

Strategic Plan 2023-2027 Institute of Puerto Rican Culture

The Strategic Plan of the Institute of Puerto Rican Culture (ICP) covers the years 2023 to 2027. This plan is adaptable to the changing conditions of our society and its primary purpose is to benefit and promote the arts and Puerto Rican culture keeping in mind the three transversal axes of cultural development: education, conservation and economic development. The ICP is aware that we live in a diverse society, which is why we must promote inclusive and open changes in the search for peace, justice and harmony in our people.

Between the years 2018 and 2022, the ICP and all the constituents of Puerto Rico experienced various challenges: the aftermath of hurricanes Irma and María, earthquakes in 2020 in the southwest of the archipelago and then the COVID-19 pandemic adding to an economic crisis. This is why the agency, its offices and programs evolved and, thanks to the public policy of the ICP, sought to decentralize cultural services, establish cultural interaction between Puerto Ricans inside and outside the archipelago, directly serve the municipalities and the communities. Within this process, value was added to our cultural assets, inequality was combated, resilience was promoted, and we sought to adapt to the new challenges that arose.

The result of this strategic plan includes the distribution of surveys in different activities around Puerto Rico and a dialogue table originated at the ICP headquarters and, in turn, transmitted through our Facebook page. This table included non-profit organizations and individual artists who offered recommendations so that the ICP, as the state agency for the arts and culture of Puerto Rico, can extend support to the constituents. A crucial element of the Strategic Plan is to respond to the public policy of the current administration.

The 2023-2027 Strategic Plan presents the agency's strategic goals, objectives, performance metrics, and implementation.

The 5 strategic goals are:

Promote cultural diversity, accessibility and equity

Preserve and study the local and international tangible and intangible Puerto Rican heritage

Develop a sustainable and self-sufficient cultural economy

Adopting an environmental and resilient dimension

Promote artistic excellence and support culture in all its manifestations

INSTITUTE OF PUERTO RICAN CULTURE 2023-2027 STRATEGIC PLAN

MISSION: RESEARCH, PRESERVE, PROMOTE AND DISSEMINATE PUERTO RICAN CULTURE IN ITS DIVERSITY AND COMPLEXITY.

STRATEGIC GOAL 1: PROMOTE CULTURAL DIVERSITY, ACCESSIBILITY AND EQUITY		
OBJECTIVES	PERFORMANCE METRICS	IMPLEMENTATION
1. Support, promote and create activities and workshops promoting heritage, cultural heritage and art benefiting Puerto Ricans and visitors	Number of activities and workshops (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs
2. Support, promote, and create the necessary environment and opportunities for cultural exchange between Puerto Ricans from the diaspora and those from the archipelago	Number of collaborations and activities to develop discussions (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs
3. Promote the integration of the Academy and the Third Sector in cultural promotion activities and workshops	Number of activities and workshops (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs
4. Stimulate artistic productions while revitalizing urban spaces and promoting cultural experiences	Number of artistic productions (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs
5. Establish educational programs in all components of the ICP	Number of collaborations with specialized entities to review and offer an educational and outreach component to the population of children and youth.	Executive Direction All the ICP Programs

STRATEGIC GOAL 1: PROMOTE CULTURAL DIVERSITY, ACCESSIBILITY AND EQUITY

OBJECTIVES	PERFORMANCE METRICS	IMPLEMENTATION
6. Support the dissemination of Puerto Rican culture around the world through sponsorship of activities	Number of sponsored activities and alliances with cultural organizations from the United States and other countries (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs
7. Promote activities in the Cultural Centers, historical zones and archaeological sites attached / protected by the ICP around Puerto Rico	Number of activities in CC and archaeological sites (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs
8. Export Puerto Rican cultural products to international activities	Number of activities (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs
9. Increase accessibility and cultural inclusion	Number of activities with cultural accessibility in programming such as Cultura Rodante / Cultural networks, Campechada and projects subsidized by PSBA (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs
10. Promote artistic expression in low-income and high-risk areas and in communities with physical or health limitations to improve their quality of life	Implementation of Cultural Rodante / Cultural networks Number of activities (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs

STRATEGIC GOAL 2: PRESERVE AND STUDY THE LOCAL AND INTERNATIONAL MATERIAL AND INTANGIBLE PUERTO RICAN HERITAGE		
Objectives	PERFORMANCE METRICS	Implementation
1. Support, promote and create activities and workshops to advance the conservation of cultural heritage with the assistance and collaboration of the Academy, the Third Sector, the public and private sectors	Number of activities and workshops supported per year (face-to-face/hybrid/virtual) Number of collaborations	Executive Direction All the ICP Programs
2. Promote private and public investment aimed at heritage conservation	Number of investments per year	Executive Direction
3. Focus and promote the enjoyment and sharing of Puerto Rican culture in the Diaspora	Number of tourists from other states and countries that visit Puerto Rico for specific activities supported by the ICP	Executive Direction All the ICP Programs
4. Sponsor international activities	Number of sponsored activities and collaborations with activity sponsors (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs
5. Support the dissemination of Puerto Rican culture around the world	Number of collections digitized using social media and social media platforms such as Pandora Radio Number of exchanges made with other States and Countries to share culture and heritage	Executive Direction All the ICP Programs

STRATEGIC GOAL 2: PRESERVE AND STUDY THE LOCAL AND INTERNATIONAL MATERIAL AND INTANGIBLE PUERTO RICAN HERITAGE		
Objectives	PERFORMANCE METRICS	Implementation
6. Continuation of the digitalization projects of art, museum artifacts, documents and publications, as well as the music that is part of the ICP collections and of other organizations where Puerto Rican culture is protected	Number of collaborations to advance the preservation and promotion of Puerto Rican culture Number of art, museum artifacts, documents, publications and digitized music Number of digitized collections that are shared for national and international appreciation	Executive Direction All the ICP Programs
7. Support for Libraries and Cultural Centers to preserve their resources, emphasizing digitization	Identification of the cultural resource by institution Number of digitized collections that are shared for national and international appreciation	Executive Direction All the ICP Programs
8. Stimulate discussions, studies and expressions of cultural development to encourage interaction between the general public and cultural researchers	Number of activities per year (face-to-face/hybrid/virtual)	Executive Direction All the ICP Programs

STRATEGIC GOAL 2: PRESERVE AND STUDY THE LOCAL AND INTERNATIONAL MATERIAL AND INTANGIBLE PUERTO RICAN HERITAGE

Objectives	PERFORMANCE METRICS	Implementation
9. Strengthen the educational component in all the ICP offer	Number of educational projects by ICP programs	Executive Direction All the ICP Programs

STRATEGIC GOAL 3: DEVELOP A SUSTAINABLE AND SELF-SUFFICIENT CULTURAL ECONOMY

OBJECTIVES	PERFORMANCE METRICS	IMPLEMENTATION
<p>1. Stimulate cultural economic development towards self-sustainability</p>	<p>Increase number of artisans through PR</p> <p>Number of participants from Cultural Industries for artists and artisans attached to the ICP</p> <p>Number of workshops offered to Artists and Artisans (face-to-face/hybrid/virtual)</p>	<p>Executive Direction Popular Arts and Creative Industries</p>
<p>2. Create marketing strategies to advance the sustainability of the lines that make up the ecosystem of arts and culture, and leverage public and private sector initiatives</p>	<p>Number of collaborations and alliances established</p> <p>Number of initiatives and participants per initiative (markets and similar)</p> <p>Number of cultural companies and industries created (Creative Industries, Creative Districts)</p> <p>Marketing and sales plan updated</p>	<p>Executive Direction Popular Arts and Creative Industries</p>

STRATEGIC GOAL 3: DEVELOP A SUSTAINABLE AND SELF-SUFFICIENT CULTURAL ECONOMY

OBJECTIVES	PERFORMANCE METRICS	IMPLEMENTATION
3. Organize educational activities that empower artisans, cultural managers, artists and other cultural workers to develop cultural companies and industries.	Number of participants	Executive Direction Popular Arts and Creative Industries
4. Promote the export of Puerto Rican cultural products	Number of export initiatives	Executive Direction Popular Arts and Creative Industries
5. Ensure a high level of quality in cultural products to attract new audiences	Number of trainings per line (face-to-face/hybrid/virtual)	Executive Direction All the programs

STRATEGIC GOAL 4: ADOPT AN ENVIRONMENTAL AND RESILIENT DIMENSION

OBJECTIVES	PERFORMANCE METRICS	IMPLEMENTATION
1. Establish an institutional policy on the conservation and protection of the environment in all activities and promote ecological practices in the development of cultural activities	Number of projects for the digitization, restoration and improvement of historical structures of the ICP	Executive Direction All ICP Programs
2. Promote the use of recycling and reuse of equipment and materials in cultural events (carbon footprint reduction)	Number of activities where the use of recycling is promoted	Executive Direction Human Resources Office of Historical Preservation
3. Promote and facilitate the preparation of disaster plans in the arts and culture ecosystem	Disaster Preparedness Plan Update	All ICP
4. Develop mitigation and recovery plans for the arts and culture ecosystem	Develop disaster mitigation and recovery strategies through cultural centers around the island with assistance from the ICP Number of continuing education that staff receive throughout the year	All ICP

STRATEGIC GOAL 4: ADOPT AN ENVIRONMENTAL AND RESILIENT DIMENSION

OBJECTIVES	PERFORMANCE METRICS	IMPLEMENTATION
	<p>Number of continuing education activities offered with the collaboration of ICP staff for the ecosystem of arts and culture (face-to-face/hybrid/virtual)</p>	

STRATEGIC GOAL 5: PROMOTE ARTISTIC EXCELLENCE AND SUPPORT CULTURE IN ALL ITS MANIFESTATIONS		
Objectives	Performance Metrics	Implementation
1. Stimulate discussions, studies and expressions of cultural development as a means of activities to encourage the interaction of artists with the public	Number of collaborations with schools Number of collaborations with academia Number of publications in the newspaper of general circulation evaluating and discussing activities	Executive Direction All ICP Programs
2. Support the promotion of artistic excellence to develop artistic-cultural projects in Puerto Rico and attract new audiences	Number of activities supported per year (face-to-face/hybrid/virtual) Identification and allocation of funds (Number of individual artists and non-profit organizations supported)	Executive Direction OAA All ICP Programs
3. Support the Cultural Centers attached to the ICP around Puerto Rico	Creative Industries Initiatives Cultural Network Initiatives	All ICP Programs

STRATEGIC GOAL 5: PROMOTE ARTISTIC EXCELLENCE AND SUPPORT CULTURE IN ALL ITS MANIFESTATIONS

Objectives	Performance Metrics	Implementation
<p>4. Strengthen the route through new offers and initiatives to ICP museums and parks</p>	<p>Plan of activities and monthly initiatives (face-to-face/hybrid/virtual)</p> <p>Number of collaborations with the public and private sector</p> <p>Number of activities and promotional income in Cultural PR (face-to-face/hybrid/virtual)</p>	<p>Executive Direction All ICP Programs</p>



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