Building on Your Downtown Economy Through Arts, Culture and Revitalization

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History behind MainStreet

• Historically, Main Street was the community’s primary commercial hub (pre-WWII).
• Suburbanization and marketplace changes created a movement away from downtown commerce centers.
• Changes in local and federal policy affected how historic buildings were managed, maintained.
• MainStreet is a movement to preserve historical assets while rebuilding vital economies in downtown communities.

*National Trust for Historic Preservation
The MainStreet Program

Real Places Doing Real Work to Revitalize Their Economies and Preserve Their Character

Specifically, MainStreet is:
1. A proven strategy for revitalization (Four Points Approach).
2. A powerful network of linked communities.
3. A national support program that leads the field.

Main Street is an asset-based economic development approach to restoring a thriving economy in New Mexico communities

Benefits of the MainStreet Asset-Based Approach

**Local Business**
- Healthy Business Climate
- Expanded Customer Base
- Vibrant Commercial District
- Growth Opportunities
- Deters Leakage
- Stronger Business Environment

**Community**
- Revitalized District Economy
- Increased GRT, Stronger Tax Base
- Restoration of Civic Places
- Access to State/Federal Resources
- Improved Quality of Life
- Stable population

Technical Assistance from NMMS
NMMS STATEWIDE ECONOMIC TRANSFORMATION STRATEGIES

1. Build capacity for local economic revitalization and redevelopment.

2. Enhance the Entrepreneurial and Creative Economy

3. Create thriving places through Placemaking and Preservation activities.

MainStreet Economic Impact – All/Rural NM Communities

2013-2017 Performance (aggregate):

- **675/558** Net new businesses
- **1,008/759** Building rehabilitations
- **$127 Million** New building construction
- **$93.3/$51 Million** Private sector economic reinvestment
- **$22.3 Million** Public sector economic reinvestment
- **2,694/1894** New jobs (net)
- **168,865/140526** Volunteer hours (~$3.4/$2.8 mil. value*)

* Source: Independent Sector statistics
Asset-Based Economic Development

- Focuses on “bottom up” community driven economic development projects
- Focuses on a community’s natural environmental, socio cultural, and economic assets and how these can be leveraged into sustained economic growth and productivity
- Builds on existing local resources to strengthen local and regional economies; expands the small business core of a community - retail, hospitality, entrepreneurism
- Leverages local investments (public and private) for economic projects.

The MainStreet Four Point Approach

Organization
- Ensuring that all organizational resources (partners, funding, volunteers, etc.) are mobilized to effectively implement a Community Transformation Vision

Design
- Enhancing the physical elements of district while capitalizing on its unique historic assets; includes urban planning, public art, historic preservation and adaptive reuse of buildings.

Economic Vitality
- Build economic opportunity and create a supportive business environment for small business owners, entrepreneurs, and innovators; includes live/work housing

Promotions
- Positioning the district as the center of the community and the hub of economic activity by creating a positive image that showcases a community’s unique characteristics.
THE MAIN STREET APPROACH

- For each Economic Transformation Strategy, there must be activities in each of the Four Points.
- For each activity, identify:
  - ACTIVITIES
  - RESPONSIBILITY
  - BUDGET
  - FUNDING
  - TIMELINE
  - METRICS

Must be Reflected in Board-Adopted Plans
Asset-Based Economic Development
Customer-Based Strategies

• College Town
• Elder Friendly
• Family-Friendly
• Boomers, Millenials, GenX’ers, etc.
• Military

Asset-Based Economic Development
Product-Based Strategies

• Apparel
• Arts
• Agriculture/Local Foods
• Convenience Goods/Services
• Culinary/Restaurant District
• Entertainment/Night Life
• Ethnic Specialties
• Green Products
• Health + Wellness
• Home Furnishings
• Light Manufacturing
• Professional Services
• Sports, Recreation, Outdoors
Asset-Based Economic Development
Other Catalyst Strategies

• Arts/Creative Economy
• District Workers/Residents
• Knowledge Economy
• Manufacturing (Light)
• Tourism

Asset-Based Economic Development via NM Arts & Cultural Districts and Frontier Community Projects

• ACD’s focus on enhancing the “Cultural Economy”, positioning arts and culture as the center of revitalization and community economic development efforts.

• Frontier Communities Initiative: Rural communities (pop. <7,500) develop a single catalytic economic development project (12-18 months).

• Like MainStreet, each must demonstrate positive economic impact in job creation, business development, business creation/expansion, leveraging of private sector reinvestment, or enhancement of the community’s economic environment.
New Mexico Arts and Cultural Districts
Operational Components

- Cultural Plans/Vision for District
- Cultural Facilities
- Cultural Entrepreneurs
- Cultural Activities
- Creative Economy
- Cultural Tourism
- Historic Preservation

- District Boundaries
- Master Plan
- Beautification
- Projects
- Dining/Lodging
- Physical Spaces
  - Theaters
  - Plazas
  - Studios/Galleries
  - Live/Work Spaces

- Arts Leadership
- Org. Structure
- Volunteers/Staff
- Project Coordination
- Org. Planning
- Budgeting, Fundraising
- Financial Tools
- Public Relations
- Advocacy

- District Image
- District Branding
- Org. Branding
- Cultural Events
- Promotions
- Destination Development

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The Public-Private Partnership

Local Government Partner
- Philosophical Commitment (MOU)
- Coordination/Planning
- Financial Support for Operations
- Fiscal Agency for Capital Outlay $$

New Mexico MainStreet
- Technical Assistance
- Capital Outlay $$
- Coordination, Reporting
- Compliance
- Coordinate w/DCA, NMArts, etc.

Local Revitalization Partner
- Implement Projects
- Resource Development
- Planning, Statistical Reporting
- Coordination w/City, State
- Compliance
The Role of the Revitalization Partner

1. Serves as a centralized infrastructure with dedicated staff to lead the revitalization process.
2. Structures processes that lead to common economic development goals.
3. Assumes responsibility for shared performance on economic development projects via the Four Points.
4. Maintains continuous communication with stakeholders.
5. Constantly support participants and activities to build incremental successes.
6. Implements economic development goals, strategies and projects, and monitors economic development outcomes.
Asset-Based Economic Development Strategies

- Capture more local consumer dollars by helping existing businesses to better serve local residents.
- Increase the sales revenues of locally-crafted arts to visitors and online customers by strengthening artists' market position.
- Recruit new businesses to expand the business mix and capture more sales to both local and visitor markets.
- Rehabilitate our historic theaters for film and live performances to augment the community's entertainment offerings.

- Adaptive reuse of old buildings for retail stores, galleries, loft housing
- Ensure that city hall and county offices stay downtown to maintain the district's position as the area's civic center.
- Build the district's food destination niche by expanding the food co-op, adding an additional day for the farmers market, improving existing or recruiting new restaurants.
- Rehabilitate the historic roundhouse into an upscale condo complex that will expand downtown's consumer market.
**Coal Ave. Event Street**

- Gallup MRA Plan
- NEA funding $150k for construction doc's
- Collaboration among 5 local public & nonprofit partners
- Transform the street into a multi-use, thriving place for events

**LOVINGTON, NM - LEA THEATRE PROJECT**

- Historic theatre built in 1948, independently operated by a local family for over 20 years
- City acquired in 2013 for $250,000
- Upgrades w/ assistance from NMMS, Lovington MainStreet, Lea Community Foundation for the Arts
- State Historic Theatre Initiative Funding received in 2014
- Digital projection and sound equipment installed
- Operating theatre on October '15
LOVINGTON - DRY LANDS BREWING

- Former gas station, burned down in the 70’s
- City inherited the property, tried to sell 4x
- RFP for development issued, sold for $100
- NMMS/NMRA supports for business development (microbrewery)
- $100k State LEDA funds for manufacturing
- $80k Local LEDA funds for Econ. Dev.
- Opened in 2017

Great Blocks on MainStreet

- Innovative and intensive design redevelopment project within the MainStreet/Arts & Cultural district
- Focusing on a viable core two-to-three block commercial area
- Resulting in “shovel-ready” construction documents
- Public infrastructure investment to catalyze and leverage private sector reinvestment, resulting in higher economic performance.
Raton Great Blocks Project

Need for Construction Ready Public Infrastructure

- City of Raton: $2M investment for multi-modal center, waterlines, street resurfacing, curb and gutter replacement
- NMMS Capital Outlay: architectural/engineering planning documents, $320k for construction
- 2015 Infra. Conf. Planning and Econ. Dev. Award winner
- NM MainStreet Technical Assistance to support private reinvestment
Multimodal Area

BEFORE

AFTER

Catalytic Impacts in the MainStreet District

Marchiondo Building
Retail + Studio Lofts

Colfax Ale Cellar
Brew Pub
**NMMS Resources/Supports**

**Financial Resources**
- Capital Outlay/LEDA funds
- Other State/Federal Funds
- Tax Credits for Property Owners
- Business Development Incentives
- NMRA Grants
- NMCMSC advocacy, legislative affairs

**Technical Expertise**
- Economic / Business Development
- Urban Planning / Design
- Architectural Design
- Cultural Resources
- Cultural / Creative Economy
- Organizational Development
- Non-Profit Management
- Branding, Marketing & Promotions
- Graphic Design
- Historic Preservation
- Professional Development, Training

**Pathway to MainStreet Accreditation**

1. Application
2. Review/Readiness Assessment
3. Selection/Designation

**NMMS Accelerator Process**
- **MainStreet America Affiliate**: 12-18 Months
- **MainStreet America Accredited**: Annually
Traditional Organizational Structure

- MainStreet Board of Directors
- MainStreet Executive Director
- Organization Committee
- Design Committee
- Economic Restructuring Committee
- Promotions Committee
- ACD Coordinating Council

Alternative MainStreet Structure
The “Task Force” Approach

- MainStreet Revitalization Organization
- MainStreet Staff
- Organization Activities
  - Gala Team
  - Newsletter, FB Team
  - Vol. Thank You Team
  - Etc.
- Promotion Activities
  - Biz Directory Team
  - Lighted Xmas Team
  - Tourism IDing Team
  - Etc.
- Design Activities
  - Façade Squad Team
  - Flower Barrels Team
  - Streetteam Team
  - Etc.
- Economic Vitality Activities
  - Business Visitation Team
  - Marketing Seminar Team
  - Customer Survey Team
  - Etc.
Supports for Accelerator Communities

Technical assistance/coaching with basic revitalization “building blocks” across the MainStreet Four Points

Strong Focus on Building the Organization:
1. Basic Orientation for Steering Committee
2. Articles of Incorporation*, Board/Officers*, Bylaws*, and Policies
3. Budget Development, operational activities*
4. Partnership with local government on MOU/LOA (and funding)
5. Fundraising Plan/Fundraising
6. Form 1023 application*
7. Volunteer recruitment (committees and taskforces)
8. Data collection and reporting (preparing for annual reviews)
9. Year 2 ETS and work plan development

For More Information
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