

Downtown Albuquerque Arts & Cultural District
Steering Committee
STRATEGIC PLANNING RETREAT

December 7, 2018

FINAL REPORT

Prepared by:

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Principal

cultural econ

*creating strategies and leadership
for the cultural economy*

INTRODUCTION

New Mexico has a long history of supporting arts and cultural activities. The Downtown Albuquerque Arts & Cultural District (DACD) was formed to support artists and creative entrepreneurs in a 30-block geographically defined district in downtown Albuquerque, New Mexico. To focus the efforts of the DACD, there must be a unifying vision and strategic plan in place to guide the DACD Steering Committee as it carries out its mission of supporting the creative economy.

Regina Chavez Puccetti, owner and principal of Cultural Econ, a small consultancy specializing in cultural planning strategies and group facilitation for the arts and cultural industries, was engaged to lead the DACD Steering Committee in a series of discussions and exercises that would result in developing a strategic work plan with measurable goals, strategies and tasks in support of the mission and near term future planning efforts, and defining key partnerships.

Regina met with Erin De Rosa, executive director of DACD on October 26th and again with Erin and Jesse Herron, Steering Committee chair on November 2, 2018 to determine the scope of services and outcomes for the retreat, and to answer any questions in anticipation of the scheduled retreat.

On December 7, 2018, Regina facilitated a nearly 6 hour retreat with Steering Committee members at the Albuquerque Chamber of Commerce, Blue Cross Blue Shield Conference Room.

This document contains the notes from the planning retreat and the strategic work plan.

PARTICIPANTS

Erin De Rosa – Downtown Albuquerque Arts & Cultural District

Cat Hulshoff (representing Dean Pinder and Associate Dean Mary Tsiongas) – UNM CFA Downtown Studio

Chris Chavez – City of ABQ Economic Development

Sherri Brueggemann – City of ABQ Public Art Urban Enhancement Division

Tom Neale – UNM Real Estate

Julia Youngs – Creative Startups

Jesse Heron – AT&SF Albuquerque Trolley

Sandy Hill– Studio Hill Design

Regina Chavez Puccetti – Facilitator

Timber Mabes - Assistant

DESIRED OUTCOMES

1. Key partnerships defined;
2. Initiatives prioritized for the next 1 – 3 years;
3. A Strategic Work Plan to guide the organization; and
4. A guided and structured opportunity for the advisory council and staff to participate in the process of planning the future of the Downtown Albuquerque Arts & Cultural District.

Downtown Arts & Cultural District MISSION:

The Downtown Albuquerque Arts & Cultural District is both a place and a program in action: it is a designated area of 30 blocks in Downtown Albuquerque, and as a program of Downtown ABQ MainStreet, the District supports the creative economy of Downtown Albuquerque. We accomplish this through promotional support, funding, and partnerships.

STRATEGIC WORK PLAN

GOALS		TIMELINE	PARTNERSHIP	CHAMPION
		<ul style="list-style-type: none"> • Short • Medium • Long Term 	<ul style="list-style-type: none"> • Must Have • Nice to Have • No Partner 	
FUNDING				
GOAL 1	FUNDING: Secure \$100,000 in operational funds annually for next 3 years			
Strategy 1.A	Advocate local and regional governments and universities for funding	SHORT	MUST HAVE -- Local/regional governments; universities/colleges	Sherri B
Tasks	1. Prepare budget			
	2. Find and submit formal request			
	3. Identify process champions			
GOAL 2	FUNDING: Increase project funding of \$70,000 by 10% each year			
Strategy 2.A	Establish membership / sponsorship plan	MEDIUM	MUST HAVE – local funders, local stakeholders	Sherri B
Tasks	1. Identify what types of memberships etc allowable per MS			
	2. Quantify necessary impact / expectation			
	3. Clarify message to financial partners			
	4. Identify and define % of allowable funds from public financing tools			
Strategy 2.B	Identify appropriate grant opportunities	SHORT		
Tasks	1. Create timeline of needs and deadlines, write proposals			
Strategy 2.C	Investigate local partnerships / sponsorships			
Tasks	1. Reach out to local businesses and organizations			
GOAL 3	FUNDING: Secure additional funding through public financing, sponsorship, membership, and donations			
Strategy 3.A	Identify public partners	LONG	NICE TO HAVE – Corporations, hotels, public & private stakeholders	Sherri B
Tasks	1. Develop contact list			
	2. Seek networking partners to find “Erin” equivalent			
	3. Standardize the “ask” as 1-page transparent request			
Strategy 3.B	Create annual fundraising event	MEDIUM	MUST HAVE – Sponsor and host	
Tasks	1. Identify opportunity			
	2. Develop timeline and budget			
	3. Identify partners and sponsors			

OPPORTUNITIES FOR ARTISTS AND CREATIVE ENTREPRENEURS						
GOAL 4	OPPORTUNITIES: Create a directory of resources for the creative community in the District					
Strategy 4.A	Create / optimize existing website as a directory	SHORT	NICE TO HAVE – local design firm, partners with similar resources, city resources	Julia Y		
Tasks	1. Identify spaces and owners to be listed on site					
	2. Assess current utilization and update capacity of site					
	3. Identify process champions					
Strategy 4.B	Create a How To Guide for Artists / Creatives	LONG			NICE TO HAVE – local design firm, partners with similar resources, city resources	Julia Y
Tasks	1. Determine info needed					
	2. Create docs / guide / newsletter					
	3. Create another directory of and for creatives					
	4. Put on website					
	5. Publicize during outreach					
	6. Print as needed					
GOAL 5	OPPORTUNITIES: Create a sustainable fund for creatives' professional development					
Strategy 5.A	Ask local funder/s to set up fund to direct donors	MEDIUM	MUST HAVE – local funders	Julia Y		
Tasks	1. Establish crowd funding campaign with donor gifts					
Strategy 5.B	Create framework for Artist Development Program	MEDIUM	MUST HAVE – Funder, local partners		Julia Y	
Tasks	1. Create application criteria					
	2. Identify partners					
	3. Create evaluation framework					
Strategy 5.C	Create artist residency program	MEDIUM	MUST HAVE – UNM CFA-Downtown	Julia Y		
Tasks	1. Collaborate with UNM CFA-Downtown Studios to define and promote program					
	2. Formalize management agreement					
	2. Develop and implement marketing plan					
	3. Create call for artists					
	4. Find gallery and director to host					

DISTRICT AWARENESS

GOAL 6	AWARENESS: Educate stakeholders about District mission, purpose, value and benefits			
Strategy 6.A	Establish contact list for stakeholders	SHORT	NICE TO HAVE – City contacts, other arts organizations and stakeholders	Sandy H and Jesse H
Tasks	1. Identify stakeholders			
	2. Identify best point of contact (email / newsletter)			
	3. Link to website			
Strategy 6.B	Optimize website	MEDIUM	NICE TO HAVE – design firm/developer	
Tasks	1. Determine branding strategy and mission			
Strategy 6.C	Develop District Stakeholder Ambassadors	LONG	NICE TO HAVE – City contacts, other arts organizations and stakeholders	
Tasks	1. Maintain email list and engage in values, benefits and needs. Stay current!			
Strategy 6.D	Develop grassroots outreach	SHORT	NO PARTNERS	
Tasks	1. Identify events to attend			
	2. Identify new businesses in District to meet			
	3. Create welcome packet			
Strategy 6.E	Set up Office Hours	SHORT	No partners	
Tasks	1. Create topic / committee schedule			
	2. Determine publicity schedule			
Strategy 6.F	Support local events		MUST HAVE – venues, event promoters	
Tasks	1. Identify which events we want to attend / support			
	2. Create promotional materials			
GOAL 7	AWARENESS: Promote District to greater Albuquerque			
Strategy 7.A	Develop professional marketing plan	MEDIUM	NICE TO HAVE – Design firms, tourism stakeholders	Sandy H and Jesse H
Tasks	1. Explore potential partners for collaborative marketing efforts			
	2. Identify and secure funds to procure marketing firm to promote District to Albuquerque			
	3. Contract with marketing firm			
	4. Create marketing material			
	5. Create press release plan			

GOAL 8	AWARENESS: Create a wayfinding and identity plan					
Strategy 8.A	Identify gateways and possible utilization of existing wayfinding, and window stickers	SHORT	MUST HAVE – City planning departments, fabrication labs, artists	Sandy H and Jesse H		
Tasks	1. Find existing records of this archive or Downtown Action Team initiative					
	2. Order stickers and distribute (generic and/or membership badge)					
Tasks	3. Design and fabricate Public Art project “Viewfinder”	MEDIUM				
Strategy 8.B	Develop wayfinding design	MEDIUM				
Tasks	1. Secure permits as needed					
	Tasks	2. Plan locations				
GOAL 9	AWARENESS: Advocate the values, benefits and needs of the District to government and private decisionmakers					
Strategy 9.A	Standardize the ask	SHORT	NO PARTNERS	Sandy H and Jesse H		
Tasks	1. Articulate the values, benefits and needs					
Strategy 9.B	Schedule and attend meetings with elected officials to advocate	MEDIUM				
Tasks	1. Identify officials, calendar and The Ask (values, benefits, needs)					
Strategy 9.C	Prepare capital outlay request from government officials					
Tasks	1. Coordinate with City and State					
Strategy 9.D	Maintain contact with current officials					
Tasks	1. Update contact list					
	2. Update administration mapping					
GOAL 10	STEERING COMMITTEE: Clarify Steering Committee roles, responsibilities, terms, expectations, function and representation					
Strategy 10.A	Create Steering Committee nomination application	SHORT	NO PARTNERS	Tom N		
Tasks	1. Determine officer job descriptions and commitment agreement					
	Tasks	2. Define creative sector representation (stakeholder demographics)				

DEFINE KEY PARTNERSHIPS

The impetus for any collaboration should be strategic benefits that can only be realized through an alliance or partnership.

First define key partnerships:"

Partnerships and collaboration are strategic alliances intended to achieve greater impact than any organization could generate on its own. Could be from simple coalitions, to joint programming, to shared services, to legally combining two organizations or creating subsidiaries.

Second, define the need for a partnership. Think in terms of MUST HAVE, NICE TO HAVE, and NOT NECESSARY.

Look at the **short, medium** and **long term** goals established, which goals MUST HAVE a partner to be accomplished? Which would be NICE TO HAVE a partner? And which goals won't need a partner?

Third, brainstorm a **list of organizations** with the potential for the partnership to be greater than the sum of the individual parts.

Fourth, conduct due diligence and negotiations (get it in writing).

Sixth, implement collaboration (adjust as needed).

IDENTIFY PARTNERSHIP CHAMPION

The Partnership Champion is tasked with:

- assembling a team or committee
- scheduling meetings as needed
- keeping everyone on track with their tasks reporting progress to the board

REVIEW of TODAY'S WORK

- Looked at the arts & cultural district best practices and environment, and how that has affected the District,
- Reviewed the existing mission for the District,
- Conducted a SWOT analysis,
- Established the top 4 initiatives that need to be addressed over the next 1-3 years,
- Converted the issues identified in the SWOT analysis into ten positive goals to support the District mission with short/medium/long term priorities,
- Developed strategies and tasks to achieve the District Mission,
- Identified Goal Champions to make sure the goals are completed, and
- Defined key partnerships, reviewed a process for selecting partners, and identified a Partnership Champion

The work completed at this retreat can be further refined and will serve as a guide for the leadership of the Downtown Albuquerque Arts & Cultural District.

RETREAT ADJOURNED