



State Coordinator's Annual Report
Compiled with assistance of Revitalization Specialist
Eduardo Martinez to the

New Mexico Arts Commission for the 2017 Calendar Year

The annual Arts & Cultural Districts (ACD) report for the 2017 calendar year was compiled using information from an annual electronic survey and from on-site performance reviews conducted by New Mexico MainStreet (NMMS) staff and consultants. The electronic survey provides consistent reporting areas for all ACD's and was established in collaboration with New Mexico Arts, a Division of the Department of Cultural Affairs and consists of three key reporting areas:

- A "snapshot" identifying growth of arts, cultural and creative businesses in the Arts & Cultural District and any physical/infrastructure improvements undertaken within district boundaries.
- Identification of key supports to arts/cultural/creative entrepreneurs provided by the ACD organization, including events, projects, and activities supporting arts/cultural enterprises, creative industries targeted, and assistance with rehabilitation or adaptive reuse of historic or cultural properties in the district.
- Identification of resources solicited and received to support creative economy endeavors implemented by the ACD organization and its partners.

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

A. 2017 Program Updates

Access to Services

In 2017, the ACD State Council continued to build a strong pathway to professional services and technical assistance for Arts & Cultural Districts via the implementation of a comprehensive service request form that addresses nearly 40 areas of technical assistance available upon request from NM Arts and NMMS within five categories:

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

To support this effort, NMMS hired a Creative Economy consultant for the expressed purpose of providing supports to the ACD member network and to enhance economic development frameworks (and messaging) to support arts, cultural and creative economy sectors. Additionally, the NM Arts program (Dept. of Cultural Affairs) continued providing supports to Arts Councils around the state, many of these who are partnering with 8 designated Arts and Cultural Districts in New Mexico.

Development/Enhancement of Arts, Cultural and Creative Economy Frameworks

Members of the State Council, along with the Creative Economy consultant, collaborated to further refine working definitions for key work areas, including:

- Cultural Economy
- Creative Economy
- Cultural Economic Development Plans
- Cultural Economic Enterprises
- Cultural and Creative Entrepreneurs
- Creative Economy Assets
- Creative Economic Enterprises
- Creative Industries
- Arts & Cultural Districts

The team also collaborated on classifying elements and enterprises of creative economy sectors as a guide to framing policy and supports for these areas of engagement in New Mexico's Arts & Cultural Districts. And finally, the creative economy consultant prepared a framing document outlining the "Creative and Cultural Ecosystem" (below) which identifies the inter-relationships and inter-dependencies of three components in arts, cultural, and creative economy endeavors: 1) place, 2) guardians and stewards, and 3) storytellers and innovators:

Training and Coordination

New Mexico MainStreet and NM Arts collaborated to relaunch the semi-annual ACD network meeting at La Fonda Hotel in Santa Fe, January 30, 2018. This revised effort focused on identifying critical policy and funding priorities, highlighting pathways to technical assistance for creative endeavors, identifying mechanisms for network collaboration, and providing key educational trainings on the arts, cultural and creative economy.

Policy Development

State partners identified three key policy areas to support arts, cultural and creative economy endeavors:

1. Amendments to the Metropolitan Redevelopment Act to expand access by any municipal government, expands allowable uses for redevelopment of cultural facilities within LEDA and Creative Placemaking initiatives, and expands Tax Increment Financing to add GRT-based revenue streams. **The amendment was adopted in the 2018 legislative session.**
2. Amend the ACD Act to add sales tax holidays for the sale of locally-made arts and crafts (5/year).
3. Amend the State Historic Tax Credits: Raise the credit ceiling to \$3 million and allow for transferability or refundability of tax credits.
4. Establish a Creative Economy Local Government Investment Fund (LEIF): local government enabling legislation allowing set-aside of a percentage of GRT for investing in creative economy projects.
5. Amendments to NM EDD policies on LEDA funding for Creative Economy endeavors: establish eligibility criteria for cultural facilities projects and related asset-based performance measures.

Service Delivery

During 2017, NMMS and NM Arts collaborated on several important technical assistance efforts with local communities. All communities participated in an annual review and development of organizational and operational plans for the coming year in addition to the trainings provided in April and November. Community-specific technical assistance, consultations, and services are listed below:

Albuquerque	<ul style="list-style-type: none">• Consultation on data collection and reporting mechanisms for creative economy management within the ACD district.
Artesia	<ul style="list-style-type: none">• Consultation on operational and management activities of the ACD with the Artesia Arts Council and the Artesia MainStreet Program• \$30,000 Capital Outlay grant for development of the Cultural Plan
Gallup	<ul style="list-style-type: none">• Consult on hiring of the Executive Director/ACD Coordinator• Organizational development supports including board/leadership trainings• Development of district partnerships for the implementation of public infrastructure improvements and district events.

Las Vegas	<ul style="list-style-type: none"> • Continued development and reconfiguration of ACD Coordinating Council as standing committee of the Las Vegas Arts Council • Consultation on data collection and reporting mechanisms for creative economy management within the ACD district
Los Alamos	<ul style="list-style-type: none"> • Support with LEADS funding (NMEDD)for the expansion of a local brewery in the downtown Creative District.
Mora	<ul style="list-style-type: none"> • Consult with Mora EDC and Mora County Commission on structural and financial supports for Mora Arts & Cultural Compound • Consult on rehabilitation and development of the historic Chief Theater • \$30,000 Capital Outlay grant for development of the Cultural Plan • Consultation on data collection and reporting mechanisms for creative economy management within the ACD district
Raton	<ul style="list-style-type: none"> • Continued consultation and capital outlay funding for the implementation of the Great Blocks on MainStreet initiative
Silver City	<ul style="list-style-type: none"> • Board and organizational development activities, including strategic planning technical assistance. • Consultation on data collection and reporting mechanisms for creative economy management within the ACD district

B. General Assessment Indicators

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

INDICATOR	#	
1. NET new Arts & Cultural businesses:	50	-
2. TOTAL Arts & Cultural business that ceased operations:	7	
3. New Cultural Businesses and Amenities added:		New Jobs Added
Gallery	11	13
Studio Space	3	4
Live/Work Space	3	3
Museum/Collection	-	
Performance Space	2	2
Performing Arts Studio	-	
Arts & Culture Education Center	1	1
Arts & Culture Community Group	3	4
Brewery/Winery/Distillery	3	
Restaurant/Dining	15	61
Hotel/Lodging	-	
Public Park or other Community Space	-	
Other	18	46
4. Other District Physical Improvements/Amount Invested	11	\$85,000 ^b
5. Events/Attendance	85	36,819 ^c

a – incomplete report on total # of jobs in these 18 businesses.

b – Represents only private funds reinvested in building rehabilitations.

c – includes Signature events and other ACD-sponsored event in the district.

In 2017, ACD’s received nearly \$1,402,209 in funding for operations and projects, including \$1,134,825 from public sector sources (city and county contracts, state and federal government grants).

C. Key District Projects and Activities - Highlights and Planned Projects

Below is a summary of key projects identified for each Arts & Cultural District. Content listed below derived from the annual ACD surveys and online sources (including photos).

Downtown Albuquerque Arts & Creative District

The Downtown Albuquerque Arts & Creative District team strengthened its position in 2017, transitioning from many organizational development tasks in 2016 to implementation of projects. The Coordinating Council developed a stronger leadership framework by adopting a communications and marketing strategy, timeline and work plan, and financial plan. Implementation of the marketing plan yielded more than 15,000 views of their interactive map and regular stories in print, broadcast and online media and publication of the DT Weekly newsletter that highlights downtown businesses and events (1,500 subscribers) and the online *Beer and Coffee Guide*.

The organization distributed a twenty-six question survey on Economic Positioning to business owners, artists, and entrepreneurs. Data from 369 responses will be published in Spring 2018 as a full-report with data sets for use in grant applications, business plans, and larger ecosystem-level opportunities.

The organization also engaged business and property owners in the districts to promote adaptive reuse of underutilized space and provided resources on funding and business development for creative endeavors. Recipients of support included:

- 111 Media Collective
- 5 Star Burgers
- 812 Retro
- Abq Main Library
- ABQ Trolley Tourism & Sightseeing Factory
- Act of Dog
- Albuquerque Art Business Association
- Albuquerque Chamber of Commerce
- Albuquerque Museum Foundation
- Albuquerque Sol
- A New Day
- Aveda New Mexico
- CABQ Public Art Program
- Central Features Contemporary Art
- Christina Kent Early Childhood Center
- Concept Flux
- CNM Fuse Makerspace
- Corpus Arts
- Deep Space Coffee
- Etkie
- Factory on 5th
- Fusion/Cell Theater Co.
- Gay & Lesbian Chamber
- Giggling & Grubbing
- Hyatt Regency ABQ
- Iconikink 47
- IgersABQ
- Keshet Innovation Center / Center for the Arts
- Kids Cook! / Fuddr
- Neely Arts
- Marble Street Studio
- Mauger B&B
- New Mexico In Focus
- Orpheum Theater/Courtney Bell
- OT Circus Gallery
- Pacific Exhibits
- Paper Turtle, LLC
- Red Planet Books & Comics
- Relic
- Rio Grande Studios
- Ripe, Inc.
- Sister Bar
- Somos ABQ/Somos Festival
- Starfield Collective
- Studio Hill Design
- The Banque Lofts
- The Brew
- The Magazine
- Three Sisters Kitchen
- Utility Agency
- Warehouse 508
- Wheels Museum
- Working Classroom
- Yelp
- +11 other creative entrepreneurs.

Enhancement of downtown arts projects were supported by “Makeshift Grants”, a re-granting program which provided up to \$2,500 for four recipients in January 2018.

The organization produced or collaborated on a number of events that is building a stronger sense of place and vibrant atmosphere in downtown Albuquerque. Their initial signature event, the *Downtown Block Party* festival of arts and culture was launched on September 16 and included local musicians, vendors, food trucks, outdoor games, and craft beer from local breweries. Downtown Albuquerque ACD was a key partner in the *Somos Abq Festival* and they also worked with Warehouse 508 to promote *Mural Fest* a walk/bike tour of downtown Albuquerque’s public art.



Mural Fest, a project of Warehouse 508 and the Maddox Co. (photo credits, Joe Cardillo)

The group continues to convene *Coffee + Creatives* to facilitate economic development for creatives. *Coffee + Creatives* meets 2x/month for business owners, artists, and creatives to share resources, encourage partnerships, and discuss business strategies within the district. Downtown Albuquerque ACD cohosts *Intro to First Fridays* with Pacific Exhibits. These are mini-receptions/art showings at the Pacific Exhibits gallery on Gold St. The team also connects direct assistance and digital resources on current job/gig/funding opportunities to creative entrepreneurs.

2018 Goals and Creative Industries Targeted:

In the coming year, Downtown Albuquerque ACD will focus on

- Arts & Entertainment enterprises - marketing, partnerships, funding and business model supports to grow the arts and music endeavors in downtown Albuquerque.
- Culinary Arts - finding work / space, funding, business model and brand development activities
- Film & Digital Media - marketing, business model resources, funding, business development and sales.
- Literary Arts Performing – connecting resources and opportunities to artists.
- Visual Arts - connecting work / gallery space to artists and support with funding, business model and brand development

Artesia Arts & Cultural District



The Artesia Arts & Cultural District is the process of completing its cultural plan via a NMMS Capital Outlay grant and support of the New Mexico MainStreet program, NM Arts, and the Historic Preservation Division. The Artesia ACD Coordinating Council represents a strong partnership of five entities – the Arts Council, MainStreet Program, Chamber of Commerce, Artesia Public Library and the Historical Museum - plus several representatives from area philanthropists and local industries.

In 2017, the Artesia ACD team partnered with the Artesia MainStreet program to initiate installation of Wayfinding signage in the district, a \$25,000 effort aimed at directing visitors to Artesia’s cultural landmarks and facilities. They continued their efforts to market the *Peter Hurd Trail* by expanding online and print communications.



The *Red Dirt and Black Gold Festival*, Artesia ACD’s signature event continues to draw local residents (~1,000) but the team is working on expanding outreach to communities in NM and TX, and particularly in the southeast NM region.



Red Dirt and Black Gold Festival

2018 Goals and Creative Industries Targeted:

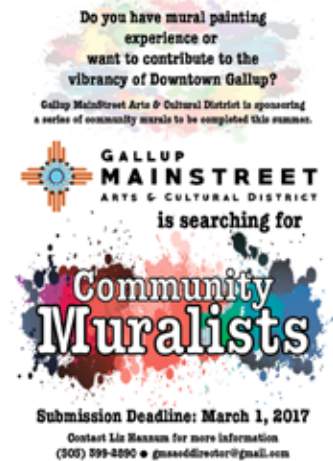
Aside from expanding its role in tourism development, the Artesia ACD team continues work to enhance the growing performing arts offerings in the district. The team looks forward to completion of the Cultural Plan process that will help guide future creative economy endeavors in the district. Additionally, they will continue to work with Artesia MainStreet on wayfinding signage and connecting arts & cultural entrepreneurs to downtown opportunities





The Gallup MainStreet Arts & Cultural District (GMSACD) was established as an integrated initiative with the Gallup MainStreet program. In 2017, with a full-time Executive Director on board, the organization began implementation of projects identified in the adopted Cultural Plan. The organization launched the first of an annual *Gallup Native Arts Market*, showcasing the art and crafts produced by local artisans and facilitated the addition of 5 new murals in the downtown district via commissioned projects.

The team collaborated with *gallupARTS* to initiate planning and development of the *Coal St. Event Street* project supported by funding from the National Endowment for the Arts. This partnership extended to a creative economy business development initiative that provided business and marketing workshops for more than 40 artists in the community.



Gallup Arts provided business development supports to several startup businesses, including a fiber arts collaborative, a craft brewing company and an artist incubator/makerspace at the old Alpine Lumber Yard.

The group, working with the City of Gallup and technical assistance provided by New Mexico MainStreet completed design work for improvements to the alleyway between the municipal government offices and the downtown district. They also installed window wraps on a number of downtown buildings aimed at promoting vacant properties for adaptive reuse by local arts and cultural enterprises.



Native Arts Market Launched in August



Vacant Building Window Wraps



Alley Improvement Project

2018 Goals and Creative Industries Targeted:

In 2018, the Gallup MainStreet/Arts & Cultural District will focus its efforts on completing the business development trainings for artist, on implementation of the alleyway placemaking project and supporting Phase I of the *Coal St. Event Street* project. The organization also has plans to expand its technical assistance to native artists, particularly in website design, marketing and event planning supports (Gallup Native Arts Market).

Las Vegas Arts & Cultural District

The Las Vegas Arts Council assumed oversight and coordination of the Las Vegas Arts & Cultural District 2016 and continues to develop the ACD Coordinating Council as a subcommittee of the organization. Arts Council volunteers help implement the *Flamenco Weekend*, *Art Walk Revival* and *NM Places Photography Show*. Volunteers also initiated development of a comprehensive data collection and management project to support monitoring and reporting of arts/cultural/creative business development efforts in the district. Through these efforts, the organization was able to monitor, market and support nearly 40 cultural events in the downtown district, with attendance of more than 6,500:



- Emi Arte Flamenco Benefit Performance
- Richie Cole and the Las Vegas Madness Orchestra jazz concert
- Charlia Milo Trio jazz concert
- Teen Night at the Palms Ballroom
- Impalas Return to the Palms concert
- 6th Annual Valentines Dance (Friends of the City Museum)
- Wild Country concert/dances
- Quarenta Y Cinco rancheras and country concert/dance
- Las Vegas Arts Council Gallery showings
- NM Photography by June Bowers
- ALL SKATEBOARDING! Art show
- Weaving Dialogues art project
- Madrigal Choir Concert
- Separation Distress art exhibit
- Grim Paperwork – Nat Gold Players
- Moon Mouse – Lightwire Theater
- Irish Rhythm of the Dance
- 9th Annual Literacy Fair (Literacy Council of NE New Mexico)
- Cast Iron Art
- Castaneda Concert at Meadow City Music Academy
- Iron Tribe Performance Pour
- Mischler Scholarship Music Recital
- Circumstance – original drama
- Kyla Lacy Porter book/poetry reading
- Beatles Tribute Choral Concert
- Town and Gown Photography Show
- Jazz Ensemble Concert
- Original Music Concert
- High school art exhibit
- Fiestas Singing Competition
- La Opera Carmen (Indigo Theater Concert series fundraiser)
- UNM Chamber Choir performance
- Las Vegas Fiestas 4th of July music events
- Civil War Soldiers of Las Vegas (City Museum and Fort Union National Historic Monument)
- Theatre New Mexico Conference (Charlie’s Event Center)
- Jeannette Rankin Fights Back -- one-woman show (Mayeur Projects)
- Songs of Love concert

2018 Goals:

The Arts Council plans to continue creative economy supports started in 2017 via the Entrepreneurial Forum which provides training and business development ideas to artists and arts entrepreneurs. The organization will also continue to build capacity for future ACD projects.



Creative Los Alamos strengthened its efforts to support a growing arts and cultural economy “on the hill”. The ACD effort is a program under the oversight of the Los Alamos Commerce and Development Corporation which also includes the Los Alamos MainStreet Program. Creative Los Alamos provided funding and supports for integrate art/physical improvements along the Historic Walking Tour pathway at the Bathtub Row Brewery Coop. The project was supported in part with a \$5,000 LEADS grant from the NM Economic Development Department. Creative Los Alamos also installed new signage for the Los Alamos Historic Walking Tour with support from a \$20,000 grant from the NM Tourism Dept. They supported the *Los Alamos Art in Public Places* board with installation of benches and three pieces of public art outside the Community Building.

Los Alamos Creative District (LACD) promoted the district through the creation of a pop-up park for *PARK(ing) Day on Central Avenue*, which was attended by 75 people and three dogs. They partnered to help install several temporary art installations:

- Working with Los Alamos High School's National Art Honor Society class to create the *Angel Wings* temporary street art project created by 6 local students.
- Working with Los Alamos MainStreet’s *Halloweekend* to install temporary art on the roads throughout the Creative District.



Temporary art additions in the district included the Angel Wings and Halloweekend chalk art installations

Creative Los Alamos supported two new creative endeavors in the district – the relocation of the *Karen Wray Gallery* in the Creative District and the *Manhattan Project Portrait Gallery* by local developer Philip Kunsberg. The Portrait Galler is located inside the 1789 Central Avenue building; Creative District staff assisted by providing historical photos and selection guidance.

The Los Alamos Creative District continues to dedicate a majority of its resources to implementation of arts and cultural events, including the *Los Alamos ScienceFest*, the *Tuesdays at the Pond* summer entertainment series, and the On Tap Lecture and Libations Series. The Science Fest, Los Alamos Creative District’s signature event, was attended by more than 15,000

participants over a four day period. Finally, the organization sponsored and partnered with the Los Alamos Arts Council to organize "An Evening of Arts & Culture" which featured artists, poets, jazz bands, string quartets, choirs, & orchestras in nine locations and was attended by over 1,200 people.



Park(ing) Day on Central Avenue



Los Alamos ScienceFest, with 15,000 attendees, was a significant economic support for area artists and art vendors

2018 Goals:

In the coming year, Creative Los Alamos seeks to expand in offerings for creative economy business supports with the hiring of a new director and expanding the reach of its current cultural offerings in the downtown district.

Mora Arts & Cultural Compound

The Mora Arts & Cultural Compound is also in the process of completing their Cultural Plan with the support of Dr. Susan Guyette. The plan focuses on seven key strategies:

1. Bring the community together to tap resources, for restoring the Arts and Culture compound and launching cultural programs as a means of increasing community engagement.
2. Create youth programs tied to the arts, leadership, employment training, literacy, and history to increase youth in positive activities that emphasize culture and appreciation of place.
3. Foster an appreciation of culture and heritage by offering art classes combined with entrepreneurial skills and marketing assistance.
4. Develop the Arts and Culture District as a referral point, or a cultural center with connections to the rest of the valley.
5. Further develop the creative economy and tourism as a means of employment generation.
6. Hold events frequently and on a regular basis to encourage widespread and sustained community engagement.
7. Tap the skills and involvement of residents returning to the community later in life.

Additionally, the plan has identified the following goals:

- Involve youth in creative cultural activities, such as a summer camp, recreation, and preparation for employment.
- Encourage cultural pride by teaching history, values, the cultural arts, and place-based traditions.
- Restore and preserve historical structures, as well as interpret historical significance.
- Launch a creative economy through training programs and development of the cultural, recreational, and culinary tourism markets—as well as providing referrals to entrepreneurs.
- Foster community involvement through training, art events, storytelling, music, and other community-wide activities.

Parallel to development of the cultural plan Mora ACC volunteers has help support improvements at two historic assets – the Chief Theater (façade makeover, wiring), and the St. Vrain Mill (landscaping, foundation reinforcement, and electrical/water connections).

The team also coordinated with WESST (Albuquerque) to enhance local entrepreneurship via a series of direct and online trainings. More importantly, the Mora ACC volunteers enhanced community engagement and development of civic pride via their events:

- *Mora Fall Festival*/Signature Event (700 participants)
- Mora Community Stakeholder Meetings (80 participants)
- Activities at the St. Vrain during *Mill Fest*, Labor Day weekend (150 participants)

2018 Goals:

The Mora Arts & Cultural Compound team awaits the finalization and adoption of the cultural plan as a guide to setting priorities for the coming year. They look forward to establishing stronger business development and marketing supports for creative entrepreneurs and enterprises.



Mora Fall Festival
Sat., Oct. 28 • 12 - 6pm

Noon - 6:00 : Games • Food
Farm Stand • Activities
Golden Pumpkin Search-\$
(\$50, \$40 & \$30)

Noon- 3:00 **Pumpkin Patch**
2:30 - 4:00 **Costume Contest**
4:00 - 6:00 **Trunk-or-Treat**

More: Face Painting • Bouncy House
Taco Bar • Game Booths
Pumpkin Decorating Contest
Presented by:
Mora Arts & Cultural Committee
See What's New At...
OurMora.org

Raton MainStreet/Arts & Cultural District



The Raton Arts & Cultural District merged with the Raton MainStreet program in 2016. The organization maintains an active Coordinating Council that planned and implemented the *Gate City Music Festival*, the annual Signature Event over the Labor Day weekend. The event celebrates the area’s cowboy/county culture with musicians, street performers and cowboy poets on historic First Street. Attendance exceeded 2,500 over two days.

Raton ACD also implemented the *Spring for Hops and Vine* event at the Raton Museum, the *Cinco de Mayo Celebration*, the *4th of July Celebration on Main Street*, and the *Oktoberfest* event at Multi-Modal Park. These events attracted nearly 3,000 participants, collectively. Downtown events contributed to a \$200,000 increase in Lodger’s Tax revenues for the city in 2017.



The Gate City Music Festival, Oktoberfest at Multi-Modal Parks supported growth of tourism and lodging revenues in Raton

Business development was a significant element of the ACD offerings; they partnered with the Raton Arts Council to allow new art entrepreneurs to use the RAHC's education building to hold entrepreneurship and arts classes. The group also held 2 recycled art camps for youth at the same location. The team also installed recycled tire flower pots were throughout the district.

The Raton MainStreet/Arts & Cultural District continues to work on Phase 2 of the “Great Blocks” project, overseeing physical improvements to the district and launching a strong business recruitment and development initiative that is bringing entrepreneurs back to downtown. Through this effort, the ACD team has helped support the adaptive reuse of vacant properties and provided business development and marketing assistance to the Colfax Ale Cellar, Brunos Pizza and Wings. More importantly, the ACD’s business development team played an instrumental role in finding a local investor to purchase the Golden Rule Store/ Marchiondo Building on Historic 1st Street. He then partnered with a large investor and they are using Historic Tax Credits to restore and rehabilitate the property and establish a live/work space in the building.

2018 Goals:

Aside from expanding their downtown events, the Raton MainStreet/ACD team will dedicate much of their efforts toward business retention, recruitment and development activities to capitalize on the significant public infrastructure investments via the Great Blocks on MainStreet initiative.

Silver City Arts & Cultural District



The Silver City Arts & Cultural District (SCACD) continues to be a strong partner in stimulating economic growth in downtown Silver City. The majority of SCACD's efforts were dedicated to local and regional tourism development and creative placemaking projects. Marketing and implementation of the *Clay Trail* and the *Clay Festival* were significant economic activities; the *Clay Festival* was attended by 2,000 residents and visitors. The organization also worked with municipal government in on new Continental Divide Trail System kiosk and wayfinding signage.

The organization partnered with Silver City MainStreet and Western New Mexico University to implement the *Territorial Charter Day* event (the only community in NM that still maintains a territorial charter) and the *Silver Screen Film Festival* in 2017. Additionally, SCACD continues to operate the Silver City Visitor Center and implemented the Murray Ryan art exhibit event at the same location. Currently, the organization is hosting a 20-minute video on the *One Million Bones* project at the visitor center and SCACD partnered with WNMU to facilitate a permanent installation of the bones at a nearby location.



Clay art is central to Silver City ACD's efforts (l-r: Bowls for Hunger, Silver City Clay Festival, and One Million Bones installation)

Silver City Arts & Cultural District hired a new director in 2017 and initiated comprehensive organizational development activities including a strategic planning process that culminates in early 2018. The organization has identified key strategies and goals through this process:

- A. Continue/expand projects and activities that enhance Cultural Tourism
- B. Support/attract Arts & Cultural entrepreneurs and enterprises in the district
- C. Enhance branding and marketing efforts for the downtown Arts & Cultural district
- D. Implement physical improvements and placemaking projects that create a sense of place for the Arts
- E. Integrate regional cultural history (mining, ranching) to connect non-artists and residents to ACD goals and projects
- F. Expand partner-building efforts; continue to serve as the convener and facilitator of local partners engaged in the cultural economy projects

2018 Goals:

In addition to the regional tourism marketing, SCACD will expand marketing efforts for local clay artists; an exhibit of works by local Clay Trail artists is planned for 2018. The team expects to implement the goals of its strategic plan and seeks resources to update the Cultural Plan; SCACD is working with state and local leaders to identify potential funding for the plan update.