

## Cultural Arts Planning

At the suggestion of the General Plan Update Subcommittee, the R+A team added the following cultural / arts scope of work from The Cultural Planning Group. The scope of work includes an Arts and Culture Element, a Cultural Plan, and creative community engagement, which will be integrated into the overall General Plan process and community engagement strategy.

The Cultural Planning Group will complete the following technical and plan preparation tasks:

- Review background documentation
- Develop description of existing cultural/creative economy conditions with HR&A
- Conduct benchmarking and/or best practices research with HR&A
- Prepare a General Plan Element:
  - General Plan-level policies and recommendations for the arts and cultural element
  - Coordinate and align engagement and findings with other elements of the general plan
  - Present, vet and refine the element, as needed
- Prepare a detailed Cultural Plan that incorporates arts, culture and the creative economy:
  - Develop master plan-level goals, strategies and selected actions
  - Address communitywide structure and governance for arts, culture and creative economy
  - Identify partners beyond the City for roles in the plan, as needed
  - Prepare funding and implementation plans, with more detail for the initial 1 – 3 year period
  - Conduct workshop for City and implementing partners

The Cultural Planning Group will also contribute to the overall community engagement process (Task 2) using creative and innovative community engagement techniques that acknowledge, leverage, and embody Culver City's creative character. This may include:

- Conducting targeted community and stakeholder engagement for arts, culture and creative economy.
- Attend/assist with selected non-cultural community engagement
- Forming a Cultural Plan advisory committee
- Identifying opportunities to incorporate creative inquiry and involve creative individuals into engagement
- Supporting the demonstration project by establishing a 'creative demonstration project' that embody community values/principles, particularly related to arts and culture
- Presenting select elements of creative engagement to community and City Council

# Qualifications

## Culver City General Plan Update

December 19, 2018



The Cultural Planning Group

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## 1. Firm Overview

### The Cultural Planning Group



The Cultural Planning Group is a consulting firm serving the field of arts and culture since 1998. Our six partners are in Florida, California, Pennsylvania, and Hawai'i. Every project we undertake has the active participation of at least two partners. This hands-on participation by the partners ensures project management and quality control that lends success to virtually every project we undertake. As a firm, we are selective about the projects we undertake and always endeavor to schedule our projects so that each project receives the time and attention it deserves.

### Our Planning Services

- Cultural and Creative Economy Planning
- Strategic Planning
- Cultural District Planning
- Creative Placemaking
- Public Art Planning
- Support for Urban Planning

[www.culturalplanning.com](http://www.culturalplanning.com)

## Arts and Cultural Planning Experience

CPG's partners have prepared more than 70 arts and cultural master plans for communities throughout the nation, more than any other US firm. We have developed cultural plans in diverse communities, ranging from rural towns, such as Los Alamos and Santa Cruz, to major metropolitan regions, such as Houston, Boston and Washington, DC. Our practice is grounded in the real-world experience of research, data, and deep community engagement — a hallmark of our work— and a thorough understanding of the local arts agency. We are often called on to define an appropriate role for local government in cultural leadership. While there are commonalities among cultural plans, each community poses its own vision, politics, aspirations, history and potential. We embrace the work of identifying what each community seeks to become and creating the best plan to achieve their goals.

CPG's partners have developed plans that were incorporated as elements of general plans in the cities of San José, Upland and Dallas.

## The Cultural Planning Group Philosophy

**We believe that arts and culture are among a community's most powerful assets.** They distinguish each community and allow residents to better understand and celebrate the uniqueness of their lives. A vibrant arts and cultural environment serves as a creative partner in strengthening many elements of civic life, including economic development, tourism, and education. As practitioners of the craft, CPG fundamentally views arts planning as holding up a mirror to the community and fully understanding a community's vision and values.

**We believe in and practice the nation's most advanced and inclusive cultural planning process,** with special attention to stakeholder and civic engagement customized to each community and to each project. Working with the client, we identify key stakeholders and potential community partners, and design our process to be as inclusive as possible.

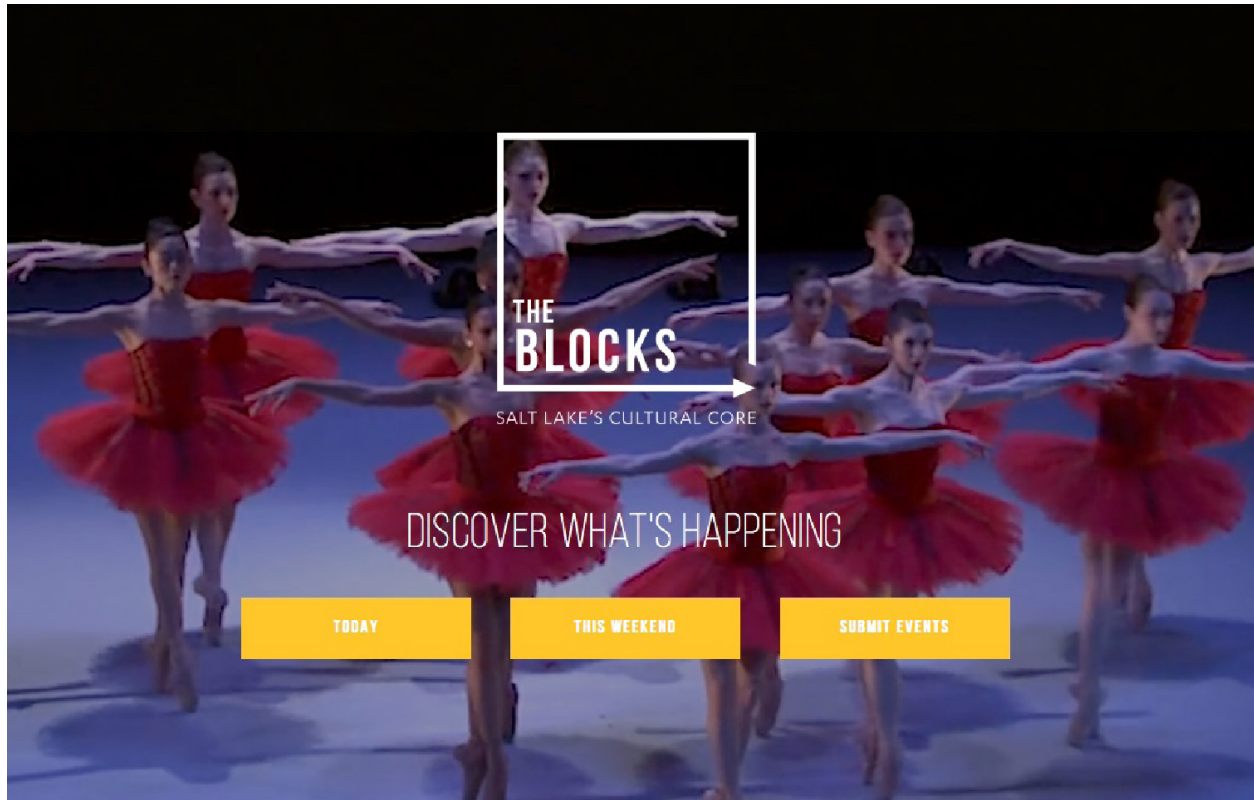
**We ground planning in rigorous research, data and proven practices.** We believe in both qualitative and quantitative research – utilizing relevant, robust secondary data for insight, surveys, interviews, online tools, social media, structured community conversations, charrettes, artist-led initiatives, community forums, and other local opportunities to engage people.

**Essentially, all our plans are implemented, or are currently in process.** This is possible because each plan is derived from the community. We manage the planning process to generate community consensus, leadership, and support for the resulting plan.

## Selected Client List

<b><i>Government Agencies</i></b>	<b><i>Arts and Cultural Organizations</i></b>
<p>Broward County, Florida  California Arts Council  City of Boston  City of Boulder, Colorado  City and County of Denver  City of Chandler, Arizona  City of Dallas  City of Fort Lauderdale, Florida  City of Kansas City, Missouri  City of Laguna Beach, California  City of Los Angeles Cultural Affairs Division  City of Minneapolis, Minnesota  City of Oceanside, California  City of Pasadena, California  City of Philadelphia, Office of Arts, Culture and the Creative Economy  City of Reno, Nevada  City of Riverside, California  City of Roseville, California  City of Sacramento, California  City of San Antonio, Texas  City of San Diego, California  City of San José, California  City of Santa Clarita, California  City of Santa Monica, California  City of Thousand Oaks, California  City of Tempe, Arizona  City of Upland, California  City of Ventura, California  County of Maui Office of Economic Development/lao Theatre  Restoration Initiatives Task Force, Hawai'i  DC Commission on the Arts and Humanities  Los Alamos County, New Mexico  Los Angeles County Arts Commission  National Endowment for the Arts, Washington, DC  New Jersey State Council on the Arts  Ohio Arts Council  Port of San Diego, California  Salt Lake County, Center for the Arts  Salt Lake County, ZAP (Zoo, Arts &amp; Parks) Program  San Francisco Redevelopment Agency</p> <p><b><i>Urban Design/Architecture Firms</i></b>  AECOM, Raleigh and Sacramento  DCE Design Community Environment, Berkeley  HR&amp;A, Los Angeles  KPMG  LMN Architects, Seattle</p>	<p>African American Museum of Philadelphia  Amador County Arts Council, California  American Revolution Center, Philadelphia  Americans for the Arts, Washington, DC  Art Sanctuary, Philadelphia  Arts and Business Council of Greater Philadelphia  Chamber Music Hawai'i, Honolulu  Dallas Arts District Management Association and Arts Foundation  Dance/USA Philadelphia  Ennis House Foundation (Frank Lloyd Wright), Los Angeles  Exploratorium, San Francisco  Grand Canyon Music Festival, Arizona  Hawai'i Arts Ensemble (Halau Hula Ka No'eau), Honolulu and Waimea  Hawai'i Capital Cultural District, Honolulu  Historic Hawai'i Foundation, Honolulu  Humboldt Arts Council, California  IONA Contemporary Dance Theatre, Honolulu  L.A. Stage Alliance  LEONARDO/The International Society for the Arts, Sciences and Technology  Music Center of Los Angeles, Center Dance Association  Painted Bride Arts Center, Philadelphia  People's Light &amp; Theatre Company, Malvern, Pennsylvania  PennPraxis, School of Design, University of Pennsylvania  The Philadelphia Singers  Raices Culturales Latino Americanas, Philadelphia  Scottsdale Public Art, Arizona  Side Street Projects, Pasadena, California  The Smithsonian Institution  Southwest Chamber Music, Pasadena, California  Taller Puertorriqueño, Philadelphia  Wyck Association, Germantown, Pennsylvania  Yerba Buena Center for the Arts  Yuba Sutter Regional Arts Council, Marysville</p> <p><b><i>Foundations/Higher Education</i></b>  California Community Foundation, Los Angeles  Hawai'i Community Foundation, Honolulu  Pew Center for Arts &amp; Heritage, Philadelphia Cultural Management Initiative  The Community Foundation Serving Riverside and San Bernardino Counties, California  The Emily Hall Tremain Foundation, Connecticut  The James Irvine Foundation, San Francisco  The San Diego Foundation  Terasaki Foundation, Los Angeles  The Montgomery County Foundation, Pennsylvania</p>

## Relevant Projects



### **Salt Lake City and County**

*Cultural Core / THE BLOCKS (2016)*

<https://www.planning.org/knowledgebase/resource/9146990/>

*In collaboration with Surale Phillips/Decision Support Partners*

This is a comprehensive plan for Salt Lake City and County's joint downtown cultural district, now branded as THE BLOCKS (<https://theblocksslc.com/about/>). While Salt Lake has a strong tourism brand, it seeks now to strengthen its reputation for creative vitality among visitors and residents. Salt Lake in fact has a remarkable concentration of cultural venues and people and extraordinarily high arts participation. For example, its beautiful new Broadway venue, the Eccles Theater, has a waiting list of 9,000 for its season tickets. Major new works of permanent and temporary public art are underway. Based on market research and stakeholder engagement, the plan calls for coordinated creative placemaking, marketing and audience development, management, financing and success metrics. The Cultural Core plan is in its second year of successful implementation under the management of Downtown Salt Lake Presents.





**Arts Council of Greater Lansing, Michigan**

*Creative 517, A Cultural Economic Development Plan for the Tri-County Area of the Capital Region (2018)*

<http://lansingarts.org/post/arts-council-launches-creative-517-ced-plan>

The Arts Council of Greater Lansing served as the facilitator of a coalition of organizations and agencies from across a region encompassing Lansing, MI and the cities and towns within the three counties around Lansing. Creative Lansing builds on extensive efforts in creative economic development over the past several years through a collaboration of arts, economic development and municipal leadership agencies. The plan was developed with extensive stakeholder input from over 130 individuals through individual interviews and discussion groups. As stated on the Arts Council's webpage (link above): "The primary goal of this plan is to articulate an actionable set of strategies to support Tri-County Region artists, non-profit organizations and institutions, creative workers and industries with a goal of fully integrating the creative sector in regional planning and economic development." The plan was presented at Lansing's Creative Placemaking Summit in early October 2018.



### **San Bernardino County, California**

*Morongo Basin Strategic Plan for Culture and the Arts (2018)*

*In collaboration with Surale Phillips/Decision Support Partners*

<http://joshuatreelivingarts.org>

The Joshua Tree area of San Bernardino County has evolved as home to an international community of artists who have chosen to live and work in the inspirational desert environment. While the nine rural communities of the region have little infrastructure for the arts, there is great potential for leveraging this well-kept-secret of artists and cultural assets. The County sought through this plan to empower and equip the arts community, and its partners, to generate greater cultural tourism, economic growth, and community benefits. A core value was to promote and preserve the desert qualities that make these communities so attractive to creative people. Developed in part by the artists themselves, the plan focuses on four goals: tourism marketing, the arts market, arts education and cultural equity.

### **City of Sacramento, California**

*Creative Edge, Sacramento's Arts, Culture & Creative Economy Plan (2018)*

<http://www.sacmetroarts.org/creative-edge-plan>

Perhaps overshadowed by California's coastal cities, this capital city is reclaiming its story and celebrating its unique character. It is on the "creative edge" of its next iteration. This citywide plan leverages the community's creativity in multiple ways for enhanced cultural development, greater equity, economic growth, and authentic placemaking/placekeeping. One priority is arts education



and the plan has already led to the formation of an ambitious countywide initiative to assure arts education for every student supported by the mayor and educational leaders. The plan has generated significant new dollars for the arts and public/private partnerships, aligned with the goals of the plan.

### **Sonoma County Economic Development Board, California**

*Creative Sonoma Arts Action Plan (2014)*

<http://edb.sonoma-county.org/documents/Creative-Sonoma-Arts-Action-Plan.pdf>



Creative Sonoma is the name of a new creative economy agency, formed in 2014 as the direct result of our planning project. The county's Arts Commission had dissolved two years prior and the County Board of Commissioners charged its Economic Development Board to explore new leadership for the arts, cultural and creative economic sectors. The planning process revealed the opportunity to create an agency from a "clean sheet of paper" that would encompass Sonoma's inclusive definition of culture and creativity. Incubated in the

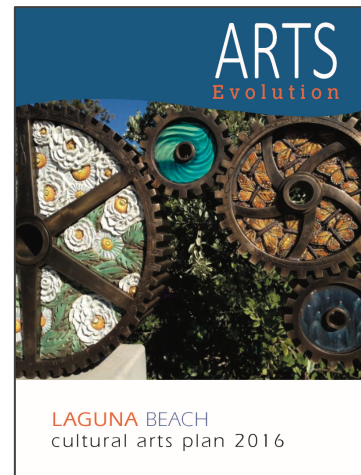
Economic Development Board, *Creative Sonoma* supports individual artists, nonprofit arts and cultural organizations, creative entrepreneurs and the county's growing creative clusters, such as digital media, artisan foodstuffs and a makers' community. It also actively partners with Visit Sonoma to promote arts and culture to tourists and visitors. *Creative Sonoma* illustrates the potential for better integration of the functions and mindset of an arts commission with economic development for the creative industries. There are often "cultural differences" between these two types of agencies but there is great potential for alignment of strategies.

### **City of Laguna Beach, California**

*Arts Evolution: City of Laguna Beach Cultural Arts Plan (2016)*

<http://www.lagunabeachcity.net/civicax/filebank/blobdload.aspx?BlobID=16126>

*Arts Evolution*, Laguna Beach's citywide arts plan, sets forth a framework to strengthen and enhance the artistic life of this rare, century-old coastal arts city in southern California. The plan addresses challenges that include dramatically rising real estate pressures, limitations on growth, and changes in the arts community. One important goal is to retain Laguna Beach's artistic vitality by retaining and attracting the presence of working artists and utilizing their civic leadership in new ways. The plan assessed the community's cultural facilities and made recommendations for future development. The plan led to increased city investment as well as new private sector dollars for the arts.



## Additional Relevant Projects

### **City of Oceanside, California**

*O'Arts Master Plan for the Arts (2018)*

[https://www.ci.oceanside.ca.us/gov/lib/about/arts\\_commission.asp](https://www.ci.oceanside.ca.us/gov/lib/about/arts_commission.asp)

The City's first arts master plan, defining a role for the City and leveraging its limited resources for arts and economic development through partnerships and new funding.

### **City of Raleigh, North Carolina**

*Creative Life: Raleigh Arts Plan, a Community Cultural Plan (2016)*

<https://www.raleighnc.gov/parks/content/ParksRec/Articles/Projects/ArtsPlan.html>

A citywide cultural plan based on the vision of allowing each citizen to lead a creative life of their own choosing.

### **City of Santa Ana, California**

*Santa Ana Arts Future, Community Arts and Cultural Master Plan (2016)*

<https://www.santa-ana.org/sites/default/files/Documents/Exhibit1-SAMasterPlan.pdf>

The first cultural master plan for this majority Hispanic city, with an emphasis on equitable economic development through its cultural organizations, artists and creative entrepreneurs.

### **City of Houston**

*Arts and Cultural Plan (2015)*

<http://www.houstontx.gov/culturalaffairs/artsandculturalplan.html>

A citywide cultural plan intended to expand the City's role in arts leadership and providing equitable access to arts dollars.

### **City of Santa Monica**

*Creative Capital Cultural Plan (2008)*

<https://www.smgov.net/uploadedFiles/Portals/Culture/Resources/SM%20Creative%20Capital%20Plan.pdf>

A citywide cultural plan focusing on its unique creative community and economy.

### **Kansas City, Missouri**

*KCMO Arts Convergence (2013)*

<https://docs.google.com/file/d/0B473ABP2I3iZUS01b1M4aEc0a00/edit>

In a community with significant private sector arts leadership and investment, an ambitious City plan for complementary municipal leadership and partnership in cultural development.

### **City of San José, California**

*Cultural Connection (2011), a Community Cultural Plan*

<http://www.sanjoseculture.org/index.aspx?NID=4341>

Created during the recession, a citywide plan to secure new resources for the arts and redefine the City's role in cultural and economic development. Adapted for inclusion as an element of the City's general plan.

## 2. Partner Bios

### David Plettner-Saunders, Managing Partner



David Plettner-Saunders is Co-Founder of The Cultural Planning Group. A consultant for 25 years, David has prepared arts and cultural plans for more than 40 communities. His arts and cultural planning work reflects many of the pressing and complex issues facing communities, such as supporting tourism, economic revitalization, and the creative industries. In addition, his plans often address funding the arts, defining public/private partnerships, and identifying appropriate roles for

local government. David is a leader in the field of creative economy planning, incorporating this work into his cultural planning practice since 2005 with the adoption of the City of San Antonio's *The Cultural Collaborative*, which was the first citywide arts plan in the US to embrace the creative economy. In 2018 the City of Sacramento adopted *Creative Edge*, a bold new plan for the city's arts, culture and creative economy developed by CPG. In 2017, San Bernardino County (CA) commissioned CPG to develop the *Morongo Basin Strategic Plan for Culture and the Arts*, designed to leverage the Joshua Tree region's extraordinary arts community for greater economic, tourism, and community impact. In 2014, Sonoma County established a new creative economy agency based on CPG's plan for *Creative Sonoma*, housed at the county's Economic Development Board. David has also developed national and regional studies on individual artists as well as plans focusing on arts education. He has prepared assessments and strategic plans for arts and cultural organizations of virtually all disciplines and sizes, and in a great variety of communities.

A retired modern dancer, he is co-founder with his wife, Victoria Plettner-Saunders, of the former San Diego Alliance for Arts Education, responsible for successfully preserving and advancing arts education in the San Diego Unified School District, one of the nation's largest school districts, during the Recession. He is the past Chair of the Southern California Dance Futures Fund and the Dance Resource Center of Greater Los Angeles.

David holds a J.D. from the University of North Carolina School of Law, Chapel Hill and a B.A. in Music from Wesleyan University. He was a special student in dance at the North Carolina School of the Arts.

David lived in Los Angeles—in Silverlake and downtown LA—between 1980 and 2008. He is familiar with Culver City and the cities in the region, and consulted with Culver City's Community Services Department on formation of the Cultural Affairs Commission in 2000 and 2001.

## Jerry Allen, Partner



Jerry Allen brings 30 years of experience in the local arts agency, public art and cultural planning fields. Jerry started his career as a studio artist and completed his graduate studies at the University of Washington, concentrating on studio art and public administration. He was the Visual Arts Coordinator for the King County Arts Commission (Seattle). King County had one of the earliest percent for art programs in the nation and the first county public art program ever established. In that capacity, he conceived and administered King County's acclaimed EARTHWORKS: Land Reclamation as Sculpture Symposium, widely regarded as one of the seminal projects in the history of contemporary public art. After serving three years as

Executive Director of the King County Arts Commission, Jerry became the Director of Cultural Affairs for the City of Dallas, Texas. While there, he assisted with the formation of the Dallas Arts District and the Arts District Foundation. In that position, he developed the City's first cultural plan and cultural policy and directed the first public art master plan ever completed by any city. Jerry went on to develop the Yerba Buena Arts Center in San Francisco, California, and recently retired as the Director of the Office of Cultural Affairs in San Jose, CA, where he was responsible for a general fund budget of \$7 million and a public art budget of \$18 million. As a partner with CPG, Jerry continues providing his expertise to the development of community cultural plans and public art master plans for more than 50 city, county and state agencies.



## Linda Flynn, Ph.D., Partner and Research Director



Linda Flynn is a partner and director of research for The Cultural Planning Group. She is a planner who has contributed nationally to best practices in research, civic learning and engagement for the arts and cultural sector. Linda designs innovative, customized research processes for master and strategic planning efforts, as well as targeted economic development and organizational assessments and urban planning initiatives. Her design process for community-based research is based on a foundation of quantitative community data, community public and private partnerships, inclusivity, and collaboration. She has demonstrated experience in leading large-scale research projects, facilitating civic engagement programs, and translating data to focused, action-

oriented planning initiatives. Linda works with creative workers and artists to infuse the research process with creativity and user experience insights.

Prior to her work with CPG, Linda's experience and relationships cross many industries and sectors, working with all levels in organizations including conducting behavioral research with transportation firms, urban planners, other government agencies, nonprofit organizations, and private sector corporations. Linda holds a doctorate in organizational management with a concentration in conflict management from Nova Southeastern University, a B.A. in psychology from Florida Atlantic University, and various certificates in qualitative and quantitative research. Linda volunteers her time at several local nonprofit organizations focused on the improvement of youth educational experiences in She is a published author of her research with organizations, and Linda volunteers her time at several local nonprofit organizations focused on the improvement of youth educational experiences in the State of Florida.