



# **Building on Your Downtown Economy Through Arts, Culture and Revitalization**

**Rich Williams  
Eduardo X. Martinez**

# 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:

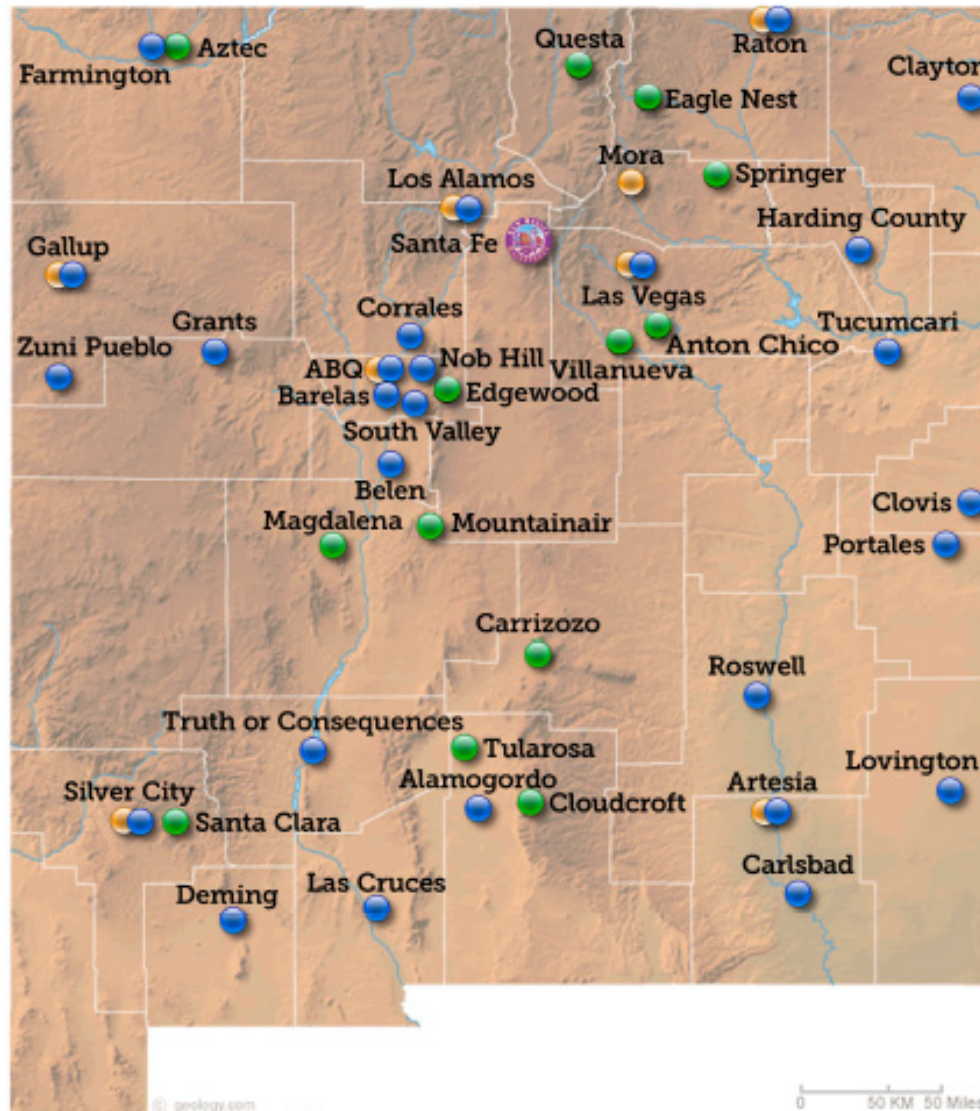
1. A proven strategy for revitalization (Four Points Approach).
2. A powerful network of linked communities.
3. A national support program that leads the field.

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

\*National Main Street Center



# 2015 MainStreet Communities



- Active NM MainStreet Communities
- State-Authorized Arts & Cultural Districts
- Frontier Community Projects



# 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



## MainStreet Economic Impact – 28 NM Communities



### 2013-2015 Performance (aggregate):

- **335** Net new businesses
- **449** Building rehabilitations
- **\$127 Million** New building construction
- **\$42.6 Million** Private sector economic reinvestment
- **\$22.3 Million** Public sector economic reinvestment
- **1,634** New jobs (net)
- **103,000** Volunteer hours (> \$2 million 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, entrepreneurship
- **Leverages local investments** (public and private) for economic projects.



# The MainStreet Four Point Approach

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

## Organization

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.

## Design

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

## Economic Vitality

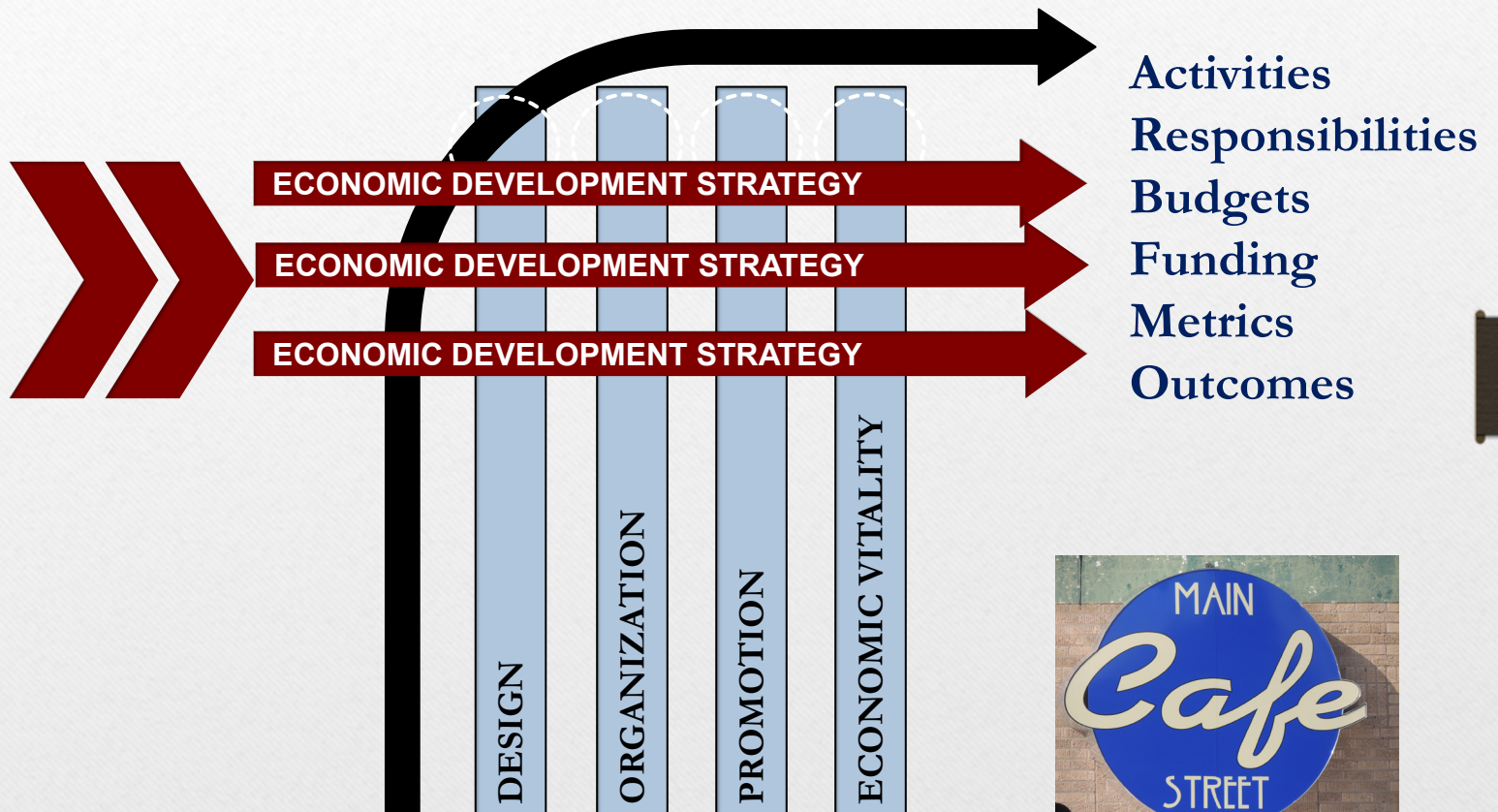
Positioning the district as the center of the community and the hub of economic activity by creating a positive image that showcases a community's unique characteristics.

## Promotions





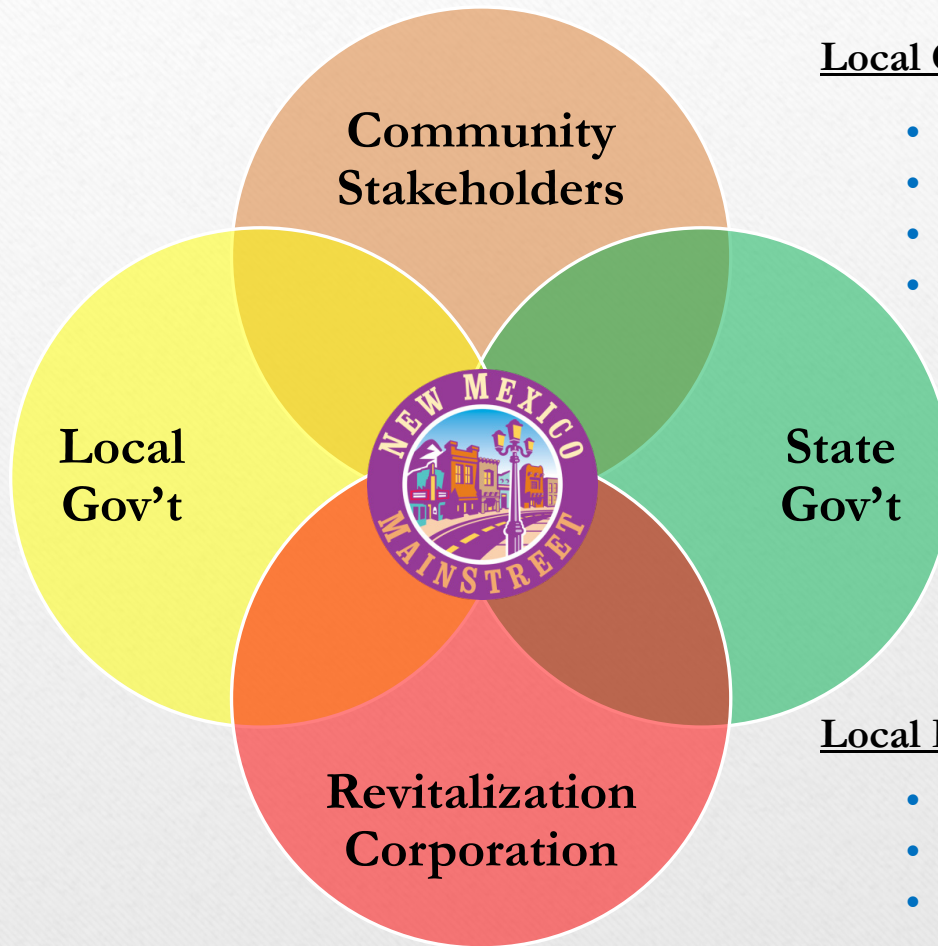
# Community Transformation Vision



MAINSTREET FOUR POINTS

*\*Source: National Main Street Center*

# 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** and **strategies** and monitors economic development **outcomes**.

# 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

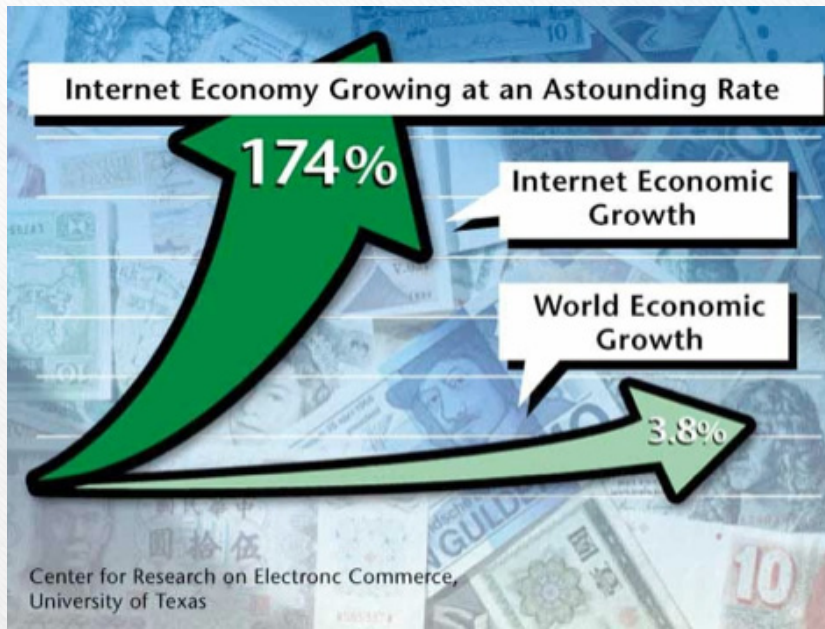
## Technical Expertise

- 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





# National and Global Paradigm Shifts



- Rise of the Internet Economy (after 1990)
- Global Recession (2008-2015)
- Emergence of “Place-based” economic development
- Recruitment of people vs. companies - Knowledge workers



# The Creative Economy

- Create incentives to attract “artists,” “lone eagles,” baby boomers, retirees, tourists
- Create districts and compounds to promote creativity and entertainment
- Develop infrastructure to support creative economy - wireless hot spots, enhanced bandwidth
- Outdoor recreation amenities, resources are most important for rural communities to retain cultural entrepreneurs

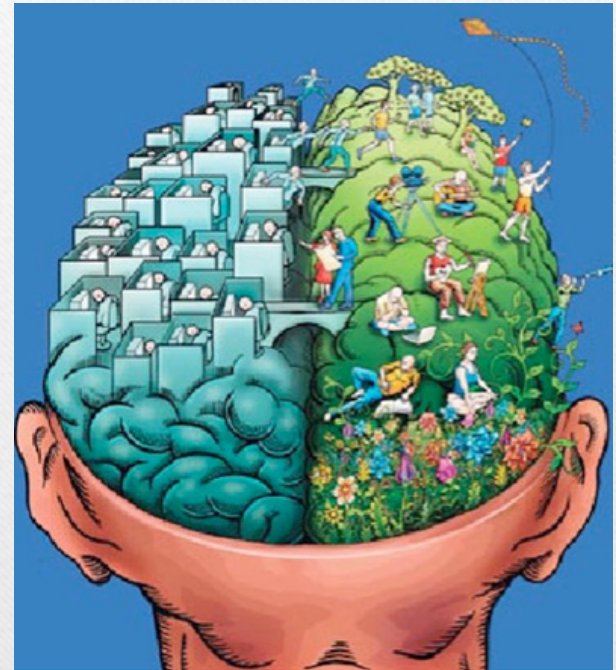
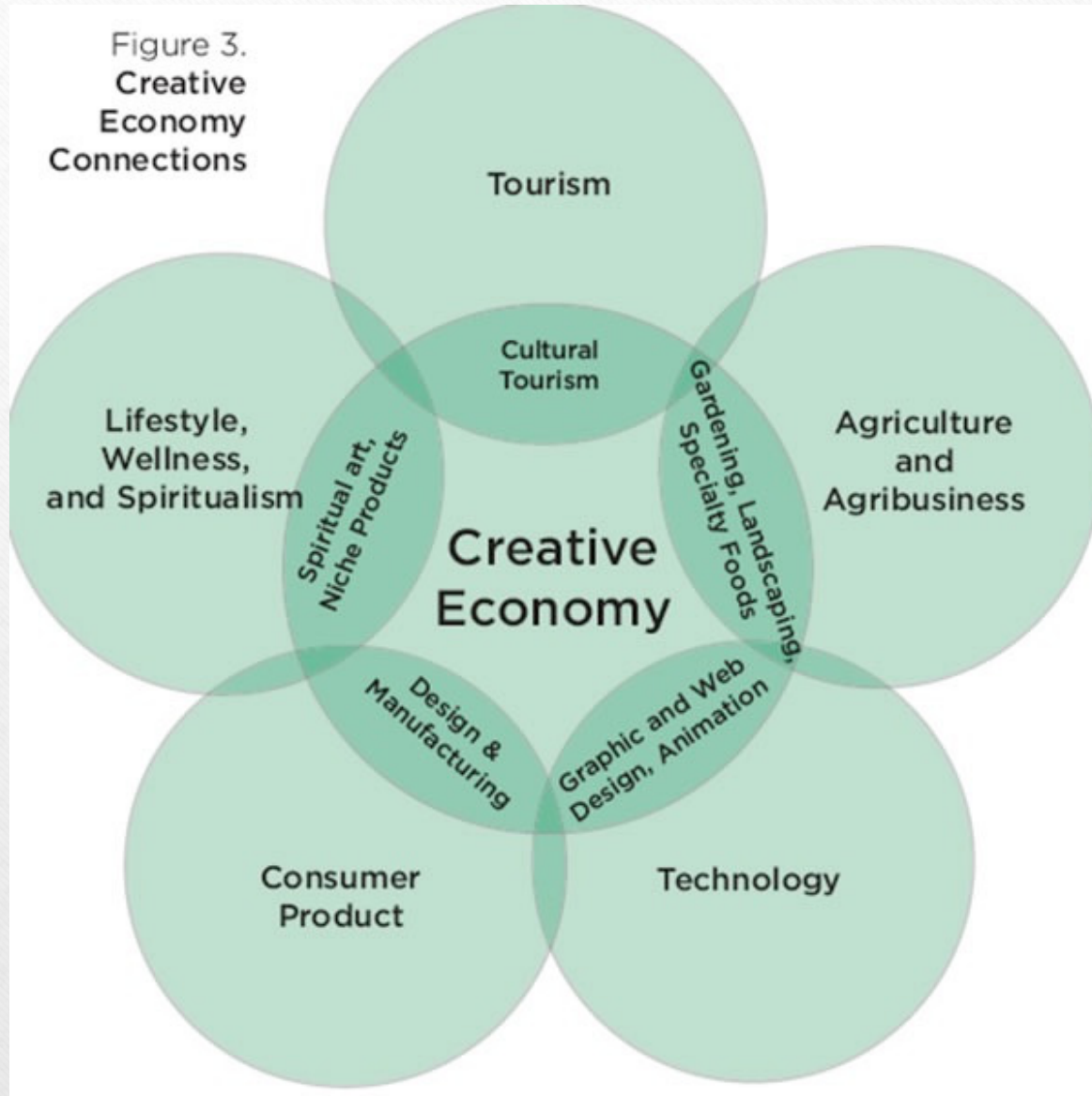


Figure 3.  
Creative  
Economy  
Connections





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

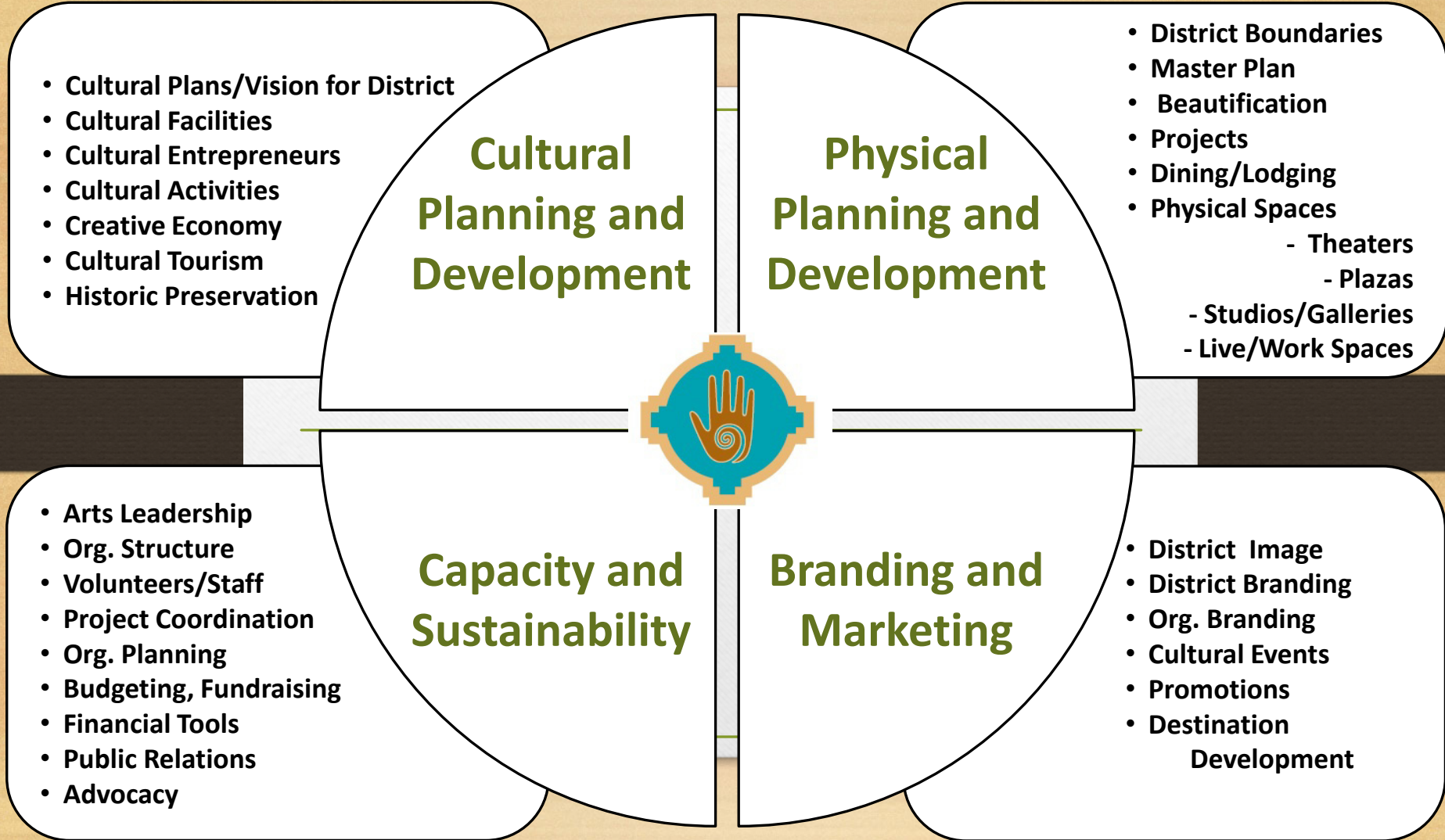
- ACD's focus on enhancing the **“Creative” or “Cultural” Economy**, positioning arts and culture as the center of revitalization and community economic development efforts.
- Frontier Communities Initiative: Rural communities (pop. <7,500) develop a **single catalytic economic development project** (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.



*Frontier  
Communities  
Initiative*

# New Mexico Arts and Cultural Districts

## Operational Components





# Asset-Based Economic Development

**Focus** is on creating and enhancing community treasures and assets

**Collaboration** and relationship-building is a driving force for change

**Individuals** in the community are seen as owners and producers, not customers

**Assets** represented by buildings, history, culture, people, policy-makers, groups, networks, and previous plans that already exist in the community.







# Successful ABED Requires. . .

- Strong leadership at both the local and regional levels
- Innovation
- Collaboration
- Rethinking of traditional economic development paradigms
- And, like any form of economic development, it requires **FUNDING!**



WPA-era Library, Clayton, NM

Asset mobilization is an **ACTION** step that requires organizing and harnessing the relationships that exist within the community.





# Benefits of ABED



Belen Hotel, Belen, NM

- Long-term, sustained economic growth
- Local return on investment
- Job creation and retention
- Increase in per capital income
- Increase in local tax base
- Strengthening of regional networks





# How does ABED support the MainStreet/ACD/Frontier Initiatives?





# 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 on-line 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.



## Asset-Based Economic Development Strategies



- 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.





# ABED Example: Luna Theater, Clayton

- Private owners were unable to afford digital conversion and the theater was going to go dark
- Town of Clayton took ownership; amended LEDA to include cultural amenities
- As a result, received LEDA Capital Outlay, as well as NMMS Capital Outlay grant for improvements and digital conversion
- Town with a population under 3,000, maintains a entertainment venue, enhancing quality of life for locals, as well as surrounding rural communities
- Ticket sales increased by 40 percent post-conversion
- Historic Hotel Eklund, located across the street, purchased, restored and reopened; Additional buildings rehabilitated and reopened as retail businesses







# ABED Example: Trinity Hotel, Carlsbad

- Built in 1892, building was decaying and on the verge of being turned into a parking lot
- Bought by three partners in 2007, rehabilitated and reopened as boutique hotel and fine dining restaurant
- Maintained status as listing on the Nation Historic register
- Business has been highly-successful, both restaurant and hotel
- Additional development has occurred both in additional fine dining restaurants and in vacant building across the street
- Creates potential for additional development, both private and public







# ABED Example: Las Placitas, Las Cruces

- Formerly a run down alley, now an attractive pedestrian walkway
- Funded via NMMS Capital Outlay Grants
- Finished product features tiled art murals, shade structures, landscaping and lighting
- What was once uninviting is now a place for special events and activities, and to transport downtown visitors to the historic Main Street
- Contributed to the reopening of Main Street after decades as a pedestrian mall, creating new opportunities for businesses







# Historic Preservation Examples ...

Clovis



Deming







# The Creative/Cultural Economy

## Examples from NM Arts & Cultural Districts

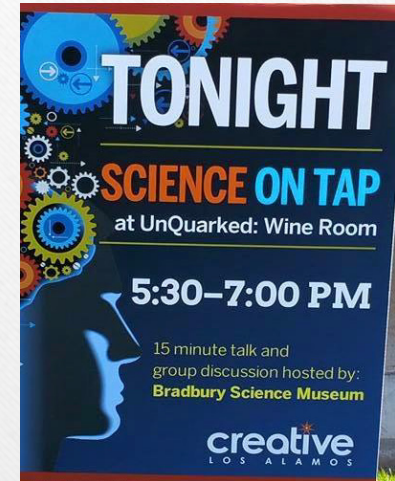


N E W M E X I C O  
*arts & cultural*  
D I S T R I C T S



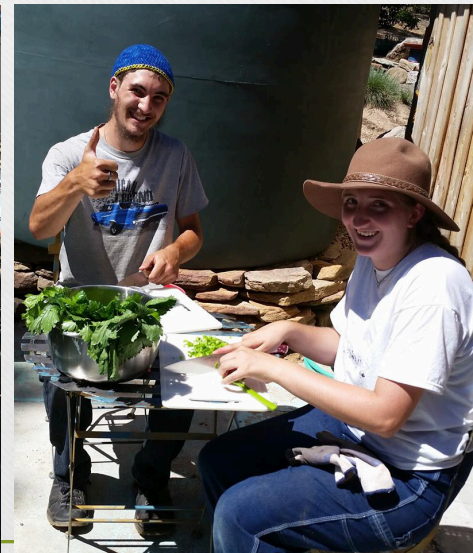


# Cultural Economy: Artesia, Los Alamos, Silver City, Mora



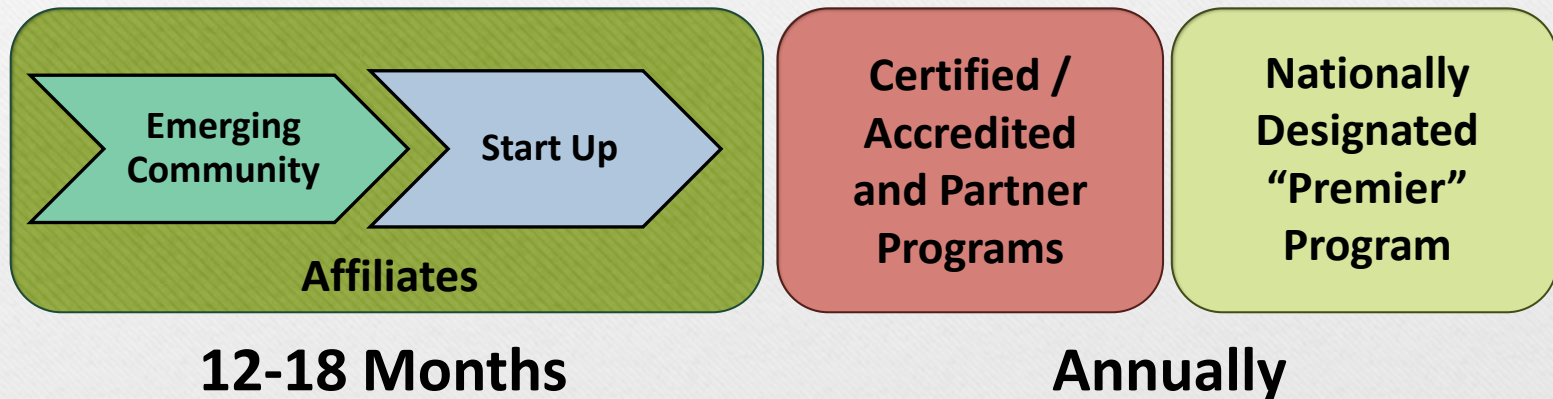
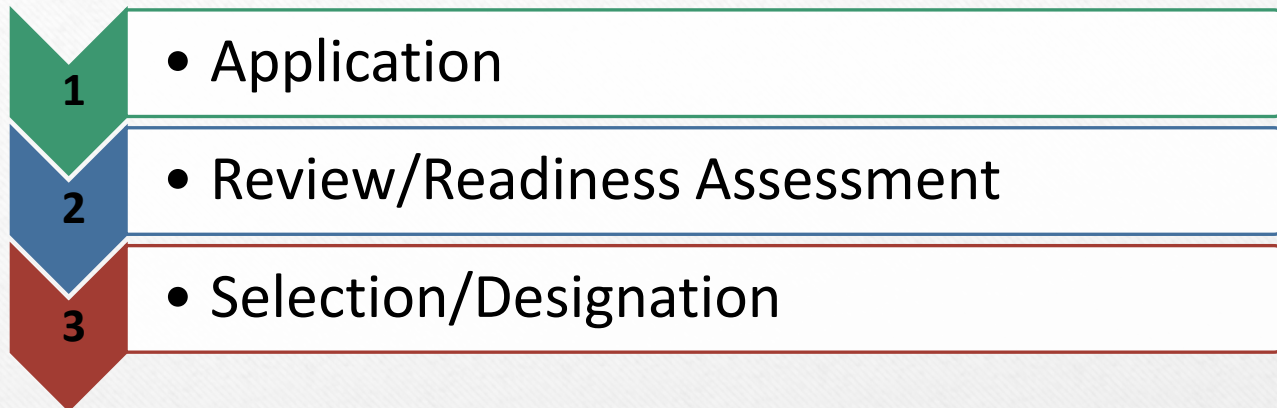
## WHAT IS THE CLAY FESTIVAL?

Clay, mud and earth are the common ground of New Mexico's people and the embodiment of their history. Taking place every summer in Silver City, New Mexico, the CLAY Festival gathers together artists, educators, entrepreneurs, families, youth, adventurers, and life-long learners to explore clay in its many forms as well as its impact on our history, present, and future.





# Pathway to MainStreet/ACD Certification



[www.nmmainstreet.org/presentation.pdf](http://www.nmmainstreet.org/presentation.pdf)

[www.nmmainstreet.org/resources.php](http://www.nmmainstreet.org/resources.php)

# Save the Date!



## Building Creative Communities Conference

*Revitalization through Arts, Culture, Tourism and Preservation*

Annual Conference | November 4-6, 2015 | Santa Fe

[www.buildingcreativecommunities.org](http://www.buildingcreativecommunities.org)