above:

1. Inspire Participation, Support and Leadership
2. Build Bridges
3. Nurture the Arts through Education and Creative Development
4. Promote the Arts through Policy Development, Advocacy and Publicity
5. Expand Capacity to Advance Excellence

The plan gives stakeholders in all sectors clear goals and objectives — developed by them, for them — to benefit the community for which they care so deeply.

Wichitans are invited and encouraged to participate—whether through current activities or new initiatives, partnerships or patronage—in making the plan a reality.
Why Arts and Culture?

Heritage. Hospitality. Diversity. When asked what makes Wichita Falls unique, residents cite these traits time and again. This city — where movers and shakers built something out of nothing, where the skyline anchors the endless North Texas sky — this city is bound by a community spirit that has carried it through more than a century of change, of both progress and challenge. The arts and culture of the city reflects this journey — through the Wee-chi-tah sculpture, the mustangs, Wichita Falls Museum of Art at Midwestern State University, Hotter ‘n Hell bike ride, the symphony, the ballet, The Kemp Center, Texas Ranch Round-Up, Backdoor Theater, Wichita Theater, FallsFest, Caribfest and many other features that express the qualities that make Wichita Falls a special place.

But the journey is ongoing, and the people of Wichita Falls continue to learn from history, to evolve by challenging themselves and each other, and to prepare for the future. Arts and culture are both mirrors and lenses, offering the means for individual and community growth.

Why an Arts and Culture Plan for Wichita Falls?

The arts are visibly active in Wichita Falls, with a variety of existing activities, some long established and some relatively new. Meetings and conversations with the public show that the arts are strongly valued. People participate regularly and are interested in a broad range of activities. However, not everyone in Wichita Falls is being served fully, and not everyone has access to these experiences.

The need for artistic and cultural expansion is underscored by changing demographics and a challenging economic climate. In recent years, leaders in Wichita Falls have been working to offset regional changes that impacted the community dramatically — from shifts in local economic drivers, to rapid growth in the Metroplex, to losses of jobs and residents at Sheppard Air Force Base. The city is now at a crossroads, and local stakeholders are setting the stage for growth and preparing for what the future can hold.

It is a moment when arts and culture in Wichita Falls can be leveraged to ensure that all residents and visitors are engaged and inspired, challenged and supported to be creative and to excel. This Arts and Culture Plan can help propel the community down the path toward innovation and self-determination.
What Does This Plan Do?

This plan aims to strengthen and elevate arts and culture in Wichita Falls. Spearheaded by The Priddy Foundation and developed with numerous community partners — in the arts, business, city government, and philanthropy — this document is a plan to address current needs and to bring the community closer together in the process. The plan strives to:

1. **Unite and strengthen the arts community in Wichita Falls.** Build community and capacity among artists and arts organizations to help “all boats rise together.” Through implementation of the Plan, the local arts and cultural landscape will be better equipped to succeed and sustain itself.

2. **Enhance appreciation of the arts and inspire cultural participation.** Increase access to high quality arts and cultural experiences right at home in Wichita Falls to better serve all segments of the population.

3. **Improve attractiveness of Wichita Falls.** Enhance quality of life so that residents want to stay and so that visitors, new residents and new enterprises will be attracted to the city.

The plan gives stakeholders in all sectors clear goals and objectives — developed by them, for them — to benefit the community for which they care so deeply.
Vision for the Arts in Wichita Falls
The arts will **strengthen** and **distinguish** Wichita Falls, sparking individual ingenuity, building enduring bonds among diverse communities, and positioning the city as a regional leader.
Methodology

The planning process engaged the community in a grassroots approach to:

a. Incorporate input from the full spectrum of the Wichita Falls population, especially current and future arts consumers, and
b. Build community among the arts professionals and stakeholders.

To this end, the process comprised three phases:
1. Issues and Opportunities
2. Public Engagement
3. Vision, Strategy and Implementation Plan

Altogether, the planning process engaged:
- 55 arts and cultural organizations: nonprofits, for profits and clubs or grassroots organizations
- 7 workshops and public meetings
- 1100 individual residents of Wichita Falls
Priorities and Strategies

Wichita Falls is a community in which residents value and already participate in many arts and culture offerings. However, Wichitans have expressed an appetite for more arts and cultural activities and a strong desire to connect with each other through these activities.

Feedback from the general public and dialogue with the leaders of arts and cultural organizations, local foundations, and city government and its business development partners led to the priorities articulated in this plan. Research on best practices for arts and cultural policy and national trends have been considered along with the resources that currently exist in Wichita Falls to guide the specific strategies and opportunities that address each priority.

Overall, the approach to this Arts and Culture Plan integrates the existing activities of arts and cultural entities in the City — already deeply valued by Wichita Falls residents — with new activities that will enhance access, variety, quality and capacity. The outcome will be a City that is more attractive to residents, visitors and businesses, and a renewed appreciation for the community’s creative spirit.

The five priorities are:

1. Inspire Participation, Support and Leadership
2. Build Bridges
3. Nurture Arts and Culture through Education and Creative Development
4. Promote Arts and Culture through Policy Development, Advocacy and Publicity
5. Expand Capacity to Advance Excellence

These priorities are distinct, yet broad enough to be adaptable as Wichita Falls evolves through the years. As new stakeholders emerge, new strategies should be considered to help fulfill the opportunities identified through the planning process. This plan provides a flexible framework that artists, organizations, public agencies, and funders can use to develop the arts and cultural life of Wichita Falls for many years.
Arts organizations in Wichita Falls are experiencing a number of challenges: declining attendance, aging audiences, declining donations and ticket sales, stagnating boards and volunteer fatigue. These organizations value existing supporters, but a greater number of engaged “patrons” is needed at every level.

As the population of Wichita Falls becomes more racially and ethnically diverse, and tastes in arts and culture diversify along generational lines, the relevance and variety of programmatic offerings will be the key to success. While a moderate range of cultural offerings already exists, greater variety is desired by the public. Research found that, at times, existing offerings do not match the interests in the community, especially at the neighborhood level, where additional barriers of cost and transportation sometimes prevent participation. Exposing children and teens to arts and cultural opportunities is strongly valued across all neighborhoods (even by the teens themselves).

Although philanthropy has been a crucial and valued source of support for the local arts and culture community, philanthropic behavior has historically been personal and emotional rather than strategically coordinated. Yet arts and culture organizations and other stakeholders agree that a cohesive strategy is needed to strengthen arts and culture in Wichita Falls.

Vision, expanded programming and enhanced leadership skills are needed to energize the arts and cultural sector in Wichita Falls. Executive directors, artistic directors and board members are already looking ahead for ways to transform patronage and participation through engagement with people’s broad interests and an improved understanding of the community. Particularly important is cultivating the next generation of board members, professional staff, volunteers, ticket buyers and donors.

“There is much talent within our souls, and we need a positive way to express it.”

**Priority 1.**
**Inspire Participation, Support and Leadership**

Art C.A.M.P. at the Juanita & Ralph Harvey School of Visual Arts at MSU
Image: Midwestern State University
Strategy 1: Ensure programming matches the broad interests and needs of the people of Wichita Falls.

Potential Opportunities
A. Expanded definition of “arts” to include gardening, cooking, architecture, design, storytelling, fashion, and so on; Incorporation of greater variety of styles and disciplines highlighted in public arts survey (more types of music and dance, design and new media production)
B. Year-round, free public performances and events
C. Social venues (or performances) such as a jazz club, open mic nights and teen talent shows that are marketed at a grass-roots level as well as city-wide
D. Self-administered evaluations at existing institutions and programs
E. Programs that build new audiences into existing popular events (e.g. expand ancillary programming at Hotter N’ Hell)
F. Program schedules and operational hours that match audience needs, including children, teens and adults

Strategy 2: Encourage the general public to get involved with the arts as ticket buyers, members and patrons.

Potential Opportunities
A. Solicit public input in development of programs
B. Coordinated communications plan to educate the public on their crucial role in supporting the arts
C. Study and consideration of united membership program for a consortium of Wichita Falls arts and cultural entities
D. Low cost promotional and cultivation events to engage the public “behind the scenes” (e.g. dress-rehearsal invitations for potential patrons, back of house tours, open houses)
E. Survey public support for additional cultural funding through taxes (precedents include Denver’s Scientific and Cultural Facilities Tax and Detroit’s mileage tax)

Strategy 3: Recruit and empower young leaders to guide existing and future organizations.

Potential Opportunities
A. Continue active recruitment of young people in their teens, 20s and 30s to serve in roles of responsibility (advisory boards, boards of directors, youth committees, staff, interns, volunteers, social media voices)
B. Engagement of recruited young people in substantive activities to ensure positive experience and encourage life-long commitment to the organization
C. Formal training program for young people interested in leadership in the arts
D. Formal and informal mentorship of emerging young leaders by existing/experienced leaders
E. Arts and culture sub-groups in Leadership Wichita Falls and Young Professionals of Wichita Falls

Strategy 4: Equip leaders to run arts and culture organizations effectively.

Potential Opportunities
A. Board and staff placements that reflect the full diversity of ages, ethnicities, professions, and other interests in Wichita Falls
B. Enhanced leadership training and capacity building programs
C. Web-based “toolbox” of standard documents and protocols – and Wichita Falls specific goals – to support existing and emerging organizations
D. Dedicated position focused on developing leaders in Wichita Falls
E. Self-evaluation and possible restructuring of existing boards for optimal effectiveness and efficiency (as each existing organization deems necessary and appropriate)
F. Quarterly meeting of local arts leaders to share information, debate issues and explore trends

“Leadership is in high demand and low supply.”
Diversity is valued by Wichitans, but is not currently being celebrated or leveraged fully. A lack of crossover and engagement among segmented communities and cultural organizations has left the arts and culture sector fragmented and weakened. An Arts Plan that builds “bridges” is strongly desired to connect neighborhoods, community leaders, and organizations and move the community forward together.

Overcoming perceived divisions and building a citywide network that values inclusiveness will strengthen community bonds and benefit all Wichitans.

Priority 2. Build Bridges

Strategy 5: Connect Wichitans across neighborhoods.

Potential Opportunities
A. Arts and cultural activities and events in new neighborhoods and venues (i.e. Latin Festival in Hamilton Park, Symphony performance at the Martin Luther King Center)
B. “Creative combination” lectures/social events mixing dissimilar subjects with cross-over appeal, presented jointly by organizations or artists with different points of view (e.g. Ice Cream and Drumming, or Boxing and Beauty Parlors)
C. Web portal and central calendar to facilitate connections and collaboration among arts and cultural producers and promote new experiences for all Wichitans
D. Link existing development efforts with neighborhood initiatives to ensure participation among all Wichitans

Strategy 6: Celebrate cultural diversity through shared community experiences.

Potential Opportunities
A. Increased frequency and variety of celebrations of different world cultures represented in Wichita Falls (e.g. Caribfest and Oktoberfest)
B. Family activities at events and festivals, welcoming people of all backgrounds, financial means, and skill levels
C. Partnerships with local, national and international artists and organizations to bring a variety of cultural experiences to the people of Wichita Falls in their own neighborhoods
D. Increased intergenerational activities and elder outreach
E. Collaborative community improvement projects such as painting murals, planting flowers, and volunteer days at cultural organizations
F. Cross-cultural “garden to table” initiatives that marry community gardening with shared cooking experiences, including demonstrations, lessons, marketing excursions, recipe swaps, and tastings
“The ‘bridge’ is not there — people have been in this town for years who don’t know the bright spots on the east side or north side... There are people there who would love to help.”
The active development of creativity, especially among young people, is seen by the community as critical to supporting a sustainable cultural ecology. Building this kind of vitality also is viewed as a way for Wichita Falls to gain an edge to inspire new businesses and people to stay in or move to the city. Research also showed that many Wichitans will not go on to college or may go to college elsewhere. Therefore, engaging Wichitans in arts and cultural opportunities before they leave high school is a crucial opportunity to expose them to these experiences. Additionally, Midwestern State University (MSU), Vernon College and Sheppard Air Force Base represent potentially significant platforms to develop arts education and engagement out in the community.

Artists and arts educators of all skill levels desire professional development and training, opportunities to connect and structures that foster the incubation of new ideas. Teens expressed that they feel particularly adrift between beginners’ or children’s classes and professional level training opportunities; they crave age- and skill-level appropriate lessons, social exchange, and roles carrying responsibility to propel both personal and professional development. A community-based, joint-use facility, with quality spaces to support performing and visual arts, plus innovative social spaces such as production studios, lounge and a market, was repeatedly indicated by the research as a desired outcome of the Arts and Culture Plan.

Cultivating knowledge, appreciation, and talent among people of all ages and backgrounds — especially young people will ensure a strong foundation for flourishing arts and culture in Wichita Falls for the next generation.

“The arts are not a frill. Flexibility is something we have to emphasize in education. The job market is going to be an ever changing target.”

Priority 3.
Nurture Arts and Culture through Education and Creative Development
Strategy 7: Ensure all children and teens in Wichita Falls receive ongoing arts education.

Potential Opportunities
A. Arts instruction in every grade level through partnerships among schools, cultural organizations and higher education institutions
B. Affordable, accessible arts education opportunities outside of school and in summer
C. Need and merit-based scholarship programs
D. Teacher training to integrate arts and creativity into traditional classroom subjects
E. Development of long-term plan for formal arts education curriculum in all schools
F. Exposure to the arts through free admission and ticket giveaways

Strategy 8: Cultivate artists and arts educators.

Potential Opportunities
A. Professional development for artists and arts educators through master classes, certification, continuing education, and artist residences
B. Pedagogical training for practicing artists interested in becoming educators
C. Creative exchange with national and international artists
D. Fellowships and grants to support artistic development, continuing education, and special projects
E. Long-range study for a magnet or charter school focused on developing artists, designers and other creative thinkers

Strategy 9: Provide every Wichitan the means for personal development through creative expression and arts appreciation.

Potential Opportunities
A. Classes and creative activities at community-based facilities in every neighborhood (senior centers, recreation centers, city parks, libraries)
B. Ability to sample a variety of cultural offerings through drop-in programs and open houses
C. Informal, participatory activities accompanying performances and events (e.g. free dance lessons before performances, instrument making workshops for children)
D. Public art program overseen by a rotating committee of local artists and arts leaders and supported by public

Strategy 10: Create a multi-use cultural hub that unites artists with each other and the public to incubate creativity.

Potential Opportunities
A. Master plan for a multi-use cultural hub that will:
   • Provide a meeting place for creative individuals, clubs and cultural organizations, as well as attract the public
   • House a variety of spaces such as media labs, rooms for rehearsal and instruction, performance areas, open studios, exhibition galleries, lounges, and a marketplace for artists to sell their work.
   • Promote collaboration among artistic disciplines (e.g. visual artists designing theater sets, musicians collaborating with choreographers)
   • Launch creative programs and services that are currently lacking (e.g. a student-run cable network, intermediate levels of instruction, small or experimental performances)
   • Be located downtown to foster partnership with other renewal efforts
   • Ensure a welcoming and casual atmosphere that is buzzing with activity

“I would love to see a ‘place to unite all of us.’ We have a significant pool of people here in Wichita Falls who aren’t getting what they need.”
“There are over a million people in surrounding areas. [But] we compete for the same 200,000.”

Priority 4.
Promote Arts and Culture through Policy Development, Advocacy and Publicity

Not all support is purely financial or operational. Throughout the planning process, arts, cultural and business leaders expressed a desire to educate the public on the value of the arts, ensure that the whole region knows what Wichita Falls has to offer, and actively partner with the City to provide support through its full range of resources and policy-making authority. Existing arts and culture groups also share a desire for greater coordination and a non-affiliated entity charged with building and supporting a cultural “community.”

Meanwhile, Wichitans require more robust information on available arts and culture offerings. They desire a concentrated area where they can enjoy arts, cultural and social experiences. Historic downtown was pointed out by some participants as a major opportunity.

Effective policy development, advocacy and publicity would help establish a distinctive brand identity for Wichita Falls that could elevate the city’s regional profile.
“No new money is coming to the table - the next generation doesn’t see the value. It’s incumbent upon people in the arts to let people know the value of the arts.”

**Strategy 11: Articulate the value of the arts and arts education.**

**Potential Opportunities**

A. Research on “social return on investment” to demonstrate the benefits and relevance of arts and cultural activity for the general public

B. Student-run arts and cultural advisory and advocacy committee

C. Grassroots and formal publicity campaigns promoting the benefits of arts and culture

**Strategy 12: Establish an umbrella non-profit organization charged with supporting arts and culture in Wichita Falls through advocacy, funding and coordination**

**Potential Opportunities**

A. An advocacy program to promote arts and arts education with lawmakers, officials and school authorities

B. Distribution of public funding through a range of mechanisms (such as grants and strategic/mission-related investments) and a process that is equitable, timely and free of bias

C. Online directory of all cultural organizations, clubs, businesses and individuals who are active in arts and culture in Wichita Falls

D. Full-time staff dedicated to coordinate arts and culture organizations; a coordinator at an umbrella organization could be dedicated to facilitating connections among individuals and organizations for cultural activity

E. Online resource of employment opportunities in arts and culture

F. Percent-for-art program that sets aside a percentage of the budget for eligible, City-funded construction projects to be spent on public artwork for City facilities (such as public schools, courthouses, police precincts, firehouses, hospitals, transportation terminals, detention centers, and other City facilities)

**Strategy 13: Ensure regional awareness of the variety and excitement of what Wichita Falls has to offer.**

**Potential Opportunities**

A. Accessible central website serving as a clearinghouse for arts and cultural information

B. Wider distribution of arts and culture information, improved links to City marketing, and expanded regional listings to better inform the general public

C. Social media outreach using the full range of tools that reach different segments of the population, especially young people (Twitter, Facebook, YouTube, etc.)

D. Grassroots communications methods, including neighborhood and Spanish language media and word-of-mouth outreach to neighborhood organizations

E. Community leaders, media and others trained and activated as ambassadors of Wichita Falls cultural offerings

**Strategy 14: Establish and promote an arts district in downtown Wichita Falls.**

**Potential Opportunities**

A. Identification of an arts district around the existing core of arts and cultural assets in downtown Wichita Falls

B. Incentives for arts and non-arts businesses and amenities to locate or do business in the district

C. Designation as an arts district recognized by the State of Texas

D. Regulations that facilitate artistic and cultural activity (i.e. permits, zoning, noise ordinances)

E. Application for available state funding for arts districts

F. Local, regional and statewide marketing of an arts district

G. Capitalize on city parks for cultural festivals, public art and beautification projects, arts fairs and performances
“In my mind there’s no doubt that a strong arts community is important to what the business community is looking for.”

Priority 5. Expand Capacity to Advance Excellence

Wichita Falls is home to many organizations, venues, festivals and events for arts, culture, sports and entertainment. Few of them regularly communicate with one another, coordinate plans or collaborate to cross-pollinate audiences. There is a deep desire to come together and effectively collaborate to improve creativity and value to both cultural audiences and organizations.

Providing consistently high quality programming is a challenge when, as in Wichita Falls, most arts organizations run on either a few or no paid staff, are dependent on volunteers, and almost never utilize interns.

Skills development in non-profit management, fundraising, board development and planning is also in demand, as are physical spaces that support creative incubation, production and presentation. With such limited capacity, attracting and retaining talent becomes a major challenge.

There is both a need and opportunity to raise the bar for local artists and organizations by supporting the highest quality output. This will require building programs that supply additional human resources, improving skills, inspiring collaboration, and retaining talent.
Strategy 15: Foster collaboration among arts organizations and artists.

Potential Opportunities
A. Professional and social activities to strengthen relationships among existing and emerging arts leaders
B. Co-produced, co-promoted programming
C. Grants and incentives that encourage collaborative programming

Strategy 16: Strengthen skills and infrastructure to support high quality artistic output and cultural experiences.

Potential Opportunities
A. Training programs for organizational staff in strategic planning, board development, financial management, fundraising and volunteer recruitment and management
B. Incentives for developers and businesses to use spaces for cultural purposes
C. Adapt and reuse existing empty buildings for artistic activity

Strategy 17: Retain local talent and attract new talent.

Potential Opportunities
A. Competitive compensation for strong organizational leaders and highly skilled and talented artists
B. Increased opportunities for artists to perform, exhibit and sell their work (regular arts and crafts fairs, arts booths at farmers markets, arts components at non-arts events and venues)
C. Online marketplace to promote creative freelancers and their services
D. Additional work opportunities partnering artists with social work programs, city agencies, libraries, etc.
E. Exposure to performances, exhibitions and artists and management practices from around the world
F. Tax incentives for establishment and relocation of creative industry businesses and professionals
G. Matching grants from public, private and philanthropic sources to attract and retain talent

Strategy 18: Formalize internships and volunteer programs that expand capacity of arts and cultural organizations and address gaps in infrastructure.

Potential Opportunities
A. Arts administration and management training programs through MSU and Vernon College
B. Internships for high school and college students for pay or class credit
C. Volunteer programs and partnerships for all ages, especially high school and college students, to support the Arts Plan

“Cooperation and collaboration is probably one of the greatest needs and weaknesses.”
This Arts Plan is intended to serve the Wichita Falls community as a flexible guide to strengthening arts and culture in our city for the benefit all Wichitans.

The Potential Opportunities presented under each Strategy were identified through the grassroots research and development of the plan. They are seen as tangible ways for arts and cultural organizations, artists and other entities such as businesses, foundations and the City, to achieve the Priorities in the plan, working both individually and collaboratively.

The following timeline shows how the Strategies and Potential Opportunities presented in the previous pages can roll out over the next five years.

- Some opportunities can be implemented immediately and relatively easily, while others require planning. Planning periods are indicated with light shading, while implementation is shown in dark shading.
- Each opportunity will require leaders and/or collaborators to successfully implement. Recommendations are noted accordingly with codes:
  - OA - Organizational Action needed, organizations may take action on their own
  - OC - Organizational Collaboration needed, organizations are encouraged to work with partners to maximize opportunities
  - FP - Funding Partners needed
  - CC - City Collaboration needed

The purpose of these codes is to signal exactly how various parties can get involved in executing the plan.

The rationale for the Implementation timeline follows:

1. Items that can be implemented immediately or relatively easily, as well as urgent items, are slated for implementation in Year 1. **Implementing these early will help build momentum for opportunities that will be addressed later.**

2. Items that continue to build momentum but require some planning, analysis or collaboration generally are slated for Year 2 or 3.

3. Items where greater planning, analysis, collaboration and/or capital investment is required are slated for Year 3 or later.

NOTE: It is recognized that other opportunities may exist or may develop over time. Therefore, users of the plan should not feel limited by this plan or timeline. Instead, this plan is intended to be a living document that is a helpful map for the way forward, to be revisited and adjusted as needed. Users of the plan are encouraged to consider the role they each can play in achieving these goals and to adjust the timing and approach to fit circumstances and opportunities.
### Priority 1. Inspire Participation, Support and Leadership

#### Strategy 1: Ensure programming matches the broad interests and needs of the people of Wichita Falls.

| A. Expanded definition of “arts” to include gardening, cooking, architecture, design, storytelling, fashion, and so on; Incorporation of greater variety of styles and disciplines highlighted in public arts survey (more types of music and dance, design and new media production) | FP, OA |
| B. Year-round, free public performances and events | FP, CC, OA |
| C. Social venues (or performances) such as a jazz club, open mic nights and teen talent shows that are marketed at a grass-roots level as well as city-wide | OA |
| D. Self-administered evaluations at existing institutions and programs | OA |
| E. Programs that build new audiences into existing popular events (e.g. expand ancillary programming at Hotter N’ Hell) | OC, FP, CC |
| F. Program schedules and operational hours that match audience needs, including children, teens and adults | OC, OA |

### Strategy 2: Encourage the general public to get involved with the arts as ticket buyers, members and patrons.

| A. Solicit public input in development of programs | FP, OA |
| B. Coordinated communications plan to educate the public on their crucial role in supporting the arts | OC, FP, CC |
| C. Study and consideration of united membership program for a consortium of Wichita Falls arts and cultural entities | OC, FP |
| D. Low cost promotional and cultivation events to engage the public “behind the scenes” (e.g. dress-rehearsal invitations for potential patrons, back of house tours, open houses) | FP, OA |
E. Survey public support for additional cultural funding through taxes (precedents include Denver’s Scientific and Cultural Facilities Tax and Detroit’s millage tax) | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | CC, FP, OC

**Strategy 3: Recruit and empower young leaders to guide existing and future organizations.**

A. Continue active recruitment of young people in their teens, 20s and 30s to serve in roles of responsibility (advisory boards, boards of directors, youth committees, staff, interns, volunteers, social media voices) | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | OC, FP

B. Engagement of recruited young people in substantive activities to ensure positive experience and encourage life-long commitment to the organization | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | OC

C. Formal training program for young people interested in leadership in the arts | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | OC, FP

D. Formal and informal mentorship of emerging young leaders by existing/experienced leaders | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | OC, FP

E. Arts and culture sub-groups in Leadership Wichita Falls and Young Professionals of Wichita Falls | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | FP, OA

**Strategy 4: Equip leaders to run arts and culture organizations effectively.**

A. Board and staff placements that reflect the full diversity of ages, ethnicities, professions, and other interests in Wichita Falls | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | OA

B. Enhanced leadership training and capacity building programs | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | FP, OC

C. Web-based “toolbox” of standard documents and protocols – and Wichita Falls specific goals – to support existing and emerging organizations | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | FP

D. Dedicated position focused on developing leaders in Wichita Falls | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | FP

E. Self-evaluation and possible restructuring of existing boards for optimal effectiveness and efficiency (as each existing organization deems necessary and appropriate) | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | OA

F. Quarterly meeting of local arts leaders to share information, debate issues and explore trends | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | COLLABORATORS
---|---|---|---|---|---|---
| | | | | | OC

| Implementation | OA Organizational Action Needed | CC City Collaboration Needed |
| Planning | OC Organizational Collaboration Needed | FP Funding Partners Needed |
### Priority 2. Build Bridges

#### Strategy 5: Connect Wichitans across neighborhoods.

| A. | Arts and cultural activities and events in new neighborhoods and venues (i.e. Latin Festival in Hamilton Park, Symphony performance at the Martin Luther King Center) | \(\text{OC, FP, CC}\) |
| B. | “Creative combination” lectures/social events mixing dissimilar subjects with cross-over appeal, presented jointly by organizations or artists with different points of view (e.g. Ice Cream and Drumming, or Boxing and Beauty Parlors) | \(\text{OC, OA}\) |
| C. | Web portal and central calendar to facilitate connections and collaboration among cultural producers and promote new experiences for all Wichitans | \(\text{OC, CC, FP}\) |
| D. | Link existing development efforts with neighborhood initiatives to ensure participation among all Wichitans | \(\text{CC, FP, OA}\) |

#### Strategy 6: Celebrate cultural diversity through shared community experiences.

| A. | Increased frequency and variety of celebrations of different world cultures represented in Wichita Falls (e.g. Caribfest and Oktoberfest) | \(\text{OC, FP}\) |
| B. | Family activities at events and festivals, welcoming people of all backgrounds, financial means, and skill levels | \(\text{OA}\) |
| C. | Partnerships with local, national and international artists and organizations to bring a variety of cultural experiences to the people of Wichita Falls in their own neighborhoods | \(\text{OC, FP, CC}\) |
| D. | Increased intergenerational activities and elder outreach | \(\text{OA}\) |
| E. | Collaborative community improvement projects such as painting murals, planting flowers, and volunteer days at cultural organizations | \(\text{OC, CC, FP}\) |
| F. | Cross-cultural “garden to table” initiatives that marry community gardening with shared cooking experiences, including demonstrations, lessons, marketing excursions, recipe swaps, and tastings | \(\text{OC, CC}\) |

| Implementation | OA Organizational Action Needed | CC City Collaboration Needed |
| Planning | OC Organizational Collaboration Needed | FP Funding Partners Needed |
### Priority 3. Nurture Arts and Culture through Education and Creative Development

#### Strategy 7. Ensure all children and teens in Wichita Falls receive ongoing arts education.

<table>
<thead>
<tr>
<th>A. Arts instruction in every grade level through partnerships among schools, cultural organizations and higher education institutions</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
<th>COLLABORATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OC, FP</td>
</tr>
<tr>
<td>B. Affordable, accessible arts education opportunities outside of school and in summer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FP, OC, CC</td>
</tr>
<tr>
<td>C. Need and merit-based scholarship programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FP</td>
</tr>
<tr>
<td>D. Professional development for arts educators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OC, FP</td>
</tr>
<tr>
<td>E. Development of long-term plan for formal arts education curriculum in all schools</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OC, FP</td>
</tr>
<tr>
<td>F. Exposure to the arts through free admission and ticket giveaways</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FP, OC, OA</td>
</tr>
</tbody>
</table>

#### Strategy 8: Cultivate artists and arts educators.

<table>
<thead>
<tr>
<th>A. Professional development for artists and arts educators through master classes, certification, continuing education, and artist residences</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
<th>COLLABORATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OC, FP</td>
</tr>
<tr>
<td>B. Pedagogical training for practicing artists interested in becoming educators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OC, FP</td>
</tr>
<tr>
<td>C. Creative exchange with national and international artists</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FP, OA</td>
</tr>
<tr>
<td>D. Fellowships and grants to support artistic development, continuing education, and special projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FP</td>
</tr>
<tr>
<td>E. Plan for a magnet or charter school focused on developing artists, designers and other creative thinkers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OC, CC, FP</td>
</tr>
</tbody>
</table>

#### Strategy 9: Provide every Wichitan the means for personal development through creative expression and arts appreciation.

<table>
<thead>
<tr>
<th>A. Classes and creative activities at community-based facilities in every neighborhood (senior centers, recreation centers, city parks, libraries)</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
<th>COLLABORATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OC, CC, FP, OA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation</th>
<th>OA Organizational Action Needed</th>
<th>CC City Collaboration Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>OC Organizational Collaboration Needed</td>
<td>FP Funding Partners Needed</td>
</tr>
</tbody>
</table>
B. Ability to sample a variety of cultural offerings through drop-in programs and open houses

C. Informal, participatory activities accompanying performances and events (e.g., free dance lessons before performances, instrument making workshops for children)

D. Public art program overseen by a rotating committee of local artists and arts leaders and supported by public

Strategy 10: Create a multi-use cultural hub that unites artists with each other and the public to incubate creativity.

A. Master plan for a multi-use cultural hub

Priority 4. Promote Arts and Culture through Policy Development, Advocacy and Publicity

Strategy 11: Articulate the value of the arts and arts education.

A. Research on “social return on investment” to demonstrate the benefits and relevance of arts and cultural activity for the general public

B. Student-run arts and cultural advisory and advocacy committee

C. Grassroots and formal publicity campaigns promoting the benefits of arts and culture

Strategy 12: Establish an umbrella non-profit organization charged with supporting arts and culture in Wichita Falls through advocacy, funding and coordination

A. An advocacy program to promote arts and arts education with lawmakers, officials and school authorities

B. Distribution of public funding through peer-reviewed process and range of mechanisms (grants, strategic/mission-related investments)

C. Online directory of all cultural organizations, clubs businesses and individuals who are active in arts and culture in Wichita Falls

Implementation
Planning
OA Organizational Action Needed
OC Organizational Collaboration Needed
FP Funding Partners Needed
CC City Collaboration Needed
### Strategy 13: Ensure regional awareness of the variety and excitement of what Wichita Falls has to offer.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Collaborators</th>
</tr>
</thead>
<tbody>
<tr>
<td>D. Full-time staff dedicated to coordinate arts and culture organizations; a coordinator at an umbrella organization could be dedicated to facilitating connections among individuals and organizations for cultural activity</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>OC, FP, CC</td>
</tr>
<tr>
<td>E. Online resource of employment opportunities in arts and culture</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td>OC, FP</td>
</tr>
<tr>
<td>F. Percent-for-art program</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td>OC, CC, FP</td>
</tr>
</tbody>
</table>

### Strategy 14: Establish and promote an arts district in downtown Wichita Falls.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Collaborators</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Identification of an arts district around the existing core of arts and cultural assets in downtown Wichita Falls</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td>CC, OC</td>
</tr>
<tr>
<td>B. Incentives for arts and non-arts businesses and amenities to locate or do business in the district</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td>OC, CC</td>
</tr>
<tr>
<td>C. Designation as an arts district recognized by the State of Texas</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td>CC, OC</td>
</tr>
<tr>
<td>D. Regulations that facilitate artistic and cultural activity (i.e. permits, zoning, noise ordinances)</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td>CC</td>
</tr>
<tr>
<td>E. Application for available state funding for arts districts</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td>CC, OC</td>
</tr>
</tbody>
</table>

**Notes:**
- **OC** Organizational Collaboration Needed
- **FP** Funding Partners Needed
- **OA** Organizational Action Needed
- **CC** City Collaboration Needed
### Priority 5. Expand Capacity to Advance Excellence

#### Strategy 15: Foster collaboration among arts organizations and artists.

| A. Professional and social activities to strengthen relationships among existing and emerging arts leaders | OC, FP |
| B. Co-produced, co-promoted programming | OC, FP |
| C. Grants and incentives that encourage collaborative programming | FP, OC |

#### Strategy 16: Strengthen skills and infrastructure to support high quality artistic output and cultural experiences.

| A. Training programs for organizational staff in strategic planning, board development, financial management, fundraising and volunteer recruitment and management | OC, FP |
| B. Incentives for developers and businesses to use spaces for cultural purposes | CC |
| C. Adapt and reuse existing empty buildings for artistic activity | OC, CC, FP |

#### Strategy 17: Retain local talent and attract new talent.

| A. Competitive compensation for strong organizational leaders and highly skilled and talented artists | FP, OA |
| B. Increased opportunities for artists to perform, exhibit and sell their work (regular arts and crafts fairs, arts booths at farmers markets, arts components at non-arts events and venues) | OC, CC, FP |
| C. Online marketplace to promote creative freelancers and their services | OC, FP |
D. Additional work opportunities partnering artists with social work programs, city agencies, libraries, etc.

E. Exposure to performances, exhibitions and artists and management practices from around the world

F. Tax incentives for establishment and relocation of creative industry businesses and professionals

G. Matching grants from public, private and philanthropic sources to attract and retain talent

| Strategy 18: Formalize cultural internships and volunteer programs that expand capacity of cultural organizations and address gaps in infrastructure. |
| A. Arts administration and management training programs through MSU and Vernon College |
| B. Internships for high school and college students for pay or class credit |
| C. Volunteer programs and partnerships for all ages, especially high school and college students, to support the Arts Plan |

<table>
<thead>
<tr>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
<th>COLLABORATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CC, FP, OC</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FP, OA</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CC</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>CC, FP</td>
</tr>
</tbody>
</table>

- Implementation
- Planning
- OA Organizational Action Needed
- CC City Collaboration Needed
- OC Organizational Collaboration Needed
- FP Funding Partners Needed
Appendix A
Program Examples Addressing Similar Priorities

The following examples are intended to inspire thinking about strategies to address the priorities of Wichita Falls. These are programs other communities are implementing to address needs similar to those of Wichita Falls; they are not presented here to be applied directly to Wichita Falls. Programs like these can be scaled up or down to suit the size of the community.

Example of: Inspire Participation, Support and Leadership

INCENTIVIZING PARTICIPATION
WOO Card
Worcester, Massachusetts

The Worcester Cultural Coalition’s WOO Card is designed to open the door to Worcester County’s creative community. Cardholders receive discounts and special offers for concerts, theater, museums, music, street festivals and outdoor events throughout the year. Users can earn WOO points, making them eligible to win prizes each month. College WOO Cards are free to students at participating colleges. (Central Massachusetts Convention & Visitors Bureau)

Examples of: Build Bridges

TAKING THE ARTS TO THE COMMUNITY
Chicago Shakespeare Theater
Chicago, Illinois

Chicago Shakespeare Theater presented a special performance of Short Shakespeare! The Taming of the Shrew at Benito Juarez Community Academy Performing Arts Center in the Pilsen neighborhood. The 75-minute abridged production of Shakespeare’s lively battle of the sexes was presented in English with projected Spanish translation, and featured a prologue by leading members of the area. This presentation is part of SC’s ongoing partnership with Benito Juarez Community Academy (BJCA). With the support of the Chicago Community Trust, Chicago Shakespeare is working to realize BJCA’s potential as a performing arts facility and community center for greater Pilsen.

PROMOTING CULTURAL UNDERSTANDING
Festival International de Louisiane
Lafayette, Louisiana

Founded 25 years ago, Festival International de Louisiane transforms historic downtown Lafayette, Louisiana, into a celebration of artistic expression and world cultures. Located in the center of Cajun heritage in U.S., the festival aims to promote the area’s native cultures through the arts, educate the public about local achievements and related global cultures, and promote economic development and tourism by enhancing Louisiana’s reputation as an arts destination. Festival International de Louisiane is the 2012 winner for Best World Music Festival in About.com’s World Music Reader’s Choice Awards.

Source: http://www.festivalinternational.com

Example of: Nurture the Arts through Education and Creative Development

CREATIVE SOLUTIONS IN ARTS EDUCATION
Oklahoma A+ Schools
Oklahoma City, Oklahoma

Oklahoma A+ Schools (OKA+) is the state’s only research-based whole school network with a mission of nurturing creativity in every learner. OKA+ values art as an essential component of education and adheres to a set of commitments that include daily arts instruction, experiential learning and enriched assessment. Located on the campus of the University of Central Oklahoma, OKA+ provides schools with ongoing professional development and an intricate network of support. Each A+ School builds community-wide ownership through collaboratively developed goals and objectives aimed at preparing Oklahoma youth from early childhood through high school with skills for the 21st century workplace. Through fostering creativity, innovation and critical thinking, OKA+ engages students, teachers, and community with creative, focused instruction and leads to leadership and higher achievement within its network of 70 schools in urban, suburban and rural Oklahoma.

Examples of: Promote the Arts through Advocacy, Policy and Publicity

UMBRELLA ENTITY
4Culture: King County Cultural Services
King County, Washington

4Culture is the cultural services umbrella entity for King County in Washington. It strives to understand and address the needs of the communities it serves, to champion personal expression and community engagement, support a distinctive built environment, and collaborate with artists and organizations to find relevant solutions to local needs. In 2003, King County’s Office of Cultural Resources changed from a county-managed division to a tax-exempt public development authority (PDA). As a PDA, it became eligible to issue bonds, create an endowment, launch consulting services, and manage proceeds from lodging tax. 4Culture is an arms-length agency, has a fifteen-member board of directors, approved by the County Executive, representing all geographic areas. 4Culture operates in four areas: arts (visual, performing arts, education), preservation (heritage tourism, sustainable maritime heritage), public art (commissioning, maintenance, installation), and heritage (documentation, education, collection care). 4Culture succeeds through: region-wide collaborations; diverse sources of income; distinct service areas; efficient use of public money; specialized expert advisory committees for each type of service; and dedicated income from tax base and county/state support.
REVITALIZATION THROUGH ARTS AND CULTURE
Moving Forward by Leveraging the Past
Lowell, Massachusetts

Considered to be cradle of Industrial Revolution in the U.S., Lowell had been a community in decline. The city has leveraged its industrial heritage through such attractions as The Lowell National Park, which is intertwined within the city, includes many historic structures, and generally tells the story of Lowell as a manufacturing and immigrant city. Since 1998, the city has been developing a thriving arts district to bring vitality to historic downtown and recently voted to adopt Cultural District designation to benefit from state support. Lowell has gone further and re-imagined its role today as a center for entrepreneurs and creative workers. It hosts Mass Innovation Nights, where product developers, managers and marketers showcase new products to an audience of social media enthusiasts, mass and industry media, influential bloggers, potential customers and prospective partners and can make plans to connect live and where job hunters, job seekers and recruiters connect. Lowell even was a finalist in Google’s 2012 Model Your Town Competition.

Example of: Expand Capacity to Advance Excellence

FINDING NEW LIFE FOR AN OLD BUILDING
Torpedo Factory Art Center
Alexandria, Virginia

The Torpedo Factory Art Center is a former torpedo manufacturing plant in Virginia that now houses artist workspaces, public galleries, event space and a range of community outreach activities. One of the original models for art centers in America, the Torpedo Factory invests in arts and culture, providing an educational service to inspire the public. The Torpedo Factory provides free artistic, cultural and educational experiences for residents and visitors. Outreach programs work with charitable organizations to engage children and minority populations and promote discussion, awareness and educational causes. Artists contribute time and artworks for use in the community; contributions may take the form of mentorship, lecture series, volunteer programs or art at the airport.
Appendix B
Inventory of Arts Organizations

The planning process began with an online survey to discover what arts and cultural organizations exist in Wichita Falls. The following 55 organizations responded to this survey:

4 Kidz Sake of Wichita Falls
About U Publishing
Ambassadors Jr. Boys Club and Sisterettes
Antuan Simmons Publishing
Applause
ArHub 701
Arts Council (dba/The Kemp Center for the Arts)
Backdoor Theatre
Billy L. Jones
Caribbean Students Organization
Carol Castro Ceramics
Christian Family Network Television (CFNT)
City of Wichita Falls Parks & Recreation
Clay County Art Association
Crews Duo (The)
Dance Studio
Downtown Wichita Falls Development, Inc.
Dynamick Dance Company
Encore! Women’s Choir
First Baptist Church/The Academy of Fine Arts
First Baptist Church/Music Ministry
First Presbyterian Church
First United Methodist Church Music Ministry
How Great Thou Art Studio
Juanita Harvey Art Gallery (The)
Lamar D. Fain College of Fine Arts, MSU
m.lynne designs
McNiel Junior High Orchestra WFISD

Midwestern State University Bands
Midwestern State University Department of Music
Midwestern State University: Ceramics
Moffett Library, Midwestern State University
Multi-Purpose Events Center (MPEC)
North Texas Genealogy Association
Pecan Creek Artists
Pool2Gether Productions
Pride in the Falls
Red River Intertribal Club
River Bend Nature Center
Ronda’s Studio
Sam Gibbs Music
Studio Brazos Gallery
Vernon College
Wichita County Heritage Society
Wichita Falls Art Association (The)
Wichita Falls Art-Entertainment & Culture (dba/Youth Opportunities Center)
Wichita Falls Ballet Theatre
Wichita Falls Fire & Police Museum
Wichita Falls Independent School District
Wichita Falls Museum of Art at MSU
Wichita Falls Railroad Museum
Wichita Falls Symphony League
Wichita Falls Symphony Orchestra
Wichita Falls Youth Symphony Orchestra
Zavala Hispanic Cultural Initiative
Appendix C
Acknowledgments

Danny Ahern
Wesley Alexander
Amber Alger
DJ Arnold
Karen Bacus
Tom Bacus
Zharia Banks
Rachel Barber
Karyl Barbosa
Glenn Barham
Lynn Bassett
Chariti Beaver
Bonnie Beck
Gari Boehm
Carla Bolin
Mercedes Brooks
Robyn Brooks
Taliyah Brooks
Austin Buckingham
Deonte Canada
Mac Cannedy
Francine Carraro
Carol Castro
Teresa Pontius Caves
David Cerreta
Madeline Chappell
Tim Chase
Karlesha Clark
Marsha Clarke
Jahn Crews
Delores Culley
John Dickinson
Winter Donley
Carlana Fitch
Stacie Flood
Leslie Fernandes
Ron Fischli
Mark Francis
Gail Fuller
Mary Garza
Laura Gillis
Gary Goldberg
Kristen Gossett
Patrick Gray
Jada Green
Desi Hale, Sr.
Karen Hamlin
Sara Hamlin
Bre Harrison
Sammie Hatfield
Colton Havins
Suguru Hiraide
John Hirschi
Jan Huffines
Vern Huffines
Kevin Hugman
Rhonda Ivy
Dwayne Jackson
Brenda Jarrett
Ken Jahnke
Autumn Johnson
Charlotte Johnson
Deborah Jones
DJ Jordan
Rachel Kapelski
Robert KinCannon
Cynthia Laney
Clara Latham
Mike Lechuga
Eric Lee
Justin Lewis
Darron Lieker
Rachel Liles
Chelsea Lindey
Shane Martin
Mary Helen Maskill
Michael McCalip
Nefer McIntyre
Bronna McNeely
Patti Milford
Jim Moore
Shadee Muhammad
Jack Murphy
Marlene Murphy
Jerry Nabor
Larry Nash
Greg Neth
Ella Nordstrom
Kelly Nottingham
Collin Partridge
Alex Phillips
Jasmine Phillips
Katherine Phillips
Judy Pipes
Catherine Prose
Joe Prothro
Sherry Ransom
Genie Ratliff
Marsha Wright Reeves
Ashele Remy
Francis Rivera, Jr.  Antuan Simmons  Virgil Taylor, Jr.  Jalisa Williams  
Utah Robertson  Gail Smith  Tori Temple  LaKarl Williams  
Jesse Rogers  Terrance Smith  Will Tucker  Michael Williams  
Elsa Rueda  Keith Sparks  Melissa Ward  Robert Williams  
Erika Rueda  Jane Spears  Dan White  Ronnie Williams  
Taiwan St. James  Katy Steimel  Emma White  Joey Wilson  
Steve St. John  Jack Stevens  Jodie White  Bri Wingfield  
Mackisha Samuel  Bob Sullivan  Lydia White  Michelle Wood  
Quaylon Sanders  Merrill Sweatt  Aaliyah Williams  Jonathan Woodward  
Dan Shores  Lana Sweeten-Shultz  Ayanna Williams  Elizabeth Yeager  

The Priddy Foundation Arts Task Force

Jack Davis, Independent Consultant, Professor and Dean Emeritus, College of Visual Arts and Design (CVAD), University of North Texas  
Alice Huang, Board of Directors  
Jerry Johnson, Board of Directors  
Nancy Marks, Board of Directors  
Liz Martin, Board of Directors  
Sara Jane Snell, Board of Directors  

The Priddy Foundation Staff

David Wolverton, President  
Leslie Schaffner, Director of Special Initiatives  
Debbie White, Director of Grants  
Shelley Sweatt, Grants Associate  
Pat Myers, Administrative Assistant