

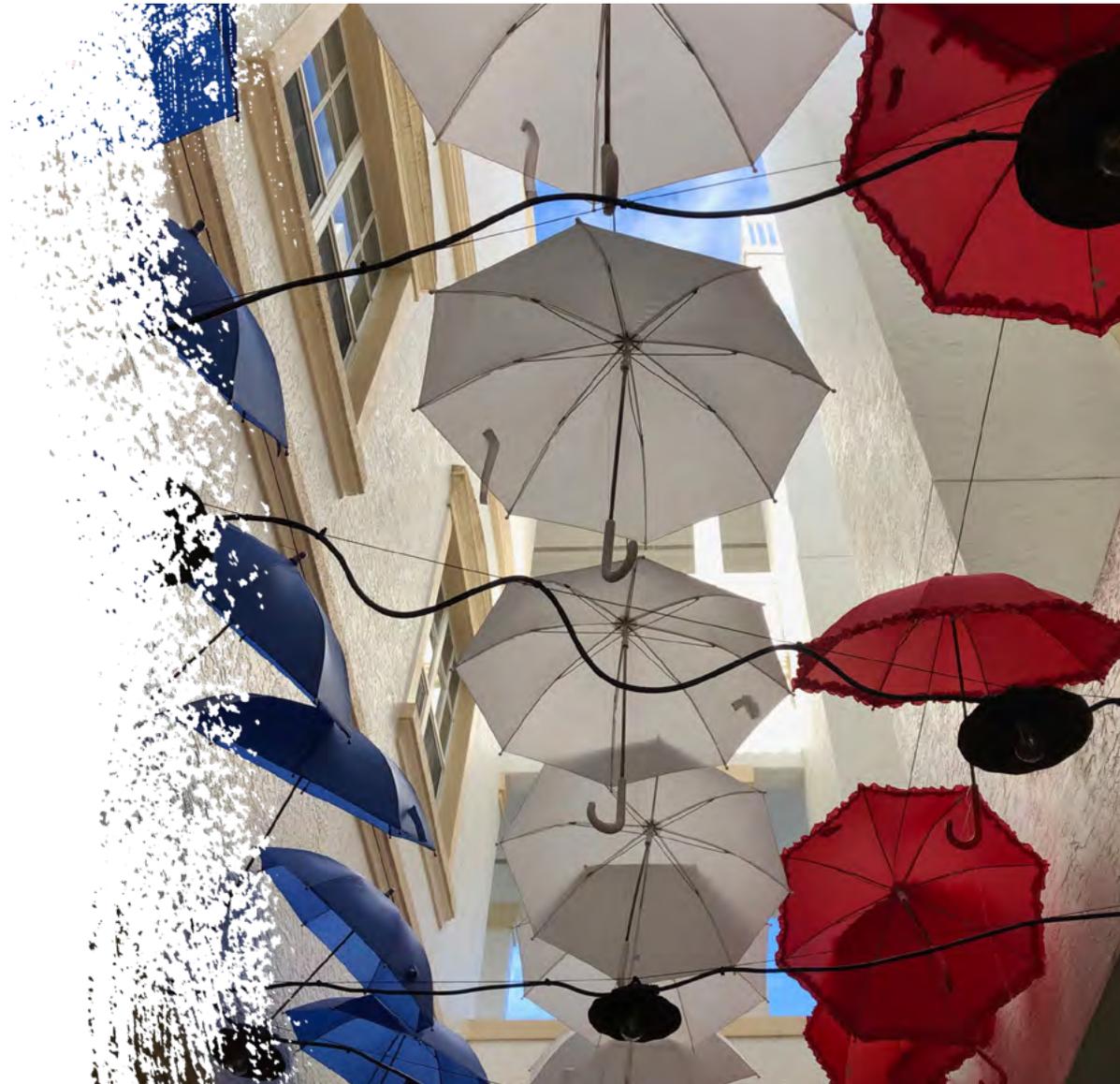


A CULTURAL PARADISE:

CELEBRATING CREATIVITY
IN COLLIER COUNTY

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VISION

CREATIVITY, CONNECTION, CELEBRATION, COORDINATION



CREATIVITY

Collier communities are vibrant hubs for local culture, arts, heritage, and creativity - each providing unique and varied experiences for residents and visitors.



CONNECTION

Collier communities are connected and work together to promote their unique cultures to residents and visitors, building economic vitality for all.



CELEBRATION

Collier communities collectively celebrate their cultures, places, arts, and creativity as a hallmark of quality of life.



COORDINATION

Collier creative businesses, organizations, artists, and industries thrive through coordination with one other and partnerships with other economic sectors.

ACKNOWLEDGMENTS

The Collier County Arts and Culture Strategic Plan is the result of a long-term collaborative effort of Collier County Government, the Naples, Marco Island, Everglades Convention and Visitors Bureau, and The United Arts Council. Its mission is to evaluate, establish, and successfully promote Collier County as an arts and culture destination. We thank Collier County Government, the Community Foundation of Collier County, and Artis-Naples for funding the development of this plan.



INTRODUCTION

Comprised of vibrant, diverse communities, Collier County is rooted in history, agriculture, arts, nature, preservation, culinary experiences, beaches, and more. The unique character of its places, people, and stories is essential to elevating the county as an arts and cultural destination for both visitors and residents.

Collier's community of creative businesses, nonprofit organizations, artists, artisans, and creatives are the pulse of its creativity. The Collier County creative sector generates \$681 million in economic activity,¹ with the nonprofit arts community contributing at least \$108 million. Supporting and nurturing the arts and creative sectors (for-profit and nonprofit) is critical to the overall cultural ecosystem and cultural tourism.

Collier is rich in world-class cultural opportunities, most of which are currently packaged and promoted for tourism centered around Naples. Collier, as a connected, collaborative community, holds something else valuable and compelling for visitors – authentic community and cultural experiences not available elsewhere. A vibrant scene of individual artists, studios and galleries, rich culinary experiences, budding arts districts, and local agriculture is ripe for development and elevation as a tourism draw.

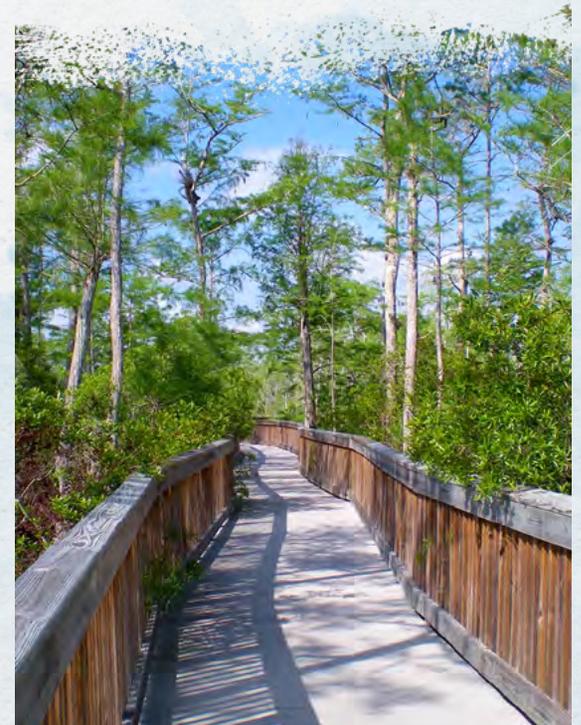
Genuine cultural events and places; soul-satisfying, homegrown culture; combining the familiar and unexpected; and creating opportunity for connection and cooperation between sectors is the future for tourism in the county.

These opportunities come with a set of challenges. A shortage of studio spaces, cultural spaces, and creative sector-specific policies is presenting challenges for arts organizations, artists and other creative workers. Less-than-affordable and accessible arts programming and events limit arts and cultural exposure for residents, and there is limited use of arts solutions for challenges such as the national issue of mental health. Another barrier to cultural participation is the lack of countywide transportation infrastructure for residents and visitors.

This plan is not the answer to these issues, although it can contribute to solutions for civic and social change. For example, exploring options for shared use spaces with arts businesses and other businesses in Collier is a creative solution for addressing space issues. Embracing and integrating artists, creatives, and the community as potential problem-solvers while creating vibrant arts and culture experiences for residents and visitors is a productive step.

This plan embodies two specific commitments. The first is a commitment to building the foundation for Collier to become an arts and cultural destination, telling the story of the genuine culture of Collier as an integral part of the visitor experience. Secondly, it is a commitment to celebrate, support, and build local arts, creativity, and culture to enrich the quality of life for all residents of all ages and backgrounds.

¹ 2018 Creative Vitality Index



WHY THIS PLAN, WHY NOW?

THE ORIGINS

In 2016, the United Arts Council of Collier County announced the results of the Arts & Economic Impact 5 study² sponsored by Americans for the Arts, representing Collier County's inaugural participation in this national research. The study benchmarks the economic impact of nonprofit arts and cultural organizations and audiences. While the results were considered underreported, they illustrated to the Collier County Board of County Commissioners the economic value of arts and culture to the county and its communities. The nonprofit arts and culture sector is, at a minimum, a \$108 million industry in Collier County. The sector supports approximately 3,000 full-time equivalent jobs and generates \$10.75 million in local and state government revenue annually.

The County Commissioners decided it was time to expand and diversify tourism, with a goal of making the county an arts and cultural destination for visitors and residents. This plan is a long-term collaborative effort of Collier County government, the United Arts Council, and the community. It establishes policies and strategies, creating the foundation for enhancing cultural tourism along with the cultural development of the community. The planning process in itself built significant community support, and a continued partnership-focused effort with the creative community, tourism industries, county and community leadership, and residents is vital for the plan's success.

² Americans for the Arts AEP 5

BUILDING THE CREATIVE ECONOMY AND CULTURAL TOURISM

A robust creative economy is key to cultural tourism and leads to success in other economic sectors. As part of the economy, creative industries include arts, culinary, design, agriculture, advertising, entertainment, architecture, books, media, software, crafts and more. All are a vital force in individual and community development. They empower people to take ownership of their development and stimulate the innovation that drives inclusive, sustainable growth. When well-supported, the creative economy is a source of structural economic transformation, socio-economic progress, and job creation and innovation.³ Building and supporting Collier's creative economy supports a vibrant community for residents and attracts diverse cultural tourists.

³ United Nations Development Program, <http://www.hdr.undp.org/en/content/how-cultural-and-creative-industries-can-power-human-development-21st-century>



COLLIER'S CULTURAL LIFE: RESEARCH FINDINGS

RESEARCH PROCESS

Over a span of six months, the planning team conducted a variety of community and stakeholder engagement activities, primary research, and secondary research. In addition to meetings with County Commissioners in each district and other related governmental leadership and staff, the team conducted individual interviews in person and by phone, held small group meetings, and facilitated community forums throughout the county between June and November 2019.

In summary, engagement and research included:

ENGAGEMENT



6 Engagement Visits



6 Community Forums



5 Area Tours



4 Task Force Meetings



8 Topic Group Discussions



35 Individual Stakeholder Interviews

RESEARCH



777 Community Surveys



28 Organizational Surveys

Additional research included: Creative economy analysis; Market demand analysis; Cultural asset inventory; Performing arts venue benchmarking study.

THE COMMUNITY VOICE

Residents, artists, and creatives are ready for the next step in the cultural development of the county. They want to see the brand development of Collier committed to the quality and authenticity of the place and to reflect the history, heritage, and stories of Collier. Community aspirations includes a place where:

- ▶ Artists and cultural organizations thrive and are an active part of cultural tourism initiatives
- ▶ Arts and creative hubs exist throughout the community
- ▶ Public art is part of the daily lives of residents
- ▶ Arts activities are affordable and accessible for all
- ▶ Educational institutions provide artistic career pathways
- ▶ Arts and creativity are part of health and wellness initiatives and programs
- ▶ The government supports the arts and cultural sector
- ▶ Communities and culturally-specific groups connect and celebrate Collier's uniqueness – for the benefit of residents and the economy

MARKET DEMAND FOR ARTS AND CULTURE

A comprehensive market study utilizing data from ESRI and Experian Mosaic USA of the local and regional market showed strong consumer demand for arts and culture and additionally for opportunities to cross-promote cultural activities with other types of events, including recreation, wellness, and enjoyment of nature. There are upwards of 800,000 estimated potential consumers interested in visual arts and museums, arts performances and commercial concerts, and hands-on, creative activities within an hour's drive of most current cultural events and venues. Beyond the local area, there are more than 600,000 potential cultural day-trippers, and over 10 million interested arts consumers within a three-hour drive of Naples. The secondary consumer research was further supported by input from residents and stakeholders collected from surveys and interviews:

- ▶ Collier residents prioritize making the arts more accessible and providing more and different arts and cultural activities and events.
- ▶ Outside of Naples, connectivity to Collier's abundance of arts and cultural opportunities is inhibited by limited exposure, marketing, programming, and transportation.
- ▶ Historical, heritage and authentic local experiences are abundant within the county but underutilized within local audience development and cultural tourism marketing investments.
- ▶ Cost and accessibility are barriers to participation for a significant portion of Collier residents.



THE CREATIVE SECTOR

Snapshot of the Arts in Collier County
2018

Creative Vitality Index

0.92
CVI Value
United States CVI = 1.0

This regional snapshot report gives the big picture of a region's creative landscape. It provides an overview of creative jobs, industry earnings, FDR grants, and Nonprofit revenues.

The foundation for a vibrant creative economy is creative sector industries and occupations. Creative workers (creatives) are individuals with advanced training and experience in the design and production of a broad range of cultural products and services, including many individual artists of all disciplines. The Creative Vitality™ Suite (CVI), a data source generated by WESTAF,

provides a portrait of Collier County's creative economy. The CVI measures the creative economic health of an area by integrating economic data from both the for-profit and nonprofit sectors. This approach underscores the economic relationships between the for- and nonprofit sectors and is a mechanism for diagnosing a region's creative strengths and weaknesses.

According to the 2018 CVI, Collier County scores a .92 on the national index of 1.00. Historically, Collier County trended up from 2014 to 2016. The index slightly increased from a 2017 index of .91 to a 2018 index of .92. Total sales for Collier County's creative industries were \$1.7 billion in 2018, an increase from \$1.6 billion in 2017. The top ten sectors with the highest industry sales are:



1. Full-service restaurants
2. Software publishers
3. Independent artists, writers, and performers
4. Promoters of performing arts, sports, and similar events with facilities
5. Internet publishing/broadcasting
6. Civic and social organizations
7. Interior design services
8. Architectural services
9. Newspaper publishers
10. Zoos and botanical gardens

INDUSTRY SALES \$1.7 BILLION

9,245 CREATIVE SECTOR JOBS

In 2018, Collier County had 9,245 creative sector jobs ⁴ with total creative industry earnings of approximately \$681 million. ⁵ Overall, creative earnings and occupations increased between 2017 and 2018, by 7% and 4%, respectively. The top ten creative sector jobs are:

1. Photographers
2. Writers and authors
3. Chefs and head cooks
4. Software developers, applications
5. Interpreters and translators
6. Musicians and singers
7. Graphic designers
8. Interior designers
9. Editors
10. Fine artists, including painters, sculptors, illustrators, and cabinetmakers

⁴ Creative sector jobs include four classes of workers: Extended Proprietors, Non-QCEW Employees, QCEW Employees, and Self-employed. Source: Economic Modeling Specialists International (EMSI).
⁵ Industry earnings data is arrived at by aggregating the compensation paid for the labor of all workers in a given industry.

THE NONPROFIT ARTS SECTOR

As a subcategory of the full creative sector of Collier County, the nonprofit arts sector is vibrant, growing, and contributing to the health of the community. The Arts & Economic Prosperity 5 study conducted in 341 communities nationally by Americans for the Arts, provides compelling evidence the nonprofit arts and culture sector is, at a minimum, a \$107.7 million industry in Collier County. The sector supports approximately 3,000 full-time equivalent jobs and generates \$10.75 million in local and state government revenue.

In 2015, nonprofit arts and cultural organizations spent \$63 million and leveraged \$4.7 million in additional spending by their audiences—producing vital revenue for restaurants, hotels, retail stores, government, and other local businesses. The Arts & Economic Prosperity 5 confirms that investing in arts and culture yields significant economic benefits. In fact, communities that support arts and culture enhance their quality of life and invest in their economic well-being.

The impact of spending by nonprofit arts and cultural organizations is far-reaching since they pay their employees, purchase supplies, and acquire assets within the local community. Additionally, unlike most industries, the arts leverage significant event-related spending by their audiences. Whether serving residents or visitors, a vibrant arts and culture industry helps local businesses thrive.

ECONOMIC IMPACT

\$107.7

MILLION

TOTAL IMPACT OF COLLIER'S NONPROFIT ARTS AND CULTURE INDUSTRY (EXPENDITURES BY BOTH ORGANIZATIONS AND AUDIENCES)

Total direct expenditures	\$107,686,848
Supporting	
Full-time equivalent jobs	2,923
Generating	
Resident household income	\$57,399,000
Local government revenue (city and county)	\$3,560,000
State government revenue	\$7,193,000



CULTURAL ASSETS

Collier County is home to abundant, diverse cultural assets – organizations, venues, places, natural and cultural heritage, and people. The cultural asset list, to date, is a combination of assets identified by Collier residents (during the community engagement phase and through the survey), County and UAC staff suggestions, IRS nonprofit lists, the Collier County Guide to Historic Sites, and other sources. Currently, there are 161 cultural assets on the list. The work of arts and culture asset identification is never complete. This list of information and assets is a living list – to be revised and updated as necessary. Provided in the appendix of this plan is the list of cultural assets identified for this plan.

Cultural asset identification plays a vital role in elevating arts, culture, and the heritage of a place, which embodies community identity, quality of life, and economic vitality. It is a crucial step in integrating culture within County decision-making and strengthening the cultural sector. For this plan, the intent of identifying Collier's cultural assets is to:

- ▶ **Raise awareness of community cultural assets with residents, visitors, and tourists**
- ▶ **Identify strengths, gaps, needs, and opportunities in the arts and cultural sector**
- ▶ **Provide data necessary for better informed planning and policy decisions**
- ▶ **Provide information for economic development and to promote arts and cultural resources**



CULTURAL ASSET CATEGORIES

NONPROFIT COMMUNITY CULTURAL ORGANIZATIONS

This category includes organizations that represent arts, heritage, and cultural interests in the community. These are nonprofits essential to the cultural vitality of the community such as arts organizations, civic and social organizations, cultural organizations, and heritage groups. There are approximately 60 nonprofit community cultural organizations in the county, including five with operating budgets greater than \$1 million.

CULTURAL FACILITIES/VENUES, SPACES AND PLACES

This category represents facilities, spaces, and sites where cultural activities take place. These can include spaces in the public, private, and nonprofit sectors, and include purpose-built facilities as well as facilities that offer space for cultural programming. There are numerous cultural assets in Collier County in this category including theaters, galleries, museums, art centers, farmers' markets, dance studios, and a culinary accelerator. There are natural creative areas in the County, including the design and art districts and places around the county.

CULTURAL EVENTS AND FESTIVALS

This category represents recurring cultural activities. Festivals and events contribute to the animation of public and natural spaces by bringing entertainment, new experiences, and economic impact to the community. These can include performing arts events, tours of culturally significant places, seasonal celebrations, and many others. Assets may consist of festivals and events, artists or artisan tours and activities, film festivals and events, multicultural festivals and events, art gallery tours and experiences, performing arts festivals and events, seasonal celebrations and events, and street festivals. Cultural events are broad and diverse in the county, including performances, exhibits and festivals, heritage events, and more.

PARKS, NATURAL HERITAGE, CULTURAL HERITAGE

This category represents significant natural areas in the community, such as beaches, parks, botanical and community gardens, and conservation areas that offer rich cultural, recreational, and community experiences. This category also represents significant cultural heritage sites or resources. It includes buildings and places of historical, cultural and educational value, and archive collections that help pay tribute to the community's past. There are 14 parks throughout the County and 42 historic sites identified through this process. Collier County values its history and has an active preservation practice. The sites include historic buildings, churches, cemeteries, trails, and markers.



CULTURAL FACILITIES: PERFORMING ARTS VENUES

OVERVIEW

A review of the availability of Collier County performing arts venues benchmarked to three Florida counties – Lee, Sarasota and Palm Beach – reveals useful comparisons and provides new information to inform decision-making about future cultural facilities. ⁶ Performing arts venues are significant because they play a key role in providing amenities for residents and visitors, and support strategies to expand cultural tourism. They also provide places for arts education, youth development, and community arts programming.

Performing arts venues included in this review are theaters, auditoriums, studio/black box theaters, and cabarets. They span a range of sizes from less than 100 seats to more than 2,000. The review tallies the total number of venues, their seating capacity, and configuration. Larger venues are those with more than 1,000 seats. Excluded are outdoor amphitheaters, arenas, churches, and night clubs.

OBSERVATIONS

The review indicates Collier County, with a total of 14 venues, has fewer performing arts venues than the benchmark counties, which have between 20 and 30 venues. To place this in context, Collier's population is smaller than the other counties and, compared to population, Collier's total number of available seats per person in performing arts venues is slightly more than Lee and Palm Beach Counties and about half that of Sarasota County. Collier has one large venue, Artis-Naples' Hayes Hall, while the other counties have between two and four large venues and many smaller community venues throughout the county.

Since Collier's venues are concentrated in Naples, community access to performing arts venues is limited by their location. Accessibility diminishes with distance from the venue, so this means that residents beyond a 10- or 20-minute drive time of these facilities are increasingly less likely to attend. This barrier is more pronounced for youth access since arts education programs depend on parents or others to provide transportation.

Compared to its population, Collier's total number of available seats per person in performing arts venues is about half that of Sarasota County, but on a par with Lee and Palm Beach Counties.

Market demand for arts performances in Collier County is strong and can support additional venues, now and in the future. Collier County's population is projected to grow by approximately 35% between 2020 and 2045. Population growth will almost certainly increase the market demand for performing arts venues and programs. Current market demand is very high (above the national average) for 19% of the region's most densely populated block groups, both in the immediate area of Naples and within a few hours' drive. Within a one-hour drive of Naples, there are an estimated 123,000 performing arts buyers and another 173,000 buyers for commercial concerts. Based on population projections, the 35% increase in buyers within a 30-minute drive of Naples (encompassing most of the Collier County) would estimate buyer potential within the county for arts and commercial performances at over 150,000 persons.

⁶ The review includes the total number of available seats, venues, and large venues, and are compared with measures of market demand for performing arts, and with current and future projected population figures. Comparison counties were selected because they are tourism competitors to Collier and promote themselves as art and cultural destinations.

CONCLUSION

Collier County has lower availability of performing arts venues than the benchmark counties, in terms of their total number and size, but the comparison is more favorable when adjusted for population. More significant is that there is a location and access issue, since Collier's venues are almost all concentrated in Naples and most population growth is projected in the eastern portions of the County. This finding corroborates facility needs identified through the survey of nonprofit arts and cultural organizations conducted for this plan. It corroborates issues of geographic access heard from residents outside of Naples. These observations, combined with strong present and future market demand, illustrate an opportunity to provide or facilitate the development of additional venues, including large venues, to meet identified facility needs, and to provide greater community access.

Building new facilities is not the only strategy, however, for meeting the cultural needs of a growing community. Sharing of existing facilities and addressing transportation barriers are examples of other approaches. While this study does not test the feasibility of any specific facility project, it is clear that Collier's facility needs include community-based venues in locations throughout the county, ones that are more accessible in terms of location, pricing and programming. Developing additional venues can also increase the desirability of Collier County as a cultural destination. While any specific facility project must undergo rigorous feasibility analysis, there is potential current and projected future market demand to support more venues.

COMPARATIVE ANALYSIS OF PERFORMING ARTS VENUES

COUNTY	2018 POPULATION	TOTAL # SEATS	SEATS PER PERSON	TOTAL # VENUES	VENUE SIZE DISTRIBUTION	
					# OF LARGE VENUES > 1,000 seats	# OF SMALL AND MID-SIZE VENUES < 1,000 seats
Sarasota County	426,718	9,055	0.0212	20	4	16
Collier County	378,488	4,676	0.0124	14	1	13
Palm Beach County	1,485,941	15,714	0.0106	33	3	30
Lee County	754,610	6,938	0.0092	20	2	18

IMPLEMENTATION FOR SUCCESS

THE IMPORTANCE OF CREATIVE EXCELLENCE

Collier's appeal as an arts and cultural destination to visitors and residents is founded on the excellent quality of its arts and cultural community. Offerings span the full range of artistic disciplines and types of experiences. Through the implementation of this plan, it is imperative standards of excellence are developed and observed for the strategies and actions. The terms quality and excellence hold different meanings in differing settings. What distinguishes a great opera performance may be different from excellence in a studio art class.

LEADERSHIP AND PARTNERSHIPS

This plan is funded by Collier County, Artis Naples, and the Community Foundation of Collier County. Just as the development of the plan was partnership-funded, the implementation should follow suit. The plan will provide opportunities for public-private partnerships in the areas of funding and implementation, while also providing numerous opportunities for the County to lead in its cultural development over the next seven years. The plan identifies partnerships with Collier's cities, the tourism industry, local businesses, nonprofit arts and cultural organizations, higher education institutions, and others. It is imperative the plan be supported by County leadership and the broader community.



CREATIVITY



CONNECTION



CELEBRATION



COORDINATION

CULTURAL TOURISM: METRICS AND DATA COLLECTION

The Naples, Marco Island, Everglades Convention and Visitors Bureau (CVB) currently conducts comprehensive research on visitors and measures the impact of tourism strategies. An expansion of the data to specifically track a cultural tourist based on the goals and strategies in this plan will help to fully understand the impact on cultural tourism and return on investment (ROI). Cultural tourists choose to visit Collier County primarily to attend particular arts and cultural events and organizations, or to visit the County specifically because it has arts and cultural opportunities as a supplement to other vacation amenities and experiences. Enhancing the current research will help specifically identify cultural tourism motivations and the financial impacts.

This data can be extracted from current tourist data collection conducted by the CVB – which is very cost effective – and/or be conducted as an independent research process. The data will provide essential information for decision-making by the Tourist Development Council (TDC), County leadership, and partner organizations to report arts and culture ROI and to inform marketing efforts specific to arts and culture. The data would report economic and fiscal impacts for the County and organizations, comparing results between resident audiences, cultural tourists, and other county visitors participating in the county's cultural amenities.

Specific strategies and actions for measuring the success of cultural tourism development strategies and initiatives are addressed explicitly in Goal 1.5.

COMMUNITY ARTS AND CULTURAL DEVELOPMENT: MEASURING SUCCESS

Communities across the nation increasingly recognize that creative and cultural sectors provide social and cultural benefits, improved quality of life for residents, and economic benefits. Local investments in arts and culture can address community social challenges, revitalize neighborhoods, attract workers, businesses and new residents, and create jobs.

To track and measure the success of community-focused strategies in Collier, enhancing the current data collection practices is essential. Indicators of success may include the number of creative sectors businesses and arts and culture sector organizations (demonstrating impact), cultural facilities, attendance at arts and cultural events, number of people employed by the industry, and economic indicators such as direct spending, indirect spending, grants, donations, community development measurements and more.

Specific strategies and actions for measuring the success of the community arts and cultural initiatives are addressed explicitly in Goal 1.5.

PLAN TIMEFRAME

The plan's timeframe is 5-7 years. During the coming seven years, conditions will undoubtedly change. It is expected that as the economy shifts, and as new challenges and opportunities arise, the recommendations of this plan can and should be adjusted to best fulfill the community vision.

An annual review of the plan and its accomplishments is recommended.

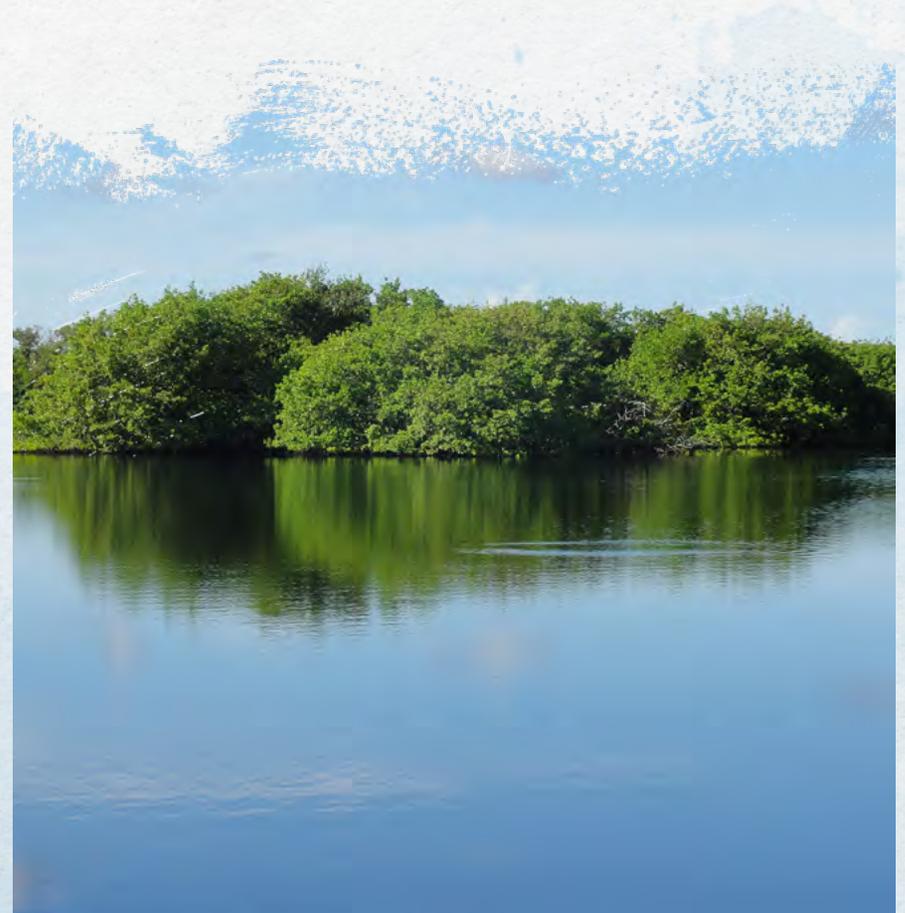
THE PLAN

INTRODUCTION

As previously noted, this plan encompasses two overarching goals, providing a roadmap to: 1) Elevate Collier as an arts and cultural destination; and 2) Strengthen Collier's arts and cultural ecosystem. These two goals are interdependent. The foundation for cultural tourism is a strong and vibrant arts and cultural ecosystem. It provides the platform for collaborations and partnerships to build a resilient cultural tourism market, and to improve the quality of life for all residents.

One of the distinct advantages for this plan is the diversity of the County – in geography and demographics. And in Collier, arts and culture do not stand alone. They exist in relation to the extraordinary natural environment, storied history, and rich cultural heritage. Copious prospects exist for cross-over strategies among sectors, industries, communities, organizations, and individuals to provide authentic experiences to visitors and residents. Collier artists and arts organizations are already collaborating across sectors, providing a foundation for enhanced and strategic cultural tourism. Parks are sponsoring art exhibits and resident artists, restaurants are arts-oriented and often exhibit art, hotels are actively seeking cultural experiences for guests, and arts districts are beginning to promote themselves to the visitor.

There is a widely shared belief among policymakers, and arts and tourism leaders, that arts and culture are already beginning to influence tourism and hold great potential for more. In making Collier a true arts and cultural destination, the County and the economy diversify their customer base and revenues, providing a more sustainable economic development strategy.



PLAN ELEMENTS

GOAL 1: BUILD A FOUNDATION FOR CULTURAL TOURISM AND CULTURAL DEVELOPMENT.

1.1. Strategy: Establish arts and culture representation on the Collier County Tourist Development Council.

- 1.1.1. Include at least one representative of Collier's professional arts community with strong qualifications in arts leadership, arts management, and local credibility, to represent the interests of the arts and cultural community in tourism matters (Article VIII, Division 10, Tourist Development Council, Section 2-988, Composition of membership, subsection 4).

1.2. Strategy: Designate lead organizations in Collier County for arts and culture.

- 1.2.1. Assign the Naples, Marco Island, Everglades Convention and Visitors Bureau (CVB) as the agency for cultural tourism, housed under the County Manager's Office. (The CVB will partner with the UAC to implement cultural tourism initiatives, with its role focused on its tourism industry relationships and marketing capacity).
 - 1.2.1.1. Assign a Cultural Tourism staff position to manage cultural tourism initiatives.
 - 1.2.1.2. Conduct an annual meeting/review of accomplishments and necessary plan/budget adjustments with appropriate bodies.
- 1.2.2. Assign the State of Florida designated Local Arts Agency ⁷ as the County's official cultural agency, which is currently the United Arts Council of Collier County (UAC). (The UAC will partner with the CVB to implement cultural tourism initiatives, with its role focused on its arts and cultural community relationships and programmatic capacity).
 - 1.2.2.1. Establish a contract for services with defined roles, goals, funding and accountability for the County and the Local Arts Agency.

- 1.2.2.2. Position, support, and brand the Local Arts Agency as the umbrella service organization for arts and cultural organizations in Collier County.

- 1.2.2.3. Develop the Local Arts Agency's board of directors with representation and expertise relevant to responsibilities in this plan, including from the tourism industry. This will include a representative appointed by the County and may include Collier municipality representation.

1.3. Strategy: Update the Tourist Development Council (TDC) grant program guidelines to encourage more cultural programs designed to attract tourists and market cultural programs to visitors from out of the county.

- 1.3.1. Through the grant program, make funding available for multi-year investments in programs and marketing, including marketing to tourists during their stay.
- 1.3.2. Through the grant program, provide support for arts and cultural organizations to increase their ability to fulfill their roles in cultural tourism. Promote the grant program to the arts and cultural community to encourage broader applications.

⁷ State of Florida Local Arts Agencies (LAAs) promote, support, and develop the arts at the local level and are eligible for State grant programs.

1.4. Strategy: Develop metrics and systems for tracking a baseline and trends regarding cultural tourists and their economic and fiscal impacts on the County.⁸

- 1.4.1. Expand the current CVB tourist metrics to include questions and metrics to specifically track cultural tourists.
- 1.4.2. Expand current metrics, and arts, culture and historical destinations to visitor tracking through Arrivalist specific to locations receiving investments in arts and culture through the plan. Ensure broad geographic distribution of tracking throughout the county.
- 1.4.3. Specific to cultural tourism, expand promotions such as coupons, passports, and other marketing collateral to track cultural tourist activity.
- 1.4.4. Increase the participation of County arts and cultural organizations in the next Arts and Economic Prosperity study (AEP 6).
- 1.4.5. Build on the baseline of the Arts and Economic Prosperity 5 (AEP 5) study by including intercept survey questions in the AEP 6 (2021) that allow for extraction of spending and impacts specifically of the cultural tourist (e.g., influence of arts and cultural opportunities on decision to visit county, number of nights in paid lodging, average rate per night in paid lodging, and total trip spending).
- 1.4.6. Conduct biennial economic impact analysis of non-resident arts and culture audiences through intercept surveys at a representative sample of County arts and culture organizations to track progress following AEP 6.
- 1.4.7. Establish a process utilizing the WESTAF Creative Vitality Index (CVI) to longitudinally track the development of the nonprofit and for-profit creative sector businesses in the County.

1.5. Strategy: Develop and maintain standards of artistic and creative excellence throughout implementation of this plan.

- 1.5.1. Include criteria in programs, such as the cultural tourism grant program (Strategy 1.4, above), to support high quality and excellence in decision-making and investments.
- 1.5.2. Employ standards appropriate to the art form, purpose of the activity, cultural context, and other factors.

1.6. Strategy: Remove barriers to inclusive cross-cultural, cross-geographic Collier County cultural experiences.

- 1.6.1. Define arts, culture, heritage, and creativity as a focus area for County support and tourism. Adopt a broad definition of “arts and culture” that reflects the unique character of Collier County places and cultures.
- 1.6.2. Review County regulations (e.g., permitting, signage, live/work) to remove regulatory barriers to the development of creative hubs and the promotion of existing hubs.
- 1.6.3. Develop transportation options for residents and visitors connecting cultural destinations throughout the county. Work with CAT to identify solutions, such as route and stop changes near arts and cultural destinations, promotional bus wraps, and cultural destination maps in buses.
- 1.6.4. Consider ways to address threats to the sustainability of Collier County’s arts and culture, and cultural tourism, posed by ecological impacts, including engaging artists in solutions.

⁸ Note: Many of these initiatives exist. “Adding-on” to current metrics and marketing initiatives can be low-cost options.

GOAL 2: ESTABLISH ALL OF COLLIER COUNTY AS A CULTURAL DESTINATION.

2.1 Strategy: Identify, develop, and promote unique and distinctive arts and cultural experiences throughout the county.

2.1.1 Establish a Collier Cultural Concierge Program promoting existing unique and authentic arts and cultural experiences, giving special attention to shoulder season and summer months. As part of the program, curate programming for hotels to “plug and play” onsite at hotel properties.

2.1.2 Expand the current promotion of cross-geographic experiences connecting visitors and residents to Naples, Marco Island, the Everglades, Golden Gate, Immokalee, and Ave Maria with cultural experiences throughout the County. Enhance anchor or legacy cultural attractions and experiences to broaden their appeal.

Examples might include:

- » Theater Lovers Experience
- » Museum and Visual Arts Tour
- » Collier Culinary Walks/Tours
- » Nature Lovers Paradise Experience
- » Swamp Buggy Parade and Races
- » Chuck Wagon Cook-Offs
- » Ave Maria Culture of Faith

2.2 Strategy: Enhance and expand the current development of cross-over experiences connecting arts experiences with other cultural and creative sectors.

2.2.1 Work in partnership with current tourism collaborators to create experiences, including unexpected art experiences and pairings. Examples might include “Arts and...” with potential partners and concepts:

- » Eco-tourism: Trail Towns, Ah-Tah-Thi-Ki Museum, Everglades National Park, other Parks, kayaking and brew crawls, and others.
- » Culinary/Agriculture: farmers’ markets and events (Roberts Ranch), walking tours for food and adventure, A Day in the Life.
- » Health and Wellness: Yoga and the arts, medical vacations/Arts tours.
- » Sports: Soccer/baseball mom getaway nights.
- » History: Museums tours, Everglades City (Barron Tours), The Seminole Experience, and others.
- » Beach Paradise: Water days/Stay Up Late Festival.
- » Recreation: Paradise Coast Cultural Trail.
- » Retail: Shop the Arts, boutiques, galleries, made in Collier County.

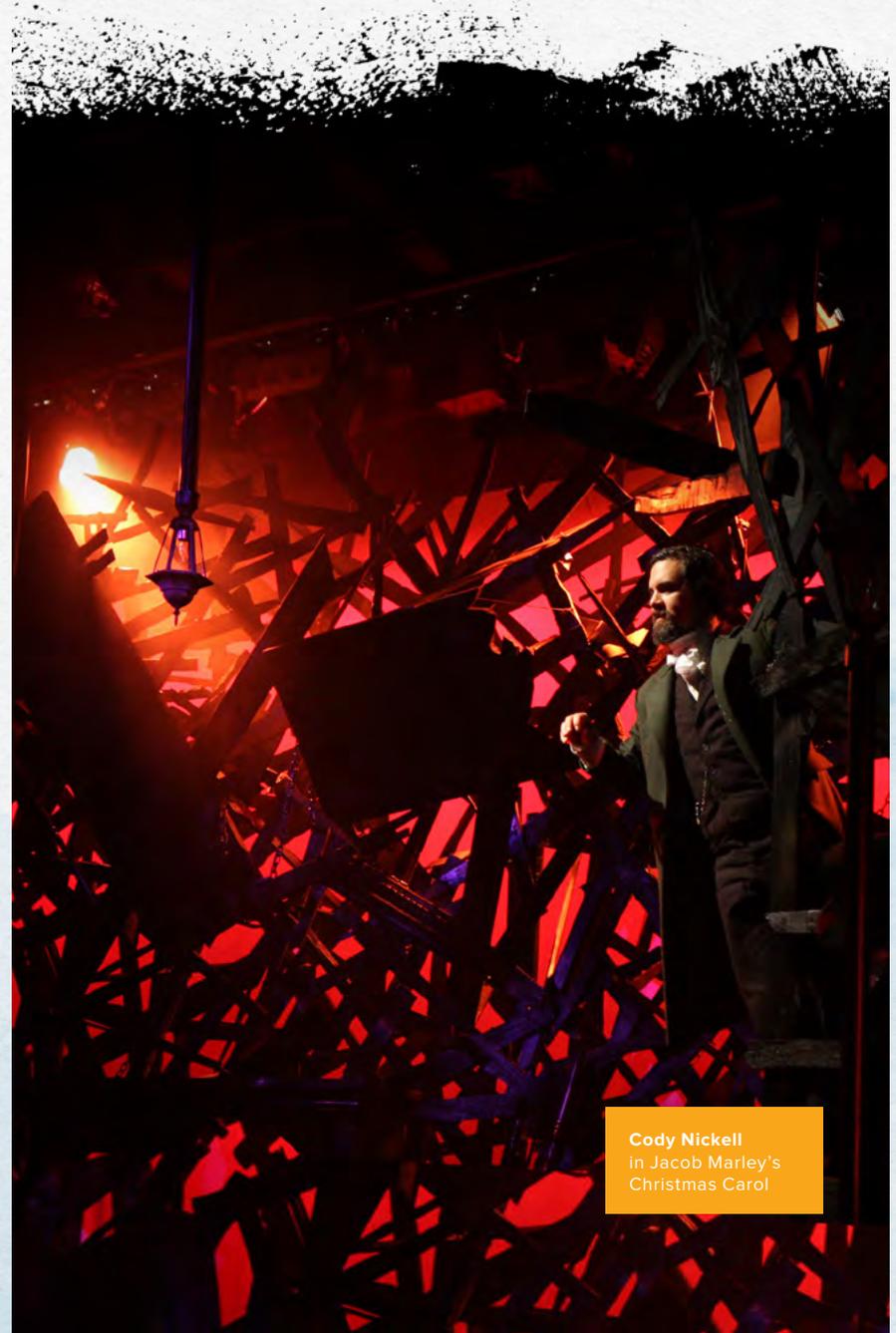
2.3 Strategy: Connect the unique cultures of Collier through community wide events.

- 2.3.1 Develop a themed countywide festival or event (e.g., Stay Up Late). A themed festival can invite organizations to participate (with sufficient planning) by adapting their existing programming to fit within the theme and period of the festival, and then providing cooperative marketing.
- 2.3.2 Create “bookend” day events for major regional arts events such as Art Basel in Miami, ArtFest in Fort Myers, SunFest and FotoFusion in West Palm Beach, and Sarasota County Music Festival.

2.4 Strategy: Create and enhance vibrant arts and cultural hubs throughout the County.

- 2.4.1 Develop a County designation program for multiple cultural districts throughout the County, including assistance such as branding, signage, and promotion. There are multiple areas throughout Collier County to be considered as a cultural district.
- 2.4.2 Develop a County Public Art Program and support community and district public art programs and public mural programs that enhance and celebrate identity and sense of place.
- 2.4.3 Support development of affordable live/work artists’ studios through public/private partnerships, including in the above cultural districts.
- 2.4.4 Develop amenities along the Paradise Coast Trail, such as public art, cultural markers, and programming, working in partnership with Naples Pathways Coalition.
- 2.4.5 Support the development of artists’ facilities and spaces for exhibition, sales, rehearsal, etc., through public/private partnerships. Encourage property owners and developers to make vacant retail space available for temporary arts and cultural uses.

Photo courtesy of Gulfshore Playhouse



Cody Nickell
in Jacob Marley's
Christmas Carol

GOAL 3: BROADEN AND DIVERSIFY THE VISITOR BASE THROUGH CULTURAL TOURISM.

3.1 Strategy: Market Collier County as a unique art and cultural destination to discrete target markets outside of the county within a three-hour drive.

- 3.1.1 Develop new target market profiles specifically for cultural tourism prospecting and promotions, such as day trips with crossover activities for families (zoo and hands-on nature-art walks), younger adults (commercial concerts and local breweries), and seniors (museums and fine dining), as well as overnight trips for multi-day itineraries with crossover appeal such as arts festivals with wellness activities.
- 3.1.2 Enhance visitor data collection to inform cultural tourism marketing strategies. Use visitor information to establish ongoing relationships that include arts and culture. Implement a consistent, standardized protocol for gathering direct mail and email contact information from visitors to arts and cultural destinations and activities. Maintain a shared prospecting list for use in ongoing cultural tourism promotion. Add museums, historic sites, gardens, festivals, concerts, and plays to the annual visitor profile survey. See also, Strategy 1.5.: Metrics and Tracking Systems.
- 3.1.3 Promote and market Collier County's arts and culture to visitors as both a supplemental and a stand-alone experience in defined market areas: regional, national, international.
- 3.1.4 Fund creative placemaking initiatives in communities to enhance the vibrancy and vitality of the areas.
- 3.1.5 Develop a Cultural Familiarity Tour (FAM) Media program and Cultural Tours for Media Outlets.
- 3.1.6 Develop a marketing tool targeted to visitors during their stay, to promote cultural opportunities that day or week.

3.2 Strategy: Expand group business by connecting with national, regional, and state arts and cultural membership organizations that host conferences and network meetings.

- 3.2.1 Promote Collier County to organizations such as the Florida Association of Public Art Professionals, Florida Association of Museums, and Florida Historical Society.

3.3 Strategy: Enhance current marketing principles to target and welcome diverse populations to visit Collier County.

- 3.3.1 Develop cultural tourist market profiles (see 3.1.1) for specific groups (African American, Native American, LGBTQ, LatinX, Caribbean) based on program interest and lifestyle data. Provide multi-year collaboration grants that increase awareness and drive out-of-county visitation through cross-over audiences and collaborative marketing.



GOAL 4: ENHANCE THE CULTURAL VITALITY OF COLLIER COUNTY FOR RESIDENTS AND LOCAL BUSINESSES.

4.1 Strategy: Augment current marketing to promote and market Collier County's arts and cultural experiences to residents.

- 4.1.1 Promote the above cross-cultural experiences (2.2.) to residents, segmenting the experiences by demographics (age, gender, SES, etc.).
- 4.1.2 Elevate the role of County museums and libraries to facilitate public discussions about arts, culture, creative placemaking, public art, etc. This may include reviews, essays, lectures, and salons.
- 4.1.3 Develop and promote a public, community-wide master cultural calendar for events, activities, and other offerings. Be inclusive and contemporary in language and promotions of "all things culture."

4.2 Strategy: Expand the existing Collier Creative Forum led by the State Designated Local Arts Agency, the United Arts Council, to serve as a cross-sector forum of art, cultural and creative businesses, educational leaders, health and wellness leaders, residents, and other stakeholders.

- 4.2.1 Use the Forum as an opportunity to identify and address issues of community-wide importance for arts and culture.

4.3 Strategy: Support the capacity building and cooperative development of local nonprofit arts and cultural organizations.

- 4.3.1 Provide information and referrals to existing technical assistance and, where appropriate, produce technical assistance programs for shared capacity building⁹ needs (UAC). Needs include marketing, audience development, fundraising, board development, technology, space/facility directory, work opportunities, and equity training.

4.4 Strategy: Support the development of cultural facilities that address identified community needs for performing, exhibition, rehearsal, and educational spaces.

- 4.4.1 Support feasibility and planning initiatives for cultural facilities, prioritizing those that are private or public/private projects.
- 4.4.2 Prioritize accessibility of cultural facility projects in terms of location, use, programming, and price, to address gaps in available venues throughout the county.

4.5 Strategy: Develop arts and cultural programs and activities reflecting the interests of all residents.

- 4.5.1 Incentivize collaborations between local artists and businesses to create appealing events/activities (art and music pop-ups at local spaces, local live music venues, poetry slams, interactive public art installations, etc.).

4.6 Strategy: Develop and promote arts and health programming, including mental health, through partnerships connecting arts and cultural organizations and artists with health agencies and medical facilities.

- 4.6.1 Convene interested local artists, organizations, agencies and individuals to identify needs and opportunities for leveraging their creative capacities to address health and well-being in a variety of ways.

⁹ Capacity building is distinct from operating or program support and can be any improvement of organizational systems or functions, such as new staff positions and/or staff training, fundraising systems, human resource or finance systems, technology, equipment, space, etc. Capacity building will often involve engaging professional experts, purchases of software/equipment, new salary support, and other one-time expenses.

GOAL 5: PROVIDE THE NECESSARY PUBLIC AND PRIVATE RESOURCES FOR ARTS AND CULTURE.

- 5.1 **Cultural Tourism Funding:** Allocate TDC funds for the tourism-related strategies in this plan. Make annual budget allocations from TDC funds for strategies such as developing and promoting unique cultural experiences (2.1) and marketing Collier County as art and cultural destination (3.1).
- 5.2 **Public/Private Cultural Trust Fund for the Arts:** Establish a Cultural Trust Fund to leverage both public and private dollars in funding collaborative endeavors to meet compelling cultural needs identified by the community, such as increased access to the arts for underserved populations and support for individual artists. Match private dollars in the form of foundation grants, individual contributions, and business/corporate sponsorships, with public dollars in the form of County, State and/or Federal funding. Place the Fund with a trusted philanthropic entity, such as the Collier County Community Foundation, with programs administered in partnership with the United Arts Council.
- 5.3 **Contract for Services:** Create a County contract for services with the State designated Local Arts Agency which is currently the United Arts Council (UAC) to provide funding for portions of UAC's responsibilities in implementing this plan.
- 5.4 **Potential Partner Resources:** Seek additional financial and in-kind resources from partners for specific strategies within the plan, such as the National Endowment for the Arts, local funders, local universities, and other organizations.

Photo courtesy of Naples Daily News



IMPLEMENTATION MATRIX

MATRIX LEGENDS

LEAD AND PARTNER AGENCIES

- BCC** Board of County Commissioners
- CFCC** Community Foundation of Collier County
- CMO** County Manager's Office
- CVB** Naples, Marco Island and Everglades Convention & Visitors Bureau
- TDC** Tourist Development Council
- UAC** United Arts Council

RESOURCES: POTENTIAL FUNDING SOURCES

- TDT** Tourist Development Tax
- CFS** Contract for Services
- PPP** Public and private partnership funding (Cultural Trust and/or other private fundraising)

TIMELINE: START YEAR

- ST** Start implementation during year 1-2
- MT** Start implementation during 3-4
- LT** Start implementation following year 4

COST: ORDER OF MAGNITUDE

- \$** < \$10,000
- \$\$** \$10,000 - \$100,000
- \$\$\$** > \$100,000

1 GOAL

Build the foundation for cultural tourism and cultural development.

IMPLEMENTATION ACTIONS

Strategy 1.1 Establish arts and culture representation on the Collier County Tourist Development Council.

1.1.1 Include least one representative of Collier's professional arts community with strong qualifications in arts leadership, arts management, and local credibility, to represent the interests of the arts and cultural community in tourism matters.

LEAD	COUNTY/CITY BOARDS/DEPTS ; PARTNER(S)	COST	RESOURCES	TIMELINE
CMO; BCC	TDC			ST

Strategy 1.2 Designate lead organizations in Collier County for arts and culture.

1.2.1 Assign the Naples, Marco Island, Everglades Convention and Visitors Bureau (CVB) as the agency for cultural tourism, housed under the County Manager's Office. (The CVB will partner with the UAC to implement cultural tourism initiatives, with its role focused on its tourism industry relationships and marketing capacity).

CMO; BCC	CVB; UAC			ST
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1.2.1.1 Assign a Cultural Tourism staff position within the County Manager's Office (CMO) to manage cultural tourism initiatives.

CMO; BCC	CVB; UAC	\$\$-\$\$ staff position	TDT	ST
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1.2.1.2 Conduct an annual meeting/review of accomplishments and necessary plan/budget adjustments with appropriate bodies.

CMO; BCC	TDC; CVB; UAC			ST
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1.2.2 Assign the State of Florida designated Local Arts Agency ¹⁰ as the County's official cultural agency, which is currently the United Arts Council of Collier County (UAC). (The UAC will partner with the CVB to implement cultural tourism initiatives, with its role focused on its arts and cultural community relationships and programmatic capacity).

CMO; BCC	CVB; UAC			ST
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1.2.2.1 Establish a contract for services with defined roles, goals, funding and accountability for the County and the Local Arts Agency.

CMO; BCC	TDC;	\$\$-	CFS	ST
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1.2.2.2 Position, support, and brand the Local Arts Agency as the umbrella service organization for arts and cultural organizations in Collier County.

CMO; BCC	TDC; UAC	\$		ST
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1.2.2.3 Develop the Local Arts Agency's board of directors with representation and expertise relevant to responsibilities in this plan, including from the tourism industry. This will include a representative appointed by the County and may include Collier municipality representation.

UAC				ST
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¹⁰ State of Florida Local Arts Agencies (LAAs) promote, support, and develop the arts at the local level and are eligible for State grant programs.



IMPLEMENTATION ACTIONS

LEAD

**COUNTY/CITY
BOARDS/DEPTS ;
PARTNER(S)**

COST

RESOURCES

TIMELINE

Strategy 1.3 Update the Tourist Development Council (TDC) grant program guidelines to encourage more cultural programs designed to attract and retain tourists during their stay, and market cultural programs to visitors from out of county.

1.3.1	Through the grant program, make funding available for multi-year investments in programs and marketing, including marketing to tourists during their stay.	BCC; TDC	CVB; UAC			ST
1.3.2	Through the grant program, provide support for arts and cultural organizations to increase their ability to fulfill their roles in cultural tourism.	BCC; TDC	CMO; CVB; UAC			ST
1.3.3	Promote the grant program to the arts and cultural community to encourage broader applications.	UAC	TDC; CVB		TDT	ST

Strategy 1.4 Develop metrics and systems for tracking a baseline and trends regarding cultural tourists and their economic and fiscal impacts on the County. "

1.4.1	Expand the current CVB tracked tourist metrics to include questions and metrics to specifically track a cultural tourist.	CVB	TDC; UAC	\$	TDT	ST
1.4.2	Expand current metrics, and arts, culture and historical destinations to visitor tracking through Arrivalist specific to locations receiving investments in arts and culture through the plan. Ensure broad geographic distribution of tracking throughout the county.	CVB	TDC; UAC	\$	TDT	ST
1.4.3	Specific to cultural tourism, expand promotions such as coupons, passports, and other marketing collateral to track cultural tourist activity.	CVB	TDC; UAC	\$	TDT	MT
1.4.4	Increase the participation of County arts and cultural organizations in next Arts and Economic Prosperity study (AEP 6).	UAC	Arts Organizations	\$	PPP	ST/MT ¹²
1.4.5	Build on the baseline of the Arts and Economic Prosperity 5 (AEP 5) study by including intercept survey questions in the AEP 6 (2021) that allow for extraction of spending and impacts specifically of the cultural tourist.	UAC	Americans for the Arts (AFTA)	\$	TDT	ST
1.4.6	Conduct biennial economic impact analysis of non-resident arts and culture audiences through an intercept surveys at a representative sample of County arts and culture organizations to track progress.	CVB	TDC; UAC	\$	TDT	MT
1.4.7	Establish a process utilizing the WESTAF Creative Vitality Index (CVI) to longitudinally track the development of the nonprofit and for-profit creative sector businesses in the County.	UAC	CMO; Economic Development	\$	CFS	ST

¹¹ Note: Many of these initiatives exist. "Adding-on" to current metrics and marketing initiatives are low-cost options.

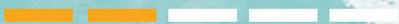
¹² Contingent upon AEP 6 study calendar.



IMPLEMENTATION ACTIONS	LEAD	COUNTY/CITY BOARDS/DEPTS ; PARTNER(S)	COST	RESOURCES	TIMELINE
Strategy 1.5 Develop and maintain standards of artistic and creative excellence throughout implementation of this plan.					
1.5.1 Include criteria in programs, such as the cultural tourism grant program (Strategy 1.4, above), to support high quality and excellence in decision-making and investments.	TDC; CVB; UAC	Arts organizations and all partners			ST
1.5.2 Employ standards appropriate to the art form, purpose of the activity, cultural context, and other factors.	TDC; CVB; UAC	Arts organizations and all partners			ST
Strategy 1.6 Remove barriers to inclusive cross-cultural, cross-geographic Collier County cultural experiences.					
1.6.1 Adopt policy defining arts, culture, heritage and creativity as a focus area for County support and tourism. Adopt a broad definition of “arts and culture” that reflects the unique character of Collier County places and cultures.	BCC	CVB; TDC			ST
1.6.2 Review County regulations (e.g., permitting, signage, live/work) to remove regulatory barriers to the development of creative hubs and the promotion of existing hubs.	CMO; BCC	CVB; TDC; UAC			ST
1.6.3 Develop transportation options for residents and visitors connecting cultural destinations throughout the county. Work with CAT to identify solutions, such as route and stop changes near arts and cultural destinations, promotional bus wraps, and cultural destination maps in buses.	CMO	CAT; BCC; TDC; UAC			LT
1.6.4 Consider ways to address threats to the sustainability of Collier County’s arts and culture, and cultural tourism, posed by ecological impacts, including engaging artists in solutions.	CMO	BCC; TDC; UAC			LT

2 GOAL

Establish all of Collier County as a cultural destination.



IMPLEMENTATION ACTIONS

Strategy 2.1 Identify, develop, and promote unique and distinctive arts and cultural experiences throughout the county.

- 2.1.1 Establish a Collier Cultural Concierge Program promoting existing unique and authentic arts and cultural experiences, giving special attention to shoulder season and summer months. As part of the program, curate programming for hotels to “plug and play” onsite at hotel properties.
- 2.1.2 Expand the current promotion of cross-geographic experiences connecting visitors and residents to Naples, Marco Island, the Everglades, Golden Gate, Immokalee, and Ave Maria with cultural experiences throughout the County. Enhance anchor or legacy cultural attractions and experiences to broaden their appeal.

LEAD	COUNTY/CITY BOARDS/DEPTS ; PARTNER(S)	COST	RESOURCES	TIMELINE
CVB	BCC; TDC; UAC; Arts sector leaders; Tourism leaders	\$ marketing costs	TDT	ST/MT
CVB	BCC; TDC; UAC; Arts sector leaders; Tourism leaders; City staff; Cultural Event and Venue leaders	\$ marketing costs	TDT	ST/MT

Strategy 2.2 Enhance and expand the current development of cross-over experiences connecting arts experiences with other cultural and creative sectors.

- 2.2.1 Work in partnership with current tourism collaborators to create experiences, including unexpected “arts and...” experiences and pairings.

CVB	TDC; UAC; Arts sector leaders; City staff; Cultural Event, Venue, and Parks leaders; Tourism leaders	\$ marketing costs	TDT	MT
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Strategy 2.3 Connect the unique cultures of Collier through community wide events.

- 2.3.1 Develop a themed countywide festival or event (e.g., Stay Up Late). County organizations adapt programming to fit within the theme and time period of the festival. Cooperative marketing is developed (business, sports, arts, leisure, nature, parks).
- 2.3.2 Create “bookend” day events for major regional arts events such as Art Basel in Miami, ArtFest in Fort Myers, SunFest and FotoFusion in West Palm Beach, and Sarasota County Music Festival.

UAC; CVB	BCC; TDC; Arts sector leaders; City staff; Cultural Event, Venue, and Parks leaders	\$\$	TDT & PPP	LT
UAC; CVB	TDC; Arts sector leaders; City staff; Cultural Event, Venue, and Parks leaders	\$ marketing costs	TDT	LT

IMPLEMENTATION ACTIONS		LEAD	COUNTY/CITY BOARDS/DEPTS ; PARTNER(S)	COST	RESOURCES	TIMELINE
Strategy 2.4 Create and enhance vibrant arts and cultural hubs throughout the County.						
2.4.1	Develop a County designation program for multiple cultural districts	CMO; BCC	CVB; TDC; BCC; UAC	\$ district support	CFS	ST
2.4.2	Develop a County Public Art Program and support community and district public art programs and public mural programs that enhance and celebrate identity and sense of place.	CMO; BCC	CVB; UAC; City staff	\$	GF & PPP	ST
2.4.3	Support development of affordable live/work artists' studios through public/private partnerships, including in the above cultural districts.	CMO; BCC	CVB; TDC; UAC; Developers	\$\$	PPP	LT
2.4.4	Develop amenities along the Paradise Coast Trail, such as public art, cultural markers, and programming, working in partnership with Naples Pathways Coalition.	Naples Pathway Coalition	UAC; Collier artists; Collier County Museums	\$\$	PPP	MT
2.4.5	Support the development of artists' facilities and spaces for exhibition, sales, rehearsal, etc., through public/private partnerships. Create incentives for property owners and developers to make vacant retail space available for temporary arts and cultural uses.	CMO; BCC	CVB; TDC; UAC; Property owners; City staff; CRA; developers	\$\$ (Grant Process)	PPP, private developers	LT



Photo courtesy of Seminole Tribune

3

GOAL

Broaden and diversify the visitor base through cultural tourism.



IMPLEMENTATION ACTIONS

Strategy 3.1 Market Collier County as a unique arts and cultural destination to discrete target markets outside of the county within a three-hour drive.

- 3.1.1 Develop new target market profiles specifically for cultural tourism prospecting and promotions, such as day trips with crossover activities for families (zoo and hands-on nature-art walks), younger adults (commercial concerts and local breweries), and seniors (museums and fine dining), as well as overnight trips for multi-day itineraries with crossover appeal such as arts festivals with wellness activities.
- 3.1.2 Enhance visitor data collection to inform cultural tourism marketing strategies. Use visitor information to establish ongoing relationships that include arts and culture. Implement a consistent, standardized protocol for gathering direct mail and email contact information from visitors to arts and cultural destinations and activities.
- 3.1.3 Promote and market Collier County's arts and culture to visitors as both a supplemental and a stand-alone experience in defined market areas: regional, national, international.
- 3.1.4 Fund creative placemaking initiatives communities to enhance the vibrancy and vitality of the areas.
- 3.1.5 Develop a Cultural Familiarity Tour (FAM) Media program and Cultural Tours for Media Outlets.
- 3.1.6 Develop a marketing tool targeted to visitors during their stay, to promote cultural opportunities that day or week.

LEAD	COUNTY/CITY BOARDS/DEPTS ; PARTNER(S)	COST	RESOURCES	TIMELINE
CVB; TDC	CVB marketing team	\$	TDT	MT
CVB; TDC	CVB marketing team	\$	TDT	MT
CVB; TDC	CVB marketing team	\$	TDT	ST
CVB; TDC	CMO; UAC	\$	TDT	LT
CVB; TDC	UAC			MT
CVB; TDC	UAC	\$	TDT	LT

Strategy 3.2 Expand group business by connecting with national, regional, and state arts and cultural membership organizations that host conferences and network meetings.

- 3.2.1 Promote Collier County to organizations such as Florida Association of Public Art Professionals, Florida Association of Museums, and Florida Historical Society.

CVB	TDC; UAC	\$ marketing	TDT	MT
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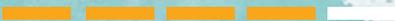
Strategy 3.3 Enhance current marketing principles to target and welcome diverse populations to visit Collier County.

- 3.3.1 Develop cultural tourist market profiles (see 3.1.1) for specific groups (African American, Native American, LGBTQ, LatinX, Caribbean) based on program interest and lifestyle data. Provide multi-year collaboration grants that increase awareness and drive out-of-county visitation through cross-over audiences and collaborative marketing.

CVB	CVB marketing team			MT
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4 GOAL

Enhance the cultural vitality of Collier County for residents and local businesses.



IMPLEMENTATION ACTIONS	LEAD	COUNTY/CITY BOARDS/DEPTS ; PARTNER(S)	COST	RESOURCES	TIMELINE
Strategy 4.1 Augment current marketing to promote and market Collier County’s arts and cultural experiences to residents.					
4.1.1 Promote the above cross-cultural experiences (2.2.) to local residents, segmenting the experiences by demographics (age, gender, SES, etc.).	UAC	CVB; TDC	\$	PPP	MT
4.1.2 Elevate the role of County museums and libraries to facilitate public discussions about arts, culture, creative placemaking, public art, etc. This may include reviews, essays, lectures, and salons.	Collier County Museums; Libraries	TDC; CVB; UAC	\$	PPP	MT
4.1.3 Develop and promote a public, community-wide master cultural calendar for events, activities, and other offerings. Be inclusive and contemporary in language and promotions of “all things culture.”	UAC	TDC; CVB	\$\$	CFS	MT/LT
Strategy 4.2 Expand the existing Collier Creative Forum led by the State Designated Local Arts Agency, the United Arts Council, to serve as a cross-sector forum of art, cultural and creative businesses, educational leaders, health and wellness leaders, residents, and other stakeholders.					
4.2.1 Use the Forum as an opportunity to identify and address issues of community-wide importance for arts and culture.	UAC	Arts community, Collier artists, other interested organizations and businesses	\$ program costs	CFS	ST
Strategy 4.3 Support the capacity building and cooperative development of local nonprofit arts and cultural organizations.					
4.3.1 Provide information and referrals to existing technical assistance and, where appropriate, produce technical assistance programs for shared capacity building needs.	UAC				MT
Strategy 4.4 Support development of cultural facilities that address identified community needs for performing, exhibition, rehearsal, and educational spaces.					
4.4.1 Support feasibility and planning initiatives for cultural facilities, prioritizing those that are private or public/private projects.	UAC	CMO, arts community, developers	\$\$	PPP	MT
4.4.2 Prioritize accessibility of cultural facility projects in terms of location, use, programming and price, to address gaps in available venues throughout the county.	UAC	CMO, arts community, developers	\$	PPP	MT

5 GOAL

Provide necessary public and private resources for arts and culture.

IMPLEMENTATION ACTIONS

- 5.1** Cultural Tourism Funding: Allocate TDC funds for the tourism-related strategies in this plan. Make annual budget allocations from TDC funds for strategies such as developing and promoting unique cultural experiences (2.1.), and marketing Collier County as an arts and cultural destination (3.1.).
- 5.2** Public/Private Partnership for the Arts (Cultural Trust): Establish a Cultural Trust Fund to leverage both public and private dollars in funding collaborative endeavors to meet compelling cultural needs identified by the community, such as increased access to the arts for underserved populations, and support for individual artists. Match private dollars in the form of foundation grants, individual contributions, and business/corporate sponsorships, with public dollars in the form of County, State and/or Federal funding.
- 5.3** Contract for Services: Create a County contract for services with the United Arts Council to provide funding for portions of UAC's responsibilities in implementing this plan.
- 5.4** Potential Partner Resources: Seek additional financial and in-kind resources from partners for specific strategies within the plan, such as the National Endowment for the Arts, local funders, local universities, and other organizations.

LEAD	COUNTY/CITY BOARDS/DEPTS ; PARTNER(S)	COST	RESOURCES	TIMELINE
BCC	TDC	\$\$-\$	TDT	ST
UAC	CCCF; CMO; BCC	\$	PPP	ST
CMO	BCC	\$\$-\$	TDT; GF	ST
UCA	CMO; Community resource partners	\$	Various prospects	ST



PLANNING TEAM

CULTURAL PARADISE TASKFORCE



- **Penny Taylor**
Commission Liaison to the Task Force
- **Laura Burns, Chair**
United Arts Council of Collier County
- **Bryce Alexander**
The Naples Players
- **Paul Arsenault**
Arsenault Gallery
- **Paula Brody**
Naples Arts District
- **Kristen Coury**
Gulfshore Playhouse
- **Hyla Crane**
Marco Island Center for the Arts
- **Michael Dalby**
Naples Area Chamber of Commerce
- **Debrah Forester**
Bayshore Gateway Triangle and Immokalee CRAs
- **Jennifer Fox**
Norris Community Center
- **Muffy Clark Gill**
Muffy Clark Gill Gallery
- **Patty Huff**
Everglades Society for Historic Preservation
- **Marianne Kearns**
Pace Collier at Immokalee, Pace Center for Girls
- **Vincent Keelys**
NAACP Collier County
- **Jennifer Leslie**
Collier County Business & Economic Development
- **Chris Lombardo**
Woodward, Pires & Lombardo
- **Donna McGinnis**
Naples Botanical Garden
- **Jackie Obendorf**
Big Cypress Gallery
- **Tina Osceola**
Seminole Tribe of Florida, Artist
- **Maria Pizarro**
Collier County Community Relations
- **Aimee Schlehr**
Naples Art Association
- **Dana Souza**
City of Naples Community Services
- **Amanda Townsend**
Collier County Museums
- **Kathleen Van Bergen**
Artis-Naples
- **Frank Verpoorten**
The Baker Museum
- **Brian Zepeda**
Seminole Tribe of Florida

NAPLES, MARCO ISLAND, EVERGLADES CONVENTION AND VISITORS BUREAU

- **Jack W. Wert**
Executive Director
- **Maggie McCarty**
Film Commission Director

THE CULTURAL PLANNING GROUP

- **Linda Flynn**
Partner
- **David Plettner-Saunders**
Managing Partner
- **Surale Phillips**
Decision Support Partners

WILSON CREATIVE GROUP

- **Peggy Wilson**
President & CEO
- **Jama Dock**
Public Relations Director

PARADISE ADVERTISING

- **Barbara Karasek**
CEO & Co-Owner
- **Amber de Lisser**
Account Director