

THE CITY OF
Martinsville
INDIANA



POSITIONING MARTINSVILLE FOR GROWTH

INDIANA UNIVERSITY O'NEILL SCHOOL OF PUBLIC AND
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Table of Contents

- Executive Summary 3**
- Background & Introduction 4**
- 1 Community Amenities 6**
 - 1.1 Importance of Community Amenities 6
 - 1.2 Stakeholder Input 6
 - 1.3 Amenities Results 7
 - 1.4 Suggested Applications of Graphics 12
 - 1.5 Recommendations 13
 - 1.6 Next Steps 16
- 2 Economic Development 18**
 - 2.1 Economic Growth in Martinsville 18
 - 2.1 Martinsville Economic Development Profile 19
 - 2.2 Economic Development Opportunities & Recommendations 25
 - 2.3 Broader Recommendations 28
 - 2.4 Summary of Findings 31
- 3 Public Art 33**
 - 3.1 Why Public Art Matters 33
 - 3.2 Case Studies: Public Art in South-Central Indiana 35
 - 3.3 Case Study Takeaways 43
 - 3.4 Supporting Interview Information 43
 - 3.5 Best Practices 44
 - 3.6 How to Implement 45
 - 3.7 Future Ideas 46
 - 3.7 Recommendations 47
 - 3.8 Next Steps 52
- 4 Public Image 54**
 - 4.1 Why Public Image Matters 54
 - 4.2 Reputation 55
 - 4.3 Brand & Logo 58
 - 4.4 Websites 61
 - 4.5 Social Media 63
 - 4.6 Recommendations 65
 - 4.7 Next Steps 72

Conclusion..... 74

Appendix..... 76

A. Interview Form.....76

B. Amenity Map78

C. Further Website Recommendations.....79

D. Website Best Practices Examples.....82

E. Public Art Implementation Guide.....89

Executive Summary

Through a partnership with the City of Martinsville Mayor's Office and the Greater Martinsville Chamber of Commerce, graduate level students enrolled in the V600 Capstone at the Indiana University O'Neill School of Public and Environmental Affairs were tasked with evaluating opportunities for community growth and recommending strategies in four key areas: community amenities, economic development, public art, and public image.

Stakeholders reported that Martinsville currently has remarkable amenities in the areas of culture, nature, activities, organizational structure, and lifestyle attributes. Many of the noted amenities are not being used to their full potential. To attract residents, the city must work to elevate and promote these amenities better. By highlighting the best parts of Martinsville, the city can encourage growth and foster civic and social capital.

It is clear that the opening of I-69 brings new opportunities into Martinsville. If Martinsville hopes to attract both more residents and more business, it must increase the attainable housing supply to address regional workforce needs. Desired commercial development will likely follow. In addition, the city should utilize existing vacant land for strategic investment opportunities in the next 3-5 years. Through partnerships and leveraging of existing tools, Martinsville can improve its economic profile and secure itself as a destination to work, live, and play.

Public art can highlight the community, inspire collaboration in public spaces, and create economic value. However, the right tools and partnerships are necessary. Martinsville should consider establishing a public arts council or committee in line with similar communities. An arts council can be created through ordinance and would oversee not just the currently anticipated public arts projects, but future ones as well. Community engagement is key to the success of public art, and a council could help oversee the community engagement process.

Managing the city's public image will be key in making sure goals for growth are accomplished. Although the city does face reputational challenges, it also has positive opportunities. Together, the city's amenities, economic development, and public art can contribute to telling a new story about Martinsville. This story must be distinct from other cities, authentic to Martinsville, and told consistently across all sectors and platforms.

Finally, Martinsville should make an effort to cultivate and continue strategic partnerships within the community, across the region, and with key entities across the state.

Background & Introduction

Martinsville, Indiana is located approximately 30 miles southwest of Indianapolis and 20 miles north of Bloomington. It is governed by with a seven-member common council and an elected mayor, and it is the county seat of Morgan County. Historically, Martinsville was sought out by visitors and entrepreneurs for its fisheries and mineral water sanitariums. However, in the last century, Martinsville has not benefited from the same level of growth as cities with similar proximity to the state capital. Although the exact reason for this is not evidently clear, a variety of factors potentially contribute, such as flood plains that make development tricky, the community's perceived reputation by outsiders, a lack of partnerships for strategic management, or other reasons.

Martinsville is undergoing advancements, such as community and physical infrastructure improvements, that have the potential to bring more interest and investment to the area. In December of 2022, construction was completed on the southern portion of Interstate 69, making travel from Martinsville to Indianapolis or Bloomington easier than ever before. High speed, fiber internet access was recently expanded in the city, and between 500-700 new housing units are in planning or development stages. There has also been an increasing interest in the revitalization of the downtown area, which host a number of local businesses. In 2022, Martinsville's comprehensive plan received an update, and stressed that the city must be "adaptive and embrace change to be a destination and a gathering place." The authors of this plan use the words "vibrant, diverse, and thriving" to embody Martinsville's future.

It is clear that Martinsville is now poised for growth and excited to build off the momentum of these recent changes. The potential exists for the city to become home to commuters, teleworkers, or other workers that desire more affordable housing and an easy pace of living. City stakeholders thus desire to find the best ways to invite new residents, attract business, and strategically manage change. Recognizing that a clear plan for implementation and policy is needed, the City of Martinsville's Mayor's Office ("The City") and the Greater Martinsville Chamber of Commerce ("The Chamber") partnered with Indiana University's O'Neill School of Public and Environmental Affairs in one of the schools' Spring 2023 semester-long capstone courses. The capstone course is made up of 19 O'Neill graduate students with a variety of expertise and backgrounds. The Indiana University O'Neill Capstone team ("Capstone team") negotiated with the clients on which topic areas the City is most interested in and divided into four groups to tackle them. These groups and their deliverables and focus areas are as follows:

1. **Community Amenities:** Inventory community resources, institutions, and other amenities to highlight items that will appeal to potential residents.
2. **Economic Development:** Generate an economic development profile of Martinsville and build upon opportunities to attract potential developers and businesses.

3. **Public Art:** Research opportunities for public art in Martinsville and create a guide for implementation of future public art projects.
4. **Public Image:** Better understand existing public communications and image so that it can be leveraged more effectively in the future.

Each group was also tasked with coming up with specific actionable recommendations that the Chamber and the City (collectively, “the clients”) could use in the future. A variety of research methods were used, which will be discussed throughout each section of the report. Two project managers coordinated the flow of each groups’ final recommendations to ensure that the work was within the parameters of the goals of the clients. The clients provided frequent communication and feedback to not just the managers but to each group.

A common refrain after I-69 was complete along the Martinsville and Indianapolis Corridor was that “I-69 is open for business.” Now, a companion refrain might be that “Martinsville is open for business.” Research from the Cities Alliance and other growth experts state that it is critical that cities be strategic about their investments if they want to capitalize on future opportunities.¹ This report seeks to guide the clients and recommend strategies that will help the city of Martinsville navigate new growth and opportunities. Throughout the report, recommendations are indicated by crimson red text. The remainder of this report is divided into chapters authored respectively by each group.

¹ Cities Alliance. (2020). *Strategic City Planning*. Cities Alliance.
<https://www.citiesalliance.org/themes/strategic-city-planning>

1 Community Amenities

1.1 Importance of Community Amenities

The clients requested an inventory of the assets of Martinsville to highlight aspects of the community that can be used to attract potential residents. Shortly after beginning research into the city's assets, the Capstone Team determined that to contribute to the client's goals of attracting prospective residents most effectively, "amenities", rather than "assets," would be the focus of this section of the project.

Community "amenities" are defined as desirable features or benefits that enhance the quality of life of residents and meet a range of social, cultural, recreational, and infrastructural needs of a community. Examples of community amenities may include public places, natural resources, and commercial establishments. Specific examples include restaurants, parks, popular venues, downtown areas, churches, schools, emergency resources, and additional landmarks of value. Attributes of proximity, safety, and community atmosphere are also considered examples of amenities. For the sake of this project, amenities include physical structures, events, and attributes.

Amenities are central to the structure and character of a community. Often, they are what shape one's experience in a community and what both attracts and retains residents. For these reasons, the city should make it a priority to assess which amenities are most valuable to its residents, and which should be highlighted to attract new residents.

Once the scope was narrowed to focus on attracting new residents, the Amenities group reached out to community stakeholders to identify the best amenities the city has to offer.

Using this data, two graphics were created to help visualize the results from stakeholder input. These graphics are titled "amenity table" and "amenity map."

Martinsville is home to a vast collection of amenities. Stakeholders identified the most meaningful ones that may help attract prospective residents. The Amenities group recommends that the clients use the two graphics as tools to showcase Martinsville's offerings and attract potential residents. Lastly, the Amenities group has made several targeted recommendations in terms of improving and increasing the quality and utilization of the city's amenities.

1.2 Stakeholder Input

Community stakeholders are those who are deeply entrenched and committed to the city's success and who have a deep understanding of the community's needs and wishes. For Martinsville, understanding how its stakeholders feel about their community

is crucial for improving overall quality of life. Therefore, the best way to gather insight into the city's amenities was to go directly to the stakeholders.

The Amenities group interviewed meaningful stakeholders who were named by the clients, identified by the group, or volunteered themselves. Stakeholders were contacted by means of email, phone calls, or on-site visits. Four separate groups of stakeholders participated, which included: city leadership, business owners, schools/churches/realtors, and community organizations. Interviews across these four affiliation groups were conducted and a total of 28 stakeholders (due to time limits) contributed their valuable time and responses.

The interview questions were the same amongst all stakeholders and are as follows:

- What brought you to Martinsville?
- How do you view yourself in the community of Martinsville? What value do you think that your organization/business adds to the community?
- What do you believe are the best amenities Martinsville has to offer?
- Which are the most used/loved?
- Which are less appreciated?
- Are there any amenities that nearby towns have that you wish Martinsville had?
- Which do you feel would appeal the most to potential new residents and families?
- What would you rate the community amenities overall in Martinsville? Poor, fair, good, or excellent?

These interviews were invaluable for gathering information from residents. After conducting interviews, responses were organized and analyzed. A full interview form can be found in the appendix on page 76. The principal results are summarized below.

1.3 Amenities Results

Community stakeholders played a crucial role in identifying and describing the value of Martinsville's amenities. After gathering interview results, a clear pattern emerged in the identification of key amenities of the community. The most referenced amenities can be divided into five categories: Culture, Nature, Activities, Structure, and Attributes.

Culture

The first category includes amenities that stakeholders cited as contributing to Martinsville's overall cultural significance. The most popular amenities in this category included the new Performance Venue, the Art Sanctuary, the Morgan County Public Library, and the Merry MAC Historic Depot Theatre.

- 1) The Performance Venue was referenced numerous times by stakeholders as a valuable addition to Martinsville, especially for its capacity to host events and concerts. Though, many also cited the need to increase awareness of the

existence of The Venue as a gathering space and many felt it should be more clearly advertised.

- 2) The Art Sanctuary was applauded for its unique and often underappreciated value of stimulating interest in art within the community. Stakeholders often referenced how many residents are unaware of its existence and associated affordable events and exhibition space.
- 3) The Morgan County Public Library was a significant amenity that stakeholders referenced. Emphasis was placed on its beauty, history, and renovations, as well as its convenient location and programming.
- 4) The Merry MAC Historic Depot Theatre was identified by many as an important asset that offers entertainment and education in performance art. The Depot building itself is culturally and historically significant. For this reason, it is extremely unique and may be attractive to prospective residents.

Nature

The second category includes city and county parks, forests, and other natural features that surround Martinsville. Jimmy Nash City Park, Burkhart Creek County Park, the White River, and Morgan-Monroe State Forest were the most referenced outdoor amenities. Stakeholders repeatedly cited this amenity category as being the most underappreciated and underutilized but possessing the most potential for attracting current and new residents by increasing awareness of recreational opportunities.

- 1) Jimmy Nash City Park was one of the first and most commonly mentioned amenities by stakeholders. The long hiking trails, sledding hill, shelters, public pool, and dog park were among the most beloved characteristics mentioned. Emphasis was placed on increasing awareness of the long length of trails around the park.
- 2) Burkhart Creek County Park was mentioned as a valuable amenity for those interested in outdoor recreation but underutilized by the town. The addition of the nearby White River Greenway Trail as well as the wetland scenery and shelter houses were also mentioned. Ravinia State Forest borders the park and offers more trails, ponds, and forest land that can be explored.
- 3) The Morgan-Monroe State Forest encompasses more than 25,000 acres in Morgan and Monroe counties and offers countless camping, hiking, hunting, fishing, and environmental education opportunities. Many stakeholders emphasized how fortunate they felt to live so near the State Forest and that they wished more people were aware of or took advantage of what the natural area has to offer.

- 4) The proximity of the White River was cited as allowing close access to fishing, boating, and nature-viewing opportunities. The community clean-ups were also referenced as important in fostering a sense of pride and care for surrounding natural areas, as well as exposing more people to the natural beauty the city offers.

Activities

The next category includes tourist destinations, events, and other features of the city that offer residents ways to spend time. A vibrant downtown business scene provides many opportunities for residents to find fun things to do. An impressively diverse variety of activities and destinations were listed.

- 1) The Martinsville Candy Kitchen is a historic and well-known staple of the community that attracts thousands of tourists to Martinsville every year. Stakeholders referenced it as a “staple tourist destination,” though the owner also mentioned that he still serves residents who have just now learned of its existence.
- 2) Fables and Fairy Tales Bookstore is an independent bookstore that most cities like Martinsville do not possess, making it a unique business in the community. Stakeholders have applauded the bookstore for its role in community involvement and small-business events.
- 3) The Cedar Creek Winery, and the attached brewery and distillery, offers a concert series and large outdoor space for events and gatherings. These events attract hundreds of tourists and Martinsville residents alike. It is the only combination winery, brewery, and distillery at the same location in Indiana. The most common customers are those from outside of Martinsville and the county.
- 4) Hunter’s Honey Farm is a multifaceted business that offers tours, samples, honey products, and hosts events. It was also identified as an important tourist attraction in providing a diverse array of activities for families.
- 5) The Fall Foliage Festival was mentioned by almost all stakeholders interviewed. The festival serves as an activity to keep visitors returning year after year. This is a unique festival that has become a staple for the community and is a vital and unique amenity.
- 6) The Morgan County Fair and affiliated 4H programs were referenced as being underappreciated by Martinsville residents. The yearly fair offers many family-friendly activities, and takes place at the fairgrounds in Martinsville, attracting people from all over the county and surrounding areas to the City.
- 7) The Farmers’ Market was mentioned as an activity amenity that offers unique opportunities for shopping, events, and community cohesion. Farmers’ Market

programming was cited as being underutilized but a valuable addition to the City, especially for children.

Structure

The fourth category of amenities highlights aspects of Martinsville that are at the heart of how the community is organized and functions. These amenities were emphasized by stakeholders as essential to any city, but especially valuable to Martinsville. These include a revitalized downtown square, the schools, churches, Community Table, WellSpring Center, and the IU Health Morgan healthcare facility.

- 1) The recently revitalized downtown square houses a diverse array of small businesses and was a major highlight from the stakeholders. Many stakeholders emphasized the need to bring awareness to the revitalizations, as the square's beauty and completeness has great potential to attract more people to Martinsville.
- 2) Stakeholders commonly mentioned the fantastic school system. The range of schools is diverse, and it is well-known that their educators are highly qualified. The quality of Martinsville's schools should continue to be marketed to prospective families.
- 3) There are countless churches in Martinsville and the density of these churches is noteworthy. Stakeholders reference the churches contributing important services to the community and offering support for those less fortunate.
- 4) Community Table was referenced as an invaluable resource for the community, but especially for those facing food insecurity. These resources were stressed by stakeholders to not be overlooked since they have such positive contributions to Martinsville.
- 5) WellSpring Center is a family shelter that provides free housing and services to any community members who require assistance. Stakeholders say that this is an important community asset and one that Martinsville, with its small size, is lucky to be able to provide.
- 6) IU Health Morgan is a crucial amenity to the structure of the community. It is a healthcare facility that provides jobs and medical services to the residents of the city and county. The facility is included as an important amenity as access to health care is essential for most in deciding where to live.

Attributes

Although Attributes may be seen as more of an abstract category, the following were all highly recognized by the stakeholders. These characteristics cannot be plotted on a

map but serve as important views into what life is like for residents in the city. Examples of these include the value of I-69, safety, proximity, support, and a small-town feel.

- 1) The extension of I-69 was mentioned by stakeholders as being an important asset to the community as attention and visitors to Martinsville have increased with the completion of the project. I-69 also serves an important purpose in allowing Martinsville to be well-connected to surrounding cities.
- 2) Proximity to both Indianapolis and Bloomington, as well as internal proximity of the city, were cited in interviews. Stakeholders often celebrated the quaint size of Martinsville, as many of the aforementioned amenities are a short distance from each other.
- 3) Martinsville was often described as a very welcoming and supportive place to start and raise a family. Stakeholders emphasize that the acceptance and presence of those from diverse cultures has also grown. It was repeated that if one lives in Martinsville, they are part of a tight-knit community, where they will feel supported and as if they were part of another family.
- 4) Stakeholders repeatedly stressed the value of living in a small-town and the perks of being able to experience the “small-town life.” The small-town feel is something that may be attractive to those who get tired of living in a bigger city. Martinsville is a small, quaint, unique town, and residents are very appreciative of these characteristics.

CULTURE	NATURE	ACTIVITIES	STRUCTURE	ATTRIBUTES
Martinsville Art Sanctuary	Jimmy Nash City Park	Martinsville Candy Kitchen	Revitalized Downtown Square	Safe for Families
Morgan County Public Library	Morgan-Monroe State Forest	Cedar Creek Winery	Fantastic Schools	Proximity to Major Cities
The Performance Venue	Burkhart Creek County Park	Hunter's Honey Farm	Church Community	I-69 Extension
Merry MAC Historic Depot Theatre	Ravinia State Forest	Fall Foliage Festival	IU Health Morgan	Welcoming Community
Historic Architecture	White River	Morgan County Fair	WellSpring Center	Small-Town Feel
Morgan County History Center & Museum	Walking and Hiking Trails	Farmers' Market	Community Table	Supportive People
ARTIE Fest	Beauty of the Valley	Fables and Fairy Tales Bookstore	Vibrant Small Business Scene	Exciting Growth

A graphic, referred to as an “amenity table” is found above. This graphic displays the above results visually and within the discussed categories. A discussion on how to utilize this graphic follows.

1.4 Suggested Applications of Graphics

Community amenities play an important role in retaining and attracting residents. Martinsville is home to numerous attractive amenities, which have been identified by the stakeholders interviewed. Not only is it important to recognize the value of such aspects, but it is also in the community’s best interest to learn how to promote them so that they gain more awareness and appreciation. To do so, both an “amenity table” and an “amenity map” have been provided.

Amenity Table

The process of gathering responses from stakeholders about Martinsville’s amenities can be considered a form of community-based inventorying. This is a strength-based approach that focuses on documenting a community’s amenities. Amenity inventorying elevates the aspirations and strengths of a community, rather than focusing on the deficiencies and barriers that a community may face. This process allows community stakeholders to recognize their city’s own strengths and capacities, empowering them to approach solutions and improvements with a positive mindset. An inventory highlights what a community already has, instead of what it needs, with the recognition that the solution to a community's issues already exist within the community. This inventory can also serve to identify and develop potential relationships and gaps that may exist in a community’s offerings. Lastly, amenity inventorying helps stakeholders visualize how their existing resources can be built upon.

This “amenity table” can be used however the clients deem useful, but it is recommended that the graphic be used internally. This visual can be used in reports, presentations, or other media in conjunction with discussions of Martinsville's amenities. It serves as a simple visualization of the key amenities identified by community stakeholders.

Amenity Map

As defined previously, community amenities are desirable features or benefits that enhance the quality of life of residents and meet a range of social, cultural, recreational, and infrastructural needs of a community. Highlighting a community’s amenities allows prospective residents to evaluate whether their lifestyle meshes with that community and what it has to offer. It is important for residents to have access to resources that assist them in deciding whether the city would be a good fit. Maps like these exist on the county level, but a map specific to the city of Martinsville that contains the best amenities identified by the community is an effective tool to attract new residents.

An “amenity map” is commonly used for planned neighborhood or apartment communities, helping potential buyers visualize what the area has to offer. It increases familiarity of an area, increases engagement with businesses and other city resources, offers quick access to key information, and visually displays key advantages.

The full version of the map developed by the Amenities group can be found in the appendix of this report. This graphic combines a variety of information offered from existing resources, but in a consolidated, tangible place. It geographically demonstrates the valuable proximity of Martinsville in relation to both Indianapolis and Bloomington. The map also fosters a sense of pride for current residents and intrigue for prospective residents into the great diversity and number of amenities the city has to offer in a relatively small area.

The digital version of the map can be uploaded to governmental and tourist websites. It can also be printed and posted in businesses and facilities, and provided to prospective residents. Recommendations for posting locations of the amenity map are below.

Digital Version	Print Version
https://martinsville.in.gov https://martinsvillechamber.com/ https://www.rediscovermartinsville.org https://www.visitmorgancountyin.com https://msdofmartinsville.org Real estate/Developer websites	Downtown businesses City Hall Main Connection Morgan County Public Library Churches Parks Newspapers City tourism brochures Martinsville Coffee Talk Real estate offices

The next section will outline more targeted recommendations in relation to amenity data and stakeholder input.

1.5 Recommendations

Martinsville possesses well-developed cultural and natural resource driven amenities that will play an important role in the city’s continued growth and economic development. The Amenities group has identified several opportunities to build upon the city’s existing resources. The following recommendations seek to address solutions to some of the gaps that stakeholders believe currently exist in the community.

◆ **Recommendation 1: Elevate and Promote Underappreciated Amenities**

Martinsville has unique amenities and community assets that can increase tourism and interest in the city, if promoted correctly. Stakeholder interview results conclude that some of the city’s best amenities are underappreciated or underutilized by community members. Interview results revealed that the *Nature* category of amenities should be a major focus and has the potential to attract residents on its own. These

underappreciated amenities include Martinsville's access to natural resources like the White River and Morgan Monroe State Park, as well as outdoor recreational activities provided through the city's Department of Parks.

In 2017, Martinsville Department of Parks developed an inventory and analysis of the city's parks and open space assets. Martinsville has five developed properties: Jimmy Nash City Park, Doris Daily Park, Mulberry Street Park, Victory Park, and Artesian Fields. Of the developed parks, Jimmy Nash City Park is unique in that it provides urban dwellers with easy access to 2.25 miles of trails, swimming pool, playgrounds, picnic shelters, basketball courts softball diamond, dog park, and a fishing pond.¹ There is also the 1,770 square foot Nash Family Pavilion at Jimmy Nash City Park, which provides space for larger community events and is a heated facility equipped with a picnic table, stone fireplace, restrooms, utility sink, and grill.²

Currently, Martinsville has two large community events that take place at Jimmy Nash City Park, the July 4th Celebration and the Festival of Lights. The Department of Parks' 2018-2022 Master Plan identified that there is a need for year-round programming, which is in line with the interview findings.

The clients have expressed their desire to attract families to the city. At the same time, current residents and stakeholders have expressed the desire for additional family leisure opportunities. Of all the proposed additions of amenities by stakeholders, emphasis was placed on the need for more family-friendly activities. It is possible for the city to utilize existing infrastructure such as the Nash Family Pavilion for community events and family-oriented programming.

Potential Department of Parks community engagement opportunities are listed below.

Spring:

- Annual City Easter Egg Hunt: Partner with local churches groups and The Waters of Martinsville to offer an expansive easter egg hunt located in Jimmy Nash City Park, encouraging foot traffic in the park.
- Doggie Egg Hunt: Utilize the dog park in Jimmy Nash City Park for a canine Easter Egg Hunt where eggs are filled with dog treats. A canine event would not detract from any other Easter egg hunts happening in the city during this time.

Summer:

- Martinsville has created a great new facility to host concerts. The Venue amphitheater can also host an outdoor family movie series during the summertime. Other cities, like Bloomington, have outdoor "Summer in the Park" events that are highly successful. Traffic to the event will also drive business to the downtown areas. This could also serve as a substitute for the demand for a movie theater often mentioned by stakeholders.

Fall:

- Halloween Hike: Decorate parts of the Jimmy Nash Trail with “spooky” Halloween surprises appropriate for young children and parents. Have a pumpkin decorating contest in the Jimmy Nash Pavilion or one of the shelters.
- Crafting Festival: Crafting is a great way to meet people and de-stress. There can be different activities for all age groups. Partner with local artists from the Art Sanctuary to put on a hands-on craft day where families can learn how to scrapbook, paint, or make other simple crafts.

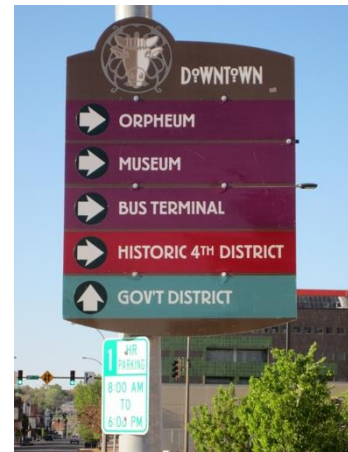
Winter:

- Martinsville has an amazing sledding hill. The city could organize a “sled day” where it gives out hot cocoa to sledders and partners with local businesses such as the Martinsville Candy Kitchen to provide some other holiday related treats.

The programming put on through the City of Martinsville’s Department of Parks can start small and build out over time. This programming will help bring more awareness to these amenities and will contribute to their overall value.

◆ **Recommendation 2: Increase Wayfinding Signage and Visibility for the Historic Downtown District**

One of the amenities that stakeholders commonly mentioned was Martinsville’s Historic Downtown district. The city, together with Rediscover Martinsville and the Chamber of Commerce should look at increasing signage throughout the Martinsville area to promote the Downtown District. While residents might be aware of the downtown district, visitors are not. Both I-69 and I-67 bypass the city’s downtown area. City wayfinding signage could help raise awareness of the businesses downtown and other attractive amenities. A special focus should be placed on signage that is easily visible from interstates to take advantage of the large number of commuters passing by Martinsville daily.



◆ **Recommendation 3: Update and Enforce Municipal Ordinances to Maintain Attractiveness of City**

Community amenities and surrounding areas must be maintained to effectively contribute to a higher quality of life for residents and attract prospective residents. A theme that emerged from speaking with stakeholders who have vested business interests in Martinsville is the desire for city ordinances regarding upkeep to be enforced. In addition to the ordinances in the books, Martinsville can also consider amending existing ordinances to include additional stipulations designed to increase the attractiveness of the area and enhance curb appeal.

Martinsville’s existing ordinance addressing exterior maintenance is listed below.³

City Ordinance 14-142 Maintenance of Exterior of Premises:

The owner or occupant must keep the premises free of hazards, which include but are not limited to brush, weeds, broken glass, stumps, roots, obnoxious growths, filth, garbage, trash, refuse and debris.

Additional Ordinances: 14-143 Appearance of Exterior of Premises and Structures and 14-145 General Maintenance.

Municipal codes from both Bloomington and Columbus, Indiana were examined. Both cities have detailed ordinances to reflect building upkeep and building dilapidation.

Examples from Bloomington's Building Maintenance are listed below.⁴

***16.04.040 (f) Furniture not generally intended to be used for outdoor purposes (typically upholstered furniture) shall not be permitted to be stored on the exterior premises of residential rental units, this includes both screened in porches and non-screened porches.

16.04.050 (b) All portions of the exterior of a residential rental unit and its accessory structures shall be maintained in a manner that does not pose a threat to the public health safety or welfare.

Examples from Columbus' enforcement of building standards are listed below.⁵

15.24.320 Violations—Penalties

A. Any person who fails to comply with the provisions of this chapter shall be deemed guilty of an ordinance violation.

B. Each violation shall constitute a separate offense and each day's failure to comply with any such provision shall constitute a separate violation.

C. In addition to the enforcement remedies set forth in Section 15.24.300, a person upon conviction may be punished by a fine of not less than ten dollars or more than two thousand five hundred dollars. (Prior code § 11-53)***

Currently, Martinsville does not have listed penalties and remedies for violations. It is suggested that enforcement or addition of code would aid Martinsville in becoming more attractive for residents, tourists, and prospective families. By enforcing or adding codes such as these, the city will become more attractive for residents, tourists, and prospective families alike.

1.6 Next Steps

Martinsville’s principal amenities have been identified by community stakeholders, and both strengths and opportunities for growth have been identified by the Amenities group. It is clear that the city should be proud of its diverse offerings of amenities for its residents. Stakeholders emphasize that current residents may take many of these amenities for granted, and the city should work to increase awareness of the fact that Martinsville is a wonderful place to live and raise a family because of its amenities. The Amenities group has provided tools and recommendations to promote and amplify Martinsville’s amenities in order to attract prospective residents.

The client should prioritize Recommendation 1, promote and elevate underappreciated amenities, because of its importance and feasibility. To elevate underappreciated amenities, particularly those within the *Nature* category, the city should increase community programming for families. Specific ideas of programs have been listed and may be developed according to the time of the year. It should be recognized that many amenities are not utilized to their full potential, and the clients must take the next steps towards elevating the best parts of Martinsville to encourage growth.

Martinsville is also currently setting long-term goals that embrace economic development. This involves partnerships with businesses and public engagement to co-design efforts. Certain community amenities may be of particular interest within these efforts, as focus may be shifted to increasing or improving what Martinsville has to offer incoming businesses.

¹ Department of Parks and City Properties. (2018). *Martinsville Parks & Recreation 2018-2022 Master Plan*. <https://martinsvillechamber.com/wp-content/uploads/2018/06/City-of-Martinsville-Parks-5-year-master-plan.pdf>

² Department of Parks and City Properties. (2018). *Martinsville Parks & Recreation 2018-2022 Master Plan*. <https://martinsvillechamber.com/wp-content/uploads/2018/06/City-of-Martinsville-Parks-5-year-master-plan.pdf>

³ Article III: Property Maintenance, §§ 14-108 — 14-140 RESERVED, Martinsville, IN Code of Ordinances (2022). https://codelibrary.amlegal.com/codes/martinsvillein/latest/martinsville_in/0-0-0-697

⁴ Chapter 16.04—PROPERTY MAINTENANCE Exterior property areas., 16.04.040, Bloomington Municipal Code (2012). https://library.municode.com/in/bloomington/codes/code_of_ordinances?nodeId=16704

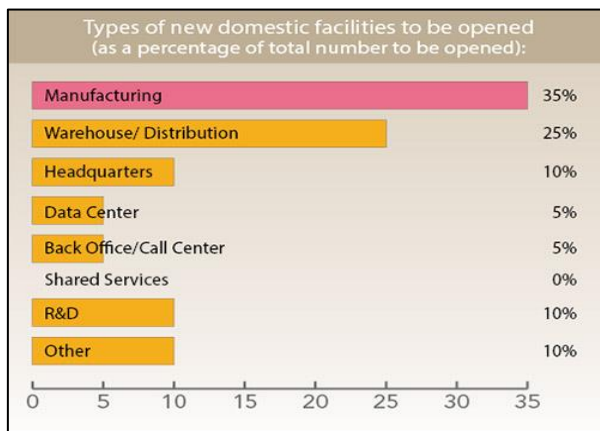
⁵ Maintenance requirements, 15.24.100, City of Columbus Municipal Code (2021). https://codelibrary.amlegal.com/codes/columbusin/latest/columbus_in/0-0-0-4846

2 Economic Development

2.1 Economic Growth in Martinsville

Three key aspects of growth include capital, labor, and land. The city is limited when it comes to large swaths of land for intense commercial/industrial development but does have options for mid-small-scale plots for mid to small development. Sustainable economic growth will allow the city of Martinsville residents to have a higher quality of life and standard of living.¹ While developable land may be limited, the location of Martinsville will be the main attractor for economic development.

Capitalizing on location and the immediate access to I-69 will be imperative for Martinsville. Attracting new residents will allow for increased tax revenue, a broader workforce for regional industry sectors, and additional dollars spent at local businesses. Developing various housing options from single family plats, mixed-use areas, and dense attainable housing will help grow the tax base and provide options for a range of lifestyles and incomes. Martinsville’s expansion of broadband internet can be a compelling factor in attracting people who work from home. A mix of new and existing housing options near I-69 could be a big draw for hybrid/remote workers, as well as those looking for affordable options outside of the Indianapolis and Bloomington markets. Housing costs in the city are lower than the national average, which highlights the availability of affordable and low-cost housing and land.²



Source: Area Development Magazine 36th Annual Corporate Survey: Executives Focus on Labor, Energy, Shipping Costs

Martinsville, IN is conveniently located on I-69 and sits between Bloomington and the state capital, Indianapolis. The proximity to Bloomington and Indianapolis offers many economic development opportunities for Martinsville. Over the next 5-10 years, strategic economic opportunities and planning will be necessary for growth in the city and long-term economic sustainability.

Martinsville has many growth opportunities such as plans for an additional 500-700 housing units over the next 5-7 years on the southeast end of town, immediate access to I-69, proximity to Indiana University (IU), Indiana University Purdue University Indianapolis (IUPUI), and Ivy Tech Community College. Morgan County also has some of the lowest property taxes, ranking in the bottom 25% of Indiana counties. This low property tax can be widely marketed to encourage new businesses and residents to Martinsville.

Areas of projected job growth in Indiana include management, business and financial operations, education/training/library services, healthcare practitioners and technicians,

healthcare support, food preparation and serving related, and transportation and material moving.³ The transportation and warehousing industry have been fast growing in the country and the state. Indiana's transportation and warehousing industry sector accounts for 6% of total employment in the state and from 2011 to 2021 grew by 36.8%.

CORPORATE SURVEY*				
Site Selection Factors	Very Important %	Important %	Minor Consideration %	Of No Importance %
Labor				
Availability of skilled labor	48.3	46.6	5.2	0.0
Availability of unskilled labor	29.1	32.7	30.9	7.3
Training programs/ technical schools	30.4	35.7	25.0	8.9
Labor costs	37.5	58.9	1.8	1.8
Low union profile	44.6	21.4	21.4	12.5
Right-to-work state	51.7	29.3	8.6	10.3
Transportation/Telecommunications				
Highway accessibility	62.1	31.0	5.2	1.7
Railroad service	12.3	19.3	29.8	38.6
Accessibility to major airport	14.0	33.3	33.3	19.3
Waterway or oceanport accessibility	10.3	15.5	25.9	48.3
Inbound/outbound shipping costs	53.5	39.7	1.7	5.2
Availability of advanced ICT services	7.0	29.8	36.8	26.3

Source: Area Development Magazine 36th Annual Corporate Survey: Executives Focus on Labor, Energy, Shipping Costs

The City of Martinsville's most recent comprehensive plan addressed concerns that Martinsville residents did not want to become a truck stop destination. These concerns are valid, but Martinsville should consider the benefits of warehousing and storage businesses in the area. Area Development Magazine published survey results in 2022 for what business executives and leaders are looking for in terms of labor, site selection, and general business type.⁴ Overall in the survey results, there was emphasis on manufacturing facilities, accessibility to skilled labor, highway access,

consideration of tax incentives, and general importance of shovel ready/pre-certified sites. To better understand areas for economic growth for Martinsville, there needs to be an understanding of the current economic profile. In the next section, an up to date and accurate economic profile is provided. This profile can be used as a basis to help identify key areas for opportunities and development, some of which will be provided in this chapter's recommendations.

2.1 Martinsville Economic Development Profile

The following are facts, figures, and things to know about the people and economic condition in the City of Martinsville.

Household Demographics

According to population estimates, there are 11,882 (as of July 2021) people who live in Martinsville. The median household income was \$52,599 for Martinsville in 2022. The most prevalent cohort are households earning an annual income of \$50,000-\$74,999. Approximately 81% of households in Martinsville earn less than \$75,000 per year. About 13.8% of households in Martinsville earn less than \$15,000 per year and are considered as people in poverty, or 6.7% higher than Morgan County.

Household By Income. Bars show deviation from Morgan County

Indicator ▲	Value	Diff		
<\$15,000	13.8%	+6.7%		
\$15,000 - \$24,999	7.5%	+2.6%		
\$25,000 - \$34,999	11.7%	+3.5%		
\$35,000 - \$49,999	13.9%	+3.2%		
\$50,000 - \$74,999	25.4%	+2.6%		
\$75,000 - \$99,999	9.1%	-2.8%		
\$100,000 - \$149,999	12.4%	-7.2%		
\$150,000 - \$199,999	3.0%	-2.8%		
\$200,000+	3.2%	-5.8%		

Source: ESRI, US Census

Compared to other cities in Morgan County, Martinsville is the most populated city (16.5%). However, the population is projected to decrease at -0.51% rate over the next five years, unless new residential development is attracted to the city. The median age in Martinsville is 39.0, approximately 3.4 years lower than the county’s median age. Productive ages make up a large proportion of the population for Martinsville, with almost 21 percent of residents being 25 to 39 years old. 87% of the population are high school graduates or higher. The City’s economic and social development would greatly benefit from having a large population in the working age bracket and a high proportion of high school graduates.

Martinsville Demographics Key Statistics

Population Total	Average HH Size	Diversity Index	Median Age	Median HH Income	Median HH Value	Age 18-64
11,822	2.34	15.8	39	\$52,599	\$137,391	59.4%

Source: ESRI, US Census

Housing

An estimated 227 households were added between 2010 and 2020 in Martinsville, which is an increase of 4.87%. In line with the population, households are projected to slightly decrease over the next 5 years. The majority of households (58.3%) are homeowners, with a median value of \$137,391 for owner-occupied housing units, 34% and 27% lower

than a median value of home in the county and the state, respectively. Most households have one or two people, representing more than 61.1% of the total. Residents of Martinsville are less likely to own the home that they live in compared to the average Hoosier, and they pay almost \$200 less in monthly rent payments on average, according to Guaranteed Rate. Relatively more affordable house purchase and rental prices can be an advantage for Martinsville to attract new residents.

Housing Statistics Comparison

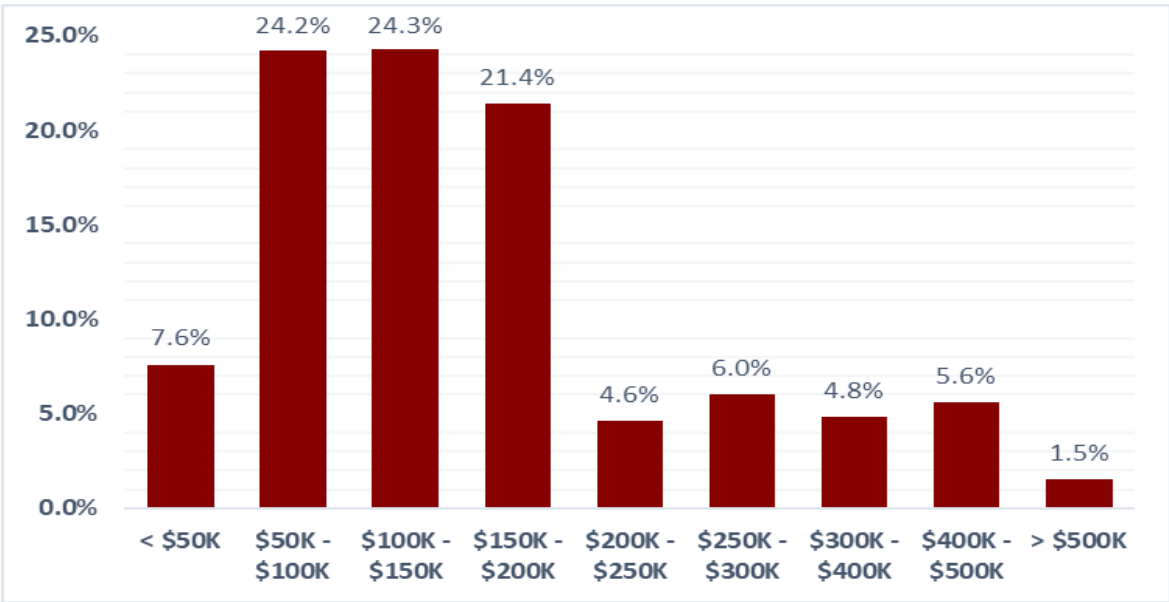
	Median Home Value	Median Rent Payment	% of Owner-Occupied Housing Units
Martinsville	\$137,391	\$622	58%
Morgan County	\$208,194	\$840	81%
Indiana	\$187,590	\$826	69%

Source: ESRI, US Census

Housing Challenges

Approximately 30% of homes in Martinsville are valued at less than \$100,000, while more than 75% of the homes are 40 years or older. The combination of older homes and lower property values suggests that there may be opportunities for revitalization and affordable housing initiatives in Martinsville. Furthermore, according to Guaranteed Rate, as of March 2023, there are no vacant homes for sale among Martinsville residents, and the rental vacancy rate is 9.9% out of a total of 4,983 units. The low vacancy rate suggests that there are opportunities for developers and investors to build more housing in Martinsville which is more affordable for a range of residents.

Home Values in Martinsville



Source: ESRI, US Census

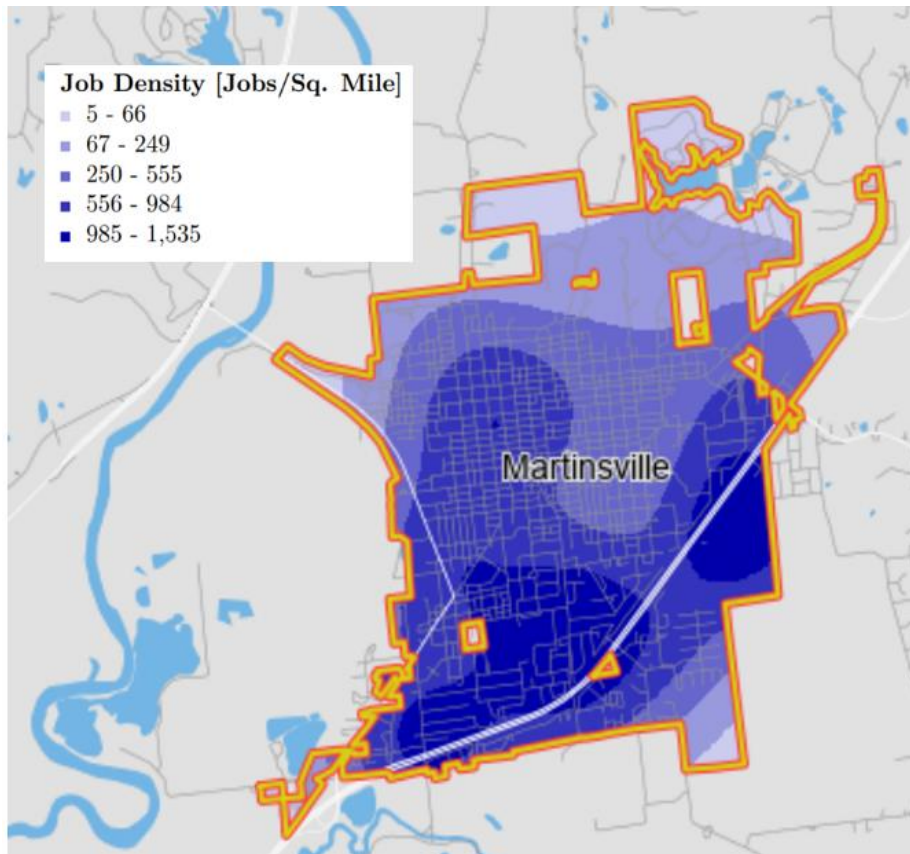
Employment

The economy of Martinsville employs 6,623 people. With the completion of I-69, employment grew at a rate of 35.72% from 2019 to 2022. Martinsville has an unemployment rate of 2.4%, lower than Indiana's rate at 3.1%. Most of the residents work as white-collar employees (45.3%). The largest industries are Health Care & Social Assistance (1,348 people, 20.4%), Retail Trade (872 people, 13.2%), and Public Administration (792 people, 12.0%). The highest paying industries are Utilities (\$78,083), Construction (\$58,487), and Professional, Scientific, & Technical Services (\$56,438). Major employer:

1. IU Health Morgan
2. Walmart Supercenter
3. Morgan County Sheriff's Dept
4. Martinsville High School

The Job Density Map shows the concentration and distribution of jobs within the City. The map shows that the concentration of job sites is along the I-69 highway and SR-39 Bypass in the downtown area.

Job Density Map, 2019

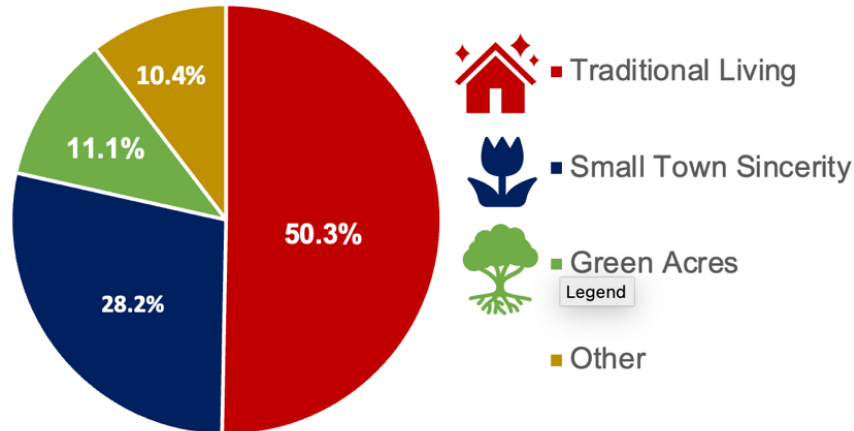


Source: LEHD On The Map

Tapestry Segmentation

Tapestry segmentation is a marketing tool developed by ESRI that provides a detailed understanding of consumers' behavior, preferences, and values, allowing marketers to tailor their products and services to specific market segments. The City can benefit from tapestry segmentation by using the tool to identify the different segments of the population residing within its boundaries.

Martinsville residents' characteristics



Source: ESRI

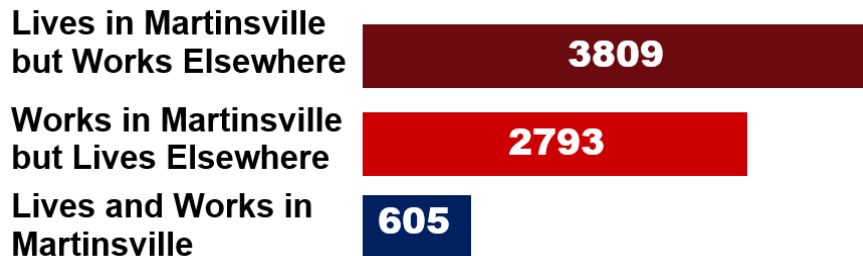
- **Traditional Living (50.3% of households)**
They tend to live in rural or suburban areas, and their lifestyles are characterized by a focus on family, community, and tradition. They are often conservative in their values and beliefs and are less likely to embrace new technology or social trends.
- **Small Town Sincerity (28.2% of households)**
It refers to a group of middle-aged to older adults who live in small towns or rural areas. They have traditional values, and their lifestyles are centered around family, community, and local institutions. They are typically blue-collar workers in industries and have a strong sense of civic pride and responsibility.
- **Green Acres (11.1% of households)**
It refers to a group of upper-middle-class suburbanites who are typically well-educated and have high household incomes. They are environmentally conscious and prioritize healthy living and outdoor recreation. They tend to live in upscale neighborhoods with access to parks and outdoor amenities.

Commuting Patterns

While the majority of Martinsville workers commute outside of the city for work, about one-fifth of workers both work and live in their city of residence. About 2,793 individuals live outside of Martinsville but commute in for work, a number that has risen from 2018 to 2019. With the completion of construction of I-69, Martinsville has the potential to attract

more employees to work in the area. In terms of commuting patterns, nearly 82.6% of workers drove alone to work and the majority of workers travel around 10-14 minutes to work.

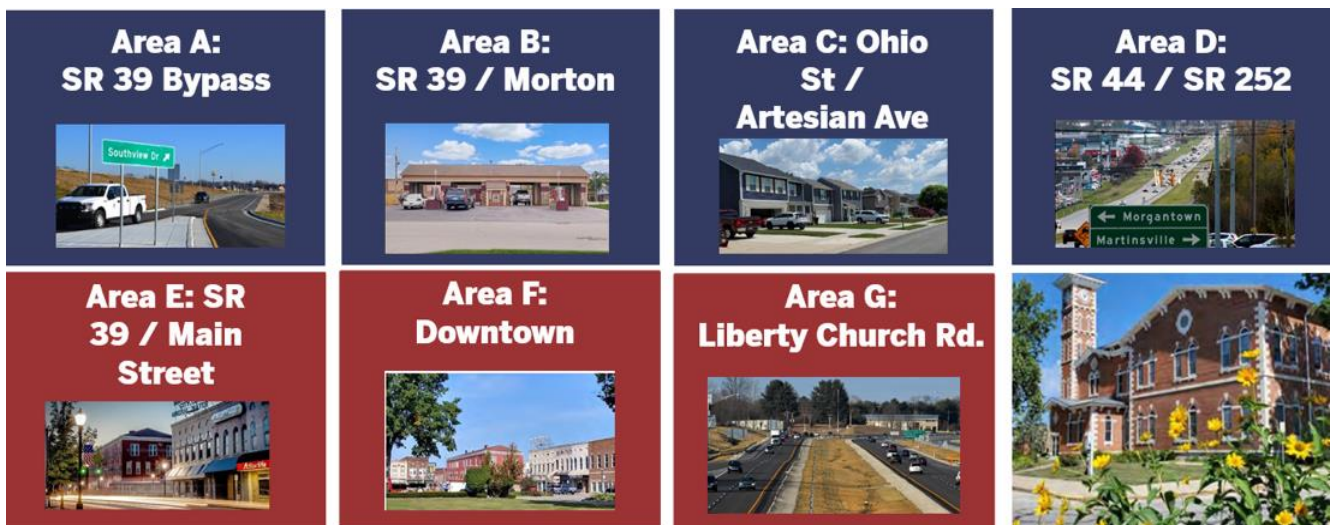
Martinsville Commuting Patterns



Source: LEHD On The Map

Special Development Areas

Special development areas (SDAs) were designated in seven key areas throughout the community. These distinctive development areas are likely to face development pressures as a result of I-69, as well as redevelopment opportunities as a result of city policies/goals and Martinsville residents’ desires. Each development area will most likely include a mix of uses, but each will offer unique development opportunities based on its location in the city. Flexibility of uses is an important component of each area because the districts are expected to be developed based on market forces and demands. The City of Martinsville should consider reviewing the boundaries and desired uses in each of the respective Special Development Areas every 3 – 5 years.



2.2 Economic Development Opportunities & Recommendations

Martinsville has many unique attributes that make it attractive to new residents and businesses. Martinsville residents can immerse themselves in its small-town charm, yet conveniently access Indianapolis city life, Bloomington's college town fun, and worldwide connections at the Indianapolis International airport. The City of Martinsville, Martinsville Chamber of Commerce, and a range of community partners have new opportunities to welcome smart growth, transformative investment, and additional cultural offerings for residents old and new to enjoy.

Martinsville can continue leveraging existing tools to attract new investment, cultivate small business attraction and retention, and develop a regional workforce for 21st century industries. This can be accomplished using financial incentive structures, reevaluating tax increment financing (TIF) districts and its payment in lieu of taxes (PILOT) program, expanding partnerships with neighboring jurisdictions, and using nonfinancial incentives. It can also include nonfinancial incentives that are proactive and budget-friendly.

Nonfinancial incentives can include workforce training, infrastructure investment, fast-tracked permitting processes, and access to development sites. A 2019 survey of corporations considering expansion or relocation found that they ranked labor availability as the top priority in scouting locations, several spots ahead of tax exemptions and incentives. The same survey also found that quality of life ranks above incentives. Companies select locations based primarily on overall fit and qualities, and then they may consider incentives to finalize the choice. ⁵

Opportunity 1: Meeting Housing Demand

Martinsville's location between the Indianapolis metropolitan area and Bloomington provides a variety of lifestyle options for residents old and new. With the recent completion of I-69, the radius of Central Indiana's economic reach will soon include Morgan County. Martinsville residents now have faster access to more opportunities for employment, higher education, and cultural offerings while maintaining its small-town flavor. However, decreasing population and limited availability of homes and rentals currently present growth challenges. As more individuals and families consider calling Martinsville home, prospective residents should have a diverse range of housing options for their budgets and family sizes. In order to attract more residents and grow the tax base, infill development prioritizing density may be necessary given the limited amount of vacant land available. New housing construction should offer a mix of single-family plots, apartments, townhomes to preserve existing land and provide a range of options for different family sizes, budgets, and lifestyles.

- ◆ **Recommendation:** New housing development is occurring on the southeast side of Martinsville. The 2022 Martinsville Comprehensive Plan update designates this as the Ohio St./ Artesian Avenue special development area (SDA). The availability of vacant land in this area presents opportunities for additional housing, commercial, and light manufacturing uses. City officials can encourage

rezoning parcels from Agricultural uses to residential, such as R1, R2, and R3 uses. The insert below shows multiple vacant parcels adjacent to new housing within Special Development Area C, as designated in the Comprehensive Plan. These sites' proximity to schools, grocery stores, and the interstate will likely attract additional home builders. The city should leverage this opportunity with consideration of diverse housing typologies, including apartments, townhomes, single family homes, and mixed-use development. Furthermore, Martinsville can contribute to placemaking in this area by maintaining green space, sidewalk connectivity, and access between neighborhoods through comprehensive complete streets policies.

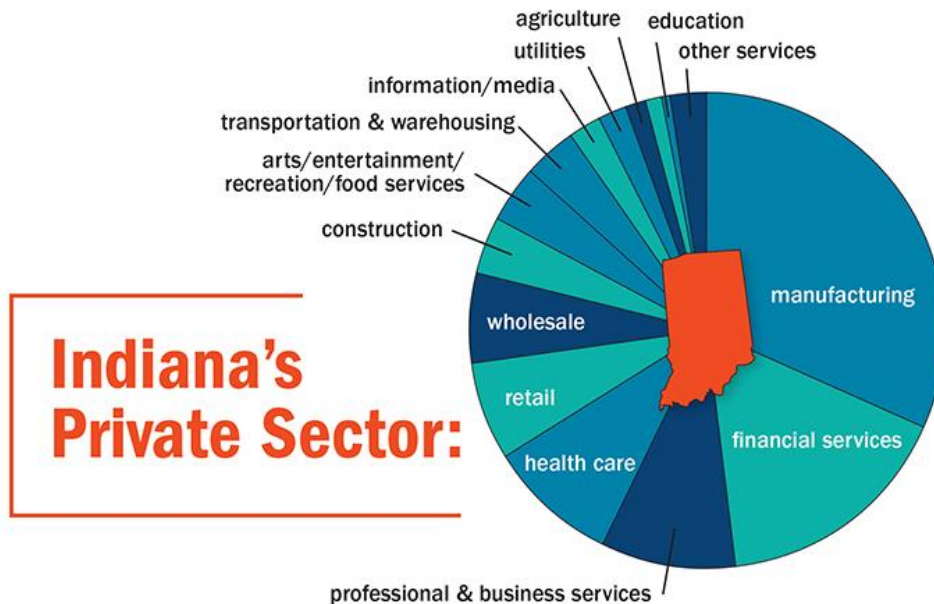


Left: Vacant land within Special Development Area. Right: Mixed-use development in Lawrenceville, GA

Opportunity 2: Attract and Develop Key Sectors

For the first time since the late 1970s, U.S. employment in manufacturing has surpassed the peak set during the previous business cycle ⁶ Indiana remains one of the top states in the country for manufacturing and has historically led the nation in manufacturing output as a percent of gross state product. ⁷

Several areas within Martinsville city limits present opportunities to complement the region's presence in advanced manufacturing, warehousing and logistics, transportation, agriculture and fishing, construction, and health care services. The amount of vacant land available for large-scale commercial or industrial use is limited by factors such as geology, topography, and nearby floodplains. However, existing properties near I-69 can present opportunities for new investment toward high-paying jobs in small to medium-scale projects in existing sectors. Due to the limited number of vacant properties available, Martinsville should be selective in choosing new investment opportunities.



- ◆ **Recommendation:** Cultivating a variety of sectors in regional industries can bring additional wealth, employment opportunities, and create multiplier effects within the local economy. The City of Martinsville, in addition to the Martinsville Chamber of Commerce, should play to its existing strengths to encourage development across industry clusters. For example, the healthcare industry will continue to be important in the coming decades. The aging population and increased demand for healthcare services are expected to drive growth in the healthcare sector. This includes jobs in areas such as nursing, medical research, and healthcare administration. Additionally, the renewable energy industry is expected to expand throughout the decade. This may create jobs in areas such as wind and solar power generation, battery storage, and electric vehicle battery manufacturing. Although Martinsville is limited by the number of large-scale properties to accommodate heavy manufacturing, its position in the region could allow for proximity to these emerging industries. Connecting workforce development initiatives with high school and college programs can help prepare the local labor pool in attaining the skills and certifications necessary for new job openings.

Opportunity 3: Infill Development for Small Business Attraction and Retention

Martinsville can take advantage of underutilized land including unused parking lots in commercial corridors, vacant homes in residential areas, and vacant commercial spaces in town areas. Infill development can occur on grayfield and brownfield sites. *Grayfields* refer to outdated developments that no longer serve community needs, such as standalone buildings, vacant shopping strips, and parking lots. *Brownfields* are previously developed sites that may be contaminated from previous uses; in such cases, remediation can ensure that infill developments remove potential harmful impacts to people. Infill development helps small towns and rural communities that are

under growth pressure to conserve farmland, natural landscapes, and rural/small town character.



Left: Brownfield site located within Special Development Area. Right: Mixed-use movie theater in Newport, VA representing potential brownfield redevelopment.

Most brownfields are in prime locations with good access to major routes and within walking distance of local shops and neighborhoods. These features make brownfields appropriate sites for smart growth redevelopment. ⁸ Insert C shows a brownfield site located off of SR39 and adjacent to a residential area, restaurants, and stores. This piece of vacant land currently has no hookups to utilities, but access is nearby.

- ◆ **Recommendation:** The City of Martinsville can plan to connect viable sites to water, sewer and electricity to prepare it for future development. Allowing more compact, mixed-use development could raise property values and generate more property tax revenue per acre than developing on the periphery, which tends to have more sprawl. Prioritizing new residential, commercial, and mixed-use development downtown will preserve scarce vacant land on the periphery.

2.3 Broader Recommendations

- ◆ **Recommendation 1: Market vacant land to site selectors**

Martinsville currently has 9-10 parcels of vacant land within city limits representing optimal locations for economic development. Cities that catalog vacant land in a list or online database accessible by site selectors are better positioned to identify economic development opportunities that will bring investment, jobs, and regional industry connections. Currently, city administrators use an internal GIS system to view the acreage, property values, zoning, and geographic features of land in Martinsville. However, the City and Chamber lack a dedicated database featuring vacant land to market for new economic investment. Therefore, the following recommendations are made:

- Pursue a contract with the Indiana Economic Development Corporation for a citywide version of ZoomProspector, a statewide tool containing GIS, demographic, population, income & labor data for site location.

- Reestablish and foster partnerships with Morgan County, Mooresville, and local jurisdictions to develop a strong regional workforce, industry sectors, and increase communication toward shared goals.
- Consider offering internships with the IU Luddy School of Informatics or O’Neill School of Public Environmental Affairs to assist in building a public-facing vacant land inventory on the City or Chamber website that can be easily updated.

The Capstone team has created a user-friendly website using the platform AirTable that can be used by the clients for listing and updating vacant land parcels. This tool can be easily embedded on a website to provide a list of vacant properties to site selectors or prospective entrepreneurs.

◆ **Recommendation 2: Support entrepreneurs and existing businesses**

Martinsville has a strong small business presence enjoyed by residents and visitors alike. Local businesses can continue to thrive by receiving support from the City of Martinsville and the Martinsville Chamber of Commerce. Engaging in small business development would not only directly support a diverse economy but also could provide more services that might attract industrial employers. The City of Martinsville and local community partners could each contribute to an entrepreneurship and small business support fund. This fund could help businesses access loans and grants, offer assistance in navigating regulatory requirements, and support entrepreneurship programs in the local school district. Martinsville and the Chamber should continue to cultivate workforce development by partnering with the Metropolitan School District of Martinsville, IU, Ivy Tech, and local companies to offer apprenticeships, internships, and vocational training.

◆ **Recommendation 3: Evaluate existing programs**

Martinsville should evaluate its current tax incentive structure for new businesses that invest in the area. This may include property tax abatements, tax credits, or exemptions from certain taxes for a specified period. In addition, tools such as TIF districts, PILOT, and existing financing tools should be evaluated to align with development goals for the next 3-5 years. Incentives and financial tools should be used sparingly to encourage new businesses to invest in Martinsville.

- Low-interest loans: Martinsville can offer low-interest loans to businesses that are willing to invest in the area. These loans can be used for various purposes, such as buying property, building new facilities, or purchasing equipment.
- Infrastructure investment: Martinsville can invest in improving its infrastructure, such as roads, pedestrian access, and utilities to make the area more attractive to businesses.
- Permitting assistance: The City should streamline the permitting process and provide assistance to businesses to help them navigate local regulations and requirements.

- Workforce training programs: Martinsville and the Martinsville Chamber of Commerce should extend training programs to residents to provide them with the skills necessary to work in local sectors, such as manufacturing, life sciences, healthcare, and food services, that are being attracted to the area.
- Marketing and promotion: The Mayor's office and Chamber can actively market themselves as business-friendly and promote the benefits of investing in the area to potential businesses. Indiana is a right-to-work state, which can be attractive to prospective businesses.

◆ **Recommendation 4: Increase attainable housing options to address regional workforce needs**

Martinsville sits at the gateway to southern Indiana and will likely become an exurb of the greater Indianapolis and Bloomington metropolitan areas. Collaborative efforts with neighboring communities will allow Martinsville and its peer communities to bundle their individually attractive amenities together as they seek new residents. Furthermore, Martinsville's location can provide additional housing toward a deficit currently affecting large employers in neighboring Monroe County, including Cook Medical, Baxter BioPharma, and Catalent Pharma Solutions.

◆ **Recommendation 5: Prioritize strategic investments**

Aligning public investments and incentives to encourage sustainable development can help Martinsville capture a larger market share of the region's private investment in development. In doing so, the clients should consider those investments that will create conditions for economic growth to improve quality of life and affordability using financing mechanisms beyond ad valorem taxes. Martinsville can create opportunities to provide companies in the site selection process with the kinds of advantages they would find in larger areas, such as larger regional work forces and opportunities for financial incentives. At the same time, they can entice businesses with distinct small-town advantages, including responsive and personal interactions with local decision-makers, lower costs of doing business, lower costs of living, and locally reliable supply chains.

Martinsville should identify the industries or sectors that are already thriving in the region. By leveraging existing strengths, Martinsville can attract businesses that complement the local economy and help other sectors grow. The Chamber, Mayor's Office, and City Council should identify new growth opportunities that align with their strengths and amenities. This can include emerging industries such as advanced manufacturing, agribusiness, and healthcare, as well as new markets for existing regional industries. In addition, anchoring incentives to specific sectors enables more thoughtful investments in related areas that can also boost economic growth. This may include infrastructure improvements and targeted workforce-development programs to attract additional businesses in those industries. However, financial incentives should be used strategically to avoid excessive debt servicing.

2.4 Summary of Findings

Martinsville is in a strong position to secure itself as a destination to work, live, and play in central Indiana. Being strategic with economic development opportunities will further empower the community to build on its identity and welcome additional growth. Attracting residents to the area should be a main priority over the next 1-5 years. An estimated 500-700 new housing plots in Martinsville can provide individuals and families a variety of living and commuting options that fit their needs. Housing options that fit a range of budgets and lifestyles will contribute to Martinsville's accessibility and ever-changing identity. In addition to new housing in identified development areas, encouraging and prioritizing infill development in the downtown area will provide a diverse, active, and thriving downtown environment.

The City of Martinsville, Martinsville Chamber of Commerce, and community partners can leverage existing tools to continue attracting investment, cultivating local businesses, and complementing the regional workforce. Nonfinancial incentives, such as workforce training, infrastructure investment, and fast-tracked permitting processes, can streamline additional investment to the area. Martinsville must be creative and flexible in their economic development strategies in order to compete with the wide array of tools and resources that large cities have to offer. Ultimately, companies prioritize labor availability and quality of life above tax incentives when selecting locations for expansion or relocation. Martinsville should be strategic in its financial incentives and land acquisition decisions to attract investment that is best fit for the community. The recommendations included propose a variety of options for community and economic development. The clients should prioritize strategies that most align with short-to-medium goals toward attracting new residents, businesses, and visitors.

¹ Daniels, T. (1989). Small Town Economic Development: Growth or Survival? *Journal of Planning Literature*, 4(4).

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⁴ Magazine, G. G., Editor, Area Development. (2022, March 22). 36th Annual Corporate Survey: Executives Focus on Labor, Energy, Shipping Costs. Area Development. <https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/q1-2022/36th-annual-corporate-survey.shtml>

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⁶ Fox, J. (2023, February 9). Comeback in Factory Jobs Appears to be For Real. *The Washington Post*. <https://www.washingtonpost.com/business/comeback-in-factory-jobs-appears-to-befor-real/2023/02/09/cfe905e8-a86b-11ed-b2a3->

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<https://www.ibrc.indiana.edu/ibr/2022/outlook/indiana.html#:~:text=Looking%20at%202023%2C%20Indiana%2C%20as,real%20possibility%20of%20shedding%20jobs>

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3 Public Art

The Public Art group was tasked with creating a strategy for how to implement current and future public art projects in Martinsville. Currently, the Chamber has funding from Duke Energy to install a mural for the City's bicentennial. For this project, the Chamber has established a group to assist with implementation of the project. However, the city does not have a designated team tasked with developing public art in Martinsville nor a process for implementation.

This chapter will present the research compiled through case studies and interviews and provide the best practices and recommendations for implementing public art. In the appendix, a public art implementation guide is also provided which goes into greater detail regarding the steps for implementing a public art project. However, it is important to first understand how public art can benefit Martinsville.

3.1 Why Public Art Matters

Public art serves many purposes such as community building and economic development. The reason a community chooses to embrace public art varies. Highlighted below are examples of why public art is important.

It makes art accessible

Public art is free for everyone, making it one of the most accessible forms of art.¹ Around 70% of Americans say they experience the arts in public venues, such as parks, hospitals, malls, and airports.² This allows every member of the community, regardless of background, age, ability, or other characteristics to be able to access public art.³ This is especially true if public art is near residential and/or high-traffic areas. These busy locations allow the artwork to be integrated into the residents' daily lives. Increasing exposure to art in this manner can create attachment to both the art and community.

It highlights the community's identity

Public art impacts how people connect with a place. It can be utilized to promote a community's values and characteristics along with celebrating their history and heritage. It serves to improve community aesthetics. Public art works to break up the monotony of public spaces by providing creative expression. Art is often what makes places memorable⁴ and ultimately, it helps bring visibility to residents, showing that they and their ideas are seen and valued.

Public art helps expose communities to different cultures and perspectives. Through different mediums public art can offer visual and physical opportunities for learning. It can also serve to encourage people to learn about the history and culture of the space

they occupy. Most American's agree, with 72% believing that "the arts unify our communities regardless of age, race, and ethnicity."

It fosters a sense of belonging

Public art increases foot traffic, allowing for more opportunity to bring community members together. Public art can also be used to create a gathering space for community events. For example, multiple exhibitions at Exhibit Columbus in Columbus, IN used art in this manner to bring the community together. Some examples of how they highlighted community integration were by adding seats or games to art exhibits, creating a stage for performances, or building a gazebo for people to gather beneath. Public art allows for the possibility for functionality alongside beautification of a space.

It inspires collaboration

Public art inspires community members to take part in designing public spaces. It provides ways for artists to engage with community members to create art that reflects that community. Public art is a form of art that allows communities to directly engage in the artistic process. Doing so generates a sense of ownership over the final product. This collaborative venture has implications for the health of citizens too. Studies have shown that taking part in a public art process has helped combat anxiety and social isolation.⁵

It recognizes the value of artists and their work

Communities that showcase public art recognize the importance and impact that art can have. Artists have the unique ability to highlight the attributes within a town in ways that a community member may not see. Public art allows artists to bring their creative visions into the public sphere while stimulating the creative economy, which both recognizes local artists and encourages growth of the art community and visitors.

It creates economic value

Public art can create economic value in communities. Data strongly indicates dynamic cultural scenes help attract people and businesses.⁶ 52% of Millennials and 54% of Generation X say they would "strongly consider whether a community is rich in the arts when deciding where to relocate for a job."⁷ Not only does public art attract and retain residents, but it supports cultural tourism. Public art can help create jobs, attract investments, generate tax revenue, and stimulate the local economy through tourism.⁸

3.2 Case Studies: Public Art in South-Central Indiana

Public art can be found across the state of Indiana. Many cities, towns, and municipalities have successfully established public arts programs that add to the culture and vitality of their communities. Analyzing these areas provides a framework of thinking for the City of Martinsville to build their own public art initiative. Based on the demographics, geography, and goals for the city, the Public Art group presents five case studies on Indiana communities relevant to Martinsville. Analysis on governance, management, and completed projects will serve as guides for stimulating ideas and establishing a functional public art plan.

For a complete list of public art within Indianapolis and the surrounding areas visit the [Indy Arts Guide](#).⁹

Case 1: Bloomington, IN

Governance and Management

The City of Bloomington's art projects are controlled by the citizen-driven Bloomington Art's Commission (BAC). The BAC's mission since its establishment in 1980 is to provide leadership by and for the City of Bloomington to: support and promote the arts and artists; recommend policies and programs that develop and promote creativity and artistic excellence in the community; and serve as a liaison between the government, artists, arts organizations, and the public. The Commission is made up of 11 individuals, 5 of whom are appointed by the City Council of Bloomington and 6 who are appointed by the mayor. Meetings are held once a month to manage regulatory issues and planning of public art projects and events. Major responsibilities and roles include:

- Develop and present public art plans
- Establish and administer supporting programs to achieve the commission's purpose
- Inform the Common Council, city administration, city boards and appropriate commissions on current art issues
- Offer policy recommendations and advice regarding public art
- Adopt administrative rules and regulations that support approved public art procedures
- Form committees and conduct activities necessary for continued commission business/functioning

Other governmental entities are involved in supporting public arts in Bloomington as well. The most relevant of these is the Economic and Sustainable Development Department where the Assistant Director for the Arts is based. This city position supports BAC in blending the community and city towards common goals and the sustainability of public art and the art community in Bloomington.

Public Art

The City of Bloomington carries out roughly two to four public art projects a year. These projects stem from the Bloomington Public Arts Strategic Plan.¹⁰ The plan includes a list of potential public art projects to be coordinated by the commission and produced as a collaborative effort by the city and/or other civic entities. A major source of funding, outside of grants, is from the City of Bloomington's budget, in which 1% of the budget is allocated to the Arts Program. Examples of past and current public art projects within the city, along with their medium, are listed below.

- Aurora Almanac, by Esteban Garcia Bravo (light panel)
- Stride (sculpture)
- Sunny, Luna, and snowdrop (sculptures)
- Rainbow mural
- A social history of the state of Indiana (mural)
- North Star and Hoosier Line (interactive mural)
- Urban Fabric (mural)



*Sunny, Luna, and Snowdrop sculptures, courtesy of Monroe Public Library
(<https://mcpl.info/friends/history>)*

Case 2: Columbus, IN

Governance and Management

Public art in the City of Columbus is managed by the Mayor's Public Art Committee (MPAC). Since the MPAC's formation in 2018, their mission has been to strengthen the community through arts and culture. The committee is made up of 12 members, 10 of whom have voting responsibilities. Nonvoting positions are the Director of the Columbus Area Arts Council and a City of Columbus Administration Designee. Remaining positions are held by a Columbus Area Visitor's Center Designee, Columbus City Parks Designee, Post-Secondary Institution Designee, Bartholomew Consolidated School Corporation (BCSC) Designee, Landmark Columbus Foundation Designee, and City Council Representative. The mayor is tasked with appointing two community members and a local community artist to complete the committee.

The MPAC meets a minimum of twice a year. More meetings may be held as needed to complete their duties. Their main objectives are to encourage, approve, and manage public art. The primary responsibilities are:

- Review and consider all public art proposals
- Solicit and encourage public input on proposed public art
- Ensure public art owned by the city is appropriately inventoried, insured, maintained, documented and identified with labeling of art price name and artist
- Make detailed recommendations to the mayor and other affected city departments or affected organizations with respect to any public art proposal approved by the Committee
- Set up any sub-committees deemed necessary to support the work of the Committee

Columbus is unique because it has two distinct non-governmental public art organizations that work in tandem with the MPAC to grow and care for public art in the community. The Columbus Area Arts Council, established in 1972, is a non-profit organization supported by private and public donations—obtaining around \$500,000 in revenue and support in 2020. Their main contribution is running the 411 Gallery, a gallery and cultural space for exhibitions, events, and collaborations with various Columbus arts and cultural organizations.

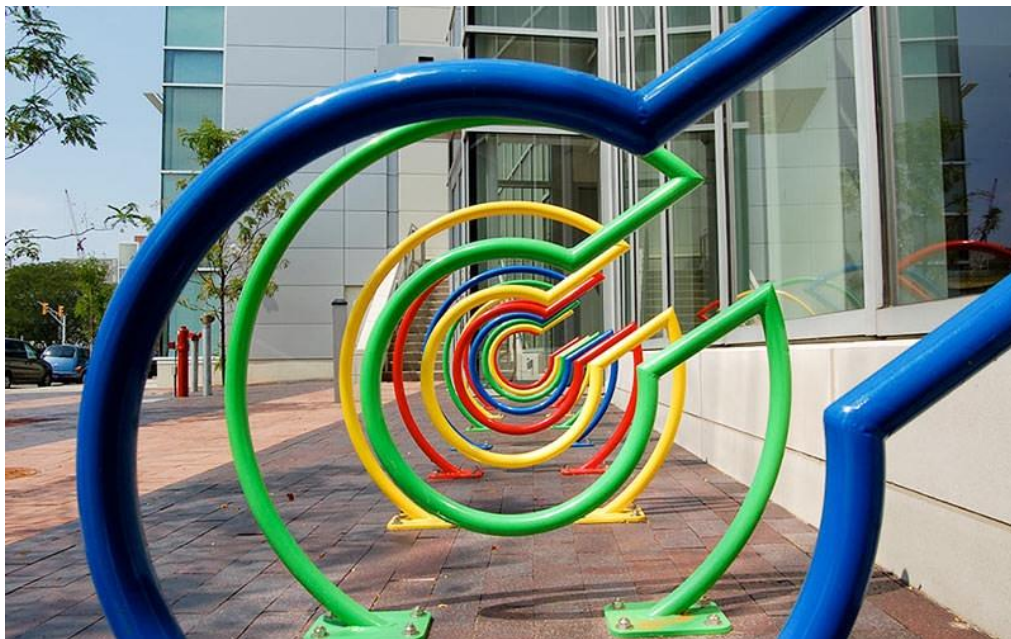
The Landmark Columbus Foundation is a notable nonprofit organization that seeks to care for, celebrate, and advance the cultural heritage of the area. Since their founding in 2019, it has had three programs that fulfil their mission to locally-engage and globally-connect public art. The first is Exhibit Columbus. This program creates a cycle of programming that uses the mission of Landmark Columbus Foundation to convene conversations around innovative ideas and commissions site-responsive installations in a free, public exhibition. The second is the Columbus Design Institute, which collaborates with partners through design processes to encourage meaningful investments in sustainable and equitable development of communities. The third is

Progressive Preservation. This program focuses on assisting in the care for buildings, landscapes, and art within Bartholomew County. It advocates for and educates cultural resources through research, conservation, and fundraising as a community.

Public Art

The City of Columbus has a wide range of art projects, from architecture and murals to sculptures and temporary art. Each year the city hosts five or more public art projects made possible by collaboration with government and nonprofit organizations. Planning for projects is based on the Columbus Arts District Strategic Plan.¹¹ Examples of public art within the city, along with their medium, are listed below:

- The Red C, Bernar Venet (sculpture)
- Eos, Dessa Kirk (sculpture)
- Columbus Bike Racks (structure)
- 16th Street Neighborhood Asphalt Art Project (mural)



*Columbus C Bike Racks, courtesy of Visit Columbus Indiana website
(<https://columbus.in.us/art-for-the-masses/>)*

Case 3: Fishers, IN

Governance and Management

The Fishers Arts & Culture Commission has governed public art for the city since 2018. Its mission is to support, advocate, and cultivate visual and performing arts opportunities that educate, enhance, and/or enrich the lives of those who live, work, and visit Fishers. Emphasis is placed on the economic and educational benefits that public art brings to the area. There are 11 members on the Commission. Three non-voting advisory members are chosen from the city's community development and parks and recreation departments. One member from the common council, alongside the remaining seven, are appointed by the mayor to comprise all voting members. Committee duties range from regulation and support to design and implementation of public art projects. These responsibilities are:

- Adopt rules for affiliate memberships to encourage inclusivity and greater participation
- Contract within the limit of delegated power and available funds with individuals, organizations, and institutions for services furthering the objectives of the Commission
- Develop and manage the "Master of Art & Culture Plan"
- Set annual goals, evaluate projects, and report on progress updates
- Make recommendations for City fund expenditures on public art
- Maintain a listing of current community assets
- Identify potential art opportunities
- Apply for grants and sponsorship to support art projects

Public Art

The Arts & Culture Master Plan guides public art projects for the city.¹² There are three main goals: (1) develop the brand positioning for Fishers Arts & Culture that supports the vision of a smart, vibrant, and entrepreneurial city as well as the Commission's Core Values; (2) build awareness of Fishers Arts & Culture; and (3) engage various arts & culture stakeholders and communities.

Goal 1 incorporates guidelines of what visions the city wants to promote through the Fishers Arts and Culture commission. This includes developing criteria to judge future proposed project ideas and upkeep of the city's seal and logo. Goal 2 involves creating a "Hub" gathering space to provide easy access for visitors to let them know what is happening in Fishers Arts and Culture commission to promote activities and awareness. Finally, goal 3 is to develop a creative or advisory council of artists, advocates, and partners to serve as a sounding board for the Commission. The formation of subcommittees (Nickel Plate District Cultural Designation and the UDO Community Art Subcommittee) enhances support for engaging art contribution by and to the

community. Examples of public art within the city, along with their medium, are listed below:

- Edge Banner Art (banner)
- Arc of Peace (sculpture)
- Indiana Seasons (sculpture-mural)
- Aquarium Surprise signal box (mural)



Aquarium Surprise signal box, courtesy of Indy Arts Guide website (<https://columbus.in.us/art-for-the-masses/>)

Case 4: Franklin, IN

Governance and Management

There are two governmental agencies that oversee Franklin public art projects, the Franklin Department of Public Art and the Public Art Advisory Commission. The Department's mission is to provide a space to promote art and artists in the city to improve diversity, sustainability, and social justice. The Commission, recently established in 2020 within the Department of Community Development, seeks to approve and implement public art. It is comprised of 11 members who meet once a month and serve 2-year terms. Membership on the committee is made up of one local artist, one at-large member, and one member representing each of the following organizations: The Creative Council of Franklin, Discover Downtown Franklin, Festival Country, Franklin College, Franklin Community School Corporation, The Franklin Department of Public Art, Franklin Heritage, The Franklin Parks and Recreation Department, and the Johnson County Community Foundation.

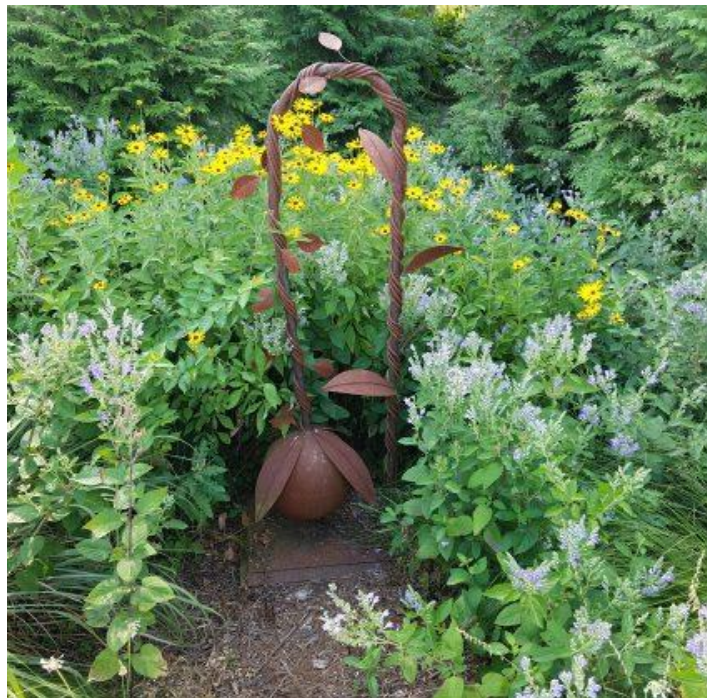
The Commission and Department serve as guides and implementors of public art projects. Their roles include:

- Studying the beautification needs of the city to explore ways to improve the general aesthetic quality of the City's Public Art
- Assisting members of the public and non-profit organizations in their efforts to improve the general aesthetic quality of the City's public art improvements
- Developing an Arts Master Plan for the City of Franklin and assist in the development and maintenance of the City of Franklin's Cultural Arts District
- Making recommendations to the Mayor of the City of Franklin in a timely fashion, as appropriate or as requested

Public Art

Public art is guided by the Master Art Plan created by the city. Collaboration with county programs like the Color the County program hosted by Johnson County Community Foundation, has spurred a growth in projects. Examples of public art within the city, along with their medium, are listed below:

- Flight (sculpture)
- Funky Franklin (mural)
- Wall of Hope (mural)
- Franklin Art Garden (outdoor sculpture walk)



Franklin Art Garden, courtesy of Indy Arts Guide
(<https://www.indyartsguide.org/public-art/franklin-art-garden/>)

Case 5: Greenfield, IN

Governance and Management

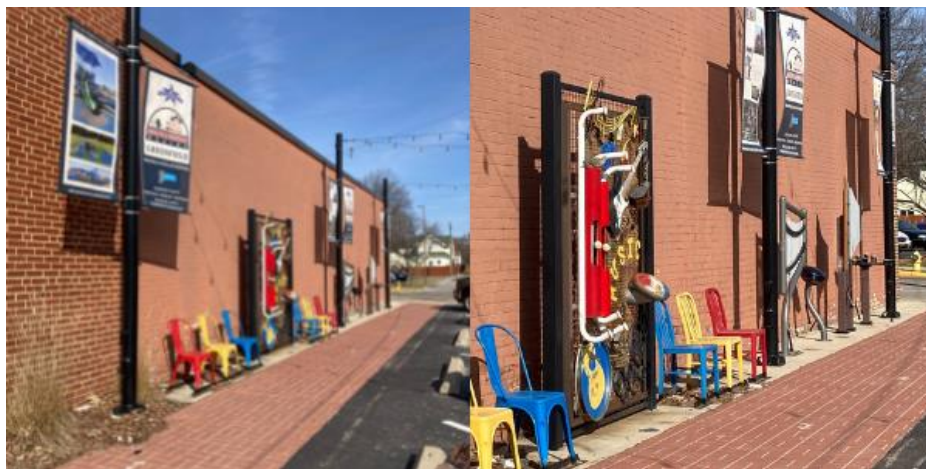
Greenfield public art is supported by Hancock County Arts (HCA). Established in 1999, its mission is to provide leadership for the creative community by encouraging, celebrating, and promoting arts and culture throughout Hancock County. The Council services Greenfield and the entirety of Hancock County, unlike other case studies discussed. Additionally, their status as a volunteer organization and current role as a gallery for exhibiting local and central Indiana art places them in a supporting, versus leadership, role in organizing, fundraising, and decision making.

The organization is comprised of four members, the HCA Officers, who are voted into the position. These officers are the president, vice president, secretary, and treasurer. In addition to the four officers, there are 13 Board of Directors, as well as two interns. Committees are established within the organization to focus on specific aspects of public art. Currently, there is a mural committee who is tasked with bringing forth a mural to Greenfield. An executive director is being sought in 2023 to bring consistency to the Gallery so the organization can be firmly established in community art projects.

Public Art

Public art within Greenfield is different from the other case studies because of its basis at the county versus city level. As such, the city itself does not have a public art plan. However, they provide a view on how public art can be implemented on a broader scale. Examples of public art within the city include:

- Tall Tales (mural)
- James Whitcomb Riley (mural)
- Living Alley Interactive Instruments (sculpture)
- Indiana Bison-tenial statue (sculpture)



Living Alley Interactive Instruments sculpture, courtesy of City of Greenfield Community website (<https://www.greenfield-community.com/public-art-in-greenfield/>)

3.3 Case Study Takeaways

There are many ways to conduct and manage public art. These five cities provide a few examples of how the City of Martinsville can approach establishing their own management and implementation of public art. Below are a few key takeaways that should be considered when developing a public art initiative:

- Consistent public access and engagement with public art
 - Easy-to-navigate websites or an interactive map to denote locations of public art
- Establishment of a committee, council, or permanent commission to handle current and future public art planning and management
 - Ensure diverse and knowledgeable representation
- Identify a central idea, project, or space to serve as a foundation for future projects
 - Ex: Fishers' "Hub", Columbus' bicentennial art competition, county-wide art program, such as mural projects in Franklin, IN
- Development of a Public Art Master Plan
- Involve the community and diverse stakeholders in decision making and proposals at local, county, and state level
- Diversify art by pursuing different mediums and broadening concepts

3.4 Supporting Interview Information

Along with the case studies, the Public Art group conducted eleven interviews of individuals from local and state public art organizations. A comprehensive list of interviewees can be found in the under "Additional Resources" in the Public Art Implementation Guide in the appendix. Below is a list of the key takeaways from the interviews.

- A city arts council/committee needs to be established for success.
 - Designating a central governing body rooted in both government and non-government entities to handle creating, implementing, and managing public art are essential to ensuring organization, community support, and longevity of public art.
 - Incorporate a city ordinance to support this council.
- The public is a key stakeholder in implementing projects and learning about what they want to see within their community.
 - Utilize public art to celebrate citizens and the city.
 - Include local artists as well as citizens and community leaders when discussing public art projects.

- Implement pre and post analysis of public perceptions and logistical information to evaluate public art projects.
 - This will provide data and information to justify further public art projects
 - Integrate adaptability and flexibility into planning to increase efficiency and success.
- Landmark Columbus is interested in future collaborations through loaning art and expanding their mission.
- Martinsville High School is enthusiastic about potential collaboration on public art projects.
- Utilize the Indiana Arts Commission for support in initiating public art projects financially and legally as the City works to establish a public art campaign/initiative.

3.5 Best Practices

The Public art team has compiled a list of best practices for public art implementation based on research and interviews.

1. Public input is the key to public art

Since public art is public, input and engagement from the community is vital. A successful public art project requires community engagement that can include meetings, surveys, and integrating citizens during the artist selection process. It is important to remember that public engagement does not stop once the project is chosen. The artists should be willing and eager to engage with the public to help bring their vision to fruition. A key recommendation is prioritizing community engagement as projects move forward. Further details of how to properly work with the public can be found in Public Art Implementation Guide in the appendix.

2. The process is just as important as the outcome

A clear, accessible, effective, and enjoyable public art process is just as important as the final piece of art. Establishing a plan or process that is publicly available can ensure current and future projects are a success. If community members feel excluded or the process is difficult, the public might not appreciate the result. This can also cause problems for future projects since community members are less likely to support projects where they do not feel valued. Therefore, the public art process needs to be accessible to everyone, and clearly outline what is done as well as how the community can be involved.

3. Create a maintenance plan from the start

Maintenance is another aspect of public art that should not be overlooked. The best way to maintain public art is to have a maintenance plan from the start. Part of an artist's contract should include the creation of a maintenance plan since the artist will understand how the art should be maintained. Additionally, the public art group recommends 10% of the project budget should be set aside for maintenance. The Public Art Implementation Guide provides more detail on maintenance for public art.

4. See controversies as opportunities

Public art can be controversial. As a result, it can start difficult conversations, bring issues to light, and cause tension. However, this result can be transformed into a positive outcome. One should not shy away from the controversy but use it as an opportunity to grow and learn through the artwork. Embracing controversy, especially with community members during the process, is an opportunity for people to connect and understand each other better. Controversies can happen at multiple levels such as community reactions to the project or interdepartmental challenges. To fully embrace public art and its benefits, the public art group recommends being open to controversies. See them as a way to strengthen the community.

5. Document everything

Since Martinsville is in the beginning stages of their public art journey, it is important that everything is documented. Proper documentation allows future councils to look back on successes and mistakes that were made in previous years. It will allow the city to continuously improve and find what works best in the Martinsville community.

3.6 How to Implement

The Public Art group developed a nine-step implementation process to guide Martinsville in their public art initiative. This includes: 1) defining and planning the project, 2) obtaining necessary paperwork, 3) raising money, 4) finding an artist, 5) collaborating with the artist, 6) reviewing permits, 7) developing a maintenance plan, 8) building the project, and 9) celebrating its success. Further details on this process can be found in "Process for Individual Projects" in The Public Art Implementation Guide.

Since the City currently has a plan to highlight Martinsville as the goldfish capital of the world, some of these steps have already been completed. A Request of Proposal (RFP) is a vital piece of paperwork for all future art projects. The Bloomington Arts Council provided an RFP outline, which was edited for Martinsville's use. The RFP can be found on page 107 of the appendix. This outline is designed as a fill-as-you-go document, so Martinsville can use and adjust this RFP for current and future projects.

As mentioned above, the creation and implementation of an arts council is another key aspect that should be implemented if the city wants to create a strong public art community. The recommendation section below provides a guideline of the major points

that the Public Art team found to be important considerations when creating the ordinance that will create the art council.

Although funding for the current 2023 Her Boutique mural has been graciously covered by a grant from Duke Energy, funding for the future is key. The Public Art Implementation Guide includes a comprehensive list of short- and long-term funding opportunities that the city can investigate further.

3.7 Future Ideas

The Public Art group, through input from the interviews conducted, compiled suggestions for potential public art projects. As mentioned before, emphasis should be placed on public input and what they desire or want to see from the city in tandem with city government. Therefore, the relevance and structure of these suggestions will change as time goes on.

The intent of the art is another key aspect that should always been considered. Common themes that were found across the city through interviews and city visits were water, goldfish, and notable figures from the city. Broadening the message and ideas for public art beyond these key themes is encouraged, as inspiration comes from diverse ideas. There is an overwhelming need to progress forward while staying true to the city, which includes acknowledging the history of Martinsville in its entirety. Below is a list of ideas that were developed by the Public Art team or were brought up by interviewees. Combining public art with local schools is a great and easy way to generate public art. Partnering can occur at all levels from high school to elementary school. Broken down by group, potential projects and engagement activities could be:

High School

- Collaboration with welding and art students to create four or five aquatic-based metal sculptures that will go outside Her Boutique building alongside the mural
- Metal goldfish canvas would be placed outside the school building – an arts student would be chosen at the beginning of each school year to repaint the fish for the school year
- A city-wide project where the students sell blank lawn ornament fish that individuals can paint to support the school and community
- High school art students help with the maintenance of murals

Middle School

- Collect plastic bottle caps to turn into benches that can be placed either at the school, at the new skate park, around town, etc.
- Mentorship program with the high school art/welding students that are interested in pursuing art

Elementary School

- Collect plastic bottle caps to turn into benches that can be placed either at the school, at the new skate park, around town, etc.
- Charles R. Smith Fine Arts Academy – have a wall that is repainted every school year by the eldest students in the school
- Have students from each grade paint a tile and arrange them on a wall or along sidewalks as mosaic murals

The Landmark Columbus Foundation in Columbus, Indiana has expressed interest in loaning sculptures from past events to aid the city in pursuit of expanding their public art. The public art group strongly encourages future collaboration with the Landmark Columbus Foundation in the future. The contact for the Landmark Columbus Foundation can be found in under “Additional Resources” in the Public Art Implementation Guide.

For mural projects, consider having a paint-by-number mural. This is where an artist will paint the outline of the mural and give instructions for how the mural will be painted. Then, with the artists assistance, Martinsville has a painting event where community members come out to help paint the mural. The Johnson County Color the County mural program has done this for some of their projects.

3.7 Recommendations

◆ **Recommendation 1: Creation of a Public Arts Council/Committee Ordinance**

The City of Martinsville does not have an official body to oversee public art. The Public Art team found through the case study of similar communities that most of these communities have a committee which was established by an ordinance. Therefore, the public art team recommends that the city establish a Public Art Committee through a new ordinance. Below is a list of recommended aspects to include in the ordinance.

- Establishment of the committee
- Organization of the committee
- Membership of the committee
- Functions and duties of the committee
- Committee approval process and requirements

Below is a list of community members or representatives who we recommend be involved on the arts committee:

- Mayor’s office
- Chamber of Commerce
- Martinsville School District
- Martinsville Art Sanctuary/professional artist
- Revitalize Martinsville
- High school student

- Businessowner/citizen

Typically, these committees meet no less than twice a year to remain active, but more meetings are encouraged as projects are considered.

Chapter 3114 and Chapter 3115 of Columbus, Ohio's ordinance is a good example of what Martinsville should consider for their creation of their public art ordinance. Chapter 3114 of this ordinance outlines the establishment of the Greater Columbus Creative Cultural Commission, how it is organized, and the functions and duties of the commission. Chapter 3115 defines key words found in the ordinance, outlines the duties of the commission, membership terms, and the art approval process. A sample from and link to Columbus, Ohio's art council ordinance can be found below:

3114.01 - Establishment.

There is hereby created and established an entity known as the Greater Columbus Creative Cultural Commission, whose nineteen (19) members shall be appointed by council for such terms as determined by council and shall serve without compensation. The commission will include representatives and stakeholders from the arts and cultural community, business, government and regional municipalities. The purpose of the commission is to ...

Link to full ordinance:

https://library.municode.com/oh/columbus/codes/code_of_ordinances?nodeId=TIT31PLHIPRCO_CH3114GRCOCRCUCO

◆ **Recommendation 2: Expand Community Engagement and Accessibility for Future Projects**

The IAC (Indiana Arts Commission) defines community engagement as the activity of consistently cultivating two-way community relationships beyond conventional programmatic partnerships. Community partnerships are rooted in programs, activities, and marketing, whereas engagement is rooted in people and requires long-term commitment.

Since public art is the most accessible form of art, it is important to engage the community throughout the process. It ensures you are getting community buy-in and that citizens feel ownership over the piece of art. Lack of community engagement makes it difficult to achieve the full benefits of public art.

When practicing engagement, be sure to introduce yourself to a diverse array of individuals. Recognize that you must balance effort with comprehensiveness as you will not be able to always meet every person impacted by the potential public art project. In the early stages, focus on gathering facts while emphasizing your desire to learn more

about them and the location. Avoid telling people what you are going to do until you have a better understanding of the project and situation.

Additionally, when engaging with the community, it is important to make sure every member, regardless of background, feels welcome in the process. They should be able to see themselves reflected in the piece. One way of including everyone in the process is ensuring accessibility. This could be accomplished by meeting community members in their own space instead of making them come into yours. This allows community members to feel more at ease when suggesting new ideas or concepts for future art pieces. The art itself should also be accessible. Consider following the seven principles of universal design:

1. Equitable use: the design is useful to people of diverse abilities
2. Flexibility in use: the design accommodates a wide range of individual abilities
3. Simple and intuitive use: interaction with the design is easy to understand, regardless of the user's experience, knowledge, or language skills
4. Perceptible information: the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities
5. Tolerance for error: the design minimizes hazards and the adverse consequences of accidental or unintended consequences
6. Low physical effort: the design can be used efficiently and comfortably with minimum amount of fatigue
7. Size and space for approach and use: appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size posture, and mobility¹³

◆ **Recommendation 3: Creation of a Public Art Master Plan**

A Public Art Master Plan will serve as a guide for public art in Martinsville. The plan should establish why public art matters to Martinsville, include an inventory of existing public art, dedicate a process for community input, establish a vision and core values, list goals for public art, and provide a formal process for the implementation of public art.

Why Public Art Matters to Martinsville

It is important to understand why Martinsville is interested in public art. Public art can serve many functions, so it is important to know *why* you want more public art in your community. This reason will serve as a guide to implement future projects. Section 3.1 ("Why Public Art Matters") outlines some reasons why public art is important, which can be utilized when considering why Martinsville wants public art.

To help understand your why, the Public Art Network has outlined some guiding questions. Here are a few to consider:

- Why is public art important to the community?
- How will the public art program be funded in the short and long-term? Will the funding source be consistent or subject to fluctuation?
- What is the process for how projects are scoped, prioritized, and selected? Who is involved and what are the priorities for making these decisions?
- What is the plan for community engagement, including outreach to diverse or underserved populations?
- How is the community involved in the artists' selection process?
- What is the method to ensure the public art program and projects reflect and respond to the community or environment?
- If a work needs to be removed, what is the process for deaccessioning a work within the collection?
- What is the process for managing and tracking current and new public artworks?
- What is the process for evaluating the relevancy of existing artworks?

Inventory of existing public art

Before installing new art, you must know what art already exists. This includes both private and public installations of sculptures, murals, historical markers, architecture, unique features, etc. Geographic information software such as GIS is a good tool to cite and map existing pieces. An online or physical map accessible to community members and visitors can be used to encourage visitation to the art.

An inventory of events in the community is also important. This resource can be used as a tool to help grow and promote future art projects.

On the next page is a map the Capstone team developed:

Community input

It is important to engage the community in public art from the very beginning. Here are some questions to consider asking to gather ideas on the perceptions of residents on the city and art:

- What is one word that describes the arts in Martinsville?
- What value does art bring to Martinsville?
- What types of public art does the community want to see?
- Where would the community like to see public art?



One format to solicit input can be a voting platform. Logan, Utah had community members vote on what kind of public art they would like to see.¹⁴ Options included: murals, permanent sculptures, functional arts (benches, bike racks, etc.), environmental art (art installations that utilize nature), ephemeral art (interactive displays), historic interpretations (art that commemorates historic events), events, tactical urbanism (low-cost, temporary changes to the built environment intended to improve an urban area) or performing arts.

Vision and Core Values

Here is where the audience can learn about what the community values and your vision for Martinsville. For example, Logan, Utah's core values are (1) creating experiences, (2) sensitivity, (3) diversity and accessibility, (4) education, and (5) strong management. The rest of their public art master plan ties back to their vision and values.

Goals

This section should highlight the goals of the public art program that should tie back to Martinsville’s vision and values. For example, one of Fort Wayne, Indiana’s goals are to “improve access to public art for all citizens of the city and advance the understanding of its civic role”.¹⁵ Conversely, Fishers, Indiana wants to “develop the brand positioning for Fishers Arts & Culture that supports the vision of a smart, vibrant, and entrepreneurial city as well as the Commission’s Core Values”.¹⁶

Implementation

This section lays out the steps to follow to implement the master plan. This includes outlining how to fund public art projects, scout new locations, find artists, and the actual steps for implementation. These steps could include formalizing the process for implementing public art process, more information on which is available in the Public Art Implementation Guide in the appendix. Additional ordinances or formal procedures may need to be written.

3.8 Next Steps

Public art projects represent an opportunity for Martinsville to make art more accessible, highlight their identity, foster a sense of belonging, create economic value, and much more. With the right tools and partnerships, the city can fully embrace the benefits of public art. To ensure the success of public art in Martinsville, the Public Art group has outlined some next steps to consider:

1. Creation of a Public Art Council through an ordinance
2. Write and distribute an RFP for the Duke Energy mural
3. Start engaging with the community about why public art matters to Martinsville
4. Begin incorporating the public in the Duke Energy mural project

The city should prioritize establishing a public art council in the next one to two years. A council would be a successful step forward for implementing public art in Martinsville now and for the future.

¹ Young, C. (2022, November 16). How Public Art Can Improve Quality of Life and Advance Equity. *Housing Matters: An Urban Institute Initiative*. <https://housingmatters.urban.org/articles/how-public-art-can-improve-quality-life-and-advance-equity>

² Americans for the Arts. (2018). *Why Public Art Matters 2018*. <https://content.civicplus.com/api/assets/11fb6b8a-63f5-4256-acbd-74c848975fcc>

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- ³ Jackson Hole Public Art. (2012). *Places of Possibility (POP): Public Art and Placemaking Toolkit for Rural Communities*. <https://www.americansforthearts.org/sites/default/files/Places-of-possibility-public-art-toolkit.pdf>
- ⁴ Public Art Network Advisory Council. (2014). *Why Public Art Matters: Green Paper*. Americans for the Arts.
- ⁵ Dhenin, M. (2021, December 6). Why Public Art Is Good for Cities. *Yes! Magazine*. <https://www.yesmagazine.org/health-happiness/2021/12/06/public-art-cities>
- ⁶ Public Art Network Advisory Council. (2014). *Why Public Art Matters: Green Paper*. Americans for the Arts. https://www.americansforthearts.org/sites/default/files/PublicArtNetwork_GreenPaper.pdf
- ⁷ Americans for the Arts. (2018). *Why Public Art Matters 2018*. <https://content.civicplus.com/api/assets/11fb6b8a-63f5-4256-acbd-74c848975fcc>
- ⁸ Thomasian, J. (2009). *Arts & the Economy: Using Arts and Culture to Stimulate State Economic Development*. National Governor's Association. <https://www.americansforthearts.org/node/100916>
- ⁹ *Indy Arts Guide*. <https://www.indyartsguide.org/public-art/>
- ¹⁰ Bloomington Arts Commission (BAC). (2020). *BAC Strategic Plan 2021-2025*. https://drive.google.com/file/d/1irkGTDrF1l8FuxtRwcDQL4BKBY_BPYoX/view?ts=614d9a9e
- ¹¹ Columbus Arts District Planning Committee. (2013). *Columbus Arts District Strategic Plan*. <https://www.columbus.in.gov/redevelopment/columbus-arts-district-strategic-plan/>
- ¹² Fishers Arts & Culture Commission. (2019). *Fishers Arts & Culture Master Planning—2019*. <https://www.fishers.in.us/DocumentCenter/View/19287/Fishers-Arts-and-Culture-Master-Planning---2019>
- ¹³ National Assembly of State Arts Agencies (NASAA). (n.d.). *Design for Accessibility: A Cultural Administrator's Handbook*. National Endowment for the Arts. <https://www.arts.gov/about/publications/design-accessibility-cultural-administrators-handbook>
- ¹⁴ Logan City Utah. (2020). *Logan Public Arts Master Plan*. https://cms9files.revize.com/loganut/departments/comdev/Plans%20&%20Projects/Logan%20Public%20Arts%20Master%20Plan_FINAL_High%20Res.pdf
- ¹⁵ Fort Wayne Public Art Master Plan Committee. (2020). *Art for All: Fort Wayne Public Art Master Plan*. https://issuu.com/designing_local/docs/2019_1125_-_fort_wayne_plan
- ¹⁶ Fishers Arts & Culture Commission. (2019). *Arts & Culture Master Plan*. <https://www.fishers.in.us/DocumentCenter/View/21188/Arts--Culture-Master-Plan-2019-Adopted>

4 Public Image

4.1 Why Public Image Matters

A city's public image is crucial in shaping its social, economic, and political standing. It reflects the city's character, values, and reputation, and influences how it is perceived by residents, visitors, and the wider world. Particularly in the context of public affairs, where interactions between government, businesses, and other organizations with the public are critical, a negative public image can impede policy objectives and hinder investment and support, while a positive one can enhance a city's reputation, foster trust, and encourage business and innovation.

Managing a city's public image involves a broad range of activities, from traditional public relations strategies, to digital communications and social media management, to developing policies that align with the city's values and aspirations.

In today's world, a city's digital profile is a critical component of its public image. A poorly designed website or a lack of social media activity can give the impression that the city is outdated or uninterested in engaging with its residents and visitors. On the other hand, a well-crafted online presence can enhance a city's brand and reputation, showcasing its unique characteristics and attractions to a global audience.

Beyond the digital image a city crafts for itself, cities must also be aware of their broader reputation, especially as social media and online review platforms have expanded the ways people can express their opinions about a city. In addition to online, a city's public image can also be shaped by traditional media outlets, such as newspapers, TV, and radio.

Regardless of the platform it takes place on, public conversation plays a significant role in shaping a city's reputation. A negative story or rumor in the media can quickly spread and damage a city's image. Therefore, it is crucial to proactively engage with media outlets and stakeholders to ensure that the city's message is accurately represented and any potential negative impact is mitigated.

To effectively manage a city's public image, it is essential to review and monitor all forms of public conversation, including traditional media outlets, online reviews, comments, and social media accounts. By regularly engaging with the public and proactively addressing any issues or concerns, cities can build and protect their reputation, ensuring that they remain attractive and competitive in an increasingly connected world.

Telling a Story

Over the course of this project, a key theme that emerged was the notion of telling a story. All the time, people tell stories about who they are, where they are from, what their values are, and so forth. Storytelling is a fundamental part of the human experience.

Cities tell these same stories about who they are, whether they realize it or not. This can be both active—through public relations activities, strategic communications, and social media posting—or passive—through previously established brand logos, images, slogans, and curated web resources that visitors, residents, and internet users come across. In either case, the city’s aim should be to cultivate a positive impression among the people they interact with.

People also tell stories *about* cities, based on their own experiences in that city, what they have heard from others, what they have read about the city, or impressions formed in reaction to the city’s own communications. Collectively, the stories others tell about a city create that city’s reputation.

While a city cannot directly control what others say about it, it can tell its own stories. These stories can reinforce positive images, discount negatives, or offer an alternative viewpoint. In doing so, cities can alter their reputation and motivate others toward desired actions, whether that means visiting for a day trip, investing in the city, buying a home there, or simply thinking more positively about the city.

Throughout this chapter, the city’s public image will be assessed through the framework of telling a story. What stories are others telling about the city? What story is the city telling about itself, through their brand messaging, logos, communications, websites, and social media accounts? And how can the city leverage communications, branding, websites, and social media to tell a new story of Martinsville that fosters community pride and attracts new residents and businesses?

4.2 Reputation

In the 21st century, the internet is the primary source of information for anyone wanting to learn more about a city. If an internet user were to Google Martinsville Indiana, they would come across links to websites for the city, the Chamber, Visit Morgan County, and other government affiliates; news information from WRTV and the Reporter-Times; municipal data from Wikipedia, the Census Bureau, City Data, and World Population Review; data on Martinsville’s weather or directions to Martinsville; links to various travel sites like TripAdvisor and AllTrails; political data from sites like Ballotpedia; websites that rate communities, like Niche.com and Bestplaces.net, and links to Martinsville hotels, businesses, churches, and social service agencies.

This Google search returns basic facts about Martinsville and what is there, but it does not provide much detail about the community. Clicking through these links, however, an internet user can find out a great deal about Martinsville.

Broadly speaking, a city's reputation is made up of what others think and say about it—the stories people tell themselves and others. Individuals form an impression of the city, whether because of their own personal experiences, the city's branding efforts, or what they have heard about the city from friends or online. Collectively, these voices come together to form the city's overall reputation.

Reputational Assessment

To better understand the city's reputation among the broader public, the Public Image group conducted a thorough review of online posts and comments that mentioned Martinsville, in what was termed a Reputational Assessment. The group looked at several sites, including social media platforms, like Facebook and Twitter, and online forums such as Reddit and Niche.com—a site where people can post reviews of cities and school districts. Each group member was responsible for reviewing posts on 1-2 of these sites to better understand peoples' perceptions of Martinsville. Group members pulled quotes and screenshots from each of these sites, looking for both positive and negative mentions of Martinsville. Group members then analyzed emerging themes from these posts, taking into consideration both how frequently a topic came up and the significance of that theme for Martinsville.

Findings

Through the Reputational Assessment, the Public Image group found some positive descriptions of Martinsville, with users calling the community "quiet," "peaceful," "calm," "quaint," "charming," and "tight-knit." However, there were also negative comments from users describing Martinsville as "racist," "dirty," "ugly," and "boring." These findings will be explained in greater detail below, highlighting both public relations challenges and opportunities.

- **Challenge 1: Perceived Racial Discrimination**

The Reputational Assessment identified a commonly held belief that Martinsville is a racist community and a "sun down town," a label that suggests that minority groups would be unsafe in Martinsville at night.¹ This belief stems in part from the 1968 murder of Carol Jenkins, a young black woman who was brutally stabbed in Martinsville by two white men driving through the city.² In addition to this event, a 2017 Indiana University petition mislabeled Martinsville as the former "Capital of the Ku Klux Klan,"³ possibly because of a march that the hate group organized in the city in the late 60s.⁴

The Public Image group found several posts on social media referring to Martinsville as racist or a sun-down town. Additionally, other users claim that Martinsville was once the capital of the KKK or once home to a former KKK leader. While untrue, these claims

continue to propagate online, causing real harm to the City's reputation and standing in the wider community.

The consequences of these claims are far-reaching and potentially devastating. They can lead to the loss of tourism revenue, as potential visitors may be deterred from coming to Martinsville due to fears about safety and discrimination. They can also harm the City's economic prospects, as businesses may be less likely to invest in a community that is perceived as intolerant or unwelcoming. Moreover, these claims have a negative impact on the people who call Martinsville home. They create a climate of fear and mistrust, fostering division and animosity between different groups in the community. They can also undermine the efforts of those who are working to build a more inclusive and welcoming community, making it harder to overcome the legacy of past injustices and move forward together.

- **Challenge 2: Physical Appearance**

In the Public Image group's research, online users made comments about the city's appearance, calling it "run-down" and "dirty." The poor condition of the city's roads was mentioned, as was the lack of upkeep in many residents' yards; this last point was reinforced by business owners interviewed by the Community Amenities group.

Such comments about the city's appearance can have a detrimental effect on its reputation, as physical appearance is a crucial factor in attracting visitors, businesses, and homeowners to the city. If potential visitors and investors are deterred by negative perceptions of the city's appearance, it could lead to a loss of revenue and missed opportunities for growth.

Another concern related to appearance is the presence of I-69, the interstate that divides the city. While I-69 undoubtedly brings with it new opportunities for growth and development, some worry that the highway detracts from the city's small-town charm and character. These comments highlight the difficult balance that must be struck between economic development and residents' desire for green spaces and a more rural, small-town feel.

- **Challenge 3: Entertainment Options**

Another negative attitude that came up several times in the group's research was the belief that Martinsville was boring and lacked entertainment options. In the recent Martinsville Comprehensive Plan, 88.6% of residents disagreed with a statement saying, "there are sufficient entertainment options in the city," with 53.1% of respondents disagreeing strongly.⁵ If residents feel that there are not sufficient activities for them in Martinsville, they will likely go elsewhere for their entertainment, causing a reduction in the city's tax base. One citizen's comment on Niche.com does a good job of summarizing this, saying, "There is not much to do in Martinsville, and that is something that needs to change if the town hopes to keep any of its residents."

- **Opportunity 1: Charm**

In the Public Image group’s research, group members found numerous social media posts highlighting attractions like Martinsville’s fall foliage parade, the historic Candy Kitchen, and various boutiques on the square. The historic downtown was also mentioned frequently by online users. These online posts gave the impression that Martinsville was a charming community, something that was also highlighted in stakeholder interviews conducted by the Community Amenities group.

- **Opportunity 2: Supportive Community**

Another positive that came up in the reputational assessment was Martinsville’s supportive community. According to one former resident on Niche.com, in Martinsville, “Teachers were also coaches, parents, and family friends [...] Every Friday you can find the whole town supporting local athletics or arts at the schools. It’s the place where you walk into the pharmacy and they know your name. You can count on a stranger to help you out of kindness.” Like charm, this notion of the closeness of the Martinsville community was also highlighted frequently in stakeholder interviews.

Conclusions

Martinsville has several difficult challenges to overcome in terms of its reputation among outsiders, but it also has opportunities to take advantage of. Recognizing this, the report will now turn to an assessment of the city’s own communications efforts, starting with branding and logos.

4.3 Brand & Logo

According to Influencer Marketing Hub, “Branding is the process of using logos, themes, designs, mission statements, marketing messages, and more to build a cohesive, positive view of your business.”⁶ It is an organization’s attempt to tell a story through multiple media forms.

Cities use these same tools to create positive images in the minds of residents, businesses, visitors, and neighbors. City brands include visual features like logos, seals, color schemes, flags, and photographs, as well as strategic messages, slogans, key phrases, crafted social media posts, communication with media outlets, and direct communication to residents via bulletins or emails. If managed well, a city’s brand can create recognition and establish an emotional connection with its desired audience.

Logos are a key part of the larger branding effort. They create a visual identity for the city, through a combination of designs, color schemes, and fonts. This logo can then be displayed throughout the city, as well as in marketing materials and online. As people interact with the city—through marketing and advertising, social media, direct interaction, and so on—they will begin to associate the logo with other characteristics of the city’s brand and their own personal experiences. The logo thus complements and reinforces a city’s branding efforts. When used in concert with strategic messages, this

logo can be a valuable tool for accomplishing organizational goals, such as increasing tourism or fostering civic pride.

Brand Image Review

As part of the research phase of the project, the Public Image group examined the logos, images, and messages regularly used by the city, the Chamber, and the school district, looking at both commonalities between them and ways in which they are distinct from one another. The group also made note of the logos used by city governments, chambers, and school districts within the comparison communities discussed previously. This review allowed the group to identify trends and best practices in terms of how these local entities work together to create a cohesive community brand and separately to maintain their individual identities.

Findings

Currently, the city has three logos/branded images displayed on its website. The first of these is a recently designed logo with a red, white, and navy color scheme and a grey image depicting the façade of City Hall, which is displayed next to the city name. The city name contains a mix of all capital and sentence case lettering.



In addition to this logo, there is another image of a sign with white lettering that proclaims, “Martinsville, City of Mineral Water” set against a navy background on the website. This is a replica of the sign, built sometime between 1929 and 1938, that sits on Martinsville’s courthouse square.⁷ This slogan reflects Martinsville’s history as the home to mineral water sanitariums during the late 18th and early 19th century.⁸ At the time, these springs were believed to have medicinal properties.

Finally, on the bottom of the website, there is a simplified version of the first logo, with the name of the city in white set against a navy background. This logo uses the same font and layout as the first, but it excludes the grey city hall building and does away with the red lettering.



The consistency in fonts and color schemes between the first and third logo is a positive sign, showing a standardized brand.

Turning to the Chamber, the Chamber logo utilizes a similar color scheme to the city, although the blue does appear slightly lighter. It features a slanted, stylized white "M" on a red background, with the words "Martinsville Chamber of Commerce" written with a combination of uppercase and sentence case lettering, like the city.



Finally, the logo for the school district features a stylized "M" in red with a white border, similar to the Chamber but differing in the color of the letter M (red on white versus white on red) and the fact that it is upright as opposed to slanted. The logo has a modern and straightforward design, with the words "Artesians" written in navy in the middle.

By using a consistent color scheme across the three organizations, the clients create an implied relationship between each other, contributing to the larger Martinsville brand. The same can be said about the use of the large M used by the school district and the Chamber. Still, each entity's logo maintains its own individual identity, which allows the city, school district, and Chamber to cultivate their own brand identity while contributing to the overall city's brand.

In addition to logos, the city, Chamber, and school district each have slogans and key messages that are featured prominently on each of their websites.

The City of Martinsville website uses the slogan "Martinsville City of Mineral Water" which is a nod to Martinsville's history as a destination for mineral spas. While this speaks to the city's history, it does not say much about what Martinsville has to offer currently. It is an allusion to an important story, but this story does not appear relevant to the Martinsville of today.

The Chamber website's homepage features the message, "Think Local! Shop ~ Dine ~ Relax ~ Enjoy" with a picture of historic downtown at dusk, with cars on the street in front of downtown businesses. It encourages visitors to come downtown and support local businesses. However, many businesses in the picture do not appear to be open, and the number of cars in the image are minimal. This could give site visitors the impression that downtown is empty, rather than a bustling center of commerce.

Finally, on the school district's website, there is a scrolling banner with images of students participating in school-based activities, both individually and in groups. The website also currently has a popup alerting visitors that the school district is open for enrollment, with the message "Enroll Now" displayed prominently.

In the body of the website, there is a short written statement titled "Welcome to MSD of Martinsville." The statement includes messaging about the "award-winning" school

district, the city's proximity to Indianapolis, their "focus on students," and their "specialized curriculum." The site does a great job of inviting those who are unfamiliar with the district to explore further, with a click-through link titled "MEET US."

Phrases like "welcome" and "meet us" create a sense of openness and friendliness for new visitors. This capitalizes on a key theme that many stakeholders mentioned in interviews with the Community Amenities group, namely that Martinsville is a friendly and welcoming community. This is an example of an organization telling a story about the community that is both positive and authentic to who they are.

Conclusions

The logos, messages, and images used by the city, Chamber, and school district all contribute to the overall Martinsville brand image. While the city, Chamber, and school district all use similar colors and designs in their logos to create a visual connection between the three organizations, the messaging is not aligned; they are not telling the same story. In the case of the city, it is difficult to tell what story is being told.

While the organizations should be distinct from one another, they can complement one another's efforts to create an all-encompassing Martinsville brand.

Despite these incongruencies, the Public Image group did notice some positives, especially in terms of the school district's welcoming messaging.

4.4 Websites

Websites for local governments, school districts, and chambers of commerce serve as primary sources of information about the local community. These sites provide information and resources to current residents, students, and business owners, as well as those considering moving to a given community. Websites are thus a key tool that cities can leverage to reinforce or alter their image among current, or prospective, residents and business owners.

Website Review

To evaluate how the clients are currently using their websites, the Public Image group performed a thorough review of the city, Chamber, and school district websites, assessing each site based on technical features and broader messaging. The group then conducted the same analysis for the selected comparison communities: Columbus, IN; Greenfield, IN; Fishers, IN, and Franklin, IN. These comparisons helped to identify best practices for the clients to consider replicating in their own websites.

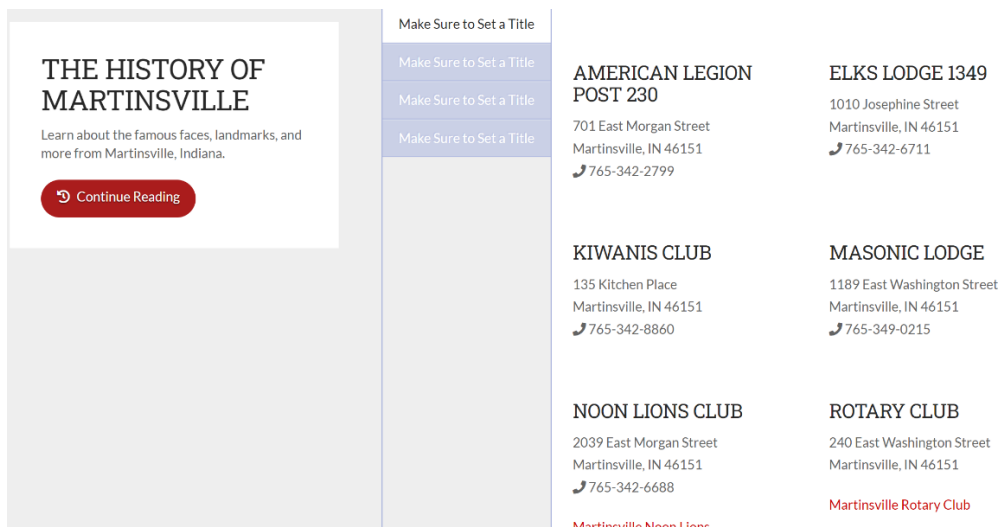
There were several technical issues that the group noted in reviewing each website. These proposed technical resolutions can be found in the appendix of this report on page 78. The findings below focus on the broader message that each website sends to users, sparing the technical details.

Findings

The city's website has a user-friendly design that makes it easy for visitors to find frequently used pages, such as quick links to "Pay Utility Bill" and "Permits." While this information is relevant for current residents, the website does not appear to be speaking to prospective residents or trying to attract newcomers. It is understood that the city serves the taxpayers first, but the messaging targeting prospective residents is lacking.

Scrolling down the homepage, users will find a section labeled "Martinsville Living" that is aimed at prospective residents. This section refers to Martinsville as a "wholesome community" with "annual activities for citizens and visitors."

Clicking through to the Martinsville Living page, users find messaging about "quality school systems," "an abundance of spiritual options," and other such statements. However, this page has not been fully developed, as evidenced by the nested table with tabs labeled to "Make Sure to Set a Title."



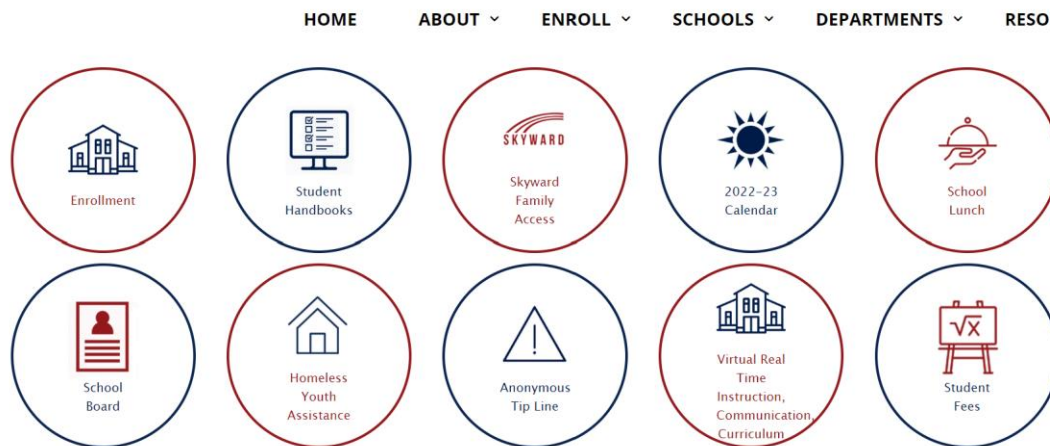
Oversights like this send the message to users that the city is either unprofessional or does not care, which is certainly not the message to send to those evaluating moving in.

In many ways, the Chamber has the opposite problem as the city, where it is speaking to too many audiences at once. The menu at the top of the homepage reads "About," "Business & Employment Resources," "Community," "Economic Development," "Launch Martinsville," and "Member Directory," which could be useful to current Chamber members, prospective members, developers, jobseekers, residents, or visitors.

While the Chamber website contains useful resources for many audiences, it can be unclear which content is intended for which audience. For instance, "Business & Employment Resources" might apply to current business owners, people considering starting a business, people who are unemployed, or some combination of these.

Within the body of the webpage, users will find various community-oriented messages related to current and upcoming events in the city, local government news, school district awards, and legislative updates. This information is invaluable for community members and sheds a positive light on all the good happening in Martinsville, another example of telling a positive story. That said, the abundance of community news risks overshadowing what is arguably the Chamber’s most important story to tell: the benefits of Chamber membership and why members of the business community should join.

Turning to the school district website, there is an easy to navigate menu, as well quick links with corresponding pictures, that make the site easy to navigate for parents and students alike.



The links direct users to frequently accessed resources (e.g., Skyward Family Access) and high-priority pages (e.g., Homeless Youth Assistance and Anonymous Tip Line). It also contains an area dedicated to enrollment both on the toolbar menu and in quick link form. This makes it easy for someone considering sending their children to Martinsville’s schools to enroll, preventing undue frustration that may turn a user away.

Conclusions

Websites are an essential tool for communicating Martinsville’s brand and attracting new residents to the city. Currently, the city website is not being used optimally to impress outsiders and motivate them to choose Martinsville. The chamber website, on the other hand, does paint a positive picture of the Martinsville community, but it could be clearer about which audience it is speaking to with its many resources. Finally, the school district is both sharing a positive message about Martinsville and speaking directly to parents and caregivers considering Martinsville’s school district, in addition to caregivers of current students.

4.5 Social Media

Social media is a powerful tool for businesses, organizations, and institutions, including governments. Social media can play a variety of roles for government institutions,

including the potential to reach a wider audience, the ability to improve and increase communication with current residents, and the opportunity to engage with community members directly, all while being cost-effective.⁹

Cities use social media to achieve various aims, including communicating with their community, fostering a sense of community pride and providing a platform for resident feedback. Social media is also critical for city's looking to improve their public image, as it allows them to tell stories about the city, showcase what they are doing well, and communicate their values and aspirations to outside audiences.

Social Media Review

Like the research conducted on websites and brand image, the Public Image group explored each social media page for the city, chamber, and school district to gain insight into how social media was currently being utilized as part of the city's larger brand. Similarly, the group looked at comparison communities to understand how each entities' counterparts were leveraging their social media accounts. Finally, conversations with the client, specifically the Chamber, provided insight into who is responsible for managing social media in each organization, which helped contextualize some of what was discovered during the research.

Findings

Upon reviewing the social media accounts of the city, the chamber, and the school district, it was discovered that each organization was utilizing their current social media accounts appropriately.

The City is currently utilizing Facebook and, to a lesser extent, YouTube to promote upcoming events, make community-wide announcements or statements, alert residents about traffic or severe weather, market available jobs within the city, and highlight the activities of the schools and local nonprofits. This helps to keep current residents informed, receive feedback, and highlight positive stories within Martinsville.

The Chamber manages their Facebook page, YouTube channel, and Twitter accounts to advertise events through Facebook's event feature, to endorse local businesses and sports leagues, to cheer on local school teams, to engage the public in survey questions, and to recognize Martinsville businesses and community members.

The School District is using their YouTube channel, Facebook page, Twitter, and Instagram page generally to highlight the great things happening day-to-day within the school sites, to advertise events, to recognize the successes of students and teachers, and to make announcements.

It was noted during the review that neither the city, the chamber, nor the school district were using LinkedIn. The school district does have an unclaimed LinkedIn page,

meaning teachers and employees can list the Martinsville School District as their employer, but the page itself is not run by anyone specific and posts cannot be made.

While this is less important for the school district or the city, LinkedIn is a popular social media platform for chambers of commerce, since it is geared toward professionals. Chambers who use LinkedIn can highlight chamber members, post ribbon cutting ceremonies, or facilitate conversations and networking among the broader chamber membership.

Another significant finding from conversations with the client was the limited capacity that the city, chamber, and school district have in terms of managing their social media accounts. Currently, the City's Facebook page is managed by a part-time outside contractor. The Chamber's social media accounts are managed by their President & CEO, and the school district's Facebook page is managed by the Executive Assistant to the Superintendent.

Oftentimes, organizations will have a dedicated Communications Specialist to manage, and monitor, social media accounts along with other marketing and communications responsibilities. Relegating this role to a staff member with numerous other job responsibilities, or someone working in a part-time capacity, creates significant obstacles when it comes to properly upkeeping each organization's social media presence, in terms of the frequency, regularity, and timing of social media posts. It can also make it difficult to respond to commenters in a timely manner, which is important for clarifying announcements, combatting misinformation, and assuring residents that the city is responsive to their concerns.

Conclusions

Social media is a key instrument in a city's efforts to maintain or improve its public image. Used correctly, social media can elevate positive stories within a community, inform citizens, combat misinformation, create trust between residents and the city, and reinforce a city's brand. Thus, social media is a necessary area of investment for any city looking to attract and retain residents.

4.6 Recommendations

Based on the Public Image group's research and findings, the client should take the following actions:

- ◆ **Recommendation 1: Continue working toward greater inclusion**

Based on the Reputational Assessment, Martinsville's past history of racial discrimination continues to be a sticking point in people's minds and is a barrier for the city as it works to attract more visitors, tourists, and residents. To counter this negative image, the city must take an active role in shaping a new narrative that promotes Martinsville as a city that welcomes diversity.

For example, the City could work with local organizations and businesses to create educational programs that teach visitors about its rich cultural heritage and history. It could also promote events and festivals that celebrate the diversity of the community, such as an annual Latino Festival or an African American Heritage Festival.

Another important step in this process is to engage with the wider community, both within and outside of Martinsville. This can be done through social media campaigns, community forums, and other forms of outreach that encourage dialogue and foster understanding between different groups.

Ultimately, the key to overcoming the negative perceptions of Martinsville is to build a community that is welcoming, inclusive, and supportive of all its members and actively works to promote diversity and acceptance.

In recent years, many cities, towns, and municipalities across the United States have recognized the importance of promoting inclusivity and diversity within their communities. Analyzing these areas provides a framework of thinking for the City of Martinsville to build its own inclusivity campaign initiative. In this context, the Public Image group presents three case studies on Indiana communities that share demographic, geographic, and goal similarities with Martinsville.

Case 1: Goshen, Indiana

Goshen has taken a multi-faceted approach to promotion. By acknowledging its past and actively working to promote diversity and equity, the city is taking important steps toward creating a more welcoming and inclusive community for all. Some of them are:

1. *Establishing a Diversity, Equity, and Inclusion Committee*: In 2017, the city established a committee focused on promoting diversity, equity, and inclusion in Goshen. The committee has been working to identify and address issues of racial bias and discrimination, as well as promote a welcoming and inclusive community. The Goshen Community Relations Commission (CRC) comprises nine resident volunteers who are appointed by the City Council and the Mayor. Their main objective is to address and manage the social issues that affect the town.
2. *Hosting community events*: Goshen has hosted several community events focused on promoting inclusivity, such as the annual "Unity Day" celebration, which brings together people from different backgrounds to celebrate diversity and promote understanding, Juneteenth, and Indigenous Peoples Day



Juneteenth Celebration in Goshen, courtesy of CRC Facebook Page¹⁰

3. *Providing training for city employees:* The city has provided diversity and inclusion training for its employees to help them better understand and address issues of bias and discrimination in the workplace.
4. *Changing city policies:* Goshen has made changes to some of its policies to promote inclusivity, such as updating its hiring practices to ensure that job postings are reaching a diverse pool of candidates.
5. *Addressing historical racism:* Goshen has also addressed its history of racism and discrimination, acknowledging the harm that has been done and working to make amends. For example, the city has erected a historical marker in recognition of the lynching of two Black men in Goshen in 1906. On March 17, 2015, the council addressed Goshen's lamentable legacy by voting to adopt "A resolution acknowledging the racially exclusionary past of Goshen, Indiana, as a 'sundown town'." The resolution concludes: "It happened, it was wrong, and it's a new day". Goshen is among the first to make a public, bipartisan declaration regarding "a past to stand against, a future to seek together".

Case 2: Bedford, Indiana

The City of Bedford is a warm and hospitable community that values inclusivity. They are entrusted with the duty to collaborate and eradicate violence and discord that promote racism, particularly during a period when empathy and guidance are of utmost importance. The city is actively striving to advance diversity and fairness and is taking significant strides toward developing a more open and inclusive community that embraces everyone. A few of these steps include:

1. *Establishing a Human Rights Commission:* The city formed a Human Rights Commission in 2018 to promote inclusivity and address discrimination in the community. The commission's mission is to "promote understanding, respect, and positive relationships among people of different races, religions, genders, and backgrounds."
2. *Holding Community Dialogues:* The Human Rights Commission has hosted several community dialogues to discuss issues of diversity, equity, and inclusion in Bedford. These events allow community members to share their experiences and perspectives on topics such as racism, discrimination, and bias.
3. *Passing a Welcoming City Resolution:* In 2018, the city passed a resolution declaring itself a "welcoming city" that is committed to creating a welcoming and inclusive community for all residents.

Case 3: Jasper, Indiana

The City of Jasper, Indiana is a well-known and welcoming city that lives up to its reputation as one of the finest communities in the United States. Although it has a modest population of 16,500, it is a small yet developing community that places a high priority on maintaining safe neighborhoods, tidy streets, and overall high quality of life. Jasper makes a statement to commit to inclusion and universal access in all its services and programs. It is always eager to welcome newcomers into its fold. The city's strategy for attracting visitors and residents to its downtown area includes the following plans:

1. *Creating an Inclusive Community Committee:* The city established an Inclusive Community Committee in 2019 to promote diversity and inclusivity in Jasper. The committee consists of community members, business owners, and city officials who work together to develop strategies for promoting inclusivity and addressing discrimination.
2. *Hosting Cultural Events:* The Inclusive Community Committee has organized several cultural events, such as a Hispanic Heritage Month celebration and a Black History Month program. These events aim to showcase the diversity of the community and promote cultural understanding.
3. *Working with Law Enforcement:* The city has worked with law enforcement to ensure that all residents feel safe and welcome in Martinsville. The police department has undergone diversity and inclusion training to help officers better understand issues of bias and discrimination.

◆ **Recommendation 2: Use websites and social media to attract target audiences.**

Websites and social media are often the first impression that a potential resident has of a city. Making sure that these sites are updated regularly, have features that are beneficial to both existing and new audiences, and that the sites connect with one another will all support Martinsville’s public image and boost new user interactions.

One way that the clients can more strategically utilize their social media pages to reach target audiences is by using a social media automation service. Social media automation platforms (e.g., SocialPilot, Content Studio, Buffer) allow users to schedule posts, publish to multiple platforms, and obtain analytical reports, which include data on social media reach and audience demographics, ensuring that the city’s social media messages are reaching the desired audiences. Scheduling posts will allow the city to spread out content to ensure that key stories are not being missed or overshadowed. Further, this will enable the city to take a more deliberate approach to the content they post on social media, helping them better tell Martinsville’s story.

Social Media Automation Platforms
COMPARISON CHART

FEATURES	SOCIALPILOT	HOOTSUITE	CONTENT STUDIO	BUFFER
Social Media Calendar	✓	✓	✓	✓
Publishes to Multiple Platforms	✓	✓	✓	✓
Provides Audience Analytics	✓	✓	✓	✓
More Than One User Allowed	✓		✓	✓
Engagement Inbox	✓		✓	
User Friendly		✓	✓	✓
Free Trial	✓	✓	✓	✓
Price:	\$42.00 per month	\$99.00 per month	\$49.00 per month	\$12.00 per month

To improve user website experiences, the clients should focus on key audiences when designing their websites. This can be accomplished by simplifying website menus, and labels, and providing easy access to external resources. Additionally, simplifying the homepage navigation, categorizing content, and regularly updating the website can help users quickly find relevant links, leading to increased user satisfaction and more

favorable impressions of the city, chamber, and school district. Lastly, the clients should make sure websites are mobile-friendly, which means having a responsive design that adapts to devices and avoids menus “overflowing” the screen.¹¹

In addition to these recommendations, tailored website recommendations for the city, chamber, and school district can be found in the appendix.

◆ **Recommendation 3: Ensure consistency in brand image**

In order to tell Martinsville’s story in a way that is memorable to the public, the logos, colors, and messages used in all the city’s websites and public-facing marketing materials must be constant. The goal is to create associations between the city’s logo and colorway and key messages the city chooses to promote. Inconsistencies in branded materials, or inconsistencies in messaging, can cause confusion that distracts from the story Martinsville is trying to tell. On the other hand, a consistent brand image will build Martinsville’s brand recognition and reputation among potential residents, attracting people who connect with the story Martinsville is telling.

Some tips that will help ensure consistency in brand image:

- Thoroughly inventory all logos, designs, fonts, and colorways in circulation to ensure all branded materials conform to one another.
- Develop a brand positioning statement that articulates the unique value that Martinsville offers, what makes it different from other cities, and why it is an attractive place to live, work, and visit.
- Develop a messaging strategy, based on the brand positioning statement, which conveys the brand's value proposition to the target audience.
- Implement the messaging strategy consistently, keeping in mind who the target audience is and what Martinsville has to offer them.

◆ **Recommendation 4: Consider hiring a full-time Communications Director.**

The lack of time and capacity to upkeep changes to the city’s websites and social media pages has been made clear as a major challenge for Martinsville. By creating and hiring for a full-time Communications Director position, the City of Martinsville will find the consistency and quality of their social media and websites to be much more regular and dependable. This allows for better quality content and timely changes as well.

Key advantages that come with hiring a dedicated communications professional are:

- **Effective communication:** A dedicated communications professional can help the city communicate effectively with its residents, businesses, and other stakeholders. They can develop communication strategies that are tailored to the

specific needs of the city, and help to ensure that all messages are clear, concise, and timely.

- **Increased transparency:** With a dedicated communications professional on staff, the city can be more transparent about its operations and decision-making processes. By keeping residents informed about what is happening in their community, the city can build trust and strengthen its relationship with its residents.
- **Improved public relations:** A dedicated communications professional can help the city to manage its public image and reputation. They can respond to media inquiries, issue press releases, and engage with the community on social media to ensure that the city's message is being heard and understood.
- **Crisis management:** In the event of a crisis, a dedicated communications professional can help the city communicate effectively with residents and other stakeholders. They can develop crisis communication plans, coordinate with emergency responders, and keep the public informed about what is happening and what they need to do to stay safe.
- **Increased engagement:** With a dedicated communications professional on staff, the city can be more proactive in engaging with its residents. They can develop programs and initiatives that encourage residents to get involved in their community, and provide the resources and support needed to make it happen.
- **Better marketing:** A dedicated communications professional can help the city market itself more effectively. They can develop marketing campaigns that highlight the city's strengths and attractions, and work with local businesses and organizations to promote Martinsville as a great place to live, work, and visit.
- **Cost-effective:** While hiring a dedicated communications professional may seem like an additional expense, it can save the city money in the long run. By improving communication and engagement, the city can reduce the likelihood of costly mistakes and misunderstandings and build stronger relationships with residents and other stakeholders.
- **Increased Awareness and Engagement:** By tracking engagement metrics such as impressions and click-through rates, the city can gain valuable insights into how well its website and social media channels are reaching and engaging with its target audience. This can help the city refine its messaging and content strategy to better resonate with residents and visitors, ultimately leading to increased awareness and engagement with the city's programs and services.
- **Improved Community Relations:** A dedicated communications professional can help improve the city's community relations by actively engaging with residents and stakeholders on social media and other channels. By monitoring

engagement metrics, the city can ensure that its messages resonate with the community and respond to feedback promptly and effectively. This can help build trust and credibility with residents and ultimately lead to a more positive perception of the city and its leadership.

4.7 Next Steps

In order to grow, Martinsville needs to attract new visitors, residents, and business owners. This requires both addressing negative perceptions and creating a new, richer brand image for the city. This image should be distinct to Martinsville, targeted to specific audiences, and based on existing community assets and the direction the city hopes to go in over the next several years.

Interviews conducted by the Community Amenities group highlighted the many positive qualities that Martinsville has to offer prospective visitors, residents, and business owners. But these positives are not known to those people living outside of Martinsville. Thus, it is imperative that Martinsville tells a new story that connects with current and prospective residents.

The client can use multiple medias—including advertisements in print publications, targeted social media marketing, search engine optimization (SEO), or press releases—to accomplish this aim, but the important thing is that Martinsville is telling a story that connects to the audiences they hope to attract and telling that story often.

Finally, no matter what communications strategy Martinsville uses to bring in outsiders initially, it is important that the city delivers on its brands' promises if it wants to not just attract but retain these newcomers. Without delivering, Martinsville risks appearing dishonest or unreliable, which would damage the community's reputation.

¹ For more information on sun down towns in Indiana, see the following special report from Anderson, IN *Herald Examiner* https://www.heraldbulletin.com/news/local_news/special-report-sundown-towns/collection_724c057a-fa62-11e5-8d89-dfbb84151dfe.html

² Rimer, S. (2002, May 17). After Arrest, Town Shamed by '68 Killing Seeks Renewal. *The New York Times*. <https://www.nytimes.com/2002/05/17/us/after-arrest-town-shamed-by-68-killing-seeks-renewal.html>

³ Higgins, W. (2022, September 26). Martinsville tries to remake its racist image decades after the murder of Carol Jenkins. *Indianapolis Star*. <https://www.indystar.com/story/life/2017/11/03/martinsville-remakes-racist-image/775258001/>

⁴ Ksander, Y. (2011, February 28). Moment of Indiana History: Damage Control for a Painful History. *Indiana Public Media*. <https://indianapublicmedia.org/momentofindianahistory/damage-control-painful-history/>

⁵ 2022 City of Martinsville Comprehensive Plan https://martinsville.in.gov/wp-content/uploads/2022/11/10.07.22_Martinsville-CP-FINAL.pdf

⁶ Santora, J. (2011, August 17). What Is Branding? – And How Branding Agencies Help Your Business. *Influencer Marketing*. <https://influencermarketinghub.com/what-is-branding/>

⁷ Daugherty, T. (2023, February 20). The Sign: Martinsville, City of Mineral Water. *Visit Morgan County*. <https://www.visitmorgancountyin.com/blog/post/the-sign-martinsville-city-of-mineral-water/>

⁸ Daugherty, T. (2023, February 20). The Sign: Martinsville, City of Mineral Water. *Visit Morgan County*. <https://www.visitmorgancountyin.com/blog/post/the-sign-martinsville-city-of-mineral-water/>

⁹ Devgan, S. (2022, December 27). *Social Media for government: A complete guide*: Statusbrew. Statusbrew. Retrieved March 14, 2023, from <https://statusbrew.com/insights/social-media-for-government/>

¹⁰ Community Relations Commission of Goshen Facebook Page
<https://www.facebook.com/CRCGoshen/photos/a.220048631832178/1448219062348456/>

¹¹ Adobe Communications Team. (2018, May 7). What Is a Brand Promise? Definition, Examples, and Success. *Adobe Experience Cloud Blog*. <https://business.adobe.com/blog/basics/the-5-building-blocks-of-an-effective-brand-promise#:~:text=A%20brand%20promise%20is%20a,mind%20of%20customers%20and%20employees>

Conclusion

The Capstone team has presented four key areas for the City and the Chamber to focus upon: 1) Community Amenities, 2) Economic Development, 3) Public Art, and 4) Public Image. Each of these groups have identified recommendations as to how the clients can utilize their findings to best assist in the original goal of the capstone project. The recommendations of the four teams can best be summarized in the need of specific and specialized people managing these areas of community development. Currently, the roles are undertaken by those with an abundance of other responsibilities which can lead to such areas being set to the side.

To overcome such challenges and best capitalize upon the recommendations made by the Capstone team, it is further suggested that the clients look into designating individuals that can perform some of the tasks outlined in the group findings. For some, such as the arts council recommended by the Public Art Team, this would need to come from existing community leaders and stakeholders. For others, however, the Clients can take advantage of their unique situation as a mid-point between Indianapolis and Bloomington to source experienced, educated, and passionate workers to address some of these identified issues.

Both Indianapolis and Bloomington are home to university programs that highly emphasize the need for experiential learning. Through strategic partnerships, the City and the Chamber can tap into this workforce through coordinated internships, course partnerships, or further capstone projects. For example, to address the website and social media problems identified by the Public Image team, the Clients could hire interns from the Luddy School of Informatics, Computing, and Engineering, the IU Media School, or O'Neill. Benefits from such an internship would be twofold: the City and/or the Chamber would receive vital services and the hired students would receive course credits with invaluable real-world experiences. Interns do not need to come from IU alone. The Clients have previously expressed an interest in partnering with Ivy Tech Bloomington for the benefit of their high school students and this relationship could be expanded upon further. Additionally, the City of Bloomington receives an excess of students seeking internships for very similar roles that the City and the Chamber would need. Forming a formal relationship or partnership with individuals at the City of Bloomington to redirect interns to Martinsville could also prove to be highly beneficial.

Strategic partnerships could be further utilized as Martinsville begins to realize its desired growth. Entities and organizations such as Morgan County, the Center for Rural Engagement, as well as the plethora of universities surrounding the community should be in regular contact with city and chamber officials. Community development and growth is not isolated, it is often a coordinated effort between several actors. Furthermore, Martinsville has a current population that is very dedicated and committed to the success of the city, as discovered through interviews conducted by the Amenities

group. This is a source of social capital that can be tapped into further to determine how the community should proceed. The findings of the Capstone team are by no means exhaustive or inclusive of all potential avenues the Clients may take. It is the belief, however, that the diverse range of options covering four distinct aspects of community development will greatly assist the clients in positioning the City of Martinsville for future growth.

Appendix

A. Interview Form

INTERVIEWEE NAME		INTERVIEWED BY	
INTERVIEW DATE			

DESCRIPTION OF INTERVIEWEE/ Introduction

What is their Name, Occupation/Affiliation?

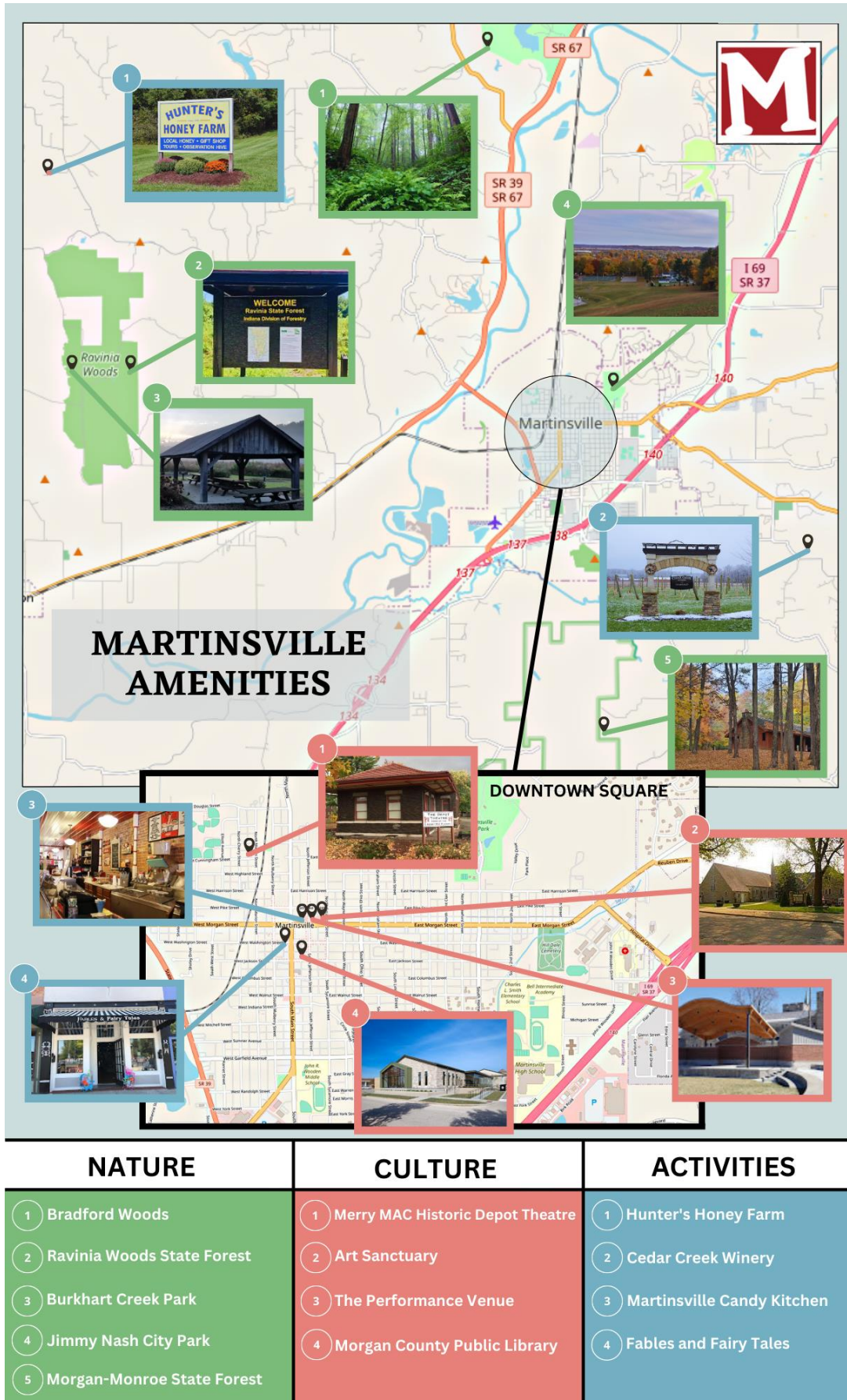
QUESTIONS

Question 1: What brought you to Martinsville?	Response:
Question 2: How do you view yourself in the community of Martinsville? What value do you think that your organization/business adds to the community?	Response:
Question 3: What do you believe are the best amenities Martinsville has to offer?	Response:
Question 4: Which are the most used/loved?	Response:
Question 5: Which are less appreciated?	Response:
Question 5: Which are less appreciated?	Response:

Question 6: Are there any amenities that nearby towns have that you wish Martinsville had?	Response:
possible questionWhat would you rate the community assets/amenities overall in Martinsville Poor, Fair, Good, or Excellent?	Response:

COMMENTS Provide any additional comments

B. Amenity Map



C. Further Website Recommendations

The following recommendations aim to improve the website experience for three different organizations - the city, chamber, and school district. By focusing on key audiences, simplifying navigation, and improving search features, these organizations can enhance transparency, increase engagement, and ultimately better serve their communities.

City website recommendations

The City should consider the following actions to improve their website:

1. Focus on key audiences

A crucial aspect of designing a city government website is to identify and focus on key audiences. By determining the website's target audience, the city can tailor the website's content, language, and design to meet the needs of the specific user groups. For instance, a city government website may cater to residents, tourists, businesses, or government officials. Each of these groups may have different goals, interests, and requirements when visiting the website. Therefore, it is important to prioritize and feature information that is relevant and useful to each group. By focusing on key audiences, the city government website can improve user experience, increase engagement, and enhance transparency and accessibility.

2. Improve the menu/labels

Dropdown menus are a critical component of city government websites as they provide an easy way for users to navigate and find information quickly. One way to achieve this is by simplifying the menu structure and reducing the number of options. Another way is to use clear and concise labels that accurately represent the content that the user will find. Additionally, providing a search bar and organizing the menu items into categories can make it easier for users to find the information they need. In addition, including quicker links or shortcuts can help users find what they need more quickly and can also help promote more engagement with the site's content.

3. Improve link to external websites

Providing external links on a city government website can be a helpful way for users to access additional resources and information related to the city's services and initiatives. One way to do this is by ensuring that the external links are regularly updated and functional. Moreover, it is important to verify that the external website is legitimate and trustworthy before linking to it. In addition, it is helpful to provide a brief description of the external website's content, so users know what to expect when clicking on the link.

Chamber website recommendations

The Chamber should consider the following actions to improve their website:

1. Focus on key audiences:

Currently, the Chamber website serves as a resource for current Chamber members, non-Chamber affiliated business owners, remote workers, Martinsville residents, prospective residents, and developers. This is a lot of audiences to be speaking to at once, and it is sometimes unclear which audience the messages are intended for. To best advance the Chamber mission, the client should consider focusing efforts on 2-3 key audiences.

2. Improve website menu labels:

As was discussed, it is unclear which audiences the headings on the menu at the top of the Chamber website are speaking to. Use clear and direct language to target specific audiences with your website menu. For an example of this, refer to the menu on the Franklin Chamber of Commerce website (found in the appendix).

3. Simplify the homepage:

The current homepage for the Chamber has a lot of things happening, with news posts and large images in the body and quick links, calendar, and social media integration on the right side. The Chamber could either reduce the volume of content on the homepage or eliminate the sidebar menu to create a simpler, cleaner looking website for its visitors. In addition to making the site more attractive, this would allow the Chamber to focus on key messages to advance their mission.

4. Categorize the member directory:

To be most useful to site visitors, the Chamber's member directory needs to be categorized by type of business. This will allow current Chamber members to better identify partners and network with one another. Furthermore, potential customers of Chamber-affiliated businesses will be able to better locate local businesses that are Chamber-affiliated, increasing revenue for local businesses while meeting the needs of community members.

School district recommendations

1. Focus on the audience:

The key audience for a school district's website is generally students, parents, teachers or faculty, and prospective parents. It is important to focus the content in a way that is easy to navigate, has a productive search feature, and that accentuates the pieces that make the school district distinctive and successful.

2. Improve search features:

Considering that many users are of a young age or are a busy parent on a mission while visiting the school district's website, the search feature must be concise. Currently, the search feature on the website will show a searcher any and everything that includes the key words typed in the search box. By formatting the search pages to populate the most-used links first, parents and students will have more success in their searches.

3. Simplify homepage navigation:

Knowing the target audience of the school district website, navigation must be simple for both students of all ages and parents of all backgrounds. This can include larger icons on the homepage to navigate to important or most-utilized parts of the website. For example, the link to the software parents and students use to access grades should be easily accessible.

4. Better highlight the day-to-day:

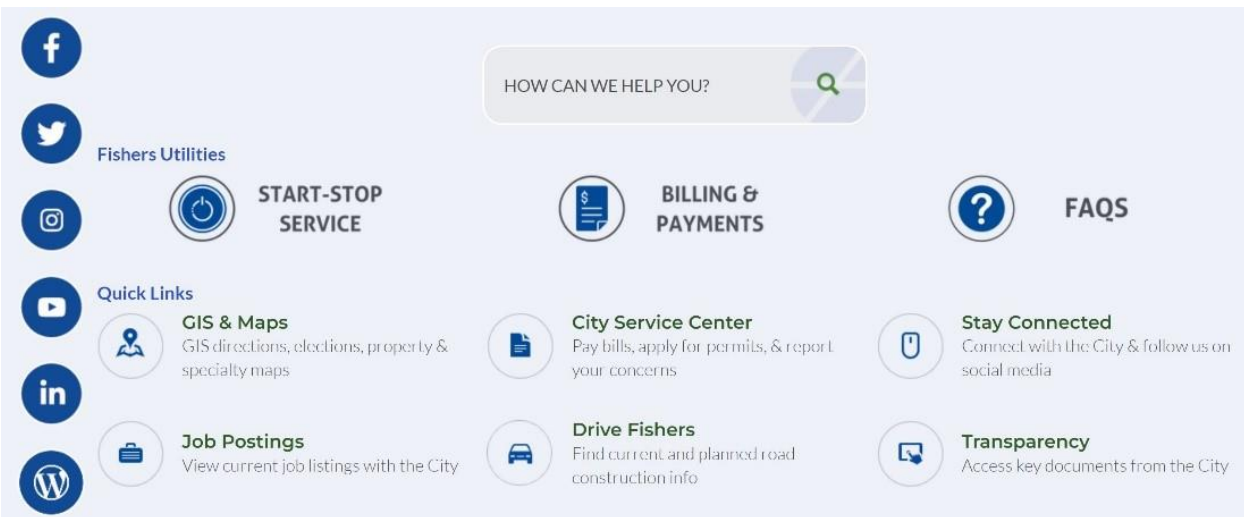
While having a homepage photo banner is great, it can be better utilized by being more regularly updated to highlight the great events, classroom happenings, and student achievements that the school district facilitates each day. Updating this banner on a weekly or bi-weekly basis to highlight current events and matters will help to keep the audience informed and add emphasis to the great features occurring daily within the school district.

D. Website Best Practices Examples

The following provides examples of website layouts and features utilized by city governments, chambers of commerce, and school districts.

City Governments

Example of a well-designed search bar and quick links



City of Fishers, IN - <https://www.fishers.in.us/>

Best practices:

- ⇒ Well-designed search bar and quick links section
- ⇒ Search bar is prominently placed at the top of the homepage, and it offers predictive search suggestions as you type,
- ⇒ The menu and dropdown section is also well-organized, with categories such as "Government," "Residents," "Experience," "Business," and "How Do I..." that make it easy to navigate

Example of a dedicated city page for new and prospective residents

The image displays four green rectangular call-to-action cards arranged in a 2x2 grid. Each card contains a white circular icon, a title, a short paragraph of text, and a link.

- Top Left Card:** Icon: Location pin. Title: **Visit Us**. Text: "Looking to visit Columbus, Indiana? Our Visitors Center website has more information about visiting our city." Link: **Visit columbus.in.us**
- Top Right Card:** Icon: Home. Title: **Relocate Here**. Text: "Thinking about relocating to Columbus? Learn more about living in our top-notch city." Link: **Visit ColumbusTalent.com**
- Bottom Left Card:** Icon: Handshake. Title: **Newcomers Club**. Text: "New here? Join the Columbus Newcomers Club to make some new friends in the area." Link: **Visit [The Newcomers Facebook Page](#)**
- Bottom Right Card:** Icon: Briefcase. Title: **Meet New People**. Text: "Looking to meet other professionals in our area? Look no further than Columbus Young Professionals." Link: **Visit [Columbus Young Professionals](#)**

City of Columbus, IN - <https://www.columbus.in.gov/visit/>

Best practices:
<ul style="list-style-type: none">⇒ Dedicated page for new and prospective residents⇒ Well-organized and easy to navigate, with clear and concise information about the city's amenities, schools, and services

Example of a city homepage aimed at prospective residents



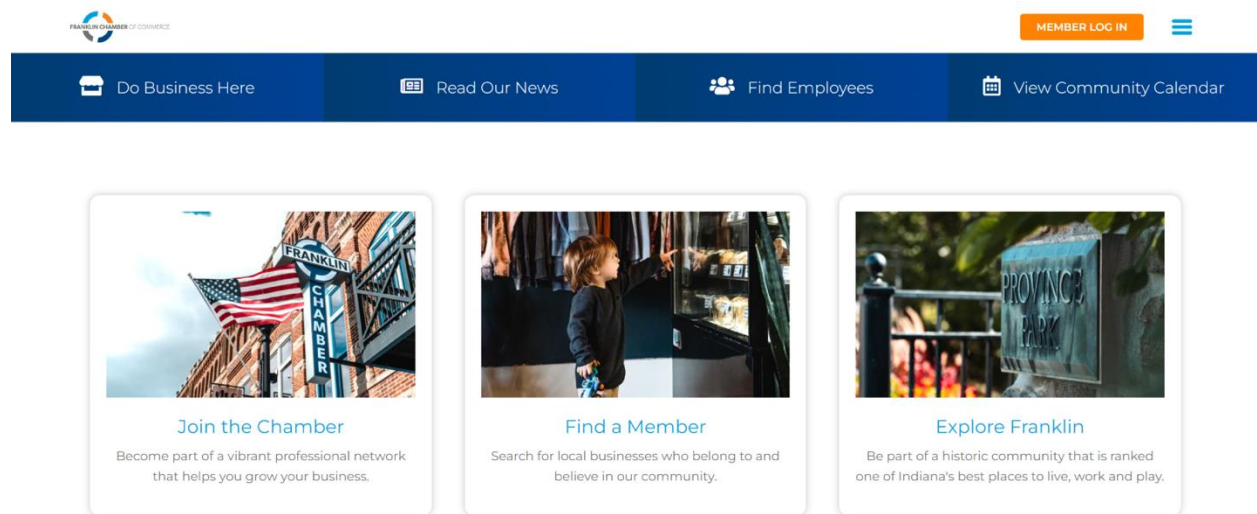
City of Franklin, IN - <https://www.franklin.in.gov/>

Best practices:

- ⇒ Well-designed homepage aimed at prospective residents, providing an excellent introduction to the city's amenities and services.
- ⇒ Visually appealing homepage, with high-quality images of the city's landmarks and attractions
- ⇒ Homepage includes a quick links section that directs visitors to important resources such as city services, schools, and job opportunities
- ⇒ Page also includes a video tour of the city, which is an excellent way to showcase the city's features and give visitors a sense of what it's like to live in Franklin

Chambers of Commerce

Example of helpful Chamber quick links



Franklin Chamber of Commerce - <https://www.franklincoc.org/>

Best practices:

- ⇒ Quick links segment site visitors into key audiences: prospective members, current members, and visitors
- ⇒ Use of action words like “join” and “explore”
- ⇒ Images included to add visual appeal
- ⇒ Key messaging incorporated on the homepage

Example of chamber member benefits page

BE A MEMBER OF ONEZONE

With OneZone, businesses get an organization that reaches across municipal boundaries - just the way business does - to deliver more impact and more opportunity more efficiently. OneZone offers advantages in terms of expanded member benefits, events, impact, access and more.

BENEFITS INCLUDE:

- ✓ Business directory listing w/link to website and locator map
- ✓ Opportunity to present company with showcase/display table at Lunch Break with OneZone with one minute "commercial"
- ✓ Certificates of Origin
- ✓ Exclusive referral service for OneZone members only
- ✓ Post company coupons, events, job openings & press releases online
- ✓ Opportunity to advertise on home & interior pages & Market Guide
- ✓ Discount or free admission to OneZone events
- ✓ Access to Small Business Hub
- ✓ Opportunity to sponsor events & serve on committees
- ✓ Opportunity to exhibit company at business expos
- ✓ New member recognition in e-newsletter & at monthly luncheon
- ✓ Discount on use of member mailing list

OneZone - <https://www.onezonechamber.com/member-benefits/>

Best practices:

- ⇒ Benefits of chamber membership clearly advertised
- ⇒ Still engaging non-members, but clear membership advantages

Example of chamber sponsorship banner

COMMUNITY LEADERSHIP PARTNERS



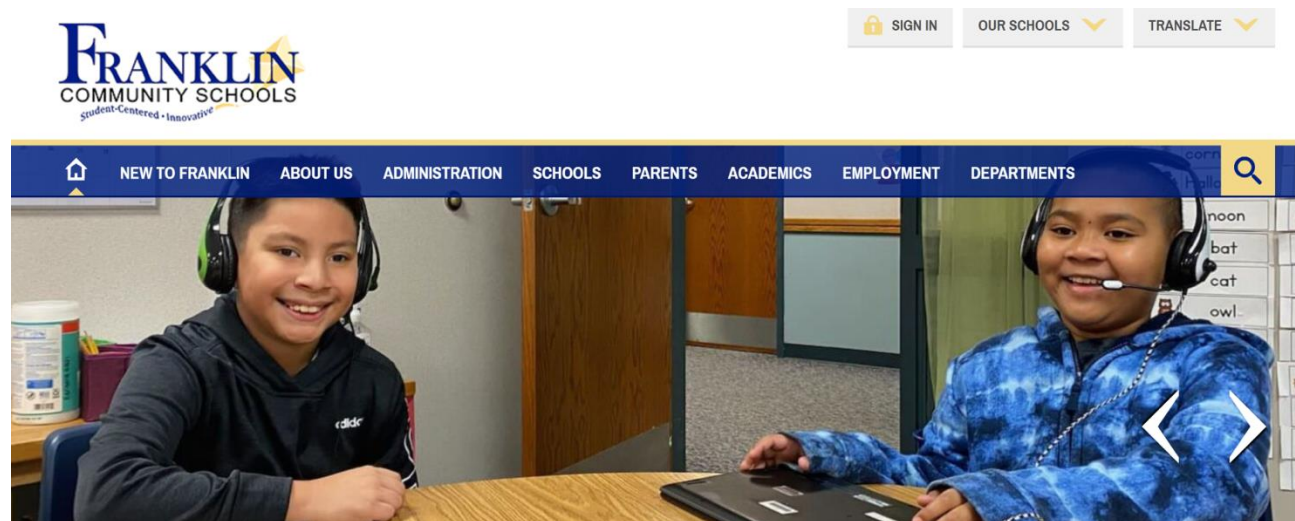
(Columbus Area Chamber of Commerce) - <https://www.columbusareachamber.com/>

Best practices:

- ⇒ Logos set against a white background
- ⇒ Banner scrolls, prominently displaying a few sponsors at a time

School Districts

Example of website banner

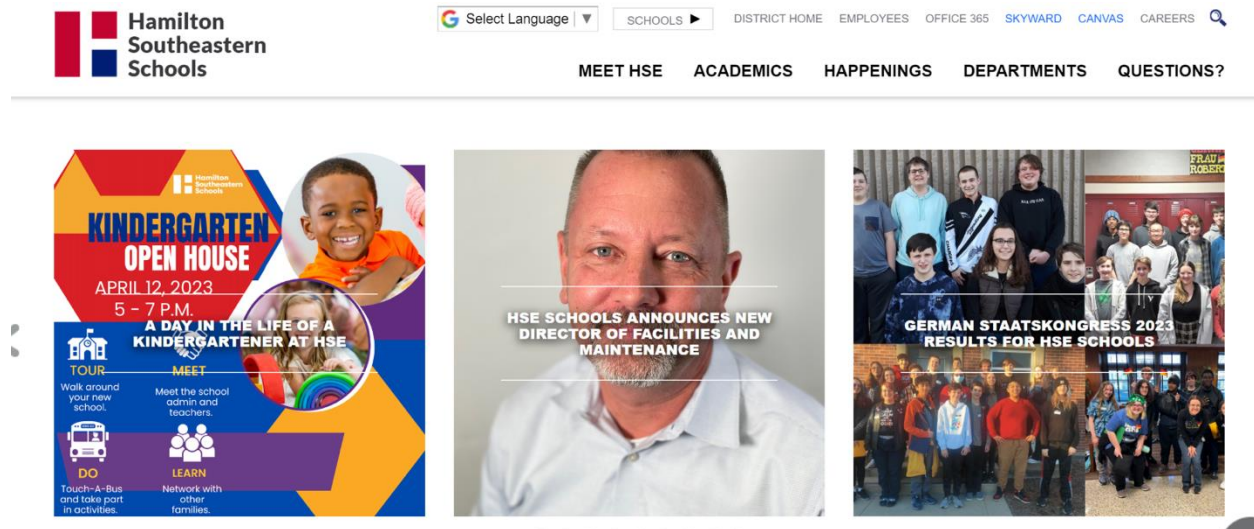


Franklin Community Schools, Franklin, IN - <https://www.franklinschools.org/>

Best practices:

- ⇒ Scrolling image fits the width of the webpage
- ⇒ Website menu has clear labels
- ⇒ "New to Franklin" option explicitly targets those moving to Franklin

Example of district news section

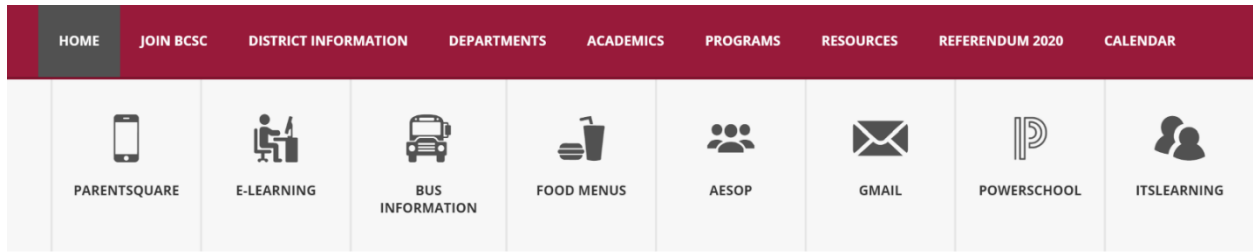


Hamilton Southeastern Schools, Fishers, IN - <https://www.hseschools.org/>

Best practices:

- ⇒ Large images with white lettering makes stories both visually engaging and easy to read
- ⇒ Use of no more than three images at a time (with scrolling feature) gives each story visibility

Example of helpful quick links



Hamilton Southeastern Schools, Fishers, IN - <https://www.hseschools.org/>

Best practices:

- ⇒ Labeled images of frequently accessed pages with links

E. Public Art Implementation Guide

NOTE: A full digital copy of this guide and additional public art resources is available upon request to the Greater Martinsville Chamber of Commerce. The appendix version is available in the digital version of this report only.

Begins on following pages

Ensuring the Longevity of Public Art in **Martinsville**

- **Creation of a Public Art Council**

Authority and leadership are critical. The creation of a Public Art Council will ensure that an official public body is overseeing the implementation process of public art within the community. This looks different for every community. The most important factor is to have a representative group of people with diverse backgrounds who are interested in public art and the Martinsville community. Codifying a city ordinance will be the most efficient way to create the central governing body (i.e., council, committee, or commission).

Consider including the following in the public art ordinance:

- » Statement establishing the committee
- » Organization of the committee
- » Members of the committee
- » How long will committee members serve
- » Functions and duties of the committee
- » Approval process and requirements

Additionally, below are recommended groups or community members to consider when selecting committee members:

- » Mayor's office.
- » Chamber of Commerce.
- » Martinsville School District.
- » Martinsville Art Sanctuary/professional artist.
- » Revitalize Martinsville.
- » High school student(s)
- » Business owner/citizen.



- **Incorporating Community Engagement and Equity**

The public is the backbone of public art. Garnering representative support and engagement from the community creates a space for future art implementation. It is important to engage with the community from the beginning to ensure their voices are heard and to gain both their input and support. Every community member should be welcome to participate, and the process should be accessible to everyone.

It is also important to consider the accessibility of the artwork. Consider following the **seven principles** of universal design:

- » **Equitable use:** the design is useful to people of diverse abilities.
- » **Flexibility in use:** the design accommodates a wide range of individual abilities
- » **Simple and intuitive use:** interaction with the design is easy to understand, regardless of the user's experience, knowledge, or language skills.
- » **Perceptible information:** the design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
- » **Tolerance for error:** the design minimizes hazards and the adverse consequences of accidental or unintended consequences.
- » **Low physical effort:** the design can be used efficiently and comfortably with the minimum amount of fatigue.
- » **Size and space for approach and use:** appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size posture, and mobility.

- **Creation of a Public Art Master Plan**

A Public Art Master Plan creates a consistent process to improve efficiency and decision-making.

Many plans contain these sections which the Public Art teams recommends incorporating:

- » Why public art matters.
- » Inventory of existing public art.
- » Community input.
- » Vision and core values.
- » Goals.
- » Implementation.

Process for Individual Project

The following section will outline proposed components to be considered in an implementation plan for the city. The recommended **9-step process** serves as a guide to serve the needs and goals of the Chamber or organization that will lead public art in Martinsville.



Define and Plan the Project

- Create the artist selection panel.
- Engage with the community from the start.
- Select the site location.
- Develop the project idea.
- Develop the project budget.



Obtain Necessary Paperwork

- Easement agreements
- Insurance



Raise the Money

- Donations
- Grants
- Crowdsourcing
- Public Funding Ideas



Find an Artist

- RFP vs RFQ
- General outline for a Call for Artist
- Hosting Site
- Advertising Call for Artists
- Selection of the artist
- Notify the artist and announce the selection

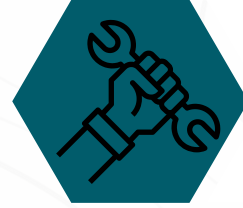


Work with the Artist

- Write a contract
- Legal issues to consider
- Insurance and liability requirements for the artist
- Payment schedules

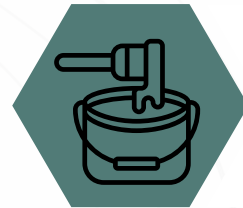


Permits and Agency Review



Develop a Maintenance Plan

- The lifespan of the artwork
- Safety considerations
- Long-term maintenance plan



Build the Project

- Before you start
- Americans with Disabilities Act (ADA)



Celebrate

- Signage and Lighting

Define and Plan the Project

- **CREATE THE ARTIST SELECTION PANEL**

The artist selection process for each piece will be operated by the Martinsville Public Art Committee or the panel of the individual(s) the city designates to oversee public art. Members of the committee or panel should consist of a diverse group of stakeholders. These stakeholders include individuals with relevant professional experience such as planners, engineers, architects, curators, artists, educators, and local business owners. Keep in mind this is a non-exhaustive list. There are other key stakeholders and community members that should be considered on the committee.

Additionally, it is important that the community is involved in the selection of the artist, whether that is by having community members join the panel or having the artists present their ideas to the community at a specified meeting.

- **ENGAGE THE COMMUNITY FROM THE START**

Community engagement is necessary from the beginning of any project. Engaging with the community from the start ensures that community members are receptive and excited about the project and that they have input on what art piece is being placed in their community.

Summary of Engagement Takeaways:

Why community engagement?

- » To build a better community, not just a better organization.
- » To understand what the community cares about.
- » To build better programs and a more loyal audience.
- » To share management of the artwork with community groups and members.
- » To produce art that is meaningful to the community.
- » To challenge organizations and the community.
- » To propel change in organizations and the community.
- » To build a more sustainable, long-term organization.

Who should you engage? Who needs to be considered?

- » Who passes by the site?
- » What is the site's history? What used to visit, live, or work there?
- » Who has influence in this neighborhood?
- » Who loves art in the area? Who dislikes art or change in the area?
- » Who has tried to implement public art in a select space before?

Questions to ask community members:

- » How long have you lived here? What's changed over the years? What's remained the same?
- » What's the best thing about this neighborhood? What bothers you the most about this neighborhood?
- » If you had unlimited time, resources, and energy to spend on this space, what would it be? What would your vision for the space entail?
- » Have you ever seen a mural or sculpture that you really liked? Why did you like it?
- » Who else would you recommend I talk to?

Accessibility and Inclusion

- » Seek diverse perspectives.
- » Go to the people.
- » Adopt universal design frameworks.

• SELECT THE SITE LOCATION

Some locations to think about during site selection include:

- » Deteriorated spaces or neighborhoods.
- » Sites targeted for new development.
- » Underutilized spaces.
- » Areas slated for public or private capital projects.
- » Parks.
- » **Public infrastructure:** lighting, banners, benches, garbage cans and dumpsters, manhole covers, fences, signage, crosswalks, or sidewalks.
- » Bus stops.
- » Utility boxes.
- » Vacant lots and storefronts.
- » Roundabouts.
- » Retaining walls.

If the public art will be on private property, written permission will need to be obtained from the property owner. Additionally, an easement agreement will need to be signed to ensure art longevity if the property is sold or changes hands (more information can be found on page 14).

Guidelines for Site Placements

- » Artwork should not block windows or entryways, nor obstruct normal pedestrian circulation in and out of a building.
- » Always assume that people will climb on the art if possible. However, to try and avoid this as much as possible, avoid placing statues near playgrounds, which may invite children to play on the art. If climbing on the art is encouraged, consider placing a soft fall area under the sculpture.
- » Consider the proximity to roadways so that the art piece does not obstruct traffic line of sight or risk being struck by traffic.
- » Consider signage that warns of climbing or touching the art.

Site Considerations for Murals

- » Reflect on physical and environmental factors that could deteriorate the mural. For example, is the location in an area of high vehicular traffic like an underpass where exhaust and pollutants may erode paint?
- » North-facing walls experience less direct sunlight so they take longer to fade.
- » If the wall is part of an occupied building, what activities happen on that side of the building? Are there industrial ovens, refrigerators, air conditioning units, bathrooms, or other functions that would cause the wall to fluctuate in temperature and/or humidity? Do any of the building functions exit through the wall, such as water pipe run-off or steam vents? Any of these factors will affect how paint may adhere to the wall.
- » When it rains, does water flow off the top of the structure with guttering or by some other means? Does water stream down the wall?
- » Will any trees, plantings, or weeds need to be trimmed or removed?
- » To overcome structural issues with a wall or to ensure the mural may be removed in the future, it may be possible to use an affixed panel made of plywood, Masonite, aluminum, polystyrene, corrugated plastic, or other materials. Consider the weight of these materials and how they will be affixed to the wall.

Develop the Project Idea

Art serves many functions. It gives pleasure and invokes insight; celebrates cultural diversity; promotes environmental stewardship; builds a stronger community; addresses social issues; or turns local eyesores into artistic enjoyment.

For every project determine the following:

- » **Mission:** your statement of the business and the reason this effort exists.
- » **Vision:** this is what's possible. It's your dream scenario.
- » **Goals:** these are broad, primary outcomes.
- » **Objectives:** measurable activities you will accomplish to achieve goals.
- » **Action Plan:** who is doing what and in what timeframe.
- » **Stakeholders:** who is invested or a part of the project with you (construction company, town, and county, artists, funding, and other partners),
- » **Location:** geographic locations where the action is happening.
- » **Budget:** all the costs and where you think the funding might come from.
- » **Timeline:** Stepwise planning; work backward from your completion date.

This information will be important when finding an artist and promoting the project.

If you have a specific idea, make sure to research it before moving forward with the project.

This includes considering whether it is an idea that will have wide-spread acceptance from the community, or if it will only be accepted by a small group of people. Think about any potential harm that could come from this art. For example, if constructing art about a specific person, consider why this person is/was famous, what is their importance to the community, and if there is anything questionable about their background that would need to be addressed.

Role of the artist!

Artists move us to **rethink** our ways of understanding.

Community-based artists have processes for people to learn and create together. They have honed skills to deconstruct complex issues and evoke poignant personal and collective stories. They engage a wider mix of people while providing meaningful and satisfying experiences. Artists' practices can take stakeholders beyond the symbolic to where they learn from each other and make things together.

Artists can help organizers and planners obtain valuable community input. They help people visualize possible futures for a place. Design and implementation in the planning processes assist in this learning about a community's hopes and dreams and turn that into a public art project.

The project idea does not have to be fully fleshed out in the early stages. It is more important for the artist to know about the community, what the city and community members are looking for out of their project, what stakeholders value, etc. From there, artists can come up with an idea that meets these needs in a more meaningful way.

Develop the Project Budget

Every project should have a budget associated with it. The artist will be able to break down specifics regarding materials and labor, but there are other line items that need to be decided.

Here are some typical expenses for a public art project:

- **Artist selection costs**

- » Facility and equipment rental to review materials and interview artists
- » Payment to artist selection panelists (if they are not volunteering their time)
- » Travel costs if bringing artists in for interviews
- » Proposal costs (if using the RFQ process).

- **Costs for fees/insurance**

- » Costs for permits.
- » Commercial general liability insurance.

- **Contingency**

- » Used to address unexpected expenditures and cost overruns.

- **Long-term maintenance**

- » Set aside 10% of the budget for maintenance.

How much does a mural cost?

Based on the city's desire to begin its public art initiative with murals, including the current Duke Energy mural project at Her Boutique, the public art group researched mural costs in detail. A mural typically ranges from **\$10 to \$40** per square foot. One way to attempt to lower this price if desired is to negotiate with the artist about prepping the wall. If you are willing to prep the wall by power washing it, painting it white, and priming it, the artist may be willing to give you a deal since they no longer need to handle the prep work.

- **Costs for design, fabrication, and installation of the artwork**

- » Materials such as paint, steel, concrete, etc.
- » Possible costs for subcontractors and specialized services like engineers, electricians, etc.
- » Equipment rental
- » Storage
- » Transportation
 - **Administration**
 - » Legal and accounting advice.
 - » Possible costs for research.
 - » Possible costs for the services of an art consultant or other contractor.
 - » Public communications.

Obtain Necessary Paperwork

It is important to make sure an attorney reviews all the paperwork before sending it out for committee use or approval. This includes the Call for Artists (more on this later), easement agreements, and any contracts.

- **Easement agreements**

An easement agreement is a contract between a private property owner and the organization that owns the public art. It outlines the stipulations and requirements of both parties when the city seeks to use parts of the owner's private property for public artwork. This contract is important to protect the artwork. It ensures the property owner cannot independently decide to remove the art because they no longer want the art on their building. It also protects the art in case the owner sells their property or ownership is transferred.

An **easement agreement** is attached to the property record. This means anyone buying the property will be fully aware of the easement agreement and will be bound by it. A timeframe needs to be included in an easement, and lining it up with the life span of the piece of art is recommended. Any lawyer involved in property rights may assist in writing and handling easements for they are a standard property contract.

- **Insurance**

Commercial liability insurance is needed to cover the life of the artwork against any accidents that happen.

During the installation of the artwork, the artist needs to carry this insurance. This will cover any personal injuries that arise during the installation along with any damage to the artwork during installation.

After the artwork is installed, the owners of the artwork are responsible for holding commercial liability insurance for the lifespan of the artwork. This can be obtained through many insurance companies or independent brokers and the price will depend on artwork size, lifespan, materials, etc.

Gather Funding

Donations

- **Individuals:** Gifts from individuals are one of the simplest ways to fund a project. Ask for support from your different team members and ask for introductions to their network. Request a meeting or reach out to individuals and organizations about the project to garner input and understand their funding strategies or donation processes. Offer project updates and build relationships. Once you know your donor, ask for a gift in an amount that reflects the donor's capacity and interest. Thank them, involve them, and invite them to events. Track everyone in a database or spreadsheet.
- **Local Businesses or Corporations:** List local businesses that could benefit from marketing their product/services with your project. Pitch a business in writing and in person and outline sponsorship benefits. Larger corporations give marketing dollars and foundation funding. Rather than a pitch, you apply to corporate foundations just as you do with a grant, making sure your project matches their guidelines.



Grants

Grants can come from private foundations or through local, regional, and federal sources. You will need to follow the application process for the specific grant.

Below are some state and national grant opportunities.

- **Indiana Arts Commission:**

- » **Arts Project Support**

Provides up to **\$5,000** in funding to nonprofits and public entities to support their art projects. Examples of eligible projects include a one-time art event, a single performance, an exhibition, an educational workshop, or a series of related arts activities such as art classes or training sessions that are open to the public.

- » **Arts Organization Support**

- Provides annual operating support for the ongoing artistic and administrative functions of eligible arts organizations. The grant amount is **based on available** funds, the number of eligible applicants, the application score, the organization's budget size, equity funding priorities, and budget size policy.
- Winners are funded for two years.



Grants

- **Indiana Destination Development:**

Offer grants to cities, towns, counties, nonprofit entities, and other locations in Indiana that are involved with tourism promotion and development.

- » **Indiana Placemasking Activation Grant**

- 1:1 matching grant up to **\$25,000** to fund signage and placemaking efforts
- Municipalities, counties, communities, destination marketing organizations, and chambers of commerce are eligible.
- Projects will be selected based on location/visibility to Indiana residents and visitors and the quality of the submitted design, with preference given to locations in high-view areas and locations that create potential for photo opportunities, as well as awardees who use local or regional artists.

- » **Indiana Public Art Activation Grant**

- Non-matching grants of up to **\$10,000** to fund public art projects.
- Projects will be selected based on location/visibility to Indiana residents and visitors and the quality of the submitted design, with preference given to locations in high-view areas and locations that create potential for photo opportunities, as well as awardees who use local or regional artists.

- **National Endowment for the Arts:**

- » **Grants for Arts Projects**

- Provides awards ranging from **\$10,000** to **\$1000,000**
- Nonprofits, tax-exempt organizations, and units of state or local governments are eligible to apply.
- Applicants will be evaluated based on the artistic excellence and potential impact of the proposed project, as well as the applicant's ability to engage with audiences and communities.

Crowdsourcing

Crowdsourcing is when a group of people funds a project through smaller donations hosted through an online site. These sites include Kickstarted, Crowdrise, and more. Below the Public Art team highlights Patronicity and specific sources they offer that are local to Indiana.

» Patronicity

They are an organization whose mission is to empower local placemaking projects through crowdfunding, access to matching grants, and hands-on project coaching. They have a 96% success rate for project funding.

They partner with organizations and local governments to run crowdfunding campaigns, and will also work to match the fundraising efforts with a grant.

» CreatINg Places

This is a place-based crowdfunding grant program run by the Indiana Housing and Community Development Authority (IHCDA) and Patronicity. The program employs both a donation and reward-based method of crowdfunding called “crowdgranting”. Here, citizens support projects and activities through web-based donations, and once the fundraising goal is reached within a set time, the amount is matched by a sponsor.

Eligible projects include streetscape beautification and walkability; public plaza development/activation; access to public amenities; farmer’s markets, community kitchens, pop-up retail/incubator space; park enhancements; bike and pedestrian paths; community theater rehabilitation; public wi-fi; place branding; event implementation; other projects that activate public space or community place.

An eligible project must have a minimum development cost of **\$10,000**, where \$5,000 must be successfully fundraised through Patronicity, and the other \$5,000 will be provided through the IHCDA.

Relevant Contacts

Bridget Anderson, Vice President

Leads the CreatINg Places crowdgranting program

Email

Bridget@patronicity.com



Public Funding Ideas

- **Percent for Art ordinance**

- » These ordinances typically designate about 1% of the total construction of the renovation budget to go to public art.
- » The City of Indianapolis has a similar **public ordinance**. Any private developer doing a project in designated parts of the city, and who has been given tax breaks or other economic incentives from the City, are required to give 1% of the value of these incentives towards either (1) completing a work of public art as part of their project, or (2) as a cash contribution to the Public Art for Neighborhoods Fund. The money in the fund is then appropriated by the public art council to award sub-grants for public art and public space beautification.

- **Solicit participation by developers**

- » Securing funding from the capital project for public art. Talk to private developers about introducing works of public art into their projects. To encourage them to fund public art projects consider:
 - Including public art in the incentive package given to developers.
For example, developers are often requested or required to provide parking, sidewalks, etc. so consider adding public art to this list.
 - Provide “plaza bonuses” or floor-area ratio bonuses, given to developers who set aside a certain amount of ground floor as public space, which can also be provided for including public art.

- **Percentage of restaurant tax**

- » Some towns fund public art by setting aside a portion of their restaurant or food and beverage tax. This does not apply to Martinsville currently, but it is something to keep in mind if a similar tax is created in the future.

Find An Artist

To find an artist you will need to put out a “Call for Artists”. This communicates to the larger community that you are looking for artists for a specific project. There are **two ways** to establish a Call for Artists: A Request for Proposal (RFP) or a Request for Qualifications (RFQ).

RFP *Request for Proposal*

- The best method to consider and evaluate the appropriateness of an artist when a limited number of artists are invited to participate in a selection process.
 - Requires a full project proposal.
 - An honorarium should be paid for each submission.
 - All proposal materials not selected should be returned to the artist.
 - The artist will submit a specific idea including a budget, and other information necessary (insurance, materials, etc.).
- » **Note:** Since an RFP requires artists to spend more time and money than an RFQ this could limit the artists who apply for the opportunity.

RFQ *Request for Qualifications*

- Artists submit information about their training, previous work, and other examples of their ability to create public art.
- Preliminary sketches or plans for the requested artwork are not required. Therefore, it requires minimal expenditures of time and money from artists.
- After the selection panel reviews the submissions, they can invite the top finalists to interview for the proposed projects. The panel, committee, or city will need to offer a reasonable payment to compensate artists for the development of the ideas for the projects.
- This "Call for Artist" avenue is recommended by Americans for the Arts because it is more efficient and effective in producing high-quality public artworks and is seen as fairer to artists.

General Outline of a Call For Artist

The inclusion of components within a proposal that inspires the artist is important, regardless if an RFP or RFQ project selection process is followed. The artist should walk away knowing the theme, audience, and anything else that will help them come up with an idea.

Additionally, a “Call for Artist” should **include the following general information:**

- **Background and Scope** 

- » What is this project?
- » What are its history and context?
- » What are the community’s goals for it?
- » How do the artist and the artwork fit into the larger project?
- » With which persons, organizations, and agencies will the artist be working?
- » Will there be a “meet the artist” event or other expectations in addition to producing the artwork?
- » What is the project timeline?

- **Budget** 

- » What is the baseline budget for the artwork?
- » Is there any possibility of additional funds to supplement the artwork budget?

- **Artist Eligibility** 

- » Who may apply? Only local artists – and if so, how local is local – or artists who are willing to relocate here for the duration of the project.

- **Selection Process** 

- » Who will be on the selection panel?
- » Will there be additional advisors?
- » What materials will they review?
- » How many finalists will be interviewed?
- » On what date with the preliminary selection take place?
- » On what date will the finalist interviews take place?
- » When and how will the finalists’ names be announced?

Case Study

Seeds of Light in Indianapolis, Indiana

In 2016, the Arts Council of Indianapolis commissioned Arlon Bayliss to create a work of art to celebrate the city's student exchange programs with Italy and Japan. The project is located at the intersection of a trailhead and Speedway's Main Street. The artist spent a month "embedded" in the town. This allowed them to establish a strong connection with the community and get buy-in from them. It also allowed the artist to figure out why the student exchange program mattered to the community, which was the inspiration behind the final piece. "Seeds of Light" is a 25-foot-tall sculpture that features a 12-foot shallow dome of arranged steel and glass clusters. Each cluster contains 16 florets that light up at night.

The sculpture was inspired by a native flower with each floret symbolizing the students' potential as global citizens. Over 45 volunteers dedicated 500+ hours to fabricating and assembling the piece.

Bayliss noted that he met with anyone interested in the project since he was embedded in the community, and being an embedded artist "was key to establishing strong community interest in the endeavor, and led to sustained enthusiasm and personal investment from the town folk of Speedway throughout assembly and installation. ... As I told them at the dedication ceremony, 'This is not a sculpture made elsewhere, and delivered to you today – it is already yours.'"

- **Selection criteria "for example"**

- » Strength of past artworks presented.
- » Proven ability to work effectively with the community.
- » Proven ability to work effectively as a team member within an architectural context.
- » Technical abilities.



- **Application Deadline**



- » Is this the date by which the application must arrive or by which it must be postmarked?

- **Work Samples**

- » What format – slides, videos, models, etc.
- » What size?
- » How many?

- **Other Application Materials "for example"**

- » Current resume
- » Letter of interest
- » References



PROJECT NAME

REQUEST FOR PROPOSALS

Entity Name seeks an artist or artist team to **project the mission.**

For more information, please contact:

Business Contact

If City Collaboration, also include.

Call to Artists: Project Name

Entity Name (if in collaboration with the City: in a Public-Private partnership with the City of Martinsville and the Martinsville Art Committee) is issuing an RFP for a **type of artwork (mural, sculpture, etc.)** to be located at/on **location. Insert additional information if necessary.** All professional artists and artist teams ages 18 and over are invited to submit proposals. There is an encouragement for new artists to apply for this project.

Request for proposals

Deadline: **xxx**

Artwork budget: **Approximately \$XXXX**

Project Details:

- **Project Goals (Example: The goal of the mural is to provide an innovative and strong work of public art to the residents and visitors of Martinsville, IN.)**
- **Include any preferred themes- contextual.**
- **List specific form/style preferences- abstract, figurative, etc.**
- **Dimensions of the area where work will go.**
- **If applicable: artist or artist teams will be required to incorporate public feedback on the proposed mural and engage with the community. City staff and the Bloomington Arts Commission will provide assistance.**

Budget

The public art fund budget available for the installation is approximately \$XXXX which includes all costs, including artist fees, materials, insurance, and documentation of the work.

Artist Selection Criteria

Applicants must demonstrate the following qualifications and qualities:

- Successful, creative, and innovative in comparable projects or potential for new work to be accomplished in the public sphere.
- Excellent communication skills
- Ability to understand a locale's sense of place, and design in a context-sensitive manner.
- Openness to working collaboratively with project team members.

Selection Process

All artists/collaborative artist groups are expected to submit renderings of their proposed design along with a description outlining their conceptual and community-engagement approach to the project and a basic budget. A selection panel will review these documents, along with details and images of past work, and a professional resume or Curriculum Vitae. Further details about the application requirements are included below. All requested items should be delivered in the application form available [link here](#).

Through the review of materials submitted, a selection panel, including list membership will choose up to x (number) finalists for the artwork. Finalists will be asked to update their designs based on the review panel's feedback and participate in an interview with the selection panel. Finalists will be compensated with an honorarium of \$XX for providing revised renderings of their proposed design. The honorarium amount is not included in the overall project budget of \$XXXX.

The selected artist/artist team will be contracted to complete the design and may be asked to make further revisions based on the selection panel and community feedback. The artwork will be installed in coordination with the [entity name and/or City staff](#).

Applicants must demonstrate the following qualifications and qualities:

- Successful, creative, and innovative in comparable projects or potential for new work to be accomplished in the public sphere.
- Ability to understand a locale's sense of place, and design in a context-sensitive manner.
- Openness to working collaboratively with the project team members.

Each application will be evaluated in accordance with the artistic quality, project goals, and process outlined above. The Selection Panel strongly encourages artists new to the public art process and artists from minority and underrepresented communities to apply.

Anticipated Project Timeline

Date: Call for proposals opens

After 6 weeks: RFP closes.

After 3 weeks: the finalists are selected.

After 1 week – the final designs are released to the public for feedback.

After 4 weeks: the finalist submits revised designs.

After 2 weeks: interviews, with feedback incorporated into the discussion.

After 2 weeks: Artist or artist team selected, artwork finalized based in collaboration with Review Panel.

After 2 weeks: (or whenever supplies are available): work begins.

SUBMISSION REQUIREMENTS

Applicants are expected to submit the following materials for review:

Proposed Artwork Design, including:

- Up to 5 renderings of your proposed design.
- Description outlining their conceptual and community-engagement approach to the project.
- Basic budget including artist fees, materials, insurance, and documentation.

Professional Resume or Curriculum Vitae (2 pages maximum)

Outline your experience as an artist. In the case of a team application, include resumes for each team member. As an abbreviated resume or curriculum vitae, this should be no more than 2 pages. Please submit either a resume or CV, but not both.

Examples of previous work (up to 3 projects), including the following details for each:

- **Project Images**
 - » Provide a set of up to 5 images of the project numbered in priority order of the desired presentation. Each image must include the artist's name, the title of the artwork, medium, size, date of artwork completion, and project schedule.
- **Project Overview**
 - » Provide a 3-5 sentence summary of the project including the overall concept, dates, and location.
- **Answers to the Following Questions:**
 - » What role did you play in the project?
 - » What was the budget for the project, and was it completed within budget?
 - » Did you collaborate with any stakeholders in the project's final concept/design?
 - » Was there a community engagement component?

All requested items should be delivered in the application form available [here](#).

Submissions must be received by 5:00 P.M. on [XXXX XX, XXXX](#).

If you have any questions or concerns, please feel free to [contact name, and email address if collaboration with the city](#).

Hosting Site

Once the "Call for Artist" is written, the Public Art Committee needs to publish it online. It is easiest to have a website that hosts the Call for Artists. Some programs choose to create their own online application. There are also sites that will host Call for Artists, such as callforentry.org, slideroom.com, and publicartist.org.

The "Call for Artists" should be open for **at least 8 weeks**.

Advertising "Call for Artists"

Next, it is important to advertise the "Call for Artists." Here are some ideas to consider:

- » Advertise your opportunity on call hosting websites.
- » Announce your opportunity on the commissioning agency's website, in newsletters, and on social media channels.
- » Send press releases to the local newspaper and radio.
- » Place posters around town.
- » Contact your state and regional arts councils, art centers, community colleges, and universities.
- » Reach out to professionals who may have interactions with public artists: architects, fabricators, and curators.
- » Get in touch with your local artists.
- » Ask the Indiana Arts Commission (IAC) to circulate it.

Case Study

Echoes of the Hill in Columbus, Indiana

As a part of Columbus, Indiana's Exhibit Columbus, Studio Zewde engaged the community to design a work of public art for Mill Race Park. They asked community members about their favorite stories about the park, and which part of the park they loved. The studio found that community members loved the hill, the pond, the trails, and the follies, and they designed Echoes of the Hill as a gathering center in the park that acts as a metaphorical frame of the pasts, presents, and futures of the land while invoking its future possibilities.

Selection of the Artist

On the day of selection, the selection panel or committee will get together to review the applications and associated materials.

To understand what a successful selection process is, see the factors below that Jackson, Wyoming uses to evaluate their own public art submission:

- » **Aesthetics:** highest quality in terms of the timelessness of its vision, design, and integrity.
- » **Context:** consider art appropriateness in terms of scale, material, content, and design with respect to its immediate and general, social and physical context.
- » **Public safety:** artwork should be evaluated to ensure that it does not present a hazard to public safety.
- » **Maintenance:** consider structural and surface soundness, and its inherent resistance to theft, vandalism, and weathering, along with whether it will require excessive maintenance or repair costs.
- » **Public access:** will the public have free access to the artwork? The selection panel should consider the visibility and accessibility of artwork for people with disabilities to ensure the artwork is accessible to everyone.
- » **Diversity:** the selection panel shall actively seek diversity in style, scale, media, and number of artists represented. A wide range of expressions from metaphorical, allegorical, and narrative work will be encouraged in addition to artwork that is stunning in material, form, floor, pattern, and context.
- » **Willingness to engage with the community:** the selection panel should consider how willing the artist is to engage with the community during the project.

For a more local viewpoint, below is a sample review process employed by the Indy Arts Council:

- **Preview:** All members of the selection panel review the materials.
- **Round 1:** Immediate Elimination Round.
 - » Each panelist votes “**yes**” or “**no**” about whether the submission moves on. Majority rules decide whether a submission makes it to round 2.
- **Round 2:** Numerical scoring.
 - » Review the remaining submissions, allow limited time for discussion among the panel, and ask each panelist to score the submission based on the criteria in the Call for Artists. The submissions with the top scores move on.
- **Round 3:** Consensus Building
 - » Now that only the top submissions remain, it is important to obtain a consensus among panelists. The panelists should discuss the merits and shortcomings of the top submissions based on the selection criteria.

If possible, arrange a community meeting where finalists can present their design proposals. You may also be able to display the artists’ designs in a public place with available material for people to rank and comment on the designs.

Notify the Artist and Announce the Selection

The Public Art Committee should notify the artist before a public announcement is made. Any submissions not selected should be returned to the artist. Open communication with all artist applicants will allow relationships with potential artists to be maintained for future projects.

Work with the Artist

- **Write a Contract**

Contracts spell out exactly what services or products an artist will provide, and what compensation, site, and assistance you will provide to the artist. Contracts should detail the life span and maintenance expectations for the artwork and address all legal requirements regarding copyright issues and the Visual Artists Rights Act (VARA).

A **sample artist contract** is included in Appendix B of Jackson, Wyoming's Public Art Guidelines.

- **Legal Issues to Consider**

- » **Visual Artists Right Act (VARA)**

Created in **1990** to give artists the right to be credited as the author and to prevent the destruction or alteration of their work. Under VARA, artists have the right to prevent any intentional distortion, mutilation, or other modifications to their work. In some cases where the art is integrated (building, landscape, infrastructure, etc.) the client or commissioning agency/organization may ask the artist to waive their VARA rights.

- » **Copyright**

- The artist retains all rights under the Copyright Act of **1976** as the sole author of the work for the duration of the copyright. The duration of copyright in the United State is currently the life of the author plus 70 years.
- Although the client may own the work of art, the artist who created the work owns the copyright to the work of art, including all ways in which the work is represented.

» Rights to Reproduce the Work

The artist and client must each agree to the right to reproduce the artwork in all forms. Typically, artists grant the client license to make two-dimensional reproductions of the work for non-commercial and educational purposes. The client in turn agrees to include a credit to the artist and a notice of copyright on all such reproductions.

» Additional Rights

It is a standard professional practice that agencies agree not to intentionally alter, modify, change, destroy, or damage the work of art without first obtaining permission from the artist. If the artist's work is accidentally damaged, the artist has the right to request that the work not be attributed to the artist until it is fully restored.

• Insurance and Liability Requirements for the Artist

The Committee or public art governing body should ensure that artists installing public art have liability insurance to cover the possibility of damage, injury, or loss during the installation process. This insurance will cover the artist and artwork during installation. Once the artwork is installed, the artist is no longer responsible for insuring the art.

• Payment Schedules

Talk to the artist about a payment schedule. The Public Art Network encourages artists to be **paid 10%** upon signing the contract and for the client to retain 5% of the award until the title is transferred and a maintenance schedule has been submitted.



Permits, Local Ordinances, and Agency Permissions

It is important to ensure that the artwork and the installation of the art do not violate any local ordinances and that the required permits are in place before beginning installation. Here are some ordinances to be aware of as they could affect certain projects:

- » Sidewalk ordinances specifically about blocking sidewalks.
- » Public right-of-way permits.
- » Sign ordinances.



Depending on the project, city and utilities officials may need to be consulted. Some art projects may require traffic diversions, utility shut-offs, or other issues. Make sure you have all the proper permits and are in compliance with rules and regulations before you start the installation process.

Develop a Maintenance Plan

It was previously recommended to set aside **10%** of the project budget for maintenance. Once these funds are allocated to maintenance, it is important to (1) not touch that money for anything other than maintenance for this specific project, and (2) create a maintenance plan with clear guidelines on how to maintain the art. Below are considerations when fulfilling these two aspects of maintenance, all of which require consulting the artist.

- **Lifespan of the Artwork**

It is important to know the lifespan of the artwork. The artist can help decide this. For reference, murals have a typical lifespan of about **15 years**. The lifespan of other public art projects will depend on the materials used.

- **Safety Considerations**

The artist selects the project materials and is responsible for understanding the type of care that the materials and design require. The artist needs to consider sunlight, water, pollution, and extreme temperatures. Elements must be protected internally and externally from corrosion. Materials need to be vandal-resistant and anti-graffiti coatings are often needed.

Additionally, public artwork should take into account the following:

- » No sharp points, corners, or edges that could cut or puncture.
- » No protrusions or projections that could entangle clothing.
- » No pinch, crush, or shearing points could entrap a body part or clothing.
- » No trip or slip hazards that may cause a fall, or cause injury if fallen upon.
- » No suspended hazards.
- » The art should be securely anchored to avoid toppling.



- **Long-term Maintenance Plan**

There are different ways to maintain public art. It is important to create a maintenance plan for how to ensure the artwork's original appearance and structural integrity are preserved. The artist should submit a maintenance schedule and guidance as part of the project. Here are some other ideas for maintaining projects:

- **Include a Maintenance Plan in the Artist's Contract**

- » Have part of the project include a schedule of when the artist will return to maintain the project.

- The Washington State Arts Commission had a **materials and fabrication handbook** that outlines requirements for different material types.

- **Utilize Volunteers**

- » Have a group of volunteers help survey public art by assessing the pieces, taking pictures, and creating a write-up. They can check for things like rusting, chipping, peeling, etc.

- **Find the Right Person for the Conservation Job**

- » Join the Americans for the **Arts Public Art Network** listserv and ask for professional recommendations.

Build the Project

- **Before you start**

Before beginning the project, the Public Art Committee should ensure that the following items have been handled:

- » Contracts approved.
- » Site permissions/easements granted.
- » Obtain insurance documents from the artist and subcontractors hired by the artist.
- » The maintenance plan has been reviewed and approved by a qualified conservator or other professionals.
- » Construction document approval: engineering (structural, lighting).
- » Landscaping plan.
- » Building inspection.
- » Lighting inspection.

- **Americans with Disabilities Act (ADA)**

The artwork must follow the ADA standards for viewing and accessibility. However, the Committee and decision-makers should consider some additional accommodations to make public art accessible. Consider following the seven principles of universal design discussed earlier.

Signage & Lighting

Proper signage recognizes the artist's authorship and contribution and provides permanently accessible information to the public. Here's an example of what to include on signage:

- Artist Name (birth year, nationality)
- Title, Date of execution
- Materials
- Dimensions (Height x Width x Depth feet/inches/cm, etc.)

Additionally, it is important to have adequate and **appropriate lighting**. This allows the art to be enjoyed at all times and provides a security factor that will help prevent damage to the art.

Celebrate

After the artwork is installed, it is important to publicly celebrate its completion. The celebration can serve to dedicate the artwork and to publicly recognize the work of everyone involved in the project. The celebration can include a commemorative program with speeches, musical performances, dancing, a parade, or any other idea that celebrates the art.

It is also a good idea to install a sign or plaque at the site to recognize the artist and donors who made the art possible. Additionally, including a brief statement by the artist about their intent will enhance the neighborhood's understanding of and appreciation for the artwork.

To further amplify the value of the project for years to come, see the **ideas** below that continue the celebration of art:

- » Host an annual artwork cleaning day.
- » Plan a scavenger hunt.
- » Offer tours of the public art collection – self-guided, led by members of the art coalition, or by trained volunteers.
- » Train local teens or college students to be art ambassadors.
- » Collaborate with musicians and restaurants to host an annual bike/walk event » with music and small eats available at each public art station.
- » Create digital and printed maps of the public artworks in your community.
- » Highlight key works of art on the town website.

Deaccession

Deaccession is the process of **permanently removing** a piece of art from a collection. Since public art is often a permanent or mostly permanent structure, removing a piece of public art requires added procedures. Many public art programs write a deaccession procedure as part of their public art implementation guide. The most important part of the deaccession procedure is that it is thoughtful since research is still being done about best practices for deaccession. Americans for the Arts says one should consider including the following in your deaccession process:

- » Be clear for the reason to remove the art: Many policies have a section for criteria to remove art. This can include the art being deteriorated/damaged to the point where restoration is impractical/unfeasible; it no longer exists due to theft, accident, or natural disaster; and it has been determined to be significantly incompatible or inferior in the context of the collection.

- » Work with professionals: art historians and conservators are a few of the professionals to consider working with during the deaccession process.

Developing a deaccession committee may be a way to include professionals in the process.

- » Connect with the artists or artists' estate: the artists whose artwork is under consideration for deaccessioning should be part of the process. Their engagement can help pave the way for understanding the context of the work and the material make up, and be a part of the community engagement process.

- » Be inclusive of the community: public art can help define and reflect the values and goals of a community and having their input on what will or will not be in their public spaces is vital to a successful deaccessioning process.

Future Project

The Public Art group has compiled some ideas for future public art projects. Below are the ideas and some next steps for each of the projects.

Projects with the local schools

The Martinsville School District is extremely excited to collaborate on future public art projects. The types of projects will vary based on the school and students' ages. To begin any of these projects one of the first steps will be talking to the principal, a school administrator, and the appropriate teachers (art teachers and/or welding instructors). Here are some ideas broken down by school level:

High School

- » Have welding and art students collaborate on metal sculptures. One place to put the sculptures is in front of the mural on Her Boutique.
- » Have the students create and maintain a large goldfish placed outside the school. Then each year a student or group of students will be chosen to repaint the sculpture. The selection process is up to the discretion of the Committee in partnership with the leaders of the high school (appropriate teachers, principal, etc.)
- » The students can create and distribute/sell lawn ornaments so community members can put a piece of art in their yard.

Middle School

- » Students collect plastic bottle caps that will be turned into benches. The benches can then be placed around the school, at the new skate park, around town, etc.

Elementary School

- » The students can also collect plastic bottle caps to be turned into a bench.
- » There can be a wall that students re-paint every year.
- » Students can each paint a tile that will be placed on a wall or along a sidewalk to create a mosaic mural.

Mural Projects

The Chamber has mentioned the desire to focus initial public art efforts on **installing murals**. One mural idea is to have a paint-by-number mural. This is where an artist outlines the mural and then encourages community members to help paint the mural with the artist's assistance and guidance. The Johnson County Color the County mural program has done these murals in the past. The next step for this project would be putting out a "Call for Artists" to find an artist willing to do a paint-by-number mural. Additionally, consider reaching out to the Johnson County Color the County mural program.

Sculpture Projects

The Chamber noted that in the future they would like to focus on **sculptures and other 3-D art**. One recommendation that the Public Art group came across was loaning sculptures from artists. This is a program many towns do to increase sculptures in their community. The city would pay to loan the sculptures from the artist for a set period of time, and then the art would be returned to the artists.

The Landmark Columbus Foundation in Columbus, Indiana has expressed interest in helping Martinsville obtain more public art in this manner. They have some sculptures that they would consider loaning out to Martinsville. To continue this conversation, reach out to the Landmark Columbus Foundation.



Additional Resources

Public Art Resources

» Natalia Almanza

Program and Operations Coordinator for Indiana University Arts & Humanities Council and member of Bloomington Arts Commission.

: nalmanza@iu.edu

» Brooke Hawkins

Executive Director of Columbus Area Arts Council.

: info@artsincolumbus.org

» Richard McCoy

Executive Director of the Landmark Columbus Foundation.

: richard@landmarkcolumbus.org

» Andre Zhang Sonera

Deputy Director of Operations & Strategic Partnerships for the Indiana Arts Commission.

: azhangsonera@iac.in.gov

» Karen Gahl-Mills

Indiana University Director of Arts Administration Programs.

: kgahlmil@indiana.edu

» Sean Hildreth

Marketing, Communications, & Outreach Officer.

: info@inphilanthropy.org

» Julia Muney Moore

Director of Public Art for the Indy Arts Council.

: jmoore@indyarts.org

» Nicole Vasconi

Hoosier Quality of Place Liaison for the Indiana University Center for Rural Engagement.

: nvasconi@iu.edu

» Holly Warren

Assistant Director for the Arts for the City of Bloomington.

: holly.warren@bloomington.in.gov

Martinsville Resources

- » **Martinsville School District.**
- » **Art Sanctuary of Indiana.**

Sources and Additional Resources

- [1] <https://jhpublicart.org/support#toolkit-and-resources>

» General Public Art Resources

- Americans for the Arts Public Art Network.
- Public Art & Placemaking Toolkit for Rural Communities.
- Indiana Arts Commission “A checklist for success”
- Public Art Network Best Practices Goals and Guidelines.
- Citizen’s Institute on Rural Design.
- National Endowment for the Arts Creative Placemaking Resources.
- Rural Arts, Design, and Innovation in America.
- Johnson County Community Foundation Mural Program.

» Public Art Master Plans

- Fishers, Indiana
- Fort Wayne, Indiana
- Logan, Utah

» Public Art Implementation Guides

- Arts Council of Indianapolis Public Art Tool Kit
- Town of Jackson Public Art Guidelines
- City of Los Altos: Guidelines for Public Art
- Austin Art in Public Places Artist Resource Guide
- Seattle’s Office of Arts & Cultural Affairs Public Art Roadmap
- City of Golden Art in Public Places Handbook 2019

» Raise the money

- Indiana Arts Commission Grant Programs
- Indiana Destination Development Corporation Awards & Grant Information
- National Endowment for the Arts Grants
- Patronicity
- City of Indianapolis Public Art for Neighborhoods Program
- Funding Sources for Public Art

» Find an Artist

- Americans for the Arts – Minding Your RFPs and Qs
- Americans for the Arts – What are the Major Differences Between Requests for Proposals (RFPs) and Requests for Qualifications (RFQs)? Should a Public Art Agency Use One Instead of the Other?

» Sample RFPs

- West Hollywood Park 9x9 Mural
- Buffalo, NY Erie Canal Bicentennial Public Art Installation

» Sample RFQs

- Denver Five Points Intersection Plaza – Street Mural
- West Hollywood, Winter/Holidays Artwork 2023

» Define and plan the project

- Public Art Network’s Guiding Questions for the Development of a Public Art Program
- Indiana Arts Commission – Community Engagement