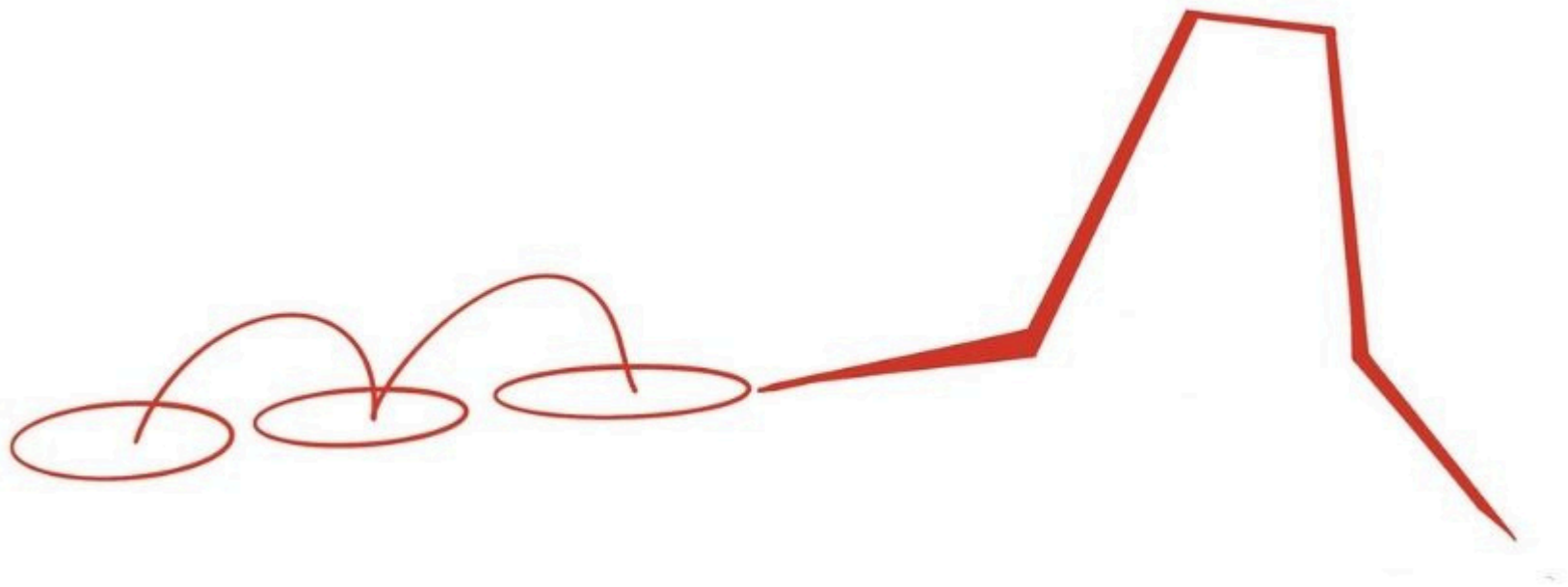


REQUEST FOR PROPOSALS

Art Consultant

Art Project Producer for the Implementation of
West Hollywood's Three-year Creative Plan



Date Released: Wednesday, September 24, 2025

Deadline to apply:
Wednesday, October 29, 5pm, PT

@wehocity
@wehoarts

weho.org/rfp



City of West Hollywood
California 1984

A. PURPOSE AND INVITATION TO SUBMIT PROPOSALS

The City of West Hollywood's Arts Division is seeking proposals from qualified art consultants to implement a three-year arts and culture programming initiative from 2025-2028. The initiative includes five distinct temporary art activations, a large-scale mural, a series of temporary exhibitions, and a permanent public artwork, ATTACHMENT A.

The selected consultant will be responsible for providing strategic and logistical support to ensure the successful planning, production, and evaluation of all program elements. Specific responsibilities include:

- Logistical Planning and Production Management
- Development of a Marketing Plan
- Development of Calls to Artists and Contract Scope of Work
- Event Coordination
- Stakeholder & Community Engagement
- Program Evaluation & Reporting

The initial contract will begin in 2025, with services continuing through September 2028. Specific milestones and deliverables will be finalized in coordination with City staff upon selection.

B. INVENTING TRADITIONS

The inspiration for this initiative's theme is the concept of 'Invented Traditions,' a term coined by historians Eric Hobsbawm and Terrance Ranger. This theme acknowledges the ways in which major events create new cultural customs and rituals that feel deeply rooted in history, even newly conceived.

Inventing Traditions is a dynamic curatorial exploration of how communities create, redefine, and sustain cultural rituals over time. This theme reflects on how the act of invention can forge new cultural identities, preserve marginalized voices, and challenge the boundaries between heritage and contemporary expression. It invites artists to investigate how the creative process can give rise to practices, symbols, and expressions that not only define a moment but also shape the future. The throughline theme of *Inventing Traditions* will inform activations and exhibitions that are implemented from this three-year plan.

C. ELIGIBILITY

Qualified consultants must have at least 5 years of professional experience and expertise in managing multi-phase art projects. The ideal candidate will share the City's vision and values and will possess a deep understanding of cultural event planning and production to oversee the initiative's execution, including artist coordination, budget management, stakeholder engagement, public programming logistics, program evaluation (impact metrics, evaluation frameworks, reporting tools, etc.), and successful experience working with a governmental agency.

D. BUDGET

Proposals should include a competitive bid for the anticipated scope of work and an hourly billable rate for the project. The annual budget for consulting services for this project is \$75,000 each year for a total not-to-exceed budget over the three-year horizon of \$225,000. Proposals with budgets higher than the annual figure of \$75,000 are still eligible for consideration, however proposals that fall within the anticipated budget will receive priority in the review of proposals. All temporary art activations, the large-scale mural, a series of temporary exhibitions, and the permanent public artwork are not included in the consultant's budget.

The applicant shall provide an explanation of any assumptions made in calculating their project costs. Proposals shall indicate what portion of the consultant's work, if any, will be subcontracted. The applicant shall provide information about the sub-consultant, including expertise, experience, and recent projects.

Note: The City of West Hollywood will waive all permit fees for activations and projects defined in the Creative Plan.

E. DEADLINE

Proposals must be submitted by **5:00 PM PT on Wednesday, October 29, 2025.**

F. SCHEDULE

The City has the right to change the schedule at any time. All clarifying questions and answers will be posted online on Wednesday, October 8, 2025: <https://form.jotform.com/252377034738967>

September 24, 2025	RFP Released online at weho.org/rfp
October 3	Deadline to submit clarifying questions
October 8	Answers posted to clarifying questions
October 29	RFP Deadline, 5:00pm PT
Oct 30 – Nov 11	Application Evaluations and Interviews, if needed
November 12	Vendor selection and notification
November 2025	Contract execution

G. PRELIMINARY SCOPE OF SERVICES

The selected consultant is expected to work closely with the City to include the following scope of services:

1. Project Management & Artistic Direction

Provide overall project management, including planning, coordination, and oversight of project activities from conception through completion. Ensure alignment with City processes, goals, and

resources. Collaborate with the City on creative direction for the initiatives.

2. Coordination with Stakeholders

Serve as a primary liaison among City staff, artists, and other partners. Support contracting, scheduling, logistics, and other coordination needs to facilitate smooth project delivery.

3. Community Engagement & Marketing

Develop and implement strategies to engage residents, stakeholders, and diverse audiences. Ensure programming is inclusive, accessible, and responsible to community needs. Develop and implement a marketing plan to include email, social media, SMS text, and print platforms.

4. Evaluation & Reporting

Design and implement an evaluation framework to measure project outcomes and impacts. Provide a final report summarizing findings, lessons learned, and recommendations for future initiatives.

5. Meetings & Presentations

Participate in regular meetings with City staff and provide updates and presentations to the Arts and Cultural Affairs Commission as needed.

H. PROPOSAL REQUIREMENTS

Interested parties should submit their complete proposal packages through the following online application: <https://form.jotform.com/252377034738967>

Incomplete and/or late proposals will not be considered. Please read all the information listed carefully.

All proposals shall include the following information, organized, and in order as listed below. The proposal should be concise, in an 8.5 x 11-inch format, submitted as a single PDF file, and should not exceed 20-pages in length.

1. Consultant information

Indicate the consultant's information, name, company name, address, and the primary email and telephone number. Include a website and social media handle if available. If applying as a team, identify the primary point of contact.

2. Project Understanding and Methodology

The proposal should provide a summary of the consultant's experience and should detail the approach and methodology to be used to accomplish the three-year initiative of arts & culture programming. The proposal should include a detailed description of specific tasks or data that the consultant will require from City staff, and an explanation of the anticipated respective role of City staff and the consultant to complete the project.

3. Qualifications (4-page maximum)

Resume or summary of the consultant's qualifications and relevant experience.

If it is known that subcontractors will be hired to perform any part of the work for this project, include their names, contact information, and a resume and/or list of past completed projects for each subcontractor listed. (4-page maximum, per subcontractor listed)

4. Work Samples

Submit information on three (3) comparable projects completed within the past ten years that best represent the consultant's experience, specifying the following information:

- a. Client name, location, year of completion
- b. Brief description of the project (images if available)
- c. Project start date and end dates
- d. Client project manager name, telephone number and email

5. Cost Proposal

Include a not-to-exceed project budget, including the hourly billable rates which will be applied to the project and an estimated number of hours required to complete the scope of work described. Proposals shall indicate what portion of the work, if any, will be subcontracted. Provide an explanation of any assumptions made in calculating the project costs.

Proposals should include a competitive bid for the anticipated scope of work and the hourly billable rates which will be applied to the project. Proposals that fall within the budget will receive priority in the review of proposals. The proposal must stipulate that the proposal price will be valid for a period of at least 180 days. Artist fees, permits, and marketing/print advertisement costs should not be considered part of this cost proposal.

6. Optional Materials

The applicant may include a brief description and link to other information pertinent to the project, such as case studies, reports, video, and images.

I. SELECTION PROCESS

The City may use some or all the following criteria in its evaluation and comparison of applications submitted. The criteria listed are not necessarily an all-inclusive list. The order in which they appear is not intended to indicate their relative importance:

- Consultant's qualifications related to municipal and/or public sector experience
- Demonstrated experience and expertise with similar projects
- Overall merit and completeness of application
- Consultant's understanding of the project
- Quality of Work Samples

The City may require additional information, and applicants agree to furnish such information. The City

reserves the right, at its sole discretion, to award the contract to the applicant who will best serve the interest of the City. The City reserves the right, based upon its deliberations and its sole opinion, to accept or reject any and all proposals.

It is the City's intention that within four weeks following the deadline, notification will be given to each respondent as to the status of their application. Following review of the applications, the City may elect to interview (virtual or in-person) some or all the respondents or may otherwise seek clarification of the materials submitted. The interview will be for the purpose of presenting the consultant and discussion of the scope of work. The applicant may also provide clarification of submitted materials.

J. INSURANCE AND CONTRACT REQUIREMENTS

During the term of the contract with the City, except as otherwise stated in this contract, the consultant shall procure and maintain insurance of the types and to the limits and confirm the requirements as specified in the City's standard contract. A copy of the City's standard contract is attached as ATTACHMENT B. The contract's Exhibit A will be modified when the contract is awarded to the selected consultant. The selected consultant is expected to provide the required insurance documents ASAP after the award of the contract. No work shall begin until evidence of insurance is delivered to the satisfaction of the City, as directed.

K. CITY OF WEST HOLLYWOOD

The City of West Hollywood is like no other city in the world. In 1984, the idea for the City of West Hollywood was proposed by an unlikely coalition of LGBTQ+ activists, seniors, and renters. These groups came together to advocate for cityhood. The City of West Hollywood was incorporated as an independent city on November 29, 1984. Prior to this, it had existed as an unincorporated area within Los Angeles County. Notably, the inaugural West Hollywood City Council made history as the first City in the nation to have a majority openly gay governing body.

West Hollywood, informally known as "The Creative City," is in the heart of metropolitan Los Angeles. At 1.9 square miles, the city is a robust economic and cultural center infused with idealism and creativity. West Hollywood shares boundaries with the cities of Beverly Hills and Los Angeles.

A spirit of community activism and civic pride thrives in West Hollywood for many of its approximately 36,000 residents and over 3,500 businesses. The weekend population swells to approximately 78,000 as neighbors from nearby communities take advantage of shopping, dining, and entertainment. For almost four decades, West Hollywood has been one of the most influential small cities in the nation.

More than 40 percent of West Hollywood's residents identify as LGBTQ. The city is also home to a thriving community of Russian-speaking immigrants from regions of the former Soviet Union.

West Hollywood has set new standards for other municipalities, not only as a leader in many critical social movements – including HIV and AIDS advocacy; affordable and inclusionary housing; LGBTQ+ rights; civil, human, and women's rights; protection of our environment; and animal rights – but also in

fiscal responsibility; city planning, infrastructure; social services programs; wellness and recreation programs; older adult services and aging-in-place programs; public and community arts; community engagement; and innovation.

The City's advocacy and services priorities are reflected in the City's core values, which include respect and support for people; responsiveness to the public; idealism, creativity, and innovation; quality of residential life; promotion of economic development; public safety; and responsibility for the environment.

People all over the globe visit West Hollywood for its iconic destinations such as The Sunset Strip for its unparalleled historical connection to music, entertainment, architecture, fashion, and culture-making; for Santa Monica Boulevard's historic LGBTQ destinations and entertainment establishments; and for the Design District's shopping, galleries, and restaurants; and for the two annual large-scale events, Halloween Carnaval on October 31 and the WeHo Pride Festival in June.

L. CITY OF WEST HOLLYWOOD – ARTS DIVISION

The City of West Hollywood delivers a broad array of arts programs throughout the year, including Art on the Outside (temporary public art), Arts Grants, City Poet Laureate, Drag Laureate, Free Theatre in the Parks, Library Exhibits and Programming, Moving Image Media Art Program (MIMA), Summer + Winter Sounds, WeHo Pride Arts Festival, WeHo Reads, and Urban Art Program (permanent public art). For more information about the various art programs visit www.weho.org/arts.

M. CULTURAL EQUITY STATEMENT

The City of West Hollywood's Arts Division and Arts and Cultural Affairs Commission believe that all people in the City of West Hollywood have the right to celebrate and engage in meaningful and relevant arts and cultural experiences. Each member of the community should have access to the arts which reflect and nurture individual identities, affirm personal value, and foster belonging in the community. Arts and culture are foundational to quality of life and vibrant and resilient communities. Arts and culture have the power to enhance inclusion, engagement, and diversity, and contribute to positive outcomes across civic life. The right to participate freely in the cultural life of the community is recognized as a basic human right. We aspire to ensure cultural equity in all arts policies and practices, including equity for both artists and audiences. To read the entire statement visit <https://www.weho.org/community/arts-and-culture/cultural-equity-statement>.

N. QUESTIONS

For all questions related to this Request for Proposals please email Rebecca Ehemann, Arts Manager, rehemann@weho.org. All questions must be emailed. The last day for questions is Friday, October 3, 2025 at 5:00pm PT. **The deadline for applications is Wednesday, October 29, 2025, at 5:00pm PT.**

O. ATTACHMENTS

ATTACHMENT A – *West Hollywood's Bronze Silver Gold Creative Plan*: A three-year initiative for arts and culture programming in the lead up to the 2028 Games

ATTACHMENT B – Example contract for services

P. ACCEPTANCE OR REJECTION OF PROPOSALS

The City reserves the right to reject any and all proposals when such rejection is in the best interest of the City or the application contains irregularities. Minor irregularities of the proposal may be waived by the City. The City also reserves the right to cancel this call for consultants at any time and/or to solicit and re-advertise for other proposals. The cost of preparing proposals shall be borne by the respondents and shall not be reimbursed by the City.

At the sole judgement of the City, any application is subject to disqualification based on a conflict of interest. Applicants must identify in their proposal if they have a potential conflict of interest. The City may not contract with a consultant if the consultant, or an employee, officer or director of the applicant's firm, or any immediate family member of the preceding, has served as an elected official, employee, board member or commissioner who influences decision making.

West Hollywood's Bronze Silver Gold Creative Plan
A three-year initiative of arts and culture programming in the lead up to the 2028 Games

August 2025



AEA Consulting

380 Main Street, Suite 300 • Beacon, NY 12508
Tel: +1 845 765 8100

Suite 152 • Hill House • 210 Upper Richmond Road • London SW15 6NP
Tel: +44 20 8065 5562

www.aeaconsulting.com

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Executive Summary

The City of West Hollywood has embarked on a strategic vision to establish a robust cultural presence during the 2028 Summer Olympic and Paralympic Games in Los Angeles, as well as City-wide events leading up to the Games. This initiative aims to amplify artists in the “Creative City,” promote equity and accessibility, and activate both iconic and underutilized spaces, further solidifying West Hollywood’s reputation as a vibrant cultural hub.

West Hollywood's Bronze Silver Gold Creative Plan: The title “West Hollywood's Creative Plan” in this report references a series of immersive experiences, events, and installations connected by a thematic framework. **It is not one project, but a collection of interconnected initiatives, each contributing to a larger cultural experience.** It is envisioned that there will be unique activations each year leading up to 2028. In addition, all city sponsored arts programming that is presented between March-September 2028 will respond to the theme, *Inventing Traditions*.

West Hollywood's Creative Plan will position West Hollywood as a cultural hub leading up to and during the 2028 Games, showcasing the city's creative identity through innovative arts programming. It will engage both local and global audiences with immersive, participatory experiences while supporting artists by providing platforms for inclusive, community-driven work. Additionally, the project aims to establish a lasting cultural legacy through public art, reinforcing West Hollywood’s role as a vibrant center for artistic expression.

Beyond its cultural impact, investing in **West Hollywood's Creative Plan** is an investment in West Hollywood's economy. In 2022 alone, the arts and culture sector generated \$12.4 million in economic activity—\$4.9 million from arts organizations and an additional \$7.5 million in event-related audience spending (Arts & Economic Prosperity 6: City of West Hollywood). West Hollywood is not only celebrating creativity but also driving economic growth and international visibility that will benefit the community long after.

Recognizing the importance of sufficient planning time, this initiative will begin as soon as this implementation plan is approved to enable full realization of an inclusive and dynamic **Creative Plan**.

Vision & Approach

As the world converges in Los Angeles for the 2028 Games, the City of West Hollywood – long recognized as a beacon of creativity, inclusivity, and cultural innovation – invites audiences to experience the theme of *Inventing Traditions*, a dynamic curatorial exploration of how communities create, redefine, and sustain cultural rituals over time (see page 13). This theme reflects on how the act of invention can forge new cultural identities, preserve marginalized voices, and challenge the boundaries between heritage and contemporary expression. It invites artists to investigate how the creative process can give rise to practices, symbols, and expressions that not only define a moment but shape the future.



The thematic inspiration for the initiative is the concept of Invented Traditions, a term coined by historians Eric Hobsbawm and Terence Ranger. This theme acknowledges the ways in which major events create new cultural customs and rituals that feel deeply rooted in history, even when newly conceived. By embracing this concept, West Hollywood can position its arts programming as an inventive, forward-thinking tradition that will leave a lasting cultural legacy.

The **curatorial theme, *Inventing Traditions***, will guide projects to:

- Explore how communities create, redefine, and sustain **cultural rituals over time**.
- Reflect on how new cultural practices can feel **deeply rooted**.
- **Challenge the boundaries** between history and contemporary expression, amplifying marginalized voices.
- Celebrate **artistic invention** as a force for shaping identity, place, and community.
- Investigate the creation of **new symbols, practices, and cultural expressions**.

Community Engagement & Guiding Framework

The framework for **West Hollywood's Creative Plan** components emerged through extensive community engagement, including artist-led public sessions and discussions that reflected the city's values of inclusivity, creativity, and civic pride (see page 15). Discussions sought to foster partnerships with regional stakeholders such as LA 28, the county, and neighboring cities. There was a robust and consistent strategy to communicate throughout the planning process using the City's Engage WeHo site, as well as the City's website and social media channels.



Core takeaways from community engagement that will guide the initiative and inform eventual impact assessment include:

- **Focus on Core Values of Diversity, Inclusivity, and Accessibility** – Ensuring all community members and visitors can engage meaningfully.
- **Emphasize Community-Based, Interactive Activations** – Encouraging participatory and site-responsive projects that foster direct public engagement.
- **Champion Artistic Innovation and Experimentation** – Providing space for artists and organizations to push creative boundaries and develop groundbreaking work.
- **Interweave Progressive Local and Global Narratives** – Amplifying West Hollywood's unique cultural identity and reputation as a safe place for all, while integrating broader international perspectives.
- **Build on West Hollywood's Strengths** – Leveraging the city's vibrant creative sector, LGBTQ+ advocacy, and history of artistic excellence.
- **Create Generational Opportunities for Growth** – Ensuring that the initiative leaves a legacy of cultural impact for local artists and organizations, and generations of residents to come.

In addition, proposed criteria for participation were refined through community engagement sessions with artists and arts organizations. Overarching criteria deemed important:

- A strong connection to West Hollywood
- Thematic alignment
- Diversity in perspective, cultural narratives, artistic disciplines and materials.
- A range of artistic and organizational capacities, including emerging artists and individuals, mid-sized organizations, and larger established institutions, as well a range of scopes (i.e. a small pop-up event vs. a larger multi-week festival).

The top three rated criteria for individual projects in order of prioritization were as follows:

- Community engagement and accessibility
- Long-term impact
- Innovation



Key Initiatives & Programming

West Hollywood's Creative Plan will celebrate the unique cultural identity of West Hollywood. Through a series of immersive experiences, events, and installations, the initiative will bring together local and global audiences in a celebration of creativity, diversity, and innovation across visual and performing arts, culinary arts, design, and other creative industries.

West Hollywood's Creative Plan will integrate art into daily life. **It is not one project, but a collection of interconnected initiatives, each contributing to a larger cultural moment.** All of the Arts Division's programming will be directed towards this specific thematic framework, ensuring a cohesive and impactful artistic presence throughout the city (see page 23). It is hoped that other City departments will participate as appropriate as well.

Programming will be developed across multiple levels to ensure broad engagement. Tent pole initiatives will include:

- **2028 Special Art Project Grants** to support ambitious arts projects across disciplines that align with the thematic framework.
- **A Temporary Public Art Corridor** spanning from West Hollywood to the Pacific Ocean on historic Route 66, in collaboration with neighboring municipalities.
- **Digital Billboard Exhibitions** featuring remarkable moving image artworks on the Sunset Strip.
- **Projects with Lasting Impact**, including a permanent artwork installation and a new large-scale mural at the Aquatic and Recreation Center, ensuring a long-term cultural footprint.

Additional programming:

- **Temporary Art Activations** to build excitement in the community, provide hands-on creative activities, workshops, artist-led experiences, and serve as an opportunity to test ideas for community gathering spaces.
- A thematic **Exhibition at the Library** exploring the theme and LGBTQ+ athletes
- A **Poem** written by West Hollywood City Poet Laureate
- **Interstitial & Cross-Sector Creativity:** Community-driven projects fostering participation and interaction interwoven into the Arts Division's existing programs.
- **Citywide Immersion:** Non-commissioned partnerships with business and tourism sectors designed to create a pervasive cultural atmosphere where residents and visitors encounter art in unexpected ways throughout the city. **The business, hospitality, and tourism sectors** will be engaged to create a citywide cultural atmosphere that extends beyond traditional arts venues.



There will be four distinct time frames for projects:

- Lead up events beginning in 2026 that coincide with major sporting events and other opportunities.
- All city-sponsored arts programming presented from March – September 28, 2028, along with longer duration projects such as the temporary public art corridor.
- Peak events July 30-August 15, 2028
- Projects with lasting impact that will be tangible reminders of this important time.

A detailed project timeline has been created for the Arts Division to use while planning and during execution.

Communications Strategy

This arts initiative is designed to serve both residents and visitors, necessitating a robust communication strategy to engage both local communities and those traveling for the Games. Fortunately, West Hollywood already has well-established communications channels that can be leveraged for this purpose (see page 42).

The city must adhere to strict regulations set by the International Olympic Committee (IOC) and the U.S. Olympic & Paralympic Committee (USOPC) to avoid infringing on protected Olympic intellectual property.

Conclusion

West Hollywood's Creative Plan is a bold, innovative effort to demonstrate the city's cultural leadership on an international stage. By balancing high-profile, large-scale projects with community-driven activations, the initiative will create an inclusive and immersive artistic experience that reflects West Hollywood's creative identity.

Strategic partnerships and resource management will maximize impact, allowing the initiative to amplify underrepresented voices and transform public spaces into vibrant platforms for cultural exchange. As the world gathers in the Los Angeles region for the 2028 Games, West Hollywood's arts programming will leave a lasting impression – celebrating diversity, creativity, and the city's enduring role as a leader in cultural innovation.



Project Vision, Context & Process

The City of West Hollywood initiated the development of a strategic vision for a cultural presence and activities from 2026-2028. The intent of the initiative is to serve as a platform to amplify untold stories, promote equity and accessibility, and activate iconic spaces in West Hollywood, contributing to the city's reputation as a vibrant cultural hub.

The envisioned **West Hollywood's Creative Plan** will embrace the unique cultural identity of West Hollywood, highlighting the city's creative talent across the visual and performing arts, as well as the culinary arts, design and other industries. **West Hollywood's Creative Plan** will take the form of a series of experiences, events, and installations, bringing together the local community and global audiences in a celebration of creativity, diversity, and innovation.

Beyond its cultural impact, investing in **West Hollywood's Creative Plan** is an investment in West Hollywood's economy. In 2022 alone, the arts and culture sector generated \$12.4 million in economic activity—\$4.9 million from arts organizations and an additional \$7.5 million in event-related audience spending (Arts & Economic Prosperity 6: City of West Hollywood). West Hollywood is not only celebrating creativity but also driving economic growth and international visibility that will benefit the community long after.

Recognizing the importance of sufficient planning time, this initiative will begin as soon as this implementation plan is approved to enable the full realization of an inclusive and dynamic **West Hollywood's Creative Plan**.

The first part of this initiative engaged the community through a collaborative visioning process that reflected the city's values of inclusivity, creativity, and civic pride. It fostered partnerships with regional stakeholders, such as LA28, the county, and neighboring cities, and analyzed potential funding.

West Hollywood is unique among the 88 cities in Los Angeles County, not only because of its values, but because it lives them. These values cascade through everything the city does. Therefore, it was important that the methodology used to develop the direction and parameters for **West Hollywood's Creative Plan** fully incorporate these values.

To ground the plan in these values we reviewed a number of existing city plans and reports, including:

- City Council Staff Reports (2013, 2018, 2024)
- WeHo Arts: The Plan, a community-based cultural plan (2018)
- Arts Festival Feasibility Study (2020)
- Arts and Economic Prosperity Study VI (2022)
- WeHo 40: Creating the Future, the West Hollywood Strategic Plan (2024)
- Arts and Cultural Affairs Commission Review and Approval Process (Art on the Outside Subcommittee) (2024)
- Aquatic Recreation Center Art Plan (2025)

We then analyzed the cultural components of past Olympics held in Los Angeles. In 1932, the nascent arts scene in LA hosted an international visual art exhibition by artists of 31 nations as part of its first Olympics. Half a century later, the 1984 Olympic Arts Festival brought 145 performing art companies from 18



countries to LA. It was a seminal event in the maturation of the arts in the region, radically expanding the region's cultural vision. Its legacy, the 1987 Los Angeles Festival, narrowed its international scope back to 31 countries from Europe, Canada and the U.S, but also provided 91 programs that highlighted LA's phenomenally diverse artists. In 1990, the next iteration of the Los Angeles Festival focused on the countries of the Pacific Rim to reflect the cultures of the many people now living in the LA area who came from Asia, Latin America, Oceania and the Far North. Two hundred and ninety festival events were held; 900 of the 1,400 artists were based in LA. In 1993, the last Los Angeles Festival was fueled entirely by LA artists on the ground and focused on African, African American and Middle Eastern arts and culture.

First, the Olympics introduced Los Angeles to the global cultural stage; then Los Angeles turned inward and discovered the rich diversity of cultures thriving within its own boundaries. While LA is often credited with driving the globalization of culture, it is also a place where culture is constantly being redefined at the local level. The city and its surrounding areas serve as a microcosm of world cultures, home to one of the largest and most diverse concentrations of artists across disciplines. These artists continually create dynamic cultural mashups – blending cross-cultural, cross-disciplinary, and cross-sector influences. West Hollywood, at the heart of this vibrant landscape, embodies these intersections in every facet of its identity.

We also talked extensively with city staff and others who experienced the 2024 Paris Olympics and Paralympics to get input on what cultural components had worked well. Often mentioned were the regional community viewing hubs and pop-up experiences.

We consulted with the leadership for the LA28 Cultural Olympiad, the nonprofit in charge of staging the games, on their thinking around the arts components, but did not glean any information on either structure or funding that would inform this effort. LA 28 shared they would release their strategic plan for the cultural components in the first half of 2025.

There have been significant lessons learned by the Getty from the three iterations of the Pacific Standard Time visual arts initiatives they've funded and produced. Among these is the challenge of navigating the geographic spread of Southern California. Drivable and walkable concentrations of activity should inform plans for **West Hollywood's Creative Plan**.

Leadership at the Getty also emphasized the marketing and communication challenges of reaching people within the complex and cluttered communications environment of Los Angeles County, and beyond. It should be noted that the Pasadena Arts Council, no longer in existence now, organized and produced successful themed festivals that brought organizations of different disciplines and sectors together. These were successfully marketed within a distinct municipality.

The City of Santa Monica did some initial planning around their approach to the 2028 cultural components in spring 2024. They surveyed the local cultural community and held a forum to gather input. Santa Monica Cultural Affairs staff generously made their raw data and findings available.

Simultaneously with our process, the Los Angeles County Department of Arts and Culture and the City of Los Angeles Cultural Affairs Department held ten listening sessions with a broad cross section of the cultural community. The County began hosting quarterly meetings with all 88 municipalities starting in March 2025 to coordinate all Olympic-related activities. David Wilson (City Manager), Christine Safriet (Assistant to the City Manager), and Rebecca Ehemann (Arts Division Manager) attended the initial gathering.



The WeHo Arts Festival Feasibility Study aimed to assess the continued relevance of recommendations from *WeHo Arts: The Plan* by exploring the community's interest in a large-scale, civic-led arts festival. It evaluated potential definitions, participation models, community benefits, festival examples, and the required resources to inform the festival's feasibility and design. The results from this study, Santa Monica's research, as well as consultation interviews with cultural and municipal leaders, helped shape our understanding of the key questions the community wanted answered. Among these was a conceptual framework that would provide cohesiveness to the arts activities.

The cultural conditions assessment integrates community engagement findings with an analysis of the broader cultural landscape to inform the development and implementation plan for **West Hollywood's Creative Plan**. The assessment ensures the project is grounded in the local community's needs while responding to larger cultural trends and strategic opportunities. The implementation plan builds on this assessment and incorporates input to create a phased and feasible **West Hollywood's Creative Plan**.



Broader Context

Planning for a **West Hollywood's Creative Plan** is impacted by broader cultural trends shaping artistic expression and community engagement worldwide. The hybridization of arts and sports is gaining traction globally, as seen in the inclusion of breakdancing in the 2024 Paris Olympics, which bridges athleticism and cultural storytelling through movement. Paris' own Cultural Olympiad, *Sport In Art*, notably included the Paris Sports Ball, an innovative blend of voguing and Olympic spirit. Held at the Parc des Champions, the event was led by dancer Vini Revlon and the House of Revlon, celebrating the rise of voguing—a dance form originating from marginalized LGBTQ+ communities in 1960s New York.¹ The dance battles paid tribute to Olympic sports. Additionally, the Paris Cultural Olympiad featured exhibitions such as “Légendes Mondiales du Sport” (Global Sporting Legends), which bridged the arts, sports, and Olympic values.²

Socially engaged art, characterized by its focus on addressing societal issues and fostering community participation, played a significant role in the Paris 2024 Cultural Olympiad. This approach was evident in initiatives like community-based workshops and public art installations, which invited dialogue and action around pressing global and local issues, such as climate change and social justice.³ For example, participatory art events held in urban spaces encouraged public involvement, showcasing the power of art to bring communities together in meaningful ways.

Similarly, digital innovations, including the use of virtual and augmented reality, transformed how audiences experienced the arts during the Paris Olympics. Immersive exhibitions and digital storytelling allowed participants to engage in Olympic history, cultural narratives, and artistic expressions, transcending physical and geographic boundaries. These technologies provided opportunities for global audiences to connect with the Cultural Olympiad's offerings, creating a more inclusive and far-reaching experience.⁴

Equity and justice were central to the Paris 2024 cultural programming, with a strong emphasis on diversity, equity, and inclusion. Efforts were made to amplify voices of historically excluded communities, ensuring representation across all facets of the Cultural Olympiad. Initiatives included performances and exhibitions by artists from marginalized backgrounds and a focus on accessibility for disabled audiences, reflecting a commitment to inclusivity that aligned with Olympic values of unity and respect.⁵ There was also an emphasis on climate activism and sustainability, as athletes and artists leveraged their platforms. Together, these trends underscored the transformative power of socially engaged, technologically innovative, and equity-driven art in shaping the cultural narrative of the Paris Olympics.

We also looked at other past Cultural Olympiads, notably London in 2012 and Sydney in 2000, which offered valuable insights into the diverse approach that cities have taken to integrate arts and culture into

¹ “Champions Park: Ready to Dance.” *Olympics*. 27 June 2024.

² “Cultural Olympiad of Paris 2024: LVMH celebrates the alliance of arts and sport with exceptional cultural visits to emblematic sites at its Maisons and the Fondation Louis Vuitton.” *LVMH*. 14 April 2024.

³ “Paris 2024 Cultural Olympiad: Key event information and art posters.” *Olympics*. 1 June 2023.

⁴ Page, Heather. “Beyond Gold: How Paris 2024 is Revolutionizing Digital Experiences.” *Tribal Scale*. 1 August 2024.

⁵ “The Paris 2024 Cultural Olympiad: An Unprecedented Success.” *Olympic Museum*.



the Olympic experience. London's Cultural Olympiad, entirely privately funded, showcased the city's global influence in contemporary arts, while Sydney's, spread over several years, highlighted Australia's indigenous heritage and multicultural diversity. Despite differences in funding, scope, and duration, both Cultural Olympiads authentically reflected the cultural essence of their cities at that moment in time.



Development of Thematic Framework: Inventing Traditions

There were two key considerations that were important to the development of a cohesive framework for the art components leading up to and during 2028.

- It needed to be intrinsically and distinctly WeHo.
- It needed to have multiple and porous points of access, an expansive theme that could be entered into by individual artists, arts organizations and businesses of all sizes.

In researching concepts that met these criteria, one stood out. In a 2012 article for *The New Yorker*, Louis Menand reflected on the upcoming London Olympics and referenced the work of historians Eric Hobsbawm and Terence Ranger, who coined the term “**invented traditions**.” These are ritualized events – official or quasi-official – often presented as revivals of ancient practices, designed to create a sense of continuity with the past. The Olympic Games, as we know them today, are a prime example of this phenomenon.



A participant from the Winter Wonderland medal-making engagement posing like an Olympic champion.

The original Greek Olympics, which began in 776 BC, ceased around 400 AD. For over a thousand years, the games were little more than a distant memory – until 1896, when Pierre de Coubertin, a Frenchman, breathed life into the concept. De Coubertin wasn't just reviving a long-lost athletic tradition; he was reimagining it for a modern era, using sports as a tool to enhance education and foster international camaraderie. Since then, the Olympics have continued to reinvent themselves every four years, adapting to the pulse of contemporary culture. New sports emerge – like skateboarding – while

others, such as hip-hop dance, make brief appearances before fading out.

Even the seemingly timeless Olympic anthem is a product of this ongoing reinvention. The iconic music, so closely associated with the Games, was composed by Los Angeles legend John Williams for the 1984 Los Angeles Olympic Games. But the first 45 seconds? That's drawn from a 1958 piece by French film and television composer Leo Arnaud, who based it on a military fanfare from the Napoleonic era. Layer upon layer, tradition evolves – blending old and new, ancient echoes resonating in contemporary forms. The Games, much like the cultures they celebrate, are never static. They are a living, breathing testament to the art of inventing traditions.

In 2028, through visual art, performance, multimedia installations, and participatory projects, the City of West Hollywood will invite artists to examine the formation of new traditions – **Inventing Traditions**. And what better theme for West Hollywood, the city that invented itself? West Hollywood has long been a sanctuary where creative experimentation thrives and where art serves as a catalyst for reimagining identity,



belonging, and possibility. As a historically progressive and diverse city, West Hollywood has nurtured groundbreaking movements in human rights, public art, and cultural activism – each contributing to the formation of new traditions that resonate beyond its borders. This is an opportunity for West Hollywood to invent the future, again.

The Creative Plan's curatorial theme of *Inventing Traditions* examines the paradox of tradition: while traditions are often perceived as inherited and immutable, they are in fact continually reimagined and negotiated in response to societal change. Whether born from necessity, celebration, or resistance, artists will be invited to consider how global events – rooted in historical customs – can inspire new ways of understanding identity, community and cultural legacy. The artists contributing to **West Hollywood's Creative Plan** will engage audiences in a dialogue between past and future, asking us to question which traditions we carry forward, which we reshape, and which we leave behind. Projects will demonstrate that tradition is not static but an ever-evolving expression of identity and resilience.

The theme of *Inventing Traditions* serves as both a reflection and provocation – an invitation to celebrate how traditions are not simply inherited, but actively created and reimagined. Through this exploration of cultural invention, West Hollywood reaffirms its commitment to honouring diverse voices, fostering inclusivity, and ensuring that the traditions of tomorrow are rooted in equity, creativity, and shared humanity.

The West Hollywood Arts and Cultural Affairs Commission unanimously adopted this theme for public engagement sessions at its October 24, 2024 meeting, and it has resonated strongly with the public, artists and businesses consulted. Many artists and arts organizations, already engaged in inventing the future, see opportunities to amplify aspects of their existing practice through this theme. Additionally, the theme offers a broader reach across Los Angeles County, with municipal partners expressing enthusiasm for participating in a larger thematic context. While each municipality's approach would reflect its unique population and strengths, there is ample room for them to showcase their distinct identities while contributing to a unified, regional narrative.



Community Engagement Methodology

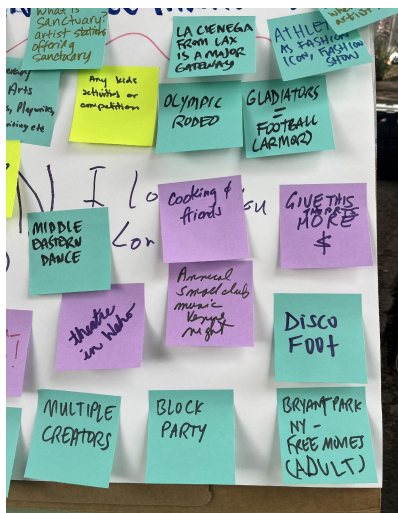
We designed and confirmed a comprehensive Community Engagement Project Plan to ensure broad participation among key groups from diverse backgrounds, as well as a robust and consistent strategy to communicate with them throughout the course of the project using the city's dedicated engagement hub, Engage WeHo. A full Summary of Engagements is included in Appendix I.

As part of this phase, we identified and developed:

- The goals, objectives, and desired outcomes of public engagement
- Key messaging to communicate the thematic framework to the public and potential partners
- The schedule, format, and protocols for the public engagement mechanisms
- Public engagement methods to employ online, especially through Engage WeHo and city social media platforms, as well as the city's website and email to gather additional, consistent feedback from the public
- A schedule of focus sessions, drop-in neighborhood conversations, and public forums (in-person and online) to gather views on various aspects of the potential project from a broad cross-section of public stakeholders.



Drag Laureate Pickle interviewing WeHo residents at Farmers Market.



Community ideas for Olympic-related traditions.

The four key questions asked of the public participants were:

1. What is a meaningful tradition in West Hollywood?
2. What is a new tradition you would want to invent for yourself or your community?
3. Where do you see opportunities in WeHo for new arts and cultural traditions? How could these mesh with existing programs, events, and gatherings?
4. What values should these new traditions embody?



Kids decorated Olympic medals at Winter Wonderland.

More than 400 individual artists, arts organizations, and cultural venues were invited to participate in three meetings where we asked:

- How do you see your work potentially aligned with the thematic framework?
- What criteria will be important in assessing potential projects?



Artists and arts organizations shared their ideas and voted on potential project criteria.

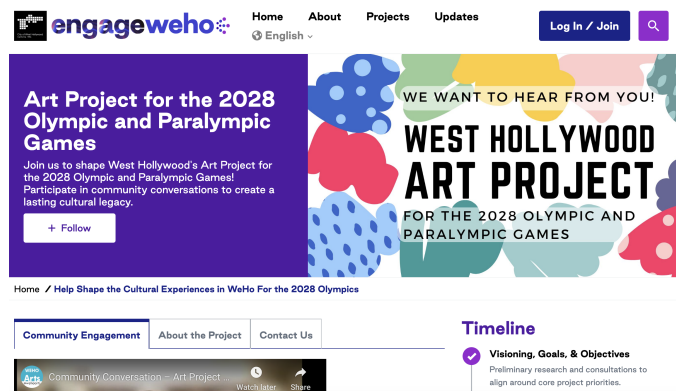


AEA analyzed qualitative data from all community engagement sessions and *Engage WeHo* using grounded theory – meaning no theories or hypotheses were conceived prior to the data analysis. AEA populated all responses into one data set and tagged the 196 data points with descriptive codes that summarized key points and interpretive

codes, adding researchers' analysis (using a qualitative data analysis software, DoveTail.) The codes were, where applicable, grouped together to create main themes for analysis and to summarize observations which are included in this report. These data points informed the key takeaways, criteria, and also included specific event suggestions (included in Appendix 4).

Three dynamic artists led West Hollywood's community engagements, each bringing their unique artistic practices to spark dialogue and connection around West Hollywood's Creative Plan. **Pickle**, West

Hollywood's inaugural Drag Laureate, is a live-singing drag queen, host, entertainer, and storyteller who engaged the public through performances and interviews at iconic Rainbow District venues and the West Hollywood farmers' market. **West Hollywood City Poet Laureate Jen Cheng**, a multidisciplinary storyteller who blends poetry, music, improvisation, and writing, invited community members to reflect on the project's values during WeHo Day. **OdiousAri** (Ari DeSano), a self-proclaimed



“world's oldest living Vaudevillian,” captivated audiences at the city's Winter Wonderland event with a participatory children's performance that explored traditions through song and comedy. Together, these artists fostered meaningful conversations and creative experiences that centered the voices and stories of West Hollywood's diverse communities.

Engage WeHo was utilized as a landing page for information, informing community members where and how they could provide feedback and offering updates on West Hollywood's **Creative Plan: 2025–2028's** timeline, artist bios, and upcoming events. From November 2024 – March 2025 the page had 790 views, 692 visits, and 9 contributions. The low number of contributions may be attributed to several factors. First, passive engagement – such as viewing information or attending events – often draws a higher participation than active contribution, which requires a more deliberate effort such as submitting feedback or sharing ideas. Additionally, while the *Engage WeHo* platform effectively served as an informational hub, it required participants to create a username and password which may have been a deterrent for participants.

The social media strategy invited community members to in-person public events, inviting them to share ideas and experiences related to traditions and art in West Hollywood. Video and audio clips from events with Drag Laureate Pickle, encouraging participation in public conversations were featured to inform project analysis and direction.

The following poem was written by Poet Laureate Jen Cheng reflecting on her public engagement at West Hollywood Day, November 2024.



Song of New West Hollywood Traditions

By Jen Cheng

Many voices hummed many ideas about the Cultural Olympiad
to write the song with their choice of diversions
a fantasia that defied the structure of symphonies
tossing in unexpected riffs
one painted a picture of the park lawn
strewn with couches for a video game competition
other counter melodies echoed familiar phrases of well-loved activities:

- film festivals
- drag races
- vogue
- pickleball
- parkour
- wreath auction
- fashion show
- flower show
- celebration of gay Olympians and athletes
- reenactments
- speed drawing
- arts competition
- activating empty storefronts with art
- PJ parties
- public art making with a ceramic studio
- movie singalongs
- oldies singalongs
- kids programming
- puppet show
- country and western hoe-down
- dance and movement

holding up this chatter of voices was a sturdy bass line of joy
a percussion section of excitement and harmonies of love and friendliness
a gong ringing "remember diversity" like the sound of om
a deaf musician said, "remember the ASL interpreter"
and through it all, we heard the ostinato
that sounds the theme of WeHo to remind us:
keep it chic, celebrate our local talent, and always make it colorful.



Key Takeaways

The gathered data contained a wide array of suggestions and ideas for West Hollywood's **Creative Plan: 2025–2028** reflecting community priorities and opportunities for engagement. These ideas span several categories, offering insights into how the Plan could be designed to align with the city's values and respond to local, national, and global cultural trends. These takeaways were used as the foundations of the implementation plan.

Key takeaways included:

Focusing on Core Values of Diversity, Inclusivity, and Accessibility

A recurring comment was about the desire to create **inclusive, welcoming spaces that reflect West Hollywood's commitment to diversity**. Themes of intersectionality, welcoming immigrants, and celebrating different cultures appeared multiple times. Suggestions like celebrating international artists emphasized a need for representation and access across demographics. This included **ASL interpreters** and **programming that embraced the disability community**. A focus on programs that **celebrate queer and trans athletes and artists** align with the city's identity as LGBTQ+ cultural hub.

Affordability and accessibility were prominent concerns, with **calls for free or low-cost events**, viewing hubs, and **inclusive programming for all ages**. Family-focused activities emphasized fostering **intergenerational engagement** and cultivating young audiences for the arts. There were also **suggestions for hybrid and digital participation options** to ensure engagement beyond physical attendance.

Emphasizing Community-Based, Interactive Activations

Engagement feedback largely prioritized **artist-led, participatory projects** that brought the broader community into a **communal artmaking process**. Many ideas revolved around fostering community connection through interactive and participatory events. There was a clear emphasis on bringing people together, whether through community-based co-create processes, or through shared new traditions. Suggestions of community sports events emphasized **community connection through physical activity**.

Championing Artistic Innovation and Experimentation

There was a clear appetite for **bold and creative programming that pushes boundaries**. Programming that is **cross-disciplinary, multidisciplinary or cross-sector**, that would excite the imagination of what could be, was discussed. The importance of **new partnerships** and **interdisciplinary collaboration** was deemed important.

Interweaving Progressive Local and Global Narratives

Suggestions like **highlighting the stories of LGBTQ+ Olympians**, hosting **cultural food events**, and creating **art that celebrates global diversity** reflected an interest in storytelling as a means of cultural expression. This included "reinventing the art of storytelling" to highlight untold stories, such as the untold stories of labor that bring LA's mega-sporting sites to life. These ideas align with West Hollywood's progressive values and its role as a cultural beacon.



Building on West Hollywood's Strengths

The data included ideas for reinforcing the city's identity through initiatives like **branding key landmarks**, creating **WeHo-branded merchandise**, and **leveraging iconic sites like the Sunset Strip and Santa Monica Boulevard for events or installations**. Leveraging existing city programs, such as its **temporary art installations** and **digital billboard program** were cited as opportunities. There was also interest in utilizing **nightlife and music venues as cultural gathering spaces**, bridging the city's entertainment scene. This reinforces the city's reputation as a cultural and creative nucleus within Los Angeles County.

Developing Lasting Arts Infrastructure and Activity

Ideas such as **activating empty storefronts with art**, building **arts-making and presentation spaces**, and developing **long-lasting projects** were discussed. Many asked the question of long-term or continued impact. Some proposals suggested using large City-wide events to secure additional permanent funding streams for the arts, such as **dedicated cultural endowment** or **augmented arts grant programs**, or **establishing new partnerships** that actively support WeHo's artist ecology.

Creating Generational Opportunities for Growth

There was interest in creating **opportunities for local and emerging artist development** and mentorship, as well as **engaging young people** both in and out of school. Suggestions such as "hosting artist-led masterclasses" indicated opportunities for **generational interaction** while engaging emerging and mid-career artists. Additional recommendations included **residencies for young artists**, **paid apprenticeships**, and **public-facing mentorship showcases** where emerging talents can present their work alongside established artists.



Proposed Criteria

The proposed criteria emerged from community engagement sessions (analysis of general feedback and of values-specific engagement at West Hollywood Day) and consultations. The criteria were further refined in three public sessions for artists and arts organizations on January 24th and January 28th (Zoom). They are consistent with existing criteria for the Arts Grant and Art on the Outside Programs. Grants will utilize the same panel process that is considered best practice for the field and in which the Arts Division is experienced

The following serve as proposed overarching criteria for **West Hollywood's Creative Plan** as a whole:

<p>West Hollywood Connection: The applicant or project should have a strong connection to West Hollywood by theme, site specificity, or applicants' residence.</p>
<p>Thematic Alignment: The project should reflect the theme of "Inventing Traditions," while resonating with West Hollywood's unique character.</p>
<p>Diversity: The project should celebrate diverse identities, perspectives, and cultural narratives, ensuring representation and inclusion of historically marginalized communities, as well as ensuring participation from all ages. West Hollywood's Creative Plan: 2025–2028 should also include a diversity of artistic disciplines and materials.</p>
<p>Scale: The project should support a range of artistic and organizational capacities, ensuring a diverse representation of participants, including emerging artists and individuals, mid-sized organizations, and larger established institutions, as well a range of scopes (i.e. a small pop-up event vs. a larger multi-week festival).</p>

The following are proposed criteria for individual artists and arts organizations (for grantmaking purposes, program partnership, etc.) listed alphabetically:

- **Approach:** The project should demonstrate a thoughtful, original, and site-responsive process that is bespoke to this opportunity and West Hollywood's context rather than repeating a past project.
- **Artist Experience:** The lead artist(s) or arts organization(s) should demonstrate a strong creative practice through work samples with experience in executing public projects, as well as a connection to West Hollywood and its communities.
- **Community Engagement & Accessibility:** The project should actively encourage public participation, co-creation, and interaction, fostering a sense of connection and collective experience and as an opportunity to celebrate Disabled artists within the Paralympics. Accessibility should be considered in multiple dimensions, including:
 - Physical Accessibility – Ensuring venues, installations, and experiences are wheelchair-accessible and accommodate individuals with mobility challenges.



- Sensory Accessibility – Incorporating features such as captioning, ASL interpretation, audio descriptions, and sensory-friendly adaptations.
- Economic Accessibility – Offering free or low-cost participation options to ensure broad community engagement.
- Linguistic Accessibility – Providing multilingual resources, translations, or interpretation to reach diverse audiences.
- Digital Accessibility – Making online components compatible with screen readers, subtitles, and adaptable formats.
- **Innovation:** The project should push artistic boundaries, explore new forms, take risks, or present fresh interpretations of cultural expression, offering something unexpected and inspiring.
- **Long-Term Impact:** The project should have a lasting influence, whether through community memory, artistic legacy, infrastructure, or continued engagement.
- **Partnership & Collaboration:** The project should involve meaningful partnerships with local or international artists, arts sector and non-art sector organizations, or communities to enhance its scope and impact.
- **Project Viability:** The proposal should be feasible within the given budget, timeline, and logistical constraints, with a clear plan for execution and resource allocation.
- **Sustainability:** Consideration should be given to environmental sustainability in alignment with West Hollywood's Climate Action Plan.

Although additional thought needs to be given to the weighing of these criteria during implementation, based on the overall rankings from all three meetings of artists and arts organizations, the following are the top three rated criteria for individual projects in order of prioritization:

Community Engagement & Accessibility
Long-Term Impact
Innovation



Programming

Creating an Immersive World

When we refer throughout this plan to **West Hollywood's Creative Plan**, we mean everything that makes up that project. The intent of this project is to create an immersive experience—cultural activity everywhere all the time. Whenever a resident leaves their home, or a visitor steps outside their hotel, they will experience something unexpected. This can only be accomplished through extensive partnerships and leveraging every possible asset.

Instead of determining exactly how the theme will be interpreted and what shape each component of the project will take, this plan relies on the imagination of West Hollywood's creative community. Great arts administrators know that artists and arts organizations can contribute ideas that have yet to be imagined—or invented, when challenged.

This plan delivers on what the community, artists and arts organizations said they wanted. It builds on what West Hollywood does best, while allowing room to take risks. It aligns with the city's broader cultural strategy, and it is authentically and bespoke to West Hollywood.

Presentations within **West Hollywood's Creative Plan** will include arts grants supported projects across all disciplines, a temporary public art corridor that will run from WeHo to the ocean, exhibitions of moving image artworks for the digital billboards along the Sunset Strip, and large-scale public art with lasting impact. These projects are distinguished by their large-scale visibility and have the potential to attract wider audiences, generate media coverage, and foster institutional partnerships. As such they will serve as cornerstone elements, showcasing West Hollywood's dynamic creative identity on a global stage.

However, equally vital are the experiences that foster interstitial, cross-sector creativity—initiatives that bring together different disciplines, allowing individuals and communities to be true partners in shaping the cultural landscape. These projects emphasize participation, grassroots engagement, and shared ownership, making art an integral part of daily life.

The city can leverage its resources for maximum impact. Dedicating funding and support for both large-scale, high-profile initiatives and community-driven, participatory projects in partnership with local businesses, the tourism sector, and neighborhood community members will foster a dynamic, inclusive arts ecosystem. This approach amplifies existing resources and strengthens the city's ability to produce major cultural events while fostering deep, meaningful local engagement.



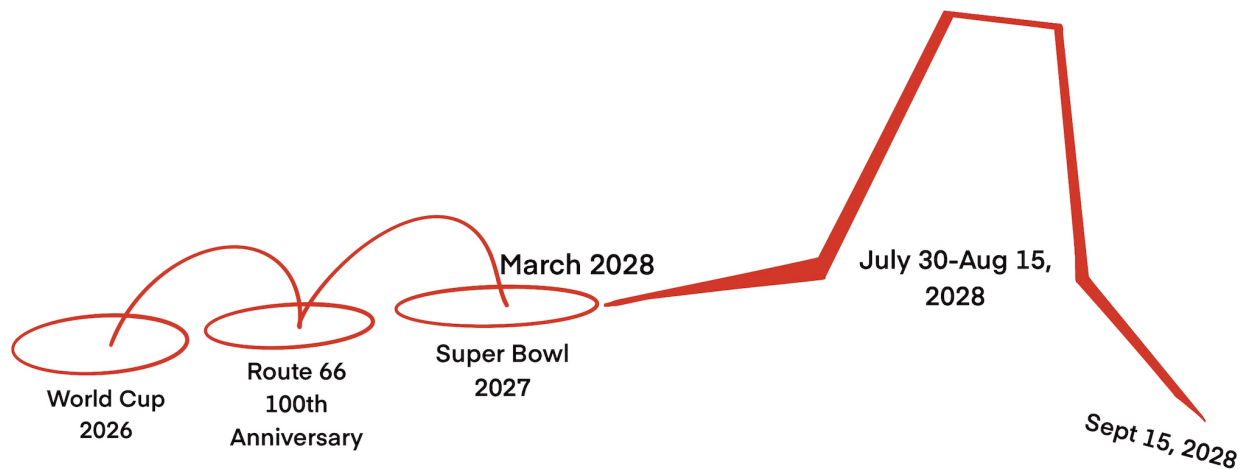
Activities would be divided into three categories:

- Subsidized activities funded by arts grants
- Activities integrated into existing Arts Division programs
- City sanctioned and marketed projects that are self-financed by participants



Four Time Frames

These cultural components will start in 2026, during 2028, and have a lasting impact after 2028. Ramping up to set the tone and expectations while building capacity will be important. Some projects will lend themselves to extended installations, some may be executed as part of a series, and some will be singular.



Leading-Up

With major sporting events planned to occur in Los Angeles, including the NBA All-Star Weekend (2026), LPGA U.S. Open Women's Championship (2026), FIFA World Cup (2026), Super Bowl LXI (2027), and NCAA March Madness West Regional (2027), drawing sizeable audiences, activating artistic programming around these moments and potentially others allows West Hollywood to build momentum while capturing the energy and media attention surrounding them.

Art Activations for lead-up events (by year) could include:

2026

- Present an artistic event blending choreography, dance culture, music and soccer to celebrate the World Cup. West Hollywood could serve as the destination for the U.S. premiere of Discofoot.
- Install custom mural artworks on the outdoor basketball courts in city parks.
- Partner with neighboring cities to utilize Santa Monica Boulevard, historic Route 66, as a temporary public art corridor, in celebration of Route 66 100th year anniversary. Feature a series of artist designed street signs, site-specific public art installations, murals, and/or temporary art performances along historic Route 66, reflecting the themes of travel, connection, and cultural exchange in celebration of the 100th Anniversary of Route 66.



2027

- In conjunction with the Super Bowl, a LGBTQ+ marching band that reinterprets halftime traditions with bold costumes and choreography that reflect West Hollywood's creative spirit.
- Host a Mural Festival in the city to support temporary artworks on private businesses and solicit producers through an open RFP. All murals installed in 2027 will remain on view through 2028. This idea supports a recommendation from the City Council approved 2024 Economic Study.

In addition to arts programming, the city could host Fan Zones, outdoor viewing hubs, during key sporting events at city parks, with themed decor, local athlete shoutouts, and thematically-inspired food and drink. Other city events that are not produced by the Arts Division and that take place from March-September 2028, such as World Dog Day, Movies in the Park, Rec Expo, Kids Fair, the WeHo Mishka Festival, WeHo Pride Festival, can align with **West Hollywood's Creative Plan** theme to further amplify the public perception that the entire city is participating as an arts and culture hub.

During

All city-sponsored arts programming presented from March-September 2028 will align with **West Hollywood's Creative Plan's** *Inventing Traditions* theme. Signature annual events, such as the WeHo Pride Arts Festival and Summer Sounds, will be reimagined to reflect this theme, while additional supplemental projects will include Art on the Outside temporary public art installations, Moving Image Media Art Program exhibitions, and presentations by arts grantees.

Peak

Anchoring tentpole arts events from July 30 to August 15, 2028 present a unique opportunity to engage game attendees, athletes, and cultural tourists who may choose to remain in the region or arrive early. With no competition scheduled during this two-week window, it becomes an ideal time to offer alternative cultural experiences that capture attention and enrich the visitor experience. Potential projects could include an expanded Art in Odd Places Festival or an enhanced Summer Sounds series.

After

There is a strong desire to ensure aspects of the project have lasting impact beyond 2028. These should be tangible reminders of a seminal moment in West Hollywood's history, and should also yield the intangible, but equally important, benefits of a community that is drawn more closely together and has celebrated its creativity in a robust way. Projects with lasting impact are discussed in a separate section below.

Participants

It is envisioned that **West Hollywood's Creative Plan** will provide funded opportunities, both through existing Arts Division programs, and new initiatives specifically for which the city is providing additional funding.

Like Paris, **West Hollywood's Creative Plan** will also provide opportunities for individual artists, nonprofit arts organizations, for profit businesses, and community members to participate without



city funding, expanding the initiative's reach and inclusivity. These participants also will be expected to align with the project's criteria in key ways, ensuring thematic and artistic cohesion across all contributions.

Both commissioned and non-commissioned participants who receive approval from the Arts and Cultural Affairs Commission will be formally recognized and included in all marketing materials, creating a "big tent." This strategy will cultivate a sense of collective ownership and broad community engagement, making the initiative feel larger and more inclusive than its budget alone might suggest.

Commissioned Artists and Nonprofit Arts Organizations

Commissioned participants will include local, national, and international artists and arts organizations with experience in public art, socially engaged practices, site-specific projects, and public performance; artists and groups with connections to West Hollywood's creative and cultural communities; emerging and established artists across disciplines, including visual arts, performance, media, and interdisciplinary work.

A key opportunity lies in highlighting the potential of 2028 Special Art Project Grants for artists and arts organizations. Grantees will play a central role in bringing **West Hollywood's Creative Plan's** *Inventing Traditions* theme to life. Applicants will be invited to propose innovative, participatory ideas that infuse the initiative with energy, relevance, and global resonance. Grantees will be given the platform for groundbreaking, forward-thinking artistic expressions that capture the excitement and dynamism of the current moment, while reflecting West Hollywood's unique cultural identity. Applicants will receive two years of funding: the first year's funds will be for planning and development; the second year for implementation.

Beyond the grants, there are numerous opportunities to align existing cultural programming with **West Hollywood's Creative Plan**, as well as to support new programming initiated by partner arts organizations. To drive this effort, the city will implement a structured series of roundtable convenings, bringing together key stakeholders from each artistic discipline to shape their own vision, partnerships, and individual executions. These convenings will serve as a cornerstone for collaboration, ensuring broad participation across artistic disciplines and empowering local creatives to create their own West Hollywood cultural contributions.

Non-Commissioned Participants

Engaging West Hollywood's business districts, tourism, hospitality sectors, and local neighborhoods will be essential to creating a vibrant and community-driven **West Hollywood's Creative Plan**. Direct outreach, social media campaigns, open calls, and word-of-mouth will play a key role in encouraging voluntary participation from local businesses and residents to create themed events, host artists, and activate their spaces in alignment with **West Hollywood's Creative Plan's** vision. Providing flexible and accessible ways for community members and businesses to take part will help build momentum and ensure the project feels deeply embedded in West Hollywood's cultural fabric.



Integrated Programming

It is envisioned that a significant amount of programming will be integrated into the Arts Division's existing program categories. Using the augmented funding provided by the city is a cost-effective way to maximize impact as additional staffing is not needed to implement this part of the plan. Arts Division staff are experts at implementing these programs and in most cases, the programs can be adapted or expanded to accommodate the thematic framework. This will allow the arts components to develop from a base of strength while maximizing the contributions of artists and arts organizations in imagining the possibilities.

Many of the deadlines for these programs will be shifted to accommodate the planning and implementation.

Arts Grants Program (All Disciplines)

The grant program will be one of the primary ways that artists and arts organizations will be a creative engine for the project as the most interesting ideas will always come from those who make art happen. By open sourcing programming through the arts grants program, WeHo will ensure that the most compelling ideas are heard.

The West Hollywood Arts Grants Program is divided into five grant categories: Arts Project Grant, Community Arts Grant, Transgender, Gender Diverse, Intersex Arts Grant (TGI+), WeHo Artist Grant and the Filmmakers Grant. Grant categories are defined with specific objectives and requirements which are detailed in the grant guidelines.

The **2028 Special Art Project Grants** will supplement the Arts Project Grant category in 2027. Organizations will be awarded funding for two years to develop and present a project on theme between March-September 2028. All other arts grants categories will remain, allowing space and opportunity for artists and arts organizations to continue to present typical arts programming throughout the year.

Literary Arts

The Arts Division has robust literary programs that lend themselves to inclusion in **West Hollywood's Creative Plan**. Among these are the following opportunities:

The **West Hollywood Library** can display books related to the theme, and LGBTQ+ athletes.

Explore opportunities to **collaborate with entities like the Olympic Museum in Lausanne, Switzerland, the US Olympic and Paralympic Museum in Colorado Springs, CO, and the LA84 Foundation archives** for an exhibition in West Hollywood.

WeHo Reads literary series can present books and authors that align with **West Hollywood's Creative Plan: 2025–2028** theme.

The **CityPoetLaureate** can write a new poem in response to **West Hollywood's Creative Plan** theme.

Music & Theatre

Summer Sounds and **Winter Sounds** can present content related to the theme and will be presented under the marketing umbrella of **West Hollywood's Creative Plan** to build visual



continuity for the series. Park space may be limited if the city elects to program Fan Zones in Plummer Park and West Hollywood Park. The presentation of the Summer Sounds events may be modified to align with the Fan Zones.

Similarly, the Arts Division's annual **Free Theatre in the Parks** program can accommodate the theme and the current schedule of six performances could be expanded.

Multidisciplinary

The Arts Division currently curates and produces a three-day LGBTQ+ arts festival as part of **WeHo Pride**. The WeHo Pride Arts Festival features performances, literary arts, film, and art-making and has led directly to the creation of the successful Q-Con queer Comic-Con and Pride Poets interactive poetry corps. Programming for this festival in 2028 can celebrate the thematic framework of Inventing Traditions.

The Arts Division is also piloting the **Arts in Odd Places (AiOP) festival** in July 2025. Art in Odd Places stretches the boundaries of communication in the public realm by presenting artworks in all disciplines outside the confines of traditional public space regulations. AiOP reminds us that public spaces function as the epicentre for diverse social interactions and the unfettered exchange of ideas. Based on feedback and evaluation after the July 2025 festival, the Arts Division can explore presenting the project again in 2028.

Visual Arts

A major project through the **Art on the Outside** program would be a collaboration among West Hollywood, Beverly Hills, Los Angeles, Culver City and Santa Monica to create an east-west **visually unified temporary public art corridor** that would run along Santa Monica to the ocean. The exact route would need to be determined as it's also possible that it could run through the Olympic Village along Wilshire Blvd in Westwood or only exist on historic Route 66, which is celebrating its centennial in 2026 (a preview in that year could be an additional "stepping stone" project). There is strong interest from the other municipalities to participate in a joint project like this, and it's possible that the City of Los Angeles could extend the corridor all the way to downtown LA.

There is also the possibility of a **north-south temporary public art corridor** from the intersection of Wilshire and Fairfax up to Sunset Blvd working in conjunction with the conceptual Festival Trail project, which is currently primarily a volunteer-run project. The Festival Trail is envisioned as a permanent 28-mile-long corridor that primarily connects the major venues currently proposed for the 2028 Games.

The projected growth in the number of digital billboards along Sunset Blvd provides a key opportunity for the **Moving Image Media Art (MIMA)** program to present an exhibition that could attract national, and even international, editorial coverage. The MIMA Program can explore opportunities to incorporate a creative advertising campaign in a way that aligns with the program's guidelines. This might include collaborating with artists and brands on concept-driven visuals or integrating sponsored content that maintains aesthetic integrity.

Additional Programming with Partners

There are also considerable opportunities to partner with other city departments, businesses and nonprofits to provide content for **West Hollywood's Creative Plan**. While these will dramatically



augment the core budget for **West Hollywood's Creative Plan** they will also require considerable coordination.

Dance

The city can adopt regular music and dance sessions at Plummer Park, in support of the pilot program that was introduced in spring 2025, designed to reflect the city's vibrant cultural scene and diverse communities. The initiative could feature curated events highlighting dance forms like Russian cultural dances, ballroom, house, salsa, and vogue, with local choreographers and cultural organizers leading the way.

Local Business and Business Improvement Districts (BIDs)

A **Mural Festival** could be established with incentives for businesses to host temporary murals on their properties. This strategy would require bringing on a mural producer on a consultant basis to manage the program.

The city encourages all local businesses, Business Improvement Districts (BIDs), and hospitality partners to find creative ways to augment their existing services. Restaurants and bars may want to create **themed food and beverage specials**. While others may wish to host **creative community dinners** or organize **arts-inspired events** that align with **West Hollywood's Creative Plan's** theme. Creative community dinners, intentional gatherings of the West Hollywood arts community, aims to foster informal connections between artists and the community in West Hollywood restaurants, nightlife, and cultural spaces.

Inspired by models like Chashama, a New York City nonprofit, there is potential to **activate the Windows of WeHo (WOW) initiative** where **empty storefronts or other public spaces** are transformed into temporary visual art installations, rehearsal hubs, or pop-up performance venues, allowing for creative engagement with passersby. A collaboration with an arts organization could further bring experimental, site-specific performances to the streets, adding an element of surprise and accessibility. In addition, a business may wish to host a city-approved **artist-designed vinyl cling on a storefront window** as a temporary façade improvement to align with the city's presentation of **West Hollywood's Creative Plan** from March-September 2028.

The Sunset Strip BID could provide the framework needed for a **thematically aligned music festival** during **West Hollywood's Creative Plan** timeframe. This festival could occur within the various existing music venues and hotels along the Sunset Strip driving positive increased foot traffic to the existing venues themselves.

The Design District BID could host an **ArtWalk** during **West Hollywood's Creative Plan** timeframe to **involve and activate commercial galleries and design showrooms**.

Film

Many visitors come to Los Angeles with an appetite for a film festival. Beyond documentation of **West Hollywood's Creative Plan** as a whole, there is potential for a thematic **Film Series** that could be organized and presented by myriad media partners like Women in Film, Film Independent, Outfest,



or SEEFest for presentation at locations within or adjacent to the city such as the Pacific Design Center's Silver Screen Theatre, Director's Guild of America theatres, London Hotel's Screening Room and the Lee Strasberg Theatre & Film Institute.

Content could also include projects funded by the Arts Division through the new Filmmakers Grant and incorporate the award-winning documentary *Light in the Water*, which chronicles the birth and life of West Hollywood Aquatics, the first openly gay masters swim team and Gay Olympics.

Pride House

Pride House (location still to be determined) will be a **Fan Zone (viewing hub) for WeHo**. As such it will be the predominant gathering spot in the city for everyone who wants to come together during the 2028 Games. In conjunction with the site, there should be a comprehensive roster of arts activities which do not interfere with the sports watching, suitable for families during the day and adults after dark.

Theatre

The City of West Hollywood owns the site of the former Coast Playhouse along Santa Monica Boulevard in West Hollywood. The site design for a new city owned municipal theatre is underway. Depending on the construction timeline, the city can notify theatre partners who are "city adjacent" to **West Hollywood's Creative Plan** about the theme and timeline to encourage potential alignment.

Other City Departments

Programs operated by City of West Hollywood departments and divisions provide opportunities to amplify thematically aligned activities. The Community Services Department, including the Recreation Division and Community and Legislative Affairs Division, is a prime example. The Recreation Division can adopt **West Hollywood's Creative Plan** theme to inform their regular programs for 2028, host Fan Zones in the city parks, social dancing gatherings, and thematic summer camps for kids, with themed activities and décor. The **West Hollywood Mishka Festival** in 2028 could incorporate themed programming, activities, and an information booth about **West Hollywood's Creative Plan**.

Additionally, ongoing coordination between other city departments and advisory boards—including but not limited to Communications, Community Safety, and Public Works—will be essential to ensure seamless planning and execution. Consultation with the Disability Advisory Board will be particularly important. All activities undertaken by the Arts Division will fully meet all adopted city policies, including, for example, the inclusion of plan-based food options whenever possible.

The Arts Division's participation in the city's Olympic Committee will be crucial to the success of the implementation of **West Hollywood's Creative Plan**. Regular check-ins, shared timelines, and clearly defined roles will help with aligning efforts across departments, particularly regarding permitting, site logistics, and public accessibility. Participating in the city's internal structured communication process will also help anticipate and address potential challenges in advance, ensuring the initiative runs smoothly within the broader city infrastructure.



Projects with Lasting Impact

The 1984 Cultural Olympiad is widely regarded as a turning point that sparked Los Angeles' cultural maturation and set the stage for unprecedented growth in the region's arts and culture. While the long-term qualitative impact of **West Hollywood's Creative Plan** remains unknown, the expectation is that it will unite people in unexpected ways, strengthening community bonds. These and other evaluation measures are discussed further in the impact evaluation section on page 47. Equally important are visible, lasting reminders of **West Hollywood's Creative Plan** that foster pride and reflection. Two high-priority projects emerged as essential to achieving this lasting impact, both of which can be completed before 2028. The locations for the opportunities were identified in the Art Plan for the Aquatic and Recreation Center.

New Exterior Mural - Aquatic and Recreation Center

In 2022 when the Aquatic Center was built it covered an iconic Shepard Fairey mural "West Hollywood Peace Elephant," his largest mural to that date. There has been a long-standing commitment from the city to

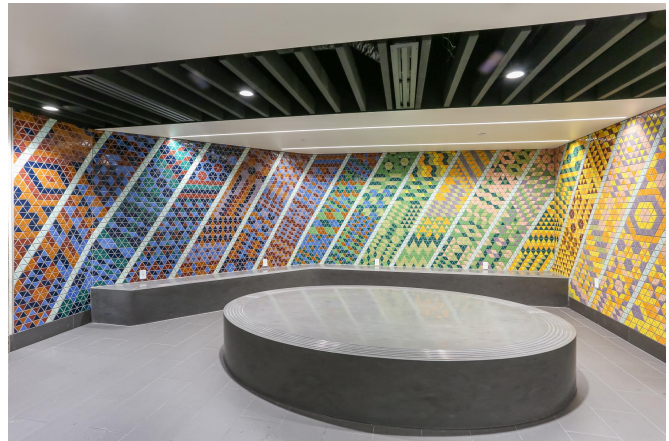


replace this mural with a new mural on the Western façade of the Aquatic and Recreation Center at El Tovar Place and Robertson Blvd. Shepard Fairey will be contacted to reimagine the peace elephant on the façade and if the artist is unavailable for the commission the city will issue a call to artists.

Aquatic and Recreation Center Urban Art Project – Level 5

There is an opportunity for an important new permanent urban artwork on the 5th floor of the Aquatic Center. Ceramic tile is a good material option as it's associated with pools and may be utilized by an artist to create a whimsical effect that ties thematically to **West Hollywood's Creative Plan**. Ceramic tile adds texture that a traditional painted or digitally printed mural may not. This artwork opportunity will require an artist who can facilitate community engagement workshops and community art making sessions to inform the final artwork design. An open call for proposals would be issued for this project.

View of the North (park) facing wall outside of the pool entrance; the Virginia Court Motel Diver is located in this area.



Rebecca Bayer and David Gregory, Maple Ridge Community Mosaic (2020) - Hand painted ceramic tiles made from recycled glass powder mixed with clay.

Projects with lasting impact will require funds for ongoing maintenance and up-keep.

Aquatic and Recreation Center Art Plan – Temporary Installations

It is recommended that on-going funds be allocated for temporary exhibitions at the Aquatic and Recreation Center that will further animate the facility. In January 2025, the Arts and Cultural Affairs Commission and Public Facilities, Recreation, and Infrastructure Commission approved an art plan to act as a guide map for staff and Arts and Cultural Affairs Commission when considering locations for public art proposals. Artworks could be installations, murals or exhibitions of 2D artworks.



Participant Engagement

Engagement Strategy

Arts Division staff has an exemplary track record of attracting a diverse pool of artists, arts organizations and others that align with the city's values. The Division prioritizes accessibility and inclusivity in outreach efforts, offers clear application guidance to potential applicants, and provides ongoing project support. The primary change in the Division's communication strategies will be to provide the broadest possible tent, reaching out to for profit businesses—galleries, music venues, restaurants, hotels, etc.—in addition to the constituency of artists and arts organization the Division usually focuses on.

Existing communication strategies that can be built on include:

Digital & Social Media

- Create a campaign for social media, transit shelters, print collateral, advertising, and micro-influencers. (Marketing Contractor)
- Implement the campaign in social media, transit shelters, print collateral, and advertising. (Marketing Contractor)
- Collaborate with arts organizations to share calls for proposals. (Arts)
- Generate regional, national, international press about **West Hollywood's Creative Plan** and the programming leading up to it. (Public Relations Contractor)
- Identify targeted resources (press, advocacy groups, professional organizations, etc) nationally and internationally with overlapping interests in the city's values (Public Relations Contractor)
- Distribute targeted outreach emails and newsletters to new contacts including artists, arts organizations, collectives, businesses, and media contacts. (Public Relations Contractor)
- Distribute targeted outreach emails and newsletters to West Hollywood's existing cultural mailing lists and partner organization lists. (Arts)

Engage WeHo

- Develop an Engage WeHo page with information about **West Hollywood's Creative Plan**, eligibility requirements, FAQs, and submission details. (Marketing Coordinator, Arts) **Direct**

Outreach & Partnerships

- Host Artists Roundtable sessions or virtual Q&A sessions to introduce the project to potential applicants. (Arts)
- Host Cultural Ambassador Volunteer trainings to introduce **West Hollywood's Creative Plan** and assignments. (**West Hollywood's Creative Plan** Producer, Arts)

Direct Outreach & Partnerships

- Engage curators, cultural leaders, arts administrators, arts organizations, commercial galleries, cultural venues, museums universities, professional associations, residency programs to nominate and refer artists. (**West Hollywood's Creative Plan** Producer, Arts)



Application Support & Accessibility Measures:

- Provide an accessible online submission process with alternative formats for submission (video/audio proposals). (Arts)
- Provide ASL interpretation and live captioning for accessibility when possible. (West Hollywood's Creative Plan Producer, Human Resources)
- Offer application mentorship and office hours for prospective applicants. (West Hollywood's Creative Plan Producer)
- Ensure materials are available in multiple languages and accessible formats. (Marketing Contractor)

Commissioned Artist Responsibilities

Project Development & Execution:

- Propose and develop an original, site-responsive concept that aligns with West Hollywood's Creative Plan's values and thematic framework.
- Work within allocated budgets, timelines, and logistical constraints.
- Engage in collaborative planning with the City of West Hollywood, partners, and community stakeholders.
- Ensure all required permits and safety regulations are met.

Community Engagement & Participation:

- Develop public-facing elements such as workshops, performances, or interactive activations.
- Incorporate accessibility measures to ensure inclusivity for diverse audiences.
- Participate in public engagement events, artist talks, and community dialogues.

Project Implementation & Logistics:

- Coordinate with fabricators, production teams, and technical experts for execution.
- Attend regular check-ins with city staff.
- Ensure sustainable and ethical material sourcing where applicable.

Documentation & Evaluation:

- Provide work-in-progress updates, documentation, and reports as needed.
- Collaborate with city photographers, videographers, or archivists for project documentation.
- Submit a final report reflecting on process, outcomes, and potential long-term impacts.

Post-Project Responsibilities:

- Submit a Final Report to include photo/video documentation, data from public engagement and events, work-in-progress documentation and other information as directed by the city.
- Contribute to discussions on the project's legacy and possible continuation.
- Participate in post-event evaluations.
- Ensure proper deinstallation (if applicable) or maintenance planning for long-term installations.



Non-Commissioned Participant Responsibilities

Community Engagement & Outreach:

- Distribute direct outreach messages from the city to established networks, local businesses, tourism partners, and neighborhood organizations.
- Support and promote **West Hollywood's Creative Plan** social media campaigns to build awareness and excitement around the project.
- Encourage voluntary participation through word-of-mouth and local networks.

Collaboration & Activation:

- Respond to open calls to host artists, create themed events, or offer space for performances or activations.
- Develop partnerships with local artists, performers, and cultural organizers.
- Incorporate the project's values and theme into existing programming or events.

Accessibility & Inclusion:

- Ensure events and activations are accessible to diverse audiences, including people with disabilities.
- Offer flexible and low-barrier ways for community members and businesses to participate.
- Actively welcome underrepresented voices and cultural traditions into the project.

Logistics & Support:

- Coordinate with the city to align with event schedules and guidelines.
- Provide necessary resources or infrastructure, such as event space, technical equipment, or local expertise.
- Comply with safety regulations and any permitting requirements.

Documentation & Reflection:

- Share photos, videos, or testimonials from activations to support project documentation.
- Participate in feedback sessions or community reflection events to assess impact and future possibilities.
- Contribute to discussions on the project's long-term legacy and potential continuation.



Funding Sources & Resource Allocation

The primary source of funding for this project is the City of West Hollywood. A portion of the programming will consist of existing arts programs such as Summer Sounds, Moving Image Media Art Program (MIMA), and Art on the Outside, which are already budgeted. All of the new art activations and lasting impact projects will require new funding sources. All new funding requests will be distributed over four fiscal years (FY25-26, FY26-27, FY27-28, FY28-29). There may be potential to develop additional funding as WeHo's plans concretize, however, additional funding sources cannot be realistically projected at this time.

LA28 has publicly stated that its art and culture programming for the Cultural Olympiad will receive no core financial support, and the arts and culture team must fundraise on their own for whatever it does. This has led the team to announce that there will be no grant-funded projects. There has been an intimation of a regional marketing campaign, which could amplify **West Hollywood's Creative Plan** (see marketing section), but this has not been officially announced.

Private foundation and corporate funders which have traditionally come together in pooled funds in Los Angeles County—around arts education, disaster relief, and other issues—have expressed reluctance to commit funding in the absence of a clear plan from LA 28 for the cultural components of the games. However, should a compelling plan emerge, the most committed arts funders may come together around a strategy they are convinced will yield results.

While sponsorships may not be impossible, the ability to generate meaningful corporate sponsorships is severely impeded by the Olympic branding restrictions (see section on risks and migrating factors on page 44). Whatever the Arts Division decides to do around corporate sponsorship must be in alignment with future City policy. There are also opportunities for corporate-branded content on the billboards, which may offer a valuable path for select sponsorship integration.

While the LA County Department of Arts & Culture has not announced its plan, it is unlikely to include funding for municipalities. County Supervisor Lindsey Horvath, formerly Mayor of West Hollywood, and her staff, should be kept informed about West Hollywood's plan as it could be a good candidate for discretionary funds. The westside outdoor corridor of temporary art would be in alignment with the Third District's interests as it would fund multiple municipalities.

Current guideline changes and requirements at the National Endowment for the Arts are antithetical to West Hollywood's core values. They are being challenged legally but the result of these lawsuits, even if favorable on the issue of first amendment rights, may not come in time for funding for 2028.

Therefore, the program budget will be based on the funds the city has in hand, so that any additional funding that may become available through foundation funding, sponsorships, the County of Los Angeles, or LA 28 will allow for an expansion of activities.

It is recommended that the funds identified for **West Hollywood's Creative Plan** be allocated to an account within the Arts Division budget to ensure smooth implementation. To further safeguard the success of its programming, the Arts Division will allocate a contingency fund to accommodate unexpected shifts in resources and timelines.



The current budget only includes funds used directly for programming and are greatly amplified by contributions and resources from other city departments. It should also be noted that because West Hollywood is adopting this plan early, it has already opened grant opportunities that are not currently available to other municipalities or organizations.

Item	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	Total	Budget Source
Art Activations						
1. Discofoot	\$ 45,000	\$ 125,000			\$ 170,000	Olympics New Initiatives
2. Mural on basketball court	\$ 62,500	\$ 62,500			\$ 125,000	209- account
3. Route 66 100th anniversary	\$ 30,000	\$ 60,000			\$ 90,000	Council Initiatives
4. LGBTQ+ Marching Band		\$ 40,000			\$ 40,000	Olympics New Initiatives
5. Mural Festival			\$ 45,000	\$ 45,000	\$ 90,000	209- account
Olympic Arts Grants						
6. Olympic Arts Grant funding		\$ 125,000	\$ 125,000		\$ 250,000	Olympics New Initiatives
Temporary Art						
7. Temporary Public Art Corridor		\$ 105,000	\$ 105,000		\$ 210,000	209- account
8. Exhibition inside the library + PDC gallery		\$ 30,000	\$ 75,000		\$ 105,000	Olympics New Initiatives
9. Temporary exhibitions inside the ARC		\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000	Olympics New Initiatives
Projects with Lasting Impact at the ARC						
10. West façade, exterior mural			\$ 100,000	\$ 100,000	\$ 200,000	Capital or other funds
11. 5th floor, exterior tile mural	\$ 25,000	\$ 100,000	\$ 120,000	\$ 5,000	\$ 250,000	Capital or other funds
Documentation						
Videography and special photography	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 100,000	Olympics New Initiatives
Contract Services						
Senior Contractor - Art Project Producer	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000	Olympics New Initiatives
Marketing Contractor	\$ 15,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ 70,000	Olympics New Initiatives
Public Relations Contractor	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 70,000	Olympics New Initiatives
Additional contractors during peak times		\$ 20,000	\$ 20,000	\$ 20,000	\$ 60,000	Olympics New Initiatives
Cultural Ambassador Volunteer Corp					\$ -	as needed
Grants						
LA84 Foundation World Cup Grant	(\$26,000)					
Subtotal	\$ 318,500	\$ 852,500	\$ 780,000	\$ 355,000	\$ 2,280,000	
15% Contingency	\$ 47,775	\$ 127,875	\$ 117,000	\$ 53,250	\$ 342,000	
GRAND TOTAL	\$ 366,275	\$ 980,375	\$ 897,000	\$ 408,250	\$ 2,622,000	

Total budget request from the 209- account	\$ 425,000	Account: 209-3-10-12-531019 New Initiatives
Total budget request from Olympics New Initiatives	\$ 1,315,000	Account: 100-1-01-01-531019 New Initiatives
Total budget request from Capital Projects or City Council Initiatives	\$ 540,000	
Total grant request from the LA84 Foundation	\$ (26,000)	

Security services will be determined in partnership with the Community Safety Department after approval of the art plan



Arts Division Programming (budgeted), aligned with theme, presented between March - September 2028	FY 2027-28		Total	Budget Source
Arts Grant Program				
Community Arts, TGI+, and WeHo Artist Grant, Filmmakers grants	\$ 222,000	\$ 222,000		budgeted - general fund
Art on the Outside				
Temporary public art installations (itemized as #7 in Cultural Plan)				209- account
Laureate Programs				
City Poet Laureate	\$ 20,000	\$ 20,000		budgeted - general fund
Drag Laureate	\$ 20,000	\$ 20,000		budgeted - general fund
Free Theatre in the Parks				
September presentation TBD	\$ 18,000	\$ 18,000		budgeted - general fund
Moving Image Media Art Program (5% of MAG)				
TBD	\$ 216,000	\$ 216,000		SAAP Program
Administration fees (\$5k/exhibit/board), 9 billboards, 18 exhibitions	\$ 90,000	\$ 90,000		SAAP Program
Summer Sounds				
Programming TBD	\$ 30,000	\$ 30,000		budgeted - general fund
WeHo Pride Arts Festival				
Programming TBD	\$ 85,000	\$ 85,000		budgeted - general fund
WeHo Reads				
Programming TBD	\$ 37,000	\$ 37,000		budgeted - general fund
Subtotal				
	\$ 738,000	\$ 738,000		
GRAND TOTAL				
	\$ 738,000	\$ 738,000		

Total Arts and Cultural Programming \$ 432,000 Account: 100-3-10-12-533059 Arts & Culture Programs
 Total budget request from SAAP; 5% of MAG for 9 billboards \$ 306,000 Account: 100-3-40-40-533062 SAAP-City Content & Compliance



Consultant Services Requirements

The type of programming outlined in this implementation plan is multi-faceted and engaging. It is also labor intensive to plan and execute. It relies heavily on building relationships with a myriad of partners to amplify capacity and troubleshoot when complicated moving parts need to be re-aligned. It builds on experience but also forges new programmatic paths.

The consultant positions are a strategic necessity that will extend the capacity of the Arts Division, allowing staff to continue managing ongoing programs while **West Hollywood's Creative Plan**-specific tasks are handled with focus and precision. Consultants ensure timelines are met without overburdening staff or compromising existing services. The right consultants will identify grant opportunities, sponsorship models, and cultural partners so the city can leverage external resources to maximize outcomes while minimizing budgetary strain.

A senior-level contractor, **West Hollywood's Creative Plan Producer**, should be hired as soon as possible after plan approval—ideally by September 2025—and remain in place through the end of 2028. This individual should have deep expertise in creative planning and production to oversee the initiative's execution, including curatorial vision, artist coordination, stakeholder engagement, public programming logistics, and evaluation of programs (impact metrics, evaluation frameworks, reporting tools, etc.). Their leadership will be essential in aligning the initiative's goals with the city's broader cultural and civic objectives while ensuring consistency across multiple years of programming.

A **Marketing Contractor** will work with the Arts Division to create, distribute, and promote all aspects of **West Hollywood's Creative Plan** while also documenting all events. A **Public Relations Contractor** will work with the Arts Division, under guidance from the Communications Department to secure press opportunities for **West Hollywood's Creative Plan**. All materials created for this initiative will be available to be used by the city both during, and long after, project completion.

Given the scale and complexity of the initiative, which spans multiple sites, mediums, and community engagement opportunities, **additional part-time contractors** may be required during peak programming periods. These supplemental personnel will provide crucial support for managing increased logistical demands, facilitating artist and community collaborations, ensuring compliance with city regulations, and maintaining high-quality audience experiences. Investing in a robust staffing structure will not only safeguard the seamless execution of this high-profile initiative but also protect the city's reputation as a global leader in arts and culture during the 2028 Olympics and beyond.

A **Cultural Ambassador Volunteer Corps** can play a vital role in supporting the city and implementation of **West Hollywood's Creative Plan**. Ambassadors can serve as knowledgeable guides, helping visitors and residents engage with public art installations, cultural events, and community programming. They can also provide valuable assistance during events, facilitate interactive experiences, and promote **West Hollywood's Creative Plan's** themes and goals. To ensure the success of this initiative, the Human Resources Department will be essential in managing the onboarding process, including recruitment, training, and coordination of volunteers to align with city protocols and standards. Additionally, the Arts Division can oversee specialized training to ensure that ambassadors are well versed in the vision, goals and artistic elements of **West Hollywood's Creative Plan**.



In summary, consultant positions include:

- A West Hollywood's Creative Plan Producer (senior-level contractor)
- A Marketing Professional (part-time contractor)
- A Public Relations Professional (part-time contractor)
- Part-time contract staff support for peak programming periods.
- Cultural Ambassador Volunteer Corps



Communications, Marketing, & Branding

This arts initiative is designed to serve both residents and visitors, necessitating a robust communication strategy to engage both local communities and those traveling for the Games. In partnership with the city's Communications Department, a Marketing Contractor will be hired to ensure a consistent marketing presence. Fortunately, West Hollywood already has well-established communications channels that can be leveraged for this purpose.

To ensure effective outreach, the Communications Department will play a key role in:

- Developing and executing a strategic promotional timeline leading up to and during the Games.
- Crafting clear and engaging messaging that aligns with city-wide initiatives.
- Coordinating press outreach and media opportunities to maximize visibility.
- Managing digital communications, including website updates, social media campaigns, and email newsletters.
- Supporting community engagement efforts through localized outreach and in-person activations.

Additionally, the city must adhere to strict regulations set by the International Olympic Committee (IOC) and the U.S. Olympic & Paralympic Committee (USOPC) to avoid infringing on protected Olympic intellectual property. For this reason, the Communications Department and Arts Divisions is developing an IOC-compliant official name for **West Hollywood's Creative Plan**.

The city can use all of its existing marketing structure to communicate participation opportunities to residents. Due to the risks discussed at length in the Olympic Branding section, the Communications Division will need to take the lead in developing a visual identity for WeHo's cultural contributions that can be used ubiquitously throughout the city. Art can be integrated into citywide marketing elements such as street pole banners, Cityline bus wraps, and utility boxes designed as wayfinding.

It is anticipated that Visit West Hollywood will drive consistent messaging to visitors, both through its own efforts and its partnerships with LA Tourism and the other visitor bureaus throughout the county. Visit West Hollywood is aware of visitor patterns from the Paris 2024 games, positioning it to better anticipate when people are likely to book hotel rooms.

As mentioned previously, LA28's arts and culture team may initiate a regional marketing campaign around the cultural activities that are happening within the Olympic window. The city should participate in LA28 marketing efforts as appropriate.

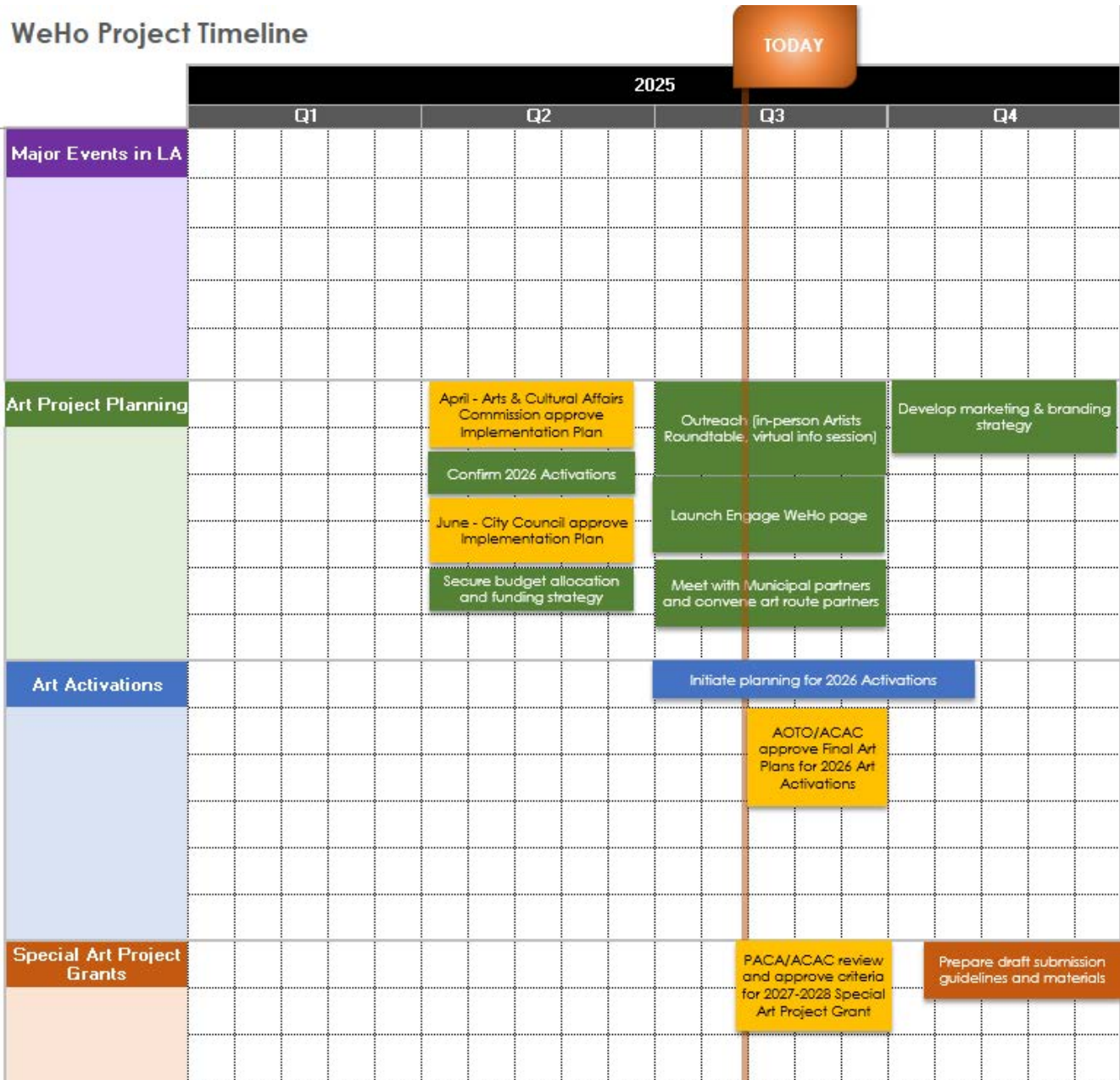
The city can amplify all these efforts by offering a downloadable marketing kit with social media graphics, instructional information video, and an artist brief for participants.

Rather than investing solely in one-time advertising during the Olympic and Paralympic Games, this arts-forward marketing strategy leaves a lasting visual identity and creative infrastructure that will benefit West Hollywood long after 2028.



Project Timeline

Below is a screenshot of the timeline, which shows major project milestones organized into the following categories: Major Events in LA, West Hollywood's Creative Plan, 2028 Special Art Project Grants, Temporary Art Projects, Projects with Lasting Impact, and Staffing. It includes key points for approvals by the Arts and Culture Commission (ACAC) and the City Council. Please refer to the document for full details and specific timelines.



Risk Assessment & Mitigation Strategies

As required for all large-scale multi-faceted art programming, permitting and regulatory challenges for West Hollywood's Creative Plan will require a thorough risk assessment and mitigation strategy to ensure compliance with city regulations. Given the scale and visibility of the project, the City must navigate factors such as transportation, crowd and traffic control, wayfinding/signage, structural engineering, community concerns, ADA accessibility requirements, and public safety mandates. Fortunately, the City is experienced in navigating these requirements. Beyond standard risks, the following should be considered:

Contingency Planning:

LA28

West Hollywood's proactive leadership in developing cultural programming for 2028 positions the city as a key player in the LA28 Cultural Olympiad. However, it is important for the city to adopt an adaptive programming model that allows for flexibility and scalability as LA28's plans evolve. By developing modular projects that can be adjusted in scope and timeline, the city can remain responsive to new information and opportunities as they arise. Additionally, strengthening partnerships with local and regional arts organizations, cultural institutions, and international networks will help build independent momentum and reduce reliance on external support.

Regular communication with LA28's arts and culture team, as well as collaboration with other municipalities, will be essential in advocating for clearer guidance and aligning efforts.

Anchoring the programming in community engagement will also ensure that West Hollywood's cultural identity and creative ecosystem remain at the forefront, regardless of LA28's involvement. By prioritizing local artist relationships and community engagement, the city can create a meaningful and sustainable impact that extends well beyond 2028.

Success will be measured through key metrics such as the number of partnerships secured, audience engagement levels, budget adaptability, and feedback from local artists and cultural stakeholders. This strategic, flexible approach will allow West Hollywood to lead with confidence while navigating the uncertainties of LA28's evolving cultural vision.

Olympic Branding

West Hollywood must adhere to strict regulations set by the International Olympic Committee (IOC) and the U.S. Olympic & Paralympic Committee (USOPC) to avoid infringing on protected Olympic intellectual property. Specifically, the city and its collaborators are prohibited from using the Olympic rings, the official motto ("Citius, Altius, Fortius – Communiter"), and any official emblems, mascots, or symbols associated with LA28. The use of terms such as "Olympic," "Olympiad," "Olympian," "LA28," "Team USA," "Paralympic", or any variations that could create an association with the Olympic Games is also strictly forbidden without prior authorization. Visual elements that mimic the aesthetic of Olympic branding, such as laurel wreaths, torches, or podium designs, are also off-limits. Additionally, promotional campaigns must not reference historical Olympic imagery, such as past host cities or previous Games themes, in ways that imply continuity or official linkage to LA28. Use of Olympic-themed fonts, color schemes resembling those of LA28, or language that echoes Olympic slogans should also be strictly avoided. These restrictions extend to



merchandise, advertising, and digital content, including hashtags or social media campaigns that leverage Olympic-related language or visuals. To ensure full compliance, the City should avoid any form of co-branding or cross-promotion with organizations that are not officially affiliated with LA28 or the IOC. Even inadvertent associations, such as displaying Olympic-themed public art near official event signage, could present legal and reputational risks. By fully understanding these constraints, West Hollywood can strategically navigate branding while avoiding legal disputes and protecting the integrity of its cultural programming.

Potential mitigation strategies include:

1. Conduct a Comprehensive Legal Review:

West Hollywood may want to engage intellectual property attorneys with expertise in Olympic branding to conduct a thorough review of all project materials, including promotional assets, event signage, and public communications. This will help identify potential risks related to unauthorized use of Olympic trademarks.

2. Establish a Clear Branding Policy for Artists and Partners:

Given that West Hollywood will be commissioning artists, curators, and community groups to develop public art and programming, the city must create clear guidelines that educate collaborators on prohibited language, symbols, and visual elements associated with the Olympics. This includes avoiding visual references that could be interpreted as imitating Olympic iconography, such as laurel wreaths or torch designs.

3. Secure Pre-Approval for Collaborative Marketing Materials:

The city should establish direct communication channels with the LA28 Arts & Culture team and the U.S. Olympic & Paralympic Committee to submit branding materials for review before public release. This ensures compliance while building trust and collaboration with Olympic authorities.

4. Focus on Narrative and Place-Based Storytelling:

West Hollywood can creatively position its programming as part of the broader “Cultural Olympiad” without directly referencing protected trademarks. Emphasizing local storytelling, LGBTQ+ history, and community-based performance art allows the city to align with Olympic values without violating branding rules. For instance, highlighting West Hollywood’s role as a cultural hub and using terms like “global celebration” or “artistic convergence” avoids direct infringement.

5. Implement a Monitoring System:

The City should consider a dedicated compliance officer to regularly review promotional materials from partners, venues, and social media campaigns to catch potential branding violations before they escalate. This also includes monitoring third-party vendors and media outlets that may inadvertently use protected language in association with city-sponsored events.

6. Negotiate Artist Agreements with Clear Intellectual Property Clauses:

When commissioning new public art or performance projects, West Hollywood should draft contracts that clearly define intellectual property ownership and usage rights. This prevents disputes similar to the 1968 Mexico City Olympics and ensures that the city retains rights to original works created for West Hollywood's Creative Plan.

7. Develop Alternative Visual Branding and Taglines:



West Hollywood can create its own visual identity for the project. This might include a unique logo, color palette, and slogan that evoke the spirit of global collaboration and creativity without referencing Olympic symbols.



Impact Measurement & Reporting

Success for West Hollywood's Creative Plan should be measured holistically, ensuring that qualitative and quantitative indicators reflect not just visibility and attendance but also impact, accessibility, and equity. The following metrics provide a framework, based on the Key Takeaways that emerged from community engagement:

Focusing on Core Values of Diversity, Inclusivity, and Accessibility

Attendance & Participation

- **Total in-person attendance** across all installations, performances, and activations.
- **Expanded demographic data collection** with an emphasis on race, gender identity, disability status, and income bracket to assess equity in access.
- **Geographic reach**—number of visitors from West Hollywood, Greater Los Angeles, and international attendees.
- **Digital engagement**—number of virtual participants for online or hybrid programming.
- **Volunteer participation and local leadership involvement** to assess deeper community buy-in.

Emphasizing Community-Based, Interactive Activations

Community Engagement & Accessibility

- **Public participation levels** in co-created artworks, workshops, or interactive experiences.
- **Accessibility accommodations** utilized, such as ASL interpretation, multilingual materials, sensory-friendly adaptations, and mobility-accessible sites.
- **Economic accessibility**, measured through attendance at free/low-cost events versus ticketed experiences.
- **Tracking artist participation** by West Hollywood-based artists, BIPOC-led groups, LGBTQ+ collectives, and disability arts practitioners.
- **Resident engagement**, measured through direct feedback and surveys assessing perceived value and inclusivity of the project.
- **Showcasing disability arts**, measured through the number of Deaf and disabled artists, and platformed work through exhibitions and performances.

Interweaving Progressive Local and Global Narratives

Media Coverage & Public Perception

- **Earned media coverage**, including articles, TV features, and interviews in local, national, and international press.
- **Social media impact**, including impressions, shares, and engagement rates across platforms.
- **Tracking narrative shifts**, measuring how the project reframes West Hollywood as an innovative cultural hub.
- **Influencer and thought leader engagement**, including endorsements or commentary from key figures.



- **Photo documentation, videography and interviews of artists, the public, contributors and partners,** and archiving for future educational and historical use.

Championing Artistic Innovation and Experimentation + Building on West Hollywood's Strengths

Artistic & Cultural Impact

- **Artistic risk-taking and innovation,** assessed through qualitative reviews from curators, critics, and peers.
- **Longevity of artistic contributions,** including work or infrastructure that continues to live beyond 2028.
- **Cross-sector collaborations,** measuring partnerships with non-arts organizations such as social service organizations or local businesses.
- **Tracking opportunities for emerging artists and cultural workers** to build portfolios and gain mentorship.

Developing Lasting Arts Infrastructure and Activity + Creating Generational Opportunities for Growth

Post-Event Evaluation Plan

A thorough post-event evaluation plan ensures that the project's impact is not only assessed but also used to inform future initiatives. The evaluation should include a mix of qualitative and quantitative methodologies:

Community & Artist Feedback

- **Post-event surveys** distributed to attendees, gathering insights on engagement, accessibility, and perceived cultural relevance.
- **Artist and organizational reflections,** collecting feedback from commissioned artists and partners about the process, support systems, and challenges.

Data Analysis & Reporting

- **Comparison with benchmarks,** analyzing metrics against initial goals and similar projects. An economic impact analysis could be conducted in relation to the city's 2022 Arts Economic Impact Report to measure cultural engagement, spending patterns, and broader community benefits.
- **Equity impact assessment,** determining whether project participation reflected West Hollywood's diverse communities and addressed systemic barriers in the arts.
- **Documentation & archiving,** creating a digital and physical record of the project through video, photography, and written reports.

Public Engagement & Transparency

- **Publicly available report,** summarizing key learnings, successes, and areas for improvement.
- **Post-event Artists Roundtable,** allowing community members and stakeholders to reflect on outcomes and provide suggestions for future cultural initiatives.



- **Recommendations for future programming**, ensuring that insights from the evaluation directly shape West Hollywood's ongoing commitment to public art and cultural development.

Measuring Long-Term Impact

- **Utilization rates** of new performance infrastructure and rehearsal spaces
- Increased **artist residency and community activation programs** in city-owned spaces
- **Revenue generation and local business partnerships** from art walks, festivals, new programs, etc.
- **Sustained artist employment** and support for underrepresented communities
- **Enhanced public perception of West Hollywood** as a global arts and culture destination

Additional Impact Areas

Sustainability & Environmental Impact

- **Carbon footprint assessment**, tracking emissions from production, travel, and energy use.
- **Use of sustainable materials**, measuring how many projects incorporate recycled, locally sourced, or eco-friendly materials.
- **Public transit and alternative transportation usage**, assessing the percentage of attendees who used low-carbon travel methods.
- **Waste management** and recycling initiatives during events.



Acknowledgements

This project was completed by Laura Zucker, Senior Associate; and Bella Stenvall, Research Analyst, of AEA Consulting. AEA would like to extend our thanks to the many people at the City of West Hollywood and Steering Committee who have contributed to this work – in particular, Rebecca Ehemann - Arts Manager; Marcus Mitchell – Public Art Administrator; Laura Biery – Director of Economic Development; David Wilson – City Manager; Christine Safriet – Assistant to City Manager, and all the staff at the Arts Division.



Appendix 1: Comprehensive List of Engagements

Drop-In Community Conversation

November 4, 2024 (11am-1pm) – West Hollywood's Farmers' Market

Pickle (City of West Hollywood Drag Laureate)

Pickle interviewed community members, focusing on Questions 1-3 (as listed on page 15 of this report). The video and audio recordings from those interviews were transformed into social media posted in February 2025. Community members also added their input visually on easel boards.

LA Region Cultural Convening at LA84 Foundation

November 7, 2024 (10am – 1pm)

Rebecca Ehemann (Arts Manager)

Becca attended this event hosted by The Los Angeles County Department of Arts & Culture and City of Los Angeles Cultural Affairs Department to build greater awareness, alignment, and coordination in preparation for the 2028 Olympic and Paralympic Games. In attendance were Nora Halpern, Advisor for LA28 Cultural Olympiad; Rachel Fox, Arts and Community Services Deputy, Los Angeles County 3rd Supervisorial District; Kristin Sakoda, Director of Los Angeles County Department of Arts & Culture; Daniel Tarica, General Manager, Department of Cultural Affairs, Los Angeles; Zipporah Lax Yamamoto, Deputy Executive Officer, Creative Services at Los Angeles Metro; and many other municipal arts leaders and representatives from the NEA were in attendance.

Focused Conversation with Heads of Cultural Departments of Neighboring Municipalities

November 8, 2024 (9am – 11am)

Laura Zucker, Christine Safriet (Assistant to the City Manager), Rebecca Ehemann (Arts Manager), Marcus Mitchell (Public Art Administrator)

Laura, Becca, Christine and Marcus met with Sally Unsworth, Cultural Affairs Manager, Culver City; Sofia Klatzker, Cultural Affairs Manager, City of Santa Monica; and Corrina Lesser, Supervisor Arts and Culture, City of Beverly Hills to discuss opportunities for collaboration. The proposed conceptual framework was met with enthusiasm. Discussion centered around a potential east – west corridor of art along Santa Monica Blvd. from WeHo to the ocean and how the municipalities could best deploy resources to support the future project.

Drop-In Neighborhood Conversation

November 11, 2024 (11am-1pm) – Farmers' Market

Marcus Mitchell (Public Art Administrator)

Marcus continued the format from the first West Hollywood Farmers' Market engagement, asking for input on Questions 1-3 (as listed on page 15 of this report).



Focused Conversation with Arts Funders

November 12, 2024 (9:30am – 11:30am)

Laura Zucker

Convened by the City of Los Angeles Cultural Affairs Department and the Los Angeles County Department of Arts & Culture as part of their community listening sessions at Tia Chuca's Centro Cultural, Laura participated in the discussion with representatives from Paramount Studios, Music Forward (Live Nation Foundation), the Eisner Foundation, Community Partners, the Music Man Foundation, and the Parsons Foundation. Kristin Sakoda and Daniel Tarica were also present, as was Karen Mack from LA Commons. The thematic framework was introduced and parameters for funding from private foundations was explored.

Meeting of Municipal Cultural Departments

November 20, 2024 (10am to 12pm) – Brand Library & Art Center

Rebecca Ehemann (Arts Manager), Mike Che (Arts Coordinator), Eva Angeloff (Grants Coordinator)

Hosted by the Glendale Arts Commission, staff attended this scheduled quarterly meeting and presented the thematic framework to the County's municipal cultural departments. Becca and Laura also had a follow-up meeting with Griselda Suarez, Executive Director of the Long Beach Arts Council.

Drop-In Community Conversation

November 21, 2024 (5:30pm-7:30pm) – West Hollywood Day, Pacific Design Center

Jen Cheng (City of West Hollywood Poet Laureate), West Hollywood Arts Division Staff

Jen led participants in a word cloud activity focusing on question 4: What values should these new traditions embody? Existing values were pulled from past consultations and placed on the board, and participants added their own values and explanations. The values were rearranged as the evening went on to reflect broader themes. The results of this exercise were turned into a poem that can be found in the Community Engagement Methodology section of this report.

WeHo Chamber First Friday Membership Meeting

December 6 (10am – 11:30 am) – Zoom

Laura Zucker, Bella Stenvall, Rebecca Ehemann (Arts Manager)

Laura presented an overview of the project process, presented "Inventing Traditions" as a framework, communicated future opportunities for public feedback, and asked the group about opportunities to align with their priorities for West Hollywood.



**West Hollywood Design District BID Board Meeting
December 18 (4pm – 5pm) – Kimpton La Peer Hotel
Laura Zucker, Rebecca Ehemann (Arts Manager)**

Laura and Becca reviewed the project process, presented “Inventing Traditions” as a framework, communicated future opportunities for public feedback, and asked the group about opportunities to align with their priorities for West Hollywood. There was robust discussion on creative opportunities for participation.

**Community Conversation – Creative Community I
January 24, 2025 (10am–12pm) – West Hollywood Library**

Laura Zucker, Bella Stenvall, Rebecca Ehemann (Arts Manager), Mike Che (Arts Coordinator)

Laura and Bella conducted a focus group with West Hollywood arts organizations, artists, theatres, cultural venues, and more across all disciplines that explored opportunities for thematic alignment and explored possible criteria. Arts Division staff was also present.

**Community Conversation – Creative Community II
January 24, 2025 (2pm–4pm) – West Hollywood Library**

Laura Zucker, Bella Stenvall, Rebecca Ehemann (Arts Manager), Mike Che (Arts Coordinator)

Laura and Bella conducted a second focus group with West Hollywood arts organizations, artists, theatres, cultural venues, and more across all disciplines that explored opportunities for thematic alignment and explored possible criteria. Arts Division staff was also present.

Drop-In Community Conversation

January 25, 2025 (1pm–4pm) – Winter Wonderland event, West Hollywood Park

Ari DeSano (Artist), Bella Stenvall, Laura Zucker, Rebecca Ehemann (Arts Manager), Marcus Mitchell (Public Art Administrator), Dennice Ocegüera (Administrative Specialist IV)

Arts Division staff and Bella led a station at Winter Wonderland and solicited ideas for city-wide projects. Children were invited to create their own “Olympic” medals and be photographed, raising their awareness of West Hollywood's Creative Plan. Ari DeSano, Odius Ari, performed a commissioned song about the Olympics and the Arts Division's coming role in 2028.



Drag Brunch Interviews

January 26, 2025 (11am-2pm) – The Abbey, Beaches, Roccas

Bella Stenvall, Pickle (City of West Hollywood Drag Laureate), Rebecca Ehemann (Arts Manager)

Pickle interviewed Drag Brunch attendees, staff members, and queens on Santa Monica Boulevard. The resulting video footage and audio transcripts were incorporated into the final data analysis and spliced together for social media marketing content.

Community Conversation – Creative Community III

January 28, 2025 (6pm-7:30pm) – Zoom

Laura Zucker, Bella Stenvall, Rebecca Ehemann (Arts Manager), Marcus Mitchell (Public Art Administrator)

Laura and Bella conducted a third Zoom focus group with West Hollywood arts organizations, artists, theatres, cultural venues, and more across all disciplines that explored opportunities for thematic alignment and explored possible criteria.

Sunset Strip BID Advisory Board Meeting

April 21, 2025 (4:30pm)– Zoom

Rebecca Ehemann (Arts Manager)

Becca reviewed key elements of the Implementation Plan, introduced the “Inventing Traditions” framework, outline upcoming opportunities for public input, and invited the group to share ways the project could align with their priorities for West Hollywood.



Appendix 2: Creative Community Conversation Consultees

All participants listed in alphabetical order below by segment.

Steering Committee

- Laura Biery – Director of Economic Development, City of West Hollywood
- Rebecca Ehemann – Arts Manager, City of West Hollywood
- Marcus Mitchell – Public Art Administrator, City of West Hollywood
- Christine Safriet – Assistant to the City Manager, City of West Hollywood
- Erin Taylor – Media and Marketing Manager, City of West Hollywood
- David Wilson – City Manager, City of West Hollywood

West Hollywood Arts & Cultural Affairs Commissioners

- Heather Allyn
- Mito Aviles
- Cameron H. Faber (former Arts Commissioner)
- Dan Faltz
- Martin Gantman
- Sigourney Gunther
- Catherine "Cat" Lee
- Dawn Moreno-Freedman

External Partners

- Maria Bell – Chair, LA28 Cultural Olympiad
- Rochelle Branch – Director, Pasadena Cultural Affairs
- Danielle Brazell – Executive Director, California Arts Council
- John D'Amico – Former City Council Member, City of West Hollywood
- Juan Devis – CEO & Founder, Ninetythree Media (former head of programming PBS)
- Sinead Finnerty – Studio One
- Anji Gaspar-Milanovic – Director of Grants and Professional Development, LA County Department of Arts & Culture
- Nora Halpern – Advisor, LA28 Cultural Olympiad
- Sean Keliholokai – Chief Sales Officer, Visit West Hollywood
- Tom Kiely – CEO, Visit West Hollywood
- Sofia Klatzker – Cultural Affairs Manager, City of Santa Monica
- Karen Mack – CEO, LA Commons
- Genevieve Morrill – President, West Hollywood Chamber of Commerce
- Aaron Paley – President, Community Arts Resources
- Kristin Sakoda – Director, LA County Department of Arts and Culture
- Shuti Shankur – Studio One
- Daniel Tarica – General Manager, City of LA Department of Cultural Affairs
- Christopher Torres – CEO, Artifact
- Joan Weinstein – Director, Getty Foundation



Arts Division Staff

- Eva Angeloff – Grants Coordinator, City of West Hollywood
- Mike Che – Arts Coordinator, City of West Hollywood
- Lauren Huynh – Arts Intern, City of West Hollywood
- Dennice Ocegüera – Administrative Specialist IV, City of West Hollywood
- Joy Tribble – Arts Specialist, City of West Hollywood



Appendix 3: Attendees

This list reflects the individuals that signed up for the three sessions – others may have attended as well.

Ted	Abenheim	President	Prisim Comics
Edgar	Acosta	Associate Producer	International Eye Los Angeles
Dante	Alencastre	Artist	
Mito	Aviles	Arts Commissioner	
Amita	Batra	Founder	Boundless by Amita
Pamela	Bright-Moon	County Arts Commissioner	
Laura	Brody		Opulent Mobility
Michaela	Bulkley	Theatre Consultant	
Mark	Calahan		
Carolyn	Campbell	Artist	Artist
Jenna	Caravello	Artist/Professor	UCLA
Keely	Cobb	Creative Producer	MashUp Contemporary
Fletcher	Crossman	Artist	Artist
Stephanie Melissa	Dorsainvil	Artist	
Heidi	Duckler	Executive Director	Heidi Duckler Dance
Sam	Elbaz		
Karen	Eyres		Foundation for the AIDS Monument
Alexandra	Fisher	Artist	Clamdiggin
Chloe	Flores	Executive Director + Curator	HomeLA/Nomadic Performance Organization
Jeremy	Foreshew		
Rachel	Fox	Art Deputy	LA County Board of Supervisors, 3rd District
Steve	Galindo	Curator	STYLEGUYDE
Chris	Garlington	Producer	Indigo Skylab
David	Gleason	Artist	
Sharyn	Goldyn	Director of Talent	Pendry West Hollywood
Natily	Gonzalez	Gallery Director	Moby Arts
Robby	Gordon		Hollywood Sculpture Garden
Andrew	Haan	Artist	Artist
Kevin	Johnson	Artist	Clamdiggin
Constance	Jolcuvar	County Arts Commissioner	Creative Hub
Marie	Kellier	Producer	Los Angeles Carnival



Summer Jade	Leavitt		
Tara	Madison Avery		Prism Comics
Christopher	Mangum-James	Deputy Director	LAND (Los Angeles Nomadic Division)
Helena C.	Martinez-Caudillo		
Kelsey	McGarry	Managing Director	MashUp Contemporary
Lauren	Melton	Development Coordinator	Film Independent
Sara	Merkin	Public Relations	Pendry West Hollywood
John	Mones		
Jonathan	Munoz-Proulx	Artistic Director	LA LGBT Center
Caroline	Nagy	Artist	Artist
Mohammed	Ojarigi	Producing Director	Greenway Court Theatre
Liza	Philosof	Artist	Artist
Kelly	Pilarski	Artist	Artist
Larisa	Pilinsky	Gallery Director	Lark Gallery
Maluf	Poliana		International Eye Los Angeles
Alexis	Robles	Managing Director	Rogue Artists Ensemble
Christopher	Russell		
David Garcia	Saldana		Synchromy
Charles Baker	Strahan	Artist	
Beth	Stryker	Director and Curator	MAK Center for Art and Architecture
Chelsea	Sutton	Interim Artistic Director	Rogue Machine Theatre
Phil	Tarley	Artist	Artist
David Richard	Thompson		Parkour Federation
Brian	Tillis	Director of Development	GMCLA
Debra	Torok		Parkour Federation
Richard	Tucci	Artist	Artist
Tony	Valenuela	Executive Director	ONE Institute
Paige	Wery	Gallery Director	Tierra del Sol Gallery
Randi	Wilens	Executive Producer	Randi RW Media
Jen	Wilson		Film Independent
Rebecca	Wink	Executive Director	Vox Femina



Appendix 4: Repository of Community Ideas

- Photographs of City residents (exhibition).
- Lights over major street sign to see after dark.
- Artistic interpretations of athletes (and their sports).
- Collectible pins
- Quilt squares contributed by community members sewn into large display
- A roller-skating rink on smooth surface
- Live stage plays
- Posters, clothing
- Country and Western Ho-Down
- Puppet show
- Drag sporting event
- Movies in the park
- I love the 80's
- Ciclovía bicycling
- New Year's Day marathon of poetry
- Couch Co-Op – video games
- Story of 'Gay Games'
- Story of Gay Olympians - The People
- Wreath display - auction off to charity
- Fashion shows - sports inspired
- NYE Fun Run - Dressed Up
- Arts competitions w/ culminative exhibitions
- Mixed doubles pickleball
- Voguing - Ballroom dance-offs
- Activating empty storefronts with Art
- WeHo style pins
- Sustainable Bar - biodegradable glitter tattoos of Olympic rings - team USA logo - WEHO City logo - @sustainablesparklebar
- Build an arts making space / ceramic studio
- Oldies sing-along
- Queer history museum
- Build an arts making space / ceramic studio
- Improv / Comedy marathon - New Year's Day
- Speed Art i.e. drawing & painting
- Juried arts competition
- Movie musical - sing-alongs
- Parkour
- Flash mob
- Coordinated swimming
- Japanese cultural watch parties
- Arts installation in intersections - rotating public exhibitions
- Cultural food event



- More WeHo-branded photo opportunities for social media sharing (e.g., iconic backdrops in public spaces).
- Nightly themed dance events with music from different decades (70s, 80s, 90s, etc.).
- Weekly gatherings such as Shabbat dinners or TV nights, with interest in extending these into public settings.
- Renaming San Vicente Boulevard in West Hollywood to “West Hollywood Way” to enhance the city’s identity.
- Enhancing entry points to the city with visually impactful and lasting elements (e.g., rainbow features, unique signage).
- Viewing parties or live-streamed events hosted in community spaces.
- Nightly themed events, including decade-specific dance nights (70s, 80s, etc.).
- Food-centric community gatherings or culinary experiences.
- Parody or humorous takes on traditional arts (e.g., opera parodies, “Ring Cycle” spoofs).
- Creative WeHo-branded backdrops for social media engagement.
- Highlighting and rebranding key streets or landmarks (e.g., “West Hollywood Way”).
- Hosting events at iconic city locations (e.g., Pacific Design Center, parks).
- Mashups of Classics: reimagined productions of traditional works, such as Shakespeare plays set in modern or unexpected contexts (e.g., Julius Caesar in 1960s Washington).
- Modern Torch Relay: reinventing the Olympic torch relay with a route through Los Angeles or incorporating lantern-lighting ceremonies.
- Synchronized swimming shows or public activities like pole-vaulting demonstrations.
- Interactive Events: community flash mobs, game-show-style competitions, and public participatory activities tied to athleticism or the arts.
- Call for Broadway-style productions, particularly for those who miss seeing live musicals in Los Angeles.
- block parties that are open to all, not limited to farmers' markets or private events. They envisioned these gatherings as spaces for local artists and creators to showcase their work affordably and engage with the community.
- Movie nights and kid-friendly festivals
- GRWM videos
- Youth and community co-created public art
- Portals (like in Chicago)
- Lesson plans for teachers
- Public creative workshops that bring the public into the art making process
- Use project to help disabled and international students get jobs
- Focus on fire-impacted areas (art memorial)
- Viewing hubs with some sort of arts collaboration
- Hollywood icons + ecological LA icons
- Fringe festival in Echo Park
- Highlight untold stories of labor
- Central physical nucleus using public art
- Artists performing on rooftops
- Collaborate with the LA Metro
- Activating Sunset Strip and Blvd



- Get the schools involved
- 100th Oscars anniversary
- Artist led master classes
- The great graffiti wall for everyone to leave their mark
- Artists' village
- Watch party for sports
- Sporting events for pets
- Invite WNBA, Angel City, etc
- Free tickets for LA residents
- Timed painting competitions
- Yoga for kids
- Film festival
- Create your own event competition
- Writing workshops for all ages with opportunity to get published
- Include "Brainy games"
- Viewing hubs with cultural elements
- Paralympics-specific programming
- Utilizing parks
- Using the torch as a symbol
- Projects reflecting fires' impact
- Activating digital billboards on the Sunset Strip (as a timeline, installations)
- Building relationships with tourism and hospitality - bundling "city deep dive experiences"
- Creative living - how we express that in every day acts
- Athletics-themed gatherings for older adults and teens, ideally held in the senior lounge and teen center at the Plummer Park Community Center. This would include watching sports events at these places. This could be combined with an arts activity or live musical performance. Or a celebrity host!
- "A new tradition could be the "WeHo StoryWalk", an interactive cultural experience that takes place quarterly. Residents and visitors could explore different neighbourhoods through augmented reality (AR) installations that showcase key historical and artistic milestones. Attendees would use their smartphones to access AR narratives and holograms of historical figures or artists discussing their contributions.
- Additionally, an AI-powered chatbot guide could provide personalized route recommendations and historical trivia, making the experience accessible for those with disabilities or language barriers.
- Food fair. Homemade ice cream. Vegetables galore. Fragrant flowers. Craft beer.
- A welcome to WEHO "something" at the corner of Santa Monica Boulevard and Melrose Avenue.
- If the senior lounge and teen center could be "upgraded" with TVs and connection to cable/internet, watch parties can be held for significant livestreamed events, including performances, film screenings and athletic events. If there is concern about having a TV in these spaces 24/7, perhaps the TVs can be stored in an "AV Room" and brought out and set up for special events.
- Reestablish the annual book fair at West Hollywood Park.



- Russian theater
- Telling the stories of the LGBTQ activists who worked so hard to build this city
- Possibly an electronic sign with city events posted. Not ads...
- Neon. Stained glass. Recycled art.
- Local artists, makers, and creators open their studios to the public for tours, demonstrations, and workshops.
- Public Art Night Walks: Guided evening tours that showcase the city's iconic murals, sculptures, and installations, paired with live performances or artist talks at each stop.
- LGBTQ+ Youth Creative Summit: A day-long summit featuring workshops, mentorship, and showcases for young LGBTQ+ creatives.
- West Hollywood Open Studios Weekend: Building on WeHo's strong support for the arts (e.g., Art on the Outside program), this event could highlight the city's creative community and offer opportunities for engagement with residents and visitors.
- "Partnerships with Annual Events:
- New traditions could be added as complementary components to existing celebrations like LA Pride, Transgender Day of Remembrance, or the Halloween Carnaval. For example, a queer film showcase or artist panel could be included as part of these events."
- Queer Arts Summit
- Intersectional Heritage and Storytelling Month: A month-long event celebrating the diverse cultural heritages within the LGBTQ+ and WeHo communities, focusing on Black, Indigenous, Asian, Latinx, and other underrepresented voices.
- City Park Spaces and Murals: Create AR-enhanced murals where visitors can scan QR codes to reveal animations or artist stories.
- Live Events: Implement AI-powered chatbots during major festivals, like LA Pride and Halloween Carnaval, to assist attendees with real-time event updates, artist schedules, and accessibility information. During Pride Month, these programs can extend beyond the physical parade, allowing residents and virtual attendees to participate in immersive AR experiences, watch highlights, and interact with archived historical Pride moments.
- West Hollywood Library: Incorporate AR displays for literary festivals or "Meet the Author" events, where holographic book characters or authors appear for Q&A sessions.
- A Pride Month Special could include an AR Pride History Tour, which would highlight significant LGBTQ+ figures and moments through AR storytelling throughout West Hollywood. The chatbot could also provide real-time updates on Pride Parade events, exclusive behind-the-scenes insights, and accessibility resources.



**CITY OF WEST HOLLYWOOD
AGREEMENT FOR SERVICES**

This Agreement is made on this ___ day of _____, 20___, at West Hollywood, California, by and between the City of West Hollywood, a California municipal corporation located at 8300 Santa Monica Boulevard, West Hollywood, California 90069 (hereinafter referred to as the "CITY") and XYZ Company, 1500 Main Street, City, CA 90000 (hereinafter referred to as the "CONTRACTOR").

RECITALS

- A. The CITY proposes to contract for _____ services as detailed below;
- B. The CITY conducted an RFP issued in _____, 20___, and selected CONTRACTOR as the preferred service provider;
- C. The CONTRACTOR is willing to perform such services and has the necessary qualifications by reason of experience, preparation, and organization to provide such services;

NOW, THEREFORE, the CITY and the CONTRACTOR, mutually agree as follows:

1. **SERVICES.** The CONTRACTOR shall perform those services set forth in "Exhibit A," which is attached hereto and incorporated herein by reference.
2. **TERM OF AGREEMENT.** The term of this contract shall commence upon execution by both parties and shall expire on June 30, 20___ unless extended in writing in advance by both parties.
3. **TIME OF PERFORMANCE.** The services of the CONTRACTOR are to commence upon receipt of a notice to proceed from the CITY and shall continue until all authorized work is completed to the CITY's satisfaction, in accordance with the schedule incorporated in "Exhibit A," unless extended in writing by the CITY.
4. **PAYMENT FOR SERVICES.** The CONTRACTOR shall be compensated in an amount not to exceed \$_____ for services provided pursuant to this Agreement as described in "Exhibit A." Compensation shall under no circumstances be increased except by written amendment of this Agreement. The CONTRACTOR shall be paid within forty-five (45) days of presentation of an invoice to the CITY for services performed to the CITY's satisfaction. The CONTRACTOR shall submit invoices monthly describing the services performed, the date services were performed, a description of reimbursable costs, and any other information requested by the CITY.
5. **CONTRACT ADMINISTRATION.**
 - 5.1. **The CITY's Representative.** Unless otherwise designated in writing, _____, shall serve as the CITY's representative for the administration of the project. All activities performed by the CONTRACTOR shall be coordinated with this person.
 - 5.2. **Manager-in-Charge.** For the CONTRACTOR, _____, shall be in charge of the project on all matters relating to this Agreement and

any agreement or approval made by her/him shall be binding on the CONTRACTOR.

- 5.3. **Responsibilities of the CITY.** The CITY shall provide all relevant documentation in its possession to the CONTRACTOR upon request in order to minimize duplication of efforts. The CITY's staff shall work with the CONTRACTOR as necessary to facilitate performance of the services.
- 5.4. **Personnel.** The CONTRACTOR represents that it has or will secure at its own expense all personnel required to perform the services under this Agreement. All of the services required under this Agreement will be performed by the CONTRACTOR or under its supervision, and all personnel engaged in the work shall be qualified to perform such services. The CONTRACTOR reserves the right to determine the assignment of its own employees to the performance of the CONTRACTOR's services under this Agreement, but the CITY reserves the right, for good cause, to require the CONTRACTOR to exclude any employee from performing services on the CITY's premises.

6. TERMINATION.

- 6.1. **Termination for Convenience.** Either party may terminate this Agreement without cause and in its sole discretion at any time by giving the other party thirty (30) days' written notice of such termination. In the event of such termination, the CONTRACTOR shall cease services as of the date of termination and shall be compensated for services performed to the CITY's satisfaction up to the date of termination.
- 6.2. **Termination for Cause.** All terms, provisions, and specifications of this Agreement are material and binding, and failure to perform any material portion of the work described herein shall be considered a breach of this Agreement. Should the Agreement be breached in any manner, the CITY may, at its option, terminate the Agreement not less than five (5) days after written notification is received by the CONTRACTOR to remedy the violation within the stated time or within any other time period agreed to by the parties. In the event of such termination, the CONTRACTOR shall be responsible for any additional costs incurred by the CITY in securing the services from another contractor.

7. **INDEMNIFICATION.** CONTRACTOR shall indemnify, defend with counsel approved by CITY, and hold harmless CITY, its officers, officials, employees and volunteers from and against all liability, loss, damage, expense, cost (including without limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation) of every nature arising out of or in connection with CONTRACTOR's performance of work hereunder or its failure to comply with any of its obligations contained in this AGREEMENT, regardless of CITY'S passive negligence, but excepting such loss or damage which is caused by the sole active negligence or willful misconduct of the CITY. Should CITY in its sole discretion find CONTRACTOR'S legal counsel unacceptable, then CONTRACTOR shall reimburse the CITY its costs of defense, including without limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation. The CONTRACTOR shall promptly pay any final judgment

rendered against the CITY (and its officers, officials, employees and volunteers) covered by this indemnity obligation. It is expressly understood and agreed that the foregoing provisions are intended to be as broad and inclusive as is permitted by the law of the State of California and will survive termination of this Agreement.

8. **INSURANCE REQUIREMENTS.**

8.1. The CONTRACTOR, at the CONTRACTOR's own cost and expense, shall procure and maintain, for the duration of the contract, the following insurance policies:

8.1.1. **Workers' Compensation Coverage.** The CONTRACTOR shall maintain Workers' Compensation Insurance and Employer's Liability Insurance for its employees in accordance with the laws of the State of California. In addition, the CONTRACTOR shall require any and every subcontractor to similarly maintain Workers' Compensation Insurance and Employer's Liability Insurance in accordance with the laws of the State of California for all of the subcontractor's employees. Any notice of cancellation or non-renewal of all Workers' Compensation policies must be received by the CITY at least thirty (30) days prior to such change. The insurer shall agree to waive all rights of subrogation against the CITY, its officers, agents, employees, and volunteers for losses arising from work performed by the CONTRACTOR for City.

This provision shall not apply if the CONTRACTOR has no employees performing work under this Agreement. If the CONTRACTOR has no employees for the purposes of this Agreement, the CONTRACTOR shall sign the "Certificate of Exemption from Workers' Compensation Insurance" which is attached hereto and incorporated herein by reference as "Exhibit B."

8.1.2. **General Liability Coverage.** The CONTRACTOR shall maintain commercial general liability insurance in an amount of not less than two million dollars (\$2,000,000) per occurrence for bodily injury, personal injury, and property damage. If a commercial general liability insurance form or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to the work to be performed under this Agreement or the general aggregate limit shall be at least twice the required occurrence limit.

8.1.3. **Automobile Liability Coverage.** The CONTRACTOR shall maintain automobile liability insurance covering bodily injury and property damage for all activities of the CONTRACTOR arising out of or in connection with the work to be performed under this Agreement, including coverage for owned, hired, and non-owned vehicles, in an amount of not less than one million dollars (\$1,000,000) combined single limit for each occurrence. If CONTRACTOR or CONTRACTOR's employees will use personal autos in any way on this project, CONTRACTOR shall obtain evidence of personal auto liability coverage for each such person.

- 8.2. **Endorsements.** Each general liability and automobile liability insurance policy shall be issued by insurers possessing a Best's rating of no less than A-:VII. Each policy shall be endorsed with the specific language of Section 8.2.1 below. CONTRACTOR also agrees to require all contractors, and subcontractors to do likewise.
- 8.2.1. "The CITY, its elected or appointed officers, officials, employees, agents, and volunteers are to be covered as additional insureds with respect to liability arising out of work performed by or on behalf of the CONTRACTOR, including materials, parts, or equipment furnished in connection with such work or operations."
- 8.2.2. This policy shall be considered primary insurance as respects the CITY, its elected or appointed officers, officials, employees, agents, and volunteers. Any insurance maintained by the CITY, including any self-insured retention the CITY may have, shall be considered excess insurance only and shall not contribute with this policy.
- 8.2.3. This insurance shall act for each insured and additional insured as though a separate policy had been written for each, except with respect to the limits of liability of the insuring company.
- 8.2.4. The insurer waives all rights of subrogation against the CITY, its elected or appointed officers, officials, employees, or agents regardless of the applicability of any insurance proceeds, and agrees to require all subcontractors to do likewise.
- 8.2.5. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the CITY, its elected or appointed officers, officials, employees, agents, or volunteers.
- 8.2.6. The insurance provided by this policy shall not be suspended, voided or reduced in coverage or in limits except after thirty (30) days' written notice has been submitted to the CITY and approved of in writing, except in the case of cancellation, for which ten (10) days' written notice shall be provided.
- 8.2.7. CONTRACTOR agrees to provide immediate notice to CITY of any claim or loss against CONTRACTOR arising out of the work performed under this agreement. CITY assumes no obligation or liability by such notice, but has the right (but not the duty) to monitor the handling of any such claim or claims if they are likely to involve CITY.
- 8.3. **Self Insured Retention/Deductibles.** All policies required by this Agreement shall allow CITY, as additional insured, to satisfy the self-insured retention ("SIR") and/or deductible of the policy in lieu of the CONTRACTOR (as the named insured) should CONTRACTOR fail to pay the SIR or deductible requirements. The amount of the SIR or deductible shall be subject to the approval of the City Attorney and the Finance Director. CONTRACTOR

understands and agrees that satisfaction of this requirement is an express condition precedent to the effectiveness of this Agreement. Failure by CONTRACTOR as primary insured to pay its SIR or deductible constitutes a material breach of this Agreement. Should City pay the SIR or deductible on CONTRACTOR's behalf upon the CONTRACTOR's failure or refusal to do so in order to secure defense and indemnification as an additional insured under the policy, CITY may include such amounts as damages in any action against CONTRACTOR for breach of this Agreement in addition to any other damages incurred by CITY due to the breach.

- 8.4. **Certificates of Insurance.** The CONTRACTOR shall provide certificates of insurance with original endorsements to the CITY as evidence of the insurance coverage required herein. Certificates of such insurance shall be filed with the CITY on or before commencement of performance of this Agreement. Current certification of insurance shall be kept on file with the CITY at all times during the term of this Agreement. The CONTRACTOR shall provide written evidence of current automobile coverage to comply with the automobile insurance requirement.
- 8.5. **Failure to Procure Insurance.** Failure on the part of the CONTRACTOR to procure or maintain required insurance shall constitute a material breach of contract under which the CITY may terminate this Agreement pursuant to Section 6.2 above.
9. **ASSIGNMENT AND SUBCONTRACTING.** The parties recognize that a substantial inducement to the CITY for entering into this Agreement is the professional reputation, experience, and competence of the CONTRACTOR. Assignments of any or all rights, duties, or obligations of the CONTRACTOR under this Agreement will be permitted only with the express consent of the CITY. The CONTRACTOR shall not subcontract any portion of the work to be performed under this Agreement without the written authorization of the CITY. If the CITY consents to such subcontract, the CONTRACTOR shall be fully responsible to the CITY for all acts or omissions of the subcontractor. Nothing in this Agreement shall create any contractual relationship between the CITY and subcontractor nor shall it create any obligation on the part of the CITY to pay or to see to the payment of any monies due to any such subcontractor other than as otherwise is required by law.
10. **COMPLIANCE WITH LAWS, CODES, ORDINANCES, AND REGULATIONS.** The CONTRACTOR shall use the standard of care in its profession to comply with all applicable federal, state, and local laws, codes, ordinances, and regulations.
- 10.1. **Taxes.** The CONTRACTOR agrees to pay all required taxes on amounts paid to the CONTRACTOR under this Agreement, and to indemnify and hold the CITY harmless from any and all taxes, assessments, penalties, and interest asserted against the CITY by reason of the independent contractor relationship created by this Agreement. In the event that the CITY is audited by any Federal or State agency regarding the independent contractor status of the CONTRACTOR and the audit in any way fails to sustain the validity of a wholly independent contractor relationship between the CITY and the CONTRACTOR, then the CONTRACTOR agrees to reimburse the CITY for all

costs, including accounting and attorneys' fees, arising out of such audit and any appeals relating thereto.

- 10.2. **Workers' Compensation Law.** The CONTRACTOR shall fully comply with the workers' compensation law regarding the CONTRACTOR and the CONTRACTOR's employees. The CONTRACTOR further agrees to indemnify and hold the CITY harmless from any failure of the CONTRACTOR to comply with applicable workers' compensation laws. The CITY shall have the right to offset against the amount of any compensation due to the CONTRACTOR under this Agreement any amount due to the CITY from the CONTRACTOR as a result of the CONTRACTOR's failure to promptly pay to the CITY any reimbursement or indemnification arising under this Section.
- 10.3. **Licenses.** The CONTRACTOR represents and warrants to the CITY that it has all licenses, permits, qualifications, insurance, and approvals of whatsoever nature which are legally required of the CONTRACTOR to practice its profession. The CONTRACTOR represents and warrants to the CITY that the CONTRACTOR shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement any licenses, permits, insurance, and approvals which are legally required of the CONTRACTOR to practice its profession. The CONTRACTOR shall maintain a City of West Hollywood business license, if required under CITY ordinance.
- 10.4. **Code of Ethics.** CONTRACTOR hereby affirms that it will abide by the provisions of the West Hollywood Code of Ethics throughout the term of this Agreement. A copy of the Code of Ethics is attached as Exhibit E.
11. **CONFLICT OF INTEREST.** The CONTRACTOR confirms that it has no financial, contractual, or other interest or obligation that conflicts with or is harmful to performance of its obligations under this Agreement. The CONTRACTOR shall not during the term of this Agreement knowingly obtain such an interest or incur such an obligation, nor shall it employ or subcontract with any person for performance of this Agreement who has such incompatible interest or obligation.
12. **NON-DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY.** The CONTRACTOR represents and agrees that it does not and will not discriminate against any employee or applicant for employment because of race, religion, color, national origin, sex, sexual orientation, gender identity, political affiliation or opinion, medical condition, or pregnancy or pregnancy-related condition. The CONTRACTOR will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, religion, color, national origin, sex, sexual orientation, gender identity, political affiliation or opinion, medical condition, or pregnancy or pregnancy-related condition. Such action shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoffs or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The CONTRACTOR agrees to include in all solicitations or advertisements for employment and to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

13. **LIVING WAGE ORDINANCE.** The CONTRACTOR shall abide by the provisions of the West Hollywood Living Wage Ordinance. During the term of this Agreement, the CONTRACTOR shall keep on file sufficient evidence of its employee compensation to enable verification of compliance with the West Hollywood Living Wage Ordinance.
14. **EQUAL BENEFITS ORDINANCE, No. 03-662.** The CONTRACTOR shall abide by the provisions of the West Hollywood Equal Benefits Ordinance. During the term of this Agreement, the CONTRACTOR shall keep on file sufficient evidence of its employee compensation and any applicable benefits packages, as those benefits relate to the coverage of the domestic partners of contractor's employees, which shall include; bereavement leave; family medical leave, and health insurance benefits, to enable verification of compliance with the West Hollywood Equal Benefits Ordinance.
15. **RESTRICTIONS: Arab League Boycott of Israel.** The CONTRACTOR hereby affirms it does not honor the Arab League Boycott of Israel.
16. **RECORDS AND AUDITS.** The CONTRACTOR shall maintain accounts and records, including personnel, property, and financial records, adequate to identify and account for all costs pertaining to this Agreement and such other records as may be deemed necessary by the CITY or any authorized representative. All records shall be made available at the request of the CITY, with reasonable notice, during regular business hours, and shall be retained by the CONTRACTOR for a period of three years after the expiration of this Agreement.
17. **OWNERSHIP OF DOCUMENTS.** It is understood and agreed that the CITY shall own all documents and other work product of the CONTRACTOR, except the CONTRACTOR's notes and workpapers, which pertain to the work performed under this Agreement. The CITY shall have the sole right to use such materials in its discretion and without further compensation to the CONTRACTOR, but any re-use of such documents by the CITY on any other project without prior written consent of the CONTRACTOR shall be at the sole risk of the CITY. The CONTRACTOR shall at its sole expense provide all such documents to the CITY upon request.
18. **INDEPENDENT CONTRACTOR.** The CONTRACTOR is and shall at all times remain as to the CITY a wholly independent CONTRACTOR. Neither the CITY nor any of its agents shall have control over the conduct of the CONTRACTOR or any of the CONTRACTOR's employees or agents, except as herein set forth. The CONTRACTOR shall not at any time or in any manner represent that it or any of its agents or employees are in any manner agents or employees of the CITY. The CONTRACTOR shall have no power to incur any debt, obligation, or liability on behalf of the CITY or otherwise act on behalf of the CITY as an agent.
19. **NOTICE.** All Notices permitted or required under this Agreement shall be in writing, and shall be deemed made when delivered to the applicable party's representative as provided in this Agreement. Additionally, such notices may be given to the respective parties at the following addresses, or at such other addresses as the parties may provide in writing for this purpose.

Such notices shall be deemed made when personally delivered or when mailed forty-eight (48) hours after deposit in the U.S. mail, first-class postage prepaid, and addressed to the party at its applicable address.

**CITY OF WEST HOLLYWOOD
AGREEMENT FOR SERVICES**

City of West Hollywood
8300 Santa Monica Blvd.
West Hollywood, CA 90069-6216

Attention: _____

CONTRACTOR:
Organization Name
Street Address, City State ZIP

Attention: _____

20. **GOVERNING LAW.** This Agreement shall be governed by the laws of the State of California.
21. **ENTIRE AGREEMENT; MODIFICATION.** This Agreement supersedes any and all other agreements, either oral or written, between the parties, and contains all of the covenants and agreements between the parties. Each party to this Agreement acknowledges that no representations, inducements, promises, or agreements, oral or otherwise, have been made by any party, or anyone acting on behalf of any party, which are not embodied herein. Any agreement, statement, or promise not contained in the Agreement, and any modification to the Agreement, will be effective only if signed by both parties.
22. **WAIVER.** Waiver of a breach or default under this Agreement shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this agreement. Payment of any invoice by the CITY shall not constitute a waiver of the CITY's right to obtain correction or replacement of any defective or noncompliant work product.
23. **AUTHORITY TO ENTER AGREEMENT.** The CONTRACTOR has all requisite power and authority to conduct its business and to execute, deliver, and perform this Agreement. Each party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and to bind each respective party.

**CITY OF WEST HOLLYWOOD
AGREEMENT FOR SERVICES**

IN WITNESS WHEREOF, the parties have executed this Agreement the ____ day of _____, 20__.

CONTRACTOR: CONTRACTOR NAME

Name, Title

CITY OF WEST HOLLYWOOD:

Department Director Name, INSERT TITLE

David A. Wilson, City Manager

ATTEST:

Melissa Crowder, City Clerk

**CITY OF WEST HOLLYWOOD
AGREEMENT FOR SERVICES
Exhibit A**

Scope of Services:

Include specific tasks, in-person meetings, interim work products (if any) and at least one final work product (e.g., a report or memo).

Time of Performance:

Include a schedule or timeline for delivering interim and final work products. May include specific dates or the number of weeks (e.g., within 30 days of project initiation).

Special Payment Terms: NONE
(only if additional to section C.4. on page 1)

E.g., include a pricing sheet or hourly rate, if required or implied. Otherwise, state "None".

**CITY OF WEST HOLLYWOOD
AGREEMENT FOR SERVICES**

Exhibit B

**Certificate of Exemption from
Workers' Compensation Insurance**

<i>TO:</i>	City of West Hollywood
<i>SUBJECT:</i>	Sole Proprietor/Partnership/Closely Held Corporation with No Employees

Please let this memorandum notify the City of West Hollywood that I am a

- sole proprietor
- partnership
- nonprofit organization
- closely held corporation

and **do not have any employees whose employment requires me to carry workers' compensation insurance**. Therefore, I do not carry worker's compensation insurance coverage.

Contractor Signature _____

Printed Name of Contractor _____

Date _____

**CITY OF WEST HOLLYWOOD
CODE OF ETHICS FOR CONTRACTORS**

The purpose of this Code of Ethics (“Code of Ethics”) is to define the ethical standards for CONTRACTORS providing services to the CITY of West Hollywood. This Code of Ethics consists of policies and implementing rules intended to advance the CITY’s goals of providing professional services to the public. All CONTRACTORS hired by the CITY shall pledge in writing to abide by the CITY’s Code of Ethics.

Policy 1. CONTRACTORS shall be committed to the CITY.

Rules:

1.1 CONTRACTOR will serve the CITY with integrity, competence, independence, objectivity, and professionalism.

1.2 CONTRACTOR will mutually establish with the CITY realistic expectations of the benefits and the results of the services.

1.3 CONTRACTOR will only accept assignments for which CONTRACTOR possesses the requisite experience and competence to perform and will only assign staff or engage colleagues with the knowledge and expertise needed to serve the CITY effectively.

1.4 Before accepting any engagement, CONTRACTOR will ensure that CONTRACTOR has worked with the CITY to establish a mutual understanding of the objectives, scope, work plan, and fee arrangements.

1.5 CONTRACTOR will treat appropriately all confidential CITY information that is not public knowledge, take reasonable steps to prevent it from access by unauthorized people, and will not take advantage of proprietary or privileged information, either for use by CONTRACTOR or any third party, without the CITY’s express written permission.

1.6 CONTRACTOR will avoid conflicts of interest or the appearance of such and will immediately disclose to the CITY circumstances or interests that CONTRACTOR believe may influence the judgment or objectivity of CONTRACTOR.

1.7 CONTRACTOR will offer to withdraw from a consulting assignment when CONTRACTOR believes the objectivity or integrity of the CONTRACTOR may be impaired.

Policy 2. CONTRACTORS shall be committed to fiscal integrity.

Rules:

2.1 CONTRACTOR will agree in advance with the CITY on the basis for fees and expenses and will charge fees that are reasonable and commensurate with the services delivered and the responsibility accepted.

2.2 CONTRACTOR will not accept commissions, remuneration, or other benefits from a third party in connection with the recommendations to the CITY and will disclosure in advance any financial interests that form any part of recommendations to the CITY.

Policy 3. CONTRACTORS shall be committed to the public and the profession.

Rules:

3.1 CONTRACTOR will report to the CITY Manager any violation of this Code of Ethics, dangerous behavior, or illegal activities witnessed by the CONTRACTOR during the performance of the services for the CITY.

3.2 CONTRACTOR will respect the rights of consulting colleagues and consulting firms and will not use their proprietary information or methodologies without permission.

3.3 CONTRACTOR will represent the profession with integrity and professionalism in relations with clients, colleagues, and the general public.

3.4 CONTRACTOR will not advertise services in a deceptive manner or misrepresent or denigrate individual consulting practitioners, consulting firms, or the consulting profession.

3.5 CONTRACTOR will promote adherence to the Code of Ethics by other member CONTRACTORs working on CONTRACTOR's behalf.

Approved by City Council Minute Order on February 3, 2020

EXHIBIT F
CALIFORNIA LEVINE ACT STATEMENT

California Government Code Section 84308, commonly referred to as the "Levine Act," prohibits any West Hollywood City Council Member from participating in any action related to a contract or application if he or she receives any political contributions totaling more than \$500 within the previous twelve months, and for three months following the date a final decision from the business/board or applicant.

The Levine Act also requires a member of the West Hollywood City Council who has received such a contribution to disclose the contribution on the record of the proceeding.

Current West Hollywood City Councilmembers are listed at:

<https://www.weho.org/city-government/city-council>

Proposers are responsible for accessing this link to review the names prior to answering the following questions.

1. Have you or your company, or any agent/board member on behalf of you or your company/entity, made any political contributions of more than \$500 to any West Hollywood City Councilmember in the 12 months preceding the date of the submission of your proposal or application, or the anticipated date of any Council action?

YES If yes, please identify the Councilmember(s):

NO

2. Do you or your company/entity, or any agency on behalf of you or your company/entity, anticipate or plan to make any political contribution of more than \$500 to any West Hollywood City Councilmember in the 12 months following any Council action related to your proposal or application?

YES If yes, please identify the Councilmember(s):

NO

Answering yes to either of the two questions above does not preclude the West Hollywood City Council from awarding a contract or approving an application or any subsequent action. It does however, preclude the identified Councilmember(s) from participating in any actions related to your proposal or application.

Date

Signature of authorized individual

Company/Applicant Name