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THE PINELLAS COUNTY CULTURAL PLAN

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Welcome

Welcome to the Pinellas County Countywide Cultural Plan—a bold vision for the future of arts, culture, and creativity in our region.

As the CEO of Creative Pinellas, I am honored to present this roadmap that will shape the next era of cultural growth and impact in Pinellas County.

Our community has long been a beacon for artistic excellence, drawing visitors from around the world to experience our vibrant galleries, theaters, music festivals, and cultural landmarks. Tourism is the lifeblood of our regional economy, and the arts play a crucial role in showcasing the appeal of Pinellas County, enriching the visitor experience, and fueling economic vitality. By investing in cultural assets, we ensure that Pinellas remains a world-class destination for both residents and travelers alike.

Home to 24 unique municipalities, we consistently rank among the top counties in Florida for arts and cultural experiences. We are widely recognized as one of the state's most vibrant arts destinations, thanks to our extensive network of museums, galleries, performing arts venues, and public art initiatives.

This plan is not just about the past or the present—it's about the future. Forward visioning is at the heart of our strategy, ensuring that we work to:

- Cultivate meaningful and accessible arts experiences for all
- Support the cultural development of our cities, towns, beach communities, and unincorporated areas
- Strengthen the capacity of our arts and cultural community
- Cultivate an innovative and sustainable arts ecosystem.

From public art initiatives to enhancing opportunities for cultural tourism, this cultural plan positions Pinellas County as a leader in the national and global arts landscape.

None of this is possible without collaboration. The strength of our creative community lies in its partnerships—between artists, cultural organizations, businesses, government leaders, and residents. Together, we will harness the power of the arts to foster economic prosperity, social cohesion, and an unparalleled quality of life.

Thank you for joining us on this journey. The future of Pinellas County's arts and culture is here, and we are excited to create it—together.



Margaret Murray
CEO, Creative Pinellas

Acknowledgements

The development of the 2024 Pinellas County Cultural Plan was a collaborative effort that brought together a diverse group of individuals dedicated to enriching the arts and cultural landscape of our community. We discovered multiple examples of the way art amplifies our deeply held civic values and strengthens our bonds to each other. We examined best practices and trends in public and performing arts, tracked closely trends in economic well-being for artists, and looked at the role of both tourism and arts education in elevating our community as an arts destination.

We extend our heartfelt gratitude to all who contributed their time, expertise, and passion to this endeavor.

Creative Pinellas Staff

- Medina Karagic, Project Coordinator
- Kimberly Divito, Director of Digital Strategy
- Roman Black, Marketing and Communications Director
- Ketsy Ruiz, Marketing Associate
- Todd Wellman, Director of Grants
- Justine Zitman, Office Assistant
- Freddie Hughes, Gallery & Facilities Engagement Manager

We would like to express our sincere gratitude for the work of Barbara St. Clair, former CEO of Creative Pinellas. Her unwavering dedication to the arts was instrumental in the development of the cultural plan, and we are deeply appreciative of her efforts.

Pinellas County Staff

Our Pinellas County partners played a crucial role in the development of this plan. Their insights, analysis, and vision for the future of arts in Pinellas County were invaluable.

We deeply appreciate their understanding of the unique needs of both residents and visitors, which was essential to the creation of this plan.

For their support and guidance, we would like to acknowledge:

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- Brian Lowack
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- Jill Silverboard
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- Tracey Nix
- Steven Grimes
- Jason Latimer
- Kylie Diaz
- Eddie Kirschner

Community Advisory Team Members

This plan would not have been possible without the invaluable insights and dedication of our Community Advisory Team, comprising artists, cultural leaders, community advocates, and business representatives from across Pinellas County. Their collective vision has shaped a roadmap for a vibrant and inclusive cultural future.

- Terry Marks, St. Pete Arts Alliance
- LaDonna Butler, The Well
- Jake-ann Jones, Pinellas Diaspora Arts Project
- Carol Mickett, Mickett/Stackhouse
- Terri Lipsey Scott, Woodson Museum of African American Art
- Erica Sutherlin, Studio @ 620
- Nashid Madyun, Florida Humanities
- Jonathan Ogle, Pinellas County School Board
- Barbara Hubbard, St. Pete College
- Mike Williams, Innisbrook Resort
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- Pantelis Klonaris, Creative Pinellas
- Kimberly DiVito, Creative Pinellas
- Carrie Boucher, NOMAD Arts Bus
- Duggan Cooley, Pinellas Community Foundation

Tourism Development Council

We would also like to thank members of the Pinellas County TDC, who provided invaluable insight into the intersectionality of arts and tourism to Pinellas County.

Brian Scott

Chair, Board of County Commissioners

Dave Eggers

Vice-Chairman, Board of County Commissioners

Dave Gattis

Mayor, City of Belleair Beach

Copley C. Gerdes

Council Member, City of St. Petersburg

Phil M. Henderson, Jr.

President/CEO, StarLite Cruises

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Vice President, Captain at Hubbard's Marina

Russ Kimball

CEO Sheraton Sand Key Resort

Doreen Moore

Owner/President, Travel Resort Services, Inc.

Chuck Prather

Owner, The Birchwood

Bruce Rector

Mayor of Clearwater

Trisha Rodriguez

Co-Owner, Clearwater Ferry

Dan Saracki

Mayor, City of Oldsmar

Clyde Smith

General Manager, Bilmar Beach Resort

Amanda Coffey

*Assistant County Attorney, Pinellas County
Attorney's Office*

Board of County Commissioners

We would like to thank the Board of County Commissioners for their recognition of the vital role that arts and culture play in our community and for their support of a comprehensive cultural plan. We deeply appreciate your dedication to this cause and your understanding of how the arts contribute to the overall well-being and identity of our county.

Brian Scott

Chair, Board of County Commissioners

Dave Eggers

Vice-Chairman, Board of County Commissioners

René Flowers

Chris Latvala

Vince Nowicki

Kathleen Peters

Chris Scherer

Cultural Planning Group

Through thoughtful engagement, strategic planning, and a commitment to discovering and supporting the cultural life of Pinellas County, the Cultural Planning Group team helped create the foundation for a thriving and inclusive cultural future. We truly appreciate their partnership and look forward to seeing the impact of this plan unfold in our county.

Linda Flynn, Ph.D.

Martin Cohen

David Plettner-Saunders

Barbara Cheives

Surale Phillips

DRMTM Brands



We are the Arts Coast,
building a vibrant
creative community
and economy for
Pinellas County that
celebrates our people,
places, and stories.

Overview

This is Current: The Pinellas County Cultural Plan, a strategy driving dynamic, sustainable development of the Pinellas County arts and cultural sectors for the next five to ten years.

Current is a roadmap for Creative Pinellas, the local arts agency, and for Pinellas County to cement its claim as the most vital and innovative arts community in Florida. In the last twenty years, the county has experienced an arts and cultural renaissance and is now home to a vibrant arts, culture, and creative community that reflects a growing and diverse population. An unprecedented number of museums, including internationally renowned institutions like The Dalí Museum and the Chihuly Collection, exist in the county. These cultural beacons draw visitors from around the globe, reinforcing the county's status as an international arts destination.

The county benefits from the diversity of numerous small arts organizations, a community of artists, and cultural events that reflect the county's artistic vibrancy and contribute to the importance of Pinellas County in attracting visitors and giving residents significant and unique arts offerings. From visual and performing arts to literary and digital arts, there is a remarkable diversity of art forms and disciplines celebrated in every community. This variety is bolstered by a highly educated and informed arts community, which drives innovation and excellence in every artistic endeavor.

Over the last five to ten years, as arts and culture have enhanced tourism initiatives and added millions to the economy, county and community leaders have come to recognize the importance of supporting the county as an arts and cultural destination. These same leaders recognized a need to further develop opportunities for the arts and culture sector and sought to understand the role of Pinellas County and Creative Pinellas in supporting and bolstering arts, culture, and creativity.

The following goals were established for the planning process and resulting plan.

- Develop a shared, community wide vision
- Build a framework to support Creative Pinellas in its role as the County's Local Arts Agency
- Define the role of the County and Creative Pinellas in supporting the arts
- Develop measurable and actionable mechanisms to elevate Pinellas County as a creative tourism destination
- Utilize the strength of the Pinellas County arts community to benefit both visitors and residents
- Diversify arts and culture funding

THE ARTS COAST THRIVES AS AN INNOVATIVE CREATIVE COMMUNITY WITH INTERNATIONAL APPEAL.

The County and community recognize the creative experiences and economic contributions that the arts bring to the area's thriving tourism and hospitality community. Current identifies numerous opportunities to enhance arts, culture, and creativity in Pinellas County, benefiting both visitors and residents. Key strategies include:

- Fostering greater connection between visitors and our cultural communities, driving enhanced arts and culture visitation
- Elevating awareness of the County's diverse cultural traditions
- Promoting collaborations between the arts sector and Visit St. Pete–Clearwater (VSPC), and
- Highlighting the importance of our abundant natural resources



Welcome to a
new age for arts
and culture in our
communities.
This is our time.

Current Snapshot

Introduction

Over a span of six months, the planning team conducted research in eight areas. The process was designed to include substantial qualitative and quantitative data to create a profile of cultural tourism opportunity, residents' vision, and assessment of the overall arts and cultural sector. The planning team consulted and engaged with County and City leadership, tourism leadership, other stakeholders throughout the county, residents, artists, and arts organization leadership. The research included the following. Reports are included as appendices at the end of the cultural plan.

- County Plan Review
- Benchmarking of Florida County Local Arts Agencies
- Existing Conditions Summary
 - Arts Market Demand Study
 - Non-Profit Arts Sector Study
 - Cultural Asset Inventory
 - Countywide stakeholder discussions
 - Countywide public engagement
 - Community Survey

Arts and Cultural Contributions to County Tourism

Arts and cultural experiences provide visitors of all kinds a truly local connection to Pinellas County. Cultural tourism focuses on engaging visitors in authentic, hands-on activities that reflect local culture and traditions and ways the arts connect to other visitor interests such as wellness and sustainability. This includes promoting unique, local experiences in areas such as culinary arts, crafts, music, performing arts, and visual arts in addition to the county's signature events and cultural icons. The promotion of sustainable and eco-friendly arts and diverse, high quality cultural tourism options aligns with VSPC tourism messages of responsible travel and meeting the needs of its Traveler Segments.

Creative Pinellas is positioned to strengthen its role as the support partner to VSPC for content curation and

development of the types of arts and cultural experiences attractive to Arts & Culture Visitors, Affluent Visitors, Family Travelers, and Beachgoers visitor segments.

A comprehensive arts market demand study utilizing data from ESRI and Experian's MosaicUSA of the local and regional market provides comprehensive data on specific consumer interest in different types of arts and cultural activity. The study's Lifestyle Groups align well with VSPC's Traveler Segments and include strategies for deepening visitor involvement in arts and culture, broadening reach to attract more visitors with similar characteristics of VSPC targets and diversifying the visitor base. For example, the study's Lifestyle Groups 1 and 2 (Affluent Boomers and Elite Singles & Upscale Retirees) align with VSPC's Arts & Culture and Affluent Visitor Segments and some of the older generational groups. The study shows strong potential for deepening and broadening engagement with these segments. The study's Lifestyle Groups 3 and 4 (Young Singles and Starter Families & Comfortable Families with Youth and Teens) aligns with Family Travelers, Beachgoers, and some younger generational segments. Diversifying and broadening are the strategies here.

This research serves as a complement to the Visitor Profile Study conducted annually by VSPC and is also useful for arts and cultural organizations' individual marketing efforts and capacity building. This granular and countywide level of knowledge ensures that Creative Pinellas will provide more insight and nuanced content and story ideas to assist VSPC with targeted content and tell stories that strengthen and widen its reach into the cultural tourist market.

By understanding more about local consumer demand and cultural tourism demand, Creative Pinellas can build the capacity of local arts and cultural organizations throughout our county, elevating our cultural tourism profile countywide.

PINELLAS COUNTY ARTS AND CULTURE IS THE EASIEST, MOST EFFECTIVE CONNECTION TO LOCAL LIFESTYLE, INTERESTS, AND MARKETS.

The county is already an arts destination with ample opportunity to deepen and broaden vibrancy across the county and from beyond to promote growth in the creative sector, elevate cultural tourism as a primary driver for visitors, and enhance quality of life for residents. The main areas of focus to build all of Pinellas County as an arts and cultural destination include: a dedicated arts marketing campaign and a co-op marketing program; a cultural tourism grant program; building capacity of mid-sized and smaller arts and cultural organizations; and growing visitorship throughout the whole county.

Non-Profit Arts and Cultural Sector (2022)

GENERATED \$294.7 million in economic activity

SUPPORTED 4,528 jobs

PRODUCED an economic impact of **\$126.8 million** in spending by arts organizations

GENERATED \$167.9 million in spending by the public, not including the price of their ticket

PROVIDED \$58.9 million in tax revenue (local, state, federal)

AUDIENCES: 66% Local and **34%** Non-Local

SPENDING: \$29.96 Local and **\$46.37** Non-local

84% of non-local visitors – “This arts event is the primary purpose for my visit!”

All Visitors

Overall, more than 20% of visitors to the St. Petersburg/Clearwater area cited arts and cultural offerings among factors important to their decision to visit. 42% visited a museum. Top destinations include The Dali Museum, The James Museum, and The Chihuly Collection.

The Arts and Culture Visitor

16% cited the area’s unique culture as a reason for visiting and 14% are international travelers. (These two factors outpaced things like “outdoor recreational activities,” “breweries/distilleries/craft beer scene,” and “special event(s) and/or festival(s),” and “fishing opportunities, sports, or sporting events.”)



Coming Together in Arts & Culture

This plan calls for our creative and business communities to bring forth a cultural ecosystem serving the needs of the people who live in, work in, and visit Pinellas County.

The Role of Local Arts Agencies

Local Arts Agencies (LAAs), numbering about 4,500 across the United States, play a crucial role in cultivating and maintaining artistic presence in American communities. These organizations vary widely in their structure, naming, and focus areas within the arts.

However, they share common goals:

- Fostering local arts development
- Supporting artists in their area
- Ensuring art is accessible to all community members
- Marketing the arts to both visitors and residents

Despite their shared objectives, each LAA is tailored to its specific community’s needs and culture. This results in a diverse landscape of arts agencies, each with its own unique characteristics, programs, and mission.

Florida Local Arts Agencies

Many counties in Florida support arts and culture through allocations of TDT funding as well as general fund allocations. Below are two best practice models for State of Florida local arts agencies. A five-agency comparison is available in the appendix.

Best Practice Florida Agencies

United Arts of Central Florida (UACF) serves as the fiscal agent administering \$6M (FY24) in TDT funds in its arts and culture grants program. As pass-through funds, they are not included in the budget indicated. UACF raises approximately \$7 million in additional funds through private donations. In addition, United Arts receives an additional \$2M in operational funding from TDT funds and \$1,481,321 from Orange County general funds.

United Arts works to elevate Central Florida’s arts and culture to that befitting a diverse, world-class community. As part of this mission, UACF facilitates the Orange County Cultural Tourism Funding program. The objectives are to:

- 1) Enhance the Orlando area’s arts and cultural identity
- 2) Present quality arts and cultural experiences, and
- 3) Promote tourism.

The Cultural Council for Palm Beach County works with the Tourism Development Council (TDC) to promote The Palm Beaches. As the LAA, the Council administers two county grant programs in coordination with the TDC that are designed to support tourism efforts by funding marketing and program expenses associated with the presentation of top-tier performances, exhibitions, and events. Over \$7 million is awarded annually in two categories—Category B grants for major institutions and Category C-II grants for mid-sized institutions. Additionally, as part of this grantmaking, the Council facilitates a biennial audience-intercept survey to collect standardized spending and marketing data to evaluate economic impact and the return on investment of these funds. They will begin using this data for FY25 planning and to inform the Council’s FY24 summertime support projects.

The Role of Local Arts Agencies

Florida Local Arts Agencies Comparison

Many counties in Florida support arts and culture through allocations of TDT funding as well as general fund allocations. Four of the five counties examined for this plan, including Pinellas County, have partnerships between a private non-profit local arts agency and two (Broward and Orange Counties) have internal offices or positions dedicated to arts and culture programs and grants management. All five counties allocate TDT funds towards grant programs. Four counties have significant general fund allocations for arts and culture.

	Agency	Population (approx.)	Total Budget*	Tourism Funds (TDT)	General Fund Allocations	Grants Distributed
Pinellas County	Creative Pinellas ¹	961,400	\$1,560,000 (FY24)	\$861,150	\$156,600	\$151,000
Broward County	Broward County Cultural Division	1.9 million	\$8,833,200 (FY24)	\$1,330,000	\$7,503,000	\$5,185,000
Orange County	United Arts of Central Florida	1.4 million	\$13,757,502 (FY24)	\$2,000,000	\$1,481,321	\$6,000,000 ³
Duval County	Cultural Council of Greater Jacksonville	1 million	\$6,124,057 (FY23)	-- ⁴	\$8,194,615	\$8,194,615 ⁵
Palm Beach County	Palm Beach Cultural Council ²	1.5 million	\$11,279,445 (FY23)	\$4,427,296	N/A	\$4,046,244

¹ Creative Pinellas receives an additional \$36,000 from the Transportation Trust Fund.

² PBCC have dedicated revenue source (sales, etc.): Ad Valorem tax that funds C-1 grants through cultural council; some license plate funds (from State of FL)

Note: Budgets are also supplemented with private funds and other sources.

³ United Arts of Central Florida administers \$6 million in grants for the County, funded from TDT revenues. The \$6 million is separate from the \$2 million in TDT funds listed in the table, and is not included in the organization's total budget (which would increase to nearly \$20 million).

⁴ The consolidated County/City government also makes grants from TDT funds through its Sports and Entertainment Department to support arts events with significant tourism impact.

⁵ The Cultural Council of Greater Jacksonville administers \$8,194,615 in arts grants from County/City General Funds. These monies are a pass-through and are not included in the agency's \$6.1 million operating budget.



Creative Pinellas

Pinellas County Designated Local Arts Agency

Creative Pinellas, the Local Arts Agency for Pinellas County, plays a crucial role in fostering and advancing the arts sector. This plan positions Creative Pinellas as a vital partner across multiple aspects of county governance. Through strategic support and advocacy, the agency ensures the continued growth of the arts, benefiting both residents and visitors.

CREATIVE PINELLAS FOCUSES ON FUNDING ARTISTIC EXCELLENCE, PROVIDING CULTURAL ENRICHMENT FOR PINELLAS COMMUNITIES, PROMOTING THE COUNTY AS A CULTURAL DESTINATION, AND DRIVING ECONOMIC GROWTH THROUGH INNOVATIVE ARTS PROGRAMMING AND PARTNERSHIPS.

This plan clearly identifies the role of Creative Pinellas as the arts and culture partner to VSPC to support and develop arts and culture areas of tourism. Creative Pinellas also has a role to play in resident quality of life and support and development of the arts and culture sector. The aim is to facilitate the development of arts and cultural activities for the benefit of all. This plan provides guidance and a roadmap for Creative Pinellas to accomplish this – and more – in the next ten years. Creative Pinellas is the key agency tasked with creating and implementing an equitable and transparent disbursement plan and delivering on cultural initiatives set forth by the County and Visit St. Pete Clearwater. Currently, Creative Pinellas provides the following services:

Individual Artist Funding Grants: Multiple funding opportunities for Pinellas County artists working in film,

music, performance, visual and sculptural art, writing, or contemporary performance art. Grants include those that provide arts education to youth, support for creation of new works, funding artworks that celebrate Florida's unique cultural, natural, and artistic environment, and supporting the creation of original, contemporary performance art.

National Endowment for the Arts: Working to create additional funding opportunities through the NEA and its artist support programs.

Gallery at Creative Pinellas: Working with arts organizations, educators, the judicial system, countywide organizations, and the Pinewood Partners, there is a year-round slate of exhibitions featuring national, international, and local artists for the enjoyment of county residents and visitors. The Gallery and Auditorium are used frequently for community-facing events such as the Latin American Film Festival, and as a performance venue for the Pinellas African American Heritage Celebration. Each year, Youth Art Month, for Pinellas County elementary students, and the Congressional High School exhibitions are hosted at the gallery.

Arts Coast Magazine: Provides digital, countywide coverage of Pinellas County artists, arts organizations, and municipal arts initiatives. The magazine is published quarterly and is designed to showcase the county's artistic excellence to both visitors and residents.

Public Art Programs: Creative Pinellas works with municipalities throughout the county to enhance buildings, support creative placemaking initiatives, and build awareness through public art project management. Current partners include: St. Pete-Clearwater International Airport, unincorporated Lealman, City of South Pasadena, County Signal Boxes, Largo, County Tax Collector Building, and North Redington Shores.



Our aim is to facilitate the development of arts and cultural activities that benefit everyone. This plan is a road map to accomplish this and more in the next ten years.

PLAN GOALS

How to Use this plan

This is a comprehensive long-term planning document outlining the overall strategy and vision for the arts and cultural development of Pinellas County, and the role of Creative Pinellas over the next 7 to 10 years.

Goals

The goals represent the desired future state or outcomes the plan aims to achieve. They are broad, overarching statements that provide direction and focus for the strategies and actions.

Strategies

The strategies are the approaches or methods to achieve the goals. They are more specific and actionable than the goals, and they outline the general paths or means for accomplishing the desired outcomes.

Actions

The actions are specific initiatives, projects, or tasks that will be undertaken during implementation. They are the concrete steps or activities that will be carried out by various City staff and partners.

Plan Implementation

As the main implementation partner, Creative Pinellas will use this plan as a comprehensive framework, developing annual implementation plans with associated annual budgets. The annual implementation plans will specify the action steps required to accomplish the goals and strategies for a 12-month period. By using annual plans, staff can effectively work toward achieving the plan goals, while adapting to changing circumstances, and accounting for current resources available for implementation.

Goal 1: Enhance Arts and Cultural Tourism

Central to this plan's success is the utilization of Creative Pinellas as a tourism driver, which is also aligned with VSPC's marketing goal to position St. Pete/Clearwater as a premier destination with a diverse collection of world-class arts and culture. By supporting cultural tourism efforts, Creative Pinellas can amplify its impact as a partner to VSPC, and a facilitator for arts experiences for visitors.

The County currently invests in the capital improvement of arts organizations through TDT funds. This support has resulted in the growth and success of iconic cultural institutions, such as the Dali, the Chihuly Museum, and Clearwater Marine Aquarium. Collectively, these organizations and others like it entertain and educate millions of visitors to Pinellas County annually. Their use of TDT funds has allowed them to develop an infrastructure that supports marketing to, and engagement with, visitors from around the world, and they are proven successes in this arena. Expanding the use of TDT funds will support a wider array of cultural organizations to competitively market themselves to the 16 million annual visitors and will support collaborative efforts between arts organizations large and small, operating throughout the county, serving different audiences, and spanning all genres.

Strategy 1.1: Dedicate additional staff to the increased development of arts and cultural tourism content and programs.

- 1.1.1 Regularly liaise with VSPC staff to coordinate cultural tourism marketing efforts and campaigns.
- 1.1.2 Work with beach communities and hospitality partners to develop cross-over arts experiences for visitors.
- 1.1.3 Identify and develop revenue-generating programs that bring together artists and tourism/hospitality partners.
- 1.1.4 Provide professional development for staff in cultural tourism.
- 1.1.5 Establish regular collaboration meetings with VSPC and municipalities.
- 1.1.6 Establish regular presentations to the County Commission and TDC.

Strategy 1.2: Establish a cultural tourism grant program.

- 1.2.1 Prioritize collaborations and mentorships between organizations that:
 - Vary in operational size
 - Serve a wide range of audiences
 - Offer programs in different locations throughout the county
 - Program across different genres, such as a dance company partnering with a museum or orchestra
- 1.2.2 Define program goals and specific objectives for promoting local culture alignment with VSPC goals.
- 1.2.3 Define evaluation criteria and success measures.

Strategy 1.3: Work with St. Pete/Clearwater Airport to establish and manage a gallery and creative space in both the current and newly upgraded airport.

- 1.3.1 As a revenue generating initiative, utilize existing airport space to establish a gallery and mixed-use space showcasing Pinellas County artists.
 - Create an Art in Airport program that highlights to incoming visitors the unique artists working and living in Pinellas County.
 - Utilize the gallery as an exciting first-look opportunity to increase visitation to cultural institutions during visits.
 - Showcase live performances from The Florida Orchestra, Tampa Bay Symphony, and others, as well as highlight arts districts in the county.

Strategy 1.4: Facilitate placemaking opportunities that will attract the cultural visitor.

- 1.4.1 In alignment with Pinewood Park Master Plan goals, adapt the former Gulf Coast Museum of Art Education Space into an arts and cultural space that provides arts and cultural experiences for visitors. (cross-reference with Goal 3/Strategy 4).
- 1.4.2 Assist municipalities to enhance and align arts and cultural programs and experiences with VSPC tourism goals.
- 1.4.3 Develop tailored strategies for participating municipalities based on unique cultural and environmental assets.
- 1.4.4 Continue to build out the cultural asset and artist mapping inventory, working with individual municipalities to produce city-specific guides to cultural assets.

Strategy 1.5: Develop success measures for arts and cultural tourism.

- 1.5.1 Create benchmarks for the growth of cultural tourism in Pinellas County. (see Metrics section)
- 1.5.2 Work closely with VSPC to add metrics to existing tools that closely track cultural tourism visitor activity, spending, and engagement.
- Symphony
 - Monthly and quarterly visitor profiles
 - Data from Miles Media and BVK
 - Define and develop impact measures and KPIs (see Metrics section)

CURRENT REDEFINES THE ARTS COAST
AS A CREATIVE CLIMATE AT THE
CENTER OF A FLOURISHING WORK,
LIFE, AND TRAVEL DESTINATION.



Goal 2: Enhance Countywide Cohesive Arts and Cultural Communications

Arts and cultural activities are vital components of the local identity of Pinellas County, and a driver of tourism. Working closely with VSPC, Creative Pinellas can develop a targeted local marketing and communications strategy that aligns seamlessly with broader national and international campaigns. This collaborative approach will ensure comprehensive representation of the diverse arts and cultural organizations and community and effectively showcase the rich cultural landscape to potential visitors and residents alike.

Strategy 2.1: Conduct a collaborative branding principles workshop(s) to assist arts and cultural organizations in building organizational capacity for branding and messaging.

- 2.1.1 Identify and engage qualified workshop facilitator(s) with arts marketing expertise.
- 2.1.2 Develop curriculum and content areas (brand identity, county messaging, visual consistency) in partnership with VSPC marketing team.
- 2.1.3 Recruit diverse arts and cultural organizations from across the county to ensure comprehensive geographic representation.

Strategy 2.2: Work with VSPC to create specific content messages for the smaller, local experiences that align with the current brand and target market segments:

- 2.2.1 Revise Arts Coast Magazine, the primary tool utilized by Creative Pinellas to showcase arts events, organizations, and artists throughout the County.
- 2.2.2 Spotlight city and cultural facility profiles.
- 2.2.3 Features on upcoming exhibitions and performances, etc.
- 2.2.4 Artist Resources.
- 2.2.5 Tourist attractions, such as classes, day trips, itineraries.

Strategy 2.3: For residents, create an in-county arts and cultural discovery campaign.

- 2.3.1 Create a series of specific, themed arts and cultural itineraries for different interests and demographics.
- 2.3.2 This may include senior-focused cultural tours, student/youth arts exploration, multicultural experiences, public art tours, vocalized festivals and events, etc.



Goal 3: Support the Cultural Development of Municipalities and Unincorporated Areas

Creative Pinellas can be a critical partner in building arts and cultural content across the county, augmenting VSPC's cultural tourism goals and the County's initiatives. The exploration of new ideas, products, promotions, and programming to align with target travel segments can increase visitation by the arts and cultural traveler and intersect with the area's natural assets, outdoor recreational opportunities, and diverse local culinary offerings.

Strategy 3.1: Consider contract for services agreements between municipalities and Creative Pinellas as a revenue-generating initiative. Services to municipalities might include:

- 3.1.1 Supporting and facilitating arts and cultural initiatives.
- 3.1.2 Managing and building public art programs throughout the county.
- 3.1.3 Administering municipal calls to artists, RFPs, and curation of art in public spaces exhibitions.

Strategy 3.2: Connect and facilitate advancement of public art programs across the county.

- 3.2.1 Enhance safety and beautification efforts throughout the county through curation and placement of public art.
- 3.2.2 Develop a public art toolkit for both public and private sector use, and market services throughout the county.
- 3.2.3 Work with unincorporated areas of the county to use the arts as tools for revitalization.
- 3.2.4 Work with local municipalities to identify and support the inclusion of public art and placemaking.
 - Provide expertise and services to develop program management models, guidelines, maintenance and conservation policies, ordinances, etc.
- 3.2.5 Build a roster of artists skilled in multiple aspects of public art, engineering, and creative placemaking.

Strategy 3.3: Foster new arts and cultural experiences throughout the county.

- 3.3.1 Partner with the VSPC Cultural Ambassador Program to specifically develop arts experiences countywide.

- Utilize the program to incubate ideas to deliver innovative arts and cultural experiences with residents, artists, organizations, and communities.
- Work with cities and unincorporated areas to support local arts and creative initiatives and experiences.

3.3.2 Develop a Local Artisan Trail or Public Art Trail throughout the county.

- Use existing resources and highlight art and artists working across the county.
- Create additional arts and cultural experiences.

Strategy 3.4: Transform Pinewood Park Campus into a Dynamic Arts & Cultural Hub through Cross-Sector Collaboration.

- 3.4.1 Assess adapting the former Gulf Coast Museum into an arts and cultural space serving both visitors and residents.

- 3.4.2 Develop County cross-departmental and community partnerships and programs to support county initiatives through learning and partnerships with arts organizations and artists. Examples may include:

- Human Services: Art therapy and wellness programs
- Juvenile Welfare: Youth arts education and mentorship programs
- Office of Resilience and Parks & Conservation: Environmental and educational public art, outdoor programming and performances, historic preservation

- 3.4.3 Develop revenue-generating opportunities for Creative Pinellas with a foundation of community wellness and resilience. This may include rental spaces for events, workshops, and classes; fee-based educational programs; grant-funded community programs; corporate sponsorship opportunities, and more.

- 3.4.4 Evaluate the adaptive reuse opportunity to develop experiences to align with Pinewood Park Master Plan to best utilize both natural and built resources including the consideration of an artist-in-residency program that may focus on environmental awareness and stewardship, community wellness and engagement, and innovation of practice.

Goal 4: Build the Capacity of the Arts and Culture Community

Arts and cultural activities are vital components of the local identity of Pinellas County, and a driver of tourism. Working closely with VSPC, Creative Pinellas can develop a targeted local marketing and communications strategy that aligns seamlessly with broader national and international campaigns. This collaborative approach will ensure comprehensive representation of the diverse arts and cultural organizations and community, and effectively showcase the rich cultural landscape to potential visitors and residents alike.

Strategy 4.1: Facilitate programming opportunities to enhance the capacity of arts and cultural organizations to serve the community.

- 4.1.1 Provide grants to nonprofit arts and cultural organizations to support programs aligning with county priorities, such as mental health, juvenile justice, etc.
 - Develop a funding Advisory Committee that includes at minimum one County Commissioner, an educator, a community leader, and one other elected official.
- 4.1.2 Create a mentorship program pairing established cultural organizations with emerging organizations.
- 4.1.3. Continue and grow technical assistance for arts and cultural organizations: offer workshops, training, and consulting on topics like fundraising, marketing, and organizational management.
- 4.1.4 Continue and grow networking opportunities for staff of arts and cultural organizations: facilitate connections among organizations for collaboration and resource sharing.
- 4.1.5 Develop cross-sector or county-bridging collaborations (e.g., arts + technology, culture + environmental, sustainable tourism).

CREATIVE PINELLAS, IN ITS ROLE AS A STRATEGIC FACILITATOR, IS POISED TO TAKE THE LEAD IN BRINGING TOGETHER POLICY MAKERS, LEADERS, AND ARTS ORGANIZATIONS TO UTILIZE THE ARTS IN HEALING SPACES, ECONOMIC DEVELOPMENT, YOUTH ENGAGEMENT, AND OTHER ISSUES.

Strategy 4.2: Continue and expand support for artists through innovative partnerships.

- 4.2.1 Create artist-in-residence programs for various County departments addressing County priorities (e.g., parks and conservation, mental health, education and awareness of county initiatives, juvenile justice).
- 4.2.2 As part of the airport expansion, create an exhibition space for artists that rotates and highlights local artists. (cross reference with Goal 3/Strategy 4)



MEASURES OF SUCCESS

Creative Pinellas is positioned to expand its role as the County's primary arts funding agency. This expansion includes two key initiatives: 1) Establishing a countywide arts advisory panel to ensure transparent funding decisions; and 2) Strengthening administrative capacity in finance and governance.

To measure success and demonstrate value of the goals and strategies in this plan, Creative Pinellas will:

- Develop annual customized impact metrics for each program area
- Establish baseline data in collaboration with VSPC staff
- Track return on investment (ROI) using consistent measurement methods
- Use data-driven insights to enhance the cultural ecosystem
- Provide quantitative evidence to support continued public investment in arts and culture

These measurement systems should align with VSPC's existing tracking models to ensure consistency across county programs.

Key Performance Indicators (KPIs)

To measure the success and impact of the arts and cultural initiatives in this plan, it is recommended the following areas are considered:

1. Economic Impact

- Total visitor spending related to cultural events
- Number of jobs created in the creative sector
- Increase in local business revenue during major cultural events

2. Cultural Tourism

- Number of cultural tourists visiting the city
- Average length of stay for cultural tourists
- Social media engagement and mentions related to local cultural attractions

3. Cultural Participation

- Annual attendance at cultural events and institutions
- Percentage of residents participating in cultural activities

4. Education and Outreach

- Number of school children participating in Creative Pinellas arts education programs
- Quantity and quality of community engagement programs
- Diversity of participants in cultural programs

5. Artist Support

- Number of grants awarded to local artists
- Number of new public art installations

Return on Investment (ROI) Metrics

Evaluating the ROI of our cultural investments should occur using the following metrics:

1. Economic ROI

- For every dollar invested in cultural programming, we will measure economic activity and the increase in tax revenue from cultural sectors
- % annual increase in tax revenue from cultural sectors

2. Social ROI

- % increase in reported quality of life measures related to cultural access
- % of increased positive impact rates with active community arts programs.

3. Cultural Participation ROI

- % growth in local and visiting audience engagement with arts and cultural heritage programs

4. Innovation ROI

- Survey of creative business growth

Measurement and Reporting

- Work with VSPC and develop more detailed tracking of the cultural tourist and expand arts and cultural assets visited.
- Conduct economic impact studies
- Establish partnerships with local universities for longitudinal studies on cultural impact
- Produce an annual “State of the Arts” report detailing KPIs and ROI metrics
- Regularly benchmark performance against comparable cities in Florida, Florida LAAs, and best practices in the field

Funding and Finances

Tourist Development Tax (TDT) funds

Many of the recommendations and actions in this plan are tourism-related and fall squarely within the purpose and restrictions of TDT revenues in Florida. The County’s investments in arts and culture currently come primarily from this source. Investments include VSPC grants and sponsorships for events, and allocations to Creative Pinellas. Allocation of TDT funds, to fund efforts to grow arts and tourism, are an appropriate and strategic use of these funds.

In addition, other counties in Florida have adopted a broader interpretation of the use of TDT funds for arts and culture. It may be appropriate to consider allocations of TDT funds for support of Pinellas arts and culture more generally, and not just for events whose primary metric is generating room nights. Funding organizations and projects that encompass service to both visitors and residents would increase the creative vibrancy of the destination, while simultaneously supporting local communities, artists, and arts and cultural organizations. Creative Pinellas would be the most effective lead agency for this broader investment through an equitable, transparent, and strategic expansion of its grantmaking programs.

County general funds

Creative Pinellas currently receives allocations of unrestricted County general funds each year. These funds help support Creative Pinellas operations and programming. Creative Pinellas will require additional allocations of unrestricted funding to maintain and increase its capacity to implement this plan. These funds will better enable Creative Pinellas to be a more effective partner to VSPC and the County, and better align with the general fund investments of peer Florida counties in the sector. Moreover, additional County investment in operating support will leverage additional private fundraising by Creative Pinellas.

Private foundations, government grants, and private donors

Creative Pinellas is growing donor relationships with philanthropic foundations and other private donors in the community. It has received additional operating and program support from state and federal government agencies. Creative Pinellas can continue and expand its fundraising efforts as it assumes a larger leadership role on behalf of the County and the arts and culture community.

Contracts for services with County and cities (social services, public art, project management, etc.)

Some recommendations in this plan are best funded through contracts for services with County and city governments. It is anticipated that Creative Pinellas will be the agency or intermediary to deliver arts and cultural services for county programs, such as Juvenile Justice, infrastructure, workforce development, mental health, and addiction recovery. Similarly, Creative Pinellas can seek contracts with municipalities within the county to provide consultations, public art program management including maintenance and conservation, and other arts-related services.

Current is a cultural
plan for purposeful
place-making.



Implementation Timeline

Short-Term Goals (Year 1)

Expand Arts and Cultural Tourism

- Launch cultural tourism grants program
 - Align with VSPC tourism goals
 - Initiate cultural tourism educational workshops for arts organizations
 - Define program goals and evaluation criteria
 - Form funding Advisory Committee including Pinellas County elected officials, educators, and community leaders
- Establish gallery and creative space at St. Pete/Clearwater Airport
 - Develop rotating exhibition program for regional artists
 - Create revenue-generating opportunities
 - Develop opportunities for the gallery to highlight Pinellas attractions
- Build capacity for arts/cultural tourism content development
 - Establish regular strategic collaboration meetings with VSPC and Pinellas County municipalities
 - Develop quarterly plan progress presentations for County Commission and TDC
 - Strategically build arts/culture liaison relationships with VSPC staff for arts marketing content development and coordination

Arts Organization Support

- Explore additional funding and granting opportunities to arts organizations
 - Operational
 - Capacity building
 - Develop resilience and sustainability
- Initiate technical assistance workshops for arts organizations

- Develop mentorship cohort program between established and emerging organizations

Communications

- Re-align Arts Coast Magazine to best:
 - Showcase county arts & tourism initiatives
 - Promote arts experiences throughout the county
 - Offer resources to artists
 - Drive visitation to arts and cultural destinations
- Develop themed cultural itineraries in support of tourism initiatives

Measurement and Evaluation

- Implement comprehensive impact metrics system
- Establish baseline data with VSPC
- Utilize existing measurement tools available through VSPC, Arts Coast Magazine, and county departments
- Develop data collection mechanism for arts and cultural organizations

Mid-Term Goals (Years 2-3)

Facilities and Spaces

- Formalize a program for Creative Pinellas to facilitate contacts for services between artists and municipalities (public art, land art, creative wayfinding, etc.)
- Develop public art toolkit
- Assist in the development of municipal arts initiatives
- Create cultural asset mapping inventory

Programming

- Develop Pinewood Park Campus as a hub of county innovation

- Arts, history, and nature service to visitors
- Develop large-scale, park-spanning programming partnerships
- Cross-sector service to residents
- Professional development and exhibition service to artists
- Implement artist-in-residence programs with County departments
- Establish cross-sector collaborations (arts + technology, environmental, etc.)

Measurement and Evaluation

- Produce annual “State of the Arts” reports

Long-Term Goals (Years 4-5)

Sustainable Growth

- Fully establish Pinewood Park as a county-serving arts & cultural hub
 - Complete facility renovations/adaptations
 - Expand comprehensive programming
 - Implement revenue-generating initiatives
- Develop countywide Public Art and Local Artisan trails
- Expand municipal partnerships and services

Ongoing Initiatives (Years 6-10)

Partnerships & Collaboration

- Regular coordination with VSPC on cultural tourism
- Supportive program collaborations with County departments
- Continued engagement with municipalities
- Sustained support for arts organizations
- Ongoing artist support programs

Measurement & Reporting

- Develop and track KPIs and ROI metrics for programs and initiatives

- Conduct economic impact reports
- Evaluate program effectiveness
- Regular reporting to stakeholders

Community Engagement

- Maintain public engagement initiatives
- Support diverse cultural programming
- Foster cross-sector partnerships
- Enhance cultural accessibility

Resource Development (Ongoing)

- Diversify funding streams through:
 - Expanded TDT fund utilization
 - County support
 - Increased private foundation partnerships
 - New government grant opportunities
 - Enhanced donor relationships
 - Revenue-generating program expansion

Notes on Implementation

- Budget considerations and funding sources must be confirmed for each phase
- All timelines are approximate and may need adjustment based on resources and opportunities
- Regular review and updates of implementation progress recommended
- Flexibility needed to respond to changing conditions and emerging needs
- Success metrics should be established for each initiative