



TEXARKANA

ARTS & HISTORIC DISTRICT

Ten Year Plan

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1 Introduction

History:

As legend has it, it was a day in 1542 when Hernando DeSoto ordered a mutinous follower hanged from an oak tree near an artesian spring in the Territory of the Grand Caddoes. Little did he know that less than a half-hour march to the South was the site of a city which, 400 years later, would boast 60,000 in population, would lie squarely in two states, would be named for three states, would be the focal point of four, and would be the crossroads of the entire Southwest.

As early as 1840, rudiments of a permanent settlement in the old Caddo Territory began to take form and, shortly thereafter, the stamp of official approval was awarded in the form of a post office.

Location of this institution was at Lost Prairie, some 15 miles east of the present site of Texarkana.

Railroads were quick to see the possibilities of this vast new territory and, in the late 1850's, the builders of the Cairo and Fulton Railroad were pushing their railhead steadily across Arkansas. By 1874, they had crossed Red River and were at the Texas state line.

Between February 16 and March 19, 1874, trains ran between the Texas state boundary and Red River, where passengers and freight were ferried across to Fulton, to continue by rail to their destinations. The Red River Bridge was opened on March 20, 1874, and from that date, trains have run directly from Texarkana to St. Louis.

Keen rivalry was the vogue among railroad builders in the 1870's. Among the pioneer railroads was the Texas and Pacific which stretched its steel ribbons across the vastness of the State of Texas to the Arkansas line. It was only logical that the point at which two railroads converged would be ideal for a city. Consequently, the Texas and Pacific Railroad sold the first town lots on December 8, 1873. The first lot, bought by a J.W. Davis, is the present-day location of Hotel McCartney, directly opposite Union Station.

Although many have contended for the honor, it is not known officially who gave Texarkana its name. One popular version credits a Colonel Gus Knobel who, surveying the Iron Mountain Railroad right-of-way from Little Rock to this section, came to the state line, marked the name "TEX-ARK-ANA" on a board and nailed it to a tree with the statement, "This is the name of a town which is to be built here." It was believed at the time that the Louisiana boundary was just a few miles to the south (actually it is thirty miles), and Colonel Knobel, in selecting the city's name, derived it from TEXas, ARKansas, and LouisiANA.

Success through Cultural Arts:

Over the years, Texarkana has evolved from a small town covered in pine trees, to a city that desires to thrive on the cultural arts. With a rapidly growing Arts and Historic District, Texarkana has started to enjoy high quality cultural arts that are celebrated throughout the region. Due to the immense appeal for the arts, and attracting residents from the surrounding regions, Texarkana's Arts and Historic District will continue to grow for the foreseeable future.

This success has brought both opportunities and challenges as the cities must continue to develop the Arts and Historic District to maintain high quality cultural arts for all residents. Ongoing increases in the region's population and limited



land available for new development have resulted in the need for improved infrastructure. While Texarkana desires to continue attracting residents and businesses, it now faces increasing competition from the surrounding areas for the leisure time and dollars of Texarkana residents. Due to Texarkana's unique location, this presents the opportunity to harness the community's strengths to elevate it to destination cities.

Why a Cultural Arts Plan for Texarkana? Why now?

The Cities of Texarkana and nonprofit arts organizations have made countless investments in the cultural arts. These investments are becoming more and more evident throughout Texarkana. As residents have begun to express a growing desire for cultural arts there have been several renovations to Texarkana's historic downtown area, to accommodate the residents. For instance, as a result of the City's investments in many community organizations, residents can now visit the Regional Arts Center, the Farmers Market, attend performances at the historic Perot Theatre, attend a variety of events in the downtown area, and learn about the cities' past through Texarkana's Museums System. Furthermore, it is anticipated that there will be continued requests for public support of community cultural arts initiatives – whether that is programming support for existing organizations or capital funding for new facilities, such as the Perot Theatre Restoration and Art Park. However, before future investments are made, the cities have recognized the need to develop a Cultural Arts Strategic Plan to lay out a formal decision making process to assist in the prioritization of funding requests. Recognizing the likelihood of increased requests and the limitations on dollars to invest in arts initiatives, such a process is necessary to ensure the community's vision for cultural arts continues to be successful and public dollars are invested appropriately. A robust cultural arts plan will prioritize strategies to make a creative economy even more attractive to investment

from local, statewide, and national sources, which will play a crucial role in updating the cities' infrastructure and restoring a vibrant downtown business structure. Finally, it will guide the development of a strong, innovative, and sustainable cultural district that reflects current trends and nurtures the passions of tomorrow's citizens. Therefore, this Plan aims to guide Texarkana government, businesses and residents in enhancing cultural arts opportunities that will elevate the cities to an even stronger position regionally and nationally.

The Purpose of this Plan:

The Cultural Arts Strategic Plan and Implementation Guide for Texarkana launches a ten year process to ensure the development and vitality of the cities' cultural offerings. This document is the culmination of extensive community consultation, policy and initiative research, analysis of existing cultural assets, and brainstorming among Texarkana's cultural arts, business and education districts and the broader community. The process has led to an understanding of the current state of Texarkana's cultural arts landscape, which will be addressed in the following pages, and what will be required to bolster it. This plan is intended to set the vision for cultural arts in Texarkana. It also provides a playbook for residents and officials to use in shaping the cultural arts to contribute to a vibrant and prosperous future for Texarkana.

What is a Cultural Arts Strategic Plan?

Innovative visions translate into a game plan. A cultural arts strategic plan is the cultivation of cultural arts needs and identity of a community into a blueprint for implementing visions and recommendations. The recommendations seek to fill the gaps in cultural arts service delivery; broaden the impact of cultural arts on the community; increase participation; reach new audiences; find the city's identity through cultural arts and more.

The Cultural Arts Strategic Plan is in place to address specific objectives for the city's Arts and Historic District. These objectives are:

- Increase the impact of Texarkana's current cultural arts assets through enhanced public infrastructure, and examination of public and private support.
- Recognize impact through contributions to the overall greater-good of the community, coordination between stakeholders and the community, and tourism.
- Be attentive and responsive to the development of the community and make sure the needs and aspirations are met through a variety of cultural arts activities, opportunities, facilities, participation, partnerships, and tending to all socioeconomic levels.

What is meant by "Cultural Arts"?

Culture is the shared identity of the community. It is the creative expression of individuals and how they perceive the world — their beliefs, customs, values, traditions, and aspirations. (Cultural Arts include cultural expression through the arts, connection to the community through heritage, creative learning and the stories and experiences that make up a vibrant community).

Why a Cultural Arts Strategic Plan?

Having a strategic plan, for the cultural arts, allows Texarkana to harness and accelerate cultural arts activity as a driving force for the downtown initiative. Vision and practical tactics to implement recommendations, which are in the cultural arts strategic plan, are required. At the center of every cultural arts plan is a set of guiding principles. The guiding principles are: cultural participation, sustainable art, content and audience diversity, cultural heritage, and cultural identity. If a plan reflects the needs of its community it will propel that community forward, allowing it to respond to growth within the community.

Both the plan and the planning process strive to:

1. Leverage the community's network of attractions and venues. Creative collaborations at thriving and emerging venues will both diversify and increase the audiences in the visual arts, performing arts, festivals, and community events. Additionally, integrated marketing, broader funding options, partnership opportunities, and shared service opportunities are just a few of the economic reasons for forming alliances across organizations and events.

2. Nurture future cultural leaders, artists, volunteers, and audiences. Cultural attractions must plan for the next generation of cultural participants. Often, cities are competing to retain and nurture artists, a group that represents the authentic cultural community. It is essential to involve emerging participants in the cultural district, both as contributors and visionary leaders. Engaging these groups in the planning process is vital.

3. Support culture as an engine for a creative economy, attracting and retaining young professionals. A community's greatest cultural asset is its residents who seek renewal. A plan looking years into the future must respond to present needs, but also project the needs that will arise as the population evolves.

4. Position the cultural arts as an integral part of the local government's overall responsibilities. Cultural plans rarely succeed when they stand alone, apart from the initiatives guiding other areas of the community. Cultural policy can have implications on economic impact; neighborhood revitalization; efficient institutions; cohesive physical communities with thriving public spaces; quality of life and environmental sustainability. As a community determines the qualities that will help it compete for residents, visitors, and businesses with other locales, it will take a visionary cultural plan to make these connections and bring community collaborators into the process.

Existing Assets and Opportunities

The Texarkana Arts and Historic District currently has an abundance of historical landmarks and cultural opportunities. Tourism has played a major part in revitalizing the historic downtown area. Texarkana aims to connect with the surrounding areas to share our vast amount of history and cultural events. Some examples of Texarkana Arts and Historic District's opportunities and completed projects are: Banners, Wayfinding Signs from I-30, Downtown Brochures, Trip Advisor Seminar, (Website) VisitTexarkanaDistrict.com, Bike

Company's "Gateway to the Southwest" theatre. Fully restored by the City of Texarkana, TX in 1979-80, the building is listed in the National Register of Historic Places. Texarkana natives, H. Ross Perot and his sister Bette, through the Perot Foundation, contributed much of the restoration costs in memory of their parents, Mr. & Mrs. Gabriel Ross Perot. In recognition of this contribution, the Texarkana, TX City Council renamed the building - The Perot Theatre. The



Share program, and Scott Joplin Mural Restoration. Implementing the Cultural Arts Strategic Plan will allow further development and increased participation in the cultural arts community. Below are some of the city's major attractions:

TRAHC - The Texarkana Regional Arts & Humanities Council is the art, entertainment, and arts education hub of Texas and Arkansas. From theater performances to fine art exhibits and arts classes for kids and adults, as well as professional development for arts educators, you will find your inspiration with TRAHC! TRAHC works from core values of artistic excellence, accessibility for all, and a deep sense of serving the community with collaboration to foster leadership and civic pride.

Perot Theatre - The beautifully restored Perot Theatre, located in downtown Texarkana at 3rd and Main St, has been a landmark since 1924 when it opened as the Saenger Amusement

theatre annually hosts the "Perot Theatre Series", as well as numerous rentals throughout the year. The Perot Theatre is owned by the City of Texarkana, TX and the Texarkana Regional Arts & Humanities Council is contracted to program and manage the theatre.

Museum of Regional History - Texarkana's first and oldest museum houses a variety of historical collections depicting the history of the region from the time of the Caddo through the founding of Texarkana and beyond. Located in the historic Offenhauser Insurance Building (1879), this museum includes interactive exhibits that explore the musical history of the region and tell the story of native son Scott Joplin, the "Father of Ragtime." MoRH is also the home of the Wilbur Smith Research Library.

Discovery Place Children’s Museum - Visitors step back in time through giant prehistoric animal murals and explore the wonders of life in the living science lab. Exhibits explore health, sound, motion, electricity, astronomy and other sciences. Children can play in replicas of a 1900 general store and a 1920 kitchen. There is a dress-up room, puppet theatre and a special “Tot’s Spot.” Discovery Place features a one-of-a-kind interactive 12 foot sound wall. While you’re here, enjoy a performance of the 1,000,000 volt MusicalTesla Coils. This unique exhibit not only discharges electrical corneas up to 6 feet high, it will also “sing.”

Ace of Clubs House - The 1885 Italianate Victorian home is a National Register property and a Recorded Texas Historical Landmark. Built in the shape of a club, with three octagonal wings and a rectangular wing, this house is considered one of the most unique in the country. It has been featured in several publications and broadcasts including HGTV’s “Christmas Castles” and “Bob Villa’s Guide to Historic Homes.”

Ahern Home - The Ahern house was designed in the Classical Revival style by the Burdsal Company based on a floor plan designed by Mr. and Mrs. Ahern. The first floor consists of a central hall, music room, parlor, library, dining room, kitchen, butler’s pantry and powder room. The second floor consists of four bed rooms, two baths, a nurse’s room and a sleeping porch.



Texarkana Symphony Orchestra (TSO) - Founded by an inspired group of initial patrons, our first concert was presented on April 4, 2006, and was hailed by the community as a needed and powerful new resource for musical leadership. The vision of the TSO is to be recognized as a center of musical excellence—nourishing spirits, and developing intellectual and creative capital that adds value for all. The mission of the TSO is to pursue, for all, the transformative power of symphonic music through excellence in live performance and education. TSO is dedicated to ensuring that the world’s great symphonic compositions are performed, heard, felt, understood, appreciated, valued, and expected in the greater Texarkana area – and that they endure as a relevant and valued part of the daily lives of our citizens today and for future generations. Furthermore, the TSO aspires to be the leading resource of professional music and musicians throughout far Northeast Texas, Southeast Oklahoma and Southwest Arkansas.



Four States Auto Museum - The Four States Auto Museum is a non-profit educational corporation, as chartered by the state of Arkansas. It was founded to preserve, collect, exhibit (including operate) and interpret a collection of automobiles, auto transportation equipment, related historical artifacts, documents, and photographs. The collection of artifacts includes automobiles and auto equipment, archival materials and objects related to autos and automotive history. Materials, equipment and objects of significance to Texarkana and the Four-States area are of particular interest.

Lindsey Railroad Museum - The Lindsey Railroad Museum has photographic and art displays that cover Texarkana’s 138-year

history. Texarkana was founded by the Texas & Pacific Railroad and the Cairo & Fulton Railroad in the winter of 1873-74. In time, Texarkana became the regional hub of nine railroad systems including the Texas & Pacific, Kansas City Southern, and Missouri Pacific. The museum also includes first-person stories about working for the railroads and memorabilia such as uniforms, patches, badges and flags. There is a theater in which to watch films about railroads and a “hands-on” section for children to ring the bells, toot the horns, and experience the thrill of train travel.

Silvermoon Children’s Theater - Prompted by a desire to help build healthy, happy people by investing in our community’s young people and having a non-profit mindset, SCT cultivates creativity under control using the dramatic arts by channeling the innate talents of the young to provide entertaining, uplifting children’s theatre that enriches audiences and participants alike.

Post Office and Photographer’s Island - One of the most unique features of Texarkana is it has the ONLY U.S. Post Office sitting in two states. This Post Office straddles the states of Texas and Arkansas and has separate zip codes, 71854 for Texarkana, Arkansas and 75501 for Texarkana, Texas. Built in 1932-33, the structure features a base of pink granite from Texas and walls of limestone from Arkansas. Texarkana is proud to be the home to the most photographed courthouse in the United States, second only to the Supreme Court in Washington, D.C.

Arkansas Municipal Auditorium - The Arkansas Municipal Auditorium was a center of entertainment especially in the 1950’s where a rich and diverse assortment of entertainers performed including a number of future superstars such as Elvis Presley, Fats Domino, Johnny Cash, Roy Orbison, Carl Perkins as well as international concert pianist Lois Towles, a Texarkana native and sister to Dorothea Towles Church, the first black supermodel for Christian Dior. The history of the auditorium as unique as the building that houses it provides immense potential for tourism.

Original Bankhead Highway - The Bankhead Highway was one of the nation’s earliest transcontinental highways. Its path crossed approximately 850 miles of Texas going from Texarkana to El Paso.





Priorities

The Cultural Arts Strategic Plan is a product of reflection on the Texarkana area. Specific priorities have been identified to catapult the Arts and Historic district to the next level.

The Plan focuses on the following five priorities, listed in no particular order:

- A. Texarkana Arts and Historic Districts
Organizations must take lead
- B. Promote Texarkana Tourism and Regional Marketing through the Cultural Arts
- C. Strengthen Capacity of Cultural Arts Community
- D. Create Conditions in which the Cultural Arts Thrive
- E. Strengthen and Increase Cultural Participation

Priority A

Texarkana Arts and Historic District Organizations must take lead: In order to become a distinguished cultural arts city, the Texarkana Arts and Historic District must take the lead. Having close ties, to the downtown area, the arts and historic district is favorably located and will be the driving force in continuing the development of Texarkana's community of culture.

Impact

The arts and historic district will grow in a concerted way allowing for sustained growth. A well governed leading body for the arts and historic district will provide a stable platform for increased public/private partnerships within and across sectors; establish a focus of coordination and communication; provide an opportunity to accurately reflect the community's

diversity; and be able to publicize and raise awareness of cultural arts in Texarkana.

Priority B

Promote Texarkana Tourism and Regional Marketing through the Cultural Arts: Texarkana's greatest asset is the historic downtown area. The history attracts artists to revitalize the area. This attracts talented people, jobs and investment opportunities, and a chance for community development. Through cultural arts activities, like the cultural arts having the power to bring positive attention to the city, the arts will be a powerful economic engine in creating a distinct feel for the arts and historic district.

Impact

Creating a distinct feel for the arts and historic district will further the development and promotion of Texarkana's brand. Finally, attraction of tourists to the cities to explore the historic downtown area will be an economic benefit.

Priority C

Strengthen Capacity of Cultural Arts Community: By establishing leadership in the cultural arts community as described above and through increased professional development, audiences or participation, the cities can stimulate the cultural arts district to become an economic engine for smart growth. The arts are commerce, revitalizing cities both through their bottom line as well as through their social role. A strong artistic community can enhance the whole community's well-being. Cultural arts organizations and artists contribute to changes in local economies, social environments, neighborhood character and demographics. By viewing the cultural arts as growing small businesses requiring similar infrastructure development, Texarkana can continue to sustainably develop and realize benefits from this potentially powerful economic asset.

Impact

Strengthening the capacity will allow cultural arts organizations to be better equipped to meet the basic culture needs for the community and plan for a sustainable future. This will inspire collaboration among the non-profit and for-profit cultural arts and businesses. Confidence to invest in the arts and historic district will increase and Texarkana will benefit from having a strong and vibrant cultural atmosphere, including a rich experience of invigorating opportunities.

Priority D

Create Conditions in which the Cultural Arts Thrive: The cultural arts contribute to the economic vitality of communities in part by generating productive networks, like a community arts center partnering with a neighborhood business to provide business education and artistic design services. Models of sustainability and doing business are integral to creating cultural arts vitality. Texarkana has the opportunity to maximize the output of these networks.

Impact

Through funding, zoning and licenses and other policies, the cities will respond to unique needs identified in the arts and historic district, resulting in creative neighborhoods, and public art. This environment will provide fertile ground for other needs to be addressed by the cultural arts and its partners, allowing them to increase awareness, interest, and visitation and participation in the cultural arts in Texarkana.

Priority E

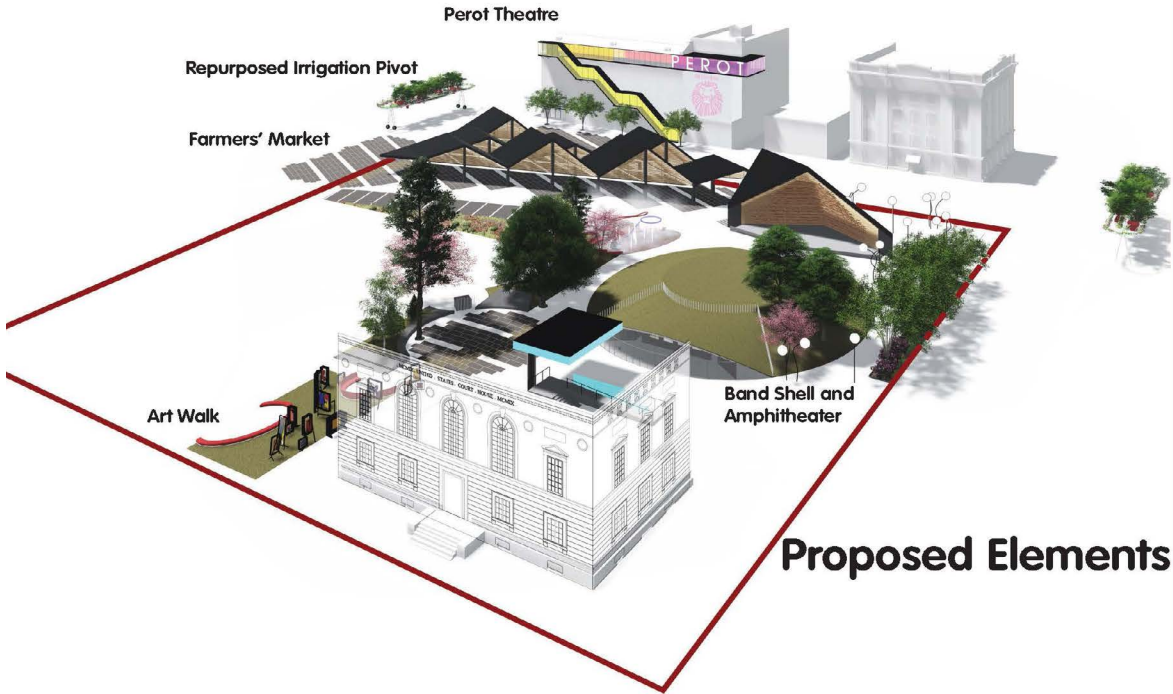
Strengthen and Increase Cultural Participation: Texarkana has the opportunity to increase cultural arts participation, amongst the community. Texarkana's cultural arts have an ability to stimulate, inspire and entertain, on an individual level. While Texarkana already has the symphony, the ballet, and other magnificent cultural arts experiences, we are aiming to bring more interactive experiences. Having interactive cultural experience will cultivate a cultural friendly experience for all individuals.

Impact

By reaching out to schools, Texarkana has a cultural arts community that is growing a young audience. Providing cultural opportunities to visitors, children, residents, and artists, the cultural arts can build ties that will bring the Texarkana community together.



Texarkana Perot Theatre Restoration and Art Park Project



Farmers' Market

The covered structure houses parking for the Perot Theatre in addition to functioning as a citywide food market. The market plaza encompasses the street to calm traffic and connect the Perot Theatre to the Art Park.

Perot Theatre

To establish a parkside presence for this legacy 1920s theater, the north elevation is resurfaced with new public egress facilities and illuminated signage.

Repurposed Irrigation Pivots

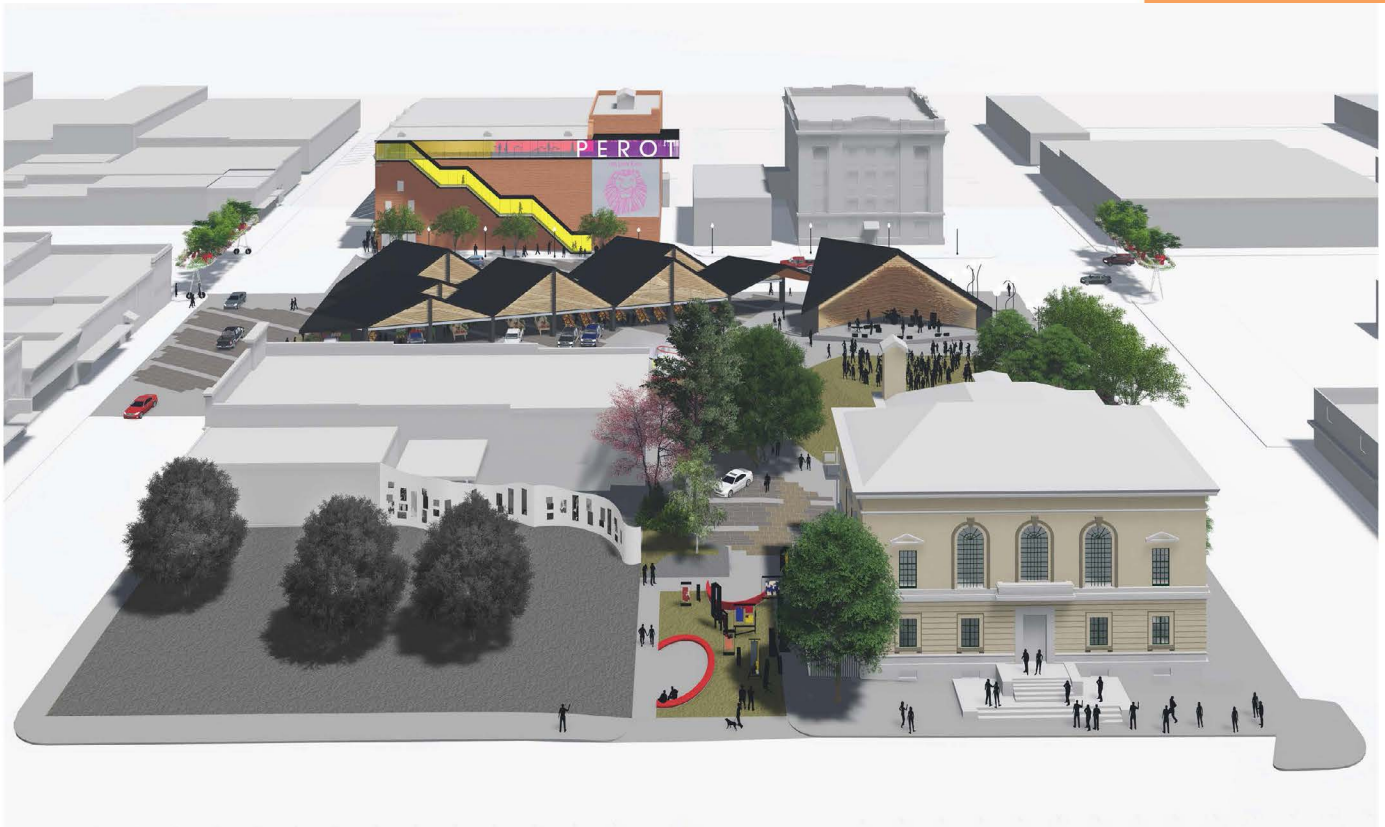
These civic-scaled objects are ideal gateways for framing entry into the Art Park, slowing traffic, and providing a new kind of hanging urban landscape.

Band Shell and Amphitheater

This performance facility provides a new community green above while accommodating public toilets and an art gallery below.

Art Walk

The Pedestrian way transforms an alley into a promenade featuring outdoor exhibits while maintaining access for waste management, freight delivery, and utility services.



	** Darker color indicates the year(s) of implementation**					Budget Estimate	Leading Entity	Potential Collaborators or Financial Partners
	Year 1	Year 2	Years 3-4	Years 5-7	Years 8-10			
Priority A: Texarkana Arts and Historic District Organizations Must Take Lead								
A. Ensure Entity is Appointed by the Cities, Possesses Qualifications for Administration & Leadership, Represents Various Organizations in Community						NA	City	
B. Retain Professional Staff or Consultant to Provide Support to the Board of Commission						NA	City	
C. Continue to Award Funding to Cultural Arts Organizations, Initiatives & Individual Artists through a Variety of Mechanisms & Peer-Reviewed Processes						TBD	City	
D. Provide & Coordinate Capacity-Building Technical Assistance & Training to the Cultural District						TBD	City & Community Organization Partner	Arts Organizations, Main Street, & Cities
E. Collaborate with Existing Cultural Arts Organizations & Other Non-Profits to Maximize Impact						Under \$25K	City & Community Organization Partner	Arts Organizations
F. Serve as Voice for Cultural Arts Organizations of All Disciplines, Sizes & Ethnic Groups						Under \$25K	City & Community Organization Partner	Arts Organizations
G. Fund Organizations Within the District (Excluding Staffing)						3-5% of Annual Hotel Occupancy Tax	City & Community Organization Partner	

	** Darker color indicates the year(s) of implementation**					Budget Estimate	Leading Entity	Potential Collaborators or Financial Partners
	Year 1	Year 2	Years 3-4	Years 5-7	Years 8-10			
Priority B: Promote Texarkana Tourism and Regional Marketing through the Cultural Arts								
A. Cultivate & Promote a Cultural Arts Districts in Texarkana through Regional Marketing & Collaboration						\$10K	City	
B. Apply for "Cultural District" Designation by the Texas Commission on the Arts						Under \$25K	City & Community Organization Partner	
C. Facilitate or Provide Low-Cost/Subsidized Space for the Purposes of Art Creation or Display						Under \$25K	City & Community Organization Partner	
D. Develop Cultural Arts Activity in neighborhoods through "Creative Neighborhoods" - Areas Attractive to Artists due to Inexpensive Housing, Access to Employment & Resources, Self-Employment Opportunities, etc.						\$50K	City & Community Organization Partner	
E. Continue to Develop & Distribute a Written Piece Promoting Cultural Arts in Texarkana for Use in Business Development with an Online Version Available with Links to Videos, Websites, etc.						NA	City & Community Organization Partner	
F. Create & Implement Media Campaign Promoting Local Cultural Arts Targeted Both to Residents & Businesses (Including Testimonials from Residents & Businesses Regarding Value of Cultural Arts in Texarkana)						Under \$25K	City & Community Organization Partner	
G. Create a Cultural Arts Research Internship to Attract Arts Scholarship & Thinking						TBD	City & Community Organization Partner	
H. Develop & Implement a City Council-Approved Cultural Art Plan and Ongoing Program in Cities						Year 1: \$25-50K Year 2-10: TBD	City	
I. Host an Artist-in-Residence Program through which New, Unique Art for Texarkana can be Commissioned						Under \$25K	City & Community Organization Partner	

Year 1	Year 2	Years 3-4	Years 5-7	Years 8-10	Budget Estimate	Leading Entity	Potential Collaborators or Financial Partners
					TBD	City	Foundations, Corporations & Philanthropists
					Under \$25K	City	
					TBD	City	
						City	
					Under \$25K	City & Community Organization Partner	
					NA	City & Community Organization Partner	Arts Organizations, Corporate Partners
					NA	City & Community Organization Partner	

Priority C: Strengthen Capacity of Cultural Arts Community

- A. Support Cultural Arts Providers Financially through Varied Sources (City Granting Program, Private & Corporate Foundations, For-Profit Businesses & Private Donors)
- B. Continue Grant Program to Establish Clear Guidelines for Awarding Grant at Least Annually through a Fair, Confidential, Peer-Review Process
- C. Employ a Variety of Funding Vehicles (Grants, Fellowships, Program-Related Investments, Sponsorships, Loans, Matching Gifts, etc.)
- D. Use a Variety of Sources to Fund the Cities Financial Support
- E. Provide Quarterly Professional Development & Capacity Building Training for Cultural Arts Organizations & Individual Artists
- F. Encourage Cultural Arts Activity & Volunteerism through Corporate Social Responsibility Programs (Volunteer Programs, Mentor Programs, etc.)
- G. Support Cultural Arts Activity through In-Kind support, Such as Donations of Food, Equipment, Facilities & Supplies

Year 1	Year 2	Years 3-4	Years 5-7	Years 8-10	Budget Estimate	Leading Entity	Potential Collaborators or Financial Partners

Priority D: Create Conditions in which the Cultural Arts Can Thrive

A. Designate a "Percent for Art" Fund for Municipal Works of Art					TBD	City	Development Partners
B. Incorporate Arts Component in City Development Process					Under \$25K	City	
C. Include Cultural Arts Projects in Tax Increment Reinvestment Zone Project Plans					TBD	City	
D. Continue funding for Hotel Occupancy Tax to Benefit Cultural Arts					TBD	City	Hotel Partners
E. Allow Residents to Donate to Arts through Utility Bills					NA	City	Residents
F. Utilize Texarkana Community Foundation & Grant Opportunities to maximize dollars For Capital Projects					TBD	City	Philanthropists & Other Funders
G. Create Simple Government Process to Encourage Cultural Arts (e.g. Ease of Permitting Process for Cultural Arts Activities, Noise Ordinances, to Accommodate Cultural Activities, Zoning Conductive to Cultural Arts)					NA	City	Development Partners
H. Identify Cultural Arts Opportunities throughout the Initiatives with Twin City Departments					NA	City	
I. Establish Grants, Marketing, Outreach & Partnerships that Encourage Existing Cultural Arts Facilities to Improve their Spaces					TBD	City	
J. Increase Use of Texarkana Public Libraries for Cultural Arts Performances & Programs in Collaboration with City Artists & Organizations					NA	City & Community Organization Partner	Bowie County, Arts Organizations & Libraries
K. Establish a Cultural Space Brokerage to Market Affordable or Low-Cost Spaces					Under \$25K	City & Community Organization Partner	Development Partners & Arts Organizations

Priority E: Strengthen and Increase Cultural Participation									
	Year 1	Year 2	Years 3-4	Years 5-7	Years 8-10	Budget Estimate	Leading Entity	Potential Collaborators or Financial Partners	
A. Offer Free/Sponsored Cultural Arts Activities at Texarkana Cultural Organizations Periodically						Under \$25K	City & Community Organization Partner		
B. Offer Discounts to Regional Residents and/or Texas Residents Possibly Traveling Elsewhere in the State to Encourage Visitation by Travelers						Under \$25K	City & Community Organization Partner		
C. Explore Cross-Promotional Opportunities Between Cultural Arts Providers & Businesses to Make Arts Offering More Widespread						Under \$25K	City & Community Organization Partner		
D. Incorporate the Arts into Everyday Experiences throughout Texarkana so "Art is Everywhere You Turn" (e.g. Student Art Exhibits at Mall, Local Art Displayed in Local Small Business & Restaurants)						Under \$25K	City & Community Organization Partner		
E. Promote Affordable Cultural Arts Opportunities for All Age Groups						Under \$25K	City & Community Organization Partner		
F. Cluster Events & Cultural Arts Offerings (Additional or Complementary Cultural Arts Activities at Same Time as Existing Key Events)						Under \$25K	City & Community Organization Partner		
G. Publicize Local Cultural Arts Offerings through Hotels Both within Texarkana and Nearby Cities						Under \$25K	City & Community Organization Partner		
H. Create & Maintain Up-to-Date Calendar of City-Wide Cultural Art Activities & Make Available Online, in Print & Via Social Media Outlets						Under \$25K	City & Community Organization Partner		
I. Periodically Measure the Economic Impact of the Cultural Arts District in Texarkana						Under \$25K	City & Community Organization Partner		
J. Launch Promotional Campaign with Local Celebrities Touting the Benefits of Culture						Under \$25K	City & Community Organization Partner		