



DISCUSSION DRAFT

ARTS AND CULTURE STRATEGIC ACTION PLAN

BERMUDA

TOURISM AUTHORITY

March 2018

Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide. We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation. We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.

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Left: Retail shops off of Front Street, City of Hamilton

KEY TAKEAWAYS

1

Increased collaboration and cross-pollination is needed to thrive, not just survive.

2

A mindset change is imperative: in this customer service business, we must collaboratively build services and product offerings. Bermuda has to believe that it has a viable year-round product and commit to finding the right audience.

3

Creative thinking in terms of execution and repurposing sites to create something new: supporting and encouraging the maker movement and thinking of funding strategies for sustainability.

4

Technology is key to supporting and promoting cultural tourism development: innovative use of social media, technologically advanced experiences and outreach are key.

5

Bermuda has a large number of physical (infrastructure) assets: there is no need to build additional buildings, which is a major advantage.

ENGAGEMENT

*The Value of Arts and Culture: **Community Visioning** at Bermuda Underwater Exploration Institute (March 2017)*

Background research and analysis

Market research

Completed Inventory of over
200
arts and culture assets

Approximately
100
people engaged

Over
35
interviews

Site visits:
tours of island and facilities

Workshops

St. George's
Hospitality Sector
Corporate and Business Sector
Maker Movement/Entrepreneurs Sector
Water Culture Sector
Health and Wellness Sector

BERMUDA TOURISM AUTHORITY'S ARTS AND CULTURE SUPPORT INCLUDES:

The work of Lord Cultural Resources in this Strategic Action Plan builds upon earlier BTA initiatives and the work of other island organizations and individuals. Since 2014, the Bermuda Tourism Authority has invested nearly \$2M in arts and culture initiatives. A few of them are listed below:

Art Walk	City of Hamilton City Events	Plein Air
Bermuda Fashion Festival	Dockyard Weekly Entertainment	SEEN Art Exhibition
Bermuda Festival of Performing Arts	Entertainment Showcase	Snorkel Park Live Entertainment
Bermuda Heritage Partnership (1814 Historical Events)	East End - Meet the Artists (Pilot)	South Shore Walking Tour
Bermuda Heritage Partnership (General Assembly Tour)	Geocaching	Spittal Pond Weekly Tours
Bermuda Heritage Partnership (Gun Powder Plot Anniversary)	Gombey Saturdays	St. George's Forts Tour
Bermuda Heroes Weekend	Harbour Nights	St. George's Foundation Lecture Series
Bermuda National Trust (Boom Times Re-enactment)	Haunted History	St. George's Historical Re-enactment
Bermuda Town Crier Competition	Hibiscus Trail	St. George's Wristband Initiative
Bermuda Triangle Beach Experience	Hub 1 Cultural Passport (Pilot)	St. Peter's Church
Bonfires & BBQ	Hub 1 Cultural Plan Creation	Sweet Saak Bakery (Food Tours)
BUEI Exhibit	Hub 1 Events & Activities	Tobacco Bay Cultural Offerings/ Local Entertainment
Chewstick Kite Festival	Hub 1 Manager (Implementation of Cultural Plan)	Tobacco Bay Live Entertainment
Chewstick Live Weekly Entertainment	Late Nights at BNG	Uncorked Bermuda
City Food Festival	Lord Cultural Resources	Winnow App
	Made in Bermuda Entertainment Festival	
	Mangrove Men Re-enactments	

CULTURAL TOURISM: A WORK IN PROGRESS



1

EXPANDED CULTURAL ACTIVITIES AND EXPERIENCE OFFERINGS



2

ASSISTED TO KEEP SITES AND EXPERIENCES OPEN



3

CULTURAL EXPERIENCES DRIVING VISITOR ARRIVAL IN VOLUME



4

SUSTAINABLE FUNDING STRATEGIES

VISION FOR ARTS AND CULTURE TOURISM





**BERMUDA IS A PLACE
WITH MANY CULTURES
AND MANY STORIES
TO TELL. THE PEOPLE OF
BERMUDA BRING THESE
STORIES TO LIFE. THEY
SPREAD THE MAGIC
AND MYSTIQUE.**

Left: Taking a pause on North Shore Road in Flatts Village

TOP 10 IDEAS FOR CONSIDERATION

1. Experiences need to be themed and worth traveling for. Focus on providing enough to do to enable short breaks, e.g. 4-day weekends.



Above: Bicycling on the Railway Trail

2. The “Palmetto Biennial” activates the entire island with an ecologically responsible global event that pairs local and international artists to create art and architecture using unique Bermuda assets, by season.

3. Put the arts in Bermuda’s abundant historic settings to bring them alive, e.g. live theatre in Verdmont.

4. Price cultural tourism products so that everyone can make a margin up and down the value chain.

5. Museums and sites need to **coordinate opening hours** that are aligned to when there are visitors, e.g. events and weekends.

6. Bermuda's Creative Industries need to **embrace co-working and co-creating spaces, and shared equipment and resources.**

7. Production and sale of genuine Bermudian goods is an essential part of cultural tourism.

8. **Convene cross-sector collaborations to create high-quality, memorable activities that are appealing to different lifestyle interests within the five visitor segments.**

9. Capitalize on organizations' international networks and affiliations to bring cultural visitors to Bermuda.

10. Hire a cultural tourism officer to manage initiatives across the island, encourage collaboration, and partner to promote careers in cultural tourism.

BERMUDA'S CULTURAL LANDSCAPE

Assessment of Strengths, Weaknesses, Opportunities and Challenges

People:

Warmth, friendliness,
generosity of spirit

Current and future generations are discouraged from entering the tourism industry as it's seen as an inconsistent stream of income.

Diversity

Bermuda is a diverse economy.

The shift in industry over the last 30+ years has resulted in less dependence and focus on tourism.

Bermudians believe visitors will only come May through September, resulting in the following major challenges:

- Reliance on peak season visitors, including cruise ship visitors
- Consistency of product and service
- Scale and capacity
- Generic off-season that doesn't reflect seasonal offerings (the commonly held view that Bermuda has two seasons, while there are four)

Natural Environment:

Sea and beaches, light and water, lush vegetation

Communication and collaboration between and across the hospitality and arts and culture sectors is nascent. Visitors need information in advance of their trip to Bermuda.

Relationship to the rest of the world:

Isolated, yet very connected

Bermuda's creative industries are myriad. There is an abundance of talent. Because of policy and taxation hurdles, there is a heavy burden on their shoulders. They must create and present the content, while also marketing and selling it.

Affordable and efficient transportation (land and sea) is a widespread challenge for residents and visitors. Consultants are addressing this in a concurrent study.

Cultural organizations have limited financial and human capital resources. Through collaboration and encouraging participation from the next generation, future success can be sustained.

GOALS FOR THE STRATEGIC ACTION PLAN

1

Build a culture of cooperation.

2

Create awareness of economic importance of cultural tourism.

3

Determine path toward stable funding base for the arts.

4

Connect and market experiences to the five updated target audiences.



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