



## State Coordinator's Annual Report

To The New Mexico Arts Commission for the 2019 Calendar Year

Compiled with the assistance of Revitalization Specialist Michelle Negrette

The annual Arts & Cultural Districts (ACD) report for the 2019 calendar year was compiled using information from a semi-annual electronic survey and from on-site performance reviews conducted by New Mexico MainStreet (NMMS) staff and consultants. The electronic survey provides consistent reporting areas for all ACD's and was established in collaboration with New Mexico Arts, a Division of the Department of Cultural Affairs, and consists of three key reporting areas:

- A "snapshot" identifying growth of arts, cultural and creative businesses in the Arts & Cultural District and any physical/infrastructure improvements undertaken within the District boundaries.
- Identification of key supports to arts/creative entrepreneurs provided by the ACD organization, including events, projects, and activities supporting arts/cultural enterprises, creative industries targeted, and assistance with rehabilitation or adaptive reuse of historic or cultural properties in the district.
- Identification of resources solicited and received to support creative economy endeavors implemented by the ACD organization and its partners.

The annual survey questions reflect progress in each district and some of the ongoing needs for support and technical assistance. An overview of aggregate results is provided below, with brief summaries of activities for individual districts in key performance areas. Currently, there are nine ACD districts: Albuquerque, Artesia, Gallup, Las Cruces (State Designated in 2018), Las Vegas, Los Alamos, Mora (Arts & Cultural Compound), Raton, and Silver City. In 2017, three ACD Start-Up communities were accepted into the program: Carlsbad, Corrales and Farmington.

### **A. 2019 Program Updates**

#### ACD Program Development

In July 2018, New Mexico MainStreet hired a Revitalization Specialist to focus on Creative Economy and Cultural Planning providing technical support specific to arts and cultural district work. The focus of 2019 has been to identify and reduce the duplicity in joint MainStreet and ACD programs. This has been implemented through the strategic integration of the local ACD and local MainStreet program. Local MainStreet Directors can share the role of ACD Coordinator or delegate the responsibility. This reduces the funding requirement for two separate leadership positions. The ACD Coordinating Council is now a third standing committee of each local MainStreet program. The joint coordination of these programs

ensures the compatibility and consistency of arts and cultural work with the work of the local MainStreet program, eliminates competition for funding applications and coordinates work efforts.

It should be noted that two Arts & Cultural Districts, Las Vegas and Carlsbad, and one Arts & Cultural Compound, Mora, are housed within a local arts council and not a local MainStreet program. Mora is interested in applying to the MainStreet program to grow their district and to increase their organizational capacity. Las Vegas and Carlsbad will continue to operate independently from their local MainStreet programs at this time.

In 2020, the ACD State Council will focus on streamlining and clarifying the duties and responsibilities of the State Designated ACD program, refine the ACD reporting process and incorporate ACD content into all NMMS Conferences and institutes.



### Trainings and Coordination

In 2019, the NMMS program developed an ACD Start-Up process to provide training and services to build the capacity of the three new (and additionally, the newly self-designated) Arts & Cultural Districts, build their organizational capacity and initiate arts and cultural projects. The first phase of the ACD Start-Up process includes an ACD orientation which outlines the ACD programs, resources and responsibilities, Arts & Cultural ETS (Economic Transformation Strategy) training and assistance in Arts & Cultural ETS development, and assistance with the development of an initial workplan for projects prior to the adoption of an Arts and Cultural Plan.



In addition, NMMS offers ACD Start-Up communities support for identity/promotion development, signature event development, website development, and organizational capacity/Board development through the NMMS Revitalization Specialists.

In 2020, the ACD State Council is developing additional trainings and services to support Start-Up ACDs and established ACDs with respect to supporting arts and cultural entrepreneurs, cultivating and supporting creative industries and stewardship of historic and cultural properties. The New Mexico MainStreet Program will continue to support the Start-Up ACDs with projects and organizational development.

Additionally, in 2020, the ACD State Council will identify opportunities for inter-department (NMMS, State Historic Preservation and NM Arts) partner support to the ACD Communities. The ACD State Council will focus on clarifying the State Designated ACD's roles and responsibilities with respect to the program and work to streamline the integration of the ACDs into the local MainStreet organizational structure.

Two semi-annual meetings were held in 2019. The goal for the 2019 ACD meetings was to provide the ACD communities access to more information specifically applicable to arts and cultural district work.

The winter meeting was held in conjunction with the 2019 Creative Placemaking Conference, hosted in Albuquerque, to provide ACD coordinators with an opportunity to access and engage in the conference offerings. The summer meeting was held in conjunction with the NMMS Summer Quarterly. Placemaking was the focus of the 2019 NMMS MainStreet Summer Quarterly and ACD communities were welcomed to attend the entire conference. In 2020, the NMMS Winter Conference and Summer Institute will offer ACD specific content and local ACD organizations will be expected to attend the full program.

#### ACD Policy Development and Updates

As the NMMS/ACD Program transitions to a new MainStreet Director and Arts & Cultural District State Coordinator it is a perfect time to reevaluate the program structure and streamline/revise policy documents. The first task was putting together a NMMS ACD Taskforce to begin developing transitional and operational frameworks for the ACD program in collaboration with the State ACD Coordinating Council. *NMMS ACD Taskforce includes NMMS Director/ACD Coordinator Daniel Gutierrez; NMMS Creative Economy Specialist Michelle Negrette; NMMS Organization and Leadership Development Specialist Eduardo Martinez; and NMMS Project Coordinator Lucas Pedraza.*

*Goals/Priorities for 2020 include:*

- Studying the difference between ACD and non-ACD MainStreet organizations to better understand opportunities for synergy and resource pooling.
- Revising and streamlining ACD Policy documents to reflect new direction of the program.
  - Just about every ACD is structured differently so how do we set a baseline for how they should operate?
  - How to change the narrative about ACD's as separate entities? (It's MainStreet work with a specific focus on the arts and cultural economy)
  - We currently have 35 ACD documents, 4 produced by New Mexico Arts and 31 produced by New Mexico MainStreet. See complete list of current documents in appendix.
    - We need to get rid of redundancies and produce a streamlined set of cohesive ACD Policy Documents that make it easy for local programs and stakeholders to understand the work, program structure and goals, and benchmarks that must be completed to receive/maintain State Authorization.
  - Developing new ACD Start-Up Performance Benchmarks (See Draft Document in appendix)
- Creating a cohesive program around MainStreet and Arts & Cultural District trainings, meetings, conferences, and institutes.
- Developing a Creative Economy Jump Start for Non-ACD MainStreet Programs (In process).
  - Work with local MainStreet Program to assess capacity and identify opportunities with respect to Creative Economy Work
  - *Candidates:* MainStreet communities interested in pursuing State Arts & Cultural District Authorization; Communities interested in leveraging Creative and Cultural assets; and Communities interested in identifying/cultivating potential creative clusters or hubs.

## Service Delivery

During 2019, NMMS provided technical assistance to each of the local ACD communities. All of the communities participated in an annual review and development of organizational and operational plans for the coming year. In addition, ACD members were provided access to trainings provided through the semi-annual ACD meetings. Community-specific technical assistance, consultations and services are listed in the following section: General Assessment Indicators.

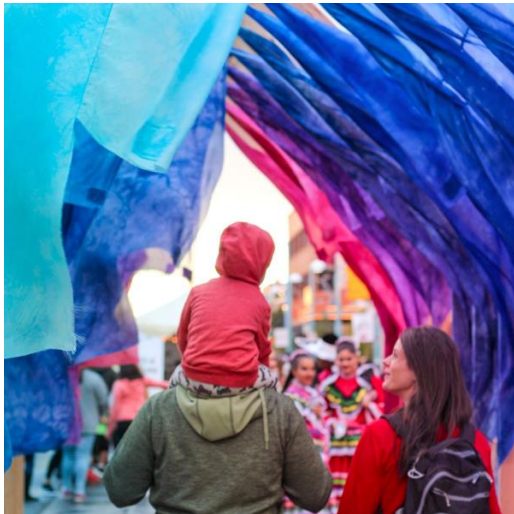
### **B. General Assessment Indicators**

As part of the annual self-assessment survey, leaders reported the following information relative to progress on creative economy efforts. It is important to note that three communities (Carlsbad, Corrales and Farmington) are new communities and that Las Cruces was recently self-designated. These communities are in “Start-Up” mode and reported for the second half of the year only.

### Key District Projects and Activities – Highlights and Planned Projects

Below is a summary of key projects identified for each Arts & Cultural District. Content listed below derived from the semi-annual ACD survey and projected 2020 workplans submitted by ACD leaders.

#### **Downtown Albuquerque Entertainment District**



The Downtown Albuquerque Entertainment District worked on a diverse range of arts and cultural projects in 2019, including the Ascent Program, supporting artists and entrepreneurs, a placemaking project - Archive of the Urban Indian, the development of Three Sisters Kitchen, and is continuing to work on developing a strategic plan for the Arts & Cultural District.

The ACD received Emera funds to provide technical/entrepreneurial support to ten artists and funding from the City of Albuquerque to provide marketing support for downtown district businesses.

The ACD continues to host the Downtown Growers Market with More than 200 vendors, including 100 grower/agriculture producer vendors. They have applied for grants through the McCune Charitable Foundation for general operations and the Artwalk, and received funds from Silicon Valley Foundation for Somos.

In 2019, the Downtown Entertainment District saw a gain of 21 new arts and culture businesses added to the ACD. These included galleries, studio spaces, two distilleries, wine bar, restaurants, coffee shops, an architecture office and a yoga studio.

#### 2020 Goals and Creative Industries Targeted

In 2020, the Albuquerque Entertainment District will work to transition to a singular ACD/MS entity, clarifying



Board/committee roles and responsibilities and create a funding plan for projects. The ACD will collaborate with the City of Albuquerque to coordinate the Creative Placemaking Conference: WEST and Indigenous Pop Expo. The Albuquerque Entertainment District will continue to operate the Downtown Growers Market.

The ACD will work to implement the Arts & Cultural District Marketing and Communications Strategy for promoting significant downtown events and educate stakeholders about its mission, purpose, value and benefits. They will provide support to artists and entrepreneurs by optimizing the existing website as a directory and resource for artists and entrepreneurs and by creating a How-To Guide for artists and entrepreneurs that provides information on navigating business, entrepreneurship, and public art with the City of Albuquerque. In addition, the ACD is developing an artist in residency program and looking to increase project funding for arts programs, projects, and/or artists by 10%.

### Artesia Arts and Cultural District



In 2019, the Artesia Arts & Cultural District Focused on their Signature Event, the Red Dirt, Black Gold Festival; the Downtown Mural Project and the Peter Hurd Trail. The Peter Hurd Trail is an art walk between the Artesia Public Library, First American Bank and the Ocotillo Performing Arts Center. 80 guests viewed original Peter Hurd pieces, listened to a talk on the relocation of the Peter Hurd mural to the Artesia Library, and watched a preview of the 2019/20 season at the Ocotillo. The Downtown Mural Project received \$12,500 from a private foundation to fund a series of murals to be featured in downtown locations. The Red Dirt, Black Gold Festival had an

attendance this year of 2,000.



The Artesia ACD has worked with the local Arts Council to showcase artists at the Ocotillo theater each month with an opening artist reception. Also, with the Arts Council, the ACD has provided artist and artisan workshops and dance, painting, voice, instrument and jewelry making classes for ages 2-adult. In conjunction with the Artesia Public Library, the ACD has begun offering the Libraries and Launchpads program targeting local entrepreneurs with a focus on restaurant management.

#### 2020 Goals and Creative Industries Targeted

Artesia Arts & Cultural District is seeking to hire a part-time ACD Coordinator. They will begin implementing a downtown mural project which has received \$12,500 in funds from a private foundation. The ACD is working with local building owners to host murals. Currently, two locations have been confirmed and the initial phase of the project will begin early spring 2020. The ACD continues to grow and enhance the Red Dirt, Black Gold Festival and will re-hire the seasonal event & marketing coordinator.

## Carlsbad Pearl on the Pecos Arts & Cultural District



The Carlsbad Pearl of the Pecos Arts & Cultural District was accepted as an ACD Start-Up community in the Fall of 2018 and began meeting the Start-Up benchmarks in 2019. Working with Revitalization Specialists, the Pearl of the Pecos has received orientations, trainings and support services to begin the work of building an arts and cultural district. They have developed a preliminary ETS and have engaged in the marketing and promotion of their ACD brand “Pearl of the Pecos.”

The Pearl of Pecos has developed several initiatives in its inaugural year to support artists, increase arts and cultural opportunities in the district and to support the location of creative and cultural business within the district. They have developed a website to promote awareness of the activities and offerings within the ACD, a contact list for local arts and cultural offerings, produced a monthly e-newsletter, featured an artist of the week at the downtown farmer’s market and have worked with the Carlsbad Museum to increase programming in the Halagueno Arts Park, including a summer outdoor movie series.

In the last six months of the year, five new businesses have located in the ACD, including three boutiques, a brewery and sign fabricator.

### 2020 Goals and Creative Industries Targeted

Future projects identified for the Carlsbad Pearl of the Pecos include the design and installation of bike racks for the Halagueno Arts Park, the completion of the electrical box mural project and projects to support the Cavern Theater rehabilitation. On May 2, the ACD will host the Pearl of the Pecos Art in the Park festival. The ACD will continue its Third Monday Meet & Greet to provide an opportunity for arts and cultural networking and to provide public updates of work in the district including progress on the Cavern Theater.



Additional priorities for the year include continuing to promote and encourage the use and awareness of Halagueno Arts Park via events and programming. In addition to Heritagefest, and movies/concerts in the park, the ACD will also be hosting an art fair called POP Arts in the Park on May 2nd, and continuing to promote and bring awareness to local artists via events such as the POP Arts in the Park, HeritageFest, Farmers' Market, and concerts in the Park. The ACD is also working to partner with district businesses, and the City of Carlsbad to provide space for artists to showcase and sell their work.

The ACD will continue working towards State Designation by working to complete a cultural plan, required trainings, and additional ACD Start-Up checklist items in 2020.

## Corrales MainStreet/Arts & Cultural District



The Corrales ACD began the Start-Up phase in early 2018. They worked with NMMS Revitalization Specialists to build organizational capacity and have participated in ACD trainings. The ACD has developed an initial Creative and Cultural Economic Transformation Strategy (ETS) and has begun to develop projects. The ACD has worked with local arts and cultural organizations to develop partnerships and to streamline efforts and coordinate shared resources.

In the second half of 2019, Corrales welcomed a new gallery and a new studio to

the ACD. The ACD has worked to support local arts and cultural entrepreneurs through the ArtsAlive! event, formed in collaboration with the Corrales Arts Partner, to bring people to the village.

The ACD is working with a NMMS Revitalization Specialist to provide design assistance to a local business with the restoration of the Old School House.

### 2020 Goals and Creative Industries Targeted



Goals for 2020 include continuing to build ACD capacity through the completion of ACD Start-Up benchmarks and trainings. The ACD is also working to develop a “Livingroom for Locals” project – leveraging the local organizations and shared outdoor spaces for programming, activities and to attract local residents. An arts and cultural inventory will be the first step in this project to identify existing assets and potential collaborators. In addition, the ACD will be working in conjunction with Corrales MainStreet to develop branding and identity.

## Farmington MainStreet/Arts & Cultural District

Farmington MainStreet/Arts & Cultural District joined the Start-Up ACD program in late 2018. In 2019, the ACD has been engaged in NMMS ACD trainings and has developed an initial Cultural Economic Transformation Strategy.

In the first half of 2019, two new arts and cultural Businesses were added to the district, including a gallery and trading company, bringing seven new jobs. In the second half of 2019, the ACD gained a restaurant.

In addition to moving through the ACD Start-Up process, the Farmington ACD has been focused on events, performances and promotions, including the Downtown Maker’s Market with approximately 80-150 weekly attendees between July and October. The Four Corners Film Festival had 300 attendees, the



Autumn Artwalk approximately 600 attendees, and the Miracle on MainStreet and Art Walk on Small Business Saturday had more than 1000 attendees.

The Farmington MS/ACD has worked to support creative industries and local entrepreneurs through the transformation of outdoor parking areas into venues for Jazz Jams and other cultural events, hosted weekly. The ACD has received a \$360,000 NMMS Capital Outlay award for placemaking amenities for the Complete Streets Project. In addition, the ACD has assisted with marketing live performances at the Totah

Theater, downtown restaurants and the Civic Center.

### 2020 Goals and Creative Industries Targeted

In 2020, Farmington ACD will be focusing on:

- The “Art in the Alley” program, adding additional murals to alley-facing walls of downtown buildings.
- Hosting quarterly “Art Walks” showcasing the downtown arts venues and regional artists within businesses
- The “Makers Markets” where artisans and craft makers can showcase and sell their goods.
- Examining the future of the downtown art scene as construction on the Downtown Complete Streets revitalization project is finalized.



### **Gallup Mainstreet Arts and Cultural District**



In the Spring of 2019 Gallup MainStreet Arts & Cultural District hired a new Executive Director. The ACD has been working on the Coal Avenue “Event Street” Phase 1 project, the Alleyway Pedestrian Improvements project and developing the physical design for public art in the ACD. The ACD has funded six arts programs facilitated by GallupARTS during the Downtown Night Out (250 attendance), collaborated with downtown businesses on promotion for Downtown Night Out (400 attendance).

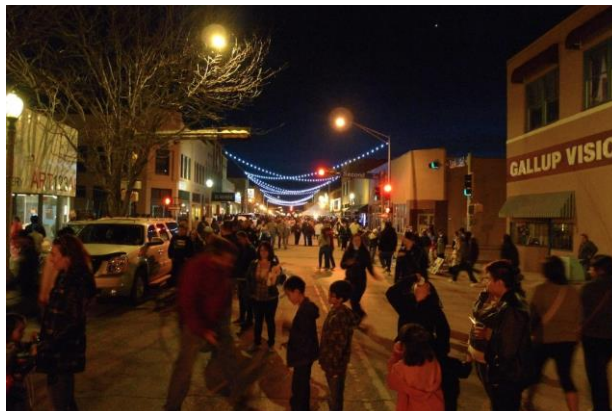
The ACD has supported arts and cultural entrepreneurs by creating opportunities for three new murals in the ACD, connected artists to spaces, and supported shows featuring local artists. In the second half of 2019, a new studio and café have opened.



The ACD has worked to preserve the historic and cultural character through providing resources for rehab and redevelopment to historic building owners and using NMMS technical assistance to create a toolkit for historic property owners for second floor development.

In 2019, the ACD applied for grant funds of \$4,000 for the mural project and \$25,000 from the Levitt AMP Foundation for a concert series.

Physical improvements in the district have included a \$60,000 project to replace fiber lines in the alley. Private improvements have included a \$10,000 mural, a roof repair, building renovations for the new café, new signage on two buildings and new windows.



### 2020 Goals and Creative Industries Targeted

Gallup MainStreet Arts & Cultural District is focusing in 2020 on leveraging their recent grant award to develop a mission driven and artist led programming for the ACD. In addition, the ACD will provide drop-in business support for creatives. Gallup MS/ACD is a 2020 recipient of the Levitt Amp Music Series award and will host concerts in the Courthouse Square this summer.

### **Las Cruces MainStreet and Arts & Cultural District**

Las Cruces MainStreet and Arts & Cultural District is the first self-designated Arts & Cultural District in New Mexico. State Authorized in late 2018, the Las Cruces MS/ACD has been included in the ACD Start-Up program in order to provide the initial resources and support to ensure a strong foundation and continued success.

The ACD applied for five grants in 2019 and received approximately \$50,000 in grant awards. In addition, the District has received \$250,000 for renovation of the Rio Grande Theater, \$6 M for the final stage of the Church/Water Street Conversion, \$5,000 for the Remodel of the Branigan Cultural Center and \$30,000 for City Christmas Display Improvements.



Private Investments in the ACD have included a \$25,000 renovation for a café, a \$5,000 façade update, \$1.2K for the Ventanas Vivas Window Painting Project, \$10,000 for the Campo Street Façade Squad project and \$14 Million for the Amador Project.

Seventeen new creative sector businesses have opened in the ACD and two have expanded in the inaugural year. New businesses included galleries, restaurants, coffee shops, health and wellness, and fitness.

The ACD has collaborated with NMSU College of Arts and Sciences to host the “Species in Peril” event; and developed, in conjunction with local museums, an ACD Walking Tour with an audio component.

## 2020 Goals and Creative Industries Targeted

Las Cruces ACD projects for 2020 include:

- Phase I of State-designated capital outlay funding will go to the improvement, safety, walkability and signage in the District. The ACD was awarded funding for Phase II in the 2020 legislative session.
- The ACD will apply for a grant in March to fund Phase II of the "Artscape" Mini-mural project, featuring the works of local artist and images of historical structures on electrical boxes throughout the District. Phase I was completed in January 2020.
- The ACD is currently collaborating with NMSU college of Arts and Sciences to bring an event to the district. A NMSU student, faculty, and alumni First Friday event is being planned for Spring 2020. This event fulfills a deliverable of the City of Las Cruces Service Agreement.
- The ACD is curating a list of historical structures to include in a district walking tour. The tour will be hosted on Visit Las Cruces website and will include an audio portion linked through a YouTube channel. Tour and audio components will be completed by June 30, 2020. This project fulfills a deliverable of the City of Las Cruces Service Agreement.



## **Los Alamos Arts & Entertainment District**



The Los Alamos Arts & Entertainment District has seen an increase of six arts and entertainment businesses in 2019, including a brewery and several health and wellness businesses. The focus of the ACD work in 2019 included the Los Alamos ScienceFest, the annual signature event which drew more than 16,000 attendees, the On Tap Lecture series which included four multi-day events attracting up to 300 attendees, and Tuesdays at the Pond, a summer entertainment series. In addition, the Los Alamos ACD coordinated and hosted the NM Fiber Crawl with 13

vendors and a total of \$5,650 in sales. This event attracted 625 people.

The ACD has also worked to support and promote local artists and entrepreneurs through the promotion of local businesses at the signature ScienceFest event. In addition, the Tuesday at the Pond Entertainment Series provided local musicians with a venue, small stipend and marketing.

Local efforts related to historic building rehabilitation within the ACD include the refurbishment of the old WAC dormitory used during the Manhattan Project. Tours of this facility will be offered when completed.

#### 2020 Goals and Creative Industries Targeted

The Los Alamos Arts & Entertainment District will be focusing on the following in 2020:

- **Creative District Directory launch.** A website-hosted community directory of the people, resources and venues available in the Creative District (and some outside the district, due to community size). The ACD identified this resource as a gap in their community.
- **Food Truck program in White Rock.** Working with the County, the ACD would like to launch a pilot food truck program/venue near the White Rock Visitor Center. While not in the Creative District (in Los Alamos), since White Rock became part of the Los Alamos MainStreet, we want to bring some programming to this area and food venues are a need in White Rock, with limited options currently available to residents and visitors.
- **Creative Placemaking Mural Project.** The ACD has several mural and/or street art possibilities in the works and would like to make significant progress on at least one this year (having a concrete plan with funding).



#### **Las Vegas Arts & Cultural District**

Las Vegas Arts & Cultural District has seen an increase of nine arts and cultural businesses added to the district in the last six months. These new businesses include a gallery, performance spaces, a dance studio, three restaurants, a hotel and a memory wall.

#### 2020 Goals and Creative Industries Targeted

The Las Vegas Arts & Cultural District will be working with the NMMS program to work more closely with the Las Vegas MainStreet program in 2020.



#### **Mora Arts & Cultural Compound**

In 2019, the Mora Arts & Cultural Compound focused on the Fall Festival, the production of a newsletter and increasing youth programming. They produced a summer camp for 63 children, a Children's Science Family Night in conjunction with Explora, with an attendance of 32, the Fall Festival which attracted more than 1,200 people and a series of Quilt shows which drew 175 attendees.

In an effort to support local arts and cultural entrepreneurs, the Cultural Compound produced a Pop-up Store Front at the St. Vrain Mill for the holiday season and assisted WESST with providing

entrepreneurial classes in Mora. The Cultural Compound has mentored two interns through HelpNM, a Vista volunteer, and assisted with identifying artists and finding supplies for the 4-H in the school program.

Public improvements in the District included window replacement and gable reconstruction at the St. Vrain Mill (\$49,500) and a new deck and structural support to the 434 bridge.

#### 2020 Goals and Creative Industries Targeted

In 2020, the Mora Arts and Cultural Compound will be focusing on grant writing, training their new Executive Director, building the youth programming, placemaking and researching becoming a MainStreet Program.



#### **Raton MainStreet/Arts & Cultural District**



In 2019 Raton Arts & Cultural District focused on the completion of the first phase of their Great Blocks project, façade improvements with assistance from New Mexico Gas and MainStreet volunteers, and marketing the ACD. The ACD worked with the NMMS Revitalization Specialist to assist 5 buildings with façade improvement drawings and three have completed the façade improvements with funds from NM Gas Company.

The ACD has produced the Spring for Hops & Vine with an attendance of 250 and hosted small business week with 162 attendees. The Gate City Music Festival had an attendance of 1,500 and

the 4th of July Fun on First attracted 700 people.

The ACD supported arts and cultural entrepreneurs through a partnership with the City of Raton and the Center for Community Innovation, resulting in an increase of three new arts and cultural businesses to the ACD. They assisted two of these businesses to locate in formerly vacant spaces within the district. The ACD developed the Summer Park Bench Painting Project, engaging youth in the design and painting of park benches for downtown parks.

The Historic Shuler Theater held 16 live performances this year through partnerships with the Santa Fe Trail School for the Performing Arts, the Raton Arts & Humanities Council and the Shuler Restoration Committee.

Raton MS/ACD has assisted Old Pass Gallery with 6 shows representing 45 artists. The RMS/ACD website actively promotes all local entrepreneurs and new business ventures. They design and distribute posters for businesses throughout town.

#### 2020 Goals and Creative Industries Targeted

Raton MS/ACD work in 2020 will include programming for 1<sup>st</sup> Street to include “Fun on 1<sup>st</sup> Street” on July 4<sup>th</sup> with artisans selling their work and the Gate City Music Festival for two days in September with musicians and artisans.

The ACD will build a partnership with the Center for Community Innovation to help the graduates of their “Creative Placemaking Entrepreneur Program” find storefronts to open up shops and will develop programming for Pop Up Art activities downtown.

### Silver City Arts & Cultural District

Silver City Arts & Cultural District recently moved from an Arts Council driven organization to be a part of the Silver City MainStreet. The Silver City MainStreet has worked to incorporate the coordinating council as a fifth standing committee within the local MainStreet program. The coordinating council communicates with area arts organizations through monthly meetings.



The ACD work for 2019 included facilitating the transfer of 14 sculptures from Ho Baron of El Paso, Texas (valued at \$110,000), developing the MainStreet Plaza – this year completing the Public Restrooms (\$90,000) and developing arts and cultural programming for Silver Strand – Kelly Street project. The Community Youth Building Project (a program of the Juvenile Probation Office) painted the Kelly Street project sidewalks.

The ACD ran the historic Silco Theater for several months this year and worked to install a new operator for the theater in the fall of 2019.

Silver City ACD has assisted in the vitality of their local historic assets through the development of an historic walking tour with online audio and the placement of historic on historic properties. They also worked with the new owners of the Buffalo Bar to provide information on

tax credits and historic preservation information.

In 2019, Silver City saw 11 new arts and cultural businesses in the district, including restaurants, two studio spaces, and four galleries.

### 2020 Goals and Creative Industries Targeted

Silver City ACD plans for 2020 include possibly updating the Arts and Cultural Plan, continuing to hold Community Collaboration meetings and produce content for the Creative Economy newspaper article. New programming for the ACD will include family fun days and a downtown activity passport for kids. The ACD will be actively seeking funding for a mural project.



## Appendix

### ACD List of Documents – Compiled December 2019

#### Produced by NMARTS

Cultural Planning; A Guide for New Mexico Communities  
New Mexico Arts and Cultural District Identity Standards Manual  
New Mexico Arts and Cultural Marketing Standards and Toolkit  
ACD Steering Committee Guide

#### Produced by NMMS

ACD Flowchart Revised  
ACD Start Up Performance Benchmarks  
ACD Benefits (Website)  
ACD Service Matrix Ongoing  
ACD Service Matrix Start Up  
ACD Boundary Map Guide  
ACD Cultural Economic Development Plan Scope  
Cultural Plan Development Workplan  
EDD NMFA Planning Fund Protocol  
New Mexico Arts and Cultural Districts Background and Introduction to FY18 Applications  
NMACD FY2018 Reference Document- Applicant Development Material and Eligibility  
ACD LOA  
ACD Sample MOU  
ACD Sample Resolution for Municipalities  
ACD Website Review Form  
ACD Website Checklist  
NMACD Primary Logo  
NMACD Institution Logo  
NMACD Compound Logo  
ACD Approach (website)  
Pathway to State ACD Authorization (website)  
Expected ACD Organizational Structure  
Policy on Eligible Communities and Local Governance

De-Classification of a State-Authorized Arts & Cultural District

*ACD policy on Cultural Compounds and Institutions*

*Municipally-Designated District Policy for New Mexico Arts & Cultural Districts.*

*ACD Self-Designation Policy and Statute*

*ACD Service Request Form*

*ACD Annual Reporting Form*

Program Brochure

Program Rackcard

### **ACD START UP PERFORMANCE BENCHMARKS**

FIRST PHASE: 12 to 18 Months

#### *Organizational*

1. Confirmation of ACD boundaries.
2. Development of a broad-based, comprised of a variety of arts and cultural stakeholder groups.
3. Signed Letter of Agreement with MainStreet Organization outlining organizational structure and coordination of projects/responsibilities.
4. Completion of ACD Start Up trainings/coaching modules (See NMMS ACD Assistance Matrix) provided by NMMS/NMArts/HPD focused on assisting Arts and Cultural Entrepreneurs, cultivating and supporting Creative Industries, stewardship of historic buildings and cultural properties, including prevention of historic building demolition/substantial alteration and historic tax credits.
5. Development of an initial Vision Statement for the Arts & Cultural District based on assets, ACD Application, and Readiness Assessment Report.
  - a. The initial vision statement should encompass the district's current and future cultural and creative economic potential.
6. Based on the vision statement for the district develop a minimum of one Creative Economy Transformation Strategy's (Goals).
  - a. Includes the creation of annual work plan and project implementation plans.
    - i. \*For joint MainStreet/ACD organizations integrate ACD goals and priorities with annual MainStreet Work Plan.
  - b. Implementation and completion of two (2) to four (4) small incremental projects based on initial Transformation Strategies/Goals.

#### *Financial*

1. Development of operational budget and fundraising plan.
  - a. \*For joint MainStreet/ACD organizations integrate ACD budget and fundraising strategies into MainStreet Budget/Fundraising Plan.
2. Initiation of fund-raising for operations and ACD projects.

3. Have sufficient cash on-hand or signed pledges to support funding of a paid staff person (or increased/sufficient funding for MainStreet Executive Director if serving as coordinator) at the end of the 12 - 18-month Startup period.

SECOND PHASE: 6 to 12 Months

*District/Organizational Planning*

1. Development and adoption of a Cultural Economic Development Plan for the district. The MRA plan may substitute, if includes ACD elements. Must be renewed at least every 10 years.
  - a. Cultural Plan should include: assets inventory, market analysis, catalytic projects, and goals, strategies, and tasks.
  - b. If needed, includes the adoption or revision of a Metropolitan Redevelopment Plan.

*Image Development (Following completion of Cultural Economic Development Plan)*

1. Development of ACD branding and marketing campaign and implementation strategies.
2. Identification, Development, and implementation of Signature Event (At least 12 months from concept to implementation).

ONGOING:

1. ACD Staff attendance of Semi-annual ACD meetings at the Winter Conference and Summer Institute. They must attend the 2 NMMS sessions each year, and attend the entire conference.
2. Demonstration of progress toward Transformation Strategy goal and objectives.
  - a. Requires an annual review. Annual work plan.
3. Semi-Annual Reporting (January and July).
4. Annual review integrated with the NMMS review.
  - a. Focus on ACD Economic Transformation Strategy.
5. Based on the Cultural Economic Development Plan, establish ACD Vision Statement and Creative Economy Transformation Strategy/s (Goals).
  - a. One CE ETS for joint MS/ACD Programs.
  - b. Two CE ETS's and a capacity-building strategy for standalone ACD's.
6. Maintaining ACD branding and marketing campaign and implementation strategies., including some dedicated information on their website about the ACD designation and their work.
7. Implementation of Signature Event