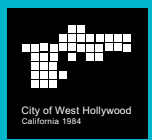


WEHO Arts The Plan



WEHO
Arts



In 2016,
the City of West Hollywood
began looking to the future by
undertaking a community-based
cultural planning process –
WeHo Arts: The Plan.

After years of growth in the City of West Hollywood's Arts Division, the process was a timely and necessary review, an opportunity to hear from the Arts Division's existing stakeholders and the residents of West Hollywood; to understand how they engaged with current programs; to learn their visions for West Hollywood's artistic and cultural life; and to assess how the municipal government could best support this vision. The planning process offered a structure with which to undertake this collaborative listening and strategic thinking. In turn, *The Plan* provides the framework to organize, develop, and sustain the work of the City of West Hollywood's arts and culture programs.

By adopting *WeHo Arts: The Plan (The Plan)*, the City Council and the Arts and Cultural Affairs Commission are endorsing the principles and recommendations

identified, synthesized, and evaluated through the 18-month planning process. They are committing to the on-going work that will be required to implement this vision, and they are putting in place the benchmarks by which the City of West Hollywood's own progress will be evaluated. Moving forward, as the City of West Hollywood enters new budget cycles, the City Council and City staff will be able to use *The Plan* as a resource in identifying programming priorities and as a justification for decision-making. More broadly, it is the City of West Hollywood's hope that *The Plan* can serve as a resource to others – businesses, arts organizations, and passionate supporters of the arts – providing information for programs and opportunities for new collaborations, strengthening the environment for arts and culture in the community as a whole.

THE PLANNING PROCESS

From the start, the Arts and Cultural Affairs Commission (ACAC) defined the overarching goals for this process as:

- **Celebrate the city's distinctive artistic and cultural identities.**
- **Identify and commemorate West Hollywood's support and advancement of the arts.**
- **Articulate a shared vision for the future: securing the position of the arts and culture at the heart of our creative city.**

These goals guided the process' design. An emphasis was placed on implementing multiple styles of interaction between residents, visitors, organizations, businesses, and Arts Division staff and ACAC Commissioners: from quick conversations to in-depth interviews and participatory art-making. The duration of the principal engagement phase, which lasted more than a year, was indicative of the amount of time it took to meaningfully connect with West Hollywood's different sectors. The work to continue conversation and connection with the community will endure as *The Plan* moves into implementation.

Throughout the planning process, contributors acknowledged that West Hollywood is in a pivotal moment in its history and in reasserting its identity amidst various changes – as much to the built environment as to the populations moving to the city. Consequently, *The Plan* became an opportunity to reflect on and reinforce municipal investments towards multiple aims:

- **As a connector of the city's communities.**
- **As a pathway for groups and artists who are not represented elsewhere to find opportunity and community.**

- **As a catalyst for local industry and economic growth, drawing on the city's and the region's cultural workforce and audiences to strengthen community vitality.**

During the planning process it became apparent that achieving these aims was not only the work of the municipal government, the City of West Hollywood (City). Rather, to support a rich system of creative individuals and organizations, a network made up of collaborators, partners, the City, and new stakeholders will need to collectively move the work of *The Plan* forward. This network will be essential in taking the bold steps needed to advocate for and advance the arts in West Hollywood.

The Plan is the result of the last 18 months of conversation and the collaborative work of hundreds of people, including: Arts and Cultural Affairs Commissioners; City Council; Arts Division and



Photo by Joshua Barash

City of West Hollywood staff and interns; artists; hundreds of survey respondents; committed attendees of the Living Room Sessions; passionate advocates who sent emails; the cultural plan consultant; and students of the West Hollywood Community Day School and residents of the West Hollywood Community Housing Corporation. It is the articulation of a collective vision for West Hollywood for the next five to ten years.

The Plan's process of conversation and collaboration generated dozens of exciting ideas that appear throughout this document under the title "Repository of Great Ideas," and will continue to be a source of inspiration and conversation

throughout *The Plan's* implementation. The examples that are listed in this document are those that were offered numerous times or were created through a combination of like ideas and sentiments. They have been reviewed by Arts Division staff and ACAC Commissioners.¹

Furthermore, contributors emphasized that the City of West Hollywood is getting many things right and stressed that these successes should be built upon. Such efforts include:

- **Continuing a high-visibility, high-quality, temporary public art program.**
- **Providing programming in all artistic disciplines.**

- **Continuing to nurture artists and arts organizations through devoted and responsive staff.**

Such successes are not without accompanying challenges. It will be the continual work of the City to evaluate the scale and scope of its programs. *The Plan* also calls for a commitment to partnership and continued engagement in order to build the capacity of the West Hollywood arts sector as a whole. This work will be slow, iterative, and will require City leadership.

The Plan will be successful as the City and its partners commit to expanding upon the strong foundation that has been built to date.

¹The Repository of Great Ideas can be found in Appendix A.



WEHO ARTS STATS & FACTS

- In summer 2017, the Arts Division started a cultural asset map for West Hollywood.² This resource can be easily updated to reflect the physical art and culture spaces and organizations within the community. As of July 30, 2017, the West Hollywood asset map includes:

- 30 art galleries**
- 7 municipal facilities where arts events and exhibitions are presented**
- 6 music venues**
- 5 bookstores**
- 3 theaters**
- 2 museums**
- 2 libraries, 5 little free libraries, and MANY businesses where artistic practice occurs daily!**

- In Fiscal Year 2010, the City of West Hollywood participated in Arts & Economic Prosperity IV (AEP IV), a project of Americans for the Arts that assessed the economic impact of the nonprofit arts in 182 communities and regions across the United States. The direct economic activity of nonprofit arts and culture organizations and arts and culture audiences in West Hollywood totaled more than \$29 million dollars in that year. Since AEP IV was conducted, arts and culture organizations and consumers have emerged from the Great Recession of 2008 and expenditures have risen. In the most recent study, Arts & Economic Prosperity 5 released in May 2017,

at the national level the nonprofit arts and culture industry generated \$166.3 billion in economic activity during 2015, up from \$135.2 billion in 2010.

- In Fiscal Year 2016-2017, WeHo Arts funded more than 50 non-profit arts organizations/artists through seven distinct grant programs.³
- Innumerable artists, arts administrators, professionals in creative fields, and creative souls live in West Hollywood. Sixty-five percent (65%) of West Hollywood residents who took the online survey indicated that they have a personal creative practice.

² Appendix B lists the locations on the current version of the cultural asset map.
³ Appendix C lists the current WeHo Arts grant programs.

ABOUT THE PLAN

In early 2017, the Arts and Cultural Affairs Commission and Arts Division staff, together with the cultural plan consultant, analyzed the data produced by the online and in-person surveys, Living Room Sessions, and *Art to Us* – the artist engagement that provided a pathway for planning process participation through collaborative art-making.⁴ From this thorough review, a number of categories emerged to serve as principles under which *The Plan's* specific recommendations could fall. With this initial framework, the planning process included a second round of Living Room Sessions with community members to assess the framework's effectiveness in capturing what was heard. At the conclusion of this second phase of conversation, the principles were distilled further. The results of this synthesis are the five principles found here:

● SPACE

In order to thrive, the arts, in their myriad forms, need to be ubiquitous in the built environment, with physical spaces for creation and presentation.

● ENGAGEMENT

Art has the capacity to bring people together and create community; at a time of transition in West Hollywood, the arts should be viewed as a resource and a vehicle for people to understand the City's values.

● SUPPORT

Artists, cultural producers, curators, arts administrators, creative individuals, non-profit organizations, and businesses need systems that finance and support their development.

● VISIBILITY

Information on the work of WeHo Arts and West Hollywood's artists and groups should be easily accessible and highly promoted.

● EXPERIMENTATION

West Hollywood has the tools to lead the region, and perhaps the nation, in its support for artists and in the presentation of compelling new work; it shouldn't shy away from taking risks.

These principles and associated recommendations are documented in detail on the following pages. Immediately after the section on Experimentation, *The Plan* presents a section called Operating Considerations that includes important reflections on the staffing and funding that will be needed to implement the recommendations.

⁴ Explanation of each type of engagement can be found in Appendix D.

TABLE OF CONTENTS

7	Since the Start of <i>The Plan</i>
9	Principles and Recommendations
10	Space
14	Engagement
18	Support
22	Visibility
26	Experimentation
30	Operating Considerations
33	Next Steps
34	Appendix A. Repository of Great Ideas
39	Appendix B. Cultural Asset Map Data
42	Appendix C. WeHo Arts Program Chart with Budget
43	Appendix D. Engagement Strategies
44	Appendix E. Engagement Dates, Types and Locations
47	Image Credits
48	Acknowledgements

SINCE THE START OF *THE PLAN*

The Plan's Engagement in Numbers:

From January 2016 to June 2017, the Arts and Cultural Affairs Commission and Arts Division hosted or facilitated:

- 26 Arts & Culture Pop-ups**
Informal opportunities to learn about WeHo Arts' programs and take a quick survey.⁵
- 17 Living Room Sessions**
Long-form, open-ended conversations on WeHo Arts' role in the local and regional arts community.
- 11 Interviews and Multiple Meetings**
with City of West Hollywood staff to find out best practices from other City processes and determine expectations for *The Plan*.
- 5 Plan Presentations**
to local groups and organizations.
- 4 Art to Us Workshops/Events**
An interactive process where artists worked with local groups to design a project that used art-making to inform *The Plan*.
- 231 Online, Long Survey Responses**
- 500 In-person, Short Survey Responses**
- 1700 People Engaged**
The number of people we informally spoke to or communicated with about *The Plan*.

Concurrent Progress!

As the planning process unfolded, the City of West Hollywood moved forward on a number of projects to address community member recommendations. These include:

Acquisition of The Coast Playhouse

to address the need for City-owned arts spaces.

The Creation of a WeHo Artists / Art Opportunities Facebook Group

to quickly connect artists to listings for grants, spaces, and open calls.

The Creation of a West Hollywood Artist Registry and Muralist Roster

to discover the artists who live in West Hollywood and connect with those who want to create here.

A Redesign of WeHo Arts Briefs

to improve communication about arts programs.

Interim Use of Long Hall as a Gallery

to address the need for City-owned arts spaces.

⁵ Explanations of each type of engagement can be found in Appendix D.



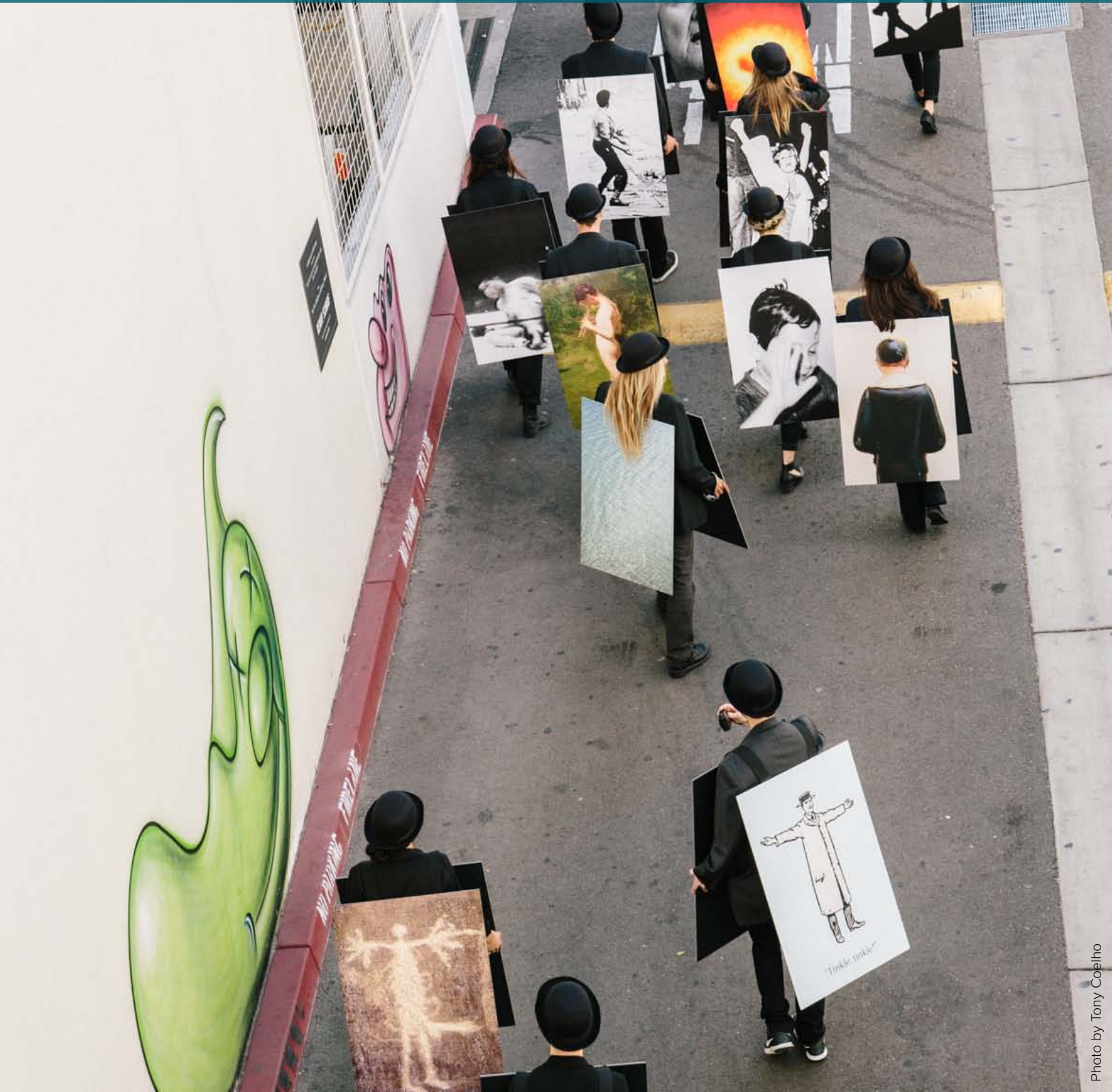


PRINCIPLES AND RECOMMENDATIONS

The following pages detail the five principles and twenty recommendations of *The Plan*: articulated by the planning process’ contributors; structured through the analysis of the Arts and Cultural Affairs Commission, Arts Division staff, and cultural plan consultant; and verified through the feedback of community members through a second series of Living Room Sessions. The twenty recommendations are accompanied by examples from the “Repository of Great Ideas” and a list of Possible Partners. The examples and partners listed here are those that were offered numerous times or were created through a combination of like ideas and sentiments. Together, the principles, recommendations, examples, and lists of possible partners offer the City of West Hollywood and its collaborators the tools to reinforce and grow West Hollywood’s artistic and cultural communities and assets.



SPACE



In order to thrive, **the arts, in their myriad forms, need to be ubiquitous in the built environment**, with physical spaces for creation and presentation.

1 Improve and expand arts uses in existing City-owned facilities and open land.

Examples from the Repository of Great Ideas

Maximize the use of under-utilized spaces on an interim basis as City-run gallery and/or presentation spaces.

Activate City spaces on an interim or long-term basis to create a multidisciplinary arts center and/or hub for artist live/work space, where arts organizations and individuals can create and present work, engage the public, connect with other artists, and access centralized information on WeHo Arts.

Modernize Fiesta Hall to accommodate productions, concerts, and presentations.

Address the perception that the Eastside has less and/or lower quality art than the Westside medians and West Hollywood Park.

Possible Partners

City of West Hollywood Community Development Department

City of West Hollywood Public Works Department

City of West Hollywood Recreation Division

Local Arts Advocates

“An arts community without a space is not sustainable.”

– Living Room Session Attendee



Photo by Tony Coelho

2 Present art in the places people frequent – take works to complexes or affordable residences where people may feel more isolated or home-bound.

Examples from the Repository of Great Ideas

Host concerts, performances, and art-making opportunities in/near West Hollywood Community Housing Corporation complexes.

Develop illuminated installations along Santa Monica Blvd., in Plummer Park, and in other high pedestrian areas and transportation hubs.

Continue and expand rotating exhibitions in public spaces and in the West Hollywood Library.

Possible Partners

City of West Hollywood Aging in Place Initiative

City of West Hollywood Recreation Division

City of West Hollywood Social Services Division

Metro

Social Service Organizations

WeHo TV

West Hollywood Community Housing Corporation

3 Spearhead an initiative to address affordable housing and workspace needs for artists, arts organizations, and small creative businesses.

Examples from the Repository of Great Ideas

Include artist live/work, studio, rehearsal, exhibit, theatre, and performance space on the public benefit list for developer agreements.

Convene a roundtable with Long Range Planning, Rent Stabilization and Housing, and others to understand zoning and to discuss affordability issues and lack of artist live/work/presentation space.

Assess the feasibility of rental subsidies for artists and non-profit arts organizations.

Work with established incubator spaces to evaluate the feasibility of an arts non-profit incubator in West Hollywood.

Possible Partners

Arts Service Organizations

Artspace

City of West Hollywood Business Development Division

City of West Hollywood Community Development Department

City of West Hollywood Rent Stabilization and Housing Division

Developers and Property Managers

West Hollywood Business Improvement Districts

West Hollywood Chamber of Commerce



4 Increase the presentation of free music, theater, and film in public and private places.

Examples from the Repository of Great Ideas

Host public film screenings on the roofs of West Hollywood parking garages.

Collaborate with Make Music LA on Make Music West Hollywood.

Develop policies that allow for street musicians to perform on major streets and boulevards.

Work with local businesses to design a performing arts Art Crawl.

Possible Partners

City of West Hollywood Business Development Division

City of West Hollywood Community Development Department

Make Music LA

Sunset Strip Venues and Stakeholders

West Hollywood Business Improvement Districts

West Hollywood Chamber of Commerce

WeHo TV



5 Develop an active Art + Business partnership program where art can be displayed inside businesses and in vacant storefronts.

Possible Partners

Artists and Curators

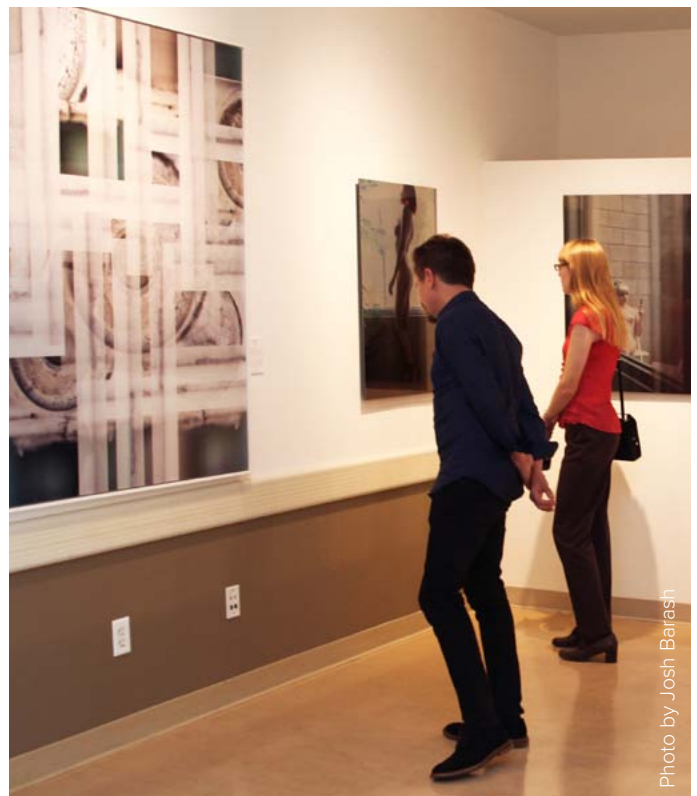
Business Owners

City of West Hollywood Business Development Division

City of West Hollywood Community Development Department

West Hollywood Business Improvement Districts

West Hollywood Chamber of Commerce



ENGAGEMENT



Art has the capacity to bring people together and create community; at a time of transition in West Hollywood, the arts should be viewed as a resource and a vehicle for people to understand the City's values.

6 Foster community by bringing people of all ages together through meaningful, high quality, art-making experiences, with a focus on populations that are isolated or disconnected from WeHo Arts' current programming.

Examples from the Repository of Great Ideas

Artist-in-Residencies with local Social Service Providers/Organizations (serialize *Art to Us* for the duration of *The Plan*).

Pilot a Fund for artists to collaborate with City of West Hollywood Boards and Commissions, community plans, and/or local organizations.

Explore a Mentor-Apprentice program for established artists and those interested in learning a particular medium or craft.

Enhance Teen and Children's programming and access to art-making opportunities.

Possible Partners

Artist Roundtable

Children's Roundtable

West Hollywood Teen Center

Schools

Jewish Family Services

Local Social Service Providers

City Boards and Commissions

West Hollywood Community Day School

West Hollywood Community Housing Corporation

City of West Hollywood Recreation Services Division

City of West Hollywood Social Services Division

City of West Hollywood Aging in Place Initiative

"Residents want an experience that goes beyond just showing up and being an audience member. They want to be involved."

– Arts and Cultural Affairs
Commissioner

7 Pilot a large-scale community arts festival where groups and individuals can create, present, and engage in work around a particular theme.

Possible Resources

Connect with the City of Santa Barbara regarding production of their Solstice Festival.

Consider the National Night Out organizing structure.

8 Continue to convene people in structured, informal dialogue, and/or art-making experiences during the duration of *The Plan* in order to maintain relationships and understand community dynamics as they evolve over time.

Examples from the Repository of Great Ideas

Host Living Room Sessions in tandem with existing programming.

Host a monthly/bi-monthly “Arts Roundtable.”

Possible Partners

Artist groups who may want to help convene

Local Arts Advocates

The Plan's Mailing List





SUPPORT



Artists, cultural producers, curators, arts administrators, creative individuals, non-profit organizations, and businesses **need systems that finance and support their development.**

9 Continue to develop the arts grants program by expanding grant opportunities for individual artists.

Examples from the Repository of Great Ideas

Develop grants to support individual artists to pursue pivotal career opportunities.

Pilot scholarships and/or partnerships with regional arts service organizations for artists to attend capacity building workshops.

Develop a list of teaching artists and quick grants for organizations to connect with local artists and fund opportunities in their facilities/programs.

Reduce barriers to participation by asking artists for feedback on grant applications and contracting requirements.

Possible Partners

Individual Artists

Municipal Arts Agencies

Regional Arts Service Organizations

10 Champion the presentation, support, and development of artists and content from under-represented communities and disciplines.

Examples from the Repository of Great Ideas

Create a Cultural Equity Policy in line with the County's initiative that identifies the under-represented communities and disciplines that WeHo Arts aims to support, and assesses current levels of access and opportunity.

Pilot an extension of One City One Pride beyond June.

Establish baseline metrics on the number of artists from under-represented communities supported by WeHo Arts.

Possible Partners

City of West Hollywood Aging in Place Initiative

City of West Hollywood Boards and Commissions

City of West Hollywood Social Services Division

Community-based and Social Service Organizations

Los Angeles County Arts Commission

WeHo Arts Grantees

11 Commit to supporting emerging performing and visual artists; increase opportunities for emerging artists to present alongside established artists.

Examples from the Repository of Great Ideas

Use the City's arts programs like Summer Sounds as an opportunity to present emerging local artists alongside more established artists.

Explore other opportunities to support musicians and the presentation of music throughout the city.

Develop an annual or semi-annual opportunity for emerging visual artists to exhibit alongside more established visual artists.

Distribute grant guidelines and other artist opportunities to academic programs and graduate networks.

Possible Partners

Center Theatre Group (Block Party model)

City of West Hollywood Event and Film Services Division

Curators / Producers

Established Artists (to identify emerging artists)

University and College Art and Design Programs

12 Work with artists, curators, and arts administrators to increase opportunities for connection, access to resources, and professional development, and to reduce barriers to participation.

Examples from the Repository of Great Ideas

Host a monthly/bi-monthly "Arts Roundtable" patterned after the Children's Roundtable.

Convene a salon and networking series where local artists, curators, and the creatively-inclined can present their work, connect with others, and learn about opportunities to support their creative practice.

Convene artists for workshops on how to apply for a grant.

Improve the visibility of artists' work by coordinating new cross-promotional strategies between disciplines and organizations.

Possible Partners

Artists

City of West Hollywood Communications Department

City of West Hollywood Finance and Technology Department

Curators, Consultants

Local Arts Advocates

Municipal Arts Agencies

Regional Arts Service Organizations

LA Art Association

Local Galleries and Theaters



13 Allocate Economic Development Department resources to growing Art + Business Partnerships.

Examples from the Repository of Great Ideas

Expand the Alt/Art Space Registry.

Host an Art + Business Networking event.

Work with local businesses to develop an Art in Vacant Storefronts program or policy.

Develop an awareness and communication strategy for the existing mural program.

Possible Partners

Americans for the Arts, Arts & Economic Prosperity

Business Owners

City of West Hollywood Business Development Division

City of West Hollywood Finance and Technology Department

City of West Hollywood Innovation Division

City of West Hollywood Event and Film Services Division

West Hollywood Chamber of Commerce

West Hollywood Design District

Film Industry Guilds

Santa Monica Boulevard Bars, Restaurants, and Cafes

Sunset Business Improvement District

14 Provide commissioners and arts advocates with opportunities for leadership development on emerging issues and trends in the arts.

Possible Partners

Americans for the Arts

Arts for LA

Arts Consultants

Arts Service Organizations

City of West Hollywood Boards and Commissions

City of West Hollywood Staff Liaisons to Other Boards

Center for Cultural Innovation



“WeHo should be a conduit for opportunities.”

– Living Room Session Attendee

VISIBILITY



Information on the work of WeHo Arts and West Hollywood’s artists and groups should be **easily accessible and highly promoted.**

15 Increase awareness of WeHo Arts’ programs and opportunities; ensure that the work and programs of WeHo Arts are communicated effectively and frequently to the residents of West Hollywood and to those who are part of West Hollywood’s extended community.

Examples from the Repository of Great Ideas

Undertake a comprehensive communications planning process to identify how and where to design and target communications about WeHo Arts’ programs.

Revise the WeHo Arts website and e-newsletter for ease of use and streamlined presentation.

Increase use of outdoor promotion and marketing locations (billboards, kiosks, street, pole banners, among others).

Increase communication on programs that support artists from under-represented communities, such as One City One Pride and the Transgender Arts Initiative.



16 Develop a WeHo Arts Talks series connecting people to the artists presenting and living in West Hollywood.

Possible Partners

CalArts

Museum of Contemporary Art

Pacific Design Center

Former ACAC Commissioners

Arts Posse

Artists

Curators, Consultants

City of West Hollywood Business Development Division

West Hollywood Business Improvement Districts

West Hollywood Chamber of Commerce

West Hollywood Design District

17 Support new pathways for artists, arts administrators, and curators to share open calls, grants programs, and opportunities.

Examples from the Repository of Great Ideas

Create a WeHo Artists Facebook Group.

Host a monthly/bi-monthly “Arts Roundtable” patterned after the Children’s Roundtable.

Update the website to provide direct links to open calls.

Increase cross-posting on digital platforms, such as social media feeds.

Possible Partners

Local Publications and Community Press

Curators/Arts Consultants

Municipal Arts Agencies

Regional Arts Service Organizations

Marketing and PR Professionals



18 Invest in building relationships with new groups and partners, expanding WeHo Arts' connections to new populations.

Examples from the Repository of Great Ideas

Host an Arts Roundtable with featured speakers from local groups.

Host a breakfast for local Social Service Program Managers/Officers to talk about arts programs and opportunities.

Host public art tours with local influencers.

Partner with concert producer or promoter to extend the publicity reach of Summer or Winter Sounds.

Possible Partners

City of West Hollywood Business Development Division

City of West Hollywood Social Services Division

Sunset Business Improvement District

West Hollywood Chamber of Commerce

West Hollywood Community Housing Corporation

West Hollywood Design District

Visit West Hollywood



EXPERIMENTATION



West Hollywood has the tools to lead the region, and perhaps the nation, in its support for artists and in the presentation of compelling new work; it shouldn't shy away from taking risks.

19 Leverage the City of West Hollywood's investments in media and technology to develop iconic programming that positions West Hollywood as a premier presenter of digital media.

Examples from the Repository of Great Ideas

Create a Digital Festival on the Sunset Strip.

Present and promote final HATCH Grant projects and the workshops offered by City of West Hollywood Public Access.

Work with the Teen Center to curate a digital video festival.

Present all WeHo Arts' digital projects on social media platforms.

Possible Partners

LACMA Art + Technology Lab

CalArts

WeHo TV

LA><ART

LA Freewaves

City of West Hollywood Innovation Division

City of West Hollywood Public Access

Curators, Consultants

MOCA

ONE Archives

MAK Center for Art & Architecture



*“We like to say
we are the
city of firsts...”*

– Long Survey Respondent

20 Commit to a culture of experimentation and learning, which can support West Hollywood’s electric atmosphere and place the arts at the center of conversations about the city’s future.

Examples from the Repository of Great Ideas

Fund artists to collaborate with those who are working on the Metro expansion into West Hollywood.

Consider arts grant subsidies for arts organizations to rent space in West Hollywood.

Develop a fund for other City departments to bring on artists to their projects.

Brainstorm large-scale arts programs that express the values of West Hollywood and invite artists from all over to create in the City, such as a One City One Pride Olympic Arts Festival or a #RESIST Arts Grant program.

Possible Partners

LACMA Art + Technology Lab

CalArts

WeHo TV

LA><ART

LA Freewaves

MOCA

ONE Archives

MAK Center for Art & Architecture

Local Galleries

Local Artists and Arts Grant Program Grantees



OPERATING CONSIDERATIONS

Alongside the planning process' work to understand the perspectives of the City's partners and the residents of West Hollywood, Arts Division staff and the cultural plan consultant conducted interviews with City staff to better understand the day-to-day operations and funding models of the City. This section on Operating Considerations draws on these conversations, dialogue with the public, and additional research by the cultural plan consultant to introduce a series of operating recommendations that will support the long-term sustainability of *The Plan* and its intended outcomes.

MUNICIPAL LEADERSHIP IN A CREATIVE COMMUNITY

At the early Living Room Sessions the following questions were asked: "What is your favorite art city? Why?" When contributors shared their answers, they spoke of cities where the atmosphere of artistic and cultural practice infiltrated all aspects of life. Contributors spoke of cities where art, culture, design, history, and energy are palpable in private space as well as in the public realm. Art in the cities they mentioned is not exclusively non-profit, for-profit, or of the public sector, it is also personal: non-profits have space; creative industries thrive; and artists and professionals are the backbone of growing industries.

West Hollywood has the constellation of industries, people, and interests to achieve a complex and fluid creative ecosystem. It should draw on current best practices and successes – programs and processes that the Arts Division and ACAC are implementing now – to

formalize relationships and cultivate advocates. This begins with municipal leadership that acts as a conduit for others to step into opportunity.

CITY OF WEST HOLLYWOOD STAFFING

The Arts Division has three FTE staff positions: Arts Manager; Arts Coordinator; Public Art Coordinator. They are supported by one part-time administrative position, one intern, and

several contractors/consultants. To undertake the work of *The Plan* and to sustain the growth and visibility of WeHo Arts, the Division may need to grow either through staffing or contracting. Particularly, the Division would benefit from increased support in arts event/program coordination, communications, community engagement, and Art + Business Partnership development.

To understand the scope of the Arts Division's program oversight, please refer to Appendix C for the WeHo Arts Programs chart.



MUNICIPAL FUNDING

General Fund

At present, staff positions, arts grants programs, and core arts programming are funded through the City's General Fund. It was only in 2013 that the grants and core programming achieved funding through this source. Prior to 2013, all grants and core programs were funded through the Art and Beautification Fund, which draws from money generated from the City's Urban Art Policy. The Urban Art Policy, codified in the West Hollywood Municipal Code, requires developers of certain projects to contribute one percent of the project cost to public art. Developers can choose to place an on-site artwork or contribute the one percent amount to the City's Art and Beautification Fund. Therefore, the amount in the Art and Beautification Fund – and the amount accessible for grants and programs – fluctuates based on local development and how developers choose to adhere to the policy.

ACAC celebrated the 2013 funding change to the General Fund: it brought stability and consistency to the arts grants and core arts programs. No longer were these subject to fluctuations of the Art and Beautification Fund and local development. Stability for these programs is exceptionally important as they are the municipal government's key pathways to support artists presenting in West Hollywood and arts as a service for residents.

- Arts Grants provide critical support to organizations and individual artists who either reside in West Hollywood or share community values – a “West Hollywood state of mind.” For the most part, these grants provide funding to artists and organizations from under-represented groups, including LGBTQ artists and art and cultural organizations serving the Russian-speaking community. As West Hollywood confronts issues of affordability, the City's grant program will provide vital support to continuing the

production and presentation of works from these groups. These programs should be considered an important municipal service as they not only ensure the production and presentation of work in West Hollywood, but invite residents and visitors to attend, participate, and engage in city life.

- Free Theatre in the Parks, Winter and Summer Sounds, and the City's literary programs are funded from the General Fund. Resident survey-takers expressed that they wanted to continue to attend programming across artistic disciplines, particularly emphasizing programming in the performing arts. These programs represent a core multi-generational service of the City and should continue to be represented as such in the City's budget.

General Fund dollars for the arts are a fundamental acknowledgement of how the arts support the city's quality of life and economic vitality. It recognizes the central role artists and non-profit arts organizations – particularly those from under-represented communities – contribute to the overall health of West Hollywood. Such funding should be celebrated as a model for other cities in the region.

Art and Beautification Fund and New Sources of Revenue

Temporary public art programs are funded through the Art and Beautification Fund. This means that funding fluctuates with the City's development cycles. As a result, at times in the last decade temporary arts programming has faced limitations due to lack of development. In order to avert such scenarios and realize many of the recommendations of *The Plan*, funding will need to increase and be utilized in new and innovative ways. These revenue streams will be essential to maintaining a culture of creativity amidst changing economic forces.

Potential sources include:

- **Designating a portion of Transit Occupancy Tax revenue to fund temporary projects, expanded grant programs, and artist residencies.**
- **As part of the Urban Art Policy, increasing the percent developers are required to contribute to 2.5%.**

These monies will be the foundation for supplementary efforts by the Division and its program partners to leverage external resources. In the past, WeHo Arts has received county and federal grants to supplement program budgets. Due to changing priorities over time, state and federal funds are not guaranteed and cannot be exclusively relied upon.

The Division has also tapped into resources through corporate/private-sector partnerships. This is an area the City may wish to explore further as it expands its Art + Business partnership program.

PROGRAMMING, PARTNERSHIP & POLICY

It is not only for municipal government to cultivate an arts ecosystem by providing direct programs and grants. The City will need to leverage its leadership to stimulate growth and development. *The Plan* draws heavily on the interest and investments of partners – some of whom have already made themselves known through this planning process – to support the work over the next five to ten years. It will require their imagination in developing policy, in addition to programs, that can communicate the City’s commitment to the arts: policy that invites and promotes artists, creative businesses, non-profit arts organizations, and culture-bearers to live, work, and present in West Hollywood.

VENUES

In Fiscal Year 2016-2017, the City’s WeHo Arts program presented:

- **31 theatre performances**
- **22 music performances**
- **19 film presentations**
- **13 literary events**
- **12 arts or educational lectures**
- **6 visual art exhibitions**
- **5 dance events**
- **Numerous multi-disciplinary projects**

All of these were presented without one specifically-designated (or designed) municipal cultural facility for performances or exhibitions.

In a testament to the creative spirit of the City, Arts Division staff has operated since the City’s inception within existing facilities designed and/or designated for multi-use. Principal among these facilities is the West Hollywood Library and the Council Chambers, Kings Road Park, Fiesta Hall, and other Plummer Park facilities. While these spaces provide adequate programming opportunities, there are also numerous challenges to using multi-use space or spaces primarily designed for other activities. Principal challenges are scheduling conflicts with other events and activities; insufficient technical amenities such as easily adaptable light and sound equipment; and lack of storage space for technical equipment, props, and set pieces.

In 2016, the Arts Division launched its Alt/Art Space Registry. This list includes businesses and organizations that are interested in presenting work by local artists in their spaces. These businesses recognize the mutually-beneficial relationships generated from arts-based activations. The Alt/Art Space Registry should grow through dedicated outreach to local business owners, and new partnerships should be developed to ensure that businesses understand the symbiotic relationships that are possible through collaboration with arts organizations and individual artists.

As mentioned at the start of this document, in 2017 the City of West Hollywood acquired its first dedicated art facility, a 99-seat theatre – The Coast Playhouse.

RESOURCES

The following list of resources is provided as an immediate guide to City staff as it moves to implement recommendations from *The Plan*, particularly as the City and its partners confront the acute need for physical space.

- **Artspace** – “Artspace is...a national leader in the field of developing affordable space that meets the needs of artists through the adaptive reuse of historic buildings and new construction.”
- **Community Arts Stabilization Trust** (San Francisco) – “The mission of CAST is to create stable physical spaces for arts and cultural organizations to facilitate equitable urban transformation.”
- **Partners for Sacred Places, Arts & Culture** – “Partners for Sacred Places, founded in 1989, is the only national, non-sectarian, nonprofit organization focused on building the capacity of congregations of historic sacred places to better serve their communities as anchor institutions, nurturing transformation, and shaping vibrant, creative communities.”
- **Arts and Business Council of Greater Boston** – “The Arts & Business Council of Greater Boston invests in the people and organizations that create the art we love. We do this through integrated and responsive programs and services designed to support and nurture the creative ecosystem.”



APPENDIX A

Repository of Great Ideas

The *WeHo Arts: The Plan* process of conversation and collaboration generated dozens of exciting ideas. Some of the ideas are “low-hanging fruit” – relatively easy to implement and accommodate within existing work plans; others are more complex requiring feasibility studies, potential policy changes, and additional resources. The intent of the Repository is to serve as:

- a well from which the Arts and Cultural Affairs Commission and Arts Division can draw upon as they develop their annual work plans;
- a resource for City Council and other City Departments as it examines policies related to housing, community development, public work priorities, and community services;
- a resource to businesses and others in the community looking to enhance resident engagement and visitor attraction.

By no stretch of the imagination can all of the wonderful and imaginative ideas from the Repository be realized; however, at the least it can be seen as a wishing well of the hopes and dreams of a creative community; and at the most, an awesome ocean of possibility. The Repository of Great Ideas will continue to be a source of inspiration and conversation throughout *The Plan's* implementation and will be updated annually.

SPACE

- Utilize Long Hall/Great Hall on an interim basis as a City-run gallery and presentation space.
- Activate Laurel House to create a multidisciplinary arts center where people can create and present work, engage the public, connect with other artists, and access centralized information on WeHo Arts.
- Renovate Fiesta Hall to accommodate productions and concerts with lights, sound, and storage.
- Include opportunities for art spaces – rehearsal, exhibit, performance – as part of the list of public benefits within development agreements.
- Address the perception that the Eastside has less art, and lower quality art than the Westside medians & West Hollywood Park.
- Consult with the Disabilities Advisory Board to ensure the accessibility of the places the arts are presented as well as marketed and communicated.
- Continue to present rotating exhibitions in public spaces and in the West Hollywood Library.
- Institute artist residencies at Laurel House.
- Create a municipal art gallery.
- Undertake technical upgrades to existing spaces so that they are available to be used to present work to the public.
- Fix the elevator at the Russian Library to allow for programs to occur on the 2nd floor.
- Make the City's room reservation process easier to understand and access.
- Create a multidisciplinary arts center for the creation and presentation of artworks.
- Host Summer/Winter Sounds concerts in/near West Hollywood Housing Corporation complexes.
- Present concerts along Santa Monica Boulevard, near public transportation hubs, and at gathering places like the dog park.
- Develop illuminated installations along Santa Monica Blvd., in Plummer Park, and in other high pedestrian areas.

- Install temporary sculpture and/or murals in residential areas.
- Pilot a West Hollywood Art Crawl.
- Host a body painting festival on Santa Monica Boulevard.
- Support an art walk connecting West Hollywood to the Farmers Market.
- Invite the Los Angeles Lit Crawl to present a program in West Hollywood.
- Work with the West Hollywood Community Housing Corporation to develop programs for art at their complexes.
- Work with Metro to present a bus stop art installation/series, a hop-on/hop-off art crawl.
- Make artist live/work space and small theatres part of the public benefit list for developer agreements.
- Convene a roundtable with Long Range Planning and others to discuss affordability and lack of artist live/work/presentation space in West Hollywood.
- Assess the feasibility of rental subsidies for artists and non-profit arts organizations.
- Work with established business incubator spaces to evaluate the feasibility of an arts non-profit incubator in West Hollywood.
- Grow the Alt/Art Space Registry.
- In absence of adequate numbers of theatres in West Hollywood, incentivize the construction of theatre space in the city through development agreements.
- Consider arts grant subsidies for arts organizations to rent in West Hollywood.
- Negotiate a WeHo Arts rental rate for arts organizations and artists to access commercial venues.
- Connect with Art in Sacred Places to understand their partnership model.
- Assess the feasibility of housing set-asides for artists in new developments.
- Undertake a zoning analysis to understand live/work options in the city.
- Work with the Emser building to utilize top floors for artist studios.
- Evaluate the creation of a MakerSpace.
- Explore alternative opportunities to support musicians and the presentation of music throughout the city.
- Hold outdoor film screenings on the rooftops of parking structures and in other unusual outdoor spaces.
- Convene music venue owners and hotel management to brainstorm the presentation of music in public space, particularly along the Sunset Strip.
- Develop a toolkit for businesses to understand how they can activate their sidewalk areas with arts or co-present with the Arts Division.
- In the absence of galleries where local artists can show their work, and in support of pedestrian initiatives, develop an active Art + Business partnership program where works can be displayed inside businesses and in vacant storefronts.
- Reach out to Phantom Galleries, an open storefronts project, to find out about their programs.
- Attract galleries from areas like Bergamot Station with promotional rates, or other incentives for relocation.
- Develop incentives for property-owners to present work in un-leased spaces.

ENGAGEMENT

- Create Artist-in-Residencies with local Social Service Providers/Organizations.
- Develop collaborative projects that connect West Hollywood Boards and Commissions, artists, and local service organizations.
- Create a Mentor-Apprentice program for established artists and those interested in learning a particular medium or craft.
- Enhance Teen and Children’s programming and access to art-making opportunities.
- Work with the Teen Center to curate a digital video festival.
- Develop a museum or archive that is dedicated to the stories of West Hollywood’s Russian-speaking Jews.
- Support the creation of a multigenerational, collaborative poem, in partnership with local schools.
- Host a Poetry and Prose Series at The Coast.

- Develop an Intergenerational Media Project on Russian Community Stories.
- Host an “East Meets West” Story Night at The Coast.
- Assess WeHo Arts current programs to understand how they bring together populations from different communities.
- Host a Young Opera Night.
- Consider murals that communicate community values and local history.
- Test ideas for arts expansion and engagement at existing special events, Halloween and Pride.
- Create a publication that features local writers, particularly those who are in current classes at the West Hollywood Library.
- Work with Social Services to consider art for homeless individuals.
- Work with the Library to develop arts therapy programs.
- Pilot an artist residency at the West Hollywood Library.
- Support the presentation of writing workshops, as there is a lot of demand for these.
- Pilot the Living Library.
- Present a “Stories You’ve Waited a Lifetime to Tell” night.
- Pilot a large-scale community arts festival where groups can create and present work around a particular theme.
- Consider the National Night Out model to create a multi-node, community art festival.
- Work with the West Hollywood Design District to undertake an Art in Odd Places festival.
- Serialize Art to Us for the duration of *The Plan*.
- Host Living Room Sessions in tandem with existing programming.
- Convene a salon and networking series where local artists, curators, and the creatively-inclined can present their work, connect with others, and learn about opportunities to support their creative practice.
- Continue hosting Living Room Sessions annually to demonstrate progress on *The Plan*.
- Create a database of *Plan* items that have moved forward for each of the 20 priorities.

- Form Action Groups for particular *Plan* priorities using the attendee lists from the Living Room Sessions.
- Pilot a monthly, Thursday-night, Art Bus Gallery Tour.

SUPPORT

- Continue to develop individual grants to support artists to pursue pivotal career opportunities.
- Create an unrestricted emergency grant for West Hollywood artists.
- Host an Artist/Business networking event.
- Create a Cultural Equity Policy in line with the County’s initiative.
- Communicate the existing work of grants through One City One Pride and the Transgender Arts Initiative.
- Pilot an expansion of One City One Pride programming beyond June.
- Define the term under-represented and establish baseline metrics on the numbers of such artists presented by WeHo Arts.
- Ensure that grant panels reflect the City’s commitment to equity.
- Undertake further conversations to understand the community of senior artists and how they are currently presenting work.
- Compile metrics on categories of representation in current programming and grants panels.
- Use Winter Sounds and Summer Sounds as a platform to present multiple groups.
- Provide annual or semi-annual opportunities for visual artists to exhibit alongside more established artists.
- Display works made by artists in City Hall.
- Pilot a mentorship program for new grant recipients/applicants.
- Develop a list of teaching artists and quick grants for organizations to connect with local artists and fund programs in their facilities/programs.
- Reduce barriers to participation by asking artists for feedback on grant applications and contracting requirements.

- Host a monthly/bi-monthly “Arts Roundtable” patterned after the Children’s Roundtable.
- Work with regional partners to develop commissioning opportunities.
- Convene artists for workshops on how to apply for a grant.
- Host a Curators/Arts Consultants Roundtable.
- Host an Arts Roundtable with featured speakers from local businesses and organizations.
- Evaluate contracting processes to streamline grants and honoraria.
- Work with local artists and others to develop an art materials recycling program for local organizations, groups, and artists to access.
- Host a drop-in salon series for artists of particular genres.
- Develop a “Made in WeHo” brand/project.
- Continue to expand the mural program with local businesses.
- Develop an artist toolkit, communicating City resources to artists and creative entrepreneurs.
- Develop scholarships and/or partnerships with regional arts service organizations for artists and arts advocates to attend capacity building workshops.
- Invite speakers to the Arts and Cultural Affairs Commission to speak about upcoming initiatives and new policies.
- Conduct a Commissioner + Advisory Board Training on WeHo Arts grants and approval processes.
- Work with West Hollywood Boards and Commissions to designate liaisons to the Arts and Cultural Affairs Commission who can act as representatives on behalf of the City’s arts programming.
- Undertake a comprehensive communications planning process to identify how and where to design and target communications about WeHo Arts’ programs.
- Revise the WeHo Arts Briefs for ease of use and streamlined presentation.
- Reconsider the use of hard-copy mailers, particularly in neighborhoods around where events will be presented.
- Create a public art archive.
- Pursue media sponsorships or content creation with Los Angeles media organizations.
- Develop a comprehensive inventory of murals in West Hollywood.
- Ensure dedicated time and/or space on new kiosks and displays to promote arts programming.
- Develop a WeHo Arts trailer to run before Recreation movie night screenings.
- Display billboard art on WeHo Arts’ social media platforms.
- Make sure photography of WeHo Arts projects is attributed to WeHo Arts, the artist, and photographer.
- Run an event with a DJ on the Pick-Up to visit Art on the Outside and Urban Art locations.
- Raise the profile of the public art collection through the inclusion of artworks on the national public art archive website.
- Create an Arts Reader that supplements the existing Rec Reader.
- Designate a WeHo Arts Information Center, a hub to find out about things and where people can go to find out about programs and opportunities.
- Develop a visual publication, a WeHo Arts Annual Report, to communicate all the Arts Division’s projects.
- Design a “WeHo Welcome Wagon” that invites people into their new community, but also uses the arts to share local values.
- Develop a WeHo Arts Talks series connecting people to the artists presenting and living in West Hollywood.
- Host a Pecha Kucha night of artist presentations.
- Work with Historic Preservation and the Planning Commission to present history and architecture tours.

VISIBILITY

- Provide direct links on the City’s website to the Arts Division’s open calls.
- Update the WeHo Arts website to be more easily navigable.
- Ensure that programs and WeHo Arts content are cross-posted on various platforms, including WeHo TV.

- Improve the visibility of artists' work by coordinating new cross-promotional strategies between disciplines and organizations.
- Create a WeHo Artists / Arts Opportunities Facebook Group.
- Support the development of a Citizen Advocacy Group for the Arts.
- Proactively work with grantees to identify groups and individuals who aren't yet "at the table".
- Establish "WeHo Arts Best Practices" guides for other communities.
- Host a breakfast for local Social Service Program Managers/Officers.
- Host public art tours with local influencers.
- Pursue unexpected partnerships to increase visibility of programs and services.
- Host annual arts education public art tours for West Hollywood students, seniors, and other interested groups.
- Brainstorm business promotion partnerships with WeHo Arts programming.
- Partner with Google to create dynamic story maps of West Hollywood's art programs and installations.
- Continue to support existing City of West Hollywood Initiatives like Aging in Place and the NextGen project.
- Update the City of West Hollywood communications toolkit to include art and artists.
- Convene an Arts Division-led task force that brings together City staff to look at wide-reaching civic issues.
- Conduct research on alternative financial models and funding for municipal arts programs.
- Draw on the successes of One City One Pride to plan for an LGBT Olympic Arts Festival.
- Develop an Arts Fund for City Departments to integrate the arts and artists into their projects and processes.
- Work with other City Divisions to develop performances and site-specific installations to improve traffic safety.
- Draw on the success of the glowing lanterns on San Vicente during Pride to develop illuminated installations along dark stretches of Santa Monica.
- Work with City of West Hollywood's Finance Division to explore how artists could help present the City's budget.
- Continue conversations with the Teen Center around possible art programs.
- Work with City Departments to ensure that the City's own policies are not preventing the arts from thriving.
- Connect artists who share the "West Hollywood state of mind" to the City through a program grounded in increasing the visibility of the community's values.

EXPERIMENTATION

- Create a Digital Billboard Festival on the Sunset Strip that integrates mobile digital billboards and projection.
- Present projects financed in part through HATCH Grants at public events or in public spaces.
- Create a low-power FM radio for the City of West Hollywood to present arts broadcasts and City Council meetings.
- Work with Public Access to connect artists to media assets and training that the City already provides.
- Find ways to reuse or recycle signage used for Art on the Outside and for the Urban Art program.
- Set aside funds for artists to collaborate with those who are working on the Metro expansion into West Hollywood.

APPENDIX B

Cultural Asset Map Data

NAME	CATEGORY	ADDRESS	CITY	STATE	ZIP CODE
Café IF	Alt/Art Space Location	7962 Fountain Avenue	West Hollywood	CA	90046
The Assembly Cafe	Alt/Art Space Location	634 N Robertson Boulevard	West Hollywood	CA	90069
Assouline Books & Gifts	Bookstore	8687 Melrose Avenue	West Hollywood	CA	90069
Book Soup	Bookstore	8818 Sunset Boulevard	West Hollywood	CA	90069
Circus of Books	Bookstore	8230 Santa Monica Boulevard	West Hollywood	CA	90046
Friends of the West Hollywood Library	Bookstore	625 N San Vicente Boulevard	West Hollywood	CA	90069
Mystery Pier	Bookstore	8826 Sunset Boulevard	West Hollywood	CA	90069
City Hall	City Facility & WeHo Arts Programming Space	8300 Santa Monica Boulevard	West Hollywood	CA	90069
Doheny Median	City Facility & WeHo Arts Programming Space	9056 Santa Monica Boulevard	West Hollywood	CA	90069
Kings Road Park	City Facility & WeHo Arts Programming Space	1000 N Kings Road	West Hollywood	CA	90069
Plummer Park	City Facility & WeHo Arts Programming Space	7377 Santa Monica Boulevard	West Hollywood	CA	90046
Werle Building	City Facility & WeHo Arts Programming Space	626 N Robertson Boulevard	West Hollywood	CA	90069
West Hollywood Park	City Facility & WeHo Arts Programming Space	647 N San Vicente	West Hollywood	CA	90048
101/Exhibit	Gallery	668 N La Peer Drive	West Hollywood	CA	90069
Andaz WH	Gallery	8401 Sunset Boulevard	West Hollywood	CA	90069
Art on Scene	Gallery	8521 Sunset Boulevard	West Hollywood	CA	90069
CMAY	Gallery	8687 Melrose Avenue	West Hollywood	CA	90069
Denenberg Fine Arts	Gallery	417 N San Vicente Boulevard	West Hollywood	CA	90048
Espace Franck Bailleul	Gallery	8687 Melrose Avenue	West Hollywood	CA	90069

NAME	CATEGORY	ADDRESS	CITY	STATE	ZIP CODE
Galerie Montaigne	Gallery	8619 Melrose Avenue	West Hollywood	CA	90069
George Stern Fine Art	Gallery	8920 Melrose Avenue	West Hollywood	CA	90069
Hamilton-Selway Fine Art	Gallery	8678 Melrose Avenue	West Hollywood	CA	90069
Industry	Gallery	8687 Melrose Avenue	West Hollywood	CA	90069
June Mazer Lesbian Archives	Gallery	626 N Robertson Boulevard	West Hollywood	CA	90069
LEADAPRON	Gallery	554 Huntley Drive	West Hollywood	CA	90048
Leica Gallery	Gallery	8783 Beverly Boulevard	West Hollywood	CA	90048
Louis Stern Fine Arts	Gallery	9002 Melrose Avenue	West Hollywood	CA	90069
M+B Gallery	Gallery	612 N Almont Drive	West Hollywood	CA	90069
Matthew Marks Gallery	Gallery	1062 N Orange Grove Avenue	West Hollywood	CA	90046
Mier Gallery	Gallery	1107 Greenacre Avenue	West Hollywood	CA	90046
Morrison Hotel Gallery	Gallery	1200 Alta Loma Road	West Hollywood	CA	90069
New Image Art	Gallery	7920 Santa Monica Boulevard	West Hollywood	CA	90046
ONE Archives Gallery & Museum	Gallery	626 N Robertson Boulevard	West Hollywood	CA	90069
Regen Projects	Gallery	633 N Almont Drive	West Hollywood	CA	90069
Seyhoun Gallery	Gallery	9007 Melrose Avenue	West Hollywood	CA	90069
Soze Gallery	Gallery	935 N Fairfax Avenue	West Hollywood	CA	90046
Sur Le Mur	Gallery	8687 Melrose Avenue	West Hollywood	CA	90069
Trigg Ison Fine Arts	Gallery	9009 Beverly Boulevard	West Hollywood	CA	90048
VAROLA	Gallery	8687 Melrose Avenue	West Hollywood	CA	90069

NAME	CATEGORY	ADDRESS	CITY	STATE	ZIP CODE
WeHo Arts Exhibition Spaces at the West Hollywood Library	Gallery / City Facility & WeHo Arts Programming Space	625 N San Vicente Boulevard	West Hollywood	CA	90069
Young Projects	Gallery	8687 Melrose Avenue	West Hollywood	CA	90069
The Standard	Gallery / Music Venue	8300 Sunset Boulevard	West Hollywood	CA	90069
Gallery 825	Grantee	825 N La Cienega Boulevard	Los Angeles	CA	90069
Russian Language Public Library	Library	7362 Santa Monica Boulevard	West Hollywood	CA	90046
West Hollywood Library	Library	625 N San Vicente Boulevard	West Hollywood	CA	90069
MAK Center for Art and Architecture	Museum	835 N Kings Road	West Hollywood	CA	90069
MOCA PDC	Museum	8687 Melrose Avenue	West Hollywood	CA	90069
The Peppermint Club	Music Venue	8713 Beverly Boulevard	West Hollywood	CA	90048
The Roxy Theatre	Music Venue	9009 Sunset Boulevard	West Hollywood	CA	90069
The Viper Room	Music Venue	8852 Sunset Boulevard	West Hollywood	CA	90069
Troubadour	Music Venue	9081 Santa Monica Boulevard	West Hollywood	CA	90069
Whisky a Go-Go	Music Venue	8901 Sunset Boulevard	West Hollywood	CA	90069
Depart Foundation	Non-Profit Arts Organization	9105 Sunset Boulevard	West Hollywood	CA	90069
Lee Strasberg Theatre and Film Institute	Theatre	7936 Santa Monica Boulevard	West Hollywood	CA	90046
MACHA Theatre	Theatre	1107 N Kings Road	West Hollywood	CA	90069
Coast Playhouse	Theatre / City Facility & WeHo Arts Programming Space	8325 Santa Monica Boulevard	West Hollywood	CA	90069

APPENDIX C

WeHo Arts Program Chart with Budget

Arts and Cultural Affairs Commission		Economic Development/Arts Division Items	
Art on the Outside Subcommittee \$105,000 (ABF)	Urban Art Subcommittee Budget varies by development \$30,000 for civic art collections maintenance (GF)	AIDS Monument	Art + Business Partnerships - List of resources - Alt/Art Space Registry
Digital + printed billboards	Gift Policy	Capital Projects	Communications + Marketing - Arts Marketing Calendar Management - Public Information - Social Media Feeds - WeHo Arts Briefs e-newsletter - Website - Press Releases
Art on the medians	Maintenance + Conservation	Celebration Theatre New Works	Walking in WeHo - List of walking tours, including 3 produced by the Arts Division
Art on construction fences	Urban Art Collection	CMG Film Festival	Consultants
Mural program - Muralist Roster - Façade rehab program	Urban Art Policy + Guidelines	Coast Playhouse	Event Logistics + Staffing
City Art Review Guidelines		PST: LA/LA \$40,500 (GF)	Waveguide
Temporary Special Projects - PST: LA/LA - Public Fiction		Puppet Theater on Wheels	Council-Directed
		Artist Connections - Artist Registry - Resources	National Poetry Month \$5,000 (SCIP)
			Little Free Library \$1,200 (SCIP)
			2016 Route 66 Celebration \$25,000 (SCIP)
			Sunset Strip 1966 \$10,000 (SCIP)
			WHAP Collaboration with CalArts \$12,500 (GF+SCIP)
			2016 Holiday Programs \$10,000 (SCIP)
			Marketing/PR
			Cultural Plan
			Graphic Design
			Ad Hoc Committees
			Micro Parks
			Street Media Project
			Sunset Boulevard Spectacular + Billboard District
			City Programs @ the Library
			West Hollywood Library Cultural Programming Committee
			Library Exhibitions \$10,000 (GF)
			City Poet Laureate \$2,500 (GF)
			WeHo Reads \$10,000 (GF)
			Micro Parks
			Street Media Project
			Sunset Boulevard Spectacular + Billboard District
			Transgender Arts Initiative \$35,000 (SCIP)
			HATCH Grant Program \$10,000 (SCIP)
			WeHo Arts: The Plan \$40,500 ('16/'17, GF)
			>> Individual Artist Grants
			Performing Arts & Cultural Affairs Subcommittee
			Winter + Summer Sounds \$25,000 (GF)
			Free Theatre in the Parks \$12,500 (GF)
			One City One Pride \$35,000 (GF)
			City Arts Project Grants \$132,000 (GF)
			Cultural Resource Development Grants \$32,000 (GF)
			Arts Participation Grants \$8,000 (GF)
			Cultural Enrichment Grants \$8,000 (GF)
			2016 Holiday Programs \$10,000 (SCIP)
			WHAP Collaboration with CalArts \$12,500 (GF+SCIP)
			Sunset Strip 1966 \$10,000 (SCIP)
			2016 Route 66 Celebration \$25,000 (SCIP)

FUNDING KEY
 GF = General Fund
 SCIP = General Fund - Special Council Initiated Projects
 ABF = Art & Beautification Fund

WeHo Arts Programs

including proposed budget figures for each fiscal year '16/'17 + '17/'18; City is on a 2-year budget cycle.



APPENDIX D

WeHo Arts: The Plan Engagement Strategies

The following strategies were used from April 2016 through June 2017 to gather information for a draft plan.

ARTS & CULTURE POP-UPS

These informal chats with Arts Division Staff and Arts and Cultural Affairs Commissioners took place at events and locations around West Hollywood. These “pop-ups” were opportunities to learn quickly about the breadth of WeHo Arts’ programming, take a short cultural plan survey, and get to know the folks behind WeHo Arts.

ART TO US – ARTISTS EMBEDDED IN THE PLAN

Art to Us is a part of *The Plan*’s efforts to reach new populations and learn from these individuals through arts-based contributions.

Preceding the implementation of *Art to Us*, WeHo Arts reviewed qualifications of artists from across Los Angeles before selecting the artists Alyse Emdur and Rosten Woo. Emdur and Woo worked closely with WeHo Arts and community groups during 2016 to design and experiment with the project. Finalizing a format, *Art to Us* was designed as a series of workshops that could result in a new approach to making civic art. Emdur and Woo worked closely with students from the West Hollywood Community Day School and residents from the West Hollywood Community Housing Corporation.

Art to Us culminated in a one-day immersive visual and audio art installation in Kings Road Park on March 5, 2017. The project lives on in the form of audio recordings between workshop participants and a publication documenting excerpts of the interviews and images of the works they created.

COMMISSIONER “OFFICE HOURS”

During 2016, Arts and Cultural Affairs Commissioners supported *The Plan* by doing “Office Hours” at WeHo Arts events – asking questions of, having conversations with, and connecting to event-goers and members of the broader West Hollywood public.

LIVING ROOM SESSIONS

These casual and conversation-driven sessions were designed to find out community members’ most elaborate, imaginative, and visionary ideas for our city’s arts future. They were opportunities to share an idea with fellow community members and members of WeHo Arts, and work through just how WeHo Arts could take an idea and make it a reality.

Some Living Room Sessions had a specific focus. For example, the August 14, 2016 session at Plummer Park focused on public art.

Two Living Room Sessions were co-convened with a Russian-speaking artist/translator.

SURVEYS

500 SHORT RESPONSES
231 LONG RESPONSES

WeHo Arts implemented short, in-person surveys at Arts & Culture Pop-ups. Simultaneously, a longer survey was available online for those who preferred to offer their suggestions online. Both were available in English and in Russian.

APPENDIX E

WeHo Arts: The Plan Engagement Dates, Types & Locations

NAME	EVENT TITLE	TYPE OF EVENT	STREET	CITY	STATE	ZIP CODE
4/16/2016	Kids Fair	Arts & Culture Pop-up	647 N San Vicente Boulevard	West Hollywood	CA	90069
5/15/2016	Russian Arts & Culture Festival One City One Pride Arts Activations WeHo Park	Arts & Culture Pop-up	7377 Santa Monica Boulevard	West Hollywood	CA	90069
6/4/2016	One City One Pride WeHo Park	Arts & Culture Pop-up The Plan @ WeHo Arts Event	647 N San Vicente Boulevard	West Hollywood	CA	90069
6/21/2016	Summer Sounds: Jennifer Leitham	The Plan @ WeHo Arts Event	647 N San Vicente Boulevard	West Hollywood	CA	90069
6/26/2016	OutSet	The Plan @ WeHo Arts Event	8300 Santa Monica Boulevard	West Hollywood	CA	90069
6/29/2016	Summer Sounds: MòForró	The Plan @ WeHo Arts Event	625 N San Vicente Boulevard	West Hollywood	CA	90069
7/10/2016	Farmer's Market	Arts & Culture Pop-up	7377 Santa Monica Boulevard	West Hollywood	CA	90069
7/18/2016	LA PRIDE Community Forum	Arts & Culture Pop-up	7332 Fountain Avenue	West Hollywood	CA	90069
7/20/2016	Summer Sounds: Beat Mosaic	Arts & Culture Pop-up The Plan @ WeHo Arts Event	647 N San Vicente Boulevard	West Hollywood	CA	90069
7/24/2016	Transgender Advisory Board	The Plan Presentation	7377 Santa Monica Boulevard	West Hollywood	CA	90069
8/1/2016	National Night Out	Arts & Culture Pop-up	8300 Santa Monica Boulevard	West Hollywood	CA	90069
8/2/2016	Santa Monica + Robertson Summer Sounds: Zetz Klezmer	Arts & Culture Pop-up The Plan @ WeHo Arts Event	1209 N Fuller Avenue	West Hollywood	CA	90069
8/6/2016	Living Room Session	Arts & Culture Pop-up	8595 Santa Monica Boulevard	West Hollywood	CA	90069
8/7/2016	Focus on Public Art	The Plan @ WeHo Arts Event	7377 Santa Monica Boulevard	West Hollywood	CA	90069
8/14/2016	LA PRIDE Community Forum	Arts & Culture Pop-up	1200 N Vista Street	West Hollywood	CA	90069
8/18/2016		Arts & Culture Pop-up	647 N San Vicente Boulevard	West Hollywood	CA	90069

NAME	EVENT TITLE	TYPE OF EVENT	STREET	CITY	STATE	ZIP CODE
8/21/2016	Summer Sounds: Mark Christian Miller	The Plan @ WeHo Arts Event	1000 N Kings Road	West Hollywood	CA	90069
8/21/2016	Hart Park Pop-up	Arts & Culture Pop-up	8341 De Longpre Avenue	West Hollywood	CA	90069
8/28/2016	Puppet Theater on Wheels	The Plan @ WeHo Arts Event	7377 Santa Monica Boulevard	West Hollywood	CA	90069
9/15/2016	Children's Roundtable	The Plan Presentation	8300 Santa Monica Boulevard	West Hollywood	CA	90069
9/17/2016	General Conversation on Arts & Culture @ Scrumptious Cafe	Living Room Session	1111 N Hayworth Avenue	West Hollywood	CA	90046
9/18/2016	Engage-A-Lot: Eastside Neighborhood Festival	Arts & Culture Pop-up	7718 Santa Monica Boulevard	West Hollywood	CA	90046
9/21/2016	Focus on Teen Center	Living Room Session	7377 Santa Monica Boulevard	West Hollywood	CA	90069
9/26/2016	Focus on Creative Businesses and Professionals	Living Room Session	8674 Melrose Avenue	West Hollywood	CA	90069
9/28/2016	Senior Advisory Board	The Plan Presentation	8300 Santa Monica Boulevard	West Hollywood	CA	90069
10/1/2016	WeHo Reads @ Library Celebration	Arts & Culture Pop-up	625 N San Vicente Boulevard	West Hollywood	CA	90069
10/11/2016	West Hollywood Chamber of Commerce, Government Affairs Committee	The Plan Presentation	8272 Santa Monica Boulevard	West Hollywood	CA	90046
10/15/2016	Focus on Arts Advocacy	Living Room Session	8716 Sunset Plaza Place	Los Angeles	CA	90069
10/17/2016	WeHo U	Living Room Session	8300 Santa Monica Boulevard	West Hollywood	CA	90069
10/24/2016	Focus on Writers and Literary Arts	Living Room Session	625 N San Vicente Boulevard	West Hollywood	CA	90069
10/26/2016	Focus on LGBTQ Art and Artists	Living Room Session	7377 Santa Monica Boulevard	West Hollywood	CA	90069
11/2/2016	Plummer Park Community Center	Arts & Culture Pop-up	7377 Santa Monica Boulevard	West Hollywood	CA	90069
11/12/2016	Robertson and Beverly	Arts & Culture Pop-up	Robertson and Beverly Boulevard	West Hollywood	CA	90048
11/13/2016	Route 66 Celebration	Arts & Culture Pop-up	8447 Santa Monica Boulevard	West Hollywood	CA	90069
11/14/2016	Focus on Music and Musicians	Living Room Session	8333 Santa Monica Boulevard	West Hollywood	CA	90069

NAME	EVENT TITLE	TYPE OF EVENT	STREET	CITY	STATE	ZIP CODE
11/15/2016	Russian Advisory Board	The Plan Presentation	8300 Santa Monica Boulevard	West Hollywood	CA	90069
11/16/2016	Focus on the Russian-Speaking Community	Living Room Session	7377 Santa Monica Boulevard	West Hollywood	CA	90069
11/18/2016	Night Pop-up @ Santa Monica and San Vicente	Arts & Culture Pop-up	8869 Santa Monica Boulevard	West Hollywood	CA	90069
11/19/2016	Night Pop-up @ La Peer and San Vicente	Arts & Culture Pop-up	8960 Santa Monica Boulevard	West Hollywood	CA	90069
12/14/2016	Focus on Visual Arts	Living Room Session	825 N La Cienega	Los Angeles	CA	90069
1/28/2017	Workshop 1	Art to Us	1217 N Laurel	West Hollywood	CA	90046
2/4/2017	Workshop 2	Art to Us	1217 N Laurel	West Hollywood	CA	90046
2/11/2017	Workshop 3	Art to Us	1217 N Laurel	West Hollywood	CA	90046
3/5/2017	Art to Us Culminating Event	Art to Us	1000 N Kings Road	West Hollywood	CA	90069
5/6/2017	Focus on the Performing Arts	Living Room Session	8325 Santa Monica Boulevard	West Hollywood	CA	90069
6/3/2017	One City One Pride Day of History	Arts & Culture Pop-up	625 N San Vicente Blvd	West Hollywood	CA	90069
6/5/2017	West Hollywood City Council Meeting	Arts & Culture Pop-up	625 N San Vicente Blvd	West Hollywood	CA	90069
6/12/2017	Feedback on the Draft 1	Living Room Session	625 N San Vicente Blvd	West Hollywood	CA	90069
6/21/2017	Feedback on the Draft 2	Living Room Session	8325 Santa Monica Boulevard	West Hollywood	CA	90069
6/25/2017	Feedback on the Draft 3	Living Room Session	1000 N Kings Road	West Hollywood	CA	90069
6/26/2017	Feedback on the Draft 4	Living Room Session	7377 Santa Monica Boulevard	West Hollywood	CA	90069
6/27/2017	Feedback on the Draft 5	Living Room Session	7377 Santa Monica Boulevard	West Hollywood	CA	90069

WeHo Arts: The Plan

IMAGE CREDITS

- Cover** The Virginia Court Motel Diver, Urban Art program, 2010
- Page 1** David Wiseman, *Plantanus Bibliotechalis*, Urban Art program, 2011, West Hollywood Library
- Page 3** *WeHo Arts: The Plan* Pop-Up at Engage-a-Lot Eastside Neighborhood event, 2016, Spaulding Lot
- Page 4** ONE Night digital art event, One City One Pride program, 2014, West Hollywood Park and Library
- Page 8** **Top left:** Pat York, “*Worth A Thousand Words: Artists and Writers*” exhibition, Library Programming, 2016, West Hollywood Library
Top right: Manuel Lima, *The Cube*, Art on the Outside program, 2016, Sunset Lot
Bottom left: Richard Kraft, *100 Walkers: West Hollywood*, Art on the Outside program, 2015, El Tovar Lot
Bottom right: Emily White and Lisa Little, *Three Horned Beast [and Baby Beast]*, Art on the Outside program, 2011, Plummer Park
- Page 9** **Top:** Shepard Fairey, *Peace Elephant*, Art on the Outside program, 2010, West Hollywood Park Parking Structure
Bottom: Nina Palomba installing *Love and B Loved* mural, One City One Pride program, 2017, West Hollywood Park Parking Structure
- Page 10** Richard Kraft, *100 Walkers: West Hollywood*, Art on the Outside program, 2015, El Tovar Place
- Page 11** Kim Dower (City Poet 2016-18), *I Sing the Body West Hollywood*, 2016
- Page 12** Alyse Emdur and Rosten Woo, “*Art to Us*” exhibition, 2017, Kings Road Park
- Page 13** **Left:** Apt 3F, *A Midsummer Afternoon’s Queer Wedding Reception*, One City One Pride program, 2014, Plummer Park
Right: *Awaken: The Female Voice*, temporary group art exhibit, 2016, Plummer Park
- Page 14** Artist-led protest sign making workshops, One City One Pride program, 2017, Sal Guarriello Veterans’ Memorial
- Page 16** Mark di Suvero, *Artist’s Tower of Protest*, organized by LA><ART, PST...It All Started Here: West Hollywood Celebrates Pacific Standard Time, 2012, Sunset Boulevard
- Page 17** REACH LA, *Dancin’ in the Streets*, One City One Pride program, 2016, Santa Monica Boulevard
- Page 18** Yozmit, *Totem*, One City One Pride program, 2017, West Hollywood Library
- Page 20** Jack’s Cats, West Hollywood Summer Sounds, 2017, Kings Road Park
- Page 22** HACER, *The Chase*, Art on the Outside program, 2016, Santa Monica Boulevard
- Page 23** LA><ART presents Adam Mars, *GUNS AND ROSES 1986*, Art on the Outside program, 2016, Electronic Billboard at 9039 Sunset Boulevard
- Page 24** ONE Night digital art event, One City One Pride program, 2014, West Hollywood Park and Library
- Page 25** Gray Malin, *Llama and White Balloons*, Art on the Outside program, 2016, Sunset Boulevard
- Page 26** Curated by Katie Poltz and Jessica Fowler of the LA LGBT Center and David Attyah of Glendale Community College, “*A Brief History of Drag*” exhibition, One City One Pride program, 2016, West Hollywood Library
- Page 28-29** Manuel Lima, *The Cube*, Art on the Outside program, 2016, Sunset Lot
- Page 33** Organized by Tacoma Art Museum in partnership with The Bronx Museum of the Arts, and co-curated by Jonathan David Katz, Director, Visual Studies Doctoral Program at the University at Buffalo (The State University of New York), and Rock Hushka, Chief Curator at Tacoma Art Museum, “*Art AIDS America*” exhibit, One City One Pride program, 2015, West Hollywood Library
- Page 50** **Clockwise from top left:** 1) LAND (Los Angeles Nomadic Division) presents Jose Dávila, *Sense of Place*, Art on the Outside program, 2017, West Hollywood Park; 2) Alyse Emdur and Rosten Woo, “*Art to Us*” exhibition, 2017, Kings Road Park; 3) Robert Landau, *Rock ‘N’ Roll Billboards of the Sunset Strip*, There’s Something Happening Here’ the 50th anniversary celebration of the counterculture era on the Sunset Strip, 2017, 8775 Sunset Blvd.; 4) Artist-led protest sign making workshops, One City One Pride program, 2017, West Hollywood Library Auto Court; 5) Heidi Duckler Dance Theatre, *Back in Circulation*, WeHo Reads: 6th Anniversary of the Library, 2017, West Hollywood Library; 6) Ramiro Gomez and David Feldman, *In West Hollywood*, WEHO ARTES: The City of West Hollywood celebrates Pacific Standard Time: LA/LA, 2017, West Hollywood Library; 7) Rogue Artists Ensemble, *Señor Plummer’s Final Fiesta*, WEHO ARTES: The City of West Hollywood celebrates Pacific Standard Time: LA/LA, 2017, Plummer Park

ACKNOWLEDGEMENTS

WeHo Arts: The Plan is the result of innumerable contributions. Many thanks to the following people and groups, and to the hundreds of unlisted individuals who took surveys, shared opinions, and lent their energy in support of this process.

INDIVIDUALS

Dante Alencastre	John Concannon	Rachel Finkelstein	Michelle Kaufer
Saher Alkhattib	Kelly Conn	Charles Flowers	John Keho
Jennifer Alkire	Francisco Contreras	David Frantz	Cole Kelly
Alex Antonov	Kristin Cook	Martin Gantman	Michael Kricfalusi
Jessie Arevalo Gomez	John D'Amico	Michael Gasca	Karen Kuo
Paul Arevalo	Evelyn Dang	Sofia Gelman	Maria Lamadrid
Nurit Avesar	David Davis	Richard Giesbret	Abbe Land
Bilguun Badral	Greg Day	David Giugni	David LeBarron
Weiwen Balter	Beverly Denenberg	Edward Goff	Anastasiya Lebedeva
Cristina Barbakow	Stuart Denenberg	David Goldstein	Natalia Lebedeva
Adilah Barnes	Nancy Desser	Lauren Gomez Diaz	Catherine Lee
Lisa Belsanti	Cindy Deutsch	Christopher Gonzalez	Chloe Lee
Dan Berkowitz	Dallas Dishman	Krisy Gosney	Joel Lieffer
Brant Birkeland	Vincent Doraz	Ronn Goswick	Laurie Lipton
Prentis Bonds	Kim Dower	Jennifer Gregg	Maribel Louie
Lana Borsook	Dorsay Dujon	Laura Grover	Jeremy Lucas
Luisa Bottari	Jim Duncan	Chad Michael Hall	David Mack
Andi Boyd	John Duran	John Heilman	Marky MakeUp
Emily Bright	Kate Eggert	Abel Hernandez	Laura Manukian
MJ Brown	Rebecca Ehemann	John Hezlep	Eli Manzanero
Andrew Campbell	Mayaly Ejcalon	Lindsey Horvath	Lisa Marchbanks
Glenn Carlos	Alyse Emdur	Suzanne Hunt Jenner	Benjamin Marker
Rogério Carvalheiro	David Escobedo	Candice Illouloulian-Beroukhim	Moya Márquez
Noel Castellanos	Ruben Esparza	Chris Isaacson	Tamara Martin
Marlaya Charleston	Mark Espinosa	Leslie Isenberg	Stephanie Martinez
Mike Che	Alex Espinoza	Jason Jenn	Kate Mayerson
Karen Cheval	Karen Eyres	Ken Jimerson	Peter Mays
Ginna Christensen	Dan Faltz	Dominique Johnson	Milleon McCullough
Tony Coelho	Ryan Farber	John Johnston	Lauren Meister
	Matthew Fetbrandt	Jennifer Katell	Jorge Mele

Barbara Meltzer
Natalie Mignon
Vera Mijojlic
Mark Miller
Kevin Mischler
Dan Monteavaro
JD Morabito
Dawn Moreno-Freedman
Genevieve Morrill
Selma Nalbant
Taylor Nichols-Balk
Peter Noonan
Merry Norris
Sean Noyce
Michael O'Hara
Crescencia Owens
Michael Parker
Demiah Parks
Dior Parks
Danny Pepper
Chris Piehler
Corri Planck
Evan Powell
Valentina Quezada
Mogilevskaya
Marina Rabinovich
Madeleine Rackley
Christopher Racster
Victor Ramos
David Reid

Steven Reigns
Jessica Rich
Dawn Robinson
Jackie Rocco
Tatiana Rodzinek
James Rogovoy
Felicia Rosenfeld
Corey Roskin
Christine Safriet
Susana Salazar
Marisol Sanchez
DeeA'na Saunders
Elizabeth Savage
Joshua Schare
Nina Schonwetter
Henry Scott
Michael Shepperd
Bianca Siegl
Terrie Silverman
Mark Smalley Gray
Cleo Smith
Ting Song
Garen Srapyan
Cynthia Tan
James Thegerstrom
Tiffanie Tran
Eugene Tsipis
Mario Turcios
Michael Tyndal
Katya Usvitsky

Christopher Vazquez
Jon Viscott
Lev Volovik
Amy Walia-Fazio
Alexander Wells
Whitney Weston
Brett White
Todd Williamson
Dyanna Wilson
Rosten Woo
Victor Yates
Ji Yeon Song
Yulia Zhosan

GROUPS

Children's Roundtable
Disabilities Advisory Board
Gallery 825
Jewish Family Service –
JFS West Hollywood
Comprehensive Services
Center @ Plummer Park
The Laurel/Norton
Apartments Neighbors
ONE National Gay & Lesbian
Archives
Russian Advisory Board
Scrumptious Cafe Bakery
Senior Advisory Board
The Teens of the West
Hollywood Teen Center
Transgender Advisory Board
West Hollywood Chamber
of Commerce
West Hollywood Community
Day School
West Hollywood Community
Housing Corporation
West Hollywood Design
District
Woven



Photo by Tony Coelho



Photo by Tony Coelho



Photo by Joshua Barash

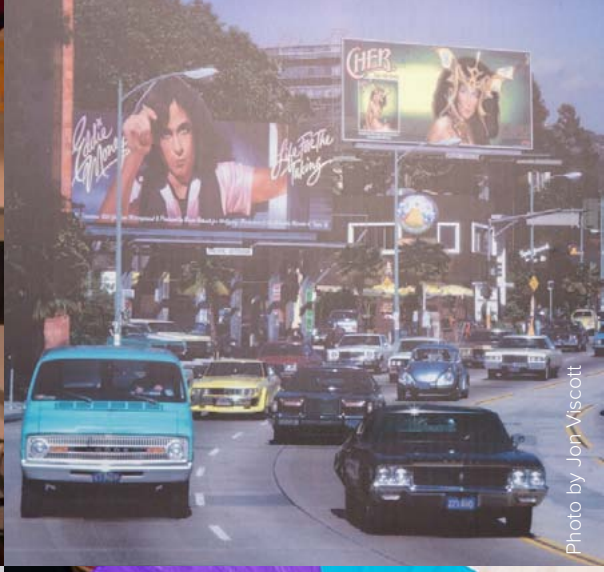


Photo by Jon Viscott



Photo by Tony Coelho



Photo by Tony Coelho



Photo by Jon Viscott

WEHO Arts **The Plan**

Prepared by Consultant Amanda Carlson

Designed by Cynthia Tan

Produced by the City of West Hollywood's Arts Division and
Arts and Cultural Affairs Commission

WEHO Arts The Plan