

516
ARTS



2021 – 2023

STRATEGIC PLAN: Albuquerque's Contemporary Art Museum



Contemporary Art for Everyone



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GROWING OUR VISION

Our vision for this new strategic plan is for 516 ARTS to embrace and expand our role as Albuquerque's only contemporary art museum. This plan answers the question: Why contemporary art here and now? As 516 ARTS continues to evolve as a museum, the practice of bringing together diverse artists, audiences, and social discourses, remains at the core of who we are and what we do. We see art as integral in expanding minds, building empathy, fostering dialogue, and crossing boundaries. 516 ARTS has the will and structure to take on ambitious projects with an agility not found in other institutional spaces in Albuquerque.

We believe that:

- Art is not separate from life or the world we live in. It is at the essence of our humanity and can be a catalyst for positive social change.
- Access to contemporary art is essential to informed communities and it fosters equitable and creative lifelong learning.
- Through their work, artists bring people together to question and make sense of the world.
- Museums provide places of dialogue and exchange of ideas in an ever-changing society.

BACKGROUND

516 ARTS is a nonprofit, contemporary art museum in the center of Downtown Albuquerque that celebrates thought-provoking art in the here and now. 516 ARTS presents relevant exhibitions and public programs, which feature a mix of local, national, and international artists and inspire curiosity, risk-taking and creative experimentation. Founded in 2006, 516 ARTS engages with timely themes such as the environment, immigration, and the north/south axis of cultural exchange with a focus on Latin America. Our public programs include collaborations with museums and organizations around the region and beyond, public art projects, guest speakers, public forums, the 516 WORDS literary series, workshops, performances and special events. Education programs include exhibition tours for schools and community groups with curriculum support materials for teachers, youth activities, and hands-on workshops with guest artists. In 2016, 516 ARTS was selected as a partner in the Regional Regranting Program of The Andy Warhol Foundation for the Visual Arts. 516 ARTS launched the Fulcrum Fund, an annual, competitive grant program providing funding directly to artists for artist-organized activities in our region.



MISSION

To forge connections between contemporary artists and diverse communities.

- Offer exhibitions, programs and publications that address current issues in world culture.
- Present innovative and interdisciplinary programs in a variety of art forms, centering around visual art and its intersections with other disciplines such as science and technology.
- Build audiences for the arts in Downtown Albuquerque, the city, and the state.

VISION

To be an active partner in developing the cultural landscape of Albuquerque and New Mexico.

- Showcase quality art and artists from the region and beyond.
- Foster connections between Albuquerque and the rest of the world.
- Nurture programming and marketing partnerships.

VALUES

Inquiry • Diversity • Collaboration • Accessibility

- Inquiry: Offer programs that focus on communication, inspiring curiosity, dialogue, and creative experimentation.
- Diversity: Present a mix of art by established, emerging, local, national, and international artists from a variety of backgrounds.
- Collaboration: Provide leadership for citywide, regional, national, and international arts partnerships.
- Accessibility: Engage a broad audience.



ECONOMIC IMPACT

The 2014 report titled *Building on the Past, Facing the Future: Renewing the Creative Economy*, commissioned by the New Mexico Department of Cultural Affairs, made the case that the arts, culture and creativity are “big business” and “must-haves” as New Mexico builds economic vibrancy. The study revealed that Arts and Culture have a \$5.6 billion impact on the economy, and stresses that business, government and nonprofits are challenged to capitalize on opportunities to fully realize economic potential. One way to do this is to expand the capacity of Albuquerque’s contemporary art museum, which will serve as a catalyst for our city’s positive growth and change through the arts.

CORE ACTIVITIES

EXHIBITIONS: 516 ARTS curates and presents art exhibitions that incorporate independent research and prioritize accessibility. The curatorial vision challenges traditional categories of art and brings together a wide range of artists, designers and makers across disciplines.

PUBLIC PROGRAMS: 516 ARTS engages the public in dialogue with artists, curators, writers, thinkers and with each other around exhibition themes and social issues.

PUBLICATIONS: 516 ARTS communicates and documents the intent and breadth of exhibitions and programs through written essays, catalogs, brochures and program guides that expand the understanding of contemporary art and invite public participation.

FULCRUM FUND: 516 ARTS offers a grant program that supports individual artists through a national partnership with The Andy Warhol Foundation for the Visual Arts, directly funding projects that emphasize collaboration and community engagement.





GOALS SUMMARY

The following plan is comprised of five pivotal goals with objectives and specific actions designed to achieve each goal. Some actions are already in progress while others are forward-looking and will shape the future of the museum.

GOAL 1: Inspire audiences and artists in their pursuit of learning, growth, and community.

516 ARTS' role as a museum is to be a site for life-long learning, dialogue, an exchange of knowledge for both audiences and artists. Contemporary art is a mechanism for bringing together multiple points of view and diverse geographies that intersect with both local place-making and global perspectives. Art, artists and museums play a role in creating social change, building empathy, and driving economic development.

GOAL 2: Foster inclusivity in core aspects of exhibitions, programming, staffing, and work environment.

516 ARTS is committed to making contemporary art accessible for everyone. Recognizing that arts institutions in the United States are assessing core activities and organizational structures through a lens that incorporates diversity and inclusivity, 516 ARTS continues to be committed to contributing to systemic change in our field. At every level, from the artists in our exhibitions and partners in our programming to

the voices included inside our organization we are committed to fostering diverse perspectives and safe spaces that deepen understanding, dialogue and engagement.

GOAL 3: Strengthen the organizational management approach.

516 ARTS has succeeded in creating high quality exhibitions and programs because of a dedicated and nimble staff that is resilient and adaptive. Continuing to grow our staff as well as supporting existing staff and managerial structure supports all of our goals regarding exhibitions, programming, audience engagement, education, and community partnerships. Investment in the human and technological resources of 516 ARTS ensures the continued success of the museum and makes growth possible.

GOAL 4: Expand 516 ARTS' physical space.

At present, 516 ARTS occupies a 5,500 square foot space in Downtown Albuquerque. The space has been utilized to the fullest to house ambitious exhibitions and



various programs. But as noted above, there is a need to incorporate office spaces for an expanding staff, spaces for programming, education, storage, and fabrication. Each of these physical improvements will increase the number, size, and quality of exhibitions and programs that we can offer.

GOAL 5: Achieve financial stability to ensure public access to contemporary art for future generations.

A robust operating budget is critical to ensuring that art and ideas of our time are made accessible to current and future audiences. Based on a comprehensive fundraising

framework created by Dr. Shelle Sanchez, 516 ARTS can further strengthen efforts to build diverse audiences, skilled staff, and a strong managerial structure by further stabilizing its finances. 516 ARTS has succeed in building a strong and viable budget based primarily on the support of grants and foundations. The museum continues to cultivate a strong base of individual and corporate donors. As a small, independent, agile museum, 516 ARTS has been able to expand capacity to achieve large scale, international exhibitions. This flexibility remains a key element in seeking funding that will support both organizational and programmatic endeavors.

STRATEGIC PLAN

GOAL 1:

Inspire audiences and artists in their pursuit of learning, growth, and community.



Goal 1 Objectives

1.1 Produce exemplary exhibitions, programs, events, and written materials that serve audiences, artists and communities.

516 ARTS organizes, creates and commissions programs and exhibitions that embody diverse, relevant and contemporary perspectives that engage with both local and global developments. By continuing to bring together artists, ideas, and audiences, the museum offers unique experiences that advance the understanding of contemporary art through exhibitions, installations, performances, workshops, guest speakers, and educational programming.

1.2 Be a catalyst of experimentation and discovery.

516 ARTS champions the energy and curiosity that artists have brought to more than 15 years of exhibitions with a focus on embracing new ways of seeing today's world. Supporting both emerging and established artists, commissioning works when possible, and encouraging collaborations to build community, the museum contributes to the development of the arts scene and broadening of audiences. 516 ARTS is committed to supporting art and artists through the Fulcrum Fund. Now in its sixth year, the annual grant program was created through an invitation from The Andy Warhol Foundation for the Visual Arts to join their Regional Regranting Program, a movement of leading cultural institutions that seek to strengthen vibrant, under-the-radar artistic activity in communities across the country.

1.3 Enhance the museum's commitment to developing educational programs and resources for students, educators, and adults.

516 ARTS offers engaging educational materials and exhibition tours and seeks to expand our education programming by offering more workshops, events and opportunities geared toward youth and teen audiences. The role that museums play in contributing to social-emotional learning, in fostering empathy, and in serving as a point of contact for teens has been documented nationally.

1.4 Build upon the museum's commitment to lifelong learning.

Develop educational programs and resources for students, educators and adults by offering engaging educational materials and exhibition tours for schools and community groups. Expand our education workshops, events and opportunities for all ages.

GOAL 2:

Foster inclusivity and accessibility in core aspects of exhibitions, programming, staffing, and work environment.



Goal 2 Objectives

2.1 Create museum experiences that are welcoming, relevant, and accessible to people of diverse backgrounds.

516 ARTS will foster organization-wide civic engagement and dialogue embedded within our exhibitions and programs. We seek to build empathy by creating a dynamic environment that welcomes dialogue, exploration and understanding.

2.2 Work to increase opportunities for virtual engagement for visitors of all ages.

In response to the COVID pandemic, 516 ARTS will continue to create accessible and engaging programming that can be experienced and enjoyed virtually. This commitment will entail enhanced digital capacity and programming accessible via the organization's website, multiple social media platforms, and other forms of digital communication.

2.3 Listen to participating artists and audiences to ensure that we are responding to the changing needs of often under-represented groups.

As a majority-minority state, New Mexico has a deep history that embodies the intersection of cultures. While these intersections contribute to the rich heritage that makes our state unique, there are also challenging issues such as socio-economic class, education and immigration just to name a few. We seek to be active participants in celebrating the diversity of our many communities, while exploring challenging topics.

2.4 Develop a system to understand and analyze how programs and exhibitions support diversity, equity, and inclusion.

516 ARTS will work to create a framework for evaluating programming, exhibitions, and staffing to ensure that the museum's goals toward increasing audience engagement and reflecting diverse perspectives are realized.

2.5 Work with key partners to expand current programming and new programming.

Continue to strengthen partners locally, regionally, nationally, and internationally to grow connectness between Albuquerque and the rest of the world.

GOAL 3:

Strengthen the organizational management approach.



Goal 3 Objectives

3.1 Expand our marketing, development, education, programming and curatorial positions.

Create permanent positions and integrate new team members to foster a culture of excellence, teamwork, and quality audience experience. Invest in and support new staff to promote long-term commitment through professional development, mentoring, technology and training.

3.2 Ensure dynamic leadership and strong governance.

Develop a long-term strategy for the Governing Board, Advisory Board and staff with a focus on leadership. Implement leadership approaches including a broad range of voices and ideas; convene annual board and staff retreats to examine, evaluate and celebrate the work of the museum; and utilize retreats as an opportunity to revisit our mission and strategic plan.

3.3 Be an inclusive organization that reflects the diversity of Albuquerque and New Mexico.

Invest in staff, work environment and projects that include the voices of individuals from diverse communities. Provide staff training to further understanding and acceptance of our diverse racial, ethnic and gender identities as well as differences in age and abilities.

3.4 Evaluate progress toward achieving each of our goals.

Create an expanded system of evaluation that includes collecting key data, gathering audience and participant feedback, and using these data sources to assess our success and needs for improvement in each area.

GOAL 4:

Expand 516 ARTS' physical space.



Goal 4 Objectives

4.1 Plan for future expansion and relocation within the urban core.

Strategize for the museum to grow its facilities with a focus on strengthening programs, building audiences and long-term sustainability.

4.2 Develop government, corporate and private partnerships.

Work together with funding partners around our common goals of strengthening Albuquerque's arts and cultural sector and enhancing its urban core. The expansion of 516 ARTS to a new space represents a major step in that direction.

4.3 Work with key partners to plan and design the new space.

Create a timeline and framework outlining the logistics of a move, in response to organizational and community needs.

GOAL 5:

Achieve financial stability to ensure public access to contemporary art for future generations.



Goal 5 Objectives

5.1 Meet revenue projections needed to maintain excellence and build long-term sustainability.

Diversify income sources by training the Governing Board to play an active role in fundraising that includes contributions from individuals and corporate sponsorships.

5.2 Support a robust grant writing strategy.

In addition to submitting project-specific grants, actively research and apply for national, multi-year grants and larger grants that focus on capacity-building and strengthening the museum overall from government agencies and private foundations.

5.3 Grow the Friends of 516 ARTS membership program.

Expand the museum's membership base through board-led efforts focusing on: implementing a program for major gifts that includes donor cultivation, requests and benefits development; and sponsorship packages and recruitment for businesses and corporations.

5.4 Grow the organization's reserve fund and plan for creating long-term funding strategies.

5.5 Create a short and long-term strategy for increasing corporate sponsorship.

Develop a comprehensive strategy and actions for engaging local, regional and national businesses to support exhibits and public programs. This can include but not be limited to sponsorship packages and special recognition.

5.6 Fund permanent positions in curating, marketing and development.

Focus priorities for leadership staff on planning and strategic initiatives and support staff on execution.



OPPORTUNITIES FOR EXPANSION

516 ARTS proposes expanding its programming and role as Albuquerque's only museum dedicated exclusively to contemporary art by expanding its current space or moving into a larger space. Considered a leader for the arts in our city and state, 516 ARTS is a community-based organization that is operating at maximum capacity in its current 5,500 square foot building and has a pressing need for more space for education programs, performing arts, event rentals and capacity for culinary activities.

In 2017, 516 ARTS has embraced the term "museum" since it has done the work of a non-collecting art museum since its inception. Like many vibrant contemporary art museums around the country and the world, 516 ARTS focuses on curating exhibitions and offering educational programming, and does not house a permanent collection.

Expanding 516 ARTS will strengthen the regional anchor for arts and culture in Downtown Albuquerque by offering diverse arts programs of international acclaim, as well as incorporating strong community involvement with local and regional artists and ongoing educational programs for all ages. As Albuquerque has risen into the realm of a major population center—recently

recognized, along with New York, Chicago and Miami, as the nation's seventh most desirable arts destination for large cities—it is important to consider ways to grow our existing strengths to make a larger impact regionally and nationally. Central to the vision of 516 ARTS is the belief in creating access to the arts for diverse audiences, community engagement, and collaboration with like-minded groups.

The expanded museum's spaces will be available for use by other organizations in the community through rentals as well as various types of partnerships. Ultimately, this project leverages what we already have in Albuquerque: a unique and thriving mix of world-class art, community, education, and innovation across sectors and disciplines. A larger site for 516 ARTS will build on its existing accomplishments, reputation, and resources.

The estimated space needed to meet basic needs for growing both programs and infrastructure is anywhere from 11,000 to 22,000 square feet, to include gallery space, education and multipurpose/performance space, offices, a meeting room, a fabrication workshop and storage. The total space needed varies depending on the number of partner organizations we ultimately house in the new building. The project could be expanded to include a café or restaurant and other resources and amenities, as well as additional live/work spaces.

Acknowledgements

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Danny López, Chair
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Schlenker & Cantwell, Auditors
 Aquarian Web Studio, Website design
 Traducciones Sanagus, Spanish Translation

LEAD FUNDERS

The Andy Warhol Foundation for the Visual Arts
 The City of Albuquerque
 Mayor & City Council
 Arts & Culture Department
 Urban Enhancement Trust Fund
 Ford Foundation
 The Frederick Hammersley Fund for the Arts
 at the Albuquerque Community Foundation
 The FUNd at Albuquerque Community Foundation
 Henry Luce Foundation
 Lannan Foundation
 McCune Charitable Foundation
 The National Endowment for the Arts

ADDITIONAL FUNDERS

Bank of America
 Bernalillo County
 Chase Foundation
 National Performance Network
 New Mexico Arts, a division of the Office of Cultural Affairs
 New Mexico Endowment for the Humanities
 Nusenda Foundation
 PNM Foundation
 The University of New Mexico

Images

Cover: Tania Candiani, *Cromática* (installation view), 2020

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Page 12: Nikesha Breeze, Miles Tukunow, Lazarus Nance Letcher, *Stages of Tectonic Blackness: Blackdom*, site-specific performance for *Art Meets History: Many Worlds Are Born*, 2022. *Stages of Tectonic Blackness: Blackdom* is a National Performance Network (NPN) Creation & Development Fund Project co-commissioned by 516 ARTS, NMSU Art Museum, and NPN. The Creation & Development Fund is supported by the Doris Duke Charitable Foundation, the Andrew W. Mellon Foundation, and the National Endowment for the Arts (a federal agency). For more information: www.npnweb.org

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Page 20: Ana Serrano fabricating her artwork, *Latino McMansion*, commission for *Counter Mapping* at 516 ARTS, 2021

Back cover: Bruce Hamilton + Susanna Carisle, *Vanishing II*, installation in *Cross Pollination* at 516 ARTS, 2017



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