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MEMORANDUM

To: Mayor and City Council

From: Jessica Guinn

Date: December 10, 2018

Subject: **Approval of Create Dunwoody Arts and Culture Master Plan**

ITEM DESCRIPTION

Approval of Create Dunwoody Arts and Culture Master Plan

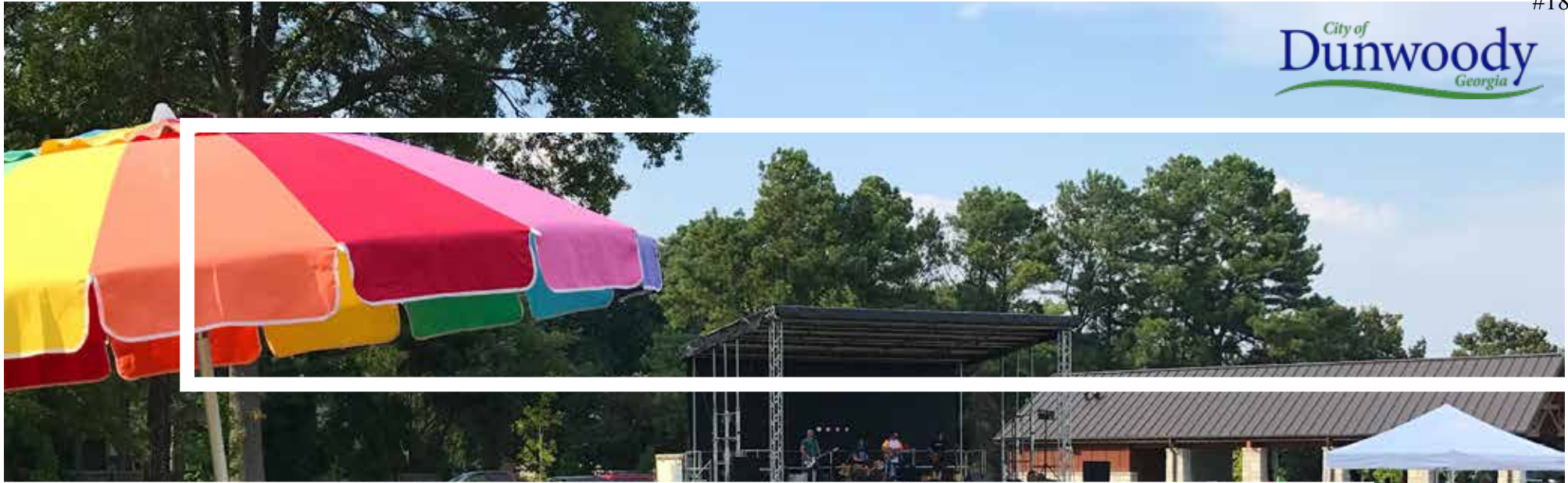
BACKGROUND

In Fall 2017, CivicMoxie was selected to lead the arts and culture master planning effort. Since that time, public outreach and stakeholder engagement efforts have been conducted, existing programs and facilities have been analyzed, strategic plans and goals of non-profit arts and culture partners have been reviewed, best practices research, and the plan document has been prepared.

At the October 8 City Council meeting, Susan Silberberg presented the draft plan. Since that date, minor changes have been made to reflect Council's comments and the final plan is ready for adoption.

RECOMMENDED ACTION

Approve the Create Dunwoody Arts and Culture Master Plan



FINAL - OCTOBER 2018

Packet page:...

ACKNOWLEDGMENTS:

Mayor and City Council

Denis Shortal, *Mayor*

Pam Tallmadge, *Post 1*

Jim Riticher, *Post 2*

Tom Lambert, *Post 3*

Terry Nall, *Post 4*

Lynn Deutsch, *Post 5*

John Heneghan, *Post 6*

Eric Linton, *City Manager*

City of Dunwoody Staff

CivicMoxie would also like to thank the many organizations, businesses, non-profits, and individuals that participated in meetings, interviews, and focus groups. Special thanks to the following individuals and organizations:

Chattahoochee Handweavers Guild

Dunwoody Preservation Trust

Dunwoody Fine Art Association

Spruill Center for the Arts

Dunwoody Homeowners Association

Stage Door Players

Dunwoody Nature Center

Dunwoody Convention + Visitors Bureau

Dunwoody Perimeter Chamber

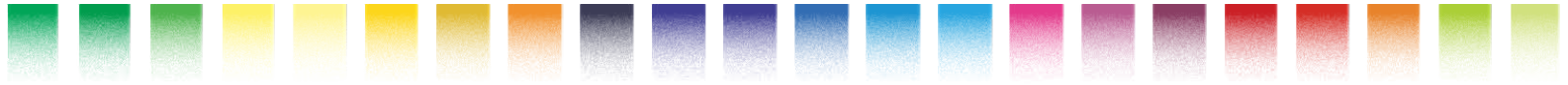
PREPARED BY:

CivicMoxie[®]
experts in place

Cover Image:
*Groovin' on the Green 2017 in
the Park at Pernoshal Court*

Packet page:...

Advancing arts, culture, and community



create dunwoody

ARTS & CULTURE MASTER PLAN

EXECUTIVE SUMMARY

Overview

The *Create Dunwoody Arts & Culture Master Plan* offers a bold vision for arts, culture, and placemaking. Cities undertake arts and cultural planning in order to understand their existing arts and cultural assets, identify opportunities and challenges, and to create a coordinated and collaborative plan for action that supports arts and culture and the organizations, businesses, public agencies, and people who make things happen. A master plan for arts and culture prioritizes goals, outlines strategies to achieve success, and allows arts advocates to better pursue funding opportunities that enhance arts and culture, strengthen economic development, improve the physical environment, and promote overall quality of life in the city.

As a young city, Dunwoody has embarked on a series of planning efforts, many of them since 2015. In the wake of this planning, with its attendant public meetings and community outreach, it is important to understand the importance of planning for the future so that decisions and the use of resources are coordinated and efficient. This Arts & Cultural Master Plan aligns with other City plans and goals to ensure that resources are used wisely and that the City is making the best decisions for near and long-term.



*Students show off their work created in the Mighty Masters class at the Spruill Center for the Arts.
Photo Credit: Spruill Center for the Arts*

Quality of life in Dunwoody

Everyone benefits from arts and culture in their community. In its 2010 policy brief, [Why should Government support the Arts](#), the National Assembly of State Arts Agencies outlined the rationale for government support for the arts. The organization's overview captures benefits that positively effect residents, business owners, visitors, investors, and City Hall; arts and culture are economic drivers and civic catalysts while also providing educational benefits and cultural legacies for communities. This master plan seeks to capitalize on all benefits to ensure the best use of resources and the most impactful outcomes for the city.

Dunwoody residents broadly defined arts and culture to include many types of organizations, events, and spaces. In this Master Plan, arts and culture includes major nonprofit organizations, events, and spaces. Because of this, this master plan considers a wide range of organizations, events, open space, and trail networks in assessing Dunwoody's arts, traditions, and creative culture in order to make recommendations.

Forming efficient government, providing critical infrastructure, and ensuring public safety were key focus areas for Dunwoody as a new city, along with parks and open space. In fact, the three P's – public safety, paving, and parks – are still discussed when people talk of the early efforts of city officials. A decade later, much has been accomplished and the City's founders and leaders are to be applauded. Now that Dunwoody is ten years old, it should think beyond streets and other hardscape improvements – the “bones” of the city – and give more attention to spaces, events, and programming that celebrate the culture of place – the “soul” of the city. This Arts & Cultural Master Plan supports quality of life in Dunwoody and suggests the City incorporate indicators to measure this, such as educational attainment, community engagement, and city events, into its assessment of progress. According to our outreach, these indicators convey key aspects of the city that residents and others value most.

Arts, Cultural, and Placemaking Assets

Dunwoody is a mix of residential cul-de-sacs, multi-family apartment complexes, and the Perimeter Center with the Perimeter Mall, large office buildings, and national retail and dining destinations. Given the substantial corporate base and the 40,000 jobs that exist in the city, there are significant opportunities to increase the level of support for arts and culture in Dunwoody through sponsorships, grant funding, corporate volunteerism, donations, and more. The dual nature of the character and land uses in Dunwoody point to the need for an Arts + Cultural Master Plan that serves a variety of constituents and circumstances.

The city's arts and cultural assets include the Spruill Center for the Arts, The Dunwoody Nature Center, Stage Door Players (SDP), The Dunwoody Fine Arts Association, The Dunwoody Preservation Trust, The Chattahoochee Handweavers Guild (CHG), the Marcus Jewish Community Center, and others. The North DeKalb Cultural Arts Center in Dunwoody Village, which houses the Spruill, SDP, and the CHG is the heart of the arts community. The building is owned by the City of Dunwoody and also includes the

Planning Process and Outreach Summary

Dunwoody Branch of the DeKalb County Library as well as two community rooms. In addition to these organizations and spaces, a number of events occur in the city that encompass arts/ performance, concerts, festivals, food & drink, and trade shows.

The Create Dunwoody Arts & Culture Master Plan was developed over a nine-month period, launching in November 2017 and concluding in July 2018. An extensive and inclusive outreach process including interviews; focus groups with businesses, High School students, and arts organizations; an online survey (361 respondents); a public meeting; tabling at local supermarkets, MARTA, businesses and apartment complexes, and public destinations; and an arts organization focus group, engaged a wide range of stakeholders.

A summary of outreach includes:

Political

- Need stronger political support and commitment – monetary, marketing, etc. – to arts and culture from the City.
- Desire to see stronger linkages between the arts and economic development/business.
- Need for an umbrella organization to oversee the arts and placemaking.

Funding

- The large corporate community in Dunwoody is an untapped resource and improved arts, culture, and placemaking can be mutually beneficial.
- Broaden the current limited donor pool.
- More recognition that arts and cultural nonprofits are providing services and amenities for all of Dunwoody.

Audience

- Reach a younger crowd with the offerings.
- Focus on residents and regional visitors and broaden offerings for workers.
- Help people become more arts aware.
- Stronger collaborations with local schools.
- Maintain a strong arts and cultural presence as surrounding cities substantially enhance their offerings and facilities.

Vision

General

- Create an overarching vision and strong identity for arts.
- Focus on strengthening existing organizations and facilities.

Facilities

- Support expansion of existing arts and cultural.
- Enhance the North DeKalb Cultural Arts Center to reflect the growth and stature of the organizations there.

Placemaking

- Desire for City to pave the way for placemaking.
- Need for improved walkability and connectivity between parks and key locations.
- Support independent businesses and restaurants that help add to a culture of art and uniqueness in the city.
- Desire for “feel good” public art and activities that are tangible and visible.

Events

- Create more events throughout the year, ideally free to the public.
- Desire for more music and concerts.
- Arts and cultural events should recognize and celebrate the diverse communities and differing villages in the city.

Collaboration

- Support continued collaboration and shared space amongst organizations.
- Grow the pool of donors and funding sources to support arts organization collaboration.
- Identify opportunities for collaboration and to leverage resources provided by non-profits.

Create Dunwoody seeks to support and grow a thriving and connected arts, cultural, and placemaking environment in the city that meets the needs of residents, businesses, workers, and visitors. Arts and culture will celebrate the unique qualities of the city and make the best use of resources and expertise and interests to create a dynamic and exciting cultural environment for people of all ages.

Key considerations in crafting Dunwoody’s arts and cultural vision and developing plan recommendations included:

- What organizational structure and collaborative models are best for supporting the sharing of ideas, plans, and resources?
- How can a plan for arts and culture recognize the City’s progress in the last decade and propel quality of life forward?
- How can Dunwoody carve a place for itself in the region with respect to arts and culture while honoring its unique character and traditions?

Goals and Recommendations

- As the City makes longer-term planning decisions about the use of the old Austin School and other properties, how can this plan support and inform those initiatives?
- How can this plan grow the pool of funders and increase available resources for arts and culture?

These questions embody the core concerns and aspirations of arts and culture in Dunwoody and the recommendations presented in this section address these questions while embodying four key principles:

1. Support and celebrate what makes Dunwoody unique.
2. Encourage collaboration.
3. Create clarity and transparency.
4. Celebrate one Dunwoody.

1. Create Dunwoody Partnership

GOAL: *Create a centralized organization to increase the visibility of arts and culture in the city, improve levels of support, and enable better collaboration between the nonprofit, public, and private sectors in supporting arts, culture, and placemaking.*

Dunwoody organizations and the City are resourceful and collaborative. Many of the events and programs that residents enjoy are partnerships of some kind. At the same time, organizations generally feel in competition as all are searching for support from the City and the same limited pool of engaged donors – be they residents, businesses, philanthropic organizations, or government. In addition, many arts and cultural organizations desire a more formalized structure for sharing information, collaborating on initiatives, and accessing funding that taps into a wider pool of resources. Organizations also wish to join forces for marketing and messaging to existing and new audiences.

Part 1: Formation

The following recommendations support the formation of a Create Dunwoody Partnership:

1. Create a nonprofit arts council (the Create Dunwoody Partnership) with government collaboration.
2. Institute a clear mission, goals, and responsibilities.
3. Structure the Partnership to promote fair representation across sectors and strong overall governance.
4. Establish diverse and sustainable funding for the Partnership.

Part 2: Function

The following recommendations support the functions of the Partnership:

1. Create an overarching vision for arts and culture in Dunwoody.
2. Promote arts and culture in Dunwoody to multiple audiences.
3. Create a unified platform for arts, culture, and placemaking on the Partnership website.

4. Work with the Dunwoody Convention and Visitors Bureau to integrate arts and cultural marketing to potential visitors.
5. Establish and nurture strong partnerships with the public, nonprofit, and private sectors.
6. Develop and utilize metrics for evaluating progress.

2. Public Art

GOAL: *Enliven the public realm with more visual art installations and performance art pieces, ranging from temporary exhibits to a permanent City-owned collection, that inspire and engage passers-by and are reflective of the character of the city.*

Public art should enrich public life. Beyond adornment, public art has the power to spur creativity, bolster sense of place, give expression to the community, honor historical figures and events, and create a more active public realm. It can cause us to stop and think, lighten our mood, offer us a place to sit, compel us to take a photo, serve as a landmark, and much more. Many Dunwoody residents, businesses, and workers spoke about public art as “feel good stuff” that is tangible and visual, with implications on quality of life for those who visit these locations. Some people mentioned that public art would enhance

walkability and encourage greater exploration throughout the city. Many cited the desire to have interactive art, for adults and children alike, that could be touched and climbed on rather than simply looked at. Still others were simply excited about the prospect of diversifying the public art inventory in the city beyond just monuments.

Recommendations:

1. Create a Public Art Committee.
2. Develop clear guidelines and policies for the selection and placement of public art.
3. Develop a public art map with current locations and suggested priority locations for future public art in the city.
4. Earmark consistent funding for public art.
5. Pilot new public art initiatives that are reflective of Dunwoody.

3. Placemaking

GOAL: *Bolster placemaking initiatives in the public realm to enrich the cultural offerings of the city, celebrate local community, and assert sense of place.*

Placemaking is a multi-faceted approach to planning for public spaces, downtowns, and neighborhoods that puts people and their knowledge of and connection to their environment first. The goal in placemaking is to create spaces for the community to gather, exchange ideas, and enjoy natural and urban beauty. Placemaking has been shown to positively affect economic development and investment and to be transformative in how people think about their cities and communities. In Dunwoody, placemaking can foster unique spaces and activities that are reflective of the community and that are authentic to the history, environment, needs and aspirations of all. Residents surveyed during this planning process overwhelmingly requested more events, public spaces, trails, and activities throughout the city and in their neighborhoods. Visitors and residents want similar things... unique experiences, city-wide events, and more park amenities, pathways, and trails. Creating a

consistent framework for placemaking activities and events could streamline the decision-making and funding processes for enriching the public realm. In addition, residents expressed interest in smaller placemaking initiatives attuned to the needs and desires of the unique residential neighborhoods and commercial areas.

Recommendations:

1. Implement *Connect Dunwoody: A Placemaking Plan*.
2. Pinpoint transformative placemaking locations throughout the city.
 - a. Categorize placemaking locations based on scale and local context.
3. Establish clear guidelines for placemaking throughout the city.
 - a. Define and introduce placemaking into Dunwoody Municipal Code.
 - b. Create a menu of activities and events for consideration.
 - c. Streamline permitting processes and approvals.

4. Encourage private sector and non-profit involvement in creative placemaking initiatives.
 - a. Coordinate with Perimeter Community Improvement Districts (PCID) to identify near-term pilot initiatives with select businesses in Perimeter.
 - b. Support partnerships in placemaking among public, private, and nonprofit stakeholders.
 - c. Integrate placemaking requirements in new commercial development.
5. Exhibit active City commitment to placemaking initiatives.
 - a. Allocate public funding and other resources to support placemaking.
 - b. Create an overall placemaking brand and messaging for the city.

4. Facilities

GOAL: *Support the expansion and improvement of arts and cultural space in Dunwoody to allow the city's nonprofit organizations and arts and cultural groups to thrive and serve the greatest number of residents, while also aligning with other city goals, where possible.*

Dunwoody's arts and cultural organizations are growing and the spaces and facilities in which they reside must grow and change as well. Many feel the aging North DeKalb Cultural Arts Center does not reflect the stature of the city and also believe that the branding needs to be revamped to clarify that the Center houses more than solely the Spruill Center for the Arts. Organizations have a history of collaborating in the city but limited space at the Cultural Arts Center has caused the tenants there to compete for space against each other and the City with regard to use of the two community rooms. As the cities around Dunwoody make major investments in the arts, arts advocates and organizations and institutions in the city feel it is important for Dunwoody to carve its own path and that it is also important that the City make an investment

in updates and expansion.

In addition to space constraints at the North DeKalb Cultural Arts Center, the use of other spaces throughout the city is an important part of an overall facilities plan. Future use of the old Austin School site, use of other City buildings, and decisions about the future of the Cultural Arts Center must all be considered together to ensure that a strategy to support arts, culture, and placemaking in the city coincides with other initiatives and leverages existing and planned public and private investment.

Recommendations:

1. Develop a plan for arts and cultural use of City-owned real estate.
2. Create a plan for the temporary exhibition of art work in businesses and private spaces throughout the city.
3. Create a City Hall and public building art exhibition program.
4. Create and maintain a directory of privately-owned spaces available for arts and cultural uses.
5. For public works projects, include the input of the Arts Council during planning and design.

5. Economic Development/Quality of Life

GOAL: *Embrace arts and culture as a key component of quality of life and support strong linkages between cultural efforts and the business sector to enhance public space, support cultural organizations, and provide a robust offering of events and activities.*

Art is good for business. And Dunwoody's strong commercial base can provide extraordinary support for arts, culture, and placemaking. Some businesses are active advocates for the arts and are great supporters of local organizations. Others are harder to reach and feel less of a connection to Dunwoody than they do Atlanta. Most arts and cultural organizations want stronger bonds between cultural efforts and initiatives and the businesses and employees that call Dunwoody home.

Enhanced cultural assets and public space provides better quality of life for residents in the form of more opportunities, educational events, and an overall enjoyable setting. Residents want more independent restaurants and retail offerings that showcase unique wares. The ability of Dunwoody to attract these types of businesses

is tied to the appeal of its community regarding activities, placemaking, public art, and cultural offerings. For businesses, a more connected, creative locale is a business recruitment tool and can be touted for its walkability and goings-on.

Recommendations:

1. Incorporate new quality of life metrics into the City's evaluation of progress.
2. Introduce the position of an arts and cultural business liaison.
3. Generate an arts and cultural prospect list of major businesses and commercial property owners.
4. Distribute marketing materials focused on arts, culture, trails, and placemaking to businesses.
5. Devise infographics and information highlighting how the large commercial presence in Dunwoody serves residents.

GOAL

1. CREATE DUNWOODY PARTNERSHIP

PRIORITY ACTION - NOW!

- Create a nonprofit arts council (the Create Dunwoody Partnership) with government collaboration.
- Institute a clear mission, goals, and responsibilities.
- Structure the Partnership to promote fair representation across sectors and strong overall governance.
- Establish diverse and sustainable funding for the Partnership.
- Create an overarching vision for arts and culture in Dunwoody.
- Promote arts and culture in Dunwoody to multiple audiences.
- Create a unified platform for arts, culture, and placemaking on the Partnership website.
- Develop and utilize metrics for evaluating progress.

2. PUBLIC ART

3. PLACEMAKING

- Implement *Connect Dunwoody: A Placemaking Plan*.

4. FACILITIES

- Develop a plan for arts and cultural use of City-owned real estate.
 - » Undertake Austin School reuse study – potential for community mtg space, arts and cultural uses, library relocation.
 - » Find temporary space to relocate the North DeKalb Cultural Arts Center City meeting rooms and the CHG room (Austin School?)
 - » Undertake a financial analysis of reuse of medical office building for arts when lease expires – cost/benefit.
 - » Make a decision (within 6 months) regarding organizations at Cultural Arts Center. Choices are:
 1. *No decision. Keep things status quo, Spruill most likely to partially or totally move from Cultural Arts Center to elsewhere in Dunwoody or to nearby City that offers them space. SDP might take over space or may relocate as well. CHG rent other space or expand as other organizations leave...remaining space could be used for community meeting space.*
 2. *Keep all at site and support expansion of building.*
 3. *Keep some at site and put others at former Austin School or other City-owned bldg. and support expansion of building.*
 4. *Move library off site and expand building to accommodate remaining uses.*
 5. *Move nonprofits to Pernoshal Court, library to former Austin School and redevelop or sell site.*
- Create a City Hall and public building art exhibition program.

5. ECONOMIC DEVELOPMENT + QUALITY OF LIFE

- Incorporate new quality of life metrics into the City's evaluation of progress.
- Introduce the position of an arts and cultural business liaison.
- Devise infographics and information highlighting how the large commercial presence in Dunwoody serves residents.

INTERMEDIATE: 1-2 YEARS

- Work with the Dunwoody Convention and Visitors Bureau to integrate arts and cultural marketing to potential visitors.
- Establish and nurture strong partnerships with the public, nonprofit, and private sectors.

- Create a Public Art Committee.
- Develop clear guidelines and policies for the selection and placement of public art.
- Develop a public art map with current locations and suggested priority locations for future public art in the city.
- Earmark consistent funding for public art.
- Pilot new public art initiatives that are reflective of Dunwoody.

- Implement *Connect Dunwoody: A Placemaking Plan*.
- Pinpoint transformative placemaking locations throughout the city.
 - » Categorize placemaking locations based on scale and local context.
- Establish clear guidelines for placemaking throughout the city.
 - » Define and introduce placemaking into Dunwoody Municipal Code.
 - » Create a menu of activities and events for consideration.
 - » Streamline permitting processes and approvals.
 - » Encourage private sector and non-profit involvement in creative placemaking initiatives.
 - » Coordinate with Perimeter Community Improvement Districts (PCID) to identify near-term pilot initiatives with select businesses in Perimeter.
 - » Support partnerships in placemaking among public, private, and nonprofit stakeholders.
 - » Integrate placemaking requirements in new commercial development.
- Exhibit active City commitment to placemaking initiatives.
 - » Allocate public funding and other resources to support placemaking.
 - » Create an overall placemaking brand and messaging for the city.

- Develop a plan for arts and cultural use of City-owned real estate.
 - » Move forward with agreed-upon plan (budget votes, bonding, leases, etc.)
- Create a plan for the temporary exhibition of art work in businesses and private spaces throughout the city.
- Create and maintain a directory of privately-owned spaces available for arts and cultural uses.
- For public works projects, include the input of the Arts Council during planning and design.

- Generate an arts and cultural prospect list of major businesses and commercial property owners.
- Distribute marketing materials focused on arts, culture, trails, and placemaking to businesses.

LONGER-TERM: 3-6 YEARS

- Implement *Connect Dunwoody: A Placemaking Plan*.

- Develop a plan for arts and cultural use of City-owned real estate.
 - » Renovations, relocations, new construction, etc.

“

I think the focus of the Arts and Culture Plan should be a comprehensive road map which encourages arts in all its dimensions.

What do we have? What do we want that we don't have?

What are the strategic advantages that a comprehensive cultural plan can offer our city, eg: economic development, tourism, quality of life?

”

- Create Dunwoody online survey respondent

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Cities undertake arts and cultural planning in order to understand their existing arts and cultural assets, identify opportunities and challenges, and to create a coordinated and collaborative plan for action that supports arts and culture and the organizations, businesses, public agencies, and people who make things happen.

01

INTRODUCTION



Section 1 includes:

- Why this plan and why now?
- Who benefits: the importance of arts and culture
- Defining arts + culture
- Local and national trends
- Quality of life in Dunwoody
- The planning process
- An outline of what's in each chapter of this plan

WHY THIS PLAN AND WHY NOW?

The Create Dunwoody Arts & Culture Master Plan offers a bold vision for arts, culture, and placemaking. Cities undertake arts and cultural planning in order to understand their existing arts and cultural assets, identify opportunities and challenges, and to create a coordinated and collaborative plan for action that supports arts and culture and the organizations, businesses, public agencies, and people who make things happen. A master plan for arts and culture prioritizes goals, outlines strategies to achieve success, and allows arts advocates to better pursue funding opportunities that enhance arts and culture, strengthen economic development, improve the physical environment, and promote overall quality of life in the city.

The timing is right for this plan. Dunwoody was incorporated as a city almost ten years ago. In the last decade, City officials have been focused on meeting the basic needs of residents and the businesses that call Dunwoody home. As the city has matured, it is an appropriate time to look at Dunwoody's place in the region and to better understand and support the quality of life factors that attract and retain residents, employees, businesses, and visitors.

Some of the key factors supporting the timing of this plan include:

- Dunwoody leaders have made great strides in providing basic services and infrastructure to residents and businesses.
- Dunwoody's arts and cultural organizations are growing and their facilities are aging.
- Surrounding cities are investing heavily in arts, culture, open space, trails, and events/placemaking – quality of life investments that residents and business owners look for when deciding where to locate.
- As the City makes longer-term planning decisions about the use of the old Austin School, the plan can help inform the process and ensure all actions work cohesively to make the best use of resources.
- Decisions regarding arts and cultural facility location and improvements can support other City goals such as the development of Dunwoody Green and the creation of more trails and placemaking initiatives.
- As arts and cultural organizations look at a limited pool of funders and supporters, the plan can identify new potential supporters.
- The new hotel/motel tax provides resources to develop placemaking initiatives within the Perimeter.



Clockwise from top left:

1. The North DeKalb Cultural Center is home to Spruill Center for the Arts, Stage Door Players, the Chattahoochee Handweavers Guild, and the Dunwoody branch of the DeKalb County Library. The City of Dunwoody owns and operates the building and parcel on which it is located in Dunwoody Village.
2. The City of Dunwoody recently opened a series of new parks, such as the Park at Pernoshal. In addition to recreational features, the City has also begun to offer some events and programming in its parks and public spaces.
3. Connecting Dunwoody: A Placemaking Plan provides an overview of proposed parks and trails initiatives throughout the city that will offer improved public spaces and connections between them.
4. Public spaces in Perimeter have a much different feel than those in other Dunwoody neighborhoods and primarily serve those who work and visit the city.

WHO BENEFITS: THE IMPORTANCE OF ARTS AND CULTURE

Everyone benefits from arts and culture in their community. In its 2010 policy brief, Why should Government support the Arts, the National Assembly of State Arts Agencies outlined the rationale for government support for the arts. 'The organization's overview captures benefits that positively effect residents, business owners, visitors, investors, and City Hall:

- Decades-long research shows that arts and culture are economic drivers. The arts create jobs, produce tax revenue, and stimulate business activity. Arts and culture also attract visitors, grow tourism revenue, and stabilize property values through their contribution to quality of life factors that make places desirable to live, work, and play.
- Arts and culture are also civic catalysts. In addition to creating a desirable quality of life, the arts create a welcoming sense of place and give cities and neighborhoods unique qualities that give them their "soul." Events and festivals encourage community-building and arts activities provide venues for civic discourse.
- The educational benefits of arts and culture are celebrated for the critical thinking they foster in children. Arts and cultural education and activities build

creative and innovation skills essential to a productive 21st-century work force.

- Arts and culture provide cultural legacies... unique cultural and ethnic heritage, and preserve and pass cultural character and traditions from one generation to the next.

The benefits of arts and culture to communities goes beyond ephemeral quality of life factors to include tangible positive economic outcomes. This master plan seeks to capitalize on all benefits to ensure the best use of resources and the most impactful outcomes for the city.



“ *That term [Dunwoody Arts and Culture] evokes tremendous possibility. We have some of the elements in place but lack a vision for a cultural profile.* ”

- Create Dunwoody online survey respondent

¹ Adapted and summarized from: <https://www.culturalpolicies.net/web/files/83/en/US-WhyGovSupport2010.pdf>

ART MEANS BUSINESS: MAKING THE ECONOMIC CASE FOR INVESTING IN ARTS AND CULTURE IN DUNWOODY

Investing in arts and culture is an opportunity to improve both economic vitality for a community and quality of life for residents. Each year, the non-profit arts industry supports millions of jobs and generates billions of dollars in revenue for communities around the country. Nationwide, 82% of Americans believe arts and culture is important to quality of life, and 82% believe it's important to local business and the economy (Americans for the Arts 2016 Survey). Furthermore, the quantitative benefits have recently been measured by organizations, like Americans for the Arts, to help make a strong economic case for investing in arts and culture in local cities and towns across the U.S.

In Metro Atlanta, the non-profit arts and culture sector generates approximately \$719.8 million annually in total economic activity. The industry produces 23,514 full-time equivalent jobs and provides \$64.5 million in local and state government revenue, according to a 2017 report by Americans for the Arts. Beyond paid employment, the arts and culture sector also leverages community engagement through meaningful volunteer opportunities. Based on data collected from 269 non-profit arts and cultural organizations in Metro Atlanta, a total of 26,186 volunteers donated 991,262 hours of time to local and regional organizations. The dollar equivalent to these contributions is approximately \$23,354,133.

Patrons of the arts, including residents and tourists, also generate significant event-related spending in Metro Atlanta. In 2016, a total of \$285 million in attendee-related spending was generated from 683 events in the region. Event-related spending includes parking fees, dining at local restaurants, shopping at nearby retail, paying for childcare, and more. Tourists were found to spend an average of 65% more (\$27.28 vs. \$22.66) per person than residents.

Dunwoody, in particular, has a unique opportunity to attract arts and culture-driven tourists who live outside the metro Atlanta region, but are already dedicated to traveling into Atlanta or surrounding communities for events. According to the 2016 Americans for the Arts survey of Metro Atlanta, 93% of non-resident respondents reported that their primary reason for visiting Metro Atlanta was to attend a specific arts/cultural event, indicating that for these people, the Metro Atlanta area is a cultural destination. Nearly 52% of these respondents indicated they would be interested in visiting a different community to attend a similar cultural event. This finding demonstrates the great potential Dunwoody holds in generating tourism and economic activity through investments in arts and cultural events, institutions, and organizations.



A scene from Death by Design in early 2017 at Stage Door Players. The organization has over 1,200 season ticket holders. Photo credit: Stage Door Players



Local arts and cultural destinations create spin off benefits for other businesses such as restaurants and hotels. Source: <https://postmates.com/merchant/carrabbas-italian-grill-atlanta>



*Residents consider events such as Light Up Dunwoody very much a part of the arts and cultural assets of the city.
Source: Reporter Newspapers*



The community gardens and parks of the city are treasured as spaces where people come together and events are hosted.

DEFINING ARTS + CULTURE

Every community views arts and culture differently. In some towns and cities, arts and culture are all about the fine arts and cultural destinations while in others, it defines traditions and heritage events. During this planning process, residents broadly defined arts and culture to include many types of organizations, events, and spaces. In this master plan, arts and culture includes:

- Major nonprofit organizations:
 - » The Spruill Center for the Arts, Dunwoody Nature Center, Stage Door Players, Dunwoody Preservation Trust, and other organizations widely recognized by residents and business people as cultural assets to the city.
- Events:
 - » Light Up Dunwoody, the Dunwoody Arts Festival, Lemonade Days, and the Fourth of July Parade (now the largest of its kind in Georgia), are all very much loved and considered part of the culture of the city.
- Spaces:
 - » Outdoor spaces, public places, and trails are considered a critical component of arts and culture by residents and businesses and seen as opportunities to connect people and places to enhance quality of life.

- Community:
 - » Residents and businesses rely on local events, programs, and spaces to connect their communities and see all of the things that support this, such as neighborhood movie nights, walking trails during lunch hour at a business park, and even dining at independently-owned restaurants for unique experiences as key elements of the arts and culture of the city.

These elements of the city's culture enhance quality of life, offer learning opportunities for residents and visitors, and contribute to a pleasing and inviting environment in which to live, work, and play. In essence, the organizations, events, spaces, and community happenings give the city its soul. Because of this, this master plan considers a wide range of organizations, events, open space, and trail networks in assessing Dunwoody's arts, traditions, and creative culture in order to make recommendations.

LOCAL AND NATIONAL TRENDS

In addition to the economic studies that show the positive impact of arts and culture in dollars, there are other trends that indicate that arts and culture have substantial benefits for attracting and retaining business talent and creating communities where people want to live.

Business and worker attraction and retention

It's all about quality of life, connectivity, and current trends in location factors for businesses and knowledge-workers.

The knowledge-intensive Manufacturing (high technology), Information, Professional and Technical Services, and Education and Health Care sectors all share a need for talented, highly-skilled, and educated workers. Access to highly-educated and skilled labor is becoming increasingly important for knowledge-based firms--often outstripping business cost as a driving factor for location decisions among firms and entrepreneurs. A survey of 150 founders of the fastest growing US companies conducted in 2013 found that access to talent was the most frequently cited factor determining the location of their firms.¹

Since high-skilled knowledge workers, especially the “millennial” generation of newly educated workers, are in demand and able to obtain good employment throughout the nation and world, they are attracted to cities and communities with a high quality of place and rich amenities. One recent study found that two-thirds of those who look for a job after college choose where they want to

*live before looking for a job.*²

These demographic trends and preferences are creating a strong nexus between attracting young, skilled, and talented employees and economic development both to grow local enterprises and attract new firms.

This trend in urban residential preference is increasingly being matched by business preferences for more mixed-use rather than suburban environments. The key factors driving business location decisions are to:

- attract and retain talented workers
- inspire creativity and collaboration
- be closer to customers and business partners
- generate “triple bottom line” outcomes of profit, environment sustainability, and social equity.³

Cities that focus on creating attractive and high quality mixed-use areas with rich amenities and quality of place will improve their competitiveness in attracting the high skilled workers, growing their high value business base that relies on these workers, and attracting firms that seek the benefits

of a location in a vibrant and creative center.

Moreover, the higher wages associated with a strong and growing knowledge-intensive employment sector has multiplier effects as these jobs and higher incomes expand the spending and investment that supports the construction, retail, arts, business services, and food sectors. This growth and diversity of options benefits local residents and supports a visitor economy as well.



Quality of life factors such as independent restaurants and bars contribute to the desirability of a place to live and work.

Source: <http://www.thebalancesmb.com>

¹Cited in Place Matters: The Role of Placemaking in Economic Development, International Economic Development Council, p. 7.

²Cited in Place Matters: The Role of Placemaking in Economic Development, p. 7.

³Place Matters: The Role of Placemaking in Economic Development, pp. 8-9.



Additional quality of life factors include bikeability and public art.

*Sources: (top) www.lansingstatejournal.com;
(bottom) www.playscapes.com*

Placemaking and Quality of Life

During this planning process, Dunwoody residents repeatedly requested a greater focus on quality of life improvements to the city. These elements include more trails, neighborhood parks, public art, events and festivals, and neighborhood programs. The elements that residents and workers spoke about at meetings and in the survey, touch on health, education, leisure and social activities, community interactions, and attractive design. As cities and towns compete for residents and businesses, these quality of life factors are key considerations in decision-making processes.

At its core, arts and cultural planning is really about creating and enhancing places where people want to live, work, and play. Community-focused organizations, public art, open space, live performances, and community events contribute greatly to overall quality of life for residents and workers in Dunwoody, in addition to encouraging others to stop in for a visit. The importance of these quality of life measures should not be underestimated and are often critical in decisions made by people and businesses about where to locate. Indeed, when looking at real estate listings, such community offerings feature prominently, in addition to commute times and school district performance. Feedback from community members during this planning process and previous surveys

demonstrate the incredible demand for increased events and programming.

“More live music in parks!”

“More public theater. Perhaps outdoor theater events in Brook Run Park.”

» Quotes from Create Dunwoody Survey respondents

When asked “What do you think should be the focus of the Arts and Culture Plan?”, 56% of respondents to the Create Dunwoody online survey selected “Free public events celebrating culture, art, community.” Other feedback in recent years reinforces what was heard during the master planning process. In the City of Dunwoody Parks & Recreation Master Planning – Citizen Survey Results (May 2016), programs and special events were highly desired.

“A large majority of respondents expressed a need or desire for both community events (83 percent) and fitness and wellness programs (62 percent). In terms of top priorities for improvement or addition, community events remained the most selected option (63 percent), followed by youth athletic leagues (25 percent), fitness and wellness programs (24 percent), and nature programs (24 percent).”

QUALITY OF LIFE IN DUNWOODY

Forming efficient government, providing critical infrastructure, and ensuring public safety were key focus areas for Dunwoody as a new city, along with parks and open space. In fact, the three P's – public safety, paving, and parks – are still discussed when people talk of the early efforts of city officials. A decade later, much has been accomplished and the City's founders and leaders are to be applauded.

The 2017 Fall/Winter edition of the Dunwoody Digest included the Fig. 1 infographic intended to show progress in Dunwoody in 2017. While the numbers demonstrate critical improvements to city services and infrastructure, they fail to show quality of life indicators that make a community livable and unique. Progress can be measured by much more than pavement.

Now that Dunwoody is ten years old, it should think beyond streets and other hardscape improvements – the “bones” of the city – and give more attention to spaces, events, and programming that celebrate the culture of place – the “soul” of the city. The graphic in Fig. 2 shows some examples of quality of life indicators for Dunwoody, such as educational attainment, community engagement, and city events, which convey key aspects of the city that residents and others value most.

“*It's the softer side of the city which has been missing...
We have focused on the nuts and bolts.*”

- City of Dunwoody employee



Figure 1. Measurement graphic focuses on pavement and infrastructure in quarterly newsletter. Source: Dunwoody Digest, Fall/Winter 2017.

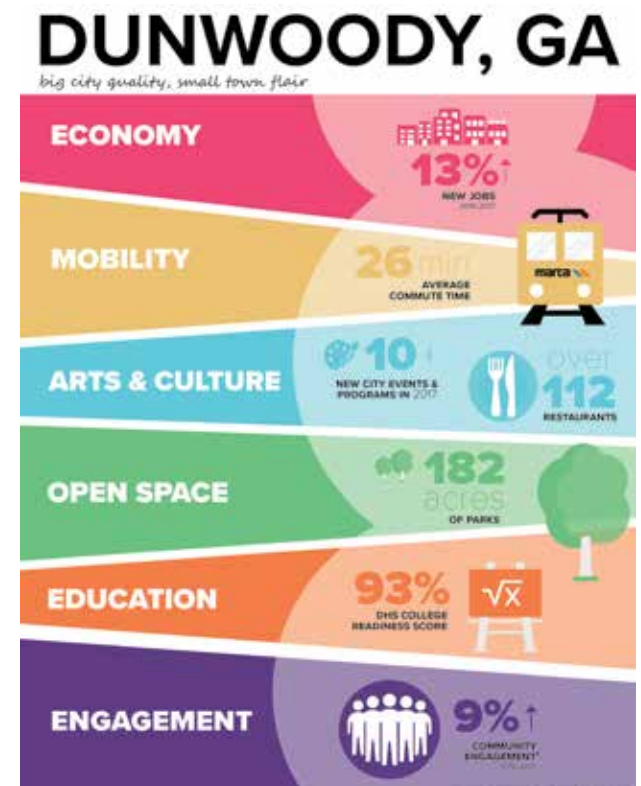


Figure 2. Quality of life indicators such as arts and culture, civic engagement, and open space can measure things people desire in a place they live, work, and visit. Source: CivicMoxie

PLANNING PROCESS AND OUTREACH SUMMARY

The Create Dunwoody Arts & Culture Master Plan was developed over a nine-month period, launching in November 2017 and concluding in October 2018. The process involved review and analysis of existing plans and studies as well as extensive engagement with arts and cultural organizations, city staff and elected officials, additional core stakeholders, and community members. Findings from these initiatives were then used to develop a vision for the future of arts and culture in Dunwoody with detailed recommendations and funding sources to turn this vision into action.

Prior to developing recommendations, the CivicMoxie team reviewed relevant studies to gain a better understanding of community visions and plans for future development. Given

Dunwoody's recent incorporation as a city, many of these documents were completed recently and provided excellent background in "setting the stage" for the specific recommendations around arts and culture provided in Section 3. Key studies that were reviewed included:

- *Dunwoody Parks and Recreation Master Plan* (2017)
- *Connecting Dunwoody: A Placemaking Plan* (2017)
- *Dunwoody Comprehensive Transportation Plan Update* (2017)
- *City of Dunwoody 2015-2035 Comprehensive Plan* (2015)
- *Dunwoody Village Master Plan* (2011)
- *Georgetown / North Shallowford Master Plan* (2011)

In addition, the team analyzed the City of Dunwoody's recent community surveys, site plans for City-owned land, and strategic planning documents shared by arts and cultural organizations.

In concert with this initial data gathering phase, staff, board members, and volunteers from the various arts institutions in Dunwoody were interviewed and facilities were toured by the project team. Twenty-three one-on-one interviews were conducted with unique stakeholders, with many including follow-up calls and conversations. The team also met

with elected officials, including all of the city councilors and the mayor, as well as various city staff members working as part of the project team.

Additional outreach and engagement took a variety of forms. An online survey was launched during the first month of the project and, over the next three months, collected feedback from 361 survey respondents on the popularity of current cultural offerings and suggested future improvements. An initial public meeting took place on November 30, 2017 at the former Dunwoody City Hall with 36 people in attendance. In order to reach a wider audience, tabling at six different locations throughout Dunwoody was preferred to a second public meeting. The team set up tables at geographically diverse locations in the city to reach residents and workers who had not completed the survey or attended a meeting. In addition, three focus groups were held to obtain feedback on arts and culture in Dunwoody from small arts organizations, local businesses, and Dunwoody High School students. The graphic in Fig. 3 summarizes the outreach efforts and phases of the Create Dunwoody planning process.

Following all of the outreach and analysis, a collective vision for arts and culture in Dunwoody was created and detailed recommendations to provide a roadmap towards achieving this vision. An outline of what is included in this plan can be found at the end of this section.

“ We need ‘feel good’ stuff. We need public art because it is tangible and visual. And we need music including live and outdoor performances. ”

- Employed in Dunwoody

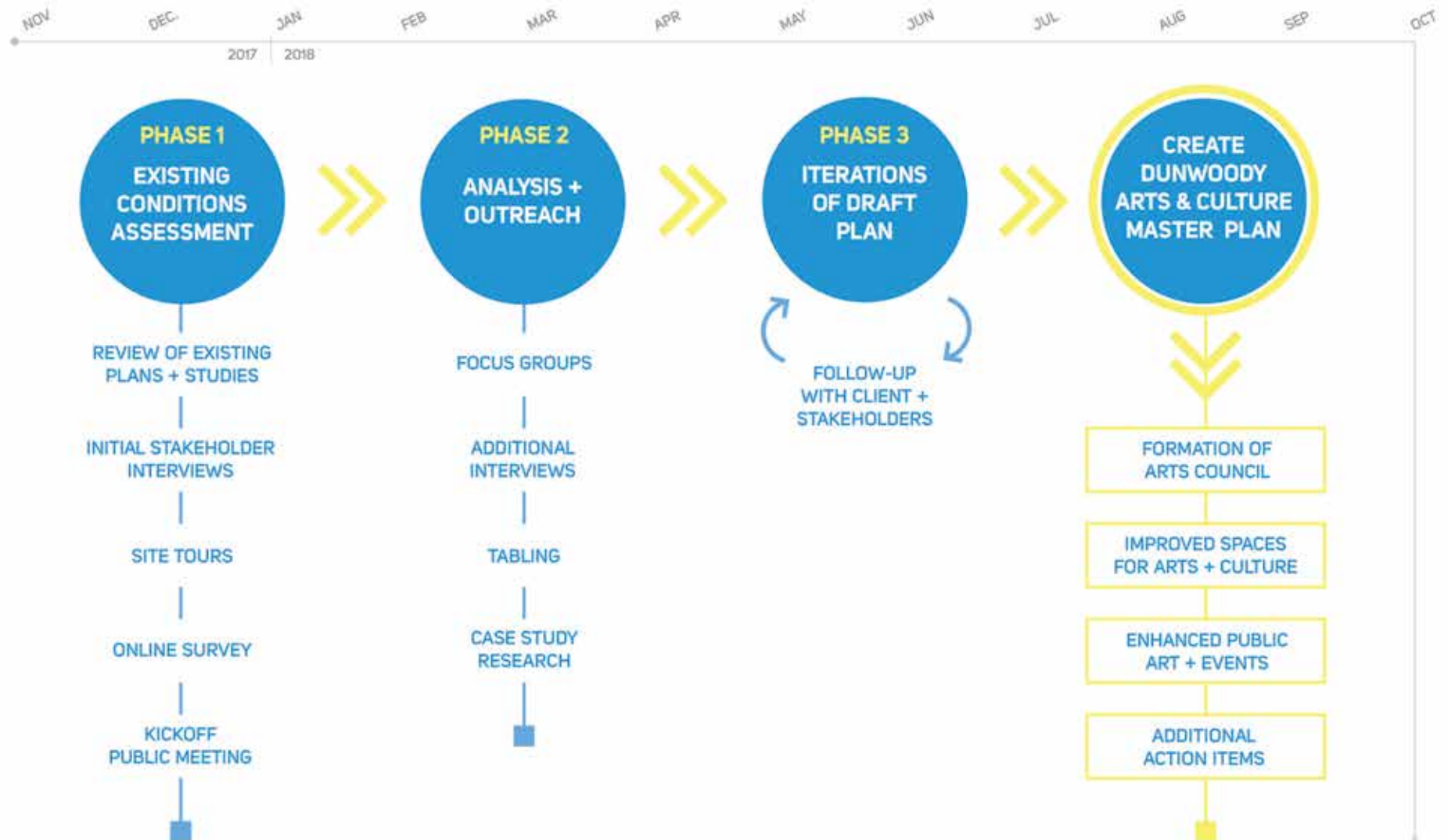


Figure 3. Summary of the Create Dunwoody planning process, including community outreach efforts.

WHAT'S IN EACH CHAPTER OF THIS PLAN

CHAPTER 2: OUR DUNWOODY

- An assessment of existing conditions in the city, including:
 - » Community demographics
 - » Neighborhood character
 - » Trails and open space
 - » Events and public art
 - » Existing cultural assets
 - » City-owned spaces and venues
 - » Regional context
 - » What we heard

CHAPTER 3: VISION AND RECOMMENDATIONS

- An outline of the vision with goals and strategies in a number of areas:
 - » Create Dunwoody Partnership
 - » Public Art
 - » Placemaking
 - » Facilities
 - » Economic Development + Quality of Life

CHAPTER 4: MAKING IT HAPPEN

- Implementation guidelines for each goal including:
 - » Timeline
 - » Suggested actions
 - » Outcomes
 - » Collaborators
 - » Funding sources

A GUIDE TO ACRONYMS

Acronym	Organization
CDP	Create Dunwoody Partnership
CHG	Chattahoochie Handweavers Guild
CVB	Convention and Visitor's Bureau of Dunwoody
DFAA	Dunwoody Fine Art Association
DHA	Dunwoody Homeowners Association
DPT	Dunwoody Preservation Trust
DPW	Department of Public Works
PCID	Perimeter Community Improvement Districts
SDP	Stage Door Players





This assessment of the current conditions in Dunwoody regarding arts and culture provides a thorough overview of the cultural assets, current initiatives, and needs and desires of arts and cultural organizations as well as residents and businesses. Section 2 outlines the findings from an analysis of Dunwoody today and lays the groundwork for the goals and objectives found in Section 3.



UNDERSTANDING WHAT WE HAVE

Understanding the city's current arts and cultural landscape, including the hopes expressed by Dunwoody's residents and the needs of the city's arts and cultural organizations, is critical to developing thoughtful and actionable recommendations, presented in detail in Section 3. The assessment of the current state of arts and culture in Dunwoody was informed by a robust outreach process involving leaders of arts and cultural organizations, city staff and officials, residents, businesses, and other key stakeholders. The arts and cultural vision also accounts for the City's previous planning initiatives and studies to better understand the contextual background and ensure that this plan aligns with future initiatives.

process is the inadequacy of facilities to serve the current and future needs of these institutions due to space constraints. Many also expressed a desire for clarified roles delineating how the City and these arts and cultural organizations can improve coordination and collaboration. The recommendations in Section 3 utilize this information as well as key takeaways from community outreach.

Section 2 includes:

- Dunwoody Community Profile
- Neighborhood Nodes
- Existing Arts & Cultural Assets
- Events
- City Facilities, Spaces, and Initiatives
- Regional Context
- Outreach Summary
- Findings

Section 2 provides an overview of existing conditions in Dunwoody as it relates to arts and culture and begins by offering an overview of the city's location, a description of physical context, and a brief profile of the community that lives and works here. The existing arts and cultural assets in the city are then presented, highlighting organizations, institutions, public art, and events. In addition to discussing the programming and populations served by many of these organizations, some of the major challenges they face are also raised. Specifically, a key challenge highlighted during this planning

DUNWOODY COMMUNITY PROFILE

Dunwoody lies 12 miles north of downtown Atlanta and is situated at the northern tip of DeKalb County. The southern boundary of the City is demarcated by the I-285 corridor and its western boundary is the line shared with neighboring Fulton County and the City of Sandy Springs. Given that Dunwoody is technically outside of the I-285 corridor encircling downtown Atlanta, many consider Dunwoody to be “outside the Perimeter,” or OTP. However, one Dunwoody resident preferred to identify Dunwoody as ATP, or “at the Perimeter” given that it offers the best of both worlds, boasting big city amenities with small town flair (Fig. 4) There is no question that it is a community where people want to live. Since 1990, the population has nearly doubled from approximately 26,300 residents to 48,900 residents as of 2016 (U.S. Decennial Census and 2016 ACS data).

“*Dunwoody offers the best of both worlds... big city amenities with small town flair.*”

- *Dunwoody resident*

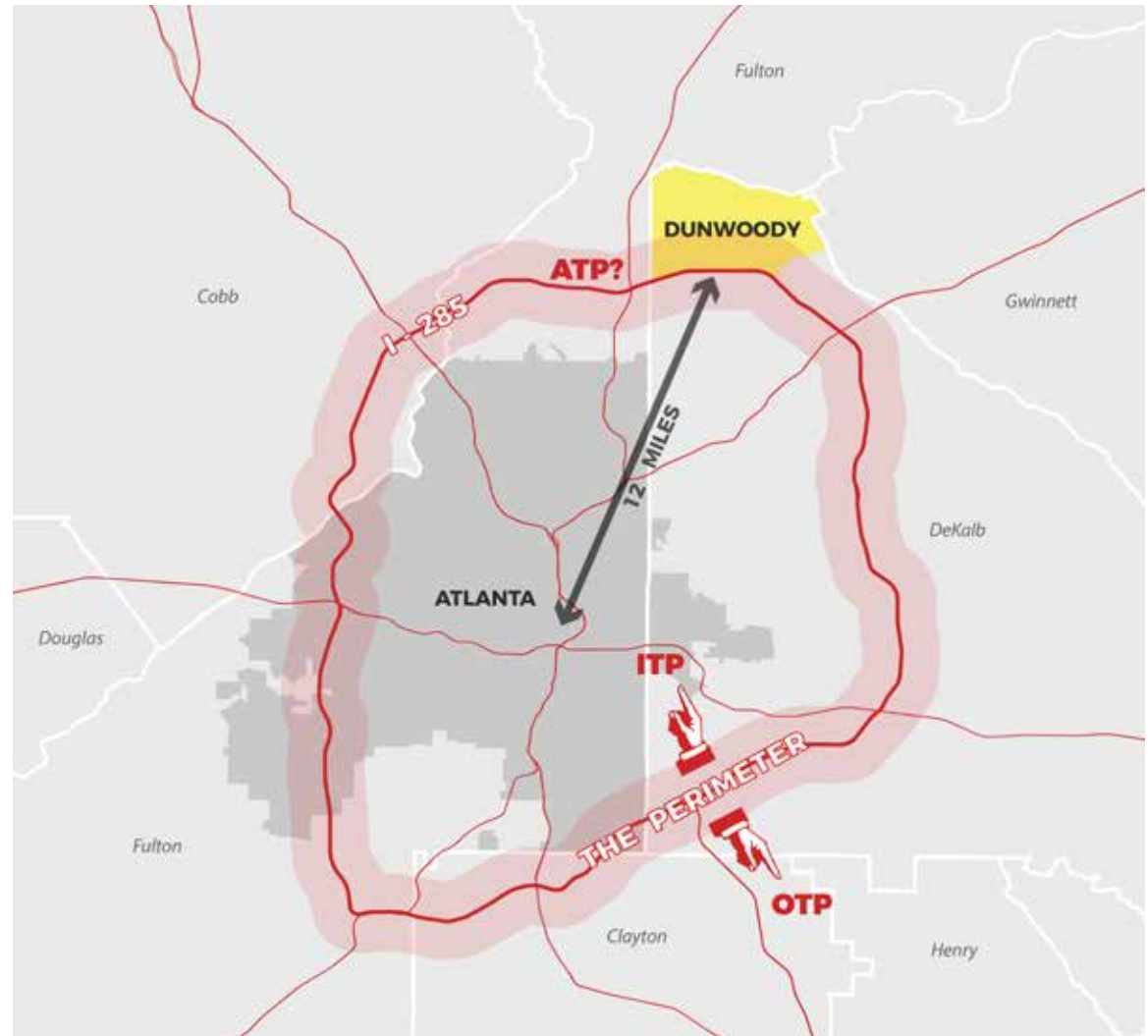


Figure 4. Dunwoody sits at the edge of the Atlanta Perimeter, on the northern edge of I-285, which one resident preferred to describe as ATP (“at the Perimeter”) rather than OTP (“outside the Perimeter”).

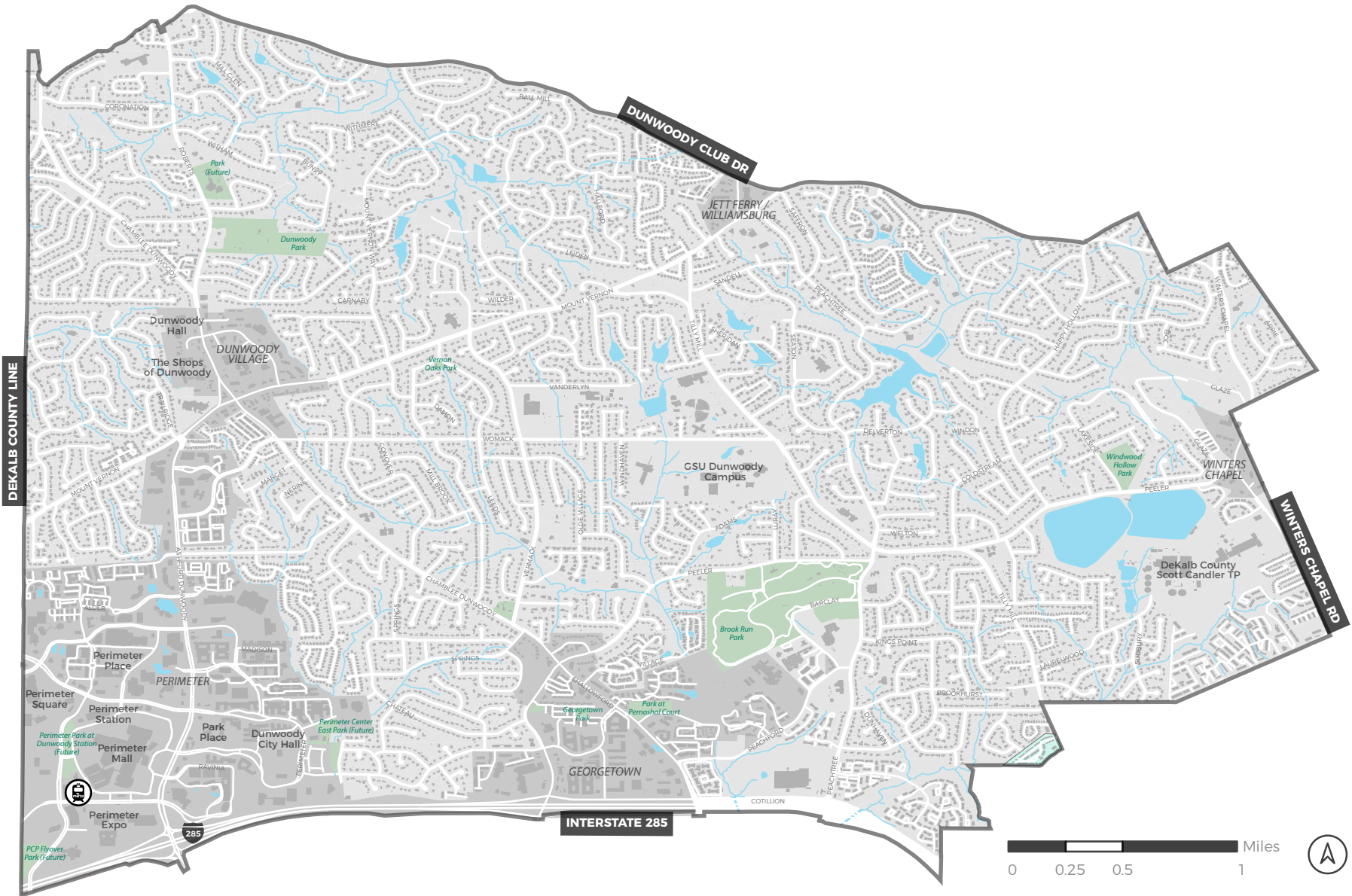


Figure 5. Many of Dunwoody's neighborhoods have characteristic suburban street patterns including cul-de-sacs and dead ends. The street arrangement contributes to the sense of distinct neighborhoods within the larger city.

KEY DEMOGRAPHICS (2016 ACS)

- Total Households: 19,853
- Average Household size: 2.42
- Median Household income: \$83,538
- Population under 18 years old: 24.8%
- Median Age: 36.6 years
- Owner-occupied housing units: 52.9%
- Median value of owner-occupied units: \$381,500
- Mean travel time to work: 24 minutes

The majority of the City's 13.7 square miles of land hosts suburban neighborhoods, defined in the 2015 Dunwoody Comprehensive Plan as "stable, owner-occupied single-family residential characterized by a traditional suburban pattern of development with accessible sidewalks, extensive landscaping, and access to parks and functional greenspace, places of worship and schools" (page 17). Characteristic of suburban areas, a majority of the roads throughout the city are dead-ends or cul-de-sacs, with very few

serving as throughways (Fig. 5). Unsurprisingly, these areas have a higher proportion of family households than the census tracts encompassing Perimeter Center and Georgetown, where there is a greater amount of multi-family housing.

Dunwoody as a whole has a substantial student population, with an estimated 18% of its residents between the ages of 5 and 17 years of age (according to the 2016 ACS). An additional one-third of the population are residents between 25 and 44 years old. The schools, ranked highly

in the State based on Georgia Department of Education test scores, are a significant reason that the City has so many family households, which comprise nearly 60% of the 19,800 households in Dunwoody.

Perimeter Center offers a counterpoint to the residential cul-de-sacs of the city; the Perimeter Mall, large office buildings, and national retail and dining destinations extend beyond Dunwoody's boundaries into neighboring Sandy Springs and Brookhaven. The commercial district is a significant source of employment, with the majority of Dunwoody's more than 40,000 jobs concentrated here, and a healthy tax base as a major benefit.

The infographic shown in Fig. 6 demonstrates that the inflow of workers into Dunwoody each day is almost double the outflow, signifying a much higher daytime population during the work week. In addition to large national retail stores in the Perimeter Mall, some of the largest employers include Intercontinental Hotel Group, Peachford Hospital, APEX Systems, and State Farm. Given the substantial corporate base that exists, there are significant opportunities to increase the level of support for arts and culture in Dunwoody through sponsorships, grant funding, corporate volunteerism, donations, and more. The difference between weekday and weekend populations also offers opportunities to think about varied arts and cultural offerings and strategies to appeal to "both Dunwoodys."

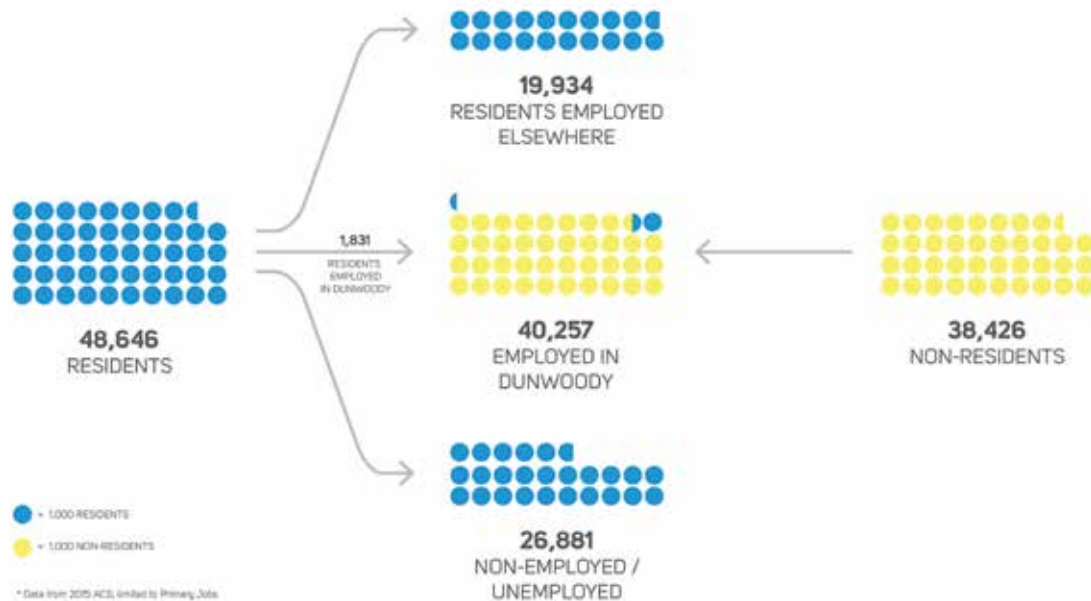


Figure 6. In 2015, nearly 40,000 people commuted into Dunwoody for their primary employment whereas only around 20,000 residents commuted outside of Dunwoody. Over half of the total population was either unemployed or non-employed, which includes children, retirees, stay-at-home parents, students, and the disabled.

DUNWOODY VILLAGE

Dunwoody Village is the historic heart of the community, and the location of the iconic Dunwoody Farmhouse. This area was typically thought of when one referred to Dunwoody, previous to incorporation. The district gets its name from the Dunwoody Village Shopping Center, built in the 1970s and featuring a distinctive Colonial Williamsburg architectural style. Since then, a variety of other shops and restaurants have located here, and many residents identify Dunwoody Village as the main downtown area.

JETT FERRY/WILLIAMSBURG

Jett Ferry/Williamsburg is a commercial and residential district located on the northern edge of Dunwoody, adjacent to the Dunwoody Panhandle of Sandy Springs. It includes several grocery stores, restaurants, retail, and offices.

WINTERS CHAPEL

Winters Chapel is located at Dunwoody's northeastern border with Peachtree Corners. The district shares a name with its main road, which travels through Fulton, Gwinnett and DeKalb Counties and was an important 19th century route connecting Decatur and Roswell via Holcomb Bridge Road. The district is named after Winters Chapel (now Winters Chapel Methodist Church), which has resided at its present location since the 1870s. Two parks, connected by sidewalks, dominate Winters Chapel. The 3/4-mile-long, meticulously groomed, linear park running along DeKalb County's Twin Lakes reservoir on Peeler Road is popular with walkers and joggers. Windwood Hollow Park, at Lakeside Drive and Peeler Road, offers tennis, a children's play area, a picnic pavilion, and a short trail.

PERIMETER CENTER

Perimeter Center is one of the nation's first "edge cities" and encompasses the neighborhood that formed around Perimeter Mall. The Mall was developed in 1971, spurring major office, residential, and commercial developments in the decades since. Now employing a hundred thousand people each day, Perimeter Center is one of Metro Atlanta's largest job centers and extends into Sandy Springs. It is easily accessible due to its location at the intersection of two major highways, GA 400 and I-285, as well as the Dunwoody Transit Station, which offers easy connections via public transit.

GEORGETOWN

An older section of Dunwoody, Georgetown was developed in the early to mid-1960s. It is located at the intersection of I-285 and Chamblee-Dunwoody Road and shares a border with the City of Chamblee. Georgetown is one of the most walkable areas of the city and contains single-family residential subdivisions, multi-family units, and its own redeveloping retail district. The area boasts the newly developed Georgetown Park and Part at Pernoshal, in addition to offering easy trail connections to Brook Run Park.



Figure 7. Dunwoody's neighborhoods and commercial centers have distinct characteristics that can be celebrated through arts, culture, and placemaking.

NEIGHBORHOOD CHARACTER

Dunwoody is unique in that it does not have a traditional downtown area like many of its peer cities. Instead, the commercial areas – Dunwoody Village, Georgetown, Perimeter, Jett Ferry/Williamsburg, and Winters Chapel – are spread throughout town and each has its own feel and offerings, as described in Fig. 7. The 2015 Dunwoody Comprehensive Plan identified these commercial nodes as “character areas” with the addition of Institutional Center, which includes the GSU Dunwoody Campus, Marcus Jewish Community Center, and Dunwoody High School, as well as Multi-family/Mixed Use, denoting the

apartment buildings located along Dunwoody Crossing just north of I-285. During outreach in the course of this planning project, many in the community raised concerns about the lack of a true downtown area, citing the vibrant centers of Roswell and Decatur among others, which boast active main streets and a compelling gathering place for their respective communities. Others mentioned Dunwoody Village when asked about Dunwoody’s downtown, but believed it is not currently living up to its potential, expressing the need for more independent businesses, community events, and a pedestrian-oriented

street frontage. Still others discussed the possibility of establishing the Georgetown area as an alternative downtown given the plans to create a district of independent and unique restaurants and develop The Park at Dunwoody Green in Georgetown, which also includes a larger development area of parks, housing, and trails (discussed in more detail later in this section).

Many stakeholders interviewed expressed the desire to have a central gathering place that can strengthen community connectedness, promote walkability, and serve as the iconic symbol for the city. While for many, there is no substitute for a traditional downtown, there are certainly benefits to having these commercial nodes, or village centers, distributed throughout the city. For example, each offers basic services to nearby residents, who can easily stop in to the nearest grocery store for a gallon of milk or loaf of bread. In addition, each has a particular character and offers its own unique experience; there is the potential to have public art and placemaking initiatives reflect these village characteristics and reinforce them. This plan can create an arts and cultural framework that recognizes the fact that what is appropriate for Dunwoody Village may be very different than that for Winters Chapel or Jett Ferry/Williamsburg.



Figure 8. The City of Dunwoody recently sold 2.5 acres in the Georgetown neighborhood for development into approximately 20,000 SF of retail and restaurants in a project known as The Park at Dunwoody Green. Source: City of Dunwoody

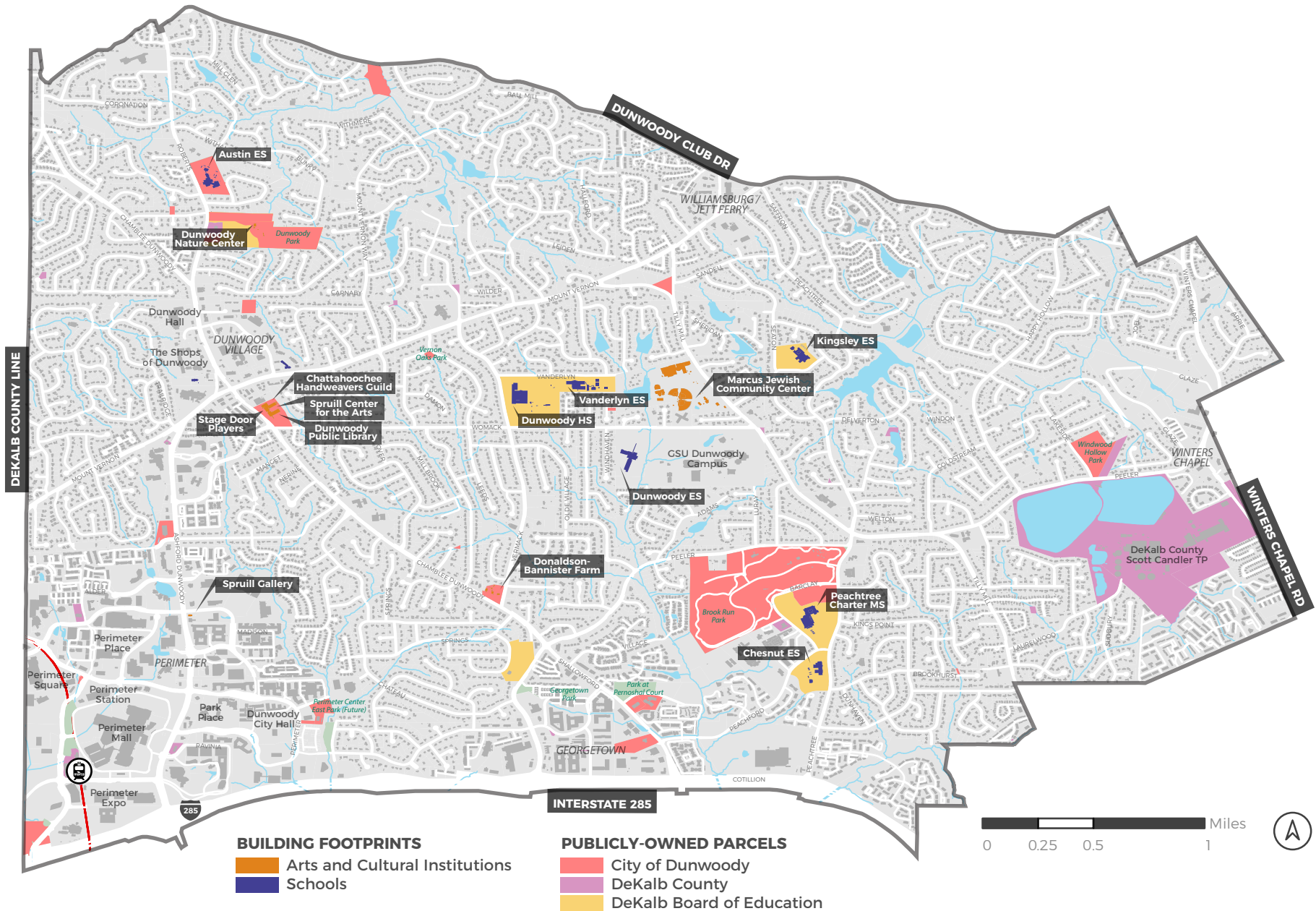


Figure 9. Map showing the location of Dunwoody's arts and cultural assets as well as publicly-owned properties.

EXISTING ARTS AND CULTURAL ASSETS

Dunwoody is fortunate to have several arts and cultural organizations and institutions that offer a diverse range of programs, classes, and events. Dunwoody's small group of arts and community

organizations are relatively well-established and deeply appreciated by the community, as witnessed through attendance numbers and responses to the Create Dunwoody online

survey. Many of these organizations are over forty years old, having been founded long before the city itself, and serve as community anchors.

	MISSION	OFFERINGS / EVENTS
SPRUILL CENTER FOR THE ARTS / THE SPRUILL GALLERY est. 1975	<p>To foster understanding and appreciation of the visual arts, by offering an extensive and diverse program of classes, a professional artist exhibition series, and outreach programs for seniors, youth, and audiences with special needs.</p>	<ul style="list-style-type: none"> • Studio art courses - ceramics, sculpture, painting, jewelry, photography, drawing, etc. • Annual events; kids camps; art parties
STAGE DOOR PLAYERS est. 1974	<p>Stage Door Players is continually dedicated to bringing a professional level of live theatre to the Greater Metropolitan Atlanta area, placing emphasis on the quality and professionalism of our productions, while at the same time educating and expanding the theatrical knowledge and experience of both our audiences and our talent. We are committed to serving the entire community and to continually developing new theatre-going audiences.</p>	<ul style="list-style-type: none"> • Six-show main stage season • Special events including History Alive, Stage Door Jr, and Stage Door Canteen cabaret series
DUNWOODY NATURE CENTER est. 1975	<p>Dunwoody Nature Center inspires the love of nature and cultivates environmental understanding and stewardship by: conserving and enhancing Dunwoody Park; educating children, families and adults of all ages about the natural world and our place in it; and motivating environmental awareness and responsible action.</p>	<ul style="list-style-type: none"> • Seasonal camps; school programs; nature classes; summer concert series; additional programming • Facility rentals; private events

Figure 10. Dunwoody's arts, cultural, and placemaking organizations (continued on the next page). Details about the mission, audience, facilities, and needs and goals of each of the organizations is provided throughout the following pages.

	MISSION	OFFERINGS / EVENTS
DUNWOODY PRESERVATION TRUST est. 1995	<p>The Dunwoody Preservation Trust is a 501(c)(3) organization committed to the preservation of the history and heritage of the Dunwoody community. A volunteer, non-profit organization, the DPT works to educate the community of our city's rich past and to identify and preserve its historic buildings and cemeteries.</p>	<ul style="list-style-type: none"> • Donald-Bannister Farm • Lemonade & Apple Cider Days • Camp Flashback; Legends & Lore; History Alive
DUNWOODY FINE ART ASSOCIATION est. 1971	<p>The Dunwoody Fine Art Association (DFAA) is a non-profit organization whose mission is to: promote fine art in the Dunwoody, GA area; encourage its artists to exhibit their art; and support each other in their creativity and self-expression through lectures, critiques, workshops and exhibits</p>	<ul style="list-style-type: none"> • Various annual exhibits, including Art in the Park, Sights & Insights, Best of the Best • Permanent exhibits throughout Dunwoody; artist talks
CHATTAHOOCHEE HANDWEAVERS GUILD est. 1955	<p>The Chattahoochee Handweavers Guild is dedicated to the promotion and preservation of fiber arts and the advancement of fiber education within the community.</p>	<ul style="list-style-type: none"> • Several weaving and fiber arts classes offered per quarter • Three workshops each year with well-known fiber artists
MARCUS JEWISH COMMUNITY CENTER est. 1910	<p>To foster and ensure a vibrant greater Atlanta Jewish community by providing programs and services of distinction that attract, involve, and inspire meaningful connections and promote Jewish values.</p>	<ul style="list-style-type: none"> • Preschool; seasonal camps; arts and cultural programs; sports and fitness programs • Book Festival

NORTH DEKALB CULTURAL ARTS CENTER

The North DeKalb Cultural Arts Center in Dunwoody Village is unquestionably the heart of the arts community in the city. The building is owned by the City of Dunwoody and houses the Spruill Center for the Arts, Stage Door Players, and the Chattahoochee Handweavers Guild. In addition, the building includes the Dunwoody Branch of the DeKalb County Library as well as two community rooms (Rooms #2 and #4) that can be reserved through the Dunwoody Parks and Recreation Department.

Audience

The Center is the public face of the arts in Dunwoody and is a former school. Located on Chamblee Dunwoody Road in Dunwoody Village, the building generates visitors from morning

through the evening hours. A wide range of people use the facility including Dunwoody residents of all ages as well as others from the region and beyond who come for classes, workshops, and performances.

Facilities

Although the building has been upgraded and retrofitted over the years to meet the needs of these tenants, the arts organizations located here are growing and do not have enough space to accommodate their future plans. Stage Door Players has limited seating and no designated workshop, the Spruill Center regularly turns people away because of full classes, and limited space makes it difficult for the Handweavers

Guild to offer a more varied list of classes and host regional workshops.

Needs/Future Plans

Since the Center is the public face of arts and culture, there is a desire to update the facility and provide better signage and “curb appeal.” At the same time, the limited capacity has caused all three arts and cultural organizations to explore other options (as detailed below). The City of Dunwoody will make determinations about the future of the Center based on recommendations in this report.

More details on the four organizations in the building are provided here.



SPRUILL CENTER FOR THE ARTS

The Spruill Center for the Arts was established in 1975 and is a nonprofit organization with the mission to “foster understanding and appreciation of the visual arts, by offering an extensive and diverse program of classes, professional artist exhibition series and outreach programs.” (source: <https://www.spruillarts.org/>). The organization offers a variety of studio art courses in ceramics, sculpture, painting, jewelry, photography, and drawing and also hosts exhibitions of student work.

Audience

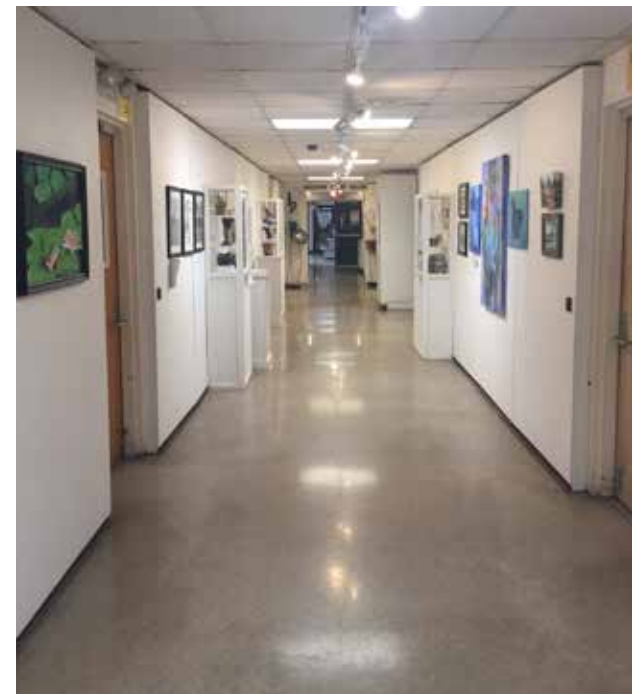
The population that utilizes the Spruill Center comes from a rather wide range of geographies. The Center’s total audience providing contact information in 2017 (students, instructors, gallery visitors) numbered 8,890, of which, 42% were from DeKalb County, 40% from Fulton County, 14% from Cobb County, and 4% from the surrounding counties as well as Florida, North Carolina, South Carolina, Alabama, Illinois, Texas, New York, and California. Of the 8,890 people, 2,329 (26.2%) were from Dunwoody and Sandy Springs with 1,698 (19.1%) residing in the 30338 zip code in Dunwoody and 631 (7.1%) in the 30350 zip code in Sandy Springs. It is important to note that the audience size of 8,890 underestimates the total number of Spruill patrons as it excludes those who opted not to provide contact information and other basic demographic information.

Included in the total audience described above are approximately 1,000 school children who attend the Spruill Arts week-long Summer Day Camps from late May until early August each year. Traditional visual and performing arts camps are offered for ages 5-10. Camps are also offered for children aged 11-14 that provide more rigorous training in such fields as videography, robotics, fashion design, mixed-media sculpture, jewelry design, ceramics, and more.

Although the Center is able to capture the number of people who are unable to get into a course off of the waitlist, it has no way of knowing how many people are interested in registering online but opt not to add their names to the waitlist. Based on actual waitlist numbers and anecdotal evidence, the Center estimates that it turns away approximately 400 students per year (average 100 per quarter) for existing classes that are sold out. It is difficult to assess demand for alternative classes as limited space prevents the Center from offering an even wider range of options.

Facilities

The Spruill Center occupies 11,000 S.F. of leased classroom and office space within the North DeKalb Cultural Arts Center on Chamblee Dunwoody Road. Over the years, both Spruill and the City have made improvements to the space including electrical, heating, ventilation and air conditioning, and repairs.



Needs/Future Plans

The Spruill Center has a Strategic Plan for 2016-2019 that lays out the challenges and opportunities facing the organization and outlines the following goals:

- Desire to expand offerings and the number of people served.
- Ability to offer workshops in subjects such as woodturning that cannot currently be accommodated due to lack of space.
- Desire to contribute to and help administer a public art program for the city. The organization is ready to contribute time, talent, and a portion of its annual budget to an exceptional public art program for the city.
- Increase the capacity and quality of its space by renting, building, or purchasing additional space. As the Center has invested, along with the City, in system upgrades and retrofits over the years to accommodate special equipment and workshop spaces, it prefers to look at on-site options for expansion but is investigating all possibilities.

SPRUILL GALLERY

The Spruill Center also runs the Spruill Gallery and gift shop, located at the historic Spruill Homeplace on Ashford Dunwoody Road. The Gallery mounts four to six professional artist exhibitions each year, as well as the Holiday Artists Market in November and December. The year-round gift shop features the work of

approximately 100 artists. The Spruill Gallery has recently been renovated. One challenge Spruill faces is the confusion of visitors who confuse the Center and the Gallery. There is a desire to have stronger branding or messaging to make the differences between the two locations clear.



*Works from the 2016 exhibition Ruination: A Study of Consequences at the Spruill Gallery.
Source: Spruill Center for the Arts.*

STAGE DOOR PLAYERS

Stage Door Players was founded in 1974 and “is continually dedicated to bringing a professional level of live theatre to the Greater Metropolitan Atlanta area, placing emphasis on the quality and professionalism of our productions, while at the same time educating and expanding the theatrical knowledge and experience of both our audiences and our talent. [Stage Door Players is] committed to serving the entire community and to continually developing new theatre-going audiences.” Source: <http://www.stagedoorplayers.net/>

Stage Door Players is the only professional theater company in the city and is now in its 44th year, having offered professional theater for the past 14 years. Stage Door Players offers a year-round program of six shows annually, each of which has a four-week run with three to four shows per week. Given this full schedule of shows, the theater space is usually in active use throughout the year between set development, rehearsals, and live shows. There is one full-time staff person with another eight to eleven independent contractors brought on for each

show. SDP partners with ballet studio, Once Upon a Ballet, which is also run out of the theater space at the North DeKalb Cultural Arts Center.

Audience

Stage door has a membership base of 1,000-1,200 season subscribers and includes both Dunwoody residents and those from out of town. A 6-show subscription for adults currently runs \$165, with slight variations offered for seniors, flex-schedules, or preview night only shows. Income from the shows keeps Stage Door Players financially stable. The organization has active partnerships with restaurants for in-kind donations and many of its board members are heavily involved in the community and were active in the City’s founding. While SDP sees a younger audience of patrons growing in the city, SDP subscribers still tend to be an older demographic.



A scene from the 2017 production of Kiss Me Kate at Stage Door Players. Source: Stage Door Players.

Facilities

The theater is in the auditorium space of the former school now inhabited by the North DeKalb Cultural Arts Center. There are 125 seats in the space as shown in Fig. 11 and shows run at about 90% occupancy, even close to 100% much of the time; the average attendance is approximately 114 people per night.



Needs/Future Plans

Stage Door Players is limited in what it can produce because of the fixed seating of the auditorium theatre and limited stage set building space. There is no workshop space for sets or storage on site. The organization has the following aims:

- Increase the capacity of the main theater space to 225 seats.
- A black box theatre space to accommodate 100 seats (approximately 1300 SF) to host a range of activities from theatre, to dance, to events.
- Additional space for storage.
- A workshop area for building sets.
- Lighting and sound upgrades.

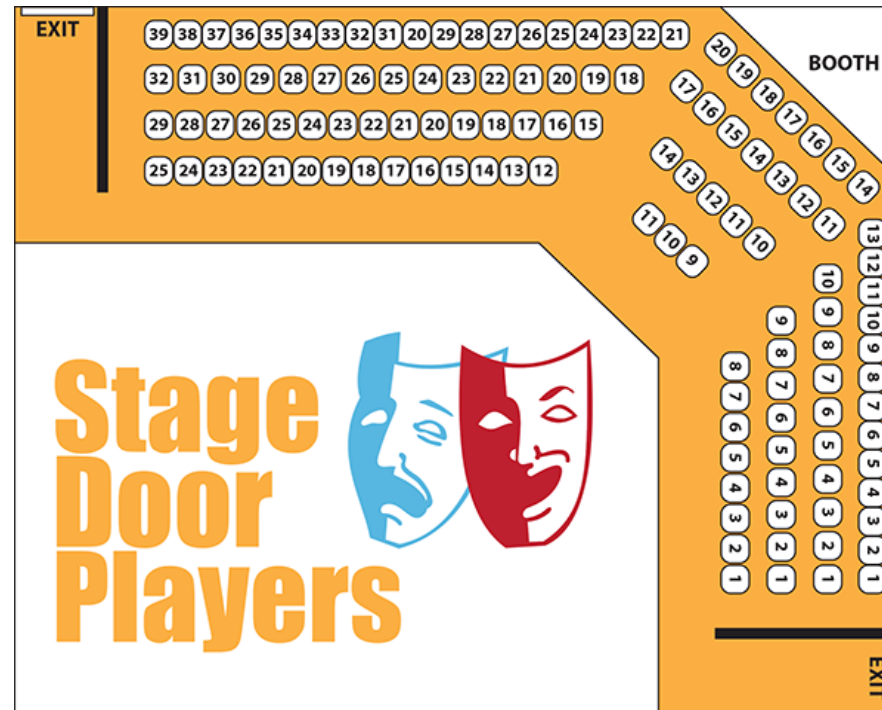


Figure 11. The seating chart for Stage Door Players' theater. Source: Stage Door Players

THE DEKALB COUNTY LIBRARY

The DeKalb County Library occupies the southeast side of the North DeKalb Cultural Arts Center, to the right of the main entrance of the complex. The library offers the following services at this branch:

- Collections: adult learning, audiobooks, newspapers and magazines, DVDs, large print, and children's books.
- Public access computers and color printer, wifi service, research data bases
- Reference services
- Ongoing book sale, voter registration, lobby exhibit space (it has hosted the Dunwoody Fine Art Association art exhibit).

Audience

The DeKalb County Library has only one facility in Dunwoody, which is also the library at the most northern point in the county. Other county libraries are available to city residents and the next closest facility to Dunwoody residents is the Doraville Branch of the Library which is 5.2 miles from the Dunwoody Branch. The Dunwoody Library is an important resource for the community and ensuring there is a convenient location for nearby residents is a high priority for some.

Facilities

The DeKalb County library occupies one wing of the Cultural Arts Center. The library has a long entrance lobby that is ideal for hosting exhibits on the walls. There is a main area with reference/circulation desk and open stacks along with desks and tables. The library also has a meeting room, seminar/study rooms, and a youth services area. The meeting room and seminar/study rooms are available for resident and nonprofit use (no commercial or fee-based events are allowed).

Needs/Future Plans

The DeKalb County Library system just completed its 2019 – 2024 Strategic Plan. Goals in the plan that are related to facilities or arts and culture include:

1. Spaces: Create safe, welcoming spaces to encourage community connectedness
 - Increase access to library branches by restoring and expanding operational hours
 - Incrementally re-design and renovate existing facilities to improve services, efficiency, and ease of use for patrons and staff
2. Stories: Tell the Library's story through marketing, advocacy, and community engagement to promote its value and use
 - Expand marketing efforts through additional funding and staffing
 - Continue to work with the DeKalb Library Foundation to increase engagement with potential donors
3. Services: Enhance the Library's programs, collections, technology, and staff expertise to meet the diverse needs of DeKalb County residents
 - Enhance/strengthen programming to meet the needs of children, teens, seniors and under-resourced households



Source: Hogan Construction Group.

CHATTAHOOCHEE HANDWEAVERS GUILD

The Chattahoochee Handweavers Guild (CHG) is dedicated to the promotion and preservation of fiber arts and the advancement of fiber education within the community. The CHG serves textile artists in the metro Atlanta region and offers classes and workshops. Members have interests that span handweaving, felt making, hand spinning, dyeing, beading, and basketmaking and include professional weavers, hobbyists, teachers, students, and textile collectors. (Adapted from <http://chgweavers.org/>)

The CHG has been in existence for 55 years and works out of one dedicated room in the North DeKalb Cultural Arts Center.

Audience

The CHG has approximately 150 members and is run 100% by volunteers and a Board of Directors. Classes and workshops are offered for a fee and include floor loom weaving, spinning, dyeing, and other subjects. Three workshops are offered each year (three days each) and these attract people from as far away as London, Colorado, and Seattle. The CHG publishes a public newsletter called WOOL ("What's On Our Loom") and distributes this to an email list with over 1,000 recipients.

Facilities

The CHG works out of Room #1 in the North DeKalb Cultural Arts Center and is currently pressed for space. The CHG currently houses

35 looms of varied sizes at the Center, which do not all fit in the organization's dedicated space, meaning that extra looms must be stored in the hallway. This requires constant shifting of equipment depending on who is attending a class. Looms are for individual use and are not shared. Room #1 also houses a library of weaving books.

When workshops are run, the CHG reserves the use of the two City of Dunwoody community rooms (rooms #2 and #4). Room #2 is needed for night classes. In the past, the CHG has also rented the Dunwoody Branch of the DeKalb County Library for extra space and events. There is open studio when classes are not occurring, but looms get damaged from excessive movement to adapt to the limited space and hallway storage.



Source: Chattahoochee Handweavers Guild.

Once per year the organization puts on a member show. The May 2018 show was held in a neighboring county's recreation center as there were no facilities available in Dunwoody that were affordable and offered substantial space.

Needs/Future Plans

The CHG has the resources to expand its equipment offerings and provide additional workshops and classes but does not have the space or support amenities to do so. The CHG needs the following:

- A large room that is double the size of what they currently have
- Sink for dying workshops
- Better lighting and more electrical outlets



DUNWOODY NATURE CENTER

The Dunwoody Nature Center was founded in 1975 with the vision to “build an exceptional nature center that promotes environmental literacy and serves as a nature-based cultural enclave for community activity.” The organization embraces its mission to inspire the love of nature and cultivate environmental understanding and stewardship by:

- Conserving and enhancing Dunwoody Park;
- Educating children, families and adults of all ages about the natural world and our place in it; and
- Motivating environmental awareness and responsible action.

Source: <http://dunwoodynature.org/>

Audience

The Dunwoody Nature Center has served a growing number of people since 2015, as demonstrated in Fig. 12. User demographics vary widely by program. The majority of camp attendees are between the ages of 5 and 10 and are mostly local, either pulling from 30338 or other zip codes within close proximity of the Nature Center. For field trips, 60% come from Title I funded schools and 90% of field trips are from outside of Dunwoody, with 13 different county school districts bringing students to the Nature Center just last year. Events hosted at

the Nature Center, including concerts and the Butterfly Festival, draw adults and families from throughout the metro area.

In addition, the Nature Center offers various free programs for the community, including Free First Saturday, Friday night hikes, the Backyard Bird Count, and Art in the Park. The Center also sends out a newsletter that reaches over 6,000 people.

Figure 12. Nature Center users 2015-2017.
Source: Dunwoody Nature Center.

	2015	2016	2017
Camp Attendees	786	781	805
Butterfly Festival	3,328	3,545	3,793
Field Trips (students served)	4,683	4,213	3,831
Outreach (students served)	1,072	1,131	3,031
Total Students Served	5,755	5,344	6,862
Birthdays (# of events)	56	101	120
Membership	819	907	1,122
Volunteer Hours	10,525	9,257	9,713
Volunteers	1,301	1,318	1,422
Program Participants	14,971	15,297	17,406
Facility Users	18,783	21,599	27,822



Source: Dunwoody Nature Center.

Facilities

The Nature Center operates from Dunwoody Park on Roberts Drive. The Main Building beside the parking lot houses staff offices, a room for educational activities, and a large screened-in porch and deck for lounging and observing wildlife. The DNC's Strategic Plan 2016-2020 also lays out a framework for the renovation of existing facilities and development of new buildings to enhance usability and visitor experience. The Nature Center has completed the process of constructing the North Woods Pavilion, a 1,800 sf cedar structure with floor-to-ceiling glass panels, which is available for programs and rented for private events. The Nature Center also completed an expansion of its parking lot in spring 2018. A 7,100 sf building is also planned beside the Main Building with an estimated completion date of fall 2019.



Figure 13. The Dunwoody Nature Center Master Plan showing existing and proposed new facilities and amenities. The new Austin Elementary School is currently under construction adjacent to the Dunwoody Nature Park. Source: Dunwoody Nature Center.

The Porch at the Dunwoody Nature Center.
Source: Dunwoody Nature Center.



Figure 14. North Woods Pavilion. Source: Dunwoody Nature Center and Mcmillan Pazdan Smith Architecture.



Figure 15. Front entry of proposed new Nature Center building. The planned 7,100 sf building, along with the North Woods Pavilion, will allow the Nature Center to increase summer camp participation by 64% and field trip participation by 263% by 2020. Source: Dunwoody Nature Center and Mcmillan Pazdan Smith Architecture.

Needs/Future Plans:

The 2017-2020 Strategic Plan and Master Plan lays out the following goals as related to this Arts & Culture Master Plan:

- Expand the reach and impact of the Nature Center
 - » Obtain favorable long-term lease from City of Dunwoody
 - » Establish and maintain capital campaign committee, and conduct capital campaign to fund major park enhancements per Park Master Plan
- Enhance and preserve grounds & facilities at Dunwoody Park
 - » Build and operate high-quality multi-use facility to support the Nature Center's mission and serve as a physical manifestation of same
 - » Build new trail and facilities per Park Master Plan
 - » Create and implement multi-year plan for park maintenance, preservation, and protection

The organization's Master Plan lays out the following goals:

New Nature Center building (7,100 SF)

- New North Woods Pavilion
- Bridge over creek from meadow to trails
- Picnic shelters (2)/outdoor programming areas on east side of park
- Relocation of stage
- Rebuilding of 400 SF Cabin to gazebo area
- Additional trails
- Nature area
- Additional parking, drop-off, and bus turnaround
- Furnishings and equipment
- Exhibit

DUNWOODY PRESERVATION TRUST

Founded in 1995, the Dunwoody Preservation Trust (DPT) is a 501(c)(3) organization committed to the preservation of the history and heritage of Dunwoody. A volunteer, non-profit organization, the DPT works to educate the community of the city's rich past and to identify and preserve its historic buildings and cemeteries. In addition to saving and rehabilitating historic properties and cemeteries in the city, DPT seeks to educate the public on the rich history of Dunwoody and to archive its stories and photographs. Public and private donations, as well as two annual fundraisers, Lemonade Days and Apple Cider Days, support these efforts. Source: <https://dunwoodypreservationtrust.org>



The Donald-Bannister Farm on Chamblee Dunwoody Road. The farmhouse was built circa 1870 and is listed on the National Register of Historic Places. The Dunwoody Preservation Trust runs the farm and operates out of the farmhouse.

Audience

The DPT considers the entire city its audience. The DPT is responsible for organizing Lemonade Days, which is the organization's largest fundraiser and a popular city festival with carnival rides at Brook Run Park. The DPT also hosts Apple Cider Days in the fall at the Donaldson-Bannister Farm, historic cemeteries, and the Perimeter Mall Parking lot. The DPT's History Alive! Events are held on various topics in locations throughout the city.



Lemonade Days is a free five-day festival hosted by the Dunwoody Preservation Trust each April and draws tens of thousands of visitors. Source: Dunwoody Convention and Visitors Bureau.

Facilities

The DPT restores and manages properties in the City of Dunwoody. In addition to the oversight of three historic cemeteries, the DPT owns, restored, and/or manages the following buildings:



The Donald-Bannister Farm

This 1870 historic two-story farmhouse and property is owned by the City of Dunwoody and is part of the Dunwoody Parks and Recreation Department. The DPT managed the renovation of the house and currently has a facility usage agreement with the City for this property. The DPT is currently raising funds for the restoration of the Guest Cottage on the property. The property opened in May 2018 and the farmhouse and grounds are now available for public and private special events of all kinds. Source: <https://dunwoodypreservationtrust.org>



Source: Wikimedia Commons.

The Cheek-Spruill House

This 1906 farm house has been restored and the DPT currently leases the building to a local law firm. Community events are often hosted on the grounds of the farmhouse including “Light Up Dunwoody” held annually in November.

Needs/Future Plans

- Address challenges raised by low-bid procurement process in regards to the special skills needed for restoration and preservation work.
- Funding for restoration of the Guest Cottage on the Donaldson-Bannister Farm site.
- Funding to assist with garden restoration and with ADA accessibility project.
- Endowment for garden maintenance.

DUNWOODY FINE ART ASSOCIATION

Dedicated to the artistic advancement of its members, the Dunwoody Fine Art Association (DFAA) hopes to encourage community participation in the fine arts, as well as to engage in charitable and educational activities within the area. The Dunwoody Fine Art Association (DFAA) is a non-profit organization whose mission is to:

- Promote fine art in the Dunwoody, GA area
- Encourage its artists to exhibit their art
- Support each other in their creativity and self-expression through lectures, critiques, workshops and exhibits

Events include:

- Exhibits at the Convention and Visitors Bureau
- DeKalb County Library, Dunwoody Branch exhibition
- Art in the Park
- Sights & Insights is the organization’s major exhibit that is mounted every two years. This exhibit showcases approximately 80 paintings from artists across six states and has been held the last two times at the City Gallery at Chastain in Atlanta.

Source: <https://www.dunwoodyfineart.org/>

The DFAA has a long history of collaboration and has partnered with the Dunwoody Woman’s Club, Dunwoody Chamber of Commerce, DeKalb County Library -- Dunwoody Branch, Dunwoody Preservation Trust, Stage Door Players, Dunwoody Nature Center, and the Dunwoody Community Garden, among others. The organization has provided plein-air painters in gardens, exhibits at events, artwork to be used at fundraisers, speakers at meetings, funds for projects, arts supplies for elementary school students, and more.

Audience

The DFAA has 58 paying members of the organization, most of whom are professional working artists, that meet for programming six to eight times per year. Approximately 40% of its members live within Dunwoody.



The Dunwoody Fine Art Association organizes the annual Best of the Best art exhibition at the Dunwoody Branch of the DeKalb County Library.

Facilities

The organization is an arts group without a building. The DFAA has no space of its own and relies on other spaces in Dunwoody and the metro Atlanta area for open studio days and exhibitions, such as:

- Renting the Barn at Brook Run Park the third Wednesday of every month (a popular programming space)
- Organizing pop-up galleries
- Holding its major regional event in Atlanta.
- Coordinating with several businesses that host DFAA artists in ongoing rotating exhibits.
- Gallery in Perimeter, even if just seasonal, where there is a lot of pedestrian traffic and tourism.
- Artist studio space. Many artists work at home and most of the available studio space is in Chamblee and the old industrial areas of Norcross.

Needs/Future Plans

- Display space for 3D arts
- Better awareness and connections to potential gallery space in businesses and publicly-accessible building such as hotel lobbies, office buildings, City Hall, etc.
- Lending program for City officials' offices.
- Gallery within City Hall and/or the Municipal Court space (conference rooms, public service areas).
- Space for meetings, presentations, and workshops.
- Greater publicity



Art in the Park 2018 organized by the Dunwoody Fine Art Association. Source: Dunwoody Fine Art Association.

THE MARCUS JEWISH COMMUNITY CENTER

The Marcus Jewish Community Center (MJCC) offers a robust performing arts calendar that is open to all. The MJCC has earned a well-deserved reputation as one of Atlanta's premier destinations for culturally-driven musical and theatrical performances designed to engage and enrich the entire community. The MJCC offers an eclectic mix of outstanding concerts and theatrical productions for all ages, featuring some of today's most talented and sought-after artists. The organization also offers an array of classes in music, theater, and dance for children, teens, and adults. These arts and cultural offerings are fee-based and open to members and non-members.

Audience

The MJCC estimates that its programs and services impact more than 60,000 people annually. The MJCC welcomes people of all faiths, ages, and backgrounds. Arts and cultural programming is offered for children, families, and adults. It is interesting to note that contrary to perception, over half of the Book Festival's participants are Dunwoody residents.

Book Festival

The Book Festival is perhaps one of the MJCC's best known offerings. For 26 years, the Festival has provided the community with a literary extravaganza, featuring an exciting lineup of the year's most exceptional authors, celebrities, and

influencers. Thousands of book lovers come to listen, meet, and interact in November of each year with authors in a variety of forums, including author meet-and-greets, book signings, a community read, panel discussions, and more. The MJCC also offers "Page from the Book Festival" during the year to bring authors to Dunwoody on a continuous basis as well as offer Book Clubs for readers of all ages.

Other arts and cultural offerings include:

- Family shows and children's theatrical performances
- Performing arts classes for all ages including theater workshops, after-school theater classes, and theater summer camp.
- Dances classes for all ages including ballet, jazz, recreational dance, hip-hop, and tap.
- Culinary arts for children, adults, and families.
- Visual arts including knitting, collaging, painting, and open studio time for adults.
- Jerry's Habima Theatre which produces and directs shows featuring actors with special needs.

Facilities

- The Katz Family Main Street Gallery



Figure 16. An advertisement for the 2017 MJCCA Book Festival.

Source: MJCCA.

- Kuniansky Family Center with two visual arts studios, the dance studio and the Culinary Arts Kitchen.
- The Morris & Rae Frank Theatre with its 253-seat proscenium-style theater and state-of-the-art sound and lighting.

Needs/Future Plans

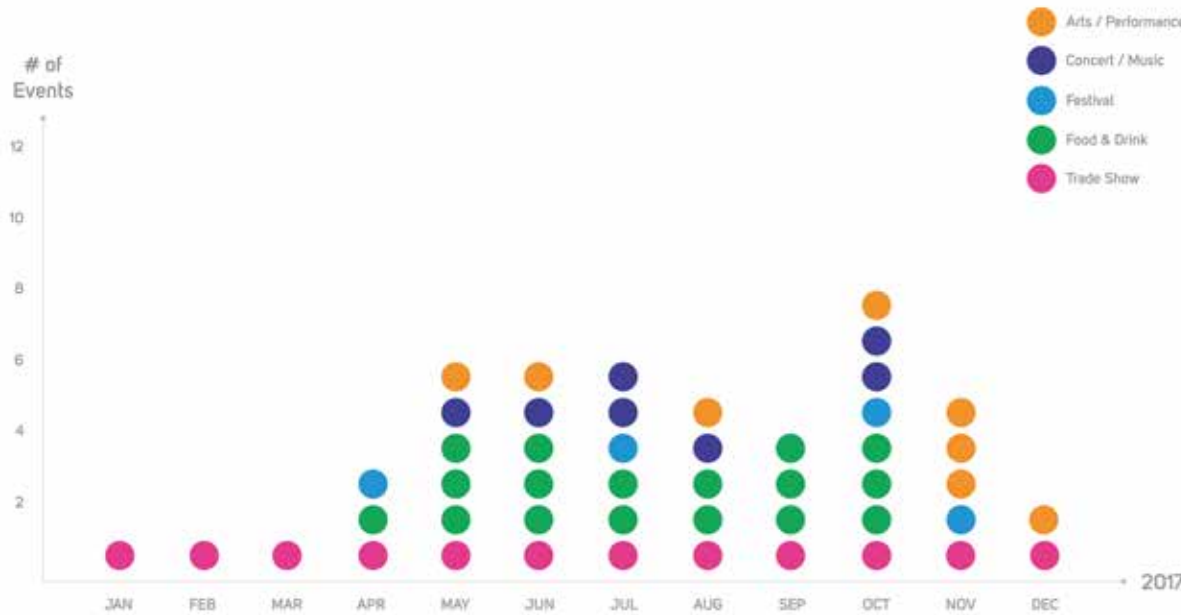
- Collaboration with other organizations for larger performances, reach, and use of art rooms.
- Expansion of art room usage.
- Collaborative use of 253 seat theater when vacant.
- Has some capacity in its arts building to host arts and making workshops and classes.
- Additional venues to expand summer camp offerings.
- Seeks ongoing collaborations.

EVENTS IN THE CITY

A number of events are held in Dunwoody and many of these occur annually. The following is a partial list of events and their sponsors/organizers:

“ I would like to see more art in outdoor spaces to enhance walkability of the area. ”

- Create Dunwoody survey respondent



Event	Type	Sponsor/ Organizer
4th of July Parade & Festival	Festival	DHA
Apple Cider Days	Festival	DPT
Butterfly Festival	Festival	DNC
Caffeine and Octane	Trade Show	Private
Dunwoody Art Festival	Arts/Perf.	S p l a s h Festivals
Dunwoody Farmers Market	Food & Drink	DHA
Dunwoody Music Festival	Concert	CVB
Dunwoody Restaurant Week	Food & Drink	
Dunwoody Rocks!	Arts/Perf.	DNC
Food Truck Thursdays	Food & Drink	DHA
Tap into GA Beer Festival	Food & Drink	ATL Beer Fest.
Groovin' on the Green	Concert	City
Legends and Lore	Arts/Perf.	SDP, DPT, DNC
Lemonade Days	Festival	DPT
Light Up Dunwoody	Festival	DHA, DPT, Crier
MJCCA Book Festival	Arts/Perf.	MJCCA
Music in the Meadow	Concert	DPT
Pic in the Park	Arts/Perf.	City
Spruill Holiday Artist Market	Arts/Perf.	Spruill
Summer Concert Series	Concert	DNC, City
Wine Stroll	Food & Drink	City

Figure 17. Illustration indicating the number of events in the City during 2017.
Source: CivicMoxie using data from City and organizations.

CITY FACILITIES, SPACES, AND INITIATIVES

There are a number of existing City initiatives and planning efforts that are related to arts, culture, and placemaking, including:

- *Dunwoody Parks and Recreation Master Plan*
- *Connecting Dunwoody: A Placemaking Plan*
- *Georgetown / North Shallowford Master Plan*
- *Austin Elementary School Master Plan*



Brook Run Park.

Dunwoody Parks and Recreation Master Plan

The 2017 Update of the Parks and Recreation Master Plan highlighted a number of things that are relevant to this Arts & Culture Master Plan. The City maintains 180 acres of park land in ten parks and the parks and recreation budget has steadily grown from \$991,000 in 2012 to \$1,747,200 in 2016 to reflect the maturation of public space efforts and the ongoing desire of residents to see additional quality of life enhancements in the city. The Master Plan identified the following issues that relate to arts and culture:

- Residents want the City to offer more special events, concerts, and arts programming
- Need for better coordination, scheduling, and communication regarding activities and public offerings

Action items in the Master Plan include:

- Develop a marketing and communications plan to improve awareness of the parks and their benefits
- Develop a park site master plan for Austin Elementary School
- Implement upgrades to Brook Run Park
- Implement Dunwoody Nature Center Master Plan
- Make improvements to Donaldson-Bannister Farm

Connecting Dunwoody: A Placemaking Plan

The City of Dunwoody and the Convention and Visitors Bureau of Dunwoody (CVBD) supported the development of this placemaking plan in 2017 to help build a more connected and cohesive community in Dunwoody. This plan grew from a multi-year process involving input from visitors and residents who expressed interest in more pathways, trails, park amenities, and citywide events. The plan identifies three phases of development, which include construction of new pocket parks and multi-use trails around the city.

The multi-year process was informed by input from a visitor survey by the Convention and Visitors Bureau, a citizens' survey by the City of Dunwoody, and a 2016 Parks Master Plan survey, as well as meetings with stakeholders. Outcomes of the surveys indicated that residents and visitors alike want more public space, parks, trails, and bike paths. Many visitors requested more "unique dining experiences" and residents largely wanted more city-wide special events.

Visitor/resident desires:

- 39% support pathways and trails
- 33% want to see more park amenities
- 28% requested more citywide events

Proposed projects will receive funding through an increase in the hotel/motel tax starting in January 2018. (City Council agreed to raise hotel-motel tax in late 2017)

PLAN:

- PHASE 1: Development of pocket parks and walking/biking trails that connect to commercial hubs, multi-family developments, and green spaces.
 - » Perimeter Center East Park - Pet-friendly pocket park with gathering/play areas and nature trails, a water feature and sculpture plaza.
 - » Ashford Dunwoody Multi-use Trails – Phases 1 & 2 focus on the western shoulders of the road.
 - » Flyover Bridge Park – Pedestrian/bike friendly pocket park.
 - » Perimeter Park @ Marta – An urban park located underneath MARTA's Dunwoody Station.
 - » Westside Connector Trail - Multi-use trail for bikes/pedestrians.
- PHASE 2/3: Expansion across the city to increase walkability and bikeability.

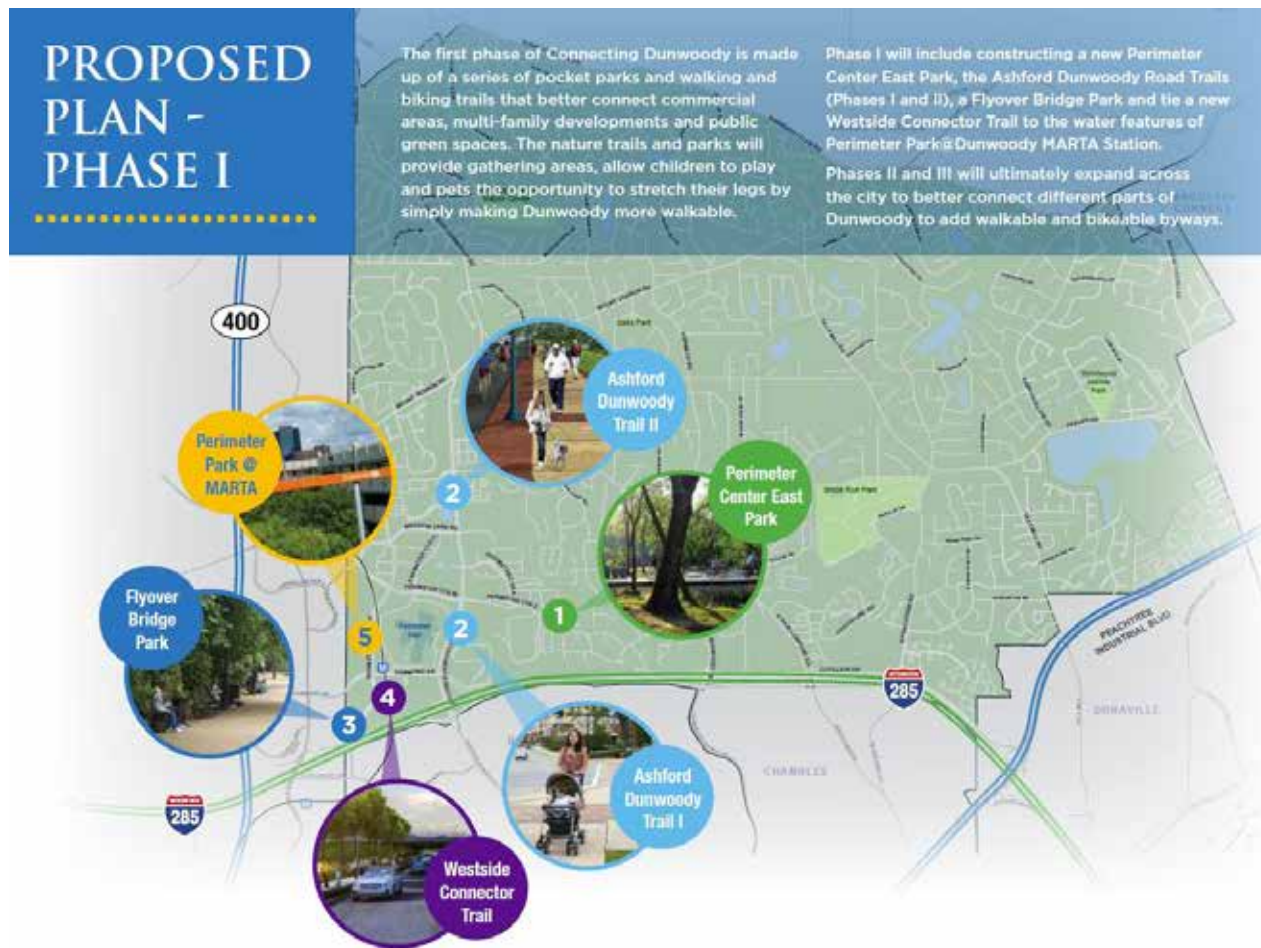


Figure 18. A map showing park development and placemaking initiatives planned in Connecting Dunwoody: A Placemaking Plan.

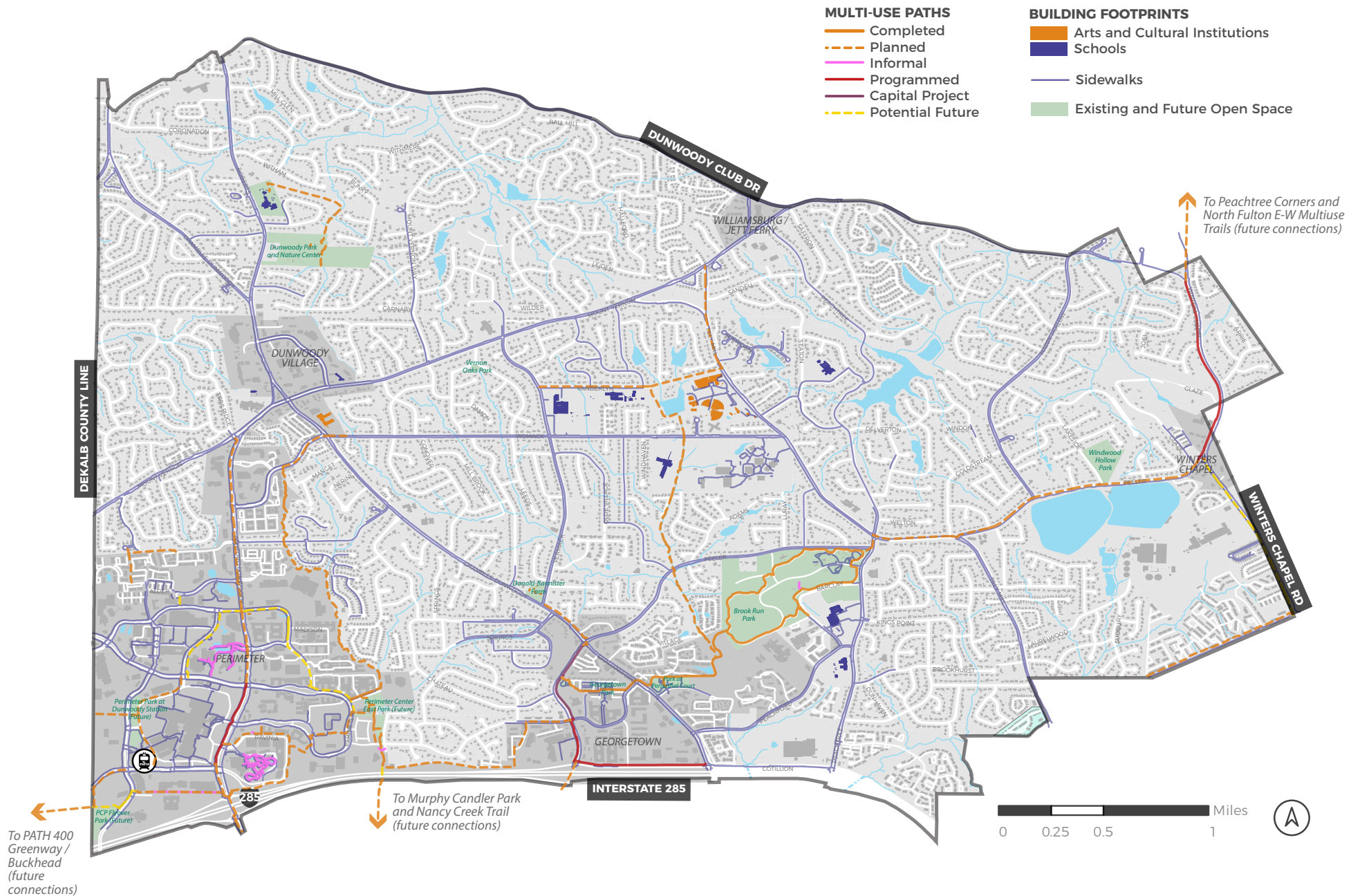


Figure 19. Existing, proposed, and potential open space, trails, and sidewalk networks in the City. Source: CivicMoxie from City of Dunwoody GIS and other data.

Georgetown / North Shallowford Master Plan

The plan, which was completed in 2011, identifies a vision for the future development, open space, circulation, transportation, and economic development of this area with the goal of transforming the neighborhood into a more livable place.

Currently, the area is a mix of office parks, multi-family development, and a commercial strip center. Located next to interstate 285, the area serves as a gateway to Dunwoody and is just south of the largest park in the city, Brook Run Park.

The Master Plan identified goals that include:

- Pedestrian/bike friendly neighborhood with mix of commercial, office, and high-end shopping
- Create additional greenways and community green space
- New community center and possible reuse of the Emory Medical Center as a community institution
- Enhance the area's identity, character, and appearance
- Enhance east-west connectivity and access between neighborhood areas, community facilities, and amenities

Austin Elementary School Master Plan

As the new Austin Elementary School prepares to open, the City will undertake a Master Plan for the existing Austin Elementary School building and site. This Master Plan will inform that study and recommendations include consideration of possible reuse of the site and building.



Dunwoody and DeKalb County School District officials were on hand for the groundbreaking of the new Austin Elementary School set to be completed by 2019. The former Austin Elementary School will undergo a master planning process to determine the best use for the site. Source: City of Dunwoody.

REGIONAL CONTEXT

Dunwoody sits within a region that is rich with history and culture. The City of Atlanta boasts world-class destinations, including the Martin Luther King, Jr. National Historic Park, the Center for Civil and Human Rights, the High Museum, the Atlanta Symphony Orchestra, the Fox Theater, and the Atlanta BeltLine, among many others. Situated only twelve miles from downtown, Dunwoody residents have easy access to these arts and cultural offerings. The City, hotels, and other businesses in Dunwoody also benefit as many tourists visiting Atlanta for these amenities opt to stay in and explore Dunwoody.

The rich arts and cultural offerings extend well beyond the City of Atlanta, with more and more proximate cities and communities enhancing their creative enterprises and investing in their arts future.

Dunwoody's residents have a strong awareness of arts and culture in the region. Throughout the planning process, many stakeholders referenced neighboring or comparable (in terms of size, distance from downtown, or demographics) communities that have a particularly rich arts and cultural environment. Many community members referenced Decatur and Roswell, citing the downtowns, annual arts festivals, and the multitude of arts and cultural organizations based in these cities. Sandy Springs was mentioned frequently given its shared border with Dunwoody and sizeable recent investment

of \$229 million in the City Springs civic center, which includes a Performing Arts Center. Still others focused on communities that have made smaller investments recently with notable results, such as Alpharetta and Chamblee, and emphasized that Dunwoody does not need to build its own civic center solely to compete with Sandy Springs.

Although the opinions varied greatly on Dunwoody's future investments in the arts, there was overall agreement that the recommendations of this plan should be uniquely suited for Dunwoody. It is important to acknowledge what surrounding communities are doing because their arts and culture offerings are regional amenities. For example, Dunwoody residents will benefit from the Sandy Springs Performing Arts Center because it promises Broadway shows only ten minutes away. City boundaries are invisible when it comes to enjoying the cultural offerings of the region. This very fact caused many stakeholders to stress the importance of nurturing and growing Dunwoody's arts and cultural assets to ensure these organizations, events, and amenities have high visibility and reflect the high quality of life in the city.

In addition, the City and local cultural organizations can learn from what is happening in the region. Presented here is a sample of what often-cited nearby cities are doing regarding arts and culture.

Residents are in overall agreement that arts, culture, and placemaking within the city should be uniquely suited for Dunwoody.



The historic Fox Theatre in Atlanta's Midtown neighborhood is just one of many regional arts venues accessible to Dunwoody residents.

ARTS-ORIENTED COMMUNITIES AROUND THE REGION

SANDY SPRINGS, GA

In nearby Sandy Springs, construction of a new performing arts center was recently completed with both public and private philanthropic support. The community invested in the development of a new theater company and performing arts center that will produce Broadway shows and arts education in downtown Sandy Springs. The performance center will become a critical institutional anchor in the city's 14-acre planned downtown area, known as City Springs, and will increase economic activity for the city's existing and future businesses, restaurants, and retail. Furthermore, the center will provide an opportunity for artists, performers, and patrons of the arts to come together and celebrate local and regional talent through world class theatre experiences and arts education. The center's iconic design, physical connection to other downtown attractions, and arts-focused programming will greatly contribute to the city's ability to foster a strong sense of place, making Sandy Springs a more attractive home for residents and destination for tourists.



Figure 20. Roswell Arts Festival Poster. Source: Roswell Spring Arts Festival.

ROSWELL, GA

Roswell, GA, is home to North Fulton County's oldest arts organization, known as the Roswell Fine Arts Alliance. The community's long-standing commitment to arts, culture, and historic preservation has led to the development of a myriad of arts organizations and institutions that contribute to the city's vibrancy. Like Decatur, the city hosts a successful annual arts festival that attracts visitors from around the region and beyond. The Roswell Fine Arts Alliance is now a recognized affiliate of the City of Roswell's Recreation and Parks Department, which helps expand the organization's reach and ensures representation for the arts at the city-level.

Figure 21. Artist rendition of the future Performing Arts Center at City Springs. Source: City of Sandy Springs.

Decatur has been successful in creating distinct arts destinations in the city and proliferating a highly visible cultural scene. Source: Decatur Arts Alliance.

DECATUR, GA

Decatur, GA, has made a name for itself in the greater Atlanta arts community through the popular Decatur Arts Festival and the development of a non-profit arts alliance that partners with local artists, business owners, and residents who support the arts in Decatur. The city's primary arts agency is the Decatur Arts Alliance (DAA), which is a membership-based organization that sponsors annual events, including the Decatur Arts Festival, and helps facilitate collaboration between artists and the greater community. The Alliance has been instrumental in making arts and culture a top priority in Decatur. DAA most recently worked with the city to develop a street performance pilot program, enabling more artists to easily showcase their work and as an opportunity to activate the city's public realm for residents and tourist alike.



OUTREACH SUMMARY

The Create Dunwoody Arts & Culture Master Plan conducted an extensive and inclusive outreach process – engaging a wide range of stakeholders – to ensure that the final recommendations reflect the collective vision of the greater community. As a result, this Plan is really a community document shaped by input from residents, businesses, and City staff and officials.

During the first couple months of the project, outreach involved initial interviews with key stakeholders (listed in the front of the Plan) in Dunwoody and tours of local facilities. These interactions were critical to understanding current conditions of buildings and programming as well as appreciating the greatest challenges faced by the arts and cultural community. The general public was invited to take part in the Create Dunwoody online survey, which collected feedback from a total of 361 respondents, the majority of which were residents. Many respondents voiced strong support for existing arts and cultural organizations, such as Spruill Center for the Arts, Dunwoody Nature Center, Stage Door Players, and the Dunwoody Preservation Trust, and wanted to ensure that these groups could expand and evolve as needed for them to thrive. There was also an overwhelming amount of responses requesting more free events and programming, specifically in Brook Run Park and Dunwoody Village (Fig. 22), which is consistent with feedback received during the Parks and Recreation Master Plan

process. Additionally, many people wrote that public spaces could be enhanced with public art, signage, and other public amenities. During the initial public meeting on November 30, 2017, attendees expressed similar feedback at the former Dunwoody City Hall with 36 people in attendance.

In order to reach a wider audience, tabling was conducted at six different locations throughout Dunwoody over three days in January 2018:

How could Dunwoody improve its Arts & Culture offerings?



Where would you like to see more events/activities and public space programming occur?



Figure 22. Responses to questions posed on the Create Dunwoody online survey. Source: CivicMoxie.

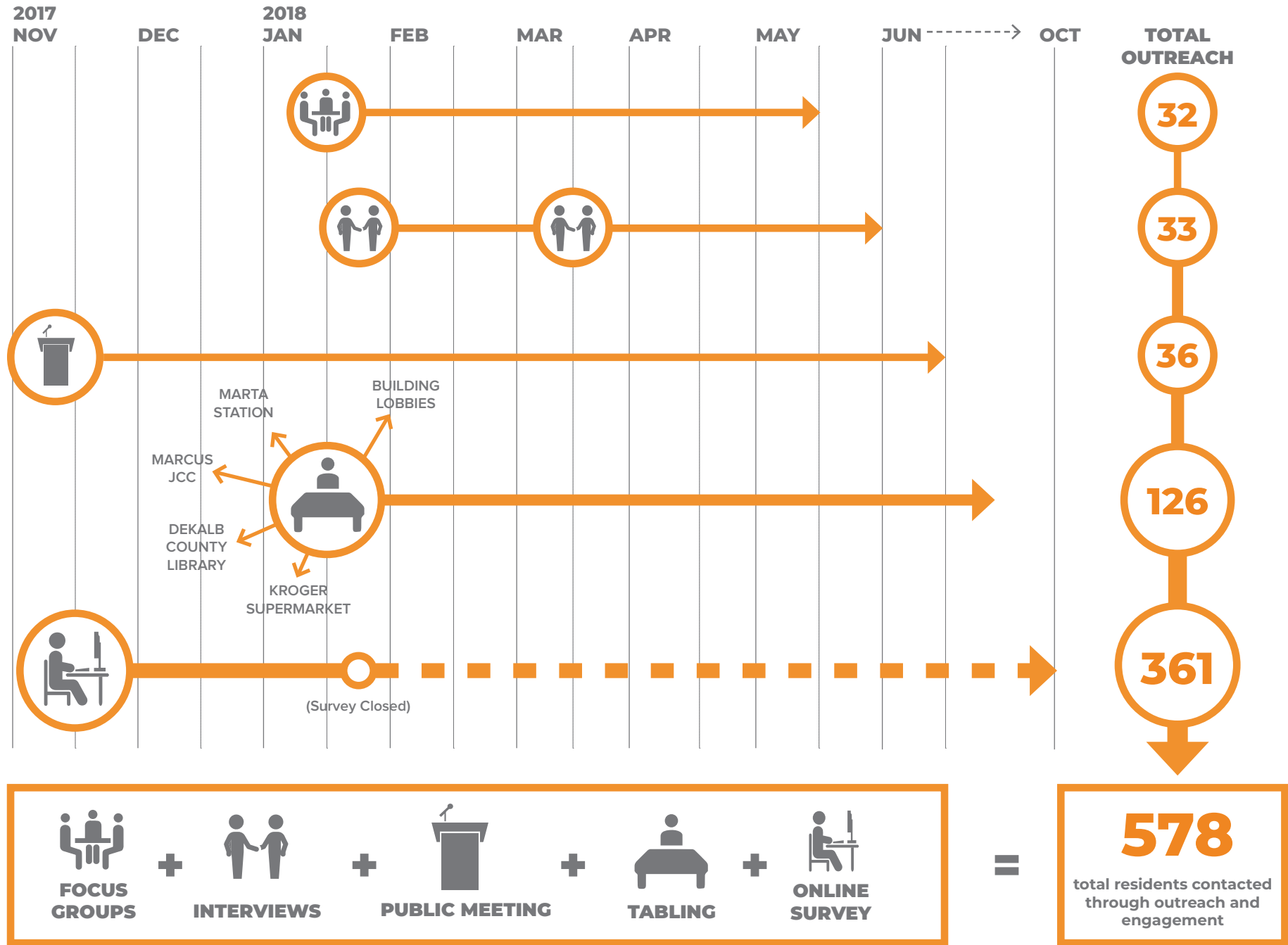


Figure 23. Schedule and extent of outreach and engagement.

In addition, more targeted stakeholder outreach involved meetings with elected City officials, follow-up interviews with arts and cultural organizations, and focus groups. Three focus groups were held to obtain feedback on arts and culture in Dunwoody from small arts organizations, local businesses, and Dunwoody High School students. The results from these interviews are aggregated here and represent multiple stakeholder consensus on these issues:

Political

- Need stronger political support and commitment – monetary, marketing, etc. – to arts and culture from the City. Organizations view their work as part of the City and see arts, culture and placemaking as mutually beneficial for all.
- Desire to see stronger linkages between the arts and economic development/ business – City investment in arts and culture is good for tax revenue and supports a high quality of life.
- An umbrella organization to oversee the arts in Dunwoody would help in creating a unified brand, accessing funding, and promoting arts and cultural institutions.

Funding

- The large corporate community in Dunwoody is an untapped resource and improved arts, culture, and placemaking can be mutually beneficial. However, recruiting business to be involved and to support arts and culture can be a challenge because many associate with Atlanta, rather than Dunwoody.
- Currently, there is a limited donor pool and limited FIPP funding, so organizations feel as though they are perpetually in competition with one another.
- Non-profits are expected to pay their way with sometimes limited recognition that they are providing services and amenities for all of Dunwoody.

Audience

- Regular patrons of the arts are generally older, but the younger generation has more interest in the arts scene in general. Substantial base of young-thinkers who don't want to go outside Dunwoody for arts and cultural events and institutions but whose needs are not currently being met.
- Difficult to engage people who work in Dunwoody. Focus should be on residents and regional visitors.
- "Help people become arts aware".

- There should be stronger collaborations with local schools.
- General concern that the new cultural center in Sandy Springs will negatively impact the attendance and involvement at Dunwoody institutions.

General

- The Arts & Culture Master Plan needs to have an overarching vision to help market the future of arts and culture within Dunwoody.
- Dunwoody is a small town in a big city.
- Some stakeholders feel that Dunwoody lacks a strong identity. Need to better define itself and affirm local character.
- Dunwoody is an expensive community and highly desirable due to its proximity to downtown Atlanta, high-performing schools, and lush tree canopy.
- Dunwoody is oftentimes lost within the larger Perimeter area. No one knows when they've crossed city lines.
- There are more patrons of the arts in Dunwoody than there are individual artists.
- The Plan should focus on strengthening existing organizations and facilities rather than attracting outside arts organizations.

Facilities

- Organizations want to know how the Plan will inform real estate decisions and City support.
- Many arts and cultural stakeholders are eyeing expansion of space and services/ offerings; the general sentiment is that they manage with what they have but are limited in space/facilities and that they are “guilty of their own success” -- organizations are doing well and need to grow.
- City has been generous in space agreements and allowed arts organizations use of facilities for little to no cost.
- The current facilities at the North DeKalb Cultural Arts Center are not reflective of the quality arts and cultural organizations that inhabit it and the City itself.
- Need to inventory available spaces for programming and display of artwork – public and private. Many of the religious organizations offer arts and performances.

Placemaking

- “City has to pave the way for placemaking” – need to create conditions for success and let things then happen organically.
- Need for improved walkability and connectivity between parks and key locations.
- The lack of a traditional downtown is a major challenge in encouraging community gathering and affirming the city’s identity.
- The arts and cultural scene can support and be supported by independent businesses and restaurants.
- Need for more true sculptures and not only monuments in public spaces. Need for “feel good stuff” like public art that is tangible and visible.

Events

- Few and far between in terms of free arts events in Dunwoody.
- A variety of concerts will attract a large, wide-range of Dunwoody residents.
- Arts and cultural events should recognize and celebrate the diverse communities and differing villages throughout Dunwoody.

Collaboration

- For events and programs, there has been a decent amount of cross-pollination and shared space amongst organizations.
- However, many of the organizations feel that the pot is limited, which means they are in competition with other arts organizations in Dunwoody even while collaborating with them.
- Identify opportunities for collaboration and leverage resources provided by non-profits. Looking to explore partnerships with small and large groups, while avoiding any redundancy.

VISION

Create Dunwoody seeks to support and grow a thriving and connected arts, cultural, and placemaking environment in the city that meets the needs of residents, businesses, workers, and visitors. Arts and culture will celebrate the unique qualities of the city and make the best use of resources and expertise and interests to create a dynamic and exciting cultural environment for people of all ages.

03

VISION AND RECOMMENDATIONS



Section 3 includes:

- Overview and Principles
- Goals and Recommendations
 - » Community-wide organizational structures
 - » Public Art
 - » Placemaking
 - » Facilities
 - » Economic Development/ Quality of Life

OVERVIEW

Arts, culture, placemaking, and strong connectivity are key contributors to a high quality of life in the city. This Arts + Cultural Master Plan presents a vision for arts, culture, and placemaking in Dunwoody that seeks to make the best use of the city's resources and organizations to meet the needs of residents, businesses, visitors, and workers. Key considerations in crafting Dunwoody's arts and cultural vision and specific recommendations include:

- What organizational structure and collaborative models are best for supporting the sharing of ideas, plans, and resources?
- How can a plan for arts and culture recognize the City's progress in the last decade and propel quality of life forward?
- How can Dunwoody carve a place for itself in the region with respect to arts and culture while honoring its unique character and traditions?
- As the City makes longer-term planning decisions about the use of the old Austin School and other properties, how can this plan support and inform those initiatives?
- How can this plan grow the pool of funders and increase available resources for arts and culture?

These questions embody the core concerns and aspirations of arts and culture in Dunwoody and the recommendations presented in this section address these questions while embodying four key principles:

1. Support and celebrate what makes Dunwoody unique
2. Encourage collaboration
3. Create clarity and transparency
4. Celebrate one Dunwoody

The recommendations of this Plan are presented in the five categories listed below and represent the key elements of an integrated approach to arts, culture, and placemaking in the city.

#1

Create Dunwoody Partnership

—
offering collaborative frameworks considering the existing organizations, resources, and relationships in the city.

#2

Public Art

—
providing a framework for processes and policies to streamline decision-making and set clear goals.

#3

Placemaking

—
supporting the spaces and programs and events that create a vibrant public realm, support community well-being, and offer compelling destinations throughout the city.

#4

Facilities

—
ensuring the city's arts and cultural organizations have the space they need to grow and the quality and visibility of this space reflects the character of Dunwoody.

#5

Economic Development/Quality of Life

—
creating new aspirations regarding quality of life improvements and strengthening ties between business and arts and culture.

SECTION 3-1: CREATE DUNWOODY PARTNERSHIP

GOAL:

Create a centralized organization to increase the visibility of arts and culture in the city, improve levels of support, and enable better collaboration between the nonprofit, public, and private sectors in supporting arts, culture, and placemaking.

The recommendations in this section are grouped into two main categories:

- Partnership Formation
- Partnership Function

Details on the formation and functions of the Create Dunwoody Partnership (CDP) are offered and are intended to provide guidance around visionary goals of a Partnership, responsibilities of the organization, structure and funding suggestions, and strategies to measure a Partnership's success going forward.

OVERVIEW OF CREATE DUNWOODY PARTNERSHIP

Dunwoody organizations and the City are resourceful and collaborative. Many of the events and programs that residents enjoy are partnerships of some kind: Food Truck Thursdays is a collaboration between the City and the Dunwoody Homeowners Association (DHA), History Alive! is produced by the DPT with support from SDP, Legends & Lore is made possible by a collaboration between SDP, DPT, the Nature Center, and the City, and so on. At the same time, organizations generally feel they are in competition as all are searching for support from the City and the same limited pool of engaged donors – be they residents, businesses, philanthropic organizations, or government. Many arts and cultural organizations desire a more formalized structure for sharing information, collaborating on initiatives, and accessing funding that taps into a wider pool of resources.

Joint marketing and messaging efforts are also desired. Each organization currently makes its own effort to remain visible and draw audiences, which is often challenging for small nonprofits with limited resources. The City would also stand to benefit from better highlighting the open space and parks resources in Dunwoody and communicating what there is on offer to an even wider audience. Numerous stakeholders suggested that combined efforts could be more effective at “packaging” arts and cultural assets

in the city to create a unified marketing approach, as well as in pursuing grants and other funding opportunities. Many cited surrounding cities, all of which have arts and cultural alliances, or arts councils, as having an advantage in promoting the arts and in branding these cities as having a high quality of life and substantial amenities for residents.

Better systems for allocating funding, particularly with City support, are desired so that organizations can plan for the longer term. Prompt and clear decision-making by City leaders allows these organizations to set a course of action that is more predictable. For organizations that are planning capital projects and determining financial resources, indecision regarding space, funding, and other support can lead to inertia and loss of donor interest. As one organization put it, having an unfavorable decision that is prompt can oftentimes be better than waiting for no decision at all. Dynamic leadership is difficult without partners who can make timely decisions and move efforts forward. The recommendations that follow stem from widespread stakeholder input and are meant to support the following goal for the creation of a citywide arts and culture organization in Dunwoody.

PART 1: PARTNERSHIP FORMATION

Dunwoody has the opportunity to expand arts and culture, as well as placemaking opportunities, for residents, workers, and visitors through the establishment of a Create Dunwoody Partnership. The need for a unifying organization that can effectively support the City in its pursuit to elevate arts and placemaking became clear after months of meetings with stakeholders, several public events, and regional case study research. A Partnership that can build strong connections with the business community, neighborhood associations, and existing arts and cultural organizations and entrepreneurs, has the potential to improve quality of life for the entire Dunwoody community and support continued business health and success in the city.

The following recommendations support the formation of a Create Dunwoody Partnership:

1. Create a nonprofit Create Dunwoody Partnership with government collaboration.
2. Institute a clear mission, goals, and responsibilities.
3. Structure the Partnership to promote fair representation across sectors and strong overall governance.
4. Establish diverse and sustainable funding for the Partnership.

The benefits provided by arts, cultural, and placemaking organizations include:

- Broaden public access to arts and culture by supporting a wide range of organizations and activities.
- Maximize the benefits of collaboration between all sectors by including private, public, and nonprofit entities on the board and in all initiatives.
- Contribute to a distinct city identity by creating and promoting a vision for arts and culture.
- Improve the city's competitive edge by shaping a high quality of life and fostering an excellent place to work and visit.
- Support artists and creative endeavors providing catalytic funding for programs, art works, and activities.
- Preserve cultural and historic heritage by supporting nonprofits and activities focused on these things.
- Leverage local, state, and federal funding to support local initiatives.
- Build connections across residents and businesses through varied programming and events that bring everyone together.
- Encourage investment in arts, culture and placemaking at all levels.

1. Create a nonprofit Create Dunwoody Partnership with government collaboration.

A 501(c)(3) nonprofit organization should be formed, with a mission, bylaws, and funding, to act as the arts, culture, and placemaking organization for the City of Dunwoody. Local government influence over art funding and programming decisions typically lies on a spectrum from zero to complete influence. While a variety of arts council models exist, the model that seems best for Dunwoody is one that enables both government participation and independent decision-making. A hybrid model

that is a “Nonprofit Council with Government Collaboration,” as illustrated below, will allow the CDP to operate semi-autonomously from the City of Dunwoody, but will enable frequent collaboration with the public sector through a structure of strong partnerships. This model reflects the internationally recognized Arm’s Length Principle, which acknowledges that government agencies should support arts councils, particularly through funding, but should not serve as the primary decision-making body.

The CDP’s nonprofit status will make it eligible to apply for grant funding not normally available to City Hall and to partner with private, public, and other nonprofit entities.



Fig.24. The Create Dunwoody Partnership should be a nonprofit organization with government collaboration that will allow it to have the traditional arms-length from City Hall while still benefiting from close collaboration and funding support from the public sector.

2. Institute a clear mission, goals, and responsibilities.

The CDP should develop a clear mission statement, goals for the first two years, and clearly defined roles for staff, board members, and partners. While it is the purview of the new Partnership to establish mission, goals and roles, the suggestions provided below are meant to be the starting point for further discussion and refinement.

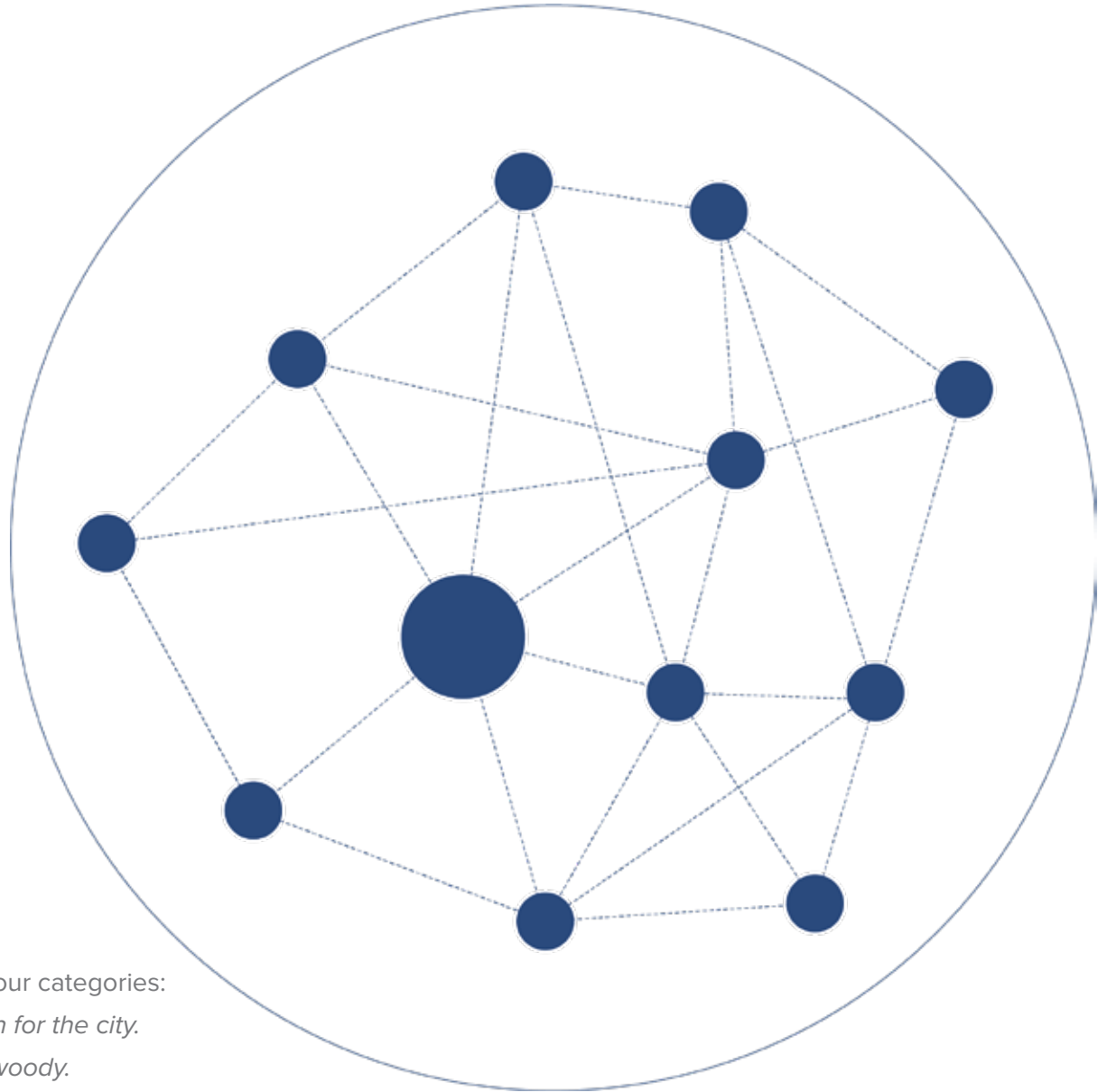
Mission

To establish a network of engaged community members, organizations, public agencies, and businesses, representing a diverse array of sectors and geographic areas of Dunwoody, who can collectively elevate arts, culture, and placemaking across the city and its communities.

Goals and Roles

Broadly speaking, the goals of the CDP should fall into four categories:

1. *Develop and communicate the big-picture arts vision for the city.*
2. *Promote arts, culture, and placemaking across Dunwoody.*
3. *Facilitate major fundraising to support the arts in Dunwoody.*
4. *Coordinate and oversee diverse arts programming across the city.*



3. Structure the Partnership to promote fair representation across sectors and strong overall governance.

The Partnership should be led by a board of directors that represents the diverse community of Dunwoody, including a strong representation from the business community to foster enduring collaborations and support. The board will be tasked with guiding decision-making that affects arts, cultural, and placemaking initiatives in the city. Committees will focus on specific types of art and placemaking initiatives.

The organization should reflect four components of the Dunwoody community:

1. Arts and Cultural Organizations
2. Businesses
3. The City of Dunwoody
4. Residents

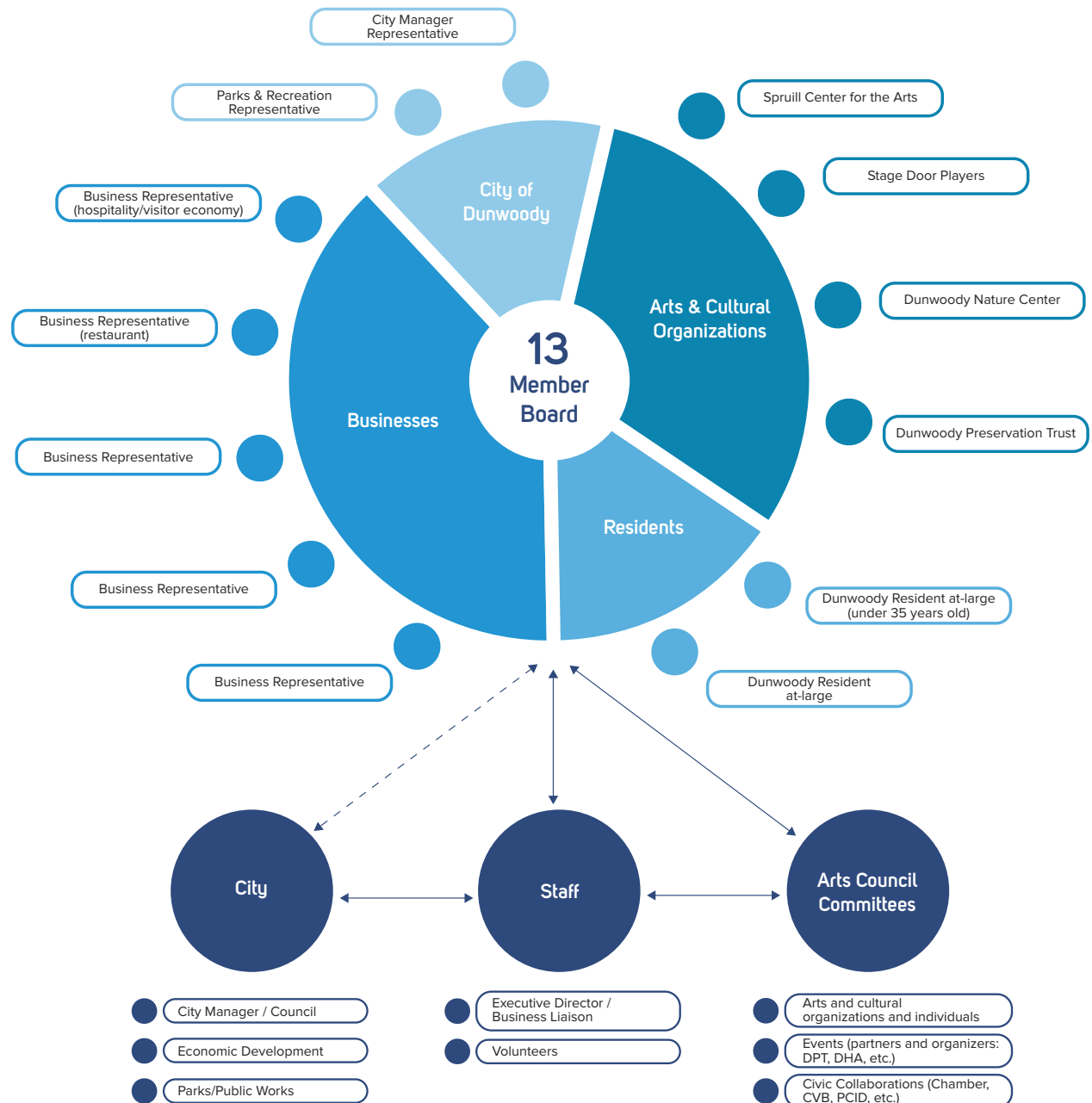


Fig.25. The CDP should have diverse membership to ensure that planning for arts, cultural, and placemaking is integrated throughout initiatives and efforts in the city. The above diagram demonstrates a suggested 11-member board and associated committees reflective of the varied interests and communities in Dunwoody.

In addition to the board of directors, committees representing arts and cultural stakeholders, placemaking partners, and civic collaborators should be formed. Suggestions for participation in these committees include:

Arts & Culture

(Two arts and cultural organizations would also rotate on the board every two years)

Spruill Center for the Arts

Dunwoody Nature Center

Stage Door Players

Dunwoody Preservation Trust

Dunwoody Fine Art Association

Placemaking

Large property owners

Dunwoody Preservation Trust

Nonprofit groups and organizations

Civic Collaborators

Dunwoody Convention and Visitors Bureau

Dunwoody Perimeter Chamber of Commerce

Perimeter Community Improvement Districts

4. Establish diverse and sustainable funding for the Partnership.

Funding from a variety of sources will be needed for the city to effectively launch and sustain the CDP. Funding will need to cover expenses in five areas:

1. Executive Director and Development Director/Business Liaison (two part-time positions or one combined full-time position).
2. Events/programs
3. Administrative/operations
4. Marketing

Two levels of funding will be required to cover the expenses outlined above:

- Initial seed funding
- Ongoing operating and programming funding

Initial Seed Funding

While dedicated annual funding for the CDP should be incorporated into the city's operating budget annually, additional public seed funding will be necessary to support the Partnership through its first few years. Seed funding will be needed for operational expenses, including an Executive Director and Director of Development/Business Liaison, office space and/or equipment, and at least a small amount of programming funds to get the organization started. This seed funding should be provided by the City in addition to the current arts and culture budget allocation of the City. Grant funding is usually not available for operating expenses; a baseline of ongoing support from the City would ensure that the CDP can focus on its core mission to promote arts, culture, and placemaking by offering support for programming, events, and organizations, rather than fundraising for operational expenses. The City might also choose to sunset some of the seed funding after three years—requiring, for example, that the CDP match City-allocated operational funds after year three of operations.

It is difficult to estimate the exact amount of funding needed to get the Partnership up and running. Based on a review of area arts councils and annual budgets for operations from similar organizations across the county, it is estimated that the CDP could need approximately \$120k - \$150k annually in its first three years in order to build the organization, establish fundraising, and offer baseline programming (with public support while private funds are being raised). This amount would include:

- \$80k for salaries
- \$20k for operations (such as rent, computers, supplies, insurance, etc.
- \$5-10k for website development, social media presence, and some marketing
- \$10-40k for programs

Ongoing operating and programming funding

The intent is that the Partnership be a key force in raising private donations for arts and culture in the city. The seed funding for operational costs and baseline programming would support robust fundraising from all sectors to enable a full range of programs, marketing, and other support for arts, culture, and placemaking.

Funding Sources:

Nonprofit arts and cultural organizations typically generate revenue from the three sources as identified below. The category that provides the majority of funding often depends on the size of the population served by the arts council. Typically, the more people served, the more public support that's received.

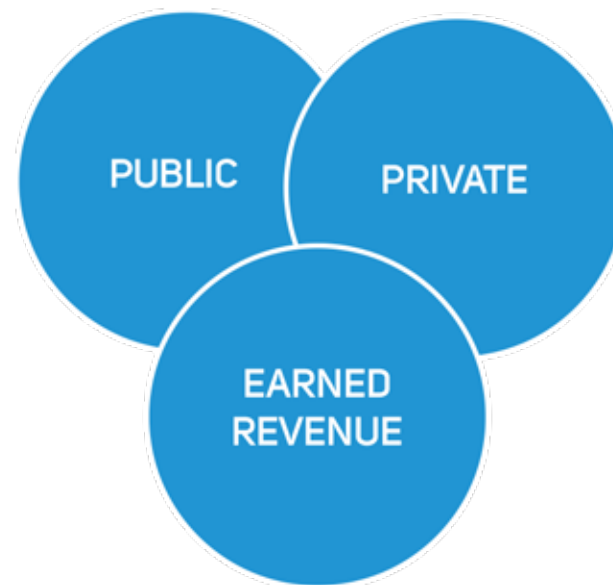


Fig. 26. The CDP should have three revenue sources.

Earned revenue includes funds raised from ticket sales, admissions, membership fees, program ads, and subscriptions. Nationwide, arts organizations typically generate around half of their funds through earned revenue. In Dunwoody, there are already established events and festivals that are fundraisers for their lead organizations (Lemonade Days, Light Up Dunwoody, etc.) and these organizations are eager to keep these under their management. The CDP should look, over time, to increase the number of festivals and events at all scales and launch these as fundraising events in concert with other key partners. Opportunities exist to collaborate with large property owners and businesses who are seeking to ensure that employees and tenants enjoy vibrant and social opportunities. The opportunities fill a current void in placemaking and do not compete with the existing roster of events and activities in the city.

In the long term, the majority of earned revenue for the Stage Door Players will come from membership dues. Membership may take time to build to sufficient levels to support the goals and mission of the organization which is why seed funding for the first three years will be critical.

Membership dues will fall into three categories:

- Individuals including artists and arts advocates
- Arts and cultural organizations
- Businesses

Stage Door Players memberships should come with benefits. Some suggestions for these perks, as well as corresponding yearly membership fees, are:

Individuals and artists

\$25	20s Member (for those under 30 years old); Senior Member (for those 60+)
\$50	Artists, arts advocates, and supporters
\$100	Contributor
\$250	Subscriber
\$500	Patron

Benefits could include:

- A page on the Partnership's online members gallery for artists.
- Artist opportunity to be highlighted in the "artist of the month" website and social media promotion (that would be coordinated with CVB marketing as well).
- Invitation to membership appreciation events.
- Discounts at select area businesses.

Arts and cultural organizations

\$250	Annual operating budget under \$100k
\$500	Annual operating budget between \$100k – 250k
\$750	Annual operating budget between \$250k - \$1m
\$1000	Annual operating budget above \$1m

Benefits could include:

- Collective marketing and branding for arts and culture in the city.
- Online presence on the Stage Door Players website and in social media.
- Ability to promote events in the members section of the Stage Door Players website and highlight events on the Partnership calendar.

Businesses

\$250 Bronze

\$500 Silver

\$1000 Gold

\$2500+ Champion – special sponsorship recognition

Instead of set donation levels, as listed above, some arts councils tie corporate membership dues to the number of employees or annual revenue of the firm. Each corporation would thereby get the same benefits but would be required to donate an amount based on the business size so that a company with five employees would donate much less than a business with 1,000 employees for similar benefits.

Benefits could include:

- Company name and logo on Stage Door Players materials and website.
- Company name and logo highlighted on events, activities, and program materials for larger sponsorship levels tied to specific initiatives.
- Supporting a more attractive and livable community (help with attracting and retaining customers, employees).

Private Support

Private support, which includes individual donations and grants separate from membership dues, usually accounts for two-fifths of a nonprofit's revenue. Nonprofits, such as foundations, usually have focus areas and it would be responsibility of the Executive Director/Development Director to understand area philanthropic interests and identify matches between nonprofit goals and potential arts and culture funding.

In addition, the Development Director would act as a business liaison for the Stage Door Players and actively pursue corporate sponsorships and in-kind support for specific events and programs, which could include things such as neighborhood arts programming and kids' activity days, public art funds, concerts, etc. The Development Director would work closely with the City's Economic Development Department to conduct outreach with city businesses.

Public Support

Nationwide, government funding makes up approximately one-tenth of a non-profit's budget, although this number can vary depending on the type of organization, number of people served, and a municipality's commitment to arts and culture¹. The Development Director for the Partnership would be responsible for pursuing grants for arts programming and initiatives with regional and state organizations, such as the Atlanta Regional Commission and the Georgia Council on the Arts, as well as national sources, such as ArtPlace and the NEA. Section 4 of this report provides a list of funding sources for this purpose.

In addition, a portion of the City's Hotel Motel Tax, specifically a portion that is currently allocated to the CVB, could be used toward marketing and possibly programming in Perimeter Center. While the CVB cannot transfer funding to the Partnership, there is an opportunity for the CVB to work collaboratively with the Stage Door Players to market and promote its events and programs, to Dunwoody residents and beyond. Additional marketing dollars will need to be sourced, particularly for communicating Stage Door Players programs to Dunwoody residents.

As details of the CDP formation and budget are worked out, it is suggested that The Georgia Council of the Arts' Arts Council Development Handbook be used as a guidebook: <http://gaarts.org/resources/gca-publications/>

¹ Cited in: <https://www.gaarts.org/article/overview-revenue-streams-nonprofit-arts-organizations>



PUBLIC ART COMMISSIONS

Cities around the region are elevating the arts through the establishment of public art commissions or non-profit art councils that serve roles ranging from public art procurement to organizing major annual art festivals. Some municipalities have created public art commissions that operate under the guidance of economic development or parks and recreation departments; other cities have created non-profit arts councils that collaborate with local governments, but these councils operate semi-autonomously.

Sugar Hill and Suwanee are two nearby municipalities that currently support public art commissions that host a variety of art programs and initiatives. Sugar Hill, for example, has an art commission that is made up of community volunteers who care about the arts. There are no membership fees to join and monthly meetings occur at City Hall and are open to the public. The Commission organizes classes, hosts events, and runs an “artists of the month” program at the Sugar Hill Gallery, which is located on the first floor of City Hall. The Public Arts Commission in Suwanee has a narrower focus and specifically promotes public art by advising city council and meeting with local developers. In 2008, the City of Suwanee passed an ordinance to establish the Public Arts Commission and to encourage developers to incorporate art into residential and commercial development projects. The City’s Public Art Ordinance, outlining opportunities for developers to contribute to the arts in Suwanee, could serve as a useful guide for Dunwoody.



Fig. 27. The Sugar Hill Arts Commission sponsors a series of arts-focused events each year including this juried art show at the annual Sugar Rush Festival. Source: <https://cityofsugarhill.com/call-for-art/>

Non-Profit Arts Councils

Decatur, Sandy Springs, and Roswell are three municipalities that have established non-profit entities, with at least one staff member, that serve as their respective city’s primary arts agency. The Decatur Arts Alliance (DAA), for example, is recognized by Decatur as the primary arts agency and partners with local artists, business owners, and residents who support the arts in Decatur. The membership-based organization sponsors annual events, like the Decatur Arts Festival,

and helps facilitate collaboration between artists and the greater community. DAA has worked with the City to develop a street performance pilot program, enabling more artists to easily showcase their work and activate the city’s public realm.

Sandy Springs has similarly embraced the arts through collaboration with a non-profit arts council that facilitates a public art program, an annual sculpture competition, youth talent shows, and Sandy Springs Reads. The City is also investing in a new performing arts center that will provide a central location for the community to celebrate the arts and arts education.



“Decatur’s busking program encourages street performers and emerging artists to showcase their talents and contribute to a lively street culture in our community.” Source: Decatur Arts Alliance.

Roswell has also recently adopted the non-profit art agency model after eliminating their public arts commission. The Roswell Arts Fund is contracted by the city and leads a number of programs and initiatives, such as ArtAround Roswell, Roswell Public Art, the Performance Feasibility Space Study, and the Public Art Master Planning process. The City has a Cultural Services Manager that works collaboratively with the Arts Fund to support arts and culture.

The table to the right identifies the variety of art entities that exist around the region. The non-profit model enables arts agencies or councils to expand their scopes beyond what a volunteer-run, public arts commission can accomplish. As identified in the table, the existing non-profit models require paid staff, while the two commission examples, in Sugar Hill and Suwanee, rely on volunteers and support from local governmental departments.

City	Population	Type of Art Entity	Name of Entity	Programs	Paid Staff
Decatur	22,813	Non-profit; collaborates with city; partners with artists, businesses and residents	Decatur Arts Alliance	Decatur Arts Festival; YEA!; Oakhurst Porch-fest; Decatur Wine Festival	Yes
Sandy Springs	105,703	Non-profit; collaborates with the city	Art Sandy Springs	Public art program; events like annual sculpture competitions; youth talent shows, Sandy Springs Reads	Yes
Roswell	94,598	Non-profit contracted by the city; created after public commission was eliminated from city; part of the Recreation Commission (official arts agency)	Roswell Arts Fund	Exhibits (ArtAround Roswell); Roswell Public Art; Public Art Master Plan; Performance Feasibility Space Study	Yes
Sugar Hill	22,197	Public Arts Commission	Sugar Hill Arts Commission	Classes, events, "artist of the month" series; meetings open to public at City Hall	No
Suwanee	19,421	Public Arts Commission	City of Suwanee Public Arts Commission	Public art permitting, advise council, expand awareness and value of public art	No; Supported by Economic Dev. Dept.

Source: multiple sources including organization websites and reports.

PART 2: PARTNERSHIP FUNCTION

After the Create Dunwoody Partnership is established, it will need to begin implementing various strategies that support its mission and are critical to its overall function. While the below recommendations are certainly not exhaustive, they outline some of the overarching strategies that the CDP should take and, in certain instances, provide specific steps towards implementation. The recommendations cover big-picture thinking, marketing approaches, proposed partnerships, and evaluating progress as starting points for the Partnership. The following recommendations support the functions of the CDP:

1. Create an overarching vision for arts and culture in Dunwoody.
2. Promote arts and culture in Dunwoody to multiple audiences.
3. Create a unified platform for arts, culture, and placemaking on the CDP website.
4. Work with the Dunwoody Convention and Visitors Bureau to integrate arts and cultural marketing to potential visitors.
5. Establish and nurture strong partnerships with the public, nonprofit, and private sectors.
6. Develop and utilize metrics for evaluating progress.

CDP Function Recommendations

1. Create an overarching vision for arts and culture in Dunwoody.

The mission statement and goals of the CDP, in addition to the vision and findings in this plan, serve as a good starting point for the further development of an overarching vision for arts and culture in Dunwoody. Tasks would include distinct steps, such as developing a logo and a tag line for CDP, as well as high-level planning, which would include prioritizing goals and actions, especially in the first few years.

2. Promote arts and culture in Dunwoody to multiple audiences.

The CDP has the challenge of creating a unified branding around arts and culture in Dunwoody and developing materials that can speak to multiple audiences: residents, workers, visitors, and more. Ultimately, the aim is to make these constituencies more “arts aware” and clarify ways to be involved. Arts and cultural offerings can benefit these demographics in different ways and the materials and partnerships that the CDP develops can reflect these differences and ultimately make for a stronger arts and cultural base in Dunwoody.

a. Implement a program of neighborhood placemaking grants for hyperlocal arts and cultural activities.

The CDP can work with the City to solicit ideas and award small grants for neighborhood-based placemaking and arts and cultural activities. The CDP could distribute the funds with guidelines for activities or issue Requests for Proposals for projects and activities and make small awards of up to \$500 for local proposals. The program would seek to make awards in areas spread throughout the city... in different geographic areas and for homeowners as well as renters.

b. Distribute marketing materials focused on arts, culture, trails, and placemaking to businesses.

As described in Recommendation #4 in the Economic Development/Quality of Life Goal, the CDP should distribute concise marketing materials to new and existing businesses that clarify this vision for the city and the value that they can add by participating in a myriad of ways, giving them a list of options and relevant contact information. This should include the following steps as described in that section:

- Create a list of goals for trails, public art, volunteerism, and placemaking for commercial stakeholders.
- Clarify communication practices and permissible branding guidelines.
- Incorporate public art and placemaking materials into the online Economic Development Guide for Dunwoody.

c. Engage young professionals who live and work in Dunwoody.

Currently, patrons of Dunwoody's arts and cultural institutions and events are largely an older population and families despite the substantial number of young professionals who both live and work in Perimeter and other Dunwoody neighborhoods. Many stakeholders reached through the online survey or interviews cited the need to engage this demographic by offering a more diverse range of arts and placemaking events targeted at young professionals, such as beer gardens, art walks, and live music.

“*Dunwoody has a lot of young professionals and 30 somethings without kids, maybe have more adult galas, culture events, etc.*”
– Create Dunwoody survey respondent

The CDP can work with the Dunwoody Perimeter Chamber to establish more arts, culture, and placemaking events that engage the already established young professionals' programs. These could be marketed as an arts and music event series and occur primarily in Perimeter Center on weekdays to ensure it is easily accessible to the business community and younger residents of the multi-family housing located here. The Perimeter Chamber already hosts after-hours mixers for its Young Professionals program and the CDP could coordinate with arts-oriented businesses/organizations or local musicians to co-sponsor select events.

d. Encourage day-time events sponsored by local businesses.

Pop-up events in Perimeter and the other commercial centers of Dunwoody during lunch or other day-time hours can engage professionals working in Dunwoody who might not otherwise stay for after

work events. For example, Food Truck Thursdays, which runs from 5-8pm every Thursday between April and October, has become very popular among residents. Similar events hosted at lunchtime would help activate commercial areas in the city and engage more workers during office hours, reaching a different demographic and offering a platform for local businesses and arts organizations.

3. Create a unified platform for arts, culture, and placemaking on the CDP website.

One of the major tasks of the Partnership will be to establish a unified marketing message for arts and culture in Dunwoody. It is recommended that the CDP create a user-friendly website that prominently shares this message and serves as a clearinghouse of information for arts and cultural organizations, residents, businesses, and visitors. The website would include a consolidated calendar of events, organizational directory, initiatives, funding resources, and more. In addition to creating a stronger overall

message and image for arts and culture in Dunwoody, the website would assist the city's nonprofits with marketing and communications.

4. Work with the Dunwoody Convention and Visitors Bureau to integrate arts and cultural marketing to potential visitors.

The Dunwoody CVB is dedicated to marketing Dunwoody as “a preferred business, convention, and tourism destination,” and is already actively involved in promoting the city's arts and cultural offerings to tourists and potential visitors (Dunwoody CVB website). The City and CDP can coordinate with the CVB to ensure that marketing around arts and culture is distributed to target audiences and explores creative and untapped channels.

5. Establish and nurture strong partnerships with the public, nonprofit, and private sectors.

The common thread among successful non-profit arts councils is the collaborative partnerships they have each formed with their respective municipalities. Gaining recognition from a government agency equips an arts council with greater local and regional representation, which often extends the reach and scope of the council. The CDP should be the designated City arts agency. The City can gradually transfer oversight and responsibilities to the Partnership

such as arts funding allocation and oversight of public art and placemaking programs and policies.

Success also depends on strong partnerships with the private sector. While recognition and funding from the City of Dunwoody is essential, so too is collaboration with the business community. Organizations such as the CVB and the Dunwoody Perimeter Chamber of Commerce can assume select responsibilities and support increased collaboration and communication between the arts and business communities. The CVB's mission to support the visitor economy and the City's economic development goals, for example, would align with key Partnership objectives of strengthening ties to the business community and enhancing placemaking and public space experiences throughout the city. The CVB could aid the CDP in broad, arts-oriented marketing efforts, utilizing Hotel Motel Tax revenue for this purpose.

The CDP can also forge strong relationships with other nonprofits. Arts and cultural organizations will sit on the Partnership's board of directors and the strategies and goals of the CDP will reflect the overall goals of area nonprofits. Increasing visibility of local nonprofits and supporting the organizations' mission and programs will be a key objective of the CDP.

a. Increase the level of public support for arts, culture, and placemaking.

In order for the Partnership to succeed, it will require greater public support than the City currently provides towards arts and culture, especially in the first few years of the organization's development. Funding is certainly one way in which the City of Dunwoody could provide support, from offering seed money for the formation of the CDP to contributing matching funds towards events hosted by nonprofits. The City can also continue to offer in-kind resources towards arts and cultural events, such as waiving facility fees or providing police officers for major events.

Beyond funding, increasing levels of public support will also require the City to serve as a more active partner with the arts and

culture community, specifically via the CDP. By communicating openly, setting clear expectations, and voicing support for the arts and cultural community in Dunwoody, the City can ensure that it is acting as a critical partner.

b. Identify varied sponsorship opportunities.

The CDP should work to develop relationships with area businesses and pursue sponsorship opportunities, as well as connecting potential sponsors to its member organizations. Sponsors can be listed prominently on the CDP website as well as on event or public art signage when appropriate. The CDP might even consider having sponsors denoted in the name of events or initiatives to clearly show their high level of support.

c. Offer volunteer opportunities for all stakeholders.

The CDP should utilize volunteers for a variety of purposes – administrative, marketing, events staffing, etc. – to expand its capacity and engage stakeholders in its work.

6. Develop and utilize metrics for evaluating progress.

How will Dunwoody measure the success of the Partnership and justify continued support from all sectors of the community? Developing metrics will be an effective way to capture how well the Partnership is able to unite the community around arts, culture, and placemaking initiatives. If the City is able to commit to three years of funding of seed funding, the City Council and CDP can work together to develop metrics that can help the CDP set annual goals and to demonstrate how the Partnership adds value to the city and arts and culture.

Suggested categories for metrics:

- **Increasing business participation in arts and culture**
 - » Establish baseline metric: how many businesses currently contribute to arts, culture, and/or placemaking?
 - » Set goals based on baseline metric.
 - » Evaluate total number of new businesses that have been engaged in arts, culture, and/or placemaking in Dunwoody since baseline metric was established.

- General fundraising progress
 - » Establish fundraising goal at the beginning of each year.
 - » Assess fundraising progress at the end of each year.
- **Increased levels of arts and culture-related activities and events**
 - » Establish baseline metric: how many arts and culture events does Dunwoody currently host?
 - » Set goals based on baseline metric.
 - » Evaluate number of new events and audience reached at the end of each year.
- **Conduct annual survey of residents and businesses**
 - » Launch an annual survey around arts and culture that gauges participation, level of satisfaction with current offerings, and wishes for the future. Assessing responses year-over-year will allow the CDP a sense of how they are doing and what are key areas for improvement.

SECTION 3-2: PUBLIC ART

GOAL:

Enliven the public realm with more visual art installations and performance art pieces, ranging from temporary exhibits to a permanent City-owned collection, that inspire and engage passers-by and are reflective of the character of the city.

OVERVIEW OF PUBLIC ART

Public art should enrich public life. Beyond adornment, public art has the power to spur creativity, bolster sense of place, give expression to the community, honor historical figures and events, and create a more active public realm. It can cause us to stop and think, lighten our mood, offer us a place to sit, compel us to take a photo, serve as a landmark, and much more.

There are diverse reasons why stakeholders in the Create Dunwoody planning process cite the need for more public art. Many spoke about the need for the injection of creative expression to better affirm sense of place and supplement elemental infrastructure throughout areas of Dunwoody. They described public art as “feel good stuff” that is tangible and visual, with implications on quality of life for those who visit these locations. Some people mentioned that public art would enhance walkability and encourage greater exploration throughout the city. Many cited the desire to have interactive art, for adults and children alike, that could be touched and climbed on rather than simply looked at. Still others were simply excited about the prospect of diversifying the public art inventory in the city beyond just monuments. The recommendations that follow stem from community input and are meant to support the following goal for public art in Dunwoody.



Public art can include anything from sculpture to functional art such as benches, trash barrels or even crosswalk designs. The city-wide trail markings, such as this one at North Shallowford Road and Dunwoody Park shown above could be re-imagined as public art. Themes appropriate to nature could be employed such as the crosswalk example below. Source: sbfoundation.org



“ Art ‘themes’ can encourage education and community awareness. Art promotes the natural inclination to express logic and emotion. Free expression promotes our democracy. There are countries in the world that do not allow this. Art is a reminder of free will. It makes us more humble, therefore, appreciative of where we live.
– Create Dunwoody survey respondent

Public Art Recommendations

1. Create a Public Art Committee.
2. Develop clear guidelines and policies for the selection and placement of public art.
3. Develop a public art map with current locations and suggested priority locations for future public art in the city.
4. Earmark consistent funding for public art.
5. Pilot new public art initiatives that are reflective of Dunwoody.

1. Create a Public Art Committee.

In order for Dunwoody to significantly expand its public art offerings, it is recommended that the newly-formed Create Dunwoody Partnership and the City work together to form a Public Art Committee. The Committee would be charged with overseeing the public art selection process based on a set of criteria, which are outlined in greater detail in Recommendation #2.

The Committee should include 5-9 active members, with the chair of the committee and 1-2 other members also serving on the CDP. Members should have demonstrated interest and experience in the visual arts, architecture, landscape architecture, art history, urban planning, or other design-related fields, with a commitment to civic improvement. The Committee might also include permanent seats for relevant City staff, such as the Director of the Parks and Recreation or Public Works Divisions. Additionally, the composition of the membership should reflect the ethnic and cultural diversity in Dunwoody as much as possible. Committee members would serve three-year terms, with the ability to serve two consecutive terms (and a partial term if applicable), being eligible for reconsideration for further terms after one-year away from the Committee.

What the composition of the Public Art Committee might look like...

- 7 members
 - » 3 from CDP (which would include the Chair of the Committee)
 - » 1 visual artist
 - » 1 performing artist
 - » 1 architect, landscape architect, or urban planner
 - » 1 business person

Timeline: Establish Public Art Committee within 6 months of CDP founding (1 year from release of Plan)

2. Develop clear guidelines and policies for the selection and placement of public art.

The desire for more public art is frequently tempered with concerns about siting and ensuring that artwork is contextually appropriate. By establishing guidelines for the selection and placement of public art, the City of Dunwoody can curtail these concerns and offer the recommended Public Art Committee an official policy document that can guide in decision-making.

a. Establish a definition of public art and its statement of purpose specific to the Dunwoody community.

When creating policies related to public art, it is important to establish a municipal definition of public art and its stated purpose in Dunwoody. Many communities opt to include this at the beginning of their public art plan or other public art policy documents. Doing so will help Dunwoody distill the significance of a public art program to the community and what it intends to accomplish.

Typically, communities will also distinguish between different types of public art, with most choosing to align along these three categories: site-specific, community-based, or temporary. If desired, Dunwoody can create alternate policies for addressing each of the different types of public artwork.

In Portland, Maine's *Public Art Guidelines* document, the City distinguishes public art as either:

- i. Art Works of Remembrance
- ii. Expressive Art Works
- iii. Functional Art Works
- iv. Community Art Works

The works commissioned by the Public Art Committee are placed in public buildings, in public outdoor spaces, and in parks and open space.



The Circle of Life public art piece was commissioned by the Portland, ME Public Art Commission and is located in Deering Oaks Park. It is both a community art work and a functional art work, serving as a place of beauty



and a water destination for neighborhood residents.

Source: publicartportland.org

b. Institute guidelines that inform the location of public artwork within Dunwoody.

During the Create Dunwoody planning process, stakeholders offered input on key locations throughout the city where they would like to see more art installations and performances, including Perimeter Center, Brook Run Park, Dunwoody Village, and beyond. By establishing guidelines that better characterize ideal locations for public artwork, Dunwoody can formalize decision-making around selected locations for public art around the city. The Project for Public Spaces (PPS), a noted public realm and placemaking nonprofit, notes that public art should be equitably distributed throughout the city and in such a way as to activate public spaces.

Dunwoody might consider building on the following list of considerations for placement of public art:

- Places with high volume of pedestrians and cyclists, including along trails
- Highly visible locations that can be easily accessed by the public
- In locations earmarked for placemaking
- Known gathering places or areas intended for congregation

The City of Lancaster, Pennsylvania has published the following guidelines regarding the placement of artwork:

“Placement of Artwork, need to consider:

1. Visibility and civic prominence
2. Accessibility to proposed artwork for all individuals, including facility users, surrounding community members and those with special needs
3. Public safety and liability issues
4. Vehicular and pedestrian traffic patterns
5. Relationship to architectural and natural features, landscape design, environmental impact and concerns, and future plans for the area
6. Social context and other uses of the artwork or space
7. Existing artwork or any visual impediments within the proposed site vicinity”



Silent Symphony was commissioned by the Lancaster Public Art commission for the Amtrak Train Station. This kinetic sculpture has become a destination and it changes with the wind and time of day. Source: Lancasterpublicart.org

- Locations with limited public safety risks and liability issues
- Enhance the overall public realm and pedestrian experience
- Create landmarks and city-wide or community gateways
- Restrict damage to new infrastructure and high-quality construction materials

The public art location map would be coordinated with any placemaking maps created for the City and the CDP.

c. Provide developers and property owners a list or recommended considerations for placement of artwork on a given site.

The placement of public art on a site is significant and should be given the proper attention. It is recommended that a list of considerations be made available to developers and property owners when considering the placement of publicly-accessible artwork on a specific site. The Public Art Committee should also be available to help the property owner determine ideal site locations for installations.

3. Develop a public art map with current locations and suggested priority locations for future public art in the city.

The 2017 Connecting Dunwoody Placemaking Plan and feedback collected through this planning process offer a good starting point for identifying priority locations for public art within Dunwoody. In addition to enlivening civic space, public art can assist in emphasizing connections between parks, neighborhoods, businesses, and other key locations and encouraging exploration of trails and areas throughout the city. The map in Fig. 28 offers generalized locations for locating public art and selected comments from the online survey and other outreach.

a. Inventory existing public artwork throughout Dunwoody, including monuments and art located on private property that can be accessed by the public.

Collected information should include a photo of the artwork, artist, year installed, necessary access notes, and any descriptive information about the work from the artist.

b. Identify optimal locations for public art within Dunwoody.

Begin by using the 2017 Connecting Dunwoody Placemaking Plan and feedback collected through this planning process to zero in on key locations for public art. These locations should generally meet the criteria outlined for siting public artwork in Recommendation 2b. Work with the appropriate City Departments or external partners to then identify precise siting locations. For example, the Director of Parks and Recreation will be a necessary partner to identify potential locations within Brook Run Park. Dunwoody might even consider enabling a tool similar to SeeClickFix, which currently allows community members to report non-emergency issues in the city to the Department of Public Works, but for suggested public art locations.

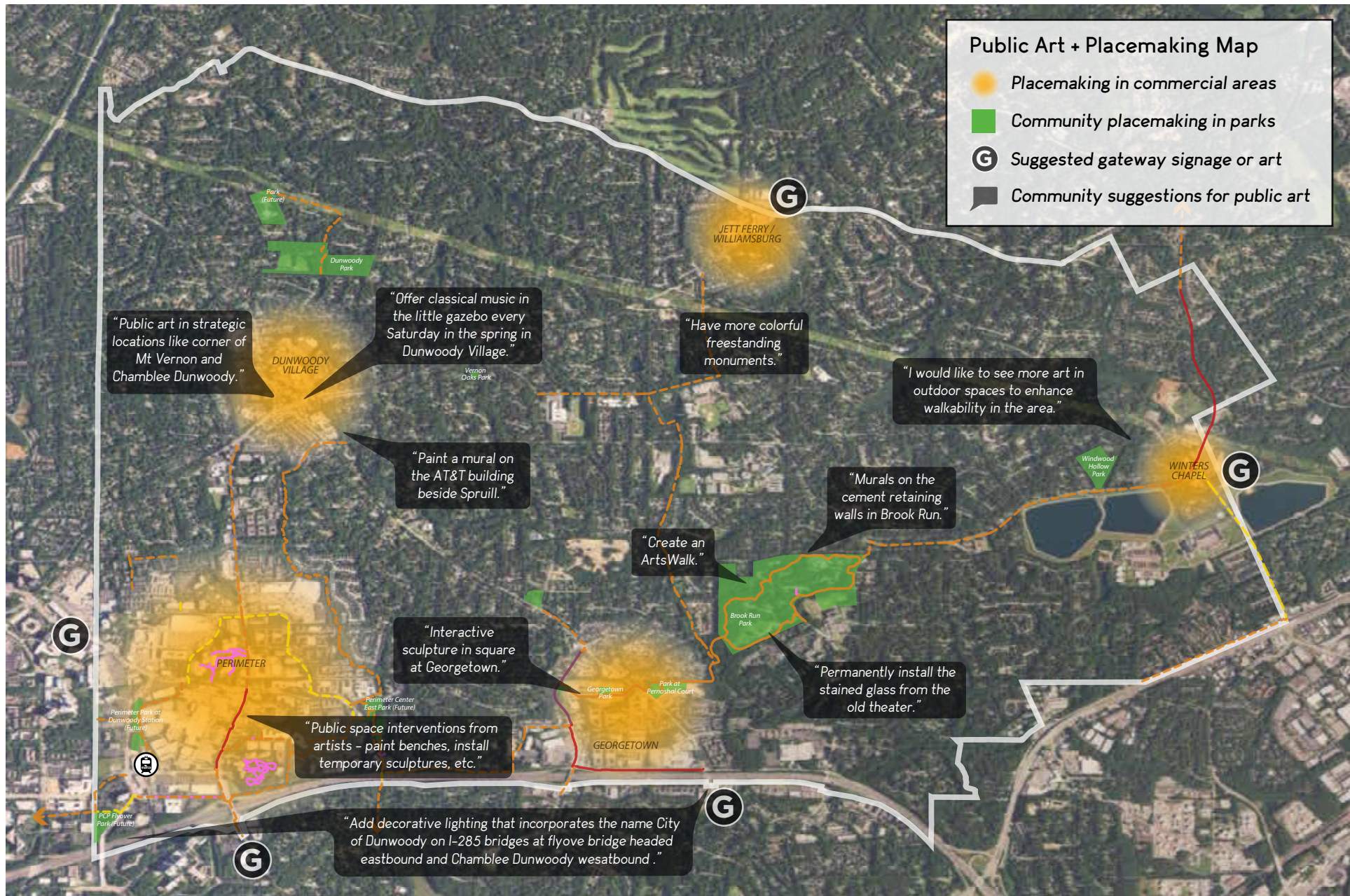


Fig. 28. This map offers general suggestions for public art focus areas. A public art placement map can offer a useful framework for City public art initiatives and also guide efforts to support public art placement on private property.

c. Distribute printed public art maps and maintain an updated interactive map online to highlight Dunwoody's publicly-accessible art locations.

Work with the Dunwoody Convention and Visitors Bureau (DCVB) to develop and distribute public art maps that can be updated annually. The CDP can also work to develop and maintain an interactive public art map hosted on its website

with the assistance of the Department of Information Technology. The City could opt to include the public art map as a layer under "Places/Points of Interest" on the SmartMap on the municipal website. The DCVB should also consider developing a public art walking tour in collaboration with the CDP.

4. Earmark consistent funding for public art.

A steady funding stream will ensure that the public art initiative in Dunwoody grows over time, with additional (or replacement) artwork installed on a consistent basis and maintenance occurring as needed. The CDP will be charged with overseeing this initiative and will work with the City to clarify funding responsibilities, as well as securing external funding or in-kind donations from private partners and grant programs.

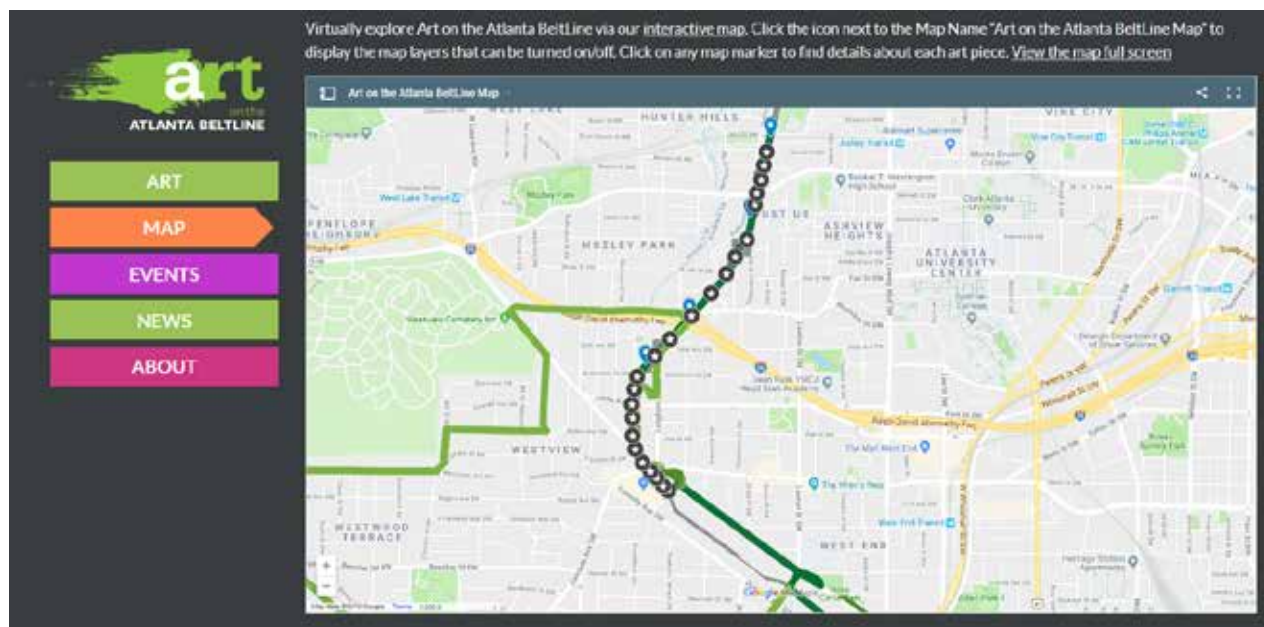


Fig. 29. The Atlanta BeltLine offers a good local example of an online interactive map for its Art on the Atlanta BeltLine program. Users can click on public art locations for photos of the work, the artist, year installed, and a short descriptive blurb. Source: atlantabeltline.org

a. Consider developing a Percent for Art contribution program or alternative mechanism of stable funding for public art.

Many municipalities have begun implementing a Percent for Art policy that guarantees a certain percentage of the annual operating budget or private development exactions towards art. It is unclear if the State of Georgia currently allows such financial contribution exactions for art (see OCGA 36-71-1); however, some municipalities in the state have opted for a similar program on a suggested, yet voluntary, basis. Dunwoody should consider setting up such a program that would request an amount equal to 1 percent (or another amount) of total development costs be used for incorporating public art on-site. The CDP could create marketing



Fig. 30. The Suwanee Developer's Guide to Public Art is an easy-to-read guide that simplifies the public art process and encourages developers to participate in meaningful ways. Source: suwanee.com/explore-suwanee/public-art

The City of Suwanee, GA established a hybrid Public Art Developer Program about ten years ago. The City **requests** that developers provide public art onsite (voluntary) in an amount that equals 1% of their project cost. Developers are **required** to attend at least one meeting with the Public Arts Commission as part of the development process, at which time the Commission teaches them about the program and reasons to participate. The City also offers art expertise and assistance with the process to make it relatively straightforward and unencumbering, which has been enough to ensure that approximately 90% of developers opt in to the program.

materials around this initiative and developers might be required to attend a CDP meeting prior development approval (see Suwanee example to the left).

b. Assess capacity to provide matching funds for arts and placemaking grants.

The ability of the City or future CDP to provide a set amount each year to match grants-funded projects would assist Dunwoody non-profits in securing additional funding.

c. Determine who is charged with maintaining artwork and associated costs after installation.

As with any infrastructure investment, it is important to ensure that public art is well-maintained given its exposure to the elements. By determining responsibility for care and estimated costs up front, a plan for maintenance can be created prior to installation.

5. Pilot new public art initiatives that are reflective of Dunwoody.

Throughout the Create Dunwoody planning process, residents and other stakeholders offered thoughtful suggestions on public art initiatives that could be launched in Dunwoody. In some cases, these are based on similar programs in nearby locations, but could be made unique to Dunwoody based on community engagement and public art reflective of its surroundings. While the below are recommendations informed by community input, there are endless options for public art initiatives and the City and the CDP should entertain organic ideas that come from local institutions and residents.

a. Identify and engage key partners for the public art initiative.

Many of the arts and cultural organizations in Dunwoody have already been active in thinking about ways to integrate public art into the city. Continue to engage with these organizations and brainstorm opportunities for collaboration with additional partners.

i. Team with Spruill Center for the Arts to create a Public Art Plan

In its strategic plan, Spruill identifies the need for a Public Art Plan in Dunwoody and willingness to contribute funding towards this project.

b. Launch a biennial sculpture event in Brook Run Park.

Many residents expressed interest in incorporating sculptures at Brook Run Park. Once established, the CDP and City of Dunwoody could consider launching a program featuring temporary sculpture on loan to the city by the artists for display in Brook Run Park or on the connecting trails. This program could be run under the auspices of a recommended ArtsWalk. ArtAround Roswell offers a good local example for how the City and CDP might establish and run such a program. Particularly popular sculptures could be considered for purchase by the City at the end of the exhibit period.

c. Enable community-based artwork in neighborhoods throughout Dunwoody.

Within its public art policy guidelines (described in Recommendation #2), the City could outline processes for development of community-based artwork in neighborhood centers or other appropriate locations. Similar to placemaking (Recommendation #5), a small amount of seed funding could be reserved for these projects instituted and led by local community members.

In Portland, ME, a portion of the Public Art Committee's budget is allocated for Community Art Works. "Community Art Works grants are available to applicants that include a neighborhood-based not-for-profit partner which is able to legally and responsibly utilize grant funds. Such entities could include a local arts organization; neighborhood association; community center; community service group; or similar organization. The organization must work in conjunction with a visual arts professional or group of visual arts professionals to create public art that is in compliance with the City's Public Art Program Ordinance and the Portland Public Art Committee Guidelines. The Community Art Works funding may be used for artist fees; administrative costs; supplies and materials; technical requirements and rentals; and travel, housing and hospitality for artists."

"Artwork that is to be added to the collection should be created in active response to the character and history of the site and reflect the creative exchange between visual arts professionals and the community." – Portland, ME example

d. Provide opportunities for local artists and organizations to decorate necessary street furniture and infrastructure.

Many places have begun integrating artwork into functional street furniture and infrastructure. As Dunwoody continues to develop its parks and trails network, there is an opportunity to work in conjunction with Parks and Recreation as well as Public Works to allow local artists to customize these.

The Mural Bike Rack Program in Atlanta run by the Mayor's Office of Cultural Affairs Public Art Services offers a good example for how placemaking and public art can bring attention to biking transportation and biking infrastructure. In this project, 18 local artists were invited to design and paint locally crafted bike-shaped racks.



The Mural Bike Rack Program in Atlanta includes this bike rack painted by Artist Terri Dilling located in Inman Park.

Source: ocaatlanta.com/?programs=public-art



SECTION 3-3: PLACEMAKING

GOAL:

Bolster placemaking initiatives in the public realm to enrich the cultural offerings of the city, celebrate local community, and assert sense of place.

From Connecting Dunwoody: A Placemaking Plan:

“Placemaking is a hands-on approach for improving communities by collaboratively reinventing public spaces and better connecting people and places to build stronger, more cohesive communities. It’s a creative process that relies on community-based participation to create ways to better use a community’s resources and connect them with its people and history.”

OVERVIEW OF PLACEMAKING

Placemaking is a multi-faceted approach to planning for public spaces, downtowns and neighborhoods that puts people and their knowledge and connection to their environment first. The goal in placemaking is to create spaces for the community to gather, exchange ideas, and enjoy natural and urban beauty. Placemaking has been shown to positively affect economic development and investment and to be transformative in how people think about their cities and communities. In Dunwoody, placemaking can foster unique spaces and activities that are reflective of the community and that are authentic to the history, environment, needs and aspirations of all.

Placemaking is a key element of this Arts & Culture Master Plan because residents surveyed during this planning process overwhelmingly requested more events, public spaces, trails, and activities throughout the city and in their neighborhoods. Some felt that incorporating such placemaking elements would better assert a sense of place that was unique to Dunwoody, especially in and around Perimeter Center. The City’s Connect Dunwoody Placemaking Plan lays out the three phases to enhance and activate public spaces and trail connections in Perimeter. Following the release of this plan in 2017, the City, Dunwoody Convention and Visitors Bureau (DCVB), Dunwoody Perimeter Chamber, and Northside Hospital hosted a Shape Dunwoody

breakfast series to continue the conversation. The series brought in guest speakers and engaged City officials and business owners on best practices for bringing placemaking plans to fruition. In addition, some major businesses are interested in more trails and opportunities for employees to get exercise during lunchbreaks and experience public art.

Surveys indicate that visitors and residents want similar things...unique experiences, city-wide events, and more park amenities, pathways, and trails. Creating a consistent framework for placemaking activities and events could streamline the decision-making and funding processes for enriching the public realm. In addition, residents expressed interest in smaller placemaking initiatives attuned to the needs and desires of the unique residential neighborhoods and commercial areas.



The Shape Dunwoody Breakfast series brought in guest speakers and engaged City officials and business owners on best practices for placemaking.

Recommendations

1. Implement the Connect Dunwoody Placemaking Plan.
2. Pinpoint transformative placemaking locations throughout the city.
3. Establish clear guidelines for placemaking throughout the city.
4. Encourage private sector and non-profit involvement in creative placemaking initiatives.
5. Exhibit active City commitment to placemaking initiatives.



The Oval is a summer pop-up park in Philadelphia, PA. The 8 acres of space is located on the Philadelphia parkway, just in front of the Philadelphia Museum of Art.

Source: VisitPhilly.com

1. Implement the Connect Dunwoody Placemaking Plan.

The 2017 *Connecting Dunwoody: A Placemaking Plan* provides exciting recommendations for major open space enhancements and improved connectivity in and around Perimeter over the course of many years. The City began collecting the increased Hotel Motel Tax in January 2018. Planning for Phase projects is on-going with design of Perimeter Center East park and the two phases of the Ashford Dunwoody Trails occurring first. Decision on bonding this revenue will be made during the 2019 Budget discussions later in 2018. Implementation of the Placemaking Plan can be used to test other recommendations in this Arts & Culture Master Plan to understand how collaborations and new relationships can move things forward. Ensuring that momentum continues for this effort will assist in propagating additional placemaking activities and public space improvements.

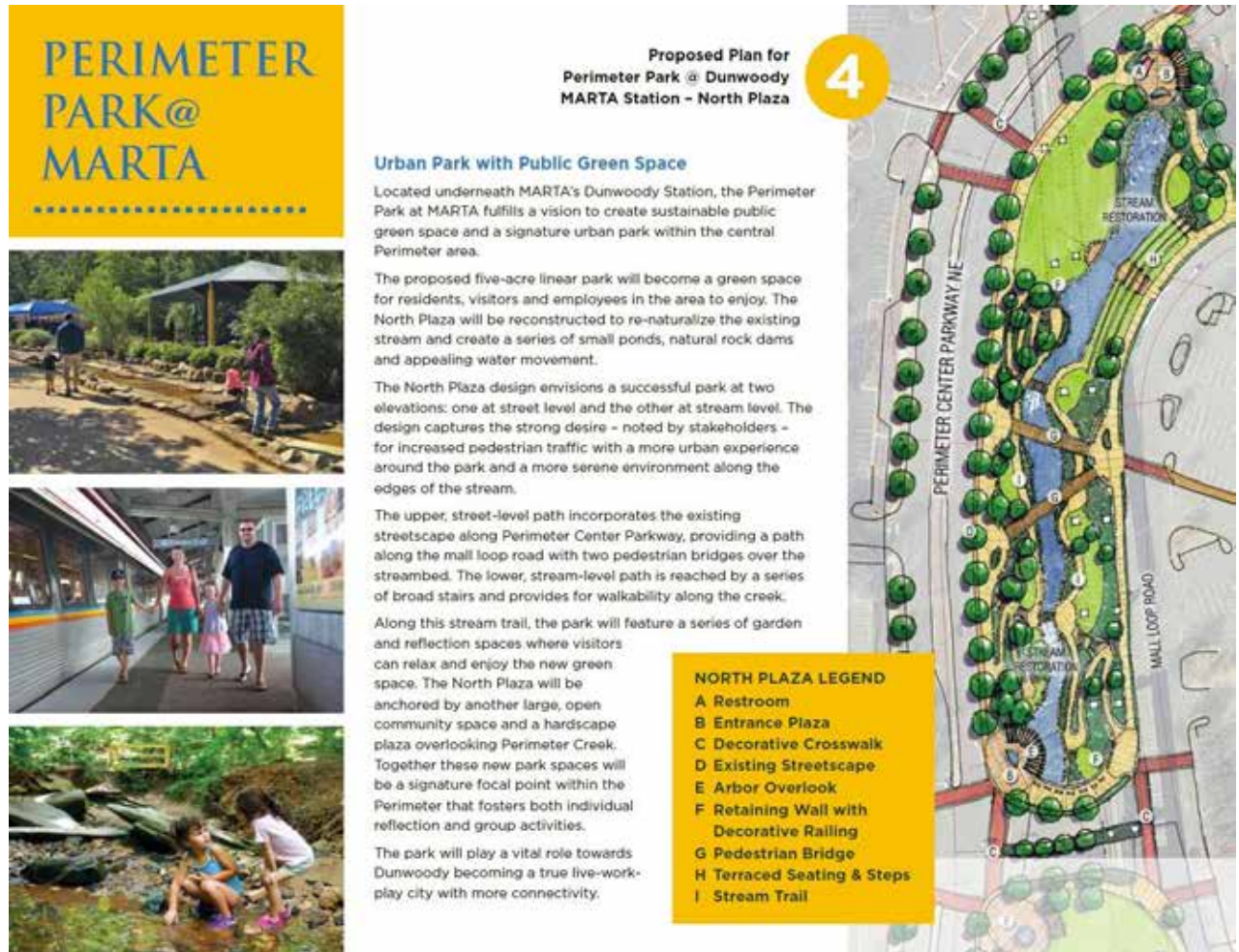


Fig. 30. The proposed Perimeter Park at the MARTA station is one of several public space enhancements suggested as part of Phase 1 in the *Connecting Dunwoody: A Placemaking Plan*. Source: City of Dunwoody.

2. Pinpoint transformative placemaking locations throughout the city.

The *Connecting Dunwoody: A Placemaking Plan* identifies placemaking locations in Perimeter. A map of the larger city and potential placemaking locations would be useful in supporting broader efforts to celebrate local neighborhood gathering spots everywhere from Dunwoody Village to Winters Chapel to Georgetown. During this planning process, stakeholders shared their thoughts on locations where they would like to see more concerts, programming, and other activities occur. The map in Fig. 31 is a starting point for discussions and should be further refined to pinpoint locations that could feasibly accommodate placemaking events with impactful results. Considerations should include site characteristics, vehicular and pedestrian access, community served, prospective partners, scheduling, and potential conflicts.

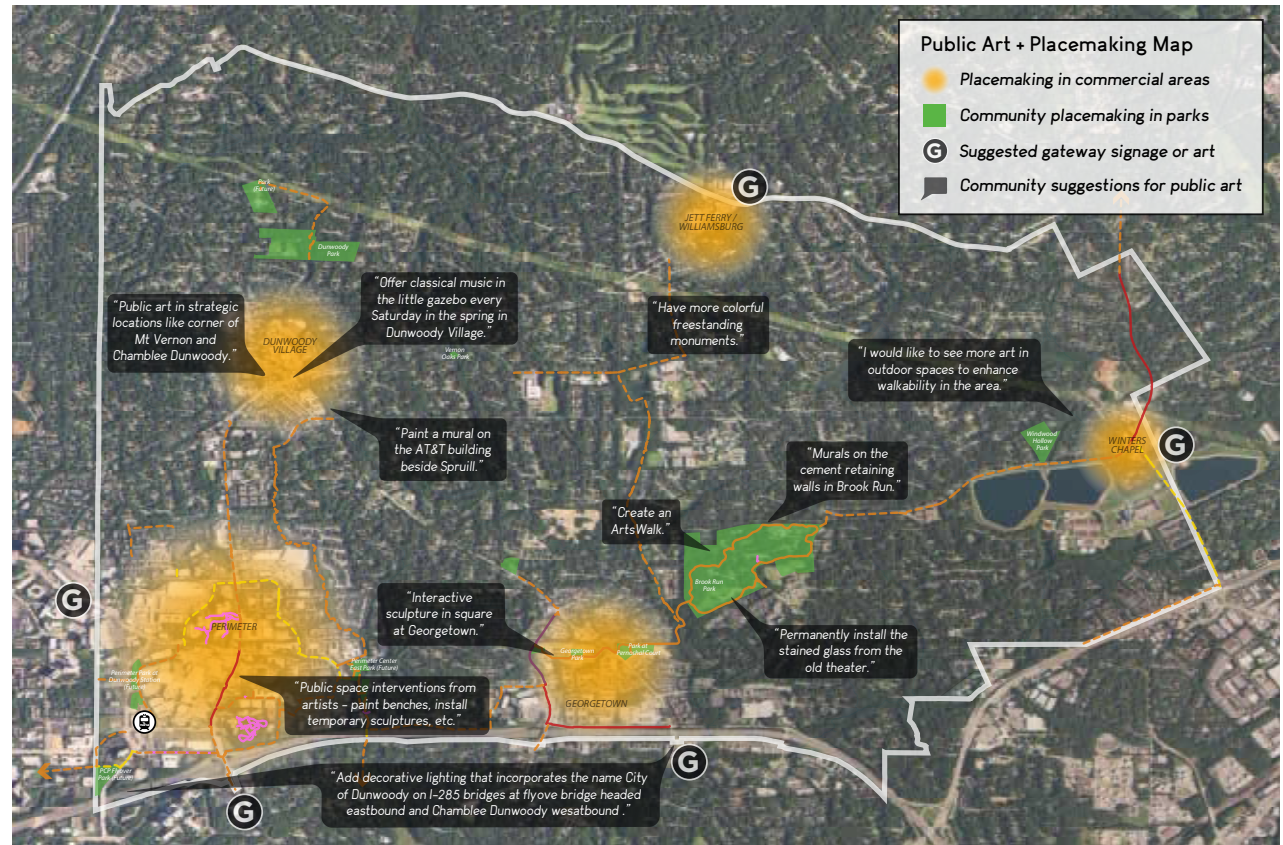


Fig. 31. This placemaking location map can be the starting point for creating a placemaking framework that can be utilized by the Create Dunwoody Partnership and the City to collaborate with placemaking partners and large property owners and businesses to create a robust program of placemaking for residents, businesses/workers, and visitors.

a. Categorize placemaking locations based on scale and local context.

Dunwoody has been described as “two cities.” The range of scales and potential placemaking audiences is broad. The city has Perimeter Center which hosts the majority of daytime workers and visitors but also enjoys the small-scale residential neighborhoods that have local public parks and recreation spaces. Events range from nonprofit programs at Brook Run Park to the 4th of July Parade, which is the largest in the state with an estimated attendance of 35,000 plus 1,500 parade participants in 2018.

Residents want more concerts, free events, and a range of diverse offerings throughout the city. Visitors express a desire for many of the same things including unique dining and cultural experiences. Each type of space should have general guidelines that outlines expectations for the types and scale of spaces, events, and activities. Procedures and strategies for each category can help attract partners as well as be useful in setting goals and moving forward. Table 2 illustrates how placemaking spaces could be categorized.

Location	Context	Placemaking Opportunities
Perimeter	High visibility, high-traffic areas in Perimeter Center. These spaces are adjacent to existing businesses and in office parks, sit within transit corridors and at major city gateways.	Consider larger-scale/higher impact events and activities. Use placemaking to increase visibility of city and stature of arts and culture for business/visitor/regional audience. Create city-wide interest and support spaces and hosted activities and programs as important to bringing the entire city together.
Brook Run Park	Large-scale open spaces with ample parking and visitor infrastructure.	Already a popular location for concerts, races, and other events and activities – residents are interested in more activities here. Can accommodate a diverse range of programming and presents opportunities for public art, including large-scale sculptures.
Trails and Pathways	Some of these may be existing sidewalks, other trails and pathways may be informal existing paths or potential connectors on privately-owned land.	Encourage private participation and contributions to a network of connections. Create a public use agreement to streamline the use of private pathways and spaces within an overall trails and connectivity plan and address liability issues regarding the use of private land for public access. Create design standards and signage guidelines.
Neighborhood	Hyper-local spaces, including parks and open spaces, that are surrounded by residential and neighborhood commercial and reflect the character of the particular neighborhood.	Match guidelines with neighborhood character. Some areas could focus on family-oriented activities while others may be more suitable for events for young professionals or empty nesters. Set general guidelines for use such as suggesting daytime and early evening events with 8pm finish (to address noise and traffic concerns primarily residential areas) in family residential areas.

Table 2: Placemaking Space Categories

Circulate San Diego, a non-profit focused on mobility choices and vibrant, healthy neighborhoods, found that applicants for placemaking projects faced a series of hurdles bringing projects to fruition. As many placemaking projects derive from grassroots community efforts, high fees and long turnaround times for processing permits were serious barriers to participation. The final report recommended that the City of San Diego:

1. Create a new, user friendly permit process to enable and encourage community-led projects.
2. Pilot desired projects to determine if process is accessible to all.
3. Experiment with and formalize a partnership with local artists and integrate into the existing community planning process.
4. Partner with a local arts organization or organizations to serve as a conduit for effective community engagement.

A Place for Placemaking in San Diego –

Circulate San Diego

3. Establish clear guidelines for placemaking throughout the city.

Dunwoody should consider adopting placemaking guidelines that would facilitate a more diverse range of public realm activities and simplify the process for a variety of applicants. This could involve specific changes to the Municipal Code as well as creating a menu of options so interested parties clearly understand potential avenues to participate and necessary steps to do so.

a. Introduce and define “placemaking” in Dunwoody Municipal Code.

By adding placemaking to the Dunwoody Municipal Code, the City can tailor processes towards such initiatives beyond what currently exists.

b. Create a menu of activities and events for consideration.

There have been many suggestions for activities and events and creating a menu of suggestions can help with sponsor recruitment as well and finding leaders and organizers at the local level. In the course of this planning process activities have been mentioned that include storytelling hour at a neighborhood park, outdoor movies, treasure hunts, concerts, and more.

c. Streamline permitting process and consider alternate fee structure.

Fees could also be lessened or waived for smaller-scale placemaking initiatives, in the same manner as Dunwoody does for block parties.

Current costs associated with permit fees for special events that are outside of City parks are as follows:

- Special Event Application Fee: \$50
- Small event permit fee (up to 400 people): \$300
- Medium event permit fee (400-800 people): \$425
- Large event permit fee (801 – 1200 people): \$550

Fees are waived for Dunwoody 501c(3) organizations

Link to Events in Public Spaces in Dunwoody Municipal Code:

https://library.municode.com/ga/dunwoody/codes/code_of_ordinances?nodeId=PTIICOOR_CH26STSIOTPUPL_ARTVIIIIVPUPL_DIV2PE

“ ”

“Encourage artistic events where community members can participate without having to be professional or jurored.”

-Create Dunwoody survey respondent

4. Encourage private sector and non-profit involvement in creative placemaking initiatives.

Placemaking encompasses public spaces, trails, and those activities and events that bring the public realm to life. No one entity can provide everything the city needs for placemaking. While the City of Dunwoody can provide much of the public spaces, parks, trails, and street furniture that is the infrastructure of placemaking, the events, public art, and programs that enliven spaces and bring a city to life can come from a variety of sources including nonprofits, businesses, schools, and the public sector.

a. Coordinate with PCID to identify near-term pilot initiatives with select businesses in Perimeter.

PCID is focused on transportation initiatives in the Perimeter Center and public art, trails, and better connectivity all fall within its purview. PCID leadership should be included in initiatives such as the recommended Create Dunwoody Partnership, and coordination of the organization’s work plan with larger issues

of arts, culture, and placemaking can help to make businesses aware of arts and cultural efforts and align projects for maximum impact.

b. Support partnerships in placemaking among public, private, and nonprofit stakeholders.

Partnerships and collaboration can ensure that the varied and necessary elements of placemaking in the city are coordinated and represent a full range of offerings and of course a vibrant city with active spaces supports businesses. Restaurants and independent businesses can host adjacent placemaking activities, major corporations can sponsor city-wide events and contribute to placemaking on their properties and major public spaces, and city cultural organizations can provide the programming and expertise to bring these programs and events to life. A framework can be created that encourages communities in the city to give input to and shape local events.

The creation of a shared organization such as the CDP can support the exploration of new collaborations both between cultural nonprofits and between nonprofits and businesses.

Themed Funding

Across the country, health care foundations and insurance companies are committing resources to improving public health, providing outdoor exercise and healthy living choices, and supporting overall community wellness. In addition, many major corporations have a focus on employee health and wellness that includes exercise programs, and other strategies to reduce employee sick days and health insurance costs and improve employee morale and mental health.

As one example, the Blue Cross Blue Shield Association is active across the country in supporting public health. *“Through charitable grant making, the Blue Cross and Blue Shield of Georgia Foundation LLC, an independent licensee of the Blue Cross and Blue Shield Association, promotes Blue Cross and Blue Shield of Georgia’s inherent commitment to enhance the health and well-being of individuals and families in communities that the company serves.”* The Foundation’s Georgia initiatives include “Triple Play” which encourages healthy eating and exercise for children. This is just one example of how developing themes throughout Dunwoody for trails and open spaces can bring together similar interests to create

powerful programs and attract funding. These themes might create sub-categories in the city, such as Fit Dunwoody!

c. Integrate placemaking requirements in new commercial development.

When development and redevelopment opportunities are present in the city, placemaking can be incorporated into permitting requirements to ensure that projects contribute to an enlivened public realm.

These requirements could include, depending on the location and use:

- Public space/open space requirements including street furniture, functional art, and signage.
- Public access trails and pathways.
- Public art fund contribution.
- Programming funding.

“Reflect the diverse community by reaching out to communities to involve them in planning events.”

-Create Dunwoody survey respondent

5. Exhibit active City commitment to placemaking initiatives.

Placemaking initiatives require funding and a clear framework for permitting. The City of Dunwoody can support an active public realm by encouraging active involvement from neighborhoods and by allocating funding for activities.

a. Allocate public funding and other City resources to support placemaking.

The Hotel Motel Tax

The Hotel Motel Tax will support placemaking and trails within the Perimeter and these revenues can fund the Phase 1 improvements in the Connect Dunwoody Placemaking Plan. The Hotel Motel Tax, approved in late 2017, is expected to raise approximately \$2 million annually. These funds will go toward funding trails and green space in Perimeter Center and will also cover the costs to market and brand trails and public spaces to visitors. While this tax and its uses are meant to increase tourism, the enhancement to trails and spaces and increased placemaking will benefit all Dunwoody residents and workers.

Neighborhood Placemaking Grants

There is interest in empowering communities in the city to determine what local events and programs they wish to have in their neighborhoods and green spaces. One mechanism to accomplish this would be to create a Neighborhood Placemaking Grant Program that could be administered through the CDP. The program would provide small grants up to \$500 or so for neighborhood events such as storytelling hours, family movie nights, music in the park, etc. These local placemaking grants would ensure that a diverse range of neighborhoods in the city have a voice in placemaking events and programs that reflect their unique character and cultures. The City might consider supplying a few hundred dollars in funding or matching money raised by the organization selected to administer such grants.

Create more small scale, ‘on your own’ offerings of interest. Greater variety from the festivals that are more commonplace here.

-Stakeholder comment during an interview

Embed cultural heritage of the specific neighborhoods into public art and events.

-Create Dunwoody survey respondent

b. Create an overall placemaking brand and messaging for the city.

Placemaking provides an opportunity for the city and arts and culture advocates to develop an overall brand for the City that fills a void created by the lack of a traditional downtown. Many stakeholders believe that while they love the neighborhoods and distinct character of the commercial areas of the city, the lack of a traditional downtown with public gathering space makes it difficult to develop a strong identity for Dunwoody.

This Plan treats the network of spaces,

Other Community Micro-Grant Programs:

- Pittsburgh, PA - The Sprout Fund in Pittsburgh area (now sunsetted) allocated up to \$1,000 for community innovation projects to encourage active community involvement and improvements to public space.
- Cleveland, OH - Neighborhood Connections in Cleveland awards biannual grants between \$500-5,000 for placemaking initiatives.
- Athens, GA - Arts in Communities provides \$1,500 grants for local projects. See: <http://wuga.org/post/2018-arts-communities-grants#stream/0>

trails, organizations, and placemaking opportunities as a strong identity for the city and branding this can be a powerful step toward creating greater visibility for arts and culture and for the high quality of life found in Dunwoody. This branding would celebrate the city as a network of spaces and trails and treat the exploration of neighborhoods and cultural assets as a treasure hunt, revealing unique features and amenities as a part of the journey.

The City might also identify locations for gateway signage that announce you are entering Dunwoody with a unified marketing message. For example, these signs could say, “You’re in Dunwoody. Everything will be OK,” evoking the prominent mural located outside the Spruill Gallery. As many stakeholders noted that the city/county boundaries are indiscernible, particularly in Perimeter, the City could utilize creative signage, murals, and other means to create identifiable gateways at choice locations (Fig. 31).

Place-Maker Program

For other projects and activities both in the Perimeter and throughout the city, an Adopt-a-Space (or Place-Maker) Program could be an extension of the City’s “Adopt-a-Spot” project and

would allow local businesses to contribute funds to support maintenance, signage, and programs in public space and on trails. While the “Adopt-a-Spot” Program focuses on roadways, City rights-of-way, medians, etc., and is overseen by the Department of Public Works, the Adopt-a-Space Program would involve Parks and Recreation and a newly-formed CDP. The focus would be on funding for space improvements, programming, and maintenance in public spaces and on trails to ensure a uniform approach to placemaking.

It will be important to ensure that these spaces and trails retain a uniform identity and Dunwoody “brand” and not reflect the design and branding of sponsors. There are many models for creating and retaining controls on these programs and a Make-a-Place! Program would provide strict guidelines regarding signage, advertising/ sponsorship materials, and design standards.

Recommended principles for a Place-Maker Sponsorship Program include the basic guidelines used by the Adopt-a-Spot Program as well as:

1. The City of Dunwoody and its entities such as the Parks and Recreation Department shall retain control over final design decisions, with input from the CDP which would have oversight for public art and functional art elements.

2. Match the events and activities to the space.
 - a. Large-scale spaces can attract major sponsors and high-traffic events.
3. Develop a set of guidelines for sponsorship.
4. Create a strong overall Dunwoody brand for spaces and placemaking and consistently support the brand (requiring sponsors to work within the branded materials and graphic guidelines).
5. Prioritize opportunities for local businesses.
 - a. Kiosks, sales tables, samples, etc., should be available to local and independent businesses as a first priority. Local restaurants often find that having a food kiosk at a nearby placemaking event such as a Friday evening beer garden drives business to their main location. Likewise, opportunities for organizations such as the Dunwoody Fine Art Association to display works and increase visibility embues local character and uniqueness to placemaking and supports arts and culture in the city.

Guidelines for Sponsorships should include:

- b. Types of sponsorship available:
 1. Space (design, construction, street furniture, public art).
 2. Maintenance
 3. Events

4. Programs (exercise classes, morning yoga, outdoor art workshops, performances, etc.)
 5. Public Art and/or functional art (benches, trash cans, etc.)
- c. Controls on what advertising is allowed and in what format (usually City-designated and in standard format), as well as locations and sizes.
 - d. Stylebook for graphics.
 - e. List of prohibited sponsors.

- i. Are certain businesses ineligible to sponsor?
- f. Map of physical sponsorship opportunities and a list of seasonal programs and events available for sponsorship.
 - g. Priority for special consideration groups.
 - i. Opportunities for schools, nonprofits, etc. to sponsor through volunteer days and other types of support.



Fig.32. While a very different space and environment than Dunwoody parks, Bryant Park in NYC follows what are considered to be best practices in sponsorship guidelines and brand management. The Bryan Park Association is also savvy about outlining the benefits of the space to potential sponsors. With its millions of SF of office space, Dunwoody could track potential users in some public spaces and create marketing materials for sponsor recruitment. Source: www.bryantpark.org.

SECTION 3-4: FACILITIES

GOAL:

Support the expansion and improvement of arts and cultural space in Dunwoody to allow the city's nonprofit organizations and arts and cultural groups to thrive and serve the greatest number of residents, while also aligning with other city goals, where possible.

OVERVIEW OF FACILITIES

Dunwoody's arts and cultural organizations are growing and the spaces and facilities in which they reside must grow and change as well. Many feel the aging North DeKalb Cultural Arts Center does not reflect the stature of the city and also believe that the branding needs to be revamped to clarify that the Center houses more than solely the Spruill Center for the Arts.

Organizations have a history of collaborating in the city but limited space at the Cultural Arts Center has caused the tenants there to compete for space against each other and the City with regard to use of the two community rooms. As the cities around Dunwoody make major investments in the arts, arts advocates and organizations and institutions in the city feel it is important for Dunwoody to carve its own path and that it is also important that the City make an investment in updates and expansion.

In addition to space constraints at the North DeKalb Cultural Arts Center, the use of other spaces throughout the city is an important part of an overall facilities plan. Future use of the old Austin School site, use of other City buildings, and decisions about the future of the Cultural Arts Center must all be considered together to ensure that a strategy to support arts, culture, and placemaking in the city coincides with other initiatives and leverages existing and planned public and private investment.

Facilities Recommendations

1. Develop a plan for arts and cultural use of City-owned real estate.
2. Create a plan for the temporary exhibition of art work in businesses and private spaces throughout the city.
3. Create a City Hall and public building art exhibition program.
4. Create and maintain a directory of privately-owned spaces available for arts and cultural uses.
5. For public works projects, include the input of the CDP during planning and design.

1. Develop a plan for arts and cultural use of City-owned real estate.

Two of the major arts and cultural institutions in the city are tenants in the North DeKalb Cultural Arts Center which sits on a six-acre site at 5339 Chamblee Dunwoody Road as shown in Figure 33. Stage Door Players and the Spruill Center use City-owned space in this complex, along with the Chattahoochee Handweavers Guild and the DeKalb County Public Library. In addition, two community meeting rooms are used by nonprofits and community groups and as overflow space by the Handweavers Guild and the Spruill Center. Each of these three arts and cultural organizations needs more space. The Spruill Center has been actively investigating and evaluating expansion options for over a year and SDP has been doing the same. The CHG is also considering space options as it searches for ways to accommodate membership and workshop demand.



Fig. 33. The North DeKalb Cultural Arts Center houses three non-profits, community meeting space, and the DeKalb County Public Library. All three non-profits need more space.

The co-location of these arts and cultural organizations in the former school building has benefits and challenges for all involved. For the City, this assemblage of organizations is the closest Dunwoody has to a cultural center. The organizations in this complex pay rent to the City and the City maintains the facility. The convenient location and good visibility of the site are major benefits. However, these benefits are now overshadowed by the lack of expansion space and the serious deterrent to growth that the building now represents. In addition, these three organizations have very little overlap in terms of needs and preferred proximities.

There are a few possibilities for how the City can support arts and culture and allow these organizations to grow and these are explored here as three options. In exploring options and evaluating the pros and cons of each, the following criteria or goals are used:

- Enhance the presence of arts and culture in the city.
- Provide high-quality space that is commensurate with the quality of the organizations, the level of arts and cultural offerings in surrounding communities, and the aspirations of this plan.

- Accommodate the baseline requirements for each of the organizations now in the North DeKalb Cultural Arts Center (see below for more details).
- Align space and location decisions with other City initiatives to support current and planned investment and goals.

All three organizations cite the need to avoid long disruptions in their operations. Neither SDP nor Spruill can afford to close operations, even temporarily, to accommodate construction although each assumes some disruptions will occur for remodeling or moving, if required.

Using the criteria for space recommendations and the needs of the three organizations currently in the North DeKalb Cultural Arts Center, three possible scenarios have been explored and evaluated. These scenarios are:

- Scenario A: Expansion of Spruill on site, relocation of SDP and the CHG, as well as community rooms.
- Scenario B: Expand and remodel current North DeKalb Cultural Arts Center to accommodate the Spruill Center and SDP, and either keep the Library on site, or relocate it along with the CHG and community rooms.
- Scenario C: Relocate all organizations to new sites.

For each scenario below, a narrative description of the possibilities is provided, pros and cons are explored, and an order of magnitude regarding overall costs is estimated. The degree of complexity of the scenario is also explored and next steps are outlined.

Needs/ Organization	Spruill Center	Stage Door Players	Chattahoochee HG
Space	<p>Immediate: Additional three classrooms, approx. 2,000SF.</p> <p>3-5 years: Expanded facilities with another 5,000+ SF. Ideally, with small theater for film series, art lectures, art demos, children's Summer Camp performances, etc. Good natural light needed in classrooms.</p>	Theater space to seat 300-350, with wings, multiple curtain drops (will allow multiple events in theater at different times). Training/rehearsal rooms, set construction space adjacent to stage. Black Box theater to seat 100.	Twice the existing space – need approximately 1500-1800 SF. Good light in work spaces.
Equipment/ Infrastructure	<p>Immediate: Additional electrical service needed for Jewelry & Ceramics expansions.</p> <p>3-5 years: Additional infrastructure will be needed.</p>	Space for shop/sets equipment and tools, working theatre stage	No special needs beyond basics...need space.
Location	Central location, highly visible, sufficient parking (63 existing spots shared with SDP, CHG, and community groups would be enough near term).	Central location, highly visible. Parking for a 300 – 350 seat theatre (currently has use of 211 spots at the North DeKalb Cultural Arts Center for evening shows when library is closed (shares these with Spruill and CHG).	Can be anywhere. Need parking for members.
Proximities	<p>The entire center could be stand-alone but exhibits would benefit from other uses adjacent.</p> <p>In immediate term: new space in the building should be contiguous with existing Jewelry and Ceramics departments.</p>	Ideally adjacent to walkable evening dining options. Retail and walkable also good.	No specific proximities. This is a stand-alone use that is quiet and doesn't depend on high visibility.
Size of Current Space	10,900 SF	Theater for 125 seats.	Approx. 600 SF

Table 3. Needs of North DeKalb Cultural Arts Center Organizations

SCENARIO A: Expansion of Spruill on Site, Relocation of SDP and the CHG

In this option, The Spruill Center would remain on site, Stage Door Players would relocate to a new and expanded facility on a City-owned property at Dunwoody Green, and the Chattahoochee Handweavers Guild as well as the City community meeting rooms would relocate to space at the old Austin School or another site.

This space reorganization would give Spruill three additional classroom spaces and the theater which they would use for their children's camp and/or renovate to provide additional classroom and workshop spaces. There is a natural fit of the Spruill Center with the Library and the current DeKalb County Libraries Strategic Plan calls for modernizing the libraries to accommodate new trends and needs. There is an exciting opportunity here for Spruill to partner with the library to provide a central makerspace and shared lobby that highlights art and crafts and that exposes the world of making to a much larger population of Dunwoody residents.



Fig.34. In this option, space would be reconfigured and additions/renovations made in phases as other organizations move out. New combined space for a lobby, library reference and circulation desks, makerspace, and joint exhibit space would be created and an outdoor patio could host events and reading areas. Expansion behind the library for Spruill or the library would be possible and maker space could be shared and accommodate Spruill classes as well.

This scenario depends on the reuse of the old Austin School for the CHG and community rooms, or the identification of another City-owned site. Because more recreation/park space may be a preferred use for the Austin School property, using just a portion of the existing school building as a community center could be a solution to combining community uses with outdoor space to provide a complete community space/park in the neighborhood. Depending on building condition, retaining the cafeteria portion of the building, including the surround offices and classrooms and kitchen and stage area would provide a flexible space for use by the community, event rentals, and nonprofit space as well. The rest of the site could be cleared to make way for open space and programmed recreation space for neighborhood use.



Fig. 35. The City will undertake a master plan for the old Austin School and consideration should be given to retain some of the building for reuse as a community center and nonprofit meeting space. The CHG and community space could move here and other nonprofits could have use of the space as well.



Fig. 36. At least part of the old Austin School could remain operational for community space with the rest of the site converted to open space and park area. Having rooms for nonprofit and community uses provides more flexibility on the site. The CHG would relocate here to larger spaces and other rooms could be available for community use with similar arrangements to what is provided at the North DeKalb Cultural Arts Center now.

In this scenario, Stage Door Players would relocate to the current site of Emory Ambulatory Surgery Center at Dunwoody at 4555 North Shallowford Road and/or the building at 4553 North Shallowford Road...both medical office buildings owned by the City. This site is adjacent to the Park at Pernoshal Court and is well-connected by the Dunwoody Trailway that connects Brook Run Park to this area and then beyond to Georgetown Park.

Both the City and Stage Door Players could see many benefits from this move. SDP would have the space to expand their theater seating to maximize ticket sales for performances and have workshop space and the working stage that they need. There is space to provide a flexible black box theater to accommodate enhanced programming as well as outside uses and rentals. Arts talks, symposiums, and other events could be hosted here. The theater is a natural fit for this area as Dunwoody Green as conceptualized by the City in the Renaissance Project and is a complimentary use to the desired independent dining options.

The new theater and black box space could be accommodated in the 4555 North Shallowford Building and consideration should be given to providing additional space (a second story and perhaps more) for non-profit space, perhaps coworking, and even office space. Providing daytime occupants here and in the adjacent building helps create a lunchtime market for restaurants and brings vibrancy to this area.



Fig.37. The combined City-owned sites are approximately 4.8 acres and these buildings, currently leased for medical offices, could be reused in whole or in part for the SDP's new facility, including a black box theater. Rerouting Pernoshal Court from between the buildings and the park to the other side of the buildings would give a new theater facility direct access to the park and create a special "front door" for the theater, allowing for outdoor theater events.



Fig.37. There may be opportunities for shared parking agreements off site to reduce onsite parking, enhancing the park-like environment of this entire area.

Parking needs for SDP are high during their show times and in lieu of providing up to 200 parking spots on the site, there may be nearby shared parking opportunities. It may be possible to negotiate a shared parking agreement with the nearby First Baptist Church of Atlanta which has a parking lot on the north side of Peachford Road, a ten-minute walk to the proposed SDP site. Another possibility for parking is to use part of the City-owned property at North Shallowford and Peachford Roads for parking, which is a five-minute walk (see Fig. 37). Some parking including handicapped spaces, would be provided on site.

ANALYSIS OF ADVANTAGES AND DISADVANTAGES

Advantages	Disadvantages
Stage Door Players would be in new, larger theater near the proposed restaurant district and Dunwoody Green – co-benefits and complimentary uses that support SDP and City goals. It may be easier to recruit restaurateurs if SDP is part of the mix.	Cost of renovating the existing medical building or constructing a new facility. Loss of rental income to the City as the City would be giving up significant leasing value or revenue from selling the building in the future.
CHG and Community rooms could have increased space at former Austin School site or at another City-owned site to be determined.	Disassembling arts complex; this will no longer be the North DeKalb Cultural Arts Center and the marketing and branding potential, as well as high visibility gained from keeping all of these uses together will be diluted (however, theater uses are often not packaged with other arts and cultural uses as they have different use patterns and proximity needs).
Spruill would have additional space in short-term in freed up rooms; and long-term renovation on-site as desired. If Dunwoody Village is ever redeveloped or upgraded, potential to make stronger programmatic and physical connections with the Village.	Limitations for Spruill to expand on-site; even with renovations, building may seem outdated and parking may not be adequate.
Ideally adjacent to walkable evening dining options. Retail and walkable also good.	Stage Door would not have improved facilities for approximately seven years because the Emory lease on the building ends on 4/30/24. Design and fundraising could occur before this time but demo and construction would be at least 1-1/2 years after the lease termination—2026.
Black Box theater could provide revenue stream if rented for private events and activities.	There is no lost property tax revenue as these buildings are City-owned but reuse for arts and culture forecloses on future opportunities to sell these for redevelopment.
Library remains in current location and could benefit from building renovations. It will also remain accessible to current nearby residents.	SDP's first choice is to remain on site but the difficulties of expanding the theatre from the existing auditorium are numerous and would require a complete rebuilding.
Contributes to the creation of a “downtown area” in Georgetown that provides unique dining experiences (desired by residents) and supports the Renaissance project here.	The cost of a new theater building would have to be determined after more careful analysis of the needs of SDP. However, it should be assumed that a 350-seat theater with associated fly spaces, dressing rooms, costume and set space, and lobby area would need approximately 15,000 SF without a black box theater.
A larger theater complex could host theater companies and other performing arts groups to create a full schedule of offerings and a revenue stream for the facility. With additional rehearsal and set-building shops on site, the theater would be free for other uses during the intervals between SDP shows.	
Spruill can make the best use of the existing investments in utilities and infrastructure by their organization and by the City by remaining. Spruill's first choice is to remain on site.	
Spruill has resources to contribute to a renovation of the existing Cultural Arts Center. Spruill's investment in this project can leverage a corresponding City investment in the overall support of this scenario.	

Table 4. Scenario A Advantages and Disadvantages

LIBRARIES AREN'T JUST QUIET PLACES TO READ ANYMORE....

The following libraries have embraced current trends and have increased their relevance by adding new amenities and services for patrons and collaborating with other organizations. These examples provide exciting ideas of how the Dunwoody Branch of the DeKalb County Library and the Spruill Center for the Arts might co-exist in their current building in more interactive and meaningful ways that provide benefits to all.



Fab(ulous) Lab in Fayetteville Free Library

Fayetteville Free Library: *Fab(ulous) Lab* - Fayetteville, New York

The Fayetteville Free Library (FFL) in the Village of Fayetteville, NY (population 4200) of the Town of Manlius (population 42,000) is part of the Onondaga Public Library System and was the first library in the country to feature a permanent makerspace. The Fab Lab is 2500 SF and is supplemented with a Creation Lab and Little Makerspace, each 250 SF.

Makerspaces provide the public with a space to create, collaborate, and tinker – a new way for people to interact with information available both at the library and elsewhere. This allows for a new form of interactive, collaborative knowledge creation, and reflects a greater trend of libraries adapting and supporting populations adapting to the new digital age. Within the Fab Lab and maker spaces visitors can expect to find 3D printers, laser cutters, sewing machines, tools for electronics fabrication, arts and crafting supplies, as well as dedicated computers with both professional and free design software and learning tools. The FFL Fab Lab also plays host to a number of introductory classes and programming that compliment and augment its stock of resources, encouraging a collaborative environment where ideas, knowledge, and skills are exchanged freely.

WGBH: Boston Public Library Boston, MA

In 2016, the 940,000 SF Boston Public Library (BPL) became the site of a small studio space for WGBH (1,000 SF), a local Boston National Public Radio Affiliate. Housed within a glass enclosure, the studio space reflects the shared values of transparency and access to information. Visitors can watch weekly tapings of Boston Public Radio on Tuesdays, Wednesdays, and Fridays, in addition to monthly events that encourage participation such as Hear at the Library and Inside Boston, as well as various events including musical broadcasts, movie screenings, lectures, and various live events. The library also houses Newsfeed Café, which provides coffee and refreshments to library-goers.



Boston Public Library



WGBH Studio Space

While the total library space eclipses that which is available at Dunwoody Public Library, the relatively small yet highly-visible studio space inhabited by WGBH brings activity and new life with a comparatively small spatial investment. The studio space not only stands alone as an interesting and lively addition, but also as a complimentary source of educational and entertaining programming opportunities for BPL.



De Hallen - Interior Market Space and Passageway

Multi-Use Reimagined Tram Depot De Hallen, Amsterdam

The De Hallen Branch of Amsterdam's public library system is a modern example of both complimentary shared use of public libraries, as well as strategic reuse of existing building stock. OBA De Hallen is housed within an historic tram depot (and recognized Dutch national monument) originally constructed in the early 20th century and more recently preserved and converted into a multiuse facility. The depot now plays hosts to a number of uses that cater to adults and children alike. While the library itself contains a small café (Café Belcampo, described as the "living room of the neighborhood"), the converted depot itself now houses much more, fashioning itself as a truly one-stop facility where residents and visitors alike can eat, sleep, work, and gather. The depot also is home to a number of rentable spaces, including television and multimedia studios, the Hotel De Hallen, office and meeting spaces, as well as smaller, discrete spaces used by artists, creators, and nonprofits.

Though much larger than the available space in the Dunwoody Public Library, National Monument De Hallen provides a glimpse of the possibilities of a facility fully committed to flexibility and variety of use. Taking inspiration from one of the depot's many uses could be an exciting starting point when considering the appropriate compliments to Dunwoody Public Library's current configuration of uses.



De Hallen - Restaurant Space

Some of the shared uses relevant to Dunwoody include:

- FilmHallen (the largest independent cinema complex in the Netherlands that plays host to annual film festivals)
- The Maker Store (a retail space for various locally-made products)
- The Makers Market (a monthly market that further expands the reach of The Maker Store)
- Kanarie Club (a one-stop, flexible coworking space that doubles as a restaurant, café, and bar depending on the time of day)

For more information on these Libraries, see:

<https://www.fflib.org/>

<https://www.wgbh.org/>

¹<https://dehallen-amsterdam.nl/en>

Costs and Complexity

The relocation and buildout of spaces would occur in phases for this scenario. Much of the complexity revolves around the question of financing the new theater complex and whether a City bond issue will be needed. Other questions that can add to the complexity of this scenario include whether both sites at Park at Pernoshal Court will be used or whether one building will remain as medical offices. Additional complimentary uses might be considered for the theater site and would include coworking spaces, retail, arts studios, makerspace, and nonprofit rental space. The phasing diagram shown in Fig. 38 illustrates the sequencing for this scenario.

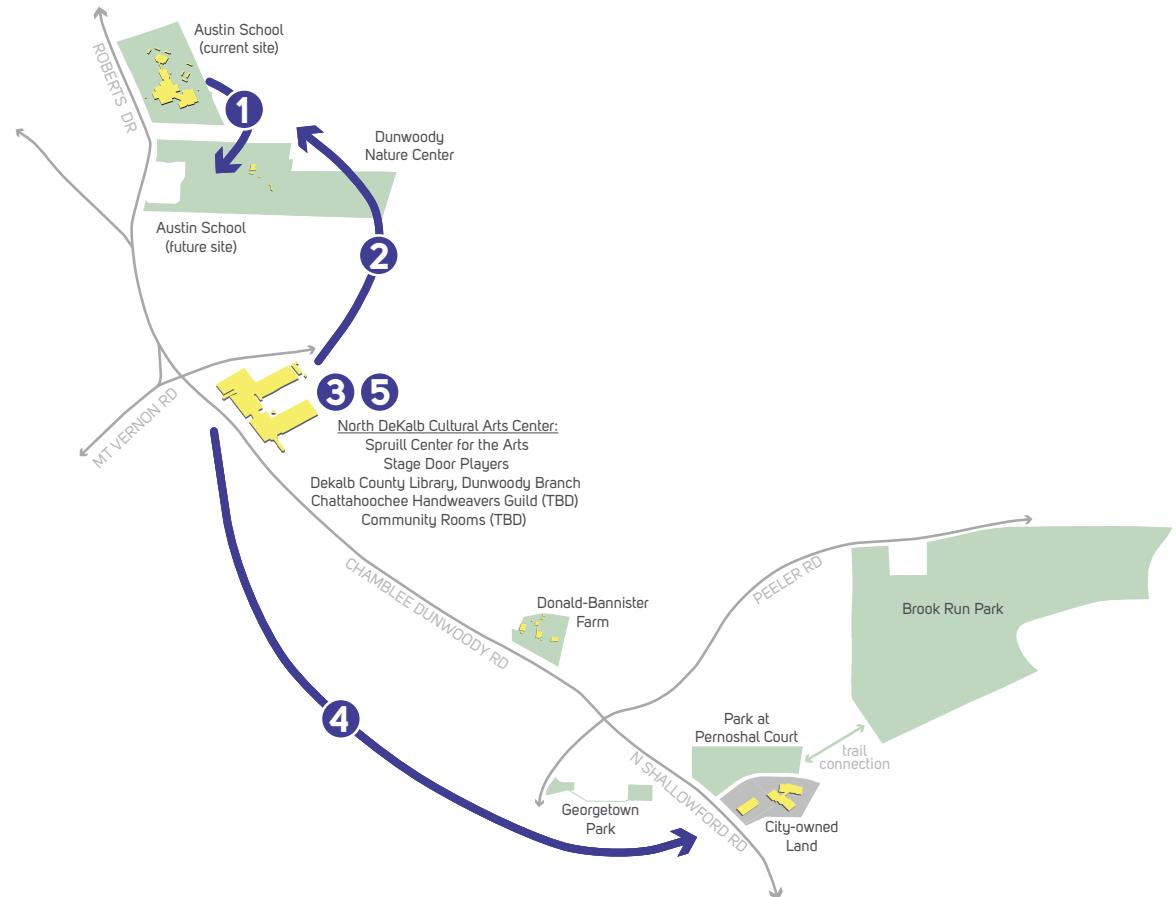


Fig.38. Diagram showing Option A phasing and recommendations.

Phasing:

1. A portion of the old Austin School will be renovated. It is assumed that part of the school will be demolished to accommodate a neighborhood park and playground.
2. The Chattahoochee Handweavers Guild and City community rooms relocate to the school when renovations are complete. This move can occur prior to site/park work completion. The CHG could relocate to an alternative space to be determined.
3. Spruill Center takes over classroom space formerly used by the CHG and the City community rooms.
4. New theater space/building is constructed on City-owned land adjacent to the Park at Pernoshal Court. Pernoshal Court is relocated to allow this property to face directly on the park. SDP relocates from the North DeKalb Cultural Arts Center to its new facility.
5. Spruill takes over use of the theater space at the North DeKalb Cultural Arts Center and other renovations are made to the building including possible construction of a new atrium lobby/reception space, maker space, expanded kiln area, and landscaped courtyard/patio.

The phasing plan allows all organizations to avoid any “down” time which will be critical to the success of any scenario.

Costs:

Both Spruill and SDP have the ability to contribute to this project, either through funds on hand or a by launching a capital campaign. Spruill is also willing to contribute to renovation and modernization costs for the existing building as well as relocation costs for the other non-profits sharing space at the present time. SDP assumes it will launch a capital campaign for a space renovation/expansion or relocation. It is assumed that the current Center will remain in City ownership and that the proposed new facility will also be City owned. A summary of considerations around costs and responsibilities is provided here:

- City maintains ownership of the North DeKalb Cultural Arts Center (and it is rebranded).
- City builds and retains ownership of the theater complex at the Park at Pernoshal Court.
- All tenants will pay rent monthly which will include maintenance and security, as well as cleaning and general upkeep (the City will continue its role as landlord with all attendant responsibilities).

- Rents would be offered at favorable terms for the arts and cultural nonprofits and market rents would be charged for complimentary uses, where applicable, such as coworking space, offices, ground floor retail, etc.
- Each organization would continue as a stand-alone nonprofit.
- Each organization would sign long-term leases with the City and would have input into the design and technology required of the spaces...with decisions made early in the process to ensure expectations will be met before financial commitments are made.
- Each organization would have responsibility for managing their space, as well as the rental or subleasing of space, according to guidelines to be developed by the City.
- At the new theater complex, there could be a cost sharing agreement regarding space rental depending on the extent of rentals, particularly outside arts groups’ use of the theater space and event space rentals.
- Cost-sharing agreements would be developed for construction/renovations with the City and each organization (Spruill and SDP) contributing to the investment in new or remodeled space.

SCENARIO B: *Expand and remodel current North DeKalb Cultural Arts Center to accommodate the Spruill Center and SDP on site, and either keep the Library on site or relocate it along with the CHG and community rooms.*

In this option, SDP and Spruill remain on site and the complex has a complete renovation and expansion to reconfigure spaces and modernize the facility. Variations in this scenario include keeping the Library on site, or relocating it to an alternative space, possibly along with the CHG and community meeting rooms. One option would be to locate library and/or community rooms and CHG space at the old Austin School. An alternative site might also be identified.

This scenario is complex in terms of site design and facility use. The existing SDP auditorium isn't configured in a way to allow for easy expansion for a new theater and black box as needed and the theater alone would be three times the size of the current auditorium. Three options to accomplish this would be to 1) add a second story to the existing building, 2) demolish the existing theater and build new larger space in that portion of the site, or 3) expand into the existing library space and relocate the library off site. Each of these options has its challenges and opportunities. The assessment here first summarizes the overall advantages and disadvantages of expanding space for the existing arts and cultural uses on site. Then the three possibilities are explored in greater detail to assess their particular challenges.

Advantages	Disadvantages
The site remains a cultural destination and cultural uses remain clustered here. Any co-benefits of housing arts and cultural uses in one facility are maintained and the City can focus its investment in one place.	Unless CHG and the community rooms relocate offsite, this will only address space needs in the long-term, but does not solve short-term needs.
The improvements made to the building by City, Spruill, and SDP are not lost although reconfiguration of space and modernization will require a great deal of new work, some of which will negate previous improvements because spaces will move.	Design and construction will be complex as any scenario involves either a second story addition, demolition of some of the building, or major site disruption and loss of parking during construction.
	Coordination of renovation among City, County Library, and multiple organizations will be complex and keeping all uses open for the duration of the project will most likely not be possible.
	Parking on-site will likely be reduced to accommodate building expansion; potential need for remote parking location.
	Space constraints may restrict the optimum solution for each organization as well as the most appropriate design and site location, resulting in major investment for less than the very best outcomes.
	Complex site coordination issues and existing building remodeling and additions will be expensive...more so than building on a clean site.
	The needs of SDP and Spruill are different and the benefits of adjacent dining and possibly retail for theatergoers are not realized in this scenario.
	The site is surrounded on two sides by residential development and expanding building footprints may cause concerns by neighbors.
	Library may have to be relocated.

Table 5: *Scenario B Overall Advantages and Disadvantages*

Analysis of Overall Advantages and Disadvantages

The analysis in Table 5 above focuses on the concept of keeping SDP and Spruill at their current location:

Costs and Complexity

There are three possible scenarios for arts and cultural organizations to expand on the current Cultural Arts Center site and each is assessed in general form for advantages, disadvantages and overall costs and complexity:

- B1.** Add a second story to the existing building
- B2.** Demolish the existing theater and build new larger space in that portion of the site
- B3.** Expand on site for Spruill and SDP and relocate the library

Costs:

In each scenario the general assumptions are the same. As with Scenario A, it is assumed that Spruill and SDP are willing to contribute to costs. A summary of considerations around costs and responsibilities is provided here:

- City maintains ownership of the North DeKalb Cultural Arts Center (and it is rebranded).
- Cost-sharing agreements would be developed for construction/renovations with the City and each organization (Spruill and SDP) contributing to the investment in new or remodeled space.
- All tenants will pay rent monthly which will include maintenance and security, as well as cleaning and general upkeep (the City will continue its role as landlord with all attendant responsibilities).
- Each organization would continue as a stand-alone nonprofit.
- Each organization would sign long-term leases with the City and would have input into the design and technology required of the spaces...with decisions made early in the process to ensure expectations will be met before financial commitments are made.
- Each organization would have responsibility for managing its space, as well as the rental or subleasing of space, according to guidelines to be developed by the City.
- In the new theater space and black box, there could be a cost sharing agreement regarding space rental depending on the extent of rentals, particularly outside arts groups' use of the theater space and event space rentals.

SCENARIO B1: Add a second story to the existing building

In this option, structural studies will be needed to see if a second floor can be added to the building. If a second floor can be added, it is recommended that the new floor be added for all the building, including entry, with the option of the library space remaining one story or being two stories. A new entry could have an atrium to emphasize the common lobby and exhibit space for all three tenants and would have a signature architectural element to connect the two wings.



Fig. 39: A second floor addition would provide new space for Spruill because of the loading dock and materials storage needs of SDP, which would need to be at the ground floor level.

Advantages	Disadvantages
New space is provided for everyone as this addition would require a major remodeling throughout.	Any advantages to staying on site and not losing investment in previous improvements and building systems is somewhat negated by the costs of construction and possible relocation of Spruill in the building.
Library remains in the same location.	Design and construction will be complex and it will not be possible for the organizations to remain operational through all of construction. Site staging of equipment and materials, loss of parking, and construction noise would require relocation of SDP and Spruill, most likely for the duration of construction and site work.
A new common lobby could be created that provides excellent space including exhibition space and reception/event area to be used by all three tenants.	Coordination of renovation among City, County Library, and multiple organizations will be complex.
A second-floor addition doesn't reduce overall site parking.	Increased capacity of the theater and additional Spruill classrooms will require additional parking on site that will be hard to provide.
	The Library may be able to remain open for some of construction but noise and site work will disrupt operations for a major portion of the work and alternative Library space must be found with all attendant costs and logistical issues. Some cities and towns have solved this type of challenge by using book mobiles, pop up libraries in alternative locations, and a library annex in City Hall lobbies.
	Space constraints may restrict the optimum solution for each organization as well as the most appropriate design and site location, resulting in major investment for less than the very best outcomes.
	Complex site coordination issues and existing building remodeling and additions will be expensive...more so than building on a clean site.
	The needs of SDP and Spruill are different and the benefits of adjacent dining and possibly retail for theater goers are not realized in this scenario.
	The theatre is best located on the ground floor because of materials loading and stage set construction. This means that Spruill would be relocated, at least in part, to the second floor...negating the advantages for Spruill of staying on site.

Table 6. Scenario B1 Advantages and Disadvantages

SCENARIO B2: *Demolish the existing theater and build new larger space in that portion of the site.*

In this option, the existing auditorium is demolished and a new theater, black box, and support spaces are constructed. While this scenario minimizes construction disruption to Spruill and the Library, site staging will reduce the parking on the site and create noise for existing tenants. This scenario doesn't lend itself to the creation of a new common lobby and exhibition/event space for all three tenants and circulation remains disjointed... negating some of the benefits of co-existing on site.



Fig. 40: A new theater on the site of the existing SDP space would isolate construction disruption and allow Spruill to stay in its current location.

Advantages	Disadvantages
Less disruption to Spruill and the library during construction than scenario B1.	Doesn't allow Spruill to use its own dedicated theater space (current SDP theater) as it will be demolished. Space sharing agreement between Spruill and SDP could be possible or additional theater space may be needed accommodate Spruill children's programs.
Library remains in the same location.	SDP will have to be relocated for the duration of the construction. Options include space sharing agreement with a local church, a school, GSU, or the Marcus JCC or some combination of the above.
City and Spruill investments in building systems and improvements are retained	Coordination of renovation among City, County Library, and multiple organizations will be complex.
	Increased capacity of the theater and additional Spruill classrooms will require additional parking on site that will be hard to provide.
	Space constraints may restrict the optimum solution for each organization as well as the most appropriate design and site location, resulting in major investment for less than the very best outcomes.
	The needs of SDP and Spruill are different and the benefits of adjacent dining and possibly retail for theater goers are not realized in this scenario.
	Overall parking on the site will be reduced from the current number of spaces, even as the parking requirement will increase.

Table 7. Scenario B2 Advantages and Disadvantages



SCENARIO B3. *Expand on site for Spruill and SDP and relocate the library*

In this option, the library would be relocated off site, possibly to the old Austin School, and the SDP theater and black box space would be constructed in this wing. To minimize the site footprint, any required offices and meeting rooms, and possible dressing rooms, might be located in a second story.



Fig. 41. SDP can relocate to a new wing where the library is now, and the library would move offsite.

Advantages	Disadvantages
Less disruption to Spruill during construction than scenario B1.	It seems likely the entire library wing would be demolished to make way for the theater spaces which have very different space requirements than the existing structure.
City and Spruill investments in building systems and improvements are retained	Increased capacity of the theater and additional Spruill classrooms will require additional parking on site that will be hard to provide.
SDP can remain in its existing space while new construction is underway, minimizing disruption to its operation and programs.	Overall parking on the site will be reduced from the current number of spaces, even as the parking requirement will increase.
	The needs of SDP and Spruill are different and the benefits of adjacent dining and possibly retail for theater goers are not realized in this scenario.
	Without a major renovation and modernization of the Spruill wing of the complex, the resulting building would look unbalanced, with a modern two-story wing for the theater and older one-story wing for Spruill.
	Construction would be adjacent to residential uses, creating possible negative impacts for these property owners.

Table 8. Scenario B3 Advantages and Disadvantages

Summary of Options for Scenario B

Both SDP and the Spruill Center would like to remain on site as the first option. The options explored above highlight that expansion for both organizations at the current North DeKalb Cultural Arts Center would be very complex. Each of these scenarios assumes that community space and CHG move offsite although Scenario B3 could have room for these uses to remain if the theater wing is two stories.

If this scenario is appealing to the City and the current tenants, the first step would be a structural evaluation of the building to assess the feasibility of adding another floor/modernizing the facility and an assessment of parking optimization on site. It may be possible to purchase/use the adjoining AT&T building parking in the rear of that property to accommodate increased projected parking demand on the site, particularly for evening SDP performances. An additional 100 spaces could easily be needed to accommodate more Spruill classes as well as a tripling of the theater capacity.



If multiple arts and cultural organizations remain on-site, as suggested in Scenario B, it is recommended that the City rebrand the Center. Such a rebranding effort could involve a mural on the AT&T building (with necessary permissions) or other visual cues to demonstrate the creative uses on site.

SCENARIO C. All uses move to a new site

In this scenario, all of the nonprofit occupants of the North DeKalb Cultural Arts Center would move to 4555 North Shallowford Road, the City-owned site adjacent to the Park at Pernoshal. The library could either move to the old Austin School or another location in the city. This scenario is presented because the costs of renovating the existing Cultural Arts Center, combined with the limited space on site, could mean that investing in renovations/expansions on site is not cost effective. There is a concern that the building will need a major investment for upgrades to ensure that the investments made in new spaces are fitting of a rebranding of the location as the Dunwoody Cultural Arts Center. Renovation and additions could be very complex and costly. If all uses relocate, the City could sell this site for development to finance the cost of the new cultural center at Pernoshal.

As an option, community space and the CHG as well as other nonprofits could move to the old Austin School or they could relocate to this new cultural complex to create a critical mass of activity and a market for area restaurants and retail.

In this scenario, the 4555 North Shallowford building would be demolished and remote parking would be needed. The new cultural arts center would be rebranded as the Dunwoody Cultural Arts Center at Pernoshal or another name developed by the City in collaboration with the CDP.



Fig. 42: The concentration of use at the new Dunwoody Cultural Arts Center would accommodate meeting space, nonprofit rental space and other uses that support the City's goals for a critical mass of independent restaurants in this area.



Fig. 43. The proposed new cultural arts center in Alpharetta is located in a former Fulton County Library building. Source: <https://alpharetta.projects.socrata.com/projects/C1611?categoryId=Recreation:&tab=list>

There is precedent for converting or rebuilding buildings for new arts and cultural uses. In August 2017 in Alpharetta, GA, the City Council approved funding for the conversion of the old Fulton County Library into a municipal arts center. The new arts center will provide community space for cultural arts classes, programs, exhibits, and performances. Alpharetta City Council approved a \$3.4 million budget for the capital project that will be funded primarily through the city's 2016 Alpharetta Parks and Transportation Bond. Additional funding will come from impact fees, hotel and motel taxes, and general capital funds. Construction is underway with completion expected 2018.

The city of Alpharetta is also dedicated

to promoting arts and culture through a variety of classes and programs offered through the city's recreation, parks, and culture department. In 2018, the city reorganized its parks agency to incorporate the arts in a significant way. A name change from the Department of Recreation and Parks to the Department of Recreation, Parks, and Cultural Services reflects the city's new priorities. The city has two new divisions within this department including cultural services and a community services. Cultural Services will oversee fine art and performing arts programming as well as the city's new municipal arts center that is expected to open in late 2018.

This building would be either two or three stories and would combine a host of uses. It would include the following base program and options for additional space:

Base program:

Ground floor:

Stage Door Players:

- Theater for 300-350 seats
- Adjacent shop space and storage
- Offices and meeting space
- Black box theater with 100 seats
 - Meeting spaces and black box theater would be managed by SDP and available for community, private, or other nonprofit rental. These spaces would also be available for City-use for meetings and events on an as-needed basis (no charge).
- Spruill Center offices and some classrooms, kiln areas. Theatre space (possibly shared with SDP depending on theater schedule for Spruill offerings).
- Maker space with tools and work areas and spaces available for monthly rental.
 - Spruill could manage this space, offer workshops and classes, and provide this as a community resource in possible collaboration with the City and schools.

- Most maker spaces are offered at market rate and the small spaces that are rented monthly are affordable to artists, craftspeople, and entrepreneurs because they are micro size (with use of the larger facility for equipment and work areas).
- Shared entry and exhibition lobby for SDP and Spruill, coordinated and programmed in conjunction with the DFAA.
- Possible retail/food uses at market rents to outside businesses.

Second floor

- Spruill Center work areas and classrooms
- Community space
- Nonprofit space rental
- Possible coworking spaces

Third floor

- Possible office spaces for market rate leases

Advantages
New cultural complex would be created to be flexible space and to exactly suit the current and future needs of these organizations and the City.
Creating a new cultural complex in this location contributes to a new type of “downtown” or “center” in the city and supports the proposed restaurant district and Dunwoody Green – co-benefits and complimentary uses that support all the arts and cultural organizations and goals. It may also be easier to recruit restauranters if the cultural center is nearby...providing both daytime and evening customers.
Rental of black box and any meeting space in the complex for outside use could provide a revenue stream.
The existing cultural uses stay together as a group – providing a strong destination and visible presence in the city.
No property purchase is needed as building is City-owned. New cultural uses here could also strengthen rental position for adjacent City-owned building in future years.
A larger theater complex could host theater companies and other performing arts groups to create a full schedule of offerings and a revenue stream for the facility. With additional rehearsal and set-building shops on site, the theater would be free for other uses during the intervals between SDP shows.

Disadvantages
Cost of renovating or constructing new complex will be significant, including demolition, if necessary, of existing structure, and loss of rental income to the City.
Barriers to moving the library are 1) lack of another site 2) relocation away from current area of city and residents' dependence on the facility 3) costs associated with relocation. However, a new library location could fit well with the DeKalb County Library system's new strategic plan.
Does not offer short-term solutions to space issues for Spruill Center unless community meeting rooms and CHG are moved either temporarily or permanently to another site such as the old Austin School while planning for the new cultural center is underway.
Need for Economic Impact Study to assess impact on the Pernoshal Park area, contributions to City goals, loss of rental income from the current medical building, and effect on medical building that may remain.
SDP would not have improved facilities until 2026.
The City and Spruill Center have each made substantial investments in the infrastructure at North DeKalb Cultural Arts Center and to relocate Spruill would be to lose that investment (although a major renovation and reorganization of the building would also mean redoing previous upgrades in some cases).
There is no lost property tax revenue as the building on North Shallowford is City-owned but reuse for arts and culture forecloses on future opportunities to sell the property for redevelopment and rental revenue will be lost.
SDP's first choice is to remain on site but the difficulties of expanding the theatre from the existing auditorium are numerous and would require a complete rebuilding.

Table 9. Scenario C Advantages and Disadvantages

Costs and Complexity

The phasing of the work for this scenario is fairly simple as all current tenants, with the possible exception of CHG and the community rooms, will stay in the North DeKalb Cultural Arts Center until the new cultural center at Pernoshal Park is complete. The most complex part of this scenario will involve the discussion of funding and the following questions must be answered:

- What are the economic impacts for the City? What does the market study say will be good revenue-generating uses here if these uses are added in the mix of arts and cultural uses?
- What portion of the facility will be funded by the City and how will it pay this...bond issue?
- What portion will SDP and Spruill Center contribute and what are the resulting lease terms and length?
- What naming rights can be sold which will affect the City's portion of the contributions?

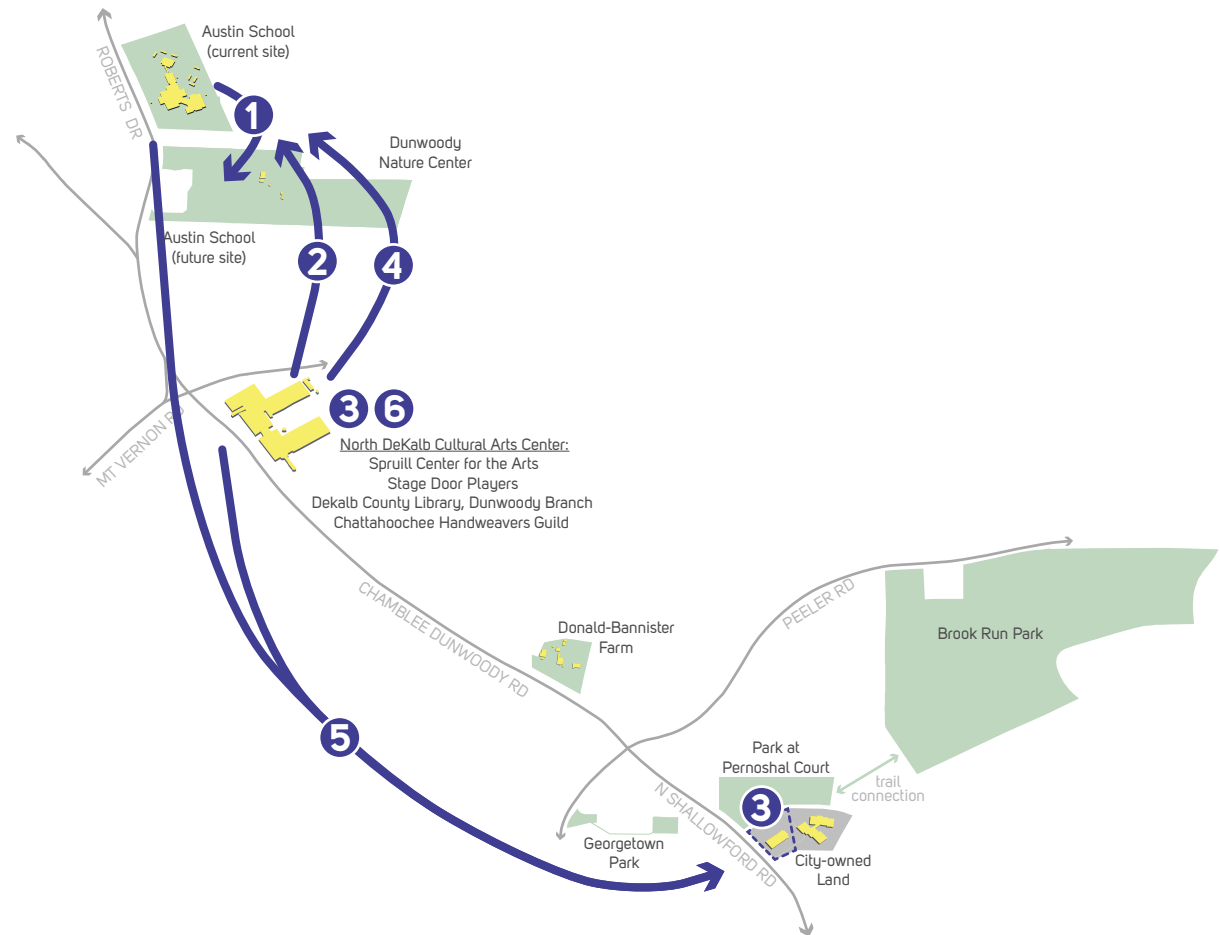


Fig. 44. Diagram showing Option C phasing and recommendations.

Phasing:

1. Austin School is moved to the new site in 2019 following construction. A portion of the old Austin School will be renovated. It is assumed that part of the school will be demolished to accommodate a neighborhood park and playground.
2. The Chattahoochee Handweavers Guild and City community rooms relocate to the school when renovations are complete. This move can occur prior to site/park work completion. The CHG could relocate to an alternative space to be determined.
3. Spruill Center takes over classroom space formerly used by the CHG and the City community rooms. Construction of a new Cultural Arts Facility begins on City-owned land located on N Shallowford Road.
4. The Dunwoody Branch of the DeKalb County Library is moved to the former Austin School site following the completion of renovations.
5. Upon completion of the new Cultural Arts Center, Spruill and Stage Door Players move to the new site. The Chattahoochee Handweavers Guild (and possibly other tenants/nonprofits) have the option to move to the new site. Pernoshal Court is relocated to allow this property to face directly on the park.

6. City sells current North DeKalb Cultural Arts Center site for development and puts proceeds into new Cultural Arts Center located on N Shallowford Road.

Costs:

As with Scenario A, both Spruill and SDP have the ability to contribute to their spaces although both would prefer to stay at the current North DeKalb Cultural Arts Center building. It is assumed that the current Center will either remain in City ownership for future City uses or will be sold for redevelopment. The proposed new facility will also be City owned. A summary of considerations around costs and responsibilities is provided here:

- City sells current Cultural Arts Center site and uses proceeds towards new Cultural Center at Pernoshal Park.
- Cost-sharing agreements would be developed for new construction with the City and each organization (Spruill and SDP) contributing to the investment in its new space at the Pernoshal Park site.
- City would most likely have to issue a bond to cover most of the construction costs of the new facility and would design in space for market-rate rental revenue if possible.

- Each organization would sign long-term leases with the City and would have input into the design and technology required of the spaces, with decisions made early in the process to ensure expectations will be met before financial commitments are made.
- City builds and retains ownership of the new cultural center at Pernoshal Park. This site gets specific branding and possible selling of naming rights.
- All tenants in the new cultural center will pay rent monthly which will include maintenance and security, as well as cleaning and general upkeep (the City will continue its role as landlord with all attendant responsibilities).
- Rents would be offered at favorable terms for the arts and cultural nonprofits and market rents would be charged for complimentary uses, where applicable, such as coworking space, offices, ground floor retail, makerspace, etc.
- Each organization would continue as a stand-alone nonprofit.
- Each organization would have responsibility for managing its space, as well as the rental or subleasing of space, according to guidelines developed by the City.
- At the new theater complex, there could be a cost sharing agreement regarding space rental depending on the extent of rentals, particularly outside arts groups' use of the theater space and event space rentals.

Other Recommendations for Facilities and Space

1. Provide clear and timely public-sector decisions on arts and cultural facilities and move forward with next steps as applicable.

Many of the arts and cultural organizations in Dunwoody are currently short on space, but are in limbo given unclear public-sector plans for City-owned facilities. Up-front and timely decisions from the City regarding such public facilities are necessary so that these organizations can accurately plan for their futures.

2. Create a plan for temporary art exhibits in private spaces throughout the city.

Many residents, as well as the Dunwoody Fine Art Association, expressed the desire to see more artwork in restaurants, meeting spaces, and business and hotel lobbies in the city. Many municipalities and arts councils across the country oversee programs that match private spaces with temporary art. These initiatives, called “art on the walls,” “art off the grid,” “galleries without walls” and other names, are exciting ways for local artists to be seen and for stronger connections to be established between the arts and residents and visitors.

With the help of the City, the Chamber, and the CVB, the CDP can test interest in the program with local businesses and property owners and then create a database and revolving exhibition program. The DFAA is another strong partner for this type of initiative.

3. Create a City Hall and public building art exhibition program.

Similar to the private spaces art program, the City can allocate wall space in City Hall, Council meeting chambers, and other meeting spaces and public buildings throughout the city for artwork. The CDP and DFAA could collaborate on the logistics of this program.

4. Create and maintain a directory of privately-owned spaces available for arts and cultural uses.

Given the limited capacity at existing public facilities, it is recommended that a directory of privately-owned spaces available for arts and cultural uses be assembled. This directory could be compiled and maintained by the CDP and could indicate those spaces available for exhibiting artwork, such as in lobbies, office spaces, or restaurants, as well as private facilities that could be used for additional art classes, studio space, or performances. For example, certain religious or educational institutions might be willing to share space with nonprofit organizations in Dunwoody that currently have capacity issues. For each location, it is recommended that the directory includes a contact person, space size and description, potential availability, agreed uses, associated costs, and a photo. This arrangement might be advantageous to organizations that have extra space capacity or that are looking to fill space outside of their own peak use times.

The City could include a link to the directory from its Parks Registration Portal so that the two facilities search tools are somewhat integrated. Therefore, residents or others looking for available facilities would be able to either reserve the public facilities through the established system or search for privately-owned spaces in the directory on the CDP site.

5. Obtain input from the CDP and artists for planning and design of public works projects.

In many cities, artists are now included on the project team for large development projects to ensure that public art and design elements are considered from the start. Doing so can lower the costs associated with installing public art and result in more creative installations that integrate with the large development plan. The City of Dunwoody might consider receiving input from the CDP on certain public works projects, such as parks development projects. For example, installing benches and other necessary infrastructure in parks and along trails provides opportunities for integrating functional art throughout these public spaces.

The City could also standardize this process for projects over \$250,000. For example, the Brook Run Park Improvements are estimated to cost over \$5 million in the short-term (from Parks & Recreation Master Plan), with the Great Lawn, Performance Stage, and Pavilion set to cost approximately \$1.3 million. As many stakeholders expressed interest in incorporating sculptures and other public art in Brook Run, including an artist in the master planning for the Great Lawn and Pavilion would build in public art from the outset. The City could make it standard practice to include an artist on the team for larger projects while smaller public-sector projects could tap the CDP for creative guidance.



Artists working with cities and with developers can help integrate art into planned construction and new facilities. Artist Larry Kirkland collaborated with the architects to create this ceiling at the Broward County Convention Center that changes color throughout the day. Source: http://www.broward.org/Arts/PublicArt/PadTour/Inventory/Pages/Kirkland_Aquaria.aspx

SECTION 3-5: ECONOMIC DEVELOPMENT + QUALITY OF LIFE

GOAL:

Embrace arts and culture as a key component of quality of life and support strong linkages between cultural efforts and the business sector to enhance public space, support cultural organizations, and provide a robust offering of events and activities.



Source: City of Dunwoody

OVERVIEW OF ECONOMIC DEVELOPMENT + QUALITY OF LIFE

Economic Development/Quality of Life

Art is good for business. And Dunwoody's strong commercial base can provide extraordinary support for arts, culture, and placemaking. Nonprofits in the city cite the difficulties of engaging businesses in Dunwoody. Some businesses are active advocates for the arts and are great supporters of local organizations. Others are harder to reach and feel less of a connection to Dunwoody than they do Atlanta. Most organizations want stronger bonds between cultural efforts and initiatives and the businesses and employees that call Dunwoody home.

Enhanced cultural assets and public space provide better quality of life for residents in the form of more opportunities, educational events, and an overall enjoyable setting. Residents want more independent restaurants and retail offerings that showcase unique wares. The ability of Dunwoody to attract these types of businesses is tied to the appeal of its community regarding activities, placemaking, public art, and cultural offerings. For businesses, a more connected, creative locale is a business recruitment tool and can be touted for its walkability and goings-on.

Economic Development + Quality of Life Recommendations

1. Incorporate new quality of life metrics into the City's evaluation of progress.
2. Introduce the position of an arts and cultural business liaison.
3. Generate an arts and cultural prospect list of major businesses and commercial property owners.
4. Distribute marketing materials focused on arts, culture, trails, and placemaking to businesses.
5. Devise infographics and information highlighting how the large commercial presence in Dunwoody serves residents.

1. Incorporate new quality of life metrics into the City's evaluation of progress.

Since Dunwoody became a city in 2008, it has focused heavily on ensuring that the infrastructure is in place to meet the basic needs of residents. Residents and the City describe this as the 3 P's – paving, parks, and police. While these things are essential to the proper functioning of a city, they represent the “bones” and are a baseline measure of progress. Dunwoody should also incorporate quality of life indicators – reasons why residents and businesses decide to locate and stay here – into its evaluation of progress. These quality of life measures are the “soul” of the city and are foundational to the long-term success of a community.

Potential quality of life metrics the City could measure include:

- Economic – employment, new jobs created, average household income
- Mobility – average commute time
- Arts & Culture – number of free city events and programs, number of arts and cultural institutions, number of public art pieces

- Open Space – acreage of parks, population within 10-min walk
- Education – DHS College Preparedness Score, extracurricular programs available through schools and local organizations
- Engagement – community engagement and volunteer hours logged

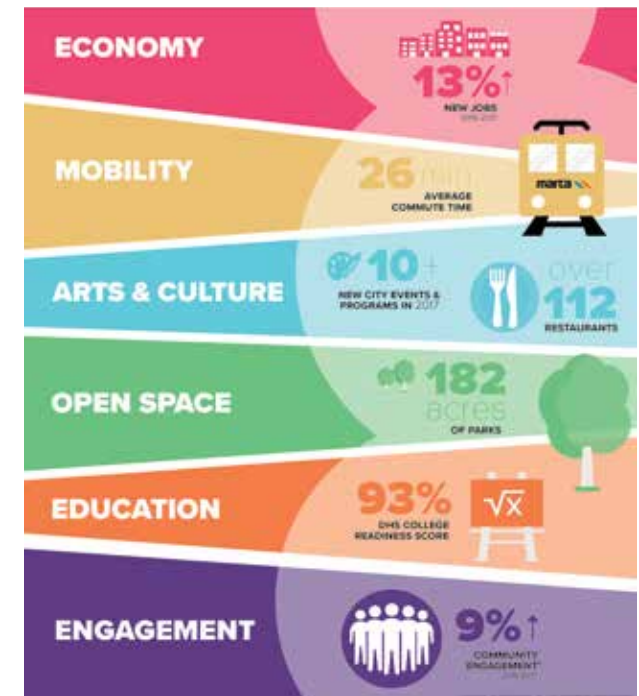


Fig. 46. Quality of life indicators such as arts and culture, civic engagement, and open space can measure things people desire in a place they live, work, and visit.

The Livability Case:

Quality of Life was #1 discussion point during outreach

- Programming
- Trails
- Parks
- Events, music, nature
- Health + wellness

opportunities to get outdoors

The Dunwoody Arts Festival

Dunwoody Nature Center

Spruill Center for the Arts

Cheek-Spruill

local swim and tennis clubs

the buzz of business

Light Up Dunwoody

Farmhouse

award-winning restaurants

plenty of open spaces

outdoor and active family community

7 major farms

family-friendly

170 acres of green space

Lemonade Days

world-class shopping

The Dunwoody Arts Festival

4th of July Parade

The Marcus JCC

Brook Run Park

Fig. 45. Residents consistently asked for arts and cultural amenities and opportunities that are all part of the quality of life of the city. Local realtor websites also tout quality of life in Dunwoody as their sales pitch.

2. Generate an arts and cultural prospect list of major businesses and commercial property owners.

It is recommended that the CDP/Business Liaison create a prospective list of major businesses and commercial property owners that would potentially be interested in incorporating public art, placemaking, or trails into their sites and/or in developing partnerships with local arts and cultural institutions. The list should distinguish by geographic location (or character area) within the city and designate those businesses that have already contributed in some manner to arts and culture in Dunwoody, those that have not been approached, and specifically those with corporate headquarters or sizeable offices here. The goal is to grow the list of supporters as each cultural nonprofit has an established list of donors and the intent is not to “poach” donors from one organization to another.

3. Distribute marketing materials focused on arts, culture, trails, and placemaking to businesses.

Given the recent investments in the *Create Dunwoody: Arts & Culture Master Plan* and the *Connecting Dunwoody: A Placemaking Plan*, the City already has a vision for arts, culture, and placemaking and a basis for marketing materials that demonstrate the value of these to the wider community. Dunwoody should distribute concise marketing materials to new and existing

businesses that clarify this vision for the city and the value that they can add by participating in a myriad of ways, giving them a list of options and relevant contact information.

a. Create a list of goals for trails, public art, volunteerism, and placemaking for commercial stakeholders.

The City could publish a list of goals around trails, public art, volunteerism, and placemaking directed at area businesses. It might also consider including examples of successful initiatives by other commercial stakeholders to provide avenues towards participation as well as quotes and key takeaways from these businesses. In order to generate friendly competition, Dunwoody should track and publish participation rates – maintaining a list of active businesses participating in its arts, culture, and placemaking programs – to encourage other commercial stakeholders to become involved.

Consider expanding the Percent for Art contribution program suggested in Public Art Recommendation #4a to incorporate placemaking or volunteer events. The City could request that developers opt to host and fund a concert series or food trucks on their sites as an alternative (or addition) to providing public art onsite. Developers however would be required to attend at least

one CDP meeting as part of the development process, at which time the CDP could provide an overview of the different methods of participating in arts and culture in the city and reasons for doing so.

b. Clarify communication practices and permissible branding guidelines.

For many businesses, showcasing their involvement in arts and cultural initiatives via displaying their logo or other branding can be a major incentive towards participation. The City should clarify how the Department of Communications or others will promote their involvement in an initiative in addition to providing them with clear branding guidelines outlining what is and is not permissible. Guidelines are discussed in more detail in the Placemaking section. For example, distilling the information regarding temporary signs in the Municipal Code (Sec. 20-67) into a user-friendly document could simplify the process for commercial stakeholders.

c. Incorporate public art and placemaking materials into the online Economic Development Guide for Dunwoody.

Dunwoody has a straightforward and easy-to-navigate Economic Development Guide that is linked to its website. The City could incorporate an Arts & Culture or Quality of

Life section under the “Advantages” tab that distills the City’s plans around arts, culture, and placemaking and ways in which businesses can participate and benefit from these initiatives. <http://dunwoody.wyliedev.com/#/>

4. Devise infographics and information highlighting how the large commercial presence in Dunwoody serves residents.

Dunwoody residents often associate the large commercial presence in Perimeter Center with traffic and not much else; however, this sizeable business community has many benefits to residents that should be highlighted, including keeping residential property taxes at a very low millage rate. Highlighting business involvement in the community, through such things as volunteer days and incorporation of public art, could also cultivate better relationships between residents and businesses.

The relationship between businesses and residents and the nonprofit organizations of the city are critically important to grow arts support and to ensure that businesses feel “ownership” of the vibrant public spaces, public art, and community amenities that residents want.

How tourism affects residents...

In 2014, in a study commissioned by the Convention and Visitors Bureau (CVB), Gray Research Solutions showed that nearly 60% of the visitor base to Dunwoody were weekday business travelers and that on the weekends only 67% of all hotel rooms were filled, nearly 10% less than on the weekdays. The difference in visitors to Dunwoody between weekday business traveler and weekend tourist is important as weekend visitors have the potential to support local businesses and arts and cultural venues. In addition, higher hotel occupancy rates translate into more tax revenue for public space and placemaking improvements through the hotel/motel tax. Tourism is also vital in supporting local,



Source: City of Dunwoody

independent businesses and ensuring that they have a healthy customer base to allow them to thrive. Similar to residents, many of those surveyed noted a need to increase the number of independent restaurants and provide more nightlife ad family-friendly activities.

The study summarized the unmet visitor needs as:

AttracTORS – bringing new visitors to the area

- Social event venue (e.g. park pavilion meeting space)
- Wedding venue
- Sports fields/sports facilities to draw tournaments

AttracTIONS – amenities or experiences that would enhance a visitor’s stay while already in Dunwoody:

- Nightlife, music and dancing options
- Parks/green space in Perimeter
- Family activities
- More restaurant options – local, independent, late-night

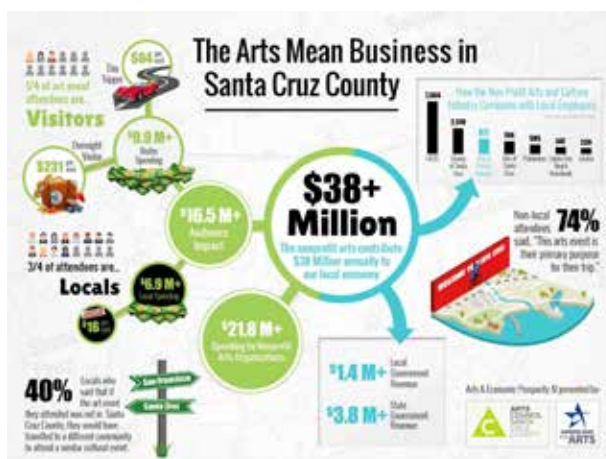


Fig. 46: The City of Santa Cruz, CA created a compelling infographic that explains the benefits of arts and culture to the city. Source: <https://santacruzcityarts.com/economic-vitality>



MAKING IT HAPPEN

"Arts are integral to community life. Let's get this going!"
-Create Dunwoody survey respondent

04

MAKING IT HAPPEN



OVERVIEW

Although the planning process began in November 2017, the foundations of the Create Dunwoody Arts & Culture Master Plan extend much further back, with stakeholders discussing the idea for such a plan even before the founding of the City itself. Getting to this point has required an incredible amount of time and dedication from various individuals and organizations, including City staff and elected officials, residents, nonprofits, businesses, artists, and more. Throughout the process, many stakeholders expressed their desires for its outcomes, everything from suggesting very specific public art locations to influencing the overall “feel” of the city. The feedback was creative, aspirational, and, above all else, unique to Dunwoody. And, of course, not all comments were in alignment nor did a singular correct track for the future of arts and culture in Dunwoody emerge. What did emerge, however, were common themes and desires that were critical in shaping the city’s vision and goals around arts and culture.

Section 4 provides a roadmap for translating ideas to action, ensuring that the Create Dunwoody Arts & Culture Master Plan is a useful guide for the city to work towards its cultural vision. Each recommendation included in Section 3 is further outlined here with the prioritization, project lead, potential collaborators, funding sources, timeline, and additional details listed in the corresponding implementation table. These tables aim to align many efforts across

sectors and offer ways in which to move forward. Funding sources are also explained in greater detail and have been differentiated as occurring at the local, regional, or national level.

In order for this Plan to be implemented, it will require continuing conversations and collaborations. Many different stakeholders throughout the city, as well as those listed in the following tables, will need to come to the table to move ideas to action. A prolific arts and cultural scene is best nurtured when arts and cultural organizations as well as others in business, real estate development, dining, and other sectors join together to create a web of exciting options and opportunities. Central to all of this is the Create Dunwoody Partnership. A key recommendation of this Plan is the formation of the Partnership and the tables that follow indicate just how important the CDP is, with this new organization leading many implementation action items.

The tables that follow use a time frame of:

1. Immediate (0-6 months)
2. Near term (6-24 months)
3. Longer term (24 months or more)

Section 4 includes:

- Goals and Recommendations
- Funding Sources

CREATE DUNWOODY PARTNERSHIP (Part 1: CDP Formation)

GOAL: Create a centralized organization to increase the visibility of arts and culture in the city, improve levels of support, and enable better collaboration between the nonprofit, public, and private sectors in supporting arts, culture, and placemaking.

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
1	Create a Nonprofit Create Dunwoody Partnership with Government Collaboration	Immediate	City of Dunwoody with arts nonprofits + businesses	Participation of arts organizations + businesses	Everyone	City of Dunwoody (seed money), memberships, possibly GCA	
2	Institute a clear mission, goals, and responsibilities	Immediate	City of Dunwoody with arts nonprofits		Board		
3	Structure the Partnership to promote fair representation across sectors and strong overall governance.	Immediate	City of Dunwoody with arts nonprofits	This plan - guidelines			
4	Establish diverse and sustainable funding for the Partnership.	Immediate	City of Dunwoody with arts nonprofits	Paid development/ business liaison position			



CREATE DUNWOODY PARTNERSHIP (Part 2: CDP Function)

GOAL: Create a centralized organization to increase the visibility of arts and culture in the city, improve levels of support, and enable better collaboration between the nonprofit, public, and private sectors in supporting arts, culture, and placemaking.

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
1	Create an overarching vision for arts and culture in Dunwoody.	Near-term	CDP				
2	Promote arts and culture in Dunwoody to multiple audiences.						
2a	Implement a program of neighborhood placemaking grants for hyperlocal arts and cultural activities.	Immediate	CDP			N/A	
2b	Distribute marketing materials focused on arts, culture, trails, and placemaking to businesses.	Immediate	CDP			N/A	
2c	Engage young professionals who live and work in Dunwoody.	Near-term	CDP		Chamber, major businesses	N/A	
2d	Encourage day-time events sponsored by local businesses.	Near-term	CDP/Local businesses/ Business Retention Officer		Major businesses + property owners		
3	Create a unified platform for arts, culture, and placemaking on the CDP website.	Near-term	CDP				

CREATE DUNWOODY PARTNERSHIP (Part 2: CDP Function - Continued)

GOAL: Create a centralized organization to increase the visibility of arts and culture in the city, improve levels of support, and enable better collaboration between the nonprofit, public, and private sectors in supporting arts, culture, and placemaking.

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
4	Work with the Dunwoody Convention and Visitors Bureau to integrate arts and cultural marketing to potential visitors.	Near-term	CDP	Common vision language	CVB, hospitality industry		Overall CVB + Arts organization campaigns
5	Establish and nurture strong partnerships with the public, nonprofit, and private sectors.						
5a	Increase the level of public support for arts, culture, and placemaking.	Near-term	CDP	A compelling “pitch” to businesses + residents			
5b	Identify varied sponsorship opportunities.	Near-term	CDP		Arts organizations		
5c	Offer volunteer opportunities for all stakeholders.	Near-term	CDP, Arts organizations		Schools, Senior Centers, Businesses with Community Senior Program		
6	Develop and utilize metrics for evaluating progress.	Near-term	CDP	Data sources kept by City, arts organizations, etc.	City of Dunwoody, CVB		

PUBLIC ART

GOAL: Enliven the public realm with more visual art installations and performance art pieces, ranging from temporary exhibits to a permanent City-owned collection, that inspire and engage passers-by.

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
1	Create a Public Art Committee	Immediate	CDP	Guidelines and roles for committee	City Council regarding public art guidelines.	N/A	Formation of CDP, agreement on public art guidelines.
2	Develop clear guidelines and policies for the selection and placement of public art.						
2a	Establish a definition of public art and its statement of purpose specific to the Dunwoody community.	Immediate	Public Art Committee	Agreement with City of Dunwoody	Collaboration between the CDP, Public Art Committee, and City of Dunwoody.	N/A	Must create Public Art Committee first.
2b	Institute guidelines that inform the location of public artwork within Dunwoody.	Immediate	Public Art Committee	Inventory of existing public artwork (3a)	Parks & Recreation Department, possible private property owners.	N/A	Dunwoody Placemaking Plan, Parks & Recreation Dept. Plan
2c	Provide developers and property owners a list of recommended considerations for placement of artwork on a given site.	Near-term	Public Art Committee & City of Dunwoody	Research into guidelines from other cities/towns	Possible feedback from developers and property owners during guideline development.	N/A	Public Art Placement in Public places and spaces.
3	Develop a public art map with current locations and suggested priority locations for future public art in the city.						
3a	Inventory existing public artwork throughout Dunwoody, including monuments and art located on private property that can be accessed by the public	Near-term	Public Art Committee	Detailed maps of the city of smartphone geo-coded apps for photos and locations	Interns at GSU or at the High School, volunteers from community	AW, GCA	Possibility to make this a community event - a kind of treasure hunt with Instagram account
3b	Identify optimal locations for public art within Dunwoody.	Near-term	Public Art Committee and Parks & Recreation Dept.	Map of existing public art locations and inventory of the same	Private property owners, businesses	N/A	Inventory of art should be completed first
3c	Distribute printed public art maps and maintain an updated interactive map online to highlight Dunwoody's publicly-accessible art locations.	Near-term	CDP and CVB	Brand for Dunwoody arts & culture, design of map, web, marketing expertise	Spruill Center for the Arts, businesses	AW, CVB	Inventory of art should be completed first

PUBLIC ART (Continued)

GOAL: Enliven the public realm with more visual art installations and performance art pieces, ranging from temporary exhibits to a permanent City-owned collection, that inspire and engage passers-by.

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
4	Earmark consistent funding for public art.						
4a	Consider developing a Percent for Art contribution program or alternative mechanism of stable funding for public art.	Near-term	City of Dunwoody	Review of other cities' programs, discussion of local impact	CDP, Public Art Committee, Spruill Center	N/A	Consider tying this to placemaking and public art.
4b	Assess capacity to provide matching funds for arts and placemaking grants.	Near-term	City of Dunwoody	Level of public funding for arts that can be used to match grants from other sources		N/A	
4c	Provide developers and property owners a list of recommended considerations for placement of artwork on a given site.	Immediate	City of Dunwoody, Public Art Committee/ CDP	Estimated costs	Parks & Recreation Dept., possible private property owners, DPW	N/A	City budget for maintenance, trails, parks, etc.
5	Pilot new public art initiatives that are reflective of Dunwoody.						
5a	Identify and engage key partners for the public art initiative.	Immediate	CDP with support from Spruill Center		Spruill Center cited public art as a priority in its strategic plan and can be a funding/ management partner	AW, GCA	Coordinate with work of CDP Business Liason/ Development Director, CVB
5b	Launch a biennial sculpture event in Brook Run Park	Near-term	CDP and Park & Recreation Dept.		SDP - performance art, DHA	GAC, WF MAG, CF, GCA	Inventory of art should be completed first
5c	Enable community-based artwork in neighborhoods throughout Dunwoody.	Near-term	CDP and Park & Recreation Dept.		DHA, DPW	REFA, YSF ARC, GCA	Inventory of art should be completed first
5d	Provide opportunities for local artists and organizations to decorate necessary street furniture and infrastructure	Near-term	DPW and CDP		DHA, Parks & Recreation Dept.	DPW budget for street furniture, signage; DF	

PLACEMAKING

GOAL: Bolster placemaking initiatives in the public realm to enrich the cultural offerings of the city, celebrate local community, and assert sense of place

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
1	Implement the <i>Connect Dunwoody Placemaking Plan</i>.	Immediate, Near-Term, Longer-Term	City of Dunwoody		CDP, Public Art Committee, Spruill Center, all other organizations and businesses	Hotel Motel Tax, GAC, WF MAG, YSF ARC, MFF, WF, KP	
2	Pinpoint transformative placemaking locations throughout the city.						
2a	Categorize placemaking locations based on scale and local context	Immediate	City of Dunwoody	Start with map provided in this plan	Collaboration between the CDP, Public Art Committee, and City of Dunwoody.	N/A	Use map in this plan as a starting point
3	Establish clear guidelines for placemaking throughout the city.						
3a	Define and introduce placemaking into Dunwoody Municipal Code	Near-term	City of Dunwoody	Research into work of other cities	CDP	N/A	Creation of the CDP
3b	Create a menu of activities and events for consideration	Near-term	Parks & Recreation Dept., CDP	Listing of all current placemaking events and activities	DHA	N/A	
3c	Streamline permitting processes and approvals	Near-term	Parks & Recreation Dept., CDP	Research into work of other cities	Spruill Center for the Arts, businesses	N/A	

PLACEMAKING (Continued)

GOAL: Bolster placemaking initiatives in the public realm to enrich the cultural offerings of the city, celebrate local community, and assert sense of place

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
4	Encourage private sector and non-profit involvement in creative placemaking initiatives.						
4a	Coordinate with PCID to identify near-term pilot initiatives with select businesses in Perimeter	Near-term	CDP, PCID, and Park & Recreation Dept.			N/A	
4b	Support partnerships in placemaking among public, private, and nonprofit stakeholders	Near-term	CDP and Parks & Recreation Dept.		DHA, other nonprofits in the city	N/A	
4c	Integrate placemaking requirements in new commercial development	Near-term	City of Dunwoody				Zoning and permitting processes
5	Exhibit active City commitment to placemaking initiatives.						
5a	Allocate public funding and other resources to support placemaking	Near-term	City of Dunwoody		CDP	N/A	Creation of the CDP
5b	Create an overall placemaking brand and messaging for the city.	Near-term	CDP and Parks & Recreation Dept.		DHA	N/A	CDP Development and Business Liaison efforts, CVB marketing (Hotel Motel Tax)

FACILITIES

GOAL: Support the expansion and improvement of arts and cultural space in Dunwoody to allow the city's nonprofit organizations and arts and cultural groups to thrive and serve the greatest number of residents, while also aligning with other city goals, where possible.

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
1	Develop a plan for arts and cultural use of City-owned real estate						
1a	Review scenarios and engage in ongoing conversations with tenant arts organizations and the Dunwoody branch of the library.	Immediate	City of Dunwoody		Spruill Center, SDP, CHG, Library	N/A	Master Plan for Old Austin School, strategic plans for involved nonprofits and library
1b	Undertake Austin School master plan/future use study.	Immediate	City of Dunwoody			N/A	
1c	Commission or conduct inhouse an economic impact study to assess the costs of using the City-owned parcels in Georgetown, the cost of Austin School reuse, and the economic impacts of all three scenarios.	Near-term	City of Dunwoody		Spruill Center, SDP, CHG, Library	N/A	
1d	Prepare conceptual designs for chosen favored scenario or for two or three scenarios if further information is needed to narrow choices.	Near-term	City of Dunwoody		Spruill Center, SDP, CHG, Library		
1e	Review pros and cons of each scenario with new information an in collaboration with arts organizations and library.	Near-term	City of Dunwoody		Spruill Center, SDP, CHG, Library		
1f	Provide clear and timely public-sector decisions on arts and cultural facilities and move forward with next steps as applicable.	Near-term	City of Dunwoody		Spruill Center, SDP, CHG, Library		
1g	Rebrand the North DeKalb Cultural Arts Center.	Longer-term	City of Dunwoody, CDP		Tenants who will remain, if applicable		

FACILITIES (Continued)

GOAL: Support the expansion and improvement of arts and cultural space in Dunwoody to allow the city's nonprofit organizations and arts and cultural groups to thrive and serve the greatest number of residents, while also aligning with other city goals, where possible.

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
2	Create a plan for the temporary exhibition of art work in businesses and private spaces throughout the city.	Near-term	CDP and DFAA	Outreach to businesses	Businesses + property owners		
3	Create a City Hall and public building art exhibition program.	Near-term	City of Dunwoody, DFAA, CDP		City facilities map, City Council		
4	Create and maintain a directory of privately-owned spaces available for arts and cultural uses.	Near-term	CDP and DFAA	Website page + data-base, utreach	Property owners, businesses		
5	For public works projects, include the input of the CDP during planning and design.	Near-term	City of Dunwoody	Agreement on CDP involvement			Permitting

ECONOMIC DEVELOPMENT + QUALITY OF LIFE

GOAL: Support the expansion and improvement of arts and cultural space in Dunwoody to allow the city's nonprofit organizations and arts and cultural groups to thrive and serve the greatest number of residents, while also aligning with other city goals, where possible.

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
1	Incorporate new quality of life metrics into the City's evaluation of progress.		City Manager and City Council	Use preliminary metrics and infographic in this plan as starting point. Identify other metrics that can be used.	CDP	N/A	New marketing materials for arts and culture (see #4)
2	Introduce the position of an arts and cultural business liaison.		CDP	Funding source, job description, advertise for position. Role requires strong business background and connections.		Salary should be provided by early seed money from City	#3, #4, #5 which all strengthen connections to, and potential support from, the business community
3	Generate an arts and cultural prospect list of major businesses and commercial property owners.		Development Director/Arts and Cultural Business Liaison	Brainstorming to assemble lists and identify personal connections with leaders and property owners and managers.	CVB, Perimeter Chamber, City Economic Development, PCID	N/A	#2, #4, #5 which all strengthen connections to, and potential support from, the business community
3a	Create a list of goals for trails, public art, volunteerism, and placemaking for commercial stakeholders		City of Dunwoody + CDP				
3b	Clarify communication practices and permissible branding guidelines.		City of Dunwoody + CDP				
3c	Incorporate public art and placemaking materials into the online Economic Development Guide for Dunwoody.		City of Dunwoody				

ECONOMIC DEVELOPMENT + QUALITY OF LIFE (Continued)

GOAL: Support the expansion and improvement of arts and cultural space in Dunwoody to allow the city's nonprofit organizations and arts and cultural groups to thrive and serve the greatest number of residents, while also aligning with other city goals, where possible.

	Recommendations	Timeline	Who Leads?	What is needed?	Potential Collaborators	Funding Sources	Tied to:
4	Distribute marketing materials focused on arts, culture, trails, and placemaking to businesses.		CDP	List of contacts at most businesses in the city, assistance from all organizations with business members and connections.		Early seed money from City and from organizational memberships	#2, #3, #5 which all strengthen connections to, and potential support from, the business community
5	Devise infographics and information highlighting how the large commercial presence in Dunwoody serves residents.		Economic Development Director and City Communications Department	Data on how Dunwoody compares to surrounding communities regarding % of commercial tax base and residential tax rates.	CDP	N/A	Overall marketing materials and information campaign (see #4 above)

GOAL

1. CREATE DUNWOODY PARTNERSHIP

PRIORITY ACTION - NOW!

- Create a nonprofit arts council (the Create Dunwoody Partnership) with government collaboration.
- Institute a clear mission, goals, and responsibilities.
- Structure the Partnership to promote fair representation across sectors and strong overall governance.
- Establish diverse and sustainable funding for the Partnership.
- Create an overarching vision for arts and culture in Dunwoody.
- Promote arts and culture in Dunwoody to multiple audiences.
- Create a unified platform for arts, culture, and placemaking on the Partnership website.
- Develop and utilize metrics for evaluating progress.

2. PUBLIC ART

3. PLACEMAKING

- Implement *Connect Dunwoody: A Placemaking Plan*.

4. FACILITIES

- Develop a plan for arts and cultural use of City-owned real estate.
 - » Undertake Austin School reuse study – potential for community mtg space, arts and cultural uses, library relocation.
 - » Find temporary space to relocate the North DeKalb Cultural Arts Center City meeting rooms and the CHG room (Austin School?)
 - » Undertake a financial analysis of reuse of medical office building for arts when lease expires – cost/benefit.
 - » Make a decision (within 6 months) regarding organizations at Cultural Arts Center. Choices are:
 1. *No decision. Keep things status quo, Spruill most likely to partially or totally move from Cultural Arts Center to elsewhere in Dunwoody or to nearby City that offers them space. SDP might take over space or may relocate as well. CHG rent other space or expand as other organizations leave...remaining space could be used for community meeting space.*
 2. *Keep all at site and support expansion of building.*
 3. *Keep some at site and put others at former Austin School or other City-owned bldg. and support expansion of building.*
 4. *Move library off site and expand building to accommodate remaining uses.*
 5. *Move nonprofits to Pernoshal Court, library to former Austin School and redevelop or sell site.*
- Create a City Hall and public building art exhibition program.

5. ECONOMIC DEVELOPMENT + QUALITY OF LIFE

- Incorporate new quality of life metrics into the City's evaluation of progress.
- Introduce the position of an arts and cultural business liaison.
- Devise infographics and information highlighting how the large commercial presence in Dunwoody serves residents.

INTERMEDIATE: 1-2 YEARS

- Work with the Dunwoody Convention and Visitors Bureau to integrate arts and cultural marketing to potential visitors.
- Establish and nurture strong partnerships with the public, nonprofit, and private sectors.

- Create a Public Art Committee.
- Develop clear guidelines and policies for the selection and placement of public art.
- Develop a public art map with current locations and suggested priority locations for future public art in the city.
- Earmark consistent funding for public art.
- Pilot new public art initiatives that are reflective of Dunwoody.

- Implement *Connect Dunwoody: A Placemaking Plan*.
- Pinpoint transformative placemaking locations throughout the city.
 - » Categorize placemaking locations based on scale and local context.
- Establish clear guidelines for placemaking throughout the city.
 - » Define and introduce placemaking into Dunwoody Municipal Code.
 - » Create a menu of activities and events for consideration.
 - » Streamline permitting processes and approvals.
 - » Encourage private sector and non-profit involvement in creative placemaking initiatives.
 - » Coordinate with Perimeter Community Improvement Districts (PCID) to identify near-term pilot initiatives with select businesses in Perimeter.
 - » Support partnerships in placemaking among public, private, and nonprofit stakeholders.
 - » Integrate placemaking requirements in new commercial development.
- Exhibit active City commitment to placemaking initiatives.
 - » Allocate public funding and other resources to support placemaking.
 - » Create an overall placemaking brand and messaging for the city.

- Develop a plan for arts and cultural use of City-owned real estate.
 - » Move forward with agreed-upon plan (budget votes, bonding, leases, etc.)
- Create a plan for the temporary exhibition of art work in businesses and private spaces throughout the city.
- Create and maintain a directory of privately-owned spaces available for arts and cultural uses.
- For public works projects, include the input of the Arts Council during planning and design.

- Generate an arts and cultural prospect list of major businesses and commercial property owners.
- Distribute marketing materials focused on arts, culture, trails, and placemaking to businesses.

LONGER-TERM: 3-6 YEARS

- Implement *Connect Dunwoody: A Placemaking Plan*.

- Develop a plan for arts and cultural use of City-owned real estate.
 - » Renovations, relocations, new construction, etc.

FUNDING: National/Federal

Source	Abbreviation	Description
ARTWORKS	AW	Part of the National Endowment for the Arts: the ART WORKS grant program focuses on providing funding ranging from \$10,000-\$100,000 to nonprofits, tax-exempt 501(c)(3), U.S. Organizations, units of state/local government, and federally recognized tribes/communities. Funding is distributed exclusively on a project basis; funding is not allocated for the creation, maintenance, or upkeep of an organization or group. Typical awards amount to <\$25,000, but projects with an anticipated regional impact may garner larger amounts of grant funding.
Challenge America	CA	Part of the National Endowment for the Arts; Challenge America grant program provides conditional funding for projects that support Engagement, defined as: “Public Engagement with, and access to, various forms of excellent art across the nation,” with the intent of extending the reach of arts to populations that have limited access to the arts, due to geographic location, ethnicity, economic hardship, and/or disability. These are subdivided into 3 project types: Guest Artist, Cultural Tourism, and Public Art Projects. Awards amount to \$10,000 and require an equal or greater match.
National Endowment for the Humanities	NEH	Grants available for: Public Humanities Projects, Sustaining Cultural Heritage Collections
Development Block Grant Program	DBG	State Community Development Block Grant Program – “Under the State CDBG Program, states award grants to smaller units of general local government that develop and preserve decent affordable housing, to provide services to the most vulnerable in our communities, and to create and retain jobs.” Note: CDBG funds are available for “non-entitlement areas,” defined as cities with populations less than 50,000. The estimated population of Dunwoody in 2016 was 48,884.
Earmarks for cultural agencies and institutions (I and II)	Ear	“Earmarks are allotted through a formal process controlled by the House and Senate appropriations committees. All individual members of Congress are allowed to submit “project requests,” usually to the various appropriations subcommittees, which demand paperwork and enforce strict deadlines. The subcommittee staffs work to ensure that grants only go for projects that are relevant to their specific subcommittee. It would be a nonstarter, for example, to ask for an earmark to build a city utilities plant through the Department of Education. Unlike applying for grants through a federal agency, political considerations may apply, such as a Member’s seniority or whether a Member sits on the appropriations committee. Like applying for grants, the Member of Congress must prioritize among many earmark requests from constituents. It is not unusual for a Senator to receive 1,000 requests annually. Generally, constituents approach a Member of Congress and ask for his or her help in securing funding. Because the Member must submit the project request, the process moves forward only if the Member approves. Because the deadlines for these project requests are early in the year, it is necessary for constituents to begin working with their Member’s office many months in advance. Many constituents use professional assistance—lobbyists who specialize in earmarks—to help advance the project request and keep track of this complicated and technical process.” ¹

1 - Via Americansforthearts.org

FUNDING: Regional

Source	Abbreviation	Description
Greater Atlanta Community Foundation/Metropolitan Atlanta Arts Fund	GCAF/MAAF	Provides funding in the following areas: Arts, Community Development, Education, and Non-profit effectiveness, and well-being. Specific grants include: Grants to Green, Metropolitan Atlanta Arts Fund, Neighborhood Fund, Civic Engagement Fund, and a Place to Perform.
Wells Fargo Metro Atlanta Grants	WF-MAG	Public education, cultural experiences for low-income individuals, and access to health education funding opportunities; amounts vary. Also funds affordable housing, arts and culture, civic engagement, and more.
The Malone Family Foundation	MFF	Grants for youth projects and programs.
Youth Service Fund of the Atlanta Rotary Club	YSF-ARC	Funds that promote education, recreation, training and vocational guidance, in campership setting, to underprivileged boys and girls in Metro Atlanta.
The Rotary Education Foundation of Atlanta	REFA	Grants to promote literacy among youth (k-8); amounts vary and \$100,000 is distributed annually



FUNDING: State

Source	Abbreviation	Description
Georgia Council for the Arts	GCA	Annual grants consisting of a number of programs, including but not limited to: A Place to Perform (nonprofit funding for performance venue access and increase public performing arts events), Civic Engagement Fund (nonprofit funding for engagement ranging from education, training, research, discussion, and debate, so long as they can “advance public will”), Extra Wish (nonprofit funding that provides funding for “wishes”: tangible goods/infrastructure that would serve to contribute to success of organization/populations served by organization), General Operating Support (general fund for operational support/maintenance), the Metropolitan Atlanta Arts Fund (provides funding for small/mid-sized arts orgs throughout the greater Atlanta Metro region), and the Neighborhood Fund (supports community organizing, action, and implementation of grass-roots ideas)
Tull Charitable Foundation	TCF	Provides a number of relevant grants to non-profits in GA spanning: Arts and culture, Education and School, Health and Human Services, Youth Development, Civic Improvement
David, Helen and Marian Woodward Fund	WF	Grants in a variety of program areas in GA and other Southeastern states across the topics of: Arts, Culture, and Humanities; Education; Environment/Animals; Health; Public/Societal benefit.
Kaiser Permanente	KP	Health-centric grants and educational attainment; amounts vary

FUNDING: Other

Source	Abbreviation	Description
Crowdfunding	CF	GoFundme, IndieGoGo, Kickstarter, etc.

