

# City of Decatur

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## Cultural Arts Master Plan

April 2010



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

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

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

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



Creating Cultural Capital

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## Executive Summary



The Cultural Arts Master Plan for the City of Decatur launches a ten-year process to ensure the sustainability and vitality of the city's cultural offerings.

A collaborative effort of the City, Agnes Scott College, the Decatur Business Association, the Decatur Downtown Development Authority, Decatur City Schools, and the Decatur Arts Alliance, the master planning process examined the possibilities for, and current strengths of, the city's cultural offerings.

Early in the process, the partnership acknowledged that Decatur's success relies on the joint efforts of its diverse stakeholders. Further, for its cultural community to be sustained, to be relevant, and to be dynamic in response to evolving needs, the City of Decatur recognizes the need to engage its citizens, cultural supporters, and participants from the beginning stages of key citywide cultural initiatives.

This collaborative partnership commissioned a Master Plan to address the following goals:

- To ensure the appropriate, efficient, and effective use of citywide facilities and the development of a public art strategy to strengthen the cultural sector.
- To assess the potential for a new cultural facility in light of cultural sector needs, availability of space, and capacity to maximize existing facilities.
- To set in place a strategy for citywide collaboration among diverse groups, both within and outside of the cultural sector, to reinforce the cultural vitality of the City.

The Cultural Arts Master Plan responds to these objectives as well as additional needs and opportunities resulting from public consultation, a thorough cultural facilities inventory, demographic analysis, an environmental scan of present cultural trends, and national best practices of cultural policies and opportunities.

## Planning Initiatives and Facility Recommendations

The Master Plan focuses on five initiatives that respond to the objectives set out by the Committee. These are:

1. **Creation of Cultural Arts Partnership**
2. **Decatur Arts Alliance: Expanding the Mandate**
3. **Creation of a Citywide Space Brokerage**
4. **Development of a Cultural Tourism Strategy**
5. **Further Advancing Decatur's Cultural Vitality**

Additionally, a set of facility recommendations and a public art concept are provided.

*Brief descriptions of each of these initiatives are provided in Volume 1, Section 3, more detailed strategies and implementation plans are examined in Volume 1, Section 4.*

In part, the research, analysis, and public consultation process were intended to determine the need for, and feasibility of, a new cultural facility. While some space needs do exist among cultural groups in the city, at this time the construction of a new cultural facility is not recommended. The creation of a citywide cultural space brokerage, and new facilities (present and future) available for use at Agnes Scott College and the Decatur City Schools, are two strategies through which existing space needs can be addressed.

*Facility recommendations and a public art concept are included in Volume 1, Section 5.*

## Vision Statement for Decatur's Cultural Arts Master Plan

The following proposed vision statement guides the initiatives and overall recommendations for the Cultural Arts Master Plan:

*The City of Decatur is a lively cultural community that embraces and fosters the creativity of its citizens through a wide array of arts opportunities.*

*The City will work in partnership with community organizations and institutions to ensure that cultural arts programs and facilities are supported, promoted, and used efficiently and effectively to optimize limited resources and development opportunities.*

*The City will build on its strong sense of community and unique character by identifying opportunities to increase cultural arts offerings; working together with community partners to support and expand the role of the Decatur Arts Alliance to serve as the facilitator of this vision.*

## Research and Public Engagement



Final recommendations are the result of a comprehensive six-month process that engaged a broad constituency of community members, stakeholders, and cultural sector participants throughout the city to understand needs, opportunities, and potential initiatives.

One-on-one stakeholder interviews, on-site facility tours, online discussion boards as well as two surveys, five neighborhood workshops, and two widely-publicized and well-attended public meetings were conducted. The consultations targeted a diversity of people concerned with the future of the cultural arts in Decatur, including:

- Visual and performing arts cultural organizations and practitioners.
- Artists and arts patrons.
- Owners and operators of creative arts businesses in and around the city.
- Municipal, business, and non-profit community leaders.
- Community members, including high school students, parents, seniors, and young professionals.

*A detailed summary of the public input, including the public engagement process, appears in Volume Two, Section 4.*

## Contents of Cultural Arts Master Plan

The Plan is organized as two volumes. The first is a concise outline of the findings and recommendations for the vitality of Decatur's cultural sector over the next ten years. This "Strategy" Volume is presented in an easily consumable format, and is intended to be used on a regular basis in the execution of the Cultural Arts Master Plan.

Volume Two details the process, research, and analysis supporting the initiatives and facility recommendations serving as the foundation of the Plan.

This Analysis is the culmination of the planning process and is intended to provide future readers with an understanding of the evolution of the Cultural Arts Master Plan.

**Volume 1: Strategy**, is organized as follows:

Executive Summary

- 1: Introduction and Master Planning Methodology
- 2: Defining Decatur's Critical Cultural Needs
- 3: Initiatives: Fulfilling Decatur's Critical Cultural Needs
- 4: Initiatives: Strategy & Implementation
- 5: Facility Improvement Recommendations and Public Art Concept

**Volume 2: Research & Analysis**, is organized as follows:

- 1: Cultural Initiative Best Practices
- 2: Capital Needs Survey Results
- 3: Cultural Inventory and Environmental Scan
- 4: Summary of Public Input Process



# 1. Introduction



In October 2009, the City of Decatur, along with partners Agnes Scott College, Decatur City Schools, Decatur Arts Alliance, the Decatur Downtown Development Authority, and Decatur Business Association, engaged Lord Cultural Resources – in association with Webb Management Services and MoMolina Consulting – to complete a Cultural Arts Master Planning process.

Decatur's Cultural Arts Master Plan launches a ten-year process to ensure the sustainability and vitality of the city's cultural sector. A collaborative effort of the City's cultural partners, the planning process examined the possibilities for and strengths of the city's cultural sector.

Early in the process, the partnership acknowledged that Decatur's success relies on the joint efforts of its diverse stakeholders. Further, for its cultural sector and the community it serves to be sustained, to be relevant, and to be dynamic in response to evolving needs, the City of Decatur recognizes the need to engage its citizens, cultural sector supporters, and participants from the beginning stages of key citywide cultural initiatives.

This collaborative partnership commissioned a Master Plan to address the following goals:

- To ensure the appropriate, efficient, and effective use of citywide facilities and the development of a public art strategy to strengthen the cultural sector.
- To assess the potential for a new cultural facility in light of cultural sector needs, availability of space, and capacity to maximize existing facilities.
- To set in place a strategy for citywide collaboration among diverse groups, both within and outside of the cultural sector, to reinforce the cultural vitality of the City.



The Cultural Arts Master Plan responds to these goals as well as to the additional needs and opportunities identified through public consultation, an inventory of cultural facilities, demographic analysis, an environmental scan of present cultural trends, and an examination of national best practices with regards to cultural policy.

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## Master Planning Process

The rigorous six-month process included engaging with a broad constituency of community members, stakeholders, and cultural sector participants throughout the city. To ensure that a comprehensive understanding of needs, opportunities, and potential initiatives emerged, Lord Consultants developed, in tandem with the Steering Committee, the following methodology:

### Phase 1

- **Visioning Workshop and planning meetings with Steering Committee Partners:** Lord Consultants met with representatives of Agnes Scott College, Decatur City Schools, Decatur Arts Alliance, the Decatur Downtown Development Authority, and Decatur Business Association to develop an outline for site assessments, interviews, and public meetings.

- **Public Engagement:** The consulting team and planning partners also determined early in the process that to be a true “Master Plan” it would need to seek the views of a multitude of publics. The team engaged the public at several meetings held in diverse settings; for example, meeting with individuals at the Decatur Recreation Center, at Eddie’s Attic (a popular music venue), and at a neighborhood coffee shop.
  - Lord Cultural Resources, Webb, and MoMolina engaged more than 150 Decatur citizens and interested parties in one-on-one interviews, online discussion at the city’s site OpenCityHall, as well as two online surveys.
  - Two widely-publicized public meetings were held at Decatur City Hall and Decatur High School, directly addressing the current and future state of arts in the city.

In each meeting, participants spoke in groups about their concerns and hopes for the future of cultural arts in Decatur. The intergenerational groups ranged in age from late teens to over sixty and included:

- Performing arts cultural organizations and practitioners.
  - Non-performing arts cultural organizations and practitioners.
  - Municipal, business, and non-profit community leaders.
  - Community members, including high school students, families, and young professionals.
- **A Cultural Arts Needs Survey:** A Survey addressed the needs of cultural organizations that *may or may not* have a facility, but, nonetheless, have facility needs.

- **Creation of a Comprehensive Cultural Facility Inventory of Performing Arts, Visual Arts, and Public Arts Assets:** This fully-inclusive inventory lists spaces that may be used for arts creation, practice or performance within the city of Decatur and up to ten miles outside of the city limits.
- **Phase 1 Cultural Inventory Report:** As a foundation for further analysis, a complete environmental scan summarizing current trends in cultural tourism, a demographic analysis of Decatur, an analysis of its tourism market potential, a needs assessment, and the cultural inventory of performing arts, visual arts, and public arts assets were submitted and presented to the Project Steering Committee.

- **Public Art Inventory & Analysis:** As part of the cultural inventory, a summary of existing public art installations, analysis of their strengths and opportunities for improvements, and recommendations were presented.

## Phase 2

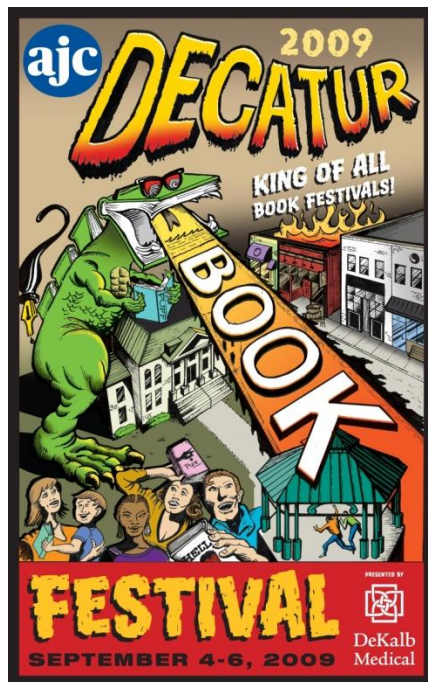
- **Coordination with Agnes Scott College Creative Arts Master Plan:** While the City of Decatur was discussing its cultural arts future, one of its most active and important partners began a process to determine and plan the direction of its arts future as well. Agnes Scott College, a member of the collaborative planning team began its Creative Arts Master Plan in September and met with consultants and team members in January.
- **Charrette – Funding & Partnerships:** This high-level meeting included director-level collaborative partners to review recommendations for the future of the arts in Decatur, as well as the options for mitigating space needs. The half-day meeting included structured group work around five recommendations and resulted in strategies for the development of overall operational tactics.
- **Best Practice Study:** Based on the results of the initiatives from the Charrette, our team evaluated and presented examples of places where the recommended initiatives have been successfully executed.

### Phase 3

- **Final Master Plan for the Cultural Arts in the City of Decatur.** Findings, analysis, and final recommendations are included in this Master Plan, composed as a living document to be used and consulted over the course of its ten-year life span.
- **Consultation with Public and City Commission Presentation.** Following the delivery of this Master Plan, the consulting team presented the recommendations to the public on April 12, 2010 and the Decatur City Commission for ratification on April 19, 2010.



## 2. Defining Decatur's Critical Cultural Needs



The recommendations of this Master Plan are based on analysis of existing cultural conditions as well as capacity for newly created initiatives. The recommendations are designed to satisfy **four overriding needs** as well as a number of needs specific to particular cultural sector issues, or, specialized needs. The primary needs are detailed below. Following this description, the initiatives that address these needs are detailed in Section 3.

### Critical Need 1: Leadership in the Cultural Sector

Interviews with stakeholders inside and outside the cultural sector identified a gap in cultural leadership. Particularly, this leadership needs to:

- Communicate a unified voice for Decatur's cultural community to decision-makers (i.e., foundation grant-makers, government, and even tour organizers);
- Understand and advocate for sector-wide needs;
- Express a vision that inspires collaboration among members of the cultural sector; and
- Launch a sustained vehicle for cultural collaboration inside and out of the sector.

*Proposed initiatives responding to this need: Creation of Cultural Arts Partnership and Expanded Mandate for Decatur Arts Alliance;*

## Critical Need 2: Expression of Decatur's Cultural Niche



Throughout the extensive public engagement process and interviews with stakeholders, consultants asked participants, “What is unique about Decatur’s cultural landscape?” Answers to this question identified elements of what makes Decatur’s cultural sector special.

These are:

- Presenting nationally-regarded festivals.
- Showcasing emerging artists and groups.
- Maintaining a vibrant cultural streetscape (i.e., outdoor festival events, public art, outdoor summer concerts).
- Offering a diversity of arts that attract a wide span of audiences.
- Benefiting from an active and informed resident population invested in the welfare of its city’s cultural sector.
- Small informal venues offering opportunities for a wide showcase of cultural events.

A need exists to market and strengthen these qualities to gain audience share both locally and regionally. Identifying what is unique about Decatur’s cultural landscape forms the foundation for the expression of its cultural niche through:

1. A unified marketing strategy
2. Cultural tourism strategy,
3. Resource allocation decisions, and
4. A branding campaign.

*Proposed initiatives responding to this need: Expanded Mandate of Decatur Arts Alliance; Creation of Cultural Arts Partnership; Development of a Cultural Tourism Strategy; and Further Advancing Decatur’s Cultural Vitality.*

## Critical Need 3: Response to Space Capacity Needs

Through the combination of: a cultural facilities inventory, a survey focused on sector-specific needs, and an intensive consultation process among cultural groups, the business community, municipal leaders, the community-at-large, as well as representatives from the school district and Agnes Scott College—space capacity needs were assessed. The results of this process and facilities analysis appear in the Environmental Scan and Cultural Inventory Report (See Volume 2), and are supported by the findings of the follow-up survey. This Report concluded that the most immediate needs are:

- More exhibition space for large-scale art
- Higher quality, higher-tech, and better equipped venues to accommodate festivals, theater, dance and music
- Additional rehearsal space for performing arts groups
- More venues in line with existing programming strengths

In addition to understanding space needs, the planning process uncovered other information critical in the formation of final recommendations<sup>1</sup>. These were:

- Under-utilized facility space is currently available in the city on at least a temporary basis for potential users, including spaces operated by the Decatur City Schools.
- A critical mass of continual users sufficient to justify the construction of a new cultural facility was not identified.
- Citizens participating in the master planning process were not overwhelmingly supportive of the construction of a new cultural facility.
- New facility space may become available for users in the next 10-15 years through Agnes Scott College.

*Proposed initiatives responding to this need are: Expanded Mandate of Decatur Arts Alliance; Creation of Cultural Space Brokerage; and Further Advancing Decatur's Cultural Vitality.*

Further discussion of facility improvement recommendations can be found in Volume 1, Section 5.1.

#### Critical Need 4: Long-term Collaboration

The need for sustained collaboration both within the cultural sector and across sectors in the city was evident throughout the planning process. Three key findings point to an overriding need for ongoing collaboration. These are:

- Overlap of cultural needs and opportunities throughout the city.
- A keen sense of enthusiasm by the public for cross-sector collaboration and a broad application of cultural activities throughout the city.
- Unsuccessful efforts to sustain cohesive collaboration among cultural groups, with the exception of single issue advocacy and planning for joint events.

*Proposed initiatives responding to this need are: Expanded Mandate of Decatur Arts Alliance; Creation of a Cultural Arts Partnership; Further Advancing Decatur's Cultural Vitality; and Creation of Cultural Space Brokerage.*

#### Specialized Needs

In addition to the four broad-scoped critical needs identified above, a number of specialized needs particular to specific concerns affecting the cultural sector were expressed through interviews and public meetings, and were further corroborated in analysis. Needs exist for:

- a) Support for fledgling artists and small cultural groups.
- b) Sustainability of downtown cultural streetscape.
- c) Continued commissioning and maintenance of public art.
- d) Regional collaboration.
- e) Formal format for public support of the cultural sector.

In several respects, these specialized needs are addressed in a number of initiatives recommended in this Master Plan. However, some needs, such as a cultural tourism strategy, require greater analysis that falls beyond the scope of this Plan.

<sup>1</sup> See, Volume 2, Section 3: Environmental Scan and Cultural Inventory, for details outlining these findings.



### 3. Initiatives: Fulfilling Decatur's Critical Cultural Needs

The Master Plan focuses on five initiatives that respond to the objectives set out by the Committee. These are:

- Creation of a Cultural Arts Partnership
- Decatur Arts Alliance: Expanding the Mandate
- Creation of a Cultural Space Brokerage
- Development a Cultural Tourism Strategy
- Further Advancing Decatur's Cultural Vitality

The following descriptions demonstrate the recommended structure and responsibilities for each initiative.

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#### Initiative 1: Creation of a Cultural Arts Partnership

The broad scope of this Cultural Arts Master Plan is a product of the far-reaching and highly collaborative Project Steering Committee. The Committee brought together representatives from the City's municipal, cultural, business, and educational providers. The result is a broad definition of the importance and application of arts and culture in the City, reflected in the vision for the Master Plan. The potential to employ this broad scope exists far beyond the conclusion of this planning process.

Cultural sector leadership and citywide collaborations are central themes expressed in interviews with participants, users, and audiences of Decatur's arts and cultural landscape.

***Purpose:*** A Cultural Arts Partnership would serve a **funding and leadership role for the Decatur Arts Alliance** on cultural initiatives, assessing city-sponsored project feasibility, prospective collaboration, and marketing efforts, as well as providing insight into the needs of their respective organizations.

*Stakeholders/Governance/Funding:* The Cultural Arts Partnership would have representation from the Decatur Arts Alliance, the Decatur Business Association, the Decatur Downtown Development Authority, Decatur City Schools, Agnes Scott College, and supporting organizations selected for their breadth of perspective as well as their ability to obtain, sustain, and supply funding. In its initial stages, the Cultural Arts Partnership would benefit from City leadership to establish the group with the understanding that it will evolve into a stand-alone entity.

*Responsibilities:* The Partnership's mission would be to support the vitality of city's cultural sector through the efforts of the Decatur Arts Alliance and to examine and communicate the impact of the cultural sector on the multiple facets of Decatur life.

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## Initiative 2: Decatur Arts Alliance: Expanding the Mandate

With the necessary resources provided by the leadership of the Cultural Arts Partnership, the Decatur Arts Alliance (DAA) is capable of expanding its mandate to further address the city's cultural needs as a dynamic service organization that will support innovative partnerships, and be a vocal advocate for the cultural sector.

As an established public-private partnership, the Decatur Arts Alliance is well-integrated into the City and the cultural sector. Particularly, it has maintained a presence as the organizer of the Decatur Arts Festival, proving its ability to lead efforts that strengthen the city's cultural sector.

*Purpose:* By expanding its mandate, the DAA will continue to fortify the cultural sector, aiding in the efforts of nurturing emerging artists and groups and strengthening existing cultural efforts.

**An expanded mandate would allow the DAA to take on a proactive leadership role in the sector and to manage cross-sectoral relationships.**

*Stakeholders/Governance/Funding:* Representation from citywide groups through the advisory role of the Cultural Arts Partnership as well as membership input from across the cultural sector would ensure that the DAA is at the nexus of citywide cultural efforts. Its private-public status will allow for flexibility to fundraise, execute entrepreneurial activities, and voice the views of the cultural sector as a strong advocate.

Funding for this initiative would derive from a number of sources, including: membership dues from artists and cultural organizations, support from the Cultural Arts Partnership (see Initiative 1), state/regional/federal funding, fees from entrepreneurial enterprises such as the space brokerage and shared service offerings, corporate funding, and foundation grants.

*Responsibilities:* The DAA will be mandated to:

- Manage the space brokerage (described in Initiative 3).
- Fortify the presence of a unified cultural sector by: launching a branding campaign for the City's cultural sector, maintaining a central physical presence in downtown Decatur and reflecting a unifying vision for culture in Decatur.
- Nurture the City's emerging artists through workshops, networking events, educational enrichment, seed grants, and an online community.

- Manage a central events calendar and ticketing system to provide the public with a one-stop planning and purchasing vehicle.
- Advocate for the City's cultural sector through representation at national arts conferences, close communication with government and foundation leaders at the local, regional, state, and federal levels.
- Sustain the cultural sector by offering funding to organizations and individual artists, and orchestrating shared service opportunities to cultural organizations in Decatur.

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### Initiative 3: Creation of a Cultural Space Brokerage

Our interviews and inventory analysis during the planning process demonstrated that cultural groups and artists need performance/exhibition or practice/rehearsal spaces. The Inventory also shows that some spaces are not being used to their optimal capacity. Our recommendations focus on a potential alignment of needs and existing space, one that is founded on a commitment to citywide collaboration and the sustainability of the cultural sector.

**Purpose:** A revenue- generating space brokerage would aim to match facility availability with the temporary space needs of artists and cultural organizations.

**Stakeholders/Governance/Funding:** It is recommended that the brokerage be managed by a dedicated staff under the DAA. The space brokerage would be available to all DAA members. Space would be sought citywide. These would potentially include existing cultural facilities, spaces at Agnes Scott College, churches, multi-purpose spaces (i.e., retail, restaurants), spaces managed by the school district including its Auditorium and Gymnasium recently constructed, and City-operated spaces. Funding would be both self-generating through fees from rental agreements as well as membership dues to the DAA, fundraising, and corporate sponsorship.

**Responsibilities:** The service would:

- Establish a master calendar of availability for all spaces in the city participating in the service.
- Manage requests for space by matching needs/uses with available space.
- Negotiate fees, usage and maintenance guidelines, contracts, payment arrangements, and terms of agreement.
- Market the brokerage to both providers and users.

## Initiative 4: Development of a Cultural Tourism Strategy

The recently launched Decatur Tourism Bureau shows a desire and commitment to attract people from outside of the city to enjoy Decatur for daytrips and overnight stays. As examined in the Environmental Scan and Cultural Inventory (see Volume 2) and explored in the public meetings, cultural tourists, or, those who travel with the goal of experiencing the arts, heritage and special character of a place, will be important because are coming to Decatur specifically to experience the vibrant cultural offerings of the city. This will result in:

- A renewed downtown Decatur. Galleries, theatres and creative businesses in the city will have an influx of new patrons creating new jobs and business opportunities
- Diversified economy for the city. A robust cultural tourism program will attract educated consumers interested in a variety of offerings, not just culture. Daytrippers will consume food, purchase goods, as well as experience the multitude of cultural offerings available in the city.
- Increased Decatur pride. Cultural offerings improve the quality of life as residents take advantage of the services and attractions that tourism adds. It encourages pride in the community as people work together to develop a thriving industry that is all about them.

Over the last decade, travel industry research has confirmed that cultural tourism is one of the fastest growing segments of the travel industry.

*Purpose:* In marketing the City as a cultural destination, this initiative will:

- Attract small conferences and meetings
- Unify the Decatur arts and cultural communities around common marketing goals
- Increase visitation to a number of regional attractions located in Decatur.

*Stakeholders/ Governance/ Funding:* It is recommended that the Tourism Bureau led by the Downtown Development Authority lead this initiative along with its other tourism efforts. The funding for the bureau will continue to come from the hotel/motel taxes. As tourism rises in the city and overnight stays increase, the Bureau will re-invest that revenue into the Tourism Bureau.

*Responsibilities:* The Tourism Bureau should:

- Determine the target markets for a cultural tourism strategy
- Work with DAA to identify the aspects of the city's cultural landscape to market to cultural tourists.
- Address infrastructure issues that may arise with increased travelers to the city— overnight space, traffic from regional visitors,
- Complete a comparable market analysis to identify other cities in the region that may be a similar magnet for cultural tourists.
- Determine opportunities to partner with these types of cities.

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## Initiative 5: Further Advancing Decatur's Cultural Vitality

In addition to the initiatives laid out in this plan, a number of prospective projects were proposed in interviews and surveys. Analysis has concluded that these projects would further the City's overall vision, but require supplementary planning to identify parameters, objectives, funding sources, and implementation strategies. *Appropriate stakeholders, governance structure, funding, and detailed responsibilities for each of these efforts should be determined by the City and the Cultural Arts Partnership.*

*Purpose:* A variety of efforts would develop and implement a number of recommendations stemming from the planning process. They include:

- **Continued Public Involvement.** The enthusiasm expressed by public participants in the Cultural Arts Master Plan process is an asset that asks to be harnessed for the cultural sector's long-term benefit. A People's Choice Award, an online venue to post reviews, suggestions and comments, and an opportunity to support the city's cultural efforts are potential avenues to engage the city's public after the master planning process has concluded.
- **Policies to Attract & Sustain Emerging Artists.** Emerging artists and cultural groups performing and exhibiting in small venues around the city are a niche that the City is proud of and is being recognized for. Policies for affordable housing, accommodating space needs, education workshops for supporting a small business, and opportunities with stakeholder groups are possible mechanisms for attracting and sustaining emerging artists in Decatur.
- **Diversity of Audiences.** Consultation with a host of citizens revealed that certain demographics are not participating in the city's cultural community to their full capacity. These include Agnes Scott students, teenagers, seniors, young families, and young professionals. Strategies need to be specific to target each of these potential audience groups, likely requiring the participation of different stakeholders for each group.
- **Impact of the Arts.** Among individuals attending public workshops and participating in online discussions as well as some stakeholders in favor of focusing municipal efforts on other issues, demonstrating the social and economic impact of the arts and culture can transform public opinion in support of investment in the arts. Furthermore, an economic and social impact study can buttress the cause for funding from state and national government sources and foundations. In most cases, a study is overseen by an outside economist or political scientist capable of assessing the revenue and social benefits directly resulting from cultural events in Decatur.

- **Re-Examination of the Cultural Arts Master Plan.**

A re-examination at the conclusion of ten years would serve two purposes: (1) Modification or revision of the initiatives being proposed in this plan according to changing trends, conditions, and needs; and (2) Re-engaging with the Specialized Needs expressed in this process that require greater analysis before launching a formal initiative at this time. These include: the construction of a new cultural facility; determining a long-term strategy for cultural tourism; assessing the economic impact of the arts and culture; supporting emerging artists through arts incubators or a live/work spaces; and other proposals raised throughout this process.

The initiatives proposed in this Master Plan respond to the needs that were underscored by the public, cultural sector stakeholders, and leaders throughout the city. The next two sections detail each initiative and the critical paths to achieve them.



## 4. Initiatives: Strategy & Implementation

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### Section 4.1 Strategy Matrices

The following matrices address key elements critical to the understanding and implementation of each initiative recommended in this Plan. Following a brief description, each matrix details the following elements for every initiative:

- **Objectives** that are to be accomplished by each Initiative;
- **Stakeholders** essential for the Initiative's implementation;
- **Funding Requirements** that will serve as a foundation for each Initiative's operating budget;
- **Funding Estimate** to assess the range of resources needed to launch and annually operate each Initiative;
- **Measures of Success** to assess the impact of each Initiative in relation to the needs each is intended to address; and,
- **Timeline** that outlines the launch date for each Initiative and its estimated length of time for completion.

<b>Initiative 1: Creation of Cultural Arts Partnership</b>	
<b>Description</b>	Formalize a collaboration among key citywide stakeholders who will meet regularly to discuss opportunities and issues of sustainability for the cultural sector. The Partnership will serve an advisor role to the Decatur Arts Alliance. The Partnership will meet regularly, serving as a forum for collaborations and citywide opportunities for the cultural sector. The Partnership will be made up of representation from the City of Decatur, the Decatur Business Association, the Decatur Arts Alliance, the School District, and Agnes Scott College, among others.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>(1) Encourage citywide cultural opportunities.</li> <li>(2) Advance sustainability of Decatur's cultural sector.</li> <li>(3) Cultivate and maintain regional collaborations, ensuring that DAA's efforts are optimized citywide.</li> <li>(4) Advocate for the arts and cultural sector locally, regionally, and nationally.</li> <li>(5) Further the success of the Decatur Arts Alliance.</li> <li>(6) Reinforce a broad vision for the Decatur Arts Alliance.</li> <li>(7) Commission and execute Cultural Arts Master Plan in 2020.</li> </ul>
<b>Stakeholders</b>	City of Decatur, Cultural Arts Partnership, Decatur Arts Alliance, School District, Decatur Business Association, Agnes Scott College, citizens-at-large
<b>Funding Requirements</b>	(minimal) Meeting space, coordination of schedule, planning, implementation of agenda; administrative supplies (printing, etc.), food/beverages.
<b>Funding Estimate</b>	Assuming in-kind staffing/admin. funding from City or other entity. (<\$500/year).
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>(1) Relevance, sustainability of DAA.</li> <li>(2) Broad scope/reach of existing cultural events/efforts</li> <li>(3) New events through sustained/meaningful partnerships</li> <li>(4) Strong and multi-faceted advocacy for culture.</li> <li>(5) Execution and completion of Cultural Arts Master Plan in 2020.</li> </ul>
<b>Critical Steps for Implementation</b>	<ul style="list-style-type: none"> <li>(1) Confirm mission, membership of Partnership.</li> <li>(2) Establish governance (roles, term length, responsibilities), relationship with DAA, and objectives for Partnership.</li> <li>(3) Determine specific goals annually.</li> <li>(4) Confirm meeting schedule.</li> </ul>
<b>Timeline</b>	Launch immediately. Time length for initiative: Indefinite.

Initiative 2: Decatur Arts Alliance: Expanding the Mandate	
<b>Description</b>	Expand the role and responsibilities of the Decatur Arts Alliance (DAA) to represent the needs of the Decatur cultural sector. The DAA will have a physical and virtual presence recognized widely by Decatur residents and visitors. DAA staff will be dedicated to serve the needs of the cultural sector as well as broadening the vision of the sector's role to meet citywide needs. Cultural sector members will benefit from services offered to individual artists and cultural groups. Citizen and corporate members will benefit from supporting the Decatur cultural sector.
<b>Objectives</b>	<ol style="list-style-type: none"> <li>(1) Provide leadership in the cultural sector.</li> <li>(2) Cultivate sustainable partnerships a) within the cultural sector and b) across sectors citywide and regionally including business, municipal, Agnes Scott, and the school system.</li> <li>(3) Set arts policy with an established decision-making process that aims to incorporate the views of cultural community.</li> <li>(4) Consolidate efforts to share services across cultural sector.</li> <li>(5) Advocate for arts and culture by illustrating economic, social impact of arts/culture as well as other measures/indicators.</li> <li>(6) Nurture emerging artists and cultural groups through meeting the needs for: education/advancement, performance/practice space, networking, funding.</li> <li>(7) Generate funds for cultural sector through individual fundraising, fundraising benefits/events, corporate sponsorships, foundation/gov't grants, entrepreneurial activities, membership dues.</li> <li>(8) Operate and manage cultural space brokerage.</li> <li>(9) Manage and operate central online events calendar and one-stop online ticketing service. Online presence should breed social network, lively discussions, forum for opportunities in the cultural community.</li> <li>(10) Launch marketing campaign to communicate the vision of the Decatur cultural sector, including the creation of a brand.</li> <li>(11) Establish a physical presence that will serve as a hub for cultural sector advocacy, communication, interactions with the public, and administrative offices.</li> </ol>
<b>Stakeholders</b>	Cultural sector groups, individual artists, potential funders (individuals, corporations, foundations, local/regional/national government), Cultural Arts Partnership (City of Decatur, School District, Decatur Business Association, Agnes Scott College), Decatur residents, regional cultural community.
<b>Funding Requirements</b>	<p>(a) Possible capital costs for physical presence, including space, hardware/software, furniture, supplies, signage.</p> <p>(b) Marketing materials, including branding creation, literature, other marketing pieces. (c) Staff (Director, Programming &amp; Outreach Manager, Events Producer, Grantwriter, Development Manager, Marketing/PR Coordinator (incl. web design &amp; management), Space Brokerage Manager. Based on entrepreneurial activities such as shared services system, etc., additional staff may be necessary. (d) Operational costs, including: maintenance/utilities, general and administrative costs, marketing efforts, 1-2 annual fundraising events, active website.</p>

## Initiative 2: Continued

<p><b>Funding Estimate</b> Capital costs: TBD (assuming in-kind support). Operating budget: \$375,000-\$425,000. Estimating operational funding commitment from City.</p>
<p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>(1) 80%-100% membership from artists and groups in cultural sector.</li> <li>(2) Activity, hits on website.</li> <li>(3) Meeting annual fundraising goals.</li> <li>(4) Initiating entrepreneurial activities.</li> <li>(5) Launch of marketing campaign.</li> </ul>
<p><b>Critical Steps for Implementation</b></p> <ul style="list-style-type: none"> <li>(1) Launch a strategic plan for the DAA, examining annual goals, fundraising capacity, staffing needs, marketing priorities, role of regional cultural community, format/involvement of membership levels.</li> <li>(2) Secure start-up budget.</li> <li>(3) Hire Director.</li> <li>(4) Launch website.</li> <li>(5) Secure physical space. Move in.</li> <li>(6) Hire remaining staff.</li> <li>(7) Launch membership campaign, marketing campaign, fundraising campaign.</li> </ul>
<p><b>Timeline</b> Commence strategic planning immediately. Time length for initiative: Indefinite.</p>

<b>Initiative 3: Cultural Space Brokerage</b>	
<b>Description</b>	Centralized marketplace offering available spaces in Decatur for use by artists and cultural organizations. Spaces can include empty storefronts, existing cultural facilities, churches, school facilities, spaces at Agnes Scott College, multi-purpose spaces (i.e., restaurants, retail). Brokerage would (a) maintain current calendar of space availability; (b) negotiate to secure variety of spaces for temporary/short-term/long-term use; (c) schedule space usage; (d) establish guidelines including fee structure, length of time, terms of agreement, maintenance of space; (e) market brokerage to cultural sector. The Decatur Arts Alliance would manager and operate the space brokerage (See Initiative 3). The service would be available to members of DAA with appropriate fees for space usage. It is possible that the DAA could partially fund this brokerage with a 1% of fees cost.
<b>Objectives</b>	<ol style="list-style-type: none"> <li>(1) Align present space needs with current availability through centralized system.</li> <li>(2) Nurture emerging artists and cultural groups and help to attract emerging cultural efforts to Decatur.</li> <li>(3) Expand reach/breadth of cultural sector by (a) bringing cultural groups to spaces downtown; (b) lengthening cultural performance/exhibition season; (c) increasing number of cultural events.</li> <li>(4) Strengthen downtown core.</li> <li>(5) Serve cultural organizations with space needs.</li> <li>(6) Optimize use of available spaces in Decatur.</li> </ol>
<b>Stakeholders</b>	Decatur Arts Alliance, Cultural Arts Partnership, members of the cultural sector, local real estate developers, local small businesses, churches, other multi-purpose venues.
<b>Funding Requirements</b>	(a) DAA staff members (1 manager, 1 asst.); (b) active online calendar; (c) marketing efforts
<b>Funding Estimate</b>	(included in overall DAA operating budget. See Initiative 3). Estimated cost: \$100,000-\$120,000.
<b>Measures of Success</b>	<ol style="list-style-type: none"> <li>(1) Identification and communication with all artists/cultural groups needing space.</li> <li>(2) Identification of available spaces.</li> <li>(3) Maintenance of current calendar.</li> <li>(4) Identified available spaces being used.</li> <li>(5) Space needs of identified artists and cultural orgs. being met.</li> <li>(6) Increase in number of available spaces.</li> </ol>
<b>Critical Steps for Implementation</b>	<ol style="list-style-type: none"> <li>(1) Assess specific space needs of cultural sector, including particular uses (practice/rehearsal, performing, exhibition, storage, etc.)</li> <li>(2) Hire Space Brokerage Manager.</li> <li>(3) Establish master list of space availability: parameters, available uses, calendar year availability, etc.</li> <li>(4) Establish guidelines, terms of agreement, fee structure for usage.</li> <li>(5) Launch website.</li> <li>(6) Market service to cultural sector.</li> </ol>
<b>Timeline</b>	Launch following expansion of DAA. Initiative time length: Indefinite.

<b>Initiative 4: Develop a Cultural Tourism Strategy</b>	
<b>Description</b>	A Cultural Tourism Strategy would unify Decatur arts and cultural communities around common marketing goals. These visitors would primarily be daytrips because currently the infrastructure does not exist to accommodate long overnight visits. If correctly managed, it would a) increase downtown vitality b) create an audience for current cultural offerings.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>(1) Complete a Cultural Tourism Plan to determine the target markets for a cultural tourism strategy and address appropriate ways to market and attract city's cultural assets. The plan would include market analysis, regional scan, marketing strategy (including use of public art, festivals, cultural collaborations)</li> <li>(2) Work with DAA to identify the aspects of the city's cultural landscape to market to cultural tourists.</li> <li>(3) Address infrastructure issues that may arise with increased travelers to the city— overnight space, traffic studies, etc.) Complete a comparable market analysis to identify other cities in the region that may be a similar attractor for cultural tourist. Determine opportunities to partner with these types of cities.</li> </ul>
<b>Stakeholders</b>	Decatur Tourism Bureau, Decatur Arts Alliance, Decatur Business Alliance, Downtown Development Authority, Holiday Inn Hotel, Decatur Inn, Cultural Arts Partnership, members of the cultural sector, local small businesses, other multi-purpose venues.
<b>Funding Requirements</b>	(a) Tourism Bureau oversight (Director and asst.); (b) allocate funds for cultural tourism plan (c) active website with downloadable tours (c) marketing efforts. <i>Funded through hotel/ motel tax.</i>
<b>Funding Estimate</b>	Cultural Tourism plan (\$50,000- \$60,000), Website production, maintenance, marketing, etc (\$70,000 per year) until overnight stays increase. Would derive from Hotel/Motel Tax.
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>(1) Increased rider disembarkation at Decatur MARTA station</li> <li>(2) More active and alive downtown because of influx of outside tourist resulting in increased cultural audiences</li> <li>(3) Increased revenue to cultural groups and creative businesses in downtown area</li> <li>(4) Increased revenue from overnight stays (hotel/motel tax)</li> </ul>
<b>Critical Steps for Implementation</b>	<ul style="list-style-type: none"> <li>(1) Creation of a detailed Cultural Tourism Plan</li> <li>(2) Launch active Tourism Bureau website</li> <li>(3) Increase publicity advertising Decatur as a place to visit</li> </ul>
<b>Timeline</b>	Launch following expansion of DAA. Initiative time length: Indefinite.



<b>Initiative 5: Further Advancing Decatur's Cultural Vitality</b>	
<b>Description</b>	Critically examine strengths, particular niche of Decatur's cultural sector. Establish strategy and policies to align specific efforts with broad vision for a dynamic cultural community.
<b>Objectives</b>	<ul style="list-style-type: none"> <li>(1) Establish cultural tourism strategy.</li> <li>(2) Cultivate, attract, nurture emerging artists and cultural groups.</li> <li>(3) Examine role of Decatur's cultural sector in the region.</li> <li>(4) Demonstrate economic and social impact of arts and cultural efforts.</li> <li>(5) Reach out to potential audiences: Agnes Scott students, regional tourists, young families, young professionals, seniors, teenagers.</li> </ul>
<b>Stakeholders</b>	Cultural Arts Partnership, Decatur Arts Alliance, City of Decatur.
<b>Funding</b>	(a) Annual Report assessing needs/celebrate achievements of cultural sector; (b) cultural tourism plan; (c )
<b>Requirements</b>	public art plan; (d) marketing efforts to potential audiences; (e) economic/neighborhood impact study.
<b>Funding</b>	(costs dependent on extent of efforts, conducted in-house by DAA or the City of Decatur or contracted out).
<b>Estimate</b>	Assuming in-house (not budgeting staff time): \$2,500-\$5,000. Assuming contracts for plans: \$100,000-\$120,000.
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>(1) Alignment among City efforts, DAA, individual cultural groups.</li> <li>(2) Increased funding, impact of arts/culture.</li> <li>(3) Increased number and diversity of attendance.</li> </ul>
<b>Critical Steps for Implementation</b>	<ul style="list-style-type: none"> <li>(1) Assess roles of City, DAA, other stakeholders in achieving objectives.</li> <li>(2) Launch cultural tourism strategy.</li> <li>(3) Launch public art strategy.</li> <li>(4) Launch cultural marketing campaign ( see Initiative 3: Expanded Mandate for Decatur Arts Alliance).</li> </ul>
<b>Timeline</b>	Immediately for those objectives to be launched by City. For those managed by DAA, to be launched after DAA is fully staffed.

## Section 4.2 Timeline of Critical Steps

The following timeline outlines the critical steps for each initiative being recommended along a 10-year time horizon.

Critical Steps for Implementation		Immediately - 18 Months	18 months - 3 Years	3 Years - 5 Years	5 Years - 10 Years
<b>Initiative 1: Creation of Cultural Arts Partnership</b>					
(1)	Confirm mission, membership of Partnership.				
(2)	Establish governance (roles, term length, responsibilities), relationship with DAA, and objectives for Partnership.				
(3)	Determine specific goals annually.				
(4)	Confirm meeting schedule.				
<b>Initiative 2: Expanding Mandate of Decatur Arts Alliance</b>					
(1)	Launch a strategic plan for the DAA, examining annual goals, fundraising capacity, staffing needs, marketing priorities, role of regional cultural community, format/involvement of membership levels.				
(2)	Secure initial additional budget (above existing DAA budget.)				
(3)	Expand Director role from Part-Time to Full-Time.				
(4)	Launch website.				
(5)	Secure physical space. Move in.				
(6)	Hire remaining staff.				
(7)	Launch membership campaign, marketing campaign, fundraising campaign.				
<b>Initiative 3: Cultural Space Brokerage</b>					
(1)	Assess specific space needs of cultural sector, including particular uses (practice/rehearsal, performing, exhibition, storage, etc.)				
(2)	Hire Space Brokerage Manager, to be managed by DAA.				
(3)	Establish master list of space availability: parameters, available uses, calendar year availability, etc.				
(4)	Establish guidelines, terms of agreement, fee structure for usage.				
(5)	Launch website.				
(6)	Market service to cultural sector.				

(continued on next page)

Critical Steps for Implementation		Immediately - 18 Months	18 months - 3 Years	3 Years - 5 Years	5 Years - 10 Years
<b>Initiative 4: Development of a Cultural Tourism Strategy</b>					
(1)	Complete a Cultural Tourism Plan including market analysis, regional scan, marketing strategy (including use of public art, festivals, cultural collaborations).				
(2)	Work with DAA to identify the aspects of the city's cultural landscape to market to cultural tourists.				
(3)	Identify and partner with other cities in the region that may be a similar attractor for cultural tourist.				
(4)	Address infrastructure issues that may arise with increased travelers to the city— overnight space, traffic studies, etc.) .				
(5)	Launch cultural tourism initiative.				
<b>Initiative 5: Further Advancing Decatur's Cultural Vitality</b>					
(1)	Assess roles of City, DAA, other stakeholders in achieving objectives.				
(2)	Develop forum for continual engagement with citizens on cultural matters.				
(3)	Determine method of and means to conduct economic/social impact study of the arts.				
(4)	Launch cultural marketing campaign (see Initiative 3: Expanded Mandate for Decatur Arts Alliance).				

## 5. Facility Improvement Recommendations & Public Art Concept

### 5.1 Facility Improvement Recommendations

Decisions for capital investment in cultural space should consider four key issues:

1. **Audiences:** Is there capacity (ability to support) and propensity (likelihood to attend) in the market for additional arts activity?
2. **Facilities:** What is the current stock of cultural facilities? Are there gaps in size, quality and characteristics?
3. **Uses & users:** Do artists and arts organizations need space and for what?
4. **Benefits & Impacts:** Are capital improvements or investments in line with city goals?

At the outset of this discussion, it is recognized that not all facility improvement recommendations are ready for implementation at this time.

Some recommendations that follow are incorporated as initiatives for immediate implementation; others should be further considered as resources are accessible, demand threshold is reached, and facility space becomes available.

These questions were examined throughout the community input process and within other elements of the planning process, including the cultural facility inventory, interviews and a web-based survey which queried both local and regional artists and arts groups on facility needs.

These efforts suggest:

- A large majority of cultural activity within Decatur occurs in unconventional or low-quality spaces that do not provide appropriate levels of access that adequately support the creative process of local artists and arts organizations.
- Decatur lacks a true 'arts center' – an accessible '24/7' gathering place where local residents can participate in both informal and formal cultural programming at all times of day.
- Decatur lacks high-tech, high-quality, flexible, community-oriented performance and program space that serves local groups and residents on a consistent basis.
- Decatur lacks theatre activity. Demand for theatre space and potential to attract theatre companies do not match with existing facility availability.
- There are opportunities to develop and provide additional programming that focuses on offering unique and participatory opportunities to families and adults.
- There is significant demand for flexible, multi-purpose performance space and rehearsal space. There is also some demand for classroom/teaching space and shared administrative, production and storage facilities.

While it is strongly encouraged that the partners focus on developing infrastructure to support artists and arts organizations, they should also be mindful of facility needs and opportunities, understanding that needs may change as the cultural community develops. In the short term, facility priorities should be centered around the following:

- **A true community arts center**, that includes spaces and programs to support the artistic process and presentation by local and regional artists and arts organizations. The facility should also accommodate opportunities for participatory and lifelong learning for local residents of all ages. Spaces should include multiple rehearsal and program spaces that are flexible enough to also effectively accommodate live performance via retractable or temporary seating (that is also of quality) for audiences of up to 100. This facility may be accomplished by renovating and/or expanding the cultural spaces within Beacon Hill Arts Center or developing a new center via adaptive re-use, partnership with private developer or otherwise. This space should also include significant public areas.
- **A flexible, high-quality 300-seat performance facility** with basic rigging and lighting equipment, large, sprung stage floor and appropriate public and backstage spaces. The facility may also include rehearsal/program space to complement activity and facilities at the previously described community arts center. This may be accomplished through a partnership with a developer (that could be required to include cultural space within a mixed-use project) or Agnes Scott College as it improves and potentially develops cultural facilities over the next 10-15 years. It will be important for this space to be extremely accessible to community groups.
- **The establishment of shared administrative, production and/or storage space.** The goal is to serve multiple artists and organizations under one roof, with facilities, infrastructure and resources that provide a level of efficiency and encourage growth and development. Partnerships with owners of existing but vacant office, retail or warehouse space might support this effort, which could be coordinated by the Decatur Arts Alliance (See Initiatives 2 and 3).
- **The improvement or establishment of a guaranteed level of access for groups outside of the school system or Agnes Scott College.** Facilities exist in Decatur, but are often not available or accessible to these groups. We recommend that the partners collaborate and agree to set goals or policies that encourage and accommodate a particular level of access by community artists and arts groups (See Initiative 3: Cultural Space Brokerage).
- **The establishment of resources that support the use of unconventional or public space.** A number of artists and arts groups use the community band stand, adjacent plaza or other space for performances and events. We suggest that either equipment be purchased or relationships with vendors established to provide a package of equipment (lighting, sound, temporary staging, risers, etc.) that reduces the cost and level of effort required to outfit unconventional spaces for live performance (See Initiative 2: Decatur Arts Alliance, shared services efforts).

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## 5.2 Public Art Concept

The City's public art collection is a feature of its urban landscape that serves a variety of purposes: civic pride, wayfinding, placemaking, artistic enrichment/education, entertainment, focal points for community gathering, community identity, and commemoration.

The City's public art is located inside civic buildings and as sculptures around the downtown center. Additionally, Agnes Scott's campus includes a host of art installations. Analysis found that a cohesive theme among artworks and an increase in street-level art installations would be appropriate. Location selection, public selection process, funding, and maintaining the collection are all elements of a public art plan that would further the city's cultural vitality.

Public art is a part of several initiatives being recommended. To focus more closely on Decatur's public art concept, the following outline of needs, strategies, and steps for implementation is included in this section.

*Needs:* Given the City's collection size and geographic reach, an increase in installations and a wider radius in which public is displayed are called for.

**Increase outdoor collection size:** Currently, nine public art installations are prominently displayed by the City. Considering their importance to enliven the city's streetscape and identify the city to tourists as arts-friendly, further commissioning and installation are strongly recommended.

Distance between installations should be determined based on a pedestrian's walking route throughout the public areas of the city. A pedestrian should be able to glimpse one art installation while standing in front of another. A general spatial dimension of 200 feet (depending on incline and topography) can be used to determine the number of installations the downtown and surrounding public areas of the city should display.

**Widen radius of public art display:** Presently, the majority of the public art installations that are displayed outdoors are located in the downtown core (Old Courthouse vicinity), with others in distinct points in the city. Because cultural events, such as festivals and venues, are located beyond the central downtown core, the presence of public art should be extended over a wider radius. The following areas are recommended sites for public art installations: areas surrounding the intersections of: West Ponce De Leon Place and Fairview Avenue; Oakview Road and West Hill Street; Swanton Way and West Trinity Place; and Sycamore Street and North Candler Street.

*Strategies:* any additional installations should consider the following:

**Reinforce public art's placemaking purpose.** Public art can serve as wayfinding tools for visiting tourists or it can re-interpret a site through historical or artistic definitions. Further, public art can serve dual purposes of creative expression and street furniture. In the commissioning and selection process, placemaking qualities of art installations should be strongly emphasized.



**Involve the public in selection process.** Conducting a public process for selection for any further works would maximize the public exposure, education, and appreciation for installations. Collaborating with schools and neighbourhoods is also a way of reinforcing public art's effect on civic pride.

**Commission from Decatur's artists.** Decatur possesses a cultural sector unique in its venues, efforts, and artists. It is recommended that resident artists be strongly considered for future public art commissions.

**Installation series:** Currently, a number of installations were created by a single artist, George Lundreen. Having an artistic style link a number of installations is one instance of an overriding theme that can be experienced by a pedestrian. Further, weaving Decatur's history as a subject matter over a number of art installations can be an effective way of transforming the City's public art into a walking tour and educational experience.