



**NORTH MIAMI CRA**  
COMMUNITY REDEVELOPMENT AGENCY

# **PUBLIC ART POLICY AN IMPLEMENTATION PLAN**

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North Miami Community Redevelopment Agency

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## **AN IMPLEMENTATION PLAN FOR ARTS IN PUBLIC PLACES (APP) POLICY**

### **SUBMITTED BY**

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# 1.0

## INTRODUCTION



# INTRODUCTION

Art knows no language yet it speaks: Beauty. Therapy. Transformation! Just a few reasons the North Miami Community Redevelopment Agency (NoMi CRA) deems art essential to the health and vigor of its diverse communities. A long-standing proponent of the arts—whether as the film or recording capital of South Florida—or as home to the internationally-renowned Museum of Contemporary Art (MoCA), the City launched its Arts in Public Places program (APP) in 2010, coordinating closely with the County's own 'Art in Public Places' initiative.

## WHAT IS THE NORTH MIAMI COMMUNITY REDEVELOPMENT AGENCY?

The North Miami Community Redevelopment Agency (NMRCA) is an independent government agency that was fully established in 2005 by the City of North Miami and Miami-Dade County, under Chapter 163 of the Florida Statutes. The NMCRA is charged with the responsibility of eliminating conditions of blight that exist with the City, and helping to improve the quality of life by revitalizing the City's physical, economic, educational and social resources. The agency will achieve this by organizing programs related to economic development, marketing, public relations, security, physical improvements, special events, parking and other programs which further redevelopment. The designated Community Redevelopment Area comprises 3,250 acres, approximately 60% of the City.



# INTRODUCTION

## WHAT IS AN IMPLEMENTATION PLAN?

The Public Art Implementation Plan provides two important types of guidance for the NoMi CRA and the Art Selection Committee (ASC), which administer and oversee the Public Art Program. First, it offers broad direction in regard to what types of public art the City should commission, and what locations are of highest priority.

Second, it outlines the tools and processes necessary for identifying, planning and implementing public art projects, and for reviewing and approving projects proposed by developers. This plan, too, is an important milestone in that it will help the Program swing into action. By focusing on clear, visionary directions and decision-making processes for the Program, it establishes clear priorities for new projects, while allowing the NoMi CRA and the Art Selection Committee to be responsive to opportunities as they arise.





# INTRODUCTION

## WHAT DOES THE IMPLEMENTATION PLAN INCLUDE?

The first section of the implementation plan sets out the main ideas that will guide the Public Art Program and the commissioning of public art in the City of North Miami. The plan starts with a vision statement – a concise explanation of how public art should impact people's experience of the city. The vision statement provides a general context for decisions about what projects to develop and a framework for communicating about why public art is important to the City of North Miami.

The plan then sets out a mission statement for the Public Art Program. This explains the activities that the Public Art Program will undertake to advance the vision for public art. This statement can be used to develop workplans for the the NoMi CRA and the Art Selection Committee.

Next, the plan includes a set of goals for the coming years. These are specific outcomes that the Public Art Program should seek from the activities and projects it undertakes. These goals provide specific guidance for making decisions about what projects to develop, and how the projects should be organized.

Finally, the plan outlines two creative directions for public art in the North Miami CRA – **Resilience and Sustainability**. The purpose of these creative directions is to provide a focus for the type of work that is commissioned. These are not themes, but aspects of the city's design, development and operation that have the ability to stimulate artists' curiosity and interest, and that respond to ways in which people hope public art will enrich the city. These creative directions can help artists and the community make connections between various projects, and between public art and important issues in the city.





# INTRODUCTION

## Policies and Procedures

The Public Art Implementation Plan also outlines the processes through which the Public Art Program will be managed and how decisions will be made. This part of the plan begins with Project Development, a description of how potential projects are identified and the criteria for evaluating opportunities that arise in projects related to the capital budget, planning and development activities, and special initiatives of the Public Art Program.

**Implementation:** Policies and Plans, is a quick-reference guide to the foundational documents that direct the Public Art Program. Here, City staff, Council persons and the public can find basic background about the governance and management of the Program, and are directed to source documents that can provide them with more detailed information.

The next section, **Implementation: Processes**, sets out the procedures by which the NoMi CRA and Artist Selection Committee go about doing the work of the Public Art Program. These include developing annual work plans, creating the specific plans that will guide each project, and reviewing public art proposals by developers.

**Roles and Responsibilities** outlines how various stakeholders interact with the Public Art Program. It also outlines the composition of Artist Selection Committee and a range of task forces that will take on specific duties such as project development.



# INTRODUCTION

## WHAT HAPPENS NEXT?

### Projects

**The Implementation Plan** sets the stage for identifying and managing public art projects sponsored by the North Miami CRA, and for reviewing projects that are proposed by private developers and the community.

### North Miami CRA Cultural Plan Development

North Miami CRA has a long and proud tradition of visual and performing arts – film, dance, music, theatre – and boasts a variety of non-profits and venues that support work in those disciplines.

With this comprehensive review of the Public Art Program complete, the City should consider, as a next step, revisiting its last arts and culture study and undertaking a new comprehensive arts and culture plan within the next few years.







## 2.0 VISION

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# VISION

The vision of the North Miami CRA seeks to replace blight with bright, enriching the lives of North Miamians, ensuring vibrancy and access to art in Miami-Dade County's sixth largest metropolis. By curating public art installations throughout the City's public spaces, the program will infuse civic pride, beautification and a wider appreciation for the arts, while transforming the drab into stunning works of art.

## MISSION

- NoMi PUBLIC ART WILL:** enrich the experience of North Miami's past, celebrate the spirit of our present, and shape the identity of North Miami's future.
- NoMi PUBLIC ART WILL:** connect people to art that enriches their lives, provide opportunities for people to have hands-on experiences with art, foster conversation among people throughout the city, and transform drab in everyday places.
- NoMi PUBLIC ART WILL:** shape the future by incorporating elements of technology, establish a distinctive identity for North Miami's evolving communities, create and enhance parks, gathering places and neighborhood focal points, and enhance new infrastructure and community facilities.





# GOALS

- Celebrate North Miami's rich diversity...
- Promote creativity that improve aesthetics ...
- Preserve the City's history as a proponent of the arts...
- Transform the North Miami landscape, a welcome to continued development...
- Commission public artworks that expand people's awareness and enjoyment of public art.
- Commission public artworks that respond to broad goals and priorities as expressed by the community through plans, surveys and similar processes for gathering broad input into the Public Art Implementation Plan.
- Commission public artworks that expand the vocabulary of work that can be seen in the city.
- Align the goals and strategies for public art with other relevant City plans.
- Incorporate public art into future public facilities, private development and planning processes.
- Ensure that decisions about the Public Art Program are carefully deliberated by people who bring a specific set of expertise and perspectives, as well as overall professional visual arts expertise.





# GOALS

- Make decisions about public art projects efficiently, avoiding redundant and/or extra steps in process, and avoiding delays.
- Convey our vision for public art to the broader community.
- Ensure that the community has the opportunity to participate in planning for the Public Art Program and in the implementation of public art projects.
- Provide opportunities for audience engagement as projects are developed and launched.
- Identify near-term projects that quickly achieve the goals of the City, the Program and the community.
- Identify and support projects that need long-term cultivation to be successful
- Create a mix of permanent and temporary projects, in a diverse array of media
- Balance the distribution of projects throughout the city.
- Prioritize projects that are likely to have the strongest artistic outcomes.
- Consider both singular projects and multiple projects organized as initiatives or exhibitions.





# WHAT DO WE DO?

Led by the North Miami CRA, and supported by the Art Selection Commission the Public Art Program provides the following:

- Develops priorities for investing City resources in public art,
- Commissions permanent and temporary public art projects of civic and community importance,
- Facilitates the integration of public art into City capital projects,
- Oversees the implementation of the City's policies for public art in private development,
- Advocates for and fosters community understanding of the importance of public art
- Ensures community input into the Public Art Implementation Plan, annual plans, project plans, and project implementation,
- Supports the participation of local artists in public art projects,
- Oversees the implementation of the City's policy for accepting gifts of art.





## 3.0 CREATIVE DIRECTIONS



# CREATIVE DIRECTIONS

## NEIGHBOURHOOD IDENTITY

With a population just over 60,000 and encompassing 9.5 square miles, the City of North Miami is home to one of the most ethnically diverse communities in the state. Nestled between Miami and Fort Lauderdale, the City has had a rich history in the arts and is home to the renowned Museum of Contemporary Art (MoCA); the now defunct Greenwich Studios (home of Flipper); and some of the most sought-after recording studios including the Hit Factory and Criterion. Both Florida International University Biscayne Bay Campus as well as Johnson & Wales University call North Miami home.

The city's population is 60% Black Non-Hispanic; 22% White Hispanic; and 9.66% White Non-Hispanic.

With one of Miami-Dade County's most diverse population, the City of North Miami is committed to the growth of its business community, while also focusing on issues such as education, the arts, leisure activities and sustainability, ensuring a live/work environment.





# CREATIVE DIRECTIONS

Public Art in North Miami CRA is about **Resilience** and **Sustainability**



## RESILIENCE

Where contemporary art relies solely on the intention of the artist, resilience sets the artist's responsibility to the community, because art is a receiver of the "image" of the community and acts in parallel on the cohesion of it.

Man is a social being, by nature he must live in society to exist, excessive individualism is impossible, these two facets must be harmoniously combined.



## SUSTAINABILITY

Although sustainable art isn't the most lucrative of fields, it is intended to provide perspective on the world in its current state, suggest potential solutions, and raise awareness for issues that artists are passionate about.

# CREATIVE DIRECTIONS

To fulfill the vision, the Public Art Program will focus its resources on two Creative Directions or overarching themes that can anchor the dialogue – **Resilience** and **Sustainability**. The Public Arts Program has a trademarked logo that will be incorporated per the details of the Call To Artists.

These Creative Directions will help focus the Program's resources, while suggesting threads of conversation that occur through the development of multiple projects, by various artists, over time.

At the same time, these Creative Directions are sufficiently open ended to allow for a wide variety of artworks – in terms of media, scale, duration and their location in the city.

The Creative Directions are not meant to constrain, but to unlock the creative potential of public art in North Miami. They will deepen artists' engagement with people and place, and help the Public Art Program build a collection of artworks that will be touchstones for longstanding civic conversations.





## 4.0 **PROJECT DEVELOPMENT**



# PROJECT DEVELOPMENT

North Miami CRA Public Art Program has the flexibility to initiate projects throughout the city and to pursue projects in a variety of medias, both permanent and temporary.

Each year, the Program will consider a range of project opportunities that are drawn from a variety of sources — City and public schools capital projects, projects recommended in Small Area Plans, and projects launched by the Public Art Program itself. These project opportunities should be evaluated against the criteria outlined below, prioritized and budgeted according to available funds. This prioritized list becomes part of the **North Miami CRA Public Art Annual Workplan**.



# PROJECT DEVELOPMENT

The Public Art Program will initiate its own projects, in order to implement the Creative Directions and to achieve the Program Goals outlined in this plan. Such projects could involve collaborations with other City agencies, non-profit organizations or developers. Program-lead initiatives should have a leadership or catalytic impact, resulting in public artworks that would not have occurred if projects were developed through ordinary capital planning processes or if left to community efforts alone. Such projects might include exhibitions about art and history, artist collaborations in the design of everyday infrastructure, artist initiated projects or community-initiated projects.

For artist and/or community-initiated projects, the Public Art Program should select projects solely through competitive mechanisms such as RFQs and RFPs, rather than responding to specific proposal





# PROJECT DEVELOPMENT

## PUBLIC ART PROGRAM INITIATIVES



Program-lead initiatives are approved through the Annual Workplan process.

The following criteria should be used in evaluating opportunities:

- Site is owned by the North Miami CRA.
- Site is visible and accessible at least eight hours a day.
- There is an opportunity to incorporate permanent, semi permanent, or temporary works of art into the site.
- The site has been identified, through a community-engaged planning process, as a place for public art.
- There is an opportunity to create a work of art that supports the vision for the public art program and its two project areas.
- The project presents a good opportunity for a strong artistic outcome.
- There is appropriate budget, staffing resources and time available for the project to be successful.
- There is little or no public art in a particular area.



## PLANNING AND DEVELOPMENT RELATED PROJECTS



In the field of public art artists are increasingly being asked to join teams in processes for developing community plans, redevelopment plans, infrastructure plans, master plans and designs for City facilities. When North Miami CRA launches plans of this nature, the Public Art Program should consider the possibility of involving an artist in the planning process. Artist involvement in planning processes can help the sponsoring department achieve its outreach goals, and enable the Public Art Program to connect the City with cutting-edge public art practices. The artist's role in the planning process, and the goals for their involvement, should be developed by the Project Task Force and documented in the Public Art Project plan. Generally, the role of the artist would support the research and community outreach components of the planning process through artworks that are organized around public engagement and interaction.



## 5.0 **IMPLEMENTATION: POLICIES AND PLANS**

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# IMPLEMENTATION: POLICIES AND PLANS

The North Miami CRA will rely on a range of codes, policies and plans to implement the Public Art Program. An inventory and description of them follows. **The Public Art Policy** and the Art Selection Committee section of the City Code are attached to this plan as a reference.

**NORTH MIAMI CRA:** The City Resolution # R-937-04 outlines the composition and duties of the North Miami CRA. The same area of the code outlines processes for appointing members and conducting Commission business.

**PUBLIC ART POLICY:** The North Miami CRA Public Art Policy sets out the governance of the Public Art Program, primarily decision-making authority and funding. The Public Art Policy also includes policy for gifts and loans, and for when the commissioning of a commemorative artwork is proposed for public land. This aspect of the Public Art Policy is meant to balance the City's desire to build its collection and to appropriately commemorate important events, figures and narratives that are meaningful to North Miami with the need to be a steward of public space and to ensure that future obligations are carefully considered. The Public Art Policy also includes deaccessioning works from the Public Art Collection.

**PUBLIC ART IMPLEMENTATION PLAN:** The North Miami CRA Public Art Program follows the direction of its Public Art Implementation Plan. The Plan sets out the substantive foundation of the program – its vision, mission and overall goals. The Plan broadly identifies the overall directions that the Program will use to identify projects for its Annual Workplans. The Plan also recommends policies and procedures for adoption into the Public Art Policy.

**ANNUAL WORKPLAN:** Each year, the Public Art Program will adopt an Annual Workplan. The Workplan outlines which new projects the program will initiate, indicating where the projects are located, and what the proposed budgets will be. The Workplan takes a multiyear view, in that it indicates which projects are being carried over from previous year, and identifies **three years** into the future what goals and projects should be considered, even though future-year projections are subject to change. This three-year projection would mirror the City's internal "business plan" process. The Workplan is prepared by staff in collaboration with a Workplan Task Force, reviewed by the Art Selection Committee, and approved by City Council as part of the budget process.



# IMPLEMENTATION: POLICIES AND PLANS

**PUBLIC ART PROJECT PLANS:** For each Public Art Project, the Public Art Program will prepare a Public Art Project Plan. A Project Plan is a foundational document that guides the planning and execution of a project. A Project Plan sets out the basic framework of a project – its goals, location, timeline and budget; the artist selection process and community engagement process; and a list of internal and external stakeholders. Each Project Plan may be more or less comprehensive, depending on the nature of the project, but the goal is to provide a clear basis for managing the project, and for accountability and evaluation. While North Miami CRA staff have the lead responsibility for drafting and administering the Public Art Project Plan, the Task Force assigned to that project plays a very close contributing role. The Artist Selection Committee must approve the Project Plan before the project begins.

**CONSERVATION AND MAINTENANCE PLAN:** Every three to five years, depending on the condition of the collection, the North Miami CRA should commission a professional conservation assessment of the City's Public Art Collection, which includes prioritization and budget estimates. The Office of the Arts should implement the recommendations of the assessment through an annual conservation and maintenance plan.







## 6.0 **IMPLEMENTATION: THE PROCESSES**

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# IMPLEMENTATION: THE PROCESSES

## HOW THE CITY CREATES PUBLIC ART

Each year the North Miami CRA sets aside capital funds to create new public art. This is the process that is used to decide on new projects and to develop them.

- The Public Art Implementation Plan outlines overall opportunities and priorities for projects, as well as decision making processes.
- Each year, the North Miami CRA staff Public Arts Manager will analyze a range of opportunities for new projects, including projects undertaken in collaboration with other City agencies, as well as special initiatives of the Public Art Program.
- Based on the goals and criteria outlined in this plan, the staff prepares a work plan and recommends its approval to the Commission. The Workplan is incorporated into the North Miami CRA annual workplan and approved by Council.
- Artwork will be selected by an Art Selection Committee, comprised of members knowledgeable in the field of art, architecture, art education, art history, or architectural history, and may not operate or be employed by any art dealer, art gallery or artists' representative.





# IMPLEMENTATION: THE PROCESSES

## HOW THE CITY CREATES PUBLIC ART

- Public Arts Manager will develop a “project plan.” This includes a budget, schedule, artist selection process, and other details. Community engagement can occur at the artist selection and concept development phases, depending on the project.
- The Public Arts Manager selects an artist, through a process set out in the Project Plan.
- The artist develops a concept, often engaging with the community as part of the creative process. The Public Arts Manager and the Artist Selection Committee approve the concept.
- The artist creates and installs the project.
- Works of art shall be chosen by a selection committee through a transparent, competitive, quality based procurement process. Procurement decisions shall be based on those responses received from artists to the request for proposals or request for qualifications.



# IMPLEMENTATION: THE PROCESSES

**ARTIST IDENTIFICATION AND SELECTION PROCESSES:** The first phase of an artist selection process involves recruiting artists to be considered for a project. In the public art field, there are several generally accepted methods for this:

- Open Competition,
- Pre-Qualified Artists List,
- Limited or Invitational Competition, and
- Curatorial Process.

For each project, North Miami CRA Public Art Program should employ the artist identification process that is most appropriate, depending on the goals for the project, the budget, timeline, scope of work and other factors. The method of selecting an artist for each individual project shall be determined by the North Miami CRA staff, in consultation with the Artist Selection Committee .

**Open Competition:** An open competition is a general **call to artists** in which artists are asked to submit evidence of their qualifications for a specific project. The call to artists should be tailored to the

specific opportunity, in terms of searching for artists with a specific background or within a specific geographic area. Also, a call to artists should be sufficiently detailed to permit artists to determine whether their work is appropriate for the project. The artists who respond are presented to the Artist Selection Committee to develop a short list.

**Pre-Qualified Artists List:** The North Miami CRA can establish a pre-qualified artist list for City projects. The list can include national, regional and/or local artists. An ad hoc Task Force should be organized to review the call and criteria for artist selection, review artist submissions and make recommendations as to which artists should be added to the prequalified list. Once selected, artists should be kept on the eligibility list for three years before they need to re-apply.

**Identifying Artists: Limited or Invitational Competition:** An invitational competition is a process through which a limited number of artists are invited to submit evidence of their qualifications for a project. The artists are usually determined through a curatorial process or from the pre-qualified artists list.





# IMPLEMENTATION: THE PROCESSES

**Curatorial Process:** A curatorial process is a research-based process in which a fine arts professional, chosen for their expertise in the kind of project that is being commissioned, identifies the artists who will be commissioned for the project. The curatorial process would consider artists who, based on their past work and demonstrated ability, could respond to the conditions posed by the particular project or other project goals (i.e. artists who reside in a particular community or neighborhood where a project is occurring, local artists or regional artists, etc.). In a curatorial process, artists ultimately would be selected through direct selection.

**ARTIST SELECTION PROCESSES:** In the second phase, finalists are invited either to develop a site specific concept for the project or to interview with the Artist Selection Committee.

**Concept Proposal:** If a concept proposal is requested, artists are given a small contract to visit North Miami CRA and to develop a concept for the artwork they would create. The artists would begin with an exploratory site visit. Subsequent to that visit, artists would present a physical representation of their work (rendering, three-dimensional model), and a written description of the project, its concept, its materials and

fabrication techniques, expectations regarding site infrastructure needs, a preliminary budget and a timeline. The Artist Selection Committee would make a recommendation based on its review of the concepts and the artists' presentation, using criteria set out in the Public Art Project Plan.

**Interview Process:** If an interview is requested, artists would be invited to have a conversation with the Public Arts Manager in person or other mutually agreeable means. Recommendations are based on the artists' credentials and interviews, using criteria set out in the Public Art Project Plan.

**Direct Selection:** At times the North Miami CRA staff may recommend a direct selection, in which it would contract directly with a specific artist for a particular project. Such a selection may occur for any reason, but will generally occur when circumstances surrounding the project make either an open or limited competition unfeasible (for example: project timeline, community or social considerations, client demand, etc.). Direct selections would be made from the Pre-Qualified Artist List, or through a Curatorial Process, using criteria set out in the Public Art Project Plan.

**Miscellaneous Artists** should not be eligible to work on more than one City initiated public art project at any given time.



# IMPLEMENTATION: THE PROCESSES

## PUBLIC ART IN THE PRIVATE DEVELOPMENT PROCESS

The North Miami CRA staff works collaboratively with the Department of Planning and Zoning to manage the development conditions through which a developer is expected to include public art in their development. The public art review process is carefully integrated into the overall development review process to provide predictability to the developer, staff and the general public. The process is outlined in Appendix 2. The North Miami CRA staff participates in interagency reviews, the drafting of conditions, reviewing of artist selection and concept development, ensuring that conditions have been met, and monitoring for compliance. In particular, the North Miami CRA staff will work with Department of Planning and Zoning staff to discuss with the developer, early in the process, planning and urban design context for public art and preliminary options for public art. The staff will also discuss goals, locations, approach, process and budget for the project before the commissioning process begins. The North Miami CRA staff is advised throughout by the Art in Private Development Task Force, which reviews and provides comments to the North Miami CRA staff at several

stages throughout the process. The North Miami CRA staff provides ongoing informational reports to the Artist Selection Committee, which does not play an official role in reviewing, recommending or approving public art in private development.

Public engagement is incorporated into the public hearings and staff reviews that are related to the approval of the development project, though applicants for larger or significant projects should be encouraged to gather additional community input in the concept plan phases. Public engagement should focus on the early stages of the project, when the opportunities and goals for the project are being identified. Public engagement should also be incorporated into the project development phase, when artists should be encouraged to gather community input when they are developing their concepts. The specific approach should be left to the artist to determine.





# IMPLEMENTATION: THE PROCESSES

## DONATIONS OF PUBLIC ART AND MEMORIALS

Donations of public art and memorials are welcomed as a useful way of building the North Miami CRA public art collection and serving the social needs of the community. However, the North Miami CRA must act with the broad public interest in mind when considering such donations, particularly in regard to both the fiscal impact of such donations, the general public's use and enjoyment of public space, and the general aesthetics of the city. In order to facilitate a fair assessment of proposed donations of public art and commemorative artworks, the North Miami CRA should coordinate the review of all aspects related to the acceptance of donations of public art and commemorative artworks, consulting with other City departments as appropriate, consulting with the Artist Selection Committee, and conducting appropriate community engagement. Proposed donations should be evaluated to determine whether they are in keeping with the North Miami CRA overall goals and expectations and adopted plans and policies, if they are placed in appropriate locations and integrated appropriately with their sites, whether

proper advance planning and preparation has taken place, and, in the case of memorials, whether they serve a purpose appropriate to the interests of the public.

Technical review should be undertaken by North Miami CRA staff, and should consider factors such as:

- **Ownership.** If the Donor is proposing to donate an existing Artwork, has the Donor documented that the Artwork can be legally given to the City?
- **Financial Costs.** Has the Donor documented that the financial costs associated with the Artwork have been adequately anticipated and can be met? These costs include, but are not limited to, shipping, insurance, site preparation, installation, dedication, signage and lighting.



# IMPLEMENTATION: THE PROCESSES

- **Safety and Liability.** Is the Artwork durable? Does it pose any safety or liability concerns? Does it meet all applicable codes?
- **Maintenance and Conservation.** Has the Donor provided a professional art conservator's report indicating anticipated maintenance needs?
- **Availability of Site.** Is the proposed site available for the installation of Artwork? Are necessary electrical, plumbing or other utility requirements defined and available?
- **Appropriateness of Site.** Does the proposed siting respect existing officially adopted plans of the city? Is the proposed siting consistent with the current use of the site?
- **Identification Plaques.** Does the design of and text of plaques that will be provided for interpretation, donor acknowledgment and/or other purposes meet the City's design requirements? Aesthetic review should be undertaken by the Commission for the Arts. Final acceptance of donations of works of Public Art or memorials must be made by City Council.





# IMPLEMENTATION: THE PROCESSES

## COMMUNITY ENGAGEMENT

Community engagement is a key element of the mission of the Artist Selection Committee and the Public Art Program, particularly in regard to engaging audiences and fostering participation in the arts. At the same time, the North Miami CRA is working to improve policies and practices that allow North Miami residents to participate in the public decision-making process that shape the city.

The Artist Selection Committee provide many opportunities for citizens to participate in the public decision-making process, either by attending the meetings, all of which are open to the public.

**Annual Workplan:** Meetings of the Annual Workplan and the Artist Selection Committee at which the workplans are reviewed and recommended for inclusion in the City's Capital Budget are open to the public and to public comment. Prior to convening, the Public Art Program should hold an annual open house at which recently completed projects and projects in development are presented in an informal manner, and during which members of the community can discuss their own ideas and priorities for public art.

**City Projects:** Each public art project initiated by or facilitated by the Public Art Program should have a plan for community engagement. The goals of the community engagement plan should be outlined in the Public Art Project Plan. Consideration should be given to informing the public, gathering information that will inform the artist about the community and help shape the project, promoting interest in the project's implementation, and creating opportunities for people to experience, and take part in if appropriate, the art-making process. The community engagement plan would be managed by North Miami CRA staff.

For public art projects that are attached to City capital construction projects, community engagement should be integrated into the overall project development process. This will reduce the number of meetings that both community members and staff must attend, and will help keep the project timeline on track.



# IMPLEMENTATION: THE PROCESSES

**Private Development:** Private developers should provide opportunities for community engagement during the early stages of the project, when the opportunities and goals for the project are being identified, and later, when the artist is developing a concept for the project. This is explained in more detail in the section “Public Art in the Private Development Process,” above.

**General Public Awareness** The Public Art Program should, to the extent that resources allow, work to build greater public awareness of public art and engagement with the collection. The Program should organize events such as lectures, panel discussions, tours and other opportunities for people from diverse backgrounds to meet, learn about and have conversations about the practice of public art. The Program should seek to enhance its identity and its online presence.

## EVALUATION

Periodic program evaluations are important to the health and success of a Public Art Program. North Miami's CRA's Public Art Program should conduct an evaluation within five to seven years of the approval of this plan. The specific evaluation process and methodology should be determined at the time the evaluation is undertaken.

The following guidelines should be considered:

- The evaluation should consider the degree to which the goals articulated at the beginning of this plan have been achieved.
- The evaluation should include an external component related to the public's perceptions of public art in the city.
- The evaluation should be facilitated by an independent consultant.







## 7.0 **ROLES AND RESPONSIBILITIES**

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# ROLES AND RESPONSIBILITIES

## NORTH MIAMI CRA PUBLIC ARTS

The North Miami's CRA Public Art consists of professional staff who manage the arts and culture activities on a day-to-day basis.

In regard to public art, the Public Art Program Manager has the following operational responsibilities:

- Acts as liaison to other City staff regarding the development of public art projects.
- Develops an Annual Workplan, submits it to Art Selection Committee for review and recommendation, and submits it to North Miami CRA for approval.
- Based on the Annual Workplan, develops individual Public Art Project Plans for review and approval by the Commission.
- Facilitates the management of public art projects, including budgeting, scheduling, artist selection processes, community engagement processes, contracting and design / fabrication / installation oversight.
- Coordinates with Department of Planning and Zoning staff in regard to public art projects incorporated into private development.
- Acts as staff liaison to City planning initiatives where staff consultation is needed.
- Directs conservation and maintenance matters.
- Facilitates the interagency and Commission review of proposed donations of public art and commemorative artworks.
- Facilitates project evaluation and the periodic Program evaluation.
- Organizes public communication and outreach for the Program.
- Attends to other facets of day-to-day program operations not listed above.





# ROLES AND RESPONSIBILITIES

## THE ART SELECTION COMMITTEE

The Art Selection Committee (ASC) is established in the City Code to advise the North Miami CRA on matters related to arts and culture policy.

Starting in 2010, the ASC was given the responsibility of making recommendations to North Miami CRA in regard to the commissioning, acquisition or acceptance of public art. The Commission for the Arts shall consist of 5 members to be appointed by North Miami CRA.

The composition of members shall consist of any of the following:

- Shall have specific expertise in visual arts, either as professional practitioners of visual art, as curators of visual art, or as professional administrators working in the field.
- Shall have expertise in other aspects of the arts, including but not limited to arts educators, professional practitioners of various art disciplines and professional administrators working in the field.
- Shall be professionals in fields relevant to arts and cultural development, including cultural planning, marketing, financing and funding, tourism promotion, non-profit organizational development, and real estate development.
- Shall be professionals in the field related to the visual appearance of the cityscape, such as architecture, environmental graphic design, landscape architecture or urban design.
- Shall represent the public at large, as arts consumers or participants.

The ASC has several core advisory and approval functions related to public art:

- Review the Annual Workplan, developed by North Miami CRA staff and a Workplan Task Force, and recommend to City Council.
- Review and approve Public Art Project Plans for specific public art projects, and subsequent to that, review and approve artist selection and concept development.
- Review proposals of donations of public art and commemorative artworks and recommend to North Miami CRA.
- Support public communication and outreach.
- Collaborate with North Miami CRA staff on project evaluations and the periodic Program evaluation.
- Serve as citizen liaison to City planning initiatives where a public art voice is needed.
- Advise the North Miami CRA in regard to policies that will strengthen the arts and further public access to the arts in North Miami and other arts and culture matters that the City Council might identify.
- Seek national, state and private support on behalf of the arts in North Miami.
- Recommend annual arts and culture grants.



# ROLES AND RESPONSIBILITIES

## NORTH MIAMI COMMUNITY REDEVELOPMENT AGENCY (CRA)

The North Miami CRA provides oversight to the Public Art Program.

The North Miami CRA will:

- Approve the Public Art Implementation Plan, and recommended revisions to the Public Art Policy.
- Approve annual capital allocations to the Public Art Program, as outlined in the Public Art Policy.
- Approve annual operating allocations to the Public Arts Program, including funding for staffing the Public Art Program and maintenance of public art, as part of the annual budget process.
- Approve the Annual Workplan, which outlines the projects that the Public Art Program will undertake each year and lists estimated budgets, as part of the City's annual capital budget process.
- Receive periodic informational reports from the Public Arts Program and the Art Selection Committee on the implementation of public art projects implemented on the basis of the public art work plan.

## PUBLIC ARTS PROGRAM MANAGER

The Program Manager for Public Arts is responsible for the overall guidance of the Public Art Program, and for maintaining internal and external relationships that the Program requires.

The Manager will:

- Serve as the primary liaison with other City departments and other project partners,
- Lead the development of the Annual Workplan and Budget,
- Lead the development of Public Art Project Plans,
- Work with the Department of Planning and Zoning and the Public Art and Private Development Task Force to facilitate review of public art in private development,
- Ensure that the Public Art Policy is followed, and propose new or revised guidelines as necessary.







## 8.0 ADMINISTRATION

# ADMINISTRATION

## STAFFING

The North Miami CRA provides professional staffing to implement the City's public art program. In order to fill the roles and responsibilities outlined above and to achieve the goals set out in the Public Art Implementation Plan, the Public Art Program should be staffed by the Public Arts Program Manager.

The Public Arts Program Manager should expect to spend 25 to 50 percent of his or her time on matters related to the implementation of the Public Art Program, in addition to that position's other duties.

The Public Arts Program Manager will also coordinate the implementation of all initiatives with the assistance of the Task Force.

Public Arts Program Manager should be a full-time, 40-hour a week position. The Program Manager assists in all aspects of implementing the Public Art Program, with a focus on managing new public art projects and managing the collection. The Program Manager should be an experienced project manager with knowledge of the public art commissioning process.

## FUNDING

Operational and project funding comes to the Public Art Program from various sources. For the next few years, while the Program is improving its capacity to implement projects, this funding level will be adequate. However, as the scale and scope of the Program grows, it will need to identify additional resources for project management and marketing, and conservation of the existing public art collection.

### The North Miami CRA

The North Miami CRA provides operational funding for the Public Arts Program from its Operating Budget. This funding covers staff, arts programming, arts grants and maintenance of the public art collection.

**Conflict of Interest:** To avoid any conflict of interest, no CRA funds can be used to pay for services of anyone employed by Miami Dade County, Cultural Affairs Office, and/or anyone or entity affiliated with influential Boards of Trustees within the County.



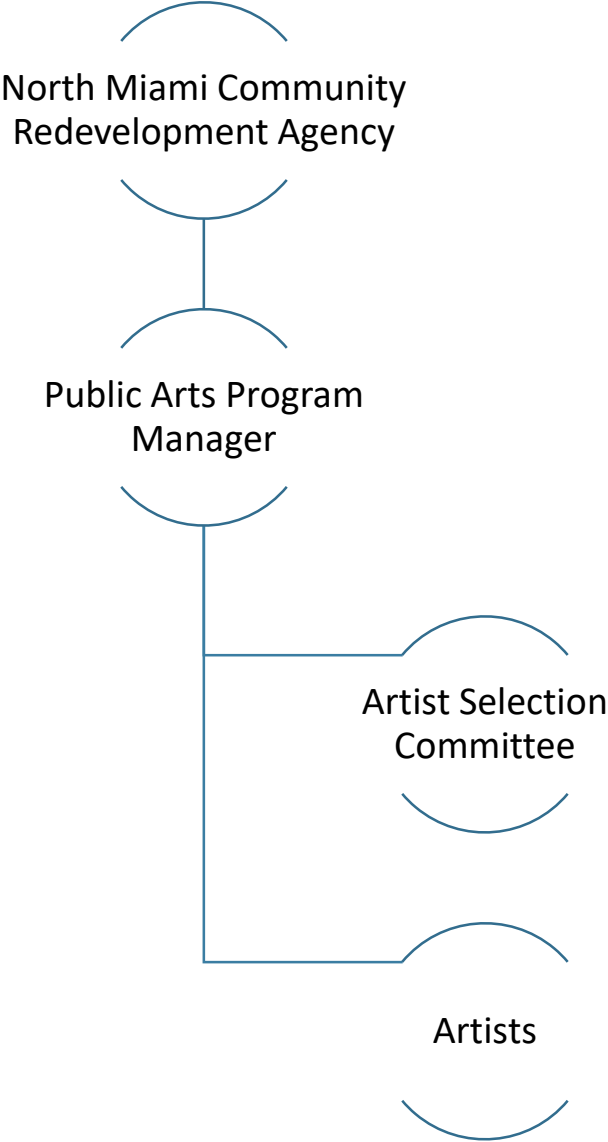




# 9.0

## APPENDIX

# CHART





# NOMI LOGO

