



EXECUTIVE SUMMARY

The arts are an essential and unique aspect of life in Louisiana to which each citizen has a right. Access to the arts should not depend on your geographical location, physical abilities, or income. All residents should have an equitable stake in the arts in Louisiana, which provide a wonderful quality of life and add to our rich cultural heritage.

Recent reductions to the state budget, and specifically for the Louisiana Division of the Arts (LDOA), require a new targeted approach to operations within the new funding realities. The LDOA has been exploring collaborative efforts, resulting in strengthened partnerships with our nine Regional Arts Councils (RACs) and local arts councils, and developing new public-private partnerships with regional planning commissions, local government and economic development offices, and businesses and organizations that play a critical role in creating more vibrant communities that are home to their workforce and customers. As LDOA experienced reductions in staff, we quickly realized that the new reality of information technology could work to our benefit. How we interact and connect, and how information is being exchanged and digested has evolved. Even though we have fewer staff, we are still able to communicate and partner on a broad scale. The LDOA has renewed its' focus on technical assistance and support to our constituents and professional partners. It is important for us to continue to Increase national and international awareness of Louisiana's arts and cultural initiatives and projects resulting in new and non-traditional partnerships, collaborative efforts and funding opportunities.

State funding for the arts began declining in 2009 when the nation was undergoing a substantial economic downturn. In subsequent years, OCD and LDOA saw significant reductions to the overall operations budget. We responded to those financial limitations with several stop-gap measures to maintain support of the arts and cultural sectors. Since 2011, the agency has received substantial decreases to direct state general fund support, resulting in the current FY17/18 budget allotment of \$13,000 representing a continuous decrease from \$7 million in 2009. Lt. Governor Nungesser directs \$1.9 million of funding from the Office of Tourism to LDOA through an interagency transfer to help support operations and ensure the continuation of meaningful services from LDOA. This IAT also provides the support match for funding that LDOA has the opportunity to receive through the National Endowment for the Arts (NEA).

Due to the continuing fiscal challenges facing the state of Louisiana, it is clear that the level of direct state budget funding, will not be increased to an amount that will allow LDOA to operate independently in the foreseeable future. The interagency transfer of funds to support LDOA is a decision made by the Lt. Governor currently holding office and is not a permanent long-term solution. Additionally, our statewide professional development and advocacy organizations,

struggle to maintain their operations and are supported primarily by volunteers. As a result, the LDOA administration is taking steps to work with our statewide partners on a five-year plan for the strategic development of an arts trade association to lead and strengthen Louisiana's vibrant arts industry through promotion, education and advocacy. This association will be similar to the Louisiana Tourism Promotion Association (LTPA), which has successfully served this purpose for the state Office of Tourism, ensuring a robust tourism industry.

The strategic plan process was extended due to the LDOA operating for four months during the beginning of 2017 without an ED and to provide the new ED with an adequate period of time to learn operations and identify and assess short and long-term needs and goals. The new ED spent May through September 2016, conducting site visits to each of the RACs, meeting with staff and constituents, to identify any necessary updates to the strategic information gathered during the previous year. This was followed-up by Culture 2020 in October 2016 and the RAC retreat in February 2017. The new ED, LDOA staff and OCD supervisors have consistently met with the Lt. Governor's staff for the past fourteen months to discuss progress on strategic efforts and plan development, and to also ensure alignment with the goals of the Lt. Governor.

Strategic Plan Development and Direction

The development of the strategic plan for the LDOA was completed in four stages.

1. Public conversations directed by the LDOA Executive Director and LSAC representatives held in four regions throughout the state in 2015/2016: Baton Rouge, Lafayette, Lake Charles and Shreveport.
2. Developed and conducted a statewide survey of arts and culture stakeholders.
3. Culture 2020: a statewide convening spearheaded by Lt. Governor Nungesser in October 2016, to develop the vision for the next four years of arts, preservation and culture in Louisiana.
4. A retreat-style convening held in February 2017 with the Executive Directors and Community Development Coordinators of each of our eight regional arts councils and one local re-granting agency to assist in the development of the LDOA strategic plan.

The LDOA along with the LSAC Board Chair utilized the resulting stakeholder input to identify local, regional and statewide needs and to develop strategies for the LDOA to address these needs. Overall, it is crucial for LDOA to provide support services to enhance the ongoing development and evolution of Louisiana's creative sector including individual artists, arts and cultural organizations, community revitalization and development efforts, accessibility and educational initiatives. Many Louisiana residents have limited access to the arts, therefore, we continue to foster inclusion in the arts through diversity, access, and equity. To increase diversity in the arts and allow everyone to feel comfortable coming to the table, access and equity issues, which are critical. As a state arts agency, it is a priority that we remove barriers to inclusion and participation for all residents. In order to help overcome inequitable access to the arts for all residents, the Louisiana Division of the Arts is also creating an Arts Accessibility strategic plan.

Additionally, the travel and tourism industry is the 4th largest employer in Louisiana, employing many artists and cultural workers. Given the fact that the Louisiana Office of Tourism is engaged in a funding partnership with LDOA, it is important to stress that we must enhance and maintain a nurturing environment for arts and culture that continues to attract tourists to Louisiana.

Consistent needs identified throughout the planning process included:

- Increase the LDOA's presence and relevance throughout the state.
- Restructure the LDOA grants programs to ensure and strengthen project initiatives that create sustainable outcomes.
- Restructure strategies used for arts and creative sector advocacy.
- Develop a strategic plan for accessibility initiatives for the arts and creative sectors.
- Establish the creative industries as a crucial partner in our state's revitalization, economic and community development efforts.
- Create a conduit for statewide initiatives in arts education and folklife, promoting local cultures and local learning.
- Increase opportunities for arts education initiatives throughout the state.
- Provide professional development and funding opportunities for individual artists.

This will be accomplished through our strategic goals:

1. Capacity Building
2. Community building through the arts
3. Advocacy
4. Accessibility



LDOA Strategic Plan 2017-2020

Mission: The Louisiana Division of the Arts (LDOA) in cooperation with the Louisiana State Arts Council (LSAC) is the catalyst for participation, education, development and promotion of excellence in the arts.

Vision: It is the responsibility of LDOA to support established arts institutions, nurture both emerging arts organizations and our overall cultural economy, assist individual artists, encourage the expansion of audiences and stimulate public participation in the arts in Louisiana.

Core Values: The arts are an essential and unique aspect of life in Louisiana to which each citizen has a right. Access to the arts should not depend on your geographical location, physical abilities, or income. All residents should have an equitable stake in the arts in Louisiana, which provide a wonderful quality of life and add to our rich cultural heritage.

Agency Overview

The Louisiana Division of the Arts is a program of the Office of Cultural Development (OCD), an agency within the Department of Culture, Recreation and Tourism, under the Office of the Lieutenant Governor, charged with maintaining our state's valuable artistic assets and providing direct service to the statewide arts community. Partner organizations within the Office of Cultural Development are the Division of Archaeology, the Division of Historic Preservation and CODOFIL – the Council for the Development of French in Louisiana. The Office of the Lt. Governor has oversight of the Offices of Cultural Development, Tourism, State Parks, State Museums, and the State Library.

The LDOA was established by the state legislature in 1977. The Louisiana State Arts Council (LSAC) serves as the advisory body that assists in carrying out certain functions within the LDOA as outlined in R.S. 25:891 et seq.

The LDOA serves the citizens of Louisiana by acting as a catalyst to provide funding and support the advancement of the arts field while providing public access to Louisiana's arts and culture. The Division also provides service and support to the arts and culture field in the areas of Arts-in-Education, State and Regional partnerships (including the Decentralized Arts Funding program), Folklife, Individual Artists' Services, Accessibility and Organizational Support Services.

In addition to funding, the Division of the Arts serves our state by acting as an information clearinghouse for art and cultural activities, coordinating statewide convenings, defining

economic development and cultural resources, and measuring and stimulating the economic impact of arts and cultural activities.

LDOA manages legislatively mandated programs including the Percent for Art Program (R.S. 25:900.1), that has a purpose of providing the citizens of Louisiana with an improved public environment by investing our public buildings with art works of high quality. The Cultural Districts Program (R.S. 47:305.57) is a tool to spark community revitalization based on cultural activity through tax incentives.

Strategic Direction 1: CAPACITY BUILDING

Increase the relevance, visibility and sustainability of Louisiana’s creative sector, including the **Louisiana Division of the Arts**.

How we will do this:

- Develop a branding and marketing campaign to raise awareness of the **Louisiana Division of the Arts** and the arts in Louisiana to include design of a new website, division logo, division brochure, retractable banners, and other promotional campaign efforts.
- Provide professional development, technical assistance, and support resources directly to LDOA partners, on the LDOA website and via social media.
- Increase in-the-field time for LDOA staff to assist our regional arts councils and community partners with professional and project development and to be in attendance at programs and project initiatives when possible.
- Increase artist opportunities through our collaborative efforts with partner organizations, including Louisiana Regional Arts Councils, Louisiana Endowment for the Humanities, Center for Louisiana Studies, Louisiana Folklore Society, The Recording Academy, Louisiana Cultural Economy Foundation, The ELLA Project, Louisiana Campaign for Tobacco Free Living and Healthier Air for All.
- Continue to develop **Creative Relief Louisiana**, a statewide support effort in partnership with Louisiana’s regional arts councils to assist our artists, and arts and cultural organizations during times of disaster.

Strategic Direction 2: COMMUNITY BUILDING THROUGH THE ARTS

Enhance the ongoing development and evolution of Louisiana’s creative sector including individual artists, arts and cultural organizations, community revitalization and development efforts, accessibility and educational initiatives.

How we will do this:

- Educate and create an awareness and interest by our public entities in the arts and the artists who are producing. This will result in a better understanding of the essential role the arts play in the overall life and evolution of a community.
- Restructure the LDOA’s grants funding programs to ensure more effective use of funds and to increase the sustainability of Louisiana’s arts-based projects and organizations.
- Reestablish the Folklife Apprenticeship initiative.
- Strengthen the artist workforce across the state, catalyze growth and foster the sustainability of existing arts organizations.

- Restructure the Louisiana Artist Roster program to again be a juried process.
- Explore the creation of a public art professional development program for Louisiana artists, providing skills training for large-scale art installation projects.
- Through our cultural districts initiative, provide resources to cities and towns for transformative arts-driven economic development projects.
- Assist with the creation of high quality artistic experiences that enhance communities' quality of life and can be utilized as mechanisms for placemaking efforts in rural, suburban and urban communities.
- Document and promote the impact of the creative economy.
- Create an arts education support coalition.
- Network and initiate opportunities for our creative sector.

Strategic Direction 3: ADVOCACY

To educate and create a public awareness and interest in the value of the arts and the artist creators who continue to add to Louisiana's rich cultural heritage.

How we will do this:

- Assist the current efforts of the statewide volunteer professional development and advocacy organizations, Louisiana Partnership for the Arts and Louisiana Citizens for Culture.
- Develop an arts industry trade association that will lead and strengthen Louisiana's vibrant arts industry through promotion, education and advocacy.
- Increase state, national and international awareness of Louisiana's arts and cultural initiatives.
- Strengthen our partnership with artist support organizations.

Strategic Direction 4: ACCESSIBILITY

To expand inclusive accessibility beyond the limitations placed on some of our residents and integrate them into the arts in Louisiana.

How we will do this:

- Create an Arts Accessibility strategic plan for LDOA to increase access and equity.
- Form collaborative partnerships with national and state offices.
- Work with national leaders in disability programming to bring services to our state.
- Explore various means of opening artistic experiences to all through teaching artists, various forms of arts therapy, and direct work with arts organizations.
- Showcase exemplary organizations and programs that engage all residents of Louisiana.
- Partner with the National Center for Creative Aging as an *Engage Communities of Practice* participant in their nationwide program.
- Create a directory of arts organizations and resources for Louisiana residents with disabilities and special needs.