



Barbara St. Clair
Executive Director



Lauren Davenport
President of the Board



Now is an exciting time for the arts in Pinellas County. Whether you grew up here or are new to the community, it is impossible to miss the explosion of arts and culture that has added zest to the quality of life and fuel to our economic engine.

From heavy-hitters like the Salvador Dali Museum to effervescent home-grown ventures like the SHINE Mural Festival, arts and culture in Pinellas County is experiencing unrivaled creative and economic growth. So too is Creative Pinellas as we chart our path for a future as vibrant and forward-thinking as the community we serve.

This strategic plan is an outgrowth of two years of feet-on-the-ground work by Creative Pinellas, crowned by the completion of our keystone Regional Arts Summit and Regional Arts Dialogue Report (RADR) in 2018. In fulfilling the RADR project we connected with thousands of Pinellas County residents and visitors over three questions:

- What do you like about Pinellas County's arts and cultural life?
- What would make it better? That is, what might bring us to the next level?
- How do we get there?

In the process we explored our voice together as an arts and cultural community, identified the shared themes that unite us, discovered the various streams that connect us and uncovered the evolutionary strategies that will transform us.

Our plan summarizes and makes actionable the results that we discovered. It looks at how arts and cultural resources can be leveraged to produce greater economic impact, enrich visitor experience and deliver a higher quality of life for county residents, businesses, and the artists and arts organizations who call this community home.

The strategies and objectives outlined in this plan are our road map, guiding our decisions and informing the programs we launch and the opportunities we create over time. The Board and staff of Creative Pinellas are committed to carrying out this strategic plan, to serving the arts and cultural community and to enhancing the lives of our 900,000 residents and the millions of tourists who visit every year.

Thank you to everyone who generously participated with us in gathering this information and generating ideas and insights for this plan. We are grateful for your contributions.

Sincerely,

Barbara St. Clair
Executive Director

Lauren Davenport
President of the Board



**ST. PETE
CLEARWATER**



Who We Are

Creative Pinellas is the Local Arts Agency for Pinellas County. In partnership with the Board of County Commissioners and Visit St. Petersburg/Clearwater, we support arts and cultural programs for the benefit of all residents and visitors to Pinellas County. Additionally, we promote the powerful story of our success as an arts and cultural destination—locally and worldwide.

What We Do

Cultural assets and activities create jobs, drive commerce and boost tourism. In 2015 (our most recent data year) the arts and cultural sector generated over \$241 million in direct annual expenditures in Pinellas County, created over 7,200 jobs and produced \$29.8 million in state and tax revenue according to the *Arts and Economic Prosperity V* economic report. In addition to economic impact, engagement with arts and culture also has great social value, from keeping teens out of the criminal justice system and helping our veterans to heal from PTSD, to training our children to be more creative problem solvers and bringing communities together. At Creative Pinellas we believe our job is to communicate this information effectively and to support, sustain and work to expand the arts and cultural activities that generate these stellar results.

Why We Matter

Our role in Pinellas County is to enable the arts to flourish and the arts community to thrive. Working in alignment with the Pinellas County Strategic Plan and with our arts, tourism and cultural partners, we work to create an environment that fosters continued economic growth and vitality, preserves and supports our cultural and historical assets, recognizes and provides opportunities to those in need and builds upon and provides first-class service to our artists, the arts and cultural community, our partners, our residents and our visitors and guests.

PROFESSIONAL STAFF

Barbara St. Clair, Executive Director
Christopher Hubbard, Programs Manager
Jessica McCormick, Public Arts Coordinator
Danny Olda, Digital Content Manager
Samantha Samson, Administrative and Marketing Coordinator

BOARD OF DIRECTORS

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For more information, please visit our website at creativepinellas.org

Also please feel free to stop by our offices and visit our Arts Business Incubator at
12211 Walsingham Rd. Largo, FL 33778.

Vision

Our vision for Creative Pinellas is to be a premier Local Arts Agency—recognized locally and globally for the caliber of our vision, the excellence of our programs and the quality of our team.

Mission

Our mission is to facilitate a vibrant, integrated, collaborative and sustainable Pinellas County arts community and arts and cultural destination.

Values

- Excellence-driven
- Action-oriented
- Accountable
- Focused on the county and the arts
- Creative
- Collaborative

EXPERIENCING ARTS AND CULTURE



Encourage Creativity
and Innovation



Make Arts
Available to All



Create Vibrant
Communities

THE PRACTICALITIES AND ECONOMICS OF ART



Build Capacity:
Support Artists,
Organizations and the
Creative Community



Promote Economic
Development



Showcase Pinellas County
as an Arts and Cultural
Destination

Encourage Creativity and Innovation

GOAL: Promote public awareness of the impact of arts and culture and explore the creation of new ways of *doing things*.

OBJECTIVE:

Support Pinellas County's cultural identity and expand our brand equity to reflect our arts and cultural leadership. Pinellas County is the Arts Coast.

STRATEGIES:

- Create and manage break-through messaging that promotes the value-proposition of arts and culture and the important role of the arts and artists to residents and tourists alike.
- Use **creativepinellas.org** and other channels to highlight the range of arts and cultural opportunities available to Pinellas County residents and visitors and to promote the county as an arts and cultural destination.
- Make it real by inviting residents, business people and visitors to explore and to share how creativity and the arts have impacted their lives and their communities in the message.



OBJECTIVE:

Use the creative problem-solving tools that artists and makers bring to the table to address local community challenges and needs and to bring fresh life and relevance to the role of public art in community life.

STRATEGIES:

- Identify communities and social service organizations that have specific needs they are trying to solve.
- Invite artists to present practical public-art solutions to meet identified community needs, and connect artists and communities to solve problems together.
- Partner with public agencies and the private sector to maximize success, expand the program and integrate efforts across the county.

Make Arts & Creativity Available to All

GOAL: Reach new people and provide arts experiences so that every resident and visitor to Pinellas County has equitable access to arts and culture.

OBJECTIVE:

Create tools and services that actively connect artists, arts organizations and potential audiences, with a special focus on people who don't see themselves as consumers of art or who face access barriers.

STRATEGIES:

- Establish an "Arts Navigator" to actively link people-to-people and people-to-resources. Provide this service to residents, visitors, community service organizations and businesses.
- Implement strategies to increase awareness and use of the Navigator service and to expand its impact.
- Maintain ongoing communications with artists, cultural organizations, agencies, municipalities and businesses to ensure that resources and opportunities are up to date, and to determine current, new and changing needs.



OBJECTIVE:

Engage more people in arts and culture by enhancing existing venues, establishing new sites and by bringing art to the people and bringing people to the art.

STRATEGIES:

- Convene cultural leaders and staff to explore opportunities to strengthen existing cultural assets and to help artists and arts and cultural organizations to reach new audiences and bring them to existing sites.
- Actively work to bring art to new places and to reach new audiences by establishing programs, grants and other forms of support that encourage that goal.
- Work with tourism and other partners to connect residents and visitors to arts and cultural activities throughout the county.
- Produce and distribute online and in-print publications that highlight arts and cultural locations and activities countywide.

Create Vibrant Communities

GOAL: Establish Creative Pinellas as a champion for arts and culture in Pinellas County by building bridges, reducing silos, and introducing new options to help artists, organizations, residents, businesses and visitors.

OBJECTIVE:

Encourage networking, connections, knowledge-sharing, collaboration and partnerships countywide.

STRATEGIES:

- Convene educators, community service organizations, arts and cultural leaders and artists on a regular basis to increase awareness about needs, programs and available services and to strengthen the links between them.
- Create opportunities for educators, service organizations and others seeking creative programming to discover what artists and arts and cultural organizations have to offer.
- Organize an annual arts networking summit that brings community stakeholders together to address specific challenges, and to develop a shared vision and innovative solutions.

OBJECTIVE:

Identify gaps and explore opportunities to expand arts offerings, stimulate the development of arts and cultural opportunities and collaboratively meet community needs.

STRATEGIES:

- Survey and meet with community leaders and partners to identify what is needed to take Pinellas County to the next level as a national/international arts destination.
- Research and share results about communities that have successfully increased arts programming and engagement and have built a name for themselves and their brand as arts and cultural centers.
- Use existing programs such as the Creative Pinellas Arts Business Incubator and the SHINE Mural Festival as starting points to encourage more arts activities and programs.
- Explore the possibility of a branded arts event to enhance local audience experience and to benefit tourism, and establish a pilot timeline and plan.

OBJECTIVE:

Establish Creative Pinellas as a go-to source for all things arts and culture by providing timely and valuable information that enables users to make informed decisions about how to plan and invest their time.

- Research the best vehicles in use for providing arts and cultural information, modeling industry and customer service successes as well as arts and arts destination tools.
- Work with a development partner to build a game-changing intelligent database/smart tool that provides customized information based on user input and prior activity and becomes a model for communities nationwide.



Build Capacity: Support Artists, Organizations and the Creative Community

OBJECTIVE:

Create an advisory council made up of Pinellas County leaders from multiple sectors to build capacity and establish stronger relationships across the business, education and advocacy sectors.

STRATEGIES:

- Convene a council of key civic and cultural leaders that meets annually to prioritize resources, advise Creative Pinellas and guide Pinellas County's cultural growth.
- Create a countywide funding challenge goal or establish a name brand event.
- Schedule public conversations on key topics that provide national perspective, challenge the status quo, stir creative possibilities or offer fresh viewpoints.



OBJECTIVE:

Seek and establish dedicated ongoing public-sector and private funding mechanisms to support Creative Pinellas as an arts organization and to support Pinellas County's arts and cultural life and wellbeing.

- Utilize the advisory council to develop a plan for increased public and private funding that achieves a support level and funding mix typical for a Local Arts Agency in a community of our size.
- Identify and act on opportunities to increase earned revenue through partnerships, contracts for services, educational and other programs.
- Continue and adapt Creative Pinellas' current grant programs and explore and develop new grant programs that meet community needs and respond to our strategic goals.
- Be an effective peer review partner to the Board of County Commissioners to support funding for arts and cultural organizations.

GOAL: Cultivate organizational excellence and economic sustainability for Creative Pinellas and for the arts and cultural community in Pinellas County.

OBJECTIVE:

Build public recognition of the value of arts and culture to the community and to economic development in Pinellas County.

STRATEGIES:

- Create an advocacy and awareness database that demonstrates the quarter-of-a-billion dollar impact of the arts on the Pinellas County economy, and the importance of the arts for economic development, tourism and overall wellbeing.
- Distribute this information on a consistent and regular basis to residents, business leaders and elected officials through all available channels.
- Publish and promote the *Arts and Economic Prosperity V* report for Pinellas County to residents, elected officials and business and civic leaders.

OBJECTIVE:

Expand audience, patron and donor support for arts and culture in Pinellas County. Help artists, arts organizations and Creative Pinellas itself expand the ability to earn revenue and gain resources from fees, donor value, volunteers and in-kind gifts.

STRATEGIES:

- Survey arts and cultural organizations to identify top needs in terms of resource development.
- Work with/model local and national funding organizations to establish formal giving protocols and best practices and develop and offer training and other development resources.
- Research, create and maintain a funding resource bank on creativepinellas.org and publicize funding opportunities to the community on a regular basis.

OBJECTIVE:

Provide a vibrant and healthy environment for everyone who engages with Creative Pinellas and ensure that all Creative Pinellas programs and activities serve the community's growing and changing needs at the highest level of excellence.

STRATEGIES:

- Adhere to best practices for arts and nonprofit agencies to enable Creative Pinellas to operate efficiently and effectively in the delivery of its programs and services.
- Establish regular public meetings to maintain awareness of community needs, and evaluate and update the strategic plan every eighteen months.
- Deliver programs that are in alignment with the Pinellas County Strategic Plan that provide value to artists, arts organizations and the community, that encourage partnerships and that promote diversity and accessibility for all.

Promote Economic Development

GOAL: Support economic viability and stability for working artists, arts organizations and art-related businesses in the service of community wellbeing and economic development.

OBJECTIVE:

Address the need in Pinellas County for more opportunities for artists to live, work, exhibit and collaborate and to create mutually beneficial relationships with local governments, neighborhoods, chambers of commerce and other partners.

STRATEGIES:

- Create a countywide task force to develop a plan that will offer communities a menu of solutions to address the work and living space needs for artists and the creative community.
- Plan and implement a series of community discussions with nationally recognized leaders to explore successful models for supportive arts/business/community ecosystems and placemaking.
- Continue with the development and execution of the Arts Business Incubator and use of the gallery space at the Pinewood Cultural Park and identify opportunities to expand the model to additional county sites.

OBJECTIVE:

Create partnerships between businesses, artists and arts organizations to enhance resources and elevate both commerce and public experience.

STRATEGIES:

- Partner with economic development departments countywide, first to understand and then communicate opportunities to artists, arts organizations and businesses in Pinellas County.
- Create events that bring businesses and artists together to explore partnerships and solve challenges in fresh ways.
- Create a contract-for-service program to provide businesses with access to arts and cultural resources.



Showcase Pinellas County As an Arts and Cultural Destination

GOAL: Support visitors and bring new revenues to Pinellas County by enhancing the county's arts and cultural brand, creating more interest, excitement, visitor satisfaction and awareness of the county as an arts and cultural destination to visit and return to frequently.

OBJECTIVE:

Enhance and broaden outreach to reflect the vivacity of the arts community and the full array of Pinellas County's arts and cultural treasures.

STRATEGIES:

- Work with Visit St. Petersburg/Clearwater (VSPC) to provide information and resources that highlight arts and cultural opportunities.
- Create ongoing opportunities to help artists and organizations to connect with tourists and to increase the effectiveness and reach of their message.
- Continue the Creative Pinellas online journal to highlight the best in Pinellas County's arts and culture with multimedia coverage of national/international interest.



OBJECTIVE:

Work with tourism industry leaders to leverage and enhance visitor experience, transforming the destination into a location that visitors actively choose because of its arts and cultural vibrancy.

STRATEGIES:

- Connect with sales and marketing leaders at area hotels, restaurants and other tourist-focused businesses to develop programs that attract tourists interested in arts and cultural activities.
- Provide networking opportunities to connect key tourism personnel with arts and cultural resources to identify and launch promising pilot activities.
- Create programs for tourist venues looking for opportunities to distinguish themselves with arts and cultural partnerships.



Creative Pinellas thanks all of the community members who helped with the creation of this strategic plan and the community plan that it draws from. In compiling the information for the material you see here, we reached out to thousands of people both within and outside of Pinellas County. We spoke directly to hundreds of people in one-on-one conversations, focus groups and public meetings and we surveyed hundreds more. The response and the passion and commitment that we found is awe-inspiring.

We are graced with living in a wonderfully livable community where support for the arts is strong and growing!

If you are enjoying the lively arts and cultural scene here in Pinellas County, congratulations.

If you haven't explored it yet, or are just beginning to get your feet wet, jump in. The water is fine.



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creativepinellas.org