



State Coordinator's Annual Report 2015 To the New Mexico Arts Commission

The annual report Arts & Cultural Districts (ACD) report for the 2015 calendar year was compiled using information from an 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.

The annual survey questions reflect progress in each district and some of the ongoing needs for support. An overview of aggregate results is provided below, with brief summaries of activities for individual districts in key performance areas. Currently, there are 8 ACD districts: Albuquerque, Artesia, Gallup, Las Vegas, Los Alamos, Mora (Arts & Cultural Compound) Raton and Silver City.

A. 2015 Program Updates

Access to Services

In 2015, the ACD State Council established a stronger pathway to services for Arts & Cultural Districts via the implementation of a comprehensive service request form that lists nearly 40 areas of technical assistance available upon request from NM Arts and NMMS within five categories:

- Arts Planning & Development
- Cultural Planning and Development
- Branding and Marketing
- Capacity and Sustainability
- Physical Planning and Development

Performance Measures

The State Council convened a comprehensive review of ACD performance measures and will downsize the annual reporting survey in favor of a semi-annual reporting system, as requested by local ACD affiliates. The semi-annual reporting process will be implemented as early as March 2016.

Policy

New Mexico MainStreet and the Department of Cultural Affairs are collaborating to advance a 2016 Legislative Memorial that establishes a statewide advisory council to explore opportunities for incentivizing and advancing the Creative Economy in New Mexico. These efforts are established in part due to the results from a study by the UNM Bureau of Business and Economic Research revealing a \$5.8 Billion contribution from the Creative Economy to the overall

statewide economy and listing more than 75,000 of NM residents as employed in arts and cultural industries.

Training and Coordination

New Mexico MainStreet and NM Arts collaborated on two key training events for Arts & Cultural District affiliates. In June, the semi-annual meeting was convened in Raton and focused on Creative Economy trainings from Doug Borwick (Arts Engaged, Winston-Salem, NC), Felicity Broennan (NM Dept. of Cultural Affairs) and Gillian Joyce (UNM Bureau of Business and Economic Research). The semi-annual meeting preceded a day-long institute at the historic Shuler Theater in Raton on the preservation, restoration and management of historic theaters and performance spaces.

In November, NMMS, NM Arts and the NM Historic Preservation Division collaborated on the second Building Creative Communities Conference in Santa Fe which was attended by nearly 200 Creative Economy leaders from throughout the State. Representatives from local ACD affiliates were provided scholarships to facilitate their participation and attendance the BCC Conference.

Service Delivery

During 2015, NMMS and NM Arts collaborated on several important technical assistance efforts with local communities. All communities participated in an annual review and development of organizational and operational plans for the coming year in addition to the trainings provided in June and November. Community-specific technical assistance, consultations, and services are listed below:

Albuquerque	<ul style="list-style-type: none"> • Reconfiguration of ACD Coordinating Council under the DowntownAbq MainStreet as 5th standing committee • Advocacy with City of Albuquerque’s Office of Economic Development (EDD) to transfer ACD coordination from Cultural Affairs Department as municipal partner and funding opportunities. • Review and editing of revised ACD Cultural Plan submitted to City Council for adoption.
Artesia	<ul style="list-style-type: none"> • Reconfiguration of ACD Coordinating Council under the Artesia MainStreet program as 5th standing committee • Direct consultation on operational and management activities of the ACD with the Artesia Arts Council • Marketing and branding supports for the Red Dirt & Black Gold signature event
Gallup	<ul style="list-style-type: none"> • Executive Director trainings: fundraising, grantwriting, non-profit management, professional development, time management, volunteer development. • Organization development, board and leadership training • Development and incorporation of 501c3 tax exempt entity • Cultural Plan development and review • Cultural Properties survey • El Morro Theater design and cultural planning consultation

Gallup (continued)	<ul style="list-style-type: none"> • Historic District nomination to the State Cultural Properties Review Committee • LEDA consult, review existing ordinance • Development of ACD website via small grant provided by NMMS private partner. • Review of event calendar and event development planning
Las Vegas	<ul style="list-style-type: none"> • Consult on rehabilitation and restoration of the historic Kiva Theater • Reconfiguration of ACD Coordinating Council as standing committee of the Las Vegas Arts Council
Los Alamos	<ul style="list-style-type: none"> • Meetings with Los Alamos CDC and Los Alamos MainStreet Futures Committee to coordinate dissolution of ACD Commission and move Coordinating Council as a fifth standing committee of Los Alamos MainStreet
Mora	<ul style="list-style-type: none"> • Consult with Mora EDC and Mora County Commission on structural and financial supports for Mora Arts & Cultural Compound • Legal structure consultations with ACC Coordinating Council and selection of fiscal agent • Consult on rehabilitation/restoration of the historic St. Vrain Mill • Consult on design projects within the historic St. Gertrudes Historic Plaza • Awarded FY2016 ACD Cultural Plan grant/services • Development of ACD website via small grant provided by NMMS private partner.
Raton	<ul style="list-style-type: none"> • Executive Director Trainings: fundraising, grantwriting, non-profit management, professional development, time management, volunteer development. • Working sessions and educational activities with the Raton City Council and ACD Coordinating Council to coordinate dissolution of ACD Commission and move Coordinating Council as a fifth standing committee of Raton MainStreet • Consult on Shuler Theater infrastructure upgrades
Silver City	<ul style="list-style-type: none"> • Development and incorporation of 501c3 tax exempt entity, including preparation of Bylaws, Articles of Incorporation, and Form 1023 application for tax-exempt status (and supporting documents). • Consultation on moving Coordinating Council from fiscally sponsored project of the Corporation for Downtown Development to stand-alone nonprofit organization.

B. General Assessment Indicators

As part of the annual self-assessment survey, leaders reported the following information relative to their progress on creative economy efforts. It is important to note that three communities (Artesia, Gallup and Mora) are new communities that are in “Start Up” mode.

INDICATOR	% of ACD’s Met (self-reported)
1. Made considerable progress in fulfilling their vision for the district and meeting 2015 goals/objectives.	88%
2. Local ACD initiatives and/or activities assisted in growing community’s cultural economy.	88%
3. Helped local arts and cultural entrepreneurs establish and/or grow their businesses.	75% report ‘somewhat achieved’
4. Actively working on placemaking, wayfinding, or streetscape projects within the District.	88%
5. Implemented Signature Event in the district.	72%
6. Measured impacts of events on Lodger’s Tax revenues.	66%
7. Implemented other promotional events in the district.	50%
8. Employed diverse branding and marketing strategies for district.	100%
9. Participated in Tourism Dept. co-op advertising with others in region.	72%
10. Participate in Tourism Dept. co-op advertising with other ACD’s.	72%
11. Indicate that cultural institutions reported increase in sales, foot traffic and attendance as a result of ACD marketing and advertising.	85%
12. Maintain active participation from a diverse cross-section of the local arts, cultural and economic development community on the council and sub-committee/task groups.	100%
13. Local LEDA ordinances updated to accommodate 2007 and 2013 state statute amendments qualifying LEDA funding for cultural facilities.	72%
14. Partner with non-ACD entities to achieve planning priorities and projects.	86%

- The average operational budget (excludes project funding) for established programs is \$108,000, with most budgets and revenues remaining static (no change from previous year). However, this value is somewhat skewed by higher revenues of a few organizations. Generally, project funds averaged an additional \$60,000 (established programs only).
- Generally, ACD’s received funding from diverse sources in 2015, including city and county government, business improvement district funds, lodger’s tax, event sponsorships, special event income, fundraisers, merchandise sales, foundation grants, and individual and corporate donations.
- Most ACD’s currently employ a shared staffing model; 86% of the ACD Coordinator’s are in shared position with another partner (MainStreet, EDC, Chamber, etc).
- Nearly two-thirds (72%) report a positive benefit from NMMS/NM Arts training and relay knowledge gained at meetings back to the Coordinating Council.

All Arts & Cultural District programs identified several common **strengths**:

- Partnerships with local government and creative economy leaders
- Strength and focus of the local ACD Coordinating Councils
- Community participation, particularly among creative entrepreneurs
- Implementation of signature events

Self-reported weaknesses, areas of need and **opportunities for improvements**:

- Funding for operations and projects listed in the adopted cultural plan
- Engaging commercial real estate brokers and property owners to locate arts and cultural businesses within the District
- Preventing demolition or alteration of a significant, historic or traditional buildings
- Finding creative ways for adaptive reuse, financing, and physical rehabilitation solutions for preserving buildings and structures of historic or cultural significance
- Assisting property owner(s) in utilizing, historic tax credits for building rehabilitations
- Measuring impacts of activities on Gross Receipts Tax revenues
- Advancing MRA and TIF financing tools for the district
- Assisting with historic building and/or cultural properties nominations to the state cultural properties registry
- Applying for grants from National Endowment for the Arts and the National Endowment for Humanities
- Building stronger engagement with youth and community members
- Collecting data on performance measures
- Implementing incremental creative economy projects
- Wayfinding and destination development

C. 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 annual ACD surveys and online sources (including photos).

Downtown Albuquerque Arts & Creative District

The Downtown Albuquerque Arts & Creative District focused on rebuilding the coordinating council under the DowntownAbq MainStreet program and finalizing the Downtown Cultural Plan for adoption by the City of Albuquerque. In addition, District leaders partnered with several organizations to implement three key creative economy projects - the Downtown Growers Market, the Pop-Up Retail events and the tART temporary art installations.



The Downtown Growers' Market is home to over 45 New Mexican growers offering the highest quality produce available in Albuquerque, along with a wide array of talented local artists and a mix of prepared food artisans. The weekly Growers' Market features a live band, community nonprofit booths, a bike valet service, and plenty of community spirit. The Growers' Market remains a huge draw for the downtown district.



tART: Temporary art in downtown public places brings temporary art to underutilized & unexpected sites throughout the downtown area. The project provides year-round supports for artists, existing art programs and events and also promotes regular art activity and provides people a reason to linger downtown. tART helps activate underutilized spaces and places that could benefit from increased visitation and utilization.



The Pop-Up Initiative hosted nearly a dozen pop-up shops to local artists, crafters, businesses, and entrepreneurs. It is comprised of a previously vacant storefront that has been reactivated with energy, art, products and people. It offers a venue for entrepreneurs to test market an exciting idea, product, or brand and has helped spur the downtown retail economy.

2016 Goals: The Downtown Arts & Creative District team will finalize the redevelopment of the ACD Coordinating Council and initiate implementation projects listed in the Downtown Cultural Plan.

Artesia Arts & Cultural District

The Artesia Arts & Cultural District is a Start Up ACD program. In 2015, the ACD launched its signature event, the Red Dirt and Black Gold Festival which attracted more than 3,500 festival-goers to the city center in late August. The Artesia ACD program also started work on the Peter Hurd arts trail, established a database of community artists and initiated planning for Phase 1 of the 510 building as a live-work space for local artists.



2016 Goals: Expand the Red Dirt and Black Gold signature event, advance 510 building redevelopment, develop the Cultural Plan, engage youth and local artists in projects and implement 2-3 creative economy initiatives.

Gallup MainStreet Cultural District



The Gallup Arts & Cultural District is also a Start Up ACD program, established as an integrated initiative with the Gallup MainStreet program

(*Gallup MainStreet Cultural District*). In 2015, the organization focused on building

organizational capacity and developing partnerships with local organizations to establish the creative economy. Gallup MainStreet/ACD led the process for developing the Gallup Cultural Plan, formally adopted by the City in December. In partnership with the Gallup Business Improvement District and the local arts council (*gallupARTS*), Gallup MainStreet/ACD helped build momentum for the ArtsCrawl, an arts and cultural celebration which draws nearly 2,000 visitors to the downtown district each week.



2016 Goals: Gallup MainStreet Cultural District will focus on implementing projects from the recently adopted cultural plan, including restoration of the historic Rotosphere, a downtown “beacon” visible from I-40 and pedestrian improvement projects in alleyways that connect cultural facilities and downtown businesses. The Gallup Creative District will also coordinate with the NM Historic Preservation Division to convene a historic preservation workshop for downtown property owners.

Las Vegas Arts & Cultural District



In 2015, oversight and coordination of the Las Vegas Arts & Cultural District was transferred to the Las Vegas Arts Council. The Arts Council is in the process of expanding the ACD Coordinating Council under the fiscal sponsorship of the LVAC. 2015 projects included partnering with local organizations on cooperative marketing efforts (with the NM Dept. of Tourism) and the implementation of the Meadow City Music Festival (the annual signature event). Cooperative

marketing efforts helped increase overnight visitation by 38,000 room nights and lodger revenues by \$2.7 million over the last 27 months. A number of creative businesses have opened (or are planned) in the downtown area, including a second art gallery at the historic Plaza Hotel, a performance space at the Serf Theater, an Arts & Culture Education Center in the former First Baptist Church building, a first-run movie house (*Indigo Theater*), and a historic tour business (Southwest Detours). The organization published a historic walking tour brochure and continues to work with developers to restore the historic Castañeda Hotel.

2016 Goals: The Las Vegas Arts Council will continue capacity-building efforts via an expanded coordinating council. Projects under consideration include helping to reopen the historic Kiva Theater, working with the City on coordinated branding and marketing projects, helping advance the adoption of a local TIF ordinance and supporting the development of the Railroad District projects.



Los Alamos Creative District

The Los Alamos Creative District expanded their signature event, the Los Alamos ScienceFest to four days. The event was initially established as a two-day celebration (*Next Big Idea Event*) of the towns' unique creative heritage and to promote STEM (Science, Technology, Engineering, Math) to the community and raise awareness for youth to contemplate future STEM careers. The ScienceFest is established via a partnership with Los Alamos MainStreet, Los Alamos National Laboratory, Los Alamos County and several other cultural organizations. More than 200 volunteers and a core team of community leaders and advisors in science, history, marketing, education and the arts organize the ScienceFest.



In the summer, the Creative District hosts weekly *Tuesdays at the Pond* events at the outdoor performance space on the west end of the downtown district. The District also convenes Fourth Friday events and the On Tap series to provide opportunities for people to engage activities on arts and cultural topics

The organization also partnered with the local art center, arts council, and historical society to provide community arts and crafts fairs, gallery tours, and a book festival (all local authors). The Creative District has helped install multiple public arts pieces and helped launch a studio art tour that began in the district.

In 2015, several new cultural institutions and creative businesses opened in the district, including the PEEC Nature Center, UnQuarked Wine Room, Los Alamos Beer Co-op, High Elevation restaurant and the Manhattan Project National Historical Park.

2016 Goals: In the coming year, the Los Alamos Creative District will focus on events and district programming listed above, enhance operational sustainability and funding, and finalize their transition to fiscally sponsored program of the Los Alamos Commerce and Development Corporation (previously the Creative District was managed by an advisory council established by Los Alamos County).



Mora Arts & Cultural Compound

The Mora Arts & Cultural Compound, also a Start Up ACD led two key projects in 2015. The first was *Generation Ag*, a youth engagement/sustainable agriculture/entrepreneurism program established with the support of several foundation grants, including \$3,000 from NMMS' private

funding partner (*New Mexico Resiliency Alliance*). The organization initiated planning for Fall Fest 2016, a family-friendly event to complement the annual Fiestas de Mora celebration. The Mora ACC was also very involved in initial efforts to restore and revitalize the historic St. Vrain Mill on the northern perimeter of the Arts & Cultural Compound and continues to support the strengthening of the Tapetes de Lana spinning mill in the town center.

The Mora ACC Coordinating Council established four operating “pillars”: history, culture, arts and sustainable agriculture. The organization has been developing technical support for local artists, particularly with on-line marketing and networking activities; they have found a number of professional artists who want to teach classes and be involved in tourism. Teaching income could be a boost the revenues for local artists.



2016 Goals: Fall Fest 2016 is scheduled to launch in August 2016 with street performances, booths highlighting local agricultural businesses, and arts/crafts/food vendors. The organization is also working with *WESST* on hosting an ETSY 4 session seminar to help local cottage industries sell their products. The Coordinating Council is partnering with *Collaborative Visions* on a Tourism Cooperative that will market tours and classes for visitors in the area such as arts, hiking, church tours, culinary classes, etc in the coming year.

Raton MainStreet/Arts & Cultural District

In 2015, the Raton Arts & Cultural District merged with the Raton MainStreet program. This change in operational structure was requested by both ACD Coordinating Council and local elected officials as a means to build capacity, enhance both project coordination and expand funding opportunities. The Coordinating Council implemented their signature event, the three day-long Gate City Music Festival over Labor Day weekend.

The event celebrated the area’s cowboy/county culture with musicians, street performers and cowboy poets, on historic First Street. One day of the event celebrated Hispanic culture with food vendors, Mariachi music, Folklorico dancers and included the Red & Green Chile Exhibit at the historic Shuler Theater.

The Raton MainStreet/Arts & Cultural District completed Phase 1 of the “Great Blocks” project, assisted with the digital projection upgrades at the Shuler Theater and updates to the downtown Master Plan. The organization partnered with Raton Arts Council to bring artists and art shows to the Old Pass Gallery. Professional performance groups are recruited during the summer to conduct the Summer Repertory Theater and implement day camps for youth groups (6-12 years and 13-18 years) to experience theater and develop theater skills.

ACD leadership assisted in revitalization and redevelopment of several other projects, all located within the downtown district: a live/work space (professional services - engineering), a restaurant with living quarters on the second floor of a historic building, the Castillo Performing Arts Center between Shuler and El Raton Theaters, the Colfax Ale Cellar Micro-brewery, the Q.T. Pi Bakery, Hamburger Heaven and Bruno's Pizza & Wings. The organization is coordinating with the City of Raton on the final stages of the multi-modal transportation center construction.

Finally, the organization partnered with the local high school welding class to create and install a metal sculpture/public art installation in the downtown district.

2016 Goals: Raton MainStreet/ACD is working with an artist on a mural in the district and with the high school shop class to move into the Coors Building for the purpose of building and selling artisan furniture pieces. Implementation of the Gate City Music Festival will continue in 2016. The organization will support the next steps in helping a local couple open the micro-brewery downtown. The work on Phase 2 of the Great Blocks will continue in 2016 and several downtown murals are planned.



Silver City Arts & Cultural District

In 2015, the Silver City Arts & Cultural District re-launched as a separate 501c3 tax-exempt corporation (*Southwest New Mexico Arts, Culture and Tourism*). Previously, the organization was fiscally sponsored under the Corporation for Downtown Development, the local MainStreet affiliate.



The Clay Festival and Clay Fest Market remains a premier event for the organization, attracting visitors from throughout the southwest. The organization helped establish the Southwest NM

Clay Arts Trail, coordinated art exhibits at the Murray Ryan Visitor Center, supported the Silver City Museum initiative and assisted with the Silver City Urban Park initiative.

The organization convenes monthly meetings with several partners to help cross-promote local events and enhance the cultural economy including: Continental Divide Trail programs, the Gila River Festival, the Silver City Blues Festival, Southwest Festival of the Written Word, and the Tour of the Gila bicycle race.

The organization provided technical assistance in opening or expanding a number of creative economy businesses: 1) Art Galleries: Soul River, Moonstruck, Blue Dome, Finns, Hutchings Fine Art, The Glasserie, The Place at 108, Tree Spirit Gallery; 2) Art Studios: The Warehouse, La Bella Terra Art, El Sol Studios (live/work); 3) Hops Brewery; 4) Restaurants: Millie's Bake House, Market Cafe, Tapas Tree Grill, Fye House, and Two Brothers Cookin.



2016 Goals: The Silver City ACD Coordinating Council has prioritized the following projects for the coming year: 1) wayfinding signage for downtown greenways and trail systems and for the historic downtown district; 2) a visitor information kiosk at Murray Ryan Visitor Center. Furthermore, the organization will continue to develop the downtown Farmers Market Plaza and implement the Clay Festival (and other events) in the down district.

