



Engage People, Rebuild Places, Revitalize Economies

NMMS FY 2018 Accelerator Process Community Application Packet

When Legislative funding to New Mexico MainStreet (NMMS) allows for new communities to be considered in the “Main Street America” program, an application process is established by NMMS for community revitalization groups to apply, to be reviewed and ranked, and if meeting eligibility criteria, be designated for participation in the New Mexico MainStreet *Accelerator* process as a pathway to potential Main Street America designation. Aspiring revitalization programs which have a demonstrated history of attendance in the past year at NMMS workshops, webinars, trainings and quarterlies will be provided higher consideration in the application process. Frontier Community Initiative programs are encouraged to apply instead for, and successfully complete, two successive Frontier Community projects prior to applying for participation in the MainStreet Accelerator process.

If selected, a community revitalization program will receive Accelerator community services, an intensive *12-18 month capacity-building process establishing a pathway to the National Main Street Center’s Main Street America*® program. Failure to complete Accelerator benchmarks within the 18-month period will result in termination of the Accelerator process. Applicant communities are welcome to continue to participate in the NMMS Revitalization Partner tier¹ or may choose to leave the NMMS revitalization network. Designated Accelerator Programs receive the following services and resources:

- Comprehensive education, coaching in the “Main Street Four-Point Approach®,” and capacity-building assistance from NMMS professional Revitalization Specialists to establish a nonprofit revitalization organization for the purpose of advancing economic revitalization of the traditional or historic commercial district.
- Technical professional assistance from NMMS Revitalization Specialists in identifying initial “Economic Transformation Strategies” (ETS) and to complete three to six small, incremental projects (annually) under the *Main Street America Four-Point Approach*.
- One discounted basic registration scholarship available annually to local leadership for up to three in-state Network Leadership Meetings convened by NMMS.
- One discounted basic registration for the NMSC Main Street Now Conference.
- Free registration to NMMS Basic, Intermediate and Advanced trainings, webinars, workshops, Quarterlies for up to 4 local Accelerator leaders.
- All other conferences, institutes and advanced trainings at set fee cost to local Accelerator process leaders and members.

¹ *Revitalization Partners* is a NMMS service tier that include Accelerator initiatives. These are not registered members of the National Main Street Center (NMSC) until successful completion of the Accelerator process. Upon completion of Accelerator benchmarks (see Appendix), a community revitalization program may be designated as a Main Street America Affiliate or Accredited organization. Those not completing benchmarks are not eligible for any further services or assistance provided by NMMS.

GENERAL PROFILE OF PROPOSED STEERING COMMITTEE AND DISTRICT

New Mexico MainStreet is dedicated to creating sustainable, resilient, walkable and liveable downtowns. The local revitalization effort is driven by community stakeholders, partnering with local government, and is based on comprehensive Economic Transformation Strategies established through a community visioning process. The local revitalization effort should have the following qualities:

- A core group of stakeholders willing to form a nonprofit revitalization Board to effect long-term economic development for the revitalization area utilizing the *Main Street Four-Point Approach*[®]. (New Mexico MainStreet does not provide services to, or designate local programs housed in government or in other organizations such as Chambers, Economic Development or Tourism organizations).
- Expressed support of the local governing body with jurisdiction over public infrastructure within the proposed revitalization area, including an annual financial commitment to the Board for the operation of the eventual designated district. There is no direct financial support provided by NMMS to designees. The local government and Accelerator group must provide adequate annual funding for the operations of the organization, including the hiring of a full-time Executive Director.
- Public and private sector partners are committed to an “asset-based” approach to community economic development. NMMS has prepared educational webinars on the asset-based approach and other aspects of MainStreet revitalization that are located on a YouTube channel and can be indirectly accessed through the NMMS website www.nmmainstreet.org (“Resources” section).
- A defined revitalization area focusing on at least one of the following: a courthouse square, town center, village plaza, traditional or historic commercial district/corridor, downtown core or historic town center.
- A “*there-there*” related to a destination or core and a district edge based on the cohesiveness of the revitalization area.
- Pertinent district size that can be locally managed and economically transformed through the efforts of volunteers and with available public and private funding resources, and is an area dedicated by public and private sector partners for economic redevelopment projects.
- A compact and walkable area, generally no more than a 1/4-mile radius from the center of the proposed revitalization area and not more than a ten-minute “ped-shed.”
- A defined area where a majority of the physical, economic and cultural assets (historic and commercial buildings, businesses, art centers/galleries, performance venues, municipal complex, schools, library, entrepreneurs, significant cultural features, retail, service, restaurants, lodging, light manufacturing, and small business enterprises, etc.) are contained within the proposed revitalization area.

APPLICATION INSTRUCTIONS

The FY 2018 Accelerator process application is *to be utilized by your community as a self-assessment*. The strongest community proposals are completed by a diverse group of stakeholders from the proposed district (see section 1.C, below). If you have **issues or specific questions when preparing the application, please do call us** before filling out the Application so that we may assist. Contact Rich Williams, Director at (505) 827-0168.

Be clear and concise with your answers. The Review Committee will have multiple Applications to process; your ability to answer each question directly and succinctly will help the Committee better understand your goals and needs. Responses to each question should not exceed 200 words.

This Application is a fillable form (type your responses in the sections provided). If you do not utilize the form, please prepare your answers arranged in the order of questions found in the Application. Ensure that numbering and lettering of each answer follows the sequence and order in the Application.

You will need to provide one (1) original and one (1) scanned electronic copy of the Application and signed documents and all attachments with the Application.

Local MainStreet initiatives are driven as public/private partnership economic revitalization programs. The application must include one (1) original municipal, county or tribal council Resolution of Support indicating support for the programmatic goals and a commitment to providing annual financial support dedicated to the operations of the Accelerator (or MainStreet) program. Letters of support from your State Legislators are highly recommended.

The electronic copy of the application must be submitted as a single PDF document, with all attachments, photos, maps, letters of support and resolutions as provided in the hard copy.

If your community/stakeholder group is selected as a semi-finalist, members of the Steering Committee will be required to provide an on-site, *oral presentation* based on your Application to the Review Committee during the “Readiness” assessment phase of the application process. The presentation must be open to the public. **The Readiness assessment is a one-day, on-site visit by four to six NMMS staff and consultants (Review Committee) in your community to evaluate the merits of your application based on the Main Street Four-Point Approach®.** The Review Committee will have additional questions based on your answers. The Readiness visit will be scheduled after the application deadline and before selecting finalists.

The Applications are due in the Economic Development Office in Santa Fe no later than 2:00pm MDT, January 31, 2018. Applications arriving in the office after 2pm, January 31, 2018 will not be accepted. It is solely the responsibility of the applicant to ensure the applications are delivered by the correct time on the correct day. *We highly recommend sending by a tracked mail carrier or direct delivery carrier or hand-deliver in person.* **Deliver to:**

New Mexico Economic Development Department
Joseph M. Montoya Building
1100 South St. Francis Drive
Santa Fe, NM 87505-4147
ATTN: MAINSTREET APPLICATION

FY 2018 NMMS APPLICATION FORM – ACCELERATOR PROCESS DESIGNATION

1. STEERING COMMITTEE

A. Name of Your Community: _____

B. Please provide the name, telephone number, email and physical address of the person you have selected as *your point person for New Mexico MainStreet to communicate and coordinate with* over the next few months.

Name: _____
 Telephone: _____
 Email: _____
 Address: _____

C. List the names, titles, organization and contact information for each member of the group of stakeholders assembled to develop and fill out this application. Please use the following code in the last column to further define the group each stakeholder represents.

(Arts Organization – **A**; Business owner – **B**; Chamber of Commerce – **C o C**; Civic Organization – **C**; City or County Administration – **CA**; Economic Development Organization – **EDO**; Elected Official – **E**; Historic Preservation Org. or Society – **HP**; Property Owner – **P**; Religious Institution – **R**; School or College – **S**; Other - **O**)

Name	Title	Organization	Email & Phone	Affiliation Code

2. GENERAL APPLICATION QUESTIONS

- A. Describe the physical attributes for your proposed revitalization area (name the streets or edges that describe the area) and describe why you have selected the area for economic transformation.

- B. List the strengths of your proposed revitalization area. What are the assets you can build upon to achieve economic transformation goals?

- C. List the physical opportunities of the built environment for redevelopment in your revitalization area. What needs to be addressed to enhance the economic vitality of the revitalization area? Identify vacant or underutilized commercial properties, sites that may be improved, physical barriers to improve pedestrian activity, and/or housing and live/work opportunities.

- D. List the entrepreneurial, business and job opportunities that the proposed revitalization area may have for economic transformation. What barriers are there for business reinvestment and redevelopment?

- E. Please ***attach an aerial map*** (attach to back of application or scan separately and submit electronically), delineating your proposed revitalization area. Include separate overlays of existing state historic districts and buildings, conservation zones, enterprise zones, Arts & Cultural District, Business Improvement District, Metropolitan Redevelopment Area or Tax Increment Development District.

- F. Please ***attach up to ten (10) photographs*** that are representative of your proposed revitalization area. These might include pedestrian walkways and streets, buildings and storefronts, historic structures and cultural properties, other assets or images demonstrating problematic areas requiring revitalization, restoration and redevelopment.

3. MAIN STREET FOUR-POINT APPROACH® QUESTIONS

A. Economic Vitality

MainStreet is an economic revitalization program. Measurable increased economic performance should be an overarching goal. Creating an economic environment which results in increased private sector reinvestment, increased business revenue, opportunities for employment are all essential roles of the local MainStreet organization's Board and staff.

- i. Prior to filling out the application please survey the businesses within your proposed area of revitalization. What are their needs to stay financially viable or expand?
- ii. Prior to filling out the application please survey the property owners within your proposed area of revitalization. What are their needs and challenges in the restoration and rehabilitation of commercial structures?
- iii. What opportunities are there for local entrepreneurs? What barriers and challenges are there within your revitalization area to attract new start-up business investment?
- iv. What are the major challenges your group will need to address to meet your goals for economic revitalization of the proposed area?
- v. What organizations in your community will be your local Accelerator group's business development partners? When you spoke with them about a role in partnering what role did they see that they could play?

B. Urban Design

Vibrant, economically thriving downtowns are more than just buildings and businesses, the streets must invite people to stop, stroll, stay, enjoy. Solid planning, landscape architecture and public infrastructure that result in great spaces are important elements in any revitalization process.

- i. Is there a recent (government-adopted in the past 5 years) plan that includes your proposed revitalization area (site master plan or MRA plan, comprehensive plan, economic development plan, etc.)? If so, when was it adopted and what redevelopment tools, strategies, or projects have been implemented or constructed from the plan?
- ii. How would you rate the pedestrian-friendliness (Pedestrian safety, road diets, landscape, way-finding, night-lighting, etc.) of your proposed MainStreet district on a scale of 1 (hostile) to 5 (great!).
- iii. Is the "Main" Street of the revitalization area a state or federal highway? If so, how has your community engaged NMDOT in past streetscape work?

- iv. Are there public gathering places within the proposed district -- parks, farmers' markets, arts parks, public fountains, plazas, courthouse squares, etc.? Please list them and how often they are formally used and/or host specific events.

C. Architectural Design

Your traditional or historic commercial center has unique character based on the development of your buildings downtown. They are the architectural legacy of your community's economic hopes, civic aspirations and community life. For visitors seeking the authentic rather than the generic, they provide a way to directly experience the history of the community.

- i. What negative physical design characteristics or deficiencies of your proposed revitalization area's buildings and properties would you like to address?
- ii. What positive physical design characteristics of your proposed revitalization area would you like to build and improve upon?
- iii. What are the cultural assets and institutions (museums, libraries, civic or cultural activity centers, and theaters), both publically and privately owned, within your proposed district? Please identify them and how they contribute to the activities in the district.

D. Preservation Ethic

MainStreet believes in restoration of your historic and cultural properties to maintain the authenticity, heritage and unique character of your revitalization area. The state maintains a State Register of Cultural Properties that meet its eligibility standards. There are benefits associated with both individual building and state and national district registrations.

- i. How would you describe the general community appreciation for historic commercial buildings and residences in your community?
- ii. Can you name three properties within your proposed revitalization area that are already listed on the State Register? Or is the proposed area a historic district listed on the State Register of Cultural Properties? Please list those historic properties or districts.
- iii. Are you aware of any organizations actively working to promote historic preservation in your community? Please name them.
- iv. Do you know if your community has implemented any policies or programs to encourage the protection, conservation and interpretation of historic buildings and cultural properties in your community? Please describe those incentives or assistance.

E. Promotion

Developing a unique brand and image tied to your revitalization areas assets and strategic economic transformation goals will be an important part of your work in revitalizing your economy.

- i. What percentage of your proposed revitalization area is financially supported by tourists? By residents? (Your Chamber, Lodgers' Tax Board or Economic Development Organization may have this data). What would be your goal in increasing traffic by either or both market segments?
- ii. If your goal is to attract more tourists, what unique characteristics does your proposed revitalization area have that would be attractive to potential tourists?
- iii. List the events and activities that are in place that will help to promote your proposed revitalization area that increase economic activity for business owners. Who are the current organization sponsors for each one?

F. Organization

The MainStreet Program is based on a public-private partnership for community economic development. The local government partner and the local organization must support the local MainStreet organization's operations financially for it to be successful (Table 1). For a community to successfully graduate from Accelerator to a successful MainStreet revitalization organization is highly dependent on a core team that includes Board and project volunteers and full time staff. The Accelerator process, in large part, is to develop that core team.

In the Accelerator process, NMMS requires a minimum contribution by the local government of \$15,000 annually. Funds are necessary for start-up costs, filing and registrations, and to seed initial projects.

To graduate from the Accelerator process NMMS requires the hiring of a paid (minimum 30 hours per week), Executive Director under the Board's supervision to advance to designated "Main Street America" community. (National Main Street Center, Inc. requires a paid full-time Executive Director for national "Accredited" status).

The November 2016 budget/salary survey of 26 local NM MainStreet programs revealed:

- The average salary of a full-time Executive Director of \$39,523. An effective economic revitalization program that implements its goals, projects and activities that economically transform the revitalization area requires paid staff.
- Average total revenues stream of \$109,488, with operations funding (not including project activities and events) comprising just over \$72,000 of that average.
- An annual city contribution of \$44,310 and an annual county contribution of \$25,160 for organizational operations.
- The minimum operating budget for Main Street America designated programs is based on community population size as described in Table 1. The required operating budget ranges

from \$25,000 for small/rural communities to \$100,000 for urban communities.

- Local government partners are expected to contribute between \$20,000 and \$60,000 for operations; MainStreet organizations are expected to implement resource development activities to match those operational funds on a dollar-for-dollar basis.
- The local MainStreet organization shall consist of an independent 501(c)(3) organization established during the Emerging Community phase to serve as the legal/structural entity leading the district revitalization process.

Table 1: Budget and staffing requirements for Main Street America organizations only (does not apply to Frontier Communities or Arts & Cultural districts).

	<i>Rural Community</i>	<i>Small Community</i>	<i>Mid-Size Community or Commercial Neighborhood</i>	<i>Large Community or Urban Program</i>
Population	< 5,000	5,001 - 15,000	15,001 - 50,000	> 50,000
Min. Operating Budget for Main Street America Affiliate	\$25,000	\$45,000	\$60,000	\$100,000+
Min. Operating Budget for Accredited program	\$40,000	\$60,000		\$100,000+
Required Contribution to local MainStreet program by Local Gov't Partner	\$20,000	\$35,000	\$40,000	\$60,000
Exec. Director Requirement, Affiliate program (hrs/wk)	20	30		
Exec. Director Requirement, Accredited program (hrs/wk)	20	40		
NMMS Accelerator Process Designate	\$15,000 from local government; no staffing requirement			
NMMS Revitalization Partner (MainStreet only)	Communities unable to meet budget/staffing requirements for MainStreet America Affiliate or Accredited programs			

*Note: operating at minimum budget/staffing benchmarks is usually not adequate to advance Four-Point projects.

- i. Finance. If your application is approved, a philosophical and annual financial commitment is required of the local government partner. Do you have a preliminary (or confirmed) commitment of operational funding from your local municipal partner (city, tribal or county government) in support of your application for MainStreet designation? Please describe the intended commitment of your local municipal partner:

- ii. Staffing. New Mexico MainStreet will only consider applications that indicate leaders intend to fully fund the program, including a full-time Executive Director at the end of the Accelerator phase. Please describe the process by which you will build your capacity and resources within your organization to hire a MainStreet Executive Director:

- iii. **Volunteers.** MainStreet organizations are comprised of volunteers with functional duties beyond government of a tax-exempt nonprofit organization. Have you assembled a diverse group of stakeholders representing your proposed district that will volunteer as members of a Steering Committee/Board of Directors for your MainStreet organization? Have you identified volunteers for the task groups to implement the new organization's work and activities? Elaborate on your progress thus far:

4. REVITALIZATION ASSETS

MainStreet is an asset-based community economic development initiative. Identifying and leveraging your community assets is important to the overall district revitalization effort. This self-assessment serves as an initial map of strengths and assets upon which you can build your district revitalization.

Please identify, to the best of your ability, the approximate number of business and cultural assets within the boundaries of your proposed district:

Business Assets	Approximate #:
Local/Independent Retail – Clothing	
Local/Independent Retail - Antiques and Collectibles	
Local/Independent Retail – Bookstores	
Retail - Big box, franchise or chain store	
Retail - Other, not classified above	
Professional Services (legal, medical, architectural, design, etc.)	
Health and Recreation (including gyms, health centers)	
Restaurants serving breakfast or lunch only	
Restaurants serving breakfast, lunch or dinner	
Coffee Houses or Internet Cafes, not open evenings	
Coffee Houses or Internet Cafes open in evenings	
Nightlife (stand-alone lounge, bar or nightclub)	
Business Incubator or Co-Working Spaces	
Hotels, Motels or Bed & Breakfast	
Estimated # of beds within district	
RV and/or Campgrounds	
Foundations and/or Other Nonprofits	
Other Non-classified business	

Cultural Assets	Approximate #:
Art Galleries	
Art Studios	
Arts Training Centers	
Theaters or Venues (film or performance)	
Cultural Institution, Compound, Plaza, Parks or Gardens	
Museums and Libraries	
Public Art installations (murals, sculptures, etc.)	
Arts Incubator	
Arts Council	
Other Film and Digital Media Assets	
Health Foods, Organic Foods, Culinary Arts	
Arts and/or Farmer’s Market	
Cultural/Special Events and Festivals Within Proposed District	
Other Arts-Related Institution, Business or Asset	
Religious/Spiritual (church or similar institution)	

Public Sector Assets

**Approximate #
within or adjacent to
(1-2 blocks) proposed
district boundaries:**

Local Government (city/county buildings)	
State or Federal Government	
Primary or Secondary Schools	
Higher Education Institution (branch or primary campus)	
Small Business Development Center	
Community Center (incl. recreational or senior services)	
Convention Center or similar meeting venues	
Chamber of Commerce or Merchants Association	
Economic Development Corporation	
Tourism or Visitors' Center and Informational Kiosks	
Public Facilities (bathrooms)	
Public Recreation (swimming pools, public gym, etc.)	
Railroad Depots and/or Public Transportation Hubs	
Tourism destinations	
Cultural landscape features (river, hiking trails, etc.)	
Hospitals or Public Clinics	

Historic Preservation Assets

Approximate #:

Historically Designated Buildings and Cultural Properties	
Self-Guided Walking Tours	

Available?

Historic District or Overlay Zone	
Historic Corridor	
State or National Scenic Byway	
Historic District Certified Local Government (CLG)	

Branding and Marketing tools

Available?

Website Directing Tourists to District Amenities	
Brochure or Rack Cards for District	
Maps/Guides to Amenities Within Proposed District	

Other Amenities

Available?

Live/Work Housing	
Public Wi-Fi district	

Other (specify):

1.	
2.	
3.	
4.	
5.	

Plans and Public Financing Tools	Available/Adopted?
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District or Downtown Master Plan	
Metropolitan Redevelopment Area/Plan	
Comprehensive or Cultural Economic Development Plan	
Business Improvement District (BID)	
Tax Increment Financing (TIF) District	
Tax Increment Development District (TIDD)	
Local Economic Development Act (LEDA) ordinance	
Local Options Gross Receipts Tax (LOGRT)	
Other Relevant Structure or Financing Tool(s), specify:	

5. REVITALIZATION COMMITMENT

Describe any efforts your community will take to address your proposed district’s economic revitalization *if your application is not selected for the MainStreet Accelerator Process.*

SIGNATURE PAGE

We the undersigned do agree that all the material within this application is accurate, to the best of our ability and knowledge.

We understand that the MainStreet Program is a public-private economic development partnership requiring volunteer and financial commitment by the local government partner and the local nonprofit Board of Directors.

We understand no operational funds are provided by the state. Operational funding is the sole responsibility of the local organization and local government partner.

We agree, if selected as an Accelerator Process Community, to abide by the “Ten Standards,” “Eight Principles,” and the “Main Street Four-Point Approach®” of the National Main Street Center, Inc. our national licensing and accrediting organization.

We understand that the local organization must remain in “Good Standing” with New Mexico MainStreet and the Economic Development Department including the filing of all annual reports to the IRS, the Secretary of State’s office, the state Attorney General’s office, the Administration and the State Legislature.

We understand, if selected, to move to the next phase, a “Main Street America” community, We will need to meet all of the benchmarks for Accelerator Communities within 12-18 months of being so designated (See Appendix A).

We further understand that failure to meet these agreements could result in the termination of designation and the loss of Accelerator status.

For the Steering Committee, Chair

Date

For the Local Government Partner (Mayor/Manager)

Date

SEND TO

**Economic Development Department
ATTN: MAINSTREET APPLICATION
Joseph M. Montoya Building (first floor)
1100 South St. Francis Drive Santa Fe, N.M. 87505-4147**

APPENDIX

Accelerator Steering Committee Benchmarks

At the end of the community's first 12-18 months of participation at the "Accelerator process Community" level, the steering committee should have achieved the accomplishments listed below. Each Accelerator organization will be reviewed through a program evaluation to determine a) if it has met these benchmarks and b) if the organization is qualified to proceed to designation as a "MainStreet America" organization.

Organizational Benchmarks:

- Active public- and private-sector participation in the revitalization area
- Formal incorporation of the local MainStreet organization
- Creation of a broad-based, diverse Board of Directors representative of a variety of community stakeholder groups
- Adoption of operational bylaws and a conflict of interest policy for the Board of Directors
- Creation of four MainStreet Task Forces (Organization, Design, Promotion, and Economic Vitality) with 3 to 4 volunteers each, minimum
- Completion of MainStreet Basic Training for Task Force volunteers and all steering committee/Board members
- Initial steps toward developing a market position and market position that will lay the foundation to establish 3 Economic Transformation Strategies for the district
- Completion of fund-raising events for operations
- Creation of a written annual plan and more detailed project implementation plans
- Organization Task Force projects, to be determined for each community (e.g. volunteer list, annual report, four public relations activities, annual meeting, etc.)
- Start of application for 501c3 charitable tax- exempt status with the I.R.S.
- Sufficient cash on-hand or signed pledges to support funding of a paid staff person at the end of the Accelerator process (minimum paid 30 hours per week part-time paid staff person if the organization is to move to Main Street America Affiliate status).

Design, Promotion and Economic Vitality Benchmarks:

- Identification of 2-3 Economic Transformation goals/strategies that focus your district revitalization efforts.
- Formation of task forces with 3 to 4 volunteers each, minimum
- Completion of the relevant point of Main Street Four-Point Basic Training by all Task Force members
- Identification, planning, and implementation of at least 3 to 6 projects by each Task Force