CITY OF CLEARWATER

2022- 2028

CULTURAL ARTS STRATEGIC PLAN





CULTURAL ARTS STRATEGIC PLAN

ACKNOWLEDGEMENTS

CLEARWATER CITY COUNCIL

Mayor Frank Hibbard, Seat 1

Mark Bunker, Seat 2

Kathleen Beckman, Seat 3

David Allbritton- Seat 4

Hoyt Hamilton- Seat 5

CLEARWATER STAFF

City Manager Bill Horne

Assistant City Manager Micah Maxwell

Assistant City Manager Michael Delk

Christopher Hubbard, Cultural Affairs Coordinator

PUBLIC ART AND DESIGN BOARD

Brianne Roberts

Danny Olda

Eric Seiler

Gregory Byrd

Jerri Menaul

Jonathan Barnes

Neale A. Stralow

CONSULTANT TEAM

Designing Local Ltd.



TABLE OF CONTENTS

CHAPTER 1: REVIEW OF EXISTING PROGRAMMING **4**

CHAPTER 2: VISION FOR THE FUTURE **8**

CHAPTER 3: PUBLIC ART GROWTH STRATEGY **11**

CHAPTER 4: CULTURAL ARTS GROWTH STRATEGY **18**

CHAPTER 5: PLACE-BASED ART INVESTMENTS **22**

CHAPTER 6: IMPLEMENTATION MATRIX **25**

CASE STUDIES TO SUPPORT ACTION STEPS **28**

CHAPTER 1: REVIEW OF EXISTING PROGRAMMING

Cultural Affairs Division

The city of Clearwater has a long legacy of investing in arts and culture. In 2002 the most recent Clearwater Cultural Plan was completed and it identified community needs, defined goals, and recommended strategies to develop the arts and culture sector for citizens and visitors. The adoption of this plan established the Cultural Affairs Division, created the Public Art and Design Program, and increased opportunities for the community to participate in the visual, literary, and performing arts.

The 6 specific goals from the 2002 Clearwater Cultural Plan are below:

Goal 1: Stimulate local cultural development to benefit Clearwater's citizens and visitors.

Goal 2: Create a Public Art and Design Program to enhance the look of the City with works of art and design that create a sense of place and increase the quality of life for residents and visitors.

Goal 3: Enhance and cultivate opportunities for the community to participate in the visual, literary, and performing arts.

Goal 4: Establish Clearwater as an artist-friendly City where artists prosper.

Goal 5: Promote opportunities for all community members to engage in lifelong learning in and through the visual, literary, and performing arts.

Goal 6: Recognize and achieve the cultural industry's potential to contribute significantly to the economic wellbeing of Clearwater.

The vision of the Cultural Plan was to create a climate where arts and culture thrives through a variety of strategies. Many of the goals and objectives were completed and support a thriving arts and culture scene in Clearwater, while others are still major objectives today.

In 2020, during the worldwide COVID-19 pandemic, the city of Clearwater sought to understand the community's vision for the future as it relates to arts and culture. To understand the future direction of the Cultural Affairs Division and its many programs, a review of current programming was undertaken. Various stakeholders offered input into the state of the Division and its programming as well as provided their vision for the future of the Program.


WARNING
Public Art Project of ClearwaterArtsAlliance.com
Artist: Candy Schulteis Funding by: Morton Plant Hospital



Clearwater Public Art and Design Program

The Clearwater Public Art and Design Program adds to the visual identity of the City, creating memorable images for visitors and residents alike. The program requires that eligible City capital projects with a construction budget equal to or greater than $500,000 must allocate no less than 1% of the project's total construction budget towards the incorporation of public works of art. This affects both new construction and renovation projects including buildings, trails, parking facilities, bridges, and other above-ground projects.

The Clearwater Public Art and Design Master Plan (2006) establishes the criteria, policies, and priorities utilized to manage and direct the public art program. Through use of this plan, the City has identified important places for public art throughout Clearwater and generated a shared vision of public art for the community.

Through the Public Art and Design Program, many pieces of public art have been commissioned including murals and sculpture. The City also boasts a number of impressive programs that contribute to the Clearwater Public Art Collection.

Sister Cities Program

The city of Clearwater and its Sister city of Nagano City, Japan, have participated in a reciprocal exchange of students, teachers, and official delegates for more than 60 years. In 1956, the Mayor of Nagano City, Itaru Kurashima, came to America to study three potential sister cities that had been suggested to him by the US State Department. These cities were similar in size to Nagano City with similar economic and community needs. Mayor Kurashima found Clearwater, with its white, sandy beaches and tourism-based economy to be a natural pairing for Nagano City. Along with Clearwater Mayor Herbert Brown, the two mayors laid the groundwork that resulted in the establishment of an official Sister City relationship in 1959.

This relationship has continued to grow and now boasts a teacher and student exchange program that has occurred annually since the early 1980's. This exchange offers students, teachers, and host families an opportunity to participate in exchanging cultural ideas and experiences with residents of Nagano City.



CHAPTER 2: VISION FOR THE FUTURE

This Plan aims to guide the city of Clearwater, businesses, and residents in enhancing arts and culture opportunities that will elevate the City regionally and nationally. This plan is an implementation guide for the next 5-7 years for the city of Clearwater's Cultural Affairs Division to ensure the sustainability and vitality of the City's cultural offerings. A culmination of community conversations, policy and program research, analysis of cultural programming, and an understanding of the cultural ecosystem both locally and regionally has led to a community vision for the future of Clearwater.

VISION FOR THE FUTURE

The City of Clearwater's Cultural Affairs Division will transform communities and lives through the power of creative expression.

The following objectives arose from community conversations for the Plan:

- Support the development of a vibrant city by raising awareness and enhancing visibility of the arts.
- Create a prosperous environment for artists and cultural organizations
- Foster cultural equity and arts participation for all residents and tourists
- Provide sustained support for arts and culture by enhancing and expanding resources equitably throughout the City

How will this plan be used?

The Cultural Arts Strategic Plan is intended to be used as a roadmap for the Cultural Affairs Division. This Plan is meant to serve as the City's guide for cultural development and investment. The arts and culture community should be heavily involved in making the strategies outlined in this plan a success and should be strong collaborators in the implementation of the plan in pursuant to the vision for the future. Private businesses and philanthropists should support the vision of the community as they consider new initiatives. Local schools are important partners in this plan as they seek new ways to connect their students with creative resources. Connecting students with the vibrancy of the cultural arts programming will build a deeper relationship between the students and the City.

Economic and community development can play a role in implementing this plan by incorporating arts, culture, and creativity as an integral component of their efforts through seeking to invite artists to participate in conversations focused on traditional government work.

Ultimately, this plan will be implemented best when many partners are at the table, working together toward one vision.

Non-traditional funding mechanisms should be explored to fund the implementation of this plan including the use of CARES Act money, grants, public private partnerships and additional public dollars when feasible.


nord stage

The Strategies guiding the city of Clearwater for the next five to seven years are as follows:

STRATEGY 1:
Strengthen the identity of neighborhoods through an investment in public art at the neighborhood level.

STRATEGY 2:
Expand funding for public art through reinstating the Percent for Art in Private Development Ordinance.

STRATEGY 3:
Invest in iconic public art in strategic locations to bolster the public art experience.

STRATEGY 4:
Strengthen existing programs and city departments through expansion of offerings and injection of creativity.

STRATEGY 5:
Implement programs that build the capacities of the arts and culture sector to be more unified in their vision toward the same goal.

STRATEGY 6:
Define spaces within Clearwater that an investment in the arts can be concentrated for maximum impact.

STRATEGY 7:
Support neighborhoods through broadening and diversifying arts experiences.

Eash strategy is supported by a series of action steps to guide the City in implementing the recommendations. Each strategy supports the City's desire to transform communities and lives through the power of creative expression.

CHAPTER 3: PUBLIC ART GROWTH STRATEGY

Overview

Contained within this chapter are a series of recommendations to grow the program along with several overarching strategies that should be used to guide various aspects of the program. These statements were developed based on feedback from stakeholders and based on guidance from the public through our surveys.

Strategy 1: Neighborhood Focus

Strengthen the Identity of Neighborhoods Through an Investment in Public Art at the Neighborhood Level.

In conversations with stakeholders and members of the public, neighborhood identity and investment at a neighborhood scale was a strong theme. For decades, there has been a perception that arts funding has been directed downtown to support the tourism sector, strengthening the draw for visitors to the beaches. Access and inclusion of neighborhoods in the cultural arts strategy is a necessary next step to build audience participation in the arts in Clearwater and the greater region.

ACTION STEPS TO IMPLEMENTATION

Action 1: Neighborhood Grant Program

Develop a public art strategy for neighborhoods that includes a Neighborhood Placemaking Grant Program to execute community-driven public art projects.

Expand the offerings of the city of Clearwater's Placemaking Programs to all neighborhoods through a grant making program. The Cultural Affairs Division in partnership with the Neighborhoods Coordinator should administer the Clearwater Neighborhood Placemaking Grant Program. This grant program is designed to provide small, but strategic investments in public art projects throughout the City. $30,000 should be allocated annually and grants range from $1,500 - $5,000 with no required match.

Special Considerations include:

- Projects that are accessible to people of all cultural backgrounds, economic status, sexual orientation, age, and physical ability will receive higher priority.
- Public Engagement for each participating neighborhood should be of utmost priority for the City and grant recipients must demonstrate a commitment to community conversations about ideal locations for public art interventions.





The goal of the Neighborhood Placemaking Grant Program is to assist neighborhoods with the following:

- Enhancing their quality of life through public art investments;
- Add vibrancy;
- Balance community and tourism; and
- Increase awareness of the neighborhoods throughout the City.

The following non-capital projects or activities may be assisted:

- Festivals, performances, and events that promote community interaction and engagement;
- Projects that aid in navigating through neighborhoods such as interpretive signage, pedestrian way-finding signage, walking tours, and educational programs;
- Projects that seek to recognize historic or culturally significant sites;
- Public art that provides traffic calming measures such as painting crosswalks and intersections;
- Sidewalk Rain Art;
- Little Free Libraries;
- Murals;
- Sidewalk Poetry; and
- Bike Rack Sculptures.

Partnerships for neighborhood groups could include:

- Parks and Recreation for location scouting and assistance in neighborhood parks
- Libraries; and
- Community Centers.

Action 2: Programming Expansion to Neighborhoods

Expand the Signal Box and Storm Drain Programs into the neighborhoods. The Clearwater Neighborhoods Coordinator currently administers both the Storm Drain Program as well as the Signal Box Program. These programs should be expanded throughout the City. The following steps should be taken to accomplish the expansion of the programs:

- Determine the location of and map all storm drains and utility boxes with their approximate sizes.
- Once an inventory has been established, the Neighborhoods Coordinator should determine a prioritization schedule for the application of public art. Depending on the number of units to be completed, a schedule of when neighborhoods should expect to receive installation should be determined. It is recommended that 3-5 neighborhoods receive an investment annually until all neighborhoods have received an investment in their storm drains and utility boxes.



Strategy 2: Public Art Funding

Expand Funding for Public Art through reinstating the Percent for Art in Private Development Ordinance.

In 2006, the city of Clearwater adopted Ordinance No. 7489-05 establishing the Public Art and Design Program as well as a funding mechanism for the Program. The funding mechanism included a Public Percent for Art Policy requiring that eligible city capital improvement projects greater than $500,000 contribute 1% of the total construction budget to public art with a cap of $200,000.00. In addition, eligible private development projects were also required to allocate 1% of the Aggregate Job Value for on-site public art. Private development projects could also contribute a fee in-lieu-of if desired. In 2013, the Percent for Art in Private Development component of the Ordinance was repealed.

Many cities in Florida maintained their private percent for art requirements and their collections grew as development in the state increased substantially. Reinstating the Percent for Art in Private Development requirements would enhance the collection, increase access to public art byt the community, and bolster the brand of Clearwater as a center for arts and culture.

ACTION STEPS TO IMPLEMENTATION

Action 1: Reinstate Ordinance

Reinstate the Percent for Art in Private Development Ordinance requiring a dedication of 1% of the total project budget to public art. The public art requirement applies to all private development projects exceeding 6 units including new construction or the renovation or improvement of an existing building where 50% or more of a building is being modified, renovated, expanded, rebuilt or improved by construction. The developer must elect one of the following assessment methods, submit a completed art requirement application, and provide a copy of the total construction costs as indicated on the construction contracts within 90 days of the issuance of the first building permit or site work permit for a subdivision plat for any portion of the project.

Option A: On-site Artwork

Submit documentation evidencing the escrow of funds for an art feature valued in an amount not less than 1% of the total construction costs.

Should the developer not spend the full amount on on-site artwork, the remaining amount shall be contributed to the Public Art Fund.

Artwork must be located in an exterior place defined as any place, public or private, outdoors and exterior to buildings or structures and exposed to public view, including but not limited to buildings, parks, right of way medians and open spaces.

Option B: Contribute to the Clearwater Public Art Fund

Contribute an amount equal to 75%+ 0.1% of the 1% of the total construction cost for deposit to the Public Art Fund. The additional 0.1 percent will be used for the maintenance of art commissioned through the Public Art Fund.

Strategy 3: Invest in Iconic Art

Invest in Iconic Public Art in Strategic Locations to Bolster the Public Art Experience.

Public art serves many roles, and their locations play a large part in determining their role in the City. Beyond beautifying the built environment, public art enhances the city for residents and visitors. Public art can celebrate and tell a city's history, showcase artists, bring joy, and improve mental health. Most importantly, public art is a visible manifestation of a City's commitment to the arts. An investment in large, iconic public art in key locations and through strategic programming will communicate Clearwater's commitment to artists, a high quality of life for its residents, and a multifaceted experience for its visitors.

ACTION STEPS TO IMPLEMENTATION

Action 1: Coachman Park Public Art

Develop a Coachman Park Public Art Experience through a Strategic Planning exercise to impact Coachman Park. Two strategies should be considered in this planning exercise.

Action 1A: Coachman Park Iconic Public Art

An iconic large-scale public art piece by a nationally recognized artist should be placed at the entrance of Coachman Park signifying that the City cares about arts and culture from the visual arts to the performing arts. This piece will become synonymous with the brand of the park experience and should be a piece that visitors want to photograph upon arrival to the Park.

A committee should be formed that uses nationally recognized professionals in the public art field to help the City determine who they should solicit proposals for this iconic and transformative location. The committee should be sized based on the level of investment.

Action 1B: Coachman Park Rotating Exhibition

Coachman Park will be an annual rotating exhibition that is best explored as a pedestrian. Leading from the Amphitheater to the waterfront will be a series of medium to large-scale sculpture for visitors to enjoy at their leisure. As the experience is built, the City should engage artists to bring existing temporary work to the Park that would rotate biannually. Every other year, the City will commission a piece of sculpture to add to the Sculpture Walk and the City's collection. Special attention should be paid to the experience of the artwork during evening hours.

$250,000.00 should be allocated annually for the Clearwater Sculpture Walk for ten years. After the program has been implemented for ten years, the success of the Clearwater Sculpture Walk should be reexamined and evaluated for further investment.

Action 2: Trail Lines

Layer cultural experiences on all of the city of Clearwater Trails to encourage natural experiences, improved health, and exposure to the arts. Clearwater boasts seven trails that lead to a variety of locations throughout the City. A color theme for each trail should be developed using the seven colors of the color wheel. Along each trail, public art and cultural heritage information should be explored by color theme. For example: the green line could explore environmental stewardship, the value of nature and offer educational opportunities along the trail to understand how the tree canopy measures up to the other trails. The blue line could explore marine life topics and underscore the importance of recycling and maintaining runoff to protect the waterways. A budget should be determined for each line as well as a theme. Understanding the remaining right of way along each trail will be critical to the success of the strategy for each trail.

Action 3: Biennial Temporary Art Festival

Develop and launch a biennial temporary art festival on the beach. Festivals and events have the power to bring people together from all over the world when designed to create a major draw. A temporary art festival should be planned to take place every other year in the fall. Special attention should be paid to developing a theme of the festival that is unlike anything in the region as well as the state. Building an audience through casting a unique vision and artistic movement is critical to the festival's success.

Installations at the festival should be interactive, forging connections between the piece and the viewer. The festival should be immersive, causing attendees to want to stay longer than anticipated and plan to come back year after year. The festival should be ticketed to cover the production costs and to support the work of the Public Art and Design Program.

Partnerships with the hotels along the beach and Visit St. Pete/Clearwater should be explored.

CHAPTER 4: CULTURAL ARTS GROWTH STRATEGY

Overview

At the center of Clearwater's vibrancy is a core of cultural organizations, artists, and a variety of creative workers. Each play a significant role in maintaining and enhancing Clearwater's image to the public and to the region. Broadening support systems and developing clear pathways for established, and emerging organizations and artists to participate in the expansion of the creative ecosystem is integral to the success of the Program. Numerous opportunities exist for collaboration between the City's Cultural Affairs Division and the broader sector.

Strategy 4: City Functions

Strengthen Existing Programs and City Departments Through Expansion of Offerings and Injection of Creativity.

The city of Clearwater has a long legacy of valuing creativity and culture in government structure. Building on the success of the Sister Cities Program and on bureaucratic processes will expand the reach of the Program and the impact of the work.

ACTION STEPS TO IMPLEMENTATION

Action 1: Sister Cities Art Collaboration

Explore a cultural exchange with the Sister Cities Program in which artists of the same genre are exchanged and deliver a piece of work at the completion of their program. Arts and culture are a major avenue in which connections of people from different backgrounds occur. Exchanges could be between poets, or public artists and could fold into municipal cultural programs already in place within each city. This should be an annual focus and depending on the medium each artist works in, could partner with the Clearwater Sculpture Walk to develop programming in that location.

Action 2: Artist-Driven Placemaking

Integrate artists into the everyday workflow of the City and deliver innovative, artist-driven placemaking projects into the community through an Artist-in-Residence Program. Incorporating artists into the system of governance will allow the city staff to think differently about their work, transforming the way the City shapes itself and responds to the needs of its residents. Developing a program that seeks the collaboration of an artist with city staff for a certain amount of time will place creative vision at the beginning of the City's process rather than in the middle of projects.


Frenchy's

An artist should be contracted by the City on a part-time basis for one year. The contracted artist and staff will determine what project(s) should be collaborated on and what the desired outcome(s) are. Small-scale projects should be explored with staff and if the test project results are positive, the artist will develop a proposal for a large-scale project. It is recommended that the contracted artist be paid a part time salary and be given a placemaking budget to engage the broader community. The geographic focus could change on an annual basis and could be focused downtown, in specific neighborhoods, or be focused on a partnership with Pinellas County Schools.

Strategy 5: Strategic Partners

Implement programs that build the capacities of the arts and culture sector to be more unified in their vision toward the same goal.

The city of Clearwater has the opportunity to be the convener of all arts and cultural organizations in the City providing resources to the organizations and notoriety to their work within the community.

ACTION STEPS TO IMPLEMENTATION

Action 1: Annual Summit on the Arts

Host an annual summit on the arts in Clearwater to gather all of the cultural arts partners to understand their programming for the upcoming year and celebrate their accomplishments of the past year. Gathering annually will promote networking and moving collectively toward a goal of becoming a premiere arts and culture destination for residents and tourists. This could include a program in which the Mayor gives awards in specific categories in order to shine the light of recognition on individual artists and arts organizations that are making a difference in Clearwater through the arts. Award categories could include a Lifetime Achievement Award, Emerging Artist Honoree, Performing Arts Honoree, Media Arts Honoree, Literary Arts Honoree, Visual Arts Honoree, Arts in Education Honoree, and Arts Advocacy Honoree in partnership with Pinellas County Schools.

Action 2: Community Calendar

Develop a community calendar to identify programming throughout the City on one platform. Event hosts would be required to select a start and end date, a category, and a venue. This could be hosted in collaboration with Creative Pinellas.

The categories could include:

- Education (art, culinary arts, discussion group, health and healing, kids, lectures, music, professional development, workshops);
- Festivals (community events, festival, handmade or craft market);
- Fundraisers;
- History and Heritage;
- Kids and Family;

- Literary Arts;
- Local Food;
- Music (alternative, americana, choral, classic rock, classical, country, electronic and dance, folk and acoustic, funk, gospel, heavy metal, hip-hop, holiday, instrumental, jazz and blues, kids, opera, orchestra, punk, R&B soul, Rock and pop, singer songwriter, swing, world dance);
- Stage and Dance (comedy, dance, improv, interactive, open mic, opera, poetry and literature, storytelling, theater); and
- Visual Arts (craft/art show, crafting, fashion, film and video, galleries, meet and greet, photography, museum).

Action 3: Cultural Tourism Marketing

Explore a partnership with Creative Pinellas and Visit St. Pete/Clearwater for a joint marketing campaign for cultural tourism once some of the above initiatives are in place and have proven valuable in elevating the Clearwater brand.

Action 4: Historic Designations

Develop a new program that recognizes and designates historic buildings and sites through the City and places historic markers at these locations. Consider hiring an artist to develop a brand package for the historic markers so they are unique to the city of Clearwater.



CHAPTER 5: PLACE-BASED ART INVESTMENTS

Art invites participation in vibrant gathering spaces throughout the City. A wide range of opportunities exist for all -- as artists and audiences, makers and musicians. Cultural organizations across the spectrum thrive from an infusion of resources that broaden reach and deepen impact. Opportunities for cultural participation should exist equitably throughout the City providing opportunities for residents and tourists to experience the community, raising awareness of Clearwater as an arts destination.

Strategy 6: Downtown Investment

Define spaces within Clearwater that an investment in the arts can be concentrated for maximum impact.

Focusing investment in the arts in specific areas can project wins as continued investment builds on itself. Communities across the country use districts to drive focused economic development and as an approach to tourism development.

ACTION STEPS TO IMPLEMENTATION

Action 1: Clearwater Arts District

Designate Downtown as an Arts District with Coachman Park as the anchor. In order to establish Downtown Clearwater as a regionally recognized arts district, a series of actions must take place. The following actions should be considered:

Develop city-owned exhibition space for local artists to host shows in. Due to the lack of commercial gallery space and opportunities to show visual art locally, the City should become the owner of a community gallery space that can be rented out by artists or arts organizations to host shows. This should be a white box space.

If the Cleveland Street Pedestrian Area is made permanent, the City should program the area with cultural events. Investment on Cleveland Street should boast a variety of programming types including rotating public art, arts-focused events, and performances.

Consider completing a feasibility study on the viability of an artist live work space in Downtown Clearwater. The energy generated by artists living and working in Downtown Clearwater will be evidenced by the vibrancy that is built by creative people being in close proximity to one another. The feasibility study should include an audit of available space, demand for artist live/work housing both in Clearwater and the region, price points the artists would be willing to pay, and general interest from the public in housing artists in the newly formed Arts District.


bee

Action 2: Creativity Incentive Program

Explore the feasibility of a Creativity Incentive Program which could support the viability of gallery and Live Music programming. This program would allow an owner of a for-profit gallery or music venue to receive a rent subsidy of 50% for 12 months and a start-up grant to offer costs related to relocation, advertising, and tenant improvements. This should be concentrated within the Arts District.

Strategy 7: Neighborhood and Resident Investment

Support neighborhoods through broadening and diversifying arts experiences.

While major investment in concentrated areas is important, it is equally important to support a diverse geography where residents from a variety of backgrounds live and play together. Expanding cultural offerings into neighborhood parks and studying access to art making at the neighborhood level is a natural next step for the Clearwater Cultural Affairs Division.

ACTION STEPS TO IMPLEMENTATION

Action 1: Cultural Arts Programming Expansion

Expand Cultural Arts programming to neighborhood parks, libraries, and recreation centers that include the literary and performing arts. Quarterly concerts in neighborhood parks, lecture series at neighborhood libraries, and performances by local groups in recreation centers or in parks will provide opportunities for residents to get engaged in the arts on a neighborhood level and will build confidence to participate in larger city-wide events that are focused on arts and culture.

Action 2: Community Arts Center Feasibility Study

Complete a feasibility study for a Community Arts Center that serves as a place for educational opportunities and art making.

- This Community Arts Center should provide an opportunity for artists to create and sell their work as well as a place for residents and visitors to take classes in an arts and culture environment unparalleled in the region. The Community Arts Center should be a multi use facility that includes studios for visual artists and classrooms for artmaking as well as opportunities for other media as well. The Community Arts Center could also house a black box theater for small performances. A Community Arts Center should be affordable in order to create an environment that incubates and supports emerging artists as well as established artists. This investment can support the overall desire of Clearwater to become known for the arts and the creativity of its residents. An investment such as this has the ability to create a regional draw for artists and visitors, catalyzing arts focused investment in the City.
- The study should explore existing facilities throughout the region, how far residents are currently traveling for similar experiences, as well as examine the needs of residents for classes and programming. An audit of existing Clearwater facilities should also be conducted to understand if they are being used to their maximum potential, or if they could be reused and repurposed for a Community Arts Center. The study should also consider the viability of small community arts centers on a neighborhood level compared with a larger scale facility that houses all of the City's investment.

CHAPTER 6: IMPLEMENTATION MATRIX

The following matrix identifies all proposed strategies and actions and lays out a general timeline for their implementation. This should serve as a roadmap for future implementation with the understanding that the implementation of this plan should be flexible based on opportunities that may arise in the future.



IMPLEMENTATION MATRIX

2022

STRATEGY 1

Neighborhood Focus

ACTION 1: Neighborhood Grant Program

ACTION 2: Programming Expansion to Neighborhoods

STRATEGY 2

Public Art Funding

ACTION 1: Reinstate Percent for Art in Private Development Ordinance

STRATEGY 3

Invest in Iconic Art

ACTION 1A: Coachman Park Iconic Public Art

ACTION 1B: Coachman Park Rotating Exhibit

ACTION 2: Trail Lines

ACTION 3: Biennial Temporary Art Festival

STRATEGY 4

City Functions

ACTION 1: Sister Cities Collaboration

ACTION 2: Artist-Driven Placemaking

STRATEGY 5

Strategic Partners

ACTION 1: Annual Summit on the Arts

ACTION 2: Community Calendar

ACTION 3: Cultural Tourism Marketing

ACTION 4: Historic Designations

STRATEGY 6

Downtown Investment

ACTION 1: Clearwater Arts District

ACTION 2: Creativity incentive Program

STRATEGY 7

Neighborhood and Resident Investment

ACTION 1: Cultural Arts Programming Expansion

ACTION 2: Community Arts Feasibility Study


2023
2024
2025
2026
2027
2028

CASE STUDIES TO SUPPORT ACTION STEPS

The following case studies support the strategies and share proof of concept for the action steps to implementation. Utilizing these case studies as a tool in advocating for the city of Clearwater to adopt and implement the recommendations is encouraged. Not every Action Step for Implementation will have a case study associated with it as only the more complex action steps are supported by case study examples.



Strategy 1: Neighborhood Focus

Strengthen the identity of Neighborhoods through an investment in public art at the neighborhood level.

Action 1: Develop a public art strategy for neighborhoods that includes a neighborhood grant program to execute community-driven public art projects.

CASE STUDY COMMUNITY: INDIANAPOLIS, INDIANA

The City of Indianapolis funds the Public Art for Neighborhoods Community Connection Grants which is a grant program for non arts organizations to serve specific neighborhoods in the City. It is part of the Public Art for Neighborhoods Program that ensures incentive funding for private development in certain districts returns benefits to neighborhoods in the form of increased arts and cultural activity. Any neighborhood or community group can apply as long as an artist is working with the neighborhood or community group. Grants range from $500- $2,500.00 and $50,000.00 is allocated annually for this program.

For the 2021 grant cycle, the following kinds of projects are being funded:

- Preference to projects that use the arts to address issues or situations raised by the COVID-19 pandemic within the community, and/or engage the arts to support racial justice initiatives on a neighborhood scale.
- Any project that pairs artists with communities to address neighborhood issues.
- Any project that promotes a strong, authentic, collaborative partnership between an artist and the community--ideally, with an artist who lives in the community.
- Any project that has an approach that is artistically relevant to the community, and one that the community members will connect with and appreciate.

Potential projects to consider include:

- Artistically supporting and reinforcing COVID-19 health directives, and providing artist-created health-related items
- Putting a human face to the current crises, and raising awareness of victims' basic humanity
- Connecting local COVID-19 relief and racial justice efforts to larger national and international statements and movements
- Creating works of art in public that support "cope, hope, and act" initiatives
- Entertaining people from a safe distance
- Providing welcome distractions
- Supplying methods of self-care that allow people to relax and laugh during difficult times

Learn more about the Public Art For Neighborhoods Fund by visiting: https://indyarts.org/pafn

Strategy 3: invest in Iconic Art

Invest in Iconic Public Art in Strategic Locations to Bolster the Public Art Experience.

Action 3: Develop and launch a biennial temporary art festival on the beach.

CASE STUDY COMMUNITY: SANTA MONICA, CALIFORNIA | GLOW

GLOW was the first all-night arts event in the United States to highlight the commissioning of light-based artwork. It transformed the beach in Santa Monica into a world of interactive and engaging contemporary art installations in 2008, 2010, and 2013. The event attracted between 100,000 and 200,000 visitors each year to Santa Monica Beach during the course of one night. At the first GLOW event in 2008, over 100 artists participated in 27 projects that spanned genres, technology and content, all with some orientation toward engaged participation with a diverse audience. The first year attracted over 200,000 people. The 2010 event attracted over 150,000 people and included 20 projects and 100 artists. Glow 2013 attracted similar numbers and boasted large-scale complex installations by renowned artists Janet Echelman and Rebeca Mendez, among others.

GLOW was inspired by Nuit Blanche, a French creation that put art on display at night. The phrase translates to “white-night” - the French equivalent of an “all-nighter.” The final year of GLOW had a budget of $600,000 with two thirds coming from private donors. The budget included production costs, equipment rental, artist fees, security and transportation management. GLOW was a free event that was open to the public.

CASE STUDY COMMUNITY: BENTONVILLE, ARKANSAS | NORTH FOREST LIGHTS

North Forest Lights is an artistic light and sound experience in the middle of the North Forest at Crystal Bridges. Crystal Bridges partnered with Montreal-based multimedia and entertainment studio Moment Factory to bring five immersive art installations to life in a forest setting with light, sound, and sensory effects to create a captivating, family-friendly experience. This installation runs from October - February and boasts hundreds of thousands of visitors to Bentonville.

North Forest Lights is a ticketed event and has an undisclosed budget as it is not publicly funded.

Learn more about North Forest Lights by visiting: https://crystalbridges.org/exhibitions/north-forest-lights/

Strategy 4: City Functions

Strengthen Existing Programs and City Departments Through Expansion of Offerings and Injection of Creativity.

Action 2: Integrate artists into the everyday workflow of the City and deliver innovative, artist-driven placemaking projects into the community through an Artist-in-Residence Program.

CASE STUDY COMMUNITY: SAINT PAUL, MINNESOTA | CITY ARTIST

Since 2005, the influential City Artist program has redefined the role of the artist working within city government. Integrated far upstream in the daily and long-term workings of the city, artists are creating a new artistic, social, and civic practice through an innovative public-private partnership between Public Art Saint Paul and the City of Saint Paul. The central pursuit is to create art out of the life-sustaining systems of the city. Artists advise on major city initiatives and lead their own artistic and curatorial projects and have dedicated workspace within the Department of Public Works so they can freely collaborate across city agencies.

The partnership between the City of Saint Paul and Public Art Saint Paul is unique, highly effective and seen nationally as a model. Saint Paul is unique in that City Artists work within the walls of City Hall and ensure that art is considered as an integral part of nearly every civic discipline: parks, planning, public works, and libraries; from early conceptualization of the City's urban future through planning studies, capital project design, on-going street and sidewalk maintenance, and the programming of public places.

Learn more about City Artist by visiting: https://publicartstpaul.org/cityartist/

Strategy 5: Strategic Partners

Implement programs that build the capacities of the arts and culture sector to be more unified in their vision toward the same goal.

Action 3: Explore a partnership with Creative Pinellas and Visit St. Pete/Clearwater for a joint marketing campaign for cultural tourism once some of the above initiatives are in place and have proven valuable in elevating the Clearwater brand.

CASE STUDY COMMUNITY: COLUMBUS, OHIO

The Art Makes Columbus/Columbus Makes Art campaign is a progressive influential and collaborative community effort. The promotion and marketing efforts strive to showcase these qualities boldly, expressing the diverse perspectives, depth of talent, and untold potential that make up the Columbus arts community. This campaign was developed in 2015 and focuses extensively on branding the City of Columbus and the Central Ohio region as a cultural hub in the United States. Many of the branding efforts are targeted at tourists and are focused on enhancing and elevating the brand of the City and the region nationally. The campaign has won countless awards including three Emmy awards.

Learn more about the Columbus Makes Art campaign by visiting: https://www.columbusmakesart.com/

