

Three Year Adaptive Bridge Plan

2024-2027





At Creative West, supporting creativity is what we do. We're a nonprofit US Regional Arts Organization that builds equitable technology, funding, advocacy, and policy systems to generate creative capacity in the West and beyond. We offer direct, practical support to arts agencies, artists, culture bearers, and creative organizations, serving a region that stretches from the Arctic Coast to the Desert Southwest, and from the Great Plains to the Pacific Islands.

We focus on distributive action, sharing information and resources with communities. We support goals directly — seeking partnership, not power — knowing that the region contains multitudes.

By building systems that change systems, we advance equity, justice, and regenerative action — seeing these values as essential as creativity itself.

A Note on the Origin of this Plan

Building on What Came Before

This Adaptive Plan grew out of WESTAF's [10 Year Vision](#), developed by stakeholder cohorts from 2017–2018. This invaluable strategic planning document launched in May 2019.

A Colossal Inflection Point

With the onset of the global pandemic in March 2020, followed that summer by the murder of George Floyd and an accelerated racial reckoning, WESTAF focused the next two years on delivering relief and funding recovery to the region, supporting partners whose work had radically shifted or shut down, closely re-examining priorities through a social justice lens, and adjusting to the challenges and opportunities of a virtual workplace culture.

New Leaders, Ideas; New Resources, Possibilities

During this time, WESTAF attracted new leaders—on the staff, on the board of trustees, through deepening networks—who brought with them new ideas and approaches. Significant resources were also secured, and WESTAF could begin to explore new ways to respond to the changing world. At the October 2022 annual meeting of the board trustees, the executive committee reviewed these developments, concluding that an

alternative organizational planning model should be considered—one responsive and relevant to our sector's needs and reflective of WESTAF's evolving values.

Forging a Responsive Plan

In September 2023, the Leadership Resource Team (LRT) began [Creating An Adaptive Plan: A Bridgespan Leadership Accelerator Program](#), identifying Destinations, Objectives and Key Results within a three-year planning horizon. A half-way point review of the original 10 Year Vision was conducted in February 2024. 40% of its goals had been completed, with the rest well in flight.

Set to launch in October 2024, the Adaptive Bridge Plan brings updated guidance to the launch of a newly-named, re-messaged and visually-updated organization—Creative West.

Past Learning, Future Forward

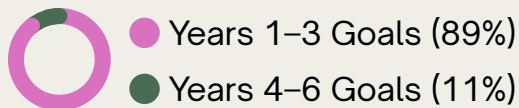
By Summer 2024, the new plan was complete. Set to launch in October 2024 during the organization's 50th year in existence, the Creative West Three-Year Adaptive Bridge Plan brings updated guidance to the launch of a newly-named, re-messaged and visually-updated organization—Creative West.

Half-Way Point Review of 10-Year Vision Goals

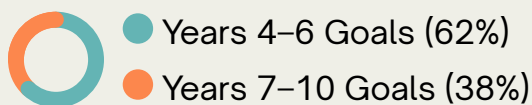


In February 2024, the LRT conducted a half-way point review of the original 10 Year Vision, learning that 40% of its goals had been completed, with the rest well in-flight.

● Goals Completed (40%)



● Goals In-Progress (57.8%)



● Goals no longer relevant (2.2%)

The Five Destinations of Creative West 2024–2027



Creative West has a **storytelling culture** that amplifies the **voices of the communities we serve**, mobilizing supporters and driving action.



Creative West has **financial resilience** through a **diversified revenue model**, ensuring long-term sustainability, alignment with our values, and responsiveness to the creative sector.



Creative West **grantmaking** has become **responsive, equitable, and trust-based**, putting people and communities at the center.



Creative West arts advocacy and policy initiatives have **secured increased public support and recognition** for the creative sector.



Creative West has a culture of **continuous innovation**, prioritizing **access**, and **data-driven decision-making**.

Destinations are descriptions of where we will be in three years.

Objectives are pre-defined achievements on the path to the destinations. Many objectives are intentionally designed as achievements toward multiple different destinations.

Destinations

Creative West has a storytelling culture that amplifies the voices of the communities we serve, mobilizing supporters and driving action.

Creative West has financial resilience through a diversified revenue model, ensuring long-term sustainability, alignment with our values, and responsiveness to the creative sector.

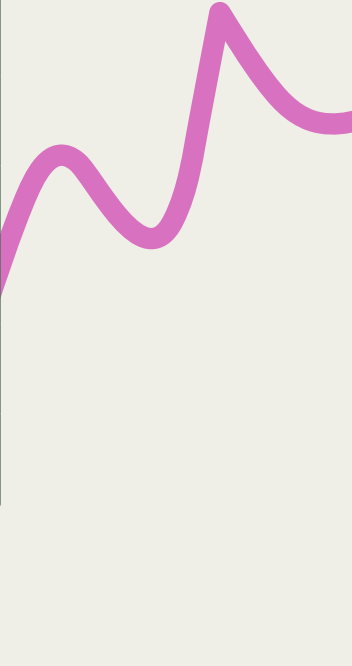
Objectives	Destination 1	Destination 2
Support staff professional growth and satisfaction	✓	✓
Invest in accessibility in physical and digital spaces	✓	✓
Expand our engagement with artists across art forms	✓	✓
Increase access to arts services and programs		✓
Build a high performance fund development team	✓	✓
Position Creative West as a key thought partner for the creative sector	✓	
Raise the public profile of Creative West, its tech products and programs	✓	
Integrate storytelling into organizational practices	✓	
Build partnerships and networks with priority communities		
Drive action on legislative and regulatory change in partnership with advocates, networks, and coalitions	✓	
Implement a multi-year fundraising strategy that diversifies + increases revenue	✓	✓
Develop new professional development programs for state and jurisdictional arts agencies		
Increase customer acquisition, retention and satisfaction	✓	✓
Retire technical debt to modernize		✓
Increase operational accuracy, efficiency and automation to support growth		
Co-create and advance a regional advocacy agenda with our networks	✓	
Replicate the National Leaders of Color Fellowship model		

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✓	✓	✓
✓	✓	✓
✓	✓	✓
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✓		
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✓		



The Plan in Action

July–October 2024
Share and Integrate

October 2024
Launch

October 2024–October 2027
Implement and Review

February 2025–June 2026
Organize Work Groups

June 2026–October 2027
Review, Adapt, Consider and
Build What Comes Next



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Cover: Ogden Friends of Acoustic Music Festival (OFOAM); Ogden, UT. Photo Credit: Deann Arms

Inside Cover: Audience at Japanese Friendship Garden clapping for Edo's performance; San Diego, CA. Photo Credit: Lynne Jennings

Design by Ligature Creative

WeAreCreativeWest.org