

Clearwater Cultural Plan

Clearwater, Florida

Thanks to
Clearwater Cultural Planning Steering Committee for leadership,
the City of Clearwater for funding,
Clearwater Arts Foundation for initiating the plan,
Margo Walbolt and Clearwater Parks and Recreation for leadership and coordination,
and Dr. Craig Dreeszen for planning assistance.

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Clearwater Cultural Plan

Purpose of the Plan

The planning was undertaken to develop a comprehensive community cultural plan that identifies community needs, defines goals and recommends strategies that develop the arts and culture of Clearwater and enable arts and culture to benefit Clearwater citizens and visitors.

Clearwater Cultural Plan Vision

Arts and culture are critical to Clearwater's prosperity and livability. With the implementation of the Clearwater Cultural Plan, we will create a climate where arts and culture will thrive and these things will be true:

- Citizens and visitors take advantage of opportunities to enjoy flourishing performing, visual and literary arts.
- People of all ages and ethnicity have lifelong access to arts education.
- The arts are well integrated into downtown, waterfront, and neighborhood development.
- Clearwater is well known for its high quality art and music festivals.
- Public and private buildings, roads, and signs are developed with good design.
- Public art is widespread in the City and supported by ongoing public/private investments.
- Local visual, performing and literary artists are recognized, valued, and are encouraged to live and work successfully in Clearwater.
- The arts help celebrate Clearwater's diversity.
- Citizens value Clearwater's history and heritage.
- Clearwater protects its beaches, natural vistas, and other landscapes.
- The citizens of Clearwater support arts and culture with a public Cultural Affairs Division, funding for cultural development and public art, and good public policy.

Six Goals of the Clearwater Cultural Plan

- ❖ Stimulate local cultural development to benefit Clearwater's citizens and visitors.
- ❖ Create a Public Art and Design Program to enhance the look of the City through works of art and design that create a sense of place and increase the quality of life for residents and visitors.
- ❖ Enhance and cultivate opportunities for the community to participate in the visual, literary, and performing arts.
- ❖ Establish Clearwater as an artist-friendly City where artists prosper.
- ❖ Promote opportunities for all community members to engage in lifelong learning in and through the visual, literary, and performing arts.
- ❖ Recognize and achieve the cultural industry's potential to contribute significantly to the economic well being of Clearwater.

City of Clearwater Vision

The Cultural Plan is consistent with the vision of the City of Clearwater.

“Sparkling Clearwater is a uniquely beautiful, economically vibrant community that re-invests in itself and is a wonderful place to live, learn, work and play.”

This will be evidenced by (in no particular order):

- A safe, clean, green environment.
- Diverse, high paying jobs
- High quality education
- A variety of cultural and recreational offerings
- Efficient, responsive City services
- Safe, comfortable, walkable neighborhoods
- Well-maintained housing stock in all markets
- Well-maintained infrastructure
- Efficient transportation systems
- A vibrant downtown that is mindful of its heritage
- A quality beach environment

-accepted by the City Commission September 5, 2002 (pending public approval)

Clearwater Cultural Planning Methods

The Clearwater Cultural Plan was produced by the citizens of Clearwater over a ten-month process concluding in October 2002. Sixty-one community leaders participated in the Steering Committee and five Task Forces. There were a total of 21 steering committee and task force meetings. An extensive community assessment polled the opinions of over 1,000 citizens and community leaders.

Over 480 people participated in interviews and focus groups. Steering committee members, staff, and the planning consultant interviewed 42 individuals and met with more than 435 others in focus groups. Over 400 people participated in cultural assessment discussions as part of a series of 15 neighborhood block parties on April 20, 2002.

Another 477 citizens responded to a community cultural assessment survey. An invitation to complete a Web-based electronic survey was e-mailed to a variety of constituent lists including Ruth Eckerd Hall, municipal employees, Pinellas County Arts Council, City audience list, steering committee members' personal lists, downtown business owners, and Pinellas County art teachers. Notices were placed in the newspaper directing readers to the Clearwater Arts Foundation Web site's link to the survey. Paper surveys were distributed to civic clubs, recreation participants, school/ parent groups, youth organizations, art groups, public functions, Tour of Turtles exhibit, Dunedin Fine Art Center, and seniors programs.

Planning was coordinated locally by Margo Walbolt from the City of Clearwater Parks and Recreation Department. The Steering Committee was chaired by Aaron Fodiman. Dr. Craig Dreeszen, Director of Dreeszen & Associates, provided planning assistance.

Assessment Summary

Interview and focus group participants thought Clearwater's strengths were in its performances. Ruth Eckerd Hall, City concerts at Coachman Park, and Clearwater Jazz Holiday were most often mentioned (in that order of frequency). Other cultural assets are the Clearwater Public Library System, community arts groups, public art, the proximity to other cultural programs in Tampa Bay, and individual artists.

When asked what's missing, most frequently, citizens and community leaders described the lack of visual arts programming and an art museum. There is less visual arts programming than people would like. Many citizens would also like more arts education opportunities for children and adults.

Community leaders described the need for coordination, communication, and funding to support Clearwater's cultural development. Many recommend the creation of a staffed, cultural agency to lead in coordination and plan implementation. More public art is wanted.

Summary of Survey Findings

- The Clearwater Public Library System and Ruth Eckerd Hall performances are the most valued of Clearwater's cultural attractions. Other especially valued attractions are the City's Concerts in the Park, Ruth Eckerd Hall education programs, and Clearwater Jazz Holiday.
- About 44% of respondents often attended exhibitions. This is slightly higher than the national average. About 63% of Clearwater respondents reported that they often attended performances. This is significantly higher than most studies of national participation in performances. This may mean that the City's park concerts and Ruth Eckerd Hall have cultivated a large local audience for performances. These survey results also may be more representative of arts audiences than the general population of Clearwater.
- Nearly all respondents report that arts and culture are very important or important to Clearwater's quality of life. Over two-thirds say this is "very important."
- Nearly all also believe that arts and culture are important to what makes Clearwater attractive to visitors and businesses. Two-thirds find this "very important."
- Of cultural factors under-represented or missing in Clearwater, arts instruction in the schools is clearly the most important. Over six in ten respondents (62%) thought arts education was "very important." A children's museum and visual arts gallery or museum were thought to be very important by nearly half. Public art and a film theater were also very important for many. These findings are consistent with interviews, focus groups and an open-ended question in this survey.
- When asked, "What arts or cultural programs do you wish were offered in Clearwater?" seven ideas were suggested very often (listed in order of most frequent mention):
 1. Art museum or gallery

2. Visual arts instruction for adults
 3. Exhibitions of regional artists (including competitions and outdoor art shows and sales)
 4. More live theater
 5. Public art (sculpture and murals)
 6. Film theater (especially art and independent film)
 7. Arts in education (for young people in and out of school)
- Well over three-quarters of respondents thought there should “certainly” or “probably” be a staffed local arts agency to coordinate and promote arts information, programs, and services in Clearwater.
 - Most City residents responding to the survey thought the City of Clearwater should help fund a local arts agency. About a third indicated this was “certainly” true and another half thought this was “probably” the right thing to do. About 11% were opposed.
 - Most respondents favored diversified funding for Clearwater’s arts organizations and programs. Business and corporations were thought to be most responsible with nearly all respondents (94%) thinking that businesses should provide arts support. Most respondents thought foundations (90%) and individuals (85%) should also support the arts. Most, but slightly fewer, reported that local government (81%) and state government (70%) should also support the arts.
 - Most respondents were willing to use local tax dollars to help support arts and culture in Clearwater. Among City of Clearwater residents, 85% were willing to do so and of these, 41% were very willing. About 15% of City residents responding were not willing to support the arts with local taxes.
 - The arts are seen by many to be vital to the City’s quality of life and economic development. Many recommend the arts as part of a downtown, bayfront redevelopment plan, and as a means to interest visitors. Many urge that cultural development also be done in the neighborhoods and that programming reflect the City’s diverse interests and citizens.

Clearwater Cultural Plan – Goals and Objectives

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

Objective 1.1 Establish an effective public/private partnership for supporting and developing Clearwater’s cultural resources.

Objective 1.2 Create a new Cultural Affairs Division within the City of Clearwater’s Parks and Recreation Department to be effective October, 2003. **Highest priority.**

Strategy 1.21 The City will address support of a Cultural Affairs Division in the budget process of FY03-04.

1.22 The Parks and Recreation Department will seek to meet needs identified in the cultural assessment with both existing and new resources in the following ways:

- Establish a position to manage a division for Cultural Affairs.
- Seek partnerships for the provision of services by other organizations.
- Plan for reorganization and budget for additional resources.
- Provide administrative support for the public arts initiative.

Areas of responsibility for the new Cultural Affairs Division (Objectives 1.3 – 1.9):

Objective 1.3 Lead implementation of the Clearwater Cultural Plan.

Strategy 1.3.1 The Cultural Affairs Division will enlist support of the Clearwater Arts Foundation and other civic and cultural organizations to lead the implementation of the Cultural Plan.

1.3.2 The Cultural Affairs Division will use this Cultural Plan as its guide to action and as the primary cultural policy document of the City of Clearwater.

1.3.3 The Division will encourage each government agency, department, and cultural organization with a stake in the plan to review their own agency plans and integrate those aspects of the Cultural Plan that apply to their organization.

1.3.4 Maintain momentum established by the planning as the new Division is being created and the Foundation reforms. Task forces may choose to continue working to encourage implementation of their recommendations. The Public Art Ordinance and acquisitions policy are priorities that can proceed without delay.

Stimulate

Objective 1.4 Administer City’s Public Art Ordinance. (See Goal 2).

Objective 1.5 Promote communication and coordination among local and county arts and cultural organizations.

Strategy 1.5.1 Convene meetings of local arts leaders.

1.5.2 Establish methods of communication via e-mail, newsletters and direct mail.

1.5.3 Utilize existing City communication resources, i.e., Web, TV, master calendar.

1.5.4 Encourage direct communication with non-profit arts organizations for distribution of information (Convention and Visitors Bureau, chambers of commerce, service clubs, etc.)

1.5.5 Coordinate and communicate between local civic groups.

Objective 1.6 Represent and relate the importance of the City’s arts and cultural community to the other sectors in the City, county and state.

Strategy 1.6.1 Represent the arts to economic development departments, tourism departments and organizations and redevelopment initiatives (i.e. CVB, Economic Development, Pinellas County Arts Council, etc.).

1.6.2 Coordinate and communicate between local civic groups (i.e. Rotary, Chambers and Junior Leagues, etc.).

1.6.3 Advise, consult, and partner with the Special Events Division and other City Departments and resources.

Objective 1.7 Increase amount of funds to benefit Clearwater arts and cultural programs.

Strategy 1.7.1 Work with City officials to develop a City grants program for City funding of cultural organizations consistent with this plan.

1.7.2 Develop specific grant policies and guidelines for City funding.

1.7.3 Establish pool of City funds to provide matching funds for outside grants as an incentive for grant-writing.

1.7.4 Oversee granting of City funds to non-profit arts organizations that meet specific criteria and City objectives to be determined through above strategy (1.7.2).

1.7.5 Seek grants accessible to public agencies.

1.7.6 Develop partnerships for grant opportunities.

1.7.7 Encourage Clearwater cultural organizations to seek diverse funding.

Objective 1.8 The Clearwater Cultural Affairs Division shall serve as a clearinghouse and resource for the City's arts programming.

Strategy 1.8.1 Encourage new programming within the Community as determined by need and resources.

Objective 1.9 Serve as liaison to the Pinellas County Arts Council to provide information about Clearwater's artists, non-profit arts and cultural organizations.

Areas of responsibility for the Clearwater Arts Foundation (Objectives 1.10 – 1.12):

Objective 1.10 The Clearwater Arts Foundation (CAF) should reorganize to be an advocacy and advisory board in partnership with the City's Cultural Affairs Division. CAF may also raise funds and plan programs as appropriate.

Objective 1.11 Support implementation of the Clearwater Cultural Plan.

Strategy 1.11.1 CAF will work with the City's Cultural Affairs Division to support the implementation of the Clearwater Cultural Plan.

1.11.2 Encourage opportunities, collaborations, partnerships and alliances to enhance the cultural opportunities for the citizens of Clearwater.

1.11.3 Seek funding sources to support the Clearwater Cultural Plan.

1.11.4 Advocate for the arts and cultural development with the City Commission, neighborhood groups, civic organizations, etc.

Objective 1.12 The Clearwater Arts Foundation should build its capacity to fulfill its advocacy and advisory role and to help implement the cultural plan. **High priority.**

Strategy 1.12.1 The CAF should seek funds for operating costs and professional staff.

1.12.2 City support to CAF should be part of a multi-year negotiated partnership agreement with clear expectations.

1.12.3 CAF should recruit a broad mix of arts and civic leaders to its board of directors in keeping with its premier role of arts advocacy and advice. **High priority. Conclude by December, 2002.**

1.12.4 CAF should develop appropriate committees to continue collaboration and communication to address key issues identified in the plan.

1.12.5 CAF should secure visible, downtown office space to help anchor the cultural district.

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.**

Objective 2.1 Enact a City Public Art and Design Ordinance that will provide public and private funds for public art. **High priority.**

Strategy 2.1.1 Secure the help of a public art expert to develop the ordinance and public art management process for Clearwater.

2.1.2 Address costs to establish ordinance during the Fiscal Year 2002-2003 Budget Process.

2.1.3 Bring proposal for ordinance for City Commission review in May 2003.

Objective 2.2 Create a funded public art program. **High priority.**

Strategy 2.2.1 Allocate a percentage of eligible municipal capital construction projects for the acquisition, installation, and maintenance of art in public places.

2.2.2 Aggregate money from specific capital projects to do public art projects not associated with specific construction projects.

2.2.3 Reserve a portion of public art funds for the administration of the public art program.

2.2.4 The Cultural Affairs Division and Clearwater Arts Foundation will endeavor to identify and pursue additional revenue from other public and private sources to supplement the City's public art funding.

Objective 2.3 Establish an equivalent program for private development that provides incentives and requirements for public art. Privately-funded art in public spaces should be subject to the same design review process as municipally-funded public art. **High priority.**

Objective 2.4 The City's new Cultural Affairs Division will manage the Public Art Ordinance advised by a the Clearwater Arts Foundation and an appointed Public Art Committee that develops a plan and identifies eligible projects and funds.

Strategy 2.4.1 The Cultural Affairs Division may contract with a public art manager to administer the City's public art program.

2.4.2 The Clearwater Arts Foundation will in concert with the Cultural Affairs Division will make on appointments to the Public Art Committee.

Create

2.4.3 The Public Art Committee will use current best practices including the participation of citizens and institutions most affected by the public art in the selection process.

2.4.4 Representative selection committees will assure community involvement to ensure that public art projects are reflective of the interests and culture of the community.

2.4.5 The Cultural Affairs Division will coordinate with other cultural organizations in the City to avoid duplication of efforts.

Objective 2.5 The Cultural Affairs Division will recommend a public art acquisition policy for the City that will govern the acceptance of art in public places by private organizations or individuals.

Objective 2.6 Plan and budget for long-term maintenance of the City's public art.

Objective 2.7 The City's Planning Department should use public art as part of City planning to define City entrances, neighborhoods, and special places.

Objective 2.8 Enhance the look of the City through the infusion of art and good design in buildings and structures, streetscapes, walkways, and public places.

Objective 2.9 Maintain adequate sign control ordinances to contribute to and protect the City's aesthetics.

Objective 2.10 Integrate cultural identity and urban design through the preservation and restoration of historic buildings and properties.

Strategy 2.10.1 Display public art in historic buildings and others.

2.10.2 Support the State Historic Marker program.

2.10.3 Seek grant and private fund sources for restoration of sculptures and monuments.

Objective 2.11 The Public Art and Design Program will promote stewardship of the city's historic buildings and protect and promote the value of the community's public spaces and natural landscape.

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

Objective 3.1 Create a downtown arts district with plans and incentives to develop galleries, low-cost artist live/work spaces, and a cultural center. (See also Goal 6, obj. 6.4.)

Strategy 3.1.1 Work with City planners to offer the proposed arts district as an effective downtown development strategy in the pending downtown development plan. High priority.

3.1.2 Identify alternative sites for public exhibition of local artwork.

3.1.3 Encourage and support cultural facilities and activities that draw people to the downtown area such as Royalty Theatre, Clearwater Arts Studio, Downtown Arts Stroll, and film theaters.

Objective 3.2 Plan to fund and develop a multipurpose cultural facility that would house a museum, arts center, performance space and support facilities. (See also Goal 6, objective 6.4.)

Strategy 3.2.1 Identify existing buildings or downtown storefronts that might be converted for use as a cultural center.

3.2.2 Ensure that artists be included in the planning of any cultural center.

Objective 3.3 Create a multiple-day downtown multi-disciplinary arts festival with educational activities and opportunities for the sale of artists' works.

Objective 3.4 The Clearwater Public Library System should work with regional museums such as (Gulf Coast Museum of Art, Dunedin Fine Arts Center, and the Salvadore Dali) to exhibit collections.

Strategy 3.4.1 The City Library should feature regional artists in its exhibitions.

Objective 3.5 Encourage exhibitions at various venues such as Harborview, neighborhoods, and other public locations for both visual and performing artists.

Strategy 3.5.1 Enlist support of area artists and collectors to lend artwork for display. Plan exhibitions to complement other events such as Clearwater Jazz Holiday.

Objective 3.6 Encourage individuals, non-profit organizations and businesses that create visual and performing arts programs and facilities in Clearwater.

Enhance

- Objective 3.7** Recognize the importance and continue to support the performing arts as shown in Ruth Eckerd Hall, and Clearwater Jazz Holiday, and coordinate with other arts activities.
- Objective 3.8** Nurture the kinds of performance presenters under-represented in the City such as a repertory theater, dance, and film presenters.
- Objective 3.9** The Cultural Affairs Division will encourage Clearwater arts and cultural organizations to develop effective individual attraction and collaborative marketing.

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

Objective 4.1 Encourage artists to live and work in Clearwater.

Objective 4.2 Establish plans and funding to assist artists to develop and own studios and living spaces. (Repeated in Goal 6 as obj. 6.2).

Strategy 4.2.1 Subsidize artists' rent in publicly-owned buildings in exchange for community service performed by those artists.

4.2.2 Encourage developers to provide "sweat equity" projects in which artists/tenants do post-construction work in exchange for ownership rights or other long-term incentives.

4.2.3 The City should develop incentives for non-profit organizations and entrepreneurs to create downtown exhibition spaces and sales galleries.

4.2.4 Encourage artists to create a cooperative studio facility in an unused public space.

4.2.5 Include exhibition space in the design of new municipal facilities.

4.2.6 Protect City use and occupancy regulations that allow for artist live/work space in industrial or commercial zoned areas.

4.2.7 The Cultural Affairs Division should work with financial institutions and economic and business development organizations to create opportunities for artists to participate in small business loans, revolving loan funds, business planning and assistance, and arts business incubators.

Objective 4.3 The Cultural Affairs Division should work with other cultural organizations to increase the visibility of regional artists.

Strategy 4.3.1 Create a directory of local artists using such available City technology resources as Web site, cable television as well as printed materials.

Objective 4.4 Encourage municipal and business support of regional artists through purchase of services, programs, and performances from local cultural groups and artists.

Strategy 4.4.1 Use regional artists in the design of printed materials; purchase their work for official gifts; and invite performances for City, business and other civic functions.

4.4.2 Advocate the principle that pro

Establish

Objective 4.5 Provide information, training, and assistance to artists to help develop their artistic and professional potential.

Strategy 4.5.1 Present regional and nationally recognized artists to show their work.

4.5.2 Encourage workshops in management, marketing, grants writing and how to participate in public art competitions either internally or through outside organizations such as Pinellas County Arts Council, State of Florida Division of Cultural Affairs, National Endowment for the Arts, or others within the local and regional organizations.

4.5.3 The Cultural Affairs Division should be a conduit for local groups and individual artists to access information.

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

Objective 5.1 Advocate for strong arts education programs in the public schools.

Strategy 5.1.1 The Cultural Affairs Division and the Clearwater Arts Foundation will jointly provide for active participation in the Arts for a Complete Education (ACE) Pinellas steering committee, which has as its goals:

- Serve as an advocate for arts education for all students.
- Monitor decision making as it affects arts education.
- Encourage collaboration among schools, artists, arts agencies and the community.
- Maintain an organizational structure and the resources to support the above goals.

Objective 5.2 Recognize and support the importance of arts programming in Clearwater schools through the development of enhanced collaborative efforts between the schools, the City, artists and cultural organizations.

Strategy 5.2.1

The Cultural Affairs Division will:

- Coordinate exhibitions of student work in City facilities.
- Promote performances of schools in City venues and at Ruth Eckerd Hall.
- Recognize student achievement in the arts through resources such as C-View, City Web site, and Parks and Recreation publications.
- Encourage cultural institutions to develop partnerships with Clearwater schools to enhance artistic development and participation including artists-in-the-schools program.

Objective 5.3 Enhance arts education opportunities that celebrate Clearwater's cultural diversity.

Strategy 5.3.1

- Since Clearwater's Hispanic population represents 14% of its citizens, additional events should be offered at City venues that are geared towards experiencing and celebrating Hispanic culture.
- The richness of the community's cultural diversity should also reflect other ethnic and cultural interests through support for activities such as Cinco de Mayo, Juneteenth and Black History month.

Objective 5.4 Make arts education accessible to all Clearwater citizens regardless of age, economic level, ethnic background, or abilities.

Promote

Strategy 5.4.1

- Encourage cultural education programs such as Ruth Eckerd Hall/PACT Inc., and the Clearwater Marine Aquarium's Educational Program.
- The Cultural Affairs Division should explore a collaborative youth arts programming modeled after successful ventures such as the Youth Arts Corps in St. Petersburg or Chicago's Gallery 37. Priority.
- Support current plans within the Parks and Recreation Department to develop a community arts-based intergenerational center in January 2003 at the Kings Highway Recreation Center.
- Support and encourage outreach programs from cultural institutions to bring artistic experiences to community centers such as the new North Greenwood Recreation and Aquatic Complex..
- Develop programs for special populations through partnerships with organizations such as VSA arts of Florida to offer arts programming such as "Arts for the Elderly", "Start with the Arts" pre-school initiative, and populations of varying abilities.
- Promote continuing education programs for adults through the various providers such as the City, Pinellas County Schools, individual artists, and cultural organizations.
- Strengthen relationship with one of our community's strongest resources, St. Petersburg College, to tap into resources available through this institution of higher learning.
- Continue communication between the City, cultural organizations, schools, artists, and the system to ensure collaboration.

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

Objective 6.1 Develop cultural destinations to generate downtown revitalization.

Strategy 6.1.1 Encourage public/private development of a cultural district, which will foster the growth of ancillary amenities such as restaurants, hotels, shopping, etc.

6.1.2 Recruit or cultivate a climate that will encourage the development of private initiatives. Some possible opportunities include:

- Florida Music Hall of Fame
- Institute of Art
- Private art galleries, craft shops, and arts supply stores
- Cultural artist exchange

6.1.3 Develop, coordinate, and cross-market cultural events and destinations to increase impact for tourism and business. Some suggested events/activities include:

- Expand Clearwater Jazz Holiday
- Promote Sunsets at Pier 60
- Add Film festivals
- Create a mini-Spoletto style festival
- Revitalize Fun 'n Sun Festival
- Develop Clearwater Marine Aquarium

Objective 6.2 Create artist's live/work facilities where artists live and work in or adjacent to downtown. (See also 4.2)

Strategy 6.2.1 Explore partnerships with housing development agencies, financial institutions and community development grant funds.

Objective 6.3 Create vibrant public spaces complementing the City's natural amenities to improve urban quality of life and create a positive community and regional image.

Strategy 6.3.1 Enhance and expand Coachman Park to facilitate signature events and festivals as well as creating a gathering place for Clearwater's bayfront.

6.3.2 Create monumental "gateway" area for downtown.

6.3.3 Incorporate art and design elements in streetscapes and redevelopment of public spaces.

Achieve

Objective 6.4 Promote the arts as a critical component in the City’s overall economic development strategies.

Strategy 6.4.1 Ensure that the arts are at the table during development discussions by having representation from the Cultural Affairs Division and the Clearwater Arts Foundation on planning boards, the Development Review Committee and the Main Street Program and other appropriate entities.

6.4.2 Identify artists willing to advocate for the arts at public forums.

6.4.3 Initiate amendment of the Clearwater Comprehensive plan to adopt this cultural plan. High priority.

6.4.4 Incorporate relevant parts of this plan in the City’s downtown and economic development plans.

6.4.5 Conduct a study to evaluate the impact of the arts on economic development in Clearwater. Utilize information from other recent Tampa Bay area studies and a tool developed by Americans for the Arts. Explore engaging the Center for Economic Development at USF/Tampa to assist in this process.

Objective 6.5 Develop dedicated funding sources for cultural initiatives that create economic development.

Strategy 6.5.1 Explore funding sources such as Community Development Block Grants, Pennies for Pinellas, hotel/motel taxes, Pinellas County Economic Development Office.

6.5.2 Encourage applications for tourist marketing initiatives to the St. Petersburg-Clearwater Convention and Visitors Bureau.

6.5.3 Clearwater’s CRA (Community Redevelopment Area) should invest a portion of its budget for downtown public art projects and to support downtown cultural development as recommended in this cultural plan.

6.5.4 Consider creating an occupational license fee or small permit fee surcharge to benefit cultural development. Work with the county for consistent and simple permitting across municipalities.

6.5.5 Explore the possibility of creating a voluntary “art fund” which opportunities to contribute in ways such as adding a \$1.00 to utility bills to support the arts.

Objective 6.6 Through marketing initiatives, education and on-going research, create an atmosphere at all levels of government / political, social and community populations to create a welcoming climate to artists and arts activities.

Appendix

Steering Committee and Task Force Members

Planning Methods

Clearwater Cultural Planning Process: Summary work plan

Date	Planning Task	Status
Step One: Organization for cultural planning		
Jan 24	Organizational meetings: Dreeszen meets with Foundation leaders, potential steering committee members, and public officials to orient leaders, organize steering committee, develop work plan, and explore issues to be resolved in planning.	Done
By 1/31	Refine work plan and contract with consultant. Appoint local plan administrator.	Done
Start Jan	Clearwater Arts Foundation raises matching funds for planning and implementation.	Done
Jan – Feb	Gather background data: other plans, research results, demographic data. Look for cultural implications and potential for cultural plan to intersect with other civic plans. List potential interviewees and focus group participants (build database).	Done
By 2/15	Recruit and appoint steering committee and chair(s).	Done
Step Two: Conduct community cultural assessment		
Mar 19	Convene first steering committee meeting and formally launch the cultural plan, identify planning issues, and begin community assessment process. Define initial interview questions. Dreeszen conducts first interviews and focus groups (City Commissioners, City department heads, cultural organization leaders, community development and tourism agencies, potential funders).	Done
Apr – May	Constituent surveys. Develop instruments and administer.	Done
Apr-May	Steering Committee members conduct interviews and focus groups. Make presentation at existing community group gatherings (service clubs, board meetings, business associations, etc.) Steering committee members facilitate and report. These would include artists, cultural representatives, civic groups, business leaders, and neighborhood representatives.	Done
April	Survey selected constituent groups (i.e., cultural organizations, artists, etc.)	Done
by May15	Consultant summarizes assessment data in a written report. Progress report to City in time for early budget planning.	Done
Step Three: Develop and write cultural plan		
May 31	Convene second steering committee meeting to monitor plan progress, review assessment data and define key issues for more planning. Appoint a planning task force for each issue. Dreeszen coaches task force chairs.	Done
	Clearwater Arts Foundation continues fundraising for plan implementation.	
June - July	Four or five task forces meet 4-6 times over 2 months to collect more information as needed and recommend goals and action steps to resolve the three or four initial planning issues identified in assessment. <i>Start of contract, June 1.</i>	Done
Apr - July	Plan administrator monitors planning progress. Consultant <i>provides resources and</i> advises as needed.	Done

Aug 9	Task forces present preliminary recommendations to plan administrator who shares with other task forces and consultant	Done
Aug 27-28	Consultant meets with combined task forces to coordinate plans	Done
Sep 13	Consultant writes first-draft plan. (ten days later than initial work plan to accommodate August trip) (Note: first draft done in August as part of task force recommendations)	Done
Sep 14	Circulate draft plan to steering committee. (ten days later than initial work plan)	Done
Sep 24	Convene third steering committee meeting to consider draft plan. Circulate plan for public comment. Hold public hearing.	Done
by Sep 30	Consultant revises plan.	Done
Step Four: Approve and publish plan		
Oct 22	Convene fourth and final steering committee meeting to formally approve the cultural plan and to discuss implementation strategies. Disband the steering committee until reconvened to monitor implementation. Optional consultant trip.	
Oct	Design and publish cultural plan. CAF plans ahead for cost of design and printing.	
Step Five: Implement the Clearwater Cultural Plan		
Nov 4	Present plan to City, county, and school officials. Widely distribute the plan. Issue press release. Present the plan to agencies and individuals important in implementation. Encourage the Foundation and other key agencies to integrate the plan's recommendations in their organizational planning.	
	Continue to raise funds for plan implementation.	
2003	Reconvene the steering committee to monitor progress of plan implementation at six, twelve, and twenty-four month anniversaries of plan approval.	