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

*National Main Street Center
2015 MainStreet 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
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

**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 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

Community Stakeholders

State Gov’t

Revitalization Corporation

Local Gov’t
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
Creative Economy
National and Global Paradigm Shifts

- Rise of the Internet Economy (after 1990)
- 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

- Tourism
- Cultural Tourism
- Agriculture and Agribusiness
- Gardening, Landscaping, Specialty Foods
- Design, Animation, Graphic and Web Design, Animation
- Consumer Product
- Technology
- Spiritual art, Niche Products
- Design & Manufacturing
- Lifestyle, Wellness, and Spiritualism

Creative Economy
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.
New Mexico Arts and Cultural Districts
Operational Components

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

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

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

Branding and Marketing
- District Image
- District Branding
- Org. Branding
- Cultural Events
- Promotions
- Destination Development
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!

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

- 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

Belen Hotel, Belen, NM
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 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.
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 an 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
Cultural Economy: Artesia, Los Alamos, Silver City, Mora
### Pathway to MainStreet/ACD Certification

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- **Emerging Community**
- **Start Up**
- **Certified / Accredited and Partner Programs**
- **Nationally Designated “Premier” Program**

- **12-18 Months**
- **Annually**

[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

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