

# Strategic Framework 2023-2026

Informed by research, feedback, experience and values, **SVCREATES'** board and staff spent several months refreshing our strategies and objectives to advance the capacity, visibility, and accessibility of Silicon Valley's unique cultural ecosystem. The 2023 Strategic Framework embraces the richness of our multicultural assets, addresses the challenges unique to Silicon Valley, and reflects our commitment to a relevant, resilient, and equitable cultural sector.

**Vision**     **A vibrant community fueled by a dynamic and diverse arts and culture ecosystem.**

**Mission**    **Elevating Silicon Valley's creative culture.**

**VALUES**

- **Community** – creating a sense of belonging and shared emotional connection
- **Integrity** – living our word
- **Creativity** – stimulating our imagination and inspiring our future
- **Joy** – nurturing delight and well-being
- **Diversity, Equity, Inclusion, and Access** – engaging and welcoming all, while prioritizing a level playing field

**BELIEFS**

**The arts:**

- Have the power to heal, transform lives, and drive social change
- Connect us to our heritage, humanity, and each other
- Help shape and define our community
- Fuel creativity, innovation, and self expression
- Are vital to our social and economic well-being
- Are integral to the healthy development of our children

**GOALS**

- Build the capacity of our arts and culture ecosystem
- Raise the visibility and voices of our creative sector
- Increase access to the arts for high-need communities
- Model best practices for organizational health, collaborative leadership, diversity, equity, and inclusion

**OPERATING PRINCIPLES**

- Lead by example
- Embrace innovation
- Live at the intersection of possibility and pragmatism
- Be guided by common sense and integrity
- Build our team equal to our aspirations



## GOAL 1

# Build the Capacity of Our Arts Ecosystem

### Strategy #1

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Ensure that all SVCREATES' capacity building programs align with our adopted values, operating and equity principles, and are grounded in research.

#### 3 YEAR OBJECTIVES

- Develop and implement refined assessment tools for grant programs and ArtsWeb nonfinancial programs
- Institutionalize our dashboard and advance progress toward benchmarks on equity, incorporating input from SVCREATES' Equity Council
- Expand training and our curated consultant roster to include/represent a broader range of perspectives, lived experiences, and cultural backgrounds

### Strategy #2

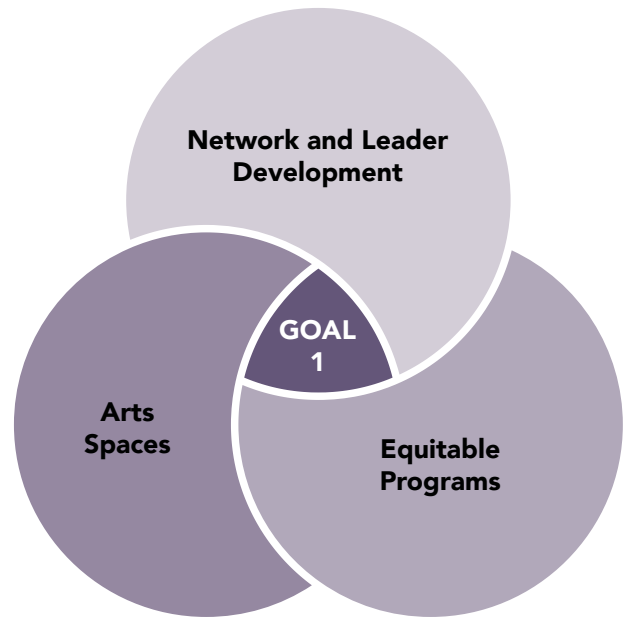
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Champion the establishment of arts spaces to meet the needs of the arts and culture ecosystem.

#### 3 YEAR OBJECTIVES

- Develop a suite of resources and potential solutions for displaced and unhoused arts organizations and artists
- Provide support to arts leaders building and operating shared arts facilities
- Work with local municipalities and commercial developers to promote the value of arts spaces in new property/real estate developments

“Capacity development is the process whereby people, organizations, and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time. Capacity itself is understood as the ability of people, organizations, and society as a whole to manage their affairs successfully.”



### Strategy #3

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Build and strengthen "ArtsWeb," the network of peer support, access to expertise, and leadership development for the local arts ecosystem.

#### 3 YEAR OBJECTIVES

- Develop sustainable effective models of delivery and management of roundtables and networks that accelerate learning within the community of local arts leaders and cultural workers
- Establish a business model and organizational structure for comprehensive consultant/provider referrals and matching program for arts groups
- Develop and leverage relationships with other local fiscal sponsors, service providers, intermediaries and consultants to increase resources for the local arts sector

## GOAL 2

# Raise the Voice and Visibility of Our Creative Culture

### Strategy #1

**Build on the strength of Content Media channels to showcase our creative culture, deepen regional relationships, and instill pride in our sector.**

#### 3 YEAR OBJECTIVES

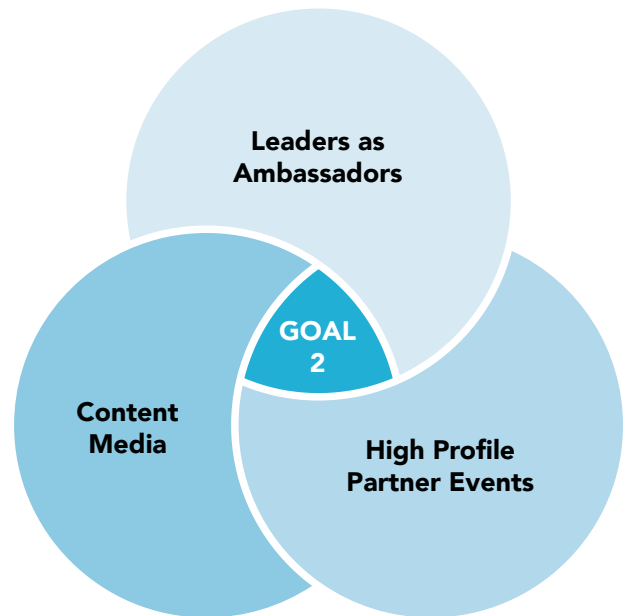
- Grow the regional reach and impact of Content Media with key metrics trending positive
- Enhance networking opportunities for the producers and consumers of the arts
- Develop administrative infrastructure equal to our aspirations

### Strategy #2

**Educate community and business leaders about Silicon Valley's arts ecosystem and its value to our community.**

#### 3 YEAR OBJECTIVES

- Brief elected officials and public sector leaders in Santa Clara County on *The Business of Arts and Culture*
- Create a "speakers" series for community and business leaders
- Conduct 5-year comprehensive arts ecosystem research



### Strategy #3

**Seek partnership opportunities that increase the visibility, understanding, and appreciation of our cultural sector.**

#### 3 YEAR OBJECTIVES

- Assess SV**CREATES**' role in producing the arts segment of Joint Venture's annual Silicon Valley Index
- Connect artist performances to high-profile events
- Co-create a plan for destination marketing and regional events that showcase the arts

“We cannot advocate for an artist or a sector without being seen or heard. The voices and images of our cultural sector are heard through the opportunities we create.”

## GOAL 3

# Increase Access to the Arts for High-Need Communities

### Strategy #1

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**Determine SVCREATES' role in developing, assessing, and continuing educational and cultural partnerships with the capacity to provide arts education offerings and experiences of value to Title I, court, and community schools.**

#### 3 YEAR OBJECTIVES

- Evaluate and develop SVCREATES' organizational capacity and institutional/public funding streams required to substantially increase access to the arts for high-need students
- Strengthen the capacity of the arts ecosystem to deliver arts education
- Determine educational partnerships equal to the challenges of our efforts to increase access to the arts for communities of need

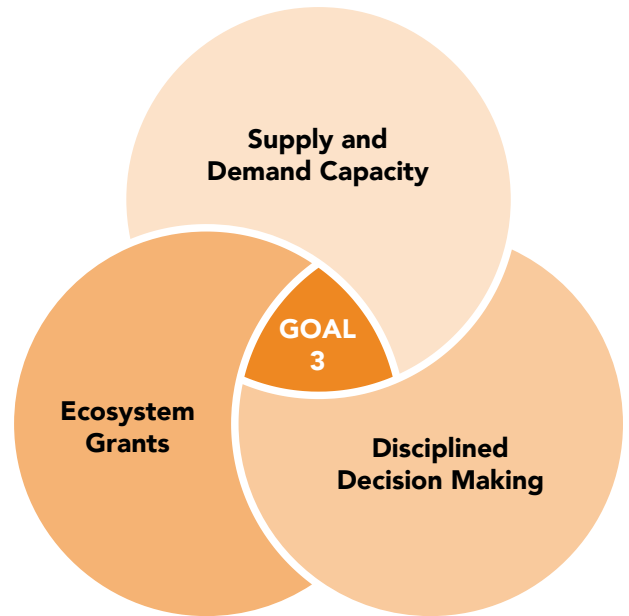
### Strategy #2

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**Leverage the networks, experience, and capacity of our arts ecosystem to increase access to the arts for high-need communities.**

#### 3 YEAR OBJECTIVES

- Coordinate, review, and refresh Arts Access Grants and ArtsEdConnect grant making criteria to better serve high-need communities



- Institutionalize Arts Access Grants program (refresh, rename, and reframe)
- Double the total amount of Arts Access Grant awards to organizations serving high-need audiences

### Strategy #3

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**Incubate community partnerships that increase access to the arts for high-need communities upon demand.**

#### 3 YEAR OBJECTIVES

- Be open to the possibility of a new partnership as opportunities arise
- Test any idea(s) of interest through decision making matrix and board review
- Start with seed funding and a proposed timeline for outcomes in place

“In a Valley of extreme wealth, not everyone has access to the arts. We leverage the unique assets of our institutional partners to bring access to those without it.”

## GOAL 4

# Strengthen Our Organization

### Strategy #1

**Strengthen SVCREATES' organizational capacity to deliver refreshed strategies.**

#### 3 YEAR OBJECTIVES

- Build combined total of operating and grant reserves to \$1M
- Create a communications toolkit and training program for board and staff
- Develop leadership or succession plans for each of our four goal areas

### Strategy #2

**Invest in the institutional relationships critical to achieving our goals.**

#### 3 YEAR OBJECTIVES

- Complete the signing of MOUs with Santa Clara County municipalities
- Grow membership in Arts Funder Forum
- Establish SV**CREATES** as a "leader among arts leaders" at the state and federal levels of government

### SILICON VALLEY ARTS & CULTURE EARLY ADOPTER OF THE 21ST CENTURY

From 20th Century Industrial Economy To 21st Century Creative Economy

Hierarchical Leadership	—————	Entrepreneurial Leadership
Prominent Structures	—————	Decentralized Creative Spaces
Observing Art	—————	Creative Expression
Centralized Power	—————	People Power
Highly Capitalized	—————	Scrappy Great
Social Elitism	—————	Inclusivity
Status	—————	Cultural Identity
Excellence	—————	Relevance

### Strategy #3

**Grow the number and scope of SVCREATES' annual institutional investors.**

#### 3 YEAR OBJECTIVES

- Identify, assess, and prioritize new public funding mechanisms
- Increase the number of institutional investors in SV**CREATES'** work
- Add \$1M to annual operating budget

“Our creative sector operates within the harsh challenges and abundant opportunities of Silicon Valley’s innovative and entrepreneurial culture. Our goal of strengthening our cultural ecosystem depends on our own strength and ability to build the cultural infrastructure that serves a 21<sup>st</sup> Century multicultural community.”

## Thank You to Our 2023 Funders

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**Toni Vanwinkle**, Vice President, Digital Employee Experience, Adobe Systems – Member at Large

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**Tim Leehane**, Senior Manager, Product Management of Fire Tablets, Amazon

**Anu Natarajan**, Housing Initiative Lead, Meta

**Kim Walesh**, Former Deputy City Manager and Chief Strategist, City of San Jose

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