

San Angelo Cultural District Planning Study



WOLF Consulting

SERVICE TO MUSEUMS AND CULTURAL ORGANIZATIONS

In Association With

Quintanilla Schmidt Consulting

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
INTRODUCTION	7
Background	
<i>Figure 1 – San Angelo Cultural District</i>	8
Cultural Districts in Texas	9
San Angelo Cultural District Planning Study	9
ASSESSMENTS	10
Cultural District Assets	10
<i>Nationally Recognized Organizations and Properties</i>	
<i>State/Regional/Locally Recognized Properties</i>	
<i>Figure 2 – Old Town Historic District</i>	13
<i>Figure 3 – Additional Suggested Historic Districts</i>	14
<i>Investments by the City and San Angelo Health Foundation</i>	
<i>Private Investment in the Cultural District</i>	
<i>Other Organizations with Interest or Plans for the Cultural District</i>	
Cultural District Liabilities	16
Opportunities for the Cultural District	17
Threats to the Cultural District	18
OBSERVATIONS AND RECOMMENDATIONS	19
City Participation and Support	19
<i>Historic City Center</i>	
<i>Cultural District Compatibility with Existing City Plans</i>	
<i>Commitments Needed for the Success of the Cultural District</i>	
<i>Fort Concho National Historic Landmark</i>	
<i>San Angelo Nature Center</i>	
<i>Bill Aylor Sr. Memorial RiverStage</i>	
<i>North Concho River Improvement Project</i>	
San Angelo Health Foundation Participation and Support	23
<i>Outright Grants</i>	
<i>Matching Grants/Cost Sharing</i>	
<i>Property Acquisition</i>	
<i>Property Donation or Development</i>	
<i>Meeting Space</i>	

Cultural District Leadership and Coordination	24
<i>Cultural District Organization</i>	
<i>Coordination of Cultural District Planning and Marketing Efforts</i>	
<i>Structure of Cultural District Long-term Governance</i>	
Organizational Assessments and Capacity Building	27
Collection, Preservation, and Interpretation of San Angelo History	27
<i>Fort Concho</i>	
<i>Santa Fe Depot/Railway Museum of San Angelo</i>	
<i>Barrow Foundation</i>	
<i>Regional History Interpretation</i>	
<i>History San Angelo</i>	
<i>Potential for Shared Resources</i>	
The Most Important First Steps	30
<i>Cultural District Organization</i>	
<i>Access/Wayfinding/Public Transportation</i>	
<i>Safety Issues</i>	
<i>Community Development</i>	
A Multitude of Ideas for the Future	31
TIMELINE FOR DEVELOPMENT	32
Time and Effort ~ Effort Over Time	
<i>Suggested Short Term Goals (One to Three Years)</i>	
<i>Mid Term Goals (Four to Six Years)</i>	
<i>Long Term Goals (Seven to Ten Years and Beyond)</i>	
CONCLUSIONS	33
Appendix I – Consultant Biographies	34
Appendix II – Stakeholders	36
Appendix III – Web Links	38

EXECUTIVE SUMMARY

- The San Angelo Historic City Center Cultural District was endorsed by the City of San Angelo and Tom Green County and designated by the Texas Arts Commission in 2009. Currently 200 acres on the south side of the North Concho River comprise the Cultural District.
- The current Cultural District Study was commissioned by the San Angelo Museum of Fine Arts, City of San Angelo, the Health Foundation, and the Barrow Foundation as a “plan for planning” similar to the 1992 Regional Urban Design Assistance Team (R/UDAT) report that led to the revitalization of the Downtown District and numerous improvements on both sides of the North Concho River.
- The Steering Committee engaged WOLF Consulting of Las Vegas, NV and Quintanilla-Schmidt Consulting of San Antonio to lead the study and coordinate the efforts of four other independently contracted consultants. The team made an intensive site visit to San Angelo March 4-7, 2012, touring the District and meeting with more than fifty institutional, government and neighborhood stakeholders in group and individual interviews.
- The team assessed the Assets, Liabilities, Threats to and Opportunities for the Cultural District, and have summarized the findings in this report along with Observations and Recommendations, a Timeline for Development, and Conclusions.
- The cultural and community assets of the Cultural District are exceptional for the location, size and relative isolation of San Angelo. These include organizations, neighborhoods, and properties that are recognized as important on the national, state/regional and local levels, as well as significant investments in historic preservation, capital improvements and land acquisition by the City of San Angelo, the Health Foundation, and the San Angelo Museum of Fine Arts. Fort Concho National Historic Landmark and the San Angelo Museum of Fine Arts are both nationally recognized institutions while individual buildings and neighborhoods are recognized as historically important to San Angelo’s history.
- The core of the Cultural District is the old Southside Commercial District, which contains abandoned buildings and warehouses, empty lots, and unattractive streetscapes between Irving and Oakes Streets and between the River and Washington Drive. The team recognizes their strong character and potential for adaptive reuse through public/private investment, historic preservation/restoration, and development of new business and residential opportunities.
- Serious current liabilities include lack of proper wayfinding to and within the Cultural District, lack of safe pedestrian access, the need to curtail speeding in the north/south corridors, the lack of overnight lodging and retail, the need for repair of the Oakes Street Bridge, creation of neighborhood associations or alliances, and more focused marketing of the assets within the District.

San Angelo Cultural District Planning Study

- The character of the Cultural District varies from the Downtown District in that its core is owned or operated primarily by the City of San Angelo, or non-profit organizations, with the remaining property being primarily residential, while the adjacent Downtown District houses banks, churches, a hospital, government and law offices and other institutional headquarters as well as a variety of retail activities.
- As the development of the Cultural District crystallizes, there are numerous opportunities to focus existing organizations and neighborhoods on an overall vision for the Cultural District.
- There are a number of threats to the Cultural District including spreading blight, competition for funding of other projects in San Angelo, tax increases with a rise in property values, need for a common vision, undercapitalized organizations, overbuilding of the River corridor, and a need for succession planning for several anchor institutions.
- The participation of the City Planning, Parks, Recreation, City Events and Fort Concho divisions as well as the San Angelo Development Corporation will be key to advancing plans for the Cultural District, as will City Council support for development incentives and capital budget requests going forward.
- We suggest that the Downtown District and Cultural District be presented as two distinct but integral parts of the Historic City Center.
- All of the Goals and most of the Action Steps outlined in the City of San Angelo Strategic Plan Update to the Comprehensive Plan are applicable to the Cultural District. The Guiding Principles for Implementation of the Strategic Plan are also directly applicable to the Cultural District.
- The San Angelo Historic Preservation Action Plan, adopted by the City in 2008, was endorsed by the Texas Historical Commission as a *Visionaries in Preservation Community* (VIP). Almost all of the elements of the VIP Plan resonate with the future developmental goals of the Cultural District.
- A number of City of San Angelo commitments will need to be made over the next decade or more in order to realize full development of the organizations and attractions, properties and businesses, and neighborhoods in the Cultural District.
- There are many ways in which the San Angelo Health Foundation could choose to assist in the further development of the Cultural District, depending on the opportunities presented, the timing of projects, and the priorities set by the Foundation Board of Trustees.
- Moving forward, the task of the Cultural Steering Committee is to guide the initial planning and governance discussions leading to inclusion of neighborhood residents, property and business owners, and other stakeholders in the development of short-, mid- and long-terms plans for the Cultural District.

San Angelo Cultural District Planning Study

- The complete history of San Angelo is not being told at present, but it could be with a concerted community effort. It is time for all interested parties to come together to form a non-profit corporation for the collecting, stewardship, and interpretation of the entire history of San Angelo and the surrounding area. We propose that the new entity be called History San Angelo and suggest that the Steering Committee for the Cultural District facilitate the discussion of History San Angelo through its planning process and conversations between the City and interested parties.
- Important first steps in the development of the Cultural District include organization and planning, access/wayfinding/public transportation and safety issues, and community development efforts.
- The San Angelo Cultural District has many existing, emerging, and potential assets that will serve as both platforms and drivers to provide the resources and conditions for successful outcomes over time.
- Many variables will affect the pace of development for the Cultural District, including: strength and clarity of the Cultural District plans and organization, levels of funding/cooperation/collaboration provided by the City of San Angelo and the many stakeholders and resource providers, the strength, viability and creativity of the existing and potential cultural organizations and businesses, continuing interest by property owners, neighbors, artists, and business investors, annual and periodic review and evaluation of progress towards goals, and the Vision, passion and commitment from all stakeholders.
- Short-term (One to Three Years), Mid-term (Four to Six Years), and Long-term (Seven to Ten Years) Goals will be most important to the development of the Cultural District.
- The San Angelo Cultural District contains within it all of the initial assets and resources needed to begin the pursuit of its long term goals. Support and encouragement by the City of San Angelo and local, regional and national funding sources, matched with the enthusiastic involvement of the community and Steering Committee will allow the goals to be achieved in the next decade.
- The San Angelo Cultural District has the potential to be one of the best if not “the” best in Texas.

INTRODUCTION

Background

San Angelo has a storied place in West Texas history as the site of the important frontier outpost Fort Concho on the banks of the North Concho River and as an agricultural, transportation and military hub for the region. The community has grown and developed for over 140 years and rightfully exhibits pride in its people, businesses, educational facilities and cultural assets.

An important turning point for San Angelo occurred in 1992, when a Regional Urban Design Assistance Team (R/UDAT) of the American Institute of Architects visited to conduct public forums and conversations with hundreds of community stakeholders and sponsors. The report that followed was a “plan for planning” and suggested ways in which the Historic City Center could be revitalized and redeveloped. The focus was on an area that encompassed the core area of the original city on both sides of the river. Numerous projects in the Cultural District study area were initiated as an outcome of R/UDAT including the construction of the Paseo de Santa Angela, the restoration of the historic Depot and warehouse, the Celebration Bridge and several major projects of restoration at Fort Concho.

Over twenty years the R/UDAT report was the impetus for initiation of processes, resources, guidelines and incentives that have successfully increased the connectivity, density, viability, and livability of the Downtown area and resulted in approximately \$70M in reinvestment for historic preservation, new construction, improved infrastructure and the establishment of businesses. City of San Angelo Comprehensive and Strategic Plans suggested initially by R/UDAT now provide guidelines for future development. The report included discussion of the neighborhoods on the South side of the Concho River as well, including Fort Concho and other historic properties such as the WPA Swimming Pool and the Kansas City Orient and Mexico Railroad Depot. Since then funds were allocated for the development of a Visitor Center in Barracks 1 at Fort Concho and the purchase and renovation of the Depot. The City of San Angelo is the largest property owner in the district, including Fort Concho and its grounds, the Farmer’s Market and Paseo de Santa Angela Pavilions, Depot and Warehouses, the Senior Center, River Stage and other properties. The Health Foundation of San Angelo has also purchased significant tracts of land along the Concho River, and helped to fund the important new Visitor’s Center on the Western edge of the district that includes the Convention and Visitor’s Bureau.

In 2009, under the leadership of the San Angelo Museum of Fine Arts (SAMFA) and a large Steering Committee of City and Community stakeholders, a proposal was developed to seek Cultural District designation from the Texas Commission on the Arts. The proposal was endorsed by both the City of San Angelo and Tom Green County, and was granted as the San Angelo Historic City Center Cultural District that same year. Although initially planned to include roughly 100 acres, it was later doubled to include two nearby residential neighborhoods (Figure 1). This was done at the request of the San Angelo Health Foundation with the approval of the Texas Commission on the Arts.

San Angelo Cultural District Planning Study

In early 2012, a consortium of funders associated with the district, including SAMFA, the City of San Angelo through Fort Concho, the Health Foundation, and the Barrow Foundation, commissioned this planning study for the Cultural District. This study for the Cultural District should also be viewed as a “plan for planning” which addresses the broad issues and should be a springboard for follow-up detailed project and strategic plans.

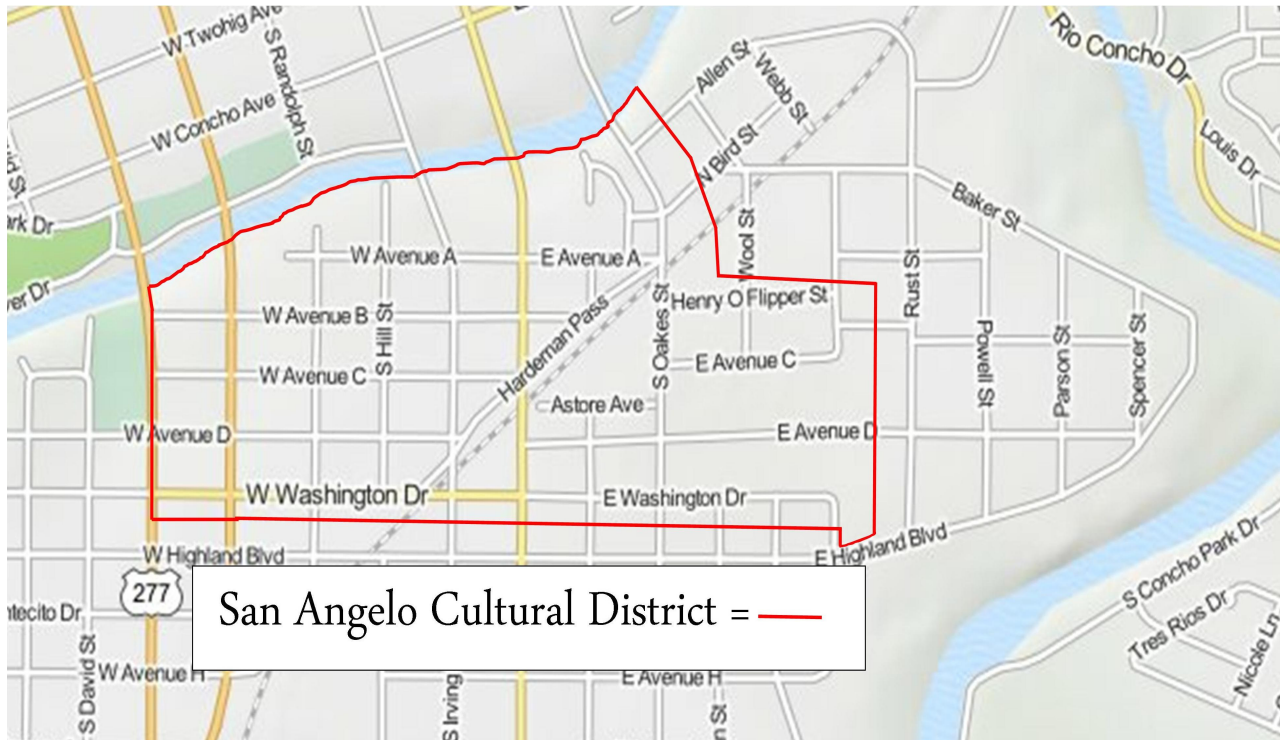


Figure 1.
San Angelo Cultural District

Cultural Districts in Texas

Recognizing that arts and culture are complementary to business and tourism development, the Texas Legislature authorized the Texas Commission on the Arts to designate Cultural Districts in cities across Texas. A cultural district is “a well-recognized, labeled, mixed-use area of a community in which a high concentration of cultural facilities serves as the anchor of attraction.” Cultural districts boost urban revitalization in many ways, by beautifying and animating cities, providing employment, attracting residents and tourists to the community, complementing adjacent businesses, enhancing property values, expanding the tax base, attracting well-educated employees and visitors, and contributing to a creative, innovative environment and better quality of life for local residents. Each district reflects the community’s unique environment, history, land use, and growth and cultural development. There are currently 16 designated cultural districts in Texas, including San Angelo, Abilene, Lubbock, and Alpine in West Texas.

San Angelo Cultural District Planning Study

The Steering Committee for the San Angelo Cultural District engaged WOLF Consulting of Las Vegas, NV, in association with Quintanilla Schmidt Consulting of San Antonio, to lead the Planning Study and coordinate the efforts of four independently contracted consultants with strong knowledge of cultural affairs in Texas and expertise in arts development, city management, historic preservation, and museums. **Arthur H. Wolf** of WOLF Consulting joined **Mimi Quintanilla** of Quintanilla Schmidt Consulting, **Phillip Collins** (former Chief Curator at the African American Museum in Dallas, Texas), **Douglas Harman** of Harman Consulting (former City Manager and Director of the Convention and Visitor’s Bureau, Fort Worth), and **Calvin Smith** (former Chair of the Museum Studies Department and Baylor University professor) for an intense site visit in San Angelo March 4 -7, 2012. **Gary Smith**, President/Executive Director of Dallas Heritage Village, conducted a visit on April 10 - 11, 2012, for the express purposes of assessing the collections of the Barrow Foundation Museum and Fort Concho. (short bios in Appendix I). The team was provided with stakeholder backgrounds, issues, ideas, and goals before the site visit. The team toured the Cultural District by trolley and visited the Depot, artist’s studios, Fort Concho, the SAMFA and other facilities. We met with over 50 institutional, governmental and neighborhood stakeholders in group and individual interviews at Fort Concho and SAMFA (Appendix II), dined with additional stakeholders and patrons at SAMFA and Miss Hattie’s, made a brief presentation to the City Council, toured the city including the North Concho River Development Project, Nature Center and Visitor’s Center, and conducted exit interviews with members of the Steering Committee before leaving town. Meeting notes, additional correspondence and consultant reports followed, and we have benefitted from links to City planning documents. The team was impressed by the uniform enthusiasm for the further development of the Cultural District shown to us by all stakeholders. The staff of SAMFA including Howard Taylor, Gracie Fernandez, Laura Huckaby, and Daniel Peterson provided exceptional support for our efforts on site.

ASSESSMENTS

Our initial assessments of the **Assets, Liabilities, Threats** to and **Opportunities** for the Cultural District are the basis for our subsequent **Observations and Recommendations, Timeline for Development, and Conclusions**, drawn from the variety of overlapping and synergistic sources of information that we received during our visit and afterwards.

Cultural District Assets

The cultural and community assets of the Cultural District are exceptional for the location, size and relative isolation of San Angelo. These include organizations, neighborhoods, and properties that are recognized as important on the national, state/regional and local levels, as well as significant investments in historic preservation, capital improvements and land acquisition by the City of San Angelo, the Health Foundation, and the San Angelo Museum of Fine Arts. The North Concho River, with its many riverside amenities, is the envy of other communities in West Texas and serves as a unifying feature of the Downtown and Cultural District components of the Historic City Center.

Nationally Recognized Organizations and Properties

Fort Concho National Historic Landmark

National Historic Landmarks are nationally significant historic places designated by the Secretary of the Interior because they possess exceptional value or quality in illustrating or interpreting the heritage of the United States. Today, fewer than 2,500 historic places bear this national distinction. This number is more meaningful when understood in the context that there are literally hundreds of millions of structures, sites and built environment assets throughout our nation. A school teacher, Geneva Wood Carson, initiated the preservation of this site in the 1930's shortly after the preservation of Colonial Williamsburg had begun. It is thus one of the oldest major site preservation efforts in America. Fort Concho served in the settling of the Texas frontier from 1867 to 1889 and the town of San Angelo first grew to serve its needs. Elements of the 4th and 10th U.S. Cavalry, the latter composed of the famed Buffalo Soldiers, were stationed at the Fort during its lifetime.



San Angelo Cultural District Planning Study

After a concerted community effort to reclaim the Fort's land and buildings from private ownership, the Fort has been owned and operated as a division of the City of San Angelo since 1955. Continuing efforts to restore the buildings and grounds over the past thirty years have made the past come alive in a dramatic way. The Fort attracts both local and tourist audiences numbering well over 50,000 people annually for its regular exhibits and special events. Voters approved \$1M in funding for a new Visitor Orientation Center at Fort Concho in a relatively recent Sales Tax Extension vote.

San Angelo Museum of Fine Arts (SAMFA)

From its origins in the Quartermaster's Building at Fort Concho in 1985, to the construction of the current iconic museum structure in 1999, to its present recognition as a museum of national and international interest,

SAMFA is a home-grown success story and major asset for the Cultural District. SAMFA is nationally accredited by the American Association of Museums, one of only 775 out of 17,500 museums nationwide to attain that distinction. The educational programs and community involvements provided by the Museum led to its receipt of National Medal for Museum Service from the Institute of Museum and Library Services in 2004, one of only three presented in that year by First Lady Laura Bush.



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The National Ceramic Competition, held every other year, draws visitors and interest from around the world and has helped to make SAMFA's ceramic collection one of the finest in the country. Its collections of Spanish Colonial and Mexican religious art are of growing importance and significant collections of both ceramics and Early Texas Art (1920's-WWII) have been promised by major national collectors. SAMFA attracts 65,000 visitors per year. Active community involvement is a hallmark of SAMFA, which over several years has acquired a block of buildings adjacent to the Museum on Oakes Street to use for program expansion and to model a potential pedestrian-oriented environment in the Cultural District. SAMFA is functioning in a leadership role for the development of the Cultural District and as an active incubator of ideas for organizational, business and tourism development.

National Register of Historic Places

As of 2011, seven properties in the Cultural District are listed on the National Register of Historic Places including Fort Concho National Historic Landmark, the Santa Fe Passenger Depot, Santa Fe Freight Depot, Municipal Swimming Pool, and three homes.

State/Regional/Locally Recognized Properties

Fort Concho National Historic Landmark and the Municipal Swimming Pool are also recipients of the highest honor the state can bestow on a resource as Recorded Texas Historic Landmarks. Fort Concho National Historic Landmark, the Santa Fe Passenger Depot, Santa Fe Freight Depot, the Municipal Swimming Pool, the Girl Scout “Little House” on Avenue A, Brick Shop Row on South Chadbourne Street, and a 1909 Historic Building on South Chadbourne are designated as San Angelo Historic Landmarks.



In addition, a local historic overlay zone, the Old Town Historic District, was approved by the San Angelo City Council in 2010 and includes the core of the Cultural District (*Figure 2*). A Survey of Historic Resources prepared for the City of San Angelo Planning Department and San Angelo Historic Preservation Commission in 2011 also identified 98 high priority properties (21 of them endangered) within the Cultural District for historic preservation and recommended that four distinct geographic areas be nominated for National Register of Historic Places and San Angelo Historic District status: Fort Concho Addition, Oriente Barrio, Southside Commercial District, and Rio Concho Historic District (*Figure 3*). All except the Rio Concho District are within the boundaries of the Cultural District.

Investments by the City of San Angelo and San Angelo Health Foundation

The City of San Angelo made prior investments in restorations of Fort Concho and the Santa Fe Depot and Freight Warehouse, the River Stage, and the 1990s creation of the Paseo de Santa Angela to link the North Concho River to those properties with pathways, a plaza and two Mission-Revival style pavilions and Farmer’s Market. Current City projects include a major renovation of the Municipal Swimming Pool, river bank stabilization, and parks and trails along the river through the North Concho River Improvement Project.

The San Angelo Health Foundation has also made major investments in and adjacent to the Cultural District. The Foundation, in collaboration with the city, state, federal government and Chamber of Commerce, helped fund the beautiful new Visitor’s Center, which houses the Chamber of Commerce and Convention and Visitor’s Bureau, just to the west of the district on Avenue B across Highway 87.



Of equal importance has been the Foundation’s investment of over \$11M for projects in the Downtown/River area and purchase of 3.5 acres of land along the river in the center of the northern portion of the Cultural District. The property is key to planned development along the south side of the North Concho River and contains both pristine parcels and land available for redevelopment.

San Angelo Cultural District Planning Study

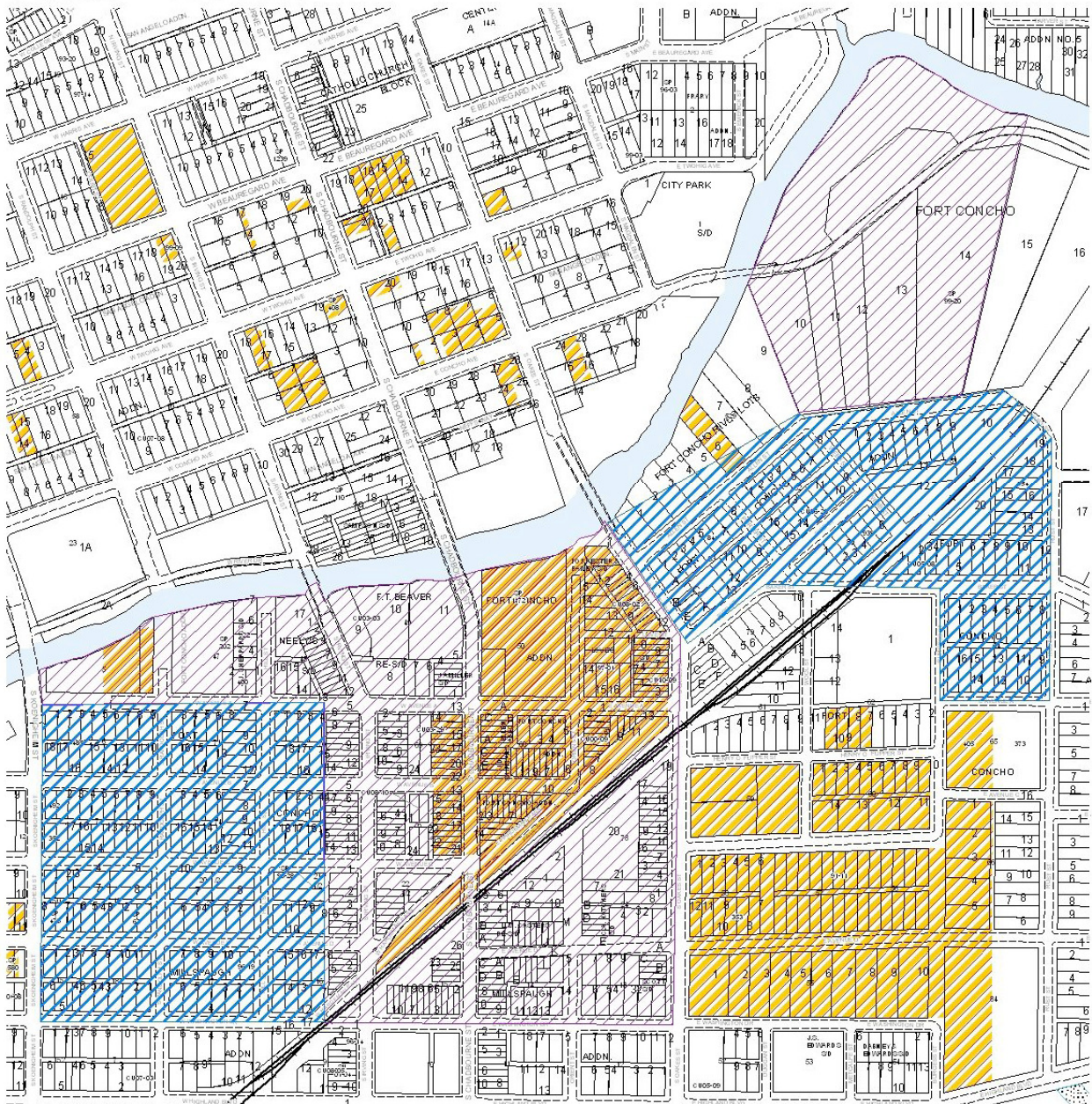
City of San Angelo
Planning Division

72 W. College Avenue
San Angelo, TX 76903



Area of proposed new historic district.

1 inch = 600 feet



*Figure 3.
Map showing Areas of Four Proposed New Historic Districts
Existing Historic Districts are Also Shown*

Private Investment in the Cultural District

Private investment in the Cultural District has begun, with galleries, shops and artist studios in the Old Town Historic District on the Paseo de Santa Angela, Chadbourne Street, Irving Street, and Washington Drive. A Mexican restaurant occupies a building near the City Pavilions, and there is a growing interest in restoring some of the historic homes as Bed and Breakfast lodging or vacation rental homes.

Other Organizations With Interest In or Plans for the Cultural District

Santa Fe Depot/Railway Museum of San Angelo



The Historic Orient/Santa Fe Depot, Inc. (HOSFD) was instrumental in assisting the City of San Angelo in stabilizing and restoring the important Freight and Passenger Depots in the Cultural District. Since its opening in 1997 the HOSFD group has been developing the Railway Museum in the Passenger Depot with an outdoor display of rail engines and cars on a spacious plaza. The HOSFD also organizes

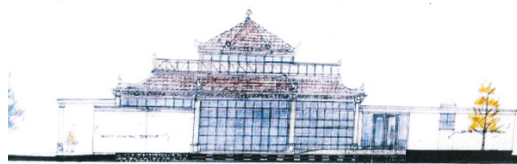
major events on the property. It has amassed major photographic collections and needs additional space to realize its ambitious plans to become the Transportation Museum of San Angelo by acquiring and improving adjacent properties in the neighborhood.

Junior League of San Angelo

The Junior League has expressed an interest in developing a five year project that will engage children and families in learning more about the heritage of their community in a creative and interactive environment, in association with SAMFA.

Association of Asian-American Women

The members of the Association are interested in building an Asian Cultural Center in the Cultural District as a place to generate opportunities for cultural understanding and events. It will also function as a meeting place for the Association, which is dedicated to Education, Friendship, and Service.



West Texas Music Hall of Fame

Sid Holmes, an individual who has collected a substantial amount of material related to the musical heritage of West Texas, has enlisted a group of friends who would like to see a museum and possibly a music hall located in the Cultural District.

Earnest and Dorothy Barrow Foundation

The Barrow Foundation, based east of San Angelo near Eola, participated in the interviews and funded part of this study because of their interest in a potential relocation of part of their large and eclectic historical collection to the Cultural District in San Angelo.



Art in Uncommon Places

A group of associated downtown artists is interested in initiating public art projects in the historic core of San Angelo.

Fire Memorial

An exhibit entitled *Better Angels: The Firefighters of 9/11* has been touring the country. Former County Commissioner Richard Easingwood feels that it could find a permanent home in the Cultural District, most likely as part of another entity.

Cultural District Liabilities

The core of the Cultural District is the old Southside Commercial District, which contains abandoned buildings and warehouses, empty lots, and unattractive streetscapes between Irving and Oakes Streets and between the River and Washington Drive. Our team recognizes their strong character and potential for adaptive reuse through public/private investment, historic preservation/restoration, and development of new business and residential opportunities. Additional liabilities exist, all of which can be remedied over time:

- There is no consistent sidewalk standard and with the exception of Paseo de Santa Angela the area is not accessible, or friendly to pedestrians.
- Safety is a problem with speeding traffic on the north/south corridors of Oakes, Chadbourne and Irving Streets.



- Little to no retail business and only one small corner grocery store are located in the area to serve neighborhoods in the Cultural District.
- There are no convenient lodgings or overnight accommodations for visitors to the Cultural District.



- Some individual properties have been refurbished and the majority possess strong character with historic significance. However

the majority of the 1910 to the 1950s housing stock in the historic neighborhoods is neglected.

- The streets are wide and can accommodate parking for destination special events, but the lack of public transportation for circulation within the area impedes the exploration of multiple sites within the district.
- There is no wayfinding system to direct residents and visitors to the Cultural District, or to mark pathways to the attractions within it. There is no orientation point for the Cultural District and so no clear sense of entry or place.
- The lack of a wayfinding system results in connections to and from Downtown and the Cultural District being difficult to find and navigate for local residents and visitors.
- There are no existing neighborhood associations, or a neighborhood alliance within the Cultural District and neighborhoods are separated geographically within the District.
- The history of the area is not fully communicated or marketed within the District, or in the general marketing efforts of the City of San Angelo although major efforts have been made in recent years to raise the profile of some of the main assets of the District.
- The Oakes Street Bridge is in need of major repairs and a traffic calming strategy.



The approach from Hwy 87 onto Avenue B near the Visitor Center lacks a stop light and directional signs.



Opportunities for the Cultural District

The character of the Cultural District varies from the Downtown District in that its core is owned or operated primarily by the City of San Angelo, or non-profit organizations, with the remaining property being primarily residential, while the adjacent Downtown District

houses banks, churches, a hospital, government and law offices and other institutional headquarters as well as a variety of retail activities. As the development of the Cultural District crystallizes, there are numerous opportunities:

- To focus existing organizations and neighborhoods on an overall vision for the Cultural District to increase communication and cooperation between them through a coordinated master calendar, the Cultural District website, and social media.
- To increase public engagement in the process of long term planning and implementation for the Cultural District, starting with the integration of the Cultural District into the City of San Angelo Comprehensive and Strategic Plans.
- To educate homeowners about incentives for neighborhood improvement within the overall City plans.
- To encourage and facilitate designation of additional Historic Districts within the Cultural District and facilitate the development and adoption of design guidelines appropriate to each neighborhood. Neighborhood associations or a Cultural District Neighborhood Alliance will strengthen this effort.
- To encourage appropriately scaled infill of vacant land near the River and the repurposing of adaptable and attractive older buildings for commercial, educational, residential and artistic uses.
- To familiarize and encourage business and property owners, non-profit organizations, and residents regarding incentives for historic preservation and business development in the Cultural District.
- To explore new kinds of partnerships between the City, private property and business owners, funders, non-profit cultural organizations, and neighborhood residents.
- To strengthen existing cultural organizations and provide planning assistance to organizations wishing to establish themselves in the Cultural District.
- To rebrand the Cultural District as part of the Historic City Center, closely connected to, but distinct in nature from the Downtown District.

Threats to the Cultural District

There are several threats to the Cultural District, expressed as concerns during our interviews and in follow-up conversations:

- A spreading area of blight near the corner of S. Chadbourne and E. Washington mars the southern boundary of the District.



- Residents fear that property improvements will translate to tax increases.
- There is a danger that the built environment along the River, if not approached in a sensitive way, can ultimately detract from the overall enjoyment of the Historic City Center by residents and visitors in ways that other cities with river walks have discovered.
- There is the perception that competition for attention and resources from the City and other funders by other projects in San Angelo will slow the process of development.
- Some existing non-profit organizations, including anchor attractions, are seriously undercapitalized for both operations and capital improvements. These organizations will require re-examination of their governance and funding models to meet the expectations of visitors to the District.
- There is a need to establish a common vision and combine competing agendas among organizations in the Cultural District, and the Downtown District.
- The generation that completed the R/UDAT plan may start the long term planning for the Cultural District, but will not finish it. Succession planning is key for all participating businesses and organizations to ensure that the vision persists and develops.

OBSERVATIONS AND RECOMMENDATIONS

City Participation and Support

The success of the Cultural District in reaching its full potential will depend on the level of support given to it by the City of San Angelo, owner of the largest portion of property in the District and the potential partner for most of the developmental changes that will need to occur. **The participation of the Planning, Parks, Recreation, Civic Events and Fort Concho divisions as well as the San Angelo Development Corporation will be key to advancing plans for the Cultural District, as will City Council support for development incentives and capital budget requests going forward.**

Historic City Center

The original R/UDAT study of 1992 focused on what was called the Historic City Center, including what has become known as the Downtown District on the North side of the Concho River and parts of what is now called the Cultural District on the South side of the Concho River. When the application for the Cultural District was submitted in 2009, it was called the San Angelo Historic City Center Cultural District. We observe that the San Angelo Strategic Plan approved in 2009 as an update to the San Angelo Comprehensive Plan appears not to distinguish the Downtown District from what is now called the Cultural District in its recounting of visions and goals. Many of the stakeholders we interviewed suggested that the two sides of the North Concho River not be distinguished from one another in terms of addressing community issues and marketing. **We suggest that both the Downtown District and Cultural District be presented as two distinct but integral parts of the Historic City Center.**

Cultural District Compatibility with Existing City Plans

The **San Angelo Strategic Plan Update 2009** is a Vision Plan that focuses on four main areas for community development applicable to the Cultural District: **Downtown, Neighborhoods, Neighborhood Centers, and Transition Areas**. The **Goals** for these are:

Downtown goals (p. 34) include:

- Increase the resident population
- Improve the pedestrian experience
- Promote the Arts
- Enhance cultural identity in the region
- Increase accessibility of public open spaces
- Eliminate negative effects of surface parking
- Increase the role of alternative modes of transportation
- Increase connectivity between Downtown and surrounding neighborhoods

Neighborhoods goals (p. 36) include:

- Promote vibrant and viable neighborhoods
- Improve neighborhood connectivity with and between neighborhoods
- Improve relationship between adjacent commercial and residential land uses
- Grow new neighborhoods in a reliably sustainable manner
- Promote neighborhood organization and outreach
- Improve access to open space for all residents

Neighborhood Centers goals (p. 38) include:

- Contract retail commercial corridors into series of nodes or centers at key intersections
- Reorganize parking strategies
- Improve pedestrian access to commercial Neighborhood Centers

Transition Areas goals (p. 39) include:

- Revitalize aged commercial corridors
- Blend intrusive commercial areas into neighborhoods seamlessly

Each of the **Goals** also has well-defined **Action Steps** to accomplish them. **All of the Goals and most of the Action Steps outlined in the Strategic Plan Update to the Comprehensive Plan are applicable to the Cultural District.** The Cultural District Steering Committee will need to address Action Steps that do not apply, and propose Action Steps that will help the District achieve its desired goals for organizational strengths, infill guidelines, economic redevelopment, and community building. The Cultural District is not mentioned by name in the Plan, and amendments should include it by name. **The Guiding Principles for Implementation of the Strategic Plan (pp.73-80) are also directly applicable to the Cultural District.**

The **San Angelo Historic Preservation Action Plan**, adopted by the City in 2008, was endorsed by the Texas Historical Commission as a *Visionaries in Preservation Community* (VIP). Progress on this VIP plan led to San Angelo receiving the First Lady's Texas Treasures Award this year. Again, **almost all of the elements of the VIP Plan resonate with the future developmental goals of the Cultural District**. In addition many of the community members responsible for advancing the work of preservation task forces are also members of the Steering Committee for the Cultural District.

While the VIP Plan's **Long Term Goals** (p. 8) are more immediate concerns within the Cultural District (Implement a Wayfinding Master Plan, Enhance historic commercial corridors and gateways, and Encourage San Angelo's multi-cultural communities to be active in local history and historic preservation efforts) the overall compatibility with potential Cultural District plans is nearly parallel. **The Cultural District Steering Committee will need to call on all its existing expertise to make sure that the Cultural District is identified within revisions of the VIP Plan.**

Commitments Needed for the Success of the Cultural District

A number of City of San Angelo commitments will need to be made over the next decade or more in order to realize full development of the organizations and attractions, properties and businesses, and neighborhoods in the Cultural District

Update Strategic and Comprehensive Plans

It is important for the City of San Angelo Planning Department to facilitate discussions with the Cultural District Steering Committee regarding amendments to the 2009 Strategic Plan to include Action Steps that relate specifically to the Cultural.

Approve Suggested Historic Districts

To facilitate neighborhood development and community building within the Cultural District it is important that the City Council approve the new Historic Districts suggested in the 2011 Survey of Historic Resources after appropriate public involvement by the affected neighbors and businesses.

Capital Funding for Cultural District Projects

Among the greatest needs for the short-term development of the Cultural District are repair and enhancement of the Oakes Street Bridge for health and safety purposes, addressing approval and funding of a plan for sidewalk installation, landscaping, deferred maintenance at Fort Concho, a traffic signal at the intersection of Koenigheim and Avenue B, and general beautification efforts. It is important that the City, in concert with the Cultural District Steering Committee, involve residents, property and business owners, organizations and attractions of the Cultural District in a meaningful way in annual updates of plans for capital expenditures, which are not currently included in the projected expenses for the next decade.

Facilitate Use of Incentives for the Cultural District

The City currently lists numerous opportunities for incentives in its Strategic Plan (p. 116) including assistance with site acquisition and building and façade improvements, start-up capital, operating assistance, and business counseling as well as other incentives for both short-term and long-term needs. It is important for the City to educate property and business owners in the Cultural District about the incentives available to them.

Fort Concho National Historic Landmark

Fort Concho National Historic Landmark has been owned and operated by the City of San Angelo since 1955. City support for capital projects and maintenance has been cyclical, while operating support has been reduced or static in the past decade. Even as it has been recognized as one of the finest places of its type, staff and budget cuts have reduced its potential and endangered its ability to keep pace with modern collecting, preservation and interpretive standards for historic sites and museums. The San Angelo community will benefit most from increased City support for capital improvements including completion of a visitor/orientation exhibit, closing and removal of Avenue D from the Parade Ground, and discussions and analysis of the governance and operations funding including funds for strategic planning and increased professional staffing.

San Angelo Nature Center

The City of San Angelo Nature Center is isolated from the rest of the major attractions and also remote from educational institutions and the North Concho River itself. Since most visitors to the Lake Nasworthy area are primarily interested in recreational activities, the potential for educating visitors about local and regional plants and animals is reduced. Rethinking of the scope and scale of a nature center or a small zoological park that can be relocated to the North Concho River will add a unique dimension to the Cultural District/North Concho River Improvement Project. A mix of native plants, small animal exhibits, and even a small aquarium can be considered with capital investments, a set operating budget and maintenance provided by the City with governance and operations contracted to a private non-profit organization.

Bill Aylor Sr. Memorial RiverStage

The River Stage occupies a central position on the south bank of the North Concho River next to both the WPA Swimming Pool and SAMFA. It is an underused asset that can be operated in conjunction with SAMFA, the new San Angelo Performing Arts Center, and other community groups to maximize its seasonal appeal for concerts, dance performances, film and poetry festivals, and other events. There may be a need to upgrade the stage, backstage, and sound systems and evaluate the effectiveness of the uninviting metal fencing around the area to make the River Stage a centerpiece of the Cultural District. Given the proximity to SAMFA and other Cultural District assets it is vital that an integrated and coordinated schedule and program of activities be implemented.

North Concho River Improvement Project

Public access to trails, facilities, businesses and organizations along the North Concho River is of great importance to the success of the Cultural District. The City needs to continue to be open to cost sharing or other participation in securing key properties along the south side of the Concho River so that the planned contiguous trails and regular points of access can be achieved.

San Angelo Health Foundation Participation and Support

Since the Health Foundation began making grants in 1997 it has been instrumental in helping to build the San Angelo community through outright grants to major institutions for capital and operating purposes, property acquisitions and abatements through purchases and cost sharing, property renovations, planning efforts including this study, and public art installations, often in partnership with the City. The Health Foundation and Visitor Center share a beautiful building with the Chamber of Commerce and Convention and Visitors Bureau, and the shared meeting space is available to community groups. With its key purchases of land along the Concho River and its history of involvement in the Downtown District, North Concho River Improvement Project, and projects in what is now designated as the Cultural District, the Foundation is a key participant in the future of the District. A Master Plan for Health Foundation property development will be a major step forward for the future of the Cultural District.

There are many ways in which the Foundation could choose to assist in the further development of the Cultural District, depending on the opportunities presented, the timing of projects, and the priorities set by the Foundation Board of Trustees. The following would be consistent with the Foundation's prior investments in the San Angelo community.

Outright Grants

Outright grants to organizations within the Cultural District for capital and operating projects, capacity building, strategic and succession planning, feasibility studies for developmental projects, or property renovations/restorations will be important to the success of the district. Support for development of a sustainable business plan for a formally organized Cultural District office is another important potential avenue of assistance.

Matching Grants/Cost Sharing

Matching Grants or Cost Sharing to leverage public or private funding for projects including implementation of the current Wayfinding Plan, start-up of a Cultural District office in space provided by participating organizations, capacity building for the non-profits in the District or capital projects such as repair of the Oakes Street Bridge, installation of a traffic light at Koenigheim and Avenue B near the Visitor Center, or upgrades to the RiverStage are all keys to Cultural District success.

Property Acquisition

Property acquisition to secure blighted properties on the edges of the Cultural District for future development as Neighborhood Centers, or to partner with private developers for live/work spaces in the core of the Cultural District

Property Donation or Development

Property donation or development to ensure properly scaled and sited projects within the land the Foundation owns along the River is an important key to success. Two potential projects are a property donation for a relocated nature center or small zoo, and partnership with a developer to build a small hotel with space for small convention meetings near the North Concho River.

Meeting Space

Meeting space for neighborhood associations and Cultural District organizations for public meetings or closed planning meetings can easily facilitated in the Board Room or Community Room at the Foundation.

Cultural District Leadership and Coordination

The current mission of the San Angelo Cultural District is stated as:

“to create a long-term vision and plan for an approximate two hundred acre area of San Angelo that encompasses Fort Concho National Historic Landmark, the San Angelo Museum of Fine Arts and a dozen other cultural and non-profit agencies, approximately three hundred residents, a dozen manufacturing entities and an equal number of retail businesses and the City’s Visitor Center. The plan will emphasize historic preservation, beautification, way-finding, transportation connections, neighborhood improvement, the creation of new cultural facilities and business and economic development and job opportunities. The plan will emphasize coordination and input from all stakeholders and thoughtful management and marketing with the intent to increase the livability and economic well-being of the entire Concho Valley.”

Cultural District Organization

The Cultural District has begun under the leadership and financial management of SAMFA, which has provided coordination, meeting space, and leadership in obtaining the designation from the Texas Commission on the Arts with the endorsement of both the City of San Angelo and Tom Green County governments. There is currently a large Steering Committee made up of members from the City of San Angelo and Tom Green County government and cultural, economic development, marketing and educational stakeholders. The Steering Committee has involved others through work on committees for Business Development and Resources, Design and Capital Projects, Environmental Design and Education, Neighborhood and Residential Development, Transportation, Marketing Public Events, and Public Art. It will be useful to create a specific dedicated development group for the District rather than encourage individual speculators.

Moving forward, the task of the Steering Committee is to guide the initial planning and governance discussions leading to inclusion of neighborhood residents, property and business owners, and other stakeholders in the development of short-, mid- and long-terms plans for the Cultural District.

Coordination of Cultural District Planning and Marketing Efforts

In the next year, the Steering Committee has the opportunity to coordinate significant planning and marketing efforts to further activate the potential for self-awareness, capacity building, and community development associated with the future of the Cultural District. In the near term, SAMFA will continue to provide meeting space in its main facility or in its planning studio on South Oakes Street and act as financial agent. **It is important that these six initiatives be undertaken in the next year, to maintain and increase momentum while building community support.**

Complete the Inventory of Property Owners and Residents

With the assistance of the City and ASU interns, the Steering Committee needs to complete the database of property and business owners within the Cultural District so that as many as possible can be invited and included in planning and community development discussions.

Conduct Cultural District Surveys and Facilitate a Formal Cultural District Plan

The Steering Committee needs to survey the needs and interests of the organizations, property and business owners, and other residents within the District. By facilitating a formal planning process that will clarify the District's name, affirm the mission and a unified vision for the Cultural District, identifying goals and resources to sustain it, and building enthusiasm for community support of Historic District designations the Steering Committee will make important progress. The outlooks of the organizations are already well-known, but inclusion of all neighborhood stakeholders will make for a stronger, better plan.

Participate in Updates of City Strategic and Comprehensive Plans

It will be important for the Steering Committee, working closely with the City of San Angelo, to advocate for amendments and updates to the Strategic and Comprehensive Plans so that the name, needs and interests of the Cultural District are included in official City documents going forward.

Work with Neighborhood Residents to Advocate for Historic District Designations

A recent survey of historic resources in the Cultural District suggests the designation of three new Historic Districts to complement the existing Old Town Historic District that encompasses the core area. The Steering Committee can play an important role by working with the City of San Angelo to educate stakeholders on the historical importance of their neighborhoods, to help establish design guidelines for the District, to find resources and assistance available to individual property owners, and to expand the potential for interpretation of their neighborhoods' roles in San Angelo's history.

Advocate for Immediate Concerns and Coordinate Funding Requests

The Steering Committee will need to mobilize the stakeholders of the Cultural District to advocate for important needs like the repair of the Oakes Street Bridge, installation of a traffic light at Koenigheim and Avenue B, implementation of a sidewalk and landscape plan, and implementation of a way-finding plan for the Cultural District including the Historic Districts.

The Steering Committee will also need to coordinate funding requests for grants and donations to provide strategic planning and capacity building services for both the existing and emerging cultural organizations in the District.

Coordination of Marketing Efforts for the Cultural District

The Steering Committee will need to work closely with the Convention and Visitor's Bureau and the Chamber of Commerce to find ways to distinguish the Cultural District's offerings from the current confusing mix of "Downtown – Uptown – Good Times" with either the current name San Angelo Cultural District or an appropriate, authentic name that is not created simply for marketing. While many of the sites and organizations within the District are noted as Attractions or Points of Interest in some of the existing marketing collaterals, the Cultural District now has a critical mass to become an attraction on its own. One of the important marketing efforts for the Cultural District should emphasize that it is part of what makes San Angelo a great place to live and it provides venues for periodic or annual events that attract tourists. New Historic Districts will add to the critical interpretive mass for the Cultural District and create interest for residents and visitors.

In the short term it will be important for the Cultural District to build its own brand by upgrading the offerings on its current website and adding Facebook, Tumblr and Flickr to its media toolkit. The website in particular can be used to communicate among stakeholders, publicize an advance calendar of events to diminish scheduling conflicts, and serve as a posting board for evolving ideas as well as a way to announce planning meetings and City hearings. It will also be important for the Steering Committee to work collaboratively with the San Angelo Cultural Affairs Council and City Events to coordinate scheduling and explore the potential for joint programming in the Cultural District.

Structure of Cultural District Long-term Governance and Management

There are multiple models for cultural district management and sustainability, and the Steering Committee will need to explore them as part of the planning process for the long-term growth of the Cultural District. Two Texas examples illustrate some of the possibilities. The Lubbock Cultural District is managed by the Lubbock Arts Alliance, a membership organization, while the King William Cultural Arts District in San Antonio is managed by the King William Association, a neighborhood association that raises funds to regrant for development in the area. Both are non-profits and involve people from the Districts themselves. Other communities have structured their arts/culture districts in ways similar to downtown merchant associations, with tiered dues based on annual sales or budgets. Whichever way the San Angelo Cultural District decides to structure itself, it is

clear that a Steering Committee (or Board of Trustees/Directors) can only operate in a developmental mode for a few years before it needs dedicated staff to run the organization under the guidance of a Board of Trustees. This is a discussion that the Steering Committee should have in the coming year at the latest.

Organizational Assessments and Capacity Building

From reviewing San Angelo literature and on-site interviews it is clear that with the exception of SAMFA, the cultural organizations in the District need help with capacity building for creating their own strategic plans, building stronger Boards of Trustees, creating succession plans for Boards and Staffs, attracting bigger audiences, and presenting better programs. With the exception of the current efforts at SAMFA to raise endowment funds, the organizations are all undercapitalized and underfunded for their current operations. It is important for the Steering Committee, the City, and community funders to consider investing funds to help the organizations develop in ways that enable them to deliver the best quality programs to residents and visitors with the understanding that more, and younger, participants will need to be involved in the coming years. The Steering Committee might also consider establishing an incubator for emerging organizations to provide counseling for start-ups and a path to stability for others.

Collection, Preservation, and Interpretation of San Angelo History

San Angelo is recognized as a City that cares about historic preservation and it has done a wonderful job of encouraging the restoration and preservation of its historic buildings. However, history is more than buildings – it is the collections of artifacts, photographs and personal recollections that allow the story of a community to be told in ways that animate it while preserving the fragile non-architectural evidence of the past. Every community has many stories to tell, and they aren't all about the iconic or stereotypical subjects that are often featured. The complete history of San Angelo is not being told at present, but it could be with a concerted community effort.

Fort Concho

Fort Concho National Historic Landmark is associated with important events on the 19th century Texas frontier as well as the famous Buffalo Soldiers who were stationed there. It is also associated with a great community effort to reclaim the fort from private ownership in the 20th century and restore it to its original condition. Prior excavations and restorations have yielded an important collection of archaeological materials from the early periods of the Fort. Along the way it has been given national honors and has become a Department of the City of San Angelo. Over the past decade in particular operational funding has declined or remained static, and the position of collections registrar was unfunded. While the remaining staff members have worked with the volunteer corps to maintain and carry on a number of programs, the lack of funding endangers the collections, limits the opportunities for creative interpretation, and creates a sense of limited possibilities for the future. The sense of a limited future also stands in the way of sustainable improvements to the operations and programs, and we suggest that the City apply on Fort Concho's behalf to the Museum Assessment Program (MAP) of the

American Association of Museums. A MAP grant for a general assessment of the current operation should lead to improvements in preparation for an application for national accreditation similar to that obtained by SAMFA. We also suggest that the City of San Angelo consider discussions about the future of the Fort, including continuing City ownership of the site and collections, and contracted management with a private, non-profit group that can raise additional funds for operations and personnel. For example, Dallas Heritage Village has operated successfully in this manner for four decades.

Santa Fe Depot/Railway Museum of San Angelo

The City of San Angelo has invested significant resources in the Santa Fe Depot, working with the non-profit Historic Orient/Santa Fe Depot, Inc. (HOSFD) group to restore the building which now houses the Railway Museum of San Angelo. The HOSFD has done excellent work in bringing rolling stock for display on neighboring tracks, but as an all-volunteer organization is challenged to make full use of the Depot as a museum space. Promised large collection donations, while an excellent opportunity, will severely strain the capabilities of the Railway Museum to care for them. The organization has ambitious ideas for the interpretation of the history of all modes of transportation in the region, and they include initial thoughts about acquisition and assembly of additional lots and buildings in the neighborhood. The Board will need financial, organizational, and programmatic assistance in order to achieve their dream.

Barrow Foundation

A special assessment of the Earnest and Dorothy Barrow Foundation Museum near Eola was undertaken as a part of the Cultural District Study in order to determine whether and in what magnitude the Barrow Foundation might share its collections within the Cultural District. The large collection is delightful in its complex miscellany and range of types and ages of artifacts, collected both regionally and from around the world. While there are significant local and regional artifacts at the Barrow Foundation as well as items given to the Museum by Fort Concho over the years, our assessment is that it is not justifiable to move the entire collection to San Angelo as a stand-alone museum. Rather, the existing San Angelo organizations or a consortium of museums might wish to negotiate long term loans of the Barrow Foundation collections that will tell the best stories of the Concho Valley and West Texas. We also concluded that the Barrow Foundation Museum operations can be streamlined by selective deaccession of the least appropriate collections and the development of a focus on interpretation of the Barrow ranch site itself. The Steering Committee should continue to work with the Barrow Foundation as plans for the Cultural District evolve, and include Barrow Trustees in future discussions about capacity building and shared resources including storage, exhibitions, collections care and interpretation.

Regional History Interpretation

Interest was shown in the establishment of a regional history museum to interpret the prehistory and history of the Concho Valley and San Angelo and even to interpret the historically permeable border territory with Mexico. Initial thoughts included the

formation of a new museum that would seek a facility in the Cultural District. While this is an important long-term aspiration for San Angelo, it is our suggestion that the organizations now responsible for interpreting aspects of local history be strengthened first under an umbrella that can provide them with the resources needed to do an excellent job with their existing collections and facilities. Such an organization can naturally be evolved over time into a regional interpreter of broader stories, in a way similar to what is being done for the South Valley at the Museum of South Texas History in Edinburg, but with focus on the unique stories of West Texas and La Frontera.

History San Angelo

It is time for all interested parties to come together to form a non-profit corporation for the collecting, stewardship, and interpretation of the entire history of San Angelo and the surrounding area. It might be envisioned as a mirror image of the governance of SAMFA – a group of well-connected people of means who love local and regional history and want to create a sustainable organization that will serve both the people of San Angelo and those who will visit to learn about the rich history that lives here by acquiring important collections and providing exciting exhibits and interpretive programs of high quality. We propose that the new entity be called **History San Angelo**.

We believe that much can be accomplished by combining the facilities, staff, and collections resources of Fort Concho and the Railway Museum at the Santa Fe Depot under one governing body that can contract with the City of San Angelo for a set annual amount for operations, maintenance and capital improvements, while taking responsibility for funding additional personnel and program costs. History San Angelo could then work cooperatively with the Barrow Foundation to secure loans of other important collections and begin to bring the untold histories of Native Americans, Mexicans, African-Americans, and the once-thriving Southside Commercial District to light. The new organization can create possibilities for City-wide history interpretation and public programs including the Goodfellow Air Force Base, Historic Neighborhoods, and the Downtown District.

As SAMFA has shown over the past 25 years, a strong, proactive Board of Trustees and forward looking executive leadership can stimulate both growth and sustainability in a cultural organization. History San Angelo can be just such a steward of San Angelo history. **We suggest that the Steering Committee for the Cultural District facilitate the discussion of History San Angelo through its planning process and conversations between the City and interested parties.**

Potential for Shared Resources

The Cultural District offers the potential to facilitate and allow shared resources between the collections-holding organizations like SAMFA, Fort Concho, the Railway Museum, and the Barrow Foundation for joint care, preservation and exhibition of their permanent collections. Any of several large warehouses in the District can be repurposed to allow for environmentally controlled storage systems, some of which could be open to view by visitors, conservation labs for restoration of fragile collections, and photography and work spaces. Shared space will free up additional storage space within existing facilities and provide an economical way for all the organizations to share space, expertise, and public access. **The Steering Committee and City of San Angelo should assist this effort to share resources in any way possible as the Cultural District continues to develop.**

The Most Important First Steps

The areas of general agreement concerning what first steps should be taken to move the Cultural District forward include the following, many of which must be taken concurrently when possible.

Cultural District Organization

By first considering and creating a formal plan for development of the Cultural District, the Steering Committee can build community consensus on important goals, establish plans for governance and management of the District, and begin to promote its assets and opportunities with a unified brand.

Access/Wayfinding/Public Transportation

The next priority will be to find the funding for implementation of the existing Wayfinding Plan developed previously by The Douglas Group (see p. 12 and appendices for Cultural District traffic flow and wayfinding designs). The Wayfinding Plan will need to be updated to include the Cultural District boundaries and placement of its name on banners, signs and maps. Planning for public transportation service is also essential.

Safety Issues

Two safety issues need to be addressed immediately. The repair of the Oakes Street Bridge and the installation of a traffic light at the corner of Koenigheim and Avenue B are both important for the safety of motorists and pedestrians entering and exiting the Cultural District on Avenue B and South Oakes Street.

Community Development

Involvement of all stakeholders including residents, business and property owners, cultural organizations, and governments is critical for building support for the longer term goals of the Cultural District and should be expanded and continued.

A Multitude of Ideas for the Future

One of the challenges for “creative place-making” by means of cultural districts is to get from the assessment of potentials to the outcomes that everyone desires. The San Angelo Cultural District has so many existing resources that the emerging and potential projects will serve as both platforms and drivers to provide the resources and conditions for successful outcomes over time.

SAN ANGELO CULTURAL DISTRICT RESOURCES AND NEEDS 2012

Existing	Emerging	Potential	Needs
<ul style="list-style-type: none"> • Fort Concho • SAMFA • WPA Pool • Railway/Depot • Paseo de Santa Angela • Pavilions • Old Town District • Visitor Center • Transportation Center • River Stage • Galleries • Woodworks • Gunsmith • Restaurant • UCRA • ASU Ceramic Studio • City Plans • VIP Plan • Downtown Success • Health Foundation • ASU and Howard College • Library • Old Chicken Farm Art Center 	<ul style="list-style-type: none"> • Cultural District • North Concho River Project • Several Historic District Studies • PAC 	<ul style="list-style-type: none"> • Neighborhood Associations • History San Angelo • Barrow Foundation • Shared Collections Space • Heritage Crafts • Nature Center • Junior League • Asian Cultural Center • West Texas Music Hall of Fame • Fire Memorial • Art in Uncommon Places • Contemporary Art Center • Live/work studios • City-wide events and programs • Food trucks • Community Gardens • Bike rentals 	<ul style="list-style-type: none"> • Unified Vision • Wayfinding • Marketing • Sidewalks • Transportation • Food and Lodging • Beautification • Preservation • Incentives • Funding • Capacity Building

TIMELINE FOR DEVELOPMENT

Time and Effort ~ Effort Over Time

San Angelo has evolved in many positive ways since the R/UDAT study was completed in 1992 to focus on what has come to be known as the Historic City Center. Growth of community resources, expanded and refined plans by the City of San Angelo, major investments in business and cultural organizations, and an historic preservation ethic have paved the way for this new effort in the Cultural District, which will complement the existing Downtown District. Many variables will affect the pace of development for the Cultural District, including:

- Strength and clarity of the Cultural District plans and organization
- Levels of funding/cooperation/collaboration provided by the City of San Angelo and the many stakeholders and resource providers
- Strength, viability and creativity of the existing and potential cultural organizations and businesses
- Continuing interest by property owners, neighbors, artists, and business investors
- Annual and periodic review and evaluation of progress towards goals
- Vision, passion and commitment from all stakeholders.

Suggested Short Term Goals (One to Three Years)

- Cultural District Strategic Plan completed, with annual progress update
- Expanded stakeholders involvement including more neighborhood residents, property owners and funders
- Regular updates to City Strategic and Comprehensive Plans
- Designation of new Historic Districts, creation of design guidelines for infill and a homeowner education program
- Funding obtained to assist cultural organization planning and development
- Initial discussions regarding History San Angelo and the Nature Center
- Funding obtained to implement Wayfinding plans, repair for the Oakes Street Bridge, and installation of a traffic light at Koenigheim and Avenue B
- Presentations to City Council, Historic Preservation Commission, Planning Commission, San Angelo Development Corporation, Chamber of Commerce, Convention and Visitors Bureau, potential funders and investors to report progress and to educate and build support
- Incubation and launch of new initiatives and ideas

Mid Term Goals (Four to Six Years)

- Annual updates to the Cultural District Strategic Plan and active implementation
- Emphasis on business recruiting, neighborhood improvement and beautification, and accelerated development of cultural organizations with cooperative programming for events and projects both within and outside the District
- Establish History San Angelo and its zoological equivalent and facilitate negotiations with the City, Fort Concho and HOSFD for contract operations

Long Term Goals (Seven to Ten Years and Beyond)

- Well-established Cultural District coordination and continued involvement of stakeholders along with evaluations of progress in first decade
- Evidence of appropriately scaled cultural/commercial infill in the core of the District
- Live/work spaces established and occupied
- History San Angelo well established and capitalized
- Construction of Nature Center on the River and redevelopment of other riverside property
- Other new cultural organizations become established in the Cultural District

CONCLUSIONS

The San Angelo Cultural District contains within it all of the initial assets and resources needed to begin the pursuit of its long term goals:

- A vision for a historically significant, authentic, and engaging interpretation of San Angelo's history via Fort Concho, the Depot, and other additions
- Revitalization of historic neighborhoods to benefit the people who live there
- Creation of a vibrant artistic culture including historic and contemporary arts, crafts, and performing arts in multiple venues including SAMFA
- Concentration of artistic, educational, residential, and recreational activities in a distinctive location that is complementary to the Downtown District as part of the Historic City Center
- Redevelopment of the core to include food service, retail and other businesses
- A welcoming environment that contributes to the success and attractiveness of San Angelo as a community to in which to live and to visit.

Support and encouragement by the City of San Angelo and local, regional and national funding sources, matched with the enthusiastic involvement of the community and Steering Committee will allow the goals to be achieved in the next decade. The San Angelo Cultural District has the potential to be one of the best if not "the" best in Texas. Our team met dozens of "can-do" people representing a diverse community with many common goals for the future of the Cultural District. We wish you the very best for success.

Appendix I - Consultant Biographies



Arthur H. Wolf, Principal of WOLF Consulting dedicated his first career to curatorial and institutional leadership at important regional museums in the Western U.S. including the Museum of the Rockies and The High Desert Museum. He was deeply involved in all aspects of planning, collecting, interpreting, fund raising and building high quality facilities known for their excellence and accessibility to audiences of all cultures and ages. In 2004 he founded WOLF Consulting to help museums and other cultural organizations better define and achieve their missions.

Mr. Wolf's broad experience in service to the museum profession includes a term on the American Association of Museums Board of Directors (Vice-Chair) and the Board of ICOM-US, which serves as America's national committee for the International Council of Museums. He also served on the AAM Accreditation Commission, where he participated in the review of nearly 850 institutions. Art has been a frequent reviewer and panelist for both government and private foundation grant programs, and he has been active on steering committees and planning efforts for community projects throughout the West.

Mr. Wolf was the Director of the Nevada State Museum and Historical Society and the founding Director of the National Atomic Testing Museum. He was co-founder of the Nevada Museums Association and is a past president. He is currently Chairman of the Board of Trustees of the Desert Wetlands Conservancy and a mentor to two generations of museum workers.



Irene T. (Mimi) Quintanilla, Principal, Quintanilla Schmidt Consulting has over thirty years of experience in governance, strategic planning and collaboration, administration, management, public programming, and audience development. She has developed programs using technology and the environment to engage multi-generational audiences in experiences that broadly interpret collections and the environment through science, art, history, and technology. She is an experienced grant reviewer, has completed assessments and analyses for the public dimension and accreditation of

museums, and has served as an evaluator for projects for parks and historic sites.

Mimi has served on the board and executive committees of numerous professional and community associations and organizations including the Smithsonian Council, the National Museum of American History Latino Initiatives Advisory Board, the National Council for History Education (NCHE), the Texas Association of Museums, the Association of Science and Technology Centers Diversity and Equity Committee, and the American Association of Museums. In her home community she has served as Chair of the River Road Neighborhood Association, and on the boards of the International Accordion Festival, the Urban 15 Arts Group, and as Co-Chair of the Cultural Alliance of San Antonio. Mimi was appointed to serve on the Midtown-Brackenridge TIRZ Planning Team, the CPPW--Active Living Council, the San Antonio River Authority River Oversight Committee, and was a mayoral appointee The Cultural Collaborative of San Antonio.

San Angelo Cultural District Planning Study



Phillip Collins is the Executive Director of the Memnosyne Foundation whose mission is to empower and inspire people from all walks of life to become conscious cultural creators in a global world through sharing and enrichment of all knowledge.

Collins is the former Chief Curator at the African American Museum in Dallas, Texas. As a public servant, Collins has served as juror for art competitions statewide and nationally, and has served on numerous boards and committees for cultural institutions with a focus on the visual arts, cultural diversity, and arts education. Currently Collins serves as Commissioner At Large and Chair of the Public Arts Committee for the City of Dallas Office of Cultural Affairs.



Douglas Harman has a background in local government management, tourism marketing and heritage exhibits. He served as city manager of Alexandria, Virginia and Fort Worth, Texas. For seventeen years, Harman headed the Fort Worth Convention and Visitors Bureau. Over the past twenty years, he has been involved in cultural district planning and development and destination marketing. As former chair of the Texas Historical Commission's Lakes Trail Regional Program, he has focused on cattle trail and Native American heritage. Over the past several years, he has consulted with a number of Texas communities on tourism development. He is a resident of Fort Worth where he is actively involved with heritage tourism projects and programs, including the daily Cattle Drive in the Historic Stockyards and the Tarrant County Historical Commission.



Calvin Smith is the Executive Director of the Western Heritage Museum Complex in Hobbs, New Mexico. He has over forty-five years of experience with museums in almost all phases of research, planning, design, construction, accessioning, exhibits, marketing, education, administration and development. He has played the role of a trailblazer for many museums, often serving as their first curator or director. He served as the Director of the Strecker Museum and Chairman of the Department of Museum Studies at Baylor University and retired as the Director of the Mayborn Museum Complex. After a short time of private consulting, Calvin came out of retirement to develop Western Heritage Museum Complex.



Gary N. Smith is the President of Dallas Heritage Village at Old City Park in Dallas and an Adjunct Faculty member for the Baylor University Museum Studies Program. He has more than 35 years of wide-ranging experience in collections, exhibits, and education and administration. At Dallas Heritage Village Smith is responsible for leading efforts to introduce living history methods to the museum's visitor experience. He specializes in forming long lasting partnerships with area corporations, foundations, city agencies, neighborhood associations, volunteer groups and other museums to further the work of the museum. He has served as a consultant to other museums for strategic planning, governance, visitor services and interpretation, and budget planning.

Appendix II – Stakeholders

<u>Stakeholders</u>		<u>Organization</u>
Marilyn	Aboussie	San Angelo Health Foundation
Paul	Alexander	San Angelo City Council
Sam	Allen	San Angelo Chamber of Commerce
Clinton	Bailey	City of San Angelo Streets Department
Mike	Boyd	San Angelo Health Foundation
Bob	Bluthardt	City of San Angelo-Fort Concho Nat'l Historic Landmark
Chuck	Brown	Upper Colorado River Authority
Alejandro	Castellon	Galleries & Studios
Erlina	Cline	Asian American Women's Association
Jim	Coffey	Educational Service Center, Region 15
Michael	Dane	City of San Angelo Finance Department
Tom	Early	San Angelo Health Foundation
Suzan	Gargan	Junior League of San Angelo
Elizabeth	Grindstaff	Assistant City Manager
Sande	Harrison	San Angelo Health Foundation
Clara	Harvey	Neighborhood Representative
Barbara	Hesse	Historic San Angelo Inc.
Sid	Holmes	W.T.M.H.O.F.
Shawn	Lewis	City of San Angelo Planning Department
Kathryn	Louie	Asian American Women's Association
David	Lupton	San Angelo Health Foundation
		Vice President of Convention & Visitors
Pamela	Miller	Bureau
Phil	Neighbors	President San Angelo Chamber of Commerce
Season	Neurcere	Galleries & Studios
Alvin	New	City of San Angelo Mayor
Rose	Ng	Asian American Women's Association
Robert	Patyrak	San Angelo Health Foundation
Julie	Raymond	Galleries & Studios
Joann	Rice	San Angelo Health Foundation
Johnny	Silvas	San Angelo City Council
Howard	Taylor (chair)	San Angelo Museum of Fine Arts
Rick	Weise (co-chair)	City of San Angelo Assistant City Manager
Carl	White	City of San Angelo Parks Department
Daniel	Wilde	Barrow Foundation
Joe	Williamson	San Angelo Health Foundation
Anthony	Wilson	City of San Angelo Civic Events
David	Wood	Historic Santa Fe Orient Depot
Christy	Youker	Upper Colorado River Authority

San Angelo Cultural District Planning Study

Additional Interviewees

Roger	Allen
Lori	Barton
Jennifer	Boggs
Kagen	Box
Patricia	Bright
Tom	Bright
Le Ann	Byrd
Mario	Castillo
Jim	Cummings
Jeff	DeLoache
April	Garner
Brenda	Gunter
Gregorio	Gutierrez
Jim	Hartell
Craig	Kinney
Matt	Lewis
Daniel	Makins
Jim Bob	McMillan
Joan	Mertz
Daniel	Peterson
Lee	Pflugger
Sean	Scott
Genora	Young

Organization

Chicken Farm Art Center
Principal Fort Concho Elementary
Community Development Initiatives (ASU)
ASU Student/SAMFA Intern
Neighborhood Representative
Neighborhood Representative
Howard College
The Aegis Group, Ltd.
Development Corporation
Standard-Times
Tx. Heritage Tourism Prog. State Coordinator
Downtown San Angelo Inc.
Conexion San Angelo
Historic Santa Fe Orient Depot
Local Architect
San Angelo Area Foundation
San Angelo Cultural Affairs Council
Texas Commission on the Arts Deputy Director
Gallery Owner
ASU Student/SAMFA Intern
Downtown Property Owner
Concho Valley Transit District-Transportation Director
Downtown San Angelo Inc.

Appendix III – Web Links

City of San Angelo Planning Documents

LIST OF ALL AVAILABLE CITY PLANNING DOCUMENTS

http://www.sanangelotexas.us/index.asp?Type=B_BASIC&SEC={4859D86C-7C70-476B-B1A7-7A82163C909D}

Historic Resources Survey Phase II – 2011

[http://www.sanangelotexas.us/vertical/Sites/%7BBD27ED61-E710-4F56-8954-CC319F012B3D%7D/uploads/Phase_II_Survey_Report\(1\).pdf](http://www.sanangelotexas.us/vertical/Sites/%7BBD27ED61-E710-4F56-8954-CC319F012B3D%7D/uploads/Phase_II_Survey_Report(1).pdf)

Visionaries in Preservation Plan

<http://www.sanangelotexas.us/vertical/Sites/%7BBD27ED61-E710-4F56-8954-CC319F012B3D%7D/uploads/%7BBFC8E55E-AB23-4E7B-B4C7-07B5BEC07945%7D.PDF>

DOWNTOWN MASTER PLAN DRAFT

Downtown Development Masterplan (Proposed):

http://www.sanangelotexas.us/vertical/Sites/%7BBD27ED61-E710-4F56-8954-CC319F012B3D%7D/uploads/proposed_downtown_plan_presented_012312.pdf

COMPREHENSIVE PLAN

Link to the Table of Contents for our Comprehensive Plan

http://www.sanangelotexas.us/index.asp?Type=B_BASIC&SEC={4CFD6675-4DD5-4639-BC35-2892335DC2E3}

Downtown Vision Map

<http://www.sanangelotexas.us/vertical/Sites/%7BBD27ED61-E710-4F56-8954-CC319F012B3D%7D/uploads/%7BEAB4B6FA-D10C-481A-978F-F744025A56F3%7D.PDF>

Concho Riverfront Entertainment District Recommendations; Page 2 on the link below

<http://www.sanangelotexas.us/vertical/Sites/%7BBD27ED61-E710-4F56-8954-CC319F012B3D%7D/uploads/%7BE7BE5BC4-A25E-466C-B124-9185FA00D094%7D.PDF>

Downtown Recommendations/Goals; Pages 2 and 3 on the link below

<http://www.sanangelotexas.us/vertical/Sites/%7BBD27ED61-E710-4F56-8954-CC319F012B3D%7D/uploads/%7B6BA6691B-7B55-4A2D-A4E8-14F52AD681ED%7D.PDF>

Downtown Incentives Recommendations

<http://www.sanangelotexas.us/vertical/Sites/%7BBD27ED61-E710-4F56-8954-CC319F012B3D%7D/uploads/%7B85FC6D99-0798-4DBE-B8CD-4B91074AFCBB%7D.PDF>

City of San Angelo GIS Maps

<http://gis.sanangelotexas.us/>

City of San Angelo Demographics

<http://quickfacts.census.gov/qfd/states/48/4864472.html>

Texas Commission on the Arts –Cultural Districts

http://www.arts.state.tx.us/index.php?option=com_content&view=article&id=83&Itemid=102

Comparable cultural districts:

San Antonio – King William Cultural Arts District

<http://kingwilliamculturalartsdistrict.com/>

Huntsville Cultural District

<http://huntsvilleculturaldistrict.com/about/>

Lubbock Cultural District

<http://lubbockculturaldistrict.org/index.php>

San Angelo Cultural District

<http://sanangeloculturaldistrict.org/>

Fort Concho National Historic Landmark

<http://www.fortconcho.com/>

San Angelo Museum of Fine Arts

<http://www.samfa.org>

San Angelo Nature Center

http://www.sanangelotexas.us/index.asp?Type=B_BASIC&SEC={00031FE3-CDFA-4F45-A7FE-06E279DEB6DA}

Barrow Foundation Museum

<http://www.museumusa.org/museums/info/1167645>

Railway Museum of San Angelo

<http://railwaymuseumsanangelo.homestead.com/>

San Angelo Cultural Affairs Council

<http://www.sanangeloarts.com/articles/view/home-4e25da9b-b948-4296-a47f-07e89bf0d2c8>

San Angelo Health Foundation

<http://www.sahfoundation.org/>

San Angelo Chamber of Commerce

www.visitsanangelo.org

San Angelo Vacations, Tourism and San Angelo, Texas Travel Reviews – TripAdvisor

http://www.tripadvisor.com/Tourism-g56609-San_Angelo_Texas-Vacations.html

http://www.tripadvisor.com/Attractions-g56609-Activities-San_Angelo_Texas.html