



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Kim Welsh

**SUBJECT: CULTURAL CONNECTION: SAN
JOSÉ'S CULTURAL PLAN
FOR 2011-2020**

DATE: December 6, 2010

Approved

Date

12/16/10

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

It is recommended that City Council adopt *Cultural Connection: San José's Cultural Plan for 2011-2020*.

OUTCOME

Adoption of *Cultural Connection: San José's Cultural Plan for 2011-2020* will establish a vision and a strategic framework with ten goals to guide the efforts of the City and its many partners to advance the cultural development of San José.

Acknowledging the projected General Fund deficit, implementation of the plan components that involve City government will be subject to the appropriation of available funding. Consideration for funding of specific initiatives will be assessed annually as part of the annual budget process.

BACKGROUND

Cultural Connection is a community cultural plan for San José, setting forth a ten-year vision and plan for cultural development. It follows two prior cultural plans, *San José Arts 20/20* adopted in 1988 and *20/21* adopted in 1998. These plans guided a remarkable two decades of evolution of San José's arts and cultural community.

20/21: A Cultural Plan for the New Millennium, adopted as a 10 year vision for cultural development, was a major regional planning initiative in partnership with Arts Council Silicon Valley. Significant accomplishments that resulted from the plan include:

- Artsopolis, an online regional arts marketing initiative that has been replicated nationally;
- Update of the public art ordinance;
- Cultural Initiatives Silicon Valley, which developed a comprehensive arts education initiative that is now housed in the Santa Clara County Office of Education;
- 01SJ: the Biennial Art and Technology Festival emerging as one of the world's most significant events of its kind;

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- Renovation of the historic California Theatre into a major downtown venue; and
- A private-sector leadership initiative now realized at 1stACT Silicon Valley.

San José Arts 20/20 served as the mandate for the City's initial cultural policy including the development of the Office of Cultural Affairs (OCA), the development of the arts grants, public art and arts education programs, and program assistance that fostered the development of small and mid-size arts organizations, especially multicultural organizations.

In the last several years, San José has also developed several plans for specific aspects of arts and culture. These are:

- *Public Art NEXT!*: an update of the City's public art master plan;
- *Creative Entrepreneur Project*: a plan to support artists as entrepreneurs; and
- *Strategic Plan for Arts and Cultural Learning*: a draft plan for arts education, broadly defined, throughout the community.

Cultural Connection: San José's Cultural Plan for 2011 - 2020 builds upon successes from the two previous strategies and knits together more recent plans and current priorities already underway.

Local government has a unique role in catalyzing cultural development through a variety of mechanisms including cultural policy, land use, funding, leadership, and business/philanthropic engagement. A set of strategic goals will guide the City's direction and inform the planning efforts of partner institutions and funders. Concurrent with the City updating its general plan, *Envision San José 2040*, the planning process for *Cultural Connection* has informed *Envision San José 2040*, placing arts and culture in the larger context of the City's overall plan for its future growth and development. The draft policies related to arts and culture were approved by the *Envision San José 2040* Task Force on June 28, 2010. *Cultural Connection* has been developed in tandem with the *Economic Strategy 2010*, which identifies arts and cultural amenities as a factor in San José's prosperity.

Articulating a cultural vision allows the City and its partners to realign resources with new priorities, leverage resources, partner more effectively, and galvanize leadership around cultural goals that reinforce one another and that support other goals, such as *Envision San José 2040* and *Economic Strategy 2010*.

ANALYSIS

Cultural Connection provides a strategic framework to realize the community's vision of a better San José through the arts and culture. The result of over a yearlong process, *Cultural Connection* presents a vision for the City of San José and community partners: *Arts and culture in San José connects people, provides rich opportunities for participation, and fosters creativity.* This vision is founded on San José's distinct cultural identity and its abundant cultural resources. The plan will both strengthen existing cultural assets while making San José better known and understood in the region, the nation and the world.

Five underlying principles have guided this process. These principles, identified through community input and a national perspective on San José's distinct cultural life, are:

- **Cultural Participation:** Supporting personal, active participation in arts and culture.
- **Innovation:** Fostering new responses to new challenges in cultural development.
- **Cultural Pluralism:** Using culture as a connector and fostering a "cultural commons" through arts and culture.
- **Arts and Economic Prosperity:** Promoting economic development of the creative sector, including the commercial component.
- **Public Value of the Arts:** Using personally meaningful arts experiences to help achieve community goals and public benefit for San José.

Cultural Connection signals new directions based on past achievements, existing cultural strengths and assets. For example:

- **Emphasizing Personal Participation:** The plan proposes providing more opportunities and places for people to learn, practice, and celebrate their personal cultural interests.
- **Using Culture to Promote San José as a Destination:** The plan proposes ways to promote San José as a cultural destination while reinforcing San José's own distinct culture.
- **Using Culture as a Connector:** San José has a long-term commitment to celebrating diversity and fostering multiculturalism. Its artists, organizations, relationships and attitudes now provide the opportunity for an even greater cultural commons.
- **Using Culture to Enliven Many Places:** San José has a collection of key cultural facilities, primarily in the downtown area. Cultural development throughout the city can focus on diverse, smaller-scale spaces and public places that enliven the community with a broader range of cultural activities, more embedded in everyday life.
- **Strengthening the Creative Economy of Nonprofits, Commercial and Entrepreneurial Enterprises:** San José has focused its cultural policy on developing the nonprofit arts and cultural sector. The creative economy also encompasses the economic activity of creative individuals and arts-related businesses, and growth is best accomplished with support for all elements of the creative sector.

To fulfill the community's cultural vision, *Cultural Connection* provides a strategic framework of ten inter-related goals.

- Goal 1. Support residents' active, personal participation in arts and culture.
- Goal 2. Support the availability of diverse cultural spaces and places throughout the community.
- Goal 3. Strengthen downtown San José as the creative and cultural center of the Silicon Valley.
- Goal 4. Integrate high impact public art throughout the community.
- Goal 5. Expand residents' access to arts and cultural learning opportunities.
- Goal 6. Foster destination quality events in San José.
- Goal 7. Strengthen communitywide marketing and audience engagement.
- Goal 8. Enhance support for creative entrepreneurs and the commercial creative sector.
- Goal 9. Strengthen the cultural community's infrastructure.
- Goal 10. Increase funding for cultural development.

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The plan balances immediate pragmatism with an ambitious long term vision. While the goals are inter-related and all are important over the ten year period, some will be more easily accomplished than others or must precede others. This is reflected in the set of recommended actions that support these ten goals. The recommended actions are prioritized and categorized into short term and long term actions. Current priorities, projects and initiatives are reflected in the recommended short term actions. The current recession and City's financial position are also factored into the short term recommended actions, whether informing specific recommended actions or by recommending actions that will not require significant or new resources in the next two years. The implementation table suggests a lead agency, partners, resources and initial first steps for each recommended action. The implementation table is intended to guide, but not dictate, the realization of the vision as opportunities and the environment will be dynamic.

Cultural Connection signals to potential philanthropic and funding partners San José's interest to initiate or act on cultural development projects and goals. *Cultural Connection* has been shared in draft form as part of the community engagement process and has already been effective in bringing new funding from regional and national foundations for new initiatives recommended in the plan. For example, San José successfully competed for the New Pathways for the Arts National Initiative, bringing \$140,000 in new resources for an innovation in arts management program serving local arts organizations. The goals of *Cultural Connection* demonstrated our sign of readiness.

The Arts Commission has prioritized the development of the cultural plan, stewarding the planning process. The Arts Commission has been instrumental in the creation of the plan's vision and ten strategic goals. At its August 2010 meeting, the Arts Commission forwarded a recommendation to the Council to adopt *Cultural Connection; San José's Cultural Plan for 2011-2020*. The Arts Commission plans to be instrumental in the implementation of the plan through public outreach on the plan and partnership development.

In conjunction with the OCA, *Cultural Connection* and its community engagement process was developed by the Cultural+Planning Group, led by principal David Plettner and Victoria Saunders. Five expert advisers provided a framework for the guiding principles and input into the plan. They include: Alan Brown of WolfBrown, Ben Cameron of the Doris Duke Charitable Foundation, Maria Rosario Jackson of the Urban Institute, Robert Lynch of Americans for the Arts, and Jerry Yoshitomi of Meaning Matters.

Comprised of local civic, business, philanthropic, arts and nonprofit leadership, a Local Plan Advancement Team was convened to contribute to the plan and guide its development. Members included: Hector Armienta, Andrew Bales, Emmett D. Carson, Carmen Castellano, Bruce Davis, Dan Fenton, Lisa Gonzales, Anjee Helstrup-Alvarez, Roy Hirabayashi, Michelle Mann, Connie Martinez, John McGuirk, Dave Mills, Michael Mulcahy, Mike Nguyen, Nick Nichols, Walter Soellner, Kim Walesh, and Jessica Zenk.

EVALUATION AND FOLLOW-UP

The implementation of *Cultural Connection* will be monitored regularly by the Arts Commission. Specific initiatives requiring approval will be brought to Council and Committee as they advance.

POLICY ALTERNATIVES

The Council could choose to not adopt *Cultural Connection: San José's Cultural Plan for 2011-2020* at this time. By not choosing to adopt the plan, the City would not have a set of strategic goals to guide cultural development and help outside funders understand City priorities.

PUBLIC OUTREACH/INTEREST

Since 2009, over 800 people have contributed to *Cultural Connection* through individual interviews, focus group meetings, two town hall meetings, 700+ responses to a public survey and special study sessions of Arts Commission. Town hall meetings were held on November 14th, 2009 and April 7, 2010. Community members and stakeholders were notified of meetings through email notification. The goals of the planning process, meeting notices and the draft plan have been posted on the Office of Cultural Affairs website.

The Arts Commission held study sessions on the cultural plan at its July 8, 2009 and April 14, 2010 meetings, reviewed the progress of the process at each monthly meeting, and took action to support the plan's adoption at its August 11, 2010 meeting.

Cultural goals and policy were considered as part of the development of *Envision San José 2040*, including the June 22, 2009 and June 28, 2010 meetings of the *Envision San José 2040* Task Force. The *Envision San José 2040* wikiplanning survey, with over 2,750 of respondents, also informed *Cultural Connection*. Planning participants and City planning staff, along with an overview of the planning process, are listed in *Cultural Connection*.

- Criterion 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- X **Criterion 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**
- Criterion 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach. **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

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COORDINATION

This item has been coordinated with the City Attorney's Office and City Manager's Budget Office. The preparation of this planning document involved multiple City departments and agencies including: Parks, Recreation, and Neighborhood Services; Planning, Building and Code Enforcement; Library Department; and the Redevelopment Agency.

FISCAL/POLICY ALIGNMENT

Adoption of *Cultural Connection* aligns with the vision of the City's *Economic Strategy 2010* that San José is 1) a creative community that pioneers innovation within and across technology and business, culture and society and 2) the world's most livable big city with diverse and distinctive qualities of life.

A robust cultural life is a key indicator of quality of life. As cities become increasingly competitive in attracting business and a talented workforce of all ages, quality of life becomes increasingly important. Ensuring that San José has a distinctive set of arts, entertainment and sports offerings aligned with San José's diverse, growing population is Economic Strategy Goal #12.

BUDGET REFERENCE

The adoption of *Cultural Connection* does not require the immediate appropriation of any new resources and funding. Existing resources, such as the portion of Transient Occupancy Tax dedicated to the arts, will be aligned to leverage external resources among community and philanthropic partners. As *Cultural Connection* is implemented, consideration for funding of specific initiatives will be assessed annually as part of the annual budget process.

CEQA

Not a Project, File No. PP10-066 (e) Services that involved no physical changes to the environment.

/s/

KIM WALES

Chief Strategist and Acting Director

Office of Economic Development

Attachment: *Cultural Connection: San José's Cultural Plan for 2011-2020* Executive Summary

For questions please contact KERRY ADAMS HAPNER, DEPUTY DIRECTOR,
CULTURAL AFFAIRS, at (408) 273-4333.

Cultural Connection

Participate : Create : Connect

San José's Cultural Plan for 2011 - 2020

Executive Summary



Draft (December 2010)

Developed by

Office of the City Manager

Office of Cultural Affairs, a division of the Office of Economic Development

Debra Figone, City Manager

Kim Walesh, Chief Strategist and Acting Director, Office of Economic Development

Project Team

Kerry Adams Hapner, Director of Cultural Affairs, Project Lead

Barbara Goldstein, Director of Public Art

Lynn Rogers, Senior Arts Program Coordinator

Michael Brilliot, Senior Planner

Expert Advisors

David Plettner, Lead Consultant, Principal, The Cultural+Planning Group

Victoria Saunders, Consultant

Alan Brown, Principal, WolfBrown

Ben Cameron, Program Director for the Arts, Doris Duke Charitable Foundation

Robert L. Lynch, President and CEO, Americans for the Arts

Maria Rosario Jackson, PhD, The Urban Institute

Jerry Yoshitomi, Chief Knowledge Officer, Meaning Matters, Inc.

City of San Jose Arts Commission

Bobby Yount, Chair

Chris Esparza

Ben Miyaji

Richard Holden, Vice Chair

Richard James

Richard Robbins

Nicholas Adams

Michael Martin

Walter Soellner

Kaela Bernal

Patricia Borba McDonald

Jessica Zenk

Local Plan Advancement Team

Hector Armienta, Artistic Director, Opera Cultura

Andrew Bales, Executive Director, Symphony Silicon Valley

Emmett D. Carson, CEO and President, Silicon Valley Community Foundation

Carmen Castellano, President, The Castellano Family Foundation

Bruce Davis, Executive Director, Arts Council Silicon Valley

Dan Fenton, President and CEO, Team San José

Lisa Gonzales, Commissioner, San José Arts Commission

Anjee Helstrup-Alvarez, Executive Director, Movimiento Arte y Cultura Latino Americano

Roy Hirabayashi, Executive Director, San José Taiko

Michelle Mann, Executive Director, Adobe Systems Incorporated

Connie Martinez, Executive Director, 1stACT Silicon Valley

John McGuirk, Arts Program Director, The William and Flora Hewlett Foundation

Dave Mills, former Program Director, The John S. and James L. Knight Foundation

Michael Mulcahy, Managing Partner, SDS NexGen Partners Development Co.

Mike Nguyen, Congressional Aide, Office of Congressman Mike Honda

Nick Nichols, Managing Director, San José Repertory Theatre

Walter Soellner, Commissioner, San José Arts Commission

Kim Walesh, Chief Strategist, City of San José

Jessica Zenk, Commissioner, San José Arts Commission

Special thanks to the more than 3,000 people who contributed to *Cultural Connection* through interviews, focus groups, town hall meetings, and public surveys.

Please direct inquiries or comments to:

Office of Cultural Affairs

200 East Santa Clara Street, 4th Floor

San Jose, CA 95113

www.sanjoseculture.org

(408) 793-4344

Prepared by:

The Cultural+Planning Group

David Plettner, Lead Consultant

Victoria Saunders, Consultant

Cover: Christian Moeller's "Hands," an artwork commissioned by the San José Public Art Program at the Mineta San José International Airport, includes images of hands from 54 Silicon Valley residents.

EXECUTIVE SUMMARY

A New Vision for a New Decade

Cultural Connection is San José's plan for cultural development in the coming decade. Its purpose is to help create a more vibrant San José through arts and culture. The result of a



Movimiento Cósmico celebrates the Mayan Lunar Year at Circle of Palms, downtown San José

yearlong process involving more than 3,000 people, *Cultural Connection* presents a vision and shared goals for the City of San José and community partners. This vision is founded on San José's distinct cultural identity and its abundant cultural resources. This plan will strengthen San José's culture and community, while making San José better known and understood in the region, the nation and the world.

The Importance of Arts and Culture in the Community

Arts and culture are an essential partner in community development. As reflected in *Envision San José 2040*, the City's general plan currently in development, arts and culture contribute to important community goals: a

celebration of heritage and diversity, quality education, healthy neighborhoods, and an innovative economy. In this manner, San José's cultural growth is increasingly integral to the City's future. Going forward, cultural development is not the province of the arts community or the City Office of Cultural Affairs alone, but involves the coordinated effort of many other players, including other City departments, the Redevelopment Agency, the educational sector, the business community, real estate developers, neighborhood leaders, and philanthropic interests.

Why Cultural Planning and Why Now?

Dramatically changed circumstances for the City, the economy and the culture at large require a realignment of the City's cultural resources with clear priorities. Articulating a cultural vision allows the City and community partners to leverage their collective resources and perform more effectively. *Cultural Connection* can help galvanize leaders around shared cultural goals. It will enable the community to achieve its cultural vision for the next ten years and enhance the value of arts and culture to all segments of the community.

What has changed? Money and the culture. San José, like other California cities, faces ongoing structural budget challenges in addition to the current economic recession. While tax revenues are down, other factors drive cost increases faster than revenues. This makes it more difficult for cities to fulfill residents' expectations of local government, including providing cultural amenities. San José's Office of Cultural Affairs, the City's arts agency, has experienced substantial budget cuts in recent years, reflecting this downward pressure on City spending. In addition, the unique character and diversity of Silicon Valley's culture, and shifts in the overall culture, require new responses. The proliferation of informal or amateur cultural activity outside the nonprofit arts world, the growth in popular culture, the deepening use of technology, and the sheer diversity of cultural expression—all necessitate reevaluation of how to fulfill the community's cultural needs.



01SJ Biennial

Cultural Connection was developed in the context of many related responses to this change. It was informed by *Envision San José 2040* and is intended to become a key element of the general plan. In addition, the City and community cultural organizations have produced several recent plans and studies that will benefit from alignment in a cohesive ten-year plan.

San José’s Cultural Identity and Vision

A collective portrait of San José’s distinct and, in some ways, unique cultural identity emerged from the planning process. Diversity is the most frequently mentioned element of San José’s culture, both as a demographic fact and as a long-held civic commitment. Reflecting in part the attraction of Silicon Valley, the population is, on the average, relatively well-educated, affluent, international and transitional. In addition, San José has a highly diverse multicultural population not connected directly to high-tech, spanning both multigenerational families and recent immigrants.

San José’s culture is highly participatory, and residents’ cultural activities are often personal, active, informal and “off the radar” of cultural institutions. San José has also made a long-term investment in its own cultural development, and has created a vital community of nonprofit arts and cultural organizations, artists and arts-related businesses. San José’s diversity has shaped its arts and cultural community. There has been an emphasis on culturally based as well as mainstream arts, and the community produces and participates in a broad array of cultural expressions, such as low-riders, ethnic dance, textiles, and hip hop culture. Not surprisingly, a consistent theme of planning was getting beyond comparisons with San Francisco and the Bay Area, and celebrating and promoting San José’s own culture.

A cultural vision for San José was developed through the planning process, one that describes the vibrant arts and cultural life desired by the community:

Arts and culture in San José connects people, provides rich opportunities for participation, and fosters creativity.

Guiding Principles

Cultural Connection is based on five guiding principles, which were identified as authentic traits inherent in San José’s cultural sector through *Envision San José 2040*, new research, and trends in the arts. Five national issue experts were selected to prepare white papers to frame each principle in a national context and draw implications for San José.

Cultural Participation: Supporting residents’ personal, active participation in arts and culture.



Vietnamese Spring Festival



Mariachi Festival

Innovation: Fostering new responses to growing challenges in cultural development.

Cultural Pluralism: Using culture as a connector and fostering a “cultural commons” through arts and culture.

Arts and Economic Prosperity: Promoting economic development of the commercial creative sector—arts-related businesses.

Public Value of the Arts: Using personally meaningful arts experiences to help achieve community goals and create a better San José.

New Directions Based on Past Achievements

Key ideas in *Cultural Connection* are based on San José’s existing cultural strengths and assets. They are opportunities arising from the starting point of past accomplishments in the community’s cultural development. For example:

Emphasizing Personal Participation: San José has made a sustained investment in its arts and cultural infrastructure, with an emphasis on institutions and facilities for audiences to experience professional artists. *Cultural Connection* seeks to strengthen this infrastructure while providing more opportunities and places throughout the community where people can learn, practice, share, and celebrate their own personal cultural interests.

Using Culture to Promote San José as a Destination: San José’s cultural community has reached the point where it can become a more effective draw for people in Silicon Valley, the Bay Area and beyond. The plan proposes ways to boost cultural tourism while reinforcing San José’s own distinct culture.

Using Culture as a Connector: San José’s has a long-term commitment to celebrating diversity and fostering multiculturalism. This collection of artists, cultural organizations, and relationships now provides the opportunity for an even greater “cultural commons”—many ways to bridge across ethnicity, generations and backgrounds.

Using Culture to Enliven Many Places: San José has developed (and redeveloped) a collection of anchor cultural facilities, primarily in the downtown area. Cultural development downtown and in the neighborhoods can now focus on access to diverse, smaller-scale spaces, inside and outside, that support a broader range of cultural activities, more embedded in everyday life.

Developing San José’s Commercial Creative Economy: San José has focused its cultural policy to date on developing the nonprofit arts and cultural sector. The next stage is to also value and nurture individual creatives and arts-rooted businesses.



Cinema San Pedro



Music in the Park

The Plan: Ten Goals over Ten Years

Cultural Connection has ten goals to achieve the community's cultural vision over the next ten years. The goals are by their nature inter-related so that implementation of one often reinforces another. All goals are of equal priority over the long term but portions of each are more easily accomplished, or must precede tackling other portions.

1. Support Residents' Active, Personal Participation in Arts and Culture.
2. Support the Availability of Diverse Cultural Spaces and Places Throughout the Community.
3. Strengthen Downtown San José as the Creative and Cultural Center of the Silicon Valley.
4. Integrate High Impact Public Art and Urban Design throughout the Community.
5. Expand Residents' Access to Arts and Cultural Learning Opportunities.
6. Foster Destination Quality Events in San José.
7. Strengthen Communitywide Marketing and Audience Engagement.
8. Enhance Support for Creative Entrepreneurs and the Commercial Creative Sector.
9. Increase Funding for Cultural Development.
10. Strengthen the Cultural Infrastructure.

Implementation

Cultural Connection is a ten-year plan for the City and its community partners. Because cultural development is a collective enterprise, many agencies within and outside of City government, as well as organizations, businesses and people throughout the community participated in development of this plan and will play a role in its implementation.

In recognition of the current economic challenges facing the City and the community, the plan balances the practical with the visionary by identifying short-term recommendations that can be accomplished or initiated in the coming two years, often using currently available resources. These short-term recommendations align



Show Your Stripes, public art by Jim Conti at The 88 on San Fernando at 1st Street. Interactive light element; public can change patterns/color by dialing a phone number and entering 3-digit numbers of their choosing to activate.

with the City's current priorities and internal work plans. There are also more ambitious, long-term recommendations that will require substantial preparation, new resources, and other changes before implementation begins.

Past Cultural Planning Successes

Cultural planning, much like other community planning, builds on the past and points to the future. In this spirit, Cultural Connection, builds upon successes from San José's two previous cultural plans.

20/21: A Cultural Plan for the New Millennium, adopted in 1997 as a 10 year vision for cultural development, was a major regional planning initiative in partnership with Arts Council Silicon Valley. Significant accomplishments that resulted from the 20/21 Cultural Plan include:

- *Update of the public art ordinance leading to the development of Public Art Next!, the City of San José's Public Art Master Plan*
- *Artsopolis, a model regional arts marketing initiative which has become a national network*
- *Cultural Initiatives Silicon Valley which developed and raised millions of dollars for a comprehensive K-12 arts education initiative that is now housed in the Santa Clara County Office of Education*
- *ZERO1's 01SJ: the Biennial Art and Technology Festival, emerging as one of the world's most significant events of its kind*
- *Renovation of the historic California Theatre into a special downtown, mid-size venue*
- *A cross-sector regional leadership initiative now realized at 1stACT Silicon Valley*

*The 20/21 Cultural Plan was preceded by the City's first cultural plan, the 1988 **San José Arts 2020**, which served as the mandate for the City's initial cultural policy including the establishment of the Office of Cultural Affairs; the development of the arts grants, public art and arts education programs; and program assistance that fostered the development of many small and mid-size arts organizations.*



Symphony Silicon Valley at the renovated California Theatre