

NORCROSS

Master Arts & Cultural Plan



June 2023

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Executive Summary

Overview

Norcross is a city with many cultural assets to celebrate. By creating a strategy to enhance current resources, address current gaps, and build pipelines for future creative industries growth, Norcross demonstrates its commitment to being a “Place to Imagine.”

The purpose of this plan is to provide a strategic roadmap for the City of Norcross and the Norcross Public Arts Commission that will enhance the lives of all Norcross stakeholders through arts and culture. This plan is future-seeking and focused on building upon existing assets in the community as well as shoring up opportunities for improvement. The plan also strives to reflect the interests and needs of all Norcross stakeholders. Continued public feedback and outreach is both critical to its creation and to its future success.

Stakeholder Engagement Feedback

There is a general feeling that arts and cultural activities could engage all communities around the city and that an effort to work to build a culture of partnership, inclusion, and trust across all neighborhoods, communities, and the city is necessary. One of the greatest challenges and *opportunities* is the divide between “the Two Norcrosses.”

There is a mandate for the city’s support of the arts. Survey respondents heavily favored the city government financially supporting arts and cultural activities in Norcross (average response: 4.17/5).

There is a substantial amount of arts and culture activity in Norcross and also a great need—and desire for—information sharing. Residents want increased promotional channels and the arts community needs an infrastructure to exchange information and assets to maximize existing activities, resources, space, and ideas, as well as a deeper understanding of what the entire community wants from an arts and culture perspective. The city could support cohesion within the arts community by wielding convening power, helping to utilize resources more effectively, and building on what is already happening here.

While Norcross has many beloved and well-attended events, there is also a consensus that a greater variety of events is needed. All stakeholders consulted felt it was important to

broaden the reach of current events—geographically and programmatically - to include new, unreached local audiences.

There is a strong desire for new public art that reflects the multicultural identity of Norcross. Representation of Norcross’ many cultural identities was a repeated theme in all stakeholder engagement, including the public survey.

Vision & Strategies

Arts and culture in Norcross should be VIBRANT, CONNECTED, and TRANSFORMATIVE.

The goals of this plan are to cultivate a growing creative arts community, provide activities that encourage others to be creative, and create programming that engages ALL residents of Norcross.

Norcross can harness the transformative power of the arts and shared cultural experiences to foster community connections by:

- Making arts and culture a municipal priority
- Engaging diverse audiences
- Creating a strong arts ecosystem
- Implementing a public art program

Recommendations

- Making arts and culture a municipal priority
 - Adoption of the master plan by the Mayor and Council is crucial for its success.
 - Allocate staffing towards arts administration and community engagement.
 - Solidify the standing of arts and culture by allocating an annual budget, further incorporating arts and culture as a strategic element in all areas of the city’s work.
 - Increase Commission interactions and ensure knowledge of city processes.
 - Review city processes and legal requirements to ensure accessibility to individual artists and smaller organizations participating in installations and programming.
 - Include the needs of arts and culture workers in plans for workforce housing and housing affordability to retain and attract members of the creative industries.
- Engaging diverse audiences

- Be intentional about engagement and build trust.
- Bring art and sustained programming out into the community.
- Invest in new channels to communicate with and market to untapped audiences.

- Creating a strong arts ecosystem
 - Develop and maintain deepening relationships with arts organizations, practitioners, and educators working in Norcross.
 - Create systems to activate resources and share efficiencies.
 - Create mechanisms to promote and share the breadth of arts and culture activities happening in Norcross.
 - Demonstrate that public art is a valued community asset by actively maintaining, preserving, and promoting existing public art.
 - Create pipelines for development of student and emerging artists.
 - Create granting programs to which artists and organizations can apply to support ongoing work and future collaborations.

- Implement a public art program
 - Identify near-term projects that can be implemented quickly.
 - Use feedback loops to select permanent or longer-term projects.
 - Be ready for ad-hoc opportunities.
 - Prioritize conservation and curation.
 - Engage experts to help ensure expansive artist outreach and a seamless, complete process.

Resumen Ejecutivo

Descripción general

Norcross es una ciudad con muchos bienes culturales para celebrar. Al crear una estrategia para mejorar los recursos actuales, abordar las brechas actuales y crear canales para el futuro crecimiento de las industrias creativas, Norcross demuestra su compromiso de ser un "Lugar Para Imaginar".

El propósito de este plan es proporcionar un plan estratégico para la ciudad de Norcross y la Comisión de Artes Públicas de Norcross que mejorará la vida de todos los grupos claves de Norcross a través del arte y la cultura. Este plan mira hacia el futuro y se enfoca en expandir los atributos existentes en la comunidad, así como también en señalar las oportunidades de crecimiento. El plan también se esfuerza por reflejar los intereses y necesidades de todos los grupos claves de Norcross. La retroalimentación y el alcance continuos del público son críticos para su creación y para su futuro éxito.

Comentarios y opiniones de los grupos claves de Norcross

Existe un sentimiento general de que las actividades artísticas y culturales podrían involucrar a todas las comunidades de la ciudad y que se necesita un gran esfuerzo para construir una cultura de colaboración, inclusión y confianza en todos los vecindarios y comunidades de la ciudad. Uno de los mayores desafíos y oportunidades es la división entre "los Dos Norcross".

Hay un mandato para el apoyo de la ciudad a las artes. Los encuestados estaban muy a favor de que el gobierno de la ciudad apoye financieramente las actividades artísticas y culturales en Norcross (respuesta promedio: 4.17/5).

Hay una gran cantidad de actividades artísticas y culturales en Norcross y también una gran necesidad y deseo de compartir información. Los residentes quieren más métodos de promoción y la comunidad artística necesita una infraestructura para intercambiar información y talentos para maximizar las actividades, los recursos, el espacio y las ideas existentes, así como una comprensión más profunda de lo que toda la comunidad quiere de las artes y de la cultura. La ciudad podría apoyar la cohesión dentro de la comunidad artística convocando a

los grupos a que colaboren, ayudando a utilizar los recursos de manera más efectiva y aprovechando lo que ya está sucediendo aquí.

Aunque Norcross tiene muchos eventos exitosos y muy concurridos, existe un consenso de que se necesita una mayor variedad de eventos. Todos los grupos clave consultados sintieron que era importante ampliar el alcance de los eventos actuales, geográficamente y a través de la programación, para incluir nuevas audiencias locales no alcanzadas.

Existe un fuerte deseo de nuevo arte público que refleje la identidad multicultural de Norcross. La representación de las muchas identidades culturales de Norcross fue un tema repetido en todos los comentarios de los grupos clave, incluyendo la encuesta pública.

Visión & Estrategia

Las artes y la cultura en Norcross deben ser VIBRANTES, estar CONECTADAS y ser TRANSFORMADORAS.

Los objetivos de este plan son cultivar una comunidad de artes creativas en crecimiento, brindar actividades que animen a otros a ser creativos y crear programas que involucren a TODOS los residentes de Norcross.

Norcross puede aprovechar el poder transformador de las artes y las experiencias culturales compartidas para fomentar las conexiones comunitarias al:

- Hacer del arte y la cultura una prioridad municipal
- Atraer audiencias diversas
- Crear un fuerte ecosistema artístico
- Implementar un programa de arte público

Recomendaciones

- Hacer del arte y la cultura una prioridad municipal
 - Adoptar el plan maestro por parte del Alcalde y del Concejo es crucial para su éxito.
 - Asignar personal a la administración de las artes y la participación de la comunidad.
 - Solidificar la posición de las artes y la cultura mediante la asignación de un presupuesto anual, incorporando aún más las artes y la cultura como un elemento estratégico en todas las áreas de trabajo de la Ciudad.

- Aumentar las interacciones de la Junta y asegurar el conocimiento de los procesos de la Ciudad.
- Revisar los procesos de la Ciudad y los requisitos legales para garantizar la accesibilidad a artistas individuales y a organizaciones más pequeñas que participen en instalaciones y programación.
- Incluir las necesidades de los trabajadores de las artes y la cultura en los planes de vivienda para la fuerza laboral y vivienda asequible para retener y atraer miembros de las industrias creativas.
- **Atraer audiencias diversas**
 - Ser intencionales sobre el compromiso y generar confianza con la comunidad.
 - Llevar el arte y la programación constante a la comunidad.
 - Invertir en nuevos canales de comunicación y comercializar a las audiencias normalmente marginalizadas.
- **Crear un fuerte ecosistema artístico**
 - Desarrollar y mantener relaciones más profundas con organizaciones artísticas, profesionales y educadores que trabajan en Norcross.
 - Crear sistemas para activar los recursos existentes y compartir eficiencias.
 - Crear mecanismos para promover y compartir la amplitud de las actividades artísticas y culturales que se realizan en Norcross.
 - Demostrar que el arte público es un elemento valioso de la comunidad al mantener, preservar y promover activamente el arte público existente.
 - Crear canales y sistemas para el desarrollo de estudiantes y artistas emergentes.
 - Crear programas de subvenciones a los que los artistas y organizaciones puedan postularse para apoyar el trabajo existente y fomentar futuras colaboraciones.
- **Implementar un programa de arte público**
 - Identificar proyectos a corto plazo que puedan implementarse rápidamente.
 - Usar métodos de retroalimentación para seleccionar proyectos permanentes o a largo plazo.
 - Estar preparados para oportunidades ad-hoc.
 - Priorizar la conservación y la curación.
 - Involucrar a expertos del área para ayudar a garantizar un mayor alcance de los artistas y un proceso completo y sin inconvenientes.

Message from the Norcross Public Arts Commission

As a seven-member volunteer Commission, the mission of the Norcross Public Arts Commission (“NPAC”) is to cultivate a growing creative arts community and to promote the continuous growth and development of our neighboring cultural resources. We aim to represent the collective voice of the Norcross community in the delivery of our charter through the implementation of art programming and visual art displays within our community.

In 2022, NPAC sought to develop and define a long-range vision for the arts in the City of Norcross. We partnered with Purpose Possible, a team comprised of nonprofit professionals with deep experience in leadership, fundraising, organizational strategy, research, communications, community engagement, and CSR program management to fulfill this goal.

It is our belief that this vision must be informed by input from city residents and key community stakeholders. It is NPAC’s goal to nurture a creative and diverse community, while fostering a welcoming atmosphere for new and exciting ideas to emerge; our aim is for the city to be a vessel in which creative ideas can grow and flourish.

This Master Arts & Cultural Plan is the synthesis of the work of Purpose Possible along with the integration of the community’s feedback into a workable vision and plan. Our hope, as a Commission, is the continued growth and development of the creative class in Norcross for years to come.

Mensaje de la Comisión de Artes Públicas de Norcross

La misión de la Comisión de Artes Públicas de Norcross («NPAC», en inglés) -compuesta por siete miembros voluntarios- es promover una comunidad de artes creativas en expansión y el crecimiento y desarrollo continuo de nuestros recursos culturales cercanos. Nuestro propósito es convertirnos en la voz colectiva de la comunidad de Norcross mediante la programación de exposiciones y actividades artísticas dentro de nuestra comunidad, según nuestra acta constitutiva.

En el 2022, NPAC trató de formular y definir una visión de largo alcance para las artes en la ciudad de Norcross. Trabajamos junto con Purpose Possible, un equipo de profesionales -especializados en organizaciones sin fines de lucro- que tienen una vasta experiencia en liderazgo, procuración de fondos, estrategia organizacional, investigación, comunicaciones, participación comunitaria y gestión de programas de responsabilidad social corporativa (CSR, en inglés) para lograr esta meta.

Creemos que los miembros de la ciudad y los grupos claves de la comunidad deben aportar sus ideas y comentarios a esta visión. La meta de NPAC es alentar una comunidad diversa y creativa, así como un entorno que promueva la generación de ideas nuevas y apasionantes. De esta manera, nuestro objetivo es que la ciudad se convierta en un centro donde puedan prosperar las ideas creativas.

Este Plan Maestro Cultural y Artístico resume el trabajo de Purpose Possible, junto con los comentarios incorporados de la comunidad, en una visión y un plan viable. Es el deseo de la comisión que las actividades creativas sigan en expansión en Norcross en los años venideros.

Introduction

How do we define arts and culture?

We asked focus group participants: “How do you define arts and culture?” For the purposes of this plan, art is intended to be inclusive and refers to everything from visual (sculpture, paintings, murals) and performing arts (theater, music, dance) to applied arts, arts education, community art, and historic preservation. Culture refers to the values shared by a particular group or community.

The use of language

Norcross enjoys a vibrant cultural identity. The term Hispanic/Latinx is used throughout the report to describe the diverse population of Spanish-speaking and Latino-heritage residents of Norcross and the metro Atlanta region, while the term “people of color” has been used to identify any respondents who did not identify as White (to include the Hispanic/Latinx community).

Overview

The City of Norcross recognizes that arts and culture is the foundation of vibrant, loveable communities. Art enriches the lives of a city’s residents, allows neighbors to meet each other, provides opportunities to connect over new ideas and learning, and offers a place for gathering for families, seniors, and residents of all ages. Art also represents both our current histories and our most aspirational versions of ourselves.

Norcross is a city with many cultural assets to celebrate. By creating a strategy to enhance current resources, address current gaps, and build pipelines for future creative industries growth, Norcross demonstrates its commitment to being a “Place to Imagine.”

After two and a half years of reduced arts and cultural production due to the COVID-19 pandemic, many organizations in the creative industries are working to rebuild production. Norcross has a unique opportunity to invest at an inflection point that could be critical for the

life of current organizations. At the same time, the city is poised to reap greater dividends for the future by taking steps to plant seeds for future cultural growth.

As a city made up of residents representing many different cultures and ethnicities, Norcross has a responsibility to incorporate culture representing all who live there. With such a wealth of different cultures present in the community, Norcross has a bounty of opportunities to create deeper community connections and trust through a strong arts and culture ecosystem and better cultural representation.

The purpose of this plan is to provide a strategic roadmap for the City of Norcross and the Norcross Public Arts Commission that will enhance the lives of all Norcross stakeholders through arts and culture. This plan is future-seeking and focused on building upon existing assets in the community as well as shoring up identified gaps. The plan also strives to reflect the interests and needs of all Norcross stakeholders. Public feedback and outreach are both critical to its creation and to its future success. It includes analysis and recommendations of other existing planning documents and projects, including the *Norcross 2040 Comprehensive Plan*, the *Unified Development Ordinance*, the *Buford Highway Masterplan*, the *Beaver Run Creek Greenway Concept Plan*, and the *Norcross Sustainability Plan*.

Plan Principles

- Think strategically
- Consider current infrastructure and future growth
- Represent the full ethnic and cultural diversity of Norcross residents
- Celebrate existing cultural and historical assets
- Be visionary and actionable

The principles guiding the creation of this plan were derived primarily from internal stakeholder feedback on goals for the plan. NPAC had a desire for their work to function in a less tactical, more strategic capacity and needed help from the Purpose Possible team on how to create that strategy. Within their distinct



capabilities, any plan should be both visionary and actionable for the size and resources available in Norcross so that it has the best chance of future success. Norcross' cultural diversity was cited consistently as one of its best assets, however, the community's feeling of having "two Norcrosses" was also well documented. The future vision should celebrate and build upon the assets that exist and also more accurately reflect that diversity through representation and operations. Norcross is positioned for population growth at a rate of 4.49% each year. Therefore, considering future plans for growth and built assets associated with that growth could help to leverage new opportunities for public art.

The Planning Process

The team embarked on an eight-month long process to create a plan for Norcross. This process incorporated a review of other similarly-positioned communities and relevant literature, targeted internal and external stakeholder engagement, multiple listening sessions, a public survey, two site visits across Norcross, an analysis of possible funding options, and an analysis of the current environment locally and regionally. Additionally, the team worked to inventory current public art assets, current cultural events and happenings, current marketing activity and channels, arts and culture organizations operating within Norcross, and stakeholders who could help NPAC access networks of other Norcross residents to leverage key resources and communication.

The plan incorporates feedback from city officials, Norcross Public Arts Commission, artists, arts and cultural organizations, leaders of faith-based and other community and non-profit institutions, business owners, residents, parents, seniors, and the general public interested in arts and culture in Norcross. The team conducted eight small group interviews (1-3 people), seven focus groups of key stakeholders, one visioning session with members of Norcross Public Arts Commission and City of Norcross key staff, three research interviews with other city government public art administrators, one survey of local performing arts facilities, and one public survey (offered in both Spanish and English) available to any resident, visitor, and worker in Norcross.

This plan seeks to highlight some of the current "wins" in arts and culture investment while also identifying future strategies to develop current assets Downtown and elsewhere in the city. We have included strategies to further trust, engagement, and investment in areas where more work needs to be done to make residents feel included in the city's arts and culture activities.

Connecting with the Hispanic/Latinx community

Considerable time and effort was spent during the public outreach phase to try to reach stakeholders from communities that the city has had difficulty reaching in the past, particularly the Hispanic/Latinx community; 39.8% of Norcross residents identify as a member of the Hispanic/Latinx community.¹ Outreach for this plan included the release of a public survey in both English and Spanish, the first time a public survey for arts and culture was offered in both languages. However, the team recognizes that responses received in the public survey were not indicative of the full spectrum of diverse perspectives that exist in this community. We do not know how many members of the community who prefer to communicate in Spanish took the survey in English. We do know that despite our goal to have strong input and involvement from the Hispanic/Latinx community during planning, there is still work to be done. We believe that this process can serve as a strong start to a continued effort to build trust, increase representation, and create a more inclusive arts ecosystem in Norcross. The plan recommendations include diverse resident representation on the Public Arts Commission as well as multiple recommendations to engage with members not a part of the dominant culture in Norcross. It is also important to remember that this plan should be considered a living document to help ensure all Norcross residents are both equally represented and empowered to contribute to community conversations.

Context

Norcross' Position in the Region

Located approximately 20 miles north of Atlanta in Gwinnett County, Norcross is a suburban community situated within the Metro Atlanta region. Conditions for arts and culture in the metro region, an ethnically diverse population, community character, available arts and culture funding opportunities, and shifting demographic trends in the region generally have all shaped the cultural strategy for this community.

This plan seeks to honor the authentic community assets that already exist while also nurturing new arts and cultural development within the context of the vast array of arts and culture resources available in the region. Norcross' community character is a mix of old and new, honoring the history and culture of what is already here while also looking to the future to develop new cultural assets. By focusing on the distinct value proposition of Norcross' unique

¹ United States Census Bureau. (n.d.). *U.S. Census Bureau QuickFacts: Norcross city, Georgia*. [Www.census.gov](https://www.census.gov); United States Census Bureau. <https://www.census.gov/quickfacts/fact/table/norcrosscitygeorgia>

cultural assets in relation to the available resources supporting arts and culture regionally, Norcross can cultivate a cultural ecosystem that reflects the diversity of all of its residents.

The Metro Atlanta region, as defined by the Atlanta Regional Commission (the regional planning authority), consists of the City of Atlanta and the following counties: Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Henry, and Rockdale.² Approximately 4.7 million residents live in the area, representing a diverse, multi-cultural population. Norcross' identity is both a celebration of its traditional American small-town charm and its expanding cultural diversity. The community possesses a unique history attached primarily to its railroad town roots, and a quaint downtown area. However, stakeholders interviewed in this and other plans identified that the city sometimes struggles to embrace both identities at the same time, adding to a feeling of “two Norcrosses.”

Transportation and Accessibility

Norcross has several major transportation corridors that provide access to the wider Atlanta region, including I-85, Jimmy Carter Boulevard, Peachtree Industrial Boulevard, Buford Highway, and Beaver Run Rd.³ In addition to providing important gateways into the city, these streets also house major commercial and retail centers for the city and the broader community. Transit options include citywide bus transit, direct bus service to Atlanta city centers, and bus services to the Doraville MARTA station.⁴ Long-term plans for Gwinnett County include the extension of heavy rail from the Doraville MARTA station to Gwinnett Place.⁵ While this goal would take 15-20 years to complete, the expansion would provide greater connectivity for the area that could help to attract greater local tourism to arts and culture happenings. Several stakeholders identified the need for their organizations to be close to specific transit hubs, particularly for organizations looking to reach underserved communities.

The downtown area of Norcross is particularly walkable compared to the rest of the community, and nearby residents find the close proximity and walkability ideal. Attendance at Downtown arts and culture events is quite high because of the availability of events and walkability to Downtown locations. For residents located outside Downtown, however, walkability and bike-ability are more difficult due primarily to the location of the railroad that

²Phillipson, J. (2023). *Cultural Assessment of the Atlanta Region*. www.atlantaregional.org.
<https://cdn.atlantaregional.org/wp-content/uploads/cultural-assessment-2023.pdf>

³ Jacobs. (2019). *Norcross 2040 Comprehensive Plan*. www.norcrossga.net.
<https://www.norcrossga.net/DocumentCenter/View/2957/>

⁴ Ibid.

⁵ Ibid.

bisects the community.⁶ Many improvements are already scheduled, and across the region, art and transportation projects are already popular. Future improvements offer an opportunity for Norcross to expand access to arts and culture opportunities in the city and to also include public art in new capital projects.



Arts and Culture as an Economic Engine

Within the Metro Atlanta region, 8,327 creative industries businesses employ 120,880 workers.⁷ Jobs in the creative industries grew at a rate of 1.9% annually between 2015-2021, exceeding the regional average of all jobs of 1.1%.⁸ The region also contains 1704 arts and culture nonprofit organizations, 55.6% of all arts and culture organizations statewide.⁹ A network of

⁶ Jacobs. (2019). *Norcross 2040 Comprehensive Plan*. www.norcrossga.net.
<https://www.norcrossga.net/DocumentCenter/View/2957/>

⁷ Phillipson, J. (2023). *Cultural Assessment of the Atlanta Region*. www.atlantaregional.org.
<https://cdn.atlantaregional.org/wp-content/uploads/cultural-assessment-2023.pdf>

⁸ Ibid.

⁹ Ibid.

local arts agencies provides resources, research, and support across the region to government, nonprofits, and other community groups. These organizations include Georgia Council for the Arts, South Arts, ArtWorks Gwinnett, and the Atlanta Regional Commission—who offer services year-round—in addition to other arts and organizations offering ad-hoc, informal, or occasional programming and resources for artist or arts organization support.

Arts and culture offerings are robust, representing a wide variety of creative scales, artistic genres, and cultural backgrounds in both the private and public realms. While, unsurprisingly, the City of Atlanta (the anchor for the region) is home to a full range of arts and culture organizations of all sizes, smaller cities in the region also boast robust cultural production. Nearby suburban cities of a similar size like Lawrenceville, Sugar Hill, and Suwanee have a strong focus on art in the public realm. Norcross has traditionally focused more on public events and festivals in the past. The city presently produces more public events than any other city of similar size in the region.

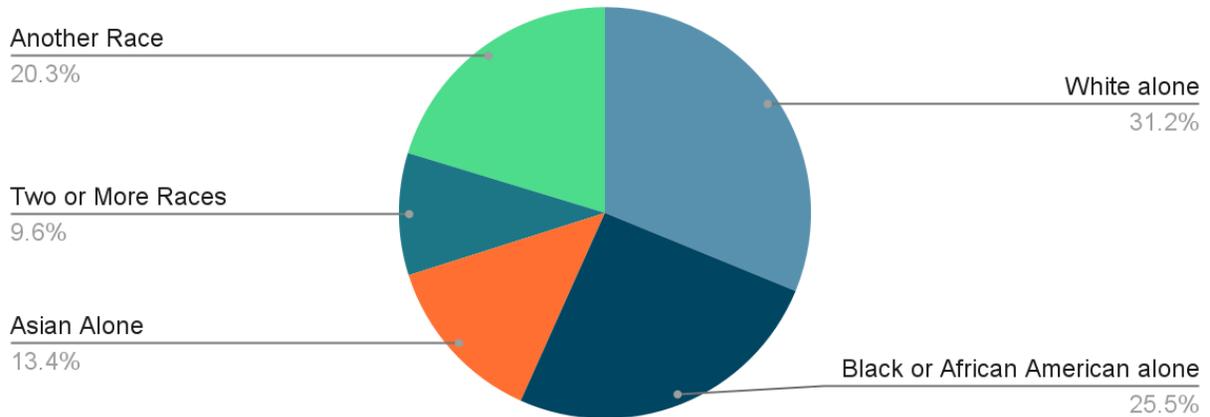
Demographics

Norcross is a city of 17,706 people.¹⁰ Like many other communities in this part of the region, it is a complex, multi-cultural community. 31.3% of Norcross residents were born in a country other than the United States.¹¹ 49.1% speak a language other than English at home. The charts below demonstrate the racial and ethnic composition of Norcross residents.

¹⁰ United States Census Bureau. (n.d.). *U.S. Census Bureau QuickFacts: Norcross city, Georgia*. [Www.census.gov](https://www.census.gov/quickfacts/fact/table/norcrosscitygeorgia); United States Census Bureau. <https://www.census.gov/quickfacts/fact/table/norcrosscitygeorgia>

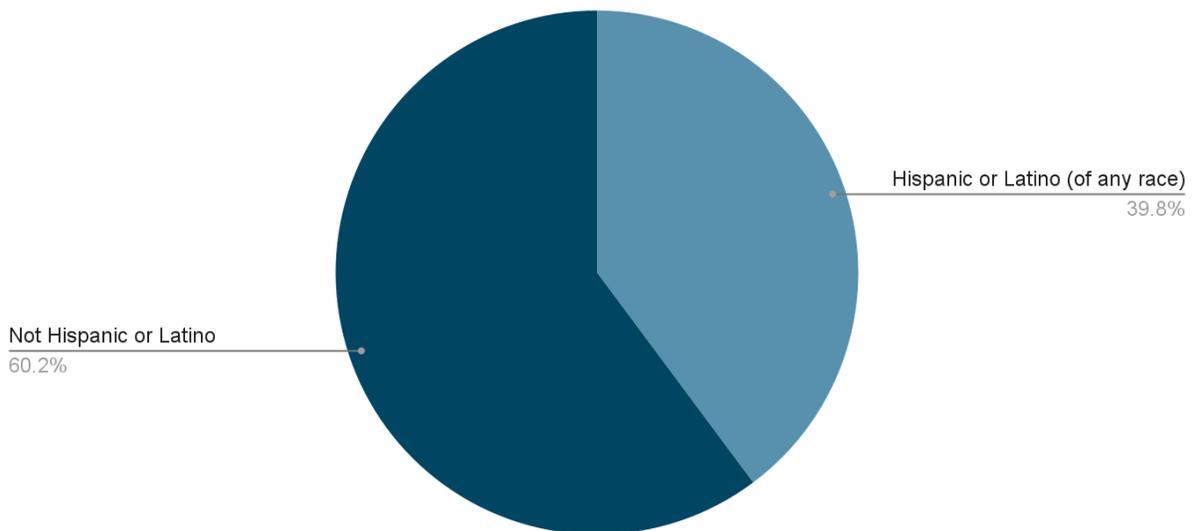
¹¹ *DataNexus*. (n.d.). [Data.neighborhoodnexus.org](https://data.neighborhoodnexus.org). [https://data.neighborhoodnexus.org/United States Census Bureau. \(n.d.\). *U.S. Census Bureau QuickFacts: Norcross city, Georgia*. \[Www.census.gov\]\(https://www.census.gov/quickfacts/fact/table/norcrosscitygeorgia\); United States Census Bureau. <https://www.census.gov/quickfacts/fact/table/norcrosscitygeorgia>](https://data.neighborhoodnexus.org/United States Census Bureau. (n.d.). U.S. Census Bureau QuickFacts: Norcross city, Georgia. Www.census.gov; United States Census Bureau. https://www.census.gov/quickfacts/fact/table/norcrosscitygeorgia)

Racial Demographics of Norcross



Source: U.S. Census Bureau's American Community Survey 2021, 5-year estimates

Norcross Residents by Hispanic or Latino Origin



Source: U.S. Census Bureau's American Community Survey 2021, 5-year estimates

As described in both stakeholder interviews and in other previous plan documents, integration between ethnic and racial groups and socio-economic groups (which are also largely stratified by race and Hispanic / Latinx Origin) has been a challenge in Norcross. Neighborhoods around Downtown have a much higher average household income than neighborhoods southeast of

Buford Highway. Businesses owned by Black/African American, Asian, or Hispanic/Latinx proprietors tend to be clustered outside the Downtown corridor. Many residents described having “Two Norcrosses,” one for the Downtown area and one for the rest of the city. In both interviews and surveys, residents located outside of Downtown described a feeling that their areas lacked the interest or investment seen in the Downtown areas.

As a fairly young city, Norcross has many young families and young people among its population. 29.2% of the population is under age 18, while only 7.4% of the population is 65 or older.¹² 74.1% of the population over the age of 16 is part of the civilian labor force.¹³



¹² United States Census Bureau. (n.d.). *U.S. Census Bureau QuickFacts: Norcross city, Georgia*. www.census.gov; United States Census Bureau.

<https://www.census.gov/quickfacts/fact/table/norcrosscitygeorgia>

¹³ Ibid.

Geographically, Norcross is a relatively small, densely populated city. The total land area is only 6.15 miles.¹⁴ Primary retail and commercial centers are located in Downtown Norcross and along Buford Highway, I-85, Jimmy Carter Boulevard, and Peachtree Industrial Boulevard. Residents described Downtown Norcross as feeling like a “Hallmark movie” in terms of small-town charm, with several parks offering public events, many restaurants, art galleries, the Lionheart Theatre, and additional locations for gathering in Skin Alley and near City Hall. Buford Highway is a beloved corridor of North Atlanta that stretches through several municipalities, including Norcross. It is known for its diversity of culinary establishments and businesses owned by or catering to the many immigrant communities nearby. The Norcross branch of the Gwinnett County Library is located here. The I-85 corridor and Jimmy Carter Boulevard corridor has a great deal of industrial and commercial real estate in addition to local shopping centers. It has been branded “Gateway 85” by its CID, which focuses on economic development in the area. The area contains a water amusement park as well as a local bus transit hub, the Persian Cultural Center of Atlanta and Pinnacle Park. Along Jimmy Carter Boulevard, the Global Mall and several other small retail centers line the stretch.

What’s Happening Around Norcross

We reviewed several surrounding municipalities to understand the arts landscape in north Metro Atlanta more broadly and how it is being managed. Below are our findings.

¹⁴ Ibid.

Asset Comparison

	Norcross	Lawrenceville	Sandy Springs	Sugar Hill	Suwanee
Visual Art, Music, Theatre	Lionheart Theatre	Lawrenceville Arts Center	City Springs Theatre	The Eagle Theatre	Everett's Music Barn
	Norcross Gallery and Studios	Aurora Theatre			
	The Rectory	Medieval Times			
	Cultural Arts and Community Center				
Museums and Historic Sights	Fire Station Museum	Historic Courthouse	Sandy Springs History Museum	Downtown Art Gallery and History Museum	Suwanee Caboose
	Welcome Center and Museum	Isaac Adair House			Rhodes Hotel
	Historic Cotton Gin	Lawrenceville Ghost Tours			Pierce's Corner
	Train and Historic Depot				
	Historic Cemetery				
Parks and Outdoor Spaces	Betty Mauldin Park	Shoe Horn Alley	Abernathy Greenway North	Gary Pirkle Park	Jackson Street Cemetery
	Discovery Garden Park	Lawrenceville Community Garden	Abernathy Greenway South	Sugar Hill Golf Club	
	Heritage Park	Alexander Park	Abernathy Park	The Bowl @Sugar Hill	
	Johnson Dean Park	Louise Cooper Park	Allen Road Park	Dawn P Gober Community Plaza and Splash Park	
	Lillian Webb Park	Rhodes Jordan Park	Big Trees Preserve	Sugar Hill Greenway	

	Norcross	Lawrenceville	Sandy Springs	Sugar Hill	Suwanee
Visual Art, Music, Theatre	Lionheart Theatre	Lawrenceville Arts Center	City Springs Theatre	The Eagle Theatre	Everett's Music Barn
	Norcross Gallery and Studios	Aurora Theatre			
	The Rectory	Medieval Times			
	Cultural Arts and Community Center				
	Pinnacle Park	Freeman's Mill Park	Chattahoochee River National Recreation Area - East Palisades	Gold Mine Park	
	Rossie Brundage Park	Lenora Park Community Garden	Chattahoochee River National Recreation Area - Island Ford	Ridge Lake Park	
	Summerour Park		Chattahoochee River National Recreation Area - Powers Island	Community Park	
	Thrasher Park		City Green		
	Veterans Park		Crooked Creek		
			Hammond Park		
			Lost Corner Preserve		
			Marsh Creek Rain Garden		
			Morgan Falls Athletic Complex		
			Morgan Falls Overlook Park		
			Morgan Falls Dog Park		

	Norcross	Lawrenceville	Sandy Springs	Sugar Hill	Suwanee
Visual Art, Music, Theatre	Lionheart Theatre	Lawrenceville Arts Center	City Springs Theatre	The Eagle Theatre	Everett's Music Barn
	Norcross Gallery and Studios	Aurora Theatre			
	The Rectory	Medieval Times			
	Cultural Arts and Community Center				
			Northwood Park		
			Ridgeview Park		
			Sandy Springs Historical Site		
			Sandy Springs Tennis Center		
			Windsor Meadows Park		
Publicly Accessible Art	Eastern Continental Divide Mosaic Sculpture	Community Mural Project	Arts Walk		Permanent Art Collection
	Greetings From Norcross Mural	Depot District Signage (Coming Soon)	ArtSS in the Open		Art on a Limb
	Mitchell Road Mosaic Wall				Art DRiving Tour
	Skin Alley & "Tumblefield"				SculpTour: Suwanee's Walkable Public Art Encounter
Festivals and Events	Art Splash Festival	Boo Fest	Concerts By The Springs	Sparks in the Park	Glow in the Park Intl Market
	Movie Mondays	Harvest Festival	Farmers Market	Sugar Rush Arts Festival	Suwanee Arts Festival

	Norcross	Lawrenceville	Sandy Springs	Sugar Hill	Suwanee
Visual Art, Music, Theatre	Lionheart Theatre	Lawrenceville Arts Center	City Springs Theatre	The Eagle Theatre	Everett's Music Barn
	Norcross Gallery and Studios	Aurora Theatre			
	The Rectory	Medieval Times			
	Cultural Arts and Community Center				
	First Friday Concert Series	African American Culture and Arts Festival			Red, White, Bluegrass and Bach
	Dia de los Muertos celebration				Movies Under the Stars
					Summer Porch Jam
	Additional programming: Public Art Tour History Tour Discovery Garden Park Tree Tour				Broadway in the Park
					Suwanee's Got Talent
					Suwanee Fest
					Taste of BBQ and Music Fest
					Dinner and a BOOvie
					Chili Cook Off and Music
					Luminaria Lights to Remember
					Food Truck Friday

	Norcross	Lawrenceville	Sandy Springs	Sugar Hill	Suwanee
Visual Art, Music, Theatre	Lionheart Theatre	Lawrenceville Arts Center	City Springs Theatre	The Eagle Theatre	Everett's Music Barn
	Norcross Gallery and Studios	Aurora Theatre			
	The Rectory	Medieval Times			
	Cultural Arts and Community Center				
					Suwanee Running Series

How Are They Managing it?

In addition to our asset review and background research, we interviewed Denise Brinson, Assistant City Manager, City of Suwanee, and Nicole Klein, GIS Planner, City of Sugar Hill, to gain a better understanding of how area municipalities fund and manage their arts and culture activities. Below are the key takeaways:

- While priorities, nonprofit status, and relationships with their city governments vary, all municipalities reviewed have employed a public art commission (PAC) to help organize their arts and culture activities.
- The most effective relationships between PACs and city governments occur when the city has officially made arts and culture a top economic priority. They support these initiatives by intentionally and purposefully wrapping the PAC into the city's development activities. For example, several municipalities utilize their arts commission to encourage the addition of public art in new development. Both Suwanee and Sugar Hill require prospective developers to meet with the arts commission as a part of their application process. Additionally, Suwanee provides this [Developer's Guide to Public Art](#) that clearly outlines the city's expectation that developers will also consider public art a priority. Not only does this illustrate the city's commitment to public art, but involving the commission into the city's processes has resulted in empowered and engaged arts commissions.
- The working relationship between PACs and their governments is most effective when commissions are treated as an advisory council (meeting with prospective developers,

reviewing artists' proposals) while staff dedicated to arts and culture activities are responsible for administration activities (creating RFPs, final approval for projects). The commissions have the ability to research, propose, and plan projects that speak to them and fall within their financial constraints while relying on the support of the city for marketing, logistics, and administrative support.

- Over the years—and through times of economic downturn—municipalities have developed a variety of strategies to fund their public arts efforts that go beyond the city's annual revenue. For example, Suwanee has successfully relied solely on private donations and project sponsorships backed by committed members of the community to fund their public art efforts. Additionally, municipalities make funding public art a priority, allocating a budget to the commissions—Sugar Hill allocates \$10,000 annually—which the commissions manage with city oversight. Additionally, the commissions are empowered to research and apply for grants appropriate for the legal status of the organization (some have registered for 501c3 nonprofit status), with support from the city, when they require additional funding for a project.
- City support of public arts efforts can be creative and engaging. Examples of citywide support include [Suwanee's 'Art for All' Capital Campaign](#).

We also interviewed Nicholas Hutchison, Director of Planning of Paducah, KY, a comparably sized city in the Southeast that trades on its status as an arts community. Like Norcross, they also have a relatively recently formed PAC, which, like the municipalities above, works as an advisory council while city staff (presently portions of roles within the Department of Planning) administer the programming and manage grants. **Approximately \$50,000 annually is directly budgeted for arts programming and this is doubled by other municipal project budget accounts that include indirect spending on arts and culture.** Paducah's successes in engaging the community in arts and culture programming are attributed directly to a focused program of partnership with regional, local, and neighborhood-level organizations.

Existing Conditions

Norcross currently has a wide range of cultural activity in the public realm. Several local facilities serve the needs of both the public and local nonprofit organizations. The Rectory and Cultural Arts and Community Center currently host community events, exhibitions, and rentals for private events. Performing and visual arts activity in the community are anchored by the Lionheart Theatre Company and the Norcross Gallery and Artist Studios, respectively. Several

small museums and historical sites preserve the history of Norcross and are utilized by both tourists and local resident groups (scout troops, local organizations, etc.) alike. These include Welcome Center and Museum, The Historic Cotton Gin, Historic Train Depot, Historic Cemetery Field, and Veteran's Park.



The crowning jewel of Norcross is the many parks and greenspaces that exist within the community. In Downtown Norcross, Thrasher Park and Lillian Webb Park support local public events due to their proximity to other city spaces, large fields, facilities for public performances, playground, and splashpad. Pocket parks like Heritage Park offer opportunities to spark joy through green space in the community. Parks like Johnson Dean Park, Pinnacle Park, Rossie Brundage Park, and Betty Mauldin Park offer beautiful trails and spaces to gather for families and children. Summerour Park and Cemetery Field offer sport fields to support youth sports and supporting facilities. Discovery Garden Park is an outdoor garden learning facility offering the

community classes to learn about plant life along with space for other small public events and gatherings.

Norcross regularly hosts filming activity and some production occurs within the city as well. The city has been the locale for many major motion pictures and popular television productions. The small town charm of the Downtown area is among the most attractive locations for filming. Production companies tend to be clustered in other commercial or industrial areas, particularly in the areas near I-85, Buford Highway, and Peachtree Industrial Road.

The city currently has a small collection of public art clustered in the Downtown area. A collection of sculpture from reclaimed objects is located at City Hall, the Welcome Center, and

Thrasher Park. Additional sculpture at Thrasher Park also includes a frog sculpture by artist Beau Smith and a sculpture marking the Eastern Continental Divide by artist Jennifer Freeman. Murals exist in Skin Alley along local businesses and fencing. New businesses located along this corridor along with the existing artwork have made this a burgeoning area for gathering and small local events. A vinyl, postcard style mural marking historic figures of Norcross' past on Paizano's restaurant Downtown is popular for visitors and offers a social media-friendly background. Outside of Downtown, the beloved Mitchell Road Mosaic is a community-led installation located along the retaining wall on Mitchell street.



Norcross currently hosts more events and festivals than other similarly-sized local cities.

Events boast high turnout from the local community and opportunities for neighbors and families to meet. Events also offer performance and vendor opportunities for local artists and artisans. Current popular events include the Artsplash Festival, Movie Mondays, First Friday Concert Series, and the Dia de los Muertos celebration. Events typically occur in the Downtown area among the streets near City Hall and Main Street, local businesses, and Thrasher and Lillian Webb Parks.



Additional public programming centers primarily around available tours and public classes. As mentioned previously, Discovery Garden Park offers outdoor learning activities. The city also promotes four self-guided tours for tourists to experience art and culture in the city: the Public Art Tour, History Tour, Tree Tour, and Discovery Garden Park.

Faith communities and cultural centers provide anchors for many of the ethnic communities present in the city. The Kanoon Persian Cultural Center offers language classes, performances of Persian music, celebrations of Persian literature and poetry, and much more. Norcross North United Methodist Church offers a full academy of fine arts, offering private and group lessons and classes to the local community in a variety of visual arts, performing arts, music, and more.

Current Arts and Culture Program Analysis

The City of Norcross currently offers several arts and culture options to the local community that are well liked by those that attend and well produced. Much of the current activity centers

on the Downtown corridor. This tends to mostly be out of an abundance of city properties and assets that exist Downtown already to support public events. Festivals and public concert series draw strong crowds, and many residents who lived nearby commented that they appreciated having something to do so readily available within walking distance. The city maintains a robust calendar, and as mentioned previously, produces more events than other similarly-sized nearby cities. This is a point of pride within the community because it feels as if there is “always something to do.”

However, it is necessary for the city to dive deeper into future analysis of experience among attendees and the demographics of who is attending events for better decision making. Staff and stakeholders both identified differences in preferences and experience based on their age, lifestyle, location of residence, socio-economic background, and racial/ethnic origin. **Based on historic marketing data and demographics of responses to the public survey for this plan, current marketing efforts are not reaching a significant segment of Norcross stakeholders representative of the population.**

The Cultural Center and the Rectory are well utilized facilities by local residents offering space for both performing and visual art. Lionheart Theatre is a resident company located in this space. The relationship between the city and the Theatre is mutually beneficial—the Theatre benefits from the city facility and marketing relationship with Norcross, and the city receives revenue from Lionheart facility rental and a cultural resource that regularly attracts patrons to Norcross’ Downtown business corridor.

The Norcross 2040 Comprehensive Plan contains recommendations for exploring a new performing arts center in Norcross, with recommendations on locations. The Buford Highway Master Plan specifies recommendations for locations for a performing arts center within the Buford Highway corridor. There is support for an arts center among elected officials, however additional consensus among both the government and the community is still needed for a path to execution.

Norcross currently employs a small staff to support arts and culture in the community as part of other roles. While staff jobs are coded to arts and culture in the city budget, titles and job responsibilities reflect a focus on economic development within the Downtown corridor, facilities rentals, events, film permitting, and tourism, rather than a broad focus on arts and culture throughout the city. Current titles and responsibilities also indicate that staff capacity is limited to specific scopes of arts and cultural production such as Downtown, the Welcome

Center, the Cultural Arts Center and Rectory, and public events. Current staff already executes at high quality and at a high capacity. Marketing and communications staff and consultants tasked with promoting arts and culture in the community are maximizing available resources to promote more activity than similar communities nearby. Consideration for the continued quality of their current work was given in the recommendations from this plan.

Norcross staff are responsible for decision making regarding public events, including what events to host, and activities and artists to book based on popularity of previous options. Some surveying of past participants occurs. Additionally, the city has access to a wealth of marketing information to supplement survey data from its marketing partner, Accent Creative.

Unlike many other public art commissions in the vicinity, Norcross Public Arts Commission (NPAC) is an organizing, producing, and fundraising body with support from city staff, in addition to being a recommending body for the city on Public Art projects. The commission is composed of both arts professionals and arts enthusiasts from around the city. The current composition is mostly fairly new to the commission, but members seem to be generally aligned on the direction of the Commission and activities. A staff member supports the work of the Commission and serves as liaison between the Commission and city government.

All city marketing—including marketing for arts and culture events—is outsourced to Accent Creative, a private marketing firm. Accent Creative produces print and digital marketing, including the Norcross Newsletter, eBlasts, Social Media Channels, and advertising buys in local media. Accent Creative works with outside partners for translation services in Spanish and ad buys in Latinx media channels. The current marketing budget for Norcross is lower than for other cities of similar size, despite Norcross producing more public events to market.

Norcross understands the importance of economic development through creative industries' businesses. Creative industries' businesses and industry-specific information is included in the City of Norcross website. The Norcross 2040 Comprehensive plan outlines specific recommendations for attracting and growing creative industries' business.

Gap Analysis

The City of Norcross' current activities offer a strong foundation upon which to build the current arts and culture ecosystem. By focusing on strengthening and complementing existing assets, arts and culture can contribute to building a more vibrant, inclusive community in Norcross. Recommendations for this plan are intended to help Norcross achieve this goal.

Connecting a Diverse Community

Generally, Norcross struggles with the community division responsible for the feeling of “two Norcrosses.” This is not specific to arts and culture, and requires additional resources and strategy beyond the scope of this plan to fully address this issue. However, arts and culture has the power to strongly impact connectivity within the city. Strategic arts and culture investments in areas of the city that have not experienced as much attention could have wide-reaching ripple effects. Efforts to increase representation, align organizational culture with goals, and better understand subgroups within the current population will yield better decision making. Continued dialogue and outreach is essential for the success of these projects and greater feelings of inclusion.

Public surveying and analysis of current marketing techniques revealed that certain segments of Norcross residents—particularly older, White members of the community—are more likely to share their opinions than other residents. This accounts for an overrepresentation of their opinions when considering community input for decision making on cultural programming and executing marketing strategy.

Current efforts do target the large population of Spanish speaking Norcross residents, but more work is necessary to achieve language equity and equal awareness of current Norcross happenings among speakers who prefer to communicate in languages other than English. Staff and consultants tasked with marketing reported feel under-resourced to reach Spanish-speaking audiences. While the focus is primarily upon the Hispanic/Latinx community in Norcross when thinking about diversifying current audiences, it is important to remember that the city is complex in its diversity, especially multi-cultural diversity. There are several segments of the residential population with significant numbers that are under reached or underrepresented. Expanding focus to other ethnic and racial groups, in addition to greater focus on the Hispanic/Latinx community, and targeting a wider diversity of ages and life experiences that make up the population of the city is necessary to ensure that arts and cultural activity is representative of all who live in Norcross.

Municipal Processes

Efforts by city staff to gauge community opinion to guide decision making—especially for events—are laudable, but would benefit from greater consistency and expanded reach. Future surveys should solicit general opinions about events, arts and culture and include opportunities for open answers to suggest new entertainment acts and event elements. Strengthening

feedback loops to be more regular, tactical, and strategic could also help yield better information, as would greater transparency about how public input shapes decision making. While Norcross' events are produced at a very high level of quality, reaching new audiences will not be easily accomplished without some changes to the kinds of culture programmed, especially since current staff do not have the capacity to increase the volume of events offered. Including members of the public in decision making could help any changes in content to reach a wider audience and be more successful.

The Norcross Public Arts Commission is aligned in its commitment to greater diversity of representation among the Commission members, artists presented, and produced artistic activity in order to be more representative of the entire City of Norcross. NPAC has the will to lead and support Norcross' arts and culture community in a way that celebrates the city's diversity and includes all Norcross stakeholders. The Commission could benefit from greater institutional knowledge and understanding of best practices for their roles, since most of the current commissioners are fairly new.

Additional support from the city government is also essential to successfully achieve their goals. Without continuity to maintain and manage public art assets and funds beyond the transition of volunteer commissioners, long-term gains could be very difficult. Current public art assets need maintenance, curation, and updated accompanying information on the website. Staff support is also necessary to manage any fundraising activity that requires regular reporting to the funder as well as to implement new arts-related programming.

At this time, NPAC is not yet well-networked with or well-informed about other city projects that could include opportunities for public arts. Including arts and culture in capital outlay projects, wayfinding efforts, real estate development, projects to create gateways and transitions between communities, public education campaigns, greenspace conservation, transportation projects, and more might help Norcross to accomplish multiple community goals simultaneously. Examples include attracting a diverse workforce, increasing development, improving street safety, promoting public health, promoting use of transit other than driving, and creating more positive interactions with the local government. It can also help to bring more funds to public art through mechanisms like SPLOST dollars, grant funds, percent for art programs (if deemed appropriate), private donations, and other fundraising sources. However, without an understanding of the city's current projects in development and who is handling them, NPAC cannot effectively advise on these kinds of opportunities nor anticipate available funds that could support them.

The Arts and Culture Community

A thriving arts and culture ecosystem can only exist if practitioners and those operating programs are also thriving. A holistic approach to arts and culture growth is necessary to achieve this, and Norcross is well-poised to offer support. Excitement for economic development of arts and culture businesses and professionals already exists in Norcross, along with an understanding of the importance of this industry’s contributions to the community. Critically, arts services and creative industries’ business development supports for arts and culture professionals are diminishing across the Metro Atlanta region. Organizations operating in this space have been particularly vulnerable to fluctuations in charitable giving due to COVID-19.

Rapid changes in demographics and economic trends such as housing affordability, wage growth, and inflation have had momentous effects on retention of the creative industries workforce. Norcross currently lacks targeted programs or policies to support creative business, but this could be an important area of opportunity to ensure that a creative workforce can live and work in Norcross for years to come. Artists and arts practitioners also should be considered and consulted when creating any policies in Norcross.

The city is well-poised to offer support that would be difficult for any other entity to execute either through new programs or partnership with existing arts services or government organizations. This could include convening and connecting Norcross arts and culture organizations and practitioners, offering workshops or technical support to cultural organizations and artists, helping with cross-sector partnerships, promoting arts and culture in new development, targeting artist participation in business development programs, tailoring program materials for artists, and creating opportunities to increase awareness of arts and culture creation happening in Norcross (especially those not produced by the city).

Current events and festivals are a source of pride among the general population of Norcross. Many Norcross residents love to attend. By focusing on the Downtown corridor, the city increases the perception that this location—and the people who live and work there—are more important than other parts of Norcross, even if this consequence is unintended. This area offers many attractive amenities to support public events and public art, but these amenities do exist in other parts of the community. Coordination requires more work for government staff and longer preparation, particularly if working with multiple stakeholders and partners to gain access to necessary resources.

Norcross possesses many physical structures for arts and culture production, particularly for performing arts and events. The City of Norcross owns several of these structures, including the Norcross Cultural Arts and Community Center, the Rectory, Thrasher Park, and Lillian Webb Park. While support for performing arts and public cultural events is very high in this community, stakeholder interviews revealed strong support for improvements to the existing Norcross Cultural Arts Center Complex and Thrasher Park as well as for the creation of a full-scope community arts center focusing on visual and performing arts production and instruction. A state-of-the-art facility to experience arts and culture that drives economic growth and vibrancy in the community is a laudable goal. At the same time, many nearby performing arts centers of various sizes and artistic foci exist or are in the process of being built. While creating this plan, our team crafted our inquiry to gain additional insight into what approach might be best for Norcross. However, Norcross should consider undertaking a full feasibility study to best understand the size and scope of a facility that could be maintained and sustained.

Stakeholder Engagement

Phase One

We embarked on the **first phase** of our stakeholder engagement to learn about existing conditions, pathways, and perceptions by building on the initial stated goals of: cultivating a growing creative arts community, providing activities that encourage others to be creative, and creating programming that engages ALL residents of Norcross. Small group interviews were held with all NPAC members, former members of the Norcross Arts Alliance (the predecessor to NPAC), city staff, and consultants hired to market Norcross' activities. Two site visits were conducted focusing on the Historic/Downtown area and areas outside of Downtown. These meetings resulted in the following themes:

Engaging Diverse Audiences

- There is a general feeling that art could engage all communities around the city. At the same time, there is also a universal understanding that communities around Downtown feel more welcome and integrated into city events and communications, while communities around Buford Highway do not. Everyone acknowledges that an effort to work across all neighborhoods and communities is necessary. One of greatest threats is the divide between “the Two Norcrosses,” but this is also perceived as an opportunity.

- There is a need for greater learning about the various ethnic cultures present in the community and what art making is already happening across the entire city.
- The city’s current understanding of why some don’t feel welcome at current city cultural events is not yet comprehensive and deserves further investigation.

Art Project and Event Ideas

- Performance art, projects with wide social media appeal, and participatory public art events have had the greatest interest.
- While there are many well-attended and beloved events on the calendar, there is also a consensus that a greater variety of events is needed. Regularly occurring events tend to draw the same crowds and have similar acts year to year. New events are desired, yet the city isn’t ready to alter the existing calendar—which does not have much room for new additions. Budgets may also need to be increased to provide staff or outside consultant resources to produce these new events.
- Many ideas were generated:
 - New event ideas include: Lunar New Year Festival, Cross-Cultural Festival, Book Festival, a Dance Festival including many different cultures, Heritage Event, and Lantern Parades.
 - Art installations could include custom signage at city gateways, murals, and other installations in Skin Alley.
 - Possible additional locations for art include new city buildings and new community development plans, Pinnacle Park, Buford Highway Corridor, South end of Downtown, Johnson Dean Park, and Santa Fe Plaza.
- There is a great opportunity to create development pipelines for student and emerging artists.
- Current events don’t feel welcoming to all communities in the city. There are many events and high attendance, but different communities do not mix at events. Most events currently happen Downtown, as these are easier to produce with more city-owned property; however, several respondents noted feeling “priced out” of activities such as restaurants and shops in Downtown Norcross. Bringing more events to different areas around the city, as well as acknowledging the diverse socioeconomic Norcross community when programming, could help with attracting new audiences.
- Collective goals and vision for a performing arts center aren’t clear, as well as whether a new performing arts center is actually needed or if current spaces in the community are sufficient. There is some consensus for utilizing and upgrading the site at the current Community Center location Downtown.

NPAC Operations

- NPAC wants to organically support the existing community while still leaving room for new innovation. There is consensus that the Commission should work strategically to accomplish goals. A recommendation to work strategically will include vital yearly pre-planning.
- Commission support is needed to accomplish goals for inclusion and operations. Current Commission makeup and activity is improving but greater representation of the wide variety of cultures present in Norcross on both NPAC and in artists presented is vital. This need for inclusion extends to all other city committees and Commissions.
- New feedback loops are necessary to get input from the community. Building partnerships with local communities and businesses throughout Norcross would create a bigger impact. Presently, events, acts, and activations are usually chosen internally by the marketing and events staff without committee or public involvement in this decisionmaking.
- Adoption of the Master Arts & Cultural Plan by the Mayor and Council is crucial for its success. All current and future plans as well as other city priorities and development projects should include public art and culture, which would also aid in fundraising.
- For maximum effectiveness, the working relationship between NPAC and the city needs a more streamlined process and a regular budget. All current and future NPAC members should have clarity on municipal processes.

Marketing

- All groups felt it was important to broaden the reach of current events to include new, unreached local audiences. It was acknowledged that current marketing tactics, which are currently at the budgeted limit, may not be effective at reaching communities that communicate through a high level of in-person contact.
- The city's identity and brand were not uniformly defined by all groups. This lack of cohesiveness is further perceived in existing marketing tactics and signage.
- That current marketing efforts center mostly on Downtown contributes to the perception that residents of other parts of the city are less welcome. Downtown is easier to promote than other parts of the city, as it is a more unified district.
- While extensive, marketing and events activities are limited by budget, which is comparatively smaller than surrounding cities. A larger marketing budget would allow for more promotion and signage citywide. The marketing budget is dependent on the hotel/motel tax. Arts events that draw crowds from more than 50 miles away could increase fundraising for marketing revenue.

- More marketing and promotion of NPAC and its activities can be easily folded into existing city marketing, especially social media, with strategic pre-planning.

Phase Two

In the **second phase** of our stakeholder engagement, our team moved the focus outward—seeking feedback from the public as well as targeted segments of the community. We held focus group sessions with groups living and working in Norcross, including: leaders in arts and culture, the faith community, economic/real estate development, humanities, and municipal organizations. A public survey also produced results that gave deeper context to some of the themes mentioned in focus group sessions. Lastly, we held a visioning session with NPAC members and key City of Norcross personnel to further expand upon the vision for the Master Arts & Cultural Plan. The following themes emerged:

Engaging Diverse Audiences

- All key stakeholder groups confirmed a sense of “Two Norcrosses” initially described in the initial meetings.
- There is a great need to build a culture of partnership, inclusion, and trust between the city and its stakeholders. This is particularly evidenced in the lack of representation of Norcross’ diversity in the survey respondents as well as the non-response by many individuals and organizations contacted in multiple forms for their participation in focus groups and small group conversations.
 - 66% of survey respondents indicated they were White, non-Hispanic, while this demographic in the full population of Norcross is only 20.4%.¹⁵ In general, all communities of color were underrepresented compared to their numbers in the general population in the city. Most especially, Hispanic/Latinx residents are 39.4% of Norcross’ total population, and all survey respondents who indicated Hispanic/Latinx ethnicity of any kind (including those who indicated they identified with more than one ethnicity or race) accounted for only 9% of those surveyed, despite producing the survey in English and Spanish and generous efforts to promote the survey in ways far beyond the city’s typical survey marketing.

¹⁵ United States Census Bureau QuickFacts. (n.d.). *U.S. Census Bureau QuickFacts: Norcross city, Georgia*. Census Bureau QuickFacts. <https://www.census.gov/quickfacts/fact/table/norcrosscitygeorgia/RH1825221#RH1825221>

- The non-arts stakeholders have deeper roots into some of the communities that NPAC is wanting to reach and partnership with these segments will be crucial to success in engaging these communities.
- The library is a beacon. The Norcross Branch of the Gwinnett County Public Library was cited over and over again as an institution that has a very high level of trust throughout the community, especially with the different ethnic communities present in Norcross. The library offers a variety of responsive programming and services within its building in many of the languages spoken in Norcross, purposefully employs staff who speak these languages, and takes its programming out into the communities to serve people who cannot or who are reluctant to come into the building.
- In the public survey, there were clear differences by ethnicity and demographic in the type of art preferred as well as marketing. In public surveying, these differences may be less obvious without segmentation by demographic of survey data, so it will remain key for future surveys to continue this segmentation to confirm trends.
- There are few opportunities for speakers who prefer to communicate in languages other than English to offer feedback or participate in community committees or City volunteer commissions. City government currently has few front-facing employees that speak Spanish, despite a large Spanish-speaking population. This adds to existing frustration and a less than welcoming feeling among Hispanic/Latinx residents. Additionally, without first establishing trust channels with immigrant communities through language accessibility and representation, people are less likely to attend events where their personal information is collected. Marginalized communities, like immigrants and refugees, are often fearful of engaging with city governments and other institutions that hold power over them. Program evaluation and attendance is feasible by collecting general impressions of programming, and only first names and zip codes.

Strong Arts Ecosystem

- Survey respondents think the city government definitely should financially support arts and cultural activities in Norcross (average response: 4.17/5).
- Non-arts stakeholders in particular expressed an understanding of why a strong cultural ecosystem is important to other community development and how it helps to make other community work more impactful. Some are already actively engaged in starting projects that would include artists or cultural sharing.
- Arts and culture stakeholders recognize the critical mass that could be created through enhanced arts & cultural activity in the city. To make it happen, they need help with connections to other sectors and reaching new audiences in the city.

- There is an acknowledged lack of—but great desire for—information sharing within the arts community, including existing activities, resources, space, and ideas, as well as an understanding of what the community (especially those in the “other” Norcross) wants from arts and culture. The city could support cohesion within the arts community by wielding convening power, helping to utilize resources more effectively, and building on what is already happening here.



“People in areas of Norcross that maybe are underrepresented at some of our institutions or events that we see Downtown - we don't really know what all of those people want.”

- A desire to see city and NPAC representatives attending a variety of arts and culture activities across all of Norcross was heavily cited by the arts stakeholders and other entities.
- There is a need for physical space across arts activities including exhibition space, space for creating art (of all types), even storage space. Note that not enough performing arts leaders participated to accurately gauge the need for performing arts space.
 - There is a desire for art-making space across Norcross—not just proximate to Downtown—and a willingness to creatively use previously non-arts spaces.
 - There was some consensus that the existing Arts & Community Center Downtown could be better utilized.
 - There was skepticism around a purely performing arts center, however there was more support for an arts center that would include community art studios, exhibition space, and performing arts spaces. All stakeholders expressed that development of the arts community and better utilization of existing spaces are priorities of a much higher order and vital to the success of any future community art center.
 - The faith leaders were open to use of space for arts and culture if there was a values match with their community (even without an ideological/faith match).
- Information about existing public art within Norcross should be easier to find.



I would like to see QR codes on all public art with a description of art when scanned. The City web page is outdated. If the City is really committed to public art, the web page needs to be updated. This has been brought to their attention but is apparently not a priority. There is a page for art tours and doesn't include the Continental Divide mosaic or the Norcross postcard and those are over 3 years old. Art in Johnson Dean and their parts of town aren't included."

- Several stakeholders mentioned an interest in developing pipelines for youth into arts and creative careers. The Gateway 85 CID is already looking into such an opportunity with film.

Marketing

- People want more information about all the arts and culture activities that are happening across Norcross. Even those in the arts community expressed that they do not know enough about what arts and culture activities are taking place in Norcross, outside of city-sponsored events.
- Survey respondents as a whole feel generally informed (3.5/5), but respondents who identified as Black/African American, Hispanic/Latinx, or two or more races or ethnicities felt less informed than White respondents in the survey.
- Survey respondents reported that they find out about arts and cultural events and happenings most via:
 - Signage around town (70%)
 - Norcross Monthly Newsletter (59%)
 - City of Norcross' Facebook page or Instagram (41%)
 - City of Norcross Website (33%)
 - From Community Groups (ex. Young Norcross, PDC, Lions Club, etc.) (33%)
- Differences in marketing behavior exist for seniors and people of color.
 - Seniors that were surveyed heard about arts and culture events directly from arts organizations and artists at a rate 35 percentage points higher than the overall average.
 - Hispanic/Latinx (30%) and Black/African American respondents (40%) were far less likely than average (70%) to find out about events through signage.

- Hispanic/Latinx (20%) respondents in the survey were less likely to read the monthly newsletter than average (59%).
- All Spanish language respondents indicated they utilized the Norcross Facebook and Instagram pages to find out about events. Currently Norcross does not make any Facebook or Instagram posts in Spanish.
- People of color surveyed utilize Norcross’ Facebook and Instagram and social media to find out about arts and culture happenings at a rate 19 percentage points higher than White people and 16 percentage points higher than the overall average.



I wish the city monthly newsletter was distributed to local businesses (didn't it used to be?) where I could pick it up easier w/o having to make a stop by City Hall.”



Many events are not well advertised. I think the most effective are the banners. It would be wonderful if there were something mailed directly to residents with a local events calendar that could be sent monthly. Just one sheet of paper with all events for the month that one could easily refer to.”

Cultural Project and Event Ideas

- The values Cross-Cultural, Family-Oriented, History, and Neighborly were all equally cited as those that should be reflected in the city’s public art and arts and culture programming with about 64.5% of respondents selecting each. The only outlier was Sustainability with 42%.
- The top reasons survey respondents attend arts and culture events in Norcross are:
 - Experience art in many forms
 - Feel connected to community
 - Support Norcross economy
 - Spend time with family and friends
 - Nearby/Close proximity
 - Like the entertainment options

- People want more, different kinds of art and cultural activities.
 - Existing events are enjoyed by most respondents, but there was a great desire expressed to incorporate new types of events. Events representing a wide variety of cultural diversity were mentioned repeatedly. Examples include: art walks, outdoor musicals, Art Prize (like Grand Rapids), front porch concerts, bigger Lawless Spirits, historic home walks, art “scavenger hunt,” history tour, film location tour, experiential art shows, and drum circles.
 - Norcross’s current cultural offerings were cited as being very family-friendly, and residents want this to continue with new offerings as well as incorporating content that is accessible to children (as opposed to a separate area for “kids’ activities”).



I really enjoy being in community with neighbors and friends; close to home and it's great to be able to get out.”



Many of the existing concerts or movies are a great fit for Baby Boomers and Gen X. There is a surge of younger residents in the Historic Norcross area and it would be great to balance the performances and events to ensure events and gatherings are appealing to a wider audience.”



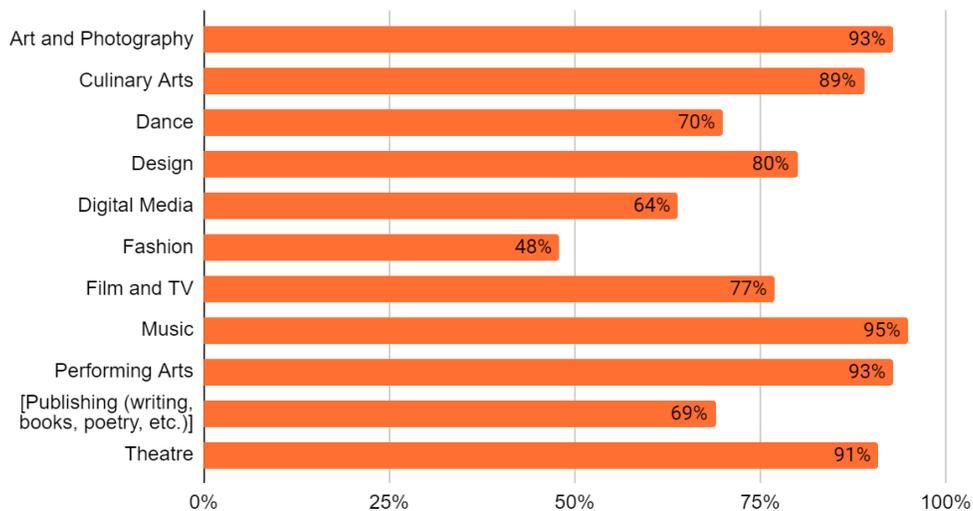
[I would like to see] Art that actually causes me to contemplate new ideas or old ideas in a new way. Programming by artists who need to be heard and seen, who demonstrate new and different perspectives.”



[The art downtown is] pretty to look at, but are "art" only — too high-priced and come across to me as meant for high-brow arts collectors / connoisseurs”

- Art types with most support (percent of respondents who are at least somewhat interested):

Arts & cultural programming in Norcross should include:



- Key differences exist in interest in specific art-making types by age and ethnicity.
 - Digital media, dance, and fashion, while some of the lowest ranking art interests, had more interest among people of color than White people.
 - Seniors surveyed were 13.4 percentage points less likely than Non-seniors (68.6%) to be at least somewhat interested in Digital Media. Seniors surveyed were 7.4 percentage points less likely than non-seniors (50.4%) to be at least somewhat interested in Fashion.
 - Senior age did not seem to affect trends for increased preference by people of color surveyed in digital media, design, fashion, dance, publishing/writing, film and television.

- The percentage of people of color surveyed that were at least somewhat interested in Dance (91.2%) was 26.4 percentage points higher than for White, Non-Hispanic people surveyed and 21.3 percentage points higher than the survey average.
- The percentage of people of color that were at least somewhat interested in Digital Media (85.2%) was 27 percentage points higher than for White, Non-Hispanic people surveyed and 21.5 percentage points higher than the survey average.
- The percentage of people of color surveyed that were at least somewhat interested in Fashion (76.5%) was 35.7 percentage points higher than for White, Non-Hispanic people surveyed and 28.6 percentage points higher than the survey average.
- The percentage of people of color surveyed that were at least somewhat interested in Film and TV (88.2%) was 13.2 percentage points higher than for White, Non-Hispanic people surveyed and 11.5 percentage points higher than the survey average.
- The percentage of people of color surveyed that were at least somewhat interested in Design (94.1%) was 15.4 percentage points higher than for White, Non-Hispanic people surveyed and 14.3 percentage points higher than the survey average.
- The percentage of people of color surveyed that were at least somewhat interested in Publishing and Writing arts (85.4%) was 16.9 percentage points higher than for White, Non-Hispanic people surveyed and 16.1 percentage points higher than the survey average.
- There is a lot of interest in experiential art as well as art in unexpected places and incorporating the arts into otherwise non-arts-focused events.
- There is a desire for new public art (murals, sculpture, etc.) to reflect the multicultural identity of Norcross.
- Location:
 - While many citizens enjoy the Downtown location of current Norcross cultural events, there is strong desire for options in other parts of town as well. Parks were mentioned most frequently for use for cultural events, most notably Pinnacle Park, Thrasher Park, Lillian Webb Park, and Jones Bridge Park.

“

If possible it would be cool to see more events in [other areas of Norcross]. I feel that area is often overlooked and because it is a highly dense area of immigrant families often they are unaware or lack transportation to make it to downtown Norcross for events.”

“

There are also many private events centers that are in historic buildings and it could be interesting to host some events in partnership with those events centers to highlight the Norcross history and feature their space.”

“

Outdoor focused spaces like Johnson Dean should be utilized more for and could host outdoor and ecology focused events.”

- The need for more intention around and investment in gathering spaces outside of Downtown was expressed in multiple meetings.
- Norcross’ identity could be captured in unique gateway opportunities, and some of the organizations interviewed mentioned currently being in process to create these opportunities within their locations.

Vision and Strategies

Arts and culture in Norcross should be VIBRANT, CONNECTED, and TRANSFORMATIVE.

The goals of this plan are to cultivate a growing creative arts community, provide activities that encourage others to be creative, and create programming that engages ALL residents of Norcross.

Through the following strategies, Norcross can harness the transformative power of the arts and shared cultural experiences to foster community connections:

- Make arts and culture a municipal priority
- Engage diverse audiences
- Create a strong arts ecosystem
- Implement a Public Art Program

Make arts and culture a municipal priority

Assets for Amplification

- There is great enthusiasm across all levels of city administration (NPAC, Mayor, City Council, leadership, staff) and within stakeholder groups to develop arts and culture programming, reach new audiences, and establish Norcross as a thriving, inclusive creative community.

Challenges to Address

- There is not presently a staffing infrastructure within the city for arts administration and community engagement. Marketing and event budgets and resources are tapped to their limit.
- Deep, systemic change is absolutely achievable but will require patience and a willingness by city personnel and stakeholders to be open to making room for new ideas. Focusing on constancy will yield long term gains.

Goals

As a general condition that sets the tone for all other activities in this plan, it is vital that arts and culture become a municipal priority. Just as investing in a community building prompts the

rest of a neighborhood to raise itself up, so too will the city’s investment and action spur others to likewise seek out ways to enrich Norcross’ arts and culture activities.

Recommendations

- Adoption of the master plan by the Mayor and Council is crucial for its success. This demonstrates that arts and culture is a priority of the city and signals to city personnel, partners and residents that arts and culture has a permanent seat at the table.
 - Inclusion of arts and cultural activities should be added as a required element of all current and future public and private development plans, and be included in other city plans and initiatives. Actively seeking this inclusion also potentially unlocks budget dollars for arts-related project elements. For example, an intersection update could include a crosswalk mural or artistic wayfinding, and private developments can include publicly-accessible sculpture or murals. Further, hardscaping projects such as benches and lighting can engage artists in the design.
 - Set a requirement for all developers to present the arts & cultural components of their plan to NPAC as part of the city approval process. NPAC can be a resource to help developers conceptualize inclusion of arts and culture into their plan.
 - Arts and culture need to be considered and included in happenings and locations that aren’t overtly focused on arts and culture. Examples could include:
 - Artists performing at a health fair might make people more inclined to attend. Consider an upcycled-art exhibit at a recycling event.
 - Building a film workforce development program in order to promote economic development in Norcross.
 - Connecting artists to vacant space for studio and exhibition space to promote economic development and public safety.
 - Pocket parks created by artists to create more spaces to gather outside of Downtown.
 - Seek ways to utilize arts and culture to solve challenges. Empty storefronts can turn into art or historical exhibitions with cost-effective and easy-to-remove vinyl appliques. Construction fences or scaffolding can become vibrant displays and communication information. Arts and cultural programming can inform and inspire campaigns such as encouraging voting, helping immigrant communities learn more about rights, and working with the health department to create community engagement projects that reach hard-to-reach segments of the

population. Arts and culture can help define space for gathering or finding locations in the city. A Municipal Artist Partnership Guide is located here: <https://municipal-artist.org/>.

- Allocate staffing towards arts administration and community engagement. There is currently no city personnel assigned to arts administration duties and community engagement is an ancillary element of various job descriptions. To truly advance efforts in these areas, it is vital to work towards the allocation of staff. Samples of job descriptions in both areas are included in the appendix.
 - Arts administration: Staffing is critical to executing any sustained efforts towards creating an arts ecosystem within Norcross as well as the basic functions of managing the city’s existing art inventory. The NPAC’s stated role is an advisory one and the Commission does not have the charge or capacity to manage ongoing day-to-day efforts. Additionally, administering the arts program in-house will ensure the vitality and continuity of records kept on the city’s collection as well as ongoing development of partnerships and relationships.
 - Start by allocating a portion of a position within the Community Development or Economic Development departments, or hiring an outside consultant.
 - Initial duties in arts administration should include administering initial art installations, cataloging existing public art and preparing a maintenance/conservation plan, convening regular meetings within the arts community for resource and idea sharing, and creating and maintaining databases described below of artists, organizations, potential partners, and resources.
 - An arts administrator will also be able to effectively advocate for and manage arts-related elements in other development projects as outlined above.
 - Eventually, a dedicated arts administrator will be able to monitor funding opportunities, network with regional peers in similar positions for idea-sharing in project ideas and funding and partnership opportunities.
 - **NPAC Action:** Consider making a budget request to hire an outside consultant to perform some arts administration duties. Many of the initial duties outlined above can be effectively handled by a consultant, however it is important to note that fully integrating arts and culture into new and ongoing city projects, plans and initiatives is best accomplished with in-house personnel.

- Start by setting an annual allocation of \$10,000 for all new programming and installations. Larger projects would require a vote by Mayor and Council or outside fundraising.
- Once a programming rhythm is established, include arts and culture programming in the budget cycle with NPAC participating in the budget creation process.
- Ideally, create a dedicated source of funding to keep the programming self-sustainable, such as via park rental fees, theater rental fees, etc.
- For maximum effectiveness, increase Commission interactions and ensure knowledge of city processes.
 - A universal sentiment heard from all NPAC members was a desire to more fully understand how all the functions of Norcross' government operate and intersect, what activities and initiatives can be handled within the current city staffing, and the process for bringing new projects and requests to the Mayor and Council—particularly the process for budget allocations. In addition to the existing onboarding process, set an annual meeting with the city Manager to bring the group up to date on processes and personnel. Ensure any new members are informed. This could be done in conjunction with other volunteer commissions.
 - Create pathways for Commission subcommittees to work toward goals between meeting dates. Consider increasing the number of members on the Commission to boost representation and more easily ensure a quorum is routinely met. Use the feedback loops described below to encourage participation from members not a part of the dominant culture in Norcross.
- Review city processes and legal requirements and create guidelines to ensure accessibility to individual artists and smaller organizations participating in installations and programming. Individual artists and community organizations, especially smaller ones, are often vital partners for the success of arts and culture initiatives. It is important to remember that they often do not have the representation to review and advise on involved legal matters. Work to ensure that conditions protect the municipality and also do not overburden the artist or organizational partner. Creating guidelines going forward for commissioning public art would help ensure a fair process for both the artists and the city and would preserve continuity with turnover of NPAC members or city staff. [Proposed Best Practices for Public Art Projects](#) offers good beginning guidance on fair practices for public art projects and commissions.

- Conduct a review of current contracts to ensure that the rights of both the city and artists are fairly represented.
- Ensure that clauses in contracts pertaining to risk, insurance, maintenance do not unfairly burden artists.
- City should ensure that ownership of the work’s copyright is not a term of future contracts. Copyright ownership should be retained by the artist, with license granted to the city or commissioning body “for reasonable use of images of the Artwork for publicity, educational, and reasonable promotional purposes upon which the parties agree.”¹⁶
- Include the needs of arts and culture workers in plans for workforce housing and housing affordability to retain and attract members of the creative industries. Retaining, attracting, and supporting creative industries businesses requires having affordable housing and suitable commercial facilities available for artists and creative industries workers to live and work in a community. Rising housing costs and limited housing stock threaten retaining artists and creative workers in all Metro Atlanta communities. Artists have unique workforce housing needs that differ from other professionals, and make \$11,000 less on average than their equally educated professional peers. Additionally, the nature of their work (primarily project based) creates unique needs for financing housing and demonstrating income.
 - Include feedback from artists and creative workers in plans for affordable housing development along with other professionals the city intends to retain or attract through economic development efforts.
 - Promote development of locations identified in the Norcross 2040 Comprehensive Plan as artist live work housing, creative business locations, or artist studios.

Engage diverse audiences

Assets for Amplification

- There is a general feeling that constituents not currently being engaged would indeed be very responsive to consistent, immersive outreach and thoughtful incorporation.
- Real impact can be made with small and sustained incremental steps paired with strategic and inclusive communication, and without a significant budget investment.

¹⁶ Americans for the Arts. (2016, June 8). *Proposed Best Practices for Public Art Projects*. Americans for the Arts. <https://www.americansforthearts.org/sites/default/files/CombinedLtr%26PracticesFINAL.pdf>

Challenges to Address

- The divide between the “two Norcrosses” is palpable. Deep insight into a wide portion of Norcross is lacking and there is not presently a culture of partnership, responsiveness, and trust.

Goals

As part of the impetus for the creation of this plan, engaging diverse audiences across all of Norcross is vital to creating a connected community with programming that engages ALL residents. In addition to expanding and deepening the reach to new segments of Norcross’ constituents, engaging diverse audiences will lead to greater learning across cultures and facilitate creative exchange.

Recommendations

- Be intentional about engagement and build trust.
 - Focus on deep engagement rather than wide engagement. Work to foster deep relationships over time with individuals across the community rather than trying to reach swaths of constituents with general communication.
 - Practice high transparency when engaging with the community in gathering public feedback. Ensure that those who are offering feedback understand how that feedback will be used and that the final result of their feedback is shared with them directly.
 - Build authentic feedback loops. Key here will be creating opportunities for real listening and information sharing with community contacts. Remember that relationship-building generates trust and openness, so a variety of interactions is vital, both hosted by the city and out in the community. Listen. Be curious. Express openness to exploring changes. Demonstrate how feedback has been utilized to make decisions.
 - **NPAC Action:** Regularly invite a variety of community leaders to attend meetings to share thoughts on various projects and initiatives.
 - Utilize feedback loops to help ensure that people of color have the opportunity to be fully nuanced audience members and be imaginative in the artistic programming that can meet those needs. Ensure that artwork and cultural programming by artists of color are produced outside of offerings solely tied to their own culture. People of all cultures want to see themselves represented in more than "traditional" culture-bearing art

forms and events. Many would rather see entirely different types of art that do not necessarily feature parts of their own culture.

- Foster relationships with civic leaders who already have deeper connections within the community, especially faith leaders and those leading successful programs, such as the Norcross library branch.
- City officials and NPAC members should make a sustained effort to regularly attend a wide variety of events across all of Norcross which would create and deepen relationships with community leaders and members. Regularly seeing familiar faces at faith services, neighborhood picnics, civic group meetings, school performances, etc., will demonstrate that the city and NPAC are invested in all the people of Norcross and are ready to listen.
- Bring art and sustained programming out into the community, demonstrating that you care about and are ready to invest in these residents.
 - Place public art, even semi-permanent art, in areas that presently do not have any installations. Starting with semi-permanent placements—with a clear plan for permanent installations—demonstrates that you value access to public art and provides inherent opportunity for feedback and community involvement for future installations.
 - Temporary or ephemeral installations can offer the opportunity to quickly place art in multiple locations, often with minimal budget impact. Consider yarn-bombings or art scavenger hunts, such as Suwanee’s [Art on a Limb](#). These types of projects also offer ample opportunity for involvement by community members. Coordination with the marketing and communications team is key to maximizing impact.
 - Commit to hosting city-sponsored events in locations outside of Downtown. These can include activation of public spaces in addition to events like festivals or pop-up events at parks outside of Downtown, such as a small musical ensemble with basic amplification at Pinnacle Park on consecutive summer Saturdays with a food truck scheduled. Create a taskforce to identify and resolve the logistical challenges in hosting events in areas outside of Downtown.
 - Incorporate new events and event elements. Norcross has an ambitious calendar of well-attended and beloved events, and there is great appetite for new offerings.
 - Consider moving to a bi-annual calendar for some existing events to make space for new ones.

- Consider options for bringing elements of existing Downtown events to other areas of the city, like the Art Sprinkle concept (pop-up art displays around town preceding the ArtSplash event).
- Work with your feedback loops to assess the inclusivity of existing events and generate ideas to incorporate more artistic or cultural elements.
 - Use feedback loops to learn what other musical acts, food, entertainment, and vendors to have at existing city events and what new events to add to the calendar. Remember that while there are wide varieties of musical styles, foods, etc. that represent various cultural and ethnic groups, various identity groups enjoy options outside their own cultures. Perhaps most importantly, ensure that efforts toward inclusion are genuine and do not lean toward tokenization.
 - **NPAC Action:** Work with your feedback loops to assess the inclusivity of existing events and generate ideas to incorporate more artistic or cultural elements. Invite community leaders to walk the events with NPAC members or city personnel to offer on-the-spot feedback, or to attend and share post-event feedback via email or phone.
 - Attend other cultural events across the metropolitan area to generate ideas, discover new concepts, and identify potential partners.
- Bring the warm sense of welcome and intentional engagement found Downtown to other areas of Norcross.
 - Install gateway signage at major entry points.
 - Highlight historic events or notable figures through plaques or placards. Present these in multiple languages.



- Add new information kiosks at gathering spaces and transit hubs.
- Intentionally invest in gathering spaces outside of Downtown.
 - Identify locations for “pocket parks” and parklets in commercial zones. Incentivize adjacent property owners to beautify and extend these spaces into their footprint.
 - Identify temporary locations outside of Downtown for gathering events, such as markets, festivals or pop-up events.
- Identify opportunities to include creative placemaking into future community planning and public works projects. This can include painted sidewalks, bas relief retaining walls, vibrant bike racks, and more.
- Offer arts activities to community-planned events. Create a program to connect residents and community groups with arts activities for block parties, fish fries, church picnics, etc. Arts activities could include small musical groups, art-making stations, spoken word, and more. Consult your database of artists and art-making organizations (see below) to create an annual list of participants.

Allocate funding to pay the artists. Grant funding could be available to help implement this type of program.

- Invest in new channels to communicate with and market to untapped audiences.
 - Make a concerted effort to communicate in languages other than English spoken in Norcross, especially Spanish. Seeing Spanish and other languages on municipal collateral, marketing, signage, etc. broadcasts the signal to all constituents that participation by everyone is welcome and encouraged.
 - Translations to Spanish should be done by a Spanish-language communications professional, not AI programs, to ensure that nuance and colloquialisms are correct and current, building further trust.
 - Make the Spanish versions of collateral easier to find by placing the notice and QR code at the top. Invest in translation for more materials.
 - Offer prominently on the website a button to access all information in Spanish (and other languages).
 - Post on social media in other languages in images and videos. As often as possible, post in both Spanish and English. Make versions of designed posts in both English and Spanish language texts. Some non-English speakers may find information delivered via video or audio more accessible than the written word. Create and post videos in Spanish and other languages, or offer a narrated audio version of posts.
 - Ensure that there is a person available to respond to direct messages and social media comments and requests in languages other than English (primarily Spanish). Response time in different languages builds trust with the community.
 - Work to employ speakers of other languages, especially Spanish, in front-facing city positions.
 - While translation into every language spoken in Norcross is not possible, identify appropriate locations to offer welcome or other key messages in many languages. The engagement work described above will help inform where these messages would be most effectively deployed.
 - Create new signage in locations throughout all of Norcross and include Spanish translations on existing signage.
 - Add an information kiosk or bulletin board at Pinnacle Park and identify other potential locations such as parks, transit hubs, and the Buford Highway corridor. Keep them updated consistently.

- Use less-expensive ground level signage (grommets on stakes) to promote city-wide events at locations across Norcross including parks, municipal properties, etc.
 - Incorporate Spanish translations to existing street banners and other signage.
- Utilize feedback loops to piggyback on other successful tactics for disseminating information and marketing events. Authentic engagement relationships can offer partnerships for information-sharing. Explore ideas like canvassing at nearby stores and events, flyering, and partnerships with other organizations such as schools and the library.
- Sub-contract with a multicultural marketing firm for ongoing consultation and tactical recommendations for specific channels within the various cultural communities in Norcross.

Create a strong arts ecosystem

Assets for Amplification

- There is a vast amount of opportunity. There are many untapped audiences and a great deal of arts creation already happening.

Challenges to Address

- There is no staffing allocated to the administration of arts-related activities by Norcross.
- Presently, there is not yet a universal willingness or eagerness by the artistic and cultural community to engage in city-led initiatives, likely due to the lack of established relationships and demonstrated long-term commitment to community projects.

Goals

Setting the groundwork for a robust arts ecosystem will establish Norcross as a place where creativity thrives, cement NPAC's role as a trusted advocate, and will help ensure the lines of communication to the artistic and cultural community are open when you need them.

Recommendations

- Develop and maintain deepening relationships with arts organizations, practitioners, and educators working in Norcross to stay abreast of challenges and opportunities within the arts community and to potentially partner with on future initiatives or programs. Partnering with a 501(c)(3) organization is often vital to accessing funding.

- Create a sustained calendar of opportunities for individuals and organizations in the arts and culture community to convene to connect with one another, share ideas, and to learn about city resources. This builds community, provides the city opportunity for engagement, and generates ideas for future projects.
 - These can include workshops, information sessions, networking events, happy hours or artist talk-backs hosted in various venues, arts walks, and coordinated excursions to take in regional cultural offerings. Partner with organizations like [SEEK ATL](#) or get ideas for programming from organizations like [The Bakery](#).
- As stated above regarding engagement and building trust, NPAC members and city leaders and staff should regularly attend or participate in a wide variety of arts and culture activities across Norcross, from shows at Lionheart to school art exhibitions to faith communities' holiday celebrations.
- **NPAC Action:** Regularly invite a variety of arts and culture leaders to attend NPAC meetings and share their scope of work, successes, and areas where NPAC might facilitate connections or resources.
- Develop a network of Arts and Culture Ambassadors within various segments of Norcross' community who can disseminate information about events and happenings and help create feedback loops by sharing what they learn and hear from their communities. This can be accomplished informally at first, but eventually work into a defined program.
- Create systems to activate resources and share efficiencies. Developing databases and other methods of information-sharing will facilitate connections between members of the creative community and open pathways for partnership between the city and the creative community. It will also promote creators and arts and culture opportunities to Norcross constituents, and open lines of communication between the creative community and all segments of Norcross' residents via the feedback loops created above.
 - Create and maintain a database of artists and arts-making and cultural organizations living and working in Norcross and make this publicly available on the city's website. This will allow artists and organizations to more readily connect with one another and will offer a one-stop repository for those seeking artists and organizations in Norcross. For inspiration, see similar directories for [Paducah, KY](#) and [Ogden, UT](#). Grant funding could be available to support the initial development of a database.

- Create and maintain a database of available spaces in Norcross for exhibitions, performances, rehearsals, studios, recording, and storage and make this available either publicly or by request. Groups, organizations, and individuals seeking space for their activities will be able to easily scan the list for facilities that may meet their needs and can help speed up connections as conditions can often change with little notice.
- Create and maintain a database of arts education opportunities in and around Norcross. This should include programs for youth, teens, adults, and seniors; it should also welcome beginners, hobbyists, and professionals, in all pathways.
- Create a mechanism—such as monthly emails to an opt-in list or a website link—to share opportunities for the arts and culture community including grant/funding opportunities (whether funded by Norcross, other government or civic entities, or private foundations), RFPs, or open calls for artists. The arts administrator should be seeking opportunities via their professional network and an easy-to-use option should be created for organizations to submit their opportunities.
- Create mechanisms to promote and share the breadth of arts and culture activities happening in Norcross. There are a great deal of arts and culture events and happenings already occurring in Norcross and residents and members of the creative community alike have resoundingly requested more information-sharing. In addition to informing Norcross’ constituents about activities, this also will highlight Norcross as an active creative community to those from other communities looking in. To foster greater community participation, this should be open to include events and happenings across all of Norcross, even those that are not city-sponsored, within a set criteria. A disclaimer can be included to note that inclusion does not constitute endorsement.
 - Start a monthly newsletter emailed to an opt-in list presenting arts and cultural offerings relevant to Norcross. Create an easy-to-find form for submitting items for inclusion. This could also be an excellent outlet for collecting submissions to the arts databases and disseminating opportunities for artists. For an example, see the monthly newsletter from the City of Atlanta, Mayor’s Office of Cultural Affairs (a sample of which is provided in the appendix) or [Fulton County’s Arts & Culture Facebook page](#).
 - Set sights on creating, maintaining and sharing a comprehensive, searchable calendar of arts and culture events and happenings in Norcross. The calendar should be categorized by type and location and ideally offer the ability for users to export events to their personal calendars or subscribe to categories. The

calendar should be in an easy-to-find location on the city website and be accessible via QR codes located on information kiosks and bulletin boards. For an example, see Roswell365.com.

- Regularly connect with staff at local hotels to share information on events and happenings in Norcross. Host a “Norcross Day” for local hotel staff to tour Norcross sites and venues so they can encourage their guests to visit Norcross.
- Demonstrate that public art is a valued community asset by actively maintaining, preserving, and promoting existing public art.
 - Create and maintain a database of all existing publicly-owned and publicly-accessible art in Norcross including name, installation year, artist and contact information, artist’s statement, location, materials, maintenance notes, and status (which should be updated at least annually). Through the creation of this database, develop a plan for regular cleanings and site upkeeps and note where the artists may need to be called in for repairs or touch ups.
 - **NPAC Action:** Note that budget may need to be allocated annually for maintenance and artist fees for any repairs.
 - Utilize the above database to create an easily-accessible public catalog of permanent and temporary public art with comprehensive information on each

artwork. Ensure that each artwork has information signage with a QR code linking to its page in the catalog. Create a public art map, downloadable from the website and also available in print form with other city collateral. A good example is [Roswell’s interactive public art map](#) or [this website for Columbus, OH](#). Include significant public art locations on general city maps. Plan for regular updates to incorporate new work or update information on the website.

- Consider creating an art walk as part of other city events. Invite the artists to speak about their works. Host a birthday party for significant artworks, such as the *Eastern Continental Divide*.



- Create pipelines for development of student and emerging artists. To create a true arts ecosystem, visible pathways need to be created for students and emerging artists to become involved in the creative community and see viable long-term options in Norcross.
 - Encourage involvement in the arts and culture infrastructure: Include artists, especially students, in the planning and selection of public art events. Work to include artists in community committees in addition to the Public Arts Commission. Ensure that the database resources above are distributed to arts educators in Norcross. Consider creating student art competitions for city-sponsored designs, such as annual event posters.
 - Create opportunities for networking and skill building: Partner with nonprofit organizations or individual artists to host professional development skills building workshops for artists. Offer workshops for any open public calls to help local artists understand what is needed to be considered. Provide an online toolkit of resources such as a list of local entrepreneurship business development programs (like SCORE, SBA), and artist development organizations. Local organizations include [South Arts](#), [Georgia Lawyers for the Arts](#), [Georgia Council for the Arts](#), and [Art is King](#). National organizations include [Creative Capital](#), [Springboard for the Arts](#), [Center for Cultural Power](#), [Artists U](#), and [The Field](#).
 - Create specific events or exhibitions for student or emerging artists. Reserve exhibition space in city buildings for students. Work with the Norcross Gallery & Studios to create an exhibition pairing established and emerging artists. Devote



a public or publicly-accessible mural space for rotating student artwork such as [this program in Deerfield, IL](#), which annually places artwork on the prominent wall of a private building and also serves as a teaching opportunity for the high school visual arts program.

- Seek out and support the cultivation of programs, organizations, or initiatives that add to the ecosystem, fill a need, or serve frequently underserved community segments as well as artists

and organizations. Examples include [Scraplanta Creative Reuse](#), [Girls Garage](#)

(in CA), and [Atlanta Green Theatre Alliance](#), as well as organizations that serve the LGBTQ+ and culturally specific communities such as Out on Film, Atlanta Black Theatre Festival, ADAMA, and La Choloteca. [This paper from SMU](#) provides evidence about why funding small and medium culturally specific organizations is important.

- Partner with CIDs, BIDs and nonprofit organizations to support new arts and culture business incubation efforts including education, workshops and networking. Affordable space is often one of the largest issues for new ventures; consider creating a co-working/studio space on a sliding scale. See [Echo Contemporary](#) and [Midtown Alliances Storefront Art Projects](#) as examples. Develop a creative sector incubator, or include a creative focus within a broader incubator space.
 - **NPAC Action:** The Gateway 85 CID is already exploring opportunities to invest in film development within its boundaries and could have resources for other artistic projects. NPAC members should meet with the Gateway 85 team to see what opportunities exist for ongoing partnership.
- Work to ensure that opportunities offered in Norcross for business development are accessible and promoted to individual artists and arts, culture, and entertainment businesses. Use feedback loops and engagement contacts above to circulate opportunities. Host information sessions to further accessibility.
- Create granting programs to which artists and organizations can apply to support ongoing work and future collaborations. Annual grants can serve to highlight work happening in various segments of the community as well as a range of creative practices and provide built-in opportunities to tell the story of arts and culture in Norcross. Grant funding could be available to help implement this type of program. Grant-giving programs can start with a small investment (such as \$2,500 per individual artist/project) and build as the arts administration infrastructure and funding pipeline develops. Keep expectations for reporting and grant management minimal in relation to the size of what is offered.
- As noted above, include the needs of arts and culture workers in plans for workforce housing and housing affordability to retain and attract members of the creative industries.

Implement a Public Art Program

Assets for Amplification

- Norcross’ city limits offers a tremendous canvas for new public art from large-scale artworks in city parks or municipal properties to opportunities for smaller or lower-stakes installations.
- Stakeholders were very clear in their desire for more public art, in locations across the city, and that reflects the multi-cultural makeup of residents.

Challenges to Address

- There is not presently a staffing infrastructure within the city for arts administration, nor is there yet a budget allocated for new artwork, the acquisition process, or the maintenance and curation of artwork.

Goals

Artwork, especially at multiple scales and located across the city, will showcase to residents and visitors alike that Norcross is a community that values art and creativity—and is uniquely suited to creating connections across various identity groups.

Recommendations

- Identify near-term projects that can be implemented quickly. There has been a pause in new public art projects in Norcross and it is clear that residents want to see new artwork throughout the city that reflects the multicultural identities of the community. Projects listed below could be thoughtfully and strategically deployed in the near-term - and can also remain in the queue for future years.

Utility Box Murals <ul style="list-style-type: none"> • Low cost - \$500 each • Quick implementation 	Sidewalk Murals <ul style="list-style-type: none"> • Low to medium cost - \$40/sq foot • Quick to longer implementation dependant on scale 	Restroom Building Mural <ul style="list-style-type: none"> • Low to medium cost - \$40/sq foot • Longer implementation but big impact due to visibility
Gazebo Art <ul style="list-style-type: none"> • Medium to high cost 	Staircase Mural	Mitchell Road Murals <ul style="list-style-type: none"> • Low to medium cost - \$40/sq foot

<ul style="list-style-type: none"> • Medium implementation dependant on scale 	<ul style="list-style-type: none"> • Medium to high cost dependant on medium used • Medium to long implementation dependant on medium used but big impact 	<ul style="list-style-type: none"> • Longer implementation (work with DOT?) but high impact
<p>Light Pole Art</p> <ul style="list-style-type: none"> • Medium to high cost • Medium implementation dependant on scale 	<p>Fill-a-Field Installation</p> <ul style="list-style-type: none"> • Medium to high cost • Medium to long implementation dependant on medium but big impact 	<p>Artist-made Street Signs</p> <ul style="list-style-type: none"> • Medium cost • Medium to long implementation dependant on medium
<p>Underpass Mural</p> <ul style="list-style-type: none"> • Low to medium cost - \$40/sq foot • Longer implementation (work with DOT or bridge owner?) but high impact 	<p>Ephemeral/Micro Projects</p> <ul style="list-style-type: none"> • Low cost - \$500 each • Quick implementation 	

Affordable and Quick Implementation

- Utility Box Murals
- Sidewalk Murals
- Ephemeral/Micro Projects

Medium Cost and Implementation (but offers big impact)

- Sidewalk Murals
- Staircase Mural
- Fill-a-Field Installation
- Gazebo Art
- Light Pole Art
- Artist-made Street Signs

Higher Cost and Implementation (due to logistics but offers big impact)

- Restroom Building Mural
- Mitchell Road Mural
- Underpass Mural

- Utility box murals: A utility box mural program offers a low-cost way to quickly add art and vibrancy to every corner of the city and can incorporate a wide variety of styles and artists. These small, eye-level artworks are also a signal to residents and visitors alike that they are in a community that values art. Examples of similar programs include [Roswell](#) and [Decatur](#). Start small by deploying the program in 5-6 visible locations across the city. Eventually, when more arts administration staff is in place, the program can be expanded to involve community groups who can apply to paint a box. A suggested budget for each box is \$500.
 - Resource: [Call for artists](#)
 - Resource: [Tactical implementation guide](#)



Decatur utility box painted by Alison Hamil



Roswell utility box painted by Amanda Morris

- Pinnacle Park: As a beautiful, well-maintained, and very busy park, Pinnacle Park offers a prime location for bringing art installations to areas outside of Downtown. While options for longer-term or permanent installations are considered, it is highly recommended that the park be a site for temporary or semi-permanent artwork. Ideas include:
 - Sidewalk mural: There are extensive concrete paths through Pinnacle Park which can be used as a canvas for a larger-scale, meandering artwork or several smaller murals. A suggested budget for sidewalk murals is about \$40 per square foot.
 - Resource: [Comprehensive tactical guide](#).
 - Resource: [In-depth study of the impact of sidewalk murals in communities](#). Note that this study also includes murals on utility

boxes, underpasses, and other functional structures.



Jessie and Katey, Magic Carpet Mural, Charlotte, 2016



Andrea von Bujdoss, Brooklyn, NY

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

- Restroom building painting: The building, at the entrance to the park and very visible from the street, also offers a terrific canvas for a painted mural. Consider a mural that also runs onto the sidewalk, which adds an unexpected— and very photo friendly— element.



**Jessie and Katey, Allumination:
Boston, 2017**



**Jessie and Katey, The Works
Atlanta, 2023**



**Pinnacle Park offers an extensive
canvas for sidewalk murals.**

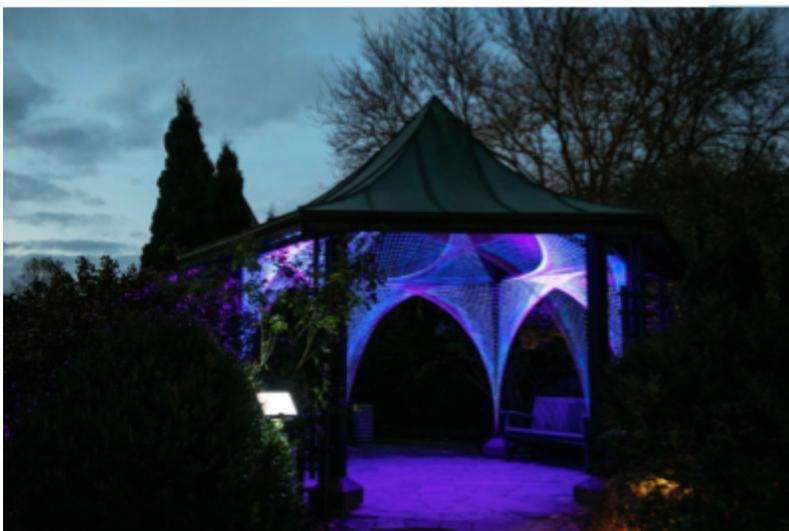


**A sidewalk mural in Atlanta's Westside
also designates a bike area.**

- Gazebo: The gazebo at the front of the park can be a place for art without altering the structure such as a string art installation. An installation with cord would last 3-6 months depending on the product used. Other, more expensive, materials can be used for a longer-lasting installation.



Daytime view of a 2018 temporary string installation in Madison, WI by Megan Mosholder (Atlanta).

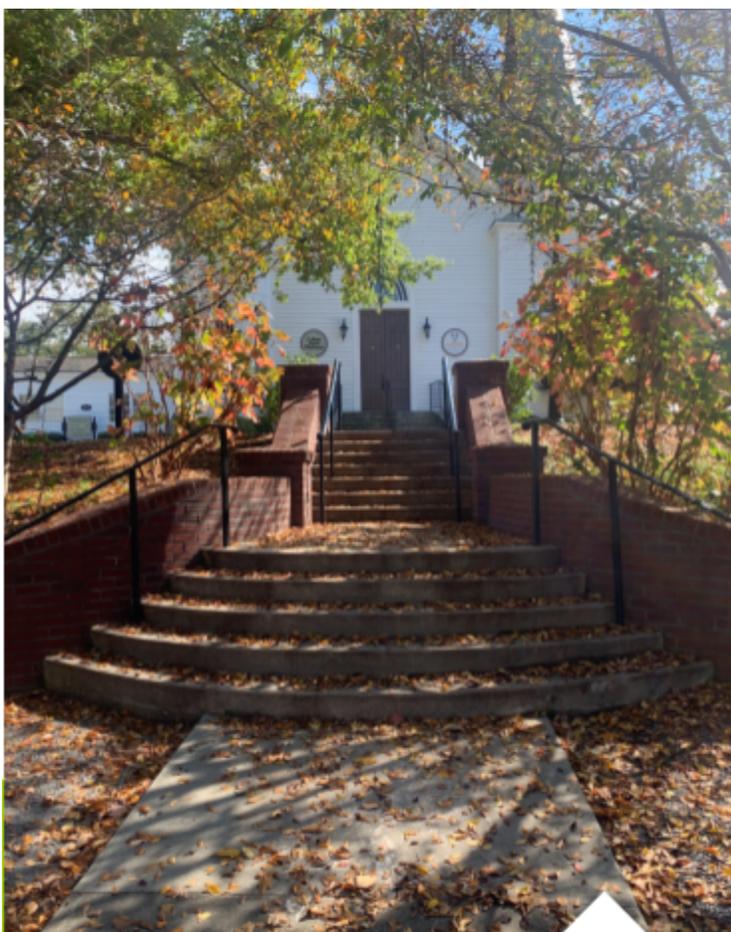


Nighttime view. The budget for this project was approximately \$10,000.



Other string installations by Megan Mosholder.

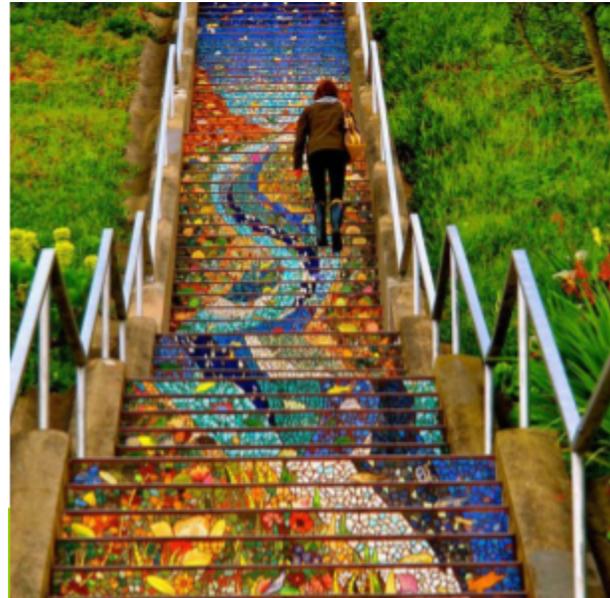
- Heritage Park stairs: These have already been identified as a location for artwork and could include paint or mosaic stair fronts. Mosaic is more expensive (average of \$120 per square foot depending on intricacy) but lasts much longer. Painted murals are less expensive (average of \$40 per square foot depending on intricacy), can be implemented very quickly, and also inherently offer the opportunity to change artworks over time.
 - Also to consider is the option to start by simply painting the stair fronts to add color and vibrancy while options are considered and funds raised for a more permanent artwork.



Heritage Park Stairs

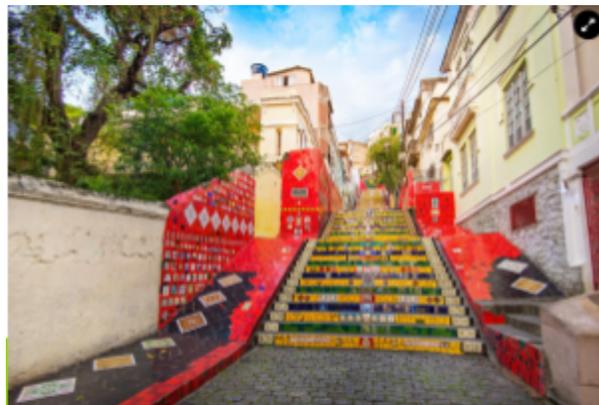


Jessie and Katey, Knoxville Steps, 2017



The 16th Avenue Tiles Steps, San Francisco, CA.

An example of a mosaic staircase.



Escadaria Selarón by Jorge Selaron, Rio de Janeiro, Brazil

The tilework and painting overtakes most of the concrete in view, creating a more immersive and memorable art experience and references the culture of the area.



Pirot Carpet Staircase, Serbia

Painting the entire staircase can be a way to tie in heritage textiles from a cultural community.



Color adds easy vibrancy to this staircase.

Location unknown

- Mitchell Road murals: As a main thoroughfare south of Buford Highway, Mitchell Road offers visibility to a large number of residents and visitors and there are many opportunities for murals on existing retaining walls. Murals average \$40 per square foot to install when engaging an artist to execute an artwork. Community projects can cost less when artists design for the budget using negative space and less detail. Partnering with local groups can sometimes reduce the installation cost as well as engaging the community.



The existing Mitchell Road mural was a celebrated community project.

- Gateway 85 corridor: The [boundaries of the Gateway 85 CID](#) offer a true gateway entrance to Norcross to the thousands who travel its roads and there are many opportunities to showcase Norcross' embrace of the arts. Gateway 85 is ready to engage on a variety of projects and partnering in the near term on an art installation could help develop a lasting relationship. Ideas include:
 - Light pole banner art: Graphic designers could create artistic light pole banners to be used on existing brackets bringing more color and vibrancy to this corridor. A project could also be created where fine artists are given old banners to re-paint in order to be reinstalled. It's also possible to hang artist-designed 3D forms on light poles.



Light pole art can bring color and vibrancy above the scale of the roadway.

- Fill-a-field installations: There are many expanses of lawn outside commercial buildings within Gateway 85 (and the surrounding areas in Norcross) which could support temporary field installations.

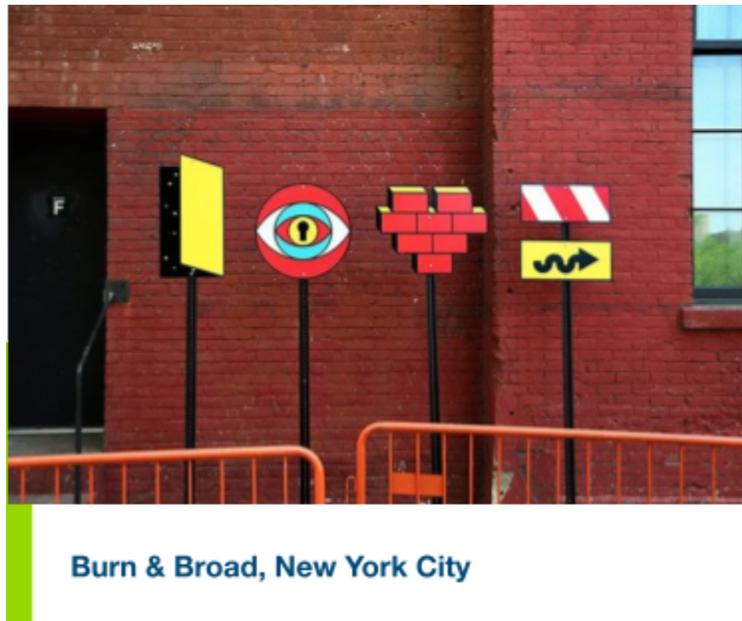


Suchi Reddy and AREA4, Prospect Park, Brooklyn, 2016



Phil Proctor (Atlanta), The Herd, Suwanee, 2014
Local sculptor Phil Proctor produces these great recycled steel goat herds that could be installed in fields along the roadway.

- Artist-made street signs: This type of artwork can be very affordable as you have the artists make the pole and artwork on top, and can be whimsical as well as offering wayfinding. Signs must meet ADA height limitations. The installations could be permanent or temporary.





Tony Passero, Toro Totem Mural, 2017, Chicago, IL

Many community-focused muralists, like this one, have partnerships with paint companies to help make these projects even more accessible.

- Underpass murals: Underpasses provide a terrific opportunity to add vibrancy to an otherwise dark or drab space and can easily include cultural motifs and showcase community assets or values. Expect a similar cost to retaining wall murals, however partnership with the agency owning or managing the bridge overhead can often yield project resources or cost-sharing. Underpasses with the Gateway 85 CID could also potentially be a combined project.
- Consider other ephemeral, seasonal, or micro-projects: There are myriad ways to incorporate art and vibrancy into spaces throughout the city that offer the thrill of discovery and can encourage residents to embark on their own artistic endeavors and beautification. Ideas include [tiny doors](#), yarn bombing, filling building cracks with Lego or mosaic, fence artwork, lighting projections, and more.



Fill building cracks with Lego (begun by Jan Vormann but encouraged to let others execute and tracked via Dispatchwork)



...or sidewalk cracks with mosaics.



Fence artwork can also become community-building projects like this one made as part of an anti-bullying program at the Nettelhorst School in Chicago's Lakeview neighborhood.

- Use feedback loops to select permanent or longer-term projects. Installations that are intended to be permanent, part of an ongoing program, or longer-term often require more planning and additional fundraising and should always include community engagement during the site, artist and artwork selection process. More time is often needed to facilitate the addition of artworks to public projects such as rebuilding intersections, new facilities, or a major initiative like the Beaver Ruin Creek Watershed park. Following are inspiration for projects for installation starting in two to three years.
 - Beaver Ruin Creek Watershed, Rosie Brundage Park and Johnson Dean Park: These locations lend themselves to art that integrates into the natural environment. Artwork that is site-specific is especially compelling and especially invites interactivity.



Left: Dale Doebert, Victoria, BC, 2015
Right: Jeppe Hein, *Semicircular Mirror Labyrinth II*, 2013



Left: Unknown Artist, France
Right: Eva Oertli and Beat Huber, *The Hand*, 2004



Left: Mehmet Ali Uysal, Belgium
Right: Juame Plensa, *The Heart of Trees*, 2007

- Pinnacle Park: In addition to a near-term temporary or semi-permanent installation, Pinnacle Park should be prioritized for a permanent addition. There is ample room for a sculpture, a mosaic on one of the trails, or wall sculpture. The large pond could offer a particularly arresting location for a sculpture without impacting any of the usable park space.



© Darius Gharachorloo

Pedro Marzorati,
*Where the Tides Ebb
and Flow*, Paris, 2015



Left: Bruce Beasley,
Thirst, Austin, 2013
Right: Bruce Beasley,
Rondo 2, UCAL Berkley,
2013



Left: Martin Hill, *Earth to
Earth*, 2005
Right: Unknown painted
root sculpture

- Sculpture leasing program: A sculpture leasing program offers the ability to bring a variety of artwork to multiple locations in the community within a reasonable cost. Sculptures could be placed on the existing pads in Heritage Park and in other locations throughout Norcross including Rosie Brundage Park, Johnson Dean Park, Pinnacle Park, and outside municipal buildings and schools. A two year lease term is recommended to amortize more complicated logistics. Stipends can be \$1,500 – \$5,000 per lease term with larger budgets being more appealing and drawing more artists. Note that sometimes the stipend is higher when the artist is tasked with more of the installation costs. Typically, the city provides a concrete pad (usually around 5x5 feet but can be adjusted to accommodate special projects) and the artist installs their own sculpture using the city’s equipment. The city insures the artwork for the duration of the lease. Ideally, the city will purchase one or two artworks after the run of the leasing program, which is often an added incentive for the artists to apply. The community can be engaged to select the favorite piece for purchase.
- South end of Downtown: There is expanding development on the south end of Downtown and it is desirable to add an anchor for that gateway. Since there is not a natural location to site an artwork at a terminus or entrance to the area, a sculpture that goes up and over South Peachtree Street could offer a solution.



**Creative Machines,
Bend Towards Justice,
Atlanta, 2022**



**Nancy Rubins,
Monochrome, 2015**



**Left: Dewitt Godfrey,
Eastgate, Denver, 2021
Right: Kaylin Broussard and
Chris Bartlett, *The
ConNectar*, Atlanta BeltLine
Arboretum, 2021,**

- Be ready for ad hoc opportunities. Many opportunities, such as using an empty storefront window or construction fencing as temporary murals, may come up quickly and require rapid turnaround. Creating and maintaining a stable of vetted local and regional artists will enable the city to take advantage of short-term opportunities to add artwork and vibrancy. Work to ensure that artists represent a variety of styles and backgrounds. Having a set annual budget for NPAC to access without additional review will enable the Commission to move at a faster pace for these opportunities.
- Prioritize conservation and curation.
 - As noted above, develop a plan for regular inspections, cleanings, and site upkeeps. Be sure to note where the artists may need to be called in for repairs or touch ups. A maintenance plan should be provided by the artist for each new work installed and will need periodic review and update.
 - It is advised that the arts administration staff consult with the risk management team to ensure that all artworks in the city’s collection are properly insured as outlined in *Public Art Conservation and Curation* in the appendix. The creation of a database of all existing publicly-owned and publicly-accessible art in Norcross as recommended above will aid in listing all artworks for insurance purposes.
- Engage experts to help ensure expansive artist outreach and a seamless and complete process. The process of project discovery, RFP writing, artist search and selection, and installation can be lengthy and sometimes complicated, and always requires great care as the community impact can be great. It is advised to contract with an art consultant, particularly as there is not yet arts administration or curation personnel on staff. An art consultant offers a single point of contact as well as a neutral third party. Expect a budget for an art consultant to start at \$5,000 and go up, sometimes significantly, depending on the scale and/or budget of the project. Another may be to contract with the art consultant to train a staff person to handle the process.

Implementation

Implementation Priorities

There is a great amount of desire to move quickly on public art projects, particularly since there has been a pause since the pandemic and the turnover of NPAC members, as well as an eagerness to utilize arts and cultural programming to facilitate engagement with Norcross residents outside the Downtown area. These priorities are very appropriate and should be successful if they are taken in step with long-term strategies and tactics to increase Norcross' capacity for arts administration and community engagement, the development of Norcross' arts ecosystem, and thoughtful communication.

Recommendations for steps to be taken within the first year:

- Show action quickly to generate community support and buy-in.
 - Adopt and share the Master Plan. The community at large was asked to take part in the development of this plan and quickly sharing the final plan will build trust and demonstrate that stakeholders' voices were heard. A thoughtful and strategic communication plan can be developed quickly to publicly roll out a high level version of the Master Plan.
 - The Master Plan roll out should include definite first action step(s) and timelines for implementation. This can be a simple, semi-permanent project, or a limited implementation of a larger project (such as utility box murals), but even small action is demonstrating to stakeholders that action is being taken.
- Identify an initial public art installation for a location outside of Downtown. Select a long-term project to work toward.
- Start building feedback loops.
- Identify arts administration priorities, assess whether these can be achieved with existing city staff or engage with contractors.
- Since the 2023 events calendar and budgets are already set: Do a pop-up event outside of Downtown as part of an existing event (ex. small band + food truck at Pinnacle Park during... ArtSplash or similar). Work with feedback loops to identify a new event for 2024 and some new entertainment or vendors for events returning in 2024.
- Incorporate more Spanish language media. Add signage (can be ground level) in more areas outside of Downtown. Utilize and strategically pre-plan social media more to tell stories about the people, groups and communities within Norcross.

- Work with city personnel to incorporate public art in planned developments and municipal initiatives.

IMPLEMENTATION GRID

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

		Year One				Year Two				Year Three				Year Four				To Be Led By
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
	Hire a full time community engagement officer													█	█	█	█	City Council
	Allocate an annual budget to NPAC					█	█	█	█	█	█	█	█	█	█	█	█	NPAC, City Council
	Annual update on city processes			█				█				█				█		NPAC, City Council
	Increase number of NPAC members			█	█													NPAC
	Review city processes and legal requirements and create guidelines to ensure accessibility to artists and orgs			█								█						NPAC, Community Development
	Include the needs of A&C workers in plans for workforce housing/housing affordability	As opportunities present												NPAC, City Council, Economic Development, Community Development				
	Engage diverse audiences																	
	Build authentic feedback loops	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	NPAC, All City Departments
	Invite community leaders to attend NPAC meetings	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	NPAC
	Sustained effort by city and NPAC members to attend a wide variety of events	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	NPAC, City Council

		Year One				Year Two				Year Three				Year Four				To Be Led By
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Commit to hosting city-sponsored events in locations outside of Downtown																		Public Relations/Marketing
Incorporate new events - and new event elements																		Public Relations/Marketing
Bring the warm sense of welcome and intentional engagement found Downtown to other areas of Norcross		<i>Create opportunities as they arise</i>																NPAC, Public Relations/Marketing, Public Works/Utilities/Parks, et al
Offer arts activities to community-planned events																		NPAC, Public Relations/Marketing
Make a concerted effort to communicate in languages other than English																		Public Relations/Marketing, all city departments
Create new signage in locations throughout all of Norcross and include Spanish translations on existing signage																		Public Relations/Marketing
Utilize feedback loops to piggyback on other successful tactics for disseminating information and marketing events																		Public Relations/Marketing
Sub-contract with a multicultural marketing firm																		Public Relations/Marketing
Create a strong arts ecosystem																		
Create a sustained calendar of opportunities for A&C community to convene																		NPAC, Arts Admin Contractor/Staff
Develop a network of Arts and Culture Ambassadors																		NPAC

		Year One				Year Two				Year Three				Year Four				To Be Led By
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Create and maintain a database of artists and A&C organizations																		Arts Admin Contractor/Staff
Create and maintain a database of available spaces																		Arts Admin Contractor/Staff
Create and maintain a database of arts education opportunities																		Arts Admin Contractor/Staff
Create a mechanism to share funding opps and open calls																		Arts Admin Contractor/Staff
Create mechanisms to promote and share the breadth of A&C activities																		Arts Admin Contractor/Staff, Public Relations/Marketing
Create a comprehensive, searchable A&C calendar																		Arts Admin Contractor/Staff, Public Relations/Marketing
Host a "Norcross Day" for area hotels																		Arts Admin Contractor/Staff, Public Relations/Marketing
Create and maintain a database of all existing publicly-owned and publicly-accessible art																		Arts Admin Contractor/Staff
Create and maintain an easily accessible catalog of public art																		Arts Admin Contractor/Staff, Public Relations/Marketing
Create pipelines for development of student and emerging artists																		NPAC, Arts Admin Contractor/Staff

	Year One				Year Two				Year Three				Year Four				To Be Led By
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Create granting programs for artists and organizations																	NPAC, Arts Admin Contractor/Staff
Implement a Public Art Program																	
Identify and implement short-term projects																	NPAC, Arts Admin Contractor/Staff, Art Consultant
Identify permanent/long-term projects																	NPAC, Arts Admin Contractor/Staff, Art Consultant
Be ready for ad hoc opportunities																	NPAC
Develop a maintenance and conservation plan																	NPAC, Arts Admin Contractor/Staff

Performing Arts Center

The concept of creating a Performing Arts or Cultural Arts Center features in both the 2040 Norcross Comprehensive Plan (adopted March 2019/amended March 2020) as well as the Buford Highway Master Plan (June 2021) and is often cited as a transformational project to spur economic development and cultural enrichment in Norcross.^{17 18} Specifically, the Buford Highway Master Plan recommends “enhancing [the Norcross Cultural Arts & Community Center] into a more robust community center, preserving the historic portion of the building and the rectory and incorporating a new building into surrounding redevelopment [which] may accommodate a new, larger theater space, event venue, and/or meeting rooms.”¹⁹ In addition, the plan also offers the option of creating a new performing arts center facility, helping to

¹⁷ Jacobs. (2019). Norcross 2040 Comprehensive Plan. In *City of Norcross*. City of Norcross.

¹⁸ Sizemore Group. (2021). Buford Highway Master Plan. In *City of Norcross*. City of Norcross.

¹⁹ Ibid.

create a performing arts district and becoming a catalyst for development Downtown and along the Buford Highway corridor.²⁰

As is also noted in the Buford Highway Master Plan, “a larger performing arts center, in many cases, requires supplemental funding from the jurisdiction. A feasibility study is recommended to ensure a larger venue is marketable and to understand the cost to build and maintain such a facility.”²¹ In our review of surrounding municipalities, we have found many established performing arts centers and, thus, the concerns about the marketability of a new center in Norcross hold true. In particular, the established arts venues center around robust programming from their own communities, demonstrating the vitality of a thriving arts ecosystem. It is important to also consider all the conditions necessary to position such a transformational project for success including whether:

- the underlying arts ecosystem exists to support the robust programming and audience development necessary for a thriving arts center,
- the city’s staffing infrastructure is in place to manage the new loads on the arts and culture community and associated development,
- significant steps have been made towards engagement with diverse audiences in addition to a well-developed and implemented programming plan for areas outside of Downtown. A choice to invest in a major project Downtown before major advances are made in other areas of the city could cause further dissociation and negative reaction.

The stakeholder engagement performed as part of this Master Arts & Culture Plan development clearly showed that while the concept of a new arts center is an appealing one, investment in the existing facilities and overall arts ecosystem is both an immediate need as well as a vital step to create the conditions necessary for a future new development. Therefore, the recommendations of this plan include:

- Taking the steps outlined above to create a strong arts ecosystem.
- Taking the steps outlined above to engage diverse audiences, thereby fostering a more connected community which in turn feeds into the arts ecosystem and develops more arts creation and audiences to program and consume arts.
- Improve the utilization of existing spaces, including:
 - The Cultural Arts and Community Center
 - Vacant/underutilized facilities such as the former school campus at Campus Drive and Reps Miller Road NW and older commercial buildings

²⁰ Ibid.

²¹ Ibid.

- Thrasher Park bandshell—a rebuilt bandshell with greater overhead coverage, larger stage, and an up-to-date sound system can increase the marketability of that venue to artists. Additionally, a rebuilding project could be an opportunity for a more artistic, rather than utilitarian, structure.
- Once the above steps are well underway, embark on a program to consider a new comprehensive arts center, which should likely include spaces for performance, creation, education, and presentation. The program should include stakeholder feedback and feasibility, and market studies.



Funding

Each community funds public art and cultural programming in different ways and via a variety of sources. As noted by Americans for the Arts, “Public art is typically funded through the

government, but increasingly through public-private partnerships as well.”²² It is important to note as well that as of 2022, Georgia ranks 50th in the nation for arts funding per capita, and so the relatively few available grants are highly competitive.²³

For reference, some of the most common funding mechanisms used by municipalities are listed below. These will not all apply to Norcross, however we are providing these descriptions for education purposes only.

Government

- General Fund: Each city has a general fund designated for government spending. The General Fund is comprised of multiple sources of revenue that do not have any specified legal designation for spending. Cities can designate this money for any cost deemed reasonable, including spending for cultural arts. General funds are typically designated during the budget creation process. *Additional information and resources are located in the Appendix.*
 - A “Percent for Art” Ordinance. These ordinances or programs designate that a fee for public art be set aside for certain types of publicly funded capital improvement projects (as outlined in the ordinance). Percent for art ordinances designate that the fee be in relation to the project cost (usually .5-2% of total cost). Often (but not always), public art funded by the fee is located on-site of the development project.
- SPLOST: The Special Purpose Local Option Sales Tax (SPLOST) is a type of sales tax that the state allows counties to levy (with the consent of voters) for the purpose of capital outlay projects. The Association of County Commissioners of Georgia offers the following definition for capital outlay projects: *“Capital outlay projects are defined by law as major projects which are of a permanent, long-lived nature, such as land and structures. They are expenditures that would be properly chargeable to a capital asset account as distinguished from current expenditures and ordinary maintenance expenses. The term expressly includes without limitation roads, streets, bridges, police cars, fire trucks, ambulances,*

²² Americans for the Arts. (2023, February 16). *Public art.* Americans for the Arts. <https://www.americansforthearts.org/by-topic/public-art>

²³ Wheatley, T. (2022, March 10). *Georgia ranks last for funding its State Arts Agency.* Axios. <https://www.axios.com/local/atlanta/2022/03/10/georgia-funding-state-arts-agency>

garbage trucks, and other major equipment.”²⁴ Public art that is part of the capital outlay project can be funded under SPLOST.

- Funds pooled with the County
- Sales Tax Revenue
- Hotel/Motel Tax Revenue
- Bonds
- Parking Meter Revenue
- Proceeds from the sale of City Land

Private Business

- Soliciting Public Art Participation by Developers
- Private Business Donations or Sponsorships
- Percent for Art Program. Some cities have chosen to extend their “Percent for Art” program to private development in exchange for certain privileges or benefits. Private developers typically either work with the Public Art Commission to commission the work or pay into a fund for public art managed by the body governing public art. In the second case, the fund can be used for acquiring art, commissioning, maintenance, and may be designated to a specific area.

Organization Partnerships

- Public-Private Partnerships
- Partnerships with nonprofit organizations such as historical societies, museums, arts organizations, non-arts organizations and others. There are limited project grants available to organizations that do not have a 501(c)(3) status but there may be opportunities to apply in partnership with a local nonprofit. Examples include the National Endowment for the Arts’ Our Town grant which requires a project conducted in partnership between a nonprofit and a local government agency.
- Pass-through funding: There are federal and state grants available that the city could apply to for funds that can then be administered through application processes to Norcross-based or working artists and organizations. This might look like the city applying for \$50,000, then issuing a RFP and re-granting these funds as operating or project support. This type of funding would primarily be

²⁴ Association of County Commissioners of Georgia. (2016). *Special purpose local option sales tax - ACCG*. Association of County Commissioners of Georgia. <https://accg.org/library/legal/SPLOST%202016.pdf>

available through the National Endowment for the Arts and Georgia Council for the Arts. In order to apply for this type of funding, a 501(c)(3) status is not required but the applicant must be an “arts agency (“local arts agency”) that is a unit of city or county government or be officially designated to operate as an arts agency on behalf of its local government.”

Grants

- Governmental Grants (National Endowment for the Arts, Gwinnett County, Block Grants, etc.).
- Foundation Grants: There are a variety of local foundations that may have grants available for arts funding but typically are limited to making grants only to organizations with 501(c)(3) status per IRS restrictions.

Individuals

- Crowdfunding
- Public Capital Campaigns
- Neighborhood Appeals

Capacity: It should be noted that grants can require a significant amount of time and management. A single application can take anywhere from five to 30+ hours to complete, with federal grants at times requiring notarized signatures, multiple budget forms, artistic support materials, and more. Grants can also require significant reporting requirements including reimbursement requests with receipts, demographic information of participants and attendees, long-term impact data, and more. It is advisable to review grant requirements months ahead of deadline to ensure that there is a robust understanding of needs to ensure adequate staffing.

Projects mentioned within the recommendations above that could be candidates for outside funding include, but are not limited to:

- A program to connect residents and local groups with arts activities for community-planned events.
- Initial development of arts databases such as artists and arts-making and cultural organizations living and working in Norcross; space for exhibitions, performances, rehearsals, studios, recording, and storage; and arts education opportunities. *Paducah, KY received an NEA grant for the development of their artist database.*
- Development of a creative sector incubator.

- Granting programs to which artists and organizations can apply to support ongoing work and future collaborations. *This is a prime candidate for the pass-through funding described above.*
- Community art projects such as asphalt art and murals.

Grant Opportunities

National Endowment for the Arts - Grants for Art Projects					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Application	https://www.arts.gov/grants/grants-for-arts-projects/program-description	\$10,000 - \$100,000	July	April	No

Focus: Through project-based funding, the program supports opportunities for public engagement with the arts and arts education, for the integration of the arts with strategies promoting the health and well-being of people and communities, and for the improvement of overall capacity and capabilities within the arts sector.

Requires a 1:1 match, a UEI number and a [grants.gov](https://www.grants.gov) account.

National Endowment for the Arts - Our Town					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Application	https://www.arts.gov/grants/our-town	\$50,000 - \$150,000	August	April	Requires a nonprofit partner

Focus: Our Town is the NEA's creative placemaking grants program. Through project-based funding, the program supports activities that integrate arts, culture, and design into local efforts that strengthen communities. Our Town projects advance local economic, physical, or social outcomes in communities, ultimately laying the groundwork for systems change and centering equity.

Requires a 1:1 match, a UEI number, and a [grants.gov](https://www.grants.gov) account.

National Endowment for the Humanities - Public Impact Projects

Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Application	https://www.neh.gov/program/public-impact-projects-smaller-organizations	\$25,000	June	December	No

Focus: Public Impact Projects at Smaller Organizations (PIP) helps cultural organizations enhance their interpretive skillset and develop public humanities programming. The goal of PIP is to help you identify the interpretive potential of your humanities collections, support your staff’s interpretive ability, or launch public programs that connect with new and existing audiences. Successful projects should demonstrate how the humanities matter to audiences and communities.

Requires a UEI number and grants.gov account

Georgia Council for the Arts - Vibrant Communities Grant

Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Application	https://gaarts.org/what-we-do/grants/vibrant-communities-grant/	\$1,000 - \$5,000	August		No

Focus: Vibrant Communities Grants support single art projects such as an art exhibit, a theatre production, a series of workshops for children, or an artist residency.

Requires 50% match

Eligible organizations include Non-profit organizations, government entities, public libraries, schools and colleges/universities in counties in which no organization receives a Project, Partner or Arts Education Program Grant.

Georgia Humanities					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Application	https://www.georgiahumanities.org/grants/	\$2,500	September	6 weeks after deadline	Yes

Focus: Programs must involve at least one humanities scholar, bring the public together for discussion and exchange, and be designed for and open to public audience(s).

Grants awarded to cultural, civic, and educational entities as museums, libraries, universities, and historical societies for a range of projects, including walking tours, exhibitions, author talks, lecture series, and literary festivals.

Requires 1:1 match

Abraham J and Phyllis Katz Foundation					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Invite Only	https://katzfoundation.org/	\$10,000	January, April		Yes

Focus: Programs that benefit low-income and under-resourced populations.

To be considered, organizations must have at least one paid staff member.

Bright Wings					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Application	https://truistmanagedfdns.org/brightwings/	\$1,000-\$5,000	August	Fall	Yes

Focus: Program and project for youth and nature.

Arts & culture, elementary and secondary education, community recreation, and family services

Charles Loridans Foundation					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Invite Only	N/A	\$5,000	June and September		Yes

Focus: Support for local educational institutions lacking access to general sources of support. The foundation also funds small to medium-size arts and cultural institutions in the metropolitan Atlanta, GA, area.

No grants for operating budgets, continuing support, annual campaigns, deficit financing, research, publications, or conferences; no loans.

EMSA Fund					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Application	N/A	\$5,000	Rolling		Yes

Focus: Giving primarily for culture, public policy, race relations, rural development, civil rights, community development, and women's programs, particularly for those who have been neglected or hard to reach in the provision of such programs; support also for environmental programs and educational programs for minorities.

Forward Arts Foundation					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
LOI	https://www.swangallery.org/forward-arts-foundation	\$20,000	Rolling		Yes

Focus: To promote the visual arts through programs, exhibitions, research, education, acquisition of works of art and public outreach that benefit the greater Atlanta community.

Frances and Beverly DuBose Foundation

Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Invite Only	N/A	\$10,000			Yes

Focus: Giving primarily for the arts, particularly historical preservation and historical societies; some funding for higher education.

Ida Alice Ryan Foundation

Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Application	https://www.wellsfargo.com/private-foundations/ryan-charitable-trust/	\$10,000	April and November		Yes

Focus: First priority: Hospitals and Health. Second priority: Education, Human services, and Public/society benefit. Third priority: Arts, culture, and humanities

Imlay Foundation

Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
LOI	https://theimlayfoundation.org/grant-requirements/	\$10,000	December 15, April 15, August 15		Yes

Focus: Wide variety of interests in the Metro Atlanta region.

Lettie Pate Evans Foundation

Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
LOI	https://lpevans.org/	\$50,000	February 1, August 15		Yes

Focus: Institutional projects of major Atlanta arts and cultural institutions. Arts and cultural institutions outside of Atlanta that promote community development in Georgia's cities.

May P. and Francis L. Abreu Charitable Trust

Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Invite Only	https://abreufoundation.org/	\$5,000			Yes

Focus: The trust benefits others by providing grants to arts and cultural programs, education, health associations, human services, and children and youth services.

Price Gilbert Jr. Charitable Fund

Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement
Application	https://www.wellsfargo.com/private-foundation/gilbert-charitable-fund/	\$5,000	February 1		Yes

Focus: There are no program limitations; however, the foundation has a practice of awarding grants to charitable organizations with grant requests in the following program areas: Education, Environment, Arts, Humanities, Health, and Human Services.

Vasser Woolley Foundation					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement

LOI	N/A	\$25,000	Rolling		Yes
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Focus: Support for charitable organizations in the metropolitan Atlanta, GA area, with focus on those serving the general welfare, education, arts and youth development.

Zeist Foundation					
Process	Link	Avg. Gift	Due	Award Notification	501c3 status requirement

LOI	https://www.zeistfoundation.org/	\$50,000	Rolling		Yes
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Focus: Signature projects that align with its holistic approach to serving children, youth and families, such as the Urban Health Initiative launched by Emory University School of Medicine.

Conclusion

Norcross stands at an important crossroads in its development and is uniquely positioned to reap great benefits in community development, vitality, connection, and economic impact with strategic investment and action to support arts and culture.

The current economic climate and long-term impacts of COVID-19 on all Norcross residents and the arts and culture industry necessitate bold action and creative vision. Community members without the ability to gather or celebrate community during pandemic social distancing crave community development that combats loneliness and deepens authentic connection. At the same time, arts and culture organizations and businesses forced to operate on the slimmest of margins in order to survive the economic climate through the pandemic years are yearning to return to creating work that makes communities more vibrant, lovable, and livable. With visionary, imaginative leadership to enhance and strengthen cultural work at this critical time, the impact of action can be multiplied and be made even longer lasting.

Norcross already possesses all of the necessary assets to be successful: a community that values government investment in arts and culture, civically engaged artists, history and culture bearers committed to preserving culture within their communities, a multicultural population eager to connect with their neighbors, supportive elected officials who understand the return on investment from arts and culture activity in their city, and a dedicated city staff already executing at a high level. Many of the recommendations offered build upon or tweak current practices in small but significant ways to amplify impact while preserving and activating limited resources. By purposefully deploying adequate resources at the appropriate time with enough support and consistency to be successful, Norcross has the power to differentiate itself from other communities in the region because of the vibrancy of its cultural activity.

The goals and vision outlined in this plan are designed to holistically support arts and culture benefits for all Norcross residents, not just those directly involved in arts and culture creation. But thriving arts and culture starts with thriving artists and culture bearers. To ensure that significant gains are not diminished by unintended policy or environmental factors, care to retain and attract culture workers in Norcross is a must. Steady and sustainable growth in the arts and culture ecosystem is possible by continuing to develop and respond to feedback loops that include the voices of creative industries professionals and all Norcross residents.

The legacy of this vision is intended to be deep and enduring. We believe these recommendations will provide the tools for the community and Norcross city government to together cement the identity and reputation of Norcross as “A Place to Imagine” for generations to come.

Appendix

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Public Art Conservation and Curation	169

Recommended Partners

Arts and Culture Organizations

Asian Americans Advancing Justice	John C Yang	Development@advancingjustice-aajc.org
Atlanta Asian Film Festival Inc - Norcross		atlantaasianfilmfestival@gmail.com
Atlanta Chinese Dance Company - Norcross	Hwee-Eng Y. Lee and Kerry Lee	atlantachinesedance@comcast.net
Atlanta Screenwriters Group - Norcross	Martin Kelley	info@atlscrip.org
Paul Duke STEM SCHOOL	Gary Garvin, Department Head	gary.garvin@gcpsk12.org
Friends of the Atlanta Black Theatre Festival	Toni Henson	toni@atlantabtf.org
Latino Film Festival	Jose Marquez	jam@techlatino.net
Lionheart Theatre Company Inc - Norcross	Tanya Gilmer, Founder & Producing Artistic Director	lionheart30093@yahoo.com
Live Arts Theatre	Rebecca Parker	rmparker13@gmail.com
NNKB Dance and Music Academy		Info@nnkbacademy.com
Norcross Elementary School	Bobbie Adamczyk	bobbie.adamczyk@gcpsk12.org
Norcross Gallery/Studio	Jeannie Fortin, President	jeanniefortin@me.com
O Gallery	Rosa Obregon	rosamobregon@gmail.com
Paul Duke Stem High School	Ashley Getz	ashley.getz@gcpsk12.org
Paul Duke Stem High School	Gary Garvin	gary.garvin@gcpsk12.org
Paul Duke Stem High School	Laura Martin	laura.martin@gcpsk12.org
Paul Duke Stem High School	Payton Hayman	payton.hayman@gcpsk12.org
Spirit of Atlanta Incorporated	Alvin Dickinson	gdickinson@spiritdrumcorps.org

We Love Buhi	Lily Pabian	lily@welovebuhi.com
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Business Owners

45 South Cafe	Ralph White	downtowncoffee45@gmail.com	
B&W Burgers	Mike Kelly, GM	mike@bwburgers.com	(404) 307-6240
Dulce Suenos			(770) 559-5743
Global Mall	Shiv Aggarwal, owner	Shiv@aggarwalre.com	(404) 456-2973
Heart of Norcross Business Association	Carolee	carolee@carolees.net	
Local Peach	Briana Murray	souschefbri@gmail.com	
Norcross Supermarket Guadalajara		Eduardo.010889@gmail.com	(678) 800-6934
O'Galeria	Rosa Obregon	rosa@theogaleria.com	
Social Fox	Mark Klafter, co-owner	mklafter@comcast.net	(404) 310-2112

Civic Organizations

Callie Murray and Kristen Cooper	Young Norcross	calliemurray@gmail.com	(404) 310-6080
Carolee Smith	Heart of Norcross Business Association		(404) 520-5054
Gateway 85	Emory Morsberger, ED	emory@morsbergergroup.com	(770) 409-8100
Morsberger Consulting	Sharon Goldmacher, Marketing Director	SGoldmacher@c21pr.com	
Norcross Greenway Project	Kimberly Jane Kimbrough, Project Manager		

Faith Leaders

Mirian Gusman	Iglesia ministerio Resurreccion y vida Atlanta	(404) 510-6736	Mirianrosibel68@gmail.com
Nora Colmenares	The Nett church	(347) 446-4177	Nora@thenettchurch.con

Pastor Juan Quintanilla	First United Methodist church.	(404) 376-1594	Juan@norcrossfirst.org
Pastor Rebeca Aurguez	Church Supernatural Cultural	(786) 236-6050	privatepr@arguez.org
Reverend Mimi Guerra		(678) 860-9973	mguerra@ccnorcross.org
Tyler Hannel	Northlands Church- Pastor	(678) 702-6883	tyler@northlandschurch.com
Armando Doblado	Northlands Church	(678) 699-5925	armando@northlandschurch.com
Woo Kang	The Nett Church - At The Table. Pastor	(513) 490-7469	woo@thenettchurch.com
Elvira Rogers	The Nett Church, Associate Pastor	(678) 576-2028	elvira@thenettchurch.com
Terri Hoye	The Alliance of Norcross-Peachtree Corners	(678) 699-0111	terrih@thealliancencpc.org
Hung Truong	Pastor	(678) 542-4373	Hungandemily@me.com
Matt Fry	Norcross Presbyterian Church	(404) 405-6356	matt.fry@norcrosspresbyterian.org
Deacon Chris Waken	Mary Our Queen		cwaken@maryourqueen.com

Individual Artists

Angelika Domschke	angel.domschke@yahoo.com (678) 584-0588
Anne Hall	annehallstudio@icloud.com
Anne Labaire	labaire2@bellsouth.net
Katie Berrigan	kberriganart@gmail.com
Larry Hall	imvetted@yahoo.com
Sara Levy	770-246-0059

Public Survey Results

The report below details findings and analysis from the Public Survey. The survey was distributed virtually through a variety of marketing channels, including the March edition of the Norcross Monthly Newsletter, the City of Norcross' website, the City of Norcross' social media channels, through word of mouth and direct email outreach from NPAC members, media buys

coordinated by Accent Creative, and outreach to area civic organizations. Purpose Possible created a toolkit of resources for NPAC and the city marketing team to utilize for public and personal outreach efforts.

The Arts and Culture Public Survey had one of the highest response rates of any public survey to date distributed in Norcross with 163 people responding to the survey. Data was segmented by specific subpopulations that were identified in other stakeholder interviews as being of high interest.

Because 47.4% of the population of Norcross is Hispanic/Latinx, the survey was made available in both Spanish and English language. This survey was one of the first to be offered in both Spanish and English. While efforts were made to reach a more representative sample of Norcross' population and interested stakeholders, we believe more work is necessary to increase future outreach and responses from communities of color, particularly the Hispanic/Latinx population. This survey has the potential to serve as a strong starting point to continue that work. The data received also underscores the importance of continuing to capture voices from communities of color and other subgroups in Norcross. In specific instances, experiences shared differed in substantial ways among subgroups from the full survey population.

Norcross Public Art Survey Report

Purpose Possible
5/23/2023

Overview

Purpose: This survey was undertaken to assess opinions about public art in the City of Norcross to create a cultural plan.

Methodology: The survey was created online in Google Forms for ease of completion and distribution. A Spanish language version of the survey was also created and distributed with the same questions as the English version.

Distribution: The survey was distributed primarily through existing marketing channels used by NPAC and the City of Norcross. Norcross shared the survey via Norcross Public Art Commission outreach, City of Norcross social media channels, City of Norcross Monthly Newsletter and Eblasts, direct communication to local community groups, and word of mouth. This allowed the team to assess both public opinion and reach of current methods. Additionally, Purpose Possible also distributed the survey through their monthly client news newsletter.

Responses: 163 Total responses. 7 Spanish Language responses, 156 English responses. This survey garnered the highest response rate of any public survey in Norcross that consisted of more than one question.

Survey Construction & Analysis

Construction: 15 questions. Mix of multi-select, multiple choice, matrix, yes/no, and open answer questions.

Survey Goals

- Assess reach of current marketing and current audiences
- Define the public's perception of Norcross' values and identity as a city.
- Gain an understanding of how residents define "arts and culture", and what they wish to see covered in the plan.
- Test assumptions about public likes, dislikes, and barriers discovered through Phase 1 stakeholder engagement.
- Assess whether there are variations in likes, dislikes, and barriers experienced in between subpopulations of residents (families, seniors, ethnic groups, etc.).
- Assess public opinion about government investment in the arts and past arts activities and events in Norcross.

Norcross Arts & Culture

3

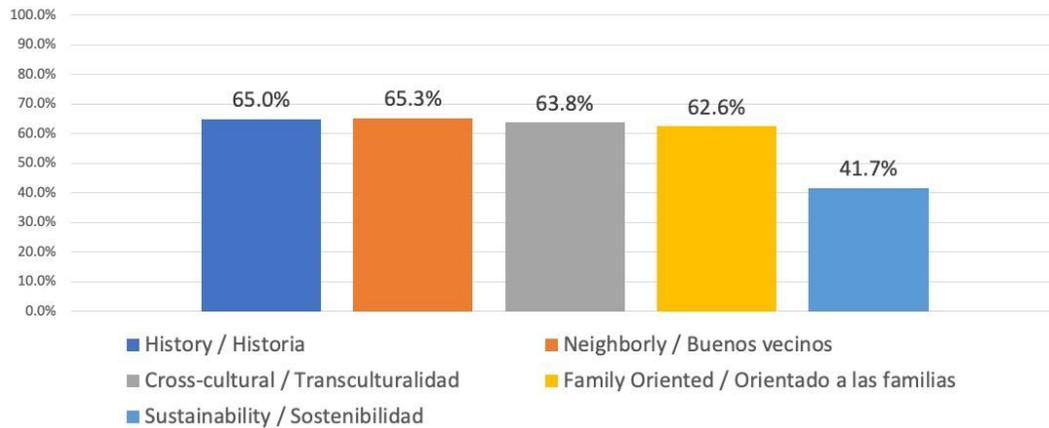
General Summary

- Those who responded generally demonstrated strong support overall for arts and culture.
- Based on initial stakeholder interviews, the planning team identified several key subgroups to examine more closely in the public survey. The team has included any significant insights into patterns within those subgroups for applicable categories. Answers to question 13 and question 14 provided the basis for subgroup segmentations.

Norcross Arts & Culture

4

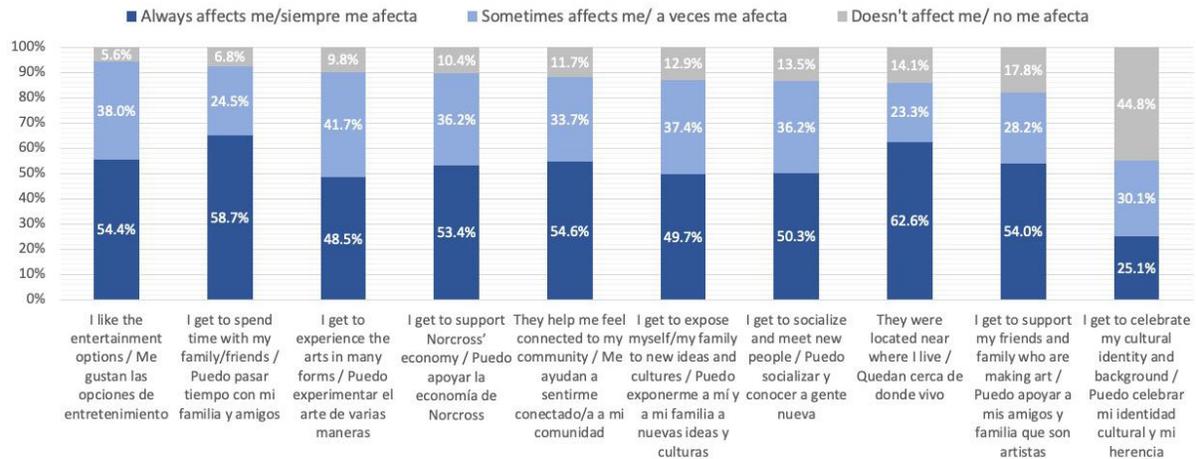
Q1: "What values of Norcross would you like to see reflected in the City's public art and arts & culture programming? Select all that apply. " / "¿Qué valores de Norcross te gustaría ver reflejados en el arte público y la programación de arte y cultura de



Q1: Continued (Other responses)

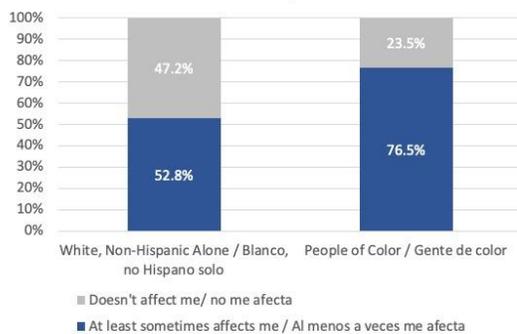


Q.2 "I would be motivated to go to arts & cultural activities in Norcross if:/" "Estaría motivado/a a asistir a las actividades artísticas y culturales en Norcross si..."



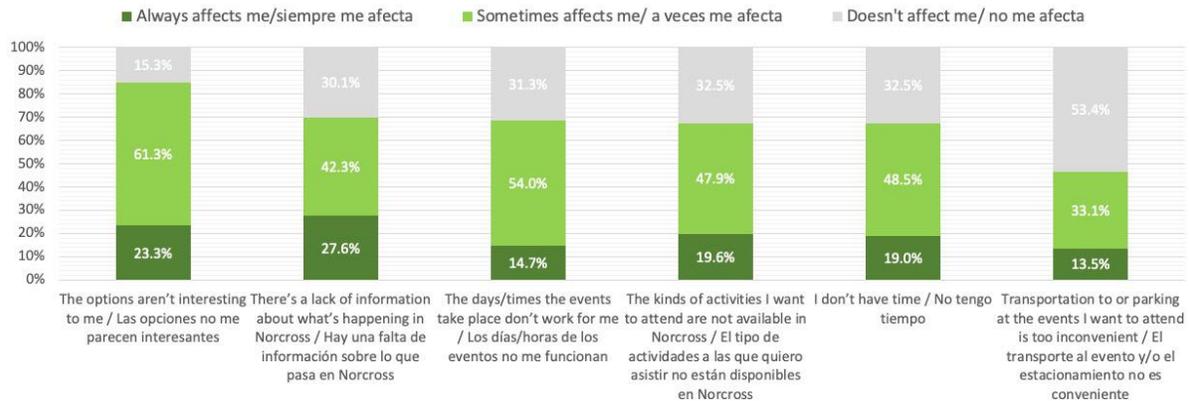
Q.2 (continued – Differences by Race/Ethnicity) "I would be motivated to go to arts & cultural activities in Norcross if:/" "Estaría motivado/a a asistir a las actividades artísticas y culturales en Norcross si..."

"I get to celebrate my cultural identity and background"/ "Puedo celebrar mi identidad cultural y mi herencia"

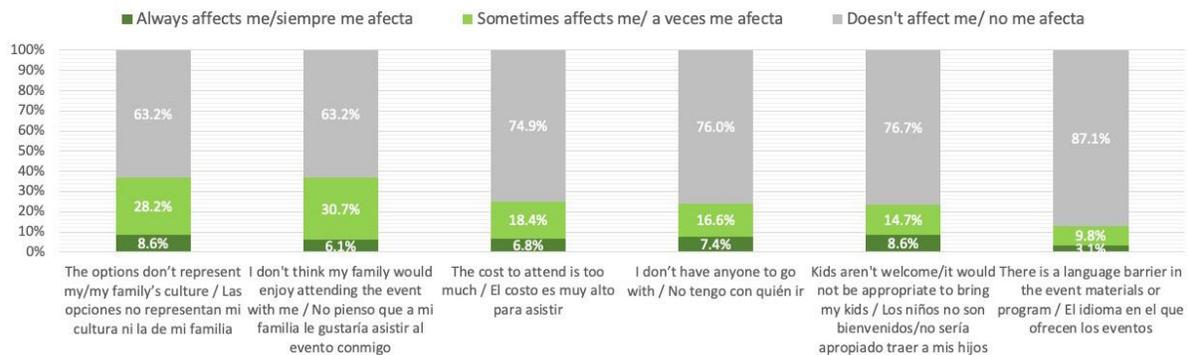


75.5% of People of Color are at least sometimes motivated to attend arts and culture events if they get to celebrate their cultural identity and background, a rate that is 24 percentage points higher than White, Non-Hispanic people.

Q.3 “What keeps you from participating in or attending more arts & cultural activities (theater, music, dance, art shows, festivals/events, etc.) in Norcross?”/“¿Qué te impide participar o asistir a los eventos de arte y cultura en Norcross? (Teatro, music, baile, shows de arte, festivales, etc.)”



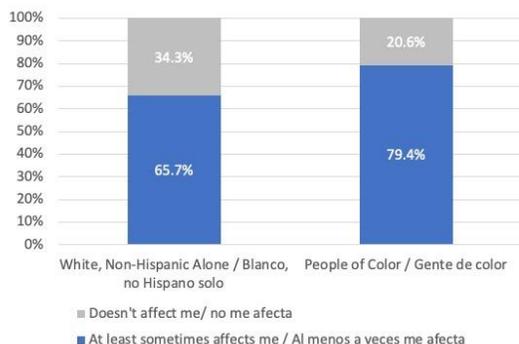
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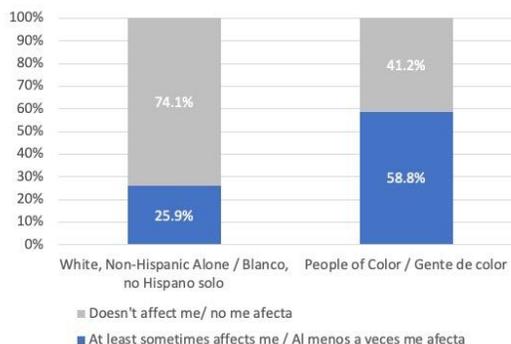
- Demographics affect barriers to participation.
- The following slides demonstrate key differences in barriers experienced by People of Color and specific ethnic groups.

Q.3 (continued – Differences by Race / Ethnicity) “What keeps you from participating in or attending more arts & cultural activities (theater, music, dance, art shows, festivals/events, etc.) in Norcross?”/ “¿Qué te impide participar o asistir a los eventos de arte y cultura en Norcross? (Teatro, music, baile, shows de arte, festivales, etc.)”

“There’s a lack of information about what’s happening in Norcross” / “Hay una falta de información sobre lo que pasa en Norcross”

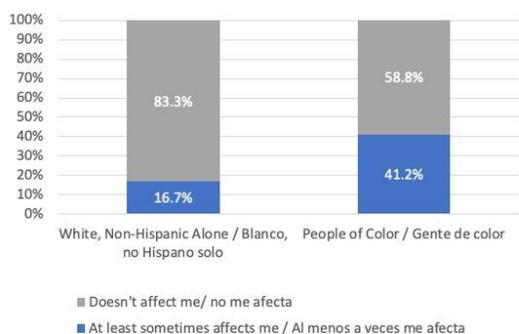


“The options don’t represent my/my family’s culture” / “Las opciones no representan mi cultura ni la de mi familia”

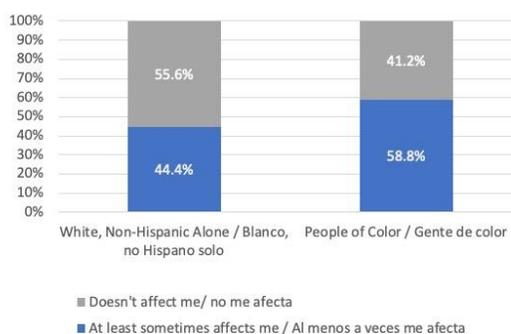


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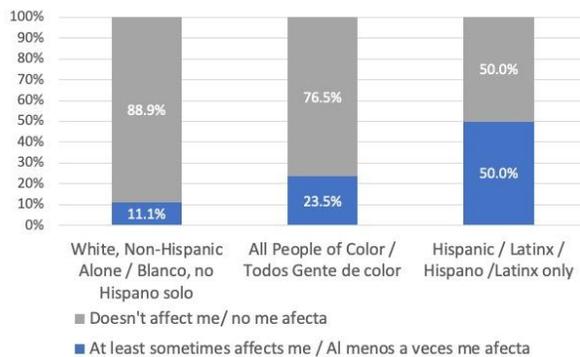
“Kids aren’t welcome/it would not be appropriate to bring my kids” / “Los niños no son bienvenidos/no sería apropiado traer a mis hijos”



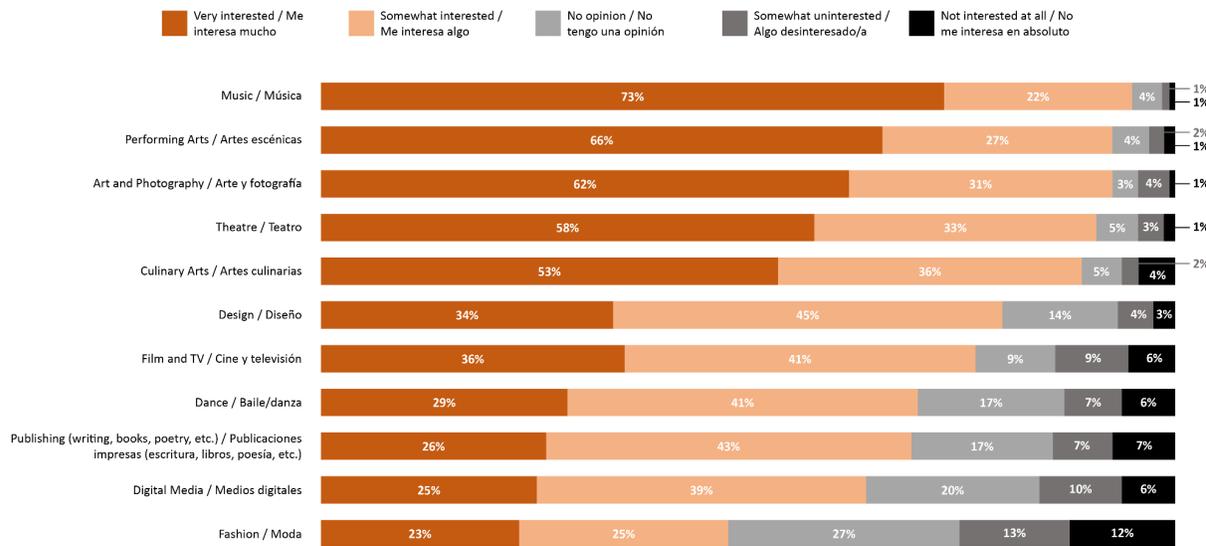
“Transportation to or parking at the events I want to attend is too inconvenient” / “El transporte al evento y/o el estacionamiento no es conveniente”



Q.3 (continued – Differences by Race / Ethnicity) “What keeps you from participating in or attending more arts & cultural activities (theater, music, dance, art shows, festivals/events, etc.) in Norcross?”/ “¿Qué te impide participar o asistir a los eventos de arte y cultura en Norcross? (Teatro, music, baile, shows de arte, festivales, etc.)”



While language barrier has a seeming low effect on participation across all survey respondents, Hispanic / Latinx respondents were affected at a rate 39 percentage points higher than White, Non-Hispanic respondents.



Q.4 “Arts & cultural programming in Norcross should include:”/ “La programación artística y cultural en Norcross debería incluir:”

(Continued) Key differences exist in interest in specific art-making types by age and ethnicity.

- The percentage of People of Color surveyed that were at least somewhat interested in Fashion (76.5%) was 35.7 percentage points higher than for White, Non-Hispanic people surveyed and 28.6 percentage points higher than the survey average.
- The percentage of People of Color surveyed that were at least somewhat interested in Film and TV (88.2%) was 13.2 percentage points higher than for White, Non-Hispanic people surveyed and 11.5 percentage points higher than the survey average.
- The percentage of People of Color surveyed that were at least somewhat interested in Design (94.1%) was 15.4 percentage points higher than for White, Non-Hispanic people surveyed and 14.3 percentage points higher than the survey average.
- The percentage of People of Color surveyed that were at least somewhat interested in Publishing and Writing arts (85.4%) was 16.9 percentage points higher than for White, Non-Hispanic people surveyed and 16.1 percentage points higher than the survey average.

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross: ” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Most Overall Responses (in descending order of frequency)

- Live theatre / Outdoor theatre / Theatre at the Park (most overall responses)
- Concerts / Live music / More Music / Música (2nd most)
- Dance / Dance Performances / Baile y Danza / Folkloric Dance (3rd most)
- Family Friendly Options / Events for Kids / Events for Young Children
- More Classes / Workshops (writing, photography, painting, language mentioned)
- Representative of Whole community / More diverse/ Representative of Multicultural Identity of Norcross
- Visual arts / Art Exhibitions
- Artist Development Opportunities and Workshops
- Farmers Market
- Food / Culinary arts
- More festivals / Street fairs
- Revive First Night Celebration of the Arts
- Various / All
- Book signings of Local Authors / Gwinnett Authors
- Comedy
- New and Different
- I like what is currently happening

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross: ” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Quality/General Preferences

- Art that makes you contemplate new ideas or old ideas in a new way
- Beautiful / aspirational
- Free outdoor art programs
- Fun, but well organized with intentional and meaningful outcomes
- a variety of affordable options for all residents
- Less fluff (like Irish Day, etc) and more programming intentionally designed to encourage diverse audiences to participate, stimulating conversation around meaningful topics like diversity, the environment, family, community placemaking
- Opportunities for new talent

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross: ” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

(Continued) Quality/General Preferences

- Art that makes you contemplate new ideas or old ideas in a new way
- Beautiful / aspirational
- Free outdoor art programs
- Fun, but well organized with intentional and meaningful outcomes
- a variety of affordable options for all residents
- Less fluff (like Irish Day, etc) and more programming intentionally designed to encourage diverse audiences to participate, stimulating conversation around meaningful topics like diversity, the environment, family, community placemaking
- Opportunities for new talent

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross:” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Visual Art

- Art gallery
- Art commissions to create murals and paintings
- More public art installations
- Visual arts and participatory art that uplifts our spirits and celebrates what is good in our city and the world
- Art Festival
- Call for arts from the people in the community / Norcross people sharing art (Not always members of Norcross Art Gallery)
- Venues where art from Norcross artists is exhibited
- Art Festival
- Call for arts from the people in the community / Norcross people sharing art (Not always members of Norcross Art Gallery)
- Venues where art from Norcross artists is exhibited
- Public street art
- Dibujo y pintura / Drawing and Painting
- Photography Tours
- A big art show like Spoleto in Charleston

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross:” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Events/Festivals

- More craft fairs / Crafts included in Art Fairs (used to be a part of Pinckneyville Arts Festival, but no longer)
- Maker’s Fair
- Book Fair
- More events in Pinnacle Park
- Art festivals with more art than crafts
- Return of Christmas Gala and Easter Parade
- More special shopping nights
- Independent cult classic moving screenings
- Balances current concerts and movies with more offerings that appeal to a younger, wider generation (most existing now are for Baby Boomers and Gen X)
- Movie Nights
- Parades along the Main Street with Floats and Music
- Artisan Market with high quality items

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross: ” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Culture/Multi-cultural Representation

- Native American culture
- West Indian culture
- more activities during Black history month, Hispanic history month, Asian history month etc
- an International night to learn more about other peoples’ cultures, with live music and performances, food, games, etc.
- World Day for Cultural Diversity for Dialogue and Development, also known as Diversity Day, is celebrated on May 21 every year.
- Not always about Hispanic culture
- urban / hip hop culture
- Something more representative of Hispanic community
- events including food from different cultures (Korean, etc.)
- international potluck where locals offer tastes of their cuisine for \$\$ (use farmers market prepared food vendors)
- More variety of countries’ culture

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross: ” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Music

- Drum Circle/Bonfire with poetry recital at Discovery Garden Park. Could include roasting marshmallows for children
- National Touring Acts (rock/folk/pop/rap) in concert
- more jazz
- chamber music concerts
- classical music
- Original musical talent

Theatre

- More theatre from Lionheart
- Community theatre
- Musical theatre in the park
- Drama

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross: ” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Kids/ family friendly

- Children's art converted to decal like Norcross Mural
- Children's theatre at Thrasher Park (outdoors)
- Free toddler fun activities and events
- An arts and culture event geared towards young children
- More options for children at the library, coffee shop or arts center

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross: ” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Dance

- Salsa or Bachata dance nights
- Bailes folclóricos / Folkloric Dance

Development of Existing Artist / Maker Communities

- artist development meetups and seminars (photography, design, independent film, poetry, improv, standup).
- film production panels and workshops
- Showcase for professional artists with educational opportunities for the public
- Multi-disciplinary arts center with auditorium surrounded by art gallery, classrooms, etc
- Makers Space
- More concentration on building an artist community

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross: ” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Culinary Arts / Food

- Anything combining arts with food/beverage and entertainment (dinner theatre, concerts, wine night at art gallery, cooking classes, paint nights)
- at art gallery, cooking classes, paint nights)
- BBQ or chili cookoff

More responses about Workshops

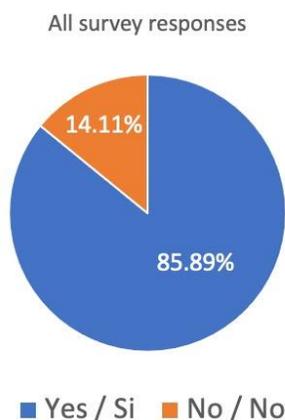
- Classes for seniors like University of the Third Age in New England.
- Language classes
- Art Classes
- Writing/ poetry classes
- Photography classes

Q.5 “This is the kind of arts and cultural programming I would like to see in Norcross: ” / “Este es el tipo de programación artística y cultural que me gustaría ver en Norcross:”

Other

- Bonsai Trees
- Fashion shows
- Street Performance
- pop-up boutiques
- like the Blue Tree Project
- performance art
- Maybe best to use terms for ordinary people if that's who the survey was sent to. No idea what "cultural programming" is.
- History walks /tours/ displays
- vintage valentine card exhibit & card making for kids (Norcross Card Co.)
- Artisan Market with high quality items
- History of Norcross
- Spoken word poetry
- Street Performance
- Guided walking tours

Q.6 “Do you attend arts & cultural events specifically in Downtown Norcross?” / “¿Asistes a eventos artísticos y culturales en el Downtown de Norcross?”



- **Race:** While 85.9% of all respondents attend events Downtown, only 50% of Hispanic/Latinx respondents said they attend events in Downtown Norcross. People of Color of other races who responded to the survey attend events Downtown at rates equal to White Norcross residents.
- **Parents/Non-Parents:** Of those who responded, 97.7% of parents with kids who do not live at home attend events downtown. 85.5% of parents with kids who live at home attend events downtown. 78.2% of people who do not have kids attend events Downtown.
- **Seniors:** 93.1% of seniors surveyed attend events downtown, which is 11.2 percentage points higher than non-seniors.

Q.7 “Why or Why Not?” / “¿Por qué sí? o ¿Por qué no?”

Yes Responses (140) to Q.6 (In descending Frequency order)

- No Answer (43)
- Convenient / Close proximity / Central Location / Easy Access
- Interesting / Fun
- Sense of Community / Seeing Friends and Neighbors / Support Norcross
- Already live Downtown
- Able to Walk to Location
- Artsplash / Art shows/ Art Festivals
- Live Music / Friday Night Concerts
- Norcross Gallery and Studios
- Support the Arts / Other Artists
- It's available / I like having events to go to / It's Local
- Learn something / see new things
- Cultural Diversity of Community / See Different Cultures
- Support Local / Downtown Business

Q.7 “Why or Why Not?” / “¿Por qué sí? o ¿Por qué no?”

(Continued) Yes Responses (140) to Q.6 (In descending Frequency order)

- Participating/Performing in Event / Vendor Opportunities at Event
- Variety of what's available
- Hard to park (negative)
- Enjoyable when weather is good
- Enjoy the Parks / Playground
- Well-produced / Quality of Events/ Quality of performances
- Restaurant Choices
- Lionheart Theatre
- Jazz / Jazz in the Alley
- Outdoor events
- Adds to my quality of life
- Festivals
- Getting out of the house

Q.7 “Why or Why Not?” / “¿Por qué sí? o ¿Por qué no?”

(Continued) Yes Responses (140) to Q.6 (In descending Frequency order)

- Ambiance / Ambiance of Norcross / Small Town Feel
- Caters to all citizens (except possibly very elderly and severely disabled)
- Theatre
- Meet New People
- Cultural Programming
- City Hall
- Former Christmas Tour of Homes
- Car shows
- Can take kids
- Cost friendly
- Size of events
- Libra

Q.7 “Why or Why Not?” / “¿Por qué sí? o ¿Por qué no?”

No Responses (23) to Q.6 (in descending frequency order)

- Not interesting to me
- Don't know what's going on
- No time
- Not for me
- Don't know what's going on
- Other options available elsewhere
- Not currently a resident
- No Answer(6)

Q.8 “Where else in Norcross should events and festivals take place?” / “¿En qué otro lugar de Norcross deberíamos organizar eventos y festivales?”

PARKS

- Pinkneyville Park
- Lillian Webb
- Pinnacle Park
- Best Friend Park
- Heritage Park
- Johnson Dean Park
- Thrasher Park
- Jones Bridge Park
- Discovery Garden Park
- Veterans Park
- Simpsonwood Park
- Rossie Brundage Park
- Cemetery Field

Q.8 “Where else in Norcross should events and festivals take place?” / “¿En qué otro lugar de Norcross deberíamos organizar eventos y festivales?”

OTHER AREAS

- South East Norcross
- Downtown
- Main Street
- Skin Alley
- South End
- East Side of Buford Highway
- All Around Norcross
- Public Parking Where Buses Used to Park
- Mitchell Rd.
- School Fields and Gyms
- Norcross Art Gallery
- East Norcross
- City Hall
- Rectory
- A new Cultural Center
- Outside of Downtown
- Between Buford Hwy and I85, down Beaver Ruin
- Area next to new ice cream/coffee shop?
- Event Centers in Historic Buildings
- In the streets
- Along New Greenway (Beaver Ruin Greenway)
- The Cotton Gin
- The Local Peach
- Somewhere Near Jimmy Carter area
- Shopping Centers
- Areas with Lots of Parking
- Top Parking Deck of Area Adjacent to Library
- Unexpected Pockets
- Breweries
- Norcross Library Creator's Lab

Q.9 “How important is it to you that the city government financially supports arts and cultural activities in Norcross?” / “¿Qué tan importante es para ti que el gobierno de la ciudad apoye financieramente las actividades artísticas y culturales en Norcross?”

- Respondents rated “importance of financial support for arts and culture” on a scale of 1-5, with 1 being the lowest and 5 being the highest.
- Overall, respondents to the survey view financial support of arts and culture activities in Norcross as being of high importance, with a mean rating of 4.2 out of 5.
- There were a few important differences to note within subgroups. Business Owners surveyed view financial support for arts and culture as less important than average, while People of Color and Parents with Children Out of the Home view financial support for arts and culture as more important than average.

Mean for all respondents: 4.2 (out of 5)

Means for key subgroups:

All People of Color: 4.6 (out of 5)

Parents with Children Out of the House: 4.5 (out of 5)

Business Owners: 3.8 (out of 5)

Q.10 How well-informed are you about arts and cultural events and activities in Norcross? / “¿Qué tan informado/a te sientes sobre las actividades artísticas y culturales en Norcross?”

- Respondents rated “importance” on a scale of 1-5, with 1 being the lowest and 5 being the highest.
- Overall, respondents to the survey view themselves as moderately well informed, with an average rating of 3.6 out of 5 for all respondents.
- There were a few important differences to note within racial/ethnic subgroups. All People of Color who responded reported being slightly less well-informed than the overall average. Hispanic/Latinx people surveyed reported being even less well-informed than the average for all People of Color.

Mean for all respondents: 3.6 (out of 5)

Means for key subgroups:

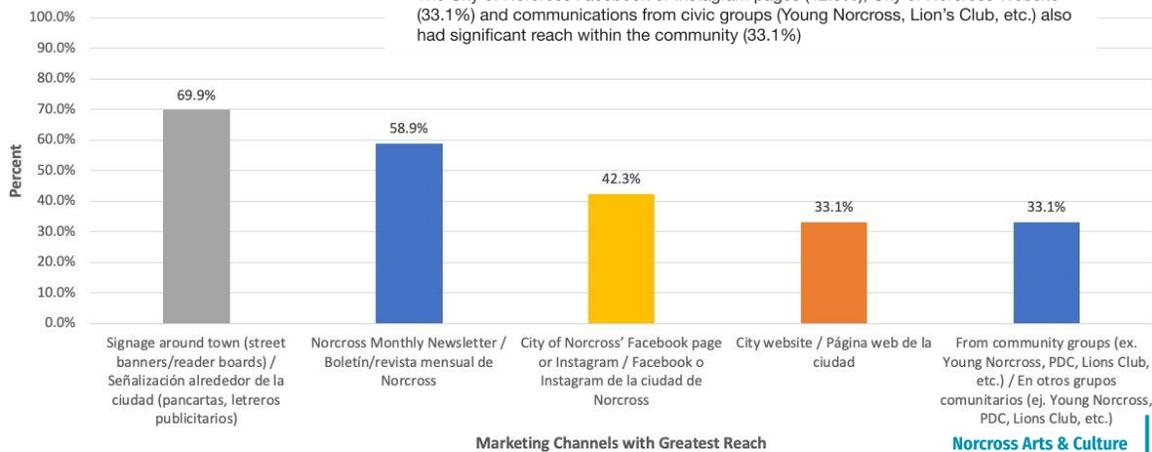
All People of Color (including Hispanic/Latinx):

3.3 (out of 5)

Hispanic/Latinx: 3.0 (out of 5)

Q.11 “How do you find out about arts and cultural events and happenings? Select all that apply.” / “¿Cómo te enteras de los eventos artísticos y culturales en Norcross? Selecciona todas las que apliquen”

- Norcross Monthly Newsletter (58.9%) and Signage around Town (69.9%) had the greatest overall reach among everyone surveyed.
- The City of Norcross Facebook or Instagram pages (42.3%), City of Norcross Website (33.1%) and communications from civic groups (Young Norcross, Lion’s Club, etc.) also had significant reach within the community (33.1%)

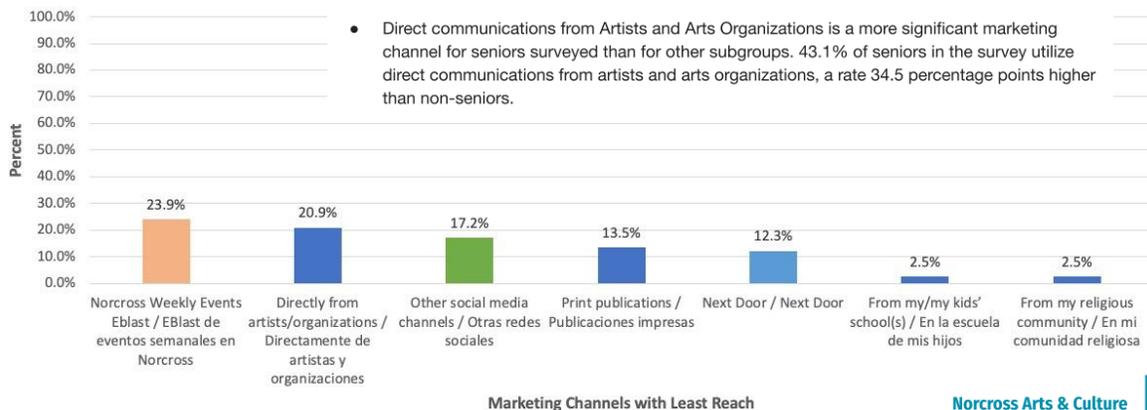


Q.11 “How do you find out about arts and cultural events and happenings? Select all that apply.” / “¿Cómo te enteras de los eventos artísticos y culturales en Norcross? Selecciona todas las que apliquen”

- All People of Color surveyed were 16.5 percentage points more likely indicate consuming information from the City of Norcross Facebook or Instagram pages than the overall average of all respondents.
- African American / Black people surveyed were 17.7 percentage points more likely to consume information from the City of Norcross Facebook or Instagram pages. Hispanic/Latinx people surveyed were 37.7 percent more likely to consume information for the City of Norcross Facebook or Instagram pages.
- Hispanic/Latinx (30%) and African American/Black respondents (40%) were far less likely than the average of all respondents (70%) to find out about events through signage.
- Hispanic/Latinx people 39 percentage points less likely to read the monthly newsletter than average of all respondents of 59%.
- Respondents to the Spanish language version of the survey had different marketing consumption habits than English language respondents. No respondents who replied to the Spanish language version of the survey consumed arts and culture information from the Norcross Monthly Newsletter. Only 28.5% of those who responded to the Spanish version of the survey consumed arts and culture information from Signage around town.
- Seniors surveyed are 17.5 percentage points less likely than non-seniors surveyed to consume marketing from the City of Norcross Facebook or Instagram pages

Q.11 “How do you find out about arts and cultural events and happenings? Select all that apply.” / “¿Cómo te enteras de los eventos artísticos y culturales en Norcross? Selecciona todas las que apliquen”

- The following sources had the least reach overall among those surveyed: Kids’ Schools (2.5%), Religious Communities (2.5%), Next Door (12.3%), Print Publications (13.5%), Other social media channels than Facebook or Instagram (17.2%), Direct Communication from Artists and Arts Organizations (20.9%), Norcross Weekly Events Eblast (23.9%)
- Direct communications from Artists and Arts Organizations is a more significant marketing channel for seniors surveyed than for other subgroups. 43.1% of seniors in the survey utilize direct communications from artists and arts organizations, a rate 34.5 percentage points higher than non-seniors.



**Q.12 “What would be the best way to inform you about arts and culture events happening in Norcross?”/
“¿Cuál sería la mejor manera de informarte sobre los eventos artísticos y culturales en Norcross?” (all responses)**

- Social media, including:
 - Facebook (including Ads and Events)
 - Instagram
 - Next Door
 - School Social Networks
 - More active, lively social media
- Eblast/email
- Signage around town, including:
 - Banners
 - Outdoor signs
 - Reader Boards
 - Signs in non-Downtown locations
 - Billboards
 - More signage
- Norcross Newsletter / Monthly Newsletter
- Direct Text Notifications
- City website

Norcross Arts & Culture | 40

**Q.12 “What would be the best way to inform you about arts and culture events happening in Norcross?”/
“¿Cuál sería la mejor manera de informarte sobre los eventos artísticos y culturales en Norcross?” (all responses)**

Continued:

- Currently satisfactorily informed / current channels are working
- Mailing / Mail flyer / Mailed Calendar of events / Mailed monthly newsletter
- Print Newsletter / Print (general)
- citywide online bulletin board / A calendar on city website / Detailed calendar of events distributed or published electronically
- Community Groups, including:
 - Young Norcross
 - PDC / distribution of PDC notes by email
- No Answer / N/A
- Earlier distribution of current Norcross newsletter/ inclusion in newsletter at least a month before event date /earlier notice of events with more description
- No Answer / N/A
- word of mouth / friends / buzz creating happenings people want to talk about
- Multiple channels (generally)
- Signs in business windows
- Media (generally) / Audiovisual media/ Medios informativos

Norcross Arts & Culture | 41

Q.12 “What would be the best way to inform you about arts and culture events happening in Norcross?”/ “¿Cuál sería la mejor manera de informarte sobre los eventos artísticos y culturales en Norcross?” (all responses)

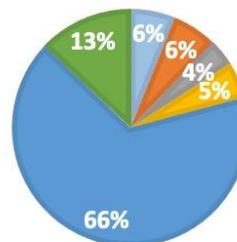
Continued:

- online (generally)
- Newspaper / print publications
- SWG Magazine
- Promotion on channels that reach residents in other nearby cities
- ClvicReady Email
- Print Copy of Norcross Newsletter at Local Businesses
- Signage to Norcross Gallery
- Advertising
- Print Rack Card
- Signage in other parts of Norcross for people who don't live Downtown
- Consistency from year to year
- Weekly Newsletters / Boletines semanales
- School support social media networks

Q13. What is your racial and/or ethnic identity? Select all that apply.

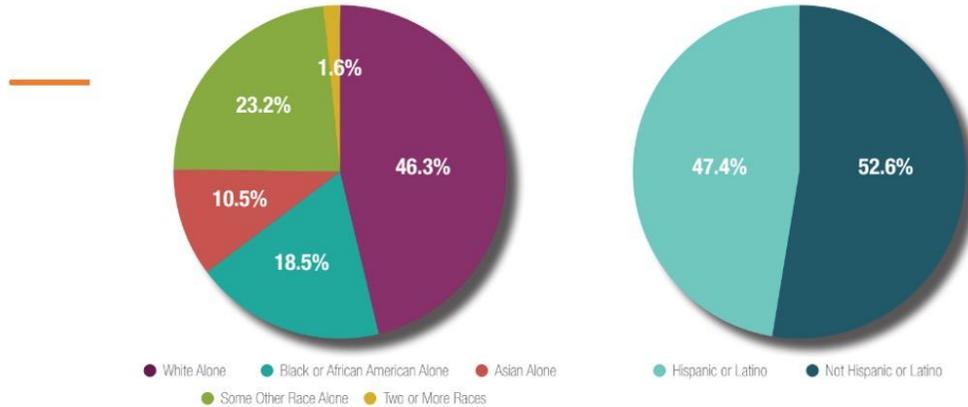
- Non-Hispanic Whites are over-represented in the survey compared to their representation in the overall population of Norcross.
- Other racial and ethnic groups are underrepresented in the survey compared to their overall representation in the population of Norcross.
- For comparison, the following slide depicts the current demographics of Norcross as reported in Norcross 2040 Comprehensive Plan of 2019. While race and ethnicity were measured differently than in this survey, it is shared here to help provide some context.

- African American/Black alone / Negro o Afroamericano solo
- Hispanic/Latinx alone / Hispano o Latino/a/x solo
- Another race or ethnicity alone / Otra raza o etnia sola
- Two or more races or ethnicities / Dos o más razas o etnias
- Non-Hispanic White alone / Blanco no hispano solo
- Prefer not to say / Prefiero no decirlo



Current Ethnic/Racial makeup of Norcross¹:

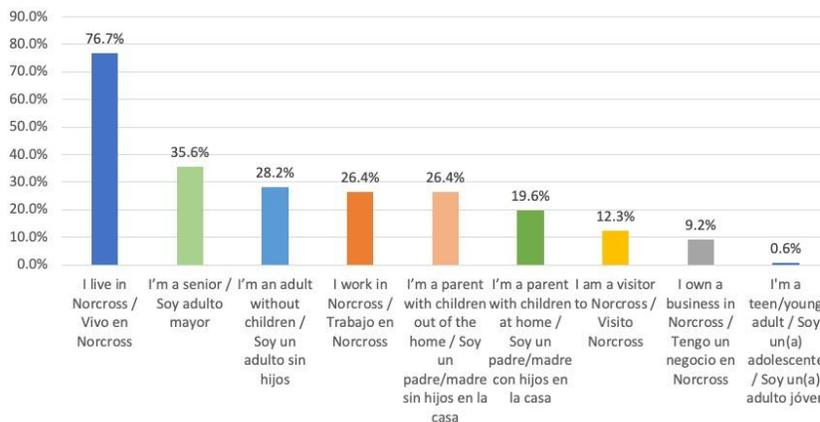
Figure 3.4. Racial & Ethnic Diversity



Source: City of Norcross Race; City of Norcross Hispanic or Latino by Race 2016 American Community Survey (5-year Estimates)

¹: Jacobs. (2019). Norcross 2040 Comprehensive Plan. In <https://www.norcrossga.net/>. City of Norcross. Retrieved May 22, 2023, from https://www.norcrossga.net/DocumentCenter/View/2957/01_Norcross2040CP_Adapted_2020-03-04?bidid=

“Q14. Which of the following groups do you fit into? Select all that apply.” / “¿Cuál de los siguientes grupos te describe mejor? (selecciona todas las que apliquen)”



- Responses to this question were utilized to segment data for other questions in the survey.
- Subgroups were selected based on two phases of stakeholder interviews that identified community interest in these subgroups and ethnic/racial subgroups.

“Q14. Which of the following groups do you fit into? Select all that apply.” / “¿Cuál de los siguientes grupos te describe mejor? (selecciona todas las que apliquen)”

Zip Codes	Number of Respondents who live in this Zip code
30022	1
30024	4
30047	2
30071	116
30078	1
30084	1
30087	1
30092	7
30093	6
30096	7
30097	2
30294	1
30307	1
30310	1
30324	1
30329	1
30342	1
30345	2
30360	2
30518	1
30092	1

Zip codes of all respondents

Purpose Possible Project Team

- Taryn Janelle, Consultant
- Audrey Gámez, Consultant
- Elizabeth Low, Consultant

Special Thanks to:

Natalia Garzón Martínez, Associate Consultant
Sarah Lawrence, Graphic Designer

Sample Job Descriptions

Arts Administration

DIRECTOR, ARTS AND CULTURE Grade 30

Fulton County, GA

\$107,588 - \$161,383 a year

Class Concept

Minimum Qualifications:

Completion of course work equivalent to the academic requirements of a Bachelor's degree in fine arts, business or public administration, or a related field (*Master's degree in any of the above disciplines or a related field is preferred*); and seven (7) years' experience in arts and culture program management, including four (4) years supervisory experience; or an equivalent combination of education and experience sufficient to successfully perform the essential duties of the job such as those listed above.

Specific License or Certification Required: Must possess and maintain a valid driver's license (*as required by position assignment*).

Specific Knowledge, Skills, or Abilities: Must be able to demonstrate proficiency in performance of the essential functions and learn, comprehend, and apply all county or departmental policies, practices, and procedures necessary to function effectively in the position. Must have business acumen (understanding of disciplines including art and cultural programs of multiple art disciplines, functional areas such as finance, budgeting, grant funding, human resources, stakeholder relationships and the ability to use information from said understanding to effectively make business decisions.)

Example of Duties

Purpose of Classification:

Incumbent in this class performs planning and programming duties related to directing the overall operations of the Department of Arts and Culture. Responsibilities include managing assigned staff; overseeing arts and cultural programs, events, non-profit activities, and advocacy programs; overseeing the cooperative extension program,

services and activities; and developing short- and long-range departmental goals and objectives. Arts and Culture, Director is distinguished from Arts and Culture, Assistant Director in that the former directs the entire Department of Arts and Culture and establishes the agency's mission, vision, goals, and objectives, whereas the latter plans, organizes, and administers the overall operations of assigned divisions in addition to developing strategic plans and allocating resources to achieve program goals and objectives.

Essential Functions:

The following duties are normal for this position. The omission of specific statements of the duties does not exclude them from the classification if the work is similar, related, or a logical assignment for this classification. Other duties may be required and assigned.

Directs departmental functions and operations, including planning, budgeting, staffing, and the accomplishment of departmental goals and objectives.

Manages assigned staff, including establishing workloads; prioritizing work assignments; evaluating employee performance; developing, interpreting, and enforcing policies and procedures; resolving staff issues; and administering disciplinary action as required.

Administers and oversees arts and cultural programs, events, and non-profit activities in all arts disciplines, including visual arts, dance, film, media, literature, museums, music, theater, and multidisciplinary projects.

Works in close cooperation with the Cooperative Extension program, services and activities.

Interacts with citizens and various groups to develop plans, programs, and events for the arts and culture and functions.

Develops policy recommendations for the Board of Commissioners regarding public funding for the arts and implements guidelines/policies related to departmental operations.

Provides technical and management assistance to the Arts Council, initiates program ideas, ensures program budget compliance, and assists in grant seeking board identification, and collaboration on selected projects.

Directs grant seeking efforts for various arts initiatives.

Administers advocacy programs and collaborates with local, state, and national arts groups, including corporations and foundations to develop grant seeking efforts.

Directs the daily operation and development of departmental facilities.

Establish and maintain effective working relationships with stakeholders to include Fulton County municipalities.

Building Coalitions with regional and local external stakeholders, while engaging constituents and broker consensus and support for the Arts with community and internal stakeholders.

Advocate and promote universal and culturally driven art programs.

DIVISION MANAGER, ARTS & CULTURE

Fulton County, GA

\$80,188 - \$120,282 a year

Class Concept

Minimum Qualifications:

Bachelor's Degree in Arts Administration or a related field required; supplemented by five years of progressively responsible experience in arts programming or public arts administration to include lead or supervisory experience and seven years of experience in the field; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.

Specific License or Certification Required: Must possess and maintain a valid Georgia driver's license.

Specific Knowledge, Skills, or Abilities: Must be able to demonstrate proficiency in performance of the essential functions and learn, comprehend, and apply all county or departmental policies, practices, and procedures necessary to function effectively in the position.

Example of Duties

Purpose of Classification:

The purpose of this classification is to manage and administer all aspects of the Department of Arts and Culture's programs, including managing assigned staff, developing and implementing program goals, and managing department resources.

Essential Functions:

The following duties are normal for this position. The omission of specific statements of the duties does not exclude them from the classification if the work is similar, related, or a logical assignment for this classification. Other duties may be required and assigned.

Supervises, directs, and evaluates assigned staff: develops and oversees employee work schedules to ensure adequate coverage and control; compiles and reviews timesheets; approves/processes employee concerns and problems and counsels or disciplines as appropriate; assists with or completes employee performance appraisals; directs work; acts as a liaison between employees and management; and trains staff in operations, policies, and procedures.

Organizes, prioritizes, and assigns work; prioritizes and schedules work activities in order to meet objectives; ensures that subordinates have the proper resources needed to complete the assigned work; monitors status of work in progress and inspects completed work; consults with assigned staff to assist with complex/problem situations and provide technical expertise; provides progress and activity reports to management; and assists with the revision of procedure manuals as appropriate.

Develops, plans, and implements long and short term goals and objectives for the County in the area of arts and culture; develops and implements policies and procedures for effective operations and maintenance; prioritizes and oversees arts and culture programming and activities; recommends changes in order to meet organizational needs and objectives; identifies new processes and alternatives to resolve problems or improve/enhance operations.

Develops and oversees arts and cultural programming; plans and coordinates programs, events and non-profit activities in visual arts, dance, film, media, literature, music, theater, public art and multi-disciplinary projects; researches current programming trends and community needs; directs fundraising efforts for various arts initiatives; establishes strategic partnerships and collaborations with other arts agencies and organizations - public and private - to present arts and culture programming

Responds to inquiries from the general public regarding various community services: provides information or directs inquiries to appropriate department resources; meets with civic groups; prepares and presents information regarding arts and cultural opportunities and programming.

Develops and implements departmental budget: allocates department resources; monitors expenditures to ensure compliance with approved budget; maintains related documentation.

Serves on a variety of local, state and national boards and committees; attends meetings; represents the County interests regarding arts and cultural programming and activities; gathers information; makes recommendations.

Maintains a comprehensive, current knowledge of applicable policies, procedures, codes, regulations; conducts research and maintains an awareness of new issues, methods, trends and advances in the profession; reads professional literature; maintains professional affiliations; participates in continuing education activities; attends meetings, conferences, workshops and training sessions as appropriate.

Processes a variety of documentation associated with department/division operations, within designated timeframes and per established procedures: receives and reviews various documentation, including budget documents, human resources documents, meeting minutes, and contracts; reviews, completes, processes, forwards or retains as appropriate; prepares or completes various forms, reports, correspondence, and other documentation, including various reports and program updates, budget documents, performance appraisals, and meeting agendas; compiles data for further processing or for use in preparation of department reports; and maintains computerized and/or hardcopy records.

Operates or uses various equipment and supplies in order to complete work assignments: operates and maintains a motor vehicle; operates a personal computer to enter, retrieve, review or modify data, utilizing word processing, spreadsheet, database, presentation, Internet, e-mail, or other software; and operates general office or other equipment as necessary to complete essential functions.

Communicates with County officials and administrators, supervisor, other employees, artists, arts organizations, the public, and other individuals as needed to coordinate work activities, review status of work, exchange information, or resolve problems.

Community Engagement

COMMUNITY ENGAGEMENT REPRESENTATIVE

Fulton County, GA

Minimum Qualifications:

Bachelor's Degree preferred. Associates Degree or 10 years of applicable work experience acceptable. High School required.

Five (5) years of experience with community outreach, program management, and/or nonprofit. Strong Internet research skills. High proficiency in computer skills (Microsoft Office, Word, Excel, PowerPoint), using Content Management System for web portal, social media mediums, E-mail Marketing programs (MailChimp, Constant Contact). Desktop publishing and/or graphical design experience a plus.

Specific License or Certification Required: Valid State of Georgia's License

Specific Knowledge, Skills, or Abilities: Must be able to demonstrate proficiency in performance of the essential functions and learn, comprehend, and apply all county or departmental policies, practices, and procedures necessary to function effectively in the position.

Example of Duties

Essential Functions:

- Manage community relations for South Fulton, SW Atlanta, East Point, Union City, and College Park.
- Direct all constituents' services issues to appropriate Fulton County departments or municipalities.
- Foster strong and strategic relationships with key stakeholders in District 5 southwestern region.
- Attend monthly community meetings/events and share important Fulton County information and gather information from meetings. Complete Event Summaries and submit to Chief of Staff.
- Event planning to include: annual D5 events, D5 sponsored events, quarterly District Dialogues town halls for East Point and South Fulton.
- Develop and maintain point-of-contact persons for schools, senior centers, and other community stakeholders to stay informed of upcoming events and important information.
- Visit senior centers at least once a month. (HJC Bowden Senior Center, QLS).
- Increase D5 southern region's residents' knowledge and awareness of initiatives and programs Fulton County offers.
- Attend special events (e.g. breakfasts, luncheons, conferences,...) on behalf of the Commissioner when needed.
- Attend events with the Commissioner in the SW region. Check-in on social media, tag Commissioner and Chief of Staff, and take pictures to post at events.
- May substitute for Community Engagement Rep. SE when needed.
- Provide Monthly Progress Report to Chief of Staff
- Must present info in presentations, spreadsheets, and documents.
- Will require attendance to community events during evening and weekend and special D5 events.
- Will execute all other special tasks assigned by Commissioner and Chief of Staff.
- Reports directly to the Chief of Staff.

Minimum Qualifications

SKILLS:

- Strong organizational, planning, and time management skills.
- Sensitivity to confidential matters is required.
- Project coordination and event management experience preferred.

- Excellent analytical, organizational, interpersonal, oral and written communication skills, including a high level of attention to detail and active listening skills.
- Must be able to problem-solve and troubleshoot.
- Works well independently in a dynamic team environment as will with constituents and vendors.
- Must have a passion for excellent customer service and commitment to exceptional quality.

COMMUNITY ENGAGEMENT COORDINATOR

Gwinnett County

\$68,800 - \$91,160 a year

Class Summary

Gwinnett County, one of the nation's fastest growing and most diverse counties is searching for a Community Engagement Coordinator to join the Planning and Development Department. Gwinnett County is located approximately 30 miles northeast of Atlanta, Georgia. With a 2020 population of nearly 1 million residents and an anticipated 2040 population of more than 1.3 million, Gwinnett County is currently the second most populated county in the state.

The Gwinnett County Planning and Development Department includes six divisions: Administration, Planning, Development, Building, Code Enforcement, and Housing and Community Development. With approximately 160 employees, the Department provides services related to planning; zoning; development; permitting; licensing; inspections; affordable housing, and code enforcement. The Department's vision is to set the standard for service excellence and to be a champion for a sustainable community. The mission of the Department is to plan, preserve, and build a healthy community through continuous engagement and superior customer service. This position is located within the Planning Division.

This position reports to the Long-Range Planning Manager and is responsible for the following job duties:

- Serves as the primary point of contact for Division and Department community outreach and engagement, helping to disseminate information about the Department's goals, projects, programs, activities, and impact to community members and other key stakeholders.
- Conducts grant research and grant application writing, including report-writing and public presentations to groups of all sizes.
- Identifies initiatives to involve typically underrepresented groups in community engagement efforts and ensures the County's diverse residents can participate fully in all activities.
- Participates in community planning efforts to develop small area plans for the County.
- Develops strategies, best practices, and standards for a range of quality outreach and engagement efforts and activities;
- Collaborates with the Gwinnett County Communications Department to manage and develop marketing materials to engage community members and other stakeholders.
- Collects and analyzes data about community needs to identify areas where the county may have the greatest impact; Creates community engagement databases to track and report on community engagement activities; researches and recommends community engagement process software.

- Collaborates with all Department Divisions, staff from other County departments, consultants, nonprofit partners, and other partners to ensure effective outreach and engagement efforts.
- Executes community engagement activities, including but not limited to the development of best practice tool kits, implementation of site-specific community engagement efforts and providing technical assistance.
- Provides strategic direction to consultant teams executing community engagement tasks.
- Works in partnership with the Department of Communications to develop communication tools and strategies to inform residents and other stakeholders of community engagement activities and project status updates.
- Collects and maintains data on community engagement efforts and provides regular progress updates to Department and County leadership.
- Coordinates, schedules, and facilitates outreach events, community events and meetings with community members, homeowners' associations, including public forums, workshops and pop-up events.
- Coordinates activities and carries out outreach events with schools, businesses, and community meetings, etc.
- Represents the Department at various events, forums, and workshops, as needed.
- Performs other duties as assigned.

Minimum Qualifications:

- Bachelor's Degree in Planning, Public Administration, Communications, or related field
- Three years of community engagement experience
- Or an equivalent combination of education and experience sufficient to successfully perform the essential functions of the job as listed above.

Preferred Qualifications:

- Master's Degree in Planning, Public Administration, Communications, or related field
- Three years of community engagement experience
- Or an equivalent combination of education and experience sufficient to successfully perform the essential functions of the job as listed above

DISTINGUISHING FEATURE(S):

- Employees in this class may be required to work evenings and weekends

COMMUNITY ENGAGEMENT SPECIALIST

Fayette County

the general public through press releases, publications and the management of social media platforms. This position is responsible for the design and maintenance of the County's website; public relations and marketing; and the engagement of citizens. This position creates videos, develops publications, and fulfills media requests.

MAJOR DUTIES

1. Plans, develops, and implements communication programs, materials and methods to inform and educate the public, the news media, County staff and others about County initiatives, services and programs.
2. Works with administration to format and distribute official press releases to local and regional media outlets.
3. Completes special projects as assigned by the supervisor.
4. Coordinates a unified message across all social media sites used by County departments.
5. Maintains the official County website and is responsible for the timely updating of all content.

6. Coordinates interdepartmental communications to ensure submission of documentation and data. Interfaces with departments to ensure the public can access current information and find information easy on a userfriendly website.
7. Maintains and creates content for the local public broadcasting channel.
8. Monitors social media for content relevant to the County and proactively stays in front of controversial issues.
9. Provides guidance and assistance in the development of strategies for dealing with crisis situations and potentially controversial topics; develops plans, writes talking points, and serves as communications expert for the County.
10. Identifies and assesses public information needs by researching and evaluating information requests and evaluating the County's public relations goals and objectives.
11. Designs and produces publications such as newsletters, brochures, manuals, reports, magazines, and broadcasts, writes and edits press releases, letters, studies, reports, speeches, talking points for presentations and video scripts.
12. Attends and documents all public relations functions for the County (Commissioners board meetings, groundbreaking and ribbon-cutting ceremonies, parades and speaking engagements; Serves as liaison between Commissioners and the media).
13. Provides project initiatives and project update reports weekly to supervisor.
14. Serves as the County photographer.
15. Maintains current knowledge of industry as well as governmental regulatory and legislative developments affecting public communications.
16. Assists with activities to record the history of the County.
17. Maintains necessary operating files and records.
18. Supports the front desk as needed and performs clerical work as directed.
19. Performs other related duties as assigned.

KNOWLEDGE REQUIRED BY THE POSITION

1. Knowledge of the structure and content of the English language including the meaning and spelling of words, rules or composition, and grammar.
2. Knowledge of marketing strategy including the principal methods and techniques for promoting government and citizen relations.
3. Knowledge of Georgia open records and open meeting laws.
4. Knowledge of the current use of social media platforms.
5. Knowledgeable in the preparation and dissemination of official press releases.
6. Knowledge of modern office practices and procedures.
7. Knowledge of computers and job-related software programs.
8. Skill in public and interpersonal relations. Community Engagement Specialist, Administration
9. Skill in developing, writing, disseminating, communicating and implementing policies and procedures.
10. Skill in oral and written communication.
11. Skill in public speaking and interviewing
12. Skill in researching, compiling, and summarizing statistical data and information materials
13. Ability to organize work, establish priorities, meet established deadlines, and follow up on assignments with minimum direction
14. Ability to create marketing strategies.

15. Ability to collect and synthesize information from diverse sources.

SUPERVISORY CONTROLS

The County Clerk and County Administrator assign work in terms of general instructions. The supervisor spotchecks completed work for compliance with procedures, accuracy, and the nature and propriety of the final results.

GUIDELINES

- Guidelines include the County Policy and Procedure Manual, the Safety and Loss Manual, and FMLA and HIPPA
- rules and regulations. These guidelines are generally clear and specific but may require some interpretation in
- application.

COMPLEXITY/SCOPE OF WORK

- The work consists of related administrative duties.
- The purpose of this position is to oversee official communications between the County and the general public.
- Success in this position contributes to the efficiency and effectiveness of department operations.

CONTACTS

- Contacts are typically with members of the general public, other County employees, elected and appointed officials, state and federal legislators, member of the news media and local business and community leaders.
- Contacts are typically to give or exchange information, resolve problems, and provide services.

PHYSICAL DEMANDS/ WORK ENVIRONMENT

- The work is performed in an office workspace that is typically a desk/table with an inter-office network connection.
- The work is typically performed while sitting at a desk or table or while intermittently sitting, standing, stooping, or crouching. The employee occasionally lifts light and heavy objects.

SUPERVISORY AND MANAGEMENT RESPONSIBILITY

None.

SPECIAL CERTIFICATIONS AND LICENSES

- Possession of a valid State of Georgia driver's license (Class C) and a satisfactory Motor Vehicle Record (MVR) in compliance with County Safety and Loss Control Guidelines. Completion of the State of Georgia Department of Transportation Defensive Driving Course and/or Emergency Vehicle Operation Certification within twelve (12) months of employment.

MINIMUM QUALIFICATIONS

- Bachelor's Degree in Communications, Journalism, Public Relations, Public Affairs, Business Administration, Marketing or related field from an accredited college or university.
- Three years of increasingly responsible administrative experience preferably in communications and/or marketing.
- Knowledge and level of competency commonly associated with completion of specialized training in this field of work.
- Sufficient experience to understand the basic principles relevant to the major duties of the position, usually associated with the completion of an apprenticeship/internship or having had a similar position for one to two years.
- Possession of or ability to readily obtain a valid driver's licenses issued by the State of Georgia for the type of vehicle or equipment operated.

COMMUNITY ENGAGEMENT COORDINATOR

Rockdale County, Georgia

Job Summary

The individual in this classification will oversee the American Rescue Plan (ARPA) funds for the Community Programs portion of the Board of Commissioner's ongoing initiatives. This position will play a lead role in planning, developing, managing, and executing the County's public engagement initiatives related to ARPA funds. Programs to be facilitated include the following; Small Business Grants, The Homelessness Initiative, Workforce Development, Rental Assistance, in addition to other Community-focused initiatives as requested by the Commissioners. The employee will perform a variety of professional duties to ensure County residents have full access to community services and resources; facilitate communication and promote awareness, understanding and involvement in the County's initiatives; address issues through program development and implementation, improve relations and identify opportunities for improving services to the community. The employee in this role receives general direction and supervision from the Board of Commissioners.

Essential Functions

Essential Functions: *These are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position.*

Prepare and administering program budgets, that are associated with ARPA funds and/or related grants.

Plan, develop, manage, and execute the County's public engagement initiatives related to the following programs; Small Business Grants, The Homelessness Initiative, Workforce Development, Rental Assistance.

Develop, manage, and oversee public engagement strategies for County initiatives, projects, programs, and services; research and review public engagement best practices; review, measure and analyze engagement activity, effectiveness, and outcomes.

Plan and coordinate efforts for County programs to develop key communication messages to increase public participation and promote awareness of needs and services; work diligently to provide information to the community on how to participate in the available programs

Create content and graphic design for various communication components and distribute information through various printed and electronic media, meetings, workshops, conferences, and the Internet.

Work with County leadership across multiple departments to identify engagement needs and develop project-level strategies for public involvement.

Develop and establish collaborative partnerships with a diverse set of people and organizations to include community groups, non-profits, non-governmental agencies, faith communities, businesses, schools, and service providers to identify and address issues; maintain and improve database of community contacts; develop and maintain neighborhood association and community association tracking systems and mailing lists.

Plan and coordinate a wide variety of community special projects for County-sponsored events and initiatives.

Conducts presentations to county officials, community partners, and citizens, using various platforms to provide program details and increase involvement.

Represent the County in meetings with the public, community groups, and other key stakeholders to support resident decision-making, listen to concerns, and advocate for increased program participation.

Provide direct assistance to residents who need help in accessing and using County and community service; Identify, respond to and document citizen issues, concerns, and requests.

Analyze community issues and create programs to address those issues as requested; create sustainable and measurable partnerships between neighborhoods, citizens, and the County; tie work to Board of Commissioners strategic results and report performance.

Prepare and deliver reports to County leadership, community and neighborhood groups.

Additional Duties:

Employees in this classification may be expected to perform any related duties as required by proper authority.

Knowledge, Skills and Abilities

Knowledge of operational characteristics, services, and activities of county government.

Knowledge of related Federal, State, and local codes, laws, and regulations.

Knowledge of principles and practices of public relations, public participation, marketing, and media relations.

Knowledge of effective communication and public speaking techniques.

Knowledge of social and economic conditions, cultures, dynamics, and issues associated with living and working in diverse communities.

Knowledge of community problem-solving from a systems perspective.

Knowledge of principles and practices of community engagement/public participation, and project management.

Knowledge of community resources, organizations, functions, and service delivery systems.

Community organizing, outreach and County building.

Knowledge of public outreach, citizen response, and neighborhood development and program planning principles, practices, current issues, and trends.

Knowledge of methods and techniques of filing and record keeping.

Knowledge of principles and practices of data collection and report preparation.

Ability to provide effective oral and written communication; must be able to present information and speak effectively before large or small audiences.

Ability to communicate and collaborate effectively with all levels of County staff, officials, neighborhood leaders and the public.

Ability to relate effectively with people from a variety of backgrounds.

Ability to manage multiple projects in a fast-paced environment.

Ability to work in a progressive and team-oriented environment.

Ability to elicit community and organizational support for County programs.

Ability to exercise appropriate level of initiative and judgment to make decisions within the scope of assigned authority.

Ability to handle sensitive issues with tact and diplomacy.

Ability to provide excellent service to the community; promote a positive and professional image of the County.

Skill in using general office equipment including computers and various software applications, including Microsoft Office Suite (Word, Powerpoint, Excel, Outlook).

Skill in developing and writing concise, comprehensive, and understandable public information materials.

Working Conditions

The classification is typically performed in an Office environment. In addition, local travel within the community may be present on a continuing basis.

Minimum Qualifications

- 1) Bachelor's degree in communications, public affairs, public administration, or related field.

- 2) Three (3) or more years' professional experience working in community engagement or public relations that include leading community outreach projects.

- 3) OR have a combination of education, training and work experience that is equivalent to #1 and #2 above that provides the requisite knowledge, skills and abilities for this job.

- 4) Valid Georgia Driver's License.

Preferred Qualifications

- 1) Possession of a certificate in public engagement preferred.

- 2) Program Management Professional Certification (PgMP) or Project Management Professional Certification (PMP) or related certification preferred.

Public Budgeting

This primer is meant to help Norcross Public Arts Commission understand their roles in budgeting for public art in Norcross, best practices, and commonly available funding sources.

Budget Cycles

As part of municipal government, NPAC is subject to the same forces and cycles that govern most public budgeting cycles. Like private entities, governments work on fiscal years. Creating the budget happens year-round, as various departments coordinate and identify needs based on services offered to the community. The most vigorous activity in the process is immediately before the city council votes on the proposed budget. Each department creates its own proposed budget and submits it to the Finance Director and City Manager for approval and inclusion in the proposed budget. The Finance Director and City Manager review budget submissions and present a recommended, balanced budget for review, potential changes, and subsequent approval by the City Council. The budget is presented until the final version is passed by council. Budget actuals (real amounts spent) are recorded against the past budget throughout the year. In Norcross, these budget reports are publicly available on the city website.

Creating an annual slate of projects prior to budget creation allows the city government to better plan for the financing of projects. To do this, all projects for the next fiscal year must be decided well in advance of the submission of the proposed departmental budgets. By finalizing selection of projects in January or February, the commission has time to prepare a budget for the projects selected and accompanying support information detailing each project's importance. This report of projects and a budget for all costs necessary should be submitted to the appropriate department head for inclusion in the city manager's proposed budget.

If it is not possible to create a slate of proposed projects, funding may still be able to be secured, though this is typically more difficult. The City budget earmarks funds for specific purposes, and it is often not easy or even possible to relocate those funds for other purposes once the budget has been passed. Funds would likely have to come from unspent discretionary funds or inclusion in other types of allotted funding (such as capital improvement projects). In this case, a report of proposed project information that includes the budget information for all projects proposed is still necessary.

Budget Roles

It is the job of the Finance Director and City Manager to prepare the budget and present it to the Mayor and Council. The City Council is responsible for passing the budget.

The Public Art Commission is responsible for recommending public art projects and activities to be funded by the city government. This slate of activities should be submitted to the Finance Director and City Manager to be considered for funding. City staff will identify potential funding sources in the context of all potential sources and uses.

Annual Project and Budget Plan for Public Art

A request for funding should be accompanied with appropriate information about the project to justify the expense in the budget. This includes:

- An overview of the goals or objectives the Commission intends to achieve for the length of the request. It is always a good idea to demonstrate when these goals align with the goals of the current city strategic plan or any stated goals of the Mayor and/or City Council to show how these projects best benefit the public.
- A line item expense budget that breaks down costs into major expense categories (such as staffing, or project-related costs) and a general description of why the costs in the budget are necessary. Include the entire anticipated cost, even if you intend to utilize grants or other sources of revenue outside city funds to cover costs.
- A description of all anticipated revenue that will fund the expenses (including the city funds). Include sources of revenue such as grants or private donations that may offset the costs that the city will cover.
- Basic information about each project selected, including: a general description, size, and scope, location, the artist selected (or how artists will be selected).
- Timeline for completion of each project, especially if the project will start in one budget cycle and end in another.
- If available, pictures or mock-ups that help to visualize what you are proposing are helpful.

[This short presentation](#) by the City of Chamblee demonstrates what information is needed to justify a budget request for funding.

More Budget Process Information

For additional information on budgeting the following resources are recommended:

- [“A Budget Guide for Georgia Municipalities”](#), *Georgia Municipal Association*. This is a very thorough primer on municipal budgeting for municipal officials. It contains detailed information on key terms, best practices, who is typically involved, etc.

- [“Norcross City Budget and Financial Reports”](#), *City of Norcross*. This page shares all of Norcross’ budget reports.

Additional Resources for Funding Public Art

- [“Funding Resources for Public Art”](#), *Project for Public Spaces*. While this article is a little older, it provides a helpful overview on how communities choose to fund arts and culture including government and private funding mechanisms.

Making the case for Arts and Culture

This toolkit offers existing resources to help NPAC make the case for arts and culture programming in Norcross, particularly public art that supports a vibrant city for all Norcross residents and visitors.

Americans for the Arts

[Americans for the Arts](#) is one of the best information sources for the arts community. Several reports are offered yearly, and the organization regularly offers training in public art, the importance of public art, new studies and much more. It is a great “go-to” when looking for additional information about anything related to art in communities, what other municipalities and governments are doing in public art, and art and economic development information. We recommend a few of the following resources for specific needs:

- [Top 10 Reasons to Support the Arts Blog + 1-pager](#) Offers simple, easy facts to share with the community about why including art in public life is important.
- [Arts and Economic Prosperity 5](#) and [Arts and Economic Prosperity 6](#) - this study gives valuable information about the economic impact of the arts and culture industry in communities around the U.S., including Metro Atlanta. Study 6 is currently in progress and will be available shortly, but Study 5 is already out. There are also additional tools and one pagers [here](#) that provide more focused information from the study for specific audiences or purposes.
- [Americans Speak Out About the Arts](#) - this is a public opinion survey conducted across the U.S that shares valuable information about what people think about arts and culture, what people think arts and culture is, where they experience arts and culture, and much more. This information can be useful when thinking about planning public art, who to engage, and how to engage them.
- [Public Art Network](#) - A resource hub for anyone interested in supporting public art in their community. Find answers to commonly asked questions, inspiration and experiences from other communities, resources for specific issues related to public art, support for public art in your community, and more. There is also a newsletter that you can subscribe to for updates on the resources provided.
- [Strengthen Your Case to Business about the Economic Impact of the Arts](#) - This document is a great primer for making the case to business about the impact of arts and culture.

Additional Resources

- From A Blade of Grass, [Municipal Artist Partnerships](#): A “relationship guide” to forging strong and sustainable creative partnerships between local governments and artists.
- [This white paper from Southern Methodist University](#) provides evidence about why funding small and medium culturally specific organizations is important.

Cultural Affairs Monthly Newsletter

Sample

Users can sign up [here](#) to receive the newsletter from the City of Atlanta Office of Cultural Affairs.

April 2023

46th Annual Atlanta Jazz Festival Announces 2023 Lineup

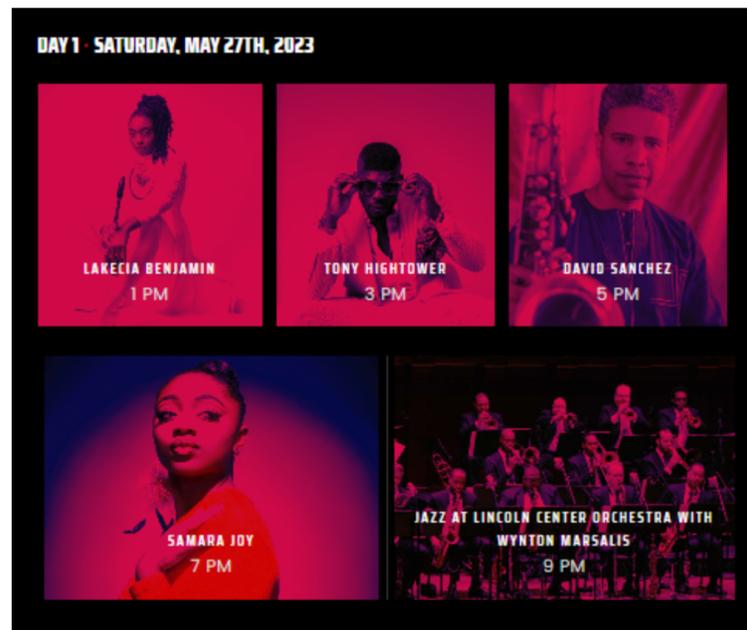
The 46th annual Atlanta Jazz Festival returns to historic Piedmont Park, on Memorial Day weekend, **Saturday, May 27, 2023, through Monday, May 29, 2023, from 11:00 a.m. to 11:00 p.m.** each day. One of the largest free jazz festivals in the country, the Atlanta Jazz Festival is an annual celebration of music, culture, and the art of jazz. Festival attendees will enjoy music featuring local, national and international artists.

"We have an incredible roster of musicians performing at the Atlanta Jazz Festival this Memorial Day Weekend," said Camille Russell Love, Executive Director of the Mayor's Office of Cultural Affairs. "Whether you like sultry vocalists, contemporary, traditional, swing, fusion, or Latin Jazz, we have something for every jazz lover..."

Artist Alex Brewer, also known as HENSE, has created this year's signature festival artwork. His art includes vivid, colorful contemporary abstract paintings and monumental wall pieces.

The Lineup for the Atlanta Jazz Festival is as follows:

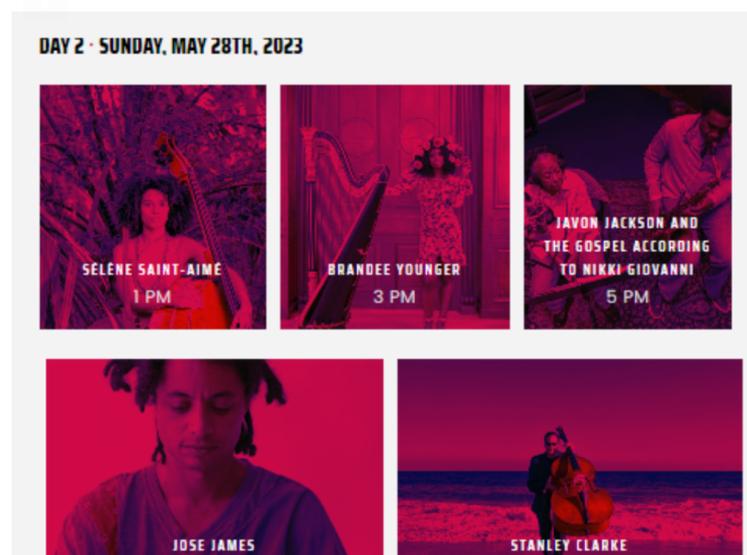
DAY 1 · SATURDAY, MAY 27TH, 2023



A grid of five performance slots for Day 1. Each slot features a photograph of the artist or band and their performance time. The background of the grid is a repeating pattern of the festival's signature artwork.

- LAKECIA BENJAMIN** 1 PM
- TONY HIGHTOWER** 3 PM
- DAVID SANCHEZ** 5 PM
- SAMARA JOY** 7 PM
- JAZZ AT LINCOLN CENTER ORCHESTRA WITH WYNTON MARSALIS** 9 PM

DAY 2 · SUNDAY, MAY 28TH, 2023

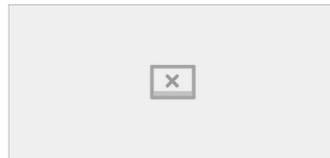


A grid of five performance slots for Day 2. Each slot features a photograph of the artist or band and their performance time. The background of the grid is a repeating pattern of the festival's signature artwork.

- SELENE SAINT-AIME** 1 PM
- BRANDEE YOUNGER** 3 PM
- JAVON JACKSON AND THE GOSPEL ACCORDING TO NIKKI GIOVANNI** 5 PM
- JOSE JAMES**
- STANLEY CLARKE**

DAY 3 MONDAY, MAY 29TH, 2023

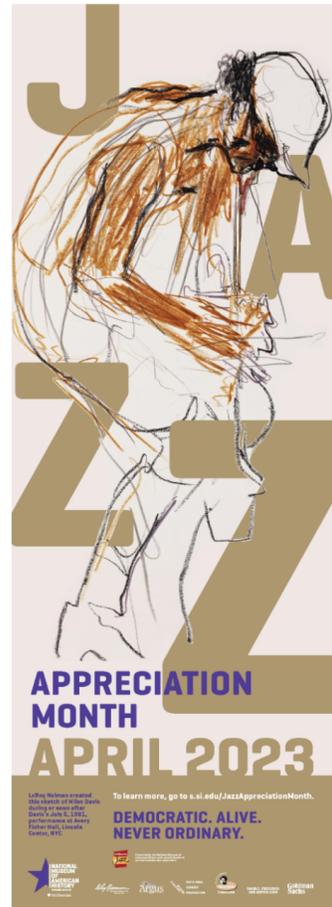
 <p>SATYA 1 PM</p>	 <p>JAMES FRANCES 3 PM</p>	 <p>BRENDA NICOLE MOORER 5 PM</p>
 <p>CHIEF XIAN ATUNDE ADJUAH (FORMERLY CHRISTIAN SCOTT) 7 PM</p>		 <p>LEDISI 9 PM</p>



The Apollo's Production of Blues and Its People

Atlanta Jazz Festival presents The Apollo's Production of Blues and Its People, featuring Russell Gunn and his 26-piece Royal Krunk Jazz Orkestra live at Atlanta Symphony Hall, at 8 pm on **Friday, May 26, 2023**. This one-night-only exploration of jazz, gospel, and blues will feature Jazzmeia Horn, Warren Wolf, Leon Timbo, Jessica Care Moore, Miles Griffith, Weedie Braimah & Amber Iman

More Information & Tickets [Here](#)



April is Jazz Appreciation Month

Jazz Appreciation Month (fondly known as "JAM") was created by the Smithsonian Museum in 2001 to recognize and celebrate the extraordinary heritage and history of jazz for the entire month of April. JAM is intended to stimulate and encourage people of all ages to participate in jazz - to study the music, attend concerts, listen to jazz on the radio and recordings, read books about jazz, and more.

International Jazz Day (April 30) is the culmination of [Jazz Appreciation Month](#), which draws public attention to jazz and its extraordinary heritage throughout April. In December 2012, the United Nations General Assembly formally welcomed the decision by the UNESCO General Conference to proclaim April 30 as International Jazz Day. Each year on April 30, this international art form is recognized for promoting peace, dialogue among cultures, diversity, and respect for human rights and human dignity; eradicating discrimination; fostering gender equality; and promoting freedom of expression. Join us and communities, schools, artists, historians, academics, and jazz enthusiasts around the world to celebrate and learn about jazz and its roots, future and impact.

OCA PROGRAM HIGHLIGHTS



The City of Atlanta Mayor's Office of Cultural Affairs is pleased to present this year's 2022/2023 Emerging Artist Award Exhibition.



Mayor Andre Dickens Appoints Arts Advisory Committee

This year we will recognize the artistic talents of Chanell Skyers, Darius Snow, David Clifton-Strawn, Emily Llamazales, Evan Hodges, Indya Childs, Marcus Hopkins-Turner, and Ronesha L. Strickland. Join us for an **opening reception on Thursday, April 6, 2023, from 6:30 pm to 8:30 pm**, at the Chastain Arts Center Gallery.

If you can't make the opening reception, stop by the Gallery, and check out the show before it closes. The exhibition will be on view from Thursday, April 6, to Saturday, April 15, 2023. Come out and support these local artists!

RSVP [Here!](#)

Recently, Mayor Andre Dickens announced appointments to his Arts Advisory Committee. Fulfilling another commitment made in his run for office, the Mayor's Committee will be tasked with developing a comprehensive plan to help shape the future direction of Arts and Culture in Atlanta. The Committee will work closely with the Mayor's Office of Cultural Affairs and the Mayor's Office of Film, Entertainment and Nightlife.

"The Arts Advisory Committee will help preserve and expand Atlanta's rich culture, and I look forward to working with this group to foster the city's next generations of sculptors and storytellers, painters and poets," said Mayor Dickens.

Members of the Committee represent a diverse collection of Atlanta's artistic disciplines and backgrounds, including visual arts, fashion, film and television, photography, theatre, journalism and more.

For details of the committee's first task and a complete list of committee members **click [here!](#)**

ELEVATE

ATLANTA • PUBLIC ART

ELEVATE Call for Curators

For ELEVATE '23, the Mayor's Office Of Cultural Affairs (OCA) will host programs & events every Friday - Sunday (between September 22nd –October 15th) across the city of Atlanta. This year, we will examine and celebrate the nationwide legacy of Hip Hop, Atlanta's unique voice, and the rise of Atlanta as "Hip Hop's center of gravity" in honor of the 50th Anniversary of Hip Hop.

We are looking for experienced local and regional curators specializing in aspects of Hip Hop culture, including history, dance, music, film, fashion, visual art, literature, and spoken word. Applicants are invited to submit proposals by 5pm EST 4/7/23. The selected curator will guide the theme and work with stakeholders, partners, artists, and others to develop a plan for this year's programming.

For more information click [here](#).



Adamsville Legacy Mural Complete

The "Adamsville Legacy Mural" created by Ashely Dopson is complete.

Located at 3477 M.L.K. Jr Dr SW, Atlanta, GA 30331, this mural celebrates some of the Adamsville community leaders who have contributed to the legacy of civil rights in Atlanta.

From left to right: Anna English, Mr. Melvin Reid, Commissioner Emma Darnell, Senator Horace Tate, Dr. Mozel Spriggs, Councilmember C.T. Martin, Juanita H. Gardner, Mayor Andre Dickens, Patricia Floyd, Dr. Gregory A Sutton, Cathy Richards.



Moving in the Spirit provides CEP "A Space to Soar"

Last month, Moving in the Spirit concluded its final dance workshop for the Cultural Experience Project (CEP) 2022-2023 school year. Through CEP, APS High School students participated in a creative development program at A Space to Soar Performing Arts Center, Moving in the Spirit's new state-of-the-art 21,500 sq ft dance studio in Edgewood/Candler Park.

The curriculum uses social justice issues to inspire students to create choreography that express their own views on inequity, inequality, discrimination and exclusion. The workshop combines social studies with language arts and performing arts to unite different perspectives and positive behaviors. As planning for the 2023-2024 school year is underway, we look forward to fostering this partnership.



Treatment of Thornton Dial's sculpture "The Bridge"

The City of Atlanta's Mayor's Office of Cultural Affairs Public Art Conservation and Maintenance Team recently treated Thornton Dial's sculpture "The Bridge."

The C&M Team used careful light pressure washing to removed biological growth from the sculpture, which is made of found objects. The concrete base was cleaned as well, and multiple leaves and debris were removed.

Parks and Rec really helped our team by trimming the surrounding shrubbery and pressure washing the surrounding concrete and decorative marble carving inlays. The sculpture cleaning was done in preparation for some international art lovers from London.



Upcoming Events and Classes at Chastain Arts Center

Register for our 5-week classes in April & May

It's not too late to register for an art class at the [Chastain Arts Center](#) (CAC)! Located in historic Chastain Park, CAC offers youth, teen, and adult art classes in a variety of mediums year-round.

Registration is Open via [iPARCS](#), in person at CAC, and via phone at 404-252-2927.



[View our Spring Session Catalogue](#)



Youth & Teen Summer Camp at Chastain!

Parents, it's time to **KickstART** your summer camp plans and register your young artist in an immersive art learning summer camp experience.

A different *Weekly Art Theme* for both youth & teens from ages 5-17
June 5th - August 4th

Registration is Open via [iPARCS](#), in person at CAC, and via phone at 404-252-2927.

[Register for the youth & teen KickstART Art Camps](#)

ARTS & CULTURE NEWS



Essential Theatre Play Competition

The deadline for the 2024 Essential Theatre Playwriting Award competition is right around the corner, on **April 23!** It's free to submit your play. The only requirement is that you be a **Georgia resident** and that the script you submit must be **previously unproduced**. There are no restrictions as to style, length, or subject matter, though plays that would run an hour or more in performance are preferred.

Plays can be submitted via the [online form](#), e-mailed to Peter@EssentialTheatre.com in PDF or Word Document format, or mailed to The Essential Theatre, 1414 Foxhall Lane #10, Atlanta, GA 30316. Be sure to include your name, address, and e-mail information on the title page of the script.



2023 Atlanta Music Project Summer Series, a Music Festival & School

The Atlanta Music Project Summer Series is a 4-week music festival and school, based in the Capitol View neighborhood in Southwest Atlanta.

The 2023 AMP Summer Series will be held in two sessions during June 2023 and feature symphony orchestra, string orchestra, wind ensemble, choir, chamber ensembles and several concerts by AMP students, faculty, and guests artists.

The AMP Summer Series serves novice, intermediate and advanced musicians in grades 3 through 12. Rising fourth graders and seniors who finished high school in 2023 are eligible.

Click [here](#) for details!

Grants

Upcoming Arts Grants

[Jazz Road Creative Residency](#)

Deadline: April 8, 2023

Jazz Road, a 4-year national jazz initiative directed by South Arts, invites jazz artists to apply for grants of \$5,000-\$40,000 to support a residency they propose and develop for artistic creation or connecting with audiences.

[Fire Island Artist Residency](#)

Deadline: April 15, 2023

FIAR, The first residency in the United States exclusively for artists identifying as lesbian, gay, bisexual, transgender, non-binary, intersex, two-spirit or queer, annually accepts applications for its prestigious and internationally recognized summer program. Now in its 12th season in the secluded beach community of Cherry Grove, NY, an historic LGBTQ settlement of Fire Island.

[Hambidge Residency](#)

Deadline: April 15, 2023

The Hambidge Center, situated on 600 forested acres in the mountains of North Georgia, is the oldest residency program in the Southeast. Residents' are responsible on how they spend their time with their creations in their own studio. The studio provides work and living space with a bathroom and full kitchen. Hambidge accepts applications in various disciplines.

[Anonymous Was A Woman Environmental Grants](#)

Deadline: April 18, 2023

The AWAW EAG will support environmental art projects that inspire thought, action, and ethical engagement. Projects that explore interdependence, relationships, and systems through Indigenous and ancestral practices are encouraged to apply.

[Arts Programs for Justice-Involved Youth](#)

Deadline: April 20, 2023

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) seeks to support high-quality arts programs for justice-involved youth to reduce juvenile delinquency, recidivism, and/or other problem and high-risk behaviors. The project aims to support and strengthen

ARTS & CULTURE EVENTS



Center for Puppetry Arts Presents *Charlotte's Web*

April 4 - 21

Join us for a classic tale of friendship in [Charlotte's Web](#) running **April 4-May 21**. This rod, shadow, and glove puppetry show follow Wilbur the spelling pig, and his spider companion Charlotte who helps him succeed along the way. All-Inclusive Performance tickets include **Templeton the Rat Shadow Puppet** through the Create-A-Puppet Workshop™.

Then explore your wild side with our [Screen and Stage: Maurice Sendak's Where the Wild Things Are](#) special museum exhibition from **now-June 18** featuring costumes and puppets from the Spike Jonze 2009 film adaptation and the Ballard Institute stage play designed by artist Amy Luckenbach. Included in the cost of admission into the Worlds of Puppetry Museum.



The Power of Theatre: Equity, Diversity, and Inclusion

Working With an Art Consultant

The process of project discovery, RFP writing, artist search and selection, and installation can be lengthy and sometimes complicated, and always requires great care as the community impact can be great. It is advised to contract with an art consultant, particularly as there is not yet arts administration or curation personnel on staff. An art consultant offers a single point of contact as well as a neutral third party. Expect a budget for an art consultant to start at \$5,000 and go up, sometimes significantly, depending on the scale and/or budget of the project.

It is also important to note that care is taken to ensure that any selection committees utilize the same principles for representation across identity groups (race/ethnicity, age, gender, etc.) outlined in the plan recommendations.

Discovery Phase (three to four months)

- Work with the Public Art Commission to develop a full understanding of the location, its design and mission
- Work with the Public Art Commission to determine best artwork location(s)
- Work with team members to determine the art budget and how it is distributed

Public Art RFQ Phase (four to six months)

- Write RFQ
 - Writing based on standard RFQ formatting including feedback and approvals needed from the PAC
- Managing RFQ process
 - Listing RFQ on numerous public art websites, including:
 - Call for Entry - <https://www.callforentry.org>
 - Public Artist - <http://www.publicartist.org/index.cfm>
 - CODAworx - <https://www.codaworx.com>
 - Fielding questions from artists
 - Production of applicant package for the Public Art Commission
 - Scheduling and oversight of Public Art Commission semifinalist meeting

- Management of semifinalist and finalist artists
 - Act as liaison between Public Art Commission and artists
 - Field questions from artists
 - Scheduling and oversight of Public Art Commission finalist meeting
 - Notification and communication with commissioned artist(s)
- Oversight of commissioned sculpture
 - Manage contract negotiations between Public Art Commission and commissioned artist(s)
 - Act as liaison between Public Art Commission and commissioned artist(s)
 - Work with artist(s), engineers and landscape team regarding sculpture placement and installation issues
 - Ensure timely production schedule
 - Onsite supervision of sculpture installation
 - Documentation of sculpture installation
 - Logistics and promotion for sculpture unveiling
 - Prepare maintenance manual for sculpture

Public Art Conservation and Curation

Maintenance Recommendations

- Murals
 - Cleaning - Murals can have a high risk for graffiti or vandalism. Be sure to collect all paint colors used in the mural for touching up in case the artist is not able to do the work. Apply graffiti coating to murals in order to make cleaning easier. For existing artwork where the paint colors are not known, attempt to contact the artist for this information. If not available, attempt color matching with paint swatches.
 - Costs for cleaning and repair can range from \$500 - \$2,500 depending on degree of need.
 - Murals are often not meant to last in perpetuity. Be sure the contract with the mural artist clearly states that the mural can be removed at any time without notice to the artist.
- Metal Sculpture (steel, bronze, aluminum, metal composite, etc.)
 - Cleaning - Metal sculpture is typically low maintenance. It usually requires being hosed off twice yearly. An anti-graffiti coating can also be considered for sculpture.
 - Costs for cleaning and repair can range from \$500 - \$5,000 depending on degree of need. Metal sculpture could need onsite welding for repair.
 - Painting - Painted metal can need touching up every few years depending on material.
 - Costs for repainting sculpture can range from \$500 for touch up to \$5,000 or more for repainting an entire piece.
- Glass Mosaic
 - Cleaning – Glass mosaic sculpture is also typically low maintenance. It usually requires being hosed off twice yearly. Grout may need to be replaced or refinished approximately every five years.

- A glass mosaic was recently commissioned. If the artist did not provide a maintenance plan, it is recommended the artist be contacted to see if a plan could be provided.

Insurance

- Public art projects are insured by the artist while under production. This is typical and is included in contract language.
 - <https://springboardforthearts.org/additional-resources/insurance-guide/>
 - <https://www.nefa.org/news/public-art-insurance-what-you-need-know>
- Once production is complete, the city is responsible for insuring the artwork. It is advised to consult with the city's risk management team, but generally a municipality will provide a list of all artworks to the risk management department and the city's insurance carrier. The artwork is held as part of the city's general policy.