

**LOS ANGELES DEPARTMENT OF CULTURAL AFFAIRS****STRATEGIC DIRECTIONS, 2009-2014**

What follows is a preliminary framework for the Department of Cultural Affairs' Cultural Master Plan. The ultimate Cultural Master Plan will include:

- Mission and vision
- Operating principles
- Goals and objectives
- Strategies
- Outcomes and measures
- Financing mechanisms

**At this stage of the planning process, it is most important to get clear about the mission, vision, goals and objectives.** This is what we have been focusing on during the Forums scheduled October 22 through November 20, 2008.

Below we outline our preliminary recommendations for these components of the plan. These recommendations build on discussions with the Mayor's Advisory Committee, DCA staff, interviews with key stakeholders, the public participation survey and research regarding innovations and best practices in public arts agency management. In all, to more than 4,000 community members, stakeholders and other city leaders including elected officials, DCA grantees have participated in the process to date. At this point in the process, we seek guidance on the concepts included here, and on the most important strategic objectives for DCA going forward.

The pressures on the arts and cultural sector are more visible now because of the turbulence of the economy, but these pressures have been building for years. Now more than ever, it's important for us to work together, plan together and imagine a role for culture in the future of LA that reflects our strengths and our aspirations. We invite people to come together to think creatively about the future in new ways.

Further work also will be done on the potential revenue sources for each goal. Undoubtedly, our current economic crisis will have an impact on this plan and methods by which its strategies are to be financed.

For the purposes of clarity and brevity, this framework does not note concurrent initiatives (such as Arts for LA's Policy Positions) and other aligned work that will be referenced appropriately in the final plan and report.

With input from the forums, the framework and recommendations will be further refined and reviewed by DCA leadership and the Mayor's Advisory Committee. The final draft set of recommended goals, objectives and strategies will be presented in December, accompanied by proposed sources of revenue and assessment measures.

## **Los Angeles Department of Cultural Affairs DRAFT PLANNING DOCUMENT**

### **Proposed Mission and Vision**

#### **Mission:**

To fulfill Los Angeles' promise as one of the world's most creative cities.

#### **Our vision for Los Angeles:**

- Dynamic public sector leadership boosts the environment for arts and culture
- Arts, culture and creativity contribute to every Angeleno's daily life
- Cultural activities make communities healthier, safer and more vibrant, and connect them to each other
- Diverse forms of expression are respected and nourished with robust financial support
- The cultural sector is valued as essential to the City's economy
- Los Angeles' outstanding cultural enterprises attract growing local, national and international attention and investment

### **Proposed Goals**

1. Arts, culture and creativity contribute to the economic vitality and social cohesion of all Los Angeles neighborhoods
2. Arts and culture are active agents in addressing community-based and City-wide priorities
3. The full diversity of cultures and forms of expression in LA are respected and developed
4. Public resources help reduce cultural inequities caused by economic and educational disparities
5. LA's distinct and dynamic cultural identity is recognized as one of the City's most important assets and attracts visitors from all over the world
6. DCA and the Los Angeles arts and cultural sector provide model 21<sup>st</sup>-century leadership

### **Proposed Five-year Objectives - Revised as of 11/12/08**

1. Implementation of an integrated neighborhood-based strategy, with policies and activities that promote equitable access to the arts.
2. Implementation of an integrated strategy for professional artists and arts organizations, which supports the creation of new work, new initiatives, and artists' contributions to the vibrancy of LA communities
3. Implementation of strategies to integrate the arts into Citywide priorities including a visual landscape enhanced with public art, good public design and attention to attractive civic spaces
4. Implementation of an appropriate strategy for DCA to promote life-long learning, participation, and education in the arts
5. Implementation of strategies to strengthen the entire cultural sector and enhance its appeal to residents and visitors from around the world