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.
# TABLE OF CONTENTS

1. Key Takeaways .......................................................... 4
2. Engagement ............................................................. 5
3. Arts & Culture ........................................................... 6
4. Vision ................................................................. 8
5. Top 10 Ideas ............................................................ 10
6. Cultural Landscape .................................................. 12
7. Strategic Action Plan ................................................... 14

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
- Approximately 100 people engaged
- Over 35 interviews
- Site visits: tours of island and facilities

Completed Inventory of over 200 arts and culture assets

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

Approximately 100 people engaged
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
- Bermuda Fashion Festival
- Bermuda Festival of Performing Arts
- Bermuda Heritage Partnership (1814 Historical Events)
- Bermuda Heritage Partnership (General Assembly Tour)
- Bermuda Heritage Partnership (Gun Powder Plot Anniversary)
- Bermuda Heroes Weekend
- Bermuda National Trust (Boom Times Re-enactment)
- Bermuda Town Crier Competition
- Bermuda Triangle Beach Experience
- Bonfires & BBQ
- BUEI Exhibit
- Chewstick Kite Festival
- Chewstick Live Weekly Entertainment
- City Food Festival
- City of Hamilton City Events
- Dockyard Weekly Entertainment
- Entertainment Showcase
- East End - Meet the Artists (Pilot)
- Geocaching
- Gombey Saturdays
- Harbour Nights
- Haunted History
- Hibiscus Trail
- Hub 1 Cultural Passport (Pilot)
- Hub 1 Cultural Plan Creation
- Hub 1 Events & Activities
- Hub 1 Manager (Implementation of Cultural Plan)
- Late Nights at BNG
- Lord Cultural Resources
- Made in Bermuda Entertainment Festival
- Mangrove Men Re-enactments
- Plein Air
- SEEN Art Exhibition
- Snorkel Park Live Entertainment
- South Shore Walking Tour
- Spittal Pond Weekly Tours
- St. George's Forts Tour
- St. George's Foundation Lecture Series
- St. George's Historical Re-enactment
- St. George's Wristband Initiative
- St. Peter's Church
- Sweet Saak Bakery (Food Tours)
- Tobacco Bay Cultural Offerings/Local Entertainment
- Tobacco Bay Live Entertainment
- Uncorked Bermuda
- Winnow App
<table>
<thead>
<tr>
<th></th>
<th>CULTURAL TOURISM: A WORK IN PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>EXPANDED CULTURAL ACTIVITIES AND EXPERIENCE OFFERINGS</td>
</tr>
<tr>
<td>2</td>
<td>ASSISTED TO KEEP SITES AND EXPERIENCES OPEN</td>
</tr>
<tr>
<td>3</td>
<td>CULTURAL EXPERIENCES DRIVING VISITOR ARRIVAL IN VOLUME</td>
</tr>
<tr>
<td>4</td>
<td>SUSTAINABLE FUNDING STRATEGIES</td>
</tr>
</tbody>
</table>
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.
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.

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)
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.

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.

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

Relationship to the rest of the world:
Isolated, yet very connected

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.