



N E W M E X I C O
arts & cultural
D I S T R I C T S

Steering Committee Guide

This publication is a project of Arts
This publication is a project of Arts
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in cooperation with

**A publication of Arts
New Mexico Arts**

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New Mexico Arts and Cultural Districts and New Mexico MainStreet**

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New Mexico Arts and Cultural Districts (ACD) Steering Committee Guide

Contents

Introduction	3
Purpose of this Guide	3
How to Use this Guide	4
The Purpose of Local Arts and Cultural Districts	4
Development of Authorized Arts and Cultural Districts	5
The Role of the ACD Steering Committee	7
The Role of the Executive Committee	10
Expectations of Individual Committee Members	11
Addressing Conflict of Interest and Recusal	12
Maintaining an Efficient and Effective ACD	12
Lessons from the Field	13

Background Information and Resources

Overview of New Mexico's Arts and Cultural Districts Program	15
Advocacy: Articulating the Benefits of Arts and Cultural Development	17
Resources	19
Sample Forms	21

New Mexico Arts and Cultural Districts (ACD) Steering Committee Guide

Introduction

An arts and cultural district is a mixed-use, pedestrian-friendly area of a community in which a high concentration of cultural facilities or activities serves as the anchor of attraction and is a “place-based” economic development strategy of the state of New Mexico. The concentration of arts and cultural facilities and activities are represented within an approximate ¼ mile walkable “ped-shed.”

Arts and cultural districts can be found in all types of communities from small and rural, to large and urban. They increase tax revenues, profitability of surrounding businesses, and in some cases property values. Arts and cultural districts are a catalyst for community revitalization and serve as an incentive for new or relocating businesses.

The role arts that cultural districts play in providing a vibrant and appealing environment is a major factor in retaining young citizens and their families, attracting a well-educated and creative workforce, and positioning the community as a cultural tourist destination. Arts and cultural districts bring citizens out from their homes and into a vibrant social space to interact and bond with their families and neighbors; and the community’s young talent is showcased and recognized as part of the cultural landscape.

The Purpose of This Guide

Community organizers and volunteers are among the most dedicated and committed members of our society. They donate their expertise, labor, time, and money to the betterment of their communities and the organizations they serve. ACD Steering Committees are no exception. They are asked to commit to the rigorous work of overseeing operations of their Arts and Cultural District; and they are also responsible for helping implement their district’s cultural plan.

ACD steering committees are very involved working committees, therefore new and current committee members deserve to be given the proper tools to conduct their service successfully by knowing what is expected of them.

How to Use This Guide

Although each ACD is different from another; the basis for operation among all ACDs is similar. Developed around the goals of New Mexico's ACD Program, this guide covers basic information that enables committee to maintain an efficient ACD organization. (See New Mexico Arts and Cultural District Act, 2007)

The front section of this guide addresses the steering committee's role as the governing body of the ACD and the responsibilities of individual members. The back section, *Background Information and Resources*, provides information about the New Mexico ACD Program, advocacy information addressing the positive benefits of community cultural development, and additional resources.

Use this guide to create your own ACD handbook. It is formatted to allow you to print it out in sections to be stored in a three-ring binder. You may also choose to make room in the handbook for other documents such as local ACD goals and priorities, the budget, meeting minutes, committee contacts, etc.

The Purpose of Local Arts and Cultural Districts

By promoting economic development based on the community's arts and cultural assets; local ACDs help the community realize its' vision and goals to enhance and increase artistic growth, commerce, tourism, civic pride and quality of life.

ACDs help develop and promote a creative mix of local businesses, vibrant arts spaces and events, visitor amenities, and successful urban design. They serve local residents as well as visitors by helping develop a walkable downtown area, and by generating dynamic experiences within the district.

Arts and cultural districts serve as catalysts for community revitalization and incentive for new or relocating businesses. As an economic development initiative of the municipality, the local government provides financial resources and support matching the state's economic investments.

The role that arts and cultural districts play in providing a vibrant and appealing environment is a major factor in retaining young citizens and their families, attracting a well-educated and creative workforce, and positioning the community as a cultural tourist destination. Arts and cultural districts bring citizens out from their homes and into a vibrant social space to interact and bond with their families and neighbors; and the community's young talent is showcased and recognized as part of the cultural landscape.

Development of Authorized Arts and Cultural Districts

Legislation Enabling ACDs

New Mexico's Arts and Cultural District Program was adopted in 2007 by the State Legislature and signed into law by Governor Bill Richardson. The program was created to foster place-based economic development focusing on the unique cultural and arts assets of each authorized district. The program is designed to partner existing community economic development organizations with arts and cultural organizations; to combine existing assets, skills, finances, services and resources.

Fueling New Mexico's Economy: A Unique Collaboration among State Agencies

The New Mexico ACD Program is an inter-agency collaboration between the Economic Development Department, the Department of Cultural Affairs and the Tourism Department. The state statute established the New Mexico MainStreet Director as the Coordinator of the ACD Program and established the New Mexico Arts Commission, staffed by the Executive Director of the New Mexico Arts Division of the Department of Cultural Affairs, as the "authorizing" body for each proposed district. The Historic Preservation Division of the Department of Cultural Affairs is also a member of the inter-agency initiative overseeing one of the benefits to local districts, a doubling of state historic tax credits for eligible properties within the ACD. Joining these state agencies in the statewide initiative is the McCune Charitable Foundation and the New Mexico Humanities Council. Together their representatives comprise the State Arts and Cultural District Council.

Application and ACD Authorization

The New Mexico Arts and Cultural District Council set the criteria and process for communities to apply for ACD authorization. For a community to be considered for authorization as a state ACD, they must make an application to the New Mexico ACD Program Coordinator for consideration by the New Mexico Arts Commission.

New rounds of applications occur about once every two years, and are reviewed by the New Mexico Arts and Cultural District Council. The Council ranks the applications and makes recommendations for authorization to the New Mexico Arts Commission. The Council also provides valuable services by overseeing the start-up process by sending an ACD resource team to the community to conduct an arts and cultural assessment. For more information about the New Mexico Arts and Cultural District Council, refer to *Overview: New Mexico's Arts and Cultural Districts Program*.

Who Applies for ACD Authorization?

Application is submitted by a local ACD Steering Committee. In many cases the committee is a standing committee of the local MainStreet project. Where a local MainStreet organization does not exist, it is recommended that the ACD Steering Committee be a standing committee of a local arts organization, such as an arts council. The committee hires a local ACD coordinator, who is often the local MainStreet director.

Local Requirements

Requirements for application include:

- A proposed walkable district that includes historic assets, arts galleries, cultural institutions, cultural amenities, arts and cultural events.
- Appropriate lodging and restaurants for cultural and heritage tourists.
- Arts and cultural enterprises and institutions open on the weekends.
- An ACD Steering Committee composed of official representatives from a local MainStreet program or a community economic development organization, a local or regional arts council, and the municipality. It is recommended that additional cultural institutions and organizational stakeholders also be included on the steering committee, and business and property owners located in the proposed district.

The ACD Resource Team Visit

The steering committee and local ACD coordinator arranges the 2 ½ day resource team visit for the purpose of conducting an intensive assessment of the proposed district. After the assessment is conducted, the resource team compiles a report with suggestions and recommendations including the proposed ACD boundary.

Adoption of the ACD Cultural Plan

Following the resource team visit, technical assistance and funding as appropriated by the state legislature is provided to the local ACD Steering Committee to develop a cultural plan. A draft of the plan is presented to the public for review and refinement. Then, the cultural plan and district boundary is officially adopted by the municipality; therefore enabling future incentives for economic revitalization projects.

The Cultural Plan should articulate the type of district it wants to enhance. There are several types of districts with a clear focus.

- *Artist Market Driven*: A district that provides artists and cultural entrepreneurs ease of access to promote and sell their work.
- *Community Development Focus*: A district that draws its strength from the unique cultural traditions and character of all of its residents.
- *Cultural Production Focus*: A district that focuses on artists and cultural entrepreneurs repurposing existing structures for live/work space.
- *Institution Driven*: A district anchored by large arts and cultural organizations and supported by smaller organizations and entertainment venues.
- *Public Sector Catalyst*: A district created through public policy to achieve social, environmental and economic development goals.

Adoption of the ACD Master Plan

The local ACD Steering Committee then develops the ACD Master Plan by prioritizing the ACD district's physical projects contributing to the ACD district's cultural assets and the goals that were recommended in the cultural plan. If a municipal master plan already exists, then an amendment is made to include the ACD. Technical assistance,

and when legislatively appropriated, funding for the ACD Master Plan is available through the State ACD Council. Finally, the municipality adopts the ACD Master Plan.

For expanded information, refer to *Overview: New Mexico’s Arts and Cultural Districts Program* at the back of this guide.

Also refer to NM-ACD website at www.nmartsandculturaldistricts.org for additional information including *New Mexico’s ACD Development Flow Chart*, *New Mexico Identity Standards and Branding Manual*, *The New Mexico Arts and Cultural District Marketing Standards*, *New Mexico’s ACD Development Flow Chart* and *New Mexico’s MainStreet’s Arts and Cultural District Toolbox*.



The Role of the ACD Steering Committee

The ACD Steering Committee is responsible for overseeing the establishment and growth of the local Arts and Cultural District. Ensure that the appropriate stakeholders are represented on the committee: Arts and cultural organizations, artists groups, business and property owners, economic development representatives, the chamber of commerce, lodging establishments, tourism development. The ACD Steering Committee is responsible for establishing reasonable goals that can be used as performance measures to track internal success and report to external funders and the authorizing body, the New Mexico Arts Commission.

Develop an implementation plan

As the governing body, the steering committee monitors and implements strategies to accomplish the goals of the ACD Master Plan.

- Develop an implementation plan and set annual priorities.
- Steering committee stakeholders define which components of the plan they will be responsible for implementing.
- Identify and establish financial tools with the municipality necessary to implement projects and activities.
- Develop appropriate task forces and ad-hoc committees as needed.

Support the position of an ACD Coordinator

The coordinator's role is crucial to the day-to-day operations of the steering committee and managing the implementation plan. It is the responsibility of the steering committee to ensure that a salaried coordinator is in place. The financial commitment depends on which entity or agency can provide the funds. The most common source of funding for staff and operations is the municipality which establishes a services contract with the ACD that is aligned with the annual implementation plan's goals, projects and activities.

The committee develops and approves a job description for the coordinator, and job responsibilities should be monitored by only one person on the committee such as the chairman. To ensure that the coordinator's duties are focused in the right direction, individual committee members should refrain from assigning tasks to the coordinator.

Governance

Since most New Mexico ACDs are governed by a standing committee of a local MainStreet Program or arts organization, they are subject to the policies and procedures of the host organization. However, there may certain circumstances that call for development of additional policies specific to the ACD. For example, most ACD Steering Committees have a Letter of Agreement with their fiscal agent on the administration and oversight of funding dedicated to the ACD. Any such policies must be approved by the board of directors of the host organization. Ideally, the steering committee chairman consults with the host organization to determine how governance and finances should be arranged.

Financing

Most likely, the ACD's cultural plan addresses various local, state and federal opportunities for funding economic development initiatives that occur within the boundary of the ACD, however not all costs associated with staffing, operations and implementation will be covered by grants or donations.

- Create a fund development plan that identifies which committee partners are already funding projects as part of their programming within the district, which improvement projects within the district will be funded, and where there are funding gaps.
- Economic development initiatives such as creating live/work spaces for artists would be funneled through the city's economic development office or through a community economic development corporation.
- Prioritize implementation goals to match available funding and the capacity of the committee to identify additional funds.
- Determine who will be responsible for raising additional funds.

Marketing

Refer to the ACD cultural plan for marketing goals. Formalize a marketing plan that includes a budget for cost-related marketing such as websites, signage, printed materials, and advertising; incorporate into the plan the use of inexpensive or cost free marketing tools such as blogs, Facebook and Twitter. Utilize the manuals on branding and marketing developed by the State ACD Council, *New Mexico Identity Standards and Branding Manual* and *The New Mexico Arts and Cultural District Marketing Standards*. www.nmartsandculturaldistricts.org

Identify who will be responsible for implementing the marketing plan. Do not lose momentum while waiting for a website to be developed. Consider setting as soon as possible and make sure all information is fresh and current.

Public Relations

Steering committee members are responsible for public relations by maintaining a positive image of the ACD to the public, stakeholders, funders and governmental representatives. Keep the public informed about accomplishments, events -and opportunities. Never miss an opportunity to celebrate successes, and be sure to include the public at media events.

Advocacy

Effective advocacy helps place arts and cultural development on equal footing with economic and community development; and increases opportunities for public and private funding.

Steering committee members should strive to become knowledgeable and articulate advocates for their local ACD. Take the opportunity to communicate how arts and cultural benefits the community at public meetings and in social settings. Remain vigilant in advocating for the funding of the ACD coordinator's position.

Evaluation and Performance

The state requires an annual one page report covering the four areas of ACD District Development: Cultural Planning, Marketing, Physical Planning, Capacity and Sustainability. Your implementation plan should reflect work to be accomplished in each of these four areas and the report reflect the accomplishments in the development of your district.

Local, state and foundation funding are tied to performance “outcomes” not just “outputs.” Identify measures that tie to your cultural plan goals and the work you intend to accomplish that has positive economic impact.

Also, be prepared to provide an annual progress report for funding entities including federal and state agencies, foundations, and community sponsors. Equally important however, an effective evaluation method will help ensure that the community’s cultural needs are being met. *A template for an annual progress report is included as an appendix of this document.*

Other areas of assessment might include internal operations such as: how to improve relationships with community partners, assessing the funding efforts, steering committee effectiveness, etc.

The Role of the Executive Committee

Steering Committee Chairman

The steering committee chairman must be willing to serve as the primary spokesperson for the ACD; and within the organization maintain a positive and helpful relationship among steering committee members.

- Possess good administrative, communication and networking skills.
- Ensure that the ACD is well represented at city and/or county commission meetings.
- Attend committee meetings, and ACD sponsored functions and events
- Assist the ACD coordinator with preparing the agenda for committee meetings
- Oversee executive committee meetings and call special meetings whenever necessary.
- Ensures that all committees are carrying out assignments.
- Works closely with finance chairman or treasurer to ensure fiscal responsibility.
- Help coordinate an annual retreat to assess effectiveness of the ACD and establish priorities for the next year.

Vice Chairman

- Possess good administrative and communication skills.
- Attend executive committee meetings and events.

- Understand the responsibilities of the steering committee chairman and perform those duties in the chairman's absence.
- Carry out special assignments as requested by the chairman.
- Serve on committees or task forces when needed.

ACD Coordinator or Secretary

- Possess good administrative and communication skills.
- Maintain all committee records and ensure their accuracy and safety.
- Attend all committee meetings.
- Provide notice of committee meetings.
- Record and disseminate committee meeting minutes.
- Serve on committees or task forces when needed.

Treasurer

- Should possess good administrative and communication skills.
- Have experience with financial accounting comparable to that of a non-profit organization
- Attend steering committee meetings.
- Work with the ACD coordinator and chairman, or finance committee to ensure accurate financial records are kept, and that a financial report is presented at steering committee meetings.
- Work with fiscal agent to reconcile account.
- Assist the ACD coordinator and chairman, or finance committee in preparing the annual budget and presenting the budget to the steering committee for approval.

Expectations of Individual Committee Members

Steering committee members are committed individuals who understand the vital role the arts play in the community's economy and quality of life. Individual members enable the ACD to fulfill its mission by bringing their skills and expertise to the table. Since many of the steering committee members represent major stakeholders in the ACD, they will be in implementing certain portions of the cultural plan. In addition, steering committee members are expected to:

- Serve as advocates for the ACD.
- Attend steering committee meetings.
- Keep commitments and honor deadlines.
- Model a positive attitude and encourage collaborations among stakeholders and organizations associated with the ACD.
- Chair task forces and committees when needed.
- Enlist friends and family to become involved as volunteers.

Addressing Conflict of Interest and Recusal

The issue of conflict of interest may pose a challenge to some steering committee members. For example, you need staff members from arts and cultural organizations represented on the steering committee; after all, they are important stakeholders in the ACD. Most likely, they will not be able to engage in fundraising because their employer will have a policy against fundraising for another organization.

Unless it is dealt with and addressed openly, conflict of interest could become a challenging issue. There are a variety of projects and tasks that need to be accomplished within the organization, so leave the fundraising to people who can do so openly without negative consequences.

When a project or activity of the ACD may personally financially benefit a member of the steering committee, that person should disclose their conflict and recuse themselves from both discussion and voting on that project or activity.

Maintaining an Efficient and Effective ACD

Balance Goals with Capacity

If you visualize the goals and priorities of your ACD as one side of a scale, and the capacity of your ACD coordinator and steering committee on the other; which side would weigh in the heaviest? Make sure the scale is balanced:

- Set realistic goals that can be accomplished by committee members, stakeholders and community partners.
- Ensure adequate representation of stakeholders on the steering committee: arts, historic preservation and cultural organizations and artists, the municipality, economic development organizations, business owners, restaurants and lodging establishments.
- Make good use of committee members' and volunteers' expertise and time.

Maintain Positive Relationships among Stakeholders

The stability of an arts and cultural district depends on the cooperation and collaboration among district stakeholders from the arts and business sector, community partners and local government. They provide the amenities and services that make the district appealing and attractive to local citizens and visitors. Their vested interest in the success of the district ensures their support; therefore they should be well represented on the ACD Steering Committee.

Conduct Strategic Expansion

As the steering committee evolves, its focus shifts from cultural planning to implementation. Be prepared to identify the additional resources needed to administer the tasks and activities necessary to meet the goals of the ACD. Most likely, there will be a need to recruit additional committee members and community volunteers.

Take care to recruit new members who are committed and whose skills and expertise fit the needs of the ACD. Provide each new member with an orientation packet. Include:

- A copy of this guide
- Annual goals and priorities
- The budget
- Names and contact information of steering committee members and executive committee
- A copy of the ACD Cultural Plan and ACD Master Plan
- Meeting minutes

Encourage committee members to recruit community volunteers to help with events and projects. Recent retirees are good candidates, especially when they are called upon to use their particular skills and expertise. Youth are more likely to volunteer if they know that other young people will be involved. Discreetly monitor the work of volunteers to identify good candidates for the steering committee.

Lessons from the Field

“We had some committee members who were not involved. So now, we start our meetings with each member talking about what they are doing for our district. The non-working members are falling away and we are replacing them with new people that are much more involved.”

“We have a part-time coordinator who sends out the meeting notices, manages the paperwork, sends out emails and makes phone calls; but our steering committee really drives the organization. Our committee is made up of key stakeholders in the district and they all committed. We are growing and will hire a full time program curator for the district. We believe the program curator will bring a stronger identity to the district.”

“Our committee structure is changing now that we have shifted our focus from planning to implementing the plan. We realize first-hand how important collaboration is.”

“We have broad representation on our committee of about 20 people. They are property owners, business owners, arts organizations, the Chamber, tourism, lodging, the artists’ association, library, historical society. They all work well together.”

“Until our plan was adopted, people held back. We planned several small projects to launch as soon as the plan was adopted. That way, we picked up momentum and more people started becoming involved in the district.”

“Once a community-wide cultural plan has been highly promoted and then adopted by the municipality, our community expects action and will want to see results. It’s as if a promise has been made and we have the responsibility to keep it.”

“Maintain good relationships with municipal staff, and keep the municipality well informed.”

“We have a lot to do to education our community about how the ACD it will benefit the entire community. We should have done more educating while we were working on the cultural plan, but it is now becoming a standing priority.”

“We still have a few naysayers but we keep moving forward.

“Our biggest players in the district are on our steering committee, and it is still growing: MainStreet, the Chamber, the arts council, university, museum, business owners. We have an excellent relationship with our town government. One of the best things that we have done was to build networking time into the beginning of each meeting. This has made a big difference in the relationship among our organizations. For example the MainStreet merchants merged a motor cycle rally with our blues festival and hosted a well-publicized street dance. Over 100 people extended their stay overnight.”



Curb Appeal Project at the Plaza, Taos ACD

Photo by Elmo Baca

Background Information and Resources

Overview of New Mexico's Arts and Cultural Districts Program

New Mexico's Arts and Cultural District Program was adopted in 2007 by the State Legislature and signed into law by Governor Bill Richardson. The program is an inter-agency collaboration between the Economic Development Department, the Department of Cultural Affairs and the Tourism Department. It is directed toward place-based economic development focusing on the unique cultural and arts assets of each authorized district.

Program Objectives

- Promote the exceptional art and history of New Mexico.
- Help develop a community's cultural and artistic facilities by providing resources to artists, artisans, and crafts people in both live and work environments.
- Help communities leverage their assets by clustering existing arts and cultural amenities for the common goal of a dynamic and economically vibrant district.

The state statute established the New Mexico MainStreet Director as the Coordinator of the ACD Program and established the New Mexico Arts Commission, staffed by the Executive Director of the New Mexico Arts Division of the Department of Cultural Affairs, as the "authorizing" body for each proposed district.

A State Arts and Cultural District Council made up of representatives from the following agencies and organizations, works with the ACD Coordinator to set policy and develop resources and technical assistance:

- New Mexico MainStreet Program, Economic Development Department
- New Mexico Arts, Department of Cultural Affairs
- New Mexico Tourism Department
- New Mexico Historic Preservation Division, Department of Cultural Affairs
- New Mexico Humanities Council
- McCune Charitable Foundation

After "graduating" the ACD start up process, the steering committee is required to re-certify their program every five years to continue to grow the district and take advantage of the services, resources and benefits provided to state authorized ACD Districts.

Incentives

The state statute currently provides the following incentives to help investors and local municipalities conserve, grow and revitalize their ACD's economy.

- Local ACD start up support through an inter-disciplinary resource team, funding for a local ACD Cultural Plan and funding for a local ACD Master Plan.
- An ACD infrastructure fund for capital outlay and grant funds for infrastructure.
- Technical assistance and services from cooperating partners in the state ACD Steering Council.
- Participation in the Cultural and Heritage Tourism Marketing Program.
- Doubling of state historic tax credits for eligible properties within the district which are contributing to the purposes of the district's development
- Where adopted by the municipality, utilization of the Local Economic Development Act's (LEDA) grt funds for economic development projects within the district.

For more ACD information, refer to: www.nmartsandculturaldistricts.org

Local Requirements

For a community to be considered for authorization as a state ACD, they must make an application to the ACD coordinator for consideration by the New Mexico Arts Commission. New rounds of application occur about once every two years. New Mexico's ACD Program was created to leverage and partner existing local community economic development organizations with arts and cultural organizations; combining existing assets, skills, finances, services and resources. The program does not intend to develop another local non-profit competing in a fairly limited financial arena of support and limited human resources.

In many cases the local ACD Steering Committee is a standing committee of the local MainStreet project. Where a local MainStreet organization does not exist, it is recommended that the ACD Steering Committee be a standing committee of the local arts organization.

Requirements for application include:

- A proposed *walkable* district of approximately ¼ mile that includes historic assets, arts galleries, cultural institutions, cultural amenities, cultural and arts events.
- Appropriate lodging and restaurants for cultural and heritage tourists.
- Arts and cultural enterprises and institutions open on the weekends.
- An ACD Steering Committee composed of official representatives from a local MainStreet Program or a Community Economic Development Organization, A local or regional Arts Council, and The municipality. It is recommended that additional cultural institutions also be included on the steering committee, for example: historic society, museum, performing arts and/or cultural center, university or college, theatre.

Advocacy: Articulating the Benefits of Arts and Cultural Development

Steering committee members represent the local arts and cultural district to community citizens, the business sector, public officials, local and state media, and potential funders. They advocate for the continued support for the ACD and its mission to support economic growth and sustain a high standard of living. Whether a committee member is talking to local media, appearing before the city commission, or grant writing and fundraising, they must be able to articulate why and how cultural development benefits the community.

Arts and Cultural Development Enables Economic Growth

Research indicates that arts active communities provide the amenities and lifestyle that attracts creative businesses and entrepreneurs, a skilled workforce, and young families. In addition, businesses are increasingly selecting locations based on amenities rather than tax incentives. A high standard of living ranked second just below salary in surveys related to job appeal for technology workers, therefore increasing the attractiveness of a job by 33%.

- Creative reuse of vacant downtown spaces generates local property and sales tax revenues that can be devoted to improving the community's infrastructure.
- Additional jobs and income are generated in construction, retail businesses and arts and cultural production.
- The presence of artists, arts and cultural organizations and arts-learning opportunities enhances the community's quality of life.
- Arts rich communities provide a foundation for cultural tourism.
- Arts supportive communities increase earned income opportunities for artists, arts and cultural organizations, and commercial arts enterprises.
- Cultural planning helps pave the way for establishing arts and cultural districts, to improve cultural facilities, and contribute to neighborhood and downtown revitalization.
- Arts spaces generate additional pedestrian traffic and contribute to increased retail activity.
- The presence of arts spaces and events attract businesses that generate additional employment such as coffee houses and internet cafés, diverse retail establishments, and restaurants and pubs.
- Artists are valued for their contribution to the community's quality of life, and their earning power improves with increased opportunities to sell works of art, to perform and to teach.

Arts and Culture Improves the Community's Quality of Life

A strong sense place is fostered by increased opportunities for citizens leave the confines of their homes to attend cultural events, dine out, socialize with friends and neighbors, and participate as volunteers.

- Citizens become more discerning of and responsible for their physical environment by recognizing the value of public works of art, local architecture, landscaping and attractive public spaces.
- Downtowns are animated by the presence of arts spaces such as arts learning centers, galleries, community theaters, and artists' live-work spaces.
- Arts and cultural engagement reinforces a sense of belonging.
- Citizens who gain capacity in arts and cultural organizing are more likely to engage in other areas of community development.
- The arts bridge across divides of ethnicity, race, age, and socioeconomic class.
- The arts provide youth the opportunity to make creative lifestyle choices early in life.

Advances Advocacy Efforts

- Increases opportunities for public and private funding for cultural development.
- Advances cultural growth by placing arts and cultural development on equal footing with economic and community development.
- Advocates support for arts education in schools and community settings.

Resources

New Mexico Arts and Cultural Districts website: www.nmartsandculturaldistricts.org

New Mexico Arts and Cultural District's Facebook page:
www.facebook.com/pages/New-Mexico-Arts-and-Cultural-Districts/322996834447589

Americans for the Arts website www.artsusa.org

Borrup, Tom. *The Creative Community Builder's Handbook: How to Transform Communities Using Local Assets, Art and Culture*. Partners for Livable Communities, Fieldstone Alliance Publication, 2006. www.fieldstonealliance.org

Brinckerhoff, Peter C. *Nonprofit Stewardship: A Better Way to Lead Your Mission-Based Organization*. Wilder Publishing Center, Amherst H. Wilder Foundation, Saint Paul, MN. www.wilder.org/pubs or www.amazon.com.

DeNatale, Wassal . "The Creative Economy, A New Definition," 2007

Markusen, Ann, Anne Gadwa, *Creative Placemaking*, a white paper for the Mayors' Institute on City Design, a leadership initiative of the National Endowment for the Arts, 2010. Download this publication from the NEA's website.
www.nea.gov/pub/CreativePlacemaking-Paper.pdf

Markusen, Wassal, De Natale, Cohen, "Defining the Creative Economy: Industry and Occupational Approaches," 2008

National Endowment for the Arts Website: www.nea.gov

National Governor's Association www.nga.org/cms/home.html

The National Governor's Association's Center for Best Practice is an excellent resource for a national perspective on issues effecting community and civic life. The association offers well-researched publications on arts and cultural development.(Click on NGA Center for Best Practice, Issues, Arts and the Economy)

New Mexico Arts Website: www.nmarts.org

Social Impact of the Arts Project (SIAP) whose publications include: "From Creative Economy to Creative Society," "Cultivating 'Natural' and 'Cultural Districts,'" "Arts, Anchored Redevelopment."

Towson University, Regional, Economic Studies Institute, Maryland's Arts and Entertainment Districts, 2011

UNM Bureau of Business and Economic Research (BBER): *The Economic Importance of Arts and Cultural Industries in Santa Fe* (2004), and the *Economic Importance of Arts and Cultural Districts in Albuquerque and Bernalillo* (2008) posted on their web site

UNM Bureau of Business and Economic Research (BBER).for the NM –ACD program asset mapping of artists and artisans in the following communities (2009) Farmington, Las Vegas, Los Alamos, Raton and Silver City (posted on their web site)

Sample Forms

Consider each sample form as a starting point to adapt to the particular needs of your ACD. Cut, paste, delete or add items that will make these documents more useful.

Sample forms on the following pages include:

- ACD Implementation Progress Report
- Steering Committee Nomination Form
- Steering Committee Member Profile
- Identifying “ Who Does What?”
- ACD Committee Members Yearly Contribution

Sample Form: ACD Implementation Progress Report

A lead agency will assess the effectiveness of the community's cultural plan. Federal and state agencies, foundations and community sponsors require annual reporting. Review each goal and compile the findings into an annual progress report. Include strategies implemented, challenges encountered, any needed revisions of strategies, numbers of community partners and volunteers involved, numbers of people served, outreach components employed, economic impact, and impact on community quality of life.

Date:

Organization or agency overseeing the cultural plan:

Name of person completing this form:

Address:

City/Town/Zip:

Telephone:

Email:

Web Page:

COMPLETE THE FOLLOWING TO THE BEST OF YOUR ABILITY. ZERO AND "N/A" ARE ACCEPTABLE ANSWERS.

Goals and Strategies

Briefly describe the following:

Goals that were addressed

Strategies employed

Economic development strategies implemented

Community partners involved and their contribution to implementing the cultural plan

Challenges and how they were addressed

Describe donated goods and/or services (in-kind contributions)

On a scale of 1 to 5 (5 being the highest), how do you rate the impact of the cultural plan on the community's quality of life

1 2 3 4 5

Community Impact

Provide numbers for the following:

Total residents served

Artists involved

Children and youth served

Number of underserved involved

Full-time staff

Part-time staff

Contracted service providers

Volunteers

Approximate number of tourists

FUNDING SOURCES

Actual Gross Revenues

Points of Sale Income	\$
Business/Corporate Funding	\$
Foundation Funding	\$
Government Funding	\$
City	\$
County	\$
State	\$
Federal	\$
Private Funding	\$
Other	\$
Total Gross Revenues	\$
Impact on Lodging/Restaurants (Gross Receipts (Estimated))	\$
In-Kind Donations (goods and/or services)	\$
Total Gross Revenue, All Sources	\$

Sample Form: Steering Committee Nomination Form

(This form may not be necessary to your committee development efforts. This type of selection process may be more useful if your committee has been experiencing difficulty assigning appropriate, committed members.)

ACD STEERING COMMITTEE NOMINATION FORM

(Please fill out a nomination form for each nominee)

NOMINEE'S CONTACT INFORMATION

Name:

Mailing Address:

Phone #:

Email Address:

Please keep in mind the needs of the organization when placing nominations.
(To provide a helpful reference for nomination committee members, place a description of the criteria for selecting new members in this box.)

Nominee's Occupation:

Does the nominee have the time and expertise needed to serve on the ACD Steering Committee?

Please describe nominee's qualifications for fulfilling the needs of the ACD.

Describe why you believe this nominee will be committed to the ACD's mission?

Does this nominee understand the role and responsibilities of serving on the ACD Steering Committee?

Is the nominee already serving on other boards? If so, on which boards are they serving?

Name of Nomination Committee Member:

Sample Form: Steering Committee Member Profile

This form is a bit different from the nomination form and can be used instead. The information gathered on this form would be helpful if you need to assess the collective skills of the committee and also help identify what each committee member might contribute.

ACD STEERING COMMITTEE MEMBER PROFILE

Please respond to the following items. NA is an acceptable response.

Name:

Contact Information:

Organization or Agency You Represent:

As a stakeholder in the Arts and Cultural District, how will you or the organization or agency you are affiliated with contribute to the development of the ACD?

(Examples: sponsoring exhibits or performances, events, grant writing or helping facilitate funding, upgrading empty spaces, business recruitment, tourism development, opening a gallery, teaching art classes or helping develop live/work space for artists, help with marketing.)

If applicable, how will other volunteers or staff from your organization or agency be involved with the development of the ACD?

Please describe special skills or expertise that you will contribute to the ACD.

Will you commit to attend and contribute steering committee meetings?

Sample Form for Identifying Who Does What?

("Who does what?" can include an ACD coordinator, an individual committee member, a sub-committee or task force, volunteers that are not members of the steering committee, loaned staff from a stakeholder's organization or agency. You can reformat this document either on an excel sheet or landscape page.)

WHO DOES WHAT?

(Below is a sample list of tasks. Consider developing a monthly or annual "who does what?" list.)

TASK	WHO	WHEN
Create the Fund Development Plan		
Create the Implementation Plan		
Develop Job Description for Coordinator		
Develop a Website or Blog		
Grant Writing		
Fund Raising		
Keep Financial Records		
Conduct Annual Evaluation (Goals, Objectives, Priorities)		
Set Annual Priorities		
Staff Performance Evaluation		
Marketing and Promotion		
Keep Municipality Informed		
Keep Public Informed		
Event Coordination		
Coordinate Volunteers		

Sample Form: ACD Committee Member's Yearly Contribution

ACD COMMITTEE MEMBER'S ANNUAL CONTRIBUTION

This brief survey will help the ACD keep track volunteer hours and services provided by steering committee members. Please respond to the following items. NA is an acceptable answer.

Name:

What sub-committee or task force did you serve on?

Approximate how many hours of service did you donate to the ACD?

What types of services did you provide?

Please describe any fund raising efforts you participated in.

In what ways did you promote the ACD?

Please describe any challenges you encountered this year during your term of service.

Please describe anyone you recommend to serve on the ACD steering committee.

Comments/Suggestions:

Thank you for your service and for taking time to fill out this survey.