

Introduction

The following report summarizes the results of a year-long cultural planning process in San Jose/Santa Clara County, California. Unprecedented in its scope, the process involved nearly 1,000 people who participated in community meetings, focus groups, task forces, individual interviews, in-depth statistical research, and other forms of information gathering and discussion. The plan itself, as summarized here, is in three parts that are bound separately. Part I summarizes the vision and the recommended strategies for the future. Part II presents the plan in depth including a full description, rationale, and cost of the recommended strategies. Part III presents the survey research reports on which much of the plan was based.

Why 20/21?

The title of this plan is *20/21*. In 1988, the City of San Jose undertook a major planning process called *Arts 20/20*. The resulting report established an agenda for the future of the arts in the City and resulted in the building of new cultural facilities, expanded arts activity, and a higher level of financial commitment to the arts by City government.

This plan builds on *Arts 20/20* and takes up where that initiative left off. It is intended to expand *Arts 20/20*'s scope and geography, extend its success, develop a sense of continuity and expansion, and strengthen the tradition of planning for the arts and culture which has had such a positive impact on the community.

Because the current plan will span the transition from the twentieth to the twenty-first century, it is called *20/21*. Its aim is to propel the community

into the new millennium with a fresh and ambitious point of view about the role of arts and culture in the life of the region.

Why Regional?

Since the *Arts 20/20* process, there has been a growing recognition that the opportunities and the challenges that faced arts and culture in 1988 need to be addressed regionally. Regional planning efforts relating to the arts go back to 1982 when the state of California funded a process that created the Arts Council of Santa Clara County. But more recently throughout Santa Clara County, there has been a steady growth of organizations and activities that, if better recognized and brought together under a guiding vision, could wield a more coherent and accessible set of cultural opportunities for a wider range of citizens.

There is also a recognition of the advantages of linking the interests and aspirations of Santa Clara County's various communities. Whether the issue is audience growth, financial resource development, marketing, facilities, the competition from other Bay Area attractions, or the need for a strong image and identity, regional cooperation and planning is clearly the best approach. It is in this spirit that the City of San Jose Office of Cultural Affairs and the Arts Council of Santa Clara County have come together in this joint planning process.

Finally, in carrying out this plan, the concept of "region" has come to expand. What began as a City/County plan has expanded to encompass the broader area called "Silicon Valley." Indeed, that is one of the most important underpinnings of the strategies that have been developed.

Why A "Cultural" Plan?

Arts 20/20 was, as its name indicates, an "arts" plan. But even in 1988, as planners considered the arts in San Jose, they recognized that the life of the City was made immensely richer by many kinds of activities and organizations that go beyond the narrower traditional definition of the arts. Some of these activities honored the cultures of other places and peoples, often

through community-wide festivals or celebrations. Some addressed community problems through recreational and educational activities that utilized the arts in supporting roles. Some celebrated local history and traditions. *Arts 20/20* made a number of recommendations that demonstrated a movement toward this broader alliance of arts and culture.

As the subsequent planning process — *20/21* — got under way, what had been implicit in *Arts 20/20* was made explicit. The planning partners decided that the plan in no way should be limited to the “fine arts” or to a very few types of institutions. Rather, it should consider culture broadly, whether it occurs in a neighborhood festival, a public park, a classroom, or in corporate headquarters.

What Values have Guided the Planning Process?

Several underlying values have guided the planning process. They include the following:

- *Recognizing diversity*: The residents of San Jose/Santa Clara County take great pride in their ethnic and cultural diversity and see it as a strength.
- *Building quality of life in communities*: The role of arts and culture is first and foremost to improve the quality of the lives of people who live and work in San Jose/Santa Clara County/Silicon Valley and to build their sense of community.
- *Encouraging participation*: The future success of local arts and cultural activities and institutions depends on the active involvement of everyone in helping to shape them.
- *Fostering innovation*: The development of arts and culture in San Jose/Santa Clara County must be unique and appropriate to the area, proceeding with the same sense of innovation that characterizes businesses and community development in Silicon Valley.
- *Building on success*: New initiatives should acknowledge and build on the extraordinary success that has been achieved already by arts and cultural organizations and programs and artists in the region.

- *Linking the arts and technology*: The arts and technology should be allied, not antagonistic.
- *Public/private partnership*: Effective cultural development depends on the active and cooperative involvement and financial resources of government and the private sector.

These cross-cutting values should inform any and all initiatives that develop.

What is the Overall Guiding Vision for this Plan?

This plan is guided by an ambitious and expansive vision for the role that arts and culture could play in the community.

Our vision is that in the year 2500, historians will look back and say: “This was a community that helped shape what was best about the new millennium. They forged a second renaissance — scientific discovery and innovation and exploration, economic dynamism and vitality, and they invented new forms of public participation and cultural pluralism. It was a time when the arts and culture and community celebration became central to the definition of a civil society and a quality of life open to all. As the new millennium approached, this was a community that decided that the name ‘Silicon Valley’ should be as identified with innovation and achievement in arts and culture as it was with economic and technological accomplishments.”

What Strategies Support this Vision?

To ensure that the vision can be realized, the plan breaks it down into specific areas, each with a vision statement and a set of strategies. These are summarized below:

ARTS AND CULTURAL EDUCATION

The Vision: *An innovatively designed, coordinated network of arts and cultural learning opportunities region-wide that draws on the rich diversity of the area and serves people of all ages, backgrounds, and interests.*

Recommended Strategies:

—*Instituting “High Five,” an incentive program to get the public school system County-wide to increase the percent of per pupil expenditure on arts education from 2% to 5%.*

—*Establishing a Professional Development School for Arts and Cultural Education serving teachers, administrators, artists, arts organizations, and parent volunteers.*

—*Creating the first “Culture Corps” in the nation to provide internships and youth service opportunities in arts and culture.*

—*Establishing an incentive program for artists and arts organizations to provide cultural education within a network of neighborhood and community cultural centers.*

—*Creating a “Cultural Passport” program as an employee benefit for families.*

—*Establishing a “Youth Cultural Council” run by and for young people ages 12 to 20 utilizing existing institutions to develop relevant programs.*

ARTISTIC AND ORGANIZATIONAL DEVELOPMENT

The Vision: A strong, well supported, diverse community of artists and cultural organizations, recognized for their unique and innovative work, and supplied with an adequate number of good quality facilities.

Recommended Strategies:

- *Providing technical and funding assistance for organizational and program development.*
- *Developing a technical assistance and grants program for individual artists focused on business and career development.*
- *Building one or two mid-sized theatres of 750-1,500 seats.*
- *Creating one or more Civic Galleries to benefit local artists.*
- *Undertaking a new stabilization/capacity building initiative to provide adequate capitalization of local cultural organizations.*
- *Implementing a coordinated marketing program linked to other non-arts entities promoting the area.*
- *Establishing an International Silicon Valley Festival of Culture and Innovation to showcase what is special about the area.*
- *Encouraging more opportunities to link the arts and technology.*

COMMUNITY AND NEIGHBORHOOD ARTS

The Vision: Neighborhoods and communities well supplied with facilities where people participate enthusiastically in widely available arts and cultural activities.

Recommended Strategies:

— *Investing in the development and maintenance of neighborhood/community cultural centers in the City and County serving artists, cultural organizations, audiences, and community members.*

— *Building the capacity of “anchor” organizations that support arts and culture in neighborhoods/communities.*

— *Changing the percent-for-art ordinance in San Jose to get more public art into the neighborhoods.*

— *Instituting a County-wide neighborhood and community-oriented touring/artist-in-residence program.*

— *Sponsoring an “Arts Open House” and several “Pay-If-You-Want” days County-wide.*

— *Establishing partnerships between cultural organizations and neighborhood institutions to reach special populations (seniors, the disabled, the incarcerated, drug and alcohol dependent individuals, and youth-at-risk).*

LEADERSHIP AND FUNDING

The Vision: *A regional leadership group working with a linked network of agencies to provide the necessary identity, resources, public policy, research, and advocacy/visibility for arts and culture to translate this plan into reality.*

Recommended Strategies:

— *Developing a Silicon Valley identity and geography for arts and culture during the course of the plan’s implementation.*

- *Assembling a private sector leadership group to help with the implementation of the plan.*
- *Creating a ten-year private sector fund-raising plan.*
- *Formulating a plan for increasing public sector support, including the exploration of dedicated taxes for arts and culture.*
- *Considering new public policies with respect to percent-for-art and the operation and maintenance of cultural facilities.*
- *Establishing an ongoing system of research and benchmarking to monitor progress on the implementation of the plan.*

What's the Time Frame?

This is an ambitious plan that may take as many as ten years to accomplish. Therefore, to be realistic, the plan envisions a decade-long time frame. A shorter period might have been adopted and with it a less ambitious plan. But those who have shepherded this planning process felt that it was critical that they and others in the community fashion a grand vision, in keeping with the potential that is San Jose/Santa Clara County/Silicon Valley. From this vision they will then set the required shorter-term goals.

All of the strategies in this plan will require careful review and consideration. Even if accepted in concept, many recommended strategies will require further study, analysis, and planning. Buildings will require detailed feasibility studies and architectural plans. Ordinances will require drafting and redrafting. Fund-raising initiatives, especially on the scale recommended, will require feasibility work and strategic analysis.

It is recommended that this plan become the basis from which annual goals, objectives, and benchmarks are established and tested. In five years, a more significant review of the plan will be required to see whether the vision and recommended strategies are still appropriate.

Is It Affordable?

The cost of implementing this plan could be \$250 million or even more over the next decade if all the strategies recommended are fully implemented and if one considers all relevant funding — public and private, earned and contributed, local and national, as well as currently existing or proposed streams of funding that support the vision. From the perspective of what San Jose/Santa Clara County has done in the past for arts and culture, that is a very large number.

But similar projects on this scale have been carried out in other communities around the country in even less time and not only in locations that are noted for their cultural attractions. One example is Pittsburgh, a city that developed its magnificent cultural district through a partnership of public and private investment at a time when its economy was deteriorating. Another is Charlotte/Mecklenburg County (in North Carolina) which in the seven years between 1988 and 1995 invested more on a per capita basis in its arts and cultural infrastructure than is being recommended in this plan. The overwhelming share of that investment came from the private sector which also provided the leadership. San Jose/Santa Clara County has greater financial capacity than either of those communities.

Inspiring confidence in the future of arts and culture in Silicon Valley while looking at what may appear to be an overwhelmingly ambitious price tag will be a critical challenge for those who champion this plan. It is important that they are able to explain that not every initiative or strategy has to be tackled right away and that the plan can be achieved in phases. Some phases could take longer to achieve than the decade that has been suggested here. Others may be implemented quickly and effortlessly. But it is important that the grand vision continue to inspire those who will be responsible for carrying the plan forward.

Where Will the Money Come From?

The \$250 million figure offered as an estimate of the cost of the plan is not meant to suggest an entirely new, centralized fund-raising effort. Nor

should it be seen as competitive with the ongoing resource development efforts of local cultural groups. Indeed, the plan supports and depends on those fund-raising efforts and many others. Any money raised by local organizations to support their programs, facilities, or operations also supports the underlying vision on which the plan is based. In addition, funds for the plan will not only come from donated dollars. They will also come from increased and revitalized audiences supporting the work of local arts and cultural organizations and artists.

However, there are significantly increased resources that will be required. They will come from both existing and new sources.

- Local public sector entities must continue and increase their funding and those that have not given in the past must begin to do so.
- New local public funding mechanisms must be sought.
- Other tax-supported entities in the region that have not supported arts and culture must become new partners.
- Foundations — local, regional, and national — will be important contributors. A particular emphasis will be placed on developing new and expanded sources of funding on behalf of an exciting vision consistent with foundation giving trends nationwide.
- Individuals will play an important role in funding. A major goal of the plan is to change the philanthropic performance of individual giving in the Silicon Valley area and to improve its reputation for individual generosity on behalf of arts and culture.
- Corporations will provide funding both directly and through new workplace giving programs aimed directly at support for local arts and cultural organizations and activities.
- Public funding at the state and national level will be sought for many of the more innovative initiatives that can be seen as national models.

What's In the Plan?

This plan is issued in three parts, each bound separately.

- Part I introduces the vision and summarizes the recommended strategies.
- Part II provides a great deal of detail on the strategies including the financial implications of each. It also provides more background information on how the plan was carried out. Part II is divided into the following chapters:
 - Chapter 1 provides an overview of the macroenvironment in San Jose/Santa Clara County and summarizes the research findings from studies conducted for the planning process.
 - Chapter 2 is devoted to arts and cultural education which is a central element in translating the vision for the future into reality.
 - Chapter 3 covers artistic and organizational development with special reference to the financial and facility needs of artists and arts organizations.
 - Chapter 4 addresses the role of community and neighborhood arts in helping to address the aspirations of a very broad spectrum of local residents.
 - Chapter 5 concerns itself with challenges in leadership and funding.
 - Chapter 6 provides a brief review and history of the planning process and also describes the steps that still must be carried out.
 - An Appendix lists the many individuals who assisted with the planning process.
- Part III provides the complete versions of the research reports that are summarized in Part II, Chapter 1. They include:
 - Section 1: Public Surveys of Participation and Attitudes Towards the Arts in Santa Clara County and the City of San Jose
 - Section 2: A Survey of Arts Education in Schools in Santa Clara County and the City of San Jose
 - Section 3: A Survey of Arts Education Provider Organizations and Programs in Santa Clara County and the City of San Jose
 - Section 4: Facility Survey

What Happens Now?

This report is a revised version of a draft that was submitted to a Steering Committee in February, 1997. Revisions were made based on comments from that Committee and from others who requested copies of the plan and sent in written reactions. With the Steering Committee's official endorsement, this March, 1997 version of the plan is moving forward to other review bodies for acceptance. Public reaction will continue to be welcomed for six months and additional written comments — submitted either to the Arts Council of Santa Clara County or the City of San Jose Office of Cultural Affairs — will be made part of the public record.

Like the planning process that preceded this written report, the emphasis in this planning document is on the “what” of the future, and less on the “how” and the “who.” In other words, it describes *what* should happen in a fair amount of detail but it says much less about *how* things will get implemented and *who* will take responsibility for further planning or implementation or both. The next task for the various authorized bodies and the community is to review the vision and the strategies put forward in the plan and to arrive at consensus about the specific roles that different agencies and organizations will play and how these ideas will be translated into reality.

A Cautionary Note: This planning process was originally conceived as a joint effort of two agencies, the Arts Council of Santa Clara County and the City of San Jose Office of Cultural Affairs. To date, there has been consensus on every aspect of the planning process and the plan is intended to lead to a jointly-held vision of the future. However, the objective of achieving this jointly held vision and a mutually agreed upon set of strategies does not mean that there is a requirement for consensus at every step beyond general agreement on what is contained in this report. That alone will be a tremendous achievement. Later, coordinated, but independent, agency planning must go forward with an understanding that the plan will provide each agency with the overall blueprint for further design.

Indeed, there has always been a recognition on the part of the two client agencies — the Arts Council of Santa Clara County and the City of San Jose — that at some point their planning processes would diverge. Each will develop its own response to the plan (as will many other institutions and individuals). Continued joint planning can be done and coordination is clearly an issue. But much of the work that must occur after the report is revised and accepted will involve independent agency responses that cannot be held back by a continued requirement for consensus.

When Will the Process Be Completed?

If this is a sound document and provides a blueprint for the next decade, the planning process will continue well beyond the official acceptance of the plan by authorized bodies. As has already been suggested, various agencies and organizations will prepare their individual plans. Specific areas such as facility development or arts education will require follow-up work. Short-term objectives and fund-raising goals will have to be established in a number of areas. The better this plan, the more work remains to be done and the longer the planning process must continue.

For that reason, it is important for all those who have had a hand in shaping this report not to wait until the planning process is “finished” to celebrate its successful completion. If the planning activities end soon, it will be a sign that this report has become a dusty document on a shelf. If the process continues and becomes increasingly more focused on implementation, this report can continue to be a guide.

There has never been a cultural planning process in the United States in which so many people of good will have given so much of their time because they cared so deeply about the future of their community. It is important for those people and others to come together and celebrate the vision that they themselves have fashioned. It is an inspiring vision and one that will assure a central place for arts and culture in the region for years to come.

Acknowledgments

A process of this scale can only be successful when it involves the active participation of many people. San Jose/Santa Clara County is blessed with individuals who care about the quality of the lives of their fellow citizens and the quality of their communities. Special thanks to all those listed in the Appendix to Part II who collectively contributed over 10,000 hours to this effort.