



CULTURAL ARTS COMMISSION MEETING JUNE 24, 2025

ALPHARETTA CITY HALL
COUNCIL CHAMBERS
2 PARK PLAZA
6:00 PM

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **PLEDGE TO THE FLAG**
4. **APPROVAL OF MEETING MINUTES**
 - a. **Approval of Cultural Arts Commission Minutes from April 22, 2025**
Approve, as written, the Cultural Arts Commission meeting minutes from April 22, 2025, at 6:00 p.m.
5. **NEW BUSINESS**
 - a. Public Art Review: Alpha Loop Bridge Mural #1
 - b. Public Art Review: Alpha Loop Bridge Mural #2
6. **UNFINISHED BUSINESS**
 - a. Public Art Review: Activate Games Mural
 - b. Cultural Arts Commission Master Plan
7. **STAFF PRESENTATIONS**
 - a. **Cultural Arts Division Monthly Report - June 2025**
Report on the latest updates, projects, events and/or initiatives of the Cultural Services Division of the Recreation, Parks & Cultural Services Department.
8. **ITEMS FROM COMMISSION MEMBERS**
9. **PUBLIC COMMENT**
10. **ADJOURNMENT**



STAFF REPORT

Department: Recreation, Parks & Cultural Services
Submitted By: Sarah Bausano
Meeting Date: June 24, 2025

AGENDA ITEM:

Approval of Cultural Arts Commission Minutes from April 22, 2025

Approve, as written, the Cultural Arts Commission meeting minutes from April 22, 2025, at 6:00 p.m.

STAFF RECOMMENDATION:

Approve, as written, the Cultural Arts Commission meeting minutes from April 22, 2025

ITEM DESCRIPTION:

Administrative Office Coordinator, Sarah Bausano, prepared a synopsis of the pertinent information that occurred during the Cultural Arts Commission meeting on April 22, 2025, at 6:00 p.m.

Attendance - April 22, 2025, Cultural Arts Commission Meeting:

Cultural Arts Commission Members - Present

- Melody Cookson (Chair)
- Michael Barsky (Vice Chair)
- Shital Foster
- Dianna Smeal
- Luis Gonzalez

Cultural Arts Commission Members - Absent

- Sabine Genet
- Sumita Patel

ATTACHMENTS:

1. CAC Minute 4.22.25 (UNOFFICIAL)



CULTURAL ARTS COMMISSION MEETING

UNOFFICIAL MINUTES

APRIL 22, 2025

ALPHARETTA CITY HALL
COUNCIL CHAMBERS | 2 PARK PLAZA | 6:00 PM

The public is advised that the following minutes are not a verbatim transcription of business presented at the Council Meeting of the date shown; but are a synopsis of pertinent information. The public is further advised that the video recording for said meeting is a matter of public record and is available to be viewed at the City Clerk's office during normal business hours or viewed online at <https://www.youtube.com/user/alpharettagov>.

I. CALL TO ORDER

- ❖ Chairwoman Cookson called the meeting to order at 5:59 p.m.

II. ROLL CALL

• Cultural Arts Commission Members - Present

- Melody Cookson (Chair)
- Michael Barsky (Vice Chair)
- Shital Foster
- Dianna Smeal
- Luis Gonzalez

• Staff

- Morgan Rodgers, Director – Recreation, Parks & Cultural Services
- Kim Manning, Cultural Services Division Manager – Recreation, Parks & Cultural Services
- Sarah Bausano, Administrative Office Coordinator – Recreation, Parks & Cultural Services
- David Palmieri, Cultural Services Staff – Recreation, Parks & Cultural Services
- Lara Haddadin, Cultural Services Staff – Recreation, Parks & Cultural Services

III. PLEDGE TO THE FLAG

IV. APPROVAL OF MEETING MINUTES

a. Cultural Arts Commission Meeting Minutes from January 28, 2025

- ❖ Chairwoman Cookson called for a motion to approve the minutes.
 - Vice Chair Barsky offered a motion to approve the minutes, as written, from the January 28, 2025, Cultural Arts Commission Meeting.
 - Commissioner Foster seconded the motion.
- ❖ The motion was approved unanimously (5-0).

b. Cultural Arts Commission Work Session Minutes from February 25, 2025

- ❖ Chairwoman Cookson called for a motion to approve the minutes.

- Commissioner Foster offered a motion to approve the minutes, as written, from the February 25, 2025, Cultural Arts Commission special called work session.
- Commissioner Gonzalez seconded the motion.
- ❖ The motion was approved unanimously (5-0).

V. ASSOCIATION PRESENTATION

- Arcadia Theater presentation by Randy Bamfield. Arcadia Theater is a brand-new theater that branched off from ACT1. ACT1 is a faith-based theater and that created some issues with funding. Randy stated that Arcadia is currently in the process of getting a 501c3 status from the IRS which will help with funding. ACT1 will remain a drama ministry for the church. Creating Arcadia gives the theater a chance to grow. Alpharetta Presbyterian and Awesome Alpharetta have been great contributors.

CULTURAL ARTS Q & A:

Q Growth is amazing! Who are you seeing coming? (Smeal)

A Comes from a lot of different places, engaging with a lot of talented artists that were coming to Alpharetta that were in the film community. Having an influx of people has helped the growth. Combination of dumb luck and planning seasons. Welcoming as many new people as possible. (Bamfield)

Q Are there more organizations that you are trying to work with? (Gonzalez)

A Yes, the Metropolitan Ballet is one. The Eagle Theater in Sugar Hill is the one I am following the closest. Spotlight Stage is another avenue. Working with the City to get a theater is a high priority. (Bamfield)

C Park of the growth come from the growth of Alpharetta. (Cookson)

Q Kim, what about the space at North Point Mall? (Smeal)

A Arcadia Theater will be one of the Art Leader groups, the church has been so generous to make all the props and costumes for the theater groups.

Q Do you have enough funding? Are you continuing to look for funding?

A We are always looking for funding. As a non-profit you have to get licensing which is costly, but we have been adequately funding these items. (Bamfield)

VI. NEW BUSINESS

a. Activate Games at the Terraces at Windward Parkway

- Greg and Tonya presented a mural by Margo Perkins. Activate Games had to get a different type of permit and the requirement was to put up a mural. The artist has a few murals throughout the area. This mural will be approximately 20' by 20'.
- ❖ Commissioner Foster motioned to discuss the mural.
- ❖ Vice Chair Barsky 2nd the motion.
- ❖ Chairwoman Cookson opened the item up for discussion.

CULTURAL ARTS COMMISSON Q & A:

Q Do you have a rendering of the CVS building? (Barsky)

A No, we do not. (Greg)

Q What was the motivation to do it on top of the dumpsters? (Gonzalez)

A This is the only place available on the building to put a mural. (Greg)

- Q Is it going to have lighting? (Gonzalez)
- A Nothing planned for additional lighting. (Greg)
- Q Is there another way that this can be put on another part of the building? (Foster)
- A We have to be sensitive to the other tenants. (Greg)
- Q The balance is off with Windward? (Gonzalez)
- A We have other properties with murals, we like that it stands out. (Greg)
- Q What is below is a bit of an eye sore. (Smeal)
- A We could paint the gates on the dumpster enclosures, hoping to draw the eye past them. (Greg)
- Q What is the general idea? (Foster)
- A Adding a splash of color. (Greg)
- Q Do you own the property? (Barsky)
- A Yes and manage it. (Greg)
- Q What is Activate Games? (Barsky)
- A Interactive gaming location. (Greg)
- Q Which space are they leasing? (Foster)
- A The old CVS building, which is an out parcel. The City is requiring us to add Art. (Greg)
- Q Kim, can you come forward? (Cookson)
- A The City is adding it as a condition to get more Art on the East Side of Alpharetta. There are options to paint the dumpsters to blend them into the brick. The thought was that it being high up, your eye would be drawn away from the dumpsters and you could see it when driving. This freshens up the older areas. (Zane)
- Q Who is responsible for maintenance? (Cookson)
- A Management is responsible for maintenance. The maintenance plan includes a clear coat on top. (Greg)
- C Make the dumpster look like a basket or a flowerpot. (Foster)
- C Traffic would be intrigued by the flowers. Anything to make the space look new would be helpful. (Gonzalez)
- C The CVS building has a lot of bank walls. (Barsky)
- C You are proposing that the mural goes on the CVS building instead? (Greg)
- ❖ Commissioner Foster offered a motion to approve Activate Games Mural at the Terraces at Windward.
 - ❖ Commissioner Barsky 2nd the motion to approve Activate Games Mural at the Terraces at Windward
 - ❖ The motion was denied unanimously (0-5).
 - ❖ Commissioner Smeal offered a motion to defer the Activate Games Mural at the Terraces at Windward until the next Cultural Arts Commission meeting.

- ❖ Commissioner Foster seconded the motion.
- ❖ The motion was approved unanimously (5-0).

VII. STAFF PRESENTATIONS & WORK SESSION DISCUSSION

a. Cultural Services Division Monthly Report – April 2025

- Kim Zane, Cultural Services Division Manager for the Recreation, Parks, and Cultural Services Department came forward to present the item.

CULTURAL ARTS COMMISSION Q & A:

RE: Staff Presentation

- Q How many theater groups came to the Spotlight Stage preview? (Smeal)
- A We had four groups come. (Zane)
- Q How many have signed up for Paint the Town? (Smeal)
- A Around 35 or 40 at this point. (Zane)
- Q Is the Art in the Dark a new segment? (Smeal)
- A Yes, it is. (Zane)
- Q Can you send the presentations to us? (Foster)
- A Yes, I can. (Zane)

VIII. CULTURAL ARTS COMMISSIONER REPORTS

- There were no items from commissioners.

IX. PUBLIC COMMENT

- Local boy scout came forward to fulfill a merit badge. He asked two questions.
 - Q How do you work to better the community? (Boy Scout)
 - A Being a Commissioner is a wonderful position. (Smeal)
 - A Gives visibility to all the new things that are happening in Alpharetta. (Foster)
 - Q What is the best part of being involved with the Commission? (Boy Scout)
 - A Get things done. (Barsky)
 - A It feels good to feel like you are contributing to the City and the ability to promote all the things happening in the City. (Cookson)
 - A We all have been involved with the Arts in the community one way or another. This is a way for us to contribute. Very passionate people involved in the Arts. (Gonzalez)

X. ADJOURNMENT

- ❖ Chairwoman Cookson called for a motion to adjourn the meeting.
- ❖ Commissioner Barsky made a motion to adjourn the meeting.
 - Commissioner Foster seconded the motion.
 - The motion was approved unanimously (5-0).
- ❖ With there being no further business to consider or discuss, Chairwoman Cookson adjourned the meeting at 6:59 p.m.

Respectfully submitted,

Sarah Bausano

Sarah Bausano
Administrative Office Coordinator
Recreation, Parks & Cultural Services



STAFF REPORT

Department: Recreation, Parks & Cultural Services

Submitted By: Kim Zane

Meeting Date: June 24, 2025

AGENDA ITEM:

Public Art Review: Alpha Loop Bridge Mural - Thompson Street Location 1

STAFF RECOMMENDATION:

Approve as proposed.

ITEM DESCRIPTION:

BACKGROUND:

Alpha Loop Foundation <https://alphaloopfoundation.org/>. We are the Alpha Loop Foundation, a 501(c)(3) non-profit corporation created and comprised of people just like you – Alpharetta residents and business leaders who love this community. We believe deeply in the vision and value of Alpha Loop and are dedicated to sharing our passion with others and raising funds to help bring the full Alpha Loop vision to life as quickly as possible. Connecting walking and art on the Alpha Loop.

The Alpha Loop Foundation has raised funds to pay the artists for two bridge murals. The City of Alpharetta Cultural Services placed a call for artists and the Alpha Loop Foundation selected the artist to propose in this application.

The City of Alpharetta Cultural Services operating budget will provide supplies for the murals (paints, paint brushes, cones, and signs for logistics). The funding expenditure for supplies will be \$1,500.00 for each mural (total \$3,000.00). The murals will be added to the Public Art Walk on the Story Map with artists' plaques sharing the artist, titles and stories of the murals. The City of Alpharetta will add these murals onto the city's public art maintenance plan.

PUBLIC ART REVIEW COMMITTEE RECOMMENDATION:

The selected Artist Alice Stone-Collins / <https://www.alicestonecollins.com/new-page>. In June 2025, the Public Art Review Committee reviewed Bridge Murals 1 at Thompson. They have proposed the murals as proposed.

ATTACHMENTS:

1. Alpha Loop_Bridge Murals 1 and 2_Public Art Review_06_16_25
2. Alpha Loop Bridge Presentation - Alice Stone
3. Alpha Loop_Bridge Murals 1 & 2_Public Art Application_06_2025



Public Art Review 06_2025

Review Committee:

Arts Alpharetta - Nancy Murphy, Shelton Cochran & Thomas Nolfa

Applicant(s) In Attendance:

Alpha Loop Foundation - Karen Richard

Artist – Alice Stone-Collins

Public Art Pieces

Alpha Loop Bridge Murals 1 & 2 / Thompson St

Comments & Recommendations:

- 1- Alpha Loop Foundation <https://alphaloopfoundation.org/>. Connecting art on the Alpha Loop.
- 2- Partnership is between the Alpha Loop Foundation and City of Alpharetta. Alpha Loop Foundation raised funds to pay the artist and City of Alpharetta will pay for the artists supplies plus offer support with onsite logistics.
- 3- Thompson St Locations - 1 – Fish Mural & 2- Bird Mural (reference images in PowerPoint)
- 4- Artist Alice Stone-Collins / <https://www.alicestonecollins.com/new-page>.
- 5- How will the artist paint the two murals so the Alpha Loop can be accessible for the public.
 - a. Artist will use contractor crayon to draw out the design.
 - b. Paint ½ of mural (length) and then second half of mural
 - c. Notify the departments that the Alpha Loop will not be assessable by golf carts or gators due to the size of these vehicles taking up the full width of the bridge
- 6- The applicant submitted the artist's portfolio, artist statement and budget packet.
- 7- The Artist will apply an anti-graffiti paint.
- 8- Murals are warm and inviting and the fish and bird themes will complement the outdoor space well. Plus give a touch of color and art to enjoy along the Alpha Loop as we do not have many locations for murals.
- 9- Artists can begin work as soon as it's approved and will be completed by the end of July, weather permitting.

Public Art Review Committee Recommendations:

Approved as Proposed

Alpha Loop Bridge Murals Presentation



Alice Stone Artist

Bio

Alice Stone-Collins is an artist living in Atlanta, GA where she is a faculty member at Georgia Gwinnett College. Her intricate hand-painted collages highlight the tensions between the mundane, the everyday, and the apparent dead.

Alice earned her MFA in studio art from the University of Tennessee and has exhibited her work regionally and nationally. She has been a resident artist at KMAC (Kentucky Museum of Art and Craft) based out of Louisville, Kentucky and the David and Julia White Artist Colony in Ciudad Colon, Costa Rica. Alice has been featured on *Studio Break* and *The Artists Mother Podcast* and her work published as the cover art for *Aurora*, *The Allegory Ridge Poetry Anthology* and *The Red Branch Review*. She was also a finalist for the Jean-Claude Reynal Scholarship among other honors and awards.

Thompson St. Bridge 1

“Ripple”





Alice Stone-Collins

“Ripple” (Thompson Bridge 1)

In her memoir on growing up in Georgia, Janisse Ray writes, “In nature, everything is connected. Every choice we make reverberates, echoes, and returns to us. Nothing is ever really gone.” While seasons and even names change, we live in a great abundance of water and air. The echoes are all around us.

Thompson St. Bridge 2

“Dawn to Dusk”





Alice Stone-Collins

“Dawn to Dusk” (Thompson Bridge 2)

To the south, where the Muskogee once lived, a tale was told that birds signaled plants in the fall when it was time to rest and their songs returned in the spring so flowers would rise. Where there is one there are likely two, my daughter used to say when spotting animals on the greenway. From bird to flowering bud, from deer to dove, our present moment is knotted and knitted by what has been.

Previous Work

Previous work
sample 1:
*Forest for the
Trees*
Spruill Art
Gallery, 2022



Previous work sample 2:
Eye Candy
Eye Candy Art Studio
2023



Previous work sample 3:
Garden of Dreams
King Elementary
2013





2025 Public Art Application

Applicant Contact Name: _____

**Application Contact plans and/or funds the proposed public art.*

Contact Role (Choose One): Developer Artist Community Group Other

Phone Number: _____ Email: _____

Public Art (Choose One): Mural Sculpture Memorial Community Art

Integrated Architectural Landscape Architectural Work

Images (3) Three Enclosed: YES NO **Applicant must submit three (3) images with different vantage points for proposed public art piece. One (1) image of the (3) must reference the scale/size of the piece (Example- have a person in the photo with the art work). Artist renderings are acceptable.*

Artist Name: _____

Artist Contact (Website/ Email/Phone/Resume): _____

Maintenance Plan Enclosed: YES NO

**Maintenance plan for the proposed public art is required with application. Plan must include a description of all materials; how the piece was created; paint colors specifications; and so on as it applies to the piece.*

Proposed Public Art Location Address: _____

Location Photos Enclosed: YES NO

**Photos of proposed public art location is required with application. Location photos must show the surrounding area and different vantage points. List in a separate word document any businesses, residents, etc. that might view the proposed public art on a daily basis.*

Describe the surroundings and how it fits the proposed location: _____

Owner of Property: _____

**Attach a Letter of Permission from the Property Owner to Install the Public Art Piece and length of agreement.*

Name of Conclusive Owner of Proposed Public Art: _____

**Final owner and responsible party for long term maintenance of the piece.*

Phone Number: _____ Email: _____

Email the following as separate attachments to Kim Zane, Cultural Services Manager

kzmanning@alpharetta.ga.us

Public Art Application (Page 1 Completed)

(3) Images of Proposed Public Art

Maintenance Plan

Location Photos of Proposed Public Art

Letter of Permission from Property Owner to Install Public Art Piece

**All above requirements must be completed for a Public Art Committee Review to be scheduled.*



PAGE (2) STAFF TO COMPLETE

Public Art Review Committee Criteria & Discussion:

**Below is for Public Art Committee only and will be completed during your proposed public art review. Please read through and be prepared to discuss during the review.*

	YES	NO
1. Public Art is handmade and original; not a reproduction	_____	_____
2. Overall quality & construction of the piece is of high standards	_____	_____
3. Strength and power of public art piece is good to above average	_____	_____
4. Public Art will add to the overall location	_____	_____
5. Any concerns about messaging that could be misinterpreted	_____	_____
6. Scale of the piece fits the location	_____	_____
7. Piece meets consensus of community standards	_____	_____

Additional Comments: _____

Public Art Review Committee Recommendations:

_____ **Approved as Proposed**

**Route to Alpharetta Cultural Arts Commission for final approval. Meetings occur on the fourth Wednesdays of the month so please plan appropriately.*

_____ **Approved with Minor Modifications / No Further Review Required**

**Applicant & Review Committee agree to modifications. Route to Cultural Arts Commission for final approval.*

_____ **Approved with Modifications / Further Review Committee Discussion Required**

**Applicant works on modifications. A second Public Art Committee review will be scheduled when modifications are submitted to Cultural Services Manager.*

_____ **Declined / Request for New Proposal / Further Discussion Optional**

**Applicant revises approach with Public Art Review Committee recommendations and resubmits application with a new proposed public art piece.*

Alpharetta Cultural Arts Commission Final Monthly Review:

Added to Agenda: _____ Commission Review Date: _____

**Final reviews takes place on the fourth Wednesdays of the month with agendas on the third Wednesday, so please plan appropriately. Once approved, activation of public art piece may begin.*



STAFF REPORT

Department: Recreation, Parks & Cultural Services
Submitted By: Kim Zane
Meeting Date: June 24, 2025

AGENDA ITEM:

Public Art Review: Alpha Loop Bridge Mural - Thompson Location 2

STAFF RECOMMENDATION:

Approve as proposed

ITEM DESCRIPTION:

BACKGROUND:

Alpha Loop Foundation <https://alphaloopfoundation.org/>. We are the Alpha Loop Foundation, a 501(c)(3) non-profit corporation created and comprised of people just like you – Alpharetta residents and business leaders who love this community. We believe deeply in the vision and value of Alpha Loop and are dedicated to sharing our passion with others and raising funds to help bring the full Alpha Loop vision to life as quickly as possible. Connecting walking and art on the Alpha Loop.

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PUBLIC ART REVIEW COMMITTEE RECOMMENDATION:

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Previous Work

Previous work
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Spruill Art
Gallery, 2022



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King Elementary
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2025 Public Art Application

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**Application Contact plans and/or funds the proposed public art.*

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Public Art (Choose One): Mural Sculpture Memorial Community Art

Integrated Architectural Landscape Architectural Work

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Artist Name: _____

Artist Contact (Website/ Email/Phone/Resume): _____

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Proposed Public Art Location Address: _____

Location Photos Enclosed: YES NO

**Photos of proposed public art location is required with application. Location photos must show the surrounding area and different vantage points. List in a separate word document any businesses, residents, etc. that might view the proposed public art on a daily basis.*

Describe the surroundings and how it fits the proposed location: _____

Owner of Property: _____

**Attach a Letter of Permission from the Property Owner to Install the Public Art Piece and length of agreement.*

Name of Conclusive Owner of Proposed Public Art: _____

**Final owner and responsible party for long term maintenance of the piece.*

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Email the following as separate attachments to Kim Zane, Cultural Services Manager

kzmanning@alpharetta.ga.us

Public Art Application (Page 1 Completed)

(3) Images of Proposed Public Art

Maintenance Plan

Location Photos of Proposed Public Art

Letter of Permission from Property Owner to Install Public Art Piece

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7. Piece meets consensus of community standards	_____	_____

Additional Comments: _____

Public Art Review Committee Recommendations:

_____ **Approved as Proposed**

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**Applicant revises approach with Public Art Review Committee recommendations and resubmits application with a new proposed public art piece.*

Alpharetta Cultural Arts Commission Final Monthly Review:

Added to Agenda: _____ Commission Review Date: _____

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STAFF REPORT

Department: Recreation, Parks & Cultural Services

Submitted By: Kim Zane

Meeting Date: June 24, 2025

AGENDA ITEM:

Public Art Review: Activate Games Mural at The Terraces at Windward Parkway

STAFF RECOMMENDATION:

Approve as proposed.

ITEM DESCRIPTION:

BACKGROUND:

Activate Games <https://playactivate.com/alpharetta> at The Terraces at Windward retail center is located just east of Georgia 400 within the Roswell / Alpharetta submarket and sees approximately 850 daily visits from residents and employees within the area.

The artist is Margo Perkins www.margoperkins.com. Margo Perkins is an Atlanta-based oil and acrylic painter and wall mural artist known for her abstract, portraits and landscape paintings.

PUBLIC ART REVIEW COMMITTEE RECOMMENDATION: In April 2025, the Public Art Review Committee approved Mural Version 2 with the following requests: 1- Present a visual of the mural from Windward Parkway; 2- Create contrast in color with the top left lavender flower and the pink line that flows through the flower. Applicant made the adjustments to the mural.

In April 2025, the Cultural Arts Commission reviewed the application and requested further modifications to the mural. Following this meeting, the Chair and Vice Chair of the Cultural Arts Commission met with the applicant to give further direction for Mural Version 2.

In June 2025, the applicant will present Mural Version 2 to the Cultural Arts Commission.

ATTACHMENTS:

1. Mural Version 2_The Terraces at Windward
2. TERRACES at WINDWARD Mural MAINTENANCE PLAN
3. Activate Games_Public Art Review_04_2024
4. Activate Games_The Terraces at Windward__Agenda Formal Report_04_22_25
5. TERRACES at WINDWARD Mural MAINTENANCE PLAN
6. The Terraces Windward Mural Angle 3 with human scale
7. The Terraces_Windward_Mural location

TERRACES AT WINDWARD

Surrounding spray reference



Native Georgia Flowers

Azaleas

Dogwoods

Asters



TERRACES AT WINDWARD

Surrounding spray reference



Native Georgia Flowers

- Azaleas
- Dogwoods
- Asters



MURAL MAINTENANCE PLAN

Re-apply 2 coats of clear topcoat VANDLGUARD every 10 - 12 years or as needed.
Clean with water and a soft brush or very light pressure washing. VandlClean Super Graffiti Cleaner can be used to remove graffiti if needed.

Paint: BHER - Ultra, Exterior Latex

Primer: Kilz Klear – clear color

TopCoat: VANDLGUARD Non-Sacrificial Anti-Graffiti UV Coating

Graffiti Cleaner: VANDLCLEAN Super Graffiti Cleaner

Latex Paint Colors:





Public Art Review – April 2025

Review Committee:

Arts Alpharetta - Nancy Murphy & Thomas Nolf

Applicant In Attendance:

Greg Catoe, Vice President of Design & Construction, Selig Enterprises, Inc.

Public Art Piece: Activate Games – The Terraces at Windward Retail Center

Comments & Recommendations:

- 1- Activate Games <https://playactivate.com/alpharetta> at The Terraces at Windward retail center is located just east of Georgia 400 within the Roswell / Alpharetta submarket and sees approximately 850 daily visits from residents and employees within the area.
- 2- The artist is Margo Perkins www.margoperkins.com.
- 3- The location of the mural is the upper-level brick wall and wraps around the corner of the building. This is the only location at The Terraces for a large mural as all other walls have windows, awning and doors.
- 4- Mural is located above the dumpsters which will help pull the viewers eye upward and away from them. Reviewers asked the applicant to be prepared to paint doors to the dumpsters to help blend them into the background.
- 5- Reviewers asked if the mural can be seen from Windward Parkway. The applicant stated the trees obscure most of the view from the street, but the mural is viewable when driving into the complex. Reviewers requested a visual to show this viewpoint and plus to show elevation change.
- 6- Reviewers stated the left top lavender flower in the mural and then the pink line that flows through the flowers needs to have more of a distinctive contrast in color.
- 7- Reviewers stated the mural is an interesting design mix of simple but detailed. The flowers are precise with each petal in some areas but then very contemporary with broad colors. This adds to the overall appeal of the mural.

Public Art Review Committee Recommendations:

Approved as Proposed



CULTURAL ARTS COMMISSION MEETING STAFF REPORT

SUBMITTING DEPARTMENT: RECREATION, PARKS & CULTURAL SERVICES
SUBMITTED BY: KIM ZANE, CULTURAL SERVICES MANAGER

I. **AGENDA ITEM TITLE:** ACTIVE GAMES PUBLIC ART APPLICATION / MURAL / TERRACES AT WINDWARD PWY

II. **RECOMMENDATION:** Approve as Proposed.

III. **BUDGET IMPLICATIONS:**

NON-BUDGETED ITEM

NO FISCAL IMPACT

INCLUDED IN CURRENT FY CAPITAL BUDGET

INCLUDED IN CURRENT FY OPERATING BUDGET

IV. **REPORT IN BRIEF:**

BACKGROUND:

Activate Games <https://playactivate.com/alpharetta> at The Terraces at Windward retail center is located just east of Georgia 400 within the Roswell / Alpharetta submarket and sees approximately 850 daily visits from residents and employees within the area.

The artist is Margo Perkins www.margoperkins.com. Margo Perkins is an Atlanta-based oil and acrylic painter and wall mural artist known for her abstract, portraits and landscape paintings.

PUBLIC ART REVIEW COMMITTEE RECOMMENDATION:

The Public Art Review Committee approved the mural with the following requests: 1- Present a visual of the mural from Windward Parkway; 2- Create contrast in color with the top left lavender flower and the pink line that flows through the flower.

V. **ALTERNATIVES:**

There is one alternative to this item:

1. To deny approval of the public art structure and direct the Public Art Committee to review the application and suggest additional modifications.

VI. **ATTACHMENTS:**

- Alpharetta Public Art Application_The Terraces 04_2025
- Activate Games_The Terraces_Public Art Review_04_11_25:
- The Terraces_Windward_Mural location
- The Terraces Windward Mural Angle 3 with human scale
- Revised TERRACES at WINDWARD Mural
- The Terraces Windward Mural Maintenance Plan

MURAL MAINTENANCE PLAN

Re-apply 2 coats of clear topcoat VANDLGUARD every 10 - 12 years or as needed.
Clean with water and a soft brush or very light pressure washing. VandlClean Super Graffiti Cleaner can be used to remove graffiti if needed.

Paint: BHER - Ultra, Exterior Latex

Primer: Kilz Klear – clear color

TopCoat: VANDLGUARD Non-Sacrificial Anti-Graffiti UV Coating

Graffiti Cleaner: VANDLCLEAN Super Graffiti Cleaner

Latex Paint Colors:



TERRACES AT WINDWARD



TERRACES AT WINDWARD



TERRACES AT WINDWARD



TERRACES AT WINDWARD



- CHIN CHIN ↑
- MELLOW MUSHROOM ↑
- WINDWARD CLEANERS →
- PAPOULI'S CAFE & MARKET ↑
- NATSU SUSHI** ↗
- FIREFLY ↗



STAFF REPORT

Department: Recreation, Parks & Cultural Services

Submitted By: Kim Zane

Meeting Date: June 24, 2025

AGENDA ITEM:

City of Alpharetta Arts & Culture Master Plan

STAFF RECOMMENDATION:

Approve Alpharetta Arts & Culture Master Plan

ITEM DESCRIPTION:

BACKGROUND:

The purpose of this plan is to give the City of Alpharetta Arts & Culture Master Plan that celebrates the community, facilitates community connections, and encourages economic development.

The City selected the TSW Team to carry out the process. Beginning in February 2024 through May 2025, we worked through data collection, stakeholder roundtables, online surveys, cultural program analysis, engagement summary, community character framework, placed-based strategies, workshops, draft strategy, priority action plan, draft and final plan.

Throughout this planning process, the City has reached out to Art Leader Groups, Residents, and City Leadership throughout every step, which has allowed the team to create an applicable Arts & Culture Master Plan for the Alpharetta Community. The framework in this plan has target goals and specific strategies to accomplish that will create a vibrant arts & culture community.

RECOMMENDATION:

Staff recommends to the Cultural Arts Commission to approve the enclosed Alpharetta Arts & Culture Master Plan dated May 2025.

If given approval, Staff next step is to request the Alpharetta Arts & Culture Master Plan be placed agenda item for a Council Workshop and eventually final approval in a Council Meeting.

ATTACHMENTS:

1. City of Alpharetta Arts & Culture Master Plan_May 2025
2. TSW Team_Alpharetta Cultural Services Arts & Culture Master Plan_Feb 2024



City of Alpharetta Arts & Culture Master Plan



Acknowledgments



CITY OF ALPHARETTA ELECTED OFFICIALS

Jim Gilvin, Mayor
Donald Mitchell, Councilmember
Brian Will, Councilmember
Douglas J. DeRito, Councilmember
John Hipes, Councilmember
Fergal M. Brady, Councilmember
Dan Merkel, Councilmember & Mayor Pro Tem

CITY OF ALPHARETTA STAFF

Chris Lagerbloom, City Administrator
Morgan Rodgers, Recreation, Parks & Cultural Services Director
Kurt Kirby, Senior Operations Project Manager
Kim Zane, Cultural Services Manager
Daniel Dominique, Cultural Services Operations Supervisor
Meghan Vilela, Cultural Services Supervisor
Zeal Parikh, Cultural Services Coordinator

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PURPOSE POSSIBLE

Elizabeth M. Low
Audrey Gámez
Susannah Darrow

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Executive Summary

Over the past two decades, Alpharetta has grown and changed remarkably: once a small town on the outskirts of Atlanta, it is now a destination and regional job center in its own right. Arts and culture are playing a significant role in this transformation, evidenced by the enviable calendar of special events, a dedicated arts center, a history center, and a growing collection of public art.

As arts and culture have grown, so has the need for a more defined plan—what is the vision for arts and culture in Alpharetta? And how do we best achieve it? The intent of this plan is to create a clear path forward for arts and culture to expand in an intentional manner.

Currently the City is very strong in certain aspects of the arts, notably in the visual arts opportunities provided at the Arts Center and a broad variety of music-based programming. Many arts and culture opportunities come from the City’s Recreation, Parks, and Cultural Services Department, and there is a rich network of partner organizations that contribute to the City’s growing arts scene.

ARTS & CULTURE GOALS

- **SPARK.** Will be integrated into the daily lives of the community
- **DISCOVER.** Will open doors to learning new skills, experiencing new cultures, and understanding topics in new ways
- **CONNECT.** Will provide opportunities for residents, business owners, and visitors to engage with each other and form connections
- **CREATE.** Will enrich public spaces by installing unique art and activating places with special events

Through this planning process, the community identified a need for more performing arts, a desire to focus on local art and artists, and more diversity both in terms of locations of art and representing the cultural diversity of Alpharetta. To best meet these needs, the City will focus on expanding the following:

- **Public Art:** art-infused infrastructure, murals, sculpture, nature-based art
- **Performing Arts:** music, theater, dance
- **Culture & Heritage:** events, museums & sites, tours, lectures & classes

To expand arts and culture in Alpharetta, this plan recommends seven overarching priority strategies shown in the box below.

PRIORITIES & STRATEGIES

- **Boost economic development:** Capitalize on Alpharetta’s strong arts and culture climate to boost economic development.
- **Foster partnerships:** Foster a culture of partnership between private business, non-profits, and the public sector in arts and culture initiatives across the city.
- **Serve as a connector:** Facilitate connections between Alpharetta’s wide variety of historic, arts and cultural organizations.
- **Reflect the community:** Reflect Alpharetta’s diverse collection of cultural backgrounds, interests, and places in all aspects of arts and culture.
- **Integrate into operational processes:** Further integrate arts and culture into projects and processes to create clear and transparent protocols.
- **Amplify marketing:** Boost public and private arts and culture activities with cohesive marketing and promotional tools.
- **Maintain character:** Utilize arts and culture to maintain Alpharetta’s character in the region, while evolving and connecting with its residents.

These seven priorities and strategies admittedly represent an enormous amount of effort, and will be implemented incrementally as the City and its partners have available resources. The plan identifies key actions to undertake in various timeframes: immediate actions within the next 12 months; short-term actions and initiations (1-2 years from now); medium-term actions (2-5 years from now); and long-term actions. Many of the recommended initiatives are organizational, and involve streamlining communications and working more effectively with partners. Others—most notably exploring the feasibility of a dedicated performing arts facility—will require a significant outlay of capital to achieve, and are long-term prospects.

Realizing Alpharetta’s vision for arts and culture will require a commitment of staff resources, strong partnerships, and reliable funding. Outside common funding sources for the arts include foundation grants, government grants, public-private partnerships, and corporate sponsorships. In the future, the City should consider a percent-for-art program that will help provide a more consistent funding stream.





1

Introduction

Purpose

Alpharetta is a special place—and one that has witnessed significant growth and change in the past twenty years. Award-winning developments like Avalon and the realization of the Downtown Alpharetta vision have catapulted the community into one of the most desirable places to live and work in the region. It is a hard-to-achieve mix of small-city character with big-city amenities and vitality.

Arts and culture are an increasingly important part of this vitality. The City of Alpharetta strives to be a leading cultural city within the region and a destination for arts and culture events. Achieving this goal will require building upon current strengths, continuing to bolster interest and participation in arts and culture, and growing opportunities for cultural organizations and workers to provide goods and services that can benefit the entire community. This plan:

- Establishes a strategic vision to cultivate Alpharetta’s cultural resources and invest in cultural amenities and activities more equitably across the community, improving the quality of life of Alpharetta residents
- Creates a tactical plan to make reaching those goals achievable
- Develops operational standards for the City of Alpharetta to execute arts and culture activities at the highest level while supporting innovative and inclusive cultural interests
- Drives economic growth by increasing opportunities for arts and culture workers and organizations, and businesses that benefit from increased arts activity
- Engages private business in support of arts and culture
- Identifies sustainable and reliable revenue to support arts and culture in Alpharetta
- Leverages the special elements of Alpharetta to cultivate a unique destination for arts and culture within the region





Elements of Alpharetta

Small-community feel...

Alpharetta's small-town roots are evident. Though it is no longer a rural community, aspects of small-town life remain, from equestrian and agricultural heritage, to a cozy downtown, and the family-friendly atmosphere.



...with the perks of a city

Though it's not a large community, Alpharetta is a vibrant city with activity all day and well into the evening. This is due in large part to its role as a dynamic job center for the region, with almost 90,000 people commuting to the city for work on top of its approximately 67,000 residents. These businesses have also helped to attract a remarkably diverse population, and contribute to a healthy tax base that supports high-quality amenities and infrastructure.



A Brief History

The Alpharetta of today has deep roots in the past. Once part of the Cherokee Nation, the City was incorporated in 1858 for the purpose of creating a county seat in the newly formed Milton County.

The new government had barely three years to become established when the Civil War began. Milton County sent two representatives to the secession convention in Milledgeville, then the Georgia state capital. These two men voted against secession but they were in the minority. Soon, residents raised five infantry companies, and soldiers went into battle. These troops fought in some of the war's most deadly engagements including Manassas, Chancellorsville, Gettysburg, Vicksburg, Chickamauga, and Atlanta.



Alpharetta's economy was cotton based for decades. Farmers grew cotton and downtown businesses opened to seed, fertilize, process, sell and ship the product. In 1901, the Webb Guano Warehouse opened for business in the landmark Cotton House building on Milton Avenue. At various times four gins operated in Alpharetta: two in Crabapple, one in Webb and Ocee, and one in the old Farm House community.

Most, if not all, of the existing downtown commercial buildings were built between 1902 and 1914. During this period, the cotton business flourished. In the 1920s and 1930s the cotton market was destroyed by the boll weevil, severe droughts and the Great Depression. Alpharetta's two banks closed, cotton brokers could no longer offer seed and fertilizer to farmers on credit, and the farmers barely survived.

To make ends meet, farmers shifted to livestock and truck farming in the 1930s and 1940s. The demand for food by U. S. troops during World War II led to the growth of the poultry business in much of North Georgia, including the Alpharetta area. The poultry industry provided local residents with a stable source of income for many years even long after the war ended. Two other developments provided jobs for Alpharettans commuting out of the city. The Bell Bomber Plant, now Lockheed Martin, opened in Marietta in 1943; then the General Motors Assembly Plant in Doraville began operations in 1947.

The opening of Georgia Highway 400 in the 1970s marked a major turning point for Alpharetta. With quick, direct access to Atlanta, Alpharetta became a more viable option for people to live in a great small town but work in the city. Large developments like Windward in the 1980s drew more residents and businesses to the area. The high quality of life, proximity to Atlanta, and educated population spurred Alpharetta's transformation into a job center, particularly for the technology sector. Today, Alpharetta is a major regional activity center that boasts a large number of high-paying jobs, a vibrant downtown, quality schools, and beautiful neighborhoods.



State of Arts & Culture Today

The health and vitality of Alpharetta is mirrored in the current state of arts and culture in the community. Steadily growing over the past two decades, the City plays a leading role in providing arts and culture opportunities, but is supported by a rich network of hands-on, committed partners.

CITY OF ALPHARETTA PROGRAMS AND FACILITIES

In 2018 the City established Alpharetta Arts & Culture within its Recreation, Parks & Cultural Services Department. This division is the primary City provider of arts and culture opportunities today.

The main hub for arts in the City, the **Alpharetta Arts Center** opened in 2018 enabling children, teens, and adults to choose from a variety of ceramic, painting, drawing, sculpture, theater, music, and writing programming. Since its opening, the Alpharetta Arts Center has welcomed numerous community organizations to its black box theater and the terrace stage to present a diverse array of cultural offerings and performances. Programs include theatrical and dance performances, rehearsals, small-scale performances, dance and music recitals, artist talks, and demonstrations.

The City of Alpharetta has created the **Spotlight Community Stage**, an indoor location for a flexible space for cultural performances in North Point Mall planned to open in Spring 2025. The usage of the space is for a community stage and theater with a seating capacity up to 150 attendees. Usage will include but not limited to third-party rental applications, City programs (i.e.- Children’s Theater), and art leader groups like Arcadia Theater performances or the Alpharetta Symphony String Quartet.

There are two other City facilities of note: the Alpharetta & Old Milton County History Museum and the Future Farmers of America (FFA) Log Cabin. Like the Arts Center, the **Alpharetta & Old Milton County History Museum** also opened in 2018. It has a permanent collection of artifacts and interpretative displays which guide the viewer through a chronological timeline of Alpharetta’s past. The City

partners with the Alpharetta & Old Milton County Historical Society to help support the museum.

The **Future Farmers of America Log Cabin (FFA Log Cabin)** is a City-owned historic structure. In 1935, a group of students in the local FFA built a log cabin on the campus of the Old Milton High School. Their log cabin clubhouse quickly became a center of social life for the community hosting proms, weddings, and weekly square dances. Later the cabin became a favorite field trip destination for school children studying local history

The work of Alpharetta Arts & Culture extends beyond the four facilities to parks, downtown and any physical location where arts and culture can be infused. Staff is often working behind the scenes on multiple projects, such as the manhole murals along the Big Creek Greenway, or designing the dog park memorial tag sculpture at Webb Bridge Park. Initiatives also include non-physical projects, like publishing a series of online interactive Story Maps or managing the Music Match Program.



OTHER FACILITIES

Beyond the Alpharetta Arts Center, the Alpharetta & Old Milton County History Museum, and the FFA Log Cabin, the following facilities currently support arts and culture in the community.

- » Alpharetta Adult Activity Center
- » Alpharetta Library
- » Ameris Bank Amphitheater
- » Crabapple Arts Center
- » Innovation Academy Auditorium
- » Lionheart Cottage
- » Mansell House
- » Metropolitan Ballet Theater Studio
- » Preston Ridge Community Center
- » The Scene Art Gallery
- » Various places of worship and senior communities

PARTNER ORGANIZATIONS

Alpharetta has a rich network of partner organizations that play an important role in arts and culture, including:

- **Arts Alpharetta** serves as curator for various public art exhibitions, volunteer recruitment, advisory in public art reviews, grant applications, funding support for receptions, and special programming. It also hosts a Plein air painting competition that draws artists across many experience levels from all around the Southeast, and provides free art kits for local schools.
- The **Alpharetta Arts Guild** supports the growth of local Georgia artists through showing and selling the art of 50-60 local artists at The Scene Art Gallery and Avalon. The Guild also provides free lectures, social activities, and low-cost classes for members and the local community.
- The **Alpharetta City Band** is a non-profit that brings together non-professional local musicians to perform at a variety of City events. It has

two primary groups: the Alpharetta City Band and Alpha Jazz and several smaller ensemble groups.

- The **Alpharetta Symphony** delivers high-quality orchestral performances and community engagement. It is committed to becoming a regional professional orchestra and steadily expanding its programs, increasing revenue, and bringing on more professional staff and musicians. The **Alpharetta Symphony Youth Orchestra (ASYO)** is the Alpharetta Symphony's orchestra comprised of young musicians.
- The **Arcadia Theater**, is an up-and-coming performing arts group producing high-quality theater.
- **Avalon** is a private entity that programs a wide variety of visual art, events, and performances at spaces throughout the Avalon development
- The **Chattahoochee Evening Stars Quilt Guild** provide a community for people who create art through the fiber arts with an emphasis on quilting.
- **Friends of the Alpharetta Library (FOTAL)** strongly supports the arts and culture through the volunteer-based bookstore at the library, monthly book sales, and other culture-based programming.
- The **Georgia Nature Photographers' Association** is a statewide organization with an Alpharetta chapter, which provides free nature photography courses and hosts field trips to site throughout the state and beyond.
- **Lionheart Life Center** offers opportunities for neurodiverse students and young adults to participate in the community, particularly through the arts.
- **Metropolitan Ballet Theater** is a pre-professional dance company focused on classical training, providing live performance opportunities to future dancers and patrons of the arts.

BUSINESSES IN ARTS AND CULTURE

In addition to the City and its many partners, several businesses in Alpharetta contribute to the arts and culture scene. This includes private galleries and many restaurants and bars that host live music and showcase local art.



2

Engagement

Engagement

One of the challenges in planning for arts and culture is that everyone has their own definitions of what art is. What is attractive? What types of art does the community want? What are the best ways to celebrate culture? These are questions that do not have easy answers.

As part of this process, the City posed these questions and more to the community through focus group interviews and surveys in the summer and fall of 2024. The aim was to identify what is already working well in terms of arts and culture in Alpharetta, what may be missing, and what the community wants to see going forward.

FOCUS GROUPS

The project team held 8 focus groups with 60 participants, and gathered an additional 43 responses through follow-up surveys. The discussions included a broad mix of stakeholders, such as elected officials, arts leaders, educators, and local business representatives. Each conversation included four recurring questions on Alpharetta’s strengths and areas for improvement regarding arts and culture. These conversations offered valuable insights into Alpharetta’s existing strengths and potential areas for growth in the arts.

KEY FINDINGS

Current Strengths:

- » Alpharetta is a small city with big-city amenities
- » Strong offerings in music and visual arts
- » Community is active and engaged--there is real vibrancy
- » The Alpharetta Arts Center is a great asset
- » There are numerous arts organizations and City-sponsored arts events
- » There is increasing City support and investment in the arts
- » The arts community is inclusive and accessible

Areas for Improvement:

- » Need more/better options for performing arts facilities; this is reflected in the relative weakness of dance and theater opportunities
- » Improved coordination among arts organizations is a must, and so is clarifying the City’s role in arts and culture
- » The community’s diversity is not currently reflected in arts and culture opportunities
- » The “big” business community (major corporations with local offices) lacks involvement in Alpharetta’s arts and culture

Identified Barriers:

- » Lack of transparent processes and dedicated funding for arts and culture
- » Limited facility options for performances and practices
- » Lack of a well-used, well-known central “repository” for arts information in the City

AN EMPHASIS ON THE LOCAL

One common theme throughout the engagement process was the community’s desire for *local* arts and culture. For the purposes of Alpharetta’s Arts & Culture Master Plan, local means...

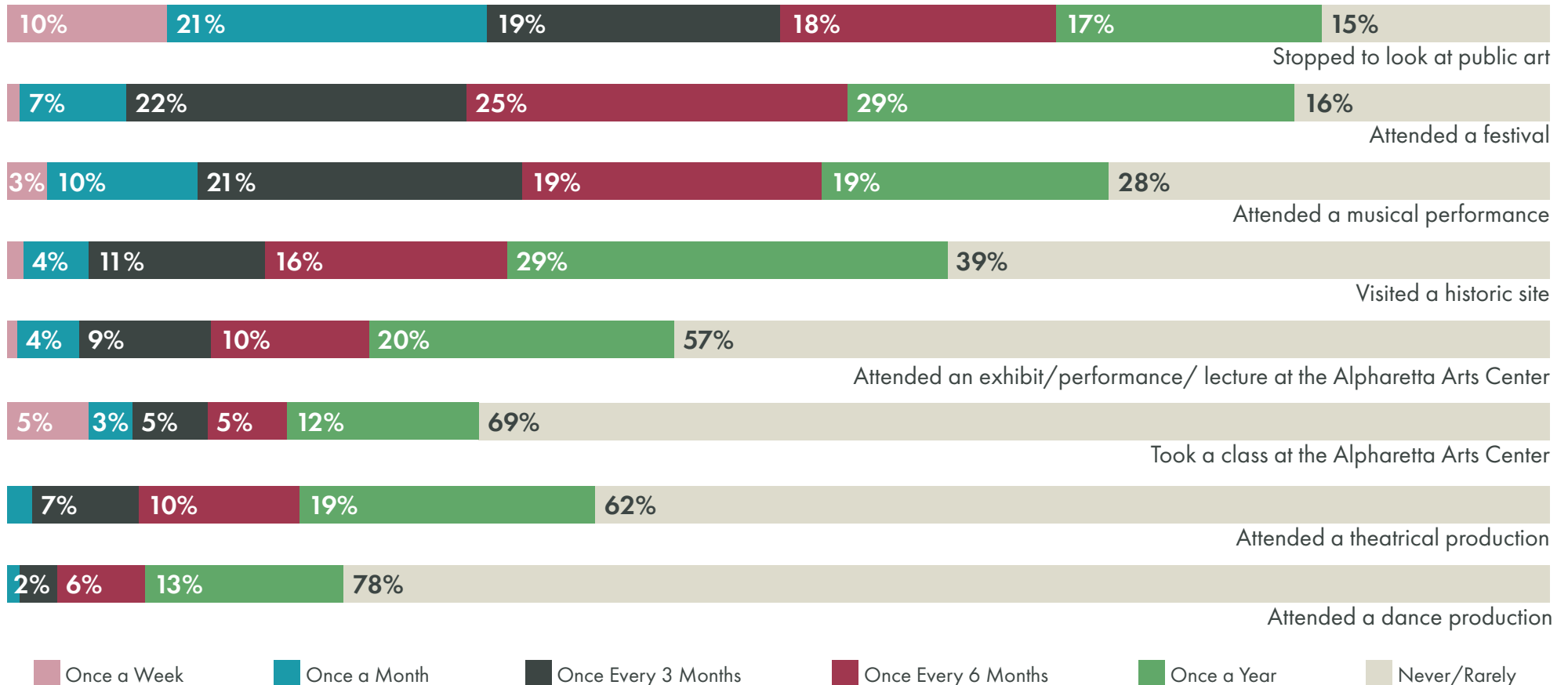
- » Serving local residents
- » Supporting local artists
- » Connecting people to Alpharetta as a place with a distinct culture and history
- » Integrating art into residents’ and workers’ daily lives and experiences

ONLINE SURVEY

In the fall of 2024, an online survey captured responses from 1,388 people. The majority are long-term residents of Alpharetta (57 percent) and fall between the ages of 40 and 79 (81 percent). More than half did not live with children (55 percent) and most identified as White (77 percent). The survey asked about arts participation, awareness of opportunities, preferred types and locations for art, what the City’s role should be, and support for funding.

Arts Participation: Survey respondents frequently engage with public art, attend festivals, and participate in musical performances, but less so in dance and theater. This is consistent with the focus group feedback regarding performing arts being a weakness currently in Alpharetta.

Survey Question: How often do you participate in these arts and culture activities in Alpharetta?



Engagement

Awareness and Marketing: City social media, email campaigns, and word-of-mouth are the primary ways respondents learn about arts and cultural events in Alpharetta. Many respondents suggested that improving marketing coordination would help increase awareness and engagement.

Preferred Art Types: People are most interested in performance and passive art experiences, as well as local art and visual art. Respondents were also enthusiastic about family-friendly and culturally representative art.

Location Preferences: Residents suggested expanding arts and culture opportunities beyond Downtown Alpharetta, especially in areas east of State Route 400, along trails, and in commercial areas.

City's Role in Arts Support: Most respondents believe the City should actively provide arts events, support arts funding, and coordinate efforts among local organizations. Respondents see the City as a partner, but not the primary funder and/or manager of future major arts facilities.

Funding. A little over half (58%) of respondents indicated that they would support a modest increase on their tax bill (less \$20/year) to fund arts; 31% said they would not support a modest increase; the remainder were not sure.

It should be noted that there is an aspect of "self-selection" to online surveys. In this case, the survey likely attracted people who are interested in the arts. Therefore, its findings--while informative--should be considered with caution. For example, the percentage of people supporting a tax increase is potentially skewed and does not necessarily represent the community as a whole.

MAJOR THEMES FROM ENGAGEMENT

Several important themes emerged from the engagement process, which will help shape the future of Alpharetta's arts and culture:

- » **Facilities Gap:** The community highlighted the need for more performance venues and more general, dedicated spaces for the arts.
- » **Vision and Coordination:** There is a strong desire for a clear, cohesive vision for arts and culture, paired with better coordination between the City and arts organizations.
- » **Equitable Access:** Expanding access to arts opportunities across all parts of the City is important, particularly in areas outside of downtown.
- » **Business and Community Engagement:** There is untapped potential to engage local businesses and residents more effectively in supporting the arts.
- » **Cultural Diversity:** Respondents stressed the importance of ensuring that Alpharetta's public art and events reflect the diversity of its population.





3



Arts & Culture Vision

Overall Vision

Alpharetta’s vision for arts and culture goes far beyond a scattering of sculptures and one-off events. Instead, **the vision is to integrate arts and culture into the places where people spend their daily lives:** lining the sidewalks and roadways people travel down, enhancing the parks residents visit, and enlivening the spaces people frequent. Through arts and culture, the goals are to:

- **SPARK.** *Will be integrated into the daily lives of the community.*
- **DISCOVER.** *Will open doors to learning new skills, experiencing new cultures, and understanding topics in new ways.*
- **CONNECT.** *Will provide opportunities for residents, business owners, and visitors to engage with each other and form connections.*
- **CREATE.** *Will enrich public spaces from installing unique art to activating places with special events.*

GREAT PLACES

Although arts and culture can be at home anywhere in Alpharetta, there are specific areas envisioned as arts and culture hubs: downtown, eastern Alpharetta (particularly around the North Point area), parks, and Avalon.

Downtown is already a vibrant center for arts and culture. Between public art installations along the Alpha Loop, the Alpharetta Arts Center, a diverse music scene, and several special events throughout the year, downtown is—and will remain—the core of the arts in Alpharetta.

The **east side** of Alpharetta (east of State Route 400) is currently lacking arts and culture opportunities. There is a strong desire to better serve this area moving forward, with significant opportunities to leverage the Big Creek Greenway and the North Point Mall redevelopment into hubs for arts and culture experiences. One example of how this is already occurring is the founding of the Spotlight Community Stage, which will help fill the gap for performing arts spaces in the coming years.

Alpharetta has a high-quality system of **parks** located throughout the city. Because the Recreation, Parks & Culture Department has agency over these properties, they can be considered “low-hanging fruit” as locations for enhancing arts and culture opportunities.

Additionally, **Avalon** is a major regional destination with a strong arts and culture component. These offerings are provided by a private entity and are not detailed in this plan, but the City recognizes the role Avalon plays in enhancing arts and culture opportunities in Alpharetta.

FOCAL TYPES OF ARTS & CULTURE

In these hubs, there is a focus on three main types of arts and culture opportunities

- » Public Art
- » Performing Arts
- » Culture and Heritage

Public Art

Public art of all genres can serve many purposes. It can exist for pure beautification of surroundings; contribute to unique community design that solves infrastructure challenges; enhance a sense of purpose within a given space; provide opportunities for reflection and emotional connection; and spotlight a community's authentic cultural identities.

Alpharetta's vision initially focuses on four main types of public art: art-infused infrastructure, murals, sculpture, and nature-based art.

ART-INFUSED INFRASTRUCTURE

Infrastructure is everywhere, and can be a fantastic canvas for art and placemaking. This form of art transforms functional structures into creative expressions that enhance the environment. Most often it involves decorating structural elements of built landscapes, such as crosswalks, fences, pedestrian plazas, bridges, or underpasses. Examples of this currently in Alpharetta are the series of images adorning the elevated manholes along the Big Creek Greenway and the Crosswalks in Parks Program.

The vision is to integrate arts and culture early into City infrastructure projects so that it is baked into the design, ideally in ways that do not just "decorate" the infrastructure but enhance its functionality. Examples could include projects that help slow traffic (like asphalt painting) on streets where speeding is an issue, or using artistic lighting to illuminate dark underpasses that feel unsafe. The key is to involve arts and culture staff early in infrastructure projects to help identify potential opportunities, rather than trying to add art on later as an afterthought.

MURALS

Murals are a powerful form of public art that transform ordinary spaces into vibrant expressions of culture, history, and community. Often large-scale and highly visible—but sometimes also used to brighten small spaces--murals can reflect local identity, and celebrate heritage making them accessible to everyone, regardless of background. They have the unique ability to brighten built environments and turn neglected areas into great places.

Through initiatives like the Crosswalks in Parks Program, murals have begun to emerge throughout Alpharetta, adding both artistic appeal and functional elements to public spaces. Additionally, the City has partnered with the Alpha Loop Foundation, Arts Alpharetta, and the Savannah College of Art and Design (SCAD) to expand mural projects along the Alpha Loop.

The vision is to continue to expand the presence of murals throughout Alpharetta—particularly in the main arts and culture hubs—with an emphasis on providing local artists with opportunities to display their work and tell the story of the community's culture and heritage.

SCULPTURES

Public sculptures can symbolize cultural values, commemorate historical events, or spark conversations. These three-dimensional works can range from abstract to representational in style, and can encourage a more interactive experience by inviting people to move around and explore them from different angles. Having sculpture in public places can help make art more accessible, turning everyday spaces into free galleries. Public sculpture can be permanent or temporary, placed alone as a striking focal point in public spaces, or grouped together into sculpture walks or art corridors.

Alpharetta currently has three main types of sculptures: permanent City-owned, permanent privately owned, and on-loan public art sculptures. There are over 30 sculptures located across the city, with many housed in Alpharetta's parks. They range in type from traditional memorial sculptures to abstract, stand-alone pieces.

The specific vision for sculpture in Alpharetta is to add more pieces in the city, with a focus on sculpture that interacts with and reflects its location and the heritage of Alpharetta. Because of their (somewhat) portable nature, sculpture offers opportunities to experiment with temporary pieces—these can be opportunities to try out more unconventional pieces and to place art in unexpected places.

NATURE-BASED ART

Nature-based art uses the natural environment for both materials and inspiration, engaging with the landscape to create works that celebrate and highlight the beauty of the outdoors. These installations can incorporate living elements like plants, trees, or water, or use natural materials like wood, stone, and earth to create site-specific works. Whether temporary or permanent, this type of art tends to foster a sense of harmony between people and nature.

Most of Alpharetta's current nature-based art is in its parks. Although there are few pieces that are made of natural materials, many murals, sculptures, and crosswalks have nature-based themes and content. The vision is to create more art using living elements, enhancing the City's parks to become nature's art galleries.

ART-INFUSED INFRASTRUCTURE



MURALS



SCULPTURES



NATURED-BASED ART



Performing Arts

Performing arts can be powerful in building vibrancy, love of place, and belonging into the fabric of a community. Alpharetta already has a strong identity around music, but there is a desire in the community to integrate other types of performance into the City's identity in a more robust way.

Alpharetta's vision for performing arts focuses on three main types: music, theater, and dance.

MUSIC

Local concerts, street performances, and music festivals can provide opportunities for both established and emerging musicians, enriching Alpharetta's cultural life. These performances often reflect the unique identity and diversity of the community, and are arguably one of the most inclusive and accessible forms of art. Music can become a vital part of everyday life, transforming public spaces, and creating moments of connection among residents and visitors alike.

Music is one of the biggest strengths of Alpharetta's arts and culture scene today. From having community art pianos placed at parks, to the City's Music Match Program that oversees daily live music performances, music is alive and well. In addition to pops of music in daily life, there are several larger annual music events such as Wire & Wood and Home by Dark. Several non-City organizations—including Alpharetta Symphony, Alpharetta Symphony Youth Orchestra, Alpharetta City Band, the Arcadia Theater, Friends of the Alpharetta Library, and Alpharetta Arts Guild—further enrich music in Alpharetta through their programs, events, and facilities.

The specific vision for music in Alpharetta is simple: amp it up! In addition to continuing the many existing successful music programs and initiatives, music's presence in the community will grow through its integration with other art forms, performances in unique spaces, and exploration of diverse cultural experiences of music. A key element of this vision is the expansion of the number and types of venues and facilities that can support a variety of performance types.

THEATER

Theater can serve as a vital cultural hub, providing opportunities for local talent to showcase their skills and for audiences to experience live performances that reflect both universal themes and local stories. Community theaters often become gathering places where people of all ages and backgrounds can engage with the arts in an intimate setting. These productions can range from classic plays to experimental works, offering diverse experiences and fostering creative expression.

Most theater opportunities in Alpharetta are provided by non-profit or private organizations as opposed to the City itself. The City's longest-standing theater partnership is with a local community group, ACT 1, which originally began through the Alpharetta Presbyterian Church and was the main partner for Shakespeare in the Park and other Alpharetta Arts Center Black Box Productions. ACT 1 recently evolved into Arcadia Theater, which will now be the main community theater group in Alpharetta. The City Center Players is another theater group that regularly partners with the Alpharetta Arts Center to offer children's theater productions, classes, and summer camps. Most recently, the Spotlight Community Stage is a new partnership between the City and North Point Mall. During the planning and creation of the Spotlight Community Stage, it became apparent that there is a strong desire from the community for a mid-size performance space.

Looking ahead, the vision for theater in Alpharetta is to embrace this art form more fully—primarily through the improvement of available spaces that can comfortably accommodate the growing number of theater groups. Access to a high-quality, sizable performing arts facility with dedicated space for theater programming will be key to this art form flourishing in Alpharetta.

MUSIC



THEATER



DANCE



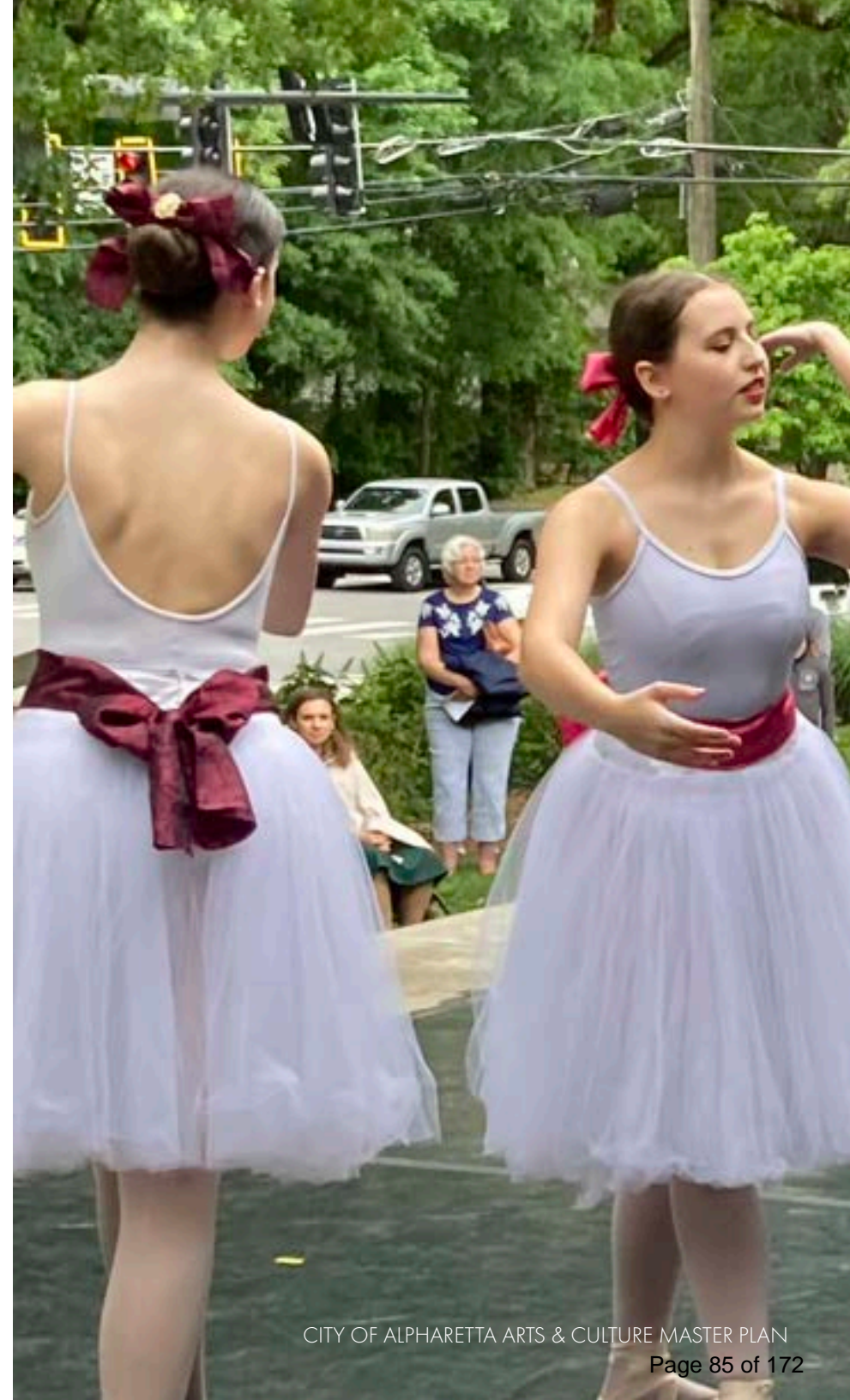
Performing Arts

DANCE

Dance can be a dynamic form of self-expression and community building, offering a range of performances and classes that engage people of all ages and backgrounds. Local dance groups often blend traditional and contemporary styles, reflecting both the global influences and unique cultural heritage of the area. Dance events, whether professional performances or community-driven initiatives, can transform public spaces and create vibrant, shared experiences. Dance helps to cultivate creativity, bring attention to local talent, and create opportunities for individuals to connect with each other through movement.

Opportunities to experience dance in Alpharetta are growing. The City frequently partners with the Metropolitan Ballet Theatre, which hosts an annual event on the Alpharetta Arts Center Terrace. The City occasionally provides free rehearsal space at the Preston Ridge Facility, a partnership with the YMCA. Additionally, the Recreation Services Division offers a youth dance program, catering to children ages 3–7. While this program introduces dance for young residents, the City recognizes the need to expand offerings and support for dance initiatives.

The vision for dance in Alpharetta is to expand access to this art form, both in terms of viewing dance and participating in it. Like theater, the key to achieving this vision is the availability of a high-quality facility for performances, practice, and administration space for dance organizations.





Culture & Heritage

Alpharetta is proud of the many cultures represented by residents and its historical heritage. The City of Alpharetta supports cultivating its past, present, and future to benefit all of its citizens, and is actively pursuing opportunities to better celebrate its diversity through engaging programs and experiences.

Moving forward, the vision for culture and heritage in Alpharetta hinges on four main types of opportunities: events, museums and sites, tours, and lectures and classes.

EVENTS

Events play a crucial role in bringing the community together, fostering a sense of belonging, and celebrating local culture. Whether it's a seasonal festival, a farmers' market, a street fair, or a live performance, events create opportunities for residents to connect and engage with one another. They also attract visitors, boosting the local economy and showcasing the unique character of the City. Events often reflect the area's history, traditions, and creative spirit, making them integral to the community's identity and vitality.

Special events are one of the hallmarks of Alpharetta's current arts and culture offerings. The City is a major provider of these events, ranging from major events like the Taste of Alpharetta to smaller happenings such as launching gallery exhibits at the Arts Center. Additionally, there are many events that the City does not directly host or sponsor, but serve as a supporting partner. Many other organizations host special events. These include the Alpharetta Symphony, Chattahoochee Evening Stars Quilt Guild, Friends of the Alpharetta Library, Alpharetta Arts Guild, Alpharetta City Band, Arts Alpharetta, Alpharetta Symphony Youth Orchestra. The Alpharetta Business Association's Farmers Market is also a consistent venue for local artists and farmers to bring their creations and products to customers.

The vision for events in Alpharetta is to continue expanding their breadth and diversity. Primarily, the City is looking to partner with other organizations to support and promote their events--particularly those that celebrate cultural diversity and help tell the story of Alpharetta's heritage.

MUSEUMS & SITES

Museums and historic sites offer valuable glimpses into local culture, heritage, and history, helping preserve the unique stories of the community. These spaces provide educational experiences for residents and visitors alike, fostering a deeper understanding of the past while highlighting the City's identity. Local museums often feature exhibits on regional art, industry, or history, while historical sites may preserve landmarks that reflect key moments in the area's development. Together, they play a critical role in shaping--and understanding--the community.

The primary museums and cultural sites in Alpharetta are the Alpharetta & Old Milton County History Museum, Silos Park, and the FFA Log Cabin, all of which showcase various aspects of the community's history and culture. Additionally, the Mansell House is a Queen Anne-style home built in 1912 that is available for special event rentals. The Alpharetta & Old Milton Historical Society is a major partner in making history accessible to the community. Beyond sites focused on history, there are five art galleries that feature rotating exhibitions throughout the year.

A vision for museums and sites is a bit trickier than other forms of arts and culture: it is not feasible to "create" new historic sites and resources, at least in a way that prioritizes authenticity. Instead, the vision focuses on increased programming and interpretation, including expanding the locations where history can be interpreted. For example, hosting a historic foodways workshop at Old Rucker Farm as a joint event that marries the City's agriculture efforts with celebrating heritage.

EVENTS



MUSEUM & SITES



TOURS



LECTURES & CLASSES



Culture & Heritage

TOURS

Tours offer an engaging way to explore the unique history, architecture, and cultural landmarks of a City and help visitors and residents discover hidden gems and learn about Alpharetta's past. Tours often highlight an area's distinctive neighborhoods, historic sites, and artistic hubs, offering an authentic perspective of life in the City. For residents, these tours can also deepen their appreciation for their hometown and provide new insights into familiar places. Combining tours with digital tools and emerging technologies can offer added immersion and interactivity with places.

The City currently offers three self-guided tours: Art Walk, History Walk, and the Alpha Loop Sip and Stroll. However, people can request a docent for an in-person tour. Other organizations in the City also provide tours, such as the Georgia Nature Photographers' Association.

The vision for tours is to expand opportunities to explore Alpharetta, particularly in terms of lesser-visited locations and exploration of new themes. This could include tours that dive into local restaurants, experiencing the growing South Asian community's heritage, or creating self-guided geocaching "trails" built around specific eras or people of Alpharetta's history.

LECTURES & CLASSES

Lectures and classes provide opportunities for lifelong learning, personal growth, and community engagement. Local libraries and centers of arts, education, and culture often host events that bring experts, authors, or thought leaders to share knowledge on a variety of topics, from history and science to arts and philosophy. Art classes offer residents a chance to explore their creativity and develop new skills in a supportive setting, making the arts accessible to people of all ages and skill levels. These educational offerings not only stimulate intellectual curiosity but also encourage connections between residents, helping to strengthen community ties.

The City offers several lectures and classes related to the arts, with the Arts Center serving as the hub. The vast majority of these classes are visual arts instruction, tailored to a range of different age groups. Another major provider is the Alpharetta Library, which hosts several lectures and classes throughout the year. Other organizations that provide arts- and culture-related classes and lectures include the Chattahoochee Evening Stars Quilt Guild, FOTAL, the Arcadia Theater, the Georgia Nature Photographers Association, the Alpharetta Symphony, Alpharetta Arts Guild, Lionheart Life Center, Metropolitan Ballet Theatre, Inc., Arts Alpharetta, and the Alpharetta Symphony Youth Orchestra.

Into the future, the vision is for both the City and its partner organizations to continue providing a wealth of lectures and classes. These can be further bolstered by having a single arts and culture educational portal where all opportunities are posted on a City-wide calendar, and encouraging joint events that mix arts and culture disciplines in innovative ways unique to Alpharetta.





4

Strategies & Recommendations

Our Path Forward

KEY STRATEGIES

The purpose of this plan is to meet the community's arts and culture needs and chart the path for reaching the City's vision for a more cohesive approach to arts and culture. One key to achieving this is to provide **a series of clear, interrelated strategies** that the City and its partners can pursue incrementally over time as resources are available. These strategies—detailed below—will help create an environment where arts and cultural **initiatives can evolve, expand, and adapt to the community's changing needs.**

To move forward, the Arts & Culture Master Plan recommends seven overarching priorities and strategies:

- **Boost economic development:** Capitalize on Alpharetta's strong arts and culture climate to boost economic development.
- **Foster partnerships:** Foster a culture of partnership between private business, non-profits, and the public sector in arts and culture initiatives across the city.
- **Serve as a connector:** Facilitate connections between Alpharetta's wide variety of historic, arts and cultural organizations.
- **Reflect the community:** Reflect Alpharetta's diverse collection of cultural backgrounds, interests, and places in all aspects of arts and culture.
- **Integrate into operational processes:** Further integrate arts and culture into projects and processes to create clear and transparent protocols.
- **Amplify marketing:** Boost public and private arts and culture activities with cohesive marketing and promotional tools.
- **Maintain character:** Utilize arts and culture to maintain Alpharetta's character in the region, while evolving and connecting with its residents.

1.



Boost Economic Development



Capitalize on Alpharetta’s strong arts and culture opportunities to boost economic development. Arts and culture make good business sense, and support Alpharetta’s role as an economic powerhouse. Investing in the arts and culture industry creates an inviting, innovative environment that can drive economic impact to local complementary businesses such as hospitality, retail, restaurants, and technology. Additionally, when the arts and businesses partner, it increases economic activity. While Alpharetta has a good start on harnessing arts and culture to activate economic development, collaborative and transparent processes will make these efforts much more efficient and impactful. The goal should be to create win-win partnerships for development, businesses, and arts and culture.

HOW DO PRIVATE DEVELOPERS AND OTHER BUSINESSES BENEFIT FROM ARTS & CULTURE?

Arts and culture are big business.

- » The most recent estimates by the Bureau of Economic Analysis and the National Association of State Arts Agencies find that arts and culture generated \$31.5 billion to Georgia’s economy, more than utilities or agriculture and forestry. (Source: National Association of State Arts Organizations)
- » In Georgia, spending by non-profit arts and culture audiences generated a total of \$84.9 million in tax revenues for state and local government. (Source: Arts and Economic Prosperity VI)
- » The average non-profit arts event in Georgia generates direct and indirect related spending per person of \$32.77 for local attendees and \$76.43 for non-local attendees. (Source: Arts and Economic Prosperity VI)

Art attracts workforce talent.

- » From Americans for the Arts 2023 *Americans Speak Out About the Arts* Survey, “Half of people with a college degree (49 percent)—a majority of Millennials (52 percent) and Gen X (54 percent)—say they would strongly consider the arts when deciding where to move for a job.”
- » The same study cites that 79% of Americans believe “Arts and culture is ‘important to their community’s businesses, economy, and local jobs.’”
- » The arts stimulate positive company culture and conversation, foster employee well-being, and inspire a healthier work environment through unique and meaningful experiences for human connection. (Source: *Why Partner With the Arts?* by the pARTnership Movement, Americans for the Arts)

Including the arts in private development increases connection to space, drives interest in properties, and contributes to placemaking.

- » By thoughtfully curating work that reflects the community and/or location, developers immediately communicate to patrons the “vibe” of a place and increase attachment to a place.
- » Artwork provides a marketing incentive for tenants and customers. Distinctive pieces can generate publicity and make businesses memorable amongst their competitors.
- » Art-based events help cultivate a sense of place and community, particularly in newer developments with stories that are just beginning.

HOW DO PRIVATE DEVELOPERS AND OTHER BUSINESSES BENEFIT FROM ARTS & CULTURE? (CONTINUED)

- » Public art can drive interest in properties. A mural painted along a downtown alleyway in Norcross prompted Social Fox Brewing to choose a specific location and even helped name their business—providing even more connection to the space.

Art can signal that the developer cares about the City.

- » By including work that contributes to the local cultural identity, businesses show that they support and participate in their communities. From the above-referenced Americans for the Arts survey, “67% of Americans say ‘the arts unify our communities regardless of age, race, and ethnicity’ and 62% agree that the arts ‘helps me understand other cultures better.’”

Public art reduces crime. Researchers at the University of Cincinnati found a 28% reduction in violent crime in areas where murals surrounded mixed use development compared to an increase in violent crime City-wide during the same period (2010-2018).



Image Courtesy of Living Peachtree Corners Magazine
<https://livinginpeachtreecorners.com/2020/food-drink/social-fox-brewing/>

BOOST ECONOMIC DEVELOPMENT RECOMMENDATIONS:

Promote arts and culture businesses, programs, and/or events that coincide with City initiatives and placemaking. Attendance at arts events and happenings generates additional spending and more time spent by residents in commercial areas and by non-residents within the community at large. Thus, an investment in boosting arts and culture businesses (galleries, art supply stores, class providers), programs, and events is an investment in the overall economic health of Alpharetta. (See also Strategy #6 Amplify Marketing)

Evaluate opportunities for incentives/tax breaks for artists and art-related businesses. Tax opportunities can incentivize arts-related development and business within the community, building vibrancy and economic growth. Tools to consider include:

- » **Property tax credits** for creating artist workspace or housing. The City can layer these with other real estate incentives, such as Low Income Housing Tax Credits (LIHTC).
- » Creation of **cultural districts** can help with marketing cultural and historical locations in close proximity. With this tool, the City can choose exactly whether the cultural district is simply a marketing or neighborhood designation or whether other incentives are also included. By formally defining a cultural district, the City can include any variety of common incentives to help bring vibrancy to a location through encouraging artists and arts organizations to cluster there. Common incentives include lowered or waived property taxes; waived sales tax for purchase of tickets and art products; reduced or waived costs for artists to occupy space if they commit to a certain time period of occupancy; use of already available tax tools such as LIHTC to develop affordable housing with some set aside for artists; and more. Some communities use these designations to create “open container” zones to attract businesses and visitors, though these can be controversial. The Atlanta Midtown Arts District is an example of a district in which there are no formal government incentives, but local arts organizations and businesses utilize the moniker for marketing purposes and to encourage other business owners to include arts production or artists in residents within their developments. The City can layer these incentives with other existing designations.
- » **Tax Allocation Districts (TADs)** to fund development or redevelopment. This tool is best utilized when paired with a public-private partnership opportunity, and can help develop properties anchored around cultural facilities that include other mixed-use or for hard-to-develop locations that could be suitable for arts work uses. Recently the TAD for the North Point area dissolved because of disappointing returns, but it is still a tool to consider as the market continues to evolve.
- » **Better support for arts businesses and organizations** to take advantage of existing incentives for real estate development and economic development through current or future Alpharetta Economic Development programs.
 - Create a downloadable information sheet (ex., “Development Opportunities for Arts Organizations and Arts-Related Businesses”) on the Economic Development’s website and promote this to the arts and culture community.
 - Have Economic Development and Community Development staff lead an arts community convening or workshop (see Foster Partnerships, page 43) on development and real estate opportunities.
 - Work with other nonprofit partners experienced in working with private landlords to provide artist workspaces to help landlords understand and prepare for working with artists.

BOOST ECONOMIC DEVELOPMENT RECOMMENDATIONS CONTINUED:

Create a tool kit for developers to show how the integration of arts and culture into their projects can boost economic engagement. Property development is often a numbers-driven enterprise with tight margins, and perceived “extras” like public art and other cultural integration often are not priorities. Clearly demonstrating to developers the impact of arts and cultural integration into their projects may help improve and expand these important elements. Including a toolkit as part of the suite of Community Development materials and planning website can give developers clear direction. A toolkit could include:

- » Statistics showing how the inclusion of arts and culture can boost economic engagement with properties by both tenants and customers
- » Offer examples of different types of successful arts and culture inclusions, such as sculptures, murals, community meeting and maker spaces, interactive art elements, dedicated outdoor performance spaces, etc.
- » An overview of the public art process for private development projects; see Strategy #7-1

City planners should also be proactive in identifying elements of new development and redevelopment projects that could be ripe candidates for inclusion of arts and culture. Consider identifying specific opportunities and proactively reaching out to property owners and developers to gauge their interest in integrating arts and culture opportunities into their projects, even if only in the short term.

- » Identify spaces within growing commercial centers for studios, workspaces, arts retail, and artists-in-residence of all media. A good example of this already occurring is at North Point Mall, where new arts facilities are taking root as part of ongoing plans for redevelopment.
- » Unused commercial and industrial space can be ideal for film production, fabrication, studio space, and other types of arts work.
- » Produce temporary art exhibitions at commercial locations with vacancies to increase vibrancy and encourage interest in the area. This could be a series or a group of pieces by a single artist.

Leverage arts and culture happenings as unique selling points in targeted marketing campaigns to attract tourists seeking cultural experiences. Arts events and vibrant commercial areas are tourism drivers; intentionally including these in tourism marketing campaigns will help cement Alpharetta’s identity in this area. City communications staff should connect regularly with Alpharetta Convention and Visitor Bureau’s staff to understand upcoming promotional campaigns and explore how to plug in Alpharetta’s arts and culture opportunities into the messaging. A simple project is to create and maintain an easily accessible repository of captioned images for ready use by tourism agencies and the media. Consider future surveying at arts and cultural events and performances to understand the audience base and where they are coming from to pinpoint key messages.

Foster Partnerships



Foster a culture of partnership between private business, non-profits, and the public sector in arts and culture initiatives across the City. Alpharetta’s robust business community and network of non-profit organizations offer myriad opportunities for partnership to boost engagement with effectiveness of, and prospective funding for the City’s arts and culture initiatives. There is an opportunity to create pathways for businesses to plug into mutually beneficial relationships with the arts and culture sector, helping create more business opportunities in Alpharetta, more opportunities to participate in arts and culture, and help develop and celebrate local artists.

RECOMMENDATIONS:

Encourage giving to the arts and culture sector to benefit the community. Pursue fundraising partnerships and generate resources for the City of Alpharetta’s arts and culture priorities. As outlined in the Funding section, funding mechanisms for arts and culture activities include foundation grants, corporate sponsorships, and corporate and individual donations. In addition to providing much-needed budget for these projects, they also afford the opportunity to connect Alpharetta’s many corporations and nonprofit organizations to the community with direct impact.

- » Create and maintain a catalog of sponsorship opportunities for City events. Consider working with an outside consultant to pitch these sponsorships and manage their administration.
- » Identify an existing arts umbrella organization, such as Arts Alpharetta, which the City can support more robustly and given the charge to fundraise for and administer some City-sponsored initiatives as well as provide funding resources for local organizations. A partnership with an anchor nonprofit organization is also a frequent requirement for many grant opportunities, so fostering a seamless relationship will serve Alpharetta well on many fronts.

FOSTER PARTNERSHIPS RECOMMENDATIONS CONTINUED:

Create pathways for companies to learn more about opportunities to participate in the arts (space sharing, new tenants, residency programs, new partnerships, knowledge sharing, skill development, etc.). While some very enterprising organizations might come to the City with concepts, typically companies need to be presented with ideas of how they might support and participate in arts and culture activities. Being able to articulate these ideas in the context of corporate goals (i.e., cost savings, social responsibility, employee engagement, and environmental stewardship) will help advance these opportunities further.

- » Create and maintain lists of arts and culture needs and ways corporations can plug in, such as space sharing, renting to arts and culture organizations, residency programs, new partnerships, knowledge sharing, skill development, and volunteering. Equip Economic Development staff with this information and work with civic partners (Alpharetta Chamber of Commerce, Alpharetta Business Association, Toastmasters, Rotary Club, etc.) to spread the word.
- » Identify new and existing corporate partners and highlight their involvement to the business community and city at large; spotlighting these businesses can strengthen these relationships.

Provide financial support when feasible for arts and culture projects, programs, and happenings. Funding is a major need for all arts and culture organizations serving Alpharetta. Unfortunately, there is no single easy funding source to meet these needs. Instead, the City and its partners will need to pursue multiple opportunities in parallel:

- » Support Arts Alpharetta in building internal capacity so that they can increase fundraising for partner organizations and the Arts Center.
- » Consider a marketing campaign to businesses that promotes the benefits of increasing employee's exposure to creativity (increased employee retention, increased employee morale, increased revenue, etc.) and promoting corporate civic participation.
- » Consider collective marketing efforts to drive awareness of the benefits of giving to partner organizations and other arts organizations by highlighting their stories and contributions to the community. Collectively featuring these initiatives during high-profile giving periods such as Arts and Humanities Month (October), Giving Tuesday, winter holidays, or Georgia Gives Day would be especially impactful.
- » Seek grant funding to support arts and culture in Alpharetta from foundations and government funders, particularly those who have opportunities to build a relationship and multi-year support. Doing so may help leverage these relationships to the entire community and spur other institutional giving.
- » Consider multi-organization public partnerships for catalytic or ambitious projects that would help leverage larger institutional investment in the community, such as placemaking projects or large scale development. This is a key area for Alpharetta's Department of Community Development to provide leadership.
- » Advocate for a small amount of funding from the City's General Fund to start a pilot microgrant program. Piloting this type of program for small arts organizations and/or businesses could start with an initial outlay of just \$10K-\$20K, achieving real impact with a \$500-\$1000 investment per business. Recipients could use these funds for small capacity building, business development projects, or artistic production projects.

FOSTER PARTNERSHIPS RECOMMENDATIONS CONTINUED:

Support pipelines for pre-professional and emerging artists to build careers in the arts. To keep Alpharetta’s arts ecosystem thriving and local, the City and its partners need to create visible pathways for students and emerging artists to become involved in the creative community and see viable long-term options in Alpharetta.

- » Encourage involvement in arts and culture infrastructure: include artists, especially students, in the planning and selection of public arts-related events. Consider creating student and/or resident art competitions for City-sponsored designs, such as annual event posters and City-wide collateral.
- » Hold a roundtable discussion with local arts educators and principals to explore ways to facilitate arts engagement with schools. Share City event calendars and potential partnership opportunities with arts educators as far in advance as possible. Provide tickets to or help facilitate field trips to arts programs.
- » Create opportunities for networking and skill building: partner with nonprofit organizations or individual artists to host professional development skills-building workshops for artists. Offer workshops for any open public calls to help local artists understand what they need to consider. Consider providing an online toolkit of resources such as a list of local entrepreneurship business development programs (like SCORE, SBA), and artist development organizations. Local organizations include South Arts, Georgia Lawyers for the Arts, Georgia Council for the Arts, and Art is King. National organizations include Creative Capital, Springboard for the Arts, Center for Cultural Power, Artists U, and The Field.
- » Create specific City-sponsored events or juried exhibitions for students or emerging artists. Reserve exhibition space in City buildings for students. Devote a public or publicly accessible mural space for rotating student artwork such as this program in Deerfield, IL, which annually places artwork on the prominent wall of a private building and also serves as a teaching opportunity for the high school visual arts program.
- » Work with the region’s cultural institutions (such as the High Museum, the Alliance Theatre, the Center for Puppetry Arts, and the Atlanta Opera) to have staff or visiting artists present to Art Center students (youth and adult).
- » Develop opportunities for teens exploring career paths, including Teen Nights, a teen volunteer program, or a pre-professional club for kids interested in the arts similar to Aurora Theatre’s Teen Nation program.

Identify and form networks for collaboration with civic organizations such as the Alpha Loop Foundation, Arts Alpharetta, and more. Alpharetta has a wealth of capable and interested individuals invested in the strength and vibrancy of their community. Creating structured pathways for collaboration with civic organizations can yield additional bandwidth and community engagement through both staff administration and volunteer bases.

- » Work with City staff and community leaders to explore areas where these organizations can make an impact and provide a value-add to existing City efforts. In addition to opening funding opportunities as mentioned above, this may include cataloging Alpharetta’s arts assets and resources, maintaining lists of cultural organizations, etc.
- » Financial support for these organizations is necessary to achieve the desired results, but could alleviate some of the need to allocate additional City staff in the short term.

Serve As a Connector



Facilitate connections between Alpharetta’s wide variety of historic, arts, and cultural organizations. The City of Alpharetta is well poised to leverage its position within the community as a nexus for arts and culture organizations to connect with one another—a commonly stated need during this planning process. By creating channels for connection and cross-pollination amongst the arts and culture community, Alpharetta can help support organizations’ growth capacity, push boundaries, and be more effective at achieving the community’s vision for arts and culture priorities.

RECOMMENDATIONS:

- Share opportunities for public arts and culture activities with local artists and arts organizations.** Information-sharing is key to connection. Stakeholders in the arts and culture community cited their desire to know more about what one another and the City are doing in this space.
- » Work to ensure that the City distributes RFPs and other calls for collaboration to a diverse audience. Ensure that databases include representatives from all of Alpharetta’s cultural communities and include statements within the calls themselves that encourage participation.
 - » Add a portal on the arts and culture area of the City’s website specifically for those working in the space (or, eventually, on the website of the arts umbrella organization the City partners with, as mentioned above) to collect and share calendars of events (as far out into the future as possible), RFPs, calls for artists, appropriate City contact information, and the aforementioned list of arts and culture organizations serving Alpharetta.
 - » Send regular communications of arts and culture happenings/opportunities to subscribers. This does not need to be overly designed or cumbersome to produce; there are several readily available communications platforms that can help. The key goal is regular, sustained outreach and information sharing.
 - Content could include City-sponsored events and opportunities, spotlight City arts and culture happenings, and—importantly—community submissions of events, news, RFPs, and other opportunities. Set criteria for inclusion in the newsletter, which would not imply endorsement by the City. See the City of Atlanta Office of Cultural Affairs monthly newsletter as an example.
 - Create a subscriber base by sending an initial issue of the newsletter to organizations and individuals already partnering with the City on arts and culture activities, inviting them to share with their networks. Place a subscribe link on the City’s website, include in staff email signatures, and promote amongst the arts and culture community as appropriate.

Offer conduits for arts and culture organizations to connect with each other, the City, and other businesses who would benefit from proximity to arts and culture activity. Stakeholders across disciplines are yearning for structured opportunities to convene and collaborate. Intentional and inclusive gatherings create opportunities for artists, cultural organizations of all sizes, non-arts community organizations, and commercial interests to connect and converse. These result in important creative synergies, greater organizational support, and provide the aggregate effect needed for the community to advocate for itself.

- » Create regular, intentional convenings such as quarterly information-gathering roundtables, workshops, meet-and-greets or town halls with key City personnel, and simple networking gatherings for the arts and culture community. Having a specific topic or focus for each event can provide structure and generate interest in attendance. For example, workshop topics could include marketing and promotion (a stated need by many stakeholders), approaching real estate and space needs, or how to work with the City on events.

Create a task force for performing arts organizations to connect with each other and the City to help address space constraints, boost programming for theater and dance, and co-promote burgeoning new programs. This task force could eventually turn into a body that can help administer a future performing arts center.



Reflect the Community



Reflect Alpharetta’s cultural backgrounds, interests, and places in all aspects of arts and culture. Although Alpharetta already features enviable arts and cultural resources, residents and other stakeholders noted that resources are not distributed evenly across the full geography of the City. In a similar vein, the community appreciates—and wants more—offerings that reflect distinct cultures, ethnicities, and traditions. These assets can make space feel more vibrant and inclusive by helping to define space and unique neighborhood characteristics, driving economic development, connection to place, and desire to be in Alpharetta.

RECOMMENDATIONS:

Distribute the City’s arts and culture resources across Alpharetta. Expanding Alpharetta’s arts and culture assets and resources more broadly demonstrates the importance of all Alpharettans, and provides more and different opportunities to expand offerings and styles. The City should site new public art installations with the intention of including more areas and efforts should be made to identify ways to incorporate other forms of arts and culture across Alpharetta.

- » Consider a more detailed planning effort for each of the identified arts and culture hubs: downtown, North Point, Avalon, and parks. A deliverable for this process could include an interactive map with locations identified for new public art and historical markers; existing and potential venues; and a more detailed inventory of programmed gatherings, lectures, classes, and workshops in these hubs. The study should consider empty commercial spaces, religious or educational institutions, municipal spaces, and non-traditional locations for performances and shows such as building courtyards, empty lots, and unused commercial or light industrial spaces.
- » Encourage arts and culture organizations to consider sites in all hubs for events, performances, and installations and provide greater support for happenings in under-utilized areas.
- » In future capital park projects, work with artists to evaluate opportunities for creating more usable outdoor venues and the needed infrastructure (electricity, shelter, etc.) to support potential events, as well as consult on site design elements that could support public art opportunities.
- » Utilize municipal buildings and City-owned grounds to host performances and exhibitions. The City can couple this with other existing activities like the Street Art Fest or the Paint the Town Plein Art Event to increase interest and draw people into civic buildings. When appropriate, the City can match themes of exhibitions or performances to locations that would amplify the tone of the work on display. For instance, the City could sponsor an art-based exhibition about water or experiences with water at a Watershed Management location. These types of projects tend to be enjoyable for employees who look forward to seeing the work and also to promote civic engagement by bringing people into city buildings to engage in dialogue with one another.

REFLECT THE COMMUNITY RECOMMENDATIONS CONTINUED:

Identify community goals where arts and culture can support greater awareness, efficacy, or engage hard-to-reach audiences. Arts and culture are uniquely suited to raise awareness and address challenges of all types from safety, public health, environmental awareness—even keeping people informed and engaged in an area under construction. Working with artists brings a design-minded approach and a fresh perspective. Examples:

- » Work with socially engaged artists to connect with hard-to-reach segments of the population around specific issues of interest through artistic interventions.
- » Increase pedestrian safety through painted crosswalks or artistic wayfinding.
- » Murals on park sidewalks to encourage wellness.
- » Artistic benches or bus stops or kinetic installations that encourage seniors to be more active.
- » Educational art installations or murals alongside municipal projects that teach core principles of conservation, watershed, history, etc.
- » Painted storm drains encourage residents to dispose of waste properly.

Identify “high impact/high reward” locations to invest in art-infused infrastructure, using arts and culture to help define spaces. Incorporating art into infrastructure provides more opportunities for vibrancy and community connectedness, often providing maximum impact without much additional expense. Public art and cultural zones can also create gateways into the City and neighborhoods and help foster a sense of identity. Examples of using arts and culture as “gateway” elements into neighborhoods around Alpharetta and/or major roadway entrances to the City could include:

- » Utilize small-scale art projects to infuse a sense of identity into the arts and culture hubs, and neighborhoods that desire it. This can offer opportunities for local artists to get a “first start” on public art projects.
- » Consider a signature sculptural element that the City could replicate in different hubs and painted to reflect each hub’s individual character (e.g., Cows in Houston).
- » Lean into Alpharetta’s “Music City” identity by integrating artwork with the theme of music or sound.
- » Install musical benches (e.g., Dallas teetertotters).
- » Create temporary installations yearly with the theme of sound or music that highlight Alpharetta’s relationship with music. This could coincide with a currently occurring music festival.
- » Sound or light installations in places where it would enhance vibrancy, especially where public safety is a concern.
- » Murals that highlight local music history.
- » Sculpture that defines space suitable for public performance (i.e., Coopers Alley in Chattanooga).
- » Utilize temporary or ephemeral installations to “try on” art styles, such as a lighting installation on City Hall that changes monthly or quarterly (e.g., Chicago’s Art on the Mart) or installations tied to holidays (e.g., Norcross’ Valentine’s Day hearts).

REFLECT THE COMMUNITY RECOMMENDATIONS CONTINUED:

Create a clear process for cultural groups to host their events at City facilities and use engagement channels to distribute this widely. The City, organizations, and stakeholders agree on a desire to integrate more of Alpharetta’s cultures, ethnicities, and traditions into events held in the City. While the City’s capacity for producing events is at its current limit, there is opportunity to provide more navigational support for groups seeking to host their own events in Alpharetta. The City needs to define and share these resources and processes.

- » Create an internal working group and consider assembling an outside taskforce to evaluate:
 - The types of ways for groups to participate in events in Alpharetta, including participating in or partnering on existing City-planned or City-sponsored events, producing events with some City resources, or hosting their own wholly produced events on City property.
 - The resources (funding, space, equipment, staffing, etc.) that the City can devote to outside events
 - Any parameters for the content of events that organizations hold on City property or with City support
- » Set clear roles and responsibilities within City departments for the execution of these events and transparent protocols for consideration. At a minimum, create an easily accessible and simple form for organizations to submit, but consider establishing a “concierge” service to provide hands-on assistance.
- » If there are events that the City is seeking to add to its own calendar without increasing its own staff burden, utilize the network of arts and culture organizations and convenings mentioned above to disseminate an RFP for the event production.



STRATEGY 5 Integrate into Operational Processes



Further integrate arts and culture into projects and processes to create clear and transparent protocols. When deployed with strategic purpose in projects, arts and culture can enhance goals for safety, transportation, economic development, connecting with hard-to reach sectors of the community. Considering arts and culture as a lens in major planning efforts from the onset of projects can make them more effective, more cost-efficient, and more impactful. Current capacity may need to expand over time to meet the need for high-quality impact as Alpharetta integrates arts and culture into more priority areas.

RECOMMENDATIONS:

Establish a clear process for private development to incorporate arts and culture in new or redeveloped capital projects. The process for private development projects to contribute to public art is not currently explicit in the City’s code. Usually when a developer provides a piece of public art, it is because the City places a condition on the development’s approval. In this situation, the developer must then work with City staff to create a public art plan, and then go in front of the Cultural Arts Commission for approval.

Although this has resulted in an increased amount of public art, the process is imperfect and results are mixed. Requiring an additional approval for development adds time (and uncertainty) to projects, which often represents a hit to the project’s financials. Developers also must identify and procure the art themselves. For most developers this is very difficult, as public art is not a typical area of expertise nor are most developers plugged into local and regional artist networks. Because of this, the art that comes out of this process is not always the quality and the type of art the community would like to see. Additionally, because the art comes about as a condition, it starts later in the process—much of the foundational design and programming is already established, and there are few opportunities to really integrate art into the project meaningfully.

In consultation with the City Attorney, Alpharetta should explore developing a better process for adding public art through private development. This new process should reduce the uncertainty around whether a development will be required to provide art, and the City can structure it in a way that results in better quality pieces. The City may wish to explore the following:

- » Rather than requiring art as a condition, consider modifying the code of ordinances to indicate when and where the City requires public art. This provides the development community with a clear expectation from the beginning, and is an opportunity to integrate arts and culture elements into early design work. Two “triggers” for an art requirement could include:
 - **Size/intensity of the project.** Consider requiring art for projects that are above a certain square footage, such as 20,000 square feet.

INTEGRATE INTO OPERATIONAL PROCESSES RECOMMENDATIONS CONTINUED:

Continued. ...

- **Location** (recommended). Consider requiring art in all non-single family projects located in arts and culture hubs identified in this Arts & Culture Master Plan; this would apply to Downtown Alpharetta and North Point, as a private entity manages Avalon and parks have a public process for their capital improvements. The City already has specialized code provisions for Downtown and North Point, so there is precedent for requiring high quality design and an existing framework for requiring special considerations.
- » If a project does “trigger” the public art requirement, consider providing developers with two options for meeting it:
 - **Option 1:** Work with the developer to integrate art into the project at the earliest stage possible. This could include an initial art plan that the City requires as part of a project’s initial submittal package. The process could be similar to how it works now, with the developer working with both City staff and other arts community leaders as advisors in the process.
 - » For this option, consider establishing a point-based system in the code for meeting the public art requirement. For example, public art that is comparatively “easy” to do, such as a mural on the side of the building, may be worth 2 points whereas art integrated into infrastructure may be worth 5 points. The intent would be to provide developers with a menu of options for meeting a total number of art points. The total required could vary as well based on a project’s size and/or location.
 - » Additionally, the City should consider developing a document with clear design guidelines and direction for developers. These guidelines should include recommendations on foot/area ratios, public space amenities and illumination, artist compensation and selection criteria, and project and artwork selection criteria (fabrication, safety, artist vision, and maintenance considerations). This document should also:
 - Identify the City’s specific values or priorities that they would like to amplify through the program; this should include referencing this Arts & Culture Master Plan for Alpharetta’s overall vision and the focus public art types.
 - Clarify duties and responsibilities where more than one committee or board may have jurisdiction over or may advise the art aspect of the project. (what group is doing what, where in the process are there potential for dependencies between committees/boards, etc.)
 - Provide examples of different types of work and what demonstrates high quality. Provide examples of what the City would not approve and include an explanation of why.
 - Share that while the City does not endorse or sponsor use of specific artists or consultants, if more customized advisement is sought, the City could hire public art consultants to support the project.
 - Consider creating a website or webpage linked to both the Arts and Culture and Planning webpages as a portal to host information about this process.
 - **Option 2.** Provide a “fee-in-lieu of” option, similar to how the City offers a fee-in-lieu of option for parking in Downtown Alpharetta. In this scenario, developers could opt out of providing art on their own site and instead pay into a designated City-managed fund. The fund would have stipulations on how/where the City could spend funds to ensure there is a rational “nexus” between the fee a developer is providing and a benefit that the site receives.
 - A designated City-managed fund should cover public art procurement, maintenance, curation, and administration so that the City can use fees flexibly to support both strategic priorities for public art and procurement of public art.

Should the City choose to update its code to require art in certain projects, it is important that the requirements are reasonable. The goal is to not deter or bog down development, but to layer in art as a value add for all parties.

INTEGRATE INTO OPERATIONAL PROCESSES RECOMMENDATIONS CONTINUED:

Integrate arts and culture as part of the standard process for new and updated infrastructure and planning projects. The City should require consideration of arts and cultural in its plans and initiatives. Rather than departments layering it in after projects are planned, including arts and culture from the start signals that it is a municipal priority; yields more integrated, impactful, and often more cost-effective inclusion; and also potentially unlocks budget dollars for arts-related project elements.

- » Include arts and culture as a standard element in future comprehensive plan updates.
- » Develop and refine over time a workflow for project types and levels and the inclusion of arts and culture experts to review plans and make suggestions. Depending on the type and complexity of various projects, this may draw from existing City arts staff, a roster of community partners or artists, or a hired consultant. Consider and set standards for types of projects that the Cultural Arts Commission would need to vet.

Plan for the future hiring of an additional staff member to administer arts and culture initiatives and boost engagement within the arts and culture community. Current Recreation, Parks & Cultural Services staff are already producing a vast amount of programming and coordination with other City departments. To achieve the levels of community connection that is desired--and deeper, sustained integration of arts and culture into economic development and City planning processes--the City will need more staff and specific expertise. The City should begin to make plans for the addition of one or more staff members in the years ahead. Eventually, a dedicated arts administrator will also be able to manage funding opportunities and network with regional peers for idea-sharing in project ideas and funding and partnership opportunities. Until there is support and funding to expand in-house staff, there are ways to expand the arts and cultural capacity:

- » Hiring outside consultants to perform some arts administration duties and create workflows and annual calendars; outside consultants are also an excellent option for “one-off” projects that require more technical expertise and/or access to specialized data sources
- » Consider a paid internship program. Interns are well-suited for discrete projects such as the cataloging of existing assets, development of a maintenance plan, etc. Area arts administration programs that could yield candidates include:
 - Augusta University, Certificate, Arts Administration
 - Georgia State University, B.I.S. Arts Administration
 - SCAD, MA Creative Business Leadership

Amplify Marketing



Boost public and private arts and culture activities with cohesive marketing and promotional tools. Community members described a desire to make finding information about available programs, events, and resources easier. In addition, local arts and culture organizations expressed a need for assistance with marketing and promotion. By leveraging all activity across the community, Alpharetta can better market its activities to residents, workers, and those from surrounding communities to enhance economic impact.

RECOMMENDATIONS:

Work with an organization such as the Alpharetta Convention & Visitors Bureau and Arts Alpharetta to create an online arts and culture hub with a searchable and contributory calendar of events, with maps, lists of local resources, etc. The public and Alpharetta’s arts and cultural organizations desire a go-to resource that shares more in-depth information on arts and culture events, happenings, and sites.

- » Set sights on creating, maintaining, and sharing a comprehensive, searchable calendar of arts and culture events and happenings in Alpharetta. The calendar should be categorized by type and location and ideally offer the ability for users to export events to their personal calendars or subscribe to categories. The calendar should be in an easy-to-find location on the City website and be accessible via QR codes located on information kiosks and bulletin boards. For example, see Roswell365.com.
- » Using the current Public Art Story Map as a starting point, promote interaction with public art, historical sites, and other cultural assets to create a comprehensive, searchable map that people can use to explore and interact with the City’s assets virtually, create walking tours, set meeting points, and create educational curricula. People can also use the map for interactive promotions such as scavenger hunts and passport promotions.

AMPLIFY MARKETING RECOMMENDATIONS CONTINUED:

Continue to use the City's existing channels to promote and market the City's own and partnered arts and culture programs and events. Alpharetta's residents are already tuned into the City's existing communications; therefore, the City amplifying and focusing attention on arts and culture should yield more engagement and give Alpharetta's cultural institutions a sought-after boost.

- » Send a regular communication about arts and culture opportunities as described above.
- » Intentionally include less talked-about arts and culture types in marketing, especially theater and dance.
- » Develop and maintain a social media communications calendar for coordinated and differentiated content across various channels. Tell Alpharetta's arts and culture story through the lenses of various stakeholder types: residents, artists, performers, and educators. Incorporate more inclusion of community organizations and resident artists via strategies like partnered posts and takeovers. Consider expanding social media presence to additional platforms to take advantage of the reach to younger adults as patrons and emerging professionals. Creative use of social media is a terrific pathway to involve teenage volunteers and interns.
- » Consider the use of annual (or biannual) themes to connect all types of City's arts and culture offerings with those from the community. These can tie into or complement broader City initiatives or the City can source ideas from the community. Themes can offer built-in opportunities for creative endeavors across all art types and even historical look-backs at how these concepts or ideals shaped in Alpharetta in previous times.

Create an Alpharetta arts and culture marketing toolkit for organizations to employ. Make it easy for organizations to talk about and promote their place within Alpharetta's arts and culture community. Include an easily accessible document with messaging about the City of Alpharetta and its arts and culture vision and identity. Create and maintain a repository of pre-approved, downloadable captioned images to make it turnkey for entities like Economic Development, the Alpharetta Convention and Visitors Bureau, and community organizations to include photos of Alpharetta's arts and culture assets and offerings.



Maintain Character



Utilize arts and culture to maintain Alpharetta’s character in the region, while evolving and connecting with its residents. Alpharetta has abundant resources, culturally diverse residents, and unique amenities to offer. By identifying and preserving the character that makes the City unique, Alpharetta can harness what makes it distinctive to drive economic growth and vibrancy.

RECOMMENDATIONS:

Define Alpharetta’s arts and culture identity. Creating a more detailed document that defines what Alpharetta’s arts and culture identity is—and is not—will equip the City with consistent messaging and provide parameters for planners, developers, artists, culture bearers, and other participants in Alpharetta’s arts and culture scene. Although this Arts & Culture Master Plan is a start, there is a need to establish art guidelines, the kinds of art (media, format, style, etc.) accepted and not accepted, and how Alpharetta wants to define local art.

Alpharetta’s unique history should be celebrated as a key element of its arts and culture core identity and should be included in the vision and identity documents as well as in marketing toolkits. The City should reflect Alpharetta’s diverse cultural backgrounds and interests in all aspects of arts and culture, historic organizations, heritage organizations, and culturally specific organizations when pertinent.

- » Consider ways to incorporate historical stories, traditions, and events into new public art, art showcases, or works of performing art.
- » Ensure the City includes historical sites when cataloging arts and cultural assets. Place markers with QR codes at these locations to enable viewing of historical photographs of these locations where possible.
- » Intentionally include members of Chattahoochee Evening Stars Quilt Guild and similar heritage craft groups in meetings to help preserve this part of Alpharetta’s history and ensure they are actively part of telling the community’s story.

Promote Alpharetta’s arts and culture identity locally, regionally, and nationally. Keeping arts and culture in the forefront as Alpharetta grows will help solidify its reputation as a vibrant, diverse City with a small-town feel. The City can achieve this in small and large ways from signaling arts and culture’s primacy with its consistent inclusion in City language and images to facilitating connections between businesses and local organizations to amplify the impact of arts and culture. A great starting point is leveraging Alpharetta’s strength in music through development and creation of a Music City Plan (see pages 57-59).

MAINTAIN CHARACTER RECOMMENDATIONS CONTINUED:

Create a plan to digitize, maintain, curate, and promote public arts and cultural resources. An essential part of maximizing the City's resources is understanding all of the available assets and how best to deploy them. A comprehensive catalog of public art (current and past, permanent and temporary) and the City's arts and cultural resources, as well as a maintained list of arts and cultural organizations serving Alpharetta will become an essential resource for arts and culture stakeholders as well as a platform for programming and promotion.

Public Art (current and past, permanent and temporary) is a key component of a comprehensive catalog of the City's arts and cultural resources. This catalog should become an essential resource for arts and culture stakeholders as well as a platform for programming and promotion.

- » The catalog should include comprehensive information on each artwork. Ensure that each artwork has informational signage with a QR code linking to its page in the catalog.
- » Create and periodically update a plan for the preventative and ongoing maintenance of all artworks, including ready resources for responsive repair or cleaning and the budget for these activities. An up-to-date catalog also ensures complete insurance coverage. Develop or update policies for acquisition and deaccession. Work with an arts consultant as needed.
- » Consider the creation of a public trust fund for public art that would allow corporations and individuals to make contributions. The trust could be utilized in perpetuity to fund the maintenance and acquisition of public art for Alpharetta.
- » Expand the Public Art Story Map to include a broader collection of arts and culture assets. This can serve as a database for the City and partner organizations the ability to easily reference assets for publicity, make connections with artworks and resources, and create programming such as art walks or interactive activations.

Explore ways to build on the success of the Arts Center. Alpharetta's Art Center is an enviable asset and is already well-utilized with varied programming and classes. Stakeholders that the City may need to make some modification of pricing to sustain growth and remain competitive.

- » Consider a new membership model that would enable more competitive pricing for non-residents
- » Engage with an outside consultant to conduct a study on pricing for residents vs. non-residents as well as work to identify opportunities to expand marketing in and around Alpharetta. Consider a membership model.
- » Internally or with a consultant, consider implementation of a sponsorship program of the Arts Center programming and facilities and a partnership program to connect patrons with promotions or discounts.
- » As part of the push to identify additional locations for arts and culture in under-utilized areas of Alpharetta, consider a satellite location of the Arts Center with different offerings, such as a membership-based maker space and associated classes. In particular, consider expanding arts and cultural opportunities at Preston Ridge Community Center and other facilities on the east side of Alpharetta.
- » Offer extended facility hours for groups seeking to use the Arts Center for lectures and meet-ups.
- » Consider development of a Culture City Pass that bundles an Arts Center membership with other popular City services and programs

Revise and implement the Alpharetta Music City strategy. Development and implementation of this type of model will cultivate a sense of place that enhances Alpharetta's Music City identity and connect businesses who benefit from increased arts activity with local arts organizations to help better coordinate arts activity and economic impact.

MAINTAIN CHARACTER RECOMMENDATIONS CONTINUED:

Address the need for a Performing Arts Facility. A breadth of arts and culture organizations in Alpharetta feel the facilities gap, most notably for the performing arts. The gap is particularly acute for spaces for performance, rehearsal, storage, education, and administration, and is as a key issue limiting the growth of many organizations. The City should engage an outside consultant to conduct a feasibility study to understand the needs of a performing arts facility and make recommendations for an appropriate size, amenities, and possible locations. A study should incorporate references to past studies (such as previous studies conducted by the Alpharetta Convention and Visitors Bureau) and include all City staff, partner organizations, and local businesses. Major considerations will include budget, programming models and potential partnerships with neighboring communities. Creative solutions will be necessary to satisfy the current needs of these organizations while planning for future growth.

- » Establish the aforementioned task force of performing arts organizations and set a regular, sustained meeting schedule with a dedicated City staff liaison. This move is a key signal to these organizations that Alpharetta recognizes the acute needs of this sector and should provoke goodwill and fellow cooperation and innovation.
- » Conduct an audit of existing public and private facilities in Alpharetta that performing arts organizations could be use. Consider non-traditional spaces, space-sharing, and locations in adjacent municipalities.
- » Serve as a facilitator between performing arts organizations and property owners (including other municipalities) as the City explores creative options.

WHAT IS A “MUSIC CITY”?

“Music City” isn’t simply a self description. In short, Music Cities aren’t just places where there is a lot of live music, but areas where active placemaking occurs to enhance the benefits of proximity to the music economy to build vibrancy, economic growth, social benefits, and prosperity across the entire City.

According to IFPI, *“A Music City, by its simplest definition, is a place with a vibrant music economy. There is growing recognition among governments and other stakeholders that Music Cities can deliver significant economic, employment, cultural and social benefits.”* In their 2020 report *The Mastering of A Music City*, IFPI highlights key elements of a Music City, which include:

- » *Artists and musicians*
- » *A thriving music scene*
- » *Access to spaces and places*
- » *A receptive and engaged audience*
- » *Record labels and other music-related businesses.*
- » *It is also important to have multi-level government support, a broader City infrastructure conducive to the sector, and music education programs.”*

Some examples of Music Cities include large, well-known music centers like Austin, TX and Nashville, TN, but also smaller cities like Denton, TX, and Chattanooga, TN, Olympia, WA and Eau Claire, WI.

WHY SHOULD ALPHARETTA BE A MUSIC CITY?

Alpharetta already enjoys a strong reputation for having great live music. This distinction is a differentiating factor for Alpharetta amongst other North Atlanta Metro cities. By building upon this reputation through planning and placemaking efforts and partnering with the local music community to capitalize on existing assets, all Alpharettans stand to benefit from an enhanced local economy, music tourism, increased access to arts and culture opportunities, job creation, and living in an even more dynamic community.

HOW DOES ALPHARETTA BECOME A MUSIC CITY?

Music Cities vary widely in the strategies that they have pursued to achieve success, so it will be crucial for Alpharetta to identify the plans that best help the City achieve both arts and culture and broader economic and social goals to achieve the best outcomes. Based on field research from reports like *The Mastering of A Music City*, and analysis of feedback from interested parties, the planning team recommends the following strategies:

- » Convene interested parties in an interactive and ongoing process to better understand the policy and social environment affecting the music industry in Alpharetta.
- » Create an advisory board of interested parties that can provide a link between City government and the Alpharetta music community.
- » In partnership with the local music community, identify needed policy goals, possible hurdles, and barriers to access. Consider investment in a music census study or other research to inform policy decisions.
- » Consider establishing a music officer within City government that can address music related concerns in the community and issues and provide recommendations to City council and the mayor's office on policy.
- » Inventory existing music assets and identify assets from which to build and gaps in the music ecosystem. Assets can include: available commercial music work and practice space, live performance venues (number, size and audience served), music education programs, music events and festivals, music businesses located in and nearby Alpharetta, historic music assets, recording facilities, professional and pre-professional music opportunities.
- » Create or update a Music City plan for Alpharetta that not only includes recommendations and goals for increasing economic development, but policy and planning recommendations which support developing a music and musician-friendly environment City-wide.
- » With music community partners and the Alpharetta Convention and Visitor's Bureau, develop a plan for music tourism in Alpharetta.
- » Identify audience and economic development goals specific to cultivating the local music industry. Identify existing programs in economic development and community development that the music community could access more easily, along with the need to tailor information or outreach to attract more music industry participation. Add gaps identified from the music asset inventory to priorities for economic development in Alpharetta.





5

Funding

Funding

There is a variety of innovative ways to fund arts and culture in Alpharetta. Long term, the City should consider providing a similar level of funding support for Arts Alpharetta that it provides to other initiatives such as Tech Alpharetta. This sort of dedicated, consistent funding stream would be transformative for arts and culture in the city.

In the short to medium term, staff and partners and generate funding using multiple approaches. The City will need to allocate these funds in dynamic ways to execute the seven major strategies of this Arts & Culture Master Plan.

FUNDING TYPES

Foundation Grants

Some foundations grant to municipalities, particularly to fund catalytic and cross-sector projects in arts and culture that can benefit communities in multiple ways. Additionally, funding also exists to support historic and cultural preservation for cities like Alpharetta. Cross-sector foundation grants may be appropriate for projects where arts and culture partners with other sectors to achieve broad community goals, such as improved public health or safer walking infrastructure.

Additionally, some Foundation grants may require partnership with local nonprofits, artists, or other cross-sector partnerships. The City may also choose to work with a nonprofit partner such as Arts Alpharetta on grants for other advantages such as simplification of grants management.

Below are some examples of the types of grants available to cities like Alpharetta:

- » **Bloomberg Philanthropies** (Asphalt Art) - Bloomberg provides opportunities for cities to apply for grants to make transportation and pedestrian infrastructure safer through arts improvements.
- » **Project for Public Spaces** (Placemaking Grants for Public Spaces) - Project for Public Spaces provides grants and technical assistance for placemaking.

Government Grants

Governments provide grants that can help support cultural activities, renovation or acquisition of new arts facilities, or cross-sector collaboration with artists or arts organizations. Increasing grant seeking capacity could help Alpharetta generate new sources of revenue from these opportunities. Federal grants typically provide the largest awards, but also require the most resources for grant management, while smaller county or state grants may be helpful for smaller artistic projects. Alpharetta should consider whether opportunities for grants are appropriate for the amount of time and resources needed for grant seeking and grant management and plan to propose projects accordingly.

- » The **National Endowment for the Arts** and **National Endowment for the Humanities** offer multiple grants to which cities may apply for a wide range of creative purposes.
- » **Georgia Council for the Arts** offers Bridge and Arts Project grants to which cities can apply. These are smaller grants than those made by federal agencies.
- » **Fulton County** provides grants through Contracts for Services to cities, and Alpharetta has successfully won funding previously for arts and culture programs.
- » **South Arts**, the regional arts agency, offers cross-sector arts grants for which municipalities can be eligible if applying in partnership with a nonprofit organization or artist.

Public-Private Partnership

Broadly speaking, public-private partnerships are collaborations between public entities, such as cities and nonprofit organizations with private entities, like non-profit organizations, corporations, and individuals. Public-private partnerships can be structured in many different ways depending on needs to accomplish goals that a jurisdiction cannot achieve alone. Cities can use public-private partnerships for large multi-year projects or catalytic projects that require collaboration with the private sector to achieve needed goals. Other cities have utilized public-private partnerships to create art, produce public



performances and install exhibitions in government buildings. Additionally, they have successfully raised corporate resources to update arts facilities in order to reach city-wide energy conservation goals while combining public, private and nonprofit resources. These actions have resulted in the funding of construction of new arts facilities while matching corporate and public funds to produce public art experiences for the entire community.

Examples of successful public-private partnerships include:

- » Central Atlanta Progress uses a public-private partnership with the City of Atlanta and media companies to fund arts and culture in Downtown Atlanta through revenue-sharing agreements and partnerships with media companies and property owners.
- » Bethlehem, PA redeveloped a 10-acre industrial site into a vibrant dedicated arts site with multiple festivals and events year-round through the establishment of a Tax Increment Financing (TIF) district to fund the project.
- » The City of Minneapolis partnered with Downtown landlords to subsidize rents and fill vacant storefronts with artists and arts businesses to increase vibrancy.

Corporate Sponsorships and Donations

More and more, cities are utilizing corporate donations and corporate sponsorship to achieve public goals while achieving corporate goals for social responsibility and help expose employees to opportunities for creativity. The City could structure sponsorship and donation opportunities around designated initiatives such as capital campaigns, naming rights, or helping to create endowments or trusts that can fund new facilities or ongoing maintenance of public art.

In order to be successful and generate needed revenue, the City would need to develop a compelling statement of need along with a plan for marketing the fundraising campaign to potential donors. Campaigns can also target cultivation of corporate or individual volunteerism and in-kind gifts. Event sponsorship opportunities, such as for festivals or large productions, offer an incentive for more “eyes on the brand” to local businesses, as well as an opportunity to show community participation is a priority.

Funding

Using corporate sponsorships and donations in a public setting could include:

- » Establishing a **public trust** can allow corporations and individuals to donate to trusts that fund acquisition and maintenance of public art such as the City of Suwanee's Public Art Capital Campaign that allows corporations, small businesses, and individuals to be a part of the City's acquisition of new public art for the Town Center Park Expansion Project.
- » A **sponsorship program** of the Arts Center, including naming rights of the building, classrooms and spaces, programming and even equipment.
- » **Buy-a-brick campaigns** to fund capital projects.

Percent-for-Art

Percent-for-Art programs are highly effective in providing a steady opportunity to fund arts and culture within cities. Percent-for-art programs work by utilizing a percentage (typically .1%) of total spending on new capital projects to fund art or to pay into a fund that can pay for public art or other City-produced arts and culture activities.

There are two main types of percent-for art programs: private development percent-for-art programs and public development percent-for-art programs. Programs can be voluntary or mandatory, and may also have a threshold for minimum capital expenditure or exclusions for specific types of capital spending. These program can have flexible structures, and the City could design it to meet specific goals.

- » **Private development percent-for-art programs:** In these programs, private developers participate in contributions to percent-for-art funds whenever they build new developments. Some cities opt for voluntary participation while others, like LA, have made participation mandatory. (Mandatory participation generates more public art for the community. However, communities must take care to ensure that the expenditures for arts and culture do not discourage development.) Many programs also either encourage or require developers to meet with a public art council or to work with a City-approved public art consultant to ensure that developers

understand the benefits both they and the community receive through the program as well have access to expertise to help them choose quality art activations that will complement their development. Clear expectations are vital to help developers and businesses navigate the program.

- » **Public development percent-for-art programs:** Some cities have a percent-for-art requirement for capital outlay projects, usually .1% to 1% is incorporated to pay for public art. These programs are highly effective at generating public art for communities, particularly since it's an opportunity for including public art at the beginning of each project. Public art can be incorporated into the project itself (such as art-infused infrastructure or as an adornment) or the budget allotment can be paid into a fund that pays for public art in other locations if a suitable project for the current capital outlay is not available.
- » This database for model ordinances from other places offers many examples: <https://explore.publicartarchive.org/papd-database>



Fees for Service

Fees for service include any fees generated by offering art-making, art events, or art activities to the public. These include facility rental fees, class tuition, service fees, ticket fees, and any other fees charged for quid-pro-quo exchange of services or goods. Cities like Alpharetta often subsidize these fees from the true market rate to make community resources affordable and equitable, however these fees can provide important sources of regular cashflow.

- » Increasing enrollment, rentals, attendance will increase revenue.
- » COVID-19 impacted service fees and participation for the City of Alpharetta just like most other arts organizations, and the Art Center continues to meet or exceed budgeted goals for fees and participation.
- » Consider offering additional programs or services as demand increases to increase revenue if capacity is available.
- » Through partnership with other arts service organizations, Alpharetta could extend workshops or professional development opportunities to its artist community without having to develop a new curriculum from scratch to meet the need.
- » In addition to budgeted General Funds, grants can help offset program costs from market rates. Soliciting corporate sponsorships can also help offset market rates and further expose corporate employees to more creative offerings in the community.

Funding

SPLOST / Bonds

Special Local Option Sales Tax (SPLOST) funds pay for capital projects through local option sales taxes. Communities typically determine projects prior to approval of the sales tax.

Bonds are another method commonly utilized to pay for capital projects whereby municipalities sell local bonds to fund project construction.

By including public art, beautification, or art-infused infrastructure in project plans from the very beginning, Alpharetta can use these public funds to pay for art as part of the project. By including art in capital outlays, Alpharetta not only increases the overall amount of art residents have access to, but the City can plan for types of art that will contribute to the goals of the project.

Tax Revenue

Property taxes and sales taxes generate the majority of Alpharetta's tax revenue, with a small amount also generated from Hotel/Motel Tax revenue. Property Tax and Sales Tax revenue goes into the General Fund, which is the primary fund for the City's budget. The 8% Hotel/Motel occupancy tax revenue is split between the City of Alpharetta (37.5%), debt service on the Alpharetta Convention Center (18.75%), and the Alpharetta Convention and Visitors Bureau (43.75%). The City's portion of the revenue is transferred from the Hotel/Motel Tax Fund to the General Fund after satisfying expenditures to ACVB and convention center debt service. Public surveying during this planning process indicated that there could be support for a modest tax increase to support arts and culture in Alpharetta.

TADs

Tax Allocation Districts (TADs), called Tax Increment Financing (TIF) districts in other parts of the country, allow for bonds to be sold that would be repaid utilizing future anticipated tax payments to allow financing of current development projects. This option is popular for vacant, blighted, or mostly unused properties to be redeveloped into future projects. Communities have

successfully used this option to redevelop projects for arts and culture that include anchor organizations, which can encourage arts and culture activity in the area. They often require public-private partnership and legislation to designate the TAD. There are potential downsides if tax revenue shifts significantly from what was anticipated after the state approves a TAD or if communication with the community about the purpose and activities around the TAD project are not seen as transparent. If the North Point TAD returns in the future, this could be a viable funding source for art projects in eastern Alpharetta.

Other Government Programs and Tax Credits

Some government programs allow inclusion of arts and culture projects when utilizing the grant or tax funding for another purpose, or have specific provisions for artists (such as the Low Income Housing Tax Credit (LIHTC)). It is important to be aware of these opportunities if the goal is to be creative in funding future projects for the City of Alpharetta. The City can layer these credits into direct funding or other opportunities that the City chooses to pursue directly to increase the feasibility of the project.





- ATHLETIC FIELDS
- POOL
- WACKY WORLD
- MANSELL HOUSE

- GRAND PAVILION
- DOG PARK
- COMMUNITY CENTER
- PEDESTRIAN
- TROOMS
- REN LOOP
- RED LOOP

6

Action Plans

Immediate Actions (Next 12 Months)

To implement the Arts & Culture Master Plan, the City should begin with tasks that signal immediate momentum to stakeholders, along with key actions that will serve as the foundation for the rest of the plan.

IMMEDIATE ACTIONS	POTENTIAL LEAD	POTENTIAL PARTNERS	ESTIMATED COST	POTENTIAL \$ SOURCE	STRATEGY
<p>Create an initial schedule for arts and culture convenings. Signal readiness to engage with the arts and culture community by scheduling an initial set of convenings, such as networking opportunities or listening sessions. The City should plan future events based on the group’s feedback and interest areas.</p>	<p>Recreation, Parks & Culture staff</p>	<p>Arts and culture organizations, arts educators, arts-related businesses, cultural and historic heritage organizations</p>	<p>Staff Time</p>	<p>N/A</p>	<p>3</p>
<p>Assess and bolster the Arts Alpharetta partnership. Many key elements of the Master Plan rely on a more robust partnership with Arts Alpharetta. Work with the organization to determine its current and future capacity, identify areas that require more support from the City and/or community partners, and lay the groundwork for increasing staff and resources. Consider working with an outside consultant to develop a strategic plan for the organization’s elevated role in the City’s future arts ecosystem.</p>	<p>Recreation, Parks & Culture staff, Arts Alpharetta leadership</p>	<p>Outside consultant</p>	<p>Strategic plan cost estimate: \$18,000-30,000</p>	<p>City of Alpharetta: General Fund; Arts Alpharetta: donations, earned revenue, capacity building grants</p>	<p>2</p>

IMMEDIATE ACTIONS	POTENTIAL LEAD	POTENTIAL PARTNERS	ESTIMATED COST	POTENTIAL \$ SOURCE	STRATEGY
<p>Define Alpharetta’s arts and culture identity. A clear, articulated identity for Alpharetta’s arts and culture is a foundational step for execution of the Master plan. Establish a project lead and timeline, involving an outside consultant as needed, to create a document defining what Alpharetta’s arts and culture identity is—and is not—to equip the City with essential messaging language and provide parameters for planners, developers, artists, culture bearers, and other participants in Alpharetta’s Arts & Culture scene.</p>	<p>Recreation, Parks & Culture staff and City Communications staff</p>	<p>Alpharetta CVB, Economic Development staff, arts and culture organizations; potential outside consultant</p>	<p>Estimated consultant cost: \$10,000</p>	<p>General Fund (could be incorporated into normal marketing costs)</p>	<p>7</p>
<p>Create a plan to catalog, maintain, curate, and promote public arts and cultural resources. An essential part of maximizing the City’s resources is understanding all of the available assets and how best to deploy them. Establish a project lead and timeline, involving an outside consultant as needed, to create a plan for the comprehensive documentation of Alpharetta’s public art (current and past, permanent and temporary), the City’s arts and cultural resources, as well as a maintained list of arts and cultural organizations serving Alpharetta. This could also be a project for a summer intern.</p>	<p>Recreation, Parks & Culture Staff</p>	<p>Potential outside consultant</p>	<p>Estimated consultant cost: \$10,000 or intern</p>	<p>General Fund</p>	<p>7</p>

Short Term (1-2 Years)

In 1-2 years, the City should embark on critical planning tasks that will form the foundation of the Master Plan, including forming a performing arts task force, conducting a feasibility study for a Performing Arts Center, establishing clear processes, developing a communications and marketing plan, and exploring opportunities to build on the success of the Arts Center.

SHORT TERM TASKS	POTENTIAL LEAD	POTENTIAL PARTNERS	ESTIMATED COST	POTENTIAL \$ SOURCE	STRATEGY
<p>Establish a clear process for private development to contribute to arts and culture in Alpharetta. Establish a timeline and assign a project lead to work with the City Attorney. Once finalized, the City should adopt the new process into the code of ordinances (if applicable) and accompanied by a developer toolkit outlining requirements, approval procedures, and guidelines for incorporating art into projects.</p>	Community Development staff	Cultural Arts Commission, Recreation, Parks & Culture staff, Arts Alpharetta	Staff Time	N/A	1, 5
<p>Establish a Performing Arts Task Force and conduct feasibility study for a Performing Arts Center. Create a taskforce for performing arts organizations to connect with each other and the City to help address immediate space constraints, boost programming for theater and dance, and co-promote burgeoning new programs. The task force could also become the steering committee for the Performing Arts Center feasibility study. As part of the vetting process, City personnel should meet with neighboring North Fulton jurisdictions to explore the potential for a combined facility.</p>	Recreation, Parks & Culture staff (to start task force)	Performing arts organizations, Community Development staff, Economic Development staff, City of Milton, City of Roswell, City of Johns Creek	Estimated cost for feasibility study - \$45,000 - 60,000	General Fund	3, 7

SHORT TERM TASKS	POTENTIAL LEAD	POTENTIAL PARTNERS	ESTIMATED COST	POTENTIAL \$ SOURCE	STRATEGY
<p>Establish process for arts and culture integration in new and updated Public Works projects. With the support of Community Development staff, begin meeting with Public Works staff to determine opportunities for integrating arts and culture early in capital projects. These discussions should identify the types of projects that are candidates for arts and culture components, any proposed projects of this type, identification of a pilot project for integrating arts and culture in the early phases of programming and design, and the identification of a staff person to represent the arts on the pilot project team.</p>	<p>Department of Public Works staff, Community Development staff</p>	<p>Recreation, Parks and Culture staff, Cultural Arts Commission</p>	<p>Staff Time</p>	<p>N/A</p>	<p>5</p>
<p>Create a plan to address communications and marketing needs. Integrated marketing and promotion of arts and culture activities will provide support across this plan’s strategies. Create a coordinated plan to streamline the work and avoid duplicating the creation of assets, which include:</p> <ul style="list-style-type: none"> • Promotional/editorial calendar • Monthly arts and culture email + submission form • Creation of arts and culture online hub (for public and for artists and organizations) • Create promotional toolkits for Economic Development, Alpharetta Convention & Visitors Bureau, use by organizations, etc. 	<p>Recreation, Parks & Culture staff</p>	<p>Alpharetta CVB, Arts Alpharetta, Economic Development staff, outside consultant</p>	<p>\$30,000</p>	<p>N/A</p>	<p>1, 6</p>

SHORT TERM TASKS	POTENTIAL LEAD	POTENTIAL PARTNERS	ESTIMATED COST	POTENTIAL \$ SOURCE	STRATEGY
<p>Create a clear process for cultural groups to host their events within the City. Establish a project lead, working group and timeline to evaluate the types of ways for groups to participate in events in Alpharetta, resources that can be devoted to outside events, and any parameters for the content of events that organizations host on City property or with City support. Set clear roles and responsibilities within City departments for the execution of these events and transparent protocols for consideration and create an easily-accessible and simple form for organizations to submit.</p>	Recreation, Parks & Culture staff	Arts Alpharetta, arts organizations	Staff Time	N/A	4
<p>Explore ways to build on the success of the Arts Center. Establish a project lead, working group and timeline to evaluate near- and long-term options for sustaining the growth of the Arts Center, including possible modification of programming, pricing and hours, implementation of a sponsorship program, and a possible satellite location.</p>	Recreation, Parks & Culture staff	Arts Alpharetta, arts organizations	Staff Time	N/A	7
<p>Create pathways for companies to learn more about opportunities to participate in the arts (space sharing, new tenants, residency programs, new partnerships, knowledge sharing, skill development, etc.).</p>	Economic Development staff	Recreation, Parks & Culture staff; businesses	Staff Time	N/A	2

Medium Term (2-5 Years)

Medium-term priorities include the addition of a staff member, establishing a clear path for the Performing Arts Center, fully integrating new policies and processes, updating previously existing plans, and deepening marketing and communications.

MEDIUM TERM TASKS	POTENTIAL LEAD	POTENTIAL PARTNERS	ESTIMATED COST	POTENTIAL \$ SOURCE	STRATEGY
<p>Add a staff member. Hire an additional staff member to administer arts and culture initiatives and boost engagement within the arts and culture community. Consider this role being part of the Economic Development Department to reflect the focus of arts and culture as an economic development tool, and help encourage collaboration with Recreation, Parks, and Culture staff.</p>	<p>City Administration, Economic Development staff</p>	<p>Recreation, Parks & Culture Staff</p>	<p>Salary equivalent to Pay Grade 310 (Manager level in Office of Economic Development)</p>	<p>General Fund</p>	<p>5</p>

MEDIUM TERM TASKS	POTENTIAL LEAD	POTENTIAL PARTNERS	ESTIMATED COST	POTENTIAL \$ SOURCE	STRATEGY
<p>Pursue funding for Performing Arts facility.</p> <p>Assuming the feasibility study supports a Performing Arts Center, it will likely take multiple years to acquire funding and identify a plan for operations. As part of this process, the City should also begin to lay the groundwork by identifying and acquiring a site (as needed), gathering sponsorships, and solidifying partnerships. To secure the most beneficial funding for Alpharetta’s taxpayers, the City should also define an ideal sustainable operations plan for the facility, including whether the City or an external operator will manage it, which will then help determine the optimal timeline for forming partnerships to leverage funding opportunities like grants or philanthropic donations during construction.</p>	<p>City Administration, Economic Development (new staff person)</p>	<p>Recreation, Parks & Culture staff, Community Development staff, Arts Alpharetta, Performing Arts Task Force</p>	<p>TBD</p>	<p>General Fund; City Land Donation (if appropriate); Tax Credits; Philanthropy; Corporate Investment; Private Donations; potential bond or SPLOST</p>	<p>7</p>
<p>Participate in update of the City’s Parks, Recreation, & Culture Master Plan. The City’s master plan for its parks system is due for a 10-year update in 2028. Because parks are one of the four major recommended arts and culture hubs, this process is the ideal opportunity to plan for art in parks in greater detail, with a particular focus on nature-based art and art-based play opportunities for children.</p>	<p>Recreation, Parks & Culture staff</p>	<p>Outside consultant</p>	<p>\$100,000</p>	<p>General Fund</p>	<p>4, 5</p>

MEDIUM TERM TASKS	POTENTIAL LEAD	POTENTIAL PARTNERS	ESTIMATED COST	POTENTIAL \$ SOURCE	STRATEGY
<p>Update LCI Plans for Downtown Alpharetta and North Point Area. The Atlanta Regional Commission (ARC) provides planning funding and technical support to jurisdictions through its Livable Centers Initiative (LCI) program. This program supports the development of multi-modal transportation, smart land use planning, and enhancing quality of life through placemaking. Both Downtown Alpharetta and North Point are already designated LCI areas; when the time comes to update each area’s plan, there should be a concerted effort to layer in more detail on how these areas will grow as arts and culture hubs, with specific recommendations for locations for art, preferred types, and potential place-based themes for this art to explore. At a minimum this should include arts and culture asset and resource inventories and opportunity maps for more arts and culture.</p>	Community Development staff	Atlanta Regional Commission (ARC), Recreation, Parks & Culture staff	\$40,000 each (City’s 20% match)	General Fund	4, 5
<p>Update and implement Music City plan. Fully develop and implement a Music City Model to activate and amplify this key element of Alpharetta’s community and economy.</p>	Recreation, Parks & Culture staff or Economic Development staff	Potential outside consultant	Estimated consultation cost: \$20,000	General Fund	7
<p>Evaluate opportunities for incentives/tax breaks for artists, art-related businesses, and for businesses incorporating arts and culture into their developments.</p>	Community Development staff	Community Development staff	Staff Time	N/A	1

MEDIUM TERM TASKS	POTENTIAL LEAD	POTENTIAL PARTNERS	ESTIMATED COST	POTENTIAL \$ SOURCE	STRATEGY
<p>Implement partnership and sponsorship programs. Building on partnership with an umbrella organization and deepened connections made through ongoing regular convenings, develop and implement partnership and sponsorship programs with the business and arts and culture communities. The City can use sponsorships raise funds for specific funds, art installations or initiatives, or programs in general, such as the Arts Center.</p>	<p>Economic Development staff (new staff person)</p>	<p>Arts organizations, businesses</p>	<p>Staff Time</p>	<p>N/A</p>	<p>2</p>
<p>Deepen well-integrated marketing programs. The communication and marketing plan developed in the short term should be well-integrated and ready for the next level, including items such as data-driven segmentation, crowd-sourced content and engagement and a mobile app.</p>	<p>Economic Development staff (new staff person)</p>	<p>Alpharetta CVB, arts organizations, Recreation, Parks & Culture staff</p>	<p>TBD</p>	<p>General Fund</p>	<p>6, 7</p>
<p>Support pipelines for pre-professional and emerging artists to build careers in the arts. Lighter lifts to start with include hosting a roundtable discussion with artists and starting juried events for students and emerging artists.</p>	<p>Recreation, Arts & Culture staff</p>	<p>Schools, arts organizations</p>	<p>Staff</p>	<p>N/A</p>	<p>2</p>

Long Term (5+ Years)

By this stage, processes and plans should be fully integrated, and the City should be at the implementation stage for the following:

- » Construction of a Performing Arts Center
- » Arts and culture projects identified in LCI Plan updates
- » Arts and culture projects identified in the Parks, Recreation & Culture Master Plan
- » Music City plan

Beyond these capital projects, it is difficult to anticipate the priorities that will be five years into the future. Funding opportunities and priorities in arts and culture can change rapidly and are often vulnerable to political shifts. In five years, this Arts & Culture Master Plan should be updated to include:

- » Additional detail on Alpharetta's arts and culture identity
- » Updated arts and culture focal types, as needed
- » Revised strategies and priorities
- » A report of accomplishments, including an evaluation of the efficacy of these actions and their results
- » An updated action plan, including an assessment/evaluation of tasks done to date and their impacts



DUE: FEBRUARY 28, 2024

TSW Team Proposal for City of Alpharetta Arts & Culture Master Plan



Contact: Allison Stewart-Harris, AICP
Senior Associate, Planning Studio Manager
TSW
1447 Peachtree Street NE, Suite 850
Atlanta, GA 30309
Main: 404.873.6730
Direct: 470.751.2474
Email: astewart-harris@tsw-design.com
Web: tsw-design.com

SECTION 1:

Letter of Transmittal



Atlanta, Georgia

1447 Peachtree Street
NE, Suite 850, Atlanta, GA
30309

February 28, 2024

City Of Alpharetta Recreation, Parks And Cultural Services
175 Roswell Street
Alpharetta, GA 30009

Dear Selection Committee:

On behalf of the TSW team, it is my pleasure to submit the enclosed proposal to the City of Alpharetta for the Arts & Culture Master Plan. **TSW** understands the importance of arts and culture in a community and believes that our team has the proven experience to execute this plan in a successful and thoughtful manner. We are proud of our experience in planning and designing thriving spaces and our previous work in Alpharetta, including the Downtown Design Guidelines. Our project manager, Allison Stewart-Harris, has also worked directly with the Recreation, Parks and Cultural Services Department, leading both the Wills Park Master Plan and the Parks System Master Plan. We have enjoyed working with City staff and the Alpharetta community and hope to continue to build those relationships.

The TSW team, led by planners, takes a community-led and systems approach to arts and culture programming that considers site context, community needs, cultural resources, existing development and programming, and user experience. Our solutions are community based, creative, cost realistic, and informed by the uniqueness of the place we are working in. To support our efforts, we have teamed with **Purpose Possible**, an Atlanta-based multi-disciplinary firm focused on arts, culture, and organizational strategy and management.

After reviewing the enclosed materials, we hope you will agree that the TSW team's unique qualifications in every facet of this assignment make us the ideal partner to the City of Alpharetta on this effort. Please do not hesitate to contact me if you have any questions.

Sincerely,

Allison Stewart-Harris, AICP
Senior Associate, Planning Studio Manager
Direct: 470.751.2474
Email: astewart-harris@tsw-design.com

SECTION 1: LETTER OF TRANSMITTAL

Form W-9 (Rev. October 2018) Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification ▶ Go to www.irs.gov/FormW9 for instructions and the latest information.	Give Form to the requester. Do not send to the IRS.
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Print or type. See Specific instructions on page 3.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Tunnell-Spangler-Walsh & Associates, Inc.	
	2 Business name/disregarded entity name, if different from above TSW	
	3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor or single-member LLC <input checked="" type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) ▶ _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <i>(Applies to accounts maintained outside the U.S.)</i>
	5 Address (number, street, and apt. or suite no.) See instructions. 1447 Peachtree Street NE, Suite 850	Requester's name and address (optional)
	6 City, state, and ZIP code Atlanta, GA 30309	
	7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number										
or										
Employer identification number										
5	8	-	1	8	7	3	6	7	6	

Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ▶	Date ▶ January 2, 2024
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

SECTION 1: LETTER OF TRANSMITTAL



AFFIDAVIT VERIFYING CONTRACTOR PARTICIPATION IN FEDERAL WORK AUTHORIZATION PROGRAM

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of the City of Alpharetta (GA) has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b).

Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

20896

Federal Work Authorization (E-Verify) User Identification Number

April 24, 2009

Date of Authorization

Tunnell-Spangler-Walsh & Associates, Inc.

Name of Contractor

City of Alpharetta Arts & Culture Master Plan

Name of Project

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on February 12, 2024 in Atlanta (city), GA (state).

[Handwritten signature]

Signature of Authorized Officer or Agent

Adam Williamson, Principal

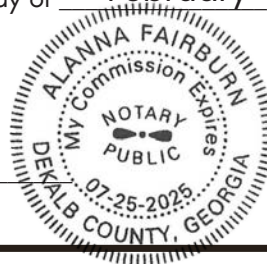
Printed Name and Title of Authorized Officer or Agent

Subscribed and Sworn Before Me On This The 12th Day of February, 2024.

[Handwritten signature]

Notary Public

My Commission Expires: 7.25.2025



Description of Services

TSW

Founded in 1990, TSW is a full-service planning, architecture, and landscape architecture firm focusing on innovative plans and designs for communities, buildings, and greenspaces. With approximately 40 full-time employees in our Atlanta, Georgia, headquarters and satellite offices in Chattanooga, Tennessee, Lexington, Kentucky, and Tulsa, Oklahoma, our boutique-sized office allows our principals to be hands-on in every aspect of a project and enables more multidisciplinary collaboration.

For more than 30 years, we have been proud to create award-winning designs that embody the principles of livable communities: walkability, sense of place, compelling public spaces, human-scaled buildings, and connectivity. We are involved in all stages of placemaking, including outreach, visioning, coding, public and private planning, architecture, and streetscape design, and are gratified to see many of our projects move from concept to completion in a range of diverse locations throughout the Southeast. As a multidisciplinary firm of designers, TSW offers our clients the cumulative experience of our diverse studios' knowledge and skillsets, which results in a unique, holistic approach to design. Because we generate ideas through a fluid, multidisciplinary and collaborative process, our team is able to provide unique design solutions that go beyond the typical approach to conventional design methodologies. In addition, our commitment to creating meaningful public engagement allows us to incorporate the aspirations of community stakeholders and build on local and regional identity.

TSW's personnel includes approximately 40 full-time employees, several of whom work in multiple studios. Our staff members include:

- 19 planners (12 with AICP accreditation)
- 8 registered landscape architects
- 7 landscape designers
- 4 registered architects
- 6 architectural designers
- 2 administrative employees

TSW Contact Information

Allison Stewart-Harris, Senior Associate, Planning Studio Manager
Email: astewart-harris@tsw-design.com
Direct: 470.751.2474
1447 Peachtree Street NE Suite 850, Atlanta, GA 30309
Web: www.tsw-design.com

Purpose Possible

Purpose Possible provides full-service creative placemaking, placekeeping, and community engagement project management, planning, and implementation for communities of all sizes. Our process begins with a sensitivity to the unique character and stakeholders of every community and employs thoughtful communication and transparency throughout the project to ensure equitable, successful outcomes. Key focus areas include:

- Arts & Culture Planning
- Creative Placemaking/Placekeeping Initiative Project Design & Management
- Community Engagement & Community Investment Planning
- Program Evaluation, Design & Development, Onsite Implementation
- Strategic Partnerships CID/BID + Neighborhood Association Strategy

This work is especially exciting to our team, as it allows us to shape the physical landscape of our city and metropolitan area. Community engagement and placemaking or placekeeping helps to align the wishes and desires of residents and local business owners with the proposed developments in their neighborhoods. Weaving local artists and creatives into that process from the outset yields a more vibrant and fulfilling community for everyone.

Purpose Possible Contact Information

Susannah Darrow, Founding Partner, Vision and Strategy
Email: sdarrow@purposepossible.com
Main: 404.273.0671
581 Grant Street SE, Atlanta, GA 30312
Web: www.purposepossible.com

SECTION 2: DESCRIPTION OF SERVICES



Allison Stewart-Harris, AICP

Project Manager / Planner

Allison joined TSW in 2022 as a Senior Associate to lead the Planning Studio. She has a broad range of experience in developing livable, memorable places throughout the southeast, with a special focus on comprehensive planning, open space planning, and the connection between land use and transportation. In 2020, Allison completed the Atlanta Regional Commission's Arts Leadership of Metro Atlanta's program.

Representative Projects:

Education:

2006 MCRP, City and Regional Planning
University of Pennsylvania

2006 Historic Preservation
University of Pennsylvania

2004 BA, History
Rice University

Professional Status:

- American Institute of Certified Planners

Sugarloaf CID - Transit Enhancements and Creative Placemaking LCI (Duluth, GA) - Project Engagement Leader for the Transit Enhancements and Creative Placemaking study, which focused on arts-based transit enhancements in a suburban area of north Gwinnett County. Engagement included intercept interviews, stakeholder committee meetings, an online survey, and a charrette-style workshop open to the public.

City of Riverdale LCI (Riverdale, GA) - Project Manager and Lead Community Planner for Riverdale's 2023 LCI study that focused on two key areas: the Greater Riverdale Core and Church Street and Powers Street corridor areas. The process included fact finding, visioning, draft concepts, and the final plan. Key community engagement activities included an online survey, public kick-off meeting, visioning charrette, and draft plan open house. Recommendations focus on transportation and economic developments strategies along with detailed recommendations related to land use, zoning, and urban design.

Gwinnett County 2045 Unified Plan (Gwinnett County, GA) - Project Manager and Lead Planner for development of Gwinnett County's 2045 Unified Plan, which focuses on designing a typology of Gwinnett's "daily communities" and provides recommendations for strategic redevelopment that fits within the County's suburban and diverse community context.

City of Buford Comprehensive Plan Update (Buford, GA) - Project Manager and Planner to update the Comprehensive Plan, including multiple engagement techniques ranging from on-the-spot events to online surveys.

City of Brookhaven Windsor Osbourne Small Area Study (Brookhaven, GA) - Project Manager for planning and design effort, working closely with the community and key property owners to refine the vision for this important area as a potential neighborhood commercial hub.

***City of Alpharetta Wills Park Master Plan** (Alpharetta, GA) - Project Manager/Planner who lead the City's first-ever Wills Park Master Plan. Wills Park is the City's most prominent recreation space, but it was due for a renovation. Comprised of a team of planners and landscape architects, the Wills Park Master Plan created a reality-based implementation strategy to upgrade key facilities at the park and improve its cohesion and circulation.

***City of Alpharetta, Recreation, Parks and Culture Master Plan** (Alpharetta, GA) - Project Manager/Senior Planner leading Alpharetta's Recreation, Parks and Culture Master Plan Update. Drawing on over 10 years of parks system planning experience, Allison evolved the plan into a fun, easily accessible plan that focused on key parks priorities for the City: parks, trails, equestrian facilities, programs, and cultural facilities.

*Project completed while at previous firm.



SECTION 2: DESCRIPTION OF SERVICES



Alanna Fairburn

Community Planner / Urban Designer

Education:

2018 Bachelor of Industrial Design
Auburn University

Professional Affiliations:

- 2023 ARC Culture & Community Design Cohort Member

Awards:

- 2021 Georgia Planning Association – Outstanding Planning Process for City of Decatur’s Destination 2030

Alanna joined the TSW Planning Studio in 2021 as a community planner and designer. Alanna’s background is in industrial design and has a passion for arts, culture, and placemaking. She is dedicated to creating culturally rich, harmonious environments through community planning and is the Arts & Culture Practice Area lead at TSW. Alanna was a 2023 cohort member in the Atlanta Regional Commission’s Culture and Community Design program where she collaborated and supported a local community based organization to design future projects and planning initiatives. Alanna’s other areas of focus include Environmental Graphics, Marketing, Graphic Design, and Community Outreach.

Representative Projects:

Town Center CID Creative Placemaking Plan (Kennesaw, GA) – Planner for placemaking master plan to facilitate community connections and encourage economic development. The plan emphasizes public art and cultural arts programming developed through a community outreach strategy and provides recommendations that include costs, phasing, funding, and maintenance strategies.

City of Austell Downtown Master Plan Update LCI (Austell, GA) – Environmental and Wayfinding Designer for LCI Study to create an implementable vision for the City of Austell, driving economic development and focusing on creative placemaking. Responsible for identifying opportunities for public art, wayfinding, lighting, outdoor furniture, and streetscape enhancements. Detailed work included three different wayfinding themes that focused on color palette and materials, conceptual designs for city entrance monument, light post directional signage and banners.

City of Statesboro Downtown Master Plan (Statesboro, GA) – Planner and Graphic Designer for development of a Downtown Master Plan for Statesboro, focusing on market-driven redevelopment strategies, using the Downtown District as the city’s gateway, review and recommendations for the Design Standards for the Downtown District, and detailed guide for implementation.

Newnan Design Guidelines (Newnan, GA) – Planner for an update to the City of Newnan’s existing downtown design guidelines that condensed a large number of codes, refined recommendations, and expanded the guidelines citywide.

City of Decatur Destination: 2030 (Decatur, GA) – Planner for a streamlined process for developing updates to the Strategic Plan, Livable Centers Initiative, and Comprehensive Plan into one effort with the mission to: 1) Think holistically, 2) Confront climate challenges, 3) Work together, 4) Embrace accountability, and 5) Pioneer innovation.

Chason Park (Bainbridge, GA) – Environmental and Wayfinding Designer for historic park re-envisioning along the Flint River. The upper park has active programming that supports the needs of a growing population with a splash pad, flexible lawn, small shade structure, ample seating, and overlook views of the river.



SECTION 2: DESCRIPTION OF SERVICES



SUSANNAH DARROW, CFRE

FOUNDING PARTNER, VISION + STRATEGY



Atlanta, GA



sdarrow@purposepossible.com

ABOUT ME

Susannah has worked with mission-based organizations across the Southeast for over 15 years to support organizational strategy, program development, and fundraising for nonprofit and for-profit companies across sectors. Prior to launching her own consulting agency in 2017 (now known as Purpose Possible), she spent a decade working in arts and culture, supporting hundreds of artists and arts organizations to increase the presence of the arts in communities around the country.

EXPERTISE

- Feasibility studies
- Annual fund planning
- Major giving
- Board development, training, and engagement
- Facilitating board meetings, retreats, or work sessions
- Fundraising plans
- Strategic plans
- Succession planning
- Project management
- Cultural planning
- Interim Leadership Direction

AWARDS, PRESS, AND PROGRAMS

2022 | "On a Mission to Make Purpose Possible," Forbes / Fortune
2022 | Leadership Buckhead
2021 | "Next Level," Atlantan Magazine
2021 | "40 Under 40," Atlanta Business Chronicle

EDUCATION

BA Art History
University of Georgia
MA Art History
Georgia State University

EXPERIENCE

Purpose Possible, Founding Partner | Atlanta, GA | 2023 - Present
Susannah Darrow Consulting LLC, Founding Partner | Atlanta, GA | 2020-Present
ArtsATL, Executive Director | Atlanta, GA | 2015-2017
Burnaway, Co-Founder & Executive Director | Atlanta, GA | 2008-2015
Spruill Center for the Arts, Gallery Manager | Atlanta, GA | 2007-2010
Museum of Contemporary Art of Georgia, Assistant to Manager of Collections and Exhibitions | Atlanta, GA | 2006-2007

LECTURES AND SPEAKING APPEARANCES

2023 | "Celebrating Invisible Labor," Shift Shop, Atlanta, GA
2022 | "Participatory Grantmaking - Are the outcomes more or less effective and for whom?," Lecturer, Science of Philanthropy Initiative Conference, Indianapolis, IN
2020 | "Fundraising for Artists," Lecturer, Alternate Roots, Atlanta, GA
2020 | "Equity in the Arts," Moderator, Georgia State University, Atlanta, GA
2018-19 | "Engaging with Local Elected Officials," Panelist, Atlanta Regional Commission, Atlanta, GA

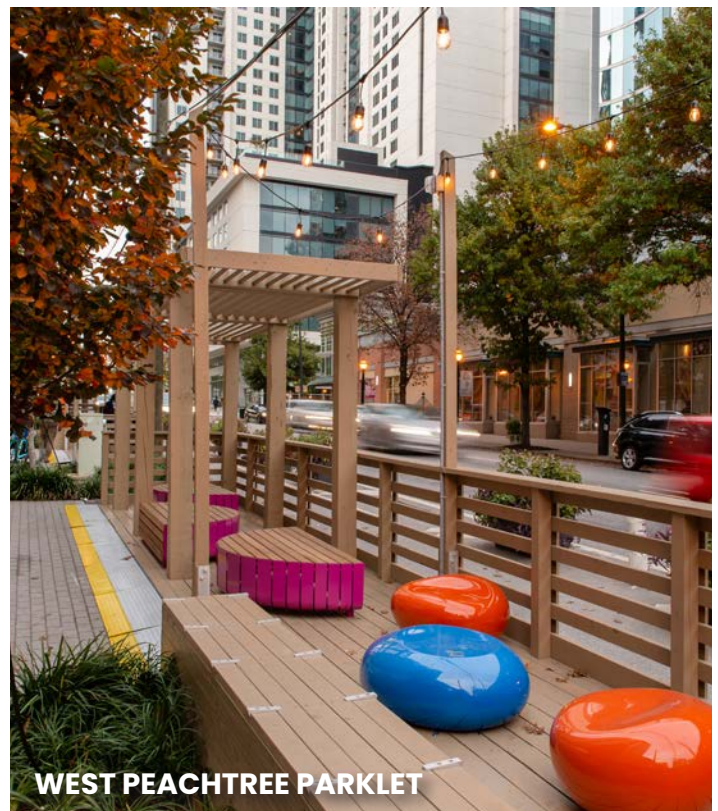
SECTION 2: DESCRIPTION OF SERVICES

Experience Overview

TSW focuses on designing sustainable, healthy, and vibrant communities through a public engagement process that involves educating, listening, envisioning, and testing. Our team works closely with municipalities and community organizations to develop recommendations for communities, catalyst projects, public spaces, and streetscapes. Below are lists of recent relevant experience followed by highlighted projects that include similar components to the Arts & Culture Master Plan.

Recent TSW Experience

- **Alpharetta Downtown Design Guidelines:** Alpharetta, GA
- **Alpharetta South Main Street LCI Supplemental Study:** Alpharetta, GA
- **Crabapple Placemaking Plan:** Milton, GA
- **Town Center Community Creative Placemaking Master Plan:** Cobb County, GA
- **Newnan Design Guidelines:** Newnan, GA
- **City of Austell Downtown LCI and Design Guidelines:** Austell, GA
- **Forsyth County Design Standards:** Forsyth County, GA
- **Chamblee Town Center Pattern Book:** Chamblee, GA
- **The Camp at The Works Community Corner:** Atlanta, GA
- **West Peachtree Parklet:** Atlanta, GA
- **Augusta Sustainable District Code & Sustainability Guidelines:** Augusta, GA
- **Brookhaven-Peachtree Overlay District:** Brookhaven, GA
- **Powder Springs LCI & Signage:** Powder Springs, GA (2019 GPA Outstanding Plan Implementation Award; 2020 ARC Development of Excellence - Great Places Award for Powder Springs LCI Implementation - Town Green and Historic Building Renovations)



SECTION 2: DESCRIPTION OF SERVICES

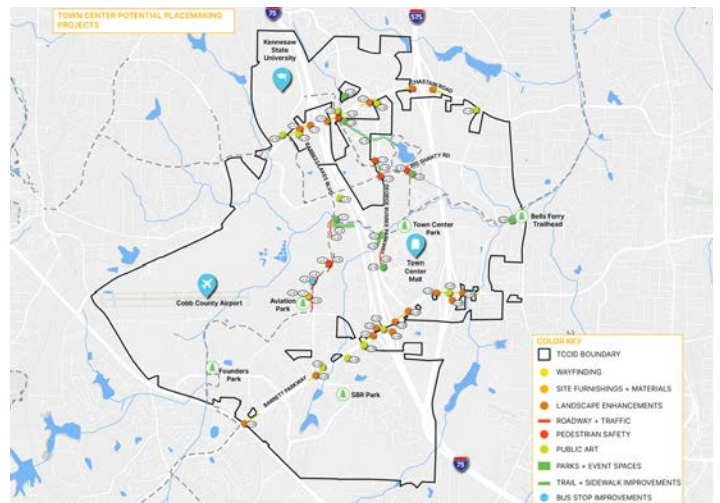
Town Center Community Creative Placemaking Master Plan

Kennesaw, GA



The Town Center Community Improvement District and the Alliance retained TSW to make recommendations for creative improvements on the area's major corridors. The eight-month process included site visits, several public engagement activities, an existing conditions analysis, review of previous plans and final recommendations. The final recommendations were detailed and highlights included:

- Special Places – areas for additional public spaces for outdoor activities and events
- Underpass Enhancements – improvements to highway underpasses included adding native landscaping, artistic lighting, and colorful mural installations to provide Town Center branding opportunities, increase a sense of safety, and beautify the area
- Trail Identification Improvements – addition of creative wayfinding signage, colorful crosswalks at trail intersections, and site furniture and shade structures at key trailheads
- Safety Through Art – enhancement of crosswalks, improvements to road medians, addition of road-pedestrian buffers, and enhancement of blank walls with branded, cohesive artistic elements and murals
- Events and Programming in Public Parks and Spaces – list of community activities and local partnerships opportunities



SECTION 2: DESCRIPTION OF SERVICES

Alpharetta Downtown Design Guidelines

Alpharetta, GA



In 2017 and 2018, TSW prepared the City of Alpharetta Downtown Design Guidelines following TSW’s successful completion of the Downtown Master Plan and zoning updates to codify the master plan. The City’s three main objectives for the guidelines were to: 1) replace previous older guidelines that did not support the new master plan; 2) provide a user-guide that graphically conveys the requirements of the master plan and zoning updates; and 3) to define other “best practices” that could be used by the City’s design review board during the development review process.

The design guidelines use photos, drawings, and text to set standards for facade design, building massing, building placement, streetscapes, parking location, historic resource protection, signage, open space design, and more. The standards are not intended to be overly prescriptive and inflexible. Instead, they focus on embracing the diversity of styles, building forms, and public spaces found in traditional Main Streets throughout the United States, most of which were built during the 19th century up through the early part of the 20th century.

The guidelines are organized by the following Key Design Principles:





- Locate, design, and program buildings to activate open spaces, promote pedestrian activities, provide visual interest, and create an enjoyable, vibrant, and mixed-use environment.
- Use building massing, materials, and architectural details and ornament to achieve compatibility with existing buildings in the downtown and nearby areas.
- Avoid uniformity or the replication of existing buildings. Instead, create compatibility through the use of variations in building elements to achieve individual building identity.
- Avoid a pastiche of styles and competing architectural details. Traditional details, when used, should be appropriate to their style.
- Include architectural details and ornament on facades to create variety and interest.
- Place buildings on or close to the sidewalk

with entrances oriented towards the street to promote a consistent and well-defined pedestrian environment.

- Create open spaces that provide gathering spaces and passive pedestrian activities.
- Incorporate parking in locations where it does not impair the pedestrian experience.
- Create a sustainable environment that will be embraced by generations to come.

Since their initial adoption in 2017 and subsequent amendments in 2018, the City of Alpharetta has reviewed several dozen projects using these guidelines.

Standards & Recommendations
Facade Design: Architectural Styles

<p style="text-align: center;">Italianate</p>  <p style="font-size: small;">Source: A Field Guide to American Houses by Virginia Savage McAlester</p> <p style="font-size: small;">Elements of the Italianate style are as follows:</p> <ul style="list-style-type: none"> • Front facades of the principal building mass are usually asymmetrical. Exceptions to this are when the style is used on shopfront or mixed-use building types. • Masonry walls. • Round top arches over windows or entrances. • Conical roofs on towers, when such are provided. <p style="font-size: small;">Appropriate building types:</p> <ul style="list-style-type: none"> • Walk-up flat and stacked flat • Shopfront • Mixed-use building • General building • Civic building 	<p style="text-align: center;">Tudor Eclectic</p>  <p style="font-size: small;">Source: A Field Guide to American Houses by Virginia Savage McAlester</p> <p style="font-size: small;">Elements of the Tudor Eclectic Style are as follows:</p> <ul style="list-style-type: none"> • Steeply pitched roof, usually side-gabled • Façade dominated by one or more prominent front-facing gables, usually steep pitched • Tall, narrow windows, usually in multiple groups, with multi-pane glazing • Massive and prominent chimneys, usually capped with decorative clay pots • Front door and/or entry porch with round or Tudor arch • Decorative half-timbering, but not present on all examples <p style="font-size: small;">Appropriate building types:</p> <ul style="list-style-type: none"> • Semi-detached house • Walk-up flat and stacked flat • Commercial house 	  
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SECTION 2: DESCRIPTION OF SERVICES

Downtown Milton / Crabapple Placemaking Plan

Milton, GA



TSW led a consultant team to develop Milton’s Downtown Placemaking Plan in the Crabapple character area established in the previous LCI study and Form-Based Code (also TSW projects). The Form-Based Code encourages low-density and small building footprints, but also encourages mixed-use development. The Crabapple area has seen recent growth focused around the historic Crossroads intersection and significant public investment with the relocation of the City Hall in the area (opening 2017) and the new Milton Public Library. The area has a strong retail core, single-family homes, and three community schools, but the street network is dominated by automobile-centric roads that reduce safety for pedestrians. The placemaking plan involved an extensive public outreach effort with focus groups, steering committee meetings, open houses, and a 3-day charrette with the entire consultant team that included a walking audit and public input throughout the charrette.

- Establish a parking management strategy; and
- Locate development where appropriate, and determine the most suitable types of development.

The overall design framework addressed these goals with park programming for two sites, a connected trail network along key streets and within the NE Quadrant, wider sidewalks and narrower vehicle lanes, development around the Crossroads, parking management, and adding new streets. The following are key design recommendations that resulted from an extensive existing conditions analysis, market analysis, and public input:

- Mixed use development following the Form-Based Code in the Northwest and Northeast Quadrants around the Crossroads;
- Conceptual designs for two new parks on currently vacant, wooded land, that accommodate passive and educational activities;
- Short-term and long-term parking considerations (valet parking and potential parking deck);
- Streetscape enhancements on Crabapple Road, Mayfield Road, Birmingham Highway, and Heritage Walk (Phase 2) with wider sidewalks, on-street parking, bike facilities, and trees;
- Trails system on streets and between the schools and new parks.

The Placemaking Plan consisted of design and policy goals:

- Establish locations and programming for park space in the Crabapple area;
- Create a trail network that connects to sidewalks, schools, commercial development, and parks;
- Provide streetscape improvements that prioritize pedestrians on key streets;

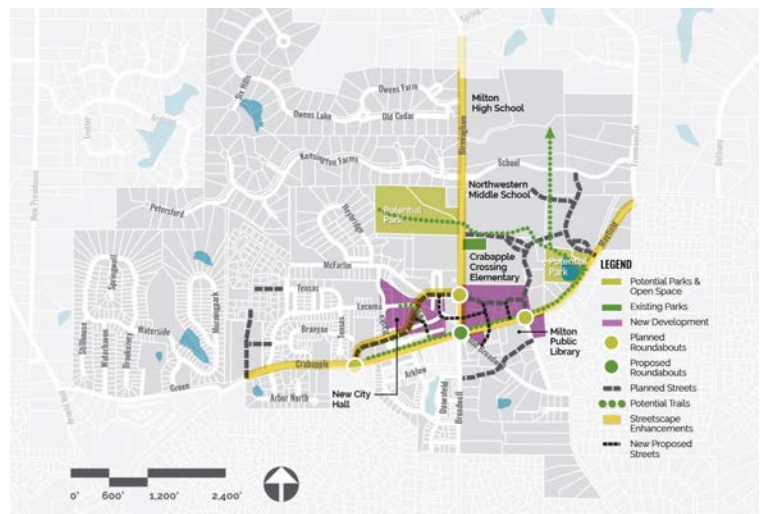
EXECUTIVE SUMMARY
PLAN PURPOSE & GOALS

The City of Milton retained the TSW Team (the team) to conduct a Placemaking Plan for Downtown Milton / Crabapple in 2015. With the addition of the City Hall building and more commercial and residential development in Crabapple, the area is situated to become Milton’s “Downtown.” The purpose of this placemaking plan is to focus on parks and open space, street connections, pedestrian connections, and parking.

Placemaking Goals

Through an extensive public outreach process, overall placemaking goals were established to guide the design decisions. The following items became the framework for the design decisions and placemaking goals (shown in the diagram to the right):

- Streets
- Trails
- Parks
- Development
- Parking



SECTION 2: DESCRIPTION OF SERVICES

Duluth Downtown Master Plan & Parsons Alley

Duluth, GA



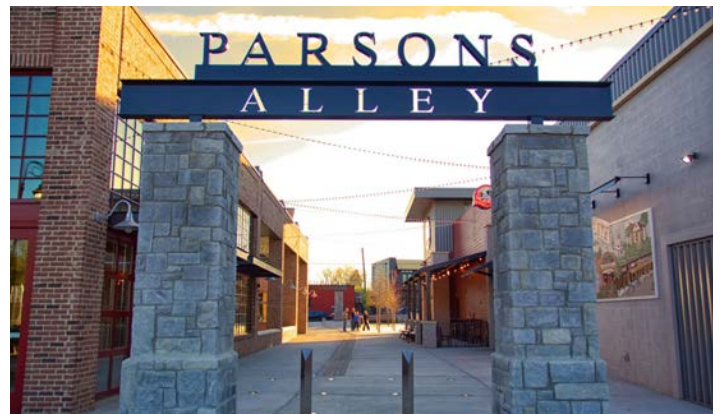
TSW was retained by the City of Duluth to develop their Downtown Master Plan to help establish a vision for the future of the downtown area as a true hometown and a regional magnet for commerce. The Master Plan details an implementation strategy of municipal projects, needed policy changes, and catalytic projects to fulfill that vision.

Following the Master Plan, TSW designed streetscapes for the downtown area focusing on a balance between vehicles and pedestrians. The streetscape is a two phase project on historic Main Street designed to accommodate outdoor dining, buskers, and mid-block crossings. The project has also increased the amount of on-street parking available in downtown Duluth.

Another implementation project that resulted from recommendations in the Master Plan is the catalytic project, Parsons Alley. TSW developed design and construction documents for the site that includes a plaza area to serve the downtown area and adjacent restaurants with seating, entry signage, public art sculptures and murals, lighting, and redesigned surface parking area.

Project Recognition:

- 2017 CNU - Charter Award for Parsons Alley
- 2017 ULI (Atlanta Chapter) - Development of Excellence for Duluth's Parsons Alley



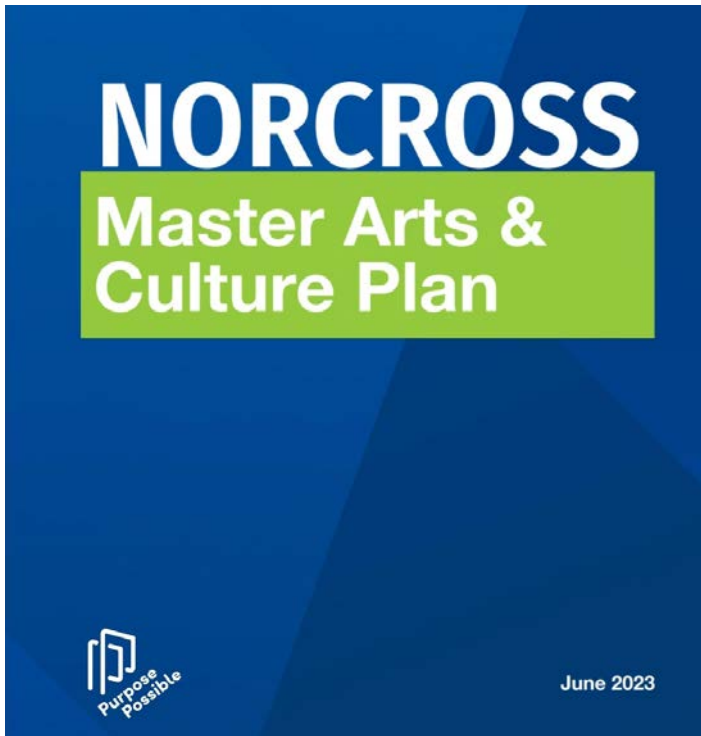
SECTION 2: DESCRIPTION OF SERVICES

City of Norcross Arts & Culture Master Plan

Norcross, GA



Purpose Possible conducted extensive community engagement, surveys, and interviews with City staff and Public Arts Council members, and environmental research to produce the community's first arts and culture plan. The plan was crafted through a lens of equity and inclusion, and with a focus on implementation and funding sources.



Implementation

	Year One				Year Two				Year Three				Year Four				To Be Led By
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Make arts and culture a municipal priority																	NPAC, Mayor, City Council
Adoption of the Master Plan																	NPAC, Mayor, City Council
Set a requirement to consider A&C activities as part of all private and municipal plans and initiatives																	NPAC, Economic Development
Staffing																	
Engage a contracted arts administrator																	NPAC
Assign part of an FTE to arts administration																	City Council
Hire a full time arts administrator																	City Council
Implement an internship program																	NPAC
Charge specific city personnel with community engagement																	City Council



Jessie and Katey, Magic Carpet Mural, Charlotte, 2016



Andrea von Bujdoss, Brooklyn, NY

Sidewalk murals can easily incorporate motifs from heritage crafts and reflect community messages or values.

SECTION 2: DESCRIPTION OF SERVICES

City of Atlanta City Council District 2 Arts & Culture Plan

Atlanta, GA



Purpose Possible is creating a 5-year comprehensive arts plan with extensive participation from interested parties and community members that will drive the policy and budgetary recommendations for the district with the most arts organizations in the city. These decisions will serve as a model for the city as a whole.



SECTION 2: DESCRIPTION OF SERVICES

Approach and Methodology

Our team is excited to assist the City of Alpharetta in creating a Arts & Culture Master Plan that celebrates Alpharetta, facilitates community connections, and encourages economic development. We understand that this plan is the first of its kind for Alpharetta and we aim to develop a plan that will create future growth and momentum. We will work closely with City staff and the community to gain a deep understanding of the cultural, social, and environmental contexts related to this project. We will ensure that the final plan will emphasize the importance of experiencing arts & culture through many variations and is representative and tailored to Alpharetta's community through a wide variety of listening and feedback opportunities throughout the process.



Scope of Work Overview

The following scope of work is based on the document outline provided in the RFP, specifically delineating roles of TSW and City staff to meet the targeted budget.

Task 0: Project Administration

0.1: Project Management

The TSW team will manage the project, including facilitation of a monthly project management meeting held with the client for the duration of the project.

TSW Role	City Role
Facilitate monthly meetings, invoice the City	Attend monthly meetings

0.2: Project Kick-Off

Once given the notice to proceed, TSW will facilitate a kick-off meeting with City and key consultant team members to discuss the scope, schedule, team roles and responsibilities, data collection, and the engagement approach.

TSW Role	City Role
Provide agenda and handouts, facilitate meeting, take notes	Schedule room at City, invite City staff

0.3: Data Collection + Creation of Project Map

The City will provide the TSW team will all necessary data, including current plans, regulations, GIS mapping layers, and other documents as requested.

TSW Role	City Role
Review data, create project map from GIS	Provide all requested materials in a single location (like a sharepoint folder), including GIS layers

Task 1: Engagement + Plan Foundations (Section 1: Why an Arts & Culture Master Plan)

1.1: Stakeholder Roundtables

The TSW team will facilitate up to one day (8 hours) of stakeholder roundtables. These roundtables will be small-group discussions to help identify major themes, community character, and desired public art typologies. All roundtables will be scheduled for the same day, and can occur either virtually or in

SECTION 2: DESCRIPTION OF SERVICES

person. Preliminarily, these groups could include:

- Recreation, Parks + Culture Department staff
- Other City staff (representation from multiple departments)
- City leadership
- Arts Center focus group
- Local arts leaders
- Local businesses
- Developers

TSW Role	City Role
Provide agendas and meeting materials, facilitate meetings, take notes	Identify, coordinate and invite stakeholders, arrange for meeting space if in-person

1.2: Art Week

The TSW team will work with the City to develop outreach materials for Art Week, and will provide materials for a pop-up event.

TSW Role	City Role
Provide materials for outreach (flyer and postcard design, pop-up event activity)	Coordination and reservation of booth/ space for pop-up event, including set up, staffing, and breakdown of tent, tables, etc.; print and distribute flyers, postcards

1.3: Online Survey

The TSW team will write and create an online survey to gather public input on arts in Alpharetta.

TSW Role	City Role
Write, publish, and analyze survey	Distribute/advertise survey link

1.4: Cultural Program Analysis

The TSW team will examine existing culture and arts programs offered by the City at the Arts Center and in Alpharetta. The analysis will be based stakeholder roundtables from task 1.1; a desktop audit of the new cultural facility (checking into viability of membership rates); and a high-level analysis of private cultural and arts providers in the City and within 5-10 miles to include rates to understand our competition. The TSW team will create a summary of findings for inclusion in the overall plan.

TSW Role	City Role
Conduct analysis and write summary	Provide all requested data, review

1.5: Engagement Summary

Once tasks 1.1 through 1.4 are complete, the TSW team will compile findings in a concise engagement summary.

TSW Role	City Role
Compile summary	Review and provide comments

1.6: Community Character Framework

During one of the regularly scheduled project management calls, the TSW team and City staff will discuss the overarching themes and community character components that comprise the framework. Once consensus on the framework is reached, the team will divide writing responsibilities, with the TSW team producing the final polished document.

TSW Role	City Role
Provide "starter list" of community character components; write sections not covered by the City; create polished framework document	Write history and economic development/ community development components; review framework document

SECTION 2: DESCRIPTION OF SERVICES

Task 2: Place-Based Strategies (Section 2 Place-Based Strategies + Section 3 Public Art Program and Policies + Section 4 Cultural Facilities)

2.1: Placed-Based Strategies + Public Art Program Workshop

The TSW team will facilitate a day-long workshop with City staff. The morning session will focus on the following items:

- Location typologies
- Public art typologies
- Approaches to art integration
- Cultural facilities

The afternoon session will include a wider group of City employees to discuss the following:

- City Internal Operations Recommendations.
- Funding and Incentives
- Draft Policy Recommendations
- Draft Guideline Recommendations

TSW Role	City Role
Facilitate workshop and provide all workshop materials (presentations, handouts, activities, etc.); take notes	Workshop logistics, including booking a room and inviting City staff; providing lunch

2.2: Draft Strategy

Following the workshop, TSW will create a draft strategy document that addresses location typologies, public art typologies, approaches to art integration, city internal operations recommendations, funding and incentives, draft policy recommendations, and draft guideline recommendations.

TSW Role	City Role
Create draft strategy	Distribute to City staff as needed for review, provide a consolidated set of comments to TSW

Task 3: Implementation + Documentation (Section 5 Priority Action Plan)

3.1: Priority Action Plan

The TSW team will create a short-term, medium-term and long-term action plan to implement the arts and cultural strategy. This will include information on staffing, funding, process, policy, and artist support.

TSW Role	City Role
Draft priority action plan	Distribute to City staff as needed for review, provide a consolidated set of comments to TSW

Task 4: Final Plan + Presentation

4.1 Draft and Final Plan

The TSW team will compile a full draft of the Arts & Culture Master Plan for the City to review. The plan document will be fun, vibrant, and creative, while also communicating the needed information and implementation steps for success.

TSW Role	City Role
Create full draft plan; revised final plan based on City comments	Distribute to City staff as needed for review, provide a consolidated set of comments to TSW

4.2 Presentation to City Council

Between the draft and final plan, the TSW team will present the plan to City Council.

SECTION 2: DESCRIPTION OF SERVICES

Estimated Schedule

Following the RFP, we are estimating a 5-month process with a start date of April 2024. If selected, a more detailed schedule will be developed that includes review periods, deliverable dates, and community engagement activities and dates.

APR

TASK 0: PROJECT ADMINISTRATION

- 0.1: Project Management (monthly throughout the project process)
- 0.2: Project Kick-Off
- 0.3: Data Collection + Creation of Project Map

MAY -
JUNE

TASK 1: ENGAGEMENT + PLAN FOUNDATIONS

- 1.1: Stakeholder Roundtables (estimated early May)
- 1.2: Art Week
- 1.3: Online Survey (estimated June)
- 1.4: Cultural Program Analysis
- 1.5: Engagement Summary
- 1.6: Community Character Framework

JUNE

TASK 2: PLACE-BASED STRATEGIES

- 2.1: Placed-Based Strategies + Public Art Program Workshop (estimated late June)
- 2.2: Draft Strategy

JUL

TASK 3: IMPLEMENTATION + DOCUMENTATION

- 3.1 Priority Action Plan

JUL-
AUG

TASK 4: FINAL PLAN + PRESENTATION

- 4.1 Draft and Final Plan
- 4.2 Presentation to City Council

SECTION 3:

Cost of Services

TSW's goal is to continue a partnership with the City of Alpharetta and the community. We do not want fees to be a barrier preventing our selection as your consultant team. If our fee proposal differs significantly from the competition or what may be budgeted for this project, we would be pleased to discuss our fee proposal and refine our scope of services and specific tasks. The TSW Team does not have any state contracts that the City would qualify to utilize.

TASK	ESTIMATED COST
Task 0: Project Administration	\$3,000
Task 1: Engagement + Plan Foundations	\$8,000
Task 2: Place-Based Strategies	\$6,000
Task 3: Implementation + Documentation	\$6,500
Task 4: Final Plan + Presentation	\$5,500
Reimbursable Expenses (travel, printing, etc.)	\$1,000
TOTAL:	\$30,000

TSW Team Dedication to the Project

TSW has a stringent policy about only pursuing work that we have available staff for to ensure a detailed, implementation-based planning process that stays on time and on budget. At the conclusion of contract negotiations, our team is committed and ready to commence work immediately. The staff members who are included in this proposal will be assigned to the project, if awarded, and will remain on the project throughout its duration. If a staff member does need to be replaced because of unforeseen circumstances, the City will be notified immediately, and that staff person will be replaced by another staff member with equal or greater qualifications and experience.





STAFF REPORT

Department: Recreation, Parks & Cultural Services

Submitted By: Kim Zane

Meeting Date: June 24, 2025

AGENDA ITEM:

Cultural Arts Division Monthly Report - June 2025

Report on the latest updates, projects, events and/or initiatives of the Cultural Services Division of the Recreation, Parks & Cultural Services Department.

STAFF RECOMMENDATION:

This report is presented for the Commission discussion and information purposes. No vote or formal action is requested at this time.

ITEM DESCRIPTION:

MONTHLY HIGHLIGHTS:

- Alpharetta Arts Center Classes & Summer Camps
- Paint the Town – Alpharetta Plein Air Events
- The Spotlight Community Stage – Grand Opening

MONTHLY INITIATIVES:

- Juneteenth Celebrations
- Bailey-Johnson Documentary Release
- Alpha Loop – Art & Signage

MONTHLY HAPPENINGS:

- Arts & Culture Online Calendar <https://www.alpharetta.ga.us/government/departments/recreation-parks/cultural-services>
- Alpharetta Music City -- Live Music Calendar <https://www.awesomealpharetta.com/calendar/category/alpharetta-music-city-live-music/>
- Juneteenth Celebration presented by Alpha Kappa Alpha Sorority, Inc. Phi Phi Omega Chapter, Arts Alpharetta and City of Alpharetta / Alpharetta Arts Center / Sat, June 14 / Free * 3-5pm AKA 4th Annual Juneteenth Celebration on the Lawn * 5-6:30pm Gallery Exhibit & Reception Juneteenth Independence and Reflection * 6:30-9pm Jazzin' Celebration Concert in the Black Box
- Bailey-Johnson School & Community Documentary Release / Alpharetta City Hall / Wednesday, June 18 at 6-7:30pm / Free
- Photographing Water in Nature presented by Alpharetta Chapter -Georgia Nature Photographers Association / Alpharetta Arts Center / June 18 from 7:30-9pm / Free
- Alpha Jazz – Dance by Alpharetta City Band / American Legion Post 201 / Friday, June 20 from 8–10pm / Entry Fee
- Concert Band – Patriotic presented by the Alpharetta City Band / Village Park / 6-7pm / Free
- Concert Band – 4th of July presented by the Alpharetta City Band / American Legion Post 201 / July 4th from 6:30-9pm

ATTACHMENTS:

1. Staff Presentation_Arts and Culture_06_2025

Alpharetta Cultural Services Report June 2025



Pre Week
May 27-30



ADAPTIVE ART CLASS

🕒
1:30 PM - 2:30 PM

📍
12624 Broadwell Road
Alpharetta, GA 30004

Join us Thursdays in June
from 1:30-2:30 for clay, painting,
tie dye and more!

Spots are limited.
Registration is free,
a \$20 supply fee is payable
at the first class.
Check our bio for more
information and a link to register.



PERFORMING ARTS CAMP

with Building Character LLC

Introducing New theater Camp this summer
@ SPOTLIGHT THEATER - North Point Mall



Jul 7-11, 10 am-2pm

#35216

Improvisation | Acting | Hip Hop | Mime | Juggling | Pratt falls
| Musical Theatre & More... in one camp



LIONHEART WORKS ALPHARETTA

ALPHARETTA ARTS & CULTURE

Recycled Art Nature Landscapes

At Alpharetta Arts Center
-Community Art Garden

Jul 1st-Aug 1st

Open Call for Artwork
open for all ages




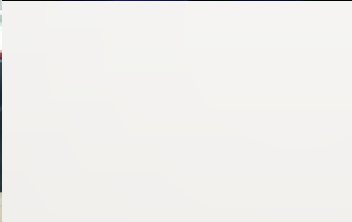
RECEPTION • MAY 10, 5-7PM



Alpharetta Plein Air

QUICK DRAW
•
MAY 9
AWARDS
CEREMONY
•
11:30AM-1PM







**The Spotlight
Community Stage
Rental Application**

North Point Mall 1000 North Point Circle
678-297-6135 / arts-culture@alpharetta.ga.us

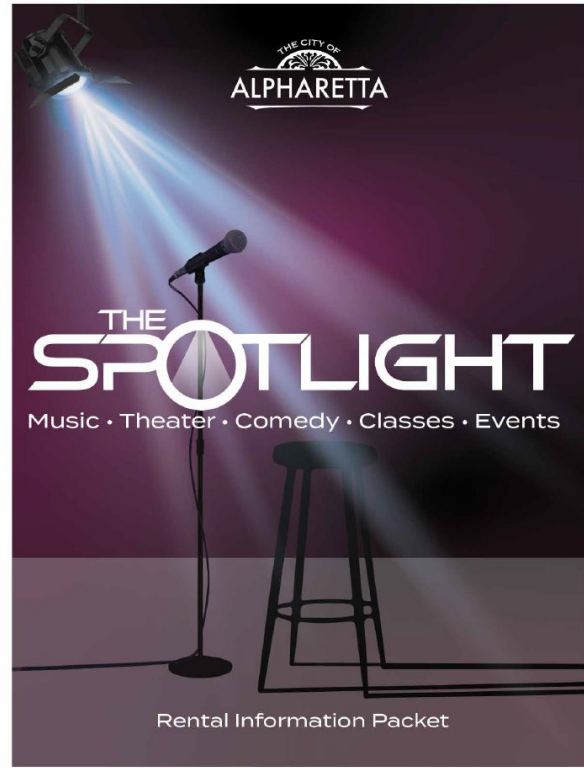
Organization/ Name: _____
 Financially Responsible Party's Name: _____ Primary Phone: _____
 On-Site Responsible Party's Name: _____ Primary Phone: _____
 Address: _____ City: _____ State: _____ Zip: _____
 Email Address: _____ Date of Birth: _____
 Are you a non-profit organization? Yes No If "Yes" please provide your TIN: _____
 Event Type: Public Private Title: _____ # guests: min. _____ max. _____
 Is this a ticketed event? Yes No *If "Yes," what do you plan to charge each guest: \$ _____
 Proposed Dates: From _____ through _____
 Load In/Setup: Date: _____ from _____ to _____
 Breakdown/Strike: Date: _____ from _____ to _____
 Performance Date(s): _____
 Performance Time(s): _____

Open by appointment. *Spotlight* blackout dates (including but not limited to) Easter Sunday, Thanksgiving Day, Christmas Day and City holidays. Applications must be submitted a minimum of two (2) months prior to proposed event/production dates.

"SPOTLIGHT" PACKAGES: (check all that apply)

Note: All day rates are a minimum of five (5) hours including all set-up/clean-up. There are no prorated fees for any usage less than 5-hours. Deposit to due at the time of application approval to secure the reservation. Rental includes use of back "Spotlight", dressing rooms, restrooms, 150 seats, and basic lighting. Techs are not provided, but we can recommend a theatre tech from an approved list. Hourly rates do not include staff.

- Rehearsal Rental (5-hour minimum) Fee \$150/day
- Performance/Tech Rental (5-hour minimum) \$200/day



The Spotlight Community Stage is open!

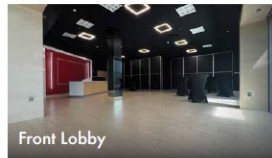


The Spotlight is available to rent for Theater, Music, Improv, Comedy, Classes, Events, and more.

All rentals have access to:

- 150 seats (flexible arrangement)
- Basic Sound and Lighting (details on next page)
- ADA accessible stage
- Backstage crossover
- Access to Freight Elevator
- Green Room with private restrooms
- Guest Restrooms in Food Court
- Box Office Front Desk
- Pre-Function Room with High Bay tables
- Approved Promotional Signage on Public Signboard
- Lockers (please provide your own lock)
- Wireless Internet
- Unlimited parking with 2 entrances
- North Point Mall provides roaming security

**Applications
are now being
accepted!**
For questions call:
(678) 297 - 6135

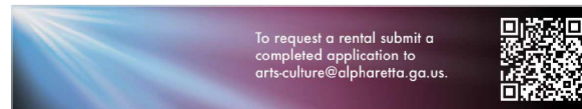


Equipment Inventory

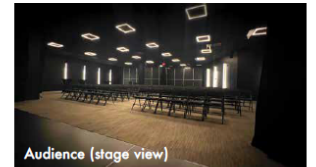
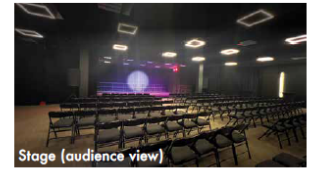
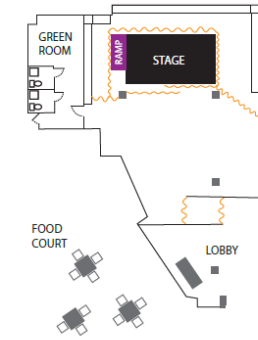
	Qty	Item	Model
Standard Sound	1	Sound Board	Behringer X32 Compact
	4	Wired Vocal Mics	Shure SM58-LC
Wireless Sound	8	Wireless Headset Mics	Sennheiser XSW 2-ME3-K
Lighting	1	Light Board	ChamSys Quick Q20
	10	General Wash and House Lights	Chauvet Slim Pro
	2	6 - LED RGBW	ChauvetDJ Intimidator Trio
	1	Follow Spot	ChauvetDJ LED Followspot 120ST

Current as of 3/25/25

Basic Stage washes will be provided. More advanced lighting cues require hiring an approved technician to prerecord cues at prevailing hourly rates (plus city staff hours if applicable).



Stage Dimensions



- Stage**
- A 10' 3"
 - B 32'
 - C 16'
 - D 8"

Ramp
4' x 14'

Seat Capacity
up to 150 seats
arrangement not fixed

To request a tour you can email:
arts-culture@alpharetta.ga.us

JUNE TEENTH

Independence and Reflection

JUNE 14

3 - 5 PM

**AKA SORORITY, Inc.®
PHI PHI OMEGA CHAPTER
ANNUAL JUNETEENTH CELEBRATION**

5 - 6:30 PM

GALLERY RECEPTION

6:30 - 9 PM

**JAZZIN' CELEBRATION
WITH THE KT COLLABORATIVE**



In collaboration with
Alpha Kappa Alpha Sorority, Inc.®
Phi Phi Omega Chapter



A Jazzini Celebration

Performance by **The KT**
COLLABORATIVE
"Jazz Presented Uniquely with Excellence"

Saturday, June 14

6:30-9pm



ALPHA KAPPA ALPHA SORORITY, INC.®

PHI PHI OMEGA CHAPTER PRESENTS...

*in Collaboration with
"The KT Collaborative"
City of Alharetta & Arts Alharetta*

4TH JUNETEENTH ANNUAL CELEBRATION

FREE COMMUNITY EVENT
SPOKEN WORD, DANCE, MUSIC, ART
EXHIBITION & LIGHT REFRESHMENTS

The KT Collaborative



ALPHARETTA ARTS CENTER
238 CANTON ST.
ALPHARETTA, CA 94008

"I, TOO, SING AMERICA"

By Langston Hughes



REGISTER HERE

SAT. 14 JUNE 2025

3 - 5 PPO CELEBRATION

5 - 6:30 EXHIBIT RECEPTION

6:30 - 9 KT COLLABORATIVE PERFORMANCE



ALPHA KAPPA ALPHA SORORITY, INC.®
 PHI PHI OMEGA CHAPTER
 IN COLLABORATION WITH
 FRIENDS FOR LIFE FOUNDATION
 & THE ALPHARETTA ARTS CENTER

presents

20 25 **JUNETEENTH**
YOUTH ART EXHIBIT

“I, TOO, AM AMERICA”

By Langston Hughes

MORE INFO AND ENTRY HERE

ALPHARETTA ARTS & CULTURE

arts ALPHARETTA

FRIENDS FOR LIFE FOUNDATION

QR code

ALPHARETTA ARTS & CULTURE

JUNETEENTH LETTERPRESS PRINTS
 with Greg Stone

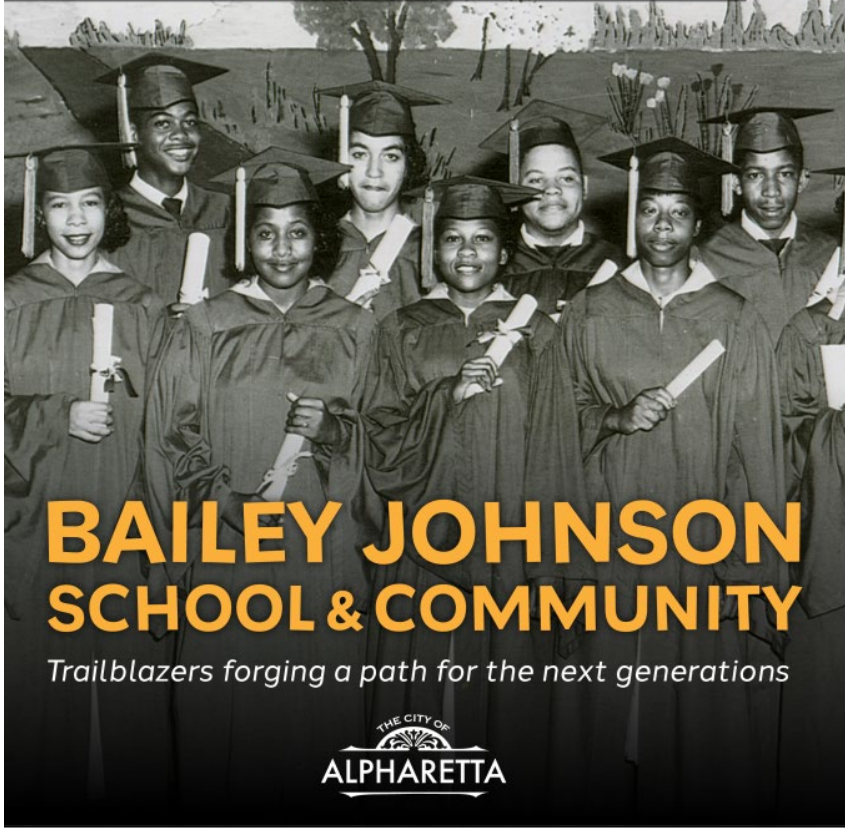
Inspired by Amos Paul Kennedy Jr.

YOU MUST NEVER BE FEARFUL ABOUT WHAT YOU ARE DOING WHEN IT IS RIGHT.


#34320
 Jun 19, 2025
 Thursday
 5- 7:30 PM

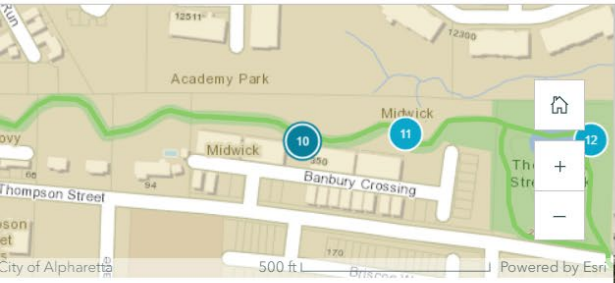
All ages are welcome (children under 13 should have a parent/guardian). Materials included!

JUNE 18 | **Alpharetta City Hall**
AT 6PM | 2 Park Plaza
Alpharetta GA 30009



**BAILEY JOHNSON
SCHOOL & COMMUNITY**
Trailblazers forging a path for the next generations





10 Swallowtail

by Jim Weitzel





Swallowtail butterfly is part of a series by the artist with various types of winged sculptures and was created with an applied patina to produce an aged surface. Weitzel was inspired by the ideas of flight, freedom, and spiritually. One of his goals was to create an authentically old appearance, as if the piece was recently unearthed from an

Swallowtail

Jim Weitzel

Steel and Copper

Swallowtail butterfly is part of a series by the artist with various types of winged sculptures and was created with an applied patina to produce an aged surface. Weitzel was inspired by the ideas of flight, freedom, and spiritually. One of his goals was to create an authentically old appearance, as if the piece was recently unearthed from an archeological dig. This sculpture is made possible by the generous donation of Empire Communities to the Alpha Loop Foundation.





WED
18

June 18 @ 7:30 pm - 9:00 pm

Alpharetta Chapter Meeting: Go with the Flow – Tips for Photographing Water in Nature

Alpharetta Arts Center 238 Canton Street, Alpharetta, GA, United States

We've all seen great images of streams, rivers and oceans. What makes those images successful? What equipment is useful in photographing water? How do you choose the right camera settings to make great images? Whether it's a puddle, a few drops, or a rushing stream, most of us like the character water brings to nature [...]



(c) EHC Bowles / Bowles Images



Alpha Jazz - Dance

Friday, June 20, 2025

8:00 PM – 10:00 PM

American Legion Post 201 (map)

[View Event →](#)



Concert Band - Patriotic

Wednesday, July 2, 2025

6:00 PM – 7:00 PM

Village Park ([map](#))

[View Event →](#)



Concert Band - 4th of July

Friday, July 4, 2025

6:30 PM – 9:00 PM

American Legion Post 201 ([map](#))

[View Event →](#)