



STRATEGIC PLAN

2016-2020

*El Pueblo
de
Los Angeles*



El Pueblo de Los Angeles Historical Monument's (El Pueblo) strategic plan was developed under the direction of the Board of Commissioners with input from the Olvera Street merchants, non-profit partners, and other community members, as a five-year rolling plan designed to guide El Pueblo's future development, while keeping in mind the needs of our tenants, local community, and other stakeholders. El Pueblo also recognizes that new ideas, developments, or initiatives may occur that warrant attention, but may not be included in this document.

This strategic plan represents El Pueblo's major goals and objectives over the next five years. A tracking sheet has been provided to reflect progress in meeting our objectives and will be updated annually. The initiatives are not necessarily listed in priority order.

The initiatives in this strategic plan will comply with El Pueblo's General Plan and all federal, state, and local laws, including all Commission policies and procedures.

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CITY OF LOS ANGELES



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SPECIAL THANKS TO JAMES OWEN

El Pueblo de Los Angeles



El Pueblo de Los Angeles Historical Monument is near the site of the early pueblo or town where forty-four settlers of Native American, African, and European heritage journeyed more than one-thousand miles across the desert from present-day northern Mexico and established *Nuestra Señora la Reina de los Ángeles* on September 4, 1781. Since its founding, the City of Los Angeles has become one of the world's largest metropolitan areas.

Today, as a department of the City of Los Angeles, El Pueblo is a living museum that continues to fulfill its unique role as the historic and symbolic heart of the city, celebrating the Native American, African American, Spanish, Anglo, Mexican, Chinese, Italian and French cultures that contributed to its early history. Of the Monument's twenty-seven historic buildings, eleven are open to the public as businesses or have been restored as museums.

El Pueblo is an important cultural and historical destination for those visiting Los Angeles, and it currently attracts over two million visitors a year from throughout the United States and from every continent in the world.

Attractions at El Pueblo include:

- América Tropical Interpretive Center
- Avila Adobe
- Chinese American Museum
- Firehouse Museum
- Gateway to Nature Western National Parks Center
- Italian American Museum of Los Angeles
- La Plaza de Cultura y Artes
- Olvera Street Mexican marketplace
- Our Lady Queen of Angels Church
- Pico House
- Plaza United Methodist Church, Museum of Social Justice
- Sepulveda House

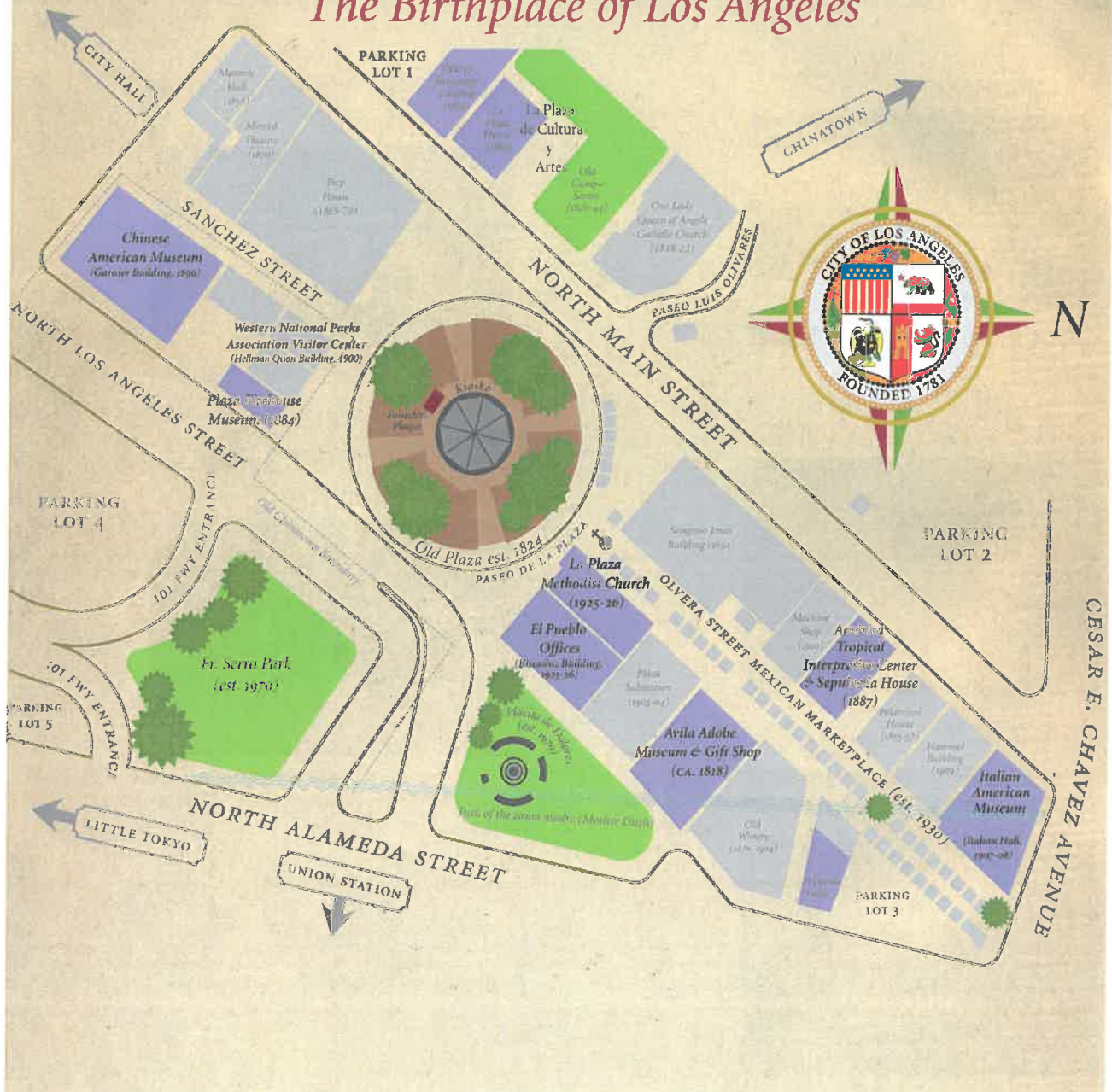
Attractions in development include:

- Expansion of the Chinese American Museum
- History of Water exhibit relocation to the Hammel Building
- Renovation of the Merced Theater and Masonic Hall into the LA CityView Channel 35 Headquarters

El Pueblo de Los Angeles

HISTORICAL MONUMENT

The Birthplace of Los Angeles



Strategic Plan

DEFINITION

A strategic plan is a management tool used to improve the performance of an organization and outlines the organization's direction and priorities.

OBJECTIVES

This plan identifies El Pueblo de Los Angeles Historical Monument's five strategic objectives for the next five years. Each of the objectives identifies a series of initiatives that will be undertaken to accomplish that objective.

1. MARKETING



4. PROPERTY MANAGEMENT & OPERATIONS



2. REVENUE OPPORTUNITIES



5. PARTNERSHIPS & PUBLIC PROGRAMMING



3. HISTORIC PRESERVATION & ASSET MANAGEMENT



El Pueblo's Mission & Vision

MISSION

El Pueblo de Los Angeles Historical Monument promotes, safeguards, and preserves the City's birthplace and culturally diverse heritage through the effective management of its commercial and historical resources and events.

VISION

El Pueblo will be recognized as an iconic destination in Los Angeles and regarded internationally as a top tier historical site that supports local culture and inspires repeat visitation.



1. Marketing

Goal: El Pueblo Historical Monument will collaborate with private, public, and non-profit organizations to promote visitation, event production, and extensive name recognition.

Initiatives

1. Seek funding to develop a social marketing strategy, including the development of a new website and other social media tools.
2. Encourage the Olvera Street merchants to promote their shops and events through the use of social media.
3. Develop partnerships with neighboring businesses and community groups, such as those in Boyle Heights, Chinatown, Little Tokyo, Elysian Valley, and the Fashion District.
4. Create new entryway signage at Father Serra Park, the Chinese American Museum, and other appropriate locations.
5. Continue to create new brochures that highlight early Los Angeles history and its cultural diversity.
6. Continue to use social media to inform the public of events, exhibitions, historical information, and other promotional activity.
7. Continue to promote El Pueblo through major festivals and events (Ciclaviva, Tacolandia, Latin Grammys).
8. Encourage our non-profit partners to coordinate and cross promote events and exhibits.
9. Promote El Pueblo as a premier filming destination.
10. Consider the development of a joint marketing effort that involves all the non-profit organizations serving El Pueblo, including the creation of a museum crawl, brochures, and an umbrella website.
11. Develop partnerships with tour bus companies and hotels to increase the number and length of stay of visitors at El Pueblo.
12. Partner with Metropolitan Transit Authority (Metro) to promote and encourage bike sharing and/or bike rentals, and promote El Pueblo as a major biking hub.
13. Seek marketing expertise on products, trends, and demographics to encourage new retail efforts on Olvera Street.
14. Partner with major sports teams, such as the Dodgers, Golden Boy Boxing, and Galaxy, to hold promotional activities in the plaza.
15. Promote El Pueblo parking lots by highlighting locations, economy rates, and public service goals.
16. Promote the history of El Pueblo by developing an event where people dress in historical costume – “Old Pueblo Days.”



2. Revenue Opportunities

Goal: El Pueblo Historical Monument will generate enough revenue annually to be fully self-sufficient from the City's General Fund.

Initiatives

1. Maximize the use of El Pueblo as a major public venue for events, such as concerts and food festivals.
2. Implement parking lot automation to increase revenue and improve operations.
3. Encourage our non-profit partners to host large public events, such as the Lantern Festival and the Taste of Italy, to assist in generating revenue.
4. Consider using Father Serra Park to host new concessions.
5. Reorganize the Biscailuz Building to create rentable office space.
6. Seek public and private grants to improve collections management, public outreach, and to promote history.
7. When available, rent vacant spaces on and around Olvera Street, and encourage unique or specialized retail offerings.
8. Promote the Pico House and other historical buildings for rent as conference room space, weddings, and other private events.
9. Identify additional locations around El Pueblo to accommodate automated teller machines.
10. Encourage programming, marketing, and other partnerships with State, County, and Federal agencies.
11. Consider new site rental policies and other best practices to encourage feature film production at El Pueblo.



3. Historic Preservation & Asset Management

Goal: Continue to implement and adhere to El Pueblo's General Plan by restoring and renovating properties to their highest and best use.

Initiatives

1. Complete the acquisition of a Los Angeles County owned property located in El Pueblo Parking Lot #2 and undertake the necessary steps to develop the site for multiple uses.
2. Successfully complete the seismic retrofit of the historic Pico House by the first quarter of 2018 while ensuring that the renovation is completed to the Department of Interior's Standards for Historic Preservation.
3. Work with the Department of General Services to fund and implement parking pay stations at Lots 1 and 2.
4. Work with the Metropolitan Transit Authority (Metro) to secure grant funds to implement improvements to Father Serra Park, including improved pedestrian connections from Parking Lot 5 on Alameda Street.
5. Establish a new Visitor Center in the Hellman Quon Building with the Western National Parks Association, which will connect and promote the story of El Pueblo to the natural and historical themes found at regional, state, and national parks.
6. Work closely with the Office of Historic Preservation when considering new development or major rehabilitation.
7. Successfully complete the new LA CityView – Channel 35 headquarters project by the first quarter of 2018 while ensuring that the Merced Theater and Masonic Hall are renovated to the Department of Interior's Standards for Historic Preservation.
8. Continue to support the expansion of the Chinese American Museum through the renovation of the historic Garnier Building.
9. Continue to support the completion of the Italian American Museum of Los Angeles, with the goal of opening to the public in 2016.
10. Relocate the "History of Water" exhibit currently located in the Avila Adobe annex to the Hammel Building, which contains a portion of the *zanja madre* (mother ditch).
11. Work with the Metropolitan Transit Authority (Metro) to secure grant funds to enhance the pedestrian connection from Union Station to the historic plaza.
12. Create opportunities to encourage artisans and hand crafted goods on Olvera Street.
13. Consider the potential redevelopment of the Plaza Substation building, while also addressing the need for operational space for El Pueblo custodians and maintenance crews.
14. Review whether the puestos on the northwest plaza should be phased-out and cease operation.
15. Complete the Olvera Street family history plaques.
16. Examine housing or commercial development opportunities at El Pueblo Parking Lot # 5.

4. Property Management & Operations

Goal: Operate El Pueblo as a world-class destination for visitors and encourage efficient operations and outstanding customer service.

Initiatives

1. Successfully implement the market rent adjustment as required in the Olvera Street Merchant Concession Agreement.
2. Develop a succession plan for the Accounting Section to ensure duties are absorbed without disruption.
3. Work with the City Administrative Officer and the Bureau of Engineering to anticipate and mitigate operational and revenue impacts due to the rehabilitation of the Masonic Hall, Merced Theater, and Pico House.
4. Catalogue and showcase artifacts currently located in the El Pueblo storage facility.
5. Facilitate business presentations on marketing, retail trends, and technology for the merchants on Olvera Street.
6. Audit parking usage to create improved policies and procedures for staff and non-profit usage.
7. Continue to implement energy efficiency projects to reduce El Pueblo's carbon footprint.
8. Conduct quarterly meetings with non-profit organizations to strengthen relationships and encourage collaboration.
9. Review parking lot operations to identify and implement added safety measures for our customers.
10. Repair and install additional lighting to increase visibility at night.
11. Establish a budgetary goal to increase the amount of administrative staff.
12. Enter into an agreement with the Western National Parks Association to sell El Pueblo branded products, such as coffee mugs, tote bags, hats, and shirts.



5. Partnerships & Public Programming

Goal: Develop partnerships with private, non-profit, and public organizations to enhance cultural programming and to establish the reputation as a premier public venue.

Initiatives

1. Increase educational partnerships with Los Angeles Unified School District.
2. Continue to partner with non-profit organizations that focus on youth development, such as the Los Angeles Conservation Corps, Fuego Tech, and others.
3. Encourage the preservation of the traditional event calendar in partnership with the Olvera Street merchants.
4. Develop family-oriented and child-friendly events, such as a summer camp for kids or a summer concert series.
5. Work with our non-profit partners to encourage regular programming schedules to encourage museum attendance and outreach.
6. Increase knowledge of African American and Native American contributions to early Los Angeles.
7. Identify and collaborate with history focused non-profit organizations to host exhibits at El Pueblo.
8. Work with the Mexican Cultural Institute to encourage organizational development, which may lead to a formal agreement with El Pueblo.



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Pending ~ In-progress • Completed -- On-going

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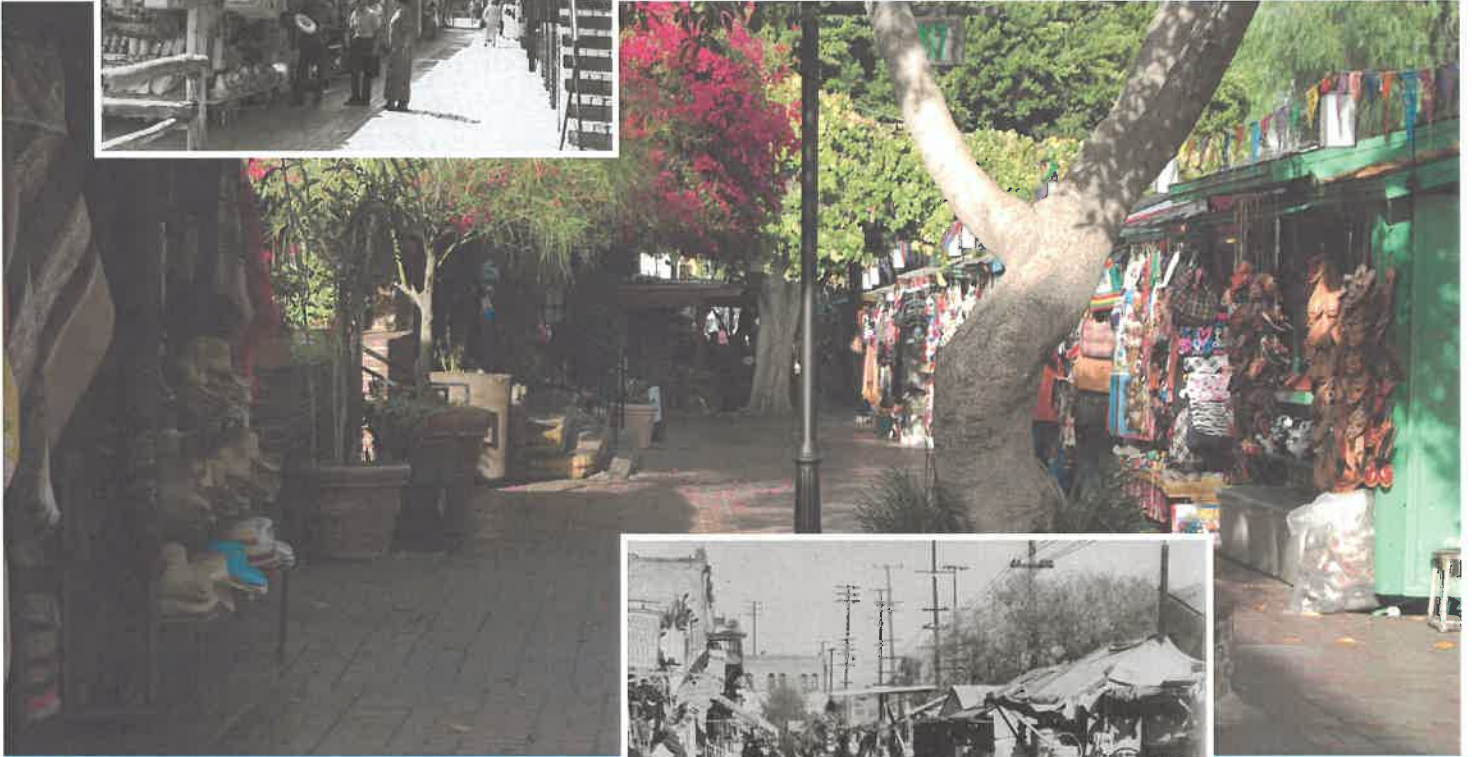
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El Pueblo de Los Angeles

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