



What makes an Arts and Cultural District successful?


 **A little context...**

- Only 12 states have statewide arts and cultural district legislation...

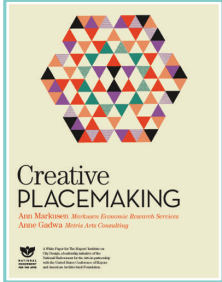


 **New Mexico Creative Districts**

- **"Relating to economic development..."**
- "A developed district of public and private uses for the purposes of strengthening the cultural economy..."
- Overseen by arts and cultural district councils... Main Street, Arts Division, Historic Preservation Division, Tourism, other organizations supporting the creative economy

 **Creative Placemaking**

"In creative placemaking, partners from public, private, nonprofit, and community sectors strategically shape the physical and social character of a neighborhood, town, tribe, city or region around arts and cultural activities."




Markusen, Ann & Gadwa, Anne, *Creative Placemaking*, 2010

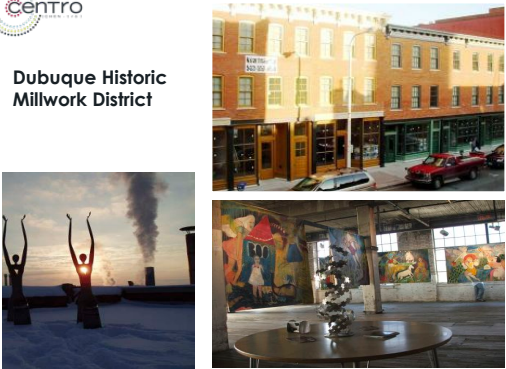
 **Creative Placemaking**

- **Successful creative placemaking efforts...**
 - Have visionary and committed leadership
 - Are tailored to distinctive features of a place
 - Mobilize public will
 - Attract private sector buy-in
 - Have the support of local arts and cultural leaders
 - Build partnerships across sectors, missions, and levels of government
 - Demonstrate grassroots support

 **Opportunities for Impact**

- **Revitalization/regeneration**
- **Economic development**
- **Community building**
- **Physical environment enhancements**
- **Activation**

 **Dubuque Historic Millwork District**



 **CamdenTown Collective**



Centro **Collinwood Cleveland, OH**

Welcome to Collinwood! If you haven't heard yet, we have been spending the past decade making our neighborhood one of the strangest artist communities in the country. Street after street, musicians, photographers, writers and other artists are transforming our neighborhood into something great, with a great quality of life.

Centro **Collinwood Cleveland, OH**

Cleveland Artists in Residence - Five main components:

1. An artist housing loan pool in partnership with Noteworthy Federal Credit Union;
2. A community grants program to explore how artists can engage with non-artist residents;
3. Incentive funding for homeownership service providers and other consultants through national contacts;
4. A comprehensive marketing effort;
5. Support supplies and services, such as travel and mailing expenses and a full-time two-year project manager; and
6. A new website: Welcome to Collinwood.

Centro **Vizcaino County Park & Drive-in Marfa, TX**

Site Plan, MGS Architects

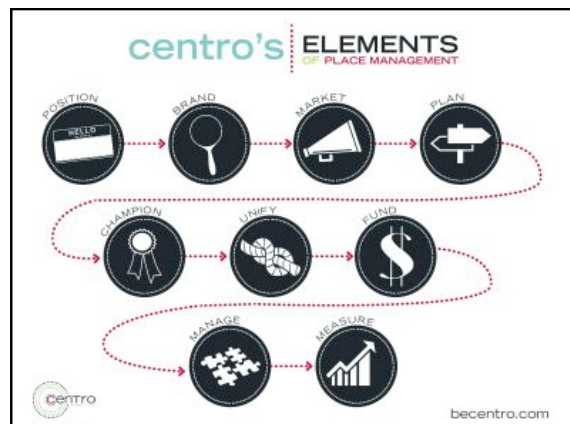
Rendering, MGS Architects

Centro **Arts and Culture District Challenges**

- Forging partnerships
- Countering community skepticism
- Assembling adequate funding
- Clearing regulatory hurdles
- Ensuring sustainability
- Avoiding artist displacement and gentrification
- Developing metrics of performance
- Access to markets, people and industry information
- Lack of visibility, validation, promotional opportunities
- Lack of start up assistance and mentoring

Centro **Your Challenges**

- Financial support and sustainable funding
- Need to build better partnerships and collaborations
- Local political challenges
- State-wide political challenges (e.g. coordination of state agencies)
- Overall management and governance (e.g. board development)
- Better coordinating marketing and promotions
- And this is just the beginning...



Centro POSITION



Identify your niche and what makes you unique

What are the economic, social, historical, and cultural elements that make you different from the competition

Centro POSITION



- Identifying important data to help you understand yourself
- Surveying stakeholders, community
- Mapping assets
- Revealing your historical, cultural heritage
- Interpretation
- Identifying your unique district niche
- Positioning the district competitively


Centro POSITION



Centro BRAND

Take ownership of your image

Build your brand on your niche, create something that is authentic, and use it as the foundation for all you do




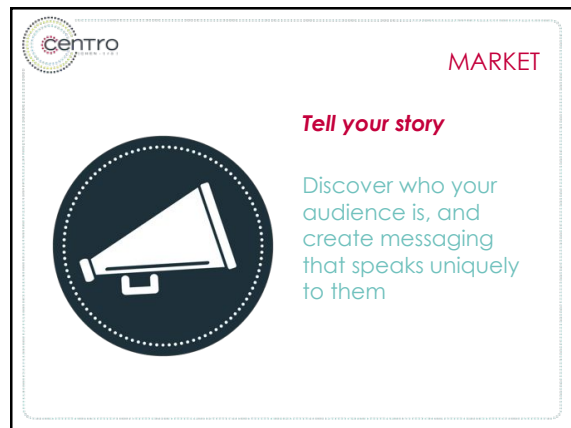
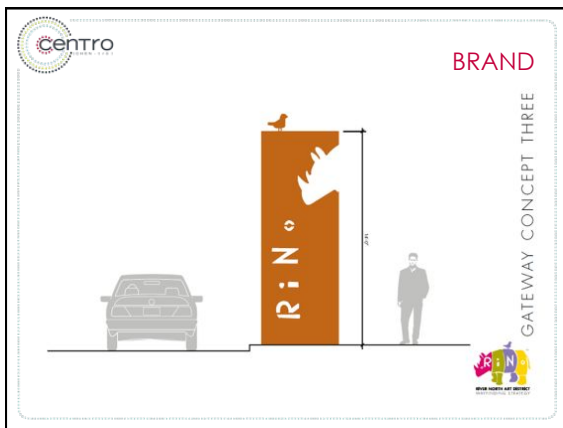
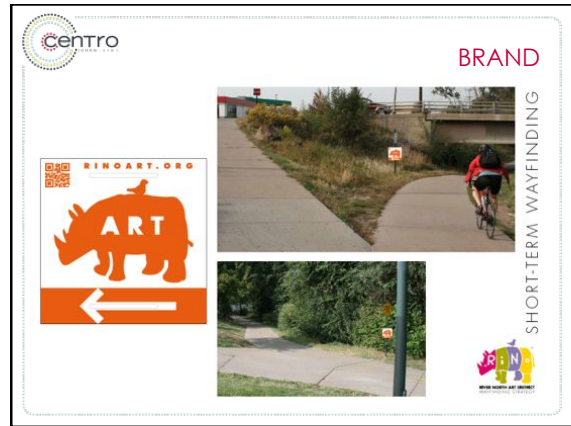
Centro BRAND

- Let your brand tell your story
- Make it about more than just a logo
- Be consistent in your messaging
- Sell an experience you can deliver
- Bring everything back to the brand



Centro BRAND





Centro PLAN


Set your strategic direction

What's your destination, and what path must you take to get there?




Centro PLAN

- Establish a district vision
- Clarify plan goals
- Establish the organization's role
- Set out strategies - economic, physical and programmatic
- Identify implementation approach



Centro PLAN



Centro CHAMPION

Find passionate people to lead and advocate

Support must extend beyond those that are always 'at the table'



Centro CHAMPION



- Who are your champions now, and what motivates them?
- Build and deepen your team
- Identify other important partnerships and collaborations
- Create strong governance and leadership

Centro CHAMPION



Centro UNIFY

Build capacity to get things done

Create effective organizational structure to achieve your goals



Centro UNIFY

- What is your organizational role in the district?
- What structures exist to organize?
- What's the best fit based upon what you want to do?



Centro UNIFY


Some key issues...

- Independent organization vs. part of another organization?
- Informal association vs. legal non-profit structure (501c3, 501c6)
- Bylaws and management (board responsibilities, board size, who should be involved, elections)
- Membership – who do you involve?


Centro FUND

Create sustainable revenue streams

Funding is easiest to come by when it's targeted to your priorities, allowing you to focus more on 'doing' than fundraising



Centro FUND




- How much money do you need to sustain yourself – and what tools exist for that purpose?
- What resources would you like to have in order to achieve your ultimate vision and goals, and what resources can be tapped?

Centro Operational Funding Options

- Association/membership dues
- Sponsorships
- Business Improvement District
- Tax Increment Financing
- Development corporation
- Operating support from local government


 **Program Funding Options**


- Grant funding (local/state foundations, national organizations like NEA, other organizations who may indirectly support your work)
- Targeted project campaigns
- Crowdfunding

 **MANAGE**


Provide structure for moving forward


Effective implementation strategies are critical to achieving your goals




 **MANAGE**

- Establish priorities
- Set benchmarks
- Create timelines
- Establish realistic budgets
- Create good governance and processes



 **MANAGE**



 **MEASURE**

Celebrate your success

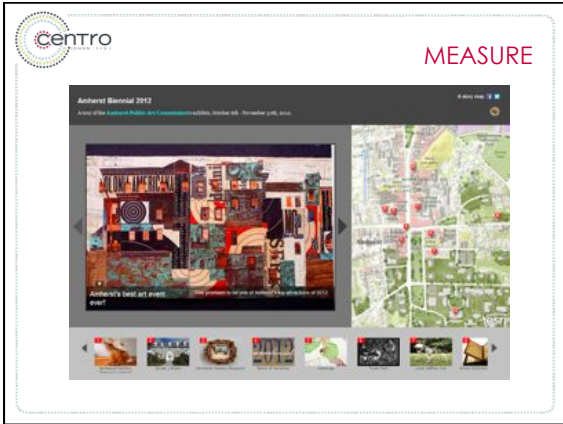
Tracking progress is key to demonstrating value in what you are trying to do



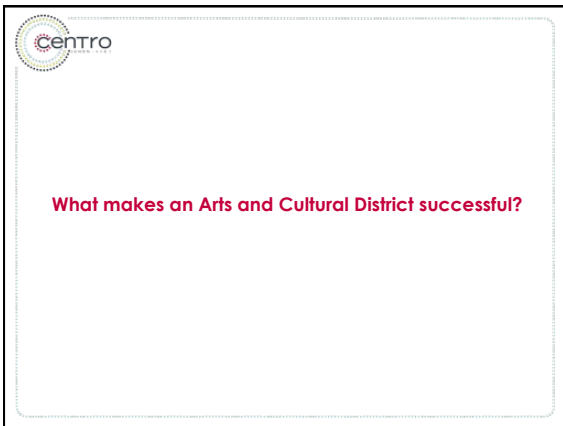
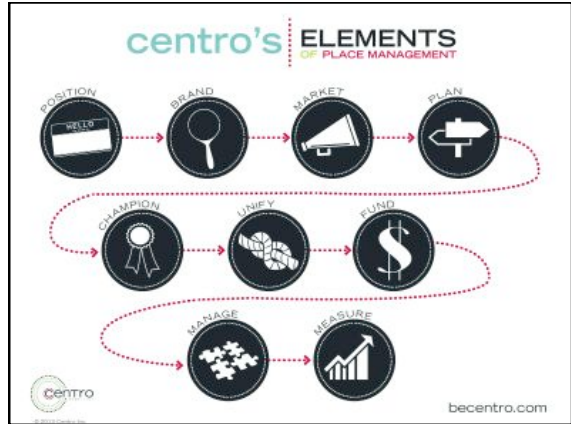
 **MEASURE**

- How will you benchmark success?





MEASURE



What makes an Arts and Cultural District successful?

Centro
NICHEN - 1181

Arts and Cultural Districts:
Stronger. Bolder. Sustainable.

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The slide features a teal background with decorative dotted lines and circles in white, yellow, and red.