

Quintanilla Schmidt

Consulting

Final Report for La Villita Mission and Vision Statement Guiding Principles



Submitted October 15, 2010
for
Downtown Operations
City of San Antonio

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Timeline and Summary

Quintanilla Schmidt Consulting completed the following for the La Villita Retail Management Ad Hoc Committee as part of Downtown Operations, City of San Antonio:

- | | |
|--------------------|--|
| July 16, 2010 | Met with La Villita leadership team to plan and develop La Villita Retail Management Ad Hoc Committee meeting |
| August 20, 2010 | Designed and facilitated one-half day meeting with La Villita Retail Management Ad Hoc Committee to develop consensus and draft a mission and a vision statement |
| September 8, 2010 | Presented draft mission and vision statement at a public meeting for comment |
| September 13, 2010 | Phone conferenced with leadership team to discuss public comment and revise mission and vision statement |
| September 14, 2010 | Facilitated a follow up meeting with the La Villita Retail Management Ad Hoc Committee to review and finalize mission and vision statement |
| September 30, 2010 | Facilitated a meeting with the La Villita Retail Management Ad Hoc Committee to refine and finalize guiding principles |
| October 15, 2010 | Produced and delivered final report articulating mission and vision statement and guiding principles for La Villita. |

Mission Statement

La Villita preserves San Antonio's heritage while promoting the arts and culture in an historic artisan village.

Vision Statement

La Villita will be the preferred gathering place for the celebration of community and cultural events. La Villita will provide the premier cultural destination experience on the San Antonio River where artists and artisans showcase their talent and market their work.

Guiding Principles

1. Preserve Architectural Character

Continue to preserve the architectural integrity of La Villita's historic buildings, plazas and facilities, while keeping the destination vibrant, welcoming and accessible to all.

2. Promote Historic Significance

Capitalize upon the historical significance of La Villita and educate visitors about its place in San Antonio's rich history.

3. Gathering Place

Promote La Villita as a gathering place that recognizes and celebrates the diversity of San Antonio and fosters cultural interaction for events and programs.

4. Quality Arts, Crafts, and Cuisine

Deliver quality arts, crafts and cuisine through the presentation and promotion of working artisans.

5. Collaborate and Connect

Engage La Villita physically and programmatically to the surrounding downtown community.

6. Balance Authenticity, Viability, and Synergy

Balance authenticity, programs, events, and retail operations

7. Memorable Experience

Cultivate meaningful and memorable experiences that connect visitors with La Villita

Appendix I

Mission and Vision Statement Work Session

PowerPoint Presentation

Ad Hoc Committee Notes on Mission

Ad Hoc Committee Notes on Vision

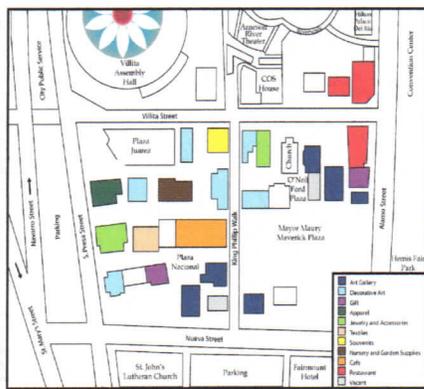
Photo Documentation

La Villita

**Ad Hoc Committee
Work Session
Mission and Vision
August 20, 2010**

Agenda

- I. Welcome and Introductions
- II. History and Background of La Villita
Work Session Goals, Outcomes and Timeline
- III. Mission and Vision Statement
Elements of the Mission and Vision
- IV. Work Session
Drafting the Mission Statement
Visualizing the Mission
- V. Review Timeline



Key Points from La Villita's Historical Background

- 1718** Villa Nueva, later known as La Villita, developed on the east bank of the San Antonio River as a settlement adjacent to the Mission San Antonio de Valero (the Alamo). Villa Nueva was connected to the west bank settlement by a ford in the river
- 1793** Lands surrounding Mission San Antonio de Valero were distributed to mission Indians, resident Spanish soldiers and civilians following secularization of the Mission
- 1795-1809** La Villita had its own government with an elected mayor
- 1835-1836** Defeat of Mexican troops at the Storming of Bexar, surrender of troops signed by General Perfecto Martin de Cos in the "Cos House" in La Villita

Late 1800s La Villita continued to be known primarily as a residential area, with a concentration of commercial enterprises operating at its edges

1898-1917 Future St. Phillip's College was established on Villita Street

1939 The Villita Ordinance passes

1941 -1949 Homes restored, Bolivar Hall built, property acquired

1969 La Villita Historic District was created

1972 La Villita was added to the National Register of Historic Places

1975 Historic District boundary extended South

Benefits of Vibrant Public Spaces

Historically places of social crossroads

Gathering places to build a stronger sense of community

Encourage customers to spend more money and time, in the markets and in nearby shops and businesses

The heart and soul of downtowns and neighborhoods, infusing cities and towns with new energy and social and economic activity

Vibrant plazas or active and pedestrian-friendly streets contribute directly to customer satisfaction and enhance the competitiveness and economic return of a building or a mixed-use development, and that of its tenants.

Comments on the Experience



"A wonderful little artist colony that's right off the river walk, a must see if you are looking to pick up an original piece of art, pottery or jewelry. The shops owners and staff are very friendly." The Woodlands, TX, *Trip Advisor*

"This is a very quaint area with historical structures that are now all shops. These are mostly local artists that sell unique items. There are some very affordable things...and some very not affordable. There is a brochure that you can pick up that will explain the history of all of the structures there as well." Pittsburgh, PA, *Trip Advisor*



"If you're in the area, it's worth a visit... but it's nothing special. It seemed very empty when we went, and the stores were mostly overpriced. Still, it was fun to walk around and look at some touristy things." (For about 5-10min). Ottawa, *Trip Advisor*

"Worth a quick walk through, old buildings, friendly people, artsy stuff for sale. We were there on a Monday and a lot of shops were closed. The amphitheater right on the Riverwalk with grass seats was pretty cool." Canton, OH, *Trip Advisor*



"Walked through to see the sights. Was alright. Interesting history behind some of the old original buildings, and had a few quaint little shops. Was a little pricy on some things that you could buy elsewhere for 60% cheaper, but it was a nice little market." Oklahoma City, OK, *Trip Advisor*

Mission Being What You Are Now

Articulating and understanding your organization's history, purpose, potential and intended beneficiaries

Allocating resources to accomplish the mission

Advocating strongly for it

Vision Becoming What You Desire

Aspiring to a different, stronger, more effective state of being

Focusing actions and means to achieve those ends in service to the mission

Your Task Mission

What are the KEY words and statements for the mission?

Include:

- history
- purpose
- intended beneficiaries

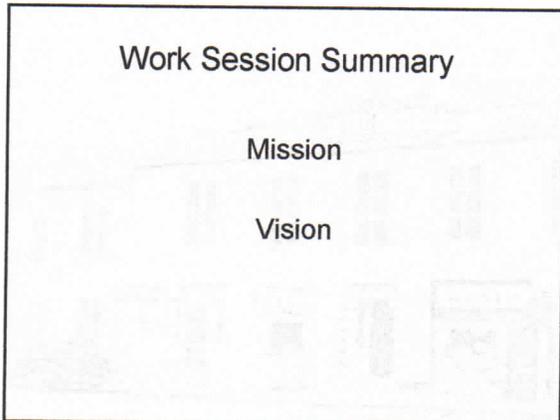
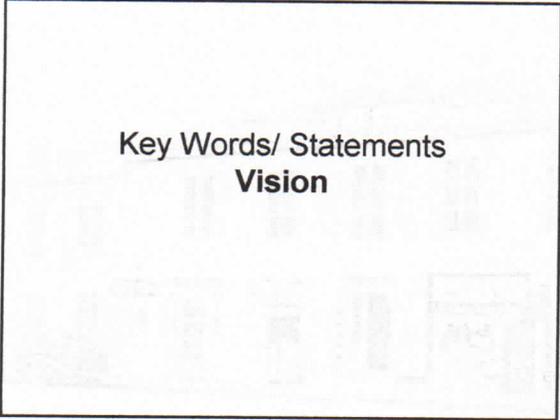
Key Words/ Statements Mission

Your Task Vision

KEY words and statements for the Vision
What you desire La Villita to become?

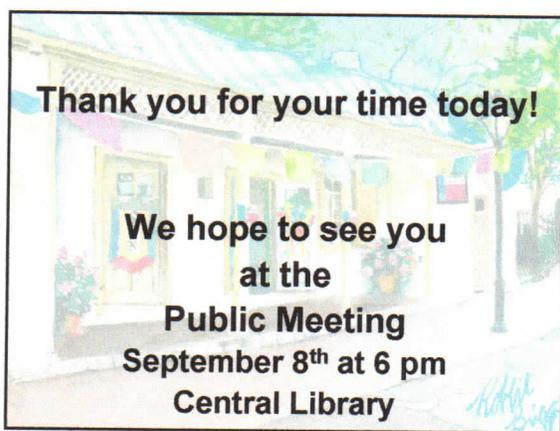
Focus on:

- aspiring to be stronger and more effective
- actions and means to achieve these as a part of the mission.



Timeline

| | |
|--|-----------------|
| Mission and Vision Work Session | 08/20/10 |
| Public Meeting for feedback and input on Mission and Vision | 09/08/10 |
| Present Mission and Vision Statement | 09/14/10 |
| Final report completed and presented | 09/23/10 |



La Villita Ad Hoc Committee Notes on Mission

HISTORY

historic site
historic treasure
preserve architectural heritage
interpret history and culture
our creative heritage
a reflection of our past
SW culture old & new
history of hemisphere settlement
pride in San Antonio history
authentic
historic and authentic
is a gem
traditions
unique environment that reflects san Antonio
historic preservation and education
story of San Antonio preservation
historic village
historical significance
history of diversity
historical evolution

PURPOSE

foster historic insight
arts and crafts
peaceful gathering place
preserve historical significance
events
cultural & private events
events venue
respite
a place for relaxation
active place
community programming
quiet and cool
clean and safe
festive
lively friendly
house of hospitality
cultural destination
gathering place
community asset
village
economic incubator

La Villita Ad Hoc Committee Notes on Vision

one of the must see spots
 on the list for experiencing downtown
 premier shopping and event destination
 premier arts and crafts shopping destination in Texas
 a place for community
 best for niche shopping
 share free time with friends and family
 less isolated, better river access
 create positive memories
 collaboration with other institutions
 attractive events venue
 unique gathering place
 a park in the heart of the city
 products uniquely San Antonio
 high quality arts and crafts
 vibrant and economically successful shopping destination
 professional, top quality
 variety of unique experience
 beautiful and well maintained buildings
 a place that impacts all the senses
 vibrant destination
 authentic village
 green
 learn new things about San Antonio
 self sustaining
 hip place to be, the in place to go
 not to be missed visitor destination
 promotes all of downtown
 better connectivity with river, Hemisfair Park, Alamo

Economic
 incubator
 make money
 employment opportunities for minorities
 small arts business incubator
 profitable for vendors landowners
 efficient management

Beneficiaries
 for the city
 a place for visitors in San Antonio to go
 citizens of San Antonio
External Stakeholders
 visitors of all kinds
 destination meeting companies
 adjacent property owners
 schools
 event producers
Internal stakeholders
 local residents
 arts & crafts people
 retail vendors
 City of San Antonio
 Conservation Society
 CPS
 future residents
 at risk youth
 civic organization
 Convention and Visitors Bureau

Experience
 local and tourist shopping destination
 mix of items to buy affordable to high quality
 unique product and experience
 vibrant shopping district
 art repository
 largest enclave of local artisans the city
 premier artisan village with active artisans
 authentic not fake
 onsite artists
 public market place
 restaurants
 dance and song
 place to entertain
 eclectic shopping
 promote local arts and crafts
 place to purchase authentic arts and crafts
 offer good service that people want
 retail shops
 great food and gifts
 youthful
 energy
 experiential
 learning experience/ educational
 interactive
 sights, smells, sounds of a culturally diverse heritage

Programming
 a place for all artisans
 arts and crafts
 a regular program of working artists
 alive with cultural and artistic diversity
 San Antonio's renaissance of traditions
 special cultural events



Appendix II

Public Meeting

Agenda

PowerPoint Presentation

Evaluation Form

Public Meeting Response to Ad Hoc Committee Notes on Mission

Public Meeting Comments on Mission

Public Meeting Response to Ad Hoc Committee Notes on Vision

Public Meeting Comments on Vision

Photo Documentation



La Villita Mission and Vision Public Meeting

Central Library
September 8, 2010
6:00 pm – 8:30 pm

- | | |
|--|---|
| I. Introductions and Overview Brief History of La Villita Purpose and Goals of the Meeting | Paula Stallcup, Director City of San Antonio Downtown Operations Department |
| II. This Evening's Public Meeting Process Ground Rules Mission and Vision Statement DRAFT Mission and Vision Feedback, Questions, Comments | Mimi Quintanilla Meeting Facilitator |
| III. Closing Remarks | Paula Stallcup |



Mission & Vision
Public Meeting
September 8, 2010

AGENDA

- I. Introductions and Overview
 - Brief history of La Villita
 - Purpose and Goals of the Meeting
- II. This Evening's Public Meeting Process
 - Ground Rules
 - Definition of Mission and Vision Statements
 - Review DRAFT Mission and Vision
 - Feedback, Questions, Comments
- III. Closing Remarks

Purpose

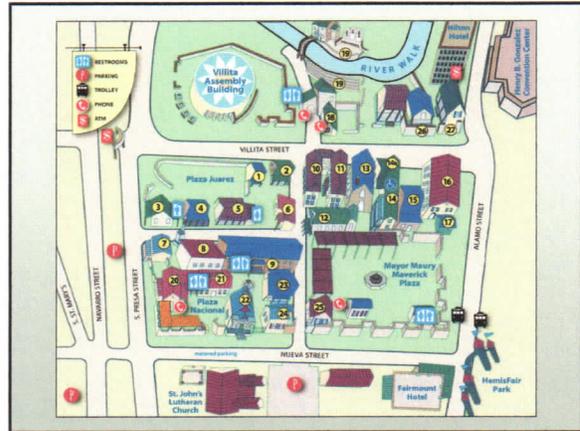
City commissioned a Retail Management Study, which provided:

an analysis of existing retail programs at La Villita
 made recommendations for the management structure

As a result, an Ad Hoc Committee was appointed in June with the following tasks:

review the recommendations of the study
 prepare a mission / vision statement as well as guiding principles
 develop recommendations for future management of the facility

You are here to provide input and feedback on the draft mission and vision statement in order to adopt statements that will clearly describe La Villita and what it will become in the future.



La Villita's
Historical Background

- 1718 Villa Nueva, later known as La Villita, developed on the east bank of the San Antonio River as a settlement adjacent to the Mission San Antonio de Valero (the Alamo). Villa Nueva was connected to the west bank settlement by a ford in the river
- 1793 Lands surrounding Mission San Antonio de Valero were distributed to mission Indians, resident Spanish soldiers and civilians following secularization of the Mission
- 1795-1809 La Villita had its own government with an elected mayor
- 1835-1836 Defeat of Mexican troops at the Storming of Bexar, surrender of troops signed by General Perfecto Martin de Cos in the "Cos House" in La Villita

Historical Background (cont.)

- Late 1800s La Villita continued to be known primarily as a residential area, with a concentration of commercial enterprises operating at its edges
- 1898 - 1917 Future St. Phillip's College was established on Villita Street
- 1939 The Villita Ordinance passes
- 1941 - 1949 Homes restored, Bolivar Hall built, property acquired
- 1969 La Villita Historic District was created
- 1972 La Villita was added to the National Register of Historic Places
- 1975 Historic District boundary extended South to Durango Boulevard

Benefits of Public Market Places

Historically places of social crossroads

Gathering places to build a stronger sense of community

Attract new life to downtown and encourage customers to spend more money and time, not just in the market, but in nearby shops and businesses

Create active public spaces

The heart and soul of downtowns and neighborhoods, infusing cities and towns with new energy and social and economic activity

Ground Rules

All comments are good and will be considered

Focus on the topic of discussion and the task

Be clear and concise in making your comments and expressing your thoughts

Be a good listener and respect all points of view— listening does not require agreement

Avoid talking while others are speaking

Respect agreements about time

Mission

Being What You Are Now

Describes what La Villita does, who it does it for, and how it does it

An enduring statement of purpose

DRAFT MISSION STATEMENT



La Villita preserves San Antonio's heritage in an historic artisan village for residents and visitors.



Vision

Becoming What You Desire

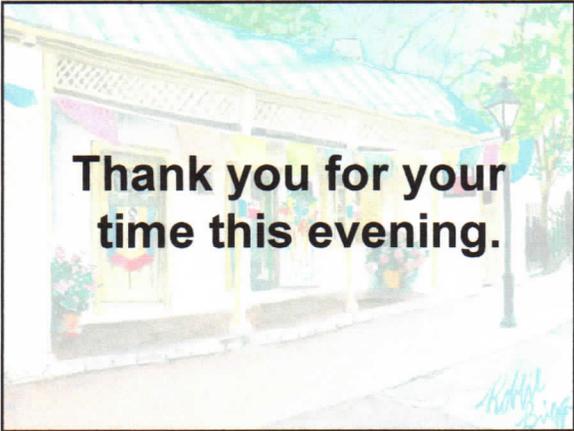
An idealized view of where or what La Villita would like to be in the future

Draft Vision Statement

La Villita preserves the historic village on the San Antonio River by fostering a place for quality artisans and craftspeople to showcase their work. La Villita will serve as a gathering place for vibrant and friendly cultural and community events and programs.



Closing Remarks



**Thank you for your
time this evening.**

Evaluation of La Villita Mission and Vision Process Ad Hoc Committee Public Meeting

How did you find out about the public meeting?

Why did you attend?

Please tell us what you thought about the process we used to gather your input.

Comments/ recommendations for improvement:

What is the Zip Code of your residence?

Thank you for taking the time to help improve our work!

La Villita Public Meeting Response to Ad Hoc Committee Notes on Mission

| | | | |
|----|--|---|--|
| 1 | artisans | 2 | window into the past |
| | 1939 ordinance flexible, preserves not a museum, no costumed people, add functioning in a contemporary society | | artists are also preserving |
| 2 | change heritage to culture, add promotes | | learn something at La Villita |
| 10 | diversity reflects the diversity of uses | 2 | promotion of peace & Pan American friendship |
| 3 | oasis-playground not just for adults | 2 | preservation of Texas & Spanish culture |
| 1 | a place for gathering, events, cultural expression, people enjoy themselves here | 8 | promotion of the arts, educate & train youth |
| 3 | essence of Maury maverick ordinance for old and young alike | 8 | recognize Mayor Maury Maverick's legacy |
| 1 | going to La Villita for something good--dinner, fiesta etc. | | promotes peace through events |
| 1 | nothing about selling art, come in & spend your money | 1 | define artisan as teacher |
| 2 | marketing art | 4 | focus towards different groups |
| | more active words--sell, educating, connecting--invite people to take part in the activity | | diversity, |
| 2 | preserving is limiting, add promotes | | |
| 1 | fosters creativity through its arts & crafts | | |
| 1 | artisan needs to be more contemporary | | |
| 1 | drop preserves and replace with promotes | | |
| | no call to action | | |
| 3 | does not mention the 3 stakeholders--SACS, COSA, tenants, | | |
| 25 | promotes the arts, promotes San Antonio as a historical oasis | | |
| 2 | historic arts village | | |
| | educate the youth to continue the program | | |
| 2 | window into the past | | |

La Villita Public Meeting Comments on Mission

HISTORY

historic site
historic treasure
preserve architectural heritage
interpret history and culture

1 our creative heritage
1 a reflection of our past
SW culture old & new
history of hemisphere settlement
pride in San Antonio history
authentic

historic and authentic
is a gem
traditions

10 unique environment that reflects San Antonio
historic preservation and education
story of San Antonio preservation

4 historic village
historical significance
history of diversity
historical evolution

PURPOSE

foster historic insight
arts and crafts
peaceful gathering place
preserve historical significance
events

2 cultural & private events
events venue
respite

a place for relaxation
active place
community programming
quiet and cool
clean and safe
festive

8 lively & friendly

house of hospitality
4 cultural destination

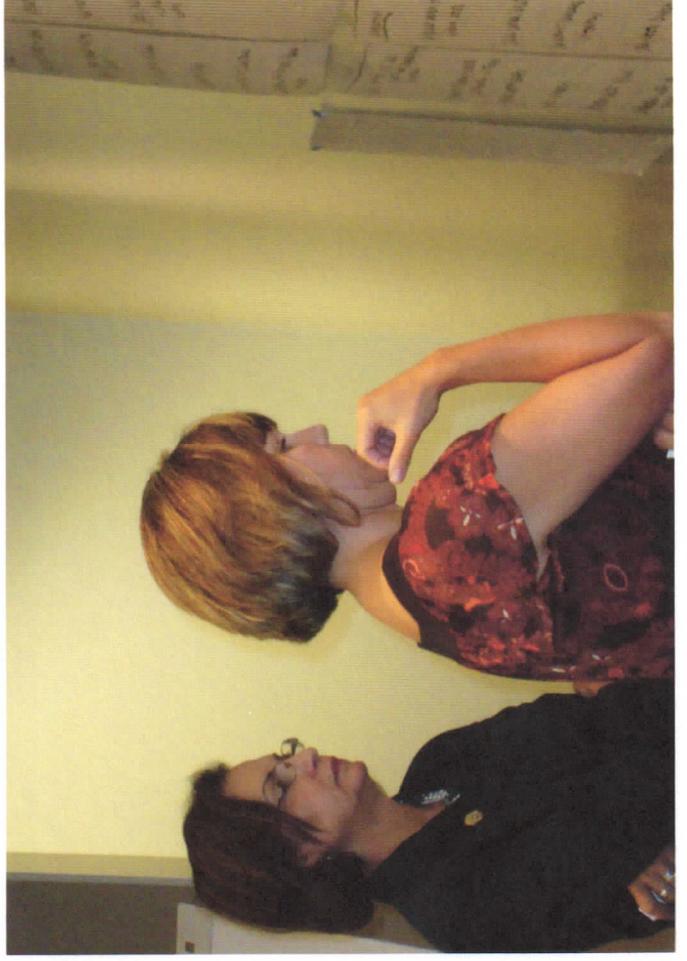
7 gathering place
community asset
village
economic incubator

La Villita Public Meeting Response to Ad Hoc Committee Notes on Vision

| | | | |
|----|--|---|--|
| 14 | <p>one of the must see spots on the list for experiencing downtown premier shopping and event destination premier arts and crafts shopping destination in Texas a place for community best for niche shopping share free time with friends and family less isolated, better river access create positive memories collaboration with other institutions</p> | <p><u>Economic</u> incubator make money employment opportunities for minorities small arts business incubator profitable for vendors landowners efficient management</p> | <p><u>Experience</u> local and tourist shopping destination mix of items to buy affordable to high quality unique product and experience vibrant shopping district art repository largest enclave of local artisans the city premier artisan village with active artisans authentic not fake</p> |
| 1 | <p>attractive events venue unique gathering place a park in the heart of the city</p> | <p>4</p> | <p>2 1</p> |
| 1 | <p>products uniquely San Antonio high quality arts and crafts vibrant and economically successful shopping destination professional, top quality variety of unique experience beautiful and well maintained buildings a place that impacts all the senses vibrant destination authentic village green learn new things about San Antonio self-sustaining hip place to be, the in place to go not to be missed visitor destination promotes all of downtown</p> | <p><u>Beneficiaries</u> for the city a place for visitors in San Antonio to go citizens of San Antonio <u>External Stakeholders</u> visitors of all kinds destination meeting companies adjacent property owners schools event producers <u>Internal stakeholders</u> local residents arts & crafts people retail vendors City of San Antonio Conservation Society CPS future residents at risk youth civic organization Convention and Visitors Bureau</p> | <p>26 1 1 5 2 2</p> |
| 3 | <p>better connectivity with river, Hemisfair Park, Alamo</p> | <p><u>Programming</u> a place for all artisans arts and crafts a regular program of working artists alive with cultural and artistic diversity San Antonio's renaissance of traditions special cultural events</p> | <p>20 7 4</p> |

Public Meeting Comments on Vision

- 12 instead of showcase replace with sell market wares
- 1 historic arts village
- 5 NIOSA
- 3 incorporate vibrancy, food, culture
- 11 change will serve to also serves change work to wares (sellable items)
- 3 don't really preserve by fostering, preserve architecture
- 2 more interpretive history
- 3 replace friendly with diversity
- 7 add market and showcase
- 16 celebrate the artisan
- 1 add entertainment to bring people need a hub
- 12 need activity in plazas, energy delete quality, it s a given delete friendly, it is a given
- 1 continues to serve
- 2 too many ands



Appendix III

Guiding Principles

Guiding Principles Worksheet
PowerPoint Presentation

La Villita Guiding Principles Worksheet

Guiding Principles are the values and philosophy of La Villita that guide the behavior of La Villita in all circumstances regardless of changes in its goals, strategies, or management structure.

Please check each Guiding Principle that you feel strongly about keeping.

Examples developed from the stakeholders and public input:

- | Yes | No | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Preserve Architectural Character – Continue to preserve the architectural integrity of La Villita’s buildings, plazas and facilities, while keeping the destination vibrant, welcoming and accessible to all. |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. Promote the Historic Significance – Capitalize upon the historical significance of La Villita and educate visitors about its place in San Antonio’s rich history. |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. Local Working Artisans - Provide a stable and supportive environment so that local working artists and craftspeople can showcase their work. |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. Community Gathering Place - Maintain La Villita as a community gathering place that recognizes and celebrates the diversity of the citizens of San Antonio and fosters opportunities for peaceful interaction by serving as a cultural destination for events and programs. |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. Quality Arts, Crafts, and Culinary Experiences - Provide a central location for the promotion of unique and high quality arts, crafts, and cuisine, while nurturing the entrepreneurial spirit. |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. Synergy & Connectivity – Utilize La Villita’s assets to link it to the surrounding downtown community to enhance local visitation and viability. |

Please develop no more than 3 Guiding Principles for the group’s discussion at the meeting that you feel are missing or need to replace one of the above.

1.

2.

3.

FINAL MISSION STATEMENT



La Villita preserves San Antonio's heritage while promoting the arts and culture in an historic artisan village.



Final Vision Statement



La Villita will be the preferred gathering place for the celebration of community and cultural events. La Villita will provide the premier cultural destination experience on the San Antonio River where artists and artisans showcase their talent and market their work.



Guiding Principles

1. **Preserve Architectural Character** - Continue to preserve the architectural integrity of La Villita's buildings, plazas and facilities, while keeping the destination vibrant, welcoming and accessible to all.
2. **Promote the Historic Significance** - Capitalize upon the historical significance of La Villita and educate visitors about its place in San Antonio's rich history.
3. **Local Working Artisans** - Provide a stable and supportive environment so that local working artists and craftspeople can showcase their work.
4. **Community Gathering Place** - Maintain La Villita as a community gathering place that recognizes and celebrates the diversity of the citizens of San Antonio and fosters opportunities for peaceful interaction by serving as a cultural destination for events and programs.
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La Villita Guiding Principles Worksheet

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2. **Promote the Historic Significance** - Capitalize upon the historical significance of La Villita and educate visitors about its place in San Antonio's rich history.
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5. **Quality Arts, Crafts, and Culinary Experiences** - Provide a central location for the promotion of unique and high quality arts, crafts, and cuisine, while nurturing the entrepreneurial spirit.
6. **Synergy & Connectivity** - Utilize La Villita's assets to link it to the surrounding downtown community to enhance local visitation and viability.

| Yes | No |
|-----|----|
| 8 | 2 |
| 10 | 0 |
| 4 | 6 |
| 8 | 2 |
| 7 | 3 |
| 6 | 4 |