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

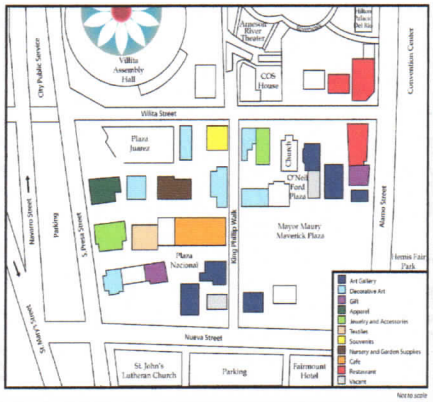
I. Welcome and Introductions

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.

Key Words/ Statements

Vision

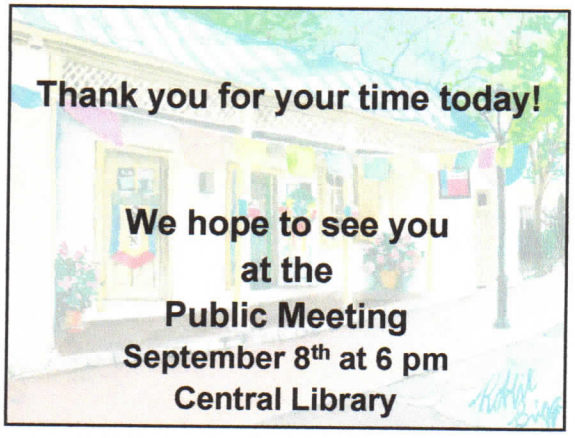
Work Session Summary

Mission

Vision

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	PURPOSE
historic site	foster historic insight
historic treasure	arts and crafts
preserve architectural heritage	peaceful gathering place
interpret history and culture	preserve historical significance
our creative heritage	events
a reflection of our past	cultural & private events
SW culture old & new	events venue
history of hemisphere settlement	respite
pride in San Antonio history	a place for relaxation
authentic	active place
historic and authentic	community programming
is a gem	quiet and cool
traditions	clean and safe
unique environment that reflects san Antonio	festive
historic preservation and education	lively friendly
story of San Antonio preservation	house of hospitality
historic village	cultural destination
historical significance	gathering place
history of diversity	community asset
historical evolution	village
	economic incubator

8/20/10

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 them 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 artistisans 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

Public Draw
Active place
- Pride in SA History
AUTHENTIC
A Reflection of our past.
- Quiet + Cool
Historic
A uthenic
Unique environment & reflect. of SA.
PEACEFUL GATHERING PLACE
Clean & Safe environment
Place relatati
Historic Preservation and Education
Preserve the integrity of La Villita's historical significance
Festive
Traditions

A MUST VISIT
Hip place to be
Not to be missed... VISITOR Destination
On the "list" for those wanting to experience downtown SA.
Great Food + Gifts
Higher critical mass - for shopping
Energ
Youthful
VENDORS FIGHT FOR SPACE
Local shopping destination
The In place to go
Premier Destination
A PARK IN THE HEART OF THE CITY
Unique Gathering Place
purchase unique gifts/products
Professional
Top Quality
Active
VIBRANT
Quality experiences
PROFOUND EXPERIENCE
Promotes Downtown for All
Premier arts & crafts shopping destination in Texas
Artisans
Variety of unique experiences

Your Task
Vision
Focus on:

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

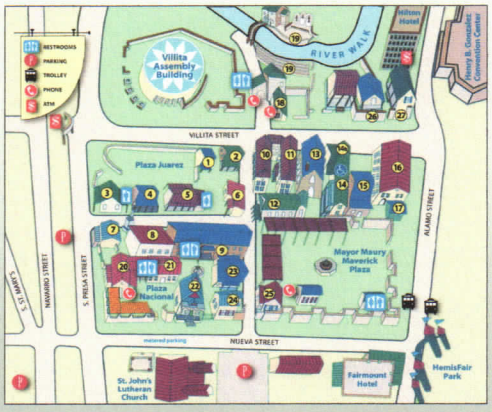
III. Closing Remarks

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

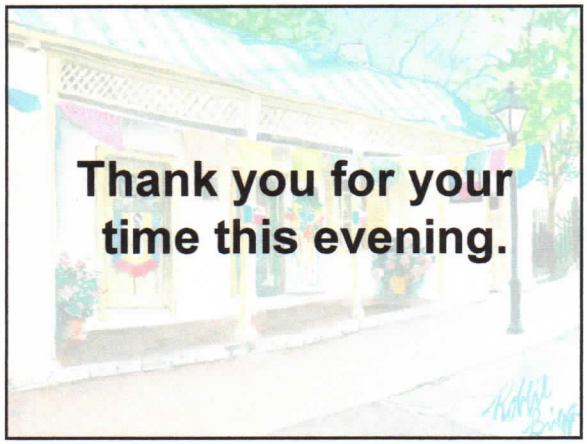
Becoming What You Desire

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



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
	1939 ordinance flexible, preserves not a museum, no costumed people, add
2	functioning in a contemporary society
10	change heritage to culture, add promotes
3	diversity reflects the diversity of uses
1	oasis-playground not just for adults
	a place for gathering, events, cultural expression, people enjoy themselves here
3	essence of Maury maverick ordinance
	for old and young alike
1	going to La Villita for something good-dinner, fiesta etc.
1	nothing about selling art, come in & spend your money
2	marketing art
	more active words-sell, educating, connecting--invite people to take part in
5	the activity
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

2	window into the past
	artists are also preserving
	learn something at La Villita
2	promotion of peace & Pan American friendship
2	preservation of Texas & Spanish culture
8	promotion of he arts, educate & train youth
8	recognize Mayor Maury Maverick's legacy
	promotes peace through events
	define artisan as teacher
1	focus towards different groups
4	cultural diversity,

9/8/10

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 one of the must see spots
on the list for experiencing downtown
premier shopping and event destination
1 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
1 attractive events venue
unique gathering place
a park in the heart of the city
1 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
1 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
3 promotes all of downtown
5 better connectivity with river, Hemisfair Park, Alamo

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

Beneficiaries
for the city
1 a place for visitors in San Antonio to go
1 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
2 local and tourist shopping destination
1 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
26 premier artisan village with active artisans
authentic not fake
onsite artists
1 public market place
restaurants
dance and song
place to entertain
eclectic shopping
5 promote local arts and crafts
2 place to purchase authentic arts and crafts
offer good service that people want
retail shops
2 great food and gifts
youthful
energy
experiential
learning experience/ educational
interactive
2 sights, smells, sounds--culturally diverse heritage

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

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

Street
The Villita Ordinance passes
149 Homes restored. Bolivar Hall built, property acquired
La Villita Historic District was created
La Villita was added to the National Register of Historic Places
Historic District boundary extended South to Durango Boulevard

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	
☐	☐	**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.
☐	☐	**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.

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.
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.

La Villita Guiding Principles Worksheet

	Yes	No
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.	8	2
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.	10	0
3. Local Working Artisans - Provide a stable and supportive environment so that local working artists and craftspeople can showcase their work.	4	6
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.	8	2
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.	7	3
6. Synergy & Connectivity - Utilize La Villita's assets to link it to the surrounding downtown community to enhance local visitation and viability.	6	4