



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



NEW MEXICO ARTS AND CULTURAL DISTRICT
MARKETING STANDARDS AND TOOL KIT

Rich Williams, Coordinator

“ARTS AND CULTURAL DISTRICTS: TOOLS FOR SUCCESS”

Creating a state brand and marketing our Arts and Cultural Districts are important aspects of this dynamic program to help revitalize our local communities and to use arts and culture as economic and tourism drivers across New Mexico.

The state Arts and Cultural District Council, along with the Arts and Cultural District Coordinators of our six current state-authorized districts (Central Arts-Albuquerque, Los Alamos Creative District, Las Vegas, Raton Historic Downtown, Silver City and Taos) identified the need for a more cohesive approach to statewide marketing of their districts.

The companion manual “New Mexico Arts and Cultural District Identity Standards: A Blueprint for Effectively Branding Your Arts and Cultural District,” provided the statewide branding component. However, that work only hinted at the larger task of marketing the Arts and Cultural District program to various targeted segments addressed by this tool kit manual. Together, these two manuals provide guideposts in the development of the local creative economy and our statewide branding effort.

Through grant funding from the McCune Charitable Foundation and the Friends of New Mexico MainStreet, CrossCut Communications, LLC, was hired to work with program leaders to develop guidelines and standards for effective marketing. This tool kit manual is the result of that collaboration and professional development. It should be noted that practices and proposals within this manual are easily transferable to other organizations working in the arts, culture and heritage, historic interpretation and downtown revitalization.

The critical work in marketing is process. Too often we invest our limited promotional dollars in the next great media or medium without assessing the impact on whom we want to reach and what results we want to achieve. This manual takes a community capacity building approach to marketing. It in no way represents a comprehensive program for each Arts and Cultural District. However, investment of time and energy at the front end usually results in a higher success rate, bringing participants to our events and districts.

The manual sets standards for marketing development to bring visitors, tourists and in particular, cultural and heritage tourists to our districts. It sets local standards that will be helpful to the state agencies comprising the state ACD Council to cross-market all our state-authorized districts and compounds. The manual also provides best practices within this tourism niche to help you market your events and activities.

The State Council members continue to make technical assistance available to our state authorized Arts and Cultural Districts providing guidance in implementing the recommended strategies and practices within this manual.

Rich Williams, State Coordinator
New Mexico Arts and Cultural Districts
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Loie Fecteau, Executive Director
New Mexico Arts Commission

INTRODUCTION TO GENERAL STANDARDS

From one perspective, the economic effectiveness of local Arts and Cultural Districts (ACD) will be in their ability to attract cultural and heritage tourists. A coordinated effort between the authorized districts that links to the state marketing efforts to those visitors will require accessible, cohesive and understandable navigation through the local web site to get to points of interest. It also requires consistent branding and visual links between all marketing and promotional materials. That does not mean bland uniformity between all products. It does mean identifiable iconic symbols, fonts and colors that sell your ACD as a larger state program. Our local coordinators requested the following standards.

- All materials developed by the local Arts and Cultural District (ACD) Steering Committee for the marketing of the local district; its events, activities and projects should prominently display the state Arts and Cultural District Logo. The appropriate use of the state ACD logo, its proportion and color, can be found in the New Mexico Arts and Cultural Districts Identity Standards Manual: A Blueprint for Effectively Branding Your Community Arts and Cultural District (2008).
- There should be a cohesive quality between all forms of local ACD media communication and advertising of text, color and focus of message (print – way finding systems, kiosks, billboards, brochures, posters, bulletins, flyers, press releases, invitations, stationery, and electronic – television, radio, web sites, tweets). The ACD logo should be the identifying icon that identifies the media or communication product as part of the ACD program.
- Fonts and colors for text in printed and electronic media should either follow the guides in the “Identity Standards Manual,” or complement the state’s ACD branding. Maintaining quality and integrity of design and layout of your materials should be a key goal in all the work completed by the ACD Steering Committee.
- There should be a visual and informational connection between media and communications. All communication and media should provide access to the local ACD web site for further information about the district, its events, attractions and amenities.
- The state’s Arts and Cultural District web site should be displayed in promotional communication, informational and marketing media with the heading; “To explore New Mexico’s other Arts and Cultural District’s please visit http://NMED.SKS.COM/communityassistance/Intro_meet_the_Districts.aspx”
- Develop a Marketing Strategic Plan for your Arts and Cultural District (see pages 16-20 “Tools for Developing an Arts and Cultural District Marketing Plan,” for detailed process)
 - Ensure all marketing products meet the mission of the ACD Cultural Plan
 - Identify a clear statement of purpose tied to the ACD mission for each product developed
 - Identify appropriate time lines and funding sources
 - Set a fee structure for participating agencies, institutions, organizations and businesses
 - Develop an annual events calendar
 - Work with other authorized districts in supporting each other’s events and activities

ARTS AND CULTURAL DISTRICT BROCHURES

The Arts and Cultural District Steering Committee will want to assemble up to five brochures to market the District. Cultural and Heritage Tourists will want both general and detailed information about the arts and cultural assets of your district. Your materials also need to market the district's amenities for people to not only walk and shop but also eat and sleep within your Arts and Cultural District. Brochures should be designed for both downloading from your local ACD web site and printed to be distributed at cooperating stores, galleries, restaurants and ACD participating agencies and institutions. Your ACD Steering Committee should work with the Tourism Department to locate a general brochure in each of its state Visitor Centers. In some cases, depending on the assets being featured, a brochure may integrate two or more of the following areas:

- A general marketing brochure is available from the state that introduces community members and visitors alike to the program. Contact the state Arts and Cultural District Coordinator.
- A general brochure introducing your district and its mission and focus. This should include a map with the boundaries of the core district and locate parking and rest rooms for visitors. It should include features of interest to visitors. We would recommend that the “authorized” Arts and Cultural Districts work with the same graphic design artist to create an integrated approach for all of the local Districts in presenting this introductory material to the general public.
- A self-guided walking tour of your historic and cultural properties, buildings and state and/or national registered historic districts. Where multiple neighborhood and commercial historic registered districts exist you may wish to consider separate interpretive brochures for each district. There should be a map with buildings and cultural properties giving a brief history of each. A policy should be established on how cultural and historic properties are handled outside of the district for the development of promotional material. Links to web sites with more detailed information should be provided.
- A self-guided arts and cultural walk that identifies galleries, studios and gallery districts, public art, museums, cultural centers, theatres and other performance spaces. This should include a map of the core ACD district and guide information that is informative about tour destinations. Your signature event should be a focus of the brochure. Inclusion of other arts and cultural destinations within near proximity (walkable) may be considered. Utilize your web site to lead people to other destinations when in the area.
- An amenities brochure that lists services and other opportunities for shopping, eating and lodging within the district. A map with locations of each amenity, contact information and hours of operation should be listed. This should include cafés, coffeehouses, bookstores, and restaurants with evening dining. It also should include public parking, restrooms, and location of informational kiosks.
- An annual events brochure and calendar providing information on activities and events within the district. Where a participating agency or institution has multiple events and activities a listing of the institution and or agency with location and contact information (phone and web site) should take the place of a full calendar. Prominent in this literature should be the Arts and Cultural District Signature Event. This should tie to a “Master Calendar” on your ACD web site.

SECTION ONE:
GENERAL STANDARDS FOR ARTS AND CULTURAL DISTRICT MEDIA AND COMMUNICATIONS

OTHER MEDIA FOR SELF GUIDED ARTS AND CULTURAL DISTRICT TOURS

Consider the development of an informational pod cast that can be downloaded by visitors to walk them through the district's arts and cultural assets.

There are available media systems that can broadcast historic and educational material via radio transmission that can be received through earphones. By arriving at a specific site the receiver triggers the recorded information. These could be rented at the downtown MainStreet, Arts Council, or local Chamber, and/or Visitors Center offices.



ARTS AND CULTURAL DISTRICT WEB SITES

Your web site will be the core point of information for your Arts and Cultural District to visitors, your community and to the artists and cultural entrepreneurs you serve. It is recommended that your Arts and Cultural District web site home page have four separate areas targeted to the different needs of your district and Steering Committee activities.

- At minimum, set up a “home page” for your Arts and Cultural District as soon as you are “authorized.” As soon as your home page is established the state will link its state Arts and Cultural District Tourism web site to your URL to begin promotion of your district. We suggest a separate URL directly to the “tourism” section of your web site as most visitors will have little interest in the other sections.
- Upon completion of your local ACD Cultural Plan you should complete your local ACD web site following the recommendations below.

We suggest *four* areas of web site development for each local web site:

- **Local District Information**
 - Downloadable general brochure
- **Tourism and Visitor Opportunities**
 - Signature Event
 - Annual Calendar of Events
 - Cultural and Historic Properties
 - Downloadable self-guided tour brochure and map
 - Galleries and Gallery Districts
 - Downloadable walking tour brochure and map
 - Lodging
 - Dining
 - Shopping
 - Links to other regional cultural opportunities
 - Links to regional recreational activities
 - Links to state web site and other ACD Districts
- **Services provided by the ACD Steering Committee to Cultural Entrepreneurs and Artists**
- **Local ACD organizational documents**

Your web site could be a key source of advertising revenue to bring a sustainable source of funding to develop communication and marketing products.

RATE STRUCTURES FOR ARTS AND CULTURAL DISTRICT ADVERTISING

Your rate structure for funding your communication and marketing products should reflect your Arts and Cultural District marketing mission and cultural plan strategies. Your district is not a municipal, state or federally subsidized marketing program. It was established to leverage resources among multiple partners including business owners and cultural entrepreneurs. It is meant to target scarce resources for marketing to assist in a unified effort to the artists, cultural enterprises and entrepreneurs operating within the district.

Not every communication and marketing product lends itself to advertising fees or rates. Existing funding from Lodgers' Tax, pooling of funds from participating ACD Steering Committee agencies and institutions, targeted fund raising based on the specific product are all potential sources. There are several grants from state and federal agencies for interpretation of the arts, heritage and culture such as the New Mexico Humanities Council, the New Mexico Historic Preservation Division, The Scenic Byways Program, The Tourism Departments Cooperative Advertising program, the Southwest Regional office of the National Trust for Historic Preservation, the New Mexico Arts Division, the National Endowment for the Humanities and the National Endowment for the Arts. Each of these agencies has their own eligibility criteria for application, award and administration.

- Marketing links listed on your web site for ACD agencies, institutions, art studios, galleries and businesses should require a hot link at each of these "client" web sites to your ACD Tourism section.
- Advertising rates should be stratified in favor of businesses, institutions, cultural entrepreneurs and institutions within your district. For example, those art galleries, restaurants, shops, etc, within the ACD boundaries pay a fee of X. Galleries, shops, restaurants, etc. within walking distance of the ACD boundary pay $x + 10\%$. Those art galleries, shops, restaurants not within the district pay x plus 20%.
- You may wish to give discounts to businesses whose buildings are on the state and national historic registries. Or provide discounts to businesses whose properties participate in regular curb appeal, signage and façade improvement programs.
- Create an annual package of advertising with a discount rate for a business that participates for the entire year. This would require a marketing plan with an annual event schedule to sell.
- Establish an advertising trade policy with other authorized Arts and Cultural Compounds and Institutions within your region.
- Provide discount rates for advertising to businesses that stay open at key prime time areas of shopping and dining (Thursday, Friday, Saturday evening minimum) and to attract more cultural and heritage tourists.

SOCIAL MEDIA PLANNING FOR ARTS AND CULTURAL DISTRICTS

Social media represent an exciting new set of tools for communicating with stakeholders (e.g., current supporters and potential visitors, among others). Many of the principles of using social media are the same as those outlined throughout this document; many are unique to social media, however, the focus of which is in the following section.

Key lesson: Social media must be part of an overall communications strategy.

Practical Example: You might embark on an extensive campaign involving Facebook, for instance, and only months later realize that your audience prefers Habbo. To avoid wasted effort, you must plan well, understand your goals and your audience, and have mechanisms in place to adjust to changing situations. In this section, we will explore those needs.

INTRODUCTION TO SOCIAL MEDIA GOALS

Social media is here to stay and is a critical component of any strategic marketing/communications plan. Facebook recently surpassed 500 million users, and its growth continues. Twitter is now adding 300,000 users a day, and various networks with millions of users each exist across the globe. Social networking is rewiring cultures and creating connections that previous generations could only dream of. In what follows, we discuss ways to harness the power of this new communications channel.

GOALS

Good planning begins with an understanding of the destination. It is critical to identify specific, measurable, achievable realistic and timely goals – S.M.A.R.T. goals, which will also be discussed further in this document.

One issue worth considering here is the question of “local” and “corporate” goals. An ACD may have particular needs and opportunities that must be weighed against the value of standardization and consistency. Time spent considering these issues will pay off many times over.





SECTION TWO: SOCIAL MEDIA PLANNING FOR ARTS AND CULTURAL DISTRICTS

TWO MAJOR SOCIAL MEDIA STRATEGIES

Strategy details the ways you will meet your goals. One of the major strategic questions with social media is whether they are right for an ACD. The purpose of this section is not to describe the myriad of social networking possibilities but instead encourage constant social media learning.

- 1) The first key strategy of social media is consistency. In fact, this entire document can be seen as an argument for that principle. Consistency helps everyone within the network; speaking with one “voice” when possible, helps everyone’s voice reach further.
- 2) Another critical strategy is to view social media as a conversation. Wide experience has shown that social media users want to interact with people and organizations, whether it’s hearing more behind the scenes, collaborating on new products, asking questions – anything that makes the experience “real.” Social media is about discussion and two-way communication, not just headlines.

TACTICS

Though many issues can be considered tactically with social media, the questions fall into a few main categories, which we deal with here. The first is selecting which networks to use.

FREE VS. PAID

One of the major attractions of social media is the perceived cost effectiveness of the platform. In fact, this often turns out to be true because of the power of networks in general to spread messages widely and quickly. However, free social media are not the only option, nor always the most preferable.

FREE options are numerous. As of the writing of this document, three social networks should be of special consideration: www.facebook.com, www.Twitter.com and www.YouTube.com.

- **Facebook** has become the No. 1 web site in the United States, now accounting for one in four web page views. With more than 500 million users, it is difficult to overlook as a source of possible connections. Creating a fan page on facebook.com is free and potentially highly effective. Your existing networks can then help you spread the message. www.facebook.com
- **Twitter** is an excellent tool for monitoring conversations in real time, for making new connections, and for learning about your markets' needs and concerns. You might, for instance, set up a search to scan for the name of your town. Then you could respond when someone was wondering about activities there. Twitter.com even produces a convenient step-by-step introduction at <https://business.twitter.com/>
- **YouTube** is now the world's No. 2 search engine. Even inexpensively produced videos are tremendously popular. YouTube.com can be a surprisingly effective low-cost tool for marketing. You might create short video guides to attractions, or simply "videoblog" about activities in your ACD. The possibilities are endless. www.YouTube.com

Other uses that are rarely considered in terms of social media, but are nonetheless potentially of great value, are professional development and collaboration.

LinkedIn, www.Linkedin.com for instance, is now the social networking home of nearly one-tenth of all professionals in the world. It too continues to grow and provide a tremendous opportunity for professional development and networking. Collaboration using free tools such as Google Docs can also open up new opportunities for ACDs wherever they may be.

PAID options can also be highly effective. Pay-per-click or pay-per-impression advertising through programs such as Google Adwords can deliver highly targeted prospective visitors who have been actively searching for messages like yours. These are not strictly **social media**, but lines are blurring by the day. **Facebook advertising**, for instance, is being recognized for its effectiveness, in part because of the ways facebook.com can blend marketing messages with social interactions (e.g., an ad may tell you that several of your friends "Liked" it). Further development of "social marketing" such as this is a near certainty.



SECTION TWO: SOCIAL MEDIA PLANNING FOR ARTS AND CULTURAL DISTRICTS

GETTING STARTED ON SOCIAL MEDIA

The first and most important thing to remember about social media is not to fear it. It's communication, and we all know how to communicate (more or less!). All of the things we might talk about "in real life"—interesting people, funny events, products of potential value, news—we can also talk about in social media. It's simply a different channel. Remember, the phone once caused a kind of "stage fright" among would-be callers who feared it. So step one is to commit to trying social media.

Next, spend time watching. Most social networks do not require you to engage; in fact, a few users generally produce most of the content. You'll quickly see how things are generally done, with very little risk to yourself or your organization. After that, dip your toe in. Set out cautiously, communicating lightly at the start. The more you communicate, the more confident you'll become.

Finally, go for it! Tools such as <http://listorious.com> for Twitter can help you locate people within your target demographic. Don't forget to promote your new activity. Include your Facebook profile page in your email signature line; print your Twitter user name on flyers and brochures—every way you can, spread the message.

BUDGETING TIME

One of the common fears of social media is that it will absorb too much time. And in fact, it can. Like any other activity, and like any other communications channel (the phone, for example), its use must be planned. What follows are some general guidelines for making the most of your time in social media.

- **Pace yourself.** Don't set out to write *War and Peace*. Plan to produce small amounts steadily over time. This creates the impression of more work, and it won't tire you out.
- **Leverage.** A tool like <http://dlvr.it/> can post an article to multiple locations at once, extending your reach and reducing time spent submitting content to multiple sites. Similarly, use each piece of content as many ways as you can.
- **Use software.** Tools such as Tweetdeck and Seesmic for Twitter can help you monitor multiple accounts and searches from a single interface. And free sites such as <http://HootSuite.com> can help you and your team "share" accounts so that they can be easily updated by anyone who needs to. Look for ways to save steps.

CONTENT TIPS

Content is the lifeblood of social media. It sparks conversations and attracts searches. Here are a few tips for producing content:

- **Photos and videos:** The cheapest digital camera or pocket camcorder will beat no pictures at all. Sites like Flickr.com and Picasa.com are booming; YouTube holds billions of minutes of video. Photos and videos are easy to produce and popular among networkers, who can share them with friends, comment on them, or submit their own.
- **Add value.** This is as simple—and as difficult—as putting yourself in your readers' shoes. Would you be interested in this article? Would you take the time to look at this photo? If not, no one else will either.
- **Keep selling to a minimum.** Imagine you're at a cocktail party. You've just been introduced to someone who immediately begins offering you a new kind of insurance. Doesn't sound fun, right? It isn't online either. You must develop a rapport before you can even consider making "the ask." Ask people to share. Be explicit. Explain that they are helping others enjoy your ACD. It's an easy way for them to support something they've enjoyed or that they care about.

Remember, you are trying to create a community of people who are interested in what you have to offer.

MEASUREMENT

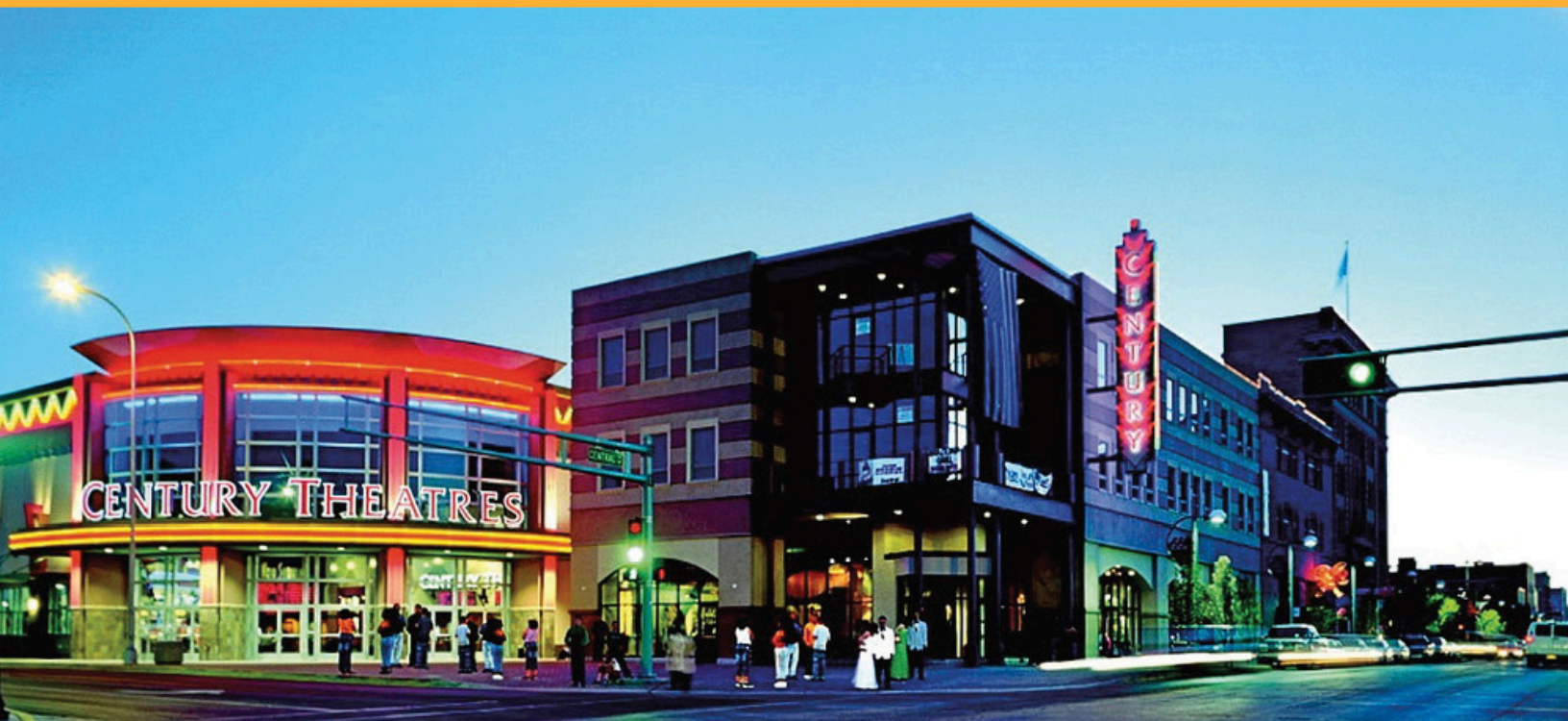
Social media is the most measurable form of marketing yet devised by humanity. At its simplest, we can measure followers and fans. As you become more sophisticated, you may install software that can analyze your web site to begin to scrutinize your traffic patterns. Regardless, the important points are understanding your aims, finding metrics that tie to them, and sticking with them over time. Data take quite some time to accumulate, so be patient. Trends are generally not obvious over brief time periods.

ADJUSTMENT

One of the joys of social media is how quickly you can respond to changes in your environment. If your audience ages and changes, you can quickly adapt your message to reach them. Revision is a constant process, one that must be revisited at regular intervals. Plan periodic review points to ensure these take place.

ADDITIONAL RESOURCES

- <http://Mashable.com>
- <http://Lifehacker.com>
- <https://plus.google.com/>
- <http://smcnm.com> (Social Media Club New Mexico)
- The Social Media Bible (<http://www.thesocialmediabible.com/>)
- Many more to choose from—try <http://Alltop.com> for ideas and information.



SECTION THREE:
METRICS - MEASURING THE SUCCESS OF ARTS AND CULTURAL DISTRICTS: "EVALUATING THE PERFORMANCE OF YOUR MARKETING/COMMUNICATIONS EFFORTS"

IMPACT OF MARKETING MATERIAL

Social media tactics such as your web site, Facebook, Twitter and other online marketing venues can be measured via the mechanisms stated in the previous section.

However, it is critical that you first establish a baseline from which you can begin measuring. Establishing this baseline should happen before marketing treatment has taken place (i.e. before you make changes to your existing online methods).

Once you have established a baseline; for social media this could be quantifying the existing traffic on your web site, fans and visits on your Facebook and Twitter; for traditional marketing it could be testing how many individuals are picking up your 'marketing material,' minus the number of people frequenting the district. This baseline will help you identify clear, quantifiable goals for assessing success.

IMPACT OF MARKETING MATERIAL

Baseline - One test to establish baseline data

ACD "X" prints 10,000 brochures (that include a tracking mechanism – "bring this brochure to any ACD establishment and receive 10% off purchases of over \$100") available to tourists throughout region "Y" in a three month period. Of those 10,000 brochures, 5,000 brochures were taken by those tourists – of those 5,000 brochures, 500 individuals redeemed their brochures. Five hundred out of 10,000 is your baseline – that is 5% of your total distribution.

Treatment – you will then identify ways to alter your literature based on the information in this document, followed by a re-test of the effectiveness of your material. Other methods of measuring the impact of your marketing material include actual response rates. This rate measures the amount of people that take action as a result of reading your material, being exposed to your material on or offline, and those that are interested in the district's activities. Your brochure or other forms of advertisement can be measured via phone inquiry to your districts, web site traffic and/or physical attendance at your district.

ECONOMIC IMPACT TOOL

The organization, Americans for the Arts, commissioned a nationwide study to develop metrics that measure the economic impact of both spending and event related expenditures. Economic impact analysis by your Arts and Cultural District's steering committee has two main goals. First it helps your committee address if you reached a goal that you set for a project or activity. It provides you with internal accountability for your performance and requires further research on why your activity or project succeeded, failed or can be expanded in the future. Second, funding future projects and activities will require some quantifiable measure that demonstrates the investment created jobs, supported business development and/or increased gross receipts or lodgers' taxes. Government support (city, state, federal), as well as foundations and other granting agencies will make future investments if your projects can demonstrate economic impact locally.

The online tool should be referenced for details.

http://www.americansforthearts.org/information_services/research/services/economic_impact/aepiii_calculator.html

INTRODUCTION TO MARKETING PLAN DEVELOPMENT - LONG-TERM AND STRATEGIC “DEVELOPING YOUR LONG-TERM STRATEGIC MARKETING/COMMUNICATIONS PLAN”

A strategic long-term marketing and communications plan is critical to ensuring the success of New Mexico’s Arts and Cultural Districts. The plan will also give Districts a clear time line of goals, tactics and deliverables – all of which are outcome driven. This section of the Tool Kit provides a template and methodology for use by Districts as they create their individual marketing/communications plans.

IMPORTANT NOTE: Effective internal communications among partner organizations, peer Districts and outside stakeholders is essential during both the marketing/communications planning and implementation phases. Before moving forward with the following steps it is highly recommended that the project lead identify and reach out to those key individuals. In addition, an internal communications process should be developed and followed. See two examples in the internal development and communications table below

INTERNAL DEVELOPMENT AND COMMUNICATIONS

Project	Key Stakeholders	Internal Process
Marketing/Com Plan Development	ACD Staff and Board, NM State ACD Staff, Outside Parties (national Arts partners)	<ol style="list-style-type: none"> 1) Develop marketing/communications subcommittee 2) Agree on logistics – meeting frequency, dates and times, location 3) Identify roles – who will be responsible for what piece of the development and implementation of the plan, as well as coordinating the efforts
Event Planning	Artists, ACD staff and board, outside organizations (depending on the event: vendors, restaurants, other retailers)	<ol style="list-style-type: none"> 1) Develop planning committee 2) Agree on logistics – meeting frequency, dates and times, location 3) Identify roles 4) Develop event planning time line 5) Plan and development

MARKETING/COMMUNICATIONS PLAN DEVELOPMENT:

Step 1: Identify S.M.A.R.T. Goals – these are specific, measurable, achievable, realistic and timely. Define two near-term goals and two long-term goals. Near-term goals complement and contribute to the achievement of the long-term goals.

Step 2: Identify the Audiences – determine who needs to be reached and for what purpose. The three categories below are broad demographics. Audiences will vary by District and staff will likely identify subsets of these categories – These subsets will depend on the community's population, as well as the arts and cultural assets.

■ Local, statewide and national artists and vendors

- **Purpose:** 1) to strengthen relationships, 2) assess and meet the needs of the art and cultural heritage community, 3) and create buy-in for ACD efforts

■ Local patrons

- **Purpose:** 1) to strengthen local relationships, 2) maintain the ACD's credibility within the community, 3) and promote the District's value

■ Cultural Heritage Tourists

- **Purpose:** to increase visibility of X District, therefore amplifying the amount of economic activity from cultural heritage tourists

Step 3: Develop Message/s – Much like the audience identification, each ACD will have different messages. The key for message development is recognizing that in most cases each audience will be persuaded by a different message. Examples of ACD related messages are outlined in the Marketing/Communications Implementation table to subsequently follow.

Step 4: Identify Messengers – Categories of messengers typically stays the same throughout each community. With the exception of statewide messengers, it will be the individuals that change depending on the ACD. The list below does not represent a comprehensive list of messengers. The planning subcommittee is charged with identifying the messenger list in its entirety.

- Artists (local, statewide and national)
- Patrons (local residents and frequent tourists)
- Community leaders (business owners, advocates, government administrators, elected officials etc.)
- “Nay” sayers – those originally not supportive, but now sympathetic to the organizations efforts.
- Retailers & Art Vendors
- Members of Academia

MARKETING/COMMUNICATIONS PLAN DEVELOPMENT:

Step 5: Catalog Communications Tactics – Communications tactics are methods by which an organization can deploy their message. Below is a list of commonly used tactics. With technology constantly changing and the vast array of tactical opportunities available using the social media technologies previously outlined.

Tactics:

■ **Earned media**

- Op-ed's & Letters to the Editor
- Editorial Board Meetings
- Interviews
- Educational Events/Opportunities
- Press Conferences/Releases

■ **Outreach**

- Community partners
- Community communications outlets
- Collaboration with existing community organizations

■ **Social media (as outlined in previous section)**

■ **Paid media – resources provided**

- Television
- Radio
- Mail



MARKETING/COMMUNICATIONS PLAN DEVELOPMENT:

Step 6: Implementation Matrix - Using the content from steps 2 – 4, outline the Marketing & Communications Implementation Matrix. This will serve as the framework for all related activities moving forward.

MARKETING/COMMUNICATIONS PLAN DEVELOPMENT:

Audience	Purpose	Message	Messenger	Tactic
Artists	1) Persuade to support and partner with ACD, 2) If support exists, to maintain this support	“Your local ACD seeks to be a resource for the arts and cultural heritage community. The district does this through strategic collaboration and promotion of our communities’ individual assets.”	“Nay” Sayer - artist, Community leader, Retailers/Vendors	Earned Media: Op-ed from local community leader, Community Outreach: Educational forum hosted by a “nay” sayer, and/or a presentation to local arts association by a vendor Social Media: Facebook page featuring supporters
Patrons	1) Encourage frequent business to ACD’s	“Visiting the X ACD is a wonderful experience. The district offers a unique opportunity to shop, dine and engage in the arts and culture that is truly unique to X community.”	Artists, “nay” sayer patron, frequent patron	Earned media: editorial board meeting to highlight the positive economic impact of the ACD Paid media: local newspaper advertisement Social Media: Twitter monitoring and response to visitors
Cultural Heritage Tourists	1) Increase new tourism activity, 2) Grow existing tourist base	“Visiting the X ACD is a wonderful experience. The district offers a unique opportunity to shop, dine and engage in the arts and culture that is truly unique to X community.”	Frequent tourists, Community leaders, Academia	Earned media: op-eds/ LTE’s in various other rural newspapers Community outreach: cross-promotion in other ACD’s throughout the state Social media: Articles/discussions in travel forums

SECTION FOUR:
TOOLS FOR DEVELOPING AN ARTS AND CULTURAL DISTRICT MARKETING PLAN

MARKETING/COMMUNICATIONS PLAN DEVELOPMENT:

Step 7: Develop Implementation Time Line – Using the content from steps 2 – 6 this section should provide a monthly time line of communications deliverables (located in Marketing/Communications Implementation table), the staff/partner responsible for coordinating and completing the deliverable as well as a target date for each. This is the final step in planning process. Upon completion of the time line, implementation becomes the priority.



“STATE-AUTHORIZED” ARTS AND CULTURAL DISTRICTS

**ALBUQUERQUE: CENTRAL ARTS DISTRICT
PROJECT**

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LAS VEGAS ARTS AND CULTURAL DISTRICT

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LOS ALAMOS CREATIVE CULTURE DISTRICT

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**RATON HISTORIC DOWNTOWN ARTS AND
CULTURAL DISTRICT**

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SILVER CITY ARTS AND CULTURAL DISTRICT

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**SECTION FIVE:
NEW MEXICO ARTS AND CULTURAL DISTRICTS DIRECTOR**

“SELF- DESIGNATING” ARTS AND CULTURAL DISTRICTS

Albuquerque Nob Hill ACD (Self Designating)

Contact: Susan Michie

Phone: 918.399.4410

Email: sgmichie@yahoo.com

Las Cruces ACD (Self Designating)

Coordinator: Lori Grumet

Phone: 575.528.3476

Email: LGrumet@las-cruces.org

NEW MEXICO ARTS AND CULTURAL DISTRICT WEBSITES

New Mexico Economic Development: Arts and Cultural District

http://NMED.SKS.COM/communityassistance/Intro_meet_the_Districts.aspx

New Mexico Arts

<http://www.nmarts.org/arts-and-culture-districts.html>