

City of Roswell Cultural Master Plan Assessment Report

June 2014

A report of the results of community engagement and accompanying research to support the development of Imagine Roswell Arts & Culture 2030, a cultural arts master plan.



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Introduction and Overview

This report presents the findings of community engagement and accompanying research conducted as part of Imagine Roswell Arts & Culture 2030. Imagine Roswell Arts & Culture 2030 is to be the City's first community cultural plan since 2000 and will provide a roadmap for the next 15 years of cultural development throughout the city. The goals of the Imagine Roswell Arts & Culture 2030 are to:

- Build upon and leverage the strengths, assets, advantages and accomplishments already established in this culturally diverse region;
- Fully integrate arts and culture planning into the current and future economic and community development of Roswell;
- Engage stakeholders from diverse sectors of the community in the planning process; and
- Build a short- and long-range culture and arts strategy for the City.

The planning team is composed of Historic & Cultural Affairs Division staff, a Steering Committee and consultants. Together, they have guided a comprehensive community cultural assessment. Several overarching questions were posed to the public and to arts stakeholders. What does Roswell collectively value about its culture, or way of life? What makes it special or unique? How could it be improved? What are the community's shared vision and aspirations for Roswell? What is the role of the City in cultural development? What are obstacles and how can they be overcome?

In addition to community engagement, the consultants conducted a review of the programs managed by the Historic & Cultural Affairs Division. They also benchmarked Roswell's cultural programming to a cohort of cities that Roswell might aspire to emulate in some way.

This report also represents a mid-point in the planning process. As a report of assessment findings, it answers many of the planning questions but does not yet provide the roadmap for the future. Staff and the Steering Committee will discuss and vet these findings to set the stage for a plan by clarifying "where we are" and "where we want to go." It does not yet answer, "How do we get there?" The consultants will then prepare a draft cultural plan that provides recommended goals and strategies, along with an implementation plan. The draft plan will be prepared over the summer. In the fall, the draft plan will be vetted by the community, Steering Committee, Arts Commission, staff, stakeholders and city council. Their feedback will be incorporated into a revised final draft and presented to the city council for adoption. It is anticipated that the plan will be ready for adoption before the end of 2014.

Community Engagement Report

Summary

Community engagement for Imagine Roswell Arts & Culture 2030 included several components that, taken together form a comprehensive portrait of Roswell’s public opinion. This approach provides wide representation of the community and multiple vantages on key issues, allowing for accuracy through “triangulation.”

- Interviews and small group discussion meetings with more than 100 community leaders and stakeholders. Stakeholders represented a range of community interests:

Artists	Civic groups	Regional and nearby arts leaders
Arts organizations	Developers	Religious leaders
Business owners and managers	Economic development	Roswell Arts Commission
City council	Education	Tourism
City staff	Historic preservation	
	Media	

- Community survey in online and paper forms, in English and Spanish. More than 1,400 respondents provided a rich data set for understanding public opinion.
- “Community Conversations” were conducted by volunteer facilitators, including many members of the Steering Committee, who were trained by the consultants. Thirty-nine of these discussion groups were held in venues throughout the community, where “we went to them” in places familiar and convenient to the more than 200 participants. These included schools, churches, businesses, homes and coffee shops. One purpose of Community Conversations is to target input from specific population groups; for example, two meetings were held with Hispanic parents, conducted in Spanish.
- One open community meeting was held in East Roswell Recreation Center, drawing about a dozen people.
- Taken together, the community engagement is solidly representative of community opinion. The survey and community conversations strongly represent opinions of the majority population—largely White and middle or upper-middle class. The survey also reached younger people to a greater extent than most surveys. The voices of Hispanics families, senior citizens, Millennials and Generation Y, and African American residents were heard primarily through the community conversations and interviews with leaders in diverse communities.

To answer the overarching assessment questions, the interview, surveys and discussions probed:

- What types of arts and cultural activities do Roswell’s residents personally do? Other than the arts, what are their primary leisure activities in Roswell?
- What do they attend and where (in Roswell or in the region)?
- What is their opinion of quality? How satisfied are they with the quality of arts and cultural offerings in Roswell, both for adults and for children?
- What is their vision for Roswell’s cultural development? How should the community’s culture be different in the future? What do they want more of?

Key Findings

Engagement Summary



Community Engagement

- Consultant interviews/discussion groups (on site)
 - 100+ people
- Community web-based survey
 - Over 1,400 community respondents
- Community Conversations
 - 38+ group conversations held by community members
 - Over 200 participants
 - Two done in Spanish

What residents do...

- *Community activities in Roswell* ... enjoy the experience of Canton Street and downtown area (67%), visit parks (64%), hike and bike local trails (50%), participate in sports activities (55%)
- *Arts and cultural participation*... read books (70%), take photographs (43%), do crafts – ceramics, quilting, woodworking, etc. (22%)
- *Arts and cultural activities in Roswell* ... arts and crafts festival (37%), historic sites and programs (35%), community arts events (35%), live theater and performing arts events (31%), live music in clubs and bars (30%)
- *Arts and cultural activities in Metro Atlanta* ... museums (37%), live music concert or performance (35%), live theater and performing arts events (31%), art galleries, exhibits, or fairs (30%)

What residents think about arts and culture in Roswell:

- *There is room for improvement for the overall quality of arts and cultural offerings* ... 47% think the quality is average for all residents and 40% think quality is average for youth.
- *There is interest in a major performing arts center* ... 55% think it is very important or moderately important.
- *The city should prioritize* ... supporting/funding arts and cultural facilities (44%) and arts organizations (32%), improving public communication about events and activities (36%), and supporting quality arts education (34%).

What residents want ...

More...

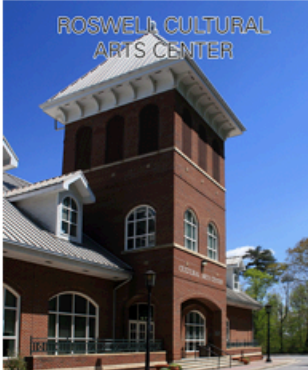
- Live music concerts and performances
- Live theater and performing arts events
- Arts and crafts festivals
- Art in public places
- Downtown events
- Cool places to hang out

Arts and cultural classes...

For youth ...music, theater/drama, graphic design, dance

For adults ...fine arts and craft, cultural tradition, dance

What they support ...



- **80% support a strong role for the City:** ...fully supporting (34%) or playing a major part (46%) in supporting arts and culture in the community
- **A majority supports an annual arts tax of up to \$25:** ...\$5 (86%) \$10 (79%) or \$25 (71%) annual tax to fund arts and cultural activities.
- **Higher quality:** ...providing more high quality arts and cultural activities and events

Main Themes

Respondents are...

- Moderately engaged in arts and cultural activities
- Highly engaged in the parks and recreation opportunities

Respondents want to see more "in their backyard"...

- More fun, creative events
- More well-known events and performances
- Larger venues / more outdoor activities
- Activities which are affordable for all
- More diverse events
- A subset of younger residents want more unique, authentic arts and cultural opportunities (maker spaces, independent businesses/shops/galleries, etc.)

Main themes

Roswell is special because of...

- It's history
- It's way of life – a small town feel
- It's sense of community
- The historic district and Canton Street
- Parks and recreation systems
- Family friendly opportunities

Challenges exist with...

- Representation of diverse residents in event programming
- Overall communication of what is happening across the city
- Parking/traffic downtown for events
- Pedestrian access to events
- The support of and connection with East Roswell

Community Survey Report

Survey Objectives

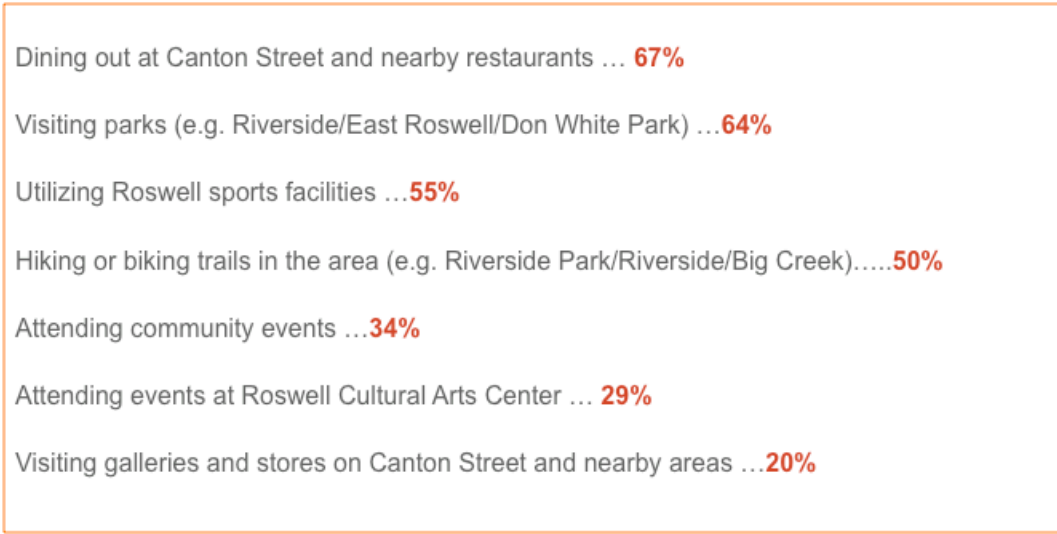
- Gauge community participation in arts and cultural activities
- Explore visions for the future
- Identify unique aspects of Roswell
- Identify preferences of arts and cultural needs
- Measure propensity towards government support and tax supporting arts and culture
- Explore perceptions of how involved Roswell leadership should be in the fostering of cultural activities

The details

- The survey and all data were housed on a proprietary website and the survey link was distributed through multiple organizations' email lists.
- The survey was available to Roswell residents and workers from April 1, 2014 through May 2, 2014. A total of 1,400 participants completed the survey.
- Results were analyzed with Statistical Package for Social Sciences (SPSS 20.0) and Dedoose Qualitative and are based on the responses received for each question. Significant differences are noted where applicable.
- If sample proportions varied from known proportions of age, gender, ethnicity and education levels and weighting was appropriate, data was weighted to bring sample data to an accurate projection of the Roswell, GA population as determined by the 2010 Census.

Community participation

Respondents **personally participate** in community activities, such as ...



What makes Roswell special?



Personal arts participation

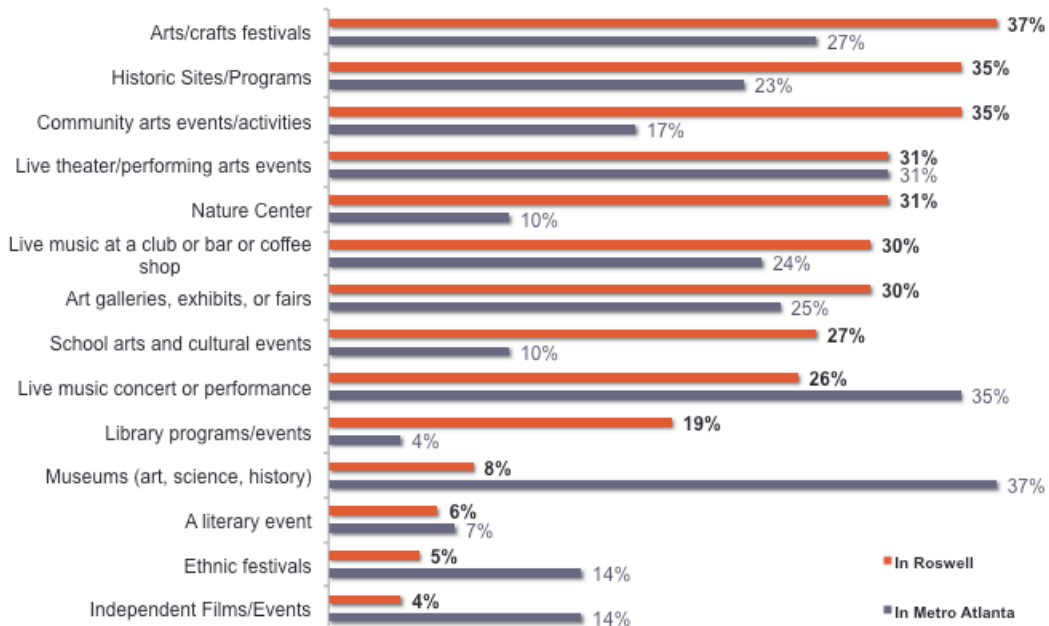
Arts and cultural activities residents do ...

- Read books (70%)*
- Take photographs (43%)*
- Crafts - ceramics, quilting, woodworking (22%)*
- Draw or paint pictures (16%)*
- Play a musical instrument (14%)*
- Make movies/design on computer (9%)
- Dance socially (9%)
- Take dance lessons (7%)
- Sing in choir/group (6%)
- Make videos (5%)
- Write stories or poems (5%)
- Perform in plays and/or musicals (3%)
- Write or perform songs or rap (3%)



Attendance

Thinking about the past 6 months, how often did you attend or visit any of the following?



Quality of Roswell offerings

Overall quality of arts and cultural offerings

Low quality (1-4)- 5%

Average Quality (5-7) - 47%

High Quality (8-10) – 48%

Overall quality of arts and cultural offerings for youth

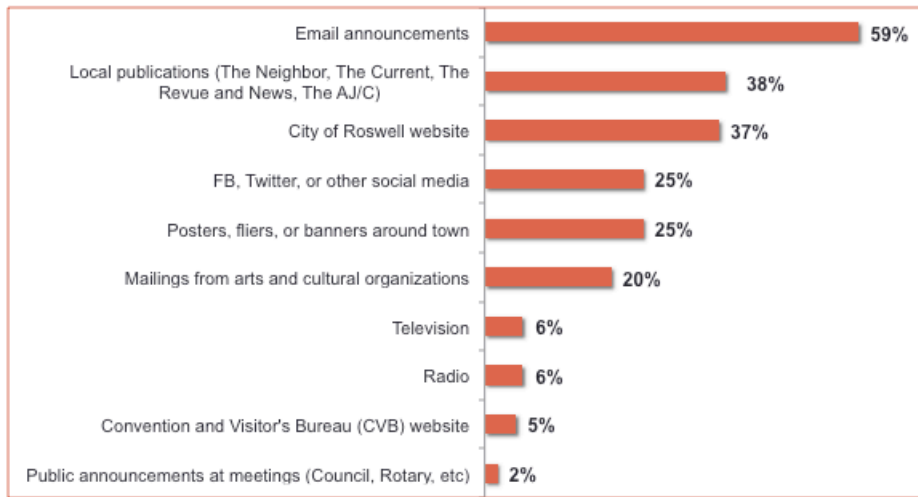
Low quality (1-4)- 3%

Average Quality (5-7) - 40%

High Quality (8-10) – 57%

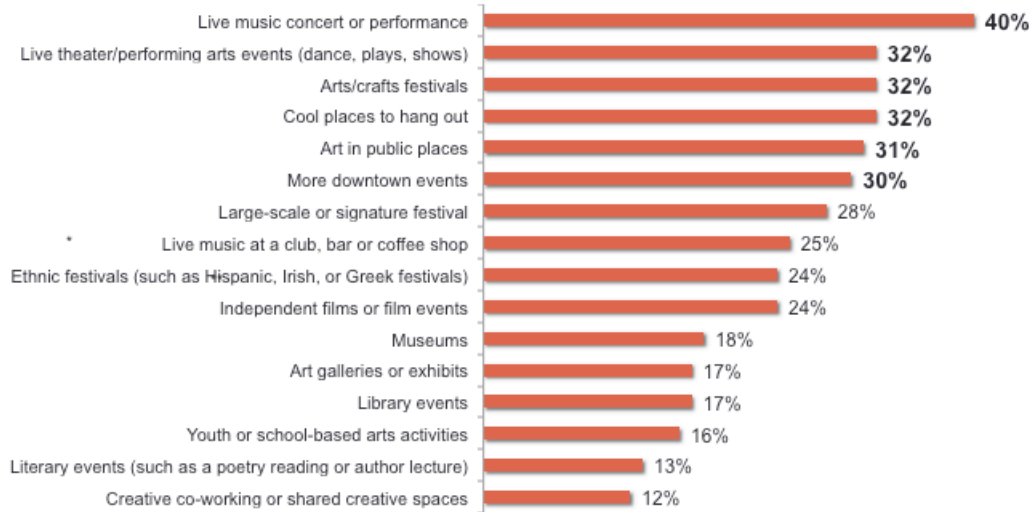
Communication preferences

How would you prefer to receive information about arts and cultural events and activities?



What Roswell residents want...

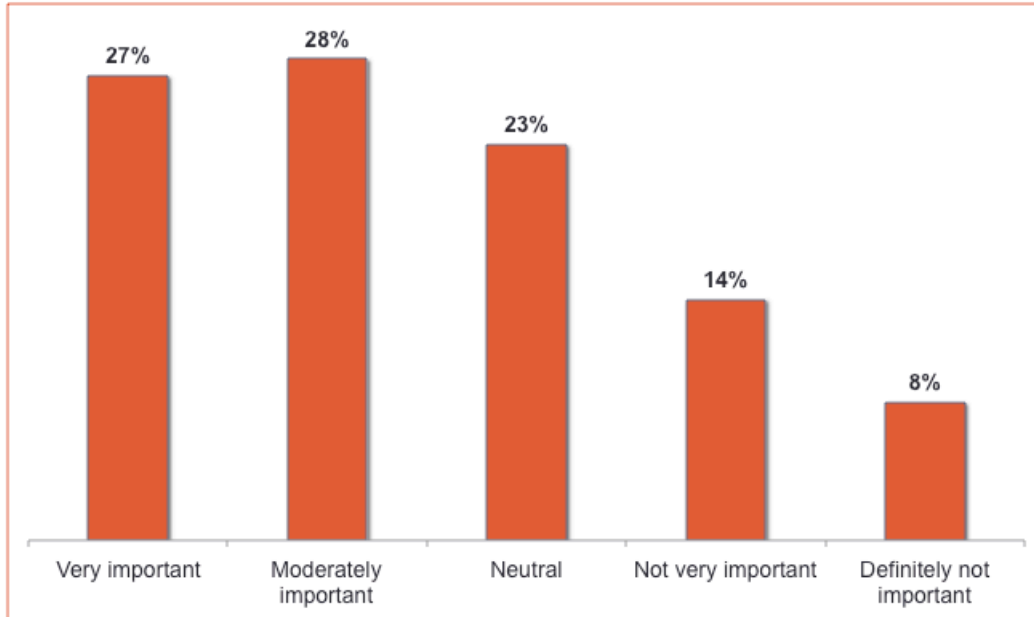
What do you want to see more of in Roswell?



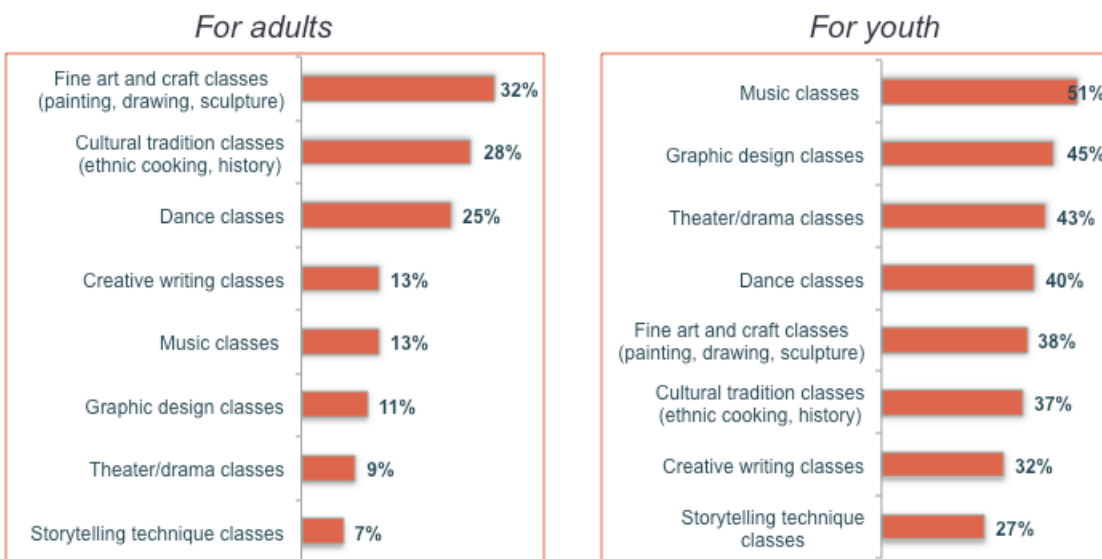
Roswell wants ...

- Improvements to historic district
- To leverage downtown area with more interesting festivals (like Austin, Asheville, etc.)
- More ethnic festivals – celebrating diversity
- More outdoor events – Music events most asked for
- More authentic, unique events – author readings; discussion series; speaker series; walking tours
- Independent theaters; coffee shops; businesses
- More public arts and cultural classes
- More art galleries
- Brew pubs
- Public art program; sculpture gardens; art throughout city
- Greenspace for exhibits and festivals
- Bigger / more well-known events at the cultural arts center
- Children's museums; art museums
- Pickleball!

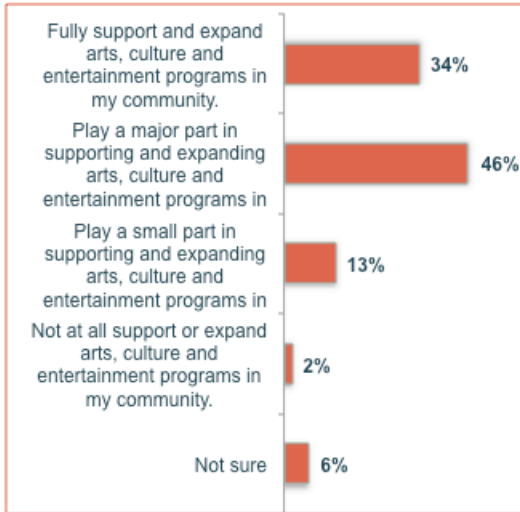
Importance of a major performing arts center



Arts and cultural class interest



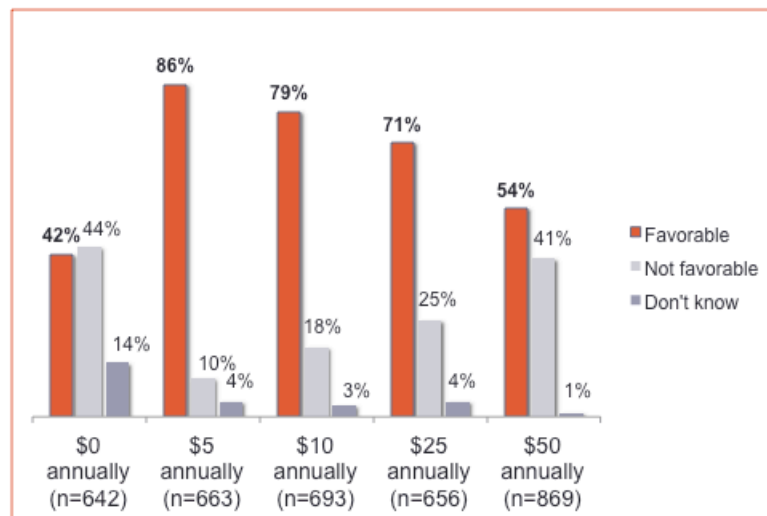
Roswell city role and priorities



The five top priorities ...

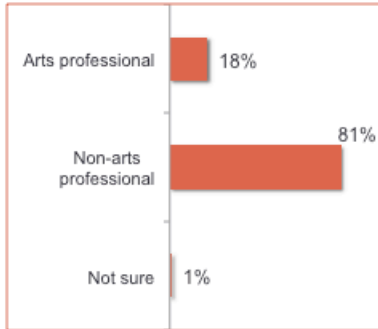
- Support/fund arts and cultural facilities ... **44%**
- Provide better information about available cultural activities ... **36%**
- Support quality arts education ... **34%**
- Provide more high-quality cultural and arts activities ... **34%**
- Support arts and cultural organizations (shared facilities, funding) ... **32%**

Favorability of annual tax

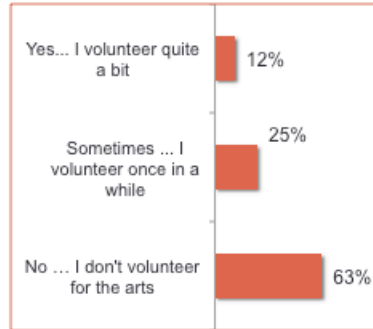


Engagement with the arts

Are you an arts professional?



Do you volunteer your time for an arts or cultural organization?



Full question: Are you an arts professional, that is, do - or did - you make any portion of your living in an arts-related activity, such as working as an artist of any type, teaching in the arts, working in the design or media field, working for an arts or cultural organization?

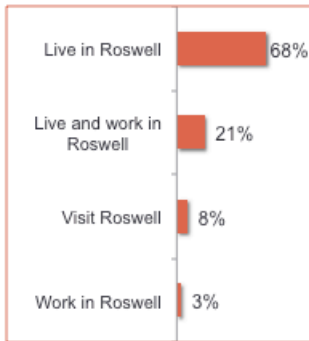
Engagement with the arts

Thinking about how engaged you are in arts and culture, how would you rate your engagement?

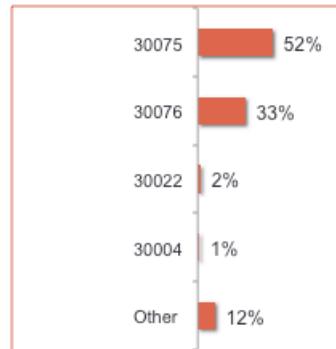


Demographic Profile

I ...

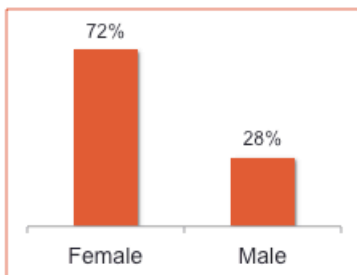


My zip code is...

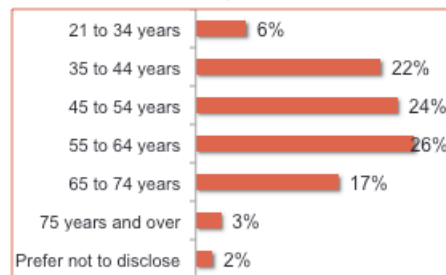


Demographic Profile

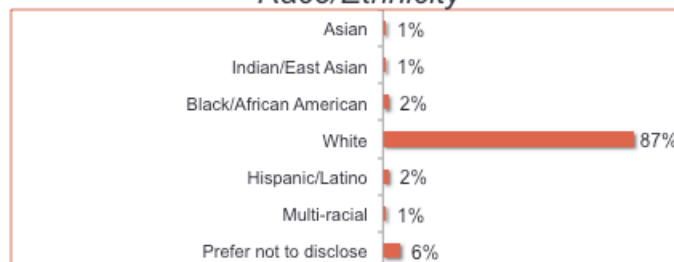
Gender



Age

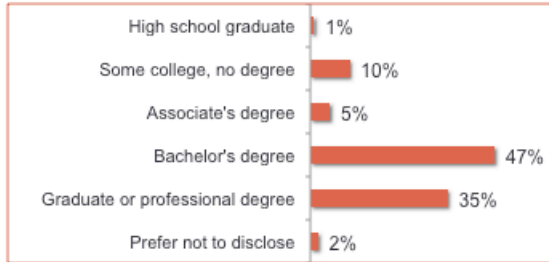


Race/Ethnicity

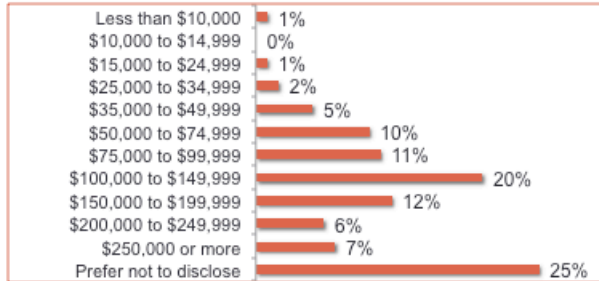


Demographic Profile

Education



Income



Community Conversations Report

COMMUNITY CONVERSATIONS

Overview

Over 200 residents, workers, leaders, small business owners, artists, teachers, students, and others participated in over 34 community conversations held throughout Roswell.

The discussions focused on...

- *What defines Roswell's culture or way of life?*
- *What is your vision for Roswell's cultural life?*
- *What will it take to realize the vision?*
- *What role the City should play?*
- *How do people find out about cultural events and activities in Roswell?*

What defines the culture or way of life

- The sense of place
- Canton Street
- Outdoor recreational opportunities
- Public spaces
- Outdoor entertainment and eateries
- Park systems
- Historic district and homes
- The connections people have within their neighborhood
- Family friendly opportunities
- Religious and School group activities

Spanish-language group discussions

- More arts education, music in schools, after school programs
- Movies in the park with Spanish subtitles
- Affordable options such as Riverside Sounds
- More affordable options for classes
- Hispanic festivals and a recognition of the Latino community
- City classes focused on computer skills and language skills
- Better communication of what is happening in the community

“These parents are not used to being asked for their opinions. One person out of the group was more familiar with the offerings that Roswell had but the others weren’t aware of everything going on. They would like to attend more things and have more things available to them, but because of the language barrier they seem to feel removed.” (Facilitator’s observation)

The vision of the cultural life of Roswell

- A focused, planned approach to arts and culture
- Arts education in schools
- Lifelong arts opportunities
- Inclusiveness of diverse populations
- Accessibility for all income levels
- More resources for cultural offerings in East Roswell
- Good urban design: more sidewalks, access, green space, public art, business incentives
- Better communications about what is happening around the city
- More live arts events
- More art galleries/fairs/festivals
- More music performances and concerts



To realize the vision we need ...

- Larger venues
- Activities that fit all levels of income
- Greater diversity in participants
- Better and more parking; traffic solutions; local mass transit
- Small markets
- To create better connections between the cultural community and our schools
- To engage big business - make Roswell 'friendly' to cultural enterprise
- To improve communication and information
- More investment in East Roswell
- To bring arts and cultural opportunities to more people in the community



The city role should be ...

- Communications about events and planning initiatives
- Improvement of planning and zoning to allow more flexibility for events
- Better access to downtown and events (parking, walkability, bikeability)
- Funding for arts and cultural activities and organizations
- Providing better, larger venues for the arts
- Providing public art as part of the city landscape
- Providing support and work space for artists

Just a few of the favorite places/events

- Georgia Ensemble Theatre
- Mothers Day Art Festivals
- Canton Street
- The Square
- Cultural Arts Center
- Nature – hiking, parks
- Southern Trilogy homes
- Ghost tours
- Civil war reenactments
- Historic Roswell
- Biking /Walking trails
- The River
- Schools/education
- Chattahoochee Nature Center
- Arts festivals
- Riverside Sounds
- Cobb Energy Center
- Outdoor Jazz festivals



City Program Review

The Historic & Cultural Affairs Division manages a number of programs and facilities to provide cultural services to the citizens of Roswell. These programs are generally for the benefit of Roswell's residents and workers but include, especially in the case of the historic homes, Roswell's visitors. The Division's mission statement and goals are:

Mission

The mission of Historic & Cultural Affairs Division is to enhance the overall quality of life in Roswell by strengthening the community's cultural environment through support of the arts, preservation of its unique historic resources, and facilitation of access for all.

Goals

1. Upgrade and enhance the overall management, programming, and marketing of City-owned cultural and arts facilities including Smith Plantation, Bulloch Hall, Barrington Hall, and the Roswell Cultural Arts Center.
2. Promote the preservation and enhancement of the City's Historic District through appropriate planning, programming, and marketing efforts as recommended in the Historic Preservation Element of the Comprehensive Development Plan.
3. Establish a quality municipal arts program through the implementation of the Roswell Community Cultural Plan with the input of the Roswell Arts Commission
4. Contribute to the development of Roswell as a widely recognized cultural and heritage tourism destination.
5. Generate greater resources and financial support for culture and the arts through improved recognition of their social and economic impact.

Description

Current Programs

1. Riverside Sound Series: This is a series of six free outdoor concerts that take place on the first Saturday of the month from May through October at Riverside Park, 575 Riverside Road. This is a family-oriented program meant to appeal to people of all ages. Approximately 15,000 to 18,000 attend these concerts. The City supports this program with a budget of \$42,000 that is devoted primarily to artists' fees and the production company. Staff also solicits about \$10,000 in sponsorships, plus additional in-kind services.

This program would be enhanced with some modest capital investments. Acquisition of needed technical equipment (lights and sound) would save \$3,600 per show. More extensive improvements would allow for the construction of certain backstage amenities such as a green room or staging area for performers. The quality of the productions would be improved with the construction of a tech area for lights and sound. The program is also in need of additional staff support for booking, which is currently being done on a volunteer basis by a member of the Arts Commission in coordination with the Historic and Cultural Affairs Manager.

2. Southern Trilogy Homes: Three historic homes are owned by the City and represent a major asset and tourist draw. They are operated with very limited budget and staffing. The City is currently evaluating a proposal to transfer management of the historic homes to the Convention and Visitors Bureau.

Barrington Hall: In the 1830s, Barrington King and his father, Roswell King, co-founded the colony that became Roswell, Georgia. On the highest point, overlooking the town, Barrington built a magnificent home for his family that today is recognized as one of the best examples of Greek Revival architecture in the United States.

Bulloch Hall: Bulloch Hall was built in the Greek Revival style in 1839 by Major James Stephens Bulloch, one of Roswell's first settlers. It was here on December 22, 1853, the Bullochs' daughter, Mittie married Theodore Roosevelt Sr. The couple became the parents of Theodore Roosevelt, the 26th President of the United States.

Smith Plantation: In 1838, the Smith family and nearly 30 of their slaves left their two plantations in St. Mary's, along the southern coast of Georgia, to make a new start with some 300 acres of cotton farmland north of the Roswell Town Square. What this well-to-do 19th century farming family did not realize when they constructed their home was that it would be preserved by their descendants as an untouched treasure of southern history. For over 150 years, the Smiths' Plantation Home has stood the test of time. The Civil War was brought to its front steps, and all around it the small mill village of Roswell grew into a bustling metropolitan suburb.

3. Cultural Arts Center: The Cultural Arts Center is a City-operated performance venue that is the former municipal auditorium. This 591-seat facility is the venue for the Division's presenting series and programs, and is also available for rentals. The Georgia Ensemble theatre is resident at this venue. In its 21st season, it will offer 5 productions this year. Also located in the facility are the Roswell Historical Society and the City of Roswell Archives and Research Library. The Cultural Arts Center has a FY11-13 Strategic Plan, implementation of which is ongoing.

Puppet Program: This has been an extremely popular program with annual attendance of 15—20,000. Seven shows are offered; it is self-supporting and in fact generates a profit of approximately \$30,000. There is a National Endowment for the Arts grant pending to support and expand the Puppet Program.

Live in Roswell Series: This is the third annual series of live entertainment being offered by the City of Roswell at the Roswell Cultural Arts Center. This program is described as a “work in progress”. It is challenged by limited staff resources and a lack of community awareness of this venue for the type of performances being presented. This program is intended to be self-supporting, deriving its budget from ticket sales and sponsorships, but has not yet achieved this objective and is supported in part by proceeds from the Puppet Program.

Story SLAM: This is a new series of seven events which will begin on June 16, 2014 and run through December 2014. Community members have five minutes to tell a story based on a theme for each for each event.

4. Roswell Roots: This is a Festival of Black History and Culture, comprised of numerous events taking place during the month of February to celebrate Roswell's African American culture and heritage. This program is regarded as highly successful, having recently received the “Best Cultural Festival Award” from Southeast Events & Festival Association. This is a collaborative program involving a number of community organizations, including the historical society, the library and local churches. A number of events are produced, including a Unity Concert, the Poetry Slam and a Cornbread Cook-off. Approximately 10,000 people attend these events each year.

This program is produced on a very limited budget of \$16,000. The program could be enhanced with additional funding for enhanced programming and greater marketing and promotion, since there is capacity for larger audiences.

5. Visual Arts Spotlight Series: This is a rotating monthly series of visual arts exhibits in the Lobby of the Roswell Cultural Arts Center spotlighting local and regional artists from a variety of media, including painting, photography, mixed media, and sculpture. It represents an opportunity for local artists to showcase their work in a public setting. This program once had a budget of \$15,000, which paid for curators. Without this funding, employing professional curators is no longer possible. This program could be enhanced by restoring this funding and expanding the program to include exhibits in City Hall.
6. Roswell Reads: This is a “one book/one community” reading program in collaboration with the Roswell Library and the Friends of Roswell Library. People read the assigned book during January through March and then participate in a concluding luncheon, which sells out. The Division’s direct participation is limited, providing space and funding through a Contracts for Cultural Services grant.
7. Arts and Humanities Month: Along with the rest of the nation, Roswell celebrates arts and culture annually during the month of October. Each year, the Division produces a brochure of all the events and activities taking place during the month. It also produces a Directory of Arts and Cultural Organizations, updated annually. The Mayor and Council issue an Arts and Humanities Month proclamation. Last year, the Arts Commission hosted a “public conversation on the arts” panel discussion.

This program represents an important opportunity to develop into a major, signature citywide arts festival. Ideas that have been suggested would be an event that spans two weekends, with a river parade, public art installations and weeklong series of performances and special events.

8. Ambassador Program: The new Ambassador Program helps to spread the word about all the programs, opportunities and events presented by the Historic and Cultural Affairs Division. With so many different things going on, a big challenge has been letting people know what events and activities are available to them. This grassroots program will feature volunteer ambassadors that will have the ability to act as the Division’s representatives in the community. There is potential to expand this pilot program into other areas in need of citizen volunteers.

9. Contracts for Cultural Services: This program provides grants to local organizations to provide arts and cultural programs and services. It has a very limited budget and offers small allocations. It could benefit from increased funding.
10. Heritage Days in May: Along with the rest of the nation, Roswell celebrates its heritage during all of May with a month long festival of events known as Heritage Days in May. The Division currently has limited involvement in this event, simply compiling a brochure to market events that are occurring in May.

This program could be enhanced if the Division has the resources to produce one or more events related to Living History. These might include a lecture and workshop series at the Historic homes, perhaps focusing on preservation issues. This program expansion would require a minimum of \$15,000 for a weekend long series.

11. Additional Programs and Services: In addition to the programs listed above, the Division produces or collaborates on several other programs. It produces a monthly e-newsletter with a circulation of approximately 6,000 subscribers; it maintains various social media channels including Facebook, Pinterest and Twitter; and has convened periodic gatherings that bring together arts and cultural leaders with business and political leaders, including pARTners Power Lunches and the Arts & Culture Roundtable.

Discontinued Programs

1. Sundays on the Square: This was a series of free outdoor concerts at Roswell's Historic Town Square. These family-oriented performances were attended by 150 to 200 people. The program was ended when the funding from the Fulton County Arts Council was no longer sufficient to warrant the in-depth application process. There was little public response when the program ended and there are no plans to resurrect it at this time.
2. Roswell Kaleidoscope: This was a one-time collaborative program with the Fulton County Arts Council. It took place in Riverside Park with a festival format, including dance and music performances. It was funded by the Fulton County Arts Council but the \$21,000 in funding was not available to continue the program.

Observations

The Historic & Cultural Affairs Division has grown in size and breadth since the adoption of the original cultural plan in 2000. Perhaps the programs with the greatest regional or national significance are the Southern Trilogy Historic Homes and Roswell Visual Arts. The first is a nationally acknowledged collection of historic sites whose rarity and value are conserved by the City and its essential volunteers. While there are goals, yet to be reached, for these properties, as acknowledged in part through the pending Magellan Report, it must be stated that the City invests substantial resources in the preservation, improvement and programming of these unique and defining assets. This is an excellent example of public stewardship.

The second, Roswell Visual Arts, is part of the nationally acknowledged and award-winning Recreation and Parks Department. It is not managed within the Historic & Cultural Affairs Division but must be acknowledged here as a City arts education program. While the great majority of US recreation programs have a mission of providing entry-level opportunities in the arts, expecting that residents will seek more intensive experiences outside City government, Roswell is rare in providing a broad range of high quality and sequential classes in an array of visual arts media for children as well as adults. The City has again demonstrated a remarkable commitment to the arts through its investments in the three arts centers at which these programs take place, and the ongoing programming costs. This represents an effective commitment to lifelong learning in the arts, also fueled by a collection of professional artists and volunteers.

It is useful to place the Division's programming in the context of its mission statement and goals (see above). The Division's programs and facilities clearly address each of the elements of its mission. Taken together, the Division's programs and spending emphasize some goals over others, despite the fact that many activities serve more than a single purpose.

Beyond the historic homes and Visual Arts Program, the Historic & Cultural Affairs Division focuses most of its resources on, and has the greatest reach through, its municipal arts programming (Goal 3). These programs function effectively for the portions of the mission regarding enhancing the quality of life and providing access to the arts. A number of the Division's public programs, especially the Roswell Riverside Sounds Series, annual Puppet Program, the Live in Roswell presenting series at the Cultural Arts Center, and the Roots Festival, are well attended and well received. Their success is noteworthy in light of the limited funding that has been available to produce them. This reach also reflects the Division's resourceful use of the Cultural Arts Center, which has well-known limitations, and the development of the outdoor event venue in Riverside Park. For example, a puppetry series not only serves the community's need for family programming, but also makes good use of the intimate nature of the small (591-seat) auditorium. Overall, the municipal arts programs include public programs with broad reach that have generated solid numbers of participants, serve families as well as adults, and that address the cultural diversity and history of Roswell.

The Roots Festival and other programs, such as the Division's Kaleidoscope International Festival, demonstrate an increasing commitment to multiculturalism and serving a more diverse group of Roswell's residents.

Three other goals of the Division receive fewer resources and effort: the Historic District (Goal 2), cultural and heritage tourism (Goal 4), and increasing resources for arts and culture (Goal 5). This is not a lack but rather a reflection of normal priority setting in an environment of limited resources.

Programs that would address other goals are commonly found in local arts agencies—peer agencies to the Historic & Cultural Affairs Division (and Visual Arts Program), including some of the benchmark cities. These might include a robust advocacy program that has a membership of people and organizations in the community that identify key objectives (stronger arts education in schools, promotion of the local arts community, enhancing tourism) and lend their voices to various policy discussions. Also, while the Visual Arts Program represents a model for lifelong learning, there is a role for the City to play in forging stronger ties between Roswell's schools (public and private) and arts resources in the community. In fact, the fine arts curriculum standards, which form the framework for arts

education in Georgia's public schools, require involvement with professional artists and arts organizations, unlike nearly all other curriculum standards. Providing this bridge between schools and the arts community is a common and valuable function for a local arts agency, and one that the Division currently does not fill.

Also, promoting cultural and heritage tourism is a goal that is commonly done well by other cities, especially those whose arts funding is derived from hotel occupancy taxes.

Study of Benchmark Cities

A cohort of 5 cities was selected by staff and the Steering Committee to benchmark Roswell’s arts and cultural programming. Four of these cities are located in the southeastern portion of the country and are similar in population size and demographics; Asheville, NC, Chattanooga, TN, Greenville, SC, and Savannah, GA. The fifth city, Scottsdale, AZ, was selected to illustrate a community that is adjacent to a major metropolitan center (Phoenix), but has made a major municipal investment in arts and culture. While every city has differing priorities, it is safe to say that each of these communities sees arts and cultural development as important to their livability and economic sustainability.

Comparative Investment in Arts and Culture

City	Population	General Fund Budget	Arts/Culture Funding*	Per Capital Arts & Culture Funding	Percent of General Fund for Arts & Culture
Ashville	85,712	\$86,172,539	\$752,951	\$8.78	0.0087
Chattanooga	171,729	\$212,540,000	\$1,179,067	\$6.88	0.0055
Greenville	60,709	\$74,609,477	\$426,537	\$7.03	0.0050
Savannah	142,022	\$171,153,273	\$750,199	\$5.28	0.0043
Scottsdale	223,514	\$231,483,183	\$4,415,867	\$19.77	0.0190
Roswell	83,346	\$61,058,849	\$314,642**	\$3.78	0.0050
Averages:	127,839	\$139,502,869	\$1,302,535	\$8.50	0.0070
Averages w/o Scottsdale:	80,299	\$121,106,277	\$679,411	\$6.25	.0050

* In all instances, excludes recreational arts programs.

** Excludes historic homes, since none of the other cities own or operate historic properties.

In direct arts funding, Roswell’s funding is about half the average per capita funding among the cohort of cities excluding Scottsdale and slightly less than average in the percentage of General Funds devoted to direct arts support.

Other differences and noteworthy points that emerge from the benchmarking study:

- All of the cities in the study cohort have established public art programs, in some instances managed directly by the city or supported by funding and services by the city.
- All of the study cities with the exception of Asheville manage or provide significant funding for a signature arts and culture festival.
- All of the cities have more arts staff than Roswell.
- All of the cities invest more in cultural facilities and associated programming than Roswell.

- Asheville manages a nationally recognized artist residency program that supports their goals of attracting artists to the city and being known as an artist-centric community.

Conclusions

Roswell's Overall Vision and Aspiration

There are several clear themes in the community's vision and aspirations for Roswell's arts and culture.

- Residents view arts and culture as an integral part of their larger quality of life. As opposed to cities that view themselves as primarily arts-centric, Roswell also values its parks, trails, recreation, the natural environment, sports, history and downtown, in combination with arts and culture.
- Reflecting a community with high demographics, residents participate actively in arts expression (“doing as opposed to watching”) and attend arts frequently, both in Roswell and in Metro Atlanta. The community is an above-average arts market.
- There is room for improvement in the overall quality of arts and culture available in Roswell. Nearly half of respondents rate the quality of Roswell's arts and cultural offerings as above average. Slightly more than half rate them as average or below. While it is positive that so many appear to be well served by Roswell's arts, this finding suggests that it is a goal to engage those not currently satisfied. This implies a combination of the types of events, and the match of their quality, with the tastes of more of Roswell's people. It is reasonable to assume that this finding represents an increasing sophistication of local taste, in line with the high quality of the best of the Atlanta Metro.
- More than half of the community wants a major performing arts center, such as the Cobb Energy Performing Arts Center or the Woodruff Arts Center, and views this as a priority for City action.
- There is strong opinion (80%) favoring City spending and leadership in the arts.
- Residents strongly favor more arts and cultural events to be available in Roswell. They desire events that share a communal and public aspect. This is a community that wants to come together through the arts. Live concerts, theater and festivals top the list. However, there is strong interest in almost all art forms.
- About one-third wants more art in public places. More than 600 American cities have passed percent-for-art requirements, mandating an art allocation in City capital improvement projects and in many cases, new private development.
- Cultural facilities are an important area for the City to explore in the future. Many residents have expressed a desire for a state-of-the-art performance venue. A larger, technically excellent theatre would greatly expand the number and quality of arts experiences available to the citizens of Roswell.
- The cost of real estate is very high in Roswell. As a consequence, few individual artists – painters, sculptors, performers and writers – live in Roswell. A thriving community of artists in Roswell could mean a richer, livelier street life in the community. The City has an opportunity, as it formulates its redevelopment plans, to consider the development of artist live-work and studio spaces.
- Residents strongly associate the arts with urban design issues. They not only want formal arts facilities, such as a performing arts center, but also less formal venues, such as a club, bar or coffee shop. They also would like to see festivals, places to “hang out;” and downtown events, all of which are activities with a strong relationship to places. They view the arts as helping address

urban design challenges, such as a better experience on Canton Street, in the Historic District, and in connecting the disparate elements of downtown.

- A strong voice among community leaders and other stakeholders calls for Roswell to become more of an arts city. They seek a greater presence of artists and other creatives (including creative professionals in the design, scientific and technical fields), creative districts and places, and more sophisticated arts programming in the city. These are viewed not only as an end in themselves but also as a way to shape Roswell's future as a community that values and supports creativity. It is important to note that this does not stand in opposition to the strong element of history, heritage and historic preservation in Roswell. Rather, it is a complement and a future direction, one that includes creativity in the field of historic preservation.
- Roswell has begun to celebrate its cultural diversity through programs such as the Roots Festival and the Kaleidoscope International Festival. Still, some groups, notable working class Hispanics, are not well served by current arts programming and offered suggestions for ways to better engage their community. There is also a desire among some to reflect the increasingly international population of the community, which includes many upper middle class people and families from around the globe.

Gaps and Opportunities

Roswell faces clear gaps in its cultural ecosystem, as well as opportunities, identified by the community engagement and other research.

- The community’s vision for arts and culture, and its “desires for more,” imply an expansion of the City’s programs for the public. As the Community Engagement summary details, residents seek more events and offerings in Roswell for themselves as adults. About half of all residents are satisfied and even proud of Roswell’s arts. Yet half do not yet rate the quality of current offerings as satisfactory. This suggests that the challenge for Roswell, and this cultural plan, is to engage those who currently do not participate or go elsewhere for their cultural experiences. This will require not only addressing the community’s tastes, but also providing experiences not available elsewhere.
- A signature festival is a clear opportunity for Roswell. It would address the community’s priority for arts events and could serve as a tourism draw. All of the benchmark cities, except Roswell, use festivals as a major focus of their municipal cultural toolkit. It is important to note that Roswell can define its own festival in ways that reflect its unique identity and creativity. It would be essential to coordinate festival planning with other plans and studies, including the branding study by North Star, currently underway. Model festivals—those that embody the unique culture of their cities, draw strong participation from the community, and attract visitors to the community—include “Glow” in Santa Monica, which is a free, outdoor, all-night festival of temporary public art (often dealing with light in some manner), taking place on and near the beach. Santa Monica is a small city adjacent to Los Angeles; Glow is a unique offering in the region (and a leading-edge public art program), drawing hundreds of thousands to the city to celebrate the local and international creativity of exhibiting artists. Also, Seattle’s Bumbershoot Festival celebrates that city’s music scene, along with its boundary-crossing creativity in other art forms, and is a major tourist draw. Pasadena, California, produces the “AxS” (arts and science) Festival every two or three years; Pasadena is a small city adjacent to Los Angeles but with a strong collection of cultural institutions and innovative start-ups. Each festival adopts a theme (the universe, “skin”/identity, “the tender land”/environmentalism) around which local arts, cultural, educational and scientific organizations (nonprofit and for-profit) organize their programming. One idea in the community is a theme related to the fiber arts, which would tie Roswell’s past as a mill town with the current state of that medium, as well as the many creative expressions arising from digital fiber.
- Roswell does not have an ongoing source of arts funding from the community, such as the united arts fund operated by the Arts and Science Council of Charlotte Mecklenburg, which is considered a national model of communitywide arts funding. In addition to the substantial funding stream this organization generates, this model serves to provide highly organized and effective leadership in the arts sector. This makes it more possible to accomplish ambitious cultural goals, since key community leaders are already invested in the arts. There are many important differences between Charlotte and Roswell, in particular, the strong corporate presence in Charlotte. Nonetheless, it underscores the need, represented by the recently formed Roswell Arts Fund, to begin to build a source of community funding and (literally) buy-in for arts programming for the community. This can be as valuable as a leadership development organization as it can be as a source of funding. –
- As noted in the Program Review, arts education is a gap and opportunity for the City to leverage its artistic community for the benefit of students in both public and private schools. Fulton County Schools has expressed strong interest in developing a relationship with the City for this purpose.
- Public art, like arts education, both a gap and opportunity for Roswell. Not only is there strong interest but the Arts Commission has also been leading an effort to foster understanding of the

possibilities of such as program. Roswell’s involvement with its parks and trails provide a natural venue and subject for public art projects. Also, the community’s desire for enhanced experiences downtown, wayfinding and other urban design connections downtown, and the proposed City Green project are all opportunities for public art. It is important to note that public art has an expansive definition that goes far beyond outdoor sculpture. It includes both permanent and temporary art. In fact, public art that would be most appropriate for Roswell includes temporary projects, which can be integrated into the everyday experiences of residents, workers, visitors and even commuters. It can also serve to engage the community in important issues and celebrate Roswell’s unique aesthetic character, including its historic district.

- Development of new cultural facilities should be considered in the future. Many citizens and survey respondents have noted the need for a larger, better performance venue. While the Cultural Arts Center is suitable for certain types of presentations, it lacks the capacity and the technical capabilities to attract large scale, professionally excellent programs. It should also be noted that, as discussed above in the paragraph about urban design, the community’s desire for cultural experiences also implies smaller, informal venues, such as clubs, bars and cafes. This category of “cultural facility” also includes outdoor venues and events that take place in temporary or pop-up places. So, the term, “cultural facilities,” has a broad meaning in Roswell and the desire for a major performing arts center is not necessarily the highest priority. Because such a facility would be the most expensive response to community needs, it is important to consider what can be done more simply, in the short term.
- One notable gap in the cultural ecology of Roswell is the presence of a regionally or nationally recognized community of individual artists, such as painters, sculptors, performers and writers. A significant barrier is the lack of affordable artist housing and studio space. The City could begin to address this gap through the creation of artist live-work and studio space, as it begins to implement its redevelopment plans.
- The issue of organizational structure for the City’s arts programs has been raised. It is a typical question asked in a cultural plan—what is the best structure too support effective implementation of the plan? Often changes are implied by developments since a previous cultural plan and by the recommendations of the new cultural plan. As part of Roswell’s cultural plan, organizational and structural issues will be addressed. Obviously, the final recommendations will depend on the arts and cultural development strategies that are formulated. However, Roswell faces some distinct factors around this issue. The recently submitted draft Magellan report recommends that management of the Southern Trilogy homes be transferred to the Convention and Visitors Bureau. The Arts Commission has begun the process of developing a separate nonprofit arts organization, the Roswell Arts Fund, and the Manager of the Historic & Cultural Affairs Division has proposed that the Arts Commission be folded into the Recreation Commission. A response to these suggestions and other possible organizational adjustments will be developed in the next phase of the planning process, in consultation with staff and the Steering Committee.

Appendices

Benchmarking Study Data

	Roswell, GA	Ashville, NC	Chattanooga, TN	Greenville, SC	Savannah, GA	Scottsdale, AZ
Population	88,346	85,712	171,279	60,709	142,022	223,514
Local arts agency	Historic & Cultural Affairs, unit of Recreation & Parks		Allied Arts of Chattanooga	Metropolitan Arts Council	Department of Cultural Affairs	Scottsdale Cultural Council
Web site	www.roswellgov.com	www.ashville.gov	alliedartschattanooga.net	www.greenville.gov	www.savannahga.gov	www.scottsdaleaz.gov
Governing/Advisory Board	Arts Commission	Public Arts and Cultural Commission	Allied Arts of Chattanooga	Metropolitan Arts Council		Cultural Council
Public/Nonprofit	Public	Public	Nonprofit	Nonprofit		Nonprofit
City General Fund Budget	61,058,849	86,172,539	212,540,000	74,609,477	171,153,273	231,483,183
Total Municipal Arts Funding	314,642	752,951	1,179,067	426,537	750,199	\$4,415,867
Funding as % of City General Fund	0.005	0.0087	0.0055	0.005	0.0043	0.019
Per capita funding	\$3.78	\$8.78	\$6.88	\$7.03	\$5.28	\$19.77
Historic Homes Funding	705,871					
Staffing (FTE equivalent)	3	4.63	6	4	8	18
Grants Funding		\$45,000	\$970,290			

	Roswell, GA	Ashville, NC	Chattanooga, TN	Greenville, SC	Savannah, GA	Scottsdale, AZ
Public Art Program?	None	Private projects	1% for art - public projects	1% for art, administered by the Art in Public Places Commission	yes, but privately funded, with City coordination	1% of City CIP and certain private commercial developments
Cultural Facilities Owned/Managed	Cultural Arts Center 591 seats	smArt Artist Residence	Memorial Auditorium Tivoli Theatre	Peace Center - 2100 seats	Municipal Gallery Black box theatre	owned by City; managed by Cultural Council Piper Theater - 853 seats; Stage 2 - 137 seats Museum of Contemporary Art Facilities owned by City; managed by Cultural Council
Historic Properties Owned/Managed	Barrington Hall Bulloch Hall Smith Plantation	None	None	None	No buildings, although the City maintains certain historic neighborhoods and corridors.	None
Major Programs/Activities	Roswell Presents Riverside Sounds Concerts	Public Art and Trails Program Easel Rider Mobil Art Lab	Major Grants Program Arts Education Program	Downtown Alive Master calendar Arts Directory MAC gallery Open Studios Program SmartARTS - arts education program	Grants Program Visual Arts Classes Festival Coordination Theatre presenting	Grants program Festival coordination Presenting program Exhibitions program Technical assistance

	Roswell, GA	Ashville, NC	Chattanooga, TN	Greenville, SC	Savannah, GA	Scottsdale, AZ
Major Festivals/Celebrations	Roots Festival	Bele Chere Music Festival	Biennial Sculpture Exhibition	Upstate Shakespeare Festival	Black Heritage Festival	ArtFest of Scottsdale
		Ingles 4th of July Celebration	Grasshopper Children's Concerts	Greenville Heritage Main Street music series	Savannah Music Festival	ArtWalk
			Summer Music Weekends		Savannah Jazz Festival	Native American Dancing Festival
					Savannah Folk Music Festival	Music on the Promenade
					Fiesta Latina Savannah Film Festival	True Music Festival
Other:			Riverbend Festival			
Notes:			City provides 14% of Allied Arts budget of \$2,608,980			

Steering Committee Roster



IMAGINE ROSWELL: ARTS & CULTURE 2030 STEERING COMMITTEE

1. Lonnie Mimms, CHAIR – Mimms Enterprises
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2. Rochelle Mucha – Roswell Arts Commission & Management Consultant/Author
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4. G. Morgan Timmis – Historic & Cultural Affairs Manager & Cultural Plan Project Manager
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5. Debra Ewing – Roswell Recreation Commission
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6. Beckie Hawkins – Roswell, Inc. & Roswell NEXT
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7. Erendira Mora Brumley – Community volunteer
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8. Donna Smythe – Child Development Association, Executive Director
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9. Maggie Davis – Retired teacher & artist
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(678) 517-8798
10. Cheryl Small – Roswell Library, Branch Manager
cheryl.small@fultoncountyga.gov
770-640-3078
11. Kindra Smith – Roswell North, Principal
smithkl@fultonschools.org
770-552-6320
12. Kendra Cox – Community volunteer
kendramyerscox@gmail.com

13. Kent Igleheart – City Councilmember
kigleheart@roswellgov.com
770-641-3727
14. Tripp Liles – The Current
tripp@thecurrentplus.com
(404) 920-8590
15. Michael Hadden – Roswell NEXT
michaeldhadden@gmail.com

List of Community Conversations Held

A total of 39 community conversations were conducted by Steering Committee members, staff and other volunteers. Groups were selected in part to assure the voices of groups not heard as fully in other elements of the community engagement. For example, groups were held with students, young professionals, senior citizens, Hispanics, and African Americans.

Facilitators	Groups
Gail Bohannon	Groveland Community Group
Rose Marie Brana Haslinger	Ashley Manor Mothers Group
Donna Clayton	Roswell North PTA Board
	Roswell North Foundation Exec Board
Maggie Davis	Historical Society Board
	RFAA Board
Debra Ewing	Adult Recreation Center
Anita Farley	GET Conservatory students & parents
Beckie Hawkins	Chattahoochee Nature Center Programs staff
	Roswell Inc. Community Connectors
	Italian Arts Center
	Roswell NEXT
Kent Ingleheart	Horseshoe Bend
Tripp Liles	Neighbors
	Neighbors
	AA5 Group
	Other
	Other
Mary Lynch	River Walk HOA
	Chickering HOA
Lonnie Mimms	Historic Roswell Alliance
Rochelle Mucha	Beth Tikvah
	River Terrace HOA Board
	Roswell Woman's Club
Chris Nelson	Chattahoochee Nature Center staff
Sheila Sillitto	Hillside Elementary Hispanic mothers
	Friends & Neighbors
	Willow Springs
Cheryl Small	Lego Club Moms - Roswell Library
	Atlanta Writers Club - Roswell Library
	Noon Day Nosh Book Club - Roswell Library
	Mystery Writers Book Club - Roswell Library
Kindra Smith	Roswell North 5th graders
	Roswell North Hispanic Mothers
	Roswell Jr. Woman's Club
Donna Smythe	Roswell Rotary
	GNF Chamber of Commerce
Morgan Timmis	City of Roswell employees
Jan Wagner	Riverwalk Book Club

Interviewees and Discussion Group Participants

CPG SITE VISIT: 2/19-21	MEETING
<p>ATTENDEES:</p> <p>Rochelle Mucha Larry Weissman Lonnie Mimms Maggie Davis Cheryl Small Debra Ewing Donna Smythe Eren Brumley Michael Hadden Kendra Cox Kindra Smith Tripp Liles Morgan Timmis Beckie Hawkins Kent Igleheart Betty Price</p>	<p>Steering Committee</p>
<p>ATTENDEES:</p> <p>Donna Clayton Sheila Sillitto Anita Farley Gail Bohannon Rose Marie Brana Haslinger Lee Walker Mac Smith Lawrence Catchpole</p>	<p>Community Conversation Training</p>
<p>INTERVIEWS</p>	
<p>Becky Wynn Nancy Diamond Kay Love Keith Lee Alice Wakefield Rich Dippilito Jerry Orlans Kent Igleheart</p>	

ATTENDEES:	Stakeholders: Arts/Cultural Orgs
Rebecca Gilbert	CNC
Gwendolyn Dinsmore	RHS
Bob Farley	GET
Anita Farley	GET
Bob Hagan	GET
Linda Lee Parker	GET
Janet Kincaid	GET
Laurel Crowe	GET
Betty Walser	RFAA
Jane Swift	RFAA
Antoinette Singh	Artist

ATTENDEES:	Stakeholders: Artists/Galleries
Sharon Crumley	Artist
Mena Ganey	Artist
Betty Walser	Artist
Jane Haessler	Artist
Sheila Grubb	MUSE & Co.
Mary Bayus	Vinings Gallery
Sandra Milton	Artist
Jeff Talmadge	Artist
Antoinette Singh	Artist

ATTENDEES:	Media Lunch
Julie Brechbill	
Hatcher Hurd - Revue & News	

ATTENDEES:	Wrap Up Meeting
Lonnie Mimms	
Morgan Timmis	

CPG SITE VISIT: 4/22/14-4/25/14	MEETING
ATTENDEES:	Stakeholders: Faith Based
Fred Greene-emple Beth Tikvah	
Mrs. Hounada Sinno - Roswell Community Masjid	
Mr. Maher Budeir - Roswell Community Masjid	
Mary Cox - RPC	
Jerry Tyler - 1st Baptist	

ATTENDEES:	Regional Arts Leaders
Camille Love - ATL	
Lisa Cremmin - MAAF	
Judy Mauldin - FCAC	
Jessyca Holland - C4	
Mollie Quinlan-Hayes – SouthArts	
Gregory Burbridge – ARC	

ATTENDEES:	Roswell Arts Commission Meetings
Rochelle Mucha	
Lee J Howard	
Adam Braund	
Larry Weissman	

INTERVIEWS
Mayor Wood
Betty Price
Steve Acenbrack - Transportation
Historic Site Coordinators: Chuck Douglas/Smith & Pam Billingsley/Bulloch
Sarah Chandler - Cultural Arts Center

ATTENDEES:	Stakeholders: Tourism
Mary Ann Johnson-The Chandlery	
Jeff Petrea-GA Power	
Ralph Mills - Developer	
Dotty Etris-CVB Exec Dir	
Bryan Chamberlain	
Johanna Harned - RHS Chair	
Nancy Tolbert - Tolbert Yilmaz Dance	
Alex Paulson- Randall Paulson Architects	
Jacob Burgess (Hotel 400)	

ATTENDEES:

Stakeholders: Civic Groups

Gittel Price, Women in Photography, Roswell Photography Club
 Michelle Sobel, Rowell Junior Women’s Club
 Jennifer Werstak, Rowell Junior Women’s Club
 Cheryl Henleben, Roswell Kiwanis, Roswell Alliance
 Ryan Gimmel, Roswell NEXT & TrueBridge Resources
 Stuart Moring, Roswell Kiwanis Club
 Maggie Davis, Artist

ATTENDEES:

Stakeholders: Business

Jay Litton
 Amy Fetters
 Don Rogers
 Renee Lisgaris - Area 51
 Micheal Pardue – Area 51
 Ken Davis – Renasant Bank
 Ryan Pernice - Table & Main/Osteria Mattonne
 David Lyon –
 Anna Braund – DDA
 Katherine Simons -

ATTENDEES:

Stakeholders: Arts Educators

Maggie Davis
 Kindra Smith - Roswell North

ATTENDEES:

Steering Committee

Donna Smythe
 Maggie Davis
 Cheryl Small
 Kindra Smith
 Rochelle Mucha
 Beckie Hawkins
 Tripp Liles
 Lonnie Mimms
 Kent Igleheart
 Morgan Timmis

ATTENDEES:

Fulton County School System

Dr. Shandor – Area Superintendent
 Kindra Smith – Roswell North
 Jerome Huff – Roswell High
 Stacy Perlman - Mountain Park Elementary

ATTENDEES:

Neighboring Arts Leaders

Gay Grooms - Elm Street Cultural Arts Village
Toby Smallwood – City of Alpharetta Rec & Parks
Mike Perry – City of Alpharetta Rec & Parks
Jason Wright – Milton Communications Manager

ATTENDEES:

Developers

Lee Walker – Tribridge Residential
Rich Dippolito -
Brandon Walsh - Lehigh Homes
Darrell Weaver - Roswell Housing Authority

ATTENDEES:

Town Hall Meeting

Mary Lynch
Tom Lynch
Allison Rentz
Kindra Smith
Morgan Timmis
Clara Herrera
Riley Hunt
Marie Willsey