



SIMI VALLEY CULTURAL ARTS CENTER

3050 East Los Angeles Avenue Simi Valley, California 93065

SIMI VALLEY ARTS COMMISSION SPECIAL MEETING DATE

Wednesday, May 19, 2021, 3:30 p.m.

Zoom Online Meeting

<https://simivalley.zoom.us/j/98184324024>

Or by Telephone: Dial US: 1 669 900 9128 Webinar ID: 981 8432 4024

AGENDA

IN ACCORDANCE WITH THE CALIFORNIA GOVERNOR'S EXECUTIVE STAY AT HOME ORDER AND THE COUNTY OF VENTURA HEALTH OFFICER DECLARED LOCAL HEALTH EMERGENCY AND LOCAL ORDER RESULTING FROM THE NOVEL CORONAVIRUS, THE CITY IS NOT CONDUCTING IN-PERSON MEETINGS. TO FIND OUT HOW YOU MAY ELECTRONICALLY PARTICIPATE IN THE ARTS COMMISSION MEETING AND PROVIDE PUBLIC COMMENT, PLEASE REFER TO AGENDA ITEM 4.

1. Call to Order/Welcome/Roll Call
2. Agenda Review
3. Approval of Minutes: April 21, 2021
4. Public Statements
This is the time allotted for statements or comments on matters within the subject matter and jurisdiction of the Arts Commission.

NEW COMMENT PROCEDURE DUE TO THE COVID-19 PANDEMIC.

Public comment is the opportunity for members of the public to participate in meetings by addressing the Arts Commission in connection with one or more agenda or non-agenda items.

The following options allow for public participation:

- a. Watch the Arts Commission Meeting live online at Zoom:
<https://simivalley.zoom.us/j/98184324024>
Or listen by telephone: +1 669 900 9128 Webinar ID: 981 8432 4024
- b. If you wish to make a comment on a specific agenda item, please sign-on via this Zoom Link <https://simivalley.zoom.us/j/98184324024> and use the raise hand function when this agenda item is called. If you wish to make a public comment, you must be signed into the meeting and available at the time this agenda item is called.
- c. Or, if you are unable to sign-on to Zoom and wish to make a comment on a specific agenda item, please submit your comment via email by 10:00 a.m. on the Wednesday of the Arts Commission meeting to the Deputy

Community Services Director at amedina@simivalley.org and include the subject matter. These emails will be provided to the Arts Commission prior to the meeting and made a part of the record.

5. Continued Business - None
6. New Business
 - a. Review and consideration of the Simi Valley Cultural Arts Center 2021-2025 Strategic Plan Draft
7. Reports
 - a. Simi Valley Cultural Arts Center Programming Report
 - b. Update on Simi Valley Cultural Arts Center Foundation Activities
 - c. General Manager's Report
8. Commissioner Comments
This is the time allotted for statements or comments from Arts Commissioners on matters within the subject matter and jurisdiction of the Arts Commission.
9. Adjournment



Anna M. Medina
Deputy Community Services Director

If any interested individual has a disability that may require accommodation to participate in this meeting, please contact the Deputy Community Services Director, Anna Medina, at (805) 583-6811. Upon advance notification of the need for accommodation, reasonable arrangements will be made to provide accessibility to the meeting.

DRAFT MINUTES

1. Call to Order/Welcome/Roll Call/Pledge of Allegiance

Mayor Mashburn called the meeting to order at approximately 3:36 p.m., welcomed Arts Commissioners, and verified that a quorum was present.

Present: Mayor Keith Mashburn, Council Member Elaine Litster; Commissioners John Dantona, Phillip McBride, Rebecca Rosen, and Becky Savell; and Cultural Arts Center Foundation Representative Marie Bennett.

Staff Members: Assistant City Manager Linda Swan, Deputy Community Services Director Anna Medina, Community Services Manager David Yoshitomi, and Community Services Manager Fred Helsel.

2. Agenda Review

No changes were recommended.

3. Approval of Minutes: December 16, 2020

A motion to approve the December 16, 2020 minutes as written was made by Commissioner Savell, with a second from Commissioner Dantona. The motion passed unanimously.

4. Public Statements

There were no statements from the public.

5. Continued Business - None

6. New Business

a. Receipt of the Simi Valley Cultural Arts Center Fiscal Year 2020-21 Mid-Year Budget Report

Fred Helsel provided the Fiscal Year 2020-21 Mid-Year Budget Report. For the first half of the year the CAC showed a total gross income of \$28,658, total expenses of \$6,652 before City Reimbursement. After City reimbursement total expenses were \$38,231. As a result of the forced closure due to COVID-19 pandemic, the net income fell well below budgeted projections resulting in a net loss of \$9,573 at mid-year.

A motion to receive the Simi Valley Cultural Arts Center Fiscal Year 2020-21 Mid-Year Budget Report was made by Commissioner Rosen and seconded by Council Member Litster. The motion passed unanimously.

b. Mid-Year Review of the Cultural Arts Center Capital Improvement Program for Fiscal Year 2020-21 and Review of the Fiscal Year 2021-22 Capital Improvement Program

Mr. Helsel provided the Mid-Year Review of the Cultural Arts Center Capital Improvement Program for Fiscal Year 2020-21 and Review of the Fiscal Year 2021-22 Capital Improvement Program.

For the first three quarters of FY 2020-21, capital expenditures were zero, however expenditures are expected to occur in the fourth quarter totaling in the range of \$21,000 to \$28,000. Items that will be purchased are the digital microphone upgrade, rechargeable batteries with the charging units, rolling storage cabinets, and microphone replacements. Prior expenditures that have been pre-approved but have not yet been purchased include the Mac Mini replacement, clear com wireless communication system, and the sound and lighting upgrade for the DownStage Theater. There are no immediate plans to purchase a projection system to augment the CAC's existing system that was approved and on hold.

The proposed capital projects for FY 2021-22 are the ongoing microphone replacement and repair and the lighting equipment replacement and repair. With the facility closed for over 12 months and the equipment not being used and sitting idle, it is anticipated that upgrades or replacements may be necessary.

A motion to authorize staff to include the proposed capital projects in the amount of \$22,000 in the FY 2021-22 budget was made by Commissioner Savell and seconded by Commissioner Dantona. The motion passed unanimously.

- c. Receipt of the Cultural Arts Center Fiscal Year 2020-21 Operating Budget, Fiscal Year 2020-21 Estimated Actual Budget Projections, and Review of Proposed Fiscal Year 2021-22 Operating Budget

Mr. Helsel provided a summary of the FY 2020-21 Operating Budget. For FY 2020-21 the CAC anticipates a Net Loss of \$15,642 before City reimbursements for the year. A Net Loss of \$ 47,221 is estimated after factoring in City reimbursements of \$31,579. Minimal income was obtained through streaming *Elf, the Musical* and *Sister Act*. Over \$15,000 was received through the Greg Stratton Memorial Fund and the 25th Anniversary fundraising campaign and \$19,500 was obtained through grant funding. The Performance and Contingency Account balance is estimated to be at \$38,802 on June 30, 2021.

The proposed FY 2021-22 CAC budget projects gross revenue of \$426,260 and gross expenses of \$330,500. The proposed budget for the forthcoming Fiscal Year projects a net income of \$5,660 while returning \$90,100 to the City in compensating personnel costs and percentage of earned income.

Mr. Helsel discussed the uncertainty associated with COVID-19 and stated that the budget was built on the assumption of opening in late September 2021 with an event calendar that includes: two major CAC productions; a minimum of three rental productions; a series of six concerts; and ongoing

rentals from music conservatories, dance companies, schools and social clubs.

A motion to receive the Cultural Arts Center FY 2021-22 Operating Plan for City Council approval was made by Commissioner Savell and seconded by Commissioner Rosen. The motion passed unanimously.

d. Review of the Proposed Fiscal Year 2021-22 Operating Plan

Mr. Helsel presented the CAC's FY 2021-22 Operating Plan to the Arts Commission. The plan provided an overview of the FY 2020-21 goals and accomplishments. The FY 2021-22 Operating Plan goals are focused on recovery from the COVID-19 pandemic. The goals include: developing programs to support local arts organizations while reopening the CAC; working with Youth Council to co-host events; establishing the Inclusivity, Diversity, Equity, and Accessibility (IDEA) Advisory Panel; establishing an on-going multicultural series; expanding non-weekend programming and facility use for special events, concerts, business rentals, and other live arts experiences; expanding relationships with the educational arts community; increasing the use of the DownStage Theater/MPR; and collaborating with external arts organizations to navigate the recovery and rebirth of the arts post COVID-19.

7. Reports

a. Simi Valley Cultural Arts Center Programming Report

Mr. Helsel stated that all programming is through the virtual arts center. Currently there is an incredible photography gallery show, Jon Neftali Photography, an encore streaming of the CAC 2018 production of Sister Act, the Spring Arts and Crafts Fair with over 30 vendors, the Multicultural Festival, and the CAC 25th Anniversary fundraiser. David Yoshitomi provided additional information on the Multicultural Festival. The CAC, in partnership with the Youth Council, embrace the diversity of the Simi Valley Community by sharing history, celebrations, traditions, food, and more through Movement and Music, Cultural Couture, Cultural Cuisine, Anthropological Art, and Origin Stories. The videos can be viewed at svvac.org/multicultural-festival. The Multicultural Arts Festival is funded through a Local Impact Grant from the California Arts Council. Projects planned or pending are: the potential summer parking lot concert, additional virtual gallery shows, diversity series, virtual cabaret evenings, Simi storyteller series, and virtual youth art classes.

b. Update on Simi Valley Cultural Arts Center Foundation Activities

Marie Bennett stated the two events the Foundation sponsored included the mask membership mailing, which made \$3,281 and the Holiday Drive Thru, which generated close to \$4,000. The Foundation is planning a restaurant night on May 18, 2021 at El Patio from 11:00 a.m. to 8:00 p.m. and will receive 20% of the sales. Ms. Bennett also reported that the Foundation hired a bookkeeper to assist with QuickBooks and to prepare the monthly reports. Future planning includes a retreat for all board members. The

Foundation is looking forward to the CAC opening and having the opportunity to work together on some programming and Foundation nights.

c. General Manager's Report

Fred Helsel stated possibly opening in October with Patsy Cline and some tribute concerts. On the weekend of November 12, 2021, the CAC is in the planning stages of a multi-performance fundraiser in the form of a musical revue titled "All Together Now." Music Theatre International has put together a package to allow theaters throughout the world to license this program for free for one weekend only and they would like it to be used as a fundraiser. Also looking at the possibility of an Elvis concert or musical revue. The CAC is currently recruiting for a Technical Coordinator and will soon begin the recruitment for an Assistant Manager in order to become fully staffed by the time the CAC opens.

8. Commissioner Comments

Commissioner Rosen stated that she was impressed by what the CAC has planned and is trying to accomplish and commends everyone for keeping the theater operating.

Commissioner Dantona stated he is excited the CAC is close to opening and pursuing so many different avenues.

Commissioner McBride stated how great the IDEA statement was and that the CAC will be opening soon.

Commissioner Savell thanked Mr. Helsel and his team for working so hard to create wonderful ideas and platforms. She also thanked Mr. Yoshitomi for his work with the Youth Council on the Multicultural Festival.

Council Member Litster is grateful for Mr. Helsel who has provided continuity throughout COVID, for planning and making things happen, and for thinking outside the box. She also thanked Mr. Yoshitomi for his work on the Multicultural Festival.

Mayor Mashburn appreciates the work staff is accomplishing during a tough year with a skeleton crew. He adjourned the meeting in memory of Greg Stratton and Gary Thomas.

9. Adjournment

The meeting was adjourned at approximately 4:55 p.m.

CITY OF SIMI VALLEY • MEMORANDUM

DATE: May 19, 2021

TO: Simi Valley Arts Commission

FROM: David Yoshitomi, Community Services Manager

SUBJECT: REVIEW AND CONSIDERATION OF THE SIMI VALLEY CULTURAL ARTS CENTER 2021-2025 STRATEGIC PLAN DRAFT

Attached for the Arts Commission's review and consideration is the Simi Valley Cultural Arts Center 2021-2025 Strategic Plan draft (Attachment A). Also attached for reference is the Strategic Plan Preliminary Report (Attachment B) and Community Survey Results (Attachment C), presented to the Arts Commission at previous meetings. These documents are referenced in the Strategic Plan.

Staff requests the Arts Commission review the plan, provide comments and feedback, and recommend the plan, pending any Arts Commission revisions and non-substantive format changes, for City Council approval.

Recommended Motion:

I move to recommend the Simi Valley Cultural Arts Center 2021-2025 Strategic Plan as proposed to be forwarded to the City Council for approval.

Attachments



Photo Courtesy of Jon Neftali

SIMI VALLEY CULTURAL ARTS CENTER

2021-2025 Strategic Plan Draft

COMPLETED BY

The Simi Valley Arts Commission, City of Simi Valley Staff,
and Community Members

General Manager's Forward

As we start the slow recovery process from the forced shutdown of the COVID-19 pandemic, I believe that for the next several years the Arts are headed for a period of Renaissance. Change is coming for the Arts worldwide – things cannot go back to the old normal, instead, a new normal will emerge that takes into account not only safety protocols but incorporates the new technologies in streaming and virtual event production that the Arts community was forced to embrace to survive the “extended intermission”.

As the General Manager of the Cultural Arts Center, I embrace these changes wholeheartedly. Having been a member of the management staff of the Simi Valley Cultural Arts Center since opening our doors in 1995, I have been privileged to actively participate in the birth, nurturing and growth of our beautiful Cultural Arts Center on Los Angeles Avenue. I take pride in having helped the Center earn its regional reputation for producing and presenting outstanding musicals and live entertainment of the highest quality to Ventura, Los Angeles, and Orange county audiences. I also take pride in knowing that we have also earned a reputation for being a safe, welcoming, and artistically challenging environment for artists to work, grow and thrive. The Center has grown from a local community theater to a regionally recognized performing arts center whilst retaining the charm of a small town community arts center.

The upcoming “Renaissance” or rebirth of the Cultural Arts Center provides us the opportunity to build upon our success of the past 25 years while expanding to meet the changing needs of our community. Simi Valley has grown since 1995. We are now a much more diverse community and the Cultural Arts Center has the opportunity to better reflect and celebrate that diversity through expanded programming and engagement opportunities. The Center also has the obligation to meet the needs of ALL of our community members to ensure that access to the Center, and to the Arts, is available to all. The following five-year strategic plan was created to guide in the accomplishment of both of these goals as well as help the Center to provide support in strengthening our local arts groups, non-profit organizations, and small businesses in their struggle to recover from the pandemic. It also serves as a guide to help build and strengthen partnerships with community organizations such as the Simi Valley Unified School District, Rancho Simi Parks and Recreation, and the Simi Valley Cultural Arts Center Foundation as well as creating engagement opportunities for youth through arts education, internships, and expanded targeted youth programming at the Center.

Access and active engagement in the Arts is a necessity for a vibrant, healthy, thriving community and with the creation of this strategic plan the Simi Valley Cultural Arts Center is set to embark on an exciting journey full of accessibility, diversity and inclusive participation in arts programs for the entire Simi Valley and greater Los Angeles community. I look forward to you joining us on this journey!

Fred Helsel, *General Manager*

Simi Valley Cultural Arts Center

Introduction:

This Strategic Plan for the Simi Valley Cultural Arts Center (CAC) is the result of a comprehensive process that began in the spring of 2019. City staff assembled a planning team and began work with the Arts Commission, local arts organizations and artists, established arts administrators, community members and other stakeholders to develop an innovative strategic direction for the CAC to adapt to the evolving needs of the Simi Valley community.

The first phase of the planning process was focused on receiving feedback from residents, artists, arts organizations, arts professionals, and other stakeholders that were familiar with the facility. This phase included: informal stakeholder interviews; an online public survey; one-on-one interviews with the public members of the Arts Commission; and a community visioning forum. These efforts identified the impact of the CAC in its first 25 years, the key challenges facing the facility, and, set the foundation for a community vision.

The second phase began in January 2020. This phase included an analysis of the information obtained in the first phase, along with the identification of potential gaps. An additional round of meetings and focus groups was collected in the summer and fall of 2020, with a specific focus on hearing from groups who were not adequately represented in the first phase. A preliminary report was presented to the Simi Valley Arts Commission at the July 2020 meeting, with further supplemental information provided at the September 2020 meeting.

The COVID-19 pandemic and the renewed emphasis on diversity, equity, and inclusion issues bared significant weight over the development of this plan. Candidly, the full impact of these events on the arts, and the overall community, is not wholly understood. Two factors are readily apparent: 1. there has been significant economic disruption by COVID-19; and, 2. there is a renewed obligation to review systems and processes to identify any areas rooted in bias or resulting in exclusion, no matter how unintentional.

This plan combines community and stakeholder input with an organizational assessment and an analysis of the strengths, weaknesses, opportunities and threats facing the CAC. Together, this information constructs a vision for the CAC to recover from the economic and social fallout resulting from COVID-19, adapt to meet evolving community needs, and to be well positioned to fulfill its mission over the next five years.

Simi Valley Cultural Arts Center's Mission Statement:

- To provide a multipurpose facility to present performances of music, theater, dance, film, lectures and popular entertainment as well as space for conferences, meetings, seminars, and workshops; and,
- To develop, support, and encourage cultural activities and educational programs to enhance the quality of life of the citizens of Simi Valley and surrounding communities.

Values Statement:

The work of the Simi Valley Cultural Arts Center is guided by three key values:

Community – A commitment to the whole community, from the theatergoer to arts organizations, recognizing the role the Cultural Arts Center has in creating interpersonal connections and shared experience, empowering artists and arts organizations, and contributing to the overall wellbeing of Simi Valley and its residents.

Diversity - Acknowledging and respecting human qualities that are different from our own and outside the groups with which we are associated, and develop programming to enrich our community. The spectrum of diversity within our community is recognized and celebrated.

Accountability – Understanding the responsibility of the CAC to provide arts experiences for all Simi Valley residents while maintaining a balance of fiscal stewardship, community impact, and the highest level of service.

Organization Assessment and SWOT Analysis:

Over its 25 year existence, the CAC and its programs have been successful in creating a venue for arts exposure, entertainment, and shared intergenerational experience. Entering into 2020, the CAC held a relative position of strength. There was demand for the programs; numerous opportunities to innovate and expand; and operating revenue was on pace to increase three years in a row. Weaknesses seemed to be rooted in dated policy and practices. At that time, the assessment indicated that the most likely external threats to CAC operations were economic downturns and local socio-political issues.

Category	Summary
Strengths	The reputation and history of the CAC, combined with the skill and dedication of staff, signal a position of strength in the community. Support from City Council provides the resources necessary for service delivery.
Weaknesses	Weaknesses in SVCAC operations stem from reliance on policy, practice, and organizational components that may no longer be effective or performing at an optimal level.
Opportunities	Opportunities to collaborate with outside organizations are numerous and seem to be desired. These can be coupled with opportunities for innovation.
Threats	The social and economic outlook post COVID-19 is uncertain. The political and social environment (local and national) may impact CAC operations.

As 2020 progressed, the world saw the COVID-19 pandemic cause an economic shutdown which forced the closure of the CAC in March 2020. There was also a massive reprioritization of social justice and equity issues that followed the killing of several African Americans by law enforcement in cities across the United States, including George Floyd in Minneapolis. The scope and magnitude of these events have resulted in societal changes well beyond what was originally ascertained during the initial SWOT analysis for the CAC. The scale of these events alone give reason to pause for reflection and betterment to understand the role of the CAC, and the arts overall, in our collective recovery.

Reopening the CAC and the opportunity to rebuild from the events of 2020 is a call for a renewed sense of optimism. The position of the CAC, continued support from City Council, numerous opportunities, limited competition, and demonstrated resilience through the pandemic, creates an environment where positives outweigh the negatives. While the CAC can be aggressive in strategy development and implementation, *risks must be understood, well-calculated, and connected to the mission of the organization and goals of this plan.* The uncertain landscape over the next five years necessitates flexibility and consistent evaluation.

Financial Model and Performance:

The CAC operates on a hybrid financial model and sees revenue and subsidy through the City of Simi Valley, CAC programming, the Simi Valley Cultural Arts Center Foundation, grants, and other contributions.

The City of Simi Valley General Fund provides for the salary and benefits for 3.5 FTE positions: Community Services Manager; Assistant Community Services Manager; Office Assistant II; and .5 of the Technical Coordinator position. The General Fund is also responsible for the building’s physical plant, including custodial services and supplies, utilities, capital projects, and some office expenses.

The CAC Operations Fund is responsible for 1.5 FTE positions: the salary and benefits of one box office manager and .5 of the Technical Coordinator position. This fund is also responsible for all production, including production related capital equipment expenses, and operating costs not covered by the City’s General Fund.

Operating Fund revenue is primarily a combination of box office; rental fees; reimbursed technical costs; grants and contributions; and concessions income. The Simi Valley Cultural Arts Center Foundation supports the Operations Fund with quarterly contributions of approximately \$8,000 (increasing annually based on the cost of living index formula).

The CAC operations fund reimburses the City’s General Fund every fiscal year. This reimbursement includes the 1.5 FTE positions and 10% of earned income, less any non-profit subsidies.

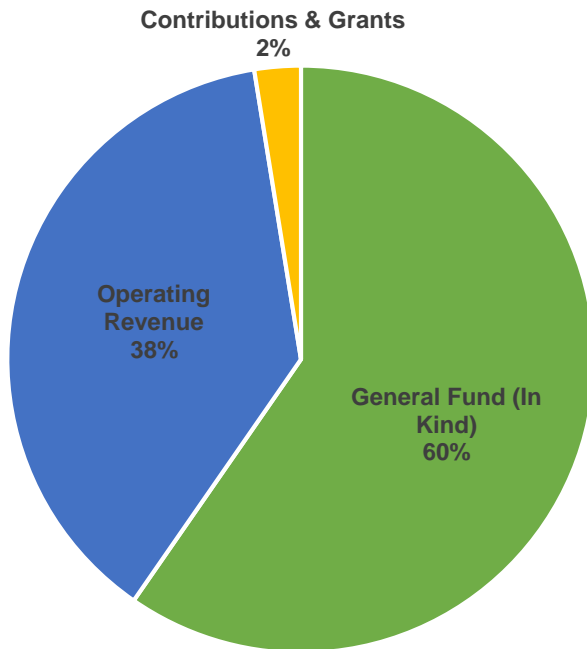
3-Year Operating Fund Performance	FY 2019-20	FY 2018-19	FY 2017-18
Income	\$432,190	\$526,565	\$500,023
Expense (Before Reimbursements To City)	\$283,121	\$364,407	\$360,880
Gross Profit	\$140,069	\$162,158	\$139,143
Staff Reimbursement to General Fund	\$128,495	\$119,123	\$105,156
10% Reimbursement to General Fund	\$28,972	\$30,933	\$23,499
Net Income to SVCAC	\$8,398	\$12,102	\$10,488

2018-19 CAC Income, Subsidy, and Resource Utilization

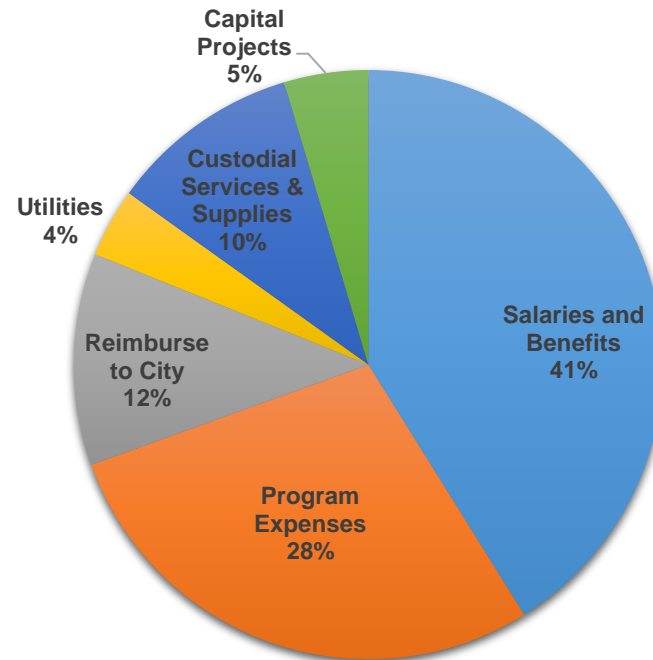
In FY 2018-19, the last complete fiscal year before COVID-19 caused the closure of the facility, the CAC received \$775,428 in subsidy from the City's General Fund and \$35,142 in contributions and grants, while it generated \$491,423 in operating revenue, for total income and subsidy of \$1,301,993.

The estimated total cost of CAC operations for the year was \$1,289,891, with \$530,543 spent on salaries and benefits, \$365,547 on programs and production costs, \$135,355 (estimated) on custodial services and supplies, \$59,589 on capital projects, and \$48,801 on utilities. The CAC also returned \$150,056 to the General Fund for the salary and benefits, and 10% of earned income reimbursements.

2018-19 Total Income & Subsidy



2018-19 Total Resource Utilization



Outputs and Community Impact:

Through the combination of Main Stage, Mutli-Purpose Room/DownStage Theater, and Gallery events, the CAC averages nearly 400 events and 37,000 visitors on an annual basis.

CAC Facility Use	Main Stage Events	Main Stage Attendance	MPR Events	MPR Attendance	Gallery Events	Gallery Attendance	Total Events	Total Attendance	Public Hours/Week
Annual Total 2017	168	25,740	165	7,435	53	3,556	386	36,731	70
Annual Total 2018	179	26,969	132	6,672	53	3,529	364	37,170	69
Annual Total 2019	222	25,537	157	6,565	51	2,909	430	35,011	65

Impacts are seen on both an individual and community level. Individual impacts included personal joy, inspiration, and wellness. Community impacts include the creation of shared experience, opportunities for youth, and making Simi Valley a better place to raise a family. These sentiments are collectively expressed through this word cloud generated from the survey:



Vision Statement:

During its 25 year history, the CAC has established itself as a respected community theater facility with a reputation of providing high quality musical theater productions. These productions have been supplemented by plays, concerts, dance performances, arts education programs, and visual arts exhibits. Many local arts groups and schools rent the facility. It also serves as a community space, hosting meetings, lectures, and special events, primarily for non-profit and community based organizations.

The operational landscape has changed significantly during the past 25 years. Simi Valley has experienced a shift in its demographics, with an influx of new cultures and communities. Audience preferences and tastes have also evolved, with new ways for people to engage with the arts. Technology furthers this shift, as there are new methods to present the arts and communicate and engage with audiences. Although the ultimate outcomes are uncertain, it is anticipated that the COVID-19 pandemic and the modern social justice movement will accelerate these shifts.

The CAC will face several challenges over the next five years. These challenges include: recovering from the economic fallout and social disruption caused by COVID-19; ensuring that systems and processes facilitate diversity and welcome new creative endeavors; creating culturally relevant and inclusive programming; remaining responsive to changing community needs; bridging social divisions; supporting the local arts community; and balancing a demand for services that likely will outpace available resources.

The strategic direction, as outlined through the six strategic priorities of this plan, provides a path for the CAC to meet these challenges. Through the successful execution of the elements of this plan the CAC will expand its audiences, celebrate the spectrum of diversity, deepen community engagement, balance fiscal stewardship with community impact, support and empower the local arts community, and ultimately increase the understanding of the importance of the arts and culture in Simi Valley.

Strategic Priorities:

This strategic priorities of this plan were formulated from recurring themes found in the community survey, visioning forum, stakeholder meetings, and SWOT analysis. These themes were assessed for validity and developed into Strategic Priorities as accompanying goals and objectives, strategies, and tactics were considered. Together, these elements communicate the strategic direction of the CAC over the next five years.

An implementation model accompanies each of the strategic priorities, proposing tactics, staff assignments, resource allocation, and timeframes. Timeframes are color coded by year of target completion: 2021 - Red; 2022- Orange; 2023 – Yellow; 2024 – Blue; 2025 - Green. Strategies that are connected to COVID-19 Recovery or Equity/Diversity are noted by a * or *, respectively.

I. Quality of Life

Leverage the impact of the arts to enhance the quality of life for all Simi Valley residents

An essential element of the CAC's mission is "enhance the quality of life for Simi Valley residents and the surrounding communities". The CAC has allowed for intergenerational and community connections, and has been a source of joy, relaxation and leisure for many. Stakeholders across the board expressed a desire to build on this success by welcoming new audiences to the CAC through developing arts experiences that meet the changing demographics and artistic tastes of today's Simi Valley.

Quality of Life Goal 1

Attract new artists, arts organizations, and audiences to ensure facility use and attendance figures better match Simi Valley demographics by 2025

Supporting Strategies

- a. Intentionally and authentically ensure that experience and stories of ethnicities that comprise Simi Valley are fully represented in the programming decisions of the CAC*
- b. Create opportunities for free expression, personal connections, and dialogue to bridge community divisions*

Quality of Life Goal 2

Include the arts in more aspects of life in Simi Valley, reaching beyond the walls of the CAC, seeing an increase of opportunities for all Simi Valley residents

Supporting Strategies

- a. Integrate CAC programs and activities with strategic priorities of the City**
- b. Demonstrate the importance of the arts in creating healthy and safe communities**

Strategic Priority 1: Quality of Life					
Goal and Objective	Strategies	Tactics	Assignment	Project Period	Resources
Attract new artists, arts organizations, and audiences to ensure facility use and attendance figures better match Simi Valley demographics by 2025	<ul style="list-style-type: none"> Intentionally and authentically ensure that experience and stories of ethnicities that comprise Simi Valley are fully represented in the programming decisions of the CAC* Create opportunities for free expression, personal connections, and dialogue to bridge community divisions* 	Dedicate prime weekend dates for the presentation of diverse, multicultural productions outside of traditional musical theater	CSM ACSM	Q3 2021 - Ongoing	Staff PA
		Establish Inclusivity, Diversity, Equity, & Accessibility Committee	AC CSM	Q3 2021	Staff
		Develop regular talk back and panel discussion series to discuss the social context of performances where applicable	CSM ACSM	Q1 2022	Staff
		Expand parameters of rental application process to encourage dance, music, and other non-theatrical performances	CSM DCSD	Q3 2021	Staff
		Update Arts Commission recruitment process to ensure appointees are qualified and experienced in the development of relevant multicultural programming	CSM DCSD	2021	Staff
Include the arts in more aspects of life in Simi Valley, reaching beyond the walls of the CAC, seeing an increase of opportunities for all Simi Valley residents	<ul style="list-style-type: none"> Integrate CAC programs and activities with strategic priorities of the City* Demonstrate the importance of the arts in creating healthy and safe communities** 	Plan art market, art walks, outdoor concerts or other types of community arts events to support economic and community development (place making)	CSM ACSM	2023	Staff Sponsorships Fees
		Develop specific arts programs for those with disabilities, mental illness, or who are experiencing poverty and homelessness	CSM ACSM	2023	Staff PA Grants
Abbreviations					
AC - Arts Commission	CC - City Council	DCSD - Deputy Community Services Director	OA - Office Assistant	PA - Performance Account	
ACM - Assistant City Manager	CM - City Manager	CSM - Community Services Manager	OAB - Office Assistant Box Off.	SVCAF - Foundation	
ACSM - Assistant Community Services Manager	CSM - Community Services Manager	GF - General Fund	OB - CAC Operating Budget	*COVID Recovery Equity/Diversity	

II. Sustainability

Ensure stable revenue streams, maximize efficiency, and provide transparent, accountable, and accurate reporting.

As a unit of local government, the CAC has an obligation to deliver its services in the most efficient and effective manner possible. Sound financial performance is necessary for sustainability, but an overemphasis on profit may dilute organizational impact. While the economic fallout associated with COVID-19 is severe, there is an opportunity to work together with local arts organizations, and the community as a whole, in recovery efforts. Reopening the CAC, combined with the emergence of new priorities, allows for a rethinking of systems and processes to maximize, measure, and better communicate the impact of programs.

Sustainability Goal 1

Safely reopen the CAC to full operational capacity, restoring revenue and facility use figures to at least 2019-20 projections by June 30, 2023

Strategy

- a. Ramp-up online and virtual programs, while planning for reopening the CAC with the successful participation of local arts organizations*

Sustainability Goal 2

Ensure transparent, accountable, and sustainable operation of the CAC while achieving a cost recovery rate of at least 10% to the General Fund

Strategy

- a. Update systems, processes, and reporting to provide effective service delivery in the most efficient ways possible to maximize impact and achieve cost recovery goals*
- b. Ensure optimal revenue and expense performance and explore new revenue generating opportunities*
- c. Establish reporting format that accurately communicates the purpose and impact of the CAC

Sustainability Goal 3

Develop collaborative fundraising initiatives with the Simi Valley Cultural Arts Center Foundation to increase the size of the endowment on an annual basis.

Strategy

- a. Strengthen the collaborative effort between the City and the Simi Valley Cultural Arts Center Foundation to ensure the financial stability and success of the CAC*

Strategic Priority 2: Sustainability					
Goal and Objective	Strategies	Tactics	Assignment	Project Period	Resources
Safely reopen the CAC to full operational capacity, restoring revenue and facility use figures to at least 2019-20 projections by June 30, 2023	<ul style="list-style-type: none"> Ramp-up online and virtual programs, while planning for reopening the CAC with the successful participation of local arts organizations* 	Develop cleaning, social distancing, and facility setup/maintenance protocols	CSM DCSD	Now - Q4 2021	OB COVID Funds Fundraising
		Launch COVID-19 recovery rental rate/grant program to assist arts organizations with returning to the CAC	AC DCSD CSM	Q2 - Q4 2021	PA OB
		Develop revenue producing virtual and outdoor programming	CSM DCSD	Now to Q2 2022	OB COVID Funds Fundraising
Ensure transparent, accountable, and sustainable operation of the CAC while achieving a cost recovery rate of at least 10% to the General Fund	<ul style="list-style-type: none"> Update systems, processes, and reporting to provide effective service delivery in the most efficient ways possible to maximize impact and achieve cost recovery goals* Ensure optimal revenue and expense performance and explore new revenue generating opportunities* Establish reporting format that clearly communicates the purpose of the CAC 	Initiate Balanced Scorecard (Triple Bottom Line) budgeting in reporting to the Arts Commission that includes financial, innovation, and impact metrics for the CAC (program evaluation)	AC DCSD CSM	Q3 2022	Staff
		Develop grant research, database, planning, application and reporting process to supplement current operations	ACSM	Ongoing	Staff
		Analyze and recalibrate staff roles and assignments to increase efficiency and adapt to plan needs	DCSM CSM	Q2 2022	Staff
		Complete revenue and expense analysis to optimize current revenue and expenses, also identifying new sources of revenue and efficiencies	DCSD CSM	Q2 2022	Staff
		Develop season ticket or subscription model	CSM	Q4 2022	Staff
Develop collaborative fundraising initiatives with the Simi Valley Cultural Arts Center Foundation to support the growth of their endowment	<ul style="list-style-type: none"> Strengthen the collaborative effort between the City and the Simi Valley Cultural Arts Center Foundation to ensure the financial stability and success of the CAC* 	Work with the SVCACF to align fundraising and programming goals each fiscal year	CSM SVCACF	Q2 2021 - Ongoing	Staff SVCACF
		Establish dedicated rental rates and policy for the SVCACF to encourage fundraising	CSM ACSM SVCACF	Q2 2021	Staff
		Explore collaborative models between the SVCACF and the CAC to advance shared objectives	AC DCSD SVCACF	Q2 2023	Staff
Abbreviations					
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ACSM- Assistant Community Services Manager	CSM - Community Services Manager	GF- General Fund	OB - CAC Operating Budget	*COVID Recovery *Equity	

III. Programming

Providing arts programming, experiences, and opportunities to meet the diverse community needs of Simi Valley

Musical theater productions are the core programming element and the CAC's primary source of revenue. Stakeholder feedback expressed the desire to supplement the musical theater offerings by expanding program choices. Arts education and training programs, multicultural programs, children's theater, film screenings, new works, open mic nights, and music events all have the potential to reach new audiences and allow the community to engage with the arts in new ways. Many of these programs are relatively low risk and create the opportunity to increase facility use during the week and outside of the peak weekend demand.

Programming Goal 1

Ensure the CAC provides overarching program choices and arts experiences that represent the tastes of all Simi Valley residents, increasing new audience attendance by at least 10% every year

Programming Goal 2

Increase Tuesday - Thursday facility use levels through the development of low risk, high engagement arts experiences

Strategy (Goals 1 & 2)

- a. Develop a well-rounded program calendar that provides diverse, intergenerational, inspirational, and thought provoking arts experiences for the community**

Programming Goal 3

Establish the CAC as the foremost arts education resource in the Simi Valley, increasing the amount of arts education and as well as programs to support emerging artists

Strategy

- a. Create unique arts education opportunities that complement existing opportunities in the community**
- b. Support the development of emerging artists**

Strategic Priority 3: Programming					
Goal and Objective	Strategies	Tactics	Assignment	Project Period	Resources
<ul style="list-style-type: none"> Ensure the CAC provides overarching program choices and arts experiences that represent the tastes of all Simi Valley residents, increasing new audience attendance by at least 10% every year Increase Tuesday-Thursday facility use levels through the development of low risk, high engagement arts experiences 	<ul style="list-style-type: none"> Develop a well rounded program calendar that provides diverse, intergenerational, and thought provoking arts experiences** 	Determine new target audiences and develop programs to meet their anticipated tastes and preferences	CSM ACSM	Q3-Q4 2021	Staff
		Present low risk projects and performances such as open mic nights, story telling, talent shows, poetry readings, and film screenings	CSM ACSM	Ongoing	Staff
		Create RFP for Saturday Morning Children's theater program	CSM ACSM	Q4 2021	Staff OB
		Develop a contemporary lecture series that encourages knowledge and civic engagement on local issues and topics	CSM ACSM	Q1 2023	OB PA
Establish the CAC as the foremost arts education resource in the Simi Valley, increasing the amount arts education programming as well as programs to support emerging artists	<ul style="list-style-type: none"> Create unique arts education opportunities that complement existing opportunities in the community Support the development of emerging artists* 	Study feasibility and interest of arts education programs such as playwriting, poetry, electronic music production, creative coding, and other arts ed. programs not offered in the region	ACSM	Q2 2022	Staff
		Develop weeknight/summer arts education programs in theater, dance, music, painting and more	ACSM	Q1 2023	Staff OB Grant Funding
		Create an internship or professional experience program that provides technical experience in live performance venue operations	CSM ACSM TC	2024	Staff Grant Funding Program Fees
		Develop a formal program to support the creative and professional development of emerging artists	CSM ACSM	2024	Staff Grant Funding
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IV. Marketing, Outreach, and Community Partnerships

Increase awareness of, and participation in, Cultural Arts Center activities through updating communications and building relationships in the community.

The CAC is fortunate in that it has a highly engaged audience base that regularly supports CAC programs and events. There is a substantial opportunity to increase awareness of the CAC and grow audiences as new programs are developed. Understanding how to communicate and engage with these audiences will be of vital importance. This can be furthered through strengthening connections and collaborations with artists, arts organizations, and other mission aligned stakeholders.

Marketing, Outreach, and Community Partnerships Goal 1

Develop and execute a marketing and outreach strategy to ensure that 100% of Simi Valley residents have participated in a CAC activity by 2025

Strategy

- a. Update marketing initiatives to increase awareness and participation of CAC activities**

Marketing, Outreach, and Community Partnerships Goal 2

Increase formal (small and large scale) relationships with Rancho Simi Recreation and Parks Districts, Simi Valley Unified School District, the Ventura County Arts Council, and local arts organizations.

Strategy

- a. Establish open lines of communication between partner organizations and work together on specific mission aligned objectives**
- b. Expand facility rental and use policy to encourage rentals from both established and emerging arts organizations**

Strategic Priority 4: Marketing, Outreach and Community Partnerships					
Goal and Objective	Strategies	Tactics	Assignment	Project Period	Resources
Develop and execute a marketing and outreach strategy to ensure that 100% of Simi Valley residents have participated in a CAC activity by 2025	Update marketing initiatives to increase awareness and participation of CAC activities**	Create CAC specific marketing plan that reaches the diverse audiences found in Simi Valley	CSM Consultant	Q3-Q4 2021	Staff \$10,000 OB or Pro Bono
		Develop a brand statement for the Cultural Arts Center and support branding efforts of the City organization	CSM	Q4 2021	Staff
		Post easy to understand reports and metrics on CAC activity for public consumption	CAC Staff	Q1 2023	Staff
Increase formal (small and large scale) relationships with Rancho Simi Recreation and Parks Districts, Simi Valley Unified School District, the Ventura County Arts Council, and local arts organizations.	<ul style="list-style-type: none"> Establish open lines of communication between partner organizations and work together on specific mission aligned objectives** Continue to develop, clear, transparent facility rental and use policy to encourage rentals from both established and emerging arts organizations** 	Update stakeholder database and contact list	CAC Staff	Q2 2021	Staff
		Convene regular regional Theater/Arts Organization Roundtable meetings	CSM	Ongoing	Staff
		Include SVUSD schools, local dance studios, and other arts facilities on casting notices	ACSM	Q1 2022 - Ongoing	Staff
		Research opportunities to partner with organizations on community events, performances, and arts education programs.	CSM ACSM	Q1 2022 - Ongoing	Staff
		Develop partnerships with visual arts organizations to curate lobby gallery space	CSM	Q1 2022	Staff
		Conduct rental policy review to identify unseen barriers that may restrict community access	CSM DCSD AC	Q2 2021	Staff
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V. Facility and Experience

Leverage the historical importance of the CAC building and adapt to meet the future needs of the community.

The CAC is housed in a historical landmark building designated by the County of Ventura, indicating the importance of the building itself to the Simi Valley community. The building has served as a church, temple, school house and funeral home, prior to becoming the CAC. While some may see the size as a limitation, the intimate setting is highly conducive for community-based arts programs. The key opportunity is to build upon the building's intimacy and the connection to the community to create a definitive arts experience for the CAC. This can be done through optimizing facility use and defining the Simi Valley Cultural Arts Center experience.

Facility and Experience Goal 1

Create a Simi Valley Cultural Arts Center Experience, compatible with Simi Valley's small-town feel, where audience members report a 100% satisfaction rate

Strategy

- a. Integrate communications, technology, customer service, programming, and operations to create a positive customer experience from ticket purchase to performance*
- b. Strive to create meaningful and memorable arts experiences unique to Simi Valley**
- c. Create a pricing structure that ensures financial stability of the CAC, while allowing every Simi Valley resident to participate in CAC activities regardless of ability to pay**

Facility and Experience Goal 2

Ensure the facility stays in prime condition to maximize public use and accomplish the mission of the CAC

Strategy

- a. Maintain facility and annually update Capital Improvement Plans to create a contemporary theatre experience for audience and renters*
- b. Develop creative solutions to adapt the facility to changes in programming taste and demand*

Strategic Priority 5: Facility and Experience					
Goals and Objectives	Strategies	Tactics	Assignment	Project Period	Resources
Create a Simi Valley Cultural Arts Center Experience, compatible with Simi Valley's small town feel, where audience members report a 100% satisfaction rate	<ul style="list-style-type: none"> Integrate communications, technology, customer service, programming, and operations to create a positive customer experience from ticket purchase to performance* Strive to create meaningful and memorable arts experiences unique to Simi Valley** Create a pricing structure that ensures financial stability of the CAC, while allowing every Simi Valley resident to participate in CAC activities regardless of ability to pay** 	Implement new box office system that includes customer relationship management to support eventual marketing plan goals	CSM	Q2 2021	\$25,000 COVID Funds/OB
		Define the CAC experience and train CAC staff, FOH volunteers, and others on experience delivery	CSM OA-II	Q4 2021	Staff OB GF (Training)
		Create CAC signature options, promotions and packages in areas like concessions and partnerships with local restaurants.	CSM ACSM	Q1 2022 - Ongoing	Staff
		Develop a recurring audience survey tool to understand patron experience and tastes	ACSM	Q3 2022	Staff
		Convert OA-II position to Patron Experience Specialist position	ACM DCSD	Q2 2022	Staff OB
		Formalize and Expand the Share the Arts Program	CSM	Q1 2023	Staff OB
Ensure the multipurpose facility stays in prime condition to maximize public use and accomplish the mission of the CAC	<ul style="list-style-type: none"> Maintain facility and annually update Capital Improvement Plans to create a contemporary theatre experience for audience and renters* Develop creative solutions to adapt the facility to changes in programming taste and demand* 	Complete equipment, props, and supplies audit and properly dispose of outdated and non-functional equipment	TC	Q3 2021	Staff
		Organize and digitize documents and paperwork	OAB	Q2 2021	Staff
		Update inventory storage and tracking systems to manage equipment, props, and other supplies	TC	Q3 - Q4 2021	Staff
		Annually prioritize CIP to accommodate for safety, accessibility, and revenue potential	CSM DCSD	Ongoing	Staff
		Work with SVCACF and Naming Rights campaign to include facility improvements	DCSD CSM SVCACF	Q2 2021	Staff SVCACF
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VI. Arts Leadership and Advocacy

Support emerging arts organizations and establish the arts as an integral component of life in Simi Valley

The arts community in Simi Valley is primarily made up of grassroots, volunteer led groups who dedicate personal time and resources to their respective projects. There is no shortage of passion and commitment. Limited resources and the absence of unifying arts leadership has contributed to fragmentation among the arts community. The CAC and the Arts Commission can work with these organizations to develop a cohesive vision for the arts in Simi Valley, and empower them by providing the resources, training, and administrative know-how necessary for shared growth and success.

Arts Leadership and Advocacy Goal 1

Reinforce the arts as a vital, integral, and necessary component of life in Simi Valley by strengthening local artists, arts organizations, and cultural groups through increased consideration and presence of the arts in policy decisions and legislation

Strategy

- a. Evolve the role of Arts Commission and its jurisdiction to oversee the development of the Simi Valley arts community through the creation of policy to support the financial and professional development of cultural projects and organizations**
- b. Advocate for funding models to ensure sustainable funding to support the artistic community of Simi Valley**
- c. Develop the Arts Commission as an advocate and leader for all arts based projects, programs, and organizations in Simi Valley**
- d. Encourage the development and professionalization of the Simi Valley Arts Community, serving as a resource for arts organizations and projects in all stages of development**

Strategic Priority 6: Arts Leadership & Advocacy					
Goal and Objective	Strategies	Tactics	Assignment	Project Period	Resources
Reinforce the arts as a vital, integral, and necessary component of life in Simi Valley by strengthening local artists, arts organizations, and cultural groups through increased consideration and presence of the arts in policy decisions and legislation	<ul style="list-style-type: none"> • Evolve the role of Arts Commission and its jurisdiction to oversee the development of the Simi Valley arts community through the creation of policy to support the financial and professional development of cultural projects and organizations** • Advocate for funding models to ensure sustainable funding to support the artistic community of Simi Valley** • Develop the Arts Commission as an advocate and leader for all arts based projects, programs, and organizations in Simi Valley** • Encourage the development and professionalization of the Simi Valley Arts Community, serving as a resource for arts organizations and projects in all stages of development** 	Assess, develop, and formalize the role of the Arts Commission and adopt bylaws	CC AC DCSD CSM	Q3 2021 - Q2 2022	Staff
		Develop a municipal arts grant funding program proposal to support Simi Valley arts organizations	CC AC DCSD CSM	Q3 - Q4 2021	Staff PA GF
		Develop plan to become eligible as NEA Granting organization	AC DCSD CSM	Q2 2022	Staff
		Develop a Cultural Plan for the City of Simi Valley	AC CM Contract	2025	\$50,000 GF (RFP)
		Research and Propose Percent For Art Program	ACM DCSM	2024 - 2025	Staff
		Host granting writing, governance, and budgeting workshops for arts organizations	CSM ACSM OA	Q1 2022 - Ongoing	Staff
		Establish designated arts liaison to support artists and arts organizations in Simi Valley	ACSM DCSD	Q1 2022	Staff
		Develop Quarterly Arts Focused newsletter for the City	CSM ACSM OA	Q2 2023	Staff
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Evaluation and Reporting Structure:

This Strategic Plan is intended to implement a strategic direction for the CAC that best encompasses the current and future needs of Simi Valley residents. The goals and objectives that have been identified will require regular evaluation and monitoring to ensure progress is being made and to determine if adjustments are necessary. The uncertainty associated with the COVID-19 pandemic only reinforces the need for continual monitoring and evaluation.

The CAC's annual Operating Budget and Operating Plan will serve as the primary documents to monitor plan progress over the next five years. The Operating Budget will measure resource allocation and ensure the CAC has the appropriate resources to accomplish its goals. The Operating Plan will evaluate progress and outline the goals for the upcoming year. The Arts Commission reviews both the Operating Budget and Operating Plan prior to City Council review and approval.

A strategic plan update will be a standing agenda item at each Arts Commission meeting. Monthly monitoring of progress will be completed by CAC staff and reported to the Deputy Community Services Director and Assistant City Manager.

Appendix A: Strategic Plan Participants

Simi Valley Arts Commission:

Mayor Keith Mashburn
City Council Member Elaine Litster
Commissioner Becky Savell
Commissioner Rebecca Rosen
Commissioner John Dantona
Commissioner Phillip McBride
Marie Bennett, President, SVCACF

Former Commissioners:

Dennis Lorencz (2018-2020 Term)
Nick Palky (2018 – 2020 Term)
Alexandra Walker (2018 – 2020 Term)

Meeting Participants and Interviewees:

Peter Cervantes, *Danza Azteca Nezualpilli*
Margaret Cortese, *Teatro De Las Américas*
Anil Garg, *Rotary Club of Simi Valley*
Jan Glasband, *Simi Valley Cultural Association/Actors Repertory Theatre of Simi (ARTS)*
Steven Hayes, *It's A New Day/Lit Live*
Kimberly Kiley, *Simi Valley Cultural Association/ARTS*
Pat Lewis, *It's A New Day/Lit Live*
Christina McCarty, *Dance Creations*
Sara Moguel, *Ballet Folklórico Cielito Lindo De Simi Valley*
Kameren Chase Neal, *Musician/Actor*
Paul Panico, *Panic Productions*
Ralph Santitoro, *Los Robles Master Chorale*
Jonathan Serret, *Department of Cultural Affairs, City of Thousand Oaks*
Irene Silbert, *Santa Susana High School Theatre & Simi Valley Arts Conservatory*
Natalia Stenava, *New West Symphony*
Kaelia Winterstein, *It's A New Day/Lit Live*

LGTBQ+ Focus Group Participants:

Sarah Hollock, *Spectrum Collaborative*
McColley Wilk, *Spectrum Collaborative*
Cindy Lanzuna, *Spectrum Collaborative*
Turner Dowhan, *Spectrum Collaborative*
Joshua Stapel, *Spectrum Collaborative*
Forest Holt, *Spectrum Collaborative*

Youth Focus Group Participants:

Paige Barrella, *Simi Valley Youth Council*
Rikka Tignac, *Simi Valley Youth Council*
Abhishek "AJ" Jagannathan, *Simi Valley Youth Council*
Ashlyn Ro, *Simi Valley Youth Council*
Lura James, *Performer & Santa Susana High School Student*

Community Visioning Forum Participants:

Gloria Bowman
Tracy Engle
Kyle Cooknick
Persy Evans
Tom Evans
Jan Glasband
Elise Franklin
Gina Gooding
Steven Hayes
Seth Kamenow
Rev. Andy Mattick
Kris Mikitah
Michael Mikitah
David Ralphe
Terry Watson
Kaelia Winterstein

Strategic Planning Team:

Anna Medina, *Deputy Community Services Director*

David Yoshitomi, *Community Services Manager*

Fred Helsel, *Community Services Manager*

Kelly Tinker, *Management Analyst*



SIMI VALLEY CULTURAL ARTS CENTER STRATEGIC PLAN

Preliminary Report

June 18, 2020

Submitted by:

Anna Medina, Deputy Community Services Director
David Yoshitomi, Community Services Manager
Fred Helsel, Community Services Manager
Kelly Tinker, Management Analyst

Introduction

The strategic planning process for the Simi Valley Cultural Arts Center (CAC) began in March of 2019. It was initiated as a recommendation in the July 2018 Management Partners report¹ and at the subsequent direction of the City Manager. To begin, staff held preliminary meetings with CAC stakeholders, assembled the strategic planning team, and developed a planning process based on community input and information analysis. The purpose of this strategic plan is to engage with all CAC stakeholders to develop innovative new directions and strategies that will best meet the future needs of the City of Simi Valley and its residents.

The first phase of the strategic planning process included: informal stakeholder interviews; an online public survey; one-on-one interviews with the public members of the Arts Commission; and a community visioning forum. These efforts concluded in December 2019 and provided insight on the impact of the CAC and how stakeholders would like to see the CAC utilized in the future.

Overall, the community holds the CAC, its staff, and its programs in high esteem. The CAC and its programs have been successful in creating a venue for arts exposure, entertainment, and shared intergenerational experience. Stakeholder concerns are centered in the areas of: marketing and outreach; program diversity; operational policy; efficiency; and transparency.

The second phase began in January 2020. This phase has seen the completion of: an organization and review of information gathered; an identification of gaps in the information; a strength, weakness, opportunity, and threat (SWOT) inventory and analysis; and a drafting of strategic focus areas to guide the next steps of the process.

This report provides: a summary of the information collected so far; a description of the SWOT analysis process; strategic focus areas; and a summary of the next steps for management's consideration and review. Management's guidance will finalize these focus areas. Information obtained during these focus group sessions will then be presented to City Council members in individual meetings to begin the process of forming overall goals and objectives of the five-year plan.

Consideration of the COVID-19 Pandemic

The information provided in this report was obtained prior to the COVID-19 pandemic. The immediate impacts of COVID-19 are of great concern, and the full implications within the arts community are not yet known. Financial challenges are substantial, as the CAC

¹ The Management Partners report was a management review of the CAC ordered at the direction of then City Manager Eric Levitt. The majority of recommendations of in their report were completed prior to the launching of the strategic plan process.

has no revenue streams for the immediate future. As the local community adjusts to the crisis, the focus areas identified in this report may change in response to this unprecedented event.

Staff will be monitoring incoming information from arts agencies, local arts organizations, and artists to identify the impact of COVID-19 and what type of support will be needed. The situation will continue to be watched closely, and adjustments to the strategic planning process will be made as needed.

I. Stakeholder Meetings:

Staff held informal meetings with stakeholders through the spring of 2019. These meetings included representatives from the arts, business, and education sectors. The meetings asked for candid feedback from these stakeholders to allow for an accurate assessment of how the CAC is both operating and perceived in the community.

These meetings revealed little question as to the quality of the productions and caliber of entertainment the CAC provides to residents. Performing on the stage of the CAC is a goal of many in the arts community. All welcomed the opportunity to develop programming for the stage of the CAC and expressed a desire to see the CAC flourish.

A recurring theme in these meetings was the limited availability of the CAC for community use. Specific concerns included the length of production runs; scheduling practices; the size of the stage; and a shortage of rehearsal space. These meetings also revealed sentiments of fragmentation and distrust among the arts community, sometimes associated with perception of practices at the CAC. This discord was also alluded to in the 2018 Management Partners report.

Stakeholders also shared new opportunities and constructive ideas for the CAC. These include: community partnerships; expanded programming (including youth arts education and multi-cultural programming); enhanced marketing and outreach efforts; and expansion beyond the performing arts. Stakeholders expressed both a willingness and desire to be a part of the CAC and its development. They welcomed a seat at the table during both the planning process and future initiatives for the arts in Simi Valley.

II. Community Visioning Forum:

A Community Visioning Forum was held on Wednesday, November 20, 2019 at the CAC. Attendance was lighter than anticipated with most of the 21 participants being from the

local arts community. These included non-profits, volunteers, and performers. Rancho Simi Recreation and Parks District representatives also attended.

The forum began with a summary presentation on the current operations and programming at the CAC. Attendees then separated into breakout groups to develop ideas in the areas of: programming, marketing, outreach, and facility improvements. Ideas were recorded by each group and retained by staff.

Most attendees had been connected to the CAC throughout the years. They shared that the CAC was a place for growth, development, expression, and transformation for individuals; a venue for intergenerational experience for families; and a place that strengthens bonds across the community. This has been accomplished through the CAC's tradition of strong programming; being one of the primary venues of arts exposure in the City; and creating opportunities to directly participate in the arts.

In the breakout groups, attendees constructed their ideas for the future of the CAC. The vision that emerged from this forum consisted of expanding programming to include more youth, multicultural, and arts education events; increasing outreach, communication, and collaboration with community partners, including the Simi Valley Unified School District and business community; and increasing marketing efforts to raise awareness of CAC activities.

III. Cultural Arts Center Community Survey

A public survey was designed to understand the impact the CAC has had in the community during its 25-year presence in the City of Simi Valley. It sought to understand how the CAC is benefiting the community and individuals, and what changes the community would like to see in the future. The survey was hosted on Survey Monkey and was available to the community for six weeks.

There were 355 responses to the survey (Attachment A). Based on the guidance provided by Survey Monkey and the population size of Simi Valley, it can be inferred that the survey results reasonably reflect the community sentiment. Demographic information collected in the survey indicates limited responses from youth and minority populations. Additional efforts are planned to supplement the survey information among these under-represented groups. These efforts will include focus groups and one-on-one meetings to ensure the inclusion of diverse perspectives.

The following is a summary of the survey responses:

Demographics:

- 65% of respondents that chose to identify their age range were 45 and above, with the largest percentage (28%) of respondents selecting 65 and above.
- The reported gender of respondents was: 70% female; 27% male; 2% prefer not to say; 1% non-binary/other.

The reported race of respondents that chose to identify was: 87% white/Caucasian; 8% Latinx; 4% Asian; 3% Native American; 2% African American; 5% Multiracial; and 3% other (respondents were allowed to select multiple races).

- The most frequently reported professions of respondents were: 14% Arts/Education/Media; 13% Retired; 12% Education/Library Services; and 12% Business/Financial/Sales.

Experience and Programming Responses:

- Of survey respondents, 84% felt the CAC has brought joy to their lives. More than 70% describe inspiration felt through other's creativity and expression. More than 60% feel the CAC has helped them to create lasting memories, and more than 50% believe the CAC helps them to feel energized, recharged, and reduces stress.
- 75% of those surveyed believe that the CAC is a place where residents can connect with one another through shared experience. 60% of respondents believe that the CAC makes our city a better place to raise a family. 72% described the CAC as a place where teens and youth have access for creative expression and individual development. 55% feel that the CAC can help individuals gain experience/training for careers in the arts.
- Men and women shared the same views on the individual and community benefits of the CAC, although men reported benefits at a higher rate. The most significant difference in this rating was in the areas of economic development; resident attraction; and job training. Here, men reported benefits at a rate at least 10% higher than women. In terms of personal benefit, men reported the CAC as a venue "to connect with others and strengthen relationships" at an 18% higher rate than that of women.
- The top two benefits for respondents under the age of 35 were provide fun and joy in your life (89%) and create lasting memories (82%). This demographic also reported a higher rate of individual benefit than the total respondents, with nine out of 10 benefits rating 55% percent or better, four of these 10 were above 75%.

- The top three individual benefits for respondents who identified within minority groups were: provide fun and joy in your life” (80%); inspiration through others’ creativity and expression (71%); and create lasting memories (60%). The top three community benefits in this group were: connecting through shared experience (80%); teen and youth development (76%); and career training in the arts (62%).
- 25% of respondents have auditioned, performed, or worked on a production in some other manner (i.e., orchestra member, choreographer, technical crew).
- Programming enjoyed most by survey participants (top five survey responses): Musicals; Plays; Community Events (talent shows, award shows, etc.); Downstage Theater Performances; and Cover Band Concerts.
- The top three desired program additions were: Film Festivals (53%); Arts Education Programs (47%); and Children’s Theatre (45%). These remained consistent among the respondents who identified within minority groups.
- Narrative responses indicate the CAC is providing an intergenerational experience for grandparents, parents, and children. They also attest to the important role of the CAC in improving the quality of life for Simi Valley residents:

“I have had many meaningful experiences that I don’t know where to start. My 18th birthday party was held there, my sister was married there... I found friends that have been with me throughout my entire adult life by participating in productions at the Center.”

“After a recent performance, attended by a friend who had been battling cancer for four years... she turned to me and said ‘I don’t remember the last time I had fun. I smiled the whole time.’ To me, that is the reason for the arts.”

“I raised my children going to all the plays for many years. It built memories for all of us and a [way] to spend quality time together. I continue to go to shows after my children are grown.”

- The majority of comments and narrative responses from survey participants were positive, frequently using words like: family; friends; community; expression; inspiration; identity; talent; beauty; fun; enjoyment; memories; and sharing to describe their experience at the CAC. The word cloud here is representative of the frequently used words in the response to question three of the survey (the full narrative response is under Attachment B).

IV. Arts Commissioner Interviews

The first round of interviews with public members of the Simi Valley Arts Commission was completed in October 2019. The process consisted of a pre-interview questionnaire, an initial review, development of follow-up questions, and an in-person interview. The pre-interview questionnaire focused on the role of the Cultural Arts Center in the community; top priorities and concerns; and the discussion of a potential vision for the future.

The Arts Commission interviews brought forth a discussion of both the strengths and the challenges associated with the CAC. These responses were synthesized to develop a summary of the strengths, weaknesses, opportunities, and threats that came up in the Arts Commissioner interview process (Attachment C). This summary was then grouped with survey results, information from the visioning forum, and the stakeholder meetings to formulate the SWOT inventory.

The results of the Arts Commission interviews indicate that the CAC provides the community with high quality programming and a positive intergenerational experience. Its public service orientation attracts the support of high caliber volunteers in the artistic, technical, and front of house realms of performing arts center operations. The skill and dedication of CAC staff, combined with the ongoing support and commitment from City Council, have positioned the CAC for success and longevity in the community. Opportunities were seen in attracting new audiences to the CAC; developing partnerships with external organizations; adopting an advocacy and leadership position within the Simi Valley arts community; meeting the needs of changed demographics in the City; developing partnerships with external organizations; and expanding communitywide support.

The Arts Commissioners also shared their respective concerns. These can be grouped into themes that include: organizational efficiency; ambiguity in the purpose and function of the Arts Commission and Simi Valley Cultural Arts Center Foundation; unclear or undefined goals and objectives; and reliance on practices that may no longer be best suited to meet the needs of the community.

Variance was found within each individual Arts Commissioner's rationale to support the reason for concern. Differences of opinion were found in areas like: staffing; the role of the Arts Commission; revenue performance; and reporting methods. Using staff levels as an example, Arts Commissioners expressed that there were either too many, or not enough, resources available to meet business demand. In these cases, further analysis, determination of strategic priorities, and identifying goals will be useful in determining the best path forward.

V. SWOT Analysis

The information gathered so far serves as the foundation of our analysis of the strengths, weaknesses, opportunities, and threats (SWOT) facing the CAC. First, raw information was categorized under what could be considered as a strength, weakness, opportunity, or threat. Elements were then grouped together based on similarities to determine the overall theme. These themes were then reviewed by the strategic planning team and assessed for validity.

This resulted in the following SWOT inventory:

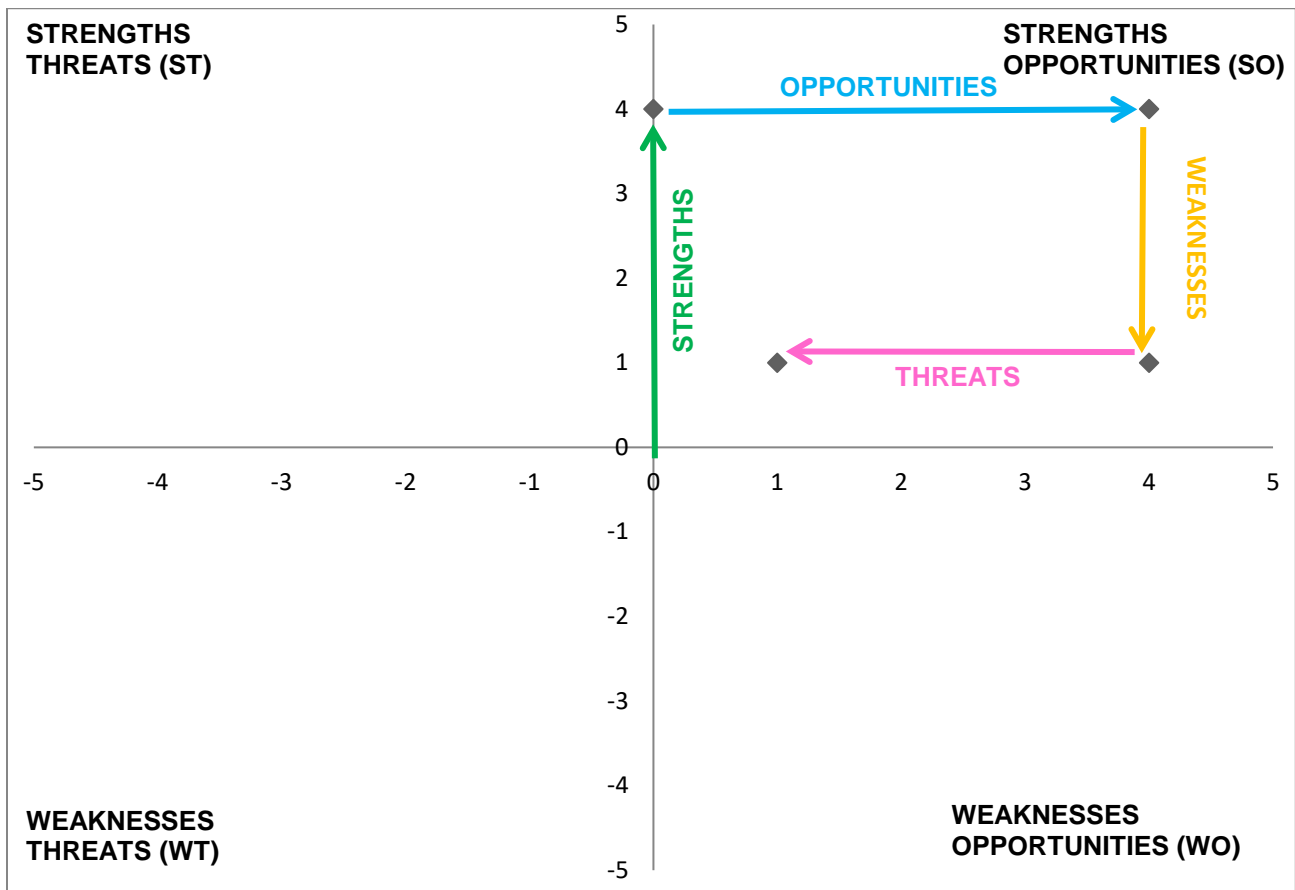
Strengths:	Opportunities
<ul style="list-style-type: none"> • Production quality • Facility • Staff Ability • Volunteer support • Public service orientation • Support and commitment of City Council • Programming • Patron experience 	<ul style="list-style-type: none"> • Partnerships with external organizations • Meeting the changing community demographics • Proximity to entertainment industry • Integrate with the City's promotional resources • Develop new revenue streams • Community investment • Integrate technology to increase efficiencies
Weaknesses:	Threats:
<ul style="list-style-type: none"> • Synergy between Arts Commission, Foundation, and City • Reliance on dated practices and ambiguous policy • Staffing levels and assignments • Agility and independence as a government organization • Program variety • Outreach and engagement • Physical limitations of the facility • Reporting and communications 	<ul style="list-style-type: none"> • Pandemic • Economic downturn/Shutdown • Shifts in entertainment tastes and preferences • Reluctance to support the arts • Competition • Scandal (theft, fraud, etc.) • Fragmented arts community • Political and social divisions in the City

Staff assessed each of the items found on SWOT inventory and weighted their potential impact on CAC operations². The overall impact was then rated one to five, with a rating of five having the most potential impact on the CAC.

² This is following the process provided by Professor Thomas McWeeney, California State University, San Bernardino.

Category	Rating	Comments
Strengths	4	The reputation and history of the CAC, combined with the skill and dedication of staff, signal a position of strength in the community. Support from City Council provides the resources necessary for service delivery.
Weaknesses	3	The main weaknesses of the CAC stem from organizational components and reliance on practices that may no longer be effective. Physical limitations limit expansion capacity.
Opportunities	4	Opportunities to collaborate with outside organizations are numerous and seem to be desired. These can be coupled with opportunities for innovation.
Threats	3	The CAC is exposed to the same threats that face any municipal organization, especially an economic downturn. Political and social divisions within the arts community and the City have the potential to interfere with CAC operations.

These were plotted on a four-quadrant graph to determine the approach in developing plan strategies:



The SWOT plotting places the CAC in the Strength and Opportunities (SO) quadrant, near both the X and Y axis. Placement in this quadrant indicates a promising position for the CAC where there is a demand for CAC programs and opportunities for growth. In this environment, positives outweigh the negatives. Although landing in this SO quadrant, the plotting also places the CAC close to the ST, WO, and WT quadrants. While the CAC can be aggressive in strategy development and plan implementation, *risks must be understood, calculated, and connected to the goals of the plan. Further, the environment must be continuously evaluated and assessed for any changes.*

VI. Focus Areas

The focus areas have been developed through the merging of the mission of the CAC and the information gained in the strategic planning process. These focus areas, or close variants, will become the strategic priorities of the plan, and will help shape the goals and strategic direction of the CAC. Each focus area is prescribed example strategies, which can be developed or discarded, in the corresponding focus area meetings. The results of these meetings will also guide the development logic models found in the plan.

The mission of the Cultural Arts Center is:

- *To provide a multipurpose facility to present performances of music, theater, dance, film, lectures and popular entertainment as well as space for conferences, meetings, seminars, and workshops; and,*
- *To develop, support, and encourage cultural activities and educational programs to enhance the quality of life of the citizens of Simi Valley and surrounding communities.*

In the survey of CAC participants, the top five impacts were:

1. *Provide fun or joy in your life*
2. *Allow you to experience/be inspired by others' creativity and artistic expression*
3. *Create lasting memories*
4. *Energize or recharge you*
5. *Reduce stress*

The COVID-19 recovery effort presents opportunities to expedite some of the underlying strategies in each of the focus areas. The breadth of the COVID-19 impact requires the integration of the recovery plan as part of the five-year plan for the CAC. Strategies that are most pertinent to COVID-19 recovery have been noted by a “”.*

CULTURAL ARTS CENTER STRATEGIC PLAN FOCUS AREAS

Assumption: *General Fund subsidy (salary, benefits, maintenance) and financial arrangement (10% of earned revenue) remain constant*

1. QUALITY OF LIFE

Leverage the value of the arts to enhance the quality of life for all Simi Valley residents

- a. Reinforce the arts as a source of relaxation, joy, and leisure*
- b. Create opportunities for free expression, personal connections, and dialogue to bridge community divisions*
- c. Continue intergenerational programming to create shared experience for all Simi Valley families*
- d. Communicate the importance of the arts in creating healthy and safe communities*

2. SUSTAINABILITY

Ensure

stable revenue streams and maximize efficiencies

- a. Optimize current revenue streams (box office, rentals, concessions, fees)
- b. Develop new revenue streams (sponsorships, classes, subscriptions, grants) *
- c. Align revenue initiatives with Foundation goals*
- d. Calibrate staff responsibilities to align with plan and reduce costs*
- e. Develop revenue and cost recovery goals*

3. PROGRAM DEVELOPMENT

Deliver programming that reflects demographics of Simi Valley's current population while staying true to the CAC's mission

- a. Arts education programs*
- b. Support new works and emerging artists*
- c. Meet cultural and intergenerational needs*
- d. Youth programming*

4. FACILITY & EXPERIENCE

Leverage the historical importance of the CAC building and adapt to meet the future needs of the community

- a. Maintain and update Capital Improvement Plans to increase accessibility and create a contemporary theatre experience
- b. Develop inventory, organizational, and storage systems to ensure prime condition and appearance of facility

- c. Integrate technology, customer service, and facility to create a positive customer experience from ticket purchase to performance*
- d. Strive to create meaningful and memorable arts experiences unique to Simi Valley*

5. MARKETING, OUTREACH, & COMMUNITY PARTNERSHIPS

Partner and collaborate with external organizations to fulfill the CAC's mission

- a. Encourage and expand participation from local arts organizations*
- b. Develop relationships with organizations Rancho Simi Recreation and Parks District and Simi Valley Unified School District*
- c. Cultivate buy-in and support from the business and donor community*
- d. Develop marketing and outreach programs reflective of the CAC's position within the community

6. ARTS LEADERSHIP & ADVOCACY

Support emerging arts organizations and establish the arts as an integral component of life in Simi Valley

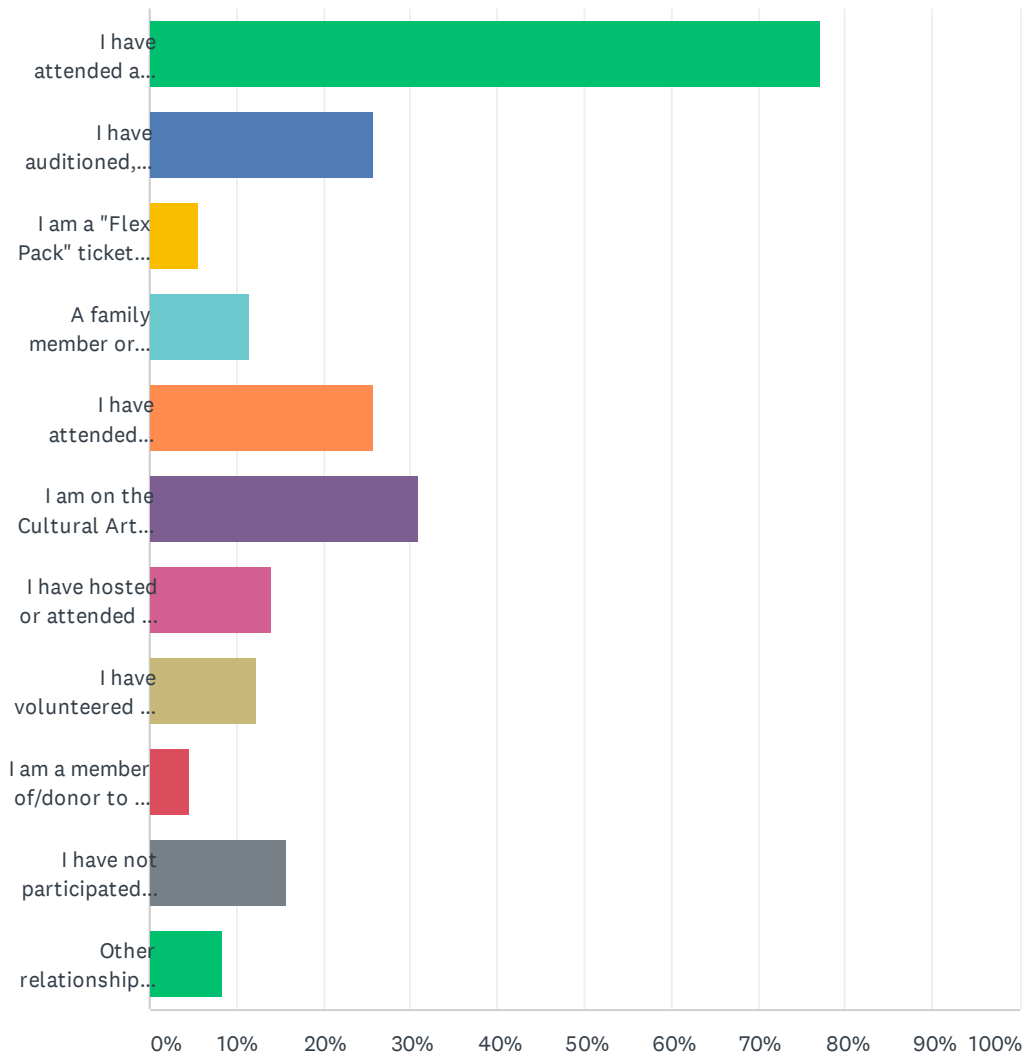
- a. Develop reporting that provides metrics on the financial, artistic, and community impact of the CAC
- b. Update the role of the Arts Commission to further the mission of the CAC and increase the presence of the arts in the City*
- c. Integrate CAC activities with strategic priorities of the City*
- d. Advocate for programs such as public art and percent for art

VII. Next Steps:

The next steps, subject to the City Manager's review of this report and further direction, are to: evaluate incoming COVID-19 information; schedule meetings with underrepresented groups; finalize the focus areas with the Arts Commission; complete a detailed revenue analysis; set corresponding focus group meeting agendas, assemble the results; and prepare for individual meetings with members of the City Council. From here, goals and objectives, and logic models will be developed. These will form the basis of the plan and ultimately guide the strategic vision and direction for the CAC.

Q1 How have you participated in the programs or activities of the Simi Valley Cultural Arts Center? Please check all that apply.

Answered: 355 Skipped: 0

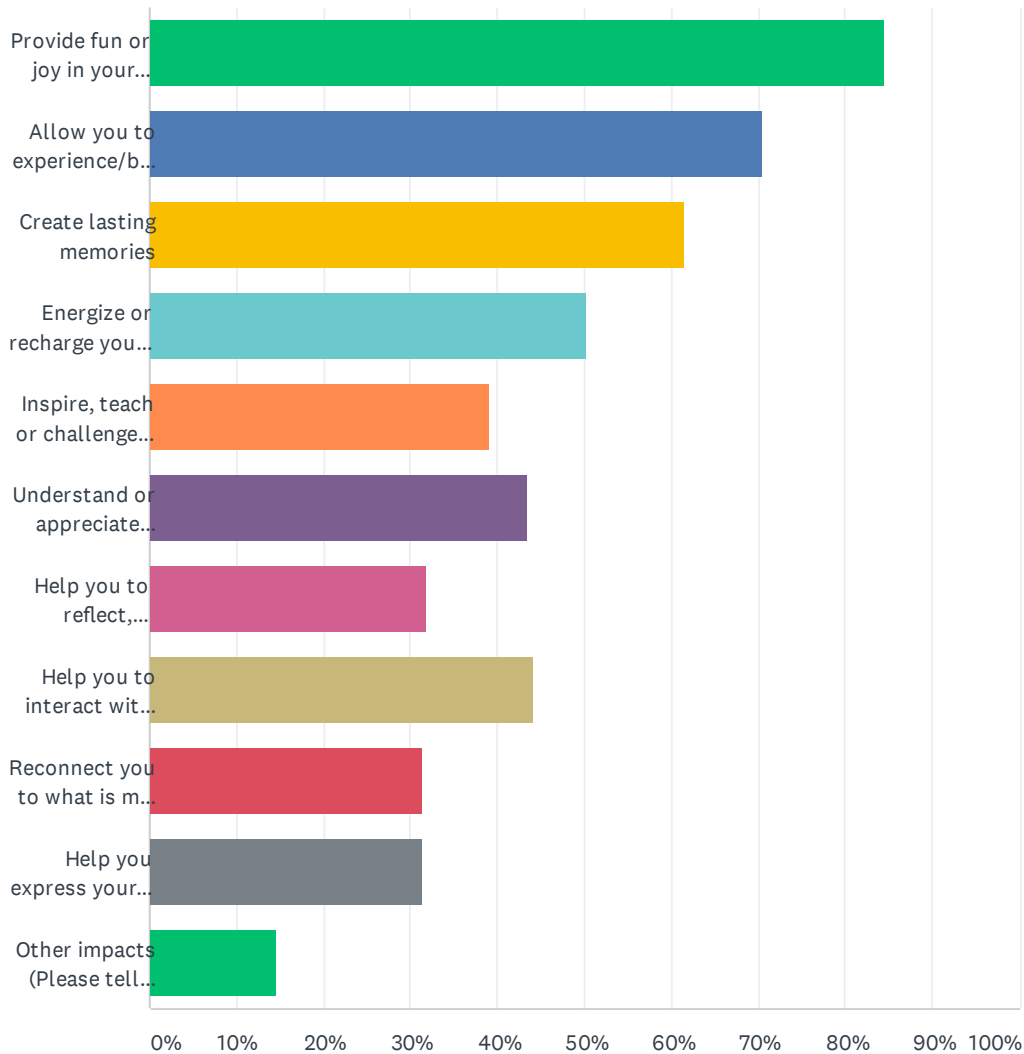


Simi Valley Cultural Arts Center Community Feedback Survey

ANSWER CHOICES	RESPONSES	
I have attended a performance or performances	77.18%	274
I have auditioned, performed or worked on a production (including orchestra, choreography, technical staff)	25.63%	91
I am a "Flex Pack" ticket holder	5.63%	20
A family member or myself has participated in arts education class	11.55%	41
I have attended community meetings and events (i.e. Rotary Club, luncheons, craft fairs)	25.63%	91
I am on the Cultural Arts Center mailing list and/or follow the CAC on social media	30.99%	110
I have hosted or attended a special event there (wedding, retirement, birthday party, etc.)	14.08%	50
I have volunteered in support of the Cultural Arts Center (Arts Commission, Foundation, Ushers)	12.39%	44
I am a member of/donor to the Simi Valley Cultural Arts Center Foundation	4.51%	16
I have not participated in any activity at the Cultural Arts Center	15.77%	56
Other relationship with the Cultural Arts Center (please describe)	8.45%	30
Total Respondents: 355		

Q2 Please think about the impact of your personal experiences at the Simi Valley Cultural Arts Center and check all boxes that apply. Did these experiences:

Answered: 299 Skipped: 56



Simi Valley Cultural Arts Center Community Feedback Survey

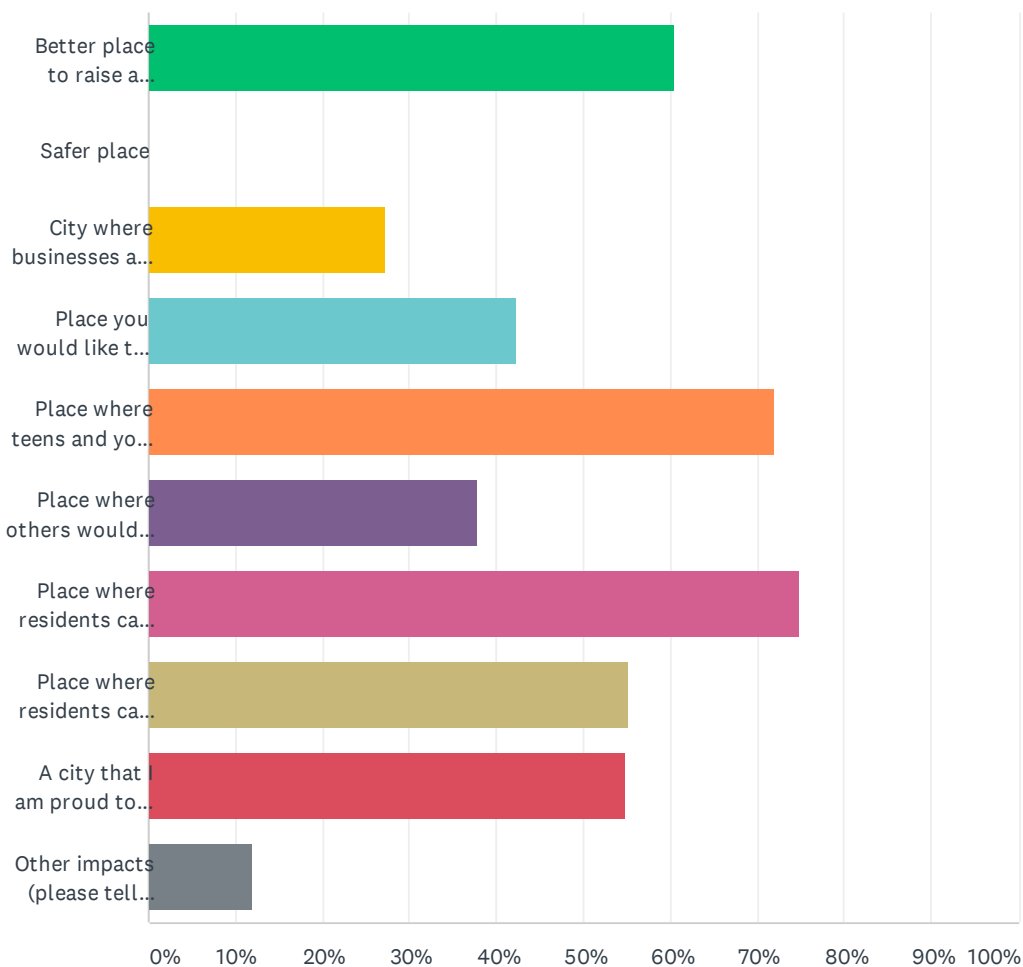
ANSWER CHOICES	RESPONSES	
Provide fun or joy in your life	84.62%	253
Allow you to experience/be inspired by others' creativity and artistic expression	70.57%	211
Create lasting memories	61.54%	184
Energize or recharge you; Reduce stress	50.17%	150
Inspire, teach or challenge you	39.13%	117
Understand or appreciate other people, perspectives, and cultures	43.48%	130
Help you to reflect, contribute to, and advance diverse culture & heritage	31.77%	95
Help you to interact with others and create stronger relationships	44.15%	132
Reconnect you to what is most important in your life	31.44%	94
Help you express your own creativity and talents	31.44%	94
Other impacts (Please tell us about them):	14.72%	44
Total Respondents: 299		

Q3 Please describe an experience with the Simi Valley Cultural Arts Center that was personally meaningful to you. When did it occur? What other people were involved? Is there a feeling, a phrase or word that describes your experience?

Answered: 166 Skipped: 189

Q4 Does the presence of these arts experiences in Simi Valley make our community a (check all that apply):

Answered: 275 Skipped: 80

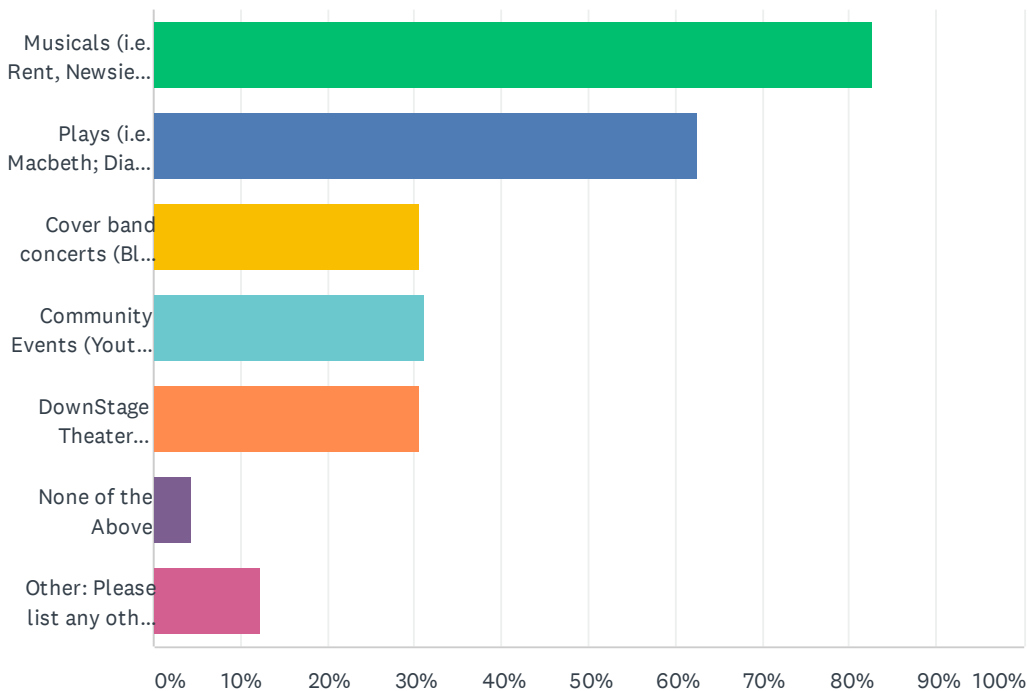


Simi Valley Cultural Arts Center Community Feedback Survey

ANSWER CHOICES	RESPONSES	
Better place to raise a family	60.36%	166
Safer place	0.00%	0
City where businesses are more likely to start, stay, or relocate to	27.27%	75
Place you would like to stay in after you retire	42.18%	116
Place where teens and youth have access for creative expression and individual development	72.00%	198
Place where others would like move to	37.82%	104
Place where residents can connect with one another through shared experience	74.91%	206
Place where residents can gain experience/training for careers in the arts	55.27%	152
A city that I am proud to call home	54.91%	151
Other impacts (please tell us about them):	12.00%	33
Total Respondents: 275		

Q5 What types of programs do you enjoy most at the Cultural Arts Center?

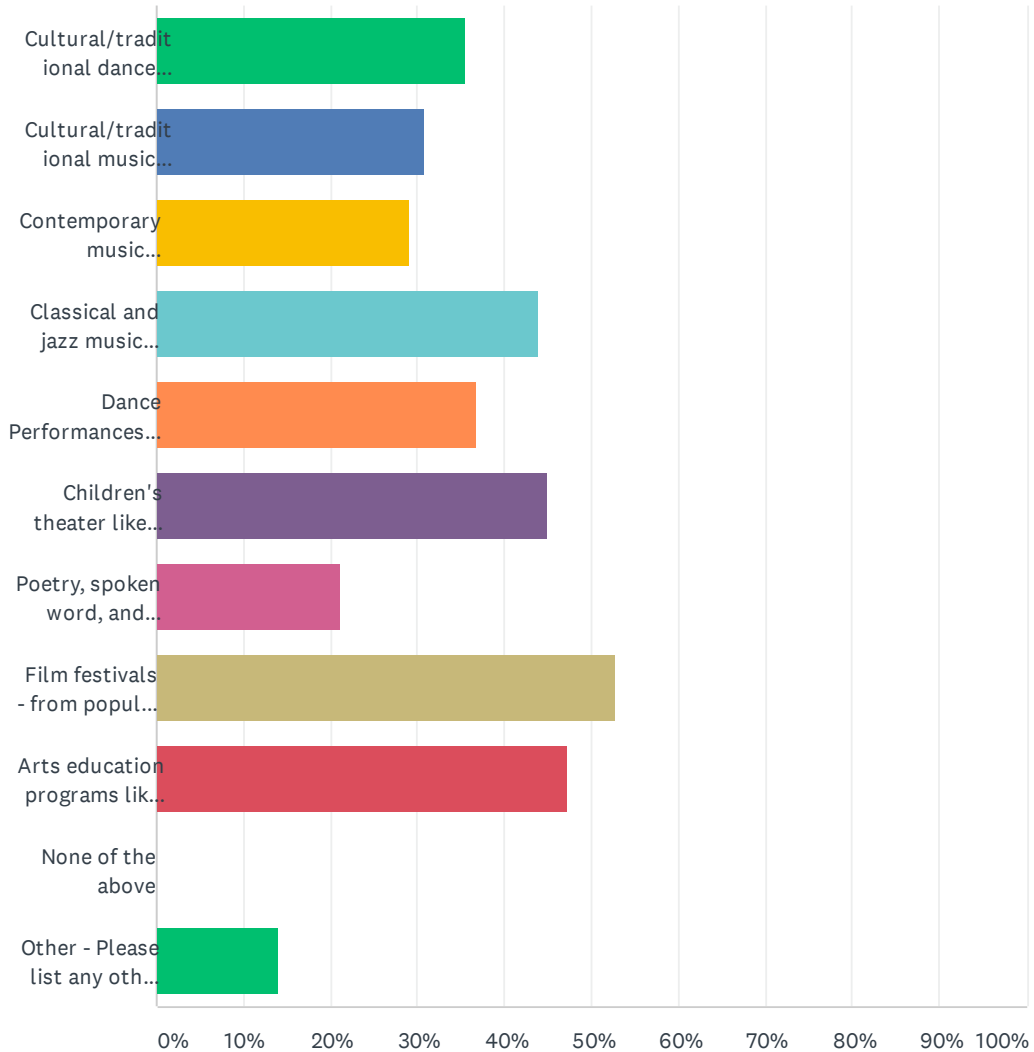
Answered: 275 Skipped: 80



ANSWER CHOICES	RESPONSES	
Musicals (i.e. Rent, Newsies, and/or Fiddler on the Roof)	82.55%	227
Plays (i.e. Macbeth; Diary of Anne Frank; The Importance of Being Earnest)	62.55%	172
Cover band concerts (Blue Christmas with Elvis; Elton John Tribute)	30.55%	84
Community Events (Youth Council Talent Show; Stage 1 Music Fall Recital; VC Star Storytellers Project)	31.27%	86
DownStage Theater Performances (High Street Broadcast; One Person Shows; New/experimental works)	30.55%	84
None of the Above	4.36%	12
Other: Please list any other types of programs you have enjoyed at the Cultural Arts Center.	12.36%	34
Total Respondents: 275		

Q6 What types of programming would you like to see more of at the Cultural Arts Center?

Answered: 264 Skipped: 91



Simi Valley Cultural Arts Center Community Feedback Survey

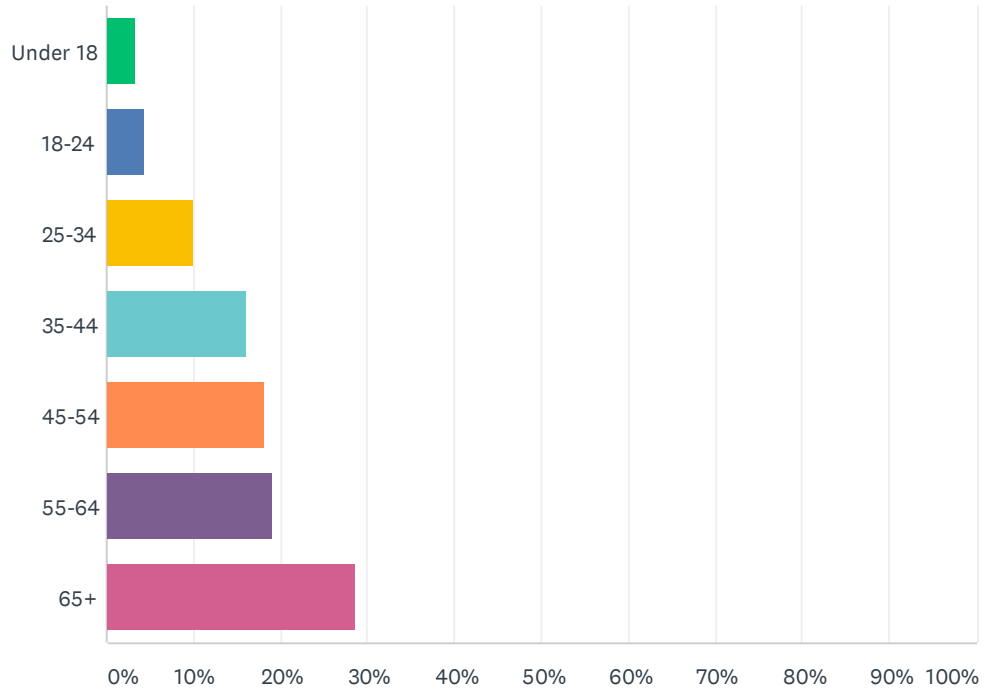
ANSWER CHOICES	RESPONSES	
Cultural/traditional dance like Ballet Folklórico, East Indian (i.e. Odissi, Bharatanatyam), and Irish stepdance	35.61%	94
Cultural/traditional music like zydeco, sitar, Mariachi, or Scottish bagpipes	30.68%	81
Contemporary music performances like hip hop, rock, experimental/electronic	29.17%	77
Classical and jazz music programs like string quartets, big band, and lunch time concerts	43.94%	116
Dance Performances like ballet, modern, interpretative	36.74%	97
Children's theater like Rapunzel, Dr. Seuss, Roald Dahl	45.08%	119
Poetry, spoken word, and experimental works	21.21%	56
Film festivals - from popular to cultural	52.65%	139
Arts education programs like: acting, voice, and dance classes; summer theater camps	47.35%	125
None of the above	0.00%	0
Other - Please list any other programs you would like to see at the Cultural Arts Center.	14.02%	37
Total Respondents: 264		

Q7 What further comments/questions do you have about the activities and programming at the Cultural Arts Center? Is there any additional information, program ideas, or other ways we can improve our work?

Answered: 105 Skipped: 250

Q8 What is your age range?

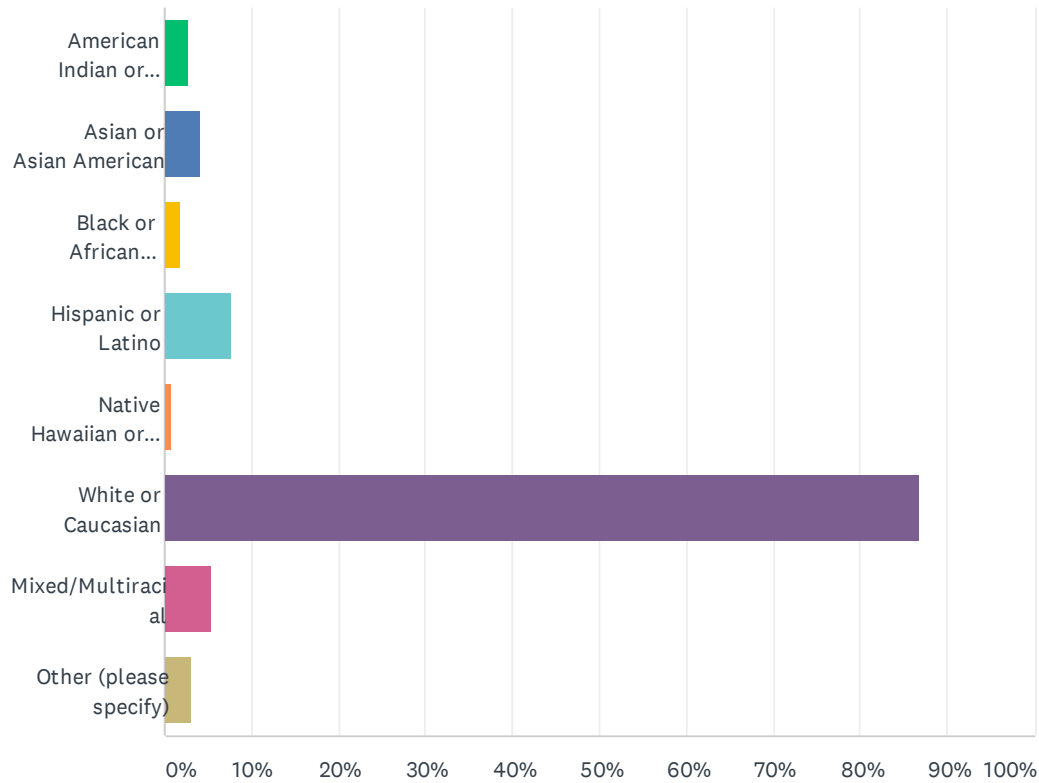
Answered: 268 Skipped: 87



ANSWER CHOICES	RESPONSES
Under 18	3.36% 9
18-24	4.48% 12
25-34	10.07% 27
35-44	16.04% 43
45-54	18.28% 49
55-64	19.03% 51
65+	28.73% 77
TOTAL	268

Q9 Ethnicity (Please check all that apply):

Answered: 260 Skipped: 95

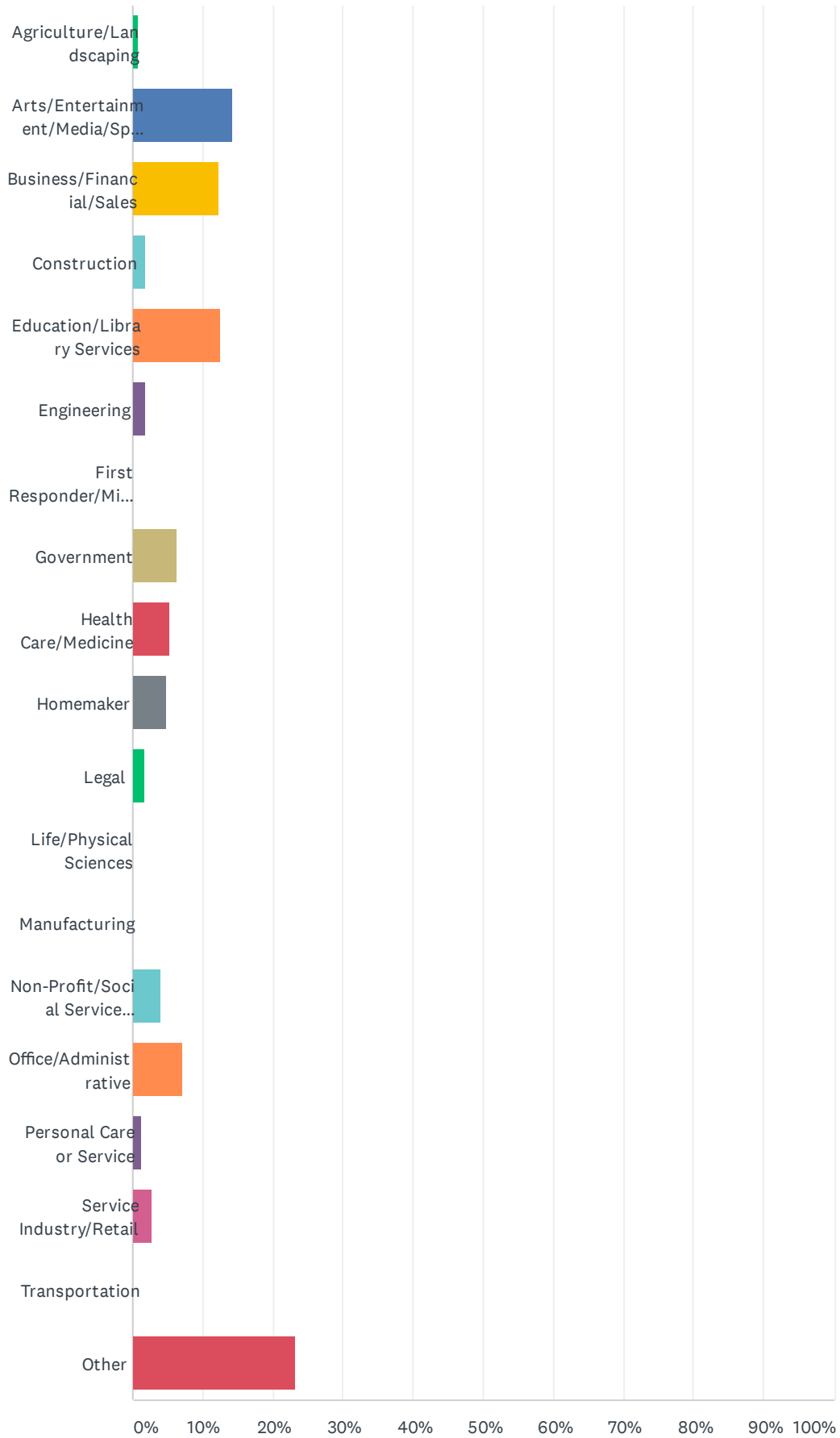


ANSWER CHOICES	RESPONSES	
American Indian or Alaska Native	2.69%	7
Asian or Asian American	4.23%	11
Black or African American	1.92%	5
Hispanic or Latino	7.69%	20
Native Hawaiian or other Pacific Islander	0.77%	2
White or Caucasian	86.92%	226
Mixed/Multiracial	5.38%	14
Other (please specify)	3.08%	8
Total Respondents: 260		

Q10 Please select your primary occupation:

Answered: 253 Skipped: 102

Simi Valley Cultural Arts Center Community Feedback Survey

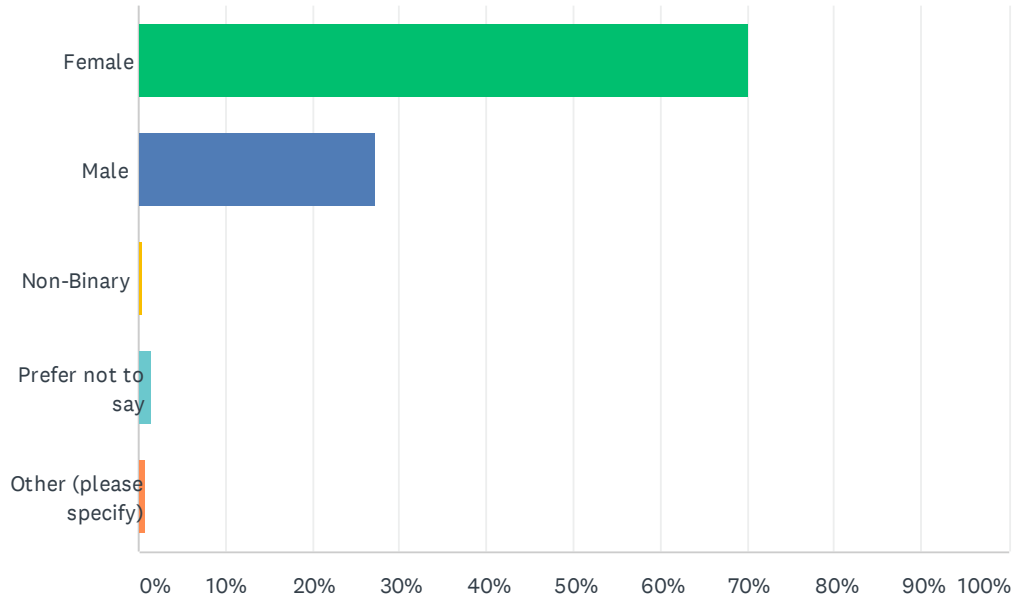


Simi Valley Cultural Arts Center Community Feedback Survey

ANSWER CHOICES	RESPONSES	
Agriculture/Landscaping	0.79%	2
Arts/Entertainment/Media/Sports	14.23%	36
Business/Financial/Sales	12.25%	31
Construction	1.98%	5
Education/Library Services	12.65%	32
Engineering	1.98%	5
First Responder/Military	0.00%	0
Government	6.32%	16
Health Care/Medicine	5.14%	13
Homemaker	4.74%	12
Legal	1.58%	4
Life/Physical Sciences	0.00%	0
Manufacturing	0.00%	0
Non-Profit/Social Service (Non-Government)	3.95%	10
Office/Administrative	7.11%	18
Personal Care or Service	1.19%	3
Service Industry/Retail	2.77%	7
Transportation	0.00%	0
Other	23.32%	59
TOTAL		253

Q11 What is your gender?

Answered: 268 Skipped: 87



ANSWER CHOICES	RESPONSES	
Female	70.15%	188
Male	27.24%	73
Non-Binary	0.37%	1
Prefer not to say	1.49%	4
Other (please specify)	0.75%	2
TOTAL		268

Q12 Contact Information:

Answered: 163 Skipped: 192

ANSWER CHOICES	RESPONSES	
Name	0.00%	0
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	100.00%	163
Phone Number	0.00%	0

CITY OF SIMI VALLEY • MEMORANDUM

DATE: May 19, 2021
TO: Simi Valley Arts Commission
FROM: Fred Helsel, Community Services Manager
SUBJECT: SIMI VALLEY CULTURAL ARTS CENTER PROGRAMMING REPORT

Reflected below are programming descriptions for events being offered or planned for the Simi Valley Virtual Arts Center.

jon neftali photography virtual gallery show March through June, 2021



Now Featured
Jon Neftali
PHOTOGRAPHY

Professional
Travel
Landscape
Fashion
and Event
Photography

www.svac.org

Jon is a Los Angeles based travel, landscape, and event photographer whose work has been featured throughout Southern California in print and social media as well as marketing materials, websites and archival collections. He got his start shooting fashion photography with his friends in high school and his passion grew from there. His travel and landscape photography spans 7 countries, 4 continents and counting. Jon is a frequent collaborator with the Simi Valley Cultural Arts Center, capturing over a dozen SVCAC productions including our most recent productions of *Mamma Mia* and *Elf*.

Check out Jon's stunning work in his [virtual gallery](#). And if you are looking for some exciting new art to brighten up your home or office, be sure to check out his online [Prints for Purchase](#). You can also follow Jon's adventures in photography on [Instagram](#).

For Your Mother's and Father's Day Shopping!



When shopping online just makes sense.

Stay Home Stay Safe Support the ARTS!

Between 12 Noon Friday, 4/16 and 12 noon Wednesday, 6/30, 10 percent of the proceeds will be donated to the Simi Valley Cultural Arts Center's Share the ARTS Program.

Shop online at our **Virtual Craft and Gift Fair** coming your way on April 16 - June 30

Sign in at www.svac.org

Simply click on the **Virtual Craft and Gift Fair** link and get shopping! Don't miss this great opportunity to shop for unique craft and gift items while supporting your local theater community at the same time!

Simi Valley Cultural Arts Center 3050 East Los Angeles Avenue Simi Valley, CA 93065
805-583-7905 Website: www.simi-arts.org Virtual Website: www.svac.org

SPRING CRAFT AND GIFT FAIR

April 16 – May 30, 2021

<https://www.svvac.org/craft-gift-fair>

Pick up those one of a kind gifts at SVCAC's Annual Spring Craft & Gift Fair – now a VIRTUAL event! Browse the handmade crafts, unique gifts and tempting treats of some great local small business vendors! From jams and jellies to soaps, candles, jewelry and more - this event is always a great place to pick up fun, affordable gifts for mom and dad to celebrate their special day!



April 10 – May 31, 2021

The Simi Valley Youth Council and the Simi Valley Cultural Arts Center invite you to embrace the diversity of the Simi Valley community at this virtual Multicultural Festival. Celebrating our community's rich cultural heritage the festival culminates May 21, 2021 with: Origin Stories – featuring a Chumash Storyteller, community members sharing their stories, and a presentation by the Youth Poet Laureat of Ventura County. Find out about your neighbor's family history, traditions, celebrations, foods and cultural heritage! Participation is free of charge and can be viewed on SVCAC's Facebook Live and other social media. For more information, check out the Simi Valley Virtual Arts Center website at www.svvac.org/multicultural-festival.

The Simi Valley Youth Council and the Simi Valley Cultural Arts Center invite you to celebrate diversity by participating in their virtual Multicultural Festival. Share your family's history, celebrations, traditions, foods and more! Visit www.svvac.org for more details.

Multicultural Festival

APRIL 10 through MAY 31, 2021



APRIL 10, 2021

**Movement
Around the World**

**Embrace the
diversity of the Simi
Valley community!**

**We are seeking your
video submissions
in these categories:**

**Movement Around the
World** - Cultural Dancing or
Martial Arts Demonstrations

Cultural Couture - Show
off your cultural wear in our
virtual fashion show!

Cultural Cuisine - Share
your family's favorite recipe
and demonstrate how to
make it!

Anthropological Art -
Showcase your artwork
inspired by your cultural
heritage!

Origin Stories - Interview
one of your elders and tell
their heritage story!

**This program is funded
in part through a Local
Impact Grant from the
California Arts Council**



APRIL 17, 2021

Cultural Couture



MAY 1-31, 2021

Anthropological Art



Cultural Cuisine

APRIL 24, 2021

Origin Stories

MAY 21, 2021



SIMI VALLEY
CULTURAL
ARTS CENTER



Silver Anniversary Fundraising Campaign!

Become a **Silver Anniversary Donor** by giving to the **Simi Valley Cultural Arts Center's 25th Anniversary Campaign!** No gift is too small or too large! SVCAC has already reached over 35% of our \$25,000 goal in honor of our 25th Anniversary!

DONATING IS EASY!

- Donate Online in **SECONDS** at our [PAYPAL LINK](#)
- Call us directly at 805-583-7905 to make a donation over the phone to a LIVE PERSON!
- Mail a check made payable to SVCAC to: Simi Valley Cultural Arts Center, 3050 East Los Angeles Avenue, Simi Valley, CA 93065.

Plus the following projects are planned and/or pending . . .

- **Potential Parking Lot Concert at Simi Town Center this summer**
- **Virtual Gallery Shows**
- **Diversity Series**
- **Additional Virtual Cabaret evenings**
- **Simi Storytellers Series**
- **Virtual Youth Arts Classes**
- **Always, Patsy Cline – coming in October**
- **All Together Now – Fundraiser Musical Revue – coming in November**