



Create Long Beach

*A Cultural Plan Framework
for Long Beach*

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FROM THE CO-CHAIRS

It has been our pleasure to serve as co-chairs for Phase One of the *Create Long Beach* initiative. Many are owed thanks, but none more than Mayor Bob Foster, Vice-Mayor Val Lerch, and Councilmembers Robert Garcia, Suja Lowenthal, Gary DeLong, Patrick O'Donnell, Gerrie Schipske, Dee Andrews, Tonia Reyes-Uranga and Rae Gabelich, all of whom have been strong supporters of arts and culture in Long Beach. The City has been a trusted and vital supporter of arts and culture for many decades and its commitment is deeply appreciated.

We also appreciate the support and encouragement from Patrick West, City Manager and Suzanne Frick, Assistant City Manager, both of whom understand the enormous value and impact of arts and culture for the future of our City.

We want to recognize the extensive hard work and support of members of the Steering Committee for *Create Long Beach*, the Arts Council for Long Beach Board of Directors, and the members of the Economic Development Commission. The time, effort, and insights contributed by these civic entrepreneurs have been of substantial value.

Our thanks to those entities that have made this effort possible through their generous support, including the Los Angeles County Arts Commission, Keesal, Young & Logan, the Museum of Latin American Art and the Long Beach Playhouse.

We need to give particular thanks to Laura Zucker, the Executive Director of the Los Angeles County Arts Commission and her staff, including Emiko Ono and Crystal Diaz. We would be remiss not to mention the contributions of staff of both the Arts Council and the Economic Development and Cultural Affairs Bureau, who have made significant contributions to this effort. A by-product of this study has been the growing partnership between the Arts Council and EDCA, which we pledge will continue and thrive. We are indebted to the expertise, experience, and competence of our consultant, Marc Goldring of WolfBrown and the Phase One project manager, Lugene Whitley.

Finally, a word of thanks to the artists who live and work in Long Beach. Your contributions have made this a far, far better City. And our ongoing thanks to the many arts and cultural organizations – and their tireless staff and volunteers – who have broadened our horizons and enriched our lives. The benefit to Long Beach from their efforts cannot be overemphasized.

Justin Hectus
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INTRODUCTION AND CONTEXT

Create Long Beach, a ten-year Cultural Plan Framework for the City of Long Beach, has been undertaken as a partnership between the Arts Council for Long Beach and the City's Economic Development and Cultural Affairs Bureau. It has been designed to update a comprehensive community cultural plan developed in 1995. Marc Goldring, Associate Principal of WolfBrown, a cultural planning consulting firm, was the consultant who led the team that developed that plan. He has served as an advisor to this process and has drafted this Plan Framework document.

The planning for *Create Long Beach* began in October, 2008 and information gathering and community engagement began in January, 2009. A community-based **Steering Committee** of 75 people was appointed and meetings were held to provide input and engage residents in conversations about arts and culture, in particular addressing values, guiding principals, and vision. In March, a half-day "**Create Long Beach Community Forum**," held at the Museum of Latin American Art, brought together over 125 people to review and discuss the "emerging themes" that had surfaced during the process. Key tasks that informed these sessions included:

- ➔ A battery of **small group meetings**, conducted by the consultant and the project manager, Lugene Whitley, that engaged over 100 people from the community, including artists, educators, leaders of cultural organizations, civic and business leaders, and others.
- ➔ An analysis of **economic data**, gathered by the California Cultural Data Project and Americans for the Arts, which resulted in a comprehensive report on the economic impact of arts and culture in Long Beach.
- ➔ A review of research conducted by the Urban Institute on **events and festivals** in Long Beach.
- ➔ An assessment of the findings and recommendations of the **1995 cultural plan** to capture those elements still relevant to Long Beach's cultural scene.

Much of the language in this Framework grows out of these important tasks and meetings, as well as the 2007 "Re-imagining the Arts" community forum. Indeed, many of the concepts and principals herein will be familiar to individuals who have participated in one or another of those meetings. In addition, many of the statements in the Framework echo findings and aspirations in the 1995 cultural plan. Notwithstanding many significant changes in Long Beach over the years, **this consistency suggests that these statements represent a consensus.**

This Framework is the **culmination of the first phase** of a planning initiative that will continue over the coming months. This phase has been designed to provide the necessary focus for on-going discussions of strategic approaches and, as such, **has focused on the "what" considerably more than the "how,"** which will be more fully addressed in the next phase. The three phases of this process include:



- ➔ This initial Phase One, a revised version of the *Create Long Beach Framework*, will be completed by July 1, 2009.
- ➔ Phase Two, designed to flesh out the **specific strategies** to be employed, will be completed by October 1, 2009.
- ➔ Phase Three, designed to articulate the ten-year **implementation plan** will be completed by January 1, 2010.

This Plan Framework represents a synthesis of all the fact-finding undertaken. It contains the following:

- ➔ An overview of Long Beach's **opportunity** to realize the full potential of its vibrant and active cultural sector
- ➔ A description of the **values, guiding principals, and vision** that underlie the development of arts and culture in Long Beach over the next ten years
- ➔ A series of six **goals** that can serve to make real the vision of Long Beach's cultural future, along with strategic concepts to explore
- ➔ A discussion of **next steps** to complete the planning process and flesh out this Framework.

THE OPPORTUNITY

Long Beach is the sixth largest city in California and one of the most diverse cities in the nation. The City **offers a wealth of cultural experiences that reflect its diversity** – ethnic events and festivals, a museum that focuses on Latin American art, a world-class aquarium, a strong and vibrant community of artists of all ages and disciplines, as well as arts and entertainment offerings of all sorts performed and exhibited at venues throughout the community and on Long Beach's college and university campuses.

The strength of these cultural offerings can be seen in the recent economic impact study¹ that indicates that the **direct spending of cultural organizations and audiences adds over \$46 million annually to the local economy**, as well as generating over 1,000 jobs and contributing almost \$1.5 million in local tax revenue to the City of Long Beach.

The present moment provides an important opportunity to examine Long Beach's existing assets and consider approaches that build on their strengths. Acting on strategies that address the specific priorities articulated in this Framework, **Long Beach has the opportunity to become the most creative city in California**. With commitment, dedication, passion, and discipline, Long Beach can become **a laboratory for twenty-first century cultural engagement and a model for the nation of diverse cultural expression**.

¹ *Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences in the City of Long Beach*, ©Americans for the Arts, 2009.



While the current economic environment is challenging, an economic downturn provides the breathing room for planning and initial implementation of initiatives that can serve to strengthen the cultural sector.

VALUES AND GUIDING PRINCIPLES

There is extraordinary consistency in the values that have been articulated for Long Beach’s cultural sector – both at the many small and large meetings conducted for this process, in the 1995 Long Beach Cultural Plan document, and, implicitly, in the 2007 “Re-imagining the Arts” Town Hall sessions. The key considerations that have been raised are articulated in greater detail below:

- **Creative Sector:** Cultural organizations, artists, and creative individuals are at the core of a vibrant cultural sector. They serve not only their own audiences but can also help to address pressing community issues, social needs, and other priorities throughout the City.
- **Diversity:** The diverse backgrounds of Long Beach’s residents – ethnic, racial, economic, and social – are among the City’s greatest strengths and arts and culture represent an important vehicle for telling a positive story about that diversity.
- **Neighborhoods:** An effective cultural program will balance neighborhood, downtown, and visitor needs and interests. The City’s structures, policies, and regulations should reflect an understanding of this balance and invite dialogue to resolve difficulties and improve accessibility.
- **Economic Development:** Long Beach’s economic development priorities should work in tandem with its cultural sector – including nonprofit and commercial groups, institutions of higher learning, and libraries, among others – so that the sector can contribute more effectively and so that priorities for community cultural development are aligned with other City priorities.
- **Creative Learning:** Long Beach’s school district and institutions of higher learning can work even more deeply with artists and cultural organizations to provide rich and dynamic creative learning experiences and enhanced cultural literacy.
- **Civic Leadership:** Long Beach’s civic and cultural leadership can provide the resources required (financial, human, and social) to strengthen the City as a laboratory for twenty-first century cultural engagement.



A VISION FOR ARTS AND CULTURE IN LONG BEACH IN 2020

In 2020 Long Beach will:

- ➔ **Be a creative, culturally vibrant city.** Every resident will be able to participate and have access to arts and culture and this local engagement will be embraced and appreciated even beyond Long Beach. Ultimately, Long Beach will become a **world “port of call”** for diverse cultures and cultural expressions while retaining its unique characteristics.
- ➔ **Encourage accessible cultural participation in all its neighborhoods** and for all residents. The City will showcase a diverse array of cultural experiences in community centers and in other venues to audiences throughout the City.
- ➔ **Build improved communication, awareness and promotion of arts, culture and creativity,** through strong internal communication and effective strategic partnerships. The City will become synonymous with culture and creativity through the presentation of unique events in collaboration with cultural institutions and engaging established and emerging artists in the process.
- ➔ **Actively support cultural and creative learning** for all residents, regardless of age or economic situation, in both school and community environments. Lifelong learning and cultural literacy will be widely available and the transformative and healing power of art and creativity will be understood and nurtured.
- ➔ **Foster a sustainable cultural sector** that is anchored by City support and a partnership of diverse public and individual, corporate, and foundation funding. Residents will understand the value of quality cultural experiences of all sorts and will communicate their importance to elected officials and civic leaders.

GOALS AND POTENTIAL STRATEGIES

Each of these six goal statements is followed by a brief discussion of the rationale behind it. Comments are also provided (primarily based on the Community Forum) on concepts that might be explored to implement the goal. It should be noted that many of the possible strategies listed might have been included just as logically under a different goal statement. This suggests the complex relationship between and among the goals. **It may be helpful to envision this Framework as a “road-map,” which can propose alternative routes to an agreed-upon destination, rather than a hard-and-fast “blueprint”** that mandates one particular approach. Thus, it is possible that on-going refinement will lead to relocating or combining some of the described concepts and nothing in this document is meant to limit those options.



GOAL 1

IMPROVE COMMUNICATION AND COLLABORATION WITHIN THE CULTURAL SECTOR AND BETWEEN THE CULTURAL SECTOR AND THE LARGER COMMUNITY.

RATIONALE

One of the most consistently heard comments – in this process and also dating back to the 1995 cultural plan and the 2007 “Re-imagining the Arts” session – has been the importance of better communication as a way to address the isolation and fragmentation of the cultural sector and its partial disconnection from a majority of Long Beach residents. It is important to market arts and culture better and to build awareness as a way to engage new audiences and strengthen existing ones. Too many cultural organizations, events, and activities in Long Beach qualify as “best kept secrets.” Residents, non-residents, and hotel visitors can be encouraged to step outside their familiar “silos” or neighborhoods to experience a broader range of its diverse offerings.

But communication is only part of the story. For communication to provide the greatest benefit, it is critical to develop more effective mechanisms to build partnerships, strategic alliances, and collaborations between and among artists and cultural organizations and the business, government, and education sectors. Such structures will create opportunities for engaging residents and working together on common priorities. The purpose of this goal is to encourage the cultural sector to work collaboratively as a way to better communicate its range of offerings and the role it can play in fostering Long Beach’s economic development and quality of life.

CONCEPTS TO EXPLORE

1. Design and implement a **comprehensive, multi-lingual local and regional marketing and awareness campaign** to acquaint residents of all ethnicities and in all neighborhoods, as well as visitors from all destinations, with the range of high quality cultural offerings available locally and highlighting the economic, social, and esthetic value that arts and culture brings to Long Beach.
2. Designate the **Arts Council for Long Beach** as the organization to coordinate the campaign and to **serve as the coordinator, aggregator, and disseminator** of information, both hard copy and electronic, about arts and culture in Long Beach.
3. Work with other **local and regional entities** (including such groups as the Long Beach Area Convention and Visitors Bureau, LBTv8, LBPost.com, LBCulture.org, the Creativity Network, Charter Communications, FIOS, Limelight, the Los Angeles County Arts Commission, and others) to engage them in the campaign and to help **build Long Beach’s “cultural brand”** with distinct threads for local and regional residents.



4. Consider ways to **engage residents in locations not commonly considered cultural venues**, including churches, public and private schools, libraries, community centers, parks and recreation facilities, and others.
5. In a collaboration that includes the Convention and Visitors Bureau, Downtown Long Beach Associates, cultural institutions, and the Arts Council for Long Beach, among others, develop a **downtown ticket office with an on-line component** to provide one-stop shopping for all ticketed Long Beach cultural events, **with satellite locations** throughout the City to provide information about cultural offerings to residents.
6. Establish mechanisms to make it easier to **build programmatic and administrative collaborations** among and between Long Beach's cultural institutions and especially those at Cal State University Long Beach and Long Beach City College.
7. Design ways to **connect arts and culture more actively and visibly to important community events**, such as the Grande Prix, Sea Festival, Port Fest, Gay Pride, or TED while coordinating and jointly promoting existing ethnic and cultural festivals to raise their visibility in the City and throughout region.

GOAL 2

USE DIVERSITY TO BUILD ACTIVE PARTICIPATION IN CULTURAL AND CREATIVE ACTIVITIES IN LONG BEACH'S NEIGHBORHOODS AS WELL AS DOWNTOWN.

RATIONALE

No approach to arts and cultural development will succeed in Long Beach unless it acknowledges the centrality of this City's diversity. Furthermore, more than many cities, Long Beach is defined by its neighborhoods, many of which have or aspire to an active and engaging cultural life as an important component of their commercial sectors. This is a powerful combination and Long Beach's cultural plan must be built on and embrace the complex web of diversity – of race, ethnicity, religion, income, education, ability, sexual orientation, geography, and age. It must encourage a cultural sector that supports the downtown and the neighborhoods without making a false choice of one over the other.

The 1995 Cultural Plan pointed out that at that time Long Beach had the demographics that the rest of the nation would have in 2020. Indeed, Long Beach can serve as a model for the nation of how to harness diversity, to move beyond its downtown to encompass an active engagement in cultural pursuits in a range of neighborhood venues.

Nationally, we see that the ways in which people participate in cultural activities are changing. Events are more participatory and less passive; as much neighborhood based as downtown oriented; focused as much on specific ethnic traditions as on the Western canon; and encompassing popular expressions, including hip hop among others. This provides an opportunity for Long Beach to experiment with both the form and content of cultural and creative experiences, to become a laboratory for developing and defining aspects of twenty-



first century cultural engagement, and to use arts and culture more effectively to build bridges of understanding between people and cultures.

CONCEPTS TO EXPLORE

1. Develop a menu of **neighborhood-based cultural programs** that provide both active and passive experiences and can be delivered in a variety of locations, as a specific strategy to strengthen neighborhoods and connect with under-served or marginalized populations.
2. Ensure that **programs and policies are designed by individuals who are familiar with the populations** to be served and that, to the extent possible, programs can move beyond serving single constituencies and contribute to bringing Long Beach’s communities and neighborhoods together while preserving their unique identities.
3. Build stronger support systems within City agencies, Business Improvement Districts, and cultural groups to **assist residents in mounting neighborhood cultural festivals**, especially in ways that reach beyond specific ethnicities, age groups, or other “silos” and extend the impact of such events.
4. Strengthen the visibility of **Long Beach’s neighborhoods** using the “Connected Corridor” model, as a way to highlight the arts and culture of various ethnic groups in the City.
5. Design **programs that accommodate the ways in which young people learn about and engage in creative activities**, including their promotion, content, scheduling, and cost, among other factors.
6. To the extent possible, ensure that resources are allocated to cover the cost of **translation** so that various ethnic groups can participate in cultural activities more easily and that **folk and traditional arts** are integrated into planning considerations.
7. Work with **social service and health agencies to better use the arts and creative activities** to enhance and expand their programs, using the documented success of such programs to assist the healing process and to reintegrate individuals into society.

GOAL 3

STRENGTHEN AND COORDINATE A FULL RANGE OF CREATIVE LEARNING OPPORTUNITIES FOR RESIDENTS OF ALL AGES.

RATIONALE

Fifty years of education research show that investments in K-12 cultural education can improve life outcomes for young people, provide settings for family enjoyment and interaction, and nurture the next generation of creative talent. Los Angeles County has



recognized this with its “Arts for All,” a County-wide regional blueprint for arts education, to which County school districts can commit, that states that “...[e]very public school student in Los Angeles County will receive a high-quality K-12 education of which the arts are an intrinsic part of the core curriculum....” Such a blueprint can be an important step to ensure that the key ingredients necessary for success are present – quality programs, sustained over time, and providing equitable access. Long Beach should commit to this initiative.

People of all ages can reap the benefits of exposure to and participation in arts and cultural activities. Indeed, there is a national trend for people of all ages, from college students to senior citizens, and families to be active participants with a greater interest in learning about arts and culture. Many of Long Beach’s cultural organizations, including the Arts Council for Long Beach, are involved in educational programming but its impact is less than it might be because coordination and thus access is limited. Building the partnerships necessary to make this programming more effective is a key component of this goal.

CONCEPTS TO EXPLORE

1. Convene a **City-wide “summit” on cultural education** and advocacy with the participation of parents, students, teachers, and school administrators to focus on building support for and understanding of the benefits of arts learning for young people through public programs and targeted research.
2. Advocate for the **Long Beach Unified School District to commit to the “Arts for All”** initiative of Los Angeles County and to develop a policy framework and timeline to implement its key priorities.
3. Augment neighborhood programs (c.f., Goal 2, #1 above) with a menu of affordable **culturally-oriented after-school educational programs** provided at various neighborhood venues (churches, community and recreation centers, schools, social service agencies, libraries, etc.).
4. Establish stronger **links between institutions of higher learning and the community** to provide greater opportunities for Long Beach residents to participate in campus-oriented cultural activities and to bring students into the community’s cultural life (through participation, internships, mentoring, etc.).
5. Provide more opportunities for **artist residencies** in the public schools to build on the creative vitality of Long Beach’s cultural community.
6. Build stronger links between **local creative industries and technology initiatives** and those organizations that provide cultural and creative learning opportunities.



GOAL 4

FOSTER A SUSTAINABLE ECOLOGY OF CREATIVE INDIVIDUALS AND CULTURAL ORGANIZATIONS OF ALL SIZES, AGES, DISCIPLINES, AND LOCATIONS.

RATIONALE

Long Beach’s artists and cultural organizations are the foundation of its cultural sector. Their health and productivity – creatively, financially, and administratively – are central to the growth and success of arts and culture in the City. To reach its full potential, Long Beach must foster a healthy cultural “ecology,” a fully developed, interdependent system that includes arts, cultural, history, and heritage groups of various budget sizes and stages of development, representing an international range of disciplines, and including an active group of amateur and professional visual, literary, and performing artists.

Artists and cultural organizations in Long Beach have faced significant challenges for quite some time. Artists often struggle to develop and sustain a professional career in the City. And cultural groups of all sizes, most with relatively small budgets, face significant challenges building their capacity to address key administrative concerns and to provide appropriate training to their staff. Given the difficult economic environment, artists and organizations need to do more with less, learn better approaches to administrative collaboration, and build relationships that can foster more efficient management. As a community, Long Beach must foster this entire cultural ecology, making sure that its cultural assets can continue to lead productive individual and organizational lives.

CONCEPTS TO EXPLORE

1. **Convene cultural service providers** by discipline and focus (i.e., visual, performing and nature/historical) to define their priority needs, explore options for collaboration, and improve networking.
2. Working with existing providers (i.e., Long Beach Nonprofit Partnership, Los Angeles County Arts Commission, among others), provide **guidance and training to nonprofit cultural organizations** to assist them in developing strategic alliances, joint services agreements, consortia, fiscal agency, and other mechanisms to streamline and improve administrative operations.
3. Develop an **asset map** of existing cultural venues (both formal and informal), organizations, artists, and other resources that can inform on-going policy discussions and guide considerations of placement in the City of additional cultural resources, including cultural facilities required during the ten-year focus of this Framework.
4. Establish a comprehensive **training program and clearinghouse for working artists** that provides information on professional development, business training, and mentoring relationships to take advantage of local and regional programs and to develop formal and/or informal working groups or guilds among like-minded practitioners.



5. Conduct **workshops on marketing** that highlight the ways in which national patterns of cultural participation are shifting so that organizations and artists can address these changes with contemporary approaches.
6. Encourage the City to develop **programs to attract, retain, and sustain creative individuals and industries** through tax incentives, access to in-kind assistance, zoning variances, assistance in the use of vacant spaces for temporary exhibition/performance space, and other mechanisms.
7. Develop a **City-wide electronic hub or portal** that can coordinate access to information on Long Beach's cultural events and activities for potential attendees and also centralize information and resources of interest to artists and cultural organizations. Training should be provided for cultural leaders to learn to use technology and today's communication tools, including all forms of social media, user-generated video, and search engine optimization.

GOAL 5

USE CULTURAL ASSETS - VENUES, DISTRICTS, ORGANIZATIONS, AND PROGRAMS - MORE EFFECTIVELY TO SUPPORT ECONOMIC DEVELOPMENT.

RATIONALE

As communities across the nation, state, and region compete to attract creative industries and the knowledge workers they rely on, there is an increasing emphasis on tying the community economic development agenda to reflect cultural priorities. The creation of Long Beach's Economic Development and Cultural Affairs Bureau is an indication that civic leaders understand the need to be more active and engaged in this arena. This is especially important considering that Long Beach's cultural sector is already providing significant economic impact.

There are many ways that arts and cultural assets can have a significant impact on economic development. Public art, streetscape enhancements, cultural districts, and ethnic festivals, among others, can all serve to raise Long Beach's visibility and make it an even more attractive destination for visitors. Many of the potential strategies described in other sections of this report will have an impact in this arena as well. Yet it will be critical to align public policy so that investments in arts and culture are seen as part of a comprehensive approach to building Long Beach's economic base – creating jobs and bringing in long- and short-term visitors.

CONCEPTS TO EXPLORE

1. Expand Long Beach's **public art program** so that it is City-wide in scope (including support for performances and festivals) and develop a public art plan to ensure that visual



art selection, placement, and maintenance is performed to the highest standards and that all public art components (i.e., including the mural program) are coordinated.

2. Review **permitting policies** in order to make it easier for artists to perform in neighborhoods throughout the City and to simplify the paperwork required for small organizations and artists to obtain special event authorization.
3. Develop specific, culturally-oriented programming to **augment existing events and activities** (i.e., Grand Prix, Vision-Voices, TED) **and facilities** (i.e., Long Beach Performing Arts Center and other downtown and CSULB and LBCC cultural facilities).
4. Strengthen local and regional programs in support of **cultural tourism** by working closely with the Long Beach Area Convention and Visitors Bureau and its partners, the hospitality industry and convention planners, to make use of Long Beach's wealth of cultural venues, festivals, and institutions of higher learning.
5. Continue to build the **network of public transportation** to include access to more cultural venues and events and promote the availability of culturally-oriented public transportation more broadly.

GOAL 6

STRENGTHEN INCLUSIVE CULTURAL LEADERSHIP THAT WILL IDENTIFY, ADVOCATE FOR, AND OBTAIN THE NECESSARY FINANCIAL AND HUMAN RESOURCES.

RATIONALE

Long Beach has witnessed dramatic shifts in the strength and effectiveness of its private sector cultural leadership. It is generally agreed that the 1980s and 1990s represented a particular high point and that, more recently, cultural leadership has not been as strong. The recent lack of permanent staff leadership at the Arts Council for Long Beach has been problematic. Beyond that staffing situation, the consensus perception is that the Arts Council has not been a strong and visible leadership body for the cultural sector.

Stronger cultural leadership is a necessary pre-condition for the implementation of virtually any aspect of this cultural plan, especially given the importance of identifying additional financial resources to support existing and new cultural initiatives. The prospects for improved cultural leadership are promising. For example, the Arts Council for Long Beach has contracted with a new Executive Director, the City has established the Economic Development and Cultural Affairs Bureau, and this planning process has energized many residents and engaged them in important policy conversations about the future of arts and culture in Long Beach. This goal is designed to support and extend these prospects through stronger, more focused civic and cultural leadership and resource development.



CONCEPTS TO EXPLORE

1. Define **distinct roles and responsibilities** for the Arts Council for Long Beach and the City's Economic Development & Cultural Affairs Bureau that distribute tasks cooperatively and flexibly between the two entities, understanding that a reinvigorated Arts Council will take the lead in the short term. Explore options for a stronger role for the City's Cultural Affairs Bureau (i.e., the "Santa Monica model").
2. As part of its reexamination of its mission and focus, the Arts Council should develop a focus on **coordinating, convening, advocating, and facilitating**, in particular, relative to the implementation of this cultural plan.
3. Establish regular and on-going mechanisms to provide **more effective communication between the cultural sector and local business and civic leaders**, so that arts and cultural groups are "at the table" and can better align community and cultural priorities and assist in training new leaders (i.e., through Leadership Long Beach).
4. Build **stronger ties to regional initiatives and organizations** (including, for example, the Los Angeles County Arts Commission, ARTS LA, and the Center for Cultural Innovation) so that local artists and arts administrators can benefit from training opportunities and a broader, region- and state-wide perspective.
5. Use training opportunities to assist cultural organizations develop the necessary skills to build **stronger earned income opportunities** for their organizations, using strategic alliances, cross marketing arrangements, sponsorships, cause-related marketing, and other mechanisms.
6. Strengthen **contributed support from individuals, corporations, and foundations** through more effective awareness-building and fund-raising campaigns that highlight the community and economic value embodied in arts and culture.
7. Continue to explore options to obtain **funding for arts and cultural initiatives from the American Recovery and Reinvestment Act** through such programs as the Department of Housing & Urban Development's specially designated Community Development Block Grant program, the Department of Transportation's Transportation Enhancements program, the Department of Commerce's Economic Development Assistance program or the Department of Labor's Job Training and Employment Services.
8. Long-term, identify and obtain a **varied, coordinated, and secure set of public and private revenue streams** for arts and culture that can survive economic downturns, based on the role arts and culture plays in strengthening economic development and enhancing the City's quality of life.



NEXT STEPS IN THE PLANNING PROCESS

PHASE ONE: ADOPT *CREATE LONG BEACH* FRAMEWORK

The Steering Committee’s review and “acceptance” of this Plan Framework (revised as necessary), at a meeting scheduled for June 10, 2009, will represent the culmination of the first phase of this planning process and the completion of the commitment made by Steering Committee members.

The Plan Framework has been developed based on the many meetings conducted as part of this process. The Steering Committee will review this document to ensure that it embodies, as much as possible, the priorities and aspirations of the community as articulated by Steering Committee members and the general public. This review will likely result in revisions to the Framework. Since the June 10 meeting is the final one for Steering Committee members, the following process will be employed to “approve” the draft:

- In advance of the Steering Committee meeting, **members will submit comments** on any aspect of the Framework, particularly focusing on vision and values.
- The Steering Committee meeting is designed to **provide additional opportunity for comment and feedback** which will focus on the goals and potential strategies and will be well documented during the meeting.
- At the end of the meeting, Steering Committee members will **vote to “approve” the Framework, subject to any consensus revisions** discussed at the meeting. Note that, in this context, approval means that this document can serve as the basis for on-going discussion of the cultural plan in Phase 2 of this process. It does not suggest agreement with every point made in the Framework.
- The ***ad hoc* planning committee**, comprised of representatives of the Arts Council, the Cultural Affairs Bureau, and the Los Angeles County Arts Commission, will **review a revised draft** within ten days of the Steering Committee meeting to ensure that the consultant has made all the agreed-upon revisions.
- Once the final meeting of the Steering Committee on June 10 is completed, **that body will have fulfilled its responsibility** and will be formally thanked and disbanded.

PHASE TWO: COMPLETING THE *CREATE LONG BEACH* PLAN

A second phase will be required to flesh out the Framework to select priority strategies, assign responsibilities, estimate implementation costs and timeline, and develop benchmarks to track success during the ten-year planning period. The Phase 1 process that led to the completion of the Framework has been co-led by the Arts Council for Long Beach and the



Economic Development and Cultural Affairs Bureau. Such a public/private partnership has worked effectively thus far and should continue.

This second phase of planning will be resource-intensive, given the need to address six goals and their attendant strategies, as well as coordinating, synthesizing, and prioritizing all goals and strategies. The planning structure and process should reflect the available resources while also ensuring that residents remain engaged in the process. The structure for Phase 2 will echo that employed in Phase 1, although some changes will be required because of the difference in the tasks to be completed. The following suggestions are offered, assuming that resources allow for this level of effort:

- ➔ A small, broad-based community **Task Force** of between 12 and 18 members should be appointed by the planning committee. It should include representation from the current Steering Committee for continuity. Members should be ready to commit a significant amount of time (at least one meeting every two weeks for 2 to 4 months) to the process. This body would be responsible for reviewing the suggested goals and overseeing the work of developing and refining strategies and coordinating additional community input.
- ➔ The Task Force will convene **six Working Groups**, one for each goal in the Framework, made up of three members of the Task Force and an additional 4 to 8 community members. Each working group will be responsible for refining five or six priority strategies required to achieve the goal for which it is responsible, conducting additional research or group meetings as deemed appropriate. For each strategy, the Working Group should identify a lead coordinating organization, provide an estimated budget and timeline for implementation, and define benchmarks to measure success. Working Group members will have a more focused time commitment, although it will be extensive for the two to three months that they will be working.
- ➔ Once the Working Groups have completed their tasks, the Task Force will **convene several community meetings**. These should be designed so that they engage as broad a cross-section of Long Beach as possible. Ideally, a series of six sessions will be convened, one to address each of the six goals of the cultural plan, and they would be conducted at various locations throughout the City.
- ➔ Based on the activities of the Task Force, Working Groups and community meetings, the ***Create Long Beach* cultural plan will be completed.**

PHASE THREE: CREATE LONG BEACH IMPLEMENTATION PLAN

The Arts Council and the Economic Development and Cultural Affairs Bureau will jointly draft an implementation plan for *Create Long Beach*, based on the work completed in Phase 2. The complete *Create Long Beach* initiative (including the Framework and the phases 2 and 3 documentation, will be presented to City Council in January 2010 for incorporation into the 2030 General Plan.



CONCLUSION

Long Beach has an extraordinary opportunity. It has impressive potential to build an exciting and vibrant cultural future, grounded in a powerful mix of cultures and neighborhoods and fed by a strategic location near enough to a rich and varied mix of cultural institutions to enjoy them but far away enough to require strong local cultural resources.

Members of the community sense this opportunity and have been engaged by this process, which indicates the yearning for a more effective and strategic response to the potential for arts and culture to transform the City. *Create Long Beach* is a vehicle than can allow Long Beach to recast itself as a laboratory for twenty-first century cultural participation.