

SILICON
VALLEY
CREATES

Strategic Framework
2013-2018

A Strategic Framework for Silicon Valley Creates (SVC) Adopted June 2013

- Vision** A vibrant Silicon Valley culture
- Mission** Igniting *investment* and *engagement* in arts and creativity
- Goals** We are committed to:
- Raising the visibility and value of the arts
 - Growing investment in arts and creativity
 - Increasing participation in creative outlets; and
 - Building the capacity of our cultural ecosystem
- Beliefs** We believe that the arts:
- Have the power to transform lives
 - Connect us to our heritage, humanity and each other
 - Are integral to the healthy development of our children
 - Help shape our community
 - Fuel creativity, self expression and innovation
 - Are vital to our social and economic well-being
- Role** Cultural Stewardship is our role as:
- *Collaborative leader* and *co-creator* of ideas, programs, partnerships and initiatives
 - *Convener* and *connector* of artists, leaders, organizations, funders and audiences
 - *Resource builder* of relationships, investors, tools, information, and services
 - *An informed voice* and *champion* for Silicon Valley arts and culture
 - *Strategic investor* of private and public funds in our cultural ecosystem
- Focus** Our time and resources are directed towards:
- *Participatory arts* aligned with our DIY culture
 - *Cultural heritage* in service to our international community
 - *Children's creativity* as a way of nurturing our youth's healthy development
 - *Innovative* ideas, partnerships, models, and art forms as a claim to our future
 - *Placemaking* as a means of fostering our identity and deepening our connections
- Outcomes** We aspire to:
- Help build a relevant, accessible and sustainable arts and culture ecosystem
 - Create a sense of community and place
 - Celebrate and promote arts and culture
 - Unleash joy, beauty and creativity

- Enhance the quality and value of Silicon Valley arts and culture

Values

Our core values are:

- *Community* - creating a sense of belonging and shared emotional connection
- *Creativity* - stimulating our imagination and inspiring our future
- *Inclusion* - bringing varying perspectives, people and cultures together
- *Integrity* – being our word
- *Joy* - nurturing delight and well being

Principles

We operate with these principles in mind:

- *Live at the intersection of possibility and pragmatism.* We dream big, exude optimism and envision a better future, while taking achievable steps forward.
- *Embrace innovation.* We are calculated risk takers and open to new ideas and ways of doing things. We experiment and learn from our mistakes.
- *Build our team equal to our aspirations.* We attract and nurture a board, staff and partners with the commitment and collective capacity to move us forward.
- *Lead by example.* We demonstrate leadership, courage, creativity and sustainability.
- *Be legal, be smart.* We leverage the resources we have without cutting legal corners.
- *Create the environment we want to work in.* We choose to be friendly, respectful, and fun and to work in an aesthetically pleasing and collaborative environment.

Structure

Annual work plans are anchored in our:

- *Vision, mission and goals*
- *Baseline* of measurement upon which to improve
- *5 year aspirations* describing how things will change as a result of our work
- *Indicators* of progress that demonstrate movement towards our aspirations
- *Key strategies* summarizing our approaches to achieving our goals
- *Annual deliverables* aligned with our strategic framework

Process

Board adopts 5 Year Strategic Framework in 2013, and in subsequent years:

- Staff/Board *reflects* on framework and progress towards goals; *makes annual adjustments* based on experience and opportunity.
- Staff *recommends* priorities and key deliverables for the next year
- Board *reviews* and *adopts* deliverables and priorities at spring board retreat
- Staff *prepares* annual budget aligned with board adopted priorities/deliverables
- Board *adopts* budget prior to the beginning of the next fiscal year
- Staff/Board *begins* development of next five-year strategic framework in 2017 anchored in our progress.