



Cumberland County
Cultural and Heritage Commission
Long-Range Plan 2021-2026

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Cumberland County Cultural and Heritage Commission engaged The Vibrancy Group to update their 2013-2018 Long-Range Plan. Work began on the plan in the Fall of 2019 and was completed in the Spring 2021. The nature of the planning process was disrupted as a result of COVID-19, which restricted community engagement.

Two site visits were conducted in the Fall of 2019 to gain a sense of the cultural environment, the arts community, and the economic conditions of Cumberland County. Graduate students at Pratt Institute participated in one of the site visits and brought a unique perspective on the cultural landscape.

During each site visit a series of informal interviews was conducted with Cumberland County staff, employees at various arts organizations, and shop owners in Millville and Bridgeton. These interviews were followed by semi-structured interviews with leadership of eight organizations currently supported by the Cultural and Heritage Commission. These interviews were conducted by phone and via Zoom during the COVID-19 lockdown. An interview protocol was designed to consider the impact COVID-19 had on the organizations. The objectives of the interviews were to:

- Gain a sense of the organizations' operations prior to the pandemic
- Identify the actions organizations implemented to continue delivering programs during the pandemic
- Measure change in operations, fund development, and programming as a result of the pandemic
- Assess the short-term impacts, as well as the anticipated long-term effects, of the pandemic on the organizations
- Provide a vision for the future in light of the pandemic

To complement the site visits and interviews, secondary research was conducted on Cumberland County to gain perspective on cultural, social and economic trends, current cultural and heritage activities, economic sector data, and regional context.

MISSION AND STATEMENT OF INCLUSIVITY

Mission Statement

The mission of the Cumberland County Cultural and Heritage Commission is dedicated to the development and promotion of public interest in the arts and history of local and county cultural traditions.

Statement of Inclusivity

"Cumberland County Cultural and Heritage Commission recognizes, values, and celebrates the rich diversity and history of the many cultures represented throughout Cumberland County. We seek to protect, highlight, and encourage diversity and inclusion in our community through artistic and historical endeavors."



OVERVIEW

A solid foundation of diverse cultural and heritage offerings exists in Cumberland County that provides an incredible opportunity for cultural development and economic growth when compared to other rural counties in the region. In considering the mix of cultural and heritage organizations, Cumberland County can boast sound cultural infrastructure; the availability of high-quality arts education, training, and professional development; ethnic diversity; and a rural landscape with the three service center communities of Bridgeton, Millville and Vineland that provide a concentration of community services and economic activities.



CREATIVE CLUSTER

Clusters are geographic concentrations of related and interconnected organizations, businesses, and institutions that create product and deliver services within a particular field or economic sector. Some notable clusters are Silicon Valley's technology cluster, Boston's biotech cluster, and Hollywood's television and film cluster. There are strategic advantages to developing clusters as they attract a high-quality workforce, create economic opportunity through expanded supply chains, and attract investment to advance and strengthen the cluster. Cumberland County has a unique emerging cluster with an emphasis on ceramics and glass given Clay College and Wheaton Arts. With further development of this cluster Cumberland County can be positioned to attract new creative enterprise, expand audiences with cultural tourism, and strengthen the role of culture and heritage in community economic development.

In considering John Villani's work for the Americans for the Arts, he identified 100 best small art towns in America. In some cases, the designation was a region, such as the Midcoast Maine communities of Belfast, Camden, Rockland, and Rockport. A shared characteristic of each community is a creative cluster that serves as a beacon for attracting artists to establish their practice, as well as a sense of place that draws visitors. Cumberland County has the elements to establish a strong creative cluster that helps advance the goals articulated by the Cultural and Heritage Commission, strengthen economic development, and improve quality of life. Through placemaking initiatives, investment in product development, audience development efforts, and regional promotion of key cultural events, Cumberland County can emerge as a destination for arts activities.



HISPANIC COMMUNITY

A vibrant Hispanic community calls Cumberland County home, which significantly contributes to the cultural fabric of the region. With nearly 50,000 people living in Cumberland County identifying as Hispanic (31.8 percent of the population), there is a need to increase the Cultural and Heritage Commission presence in the Hispanic community, expand programming that cultivates Hispanic audiences and provide technical assistance and support for culturally specific organizations that reach the Hispanic community.



The rich and diverse cultural practice within the Hispanic community adds incredible value to Cumberland County.

The Census Bureau 2019 estimates indicate 31.8 percent of the population are Hispanic, compared to 20.9 percent in New Jersey and 18.5 percent in the United States. Over the last 10 years, the growth rate of the Hispanic population is 17.7 percent

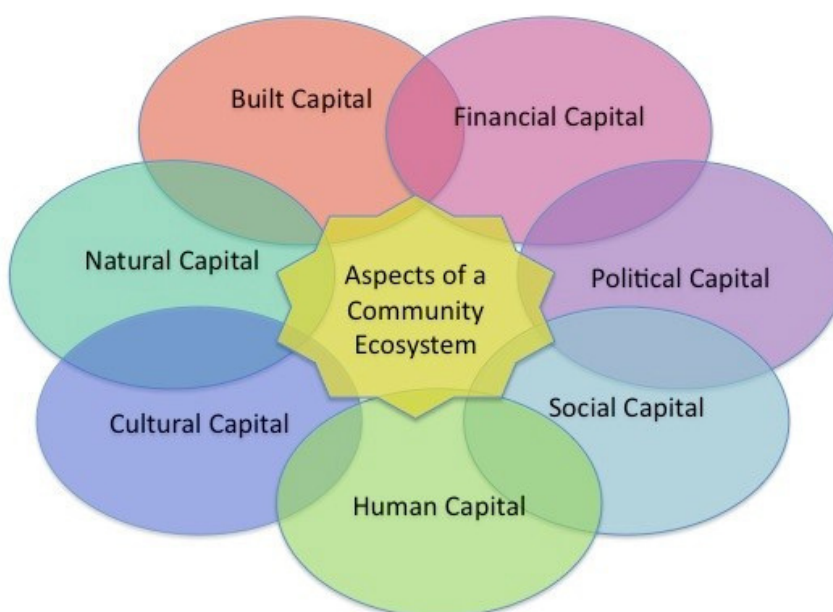
COVID-19 has had a profound effect on urban economies, particularly in major cities such as Philadelphia and New York, as 33% of U.S. workers are always working remotely and 25% are sometimes working remotely (Gallop 2020). The pandemic has forced many employers to accommodate telecommuting and a growing number of employers have indicated they are considering a fundamental change to how employees work by leveraging technology, increasing the number of employees who work from home, decreasing size or eliminating all together a centralized office space. This shift creates incredible opportunity for places like Cumberland County to invest in arts, culture, and heritage that improve quality of life and can serve as a strategy to attract former residents of New York and Philadelphia. As we live with COVID-19, the following trends in migration patterns have emerged:

- 01 New York experienced the second highest rate of out migration in the nation next to San Francisco
- 02 Philadelphia's out migration slowed during COVID as it saw people from New York relocated to Philadelphia
- 03 Professionals in New York and Philadelphia who have the luxury of telecommuting sought less dense, more rural communities that provided certain cultural amenities
- 04 Most moves were within a few hours of the previous residence
- 05 Out migration driven by young, affluent, highly educated

Asset-Based Community Economic Development

Asset-based community economic development concentrates on existing community assets to build stronger, more sustainable communities in the future. Cumberland County is rich in assets, which point to potential cultural development and economic growth. The assets and strengths outlined below inform the long-term strategic plan and guide the Cultural and Heritage Commission's direction.

Community Capital Analysis



Source: Community Capitals Framework & Sustainable Communities,
Cornelia Butler Flora, Rural Studies Research Seminar, July 4, 2006, University of Guelph

The concept of “community capitals” offers the Cultural and Heritage Commission an overarching framework that puts in context community assets associated with multiple forms of capital. The notion of “capital” is usually associated with business and investment. A fundamental definition for “capital” is a resource or asset that can be used, invested, or exchanged to create or leverage new resources. Community capital considers seven forms of capital that interact in the development process.

Taking a systems approach using the seven forms of capital as a framework allows the planning process to map assets, identify resources, surface opportunities, and leverage support in an integrated fashion that creates programming, partnership, funding, and policy opportunities to advance the strategic direction of the Cultural and Heritage Commission. The figure below reflects a community ecosystem and the forms of capital that interact to create a vibrant community.

TABLE 1: CUMBERLAND COUNTY COMMUNITY CAPITALS-OVERVIEW

Natural

- Rural Landscape
- Agriculture sector
- Bay
- Lakes
- Rivers, Especially Maurice River (nationally designated Wild & Scenic)
- NJ DEP investment in wildlife areas
- Natural Lands, TNC, other non-profit investments

Cultural

- Diverse cultural landscape
- Quality arts, cultural, and heritage organizations
- Established audience
- Latinx community/
- African American community
- Rich cultural history
- Immigrant community past and present

Human

- Dedicated staff
- Passionate arts/culture professionals
- High number of artists and cultural practitioners living in Cumberland County

Social

- Cultural organizations with strong social networks
- Establish audience base
- Strong collaborative nature/work ethic among entities.

Built

- Downtowns
- Clay College and studio space
- Available performance and exhibition space
- Historic Properties/Districts
- Industrial arts infrastructure – Primarily ceramics and glass

Political

- Strong funding support from NJ Historical Commission/New Jersey State Council on the Arts
- Political support from county government
- Staff has influence
- Established chambers of commerce

Financial/Economic

- Continued financial support from state and county
- County Commissioner dedication to arts and culture.

STRENGTHS, WEAKNESSES, OPPORTUNITY AND THREATS

Cumberland County Cultural and Heritage Commission SWOT

A SWOT analysis was conducted based on an environmental scan and a series of interviews with County staff, leadership of arts and cultural organizations, and Commission members. The SWOT focused on the cultural landscape and those issues related specifically to cultural development.

<p>S</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Dedicated staff • Strong arts and cultural organizations • Industrial arts cluster and established infrastructure • Established annual events and festivals • Passionate professionals dedicated to Cumberland County • Cultural diversity - cultural practice, food • Strong history organizations 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Cross-county communication • Transportation options • Lack of diverse programming and leadership • Limited technical assistance providers to help grow and sustain the cultural and heritage sector • Funding levels • Sources of funding • Organizations at varying levels of capacity • Broadband capacity 	<p>W</p>
<p>O</p>	<p>Opportunities</p> <ul style="list-style-type: none"> • Federal, state, and private foundation funding • COVID - Digital programming expansion • Expanded cultural programming • Arts education offerings for children and adults alike (life-long learning) • Pent up demand for live entertainment post COVID • Out migration from major cities • Arts/Cultural cluster • Sense of place • Farm to table • Ethnic food 	<p>Threats</p> <ul style="list-style-type: none"> • Limited number of hotel beds and dining establishments to accommodate tourist visitors. • Climate change impact on the Bay/Riverfront • COVID • Uncertainty of public funding as COVID impacts are realized • Possible retracted recession following COVID 	<p>T</p>

GOALS & OBJECTIVES

Through the planning process the following **three** core themes emerged that provide structure and focus to the long-range plan.



Organization Development



Sense of Place



Community Outreach and Audience Development

The themes address internal capacity, external opportunities, and point Cumberland County in a direction that leverages its key assets. COVID-19 has forced nearly all organizations to enhance their presence in the virtual space, which has had a profound impact on how programs and services are delivered, as well as the impact on the audience or patron. The goals outlined within serve as a guidepost for which specific actions are defined and implemented.



ORGANIZATION DEVELOPMENT

GOAL: Cumberland County Cultural and Heritage Commission will support organization capacity building of arts, cultural, and heritage organizations by strengthening management practices, communications, operations, partnerships, fund development, and governance.



SENSE OF PLACE

GOAL: Leveraging its assets, the Cultural and Heritage Commission will shape and enhance Cumberland County's sense of place through investments in and promotion of arts, culture and heritage.

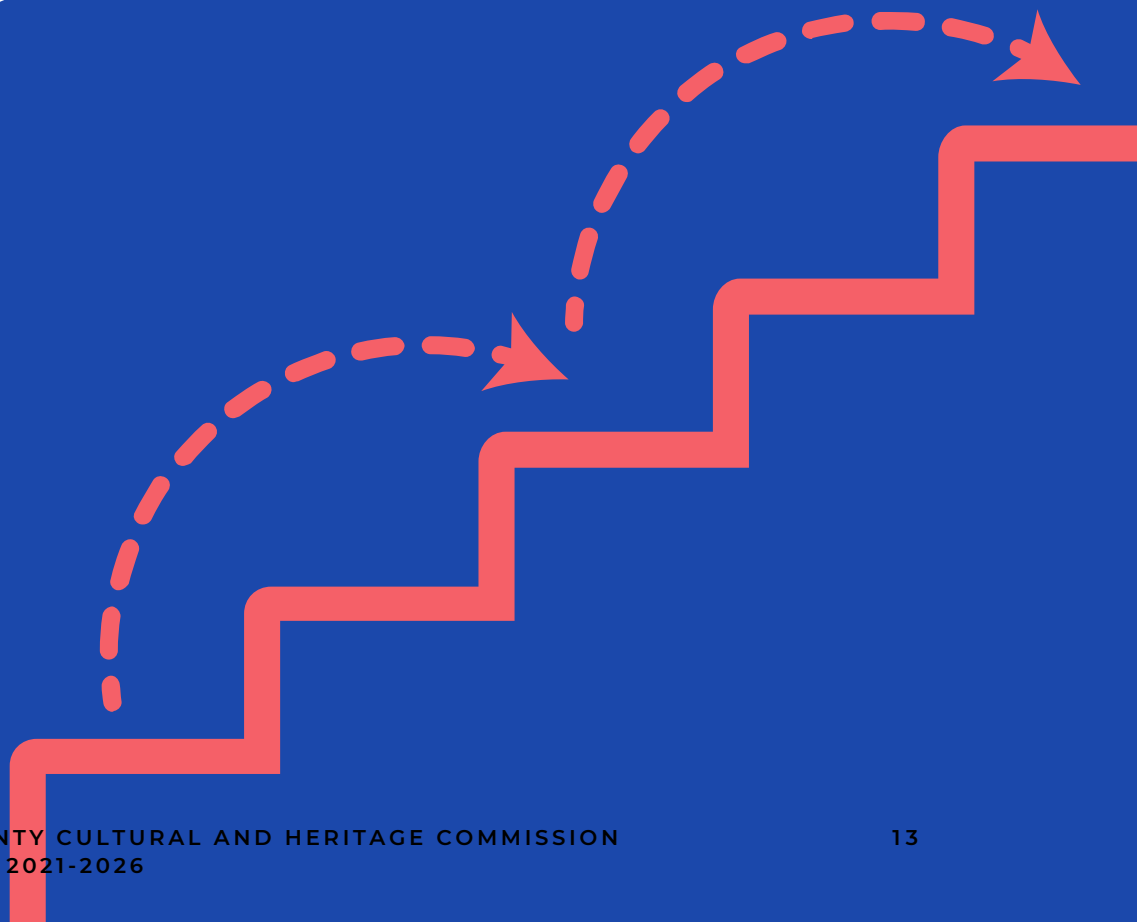


COMMUNITY OUTREACH AND AUDIENCE DEVELOPMENT

GOAL: The Cumberland County Cultural and Heritage Commission will increase community outreach and advance audience development by supporting new content and experiences, expand access to broader populations, expand arts socialization for all ages, and attract visitors from outside Cumberland County.

KEY INITIATIVE AND ACTION PLAN

The following outlines key initiatives and an action plan for implementation. As the Commission advances its cultural and heritage agenda, coupled with changes to the cultural, social, and economic landscape, it is important that annual action plans be adjusted accordingly.



ORGANIZATION DEVELOPMENT

GOAL: Cumberland County Cultural and Heritage Commission will support organization capacity building of arts, cultural, and heritage organizations by strengthening management practices, communications, operations, partnerships, fund development, and governance.

1

Cultural and Heritage Commission Intern

Recruit a graduate student intern in arts administration/management, business or public administration to assist staff in advancing the mission of the Commission. The intern will provide technical assistance to arts, cultural, and heritage organizations across Cumberland County and support capacity building efforts of the Commission. The intern's scope of work includes:

- Organizing and facilitating roundtable discussions, workshops, and general technical assistance.
- Assisting with communications, outreach, and audience development
- Conducting research on behalf of the commission - advocacy, program evaluation, and fund development

Expected Outcomes:

- Expanded outreach to arts, cultural, and heritage organizations by the County
- Direct technical assistance offered
- Support with data collection, analysis, and dissemination

Estimated Costs: \$5,000

Timeframe: Fall 2021 - Each semester

Potential Funding

- Cumberland County
- Public Grants
- Private Foundations

2

Technical Assistance Program

Establish a technical assistance program for arts, cultural and heritage organizations in the County that support organization development, new product innovation, fund development, and governance. Technical assistance can be facilitated through partnership with educational institutions, service providers such as the Clark Hulings Foundation, retired professionals, and others in the community interested in contributing to the growth and development of the cultural and heritage sector in Cumberland County.

Expected Outcomes:

- Improved organization capacity
- Increased fund development.

Estimated Costs: \$5,000 to \$50,000

Timeframe: 2021-2022 Academic Year

Potential Funding

- USDA Rural Community Development Initiative (RCDI)
- USDA Rural Business Development Grant (RBDG)
- Private Foundations
- In-Kind Partnership

3

Professional Development Workshop Series

Develop workshop series to promote professional and organization development for organizations that seek support from the Cultural and Heritage Commission, as well as other organizations and small business in the county. The workshop series is designed to be more structured than the roundtable outlined above.

Expected Outcomes:

- Strengthen organization capacity
- Increased professional skills
- peer-to-peer support

Estimated Costs: \$1,000 to \$1,500 per workshop

Timeframe: Resume following the pandemic

Potential Funding

- Cumberland County
- Private Foundations
- Corporate Sponsorship

ORGANIZATION DEVELOPMENT continued...

GOAL: Cumberland County Cultural and Heritage Commission will support organization capacity building of arts, cultural, and heritage organizations by strengthening management practices, communications, operations, partnerships, fund development, and governance.

Professional Development Workshop Series continued...

Below are a series of relevant topic areas for both the roundtable discussions and structured workshops based on trends in the field and interviews with Cumberland County cultural and heritage leaders. It is recommended that the Cultural and Heritage Commission administer a survey of its constituents to further define potential topics.

Program Development

- Dedicated staff
- Passionate arts/culture professionals
- High number of artists and cultural practitioners living in Cumberland County

Organization Development

- Cultural organizations with strong social networks
- Establish audience base
- Strong collaborative nature/work ethic among entities.

Fundraising

- Downtowns
- Clay College and studio space
- Available performance and exhibition space
- Historic Properties/Districts
- Industrial arts infrastructure – Primarily ceramics and glass

Board Development

- Strong funding support from NJ Historical Commission/New Jersey State Council on the Arts
- Political support from county government
- Staff has influence
- Established chambers of commerce

Digital Media

- Continued financial support from state and county
- County Commissioner dedication to arts and culture.

GOAL: Cumberland County Cultural and Heritage Commission will support organization capacity building of arts, cultural, and heritage organizations by strengthening management practices, communications, operations, partnerships, fund development, and governance.

4

Regular Get Together/Cultural and Heritage Roundtable

Establish/revive annual roundtable discussion for cultural and heritage professionals that serves as a community of practice. The roundtable provides peer-to-peer support, mentorship opportunities, expanded organization partnerships, collaborative funding and co-marketing, and general professional development. The program design can include guest speakers, educational content, and showcase. Ideally, this would be located at the county college.

Expected Outcomes:

- Strengthened bonds across cultural and heritage professionals
- Peer-to-peer support.

Estimated Costs: \$1,800 to \$2,000 annually

Timeframe: 2022 when able to utilize local college

Potential Funding

- Cumberland County
- Private Foundations
- Corporate Sponsorship

6

Partnership Development

The Commission actively facilitate the cultivation of partnerships and collaboration with organizations across diverse sectors to strengthen capacity and expand audiences. Cultural and heritage organizations have limited capacity and are looking for support from the County/Commission to make introductions to strengthen programs, expand access, build audiences, and leverage resources.

Expected Outcomes:

- Expanded partnerships
- Shared resources
- Increased marketing and outreach

Estimated Costs: \$500 to \$25,000

Timeframe: Fall 2021 - Ongoing

Potential Funding

- Cumberland County
- New Jersey State Council on the Arts

5

Assess Funding Expansion/Diversification and County Grants Management Capacity

County governments are eligible for a wide range of federal and state grants to support the development of new innovative programs, expand access to cultural and heritage offerings, strengthen the cultural, social, and economic landscape, and generally improve the quality of life in the community. Opportunity exists for Cumberland County Cultural and Heritage Commission to broaden its reach and leverage new funding sources to advance the commission's mission.

To determine the potential to expand funding opportunities, an assessment is needed to identify federal and state grant programs, as well as private foundations that fund activities that are aligned with the Commission's and/or County's vision, strategic plan, and current activities. In identifying potential, the assessment must also evaluate internal capacity to development competitive applications, as well as determine the county's ability to meet general grants management requirements. An example of potential funding sources available to Cumberland County include:

- NEA Our Town
- NEH Digital Humanities and Public Programs
- Institute of Museum and Library Services
- USDA RCDI, RBDG
- Economic Development Administration (EDA) Local Planning and Technical Assistance
- Small Cities Community Development Block Grant (CDBG)

Expected Outcomes:

- Increased engagement between County staff and organizations.
- Increased funding
- Improved program evaluation data to inform Commission decision making and assist grantees strengthen program delivery

Estimated Costs: \$5,000 to \$25,000

Timeframe: Assessment and Action Plan - 2021 and 2022; Plan Implementation - Ongoing

Potential Funding

- Cumberland County
- Private Foundations
- New Jersey Arts Council
- EDA/NEA/NEH/IMLS

THEME: Organization Development

GOAL: Cumberland County Cultural and Heritage Commission will support organization capacity building of arts, cultural, and heritage organizations by strengthening management practices, communications, operations, partnerships, fund development, and governance.

Project	Description	Expected Outcome	Price
Cultural and Heritage Commission Intern	<p>Recruit a graduate student intern in arts administration/management, business or public administration to assist staff in advancing the mission of the Commission. The intern will provide technical assistance to arts, cultural, and heritage organizations across the Cumberland County and support capacity building efforts of the Commission. The intern's scope of work includes:</p> <ul style="list-style-type: none"> Organizing and facilitate roundtable discussions, workshops, and general technical assistance. Assisting with communications, outreach, and audience development Conducting research on behalf of the commission – advocacy, program evaluation, and fund development 	<ul style="list-style-type: none"> Expanded outreach to arts, cultural, and heritage organizations by the County Direct technical assistance offered Support with data collection, analysis, and dissemination 	\$5,000
Technical Assistance Program	<p>ReEstablish a technical assistance program for arts, cultural and heritage organizations in the County that support organization development, new product innovation, fund development, and governance.</p>	<ul style="list-style-type: none"> Improved organization capacity Increased fund development. 	\$5,000 to \$50,000
Professional Development Workshop Series	<p>Develop workshop series to promote professional and organization development for organizations that seek support from the Cultural and Heritage Commission, as well as other organizations and small business in the county.</p>	<ul style="list-style-type: none"> Strengthen organization capacity Increased professional skills peer-to-peer support. 	\$1,000 to \$1,500 per workshop
Cultural and Heritage Roundtable	<p>Establish/revive monthly roundtable discussion for cultural and heritage professionals that serves as a community of practice. The roundtable provides peer-to-peer support, mentorship opportunities, expanded organization partnerships, collaborative funding and co-marketing, and general professional development.</p>	<ul style="list-style-type: none"> Strengthened bonds across cultural and heritage professionals peer-to-peer support.t. 	\$1,800 to \$2,000
Assess Funding Expansion/Diversification and County Grants Management Capacity	<p>Determine the potential to expand funding opportunities, an assessment is needed to identify federal and state grant programs, as well as private foundations that fund activities that are aligned with the Commission's and/or County's vision, strategic plan, and current activities. In identifying potential, the assessment must also evaluate internal capacity to development competitive applications, as well as determine the county's ability to meet general grants management requirements.</p>	<ul style="list-style-type: none"> Increased engagement between County staff and organizations. Increased funding Improved program evaluation data to inform Commission decision making and assist grantees strengthen program delivery 	\$500 to \$15,000
Partnership Development	<p>The Commission actively facilitate the cultivation of partnerships and collaboration with organizations across diverse sectors to strengthen capacity and expand audiences.</p>	<ul style="list-style-type: none"> Expanded partnerships Shared resources Increased marketing and outreach 	\$500 to \$25,000

SENSE OF PLACE

GOAL: Leveraging its assets, the Cultural and Heritage Commission will shape and enhance Cumberland County's sense of place through investments in and promotion of arts, culture and heritage.

PLACEMAKING

1

Cumberland County Placemaking Initiative

Engage in a placemaking process that establishes a vision for the county, that leverages key assets, and serves as an attraction for visitors that generates economic impact. The placemaking visioning will lead to an action plan to be implemented that will be multifaceted. There are existing initiatives currently underway in Cumberland County that support placemaking, such as the mural arts project.

Globally placemaking has taken hold to transform community through arts, culture and heritage. ArtPlace was a 10-year collaboration of federal agencies, private philanthropy, and national banks that invested \$150 million in placemaking initiatives that included projects focused on agriculture and food, economic development, environment and energy, health, housing, immigration, public safety, transportation, workforce development, and youth development (artplaceamerican.org). Some notable examples are:

- Grenada Street Folk Garden - Jackson, MS
- Sprout Growers and Makers Marketplace - Little Falls, MN
- Starworks Center for Creative Enterprise - Central Park, NC

Expected Outcomes:

- Increased livability/quality of life
- Enhanced place bonding; Increased tourism

Estimated Costs:

Planning and Assessment - \$25,000 to \$50,000

Timeframe: Planning and Assessment - 2022-2023

Potential Funding

- NEA Our Town
- Private Foundations
- USDA Rural Business Development Grant
- Economic Development Administration

2

Farm-to-Table Program

Assist in the development of a farm-to-table experience in Cumberland County, building on the county's agricultural tradition. Modeled after business attraction efforts, the Commission can join efforts with the local board of agriculture, area wineries, and economic development agencies to develop farm-to-table and other culture-based value-added production.

This work builds on the County's effort to strengthen the agriculture sector through a USDA Specialty Crop Block Grant application for \$40,000.

Expected Outcomes:

- Expanded culinary offerings
- Increased economic impact

Estimated Costs:

Assessment and Plan - \$25,000 to \$50,000

Implementation - \$25,000 to \$250,000

Timeframe: 2022-2024

Potential Funding

- Economic Development Administration
- USDA Various Programs
- Small Cities CDBG
- Private Foundations

3

Downtown Arts Revitalization Initiative

Strengthen the County's downtowns and cultural districts by creating an arts cluster that serves as an attraction for residents and visitors alike. Arts focused downtown revitalization can serve as a catalyst for complementary hospitality businesses locating in downtown. An initial planning phase is recommended to assess market opportunity, vision, and feasibility.

Expected Outcomes:

- Enhanced arts programming
- Strengthened downtown economies
- Support business attraction efforts
- Improve quality of life

Estimated Costs:

Assessment and Plan - \$25,000 to \$60,000

Timeframe:

Assessment and Plan 2023-2024

Potential Funding

- New Jersey Small Cities CDBG
- Economic Development Administration
- NEA Our Town

THEME: Sense of Place

GOAL: Leveraging its assets, the Cultural and Heritage Commission will shape and enhance Cumberland County's sense of place through investments in and promotion of arts, culture and heritage.

Project	Description	Expected Outcome	Price
Cumberland County Placemaking Initiative: Planning and Development	Engage in a placemaking process that establishes a vision for the county, that leverages key assets, and serves as an attraction for visitors that generates economic impact.	<ul style="list-style-type: none"> • Increased livability/quality of life; • Enhanced place bonding; • Increased tourism; 	\$25,000 to \$50,000
Farm-to-Table Program: Planning	Assist in the development of a farm-to-table experience in Cumberland County, building on the county's agricultural tradition.	<ul style="list-style-type: none"> • Expanded culinary offerings • Increased economic impact 	Plan \$25,000 to \$50,000; Up to \$250,000
Downtown Arts Revitalization Initiative: Planning	Strengthen the County's downtowns and cultural districts by creating an arts cluster that serves as an attraction for residents and visitors alike.	<ul style="list-style-type: none"> • Enhanced arts programming • Strengthened downtown economies 	\$25,000 to \$60,000

COMMUNITY OUTREACH AND AUDIENCE DEVELOPMENT

GOAL: The Cumberland County Cultural and Heritage Commission will increase community outreach and advance audience development by supporting new content and experiences, expand access to broader populations, expand arts socialization for all ages, and attract visitors from outside Cumberland County.

In Arts and Prosperity 5, Cumberland County reported a total economic impact from arts and cultural activities of \$16.7MM. Audiences contributed over \$7MM in event-related spending at restaurants, souvenirs and gifts, lodging, transportation, and other expenditures such as childcare. Strengthening community outreach and expanding audience development will further increase the economic impact of arts and culture, leading to job creation and greater household income.

1

Arts Education Initiative

Develop an arts education initiative that strengthens partnerships between area schools and arts organizations, as well as promote life-long learning through the arts that results in increased socialization to the arts and audience development. There are a host of arts education initiatives that cultivate creative expression:

- Project Art - In a partnership with the New York Public Library, Project Art provides after school arts education in over 20 public libraries in low socioeconomic neighborhoods. Project Art has expanded the model to nine cities across the country
- Midcoast Senior College (Maine) provides a wide range of programs targeting people 50 years and older interested in lifelong learning and intellectual stimulation engaging people in the community as instructors.

Expected Outcomes:

- Increased access to arts education in K-12 schools throughout the county
- Enriched adult/senior population
- Strengthen arts socialization
- Expand arts audiences

Estimated Costs: \$25,000 to \$250,000

Timeframe: Program Development 2021-2022; Implementation 2023-2026

Potential Funding

- Cumberland County
- Private Foundations
- Administration for Children and Families

2

Co-Marketing and Promotion

Identify and support co-marketing and promotion of cultural events that include multiple organizations across the county. Visitors' bureaus, downtown merchant associations, and local arts agencies across the country promote cultural events with, "This week in Cumberland County" or "Things to do in and around Cumberland County" postings. The National Arts Marketing Project of Americans for the Arts can serve as a great resource in identifying successful examples from similar communities.

Expected Outcomes:

- Increased visitation
- Increased economic development

Estimated Costs: \$500 to \$50,000

Timeframe: 2021-Ongoing

Potential Funding

- Economic Development Administration
- USDA Various Programs
- Small Cities CDBG
- Private Foundations Cumberland County
- Private Foundations
- USDA Rural Business Development Grant

COMMUNITY OUTREACH AND AUDIENCE DEVELOPMENT

continued...

GOAL: The Cumberland County Cultural and Heritage Commission will increase community outreach and advance audience development by supporting new content and experiences, expand access to broader populations, expand arts socialization for all ages, and attract visitors from outside Cumberland County.

3

Digital Humanities

Expand the digital presence of arts, culture, and heritage of Cumberland County organizations by building IT capacity, development of quality digital content, and supporting the curation/ coordination across multiple organizations in the county. Examples of digital humanities projects that showcase the cultural heritage of the community include:

- Thomas Cole Historic House initiative using digital media to engage K-6 students with American history through American Art
- Historic Hudson Valley's development of an interactive digital graphic work of non-fiction examining Cuffee's Trial.

Expected Outcomes:

- Improved and coordinated digital content
- Expanded audiences
- Increased application in educational settings

Estimated Costs: Planning - \$50,000 to \$75,000; Implementation \$250,000 to \$500,000

Timeframe: Planning 2022-2023; Implementation 2024-2026

Potential Funding

- National Endowment for the Humanities (NEH)
- Private Foundation

4

Latinx Community Outreach

The Latinx community plays an increasingly important role in Cumberland County, and they provide a strong cultural presence that enhances the cultural and social fabric of the County. The Commission's work to survey historic sites of importance to the Latinx community and expanding its reach at events such as the Festival Puertorriqueno De NJ provide a foundation to strengthen its outreach. Establish a targeted outreach effort focused on building strong ties to the Latinx community.

Expected Outcomes:

- Increased engagement within the Latin community
- Enhanced cultural offerings

Estimated Costs: \$500 to \$250,000

Timeframe: 2021-Ongoing

Potential Funding

- Private Foundations
- Small Cities CDBG
- New Jersey Arts Council
- NEA Our Town

THEME: Community Outreach and Audience Development

GOAL: The Cumberland County Cultural and Heritage Commission will increase community outreach and advance audience development by supporting new content and experiences, expand access to broader populations, expand arts socialization for all ages, and attract visitors from outside Cumberland County.

Project	Description	Expected Outcome	Price
Arts Education Initiative	Develop an arts education initiative that strengthens partnerships between area schools and arts organizations, as well as promote life-long learning through the arts that results in increased socialization to the arts and audience development.	<ul style="list-style-type: none"> • Increased access to arts education in K-12 schools throughout the county • Enriched adult/senior population • Strengthen arts socialization • Expand arts audiences 	\$\$25,000 to \$250,000
Co-Marketing and Promotion	Identify and support co-marketing and promotion of cultural events that include multiple organizations across the county.	<ul style="list-style-type: none"> • Increased visitation • Increased economic development 	\$500 to \$50,000
Digital Humanities	Expand the digital presence of arts, culture, and heritage of Cumberland County organizations by building IT capacity, development of quality digital content, and supporting the curation/coordination across multiple organizations in the county.	<ul style="list-style-type: none"> • Improved and coordinated digital content • Expanded audiences • Increased application in educational settings 	Plan \$50,000 to \$75,000; Implement \$250,000 to \$500,000
Latinx Community Outreach	Establish a targeted outreach effort focused on building strong ties to the Latinx community.	<ul style="list-style-type: none"> • Strengthened bonds across cultural and heritage professionals • peer-to-peer support.t. 	\$1,800 to \$2,000