



## GOBIERNO DE PUERTO RICO

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Instituto de Cultura Puertorriqueña

### 2018-2022 Strategic Plan Instituto de Cultura Puertorriqueña

***The Instituto de Cultura Puertorriqueña extended the 2013-2017 Strategic Plan to 2018. This 2018-2022 Strategic Plan will begin in 2019.***

The Instituto de Cultura Puertorriqueña (ICP) developed its Strategic Plan after the impact of Hurricanes Irma and María. The assessment to establish the Strategic Goals and the respective objectives is based on the analysis of the 2013-2017 Strategic Plan, its effectiveness, impact, completion and its evolution. Surveys and questionnaires were distributed during different activities around Puerto Rico during 2017- and 2018 and were answered by artists, the general population, and constituents. The development of the 2018-2022 Strategic Plan takes into consideration the evolution of programs after the impact of the devastating hurricanes that impacted Puerto Rico in 2017 (hurricanes Irma and María).

The development of this Strategic Plan considered over 100 questionnaires that were distributed during the Fiestas de la Calle San Sebastián in Old San Juan during January 2017 as well as in Campechada in Mayaguez during May 2018. Finally, a dialogue table was held at the Instituto de Cultura Puertorriqueña's headquarters in Old San Juan, where over 25 constituents participated and offered their feedback in response to a questionnaire that was submitted by-email. Another crucial element of the Strategic Plan is responding to the current administration's public policy.

The development of the 2018-2022 Strategic Plan takes into consideration limitations imposed by the Financial Oversight and Management Board for Puerto Rico. It was created under the Puerto Rico Oversight, Management and Economic Stability Act of 2016 (also known as PROMESA Public Law 114-187). The Board consists of seven members appointed by the President of the United States and one ex officio member designated by the Governor of Puerto Rico. The Board is tasked with working with the people and Government of Puerto Rico to create the necessary foundation for economic growth and to restore opportunity to the people of Puerto Rico. During the Fiscal Year 2016-2017 the total budget for the Instituto de Cultura Puertorriqueña (ICP) was of \$18,561,565. For Fiscal Year 2017-2018, the Financial Oversight Board reduced ICP's proposed budget to \$1,932,000. This modified budget was announced during Summer 2017. During 2018 further budget cuts were implemented.

The 2018-2022 Strategic Plan presents the Strategic Goals, Objectives, Success Measures, and Responsibility assigned for Implementation.

**INSTITUTO DE CULTURA PUERTORRIQUEÑA 2018-2022 STRATEGIC PLAN**

*MISSION: To preserve, promote, enrich and disseminate the cultural values of the Puerto Rican people, and achieve a broader and fuller awareness thereof.*

<b>STRATEGIC GOAL 1: PRESERVE AND PROMOTE THE PUERTO RICAN CULTURAL PATRIMONY, LOCALLY AND INTERNATIONALLY, BY PROMOTING AND SUPPORTING CULTURAL AND ARTISTIC EXCELLENCE.</b>		
<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>1. Sponsor activities and workshops featuring cultural heritage, patrimony and art to reach constituents and tourists.</b>	Number of activities sponsored per year	Executive Directorate All ICP Programs
<b>2. Sponsor activities to further the conservation of cultural heritage.</b>	Number of activities sponsored per year	Executive Directorate All ICP Programs
<b>3. Target and attract those in the Diaspora to enjoy and share PR's culture.</b>	Number of visitors from other States and Countries that visit Puerto Rico for specific activities sponsored by ICP	Executive Directorate All ICP Programs
<b>4. Host International Activities</b>	Number of hosted activities or collaborations with hosts of activities	Executive Directorate All ICP Programs
<b>5. Support the dissemination of Puerto Rican culture throughout the world.</b>	Number of digitalized collections using social media and Internet media platforms such as Pandora Radio  Number of exchanges made with other States and Countries to share our culture and heritage	Executive Directorate All ICP Programs
<b>6. Preserve and promote the cultural patrimony with the assistance and collaboration of the academia, private and public sector.</b>	Number of collaborations to further preserve and promote PR culture	Executive Directorate All ICP Programs

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<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>7. Identify and request external funding to preserve and promote the cultural patrimony</b>	<p>Number of proposals submitted to different federal agencies, private and corporate foundations, as well to the private sector.</p> <p>Number of collaborations requesting funding to further cultural initiatives with other entities.</p> <p>Number of shared funding opportunities from different grant makers to the constituents that further this Strategic Plan.</p>	<p>Executive Directorate All ICP Programs</p>
<b>8. Digitalization of art, museum artifacts, documents, and publications as well as music that forms part of ICP's collections.</b>	<p>Number of art, museum artifacts, documents, publications, and music that are digitized.</p> <p>Number of the digitized collections that are uploaded for national and international appreciation.</p>	<p>Executive Directorate All ICP Programs</p>
<b>9. Promote cultural activities at cultural centers and archeological zones ascribed to ICP throughout the island – particularly in Caguana, Utuado and Vieques.</b>	<p>Number of activities held at cultural centers and archeological zones.</p>	<p>Executive Directorate All ICP Programs</p>
<b>10. Export Puerto Rican cultural products to National and International Cultural Activities.</b>	<p>Number of sponsorships and collaborations to export cultural products physically or online.</p>	<p>Executive Directorate All ICP Programs</p>

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<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>11. Strengthen the content and presence of publications by ICP to promote the exchange of ideas, foster diversity and allow entrance of our artists to new markets.</b>	Number of publications by type. Number of collaborators	Executive Directorate All ICP Programs

<b>STRATEGIC GOAL 2: PROMOTE CULTURAL PRODUCTIONS WITH OUTSTANDING PERFORMANCES AND VALUES IN ALL ITS MANIFESTATIONS.</b>		
<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>1. Ensure a high level of quality to attract new audiences while stimulating cultural productions throughout PR.</b>	Number of activities sponsored per year	Executive Directorate All ICP Programs
<b>2. Stimulate the discussion, study, and development of cultural expressions by means of activities fostering the interaction of artists and public</b>	Number of collaborations with schools  Number of collaborations with Academia  Number of publications in the general circulating newspaper evaluating and discussing activities.	Executive Directorate All ICP Programs
<b>3. Support the promotion of artistic excellence to develop artistic/cultural projects in PR</b>	Identify and Assign Funding (Number of artists supported)	Executive Directorate OAA All ICP Programs

**STRATEGIC GOAL 3: CREATE NEW AUDIENCES, EMPHASIZING FROM YOUNG CHILDREN TO ONES IN THEIR TEEN YEARS.**

<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>1. Establish Educational Programs on all ICP Components</b>	Number of collaborations with entities that address the target population.  Number of activities per year.	Executive Directorate All ICP Programs
<b>2. Strengthen Museum Educational Component of ICP Museums and Parks</b>	Number of Collaborations with specialized entities to revise and offer educational component and outreach to the target population.	Executive Directorate Parks & Museums Program
<b>3. Increase accessibility and inclusion</b>	Number of activities that offer a component geared towards inclusion of persons with a disability.  Number of collaborations to develop strategic plans including seminars and guides with instructional material.	Executive Directorate All ICP Programs
<b>4. Address accessibility to arts</b>	Implementation of Cultura Rodante Number of activities  Implementation of activities such as Campechada	Executive Directorate All ICP Programs

**STRATEGIC GOAL 4: PROPEL THE CULTURAL ECONOMIC DEVELOPMENT AS AN INSTRUMENT FOR SELF-SUFFICIENCY AND SUSTAINABILITY.**

<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>1. Spur cultural economic development towards self-sustainability and sufficiency</b>	Number of artisan markets increased throughout the PR  Number of participants of Cultural Industries for ICP Registered Artists and Artisans	Executive Directorate All ICP Programs

<b>STRATEGIC GOAL 4: PROPEL THE CULTURAL ECONOMIC DEVELOPMENT AS AN INSTRUMENT FOR SELF-SUFFICIENCY AND SUSTAINABILITY.</b>		
<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
	Number of workshops offered to Artists and Artisans in PR	
<b>2. Marketing strategies to further the sustainability of artisans leveraging initiatives from the public and private sector</b>	Number of alliances established Number of initiatives and participants per initiative	Executive Directorate All ICP Programs
<b>3. Strengthen ICP Publisher presence in book publication industry</b>	Updated Marketing and Sales Plan Annual Festival de la Palabra Increase reach of Publications beyond ICP Stores	Executive Directorate Publishing Program

<b>STRATEGIC GOAL 5: PROMOTE CULTURAL SPACES FOR ARTISTS TO EXPOSE THEIR ART.</b>		
<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>1. Strengthen audience attendance to traditional and non-traditional cultural spaces.</b>	Increase in attendance?	Executive Directorate All ICP Programs
<b>2. Stimulate artistic production while revitalizing urban spaces and promoting healthier social interactions through cultural experiences</b>	Number of musical activities sponsored in urban spaces for the appreciation of the general public	Executive Directorate All ICP Programs

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<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>3. Promote artistic expression in underserved and high-risk areas and in communities with physical or health limitations to improve their quality of life</b>	Implementation of Cultural Rodante that evolved from an Emergency Initiative to a permanent activity to address accessibility.  Number of sites visited.	Executive Directorate All ICP Programs
<b>4. Maximize the use of non-traditional cultural spaces</b>	The utilization of non-traditional cultural spaces.	Executive Directorate All ICP Programs

<b>STRATEGIC GOAL 6: STRENGTHEN THE PRESENCE OF THE INSTITUTE OF PUERTO RICAN CULTURE OUTSIDE OF THE METROPOLITAN AREA.</b>		
<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>1. Support Cultural Centers ascribed to ICP throughout the island</b>	Creative Industries initiatives Cultural Network initiatives	Executive Directorate All ICP Programs
<b>2. Strengthen the route promoting museums and parks</b>	Website development in collaboration with Tourism Company	Executive Directorate All ICP Programs
<b>3. Increase visitors to museums and parks through alliances with different sectors.</b>	Outreach activities plan and monthly initiatives Collaboration with public and private sector Number of visitors on a monthly basis	Executive Directorate All ICP Programs

<b>STRATEGIC GOAL 7: OPTIMIZE COMMUNITY SERVICES TO CULTURAL CENTERS BY RECONFIGURING THE FUNCTIONS OF ICP.</b>		
<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>1. Professional Development</b>	Cultural Network Initiative Train the Trainer Implementation	All ICP Programs
<b>2. Programming aligned to ICP’s mission and vision</b>	Number of activities sponsored and with the collaboration of ICP	Executive Directorate All ICP Programs
<b>3. Develop Mitigation and Recovery Plans for the cultural and arts community</b>	Develop Mitigation and Recovery Strategies facing disasters throughout the cultural centers in the island with the assistance of ICP	Executive Directorate All ICP Programs

<b>STRATEGIC GOAL 8: DISASTER PREPAREDNESS AND RESILIENCY</b>		
<b>OBJECTIVES</b>	<b>SUCCESS MEASURE</b>	<b>IMPLEMENTATION</b>
<b>1. Disaster Preparedness workshops</b>	Number of continuing education activities personnel receives throughout the year  Number of continuing education activities offered with collaboration of ICP personnel to the public.	Executive Directorate Human Resources Office for the Conservation of Historical Buildings
<b>2. Disaster Preparedness plans – updated</b>	Update Disaster Preparedness Plans	All ICP Programs
<b>3. Disaster Recovery</b>	On-going disaster recovery together with mitigation	Executive Directorate All ICP Programs



