



## **New Mexico Arts & Cultural Districts Background and Introduction for FY 2018 Application**

### **ACD State Leadership and Start-Up Communities**

In 2007, the New Mexico State Legislature adopted HB606, sponsored by Rep. John Heaton of Carlsbad, and Governor Bill Richardson signed into law “The Arts & Cultural District Act,” municipal enabling legislation to create state-authorized Arts & Cultural Districts (ACD), as a place-based creative economy initiative in New Mexico. The intent of the legislation is to formalize and enhance arts and cultural-based economic development within a geographically cohesive district. The ACD is a local, asset-based economic development strategy working with artists and cultural entrepreneurs, arts and cultural organizations, arts and cultural institutions, historic architecture and other cultural assets to enhance the local creative economy. A local non-profit organization is designated to implement creative economy work, to preserve historic and cultural properties, and enhances the district’s assets related to arts, culture, entrepreneurial, arts and cultural enterprises and creative industries.

New Mexico Arts & Cultural District legislation in 2007 established the New Mexico MainStreet Program Director in the Economic Development Department as the “Coordinator” of the state’s Creative and Cultural Economy efforts and the New Mexico Arts Commission of the New Mexico Arts Division of the Department of Cultural Affairs as the authorizing body for such “State-Authorized” districts. There are program benefits established by the legislation outlined below.

To guide state resources and investments into the State-Authorized ACD programs, an inter-agency State Arts & Cultural District Council was created in 2008 to include the state’s NM Arts Division and the Historic Preservation Division of the Department of Cultural Affairs, the Tourism Department, and the McCune Charitable Foundation. From time to time other external organizations have participated on the State ACD Council; the New Mexico Museum Foundation and the New Mexico Humanities Council. With the facilitation of the State ACD Coordinator, the Council discusses and recommends policy, reviews applications and makes recommendations for the addition of new Start-Up ACDs to the New Mexico Arts Commission. The State ACD Council organizes the ACD

Resource Teams with newly selected Start-Ups and brings targeted resources and services as well as professional expertise and technical assistance to State-Authorized ACD districts.

The initial two pilot ACD districts were authorized by the New Mexico Arts Commission in the fall of 2007: Las Vegas and Silver City. They have assisted the State ACD Council in developing a stronger model and process for this phase and future growth of the ACD. Four more Start-Up communities were authorized in 2009, Downtown Albuquerque, Los Alamos, Raton and Taos and in 2014, Artesia, Gallup and Mora as the first ACD Cultural Compound. Resources to the program from the state legislature have been limited in recent years. There is currently a backlog of more than 10 communities wishing to be authorized within the state's program.

The Department of Cultural Affairs commissioned the UNM Bureau of Business and Economic Research (BBER) to research and report on the impact of Arts and Culture across the state. The report **“Building on the Past, Facing the Future: Renewing the Creative Economy of New Mexico”** was released in 2014. Interviewing cultural and arts organizations and mining data from various “creative” industry sectors the report identifies arts and cultural opportunities, challenges and positioning in the New Mexico creative economy and policy recommendations. Changes to the New Mexico Arts & Cultural District program and this application are in part based on this report to better position state-authorized organizations and their districts to develop cultural and creative economy strategies, to grow their arts, cultural and creative economy work to be effective in developing economic opportunity for the residents in the community where these districts are located and to the of benefit of the state's citizens.

In 2015, after three failed legislative attempts to clean up the original 2007 legislation during sessions of the legislature, the state ACD Council moved forward with policies that addressed deficiencies and contradictions within the statute. The policies were reviewed and edited by legal counsel in Department of Cultural Affairs and the Economic Development Department and accepted by the New Mexico Arts Commission. Those policies can be found as appendices to this document and on the ACD section of the New Mexico MainStreet website [www.nmmainstreet.org](http://www.nmmainstreet.org).

Additionally, from 2014-2017, New Mexico MainStreet, working with its licensing and accreditation parent organization, went through a major restructuring of state and local programs. To achieve a higher level of community economic performance through the services, resources and professional services offered through the state program, NMMS adopted three Economic Transformation Strategies (ETS). All three impact how NMMS will provide its services to Arts & Cultural Districts. In particular the second NMMS ETS;

- Build Capacity for Local Economic Revitalization and Redevelopment efforts
- *Enhance the Entrepreneurial and Creative Economy*

- Create Thriving Communities

These three transformation strategies are now applicable in our Arts & Cultural Districts and can succinctly be summarized by the NMMS slogan; ***Engage People, Rebuild Places, Revitalize Economies.***

Each ACD will develop their own Creative Economy position and vision statements and develop their own Creative Economy Transformation Strategies to base their organization's work to build their district's creative economy.

This narrative has been rewritten and updated in anticipation of a fourth round of request for Applications for state-authorization of Start-Up ACDs from prospective communities to select up to two new communities in the winter of 2018. They will receive approximately a year of start-up services from the state Arts & Cultural District Council.

## **What is a State-Authorized Arts & Cultural District (ACD) in New Mexico?**

The New Mexico Arts & Cultural District program is an interdisciplinary asset-based creative economy initiative administered by the New Mexico MainStreet Director in the Economic Development Department. As an asset-based program it also is people-based and place-based. The ACD program's intent is to grow New Mexico's cultural and creative economy resulting in new creative economy businesses development, support for existing creative and cultural entrepreneurs, with the expansion of existing creative businesses, enterprises and industry, generating net new revenue for the local economy. The work of the state and its partners may best be summed up from this quote from the *Creative Community Builder's Handbook: How to Transform Communities Using Local Assets, Arts and Culture*, (Borrup, 2006):

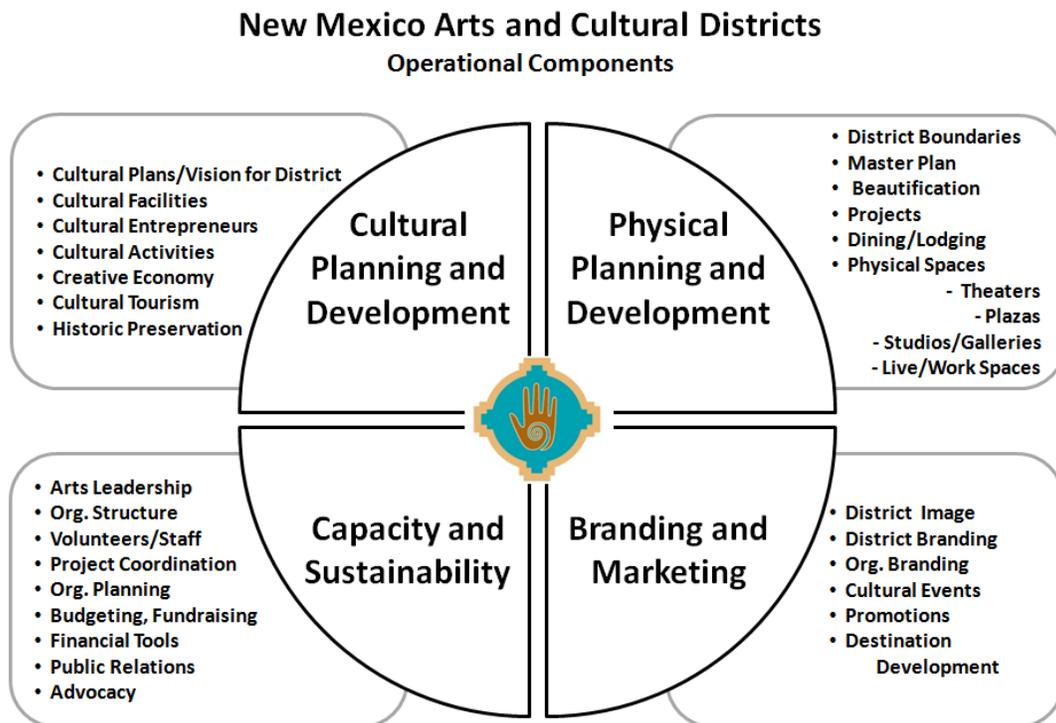
*By applying the practices of asset-based community development, more and more community builders are beginning to integrate the knowledge and expertise that have evolved in disparate specialized fields – including community development, arts and culture, planning and design, citizen participation – into the new practice of creative community building.*

More than 21 states and 600 towns in the United States have planned or implemented an Arts & Cultural District (ACD) or Arts, Creativity and Entertainment program – positioning creative entrepreneurs, and arts and culture at the center of revitalization and community economic development efforts. Arts & Cultural Districts can be found in small rural communities or in large urban areas (with the potential and neighborhood assets for more than one urban district). *The characteristics of this program are demonstrated in an existing well-defined district, easily identifiable, walkable, and accessible and brand-able, often of mixed-uses, in which a high concentration of arts and cultural facilities, creative entrepreneurs and enterprises, and/or artisan and cultural production industries, and/or cultural entrepreneurs that fuel the local economic engine.*

The impact of the “Cultural and Creative Economy” is measurable. Whether one looks at the statistics related to cultural workers and entrepreneurs, cultural enterprises and institutions or the larger creative economy, the economic result is economic opportunity, community driven appropriate growth and business development in the state of New Mexico. The state ACD Council does set performance measures that all state-authorized programs annually submit to the State Coordinator.

Where there is a concentration of appropriate assets, of arts, cultural and creative entrepreneurs, creative industries and cultural enterprises, in districts with unique historic architecture and cultural properties, a destination through placemaking emerges that attracts residents and tourists alike. If the concentration is well managed, there will also be support for hospitality businesses, such as restaurants, cafes, lodging, retail and entertainment. The presence of arts, cultural and creative economic opportunities within a clustered area enhances property values, promotes revitalization of adjacent neighborhoods, profitability of surrounding businesses and increases the tax base of the region. ACD districts attract a diverse and well-educated workforce – a key incentive for new and relocating businesses, and ACD districts contribute to the creativity and innovation of a community. (See **Appendix A** for Policy on New Mexico ACD districts and organizations).

A well functioning New Mexico ACD organization that is implementing successful projects and activities uses a comprehensive set of four strategic areas in its work as identified in the chart below.



This New Mexico Arts & Cultural District program is a partnership between cooperating state agencies and organizations and a local ACD Coordinating Council and the local Governing body. It is asset-based with a focus on arts, cultural assets and creative business ventures within the district. It is a community economic development program seeking to sustain and enhance the local cultural economy requiring sustained human, organizational, natural, social and financial capital from its participants for the effort to succeed.

## **Objectives of the State-Authorized Arts & Cultural District Program in Assisting Local State-Authorized Coordinating Council and their Districts**

- Assist in the creation of local Arts & Cultural Districts as a destination that builds upon, enhances and promotes the state-authorized community's existing arts, historic and cultural assets, and creative enterprises as catalysts for downtown revitalization and community economic development.
- Support Artists, Artisans, Cultural and Creative Entrepreneurs, Creative Industries and Enterprises and Cultural Institutions within the ACD District.
- Promote the development of local organizational partnerships to leverage existing resources to drive the development of the Arts & Cultural District that is financially sustainable for the partners and the district's administration, operations and projects.
- Enhance cultural, arts, and heritage assets, historic and cultural properties, programs and activities and related amenities within the ACD district to ensure high quality, authentic experiences for residents, visitors and tourists.
- Engage community residents in the heritage and culture of their community and to create business opportunities within the district for business expansions and local entrepreneur ventures.
- Ensure an effective marketing plan is established and implemented for the ACD's arts, cultural and historic assets and cultural entrepreneurs and creative enterprises to ensure cross-marketing the various arts and cultural agencies, organizations, institutions and cultural entrepreneurs and enterprises involved in the district.
- Provide opportunities for cross-marketing the state-authorized ACD districts and find ways to collaborate between those districts on programs, projects and activities.

For State-Authorized Arts & Cultural Districts it is highly recommended the following two manuals developed for the program provide guidance in local branding and marketing: The New Mexico “*Arts & Cultural District Identity Standards Manual: A Blueprint for Effectively Branding Your Community*,” (2008), and the “New Mexico Arts & Cultural District Marketing Standards and Tool Kit” (revised 2012), manual can be found on the state Arts & Cultural District Web site: [www.nmartsandculturaldistricts.org](http://www.nmartsandculturaldistricts.org)

## **Composition of the Local ACD Coordinating Council**

The Start-Up Arts & Cultural District is led by an ACD Coordinating Council of local arts, cultural and economic revitalization organizations, Creative and Innovation organizations, agencies and institutions that will take formal responsibility for the administration, operations and development of the ACD district.

**This Coordinating Council is required to have official representatives from:**

- The local governing body
- A local economic development non-profit providing revitalization services (In a MainStreet district, the MainStreet organization).
- A local or regional arts organization that will represent the interests of artists and artisans within the ACD district.
- Additional representative stakeholders from other arts, heritage and cultural organizations and creative enterprises within the district.
- A guide to developing the Arts & Cultural District Coordinating Council can be found on the website [www.nmartsandculturaldistricts.org](http://www.nmartsandculturaldistricts.org)
- The local ACD Coordinating Council is responsible for implementing the work of the district. It is through the combined efforts of its partners leveraging each other’s resources that creative economy goals will be successfully achieved. The ACD Coordinating Council may adopt one of two organizational structures.
- A MainStreet Organization successfully demonstrating it is meeting its annual performance benchmarks, located in a community under 50,000 in population, would create an ACD Coordinating Council as its 5<sup>th</sup> Standing Committee. If awarded state authorization, the MainStreet organization would need to update their economic market vision statement and ensure one of two Economic Transformation Strategy (ETS) focuses on Creative Economy development that clearly articulates the creative economy work to develop their annual work plan and performance measures. Depending on the size of the district and the ETS priority projects, the job description of the Executive Director needs to reflect

creative economic development investment. If the number of creative economy projects identified by the ETS and the annual work plan that fall beyond the time of a full time Executive Director, NMMS may recommend hiring of additional staff to coordinate those projects.

Or

An established Creative or Cultural Economy organization registered as a 501c3 nonprofit organization may apply if it can demonstrate a proven track record for a minimum of one year at least the last year, meeting their budgetary and performance goals. The organization must have paid staff or funding in place for a staff person for not less than 30 hours per week. Staff's time is to be dedicated to creative economy project implementation related to this authorization. If a MainStreet organization already exists, and the Creative or Cultural Economy organization is state-authorized, they will be required to develop and execute a LOA between the two organizations detailing their collaborative work together. If there is an Arts Council as well as the state-authorized organization an LOA will be developed and executed between those two organizations. If all three organizations exist then an LOA between all three organizations will be developed and executed to guide collaborative and complementary work together.

The ACD Coordinating Council structure needs to remain flexible and adaptable to changing cultural and creative economy needs and opportunities within the state-authorized district.

## **Expectations of the Coordinating Council**

- The ACD Coordinating Council is expected to create and implement an annual plan of work which prioritizes the goals and findings of the ACD Resource Team and the municipally adopted ACD Cultural and ACD Master Plans
- All organizations, institutions and agencies comprising the ACD Coordinating Council are expected to bring resources to the development of programs, projects and activities of the ACD District
- A paid staff person for a minimum of 30 hours of paid work per week, will be necessary to implement the goals and projects of the ACD Steering Coordinating Council and the ACD District

### Expectations of District

- Public-Private Partnership
  - LOA/MOU
  - Philosophical/Financial Commitment
  - Project Development
- Activity in Four Content Areas
  - Cultural Planning
  - Physical Planning
  - Marketing/Branding
  - Capacity/Sustainability
- Organizational Systems/Capacity
  - Legal Structure
  - Volunteer Driven Projects
  - Resource Development/Fundraising
  - Staffing
- Coordination with State/Local Partners
  - Monitoring/Reporting of Statistics
  - Annual Planning/Quality Improvement

## Benefits to a State-Authorized Arts & Cultural District

The benefits offered to State-Authorized Arts & Cultural Districts are provided through State statute and augmented through the participating agencies and organizations of the State ACD Council.

Throughout the Start-Up period, professional technical assistance is provided to the new local organization including:

- A Resource Team of Professionals working with the proposed District's stakeholders to define assets and initial priorities and opportunities. The resource team will make recommendations to the State Coordinator on the official boundary of the district for state-authorization.
- Funding for the development of a Creative/Cultural Economic Development Plan for the District to be adopted upon completion by the local governing body. If a Metropolitan Redevelopment Area (MRA) does not exist for the District, one may be adopted with the Plan.
- Technical Assistance to assist municipality with the adoption of the Cultural Facilities section of the state's Local Economic Development Act (LEDA).
- Funding for a Master/MRA Plan for the district guiding public and private sector reinvestment into the District's key economic priorities
- Professional resources in organization development, policies, project and activity development, image development, branding and promotion, and web design
- Statewide branding and marketing support to cross-market districts
- State marketing of the Districts as an arts and cultural destination
- Integration of local ACD content at the state-supported website, (visit at [www.nmartsandculturaldistricts.org](http://www.nmartsandculturaldistricts.org)) Assistance in filing for federal and foundation grants targeted to Arts & Cultural Districts

Current incentives enabled by the New Mexico Arts and /Cultural District Act for State-Authorized Arts & Culture Districts, which have municipally adopted their Cultural Plan, include:

- A doubling of the state’s historic tax credits (up to \$50,000) for rehabilitation of eligible historic commercial properties listed on the State Register of cultural properties within the district’s boundary and which contribute to the purposes of the district.
- Through municipal adoption of the Local Economic Development Act (LEDA), access to locally generated LEDA funds for economic development projects prioritized in the ACD Creative/Cultural Economic Development Plan and/or ACD Master/MRA Plan.
- Opportunity to apply for the New Mexico Tourism Department’s Coop Advertising Program or Community Placemaking as an ACD.
- As funded by the New Mexico Legislature and Department of Cultural Affairs, access to the ACD Capital Outlay Cultural Fund for priority projects in the locally adopted ACD Creative/Cultural Economic Development Plan or ACD Master Plan.

#### State Supports for Arts & Cultural Districts

<ul style="list-style-type: none"> <li>• <u>Cultural Planning</u> <ul style="list-style-type: none"> <li>➢ Cultural Plan</li> <li>➢ Financial Tools</li> <li>➢ Project Development</li> <li>➢ Planning Support</li> </ul> </li>   <li>• <u>Physical Planning</u> <ul style="list-style-type: none"> <li>➢ Master Plan</li> <li>➢ Financial Tools</li> <li>➢ Project Development</li> <li>➢ Planning Resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <u>Branding and Marketing</u> <ul style="list-style-type: none"> <li>➢ Website/Social Media</li> <li>➢ Cooperative Marketing</li> <li>➢ Statewide Marketing</li> </ul> </li>   <li>• <u>Capacity/Sustainability</u> <ul style="list-style-type: none"> <li>➢ Organizational Dev./Training</li> <li>➢ Financial Resources for Projects</li> <li>➢ Planning supports</li> <li>➢ Public-Private Partnerships</li> <li>➢ Resource Development/Advocacy</li> </ul> </li> </ul>
--	--

## Types of Authorized ACD Districts

In an article for the National Trust Main Street Center’s *Main Street Now*, focusing on Main Street engagement with ACDs, author Rebecca Chan described the following typologies that you will explore during your Resource Team visit and in your Creative Cultural Economic Development Plan process.

*Artisan/Arts Districts: Also known as live/work zones or gallery districts, artist districts are generally motivated by the desire to create an arts-based regional activity center and stimulate neighborhood change. Generally, such districts focus on professional artists or high-level hobbyists and rarely have an anchor institution such as a prominent museum. Artist districts usually include gallery and or performance spaces, artist live/work spaces and artist housing.*

*Community /Neighborhood Development Focus: A district that draws its strength from the unique cultural traditions and character of all of its residents. These districts focus on clustering arts businesses within a concentrated zone. Some neighborhood districts have anchors in the form of an arts group and defined by the presence of neighborhood artists, arts businesses and enterprises that support them.*

*Creative/ Cultural Production Focus: A district that focuses on artists and cultural entrepreneurs repurposing existing structures for live/work space. Also known as “Design Districts,” “Film Production Districts,” or “Cultural Quarters,” they often focus on adapting old warehouses, office high-rises and industrial buildings for contemporary creative economy uses. Often the focus is on recruiting creative industry firms with an expanded focus that includes creative workers and entrepreneurs. They are often anchored by a college or university offering curriculum supportive of target creative industries or large arts or culturally related organization.*

*Institution Driven: A district anchored by large arts and cultural organizations and supported by smaller organizations and entertainment venues. These districts will often have groupings or clusters of museums, theaters, cultural centers and performance centers that collectively market the area as a destination.*

*Public Sector Catalyst: A district created through public policy to achieve social, environmental and economic development goals. Many municipalities are making major public investments into historic and new cultural institutions and into their Arts & Cultural District’s public infrastructure to revive their local economy within the district. They range from smaller scale improvements in areas needing revitalization to larger innovation and redevelopment areas targeted to the “Creative Class,” and a new generation of young couples and families. The public sector usually takes the lead through its Planning and Cultural Services Departments.*

In New Mexico there is one other area of state authorization for “Cultural Compounds and Institutions” that lie outside of a state-authorized district boundary but wish to be part of the larger cultural and heritage Tourism Marketing program of the state’s Arts & Cultural District work (See **Appendix B** for more specific requirements),

The state Arts and Cultural District Act statute defines Cultural Compounds and Institutions as follows:

*“Cultural compound” means a cohesive group of historic buildings and or cultural facilities owned publicly or privately, which contribute to the understanding of a community or region’s culture and heritage.*

*“Cultural institution” means, a publicly or privately owned facility, accessible by the public, which provides opportunities for expressing, interpreting, conserving or preserving the culture and heritage of a community or region.*

## **The State Arts & Cultural District Application**

The New Mexico Arts & Cultural District Program is a community economic development initiative of the State of New Mexico leveraging resources to sustain and enhance the local and state’s creative and cultural economies within State-Authorized Districts. It is targeted to a specific district’s artists, artisans, cultural entrepreneurs, creative industry production, cultural organizations, and cultural institutions.

The application serves as part of a formal selection process for the evaluation committee to review proposals from applicants for official “State Authorization” through the New Mexico Arts Commission of a proposed Arts & Cultural District. In evaluating each proposal the committee will rank the strengths and weaknesses of each proposed district and its participating stakeholders, based on the state’s enabling legislation, policy established by the New Mexico Arts Commission and the benchmarks and criteria set forth in the accompanying application.

The application provides the applicants a process to evaluate their own proposed Arts & Cultural District potential. In that self evaluation, a beginning current economic market position and long range economic market vision is initially formulated, a comprehensive survey of assets and missing elements to solidify a potential district identified that will contribute to both strategic planning and future project and activity implementation.

The application is comprehensive and requires specific detail. Not all elements of the application checklist may be applicable to your proposed district nor is it expected that all elements of the comprehensive checklist will have been completed prior to application. However, there needs to be enough creative and cultural assets already in place to build upon.

Members of the State ACD Council are available to assist in the application process. Please call the state of New Mexico Coordinator for Arts & Cultural Districts for assistance: 505-827-0168, [Rich.Williams@state.nm.us](mailto:Rich.Williams@state.nm.us).

For the purposes of this application you should develop an **initial steering committee of stakeholders** within the proposed district that, if selected, will formally become the ACD Coordinating Council. Applicants are encouraged to have between 7 and 11 members on this steering committee to discuss the

application, initial positioning of the potential district and the collective long-range development.

To assist you in thinking about your proposed ACD district, please see **Appendix A** to this narrative on the policy established to set the ACD district boundary lines. The Resource Team will work with the ACD Coordinating Council to define and approve the boundary. The boundary is adopted with the ACD Creative/Cultural Economic Development Plan by the local governing body. Once adopted, the incentives tied to the purpose of the ACD are available for the District to move their activities and projects forward.

## **Application Eligibility for State-Authorized New Mexico Arts & Cultural District**

The New Mexico enabling legislation states that any New Mexico municipality that chooses to apply will do so based on the criteria set forth by the State statute and with policy established by recommendation of the State ACD Coordinator and adopted by the New Mexico Arts Commission (DCA).

## **Elements of the ACD Application**

In addition to the inventory, narratives and organizational resolutions required in the application form, the following materials are required of every applicant and are described in the ACD Application FY 2018 form:

- An assets map of creative enterprises, cultural and arts institutions, organizations, agencies, and identified cultural and arts commercial and business activities within a one-quarter mile radius of the center of the potential district (see Appendix A). The actual boundary lines of the proposed district are explored with the Resource Team, recommendations made to the State Coordinator who will formally define the boundary for the adoption by the local governing body of the Creative/Cultural Economic Development. The Resource Team will explore with the ACD Steering Committee how the boundaries of the district will meet the purposes of an ACD and the economic contributions of its arts, cultural and creative economy assets and opportunities within a proposed boundary
- Letter of resolution from the governing body (**see Sample Resolution in the FY 2018 Application**), in which the district is located, which supports the authorization of the ACD District as an active partner and economic development public sector development district. The resolution commits the municipality to the ACD as one of its economic development priorities.

Additionally, the governing body commits to explore, identify *and adopt* one or more financial tools that will support the Coordinating Council's operations, match state, federal and foundation resources for projects.

- It is highly recommended to include letters of support for your application from your State Representatives and Senators.

These could include *where appropriate adoption* of:

- A Business Improvement District (BID)
- ***Required*** - adoption of the “Metropolitan” and Arts & Cultural District portions of the Local Economic Development Act (LEDA) with language provided by the State ACD Council.
- And potential adoption of a Public-Private Participation development agreement to support operations of the ACD Coordinating Council (PPP)
- ***Required*** - adoption of a Metropolitan Redevelopment Area (MRA) or, if the designated area does not meet eligibility criteria for designation, an economic development Master Plan. If an MRA or Master Plan already exists for an overlapping MainStreet District, the local ordinance will be amended to reflect priority creative and cultural economy projects and goals.
  - And potential implementation of a Tax Increment Finance District (TIF) and the adoption of the Public-Private Participation development agreement (PPP)
- Tax Increment Development District (TIDD)
- Dedication of a portion of the Occupancy Tax (“Lodgers” Tax) for marketing, promotions and events

A letter or resolution from each of the public/private partners comprising the local Arts & Cultural District Coordinating Council, committing support and resources for the implementation of the District's Creative/Cultural Economic Development Plan, with name of the organization, official representative of the organization, full address, phone number and email;

Optional (if not the main local government partner) statements of support from the County, Council of Governments or Sovereign Tribal Government, and you may include other commercial stakeholders within the district.

## **Expectations of State-Authorized Arts & Cultural Districts**

By filing this application the applicant and its partners agree to commit to this asset-based cultural and creative economic development initiative, its strategies and its implementation goals with the following expectations:

- Comply with the New Mexico Arts and Cultural District Act and policies as established by the state authorizing body, the New Mexico Arts Commission, and implemented by the state Arts & Cultural District Coordinator.
- Create an Arts & Cultural District ACD Coordinating Council composed of organizations, institutions and agencies dedicated to community economic development, the arts and cultural pursuits working as partner stakeholders within the proposed ACD boundary.
- Develop and maintain a creative/cultural economic development public-private partnership creating an Arts & Cultural District (ACD) through the Coordinating Council to make decisions develop an annual plan of work and implement the work of the district.
- The ACD Coordinating Council is to be minimally and formally composed of a community development corporation (i.e. local MainStreet organization), an Arts Organization, and the local Governing body.
- Administer and set policy for the development of the Arts & Cultural District based on the creative economy market vision that supports the workers, crafts people, artisans, and cultural and creative enterprises and institutions within the district boundary.
- Complete Start-Up ACD process within 18 months of State Authorization. Establish a self-sustaining and resilient Coordinating Council that supports its operations, programs, projects and activities that economically enhance the creative and cultural economies within the ACD.
- Utilize the incentives provided by state statute in the New Mexico Arts& Cultural District Act (2007), and those local incentives encouraging the development and enhancement of arts and cultural enterprises, institutions and agencies, and the programs, projects and activities within the ACD.

Work with the local governing body to adopt the appropriate financial tools to sustain the district and its operations, programs and projects within the Cultural/Creative Economic Development Plan.

- Local Government partners must be willing to dedicate a minimum of \$30,000 per year during the Start-Up period to pay for administration and operations of the ACD Coordinating Council and to support initial activities, planning, projects and programs. This minimum funding will be necessary for the duration of the State-Authorization of the ACD district. Other commitments of matching funds and in-kind resources in support of this application are strongly encouraged.
- Hire an ACD Executive Director who administers and manages the ACD District under the guidance of the Coordinating Council, and works a minimum of 30 paid

hours per week. This funded position will need to continue for the duration of the ACD's State Authorization.

- Ensure that the ACD meets goals and benchmarks of its state authorization and once adopted, the priority projects identified in the ACD Creative/Cultural Economic Development Plan and ACD District Master/MRA Plan.
- Utilize the identity standards and branding consistent with the state's authorized identity standards (see "Identity Standards Manual: Blueprint for Effectively Branding Your Community Arts & Cultural District," and subsequent marketing and promotions strategies "Marketing Standards and Tool Kit." at: [www.nmartsandculturaldistricts.org](http://www.nmartsandculturaldistricts.org))
- Based on the adopted ACD Creative/Cultural Economic Development Plan and Branding and Image Development for the District develop a *Signature Event* that has regional and statewide pull showcasing a unique aspect of your Arts & Cultural District.
- Participate with the State ACD Council in the network of State-Authorized Arts & Cultural District network and the ACD network leadership meetings.

Provide an annual progress and performance report based on the ACD Economic Market Vision and the priority projects completed in the MRA and Creative/Cultural Economic Development Plan by *the dates established by the state ACD Coordinator* for presentation by the Coordinator to the State Arts Commission at their regularly scheduled meeting.

## **ACD Application Requirements**

Applications must be typed or computer generated, be complete, meet all stated requirements. Letters of Resolution of support must accompany the FY 2018 Application minimally from the chair/president of the sponsoring community (MainStreet) non-profit organization, the municipality and a local/regional Arts Council. It is highly recommended that other arts, cultural and revitalization organizations, agencies and institutions dedicated to the cultural economies development within the proposed district also submit letters of Resolution with the FY 2018 Application.

## **Applications must be received in the Economic Development Department Office**

**This is not a postmark deadline**

*Fax and electronic submissions are not acceptable  
Certified and/or Registered mail is recommended to track your application  
Late applications will not be considered*

*Mail or deliver the original application certified (signed) and 4 copies to:*

**Economic Development Department  
State Arts & Cultural District Coordinator  
Attn: Rich Williams  
1100 South St. Francis Drive  
Joseph M. Montoya Building  
Santa Fe, NM 87505**

## **What is the Review Process and Timeline for Authorization?**

1. Recommended Pre-Application workshop (November 9th Webinar )
2. Applications released October 27, 2017. Nine weeks for the local Steering Committee to develop responses and submit the Application (Due January 31, 2018)
3. New Mexico MainStreet Program staff shall initially review applications for content requirements. Funding from the State Legislature will support two new Start-Up Arts & Cultural Districts this year.
4. The State Arts & Cultural District Council’s Evaluation Team will review applications and make recommendations to the ACD State Coordinator.
5. The State Coordinator of the Arts & Cultural District program shall make recommendations based on the Evaluation Team’s review to the New Mexico Arts Commission for their final decision and authorization. The Commission will accept and “authorize” each of the districts, or if they find deficiencies in the recommendation, may deny the applicant’s proposal and return it to the community for further work to address those deficiencies. The Evaluation Team reserves the right to recommend no candidate applications based on its selection criteria.

Applicants will receive notification within three weeks of the state-authorization from the New Mexico Arts Commission and a joint EED and Cultural Affairs Department press release and announcement in late September.

It is anticipated two districts will be awarded during this round. Applications not selected during this first round may be resubmitted “without prejudice” when the next open enrollment is announced.

6. The New Mexico Arts Commission will review the recommendations of the Evaluation Team at one of their meetings.
7. Within three months of the authorization announcement, the first stage of the process, a New Mexico ACD Resource Team will provide an on-site visit. (See **Appendix C** for a chart of the complete ACD Start-Up process).

## **Other ACD Resources to Explore in your Application Process**

- To review some of these reports in depth *Google* the Social Impact of the Arts Project (SIAP) whose publications include:
  - “From Creative Economy to Creative Society,” “Cultivating ‘Natural’
  - “Cultural Districts, Arts, Anchored Redevelopment.”
- Two studies of particular significance for measuring performance and distinguishing defining characteristics and differences between the creative economy and the cultural economy:
  - “The Creative Economy, A New Definition,” (DeNatale, Wassal, 2007)
  - “Defining the Creative Economy: Industry and Occupational Approaches,” (Markusen, Wassal, De Natale, Cohen, 2008),
- Towson University completed its research through its Regional Economic Studies Institute in 2011 for Maryland’s Arts and Entertainment Districts examining impacts on wages, employment, property tax revenues and fiscal impacts on local governments in their 18 designated districts.
- There are two studies by the UNM Bureau of Business and Economic Research (BBER) on the impact of the Arts in Santa Fe and Albuquerque.
- *MainStreet Now; the Journal of the National Trust Main Street Center* devoted its March / April 2012 issue to Arts and Cultural Districts.
- *The Creative Community Builder’s Handbook, How to Transform Community Using Local Assets, Arts and Culture* (Borup, 2006)

