



Silver City

Arts & Cultural District Cultural Plan



NEW MEXICO
arts & cultural
DISTRICT

June 2009

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Cultural Plan

Silver City Arts and Cultural District

JUNE 2009

Introduction

Overview



From its earliest days as a frontier outpost to its economic rise as a prosperous mining and ranching community with strong ties to a public university, Silver City has steadily attracted newcomers to its scenic setting in southwest New Mexico. With its historic downtown's architecture reflecting the enduring legacies of those who came here to find their fortunes, this regional hub of commerce retains the broad streets, shaded sidewalks and

Victorian era residences characteristic of communities along the Rocky Mountains West that flourished when local economies benefited from abundant natural resources.

In more recent years, as the shifting tides of global commerce overtook the economic foundations of North American based extractive industries, Silver City's population labored to adjust its skills and expectation to these forces of change. One of the most noticeable ways the community changed has been in the growing numbers of local residents whose lives and pursuits place them into the demographic niche of creative field professionals.

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Artists whose creativity is expressed on the walls of art galleries, or onstage in front of live audiences, or through electronic media are a known quantity in Grant County's diverse population. What's new is the growing number of area artists, as well as the number of businesses either founded by artists or serving artists' interests.

Though the most visible of these creative economy businesses are clustered along Broadway, Bullard, and Yankee Streets in downtown Silver City, the broad diversity of arts and cultural infrastructure, as well as the diffuse nature of numerous working artist studios, resulted in their being scattered about in various





commercial and residential neighborhoods.

As the arts and creative field businesses are having positive impacts on Silver City, a new program signed into law in 2007 by Gov. Richardson and targeted to support arts and culture-based economic development in New Mexico communities held great promise for Silver City. The program allowed designated New Mexico MainStreet (NMMS) communities to access certain incentives and technical

assistance in order to establish and sustain a designated Arts and Cultural District. The district would serve as a catalyst for enlisting the range of community arts and culture resources in enhancing downtown



revitalization and encouraging economic development. In its first efforts to put the program's benefits to work on behalf of communities, the New Mexico Arts and Cultural Districts Steering Committee and the New Mexico Arts Commission selected Silver City and Las Vegas, NM as pilot projects for establishing downtown Arts and Cultural Districts where the program's benefits could be applied.

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The effort to develop a Cultural Plan for the Silver City Arts and Cultural District was initiated in March, 2008 with a Resource Team Assessment¹ of the local art sector's strengths, weaknesses, and opportunities. Details of these activities are contained in the Findings Section of this Introduction. This Cultural Plan is the result of intense efforts led by local arts and community leaders as well as information gathered through initiatives from NMMS and its arts and cultural planning and development specialists.

The Silver City Arts and Cultural District Cultural Plan provides a flexible and community-focused framework for determining the most efficient ways the Arts and Cultural District can serve the needs of local artists and creative industries entrepreneurs. It is also intended to provide benefits to Silver City



business owners, arts and culture nonprofit groups, government agencies, and visitors who travel here with the expectation of exploring and enjoying a vibrant art town.

Both the Mimbres Region Arts Council and Western New Mexico University provided invaluable expertise, perspective, and the necessary meeting space that allowed the Silver City Arts and Cultural District Cultural Plan Committee to hold regular

meetings from early January, 2009 to mid-June 2009. The committee's volunteer members proved themselves to be tireless advocates on behalf on both Silver City and its arts and cultural interests.



Process

The community-based process that resulted in the development of an Arts and Cultural District Cultural Plan was led by a committee whose members are actively engaged within the Silver City arts community, education community, cultural heritage community, the downtown business community, and government sector. To the committee's benefit, several of its members have interests in more than one of these constituencies and were thus able to add fresh perspectives to the dialogue of the cultural planning process.

In addition to the dedicated participation of these Silver City residents this process was assisted by a consulting team whose members included staff from New Mexico MainStreet as well as subject matter experts who engaged with the Cultural Plan Committee as consultants supervised by New Mexico MainStreet. Another resource from outside the Silver City area that engaged in the effort was the Bureau of Business & Economic Research of the University of New Mexico's Institute for Applied Research Services (BBER).



These parties took part in an energetic effort that stretched from the early weeks of March, 2008 to the conclusion of the cultural plan's drafting and editing in mid-June, 2009.

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In November, 2008 a team of professional experts representing New Mexico MainStreet conducted "A Visioning Workshop Branding for the Silver City Arts and Cultural District". The focus of this phase of the district's planning process was to identify themed images and messages to support the identification and promotion of the Silver City Arts and Cultural District. The results of this effort also are discussed in the Findings Section of this Introduction.

From the second week of January, 2009 through to the middle of June, 2009 there were bi-weekly and/or monthly meetings of the Cultural Plan Committee. Meeting in the Global Resource Center on the campus of Western New Mexico University, the committee was dedicated to developing a cultural plan that would address community arts and cultural needs in the context of how a designated Arts and Cultural





District could best function, given the arts community's historic track record of insufficient communication between interest groups as well as between non-profit organizations serving the community.²

In an innovative approach toward developing as inclusive a Cultural Plan as possible for the Silver City Arts and Cultural District, the Cultural Plan Committee reached out to the leaders of more than fifty regional non-profit and civic entities with programmatic interests which reflected at some level the regional arts and cultural matrix. The Cultural Plan Committee sent to each organizational contact a draft of core elements of the Silver City Arts and Cultural District Cultural Plan, requesting comments from each group. These comments were discussed in a subsequent Cultural Plan Committee meeting, with the result being that many

comments were either incorporated into the Cultural Plan, or prompted the Committee to adjust its own wording of parts of the Cultural Plan.

In developing this highly responsive and interactive framework for the drafting of the Cultural Plan, the Committee established itself as a truly collaborative endeavor seeking support from all corners of the greater Grant County arts and cultural mosaic.

Findings

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Communities qualifying for designation of a New Mexico Arts and Cultural District gain significant benefits. To encourage the development of vibrant, compact, mixed-use, well-branded arts and cultural districts communities may institute measures such as a Local Option Gross Receipts Tax (LOGRT) to support the district's development. Other incentives include a doubling of the state tax credit for rehabilitation of historic structures within the boundaries of the Arts and Cultural District. Local options include implementing a Quality of Life Tax to fund the district's ongoing operations.

In developing an Arts and Cultural District Cultural Plan to most effectively serve the cultural demographic of this community's residents, state, local, and nonprofit entities supporting the Silver City Arts and Cultural District designed a process to guide and inform the community, its participating



volunteers, and local officials.

The UNM Bureau of Business & Economic Research, under direction of Dr. Jeffrey Mitchell, was engaged for the purpose of developing two data bases. The first data base was the result of a Social Network Analysis that used interviews with key individuals to gather information about the Silver City creative sector. A separate data base was developed from an Asset Mapping research effort targeted at identifying the numerous exhibition, performance and education facilities serving the local creative sector.

In a preliminary report to the Silver City Cultural Planning Committee a summation of the UNM BBER results as of late April 2009 was presented. Within the scope of data compiled under the preliminary report's Social Network Analysis (SNA) was information regarding survey respondent's ethnicity, social connectivity, organizational connectivity, occupational connectivity, length of local residency, age, and respondents' sense of the relative advantages or disadvantages of electing to pursue a creative career in greater Grant County. In summarizing its findings UNM BBER pointed out "...under representation of Hispanics in the arts and cultural network". Additional insights into the demographic composition of Silver City's SNA respondents explained the organizational and individual connectivity among people active within the arts and cultural sectors.

In March, 2008 a team of NMMS staff and consultants working alongside Silver City MainStreet conducted an "Arts and Cultural District Resource Team Assessment", whose working groups identified four subject areas determined to be uppermost in the minds of individuals supportive of the designation of the Silver City Arts and Cultural District. Tasked with providing the community at large and the Silver City Arts and Cultural District Steering Council with the opportunity to share their views of the most pressing issues facing Silver City's creative sector, the three-day assessment process resulted in recommendations categorized into four areas: Cultural Planning, Marketing/Promotions, Physical Planning/Design and Capacity Building/Finance.

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In presentations to the Steering Council, breakout groups focused on these four topics discussed short and mid-range measures that could be taken toward addressing some of the specific sub-issues relating to each topic. These measures were intended to provide the Steering Council with a basis for developing strategies specific to the cultural planning process along a two-year timeline. Among those recommended measures were the following highlights:

1. Cultural Planning. Among the findings was the arts community's desire for professional development and Silver City's pressing need for a community cultural center. The lack of a centralized calendar of community arts and cultural events was viewed as negatively impacting the entire region's opinion of the local



arts sector. A stronger connection between WNMU and the downtown community was urged, as were establishing a Phantom Gallery project and film festival, as well as gaining city council approval for an Art in Public Places ordinance.

2. Marketing and Promotion. Among the findings was upgrading billboard signage guiding travelers into downtown, improving the appearance and function of websites aimed at promoting Grant County tourism, and developing appropriate vehicles for celebrating the region's diverse ethnic cultures.
3. Physical Planning and Design. Among the findings was a need to investigate using the Big Ditch as pedestrian-oriented connector for arts and cultural venues located between the Waterworks/Virginia Street Park and the San Vicente Heritage District. Other topics of interest included the adoption of an Artist Live/Work ordinance to legalize the practice of some local artists seeking to use downtown studio spaces as living quarters.
4. Capacity Building and Finance. Among the findings was the recommendation to identify and procure public and private funding sources on both the national and local levels for the purpose of sustaining the Silver City Arts and Cultural District. Also discussed was the possibility of commissioning a study that would analyze the impact of tourism on Grant County's economy.

In November, 2008 a team of three NMMS consultants working alongside staff from Silver City MainStreet conducted "A Visioning Workshop Branding the Silver City Arts and Cultural District", a community-wide exercise structured toward identifying branding themes for the Silver City Arts and Cultural District. The exercise's participants also discussed the local and regional perspectives on the art community's strengths, weaknesses, opportunities, and threats. In developing its Vision for how Silver City might change in response to the community's inevitable growth, the need for a mid-size venue well-suited to serving the interests of performing arts organizations whether they favor music or theatre in their focus, arose at numerous levels of this dialogue.

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Challenges

The process of developing a cultural plan in support of the Silver City Arts and Cultural District was realized through expertise present on the Cultural Plan Committee. This talented and accomplished group committed early on to guide the proposal for a downtown Silver City Arts and Cultural District toward success. Their knowledge of local sensibilities ranging from the dynamics of area non-profit arts and cultural organization leadership to contacts inside local media outlets informed the planning process and enabled it to move forward on a tight schedule while retaining its focus and sense of purpose.



The Arts and Cultural District's planning process allowed for a broad range of discussion and debate concerning the anticipated impacts from a downtown Arts and Cultural District. It also generated considerable discussion about the current status of the region's arts infrastructure, as well as the vitality of its arts-focused nonprofit groups, and the possible directions in which the greater Silver City arts mosaic could grow and best serve the community.



While the establishment of the Arts and Cultural District is being undertaken with a sense of purpose toward serving the entirety of Silver City and Grant County residents, be they artists or not, one of the principal challenges the district will need to address is how best to assist in the broadly acknowledged need to foster better communication throughout the region's creative sector. Whether the best vehicle for advancing this initiative turns out to be a web-based community events calendar, or perhaps instituting an information access point for promoting stronger grant applications or even contacting the myriad of subject matter experts who live in the area, the time is right for implementing an effective arts communications network.



Another challenge to the success of the Arts and Cultural District is how this community's creative sector comes to terms with the cultural context of the region's demographic composition. New Mexico is home to one of the nation's most visible populations of Hispanic, Chicano and Latino descendants. From the leadership of corporations and government entities to the teachers in elementary schools and the police officers patrolling our communities, the diversity of New Mexico is clearly one of its greatest strengths. Determining effective ways for addressing the challenge of resolving Silver City's underrepresentation of non-Anglo artists in its arts and cultural sector will be a difficult undertaking, but a necessary one.



SILVER CITY ARTS AND CULTURAL DISTRICT CULTURAL PLAN

Goals and Objectives

Context

In sorting out the Plan Committee's roles and responsibilities, the following distinctions and mission statements guided the Committee's thinking. Discussions recognized that (1) the Arts and Cultural District (ACD) is a **Place**; (2) the ACD Coordinating Council is a **collaborative partnership** sponsoring the ACD and supporting the work of its members as well as that of others, but not generating new and competing events³; and (3) the Cultural Plan provides **guidelines for focusing and managing the coordination, advocacy, and clearinghouse efforts** by ACD's part-time staff and Coordinating Council. These distinctions and the development of the distinct mission or qualifying statements presented below, served as a critical guiding force in the work of the Planning Committee.

Mission Statement

The **Silver City Arts and Cultural District** is a distinctive area in Silver City where historic architecture, an excellent eclectic mix of design, niche businesses, and a concentration of artistic and cultural activities foster civic pride, provide opportunities for local creative enterprise, and contribute to a unique, authentic, and stimulating experience for residents and visitors.

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Qualifying Statements

The **Silver City Arts and Cultural Coordinating Committee** is a collaborative partnership of diverse individuals and organizations throughout Grant County that encourages the preservation of historic assets, excellence in arts and cultural education and enterprise, affirmative cross-cultural communication, and vibrant cultural tourism. The ACD Coordinating Council provides (1) a forum for supporting cooperative initiatives for creative enterprise; (2) an inventory (or clearinghouse) of resources, services, and events for developing and promoting local artists and arts programs, cultural entrepreneurs, and arts and cultural educators; and, (3) an advocate for civic support and engagement in local art and cultural activity.

The **Silver City Cultural Plan** improves quality of life and encourages economic opportunities by supporting local artistic and cultural activities in Silver City and neighboring communities.

Numerous other considerations influenced the development of the strategic goals and objectives, many of which were mentioned in the introduction. Included were community meetings that resulted in the production of several reports such as the Resource Team Assessment and the Community Visioning Workshop documents. The information therein became a foundation upon which the team reviewed its

work to ensure that the essence of the issues and concerns that surfaced during those meetings was captured. Such review occurred on an ongoing basis during the Committee's deliberations.

Finally, the Planning Team carefully worked to distinguish between the scope of the ACD and its Coordinating Council' responsibilities and those of arts and cultural organizations and individuals within the community. The goals are community-wide goals; however, embedded in them is a framework for defining ACD's responsibilities—serving as an advocate, providing a forum for coordination and collaboration, and establishing a clearinghouse for information and materials. Envisioning and planning to identify possible arts and cultural activities that “foster civic pride, provide opportunities for local creative enterprise, and contribute to a unique and authentic experience for residents and visitors” contributed to identification of the goals and objectives.⁴ The Plan Committee worked to avoid prescribing or defining exactly how these goals and objectives would be met or what organizations in the district “should” or “ought to” be doing. Thus, the plan reflects both objectives that are the direct responsibility of the ACD, as well as goals and expected benefits that will result through the activities of the many varied arts and cultural organizations and individuals in Silver City and neighboring areas through their deliberative processes and creative activities.

Critical to the success of the plan will be the effectiveness of ACD's collaborative efforts and the successful development of clearinghouse materials and efforts it undertakes. These will provide an infrastructure to support, and hopefully strengthen, organizations, events, and individual activities in the ACD and surrounding communities. The goals and objectives below provide that framework.

Goals and Objectives

GOAL 1: Support artists, cultural/arts groups, and cultural entrepreneurs in all disciplines.

1. Foster coordination and collaboration among arts and cultural groups.
2. Assist arts and cultural groups in identifying and pursuing funding opportunities.
3. Facilitate cross-promotion of arts and cultural events and presentations.
4. Involve youth in arts and cultural planning and visioning.
5. Develop web-based opportunities for arts and cultural networking, communication, and promotion.
6. Create and maintain a directory of arts and cultural organizations in Grant County.
7. Encourage increased arts and cultural programming on Community Access Television of Silver (CATS).
8. Expand use of lodger's tax to support operational as well as promotional costs.
9. Adopt an Art in Public Places ordinance for the Town of Silver City.

GOAL 2: Foster sharing and appreciation across cultures, past and present throughout the region.

1. Protect and celebrate the living legacy of Native, Hispanic, and other cultures.
2. Facilitate the development and expansion of community events that connect contemporary and traditional cultural expression.

3. Encourage cultural understanding, respect for cultural uniqueness, and intercultural communication.

GOAL 3: Support the preservation, protection, and celebration of local historic resources.

1. Support efforts to advance historic preservation and adaptive reuse in Silver City and the larger Grant County community.
2. Support efforts to document, preserve, and maintain prehistoric, historic, and sacred sites, and cultural landscapes.
3. Support efforts to commemorate local heritage and traditional life-ways.
4. Support efforts to preserve and sustain established historic districts, e.g., the Fort Bayard National Landmark, and efforts to create new historic districts.
5. Promote the use of state and federal historic and archeological tax credits within the Arts and Cultural District and outlying areas.

GOAL 4: Support and encourage arts and cultural education throughout our communities.

1. Support arts and cultural collaboration among area schools and encourage arts education as an integral part of the curriculum.
2. Support expansion of programs and facilities for the WNMU Department of Expressive Arts, the WNMU museum, and other WNMU programs/departments involved in arts and cultural education.
3. Encourage community-based arts and cultural learning activities and explorations.

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GOAL 5: Identify, encourage, and promote marketable arts and cultural opportunities within the ACD and the larger Grant County community.

1. Encourage development of educational and marketing materials in English and Spanish.
2. Facilitate the arts community and cultural groups connection with hospitality venues, services, and special events.
3. Establish an annual community exchange for art tools, materials, and supplies.
4. Support a centralized arts and cultural events calendar.
5. Identify commercial space suitable for arts and cultural entrepreneurial activities.
6. Assist in developing linkages between local and state, regional, and national markets.

GOAL 6: Support the development and use of venues for the arts and cultural events.

1. Develop new and existing venues for arts education, performances, arts exhibitions, cultural events, and festival grounds (such as the downtown historic theaters, Penny Park, and Main Street Plaza).
2. Support arts and cultural funding in the capital improvement planning of local, state, and federal governments.
3. Develop a centralized database of available local rental venues.



Implementation Process

The Implementation matrix in this section addresses only those activities that are the primary responsibility of the ACD. Carrying out these efforts as indicated, supports completion of the other elements of the Cultural Plan. The ACD and its Planning Team seek to provide a fertile arts and cultural environment by acknowledging and respecting the individual and organizational creativity that is at the heart of the Silver City and its neighboring communities. ACD will provide a supportive framework within which organizational and individual efforts can be encouraged to flourish.

Silver City ACD Cultural Plan Implementation Phases

Legend

- P** - Planning Activity
- I** - Implementing Activity
- M** - Maintaining Activity
- U** - Updating Activity

ACD Activity	12/31/2009	6/30/2010	12/31/2010	6/30/2011
Internal Development				
1. Cultural Plan	I	I	I	U
2. Marketing Plan	P	I	U	I
3. Cultural Asset Mapping (UNM's BBER)	Tool	Tool	Tool	U
4. Master Plan	P	P/I	I	I
5. SBDC	P/I	I	U	P/I
6. Build organizational capacity	P	I	M	U/M
7. Identify cadre of volunteers to support ACD collaborative initiatives	I	M	M	M
Advocacy Activities				
1. Encourage diverse involvement on community Arts and Cultural Boards	I	M	M	M
2. Develop volunteer advocate pool	I	M	M/U	M
3. Influence public policy and public policy agendas	P	I	U	I
4. Advocate for venue spaces such as the Silco Theater, museum expansion, Art in Public Places, and University programs	I	M	I/U	I
5. Participate in Capital Projects hearings held by Prospectors	I		I	
6. Be a player in the Master Plan development process	P/I	I		
Clearinghouse Activities				
1. Increase marketing opportunities	P	I	M	M/U
2. Build cross-promotion within and among arts and cultural events	P/I	I	M/U	I/M
3. Increase networking among arts and cultural organizations and individuals	P	I/M	I/M	I/M
4. Collaborate with existing calendar providers to build an comprehensive calendar of community events	P	I	I	M

5. Develop an inventory of venue locations	I	M	M	M
6. Develop data base of ACD rental opportunities		I	M	M
7. Develop inventory of grant opportunities	P	P/I	I	M
8. Develop a "to-do" checklist for events	I	M/U	M/U	M/U
9. Expand the directory of arts and cultural organizations in Silver City and neighboring communities	M	M	M	M
10. Build a website to encourage collaboration, promote community activities, identify contact people, and link to non-profit organizations	P	P/I/M	I/M/U	M/U
11. Develop an inventory of current arts and cultural educational efforts		P	I	M/U
12. Develop facilitator contact and expertise information	I	M/U	M/U	M/U
13. Create "tip" sheets for marketing, grant writing, and other key support areas	P	I	I/M/U	I/M/U
14. Develop a directory of local artists	I	M/U	M/U	M/U
Forums (Meeting Grounds) for Connecting People				
1. Identify opportunities and assist in building creative collaborations among arts and cultural organizations and individuals	P/I	I/M	I/M	I/M
2. Sponsor informal quarterly meetings for gathering feedback and encouraging involvement in arts and cultural activities	P	I	M	M
3. Identify and publicize opportunities related to professional development for individuals and organizations involved in arts and cultural endeavors	I	I/U	I/U	I/U
4. Hold a community-wide meeting for feedback on the Cultural Plan and future revisions	I			U
5. Establish an annual community exchange for art tools, materials, and supplies	P	I	M	M

1. The Resource Team was composed of Rich Williams, Director of NM MainStreet and State Coordinator for Arts and Cultural Districts; Elmo Baca, NM MainStreet Program Associate in Special Projects; and Regina Chavez, NM MainStreet Consultant in Cultural Planning. Their report is available at <http://www.edd.state.nm.us/artsCulture/pilotProjects/resourceTeamAssessmentSilverCity.pdf>.
2. The BBER Report, as currently drafted, states: "Most notable is a strong disagreement about the extent of collaboration within the arts community – some see this as the greatest advantage and others as the greatest disadvantage to working in Silver City." (Under section entitled "Community Comments")
3. The BBER Report, as currently drafted, states: "The number of establishments has increased slightly, but they are smaller both in terms of employees and sales (or revenues; for many non-profits, this is expenditures). This suggests that the market is not growing; rather more are competing for the static market." (Under section entitled "Markets")
4. See Appendix VII for examples of the brainstorming that helped develop the objectives.

The Silver City Arts and Cultural District Coordinating Council expresses special thanks to the many individuals and organizations that supported the work of the Cultural Plan Committee. The Cultural Plan would not have become a living document without their efforts. Special thanks go to the individuals who accepted the responsibility for gathering, synthesizing, and incorporating ideas from throughout the community into this final document. They include:

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Particular thanks also go to the organizations who shared information that formed the start of an Arts and Cultural Directory for Grant County (See Appendix V.) and to the individuals and organizations throughout the community who provided feedback electronically, at open community meetings, and informally to members of the planning team. Their input helped ensure a more holistic plan reflecting the diversity of the Silver City/Grant County arts and cultural community. Professional support from New Mexico MainStreet Program staff, the staff at Western New Mexico University, and contractors also supported the planning efforts. Western New Mexico University graciously provided meeting rooms and other valuable technical support for the Cultural Plan Committee during the entire planning process.

Cultural Plan Silver City Arts and Cultural District

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Appendices



AN INVENTORY AND ASSESSMENT OF SILVER CITY'S ARTS AND CULTURAL ASSETS

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with
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EXECUTIVE SUMMARY

The outstanding characteristic of the Silver City arts and cultural (A&C) community is its high level of organization and integration. There are a number of dimensions to this:

- **Centrality:** there are key institutions at the center of the social network (notably MRAC and WNMU), that serve to coordinate other mid-level organizations, which in turn draw in individuals and smaller institutions.
- **Balance:** institutions and individuals in the network represent various aspects of the A&C community, including organizers, educators, artists (theater, music, visual, design, etc), commerce, and public institutions.
- **Integration:** organizations often overlooked as part of the broader arts & cultural community are recognized in Silver City for their participation (e.g., the Silver Consolidated School District, the Town of Silver City, Silver City MainStreet Project, First New Mexico Bank).
- **Collaborative and Supportive:** these were the most frequently cited and most strongly emphasized characteristics of the Silver City arts & cultural community, as noted by those who participated in this study. (Note: 'collaborative' refers to the internal dynamics of the A&C community; 'supportive' refers to the approach of others in town toward the A&C community).
- Perhaps the only notable exception to this balance and diverse institutional network is the failure to draw different ethnic groups (especially Hispanic) into the organizational center. However, there is no such unevenness in terms of gender, age, or time that one has spent in the community.

Despite the high level of organization, the economic impact of A&C industries is yet to be fully realized in Silver City. In particular, the growth of A&C businesses in Silver City appears to have been severely impacted by the tragedy of September 11, 2001, and as of 2006, there were only weak signs of recovery.

- Between 2001 and 2006, the revenues (or sales for for-profit businesses) fell by more 33 percent, after correcting for inflation. Employment in these same entities fell by 19 percent over the same five year period.
- During the same post-9/11 period, the number of establishments did not decline proportionately. The implication is that, after a short lag, existing businesses reduced the number of employees while a few new businesses were established with few or no employees. The overall effect was to minimize the impact of the decline on the bottom line of individual businesses – declining revenues were partially offset by payroll reductions.
- The impacts were consistent across the subsectors of the A&C economy. The largest subsector included in the study – religious organizations – was very strongly impacted, with employment down nearly 40 percent and revenues by even more. Similarly, craft manufacturers, specialty retailers (galleries, book

stores, musical instruments, and so on), museums and historical sites, accommodations (only those located in the A&C District are included), and, to a lesser extent, recreational industries saw their level of activity decline. However, there are a few exceptions, including advocacy organizations and performing arts companies, which saw increases in the number of establishments, employment and revenues.

The many patterns documented in this report suggest opportunities to use the A&C District as an arena to better integrate the community and the region, and to establish a diverse and vibrant environment for cultural enterprises.

- Hispanic identity is perhaps strongest in localities outside of Silver City, especially in the communities that form the Mining District (although Hispanics also account for nearly half the population of the town of Silver City). The findings of this report suggest that the Hispanic population has not been fully engaged in the otherwise very effective organizational efforts of the A&C community, including the development of plans for the A&C District. In addition to continued outreach, creating space within the A&C District that is welcoming to the Hispanic population and developing events that embrace their rich traditions could be part of a strategy to better integrate this large and historically important population in the District's development.
- WNMU is recognized by many who participated in this study as an important asset in Silver City's creative economy. However, on the street level there is little evidence to indicate that businesses in the historic MainStreet District have been successful in appealing to this population. The boundaries of the A&C District include the WNMU campus, yet there remains a very significant social distance between the campus and the downtown area, again as indicated by the composition of local businesses and as emphasized in the 2008 Resource Team investigation. The findings of this study suggest that A&C District leaders are likely to find the university very receptive to initiatives to 'shorten' this distance. Such initiatives would offer the university an advantage in student and faculty recruitment and provide the District with greater access to the very substantial cultural assets available at the university.
- Despite the broad decline in A&C economic indicators, Lodger's taxes for Silver City have increased by about 45 percent since 2001, and have held their own in relation to those of larger cities and towns in the state. Yet this apparent paradox is consistent with national trends that help shape events in Silver City. Nationally, trends over the past decade indicate that a growing share of travel is nearer home, limited to one or two destinations, more likely to focus on family and friends, more frequent but of shorter duration, and with lower levels of spending. Travel is also becoming more specialized, with tourists increasingly focused on very specific interests and hobbies. Given that Silver City is relatively isolated and located some distance from principal highways, it is important that the town and the District work strategically to establish Silver City as a destination for those with very specific interests: in the arts, local history and the environment.

- To date, the arts and local history have been the centerpieces of the Silver City's A&C economy, but the beauty and accessibility of the natural environment may be of equal value in the future development of the District. After collaboration and support, participants in this study cited natural beauty and quality of life as the greatest advantages to living and working in the Silver City area. For those visiting the region, the Gila Cliff Dwellings and National Forest are by far the largest attractions. Given these interests, strategies to develop the downtown A&C District should give greater emphasis to these values, for example by marketing accommodations, eateries and specialty retail outlets to those either visiting Silver City as a base for exploring the natural region or passing through en route to the Gila. Indeed, those whose interests in Silver City are associated with arts and local history are likely to find a greater emphasis on the natural environment of the region highly compatible.

INTRODUCTION

During the period October 2008-April 2009, UNM-BBER conducted a three part investigation of the arts and cultural (A&C) economy of Silver City, with a focus on an inventory and assessment of the community's cultural assets. The three parts are:

1. An extensive inventory of the assets of the creative economy of the Silver City area. The information was collected from web searches, secondary and primary data collection, reviews of public documents and prior studies, and interviews with dozens of community leaders, public officials, business owners, artists and interested individuals. The results are available as an Excel©-based directory of nearly 500 entries, including descriptions, contact and personnel information, and where available, budget and funding data of A&C institutions and activities.
2. A community-based survey of 61 artists, preservationists, supporters, retailers, market representatives and others engaged in creative industries in Silver City and neighboring communities. The survey included questions about A&C participation, the advantages and disadvantages of living and working in the Silver City area, demographics and, most importantly, relationships with and among A&C and other community institutions. By better understanding the individuals, institutions and relationships that comprise the creative economy, this analysis can help lead to innovation, market expansion, stronger organization, more broad-based participation, and even new models of community leadership.
3. An analysis of the impact and trends of the creative economy of the Silver City area. This analysis draws from a variety of sources, including lodger's tax records, attendance and enrollment figures, and most importantly, the Dun & Bradstreet database of employment and revenues of businesses and public and non-profits institutions for the period 1989 – 2006. This quantification of the creative economy provides an objective account of the importance of the A&C industries for purposes of policy and planning.

The findings of this research are presented in this report in two main parts. The first is an analysis of the social assets of the creative economy of Silver City, including a social network analysis, an evaluation of the survey results, and a review of the institutional inventory. The second part is an analysis of the economic market for the A&C industries in the area, including an analysis of trends during the 1989-2006 period.

SOCIAL ASSETS IN THE SILVER CITY AREA ARTS AND CULTURAL INDUSTRIES

Survey Methodology

BBER designed a survey to provide data for the qualitative analysis component of the research project. The survey is included in the Appendix as **Figure A-1**. The survey was designed to elicit information on the demographic characteristics of the A&C community, on the advantages and disadvantages of doing artistic, cultural, and creative work in the Silver City area, and on which individuals, organizations, and institutions work with which others.

BBER utilized a snowball sampling method in our qualitative analysis. A snowball sample is a subset of the population under study (in this case, individuals and institutions involved in artistic, creative, and cultural activities in and within 20 miles around Silver City) that is generated by members of the population themselves. How this happens, more specifically, is that a handful of members of the population are chosen to serve as “seeds”, each of these is asked to name others within the population as part of the interview, some of whom are then interviewed. These are again asked to name others, some of whom are subsequently interviewed, and so on until a certain percentage of the names that come up have already come up before, at which point it is determined that “saturation” has been reached. While it is very likely the sample thus generated is not representative of the population under study, it is also very likely that it accurately reflects who within the population is most visible and active within it.

An unusual aspect of the survey component of this research project was the involvement of local community members in the process. In an attempt to promote the *creation* of new connections amongst individuals involved in these activities, rather than simply documenting these connections, the six seeds were asked to conduct the subsequent interviews. These six individuals were interviewed by BBER and then trained to conduct interviews themselves. With guidance from BBER (and assistance from three other community members recruited in the eleventh hour to complete necessary interviews), 58 interviews were conducted by community members between February and May, 2009.

The findings from the survey are discussed in this section, beginning with the social network analysis.

Social Network Analysis

Social network analysis is a type of research that involves analysis of the networks of the study population. Using social network analysis software such as UCINET, which BBER used for this study, one is able to quantify the level of connectedness within the network, assess the relative “importance” (e.g., the extent to which each mediates between others within the network) of each actor within the network, and identify those actors who are isolated from the others, among many other possible analyses. The software also provides a way to visualize the networks through “maps” whose layouts can be manipulated in several ways to reflect various attributes of the actors.

Data gathered through the survey instrument was used to conduct a social network analysis of the arts and cultural social network in and around Silver City. The names of individuals and institutions given by interviewees in response to the survey question #6, “Please name in rank order up to five people or institutions with whom your interactions are most important in your arts and cultural activities,” were the names that ultimately served to populate the sample of the arts and cultural universe, and were the pool from which the names of interviewees were pulled. Specifically, the two individuals ranked highest in answer to this question (unless they had already been interviewed or were not Silver City-area residents) were the two interviewed next. (The remaining four names were included in the analysis of the entire network.) This pattern was repeated for each interviewee, so that the number of interviewees “snowballed” from the original set. Ultimately, as described in **Table 3** and the accompanying discussion, below,

Figures 1 and 2, below, are maps of the arts and cultural social network in the Silver City area. Both maps show:

- the individuals or institutions mentioned in response to survey question #6,¹ represented by “nodes” in the shape of either circles, which symbolize those who were interviewed, or squares, which symbolize those who were not interviewed;
- the direction of the mentioning; i.e., the arrow points to the individual or institution referenced by the node at the other end of the arrow; and
- the level of “betweenness” of the individuals or institutions, as indicated by the size of the node. A node’s betweenness level indicates how much that node mediates between other nodes in the network.

Figure 1 is a map of the relationships among individuals and institutions engaged in Silver City’s arts and cultural social network, organized according to the nature of each one’s involvement. (This map excludes “pendants”, or individuals or institutions that were only mentioned once by the interviewees.²) The color of the node indicates the nature of its involvement, or the ‘sphere’ to which the individual or institution belongs. Blue indicates the creative sphere, green is commercial, red is support, pink is development and tourism, yellow is culture and heritage, and orange represents art venues. (The key on the following page provides definitions of each sphere.)

What stands out in **Figure 1** is the importance of the support sphere to the A&C network in Silver City. In particular, four of the five largest nodes (i.e., the nodes with the highest betweenness rankings) are support institutions, namely WNMU’s Expressive Arts

¹ BBER collapsed the individuals into their associated businesses, organizations, or institutions for the maps and betweenness analysis, except when an individual was deemed to be best-known as an individual, e.g., an artist who owns a gallery but is better known as an artist than as a gallery owner would be classified as an individual.

² See Appendix **Figure A-2** for a map that includes the pendants.

Department, the Mimbres Region Arts Council, WNMU as a whole,³ and the Silver Consolidated School District.

Another interesting feature of **Figure 1** is the representativeness and interrelatedness of the spheres. Individuals and institutions from all six spheres are present and the ties connect nodes from various spheres to each other, rather than simply to other nodes within the same sphere. This indicates that those individuals and institutions that make up the A&C network in Silver City interact with each other and suggests that the network is well integrated.

KEY TO FIGURE 1

	Creative	Activities directly engaged in the conception and production of original art & cultural products. This may include products intended for commercial markets, but excludes replication of non-original work (e.g., replication or manufacturing of established design).
	Commercial	Activities that directly or indirectly bring art and cultural products to the market for-profit, or otherwise rely on creative activities for 'content' in commercial activities. Institutions in the commercial sector may include for-profit entertainment companies (e.g., motion picture and sound production studios); media (e.g., broadcast, print, online); venues (e.g., movie theaters, clubs); design, marketing and advertising firms; art galleries; and so on.
	Support	Activities that help to make possible the creation, preservation and presentation of original art and cultural products. Support can be material (e.g., public institutions, foundations), educational (e.g., public schools and universities), political (e.g., advocacy), or some other form, with the exception of for-profit activities designated as commercial.
	Development & Tourism	Activities that draw upon and/or contribute to a sense of place rooted in arts and culture in order to create markets for arts and cultural activities (e.g. business organizations, tourism promotion, hospitality businesses, land developers).
	Culture and Heritage	Activities that preserve and promote the region's culture and history, including institutions (e.g., historical museums) and historic sites, as well as cultural events (e.g., powwows).
	Art Space	Activities that provide space for the conception, production, and display of original artistic work, with the exception of for-profit activities designated as commercial. This may include performance spaces, studios, institutions (e.g., art museums), artistic events (e.g., music festivals), or private schools.

Source: UNM-BBER, 2009.

³ There were a sufficient number of explicit mentions of WNMU's Expressive Arts Department (or affiliated faculty) that BBER felt it important to separate these from references to WNMU in general.

FIGURE 1: SILVER CITY ARTS AND CULTURAL SOCIAL NETWORK BY SPHERE

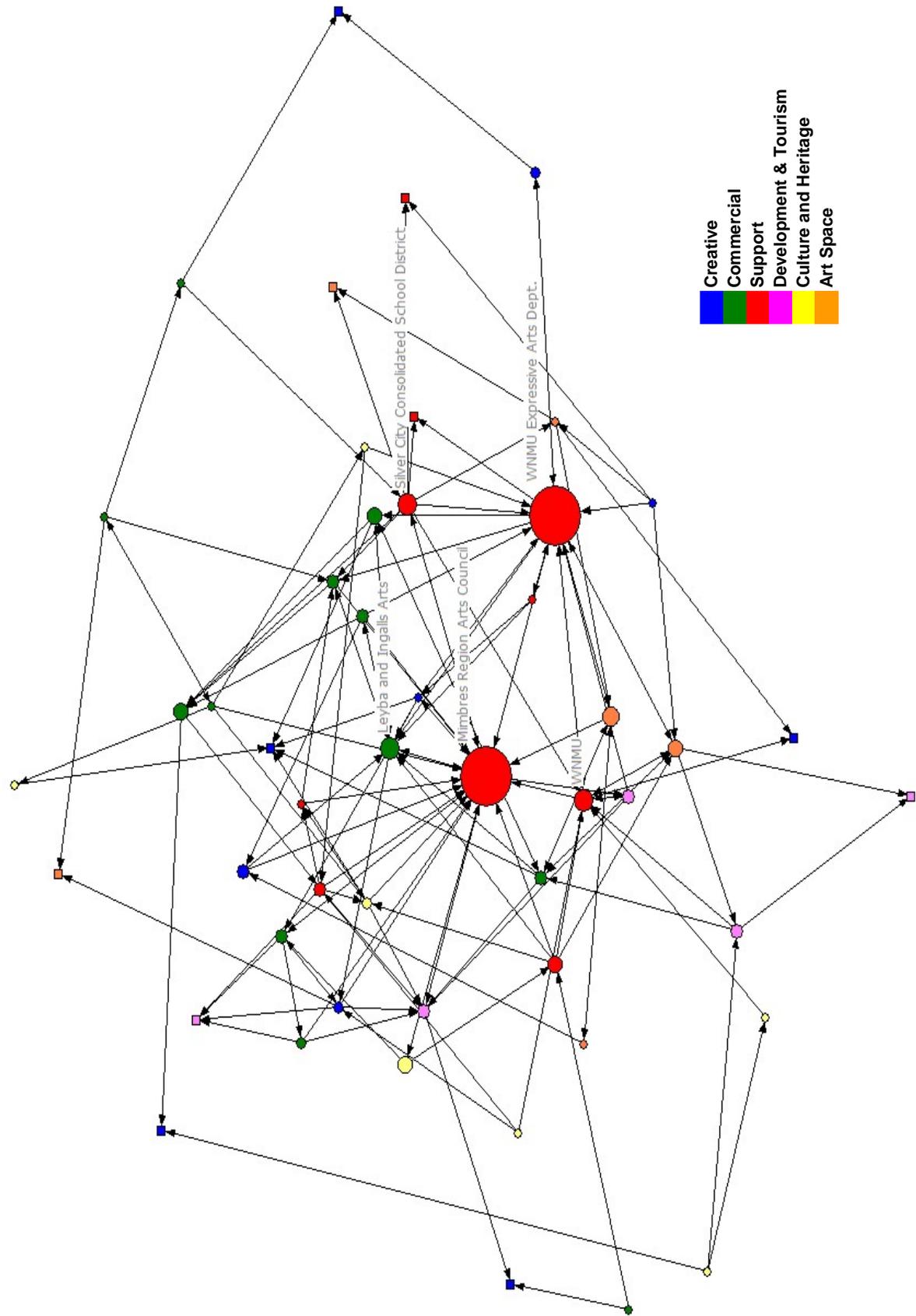


Table 1 presents the 25 individuals or institutions with the highest betweenness ranking of the 129 total. Betweenness is but one of several “centrality” measures that seek to quantify an actor’s prominence within a social network. Betweenness centrality measures the degree to which an actor falls along the paths of, or lies between, other actors within the network, and can indicate individuals or institutions that are in a good position to mediate between others in the network. Degree centrality essentially reflects the popularity of the actor, to the degree that that actor is mentioned (“in-degree”) by others in the network.

In the case of the Silver City arts and cultural social network, the WNMU Expressive Arts department has the highest betweenness ranking and second highest in-degree ranking, meaning that this organization mediates amongst the most others within the network and that it (or individuals affiliated with it) was the second most often referenced actor in the network.

That three of the top four individuals or institutions by betweenness ranking are focused on artistic and cultural support is not surprising, given the mission of these institutions; what these rankings indicate is that their outreach efforts are successful. What is surprising is the number of galleries (9) and artists (3) within the top 25 betweenness rankings. This indicates not only how valued and important the local galleries and artists are within the social network, but also how well-connected these businesses and individuals are to others in the network.

Another interesting feature of this group of 25 is the fact that every sphere is represented within it, an indication of the diversity of the arts and cultural activities in the area. Finally, of these top 25, four are individuals or institutions located outside of Silver City (in Tyrone, Santa Clara, Hurley, and Arenas Valley), meaning that the important “go-betweens” are predominately in Silver City.

TABLE 1: INDIVIDUALS AND INSTITUTIONS BY SELECTED CENTRALITY MEASURES, SPHERE, AND GEOGRAPHY

INDIVIDUAL / INSTITUTION	BETWEEN-NESS RANK	IN DEGREE RANK	SPHERE	GEOGRAPHY
WNMU Expressive Arts Dept.	1	2	Support	Silver City
Mimbres Region Arts Council	2	1	Support	Silver City
Leyba and Ingalls Arts	3	3	Commercial	Silver City
WNMU	4	4	Support	Silver City
Silver City Consolidated School District	5	18	Support	Silver City
Virus Theatre	6	9	Art Space	Silver City
Theater Group New Mexico	7	6	Art Space	Tyrone
Syzygy Tileworks	8	10	Commercial	Silver City
Western Institute for Lifelong Learning	9	19	Support	Silver City
Blue Dome Gallery	10	13	Commercial	Silver City
Casa de la Cultura	11	35	Culture & Heritage	Santa Clara
Art and Conversation	12	11	Commercial	Silver City
JW Gallery	13	14	Commercial	Hurley
Town of Silver City	14	15	Support	Silver City
Christine's Interior Design	15	36	Commercial	Silver City
Arts and Cultural District Planning Committee	16	20	Develop & Tour	Silver City
Silver City MainStreet	17	5	Develop & Tour	Silver City
Seedboat Gallery	18	7	Commercial	Silver City
First New Mexico Bank	19	21	Develop & Tour	Silver City
Artist	20	22	Creative	Arenas Valley
Artist	21	37	Creative	Silver City
Artist	22	16	Creative	Silver City
Silver Imaging	23	38	Commercial	Silver City
Silver City Museum	24	17	Culture & Heritage	Silver City
Common Ground Gallery	25	39	Commercial	Silver City

Source: UCINET, UNM-BBER, 2009.

Table 2 shows that, as far as the percentage of the overall mentions goes, the support sphere is best-represented at 35 percent, with the commercial and creative spheres less so, at 21 and 18 percent, respectively. The development and tourism sphere is the least represented at 5 percent. Of the 64 completed interviews,⁴ the most were conducted with individuals who represent the support sphere (44 percent), followed by the commercial, culture and heritage, and creative spheres, with representatives of the art space and the development and tourism sphere interviewed least.

⁴ Some of the data from two of the 64 interviews was not usable. The answers given in response to survey question #6 for these two interviews was available, however, so they have been included in the data presented in this section.

TABLE 2: REPRESENTATION OF SPHERES IN THE SILVER CITY ARTS AND CULTURAL SOCIAL NETWORK

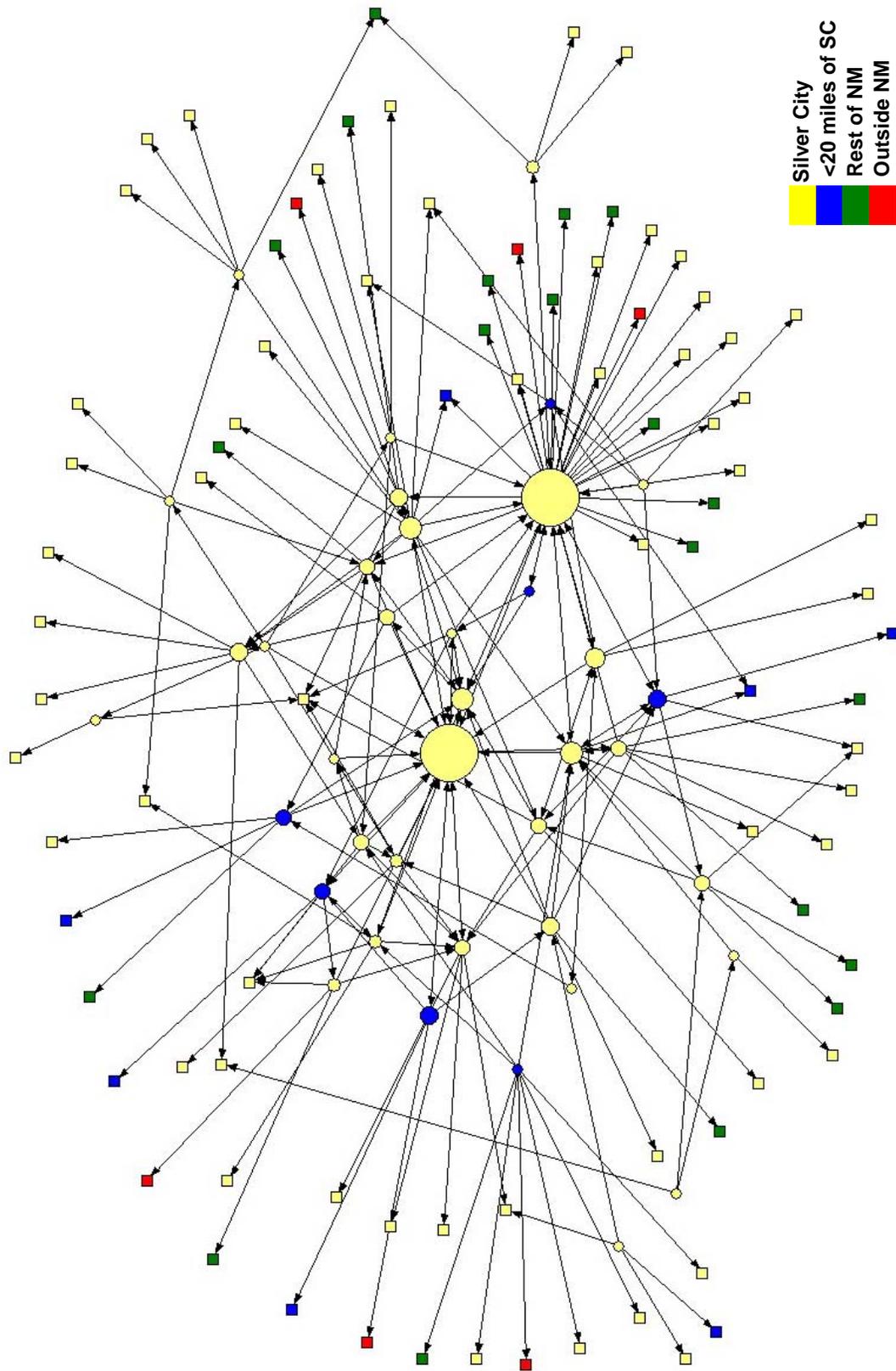
SPHERE	MENTIONS		INTERVIEWED	
Creative	39	18%	7	11%
Commercial	47	21%	14	22%
Support	78	35%	28	44%
Development & Tourism	12	5%	2	3%
Culture and Heritage	23	10%	8	13%
Art Space	23	10%	5	8%
TOTAL	222	100%	64	100%

Figure 2 is the same as **Figure 1** except that the colors have been changed to represent the geographic location of each node and the pendants have been included. In this map, yellow represents those individuals or institutions that are located within Silver City; blue indicates those located within 20 miles of Silver City, and includes individuals or institutions in Hurley, Bayard, Santa Clara, Pinos Altos, Arenas Valley, and Tyrone; green nodes represent actors who are located elsewhere in New Mexico, including Animas, Glenwood, Las Cruces, Portales, Albuquerque, Rio Rancho, and Santa Fe; and red represents those located outside the state, including Arizona, Georgia, Oregon, and Mexico.

BBER chose not to interview individuals who did not live within 20 miles of Silver City because our research interest was focused on the Silver City area. Therefore, none of the yellow or green nodes in **Figure 2** are circles, nor do they have arrows originating from them. Furthermore, with the exception of the one green node farthest to the right on the map that was referenced by two other nodes, if the pendants were removed, one would see only yellow or blue nodes (i.e., individuals or institutions located in and within 20 miles of Silver City.)

BBER did, however, make an effort to include individuals involved in artistic and cultural activities outside of Silver City; therefore, two community volunteers who live in the Mining District were recruited. Of the nineteen individuals these two volunteers spoke to, the majority (twelve) live in Silver City. Five live in Arenas Valley and the remaining two live in Tyrone and Hurley. This indicates that those individuals involved in artistic or cultural activities outside of Silver City are connected to others within town, but doesn't

FIGURE 2: SILVER CITY ARTS AND CULTURAL SOCIAL NETWORK BY GEOGRAPHY, INCLUDING PENDANTS



tell us if the reverse is true; in other words, are individuals involved in A&C in Silver City referencing individuals or institutions in the surrounding region?

To check this, one can look at the direction of the arrows in **Figure 2**. With the exception of one blue node (one of the two seeds recruited from the Mining District), all of the blue nodes have at least one arrow pointing towards them, meaning at least one other actor mentioned them. Of these blue nodes who have been mentioned, seven of them were mentioned only by actors located in Silver City (yellow nodes), four were mentioned only by actors located outside Silver City (blue nodes), and two had a mix of mentions from both within and outside of Silver City.

Ultimately, then, the social network analysis shows that there are connections between members of the arts and cultural community within Silver City and those located in the immediate vicinity. However, the fact that only 14, or 11 percent, of the total mentions live in the communities within 20 miles of Silver City indicates that further connections between the two geographical areas could be forged, which could benefit both regions.

Survey Participant Demographics

Table 3, below, summarizes the demographic data provided by the 62⁵ individuals who were interviewed for this study and compares it to the demographics of Grant County as a whole. The purpose is to gauge the representativeness of the participants in the study with respect to the population of the county as a whole. Additionally, because the methodology was designed to solicit the leaders of the A&C community to participate in the study, this analysis is more broadly suggestive of representativeness of these leaders of the community.

The table is divided according to gender, ethnicity, age, and time in area, respectively. The first columns show the demographic characteristics of the survey respondents; the next two columns show the corresponding information for the population of Grant County as a whole. Chi square measures the degree of difference of the proportions of the two.

The most significant pattern that emerges from this comparison regards the ethnicity of the study participants. The chi square value of 17.1 far exceeds the critical value of 7.8, indicating with a very high level of statistical confidence that the participants are not ethnically representative of the population of Grant County as a whole.⁶ Specifically, the results suggest that Anglos and Other⁷ ethnic groups are disproportionately involved as

⁵ As discussed in footnote 4, some of the data from two of the 64 interviews was not usable. Therefore, the data in the survey instrument related to these two interviewee's demographics are not included in this section. In order to be comparable to the Grant County age cohorts, one survey participant who was under 20 years old was not included in the section on age.

⁶ Narrowing the comparison to include only the population of Silver City does not significantly impact this finding.

⁷ The category 'Other' is comprised mainly of Native Americans in this study. It is possible that the relatively high level involvement is a result of methodological factors; specifically a decision to include a member of a local Native American tribe among the initial six contacts.

TABLE 3: COMPARISON OF DEMOGRAPHIC CHARACTERISTICS OF SURVEY RESPONDENTS TO TOTAL POPULATION OF GRANT COUNTY

	RESPONDENTS		GRANT COUNTY		EXPECTED	CHI SQ	D.F.
GENDER							
Female	36	58%	14,904	51%	31.4	0.68	
Male	26	42%	14,555	49%	30.6	0.70	
	62	100%	29,459	100%	62	1.38	1
						3.84	.95 critical
ETHNICITY							
Anglo	43	69%	14,293	49%	30	5.55	
Hispanic	13	21%	14,188	48%	30	9.52	
Other	6	10%	978	3%	2	7.55	
	62	100%	29,459	100%	62	17.07	3
						7.82	.95 critical
AGE							
20-39	8	13%	5,697	26%	16	3.95	
40-59	30	49%	8,461	39%	24	1.70	
>60	23	38%	7,661	35%	21	0.12	
	61	100%	21,819	100%	61	5.76	3
						7.82	.95 critical
TIME IN AREA							
<10 years	13	21%					
10-19 years	26	42%					
>20 years	9	15%					
Lifetime	14	23%					
	62	100%					

Source: Census Bureau, American Community Survey, 2005-2007 Average; UNM-BBER, 2009.

leaders of the local A&C community, while Hispanics are by equal measure under involved.

As in any survey study, there is a possibility that the methodology used to identify survey participants is the source of bias. In the present case, as discussed above, participants, rather than outside researchers, defined the population to be surveyed. The advantage of this ‘participant-driven’ design is that it anticipates bias and makes it the subject of the study. In other words, one purpose of the study is to reveal how the community itself identifies its participants and leaders. Thus, while it is certainly true that the results may be an inaccurate reflection of the participation of the entire community, there is little doubt that the results are an accurate reflection of the self-identification of the leadership of the arts and cultural community.

Apart from ethnicity, there is no clear evidence that the composition of the respondents, either in terms of gender and age, is dissimilar to the population as a whole. Comparative data is not available to measure the time in the area characteristic, but a majority of survey respondents (63 percent) have lived in the Silver City area for less than 20 years.

Participation in A&C Organizations

Ninety-eight individual organizations were mentioned by the 62 survey respondents in answer to survey question five: "Please identify arts and cultural or community organizations with which you are currently involved." Of these, the ones mentioned at least three times (17 organizations) are listed in **Table 4**, on the following page, along with demographic information about the individuals who mentioned them. This information is used to assess the characteristics of those engaged with any given organization. These results suggest a highly centralized organizational structure to Silver City's arts and cultural community. There is a great deal of participation in Silver City, but it tends to be concentrated in a few organizations. In particular, the Mimbres Region Arts Council (MRAC), Western New Mexico University (WNMU), and Theatre Group New Mexico who were mentioned a combined 56 times out of 120 total mentions.

Participation in arts and cultural organizations in the Silver City area is predominately Anglo with at least two-thirds Anglo participation in all but two of the 17 organizations. Casa de la Cultura and Grant County Senior Center are the exceptions. It is obvious by the amount of participation that Silver City has a great capacity to organize its arts and cultural community with a variety of ways to be involved. However, at this point the Hispanic population has yet to be fully engaged in building Silver City's arts and cultural community.

TABLE 4: DEMOGRAPHIC CHARACTERISTICS OF SURVEY RESPONDENTS IDENTIFIED WITH VARIOUS CULTURAL ORGANIZATIONS IN SILVER CITY AREA

<u>Organization</u>	<u>Mentions</u>	<u>Gender</u>		<u>Age of Members</u>			
		Female	Male	<20	20-39	40-59	60+
Mimbres Region Arts Council	24	15	9	0	1	13	10
Western New Mexico University	17	8	9	1	3	9	4
Theatre Group New Mexico	15	9	6	1	5	5	4
Arts and Cultural District Coordinating Council	9	7	2	0	0	3	6
MainStreet	8	5	3	0	1	5	2
Silver City Gallery Association	7	5	2	0	0	4	3
Western Institute of Lifelong Learning	6	3	3	0	0	1	5
Grant County Community Concert Association	5	2	3	0	0	3	2
Silver City Museum	4	2	2	0	0	1	3
Virus Theater	4	3	1	0	2	1	1
Casa de la Cultura	3	2	1	0	0	2	1
Chamber of Commerce	3	2	1	0	0	2	1
Community Access Television	3	1	2	0	0	0	3
Grant County Senior Center	3	3	0	0	0	0	3
Mural Project	3	2	1	0	0	2	1
Pinos Altos Melodrama Theater	3	1	2	1	0	1	1
Silver Consolidated School District	3	2	1	0	0	3	0
TOTAL	120	72	48	3	12	55	50

<u>Organization</u>	<u>Mentions</u>	<u>Gender</u>		<u>Age of Members</u>			
		Female	Male	<20	20-39	40-59	60+
Mimbres Region Arts Council	24	63%	38%		4%	54%	42%
Western New Mexico University	17	47%	53%	6%	18%	53%	24%
Theatre Group New Mexico	15	60%	40%	7%	33%	33%	27%
Arts and Cultural District Coordinating Council	9	78%	22%			33%	67%
MainStreet	8	63%	38%		13%	63%	25%
Silver City Gallery Association	7	71%	29%			57%	43%
Western Institute of Lifelong Learning	6	50%	50%			17%	83%
Grant County Community Concert Association	5	40%	60%			60%	40%
Silver City Museum	4	50%	50%			25%	75%
Virus Theater	4	75%	25%		50%	25%	25%
Casa de la Cultura	3	67%	33%			67%	33%
Chamber of Commerce	3	67%	33%			67%	33%
Community Access Television	3	33%	67%				100%
Grant County Senior Center	3	100%					100%
Mural Project	3	67%	33%			67%	33%
Pinos Altos Melodrama Theater	3	33%	67%	33%		33%	33%
Silver Consolidated School District	3	67%	33%			100%	
TOTAL	120	60%	40%	3%	10%	46%	42%

Source: UNM-BBER, 2009.

TABLE 4 (CONTINUED): DEMOGRAPHIC CHARACTERISTICS OF SURVEY RESPONDENTS IDENTIFIED WITH VARIOUS CULTURAL ORGANIZATIONS IN SILVER CITY AREA

<u>Organization</u>	<u>Mentions</u>	<u>Ethnicity</u>			<u>Time in Silver City</u>			
		Hispanic	Anglo	Other	< 10 years	10-19 years	20+ years	Lifetime
Mimbres Region Arts Council	24	3	20	1	4	14	3	3
Western New Mexico University	17	3	14	0	2	7	4	4
Theatre Group New Mexico	15	3	12	0	6	2	3	4
Arts and Cultural District Coordinating Council	9	0	9	0	0	7	2	0
MainStreet	8	2	6	0	1	4	1	2
Silver City Gallery Association	7	0	7	0	1	6	0	0
Western Institute of Lifelong Learning	6	1	5	0	2	4	0	0
Grant County Community Concert Association	5	0	5	0	2	2	0	1
Silver City Museum	4	0	4	0	2	1	1	0
Virus Theater	4	0	4	0	1	2	0	1
Casa de la Cultura	3	2	1	0	2	0	0	1
Chamber of Commerce	3	0	3	0	1	0	2	0
Community Access Television	3	0	3	0	0	3	0	0
Grant County Senior Center	3	2	1	0	1	1	0	1
Mural Project	3	1	2	0	1	1	0	1
Pinos Altos Melodrama Theater	3	0	3	0	0	2	0	1
Silver Consolidated School District	3	0	3	0	1	1	1	0
TOTAL	120	17	102	1	27	57	17	19

<u>Organization</u>	<u>Mentions</u>	<u>Ethnicity</u>			<u>Time in Silver City</u>			
		Hispanic	Anglo	Other	< 10 years	10-19 years	20+ years	Lifetime
Mimbres Region Arts Council	24	13%	83%	4%	17%	58%	13%	13%
Western New Mexico University	17	18%	82%		12%	41%	24%	24%
Theatre Group New Mexico	15	20%	80%		40%	13%	20%	27%
Arts and Cultural District Coordinating Council	9		100%			78%	22%	
MainStreet	8	25%	75%		13%	50%	13%	25%
Silver City Gallery Association	7		100%		14%	86%		
Western Institute of Lifelong Learning	6	17%	83%		33%	67%		
Grant County Community Concert Association	5		100%		40%	40%		20%
Silver City Museum	4		100%		50%	25%	25%	
Virus Theater	4		100%		25%	50%		25%
Casa de la Cultura	3	67%	33%		67%			33%
Chamber of Commerce	3		100%		33%		67%	
Community Access Television	3		100%			100%		
Grant County Senior Center	3	67%	33%		33%	33%		33%
Mural Project	3	33%	67%		33%	33%		33%
Pinos Altos Melodrama Theater	3		100%			67%		33%
Silver Consolidated School District	3		100%		33%	33%	33%	
TOTAL	120	14%	85%	1%	23%	48%	14%	16%

Source: UNM-BBER, 2009.

Perceived Advantages and Disadvantages

Table 5 shows the responses of the 62 community members who completed the survey to the question, “Please name in rank order three advantages and three disadvantages of working in the arts & cultural field in Silver City”. Most notable is a strong disagreement about the extent of collaboration within the arts community – some see this as the greatest advantage, and others as the greatest disadvantage to working in Silver City. Disadvantages mainly concern financial issues and those associated with working in a small community – lack of funding, small markets, limited services.

TABLE 5: PERCEIVED ADVANTAGES AND DISADVANTAGES OF WORKING IN ARTS AND CULTURAL INDUSTRIES IN SILVER CITY AREA

ADVANTAGES	1st	2nd	3rd
Collaborative	15	16	7
Supportive	12	16	13
Good Quality of Life	12	9	15
Diversity	7	6	5
Many Artists	7	4	2
Opportunities for Development	5	2	5
WNMU	1	3	5
Tourist Destination		4	3
Talent Level	2		1
Low Cost of Business		2	1
Lack of Competition	1		
	62	62	57
DISADVANTAGES	1st	2nd	3rd
Lack of Collaboration w/in arts community	9	7	15
Lack of Funding	11	9	4
Geographic Isolation	10	5	6
Economically Disadvantaged	7	7	3
Small Town	5	8	1
Small Market	6	3	3
Lack of Art Spaces/Performance Spaces	3	3	4
Lack of Knowledge	1	5	3
lack of collaboration between city/arts	3	2	2
Prejudiced	2	1	0
Lack of Art Supply Stores	2	1	0
Too Much Competition	0	4	0
Small Talent Pool	0	2	1
Not Many Opportunities for Growth	1	0	1
Lack of Diversity	1	0	0
Litter Problem	0	0	2
	61	57	45

Source: UNM-BBER, 2009.

Directory of Arts and Cultural Activities

Table 6 is a summary of the directory BBER has assembled of individuals and institutions involved in artistic, creative, or cultural activities in the Las Vegas area. The summary of the entire directory is organized according to legal status and area of activity. This summary is not intended to be a comprehensive account of activities or organizations, but provides information that was used to structure much of the study.

The complete directory includes 498 entries, including addresses for 233 entries; phone numbers for 378; e-mail addresses for 221; funding sources for 10, budget information for 4; information on who runs the business or organization for 149, and names of board of directors' members for 22. We categorized all entries according to the type of activities and the 'legal status' (for-profit, non-profit, public etc); **Table 6** shows the number that falls into each category.

In order to maintain consistency, we used the "universe" of arts and culture institutions and activities BBER established for our Albuquerque arts and culture study. These

categories were formed along the lines of standard industrial classifications established by the North American Industry Classification System (NAICS). For example, we established the category of “artist” to include artists, musicians, actors, dancers and all others directly involved in creating visual or performing arts, literature and film.

The directory includes artists or institutions that have a basic internet presence. This does not necessarily mean a web page specifically, but it means that at some point, the artist or institution is mentioned in some capacity on the internet. This could mean an actual artist’s website, or it could mean a mention in an arts council’s newsletter. Initial research began with basic internet searches of natural gateways into a community’s arts and culture activities. For example chambers of commerce or art association websites. Over time this produced a kind of “snowball effect” whereby one internet link would lead to another and so on to build our arts and culture directory. The directory also includes artists and institutions that may not have a web presence but have been referred to us by individuals within the community as important to local arts and culture. While internet research formed the majority of the directory, we sought input from the community on arts and culture activities.

We caution that the directory is not comprehensive. We did not want to systematically bias out certain art fields or institutions, but we certainly did not expect to account for absolutely everything. Our goal was a thorough examination of a community’s arts and culture activities for the purposes of our own understanding. The directory was the foundation for our social network analysis.

TABLE 6: ARTS AND CULTURAL ORGANIZATIONS IN SILVER CITY AND NEIGHBORING COMMUNITIES, BY ACTIVITY AND LEGAL STATUS

	Individual	Private For-Profit	Private Non-Profit	Public	Unknown	TOTAL
Artists	164	19	8	5		196
Retail ¹	1	37				38
Art gallery		35		1		36
Education	1	2	10	21	1	35
Art studio ²		27				27
Accommodations		27				27
Arts advocacy			23	1		24
Cultural event ³			22			22
Cultural preservator	1	1	12	4		18
Restaurant		12				12
Performance space		5	1	4		10
Media ⁴		9	1			10
Outdoor recreation		1		7		8
Architecture		5				5
Design		5				5
Library/museum			1	3		4
Government ⁵				4		4
Foundation			3			3
Sports			2	1		3
Other	1	1	5		4	11
TOTAL	168	186	88	51	5	498

Note: BBER's directory is focused on organizations rather than individuals. Therefore, the "Individual" column includes only those individuals who are both active and known in the community for their individual artistic, creative, or cultural work, rather than for their work with an artistic, creative, or cultural organization.

1 Describes book stores, music stores, art supply stores, or any place that sells or displays local art, but cannot be described as a gallery.

2 Art work may or may not be sold out of an art studio.

3 Describes any fair, festival, or gathering that draws a significant amount of people and contains some sort of art and culture component.

4 Includes any local newspapers, magazines, websites, radio, and tv stations that cater specifically to disseminating local news or information.

5 Includes local and regional government agencies that support arts and culture activities.

Source: UNM-BBER, 2009.

ECONOMIC MARKETS FOR SILVER CITY ARTS AND CULTURAL INDUSTRIES

Arts and Cultural Businesses

Table 7, on the following page, provides data on the number of establishments, employees, and sales of arts and culture-related businesses, by subsector, in Grant County for the years 1990, 2000, and 2006.⁸ **Figures 3** and **4** show the total number of A&C employees and establishments, along with revenues (in constant 2008 dollars) for the years 1989 through 2006. Most significantly, these figures show a very significant decline in revenues and employment⁹, despite the continued increase in the number of businesses from 2001 through 2006. Although there is no evidence to document this, it is not unreasonable to assume that this trend is associated with the tragic events of September 11, 2001, which affected travel patterns, public investment, if not the cultural environment of the country.

The specific patterns in the data suggest that cultural enterprises responded to a diminished market in the ways that one may expect in an industry dominated by small establishments. Specifically, **Figure 3** shows that with the decline in revenues beginning in 2002, employment was cut immediately and proportionately. Yet, as indicated in **Figure 4** the number of businesses did not decline; in fact, they continued to increase slightly. One interpretation is that owners and managers of these small establishments reduced their payroll to remain solvent but were reticent to close the doors on the small businesses that are their passion and livelihood. The result is increasing competition for smaller markets, with fewer workers to support their efforts.

It is also significant that, with only a few exceptions, this pattern is evident in nearly all subsectors of Silver City's A&C economy, as seen in Table 7. The largest subsector included in the study – religious organizations – has been very strongly impacted, with employment down nearly 40 percent and revenues by even more. Similarly, craft manufacturers, specialty retailers (book stores, musical instruments, and so on), museums and historical sites, and, to a lesser extent, recreational industries have seen their level of activity decline while their numbers have held steady or grown. Yet, there are notable exceptions, including advocacy organizations and performing arts companies, which have seen increases in the number of establishments, employment and revenues.

⁸ The term 'businesses' is used loosely. This category includes public institutions, private non-profit organizations, private for-profit businesses, and when registered, self-employed individuals.

⁹ A similar pattern is evident in Las Vegas, NM. Until better information is available, it is very difficult to determine whether this is part of a national trend, or is instead specific to the southwest region or perhaps small towns.

TABLE 7: ESTABLISHMENTS, EMPLOYMENT AND SALES OF ARTS & CULTURE RELATED BUSINESSES IN GRANT COUNTY, 1990, 2000 AND 2006

	1990			2000			2006		
	Establish-ments	Employees	Revenues	Establish-ments	Employees	Revenues	Establish-ments	Employees	Revenues
Craft Manufacturing	5	12	1,296,676	11	20	2,286,057	10	19	1,296,461
Retailers (galleries, books, etc)	10	18	1,769,832	14	38	5,126,000	19	53	2,576,688
Antiques	6	11	650,935	11	31	2,518,114	13	49	2,998,980
Publishers	5	34	2,345,604	6	43	2,990,979	8	46	2,236,419
Software	1	1	8,404	1	5	37,509	1	3	358,859
Motion Picture and Video Industries	3	13	1,076,526	4	19	1,066,885	6	16	866,586
Radio and Television Broadcasting	3	27	1,460,844	5	21	945,230	3	20	968,367
Libraries	3	11	432,061	3	14	416,226	3	12	277,149
Architects	1	4	411,957	1	5	520,877	1	1	88,965
Design	3	3	268,431	6	14	1,922,122	7	22	1,456,022
Photography	2	3	131,826	3	4	257,313	6	7	352,231
Art Instruction	3	3	150,447	8	9	369,215	6	10	301,180
Higher Education -- Arts & Humanities	1	85	5,219,407	1	88	8,788,288	1	88	8,010,593
Performing Arts Companies	1	1	50,259	3	2	156,288	5	10	333,220
Independent Artists, Writers, & Performers	7	9	320,832	11	16	777,064	10	23	686,091
Museums, Historical Sites	3	15	955,411	8	21	1,544,502	5	17	735,861
Recreation Industries	11	51	2,219,460	23	99	5,073,237	29	105	4,058,983
Accommodations	6	13	861,649	9	23	1,090,016	6	18	691,004
Religious Organizations	48	359	18,344,449	71	251	11,428,533	63	155	6,524,899
Grantmaking and Giving Services	0	0	0	0	0	0	1	1	242,928
Social Advocacy Organizations	3	9	473,256	4	17	1,129,901	8	33	1,761,794
TOTAL	125	682	38,448,266	203	740	48,444,357	211	708	36,823,281
Share of Grant County Economy	11.6%	6.5%	2.6%	12.6%	5.3%	3.1%	12.3%	6.0%	3.9%

Source: Dun & Bradstreet; aggregation by UNM-BBER, 2009.

FIGURE 3: EMPLOYMENT AND REVENUES OF ARTS & CULTURE RELATED ENTERPRISES IN GRANT COUNTY, 1989 - 2006

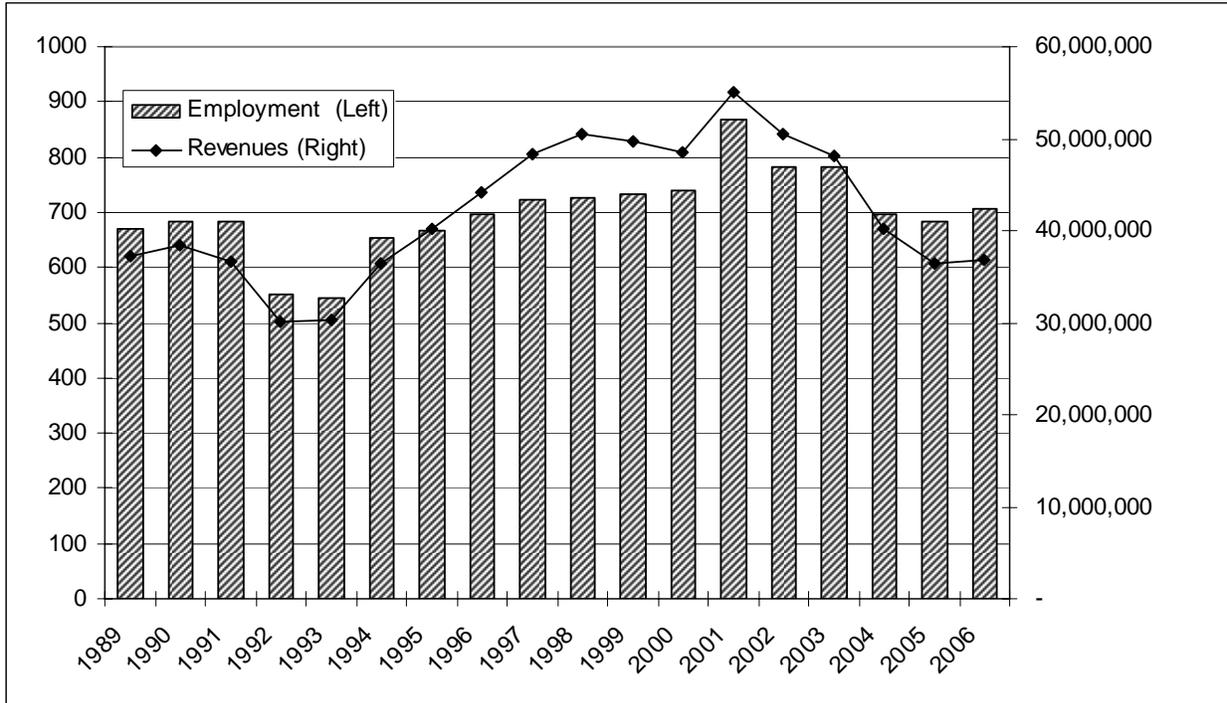
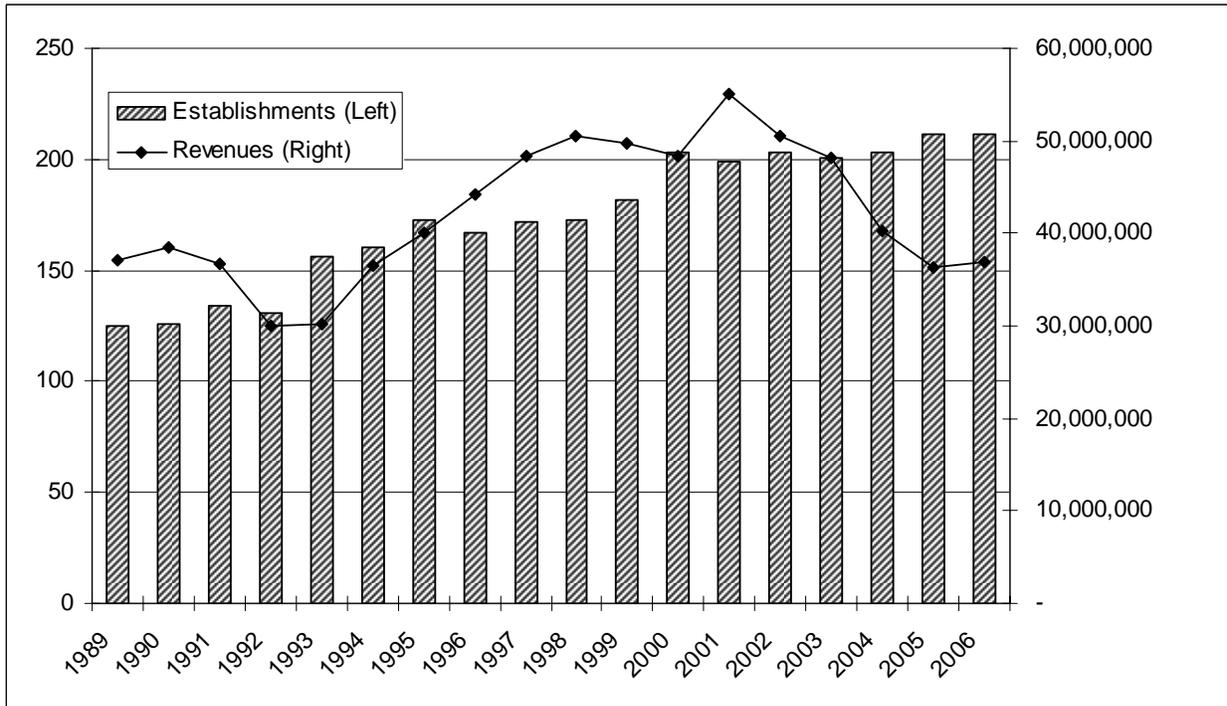


FIGURE 4: ESTABLISHMENTS AND REVENUES OF ARTS & CULTURE RELATED ENTERPRISES IN GRANT COUNTY, 1989 - 2006



Economic Impacts of Tourism

Table 8 and **Figure 5** display lodger's tax revenues for Silver City and Grant County for fiscal years 2000 through 2008. **Figure 6** shows the lodger's tax data as a percentage of all communities in New Mexico, providing context for the analysis. Overall, the figures show that since 9/11, Silver City has seen a gradual growth of lodger's taxes, roughly proportionate to that of other communities in New Mexico. Silver City's performance is notable because unlike many other communities in the state, the town is located some distance from the interstate highways, where lodging caters to those passing by. Instead, it is reasonable to assume that in Silver City, those staying in hotels and motels have selected the town as a destination or, at a minimum, are using the town as a hub of a regional destination.

TABLE 8: LODGER'S TAX REVENUES FOR SILVER CITY AND GRANT COUNTY, FISCAL YEARS 2000-2008.

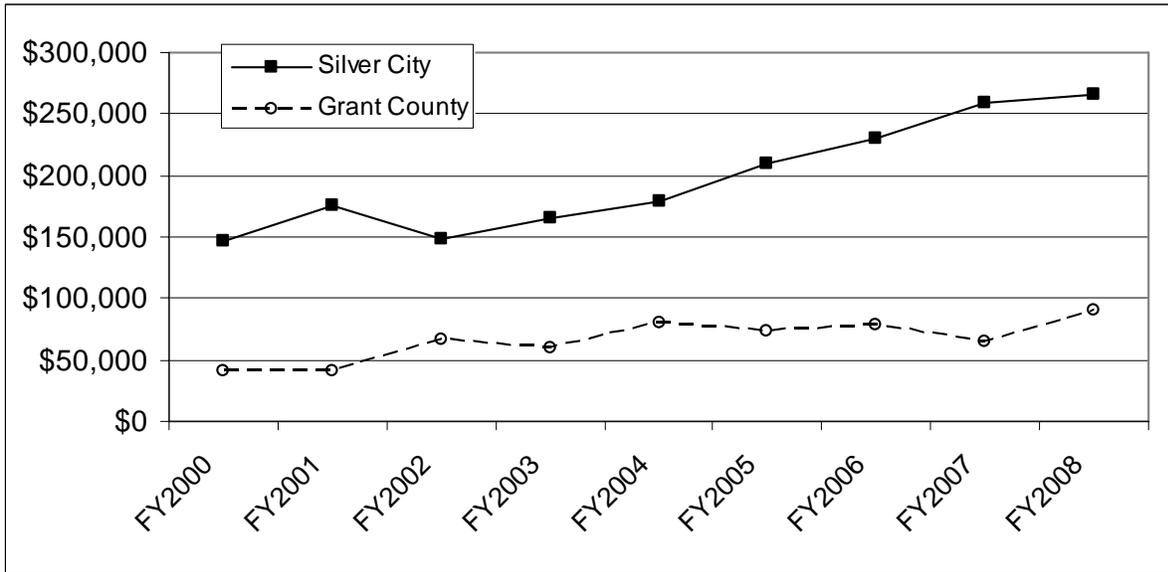
	Silver City	Grant County
FY2000	147,089	40,280
FY2001	176,077	40,364
FY2002	148,393	67,215
FY2003	164,884	60,506
FY2004	178,229	80,254
FY2005	208,905	73,857
FY2006	229,977	79,169
FY2007	258,664	65,154
FY2008	265,399	89,997

Source: New Mexico Department of Finance and Administration, Local Government Division.

Note: Lodger's tax rate for Silver City is 5 percent; rate for Grant County was 3 percent in FY 2000 and 2001, and 5 percent beginning in 2002.

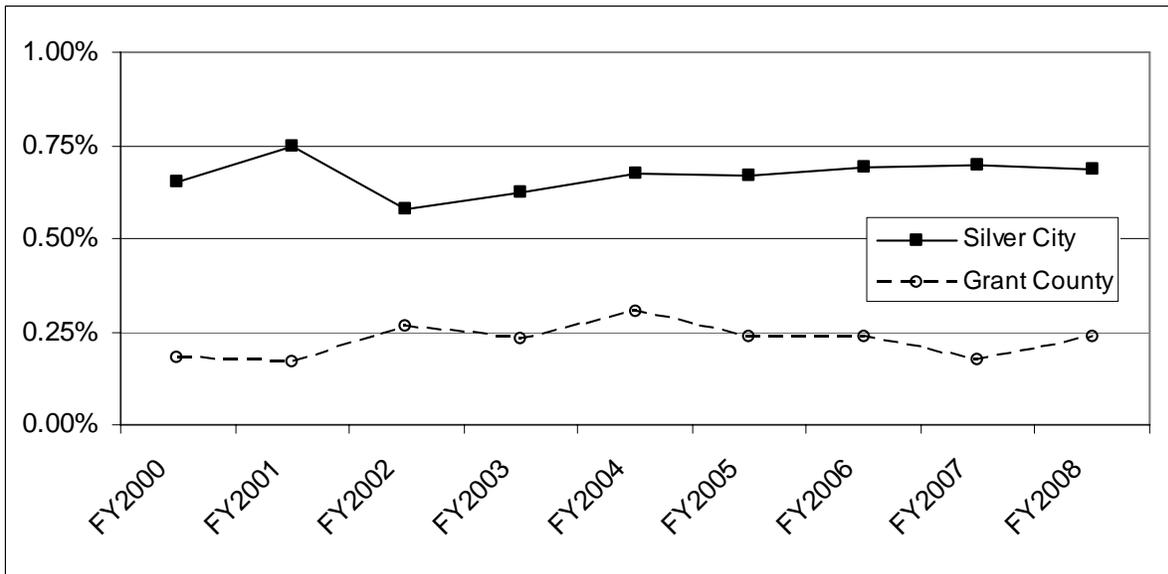
According to a 2006 estimate by the Travel Industry Association (TIA), based on the association's Travel Economic Impact Model, travelers spend \$48.5 million per year in Grant County, generating 0.5 jobs, \$7,950 in wages and salaries, and \$810 thousand in local tax revenues. Although county-specific estimates are highly imprecise, this model places Grant County 22nd of 33 counties in New Mexico in terms of expenditures per capita.

FIGURE 5: LODGER’S TAX REVENUES FOR SILVER CITY AND GRANT COUNTY, FISCAL YEARS 2000-2008.



Source: New Mexico Department of Finance and Administration, Local Government Division.
 Note: Lodger’s Tax rate for Silver City is 5 percent for all years; rate for Grant County was 3 percent for FY 2000 and 2001, and was increased to 5 percent beginning 2002.

FIGURE 6: INDEX OF LODGER’S TAX REVENUES FOR SILVER CITY AND GRANT COUNTY RELATIVE TO THE STATE OF NEW MEXICO, FISCAL YEARS 2000-2008 (FY 2000=100).



Source: New Mexico Department of Finance and Administration, Local Government Division.
 Calculations by UNM-BBER, 2009.
 Note: Lodger’s Tax rate for Silver City is 5 percent for all years; rate for Grant County was 3 percent for FY 2000 and 2001, and was increased to 5 percent beginning 2002.

Arts and Cultural Events

The data in **Table 9** on the following pages was collected by BBER through interviews with representatives of each organization, and consists of some actual counts as well as estimates by these representatives.¹⁰ The organizations are listed in descending order based upon attendance estimates.

The Gila Cliff Dwellings are the single most significant draw in the area with an astounding estimated 40,000 visitors per year.¹¹ The events and programs organized by the Mimbres Region Arts Council have the next-largest attendance numbers, with a total of 21,550 to 25,650 participants and attendees in fiscal year '09.¹² Attendance at all the WNMU-affiliated events and activities combined (WNMU Museum, productions of Theatre Group New Mexico/WNMU Expressive Arts, and university events) are nearly as high as the Arts Council's at an estimated 20,500 to 21,000.¹³

The second half of the table, on the following page, lists several other popular events held in and around Silver City, as well as some occupancy rates for hotels within the A&C District. The Silver City Museum, the Wild Wild West Rodeo, the Tour of the Gila, and the Red Paint PowWow all draw a good crowd, though it is unclear how many of the attendees of the latter two are from the region and how many are from outside it.¹⁴

¹⁰ Attendance information for several other regional draws was unavailable.

¹¹ Source: Gila National Forest Ranger, April, 2009.

¹² Source: Director, Mimbres Region Arts Council, May, 2009.

¹³ Source: WNMU Public Information Office, May, 2009.

¹⁴ Source: Silver City Museum staff member in April, 2009. The Rodeo, the Tour of the Gila and Red Paint PowWow attendance data was provided by organizers of these events, April, 2009.

TABLE 9: MARKETS FOR CULTURAL INSTITUTIONS AND EVENTS IN SILVER CITY AREA

ORGANIZATION/EVENT	ATTENDANCE / PARTICIPATION (Est.)	FREQUENCY OF EVENT	GEOGRAPHICAL SOURCE OF ATTENDEES
Gila Cliff Dwellings National Monumen	40,000/year	Continuous	NA
Mimbres Region Arts Council			
Silver City Blues Festival	7,000-9,000	Annual	AZ, TX, CO, CA, NM
Pickamania!	2,000-3,000	Annual	AZ, TX, NM
Chocolate Fantasia	300	Annual	AZ, NM
Weekend at the Galleries	2,000-3,000	Annual	AZ, TX, CO, CA, NM
Black Tie Ball	300	Annual	NM (local)
Youth Mural Program	200-300 students	on-going	NM (local)
Fine Arts Friday Program	4,800 students	on-going	NM (Grant Co./Deming)
Partners in Education	200 teachers	on-going	NM (local & Deming)
Performance Series Events	1,500	on-going Sept-May	NM (local & Deming)
Folk Series	3,000	on-going Sept-May	NM (local & Deming)
Evening with the Artist	100	on-going Sept-May	NM (local)
The MRAC Gallery Events	150	on-going	NM (local)
Public Sculpture Program	NA	on-going	NM artists so far
WNMU Museum¹	6,529	Continuous	NA
WNMU			
Commencement	1,000-1,500	Bi-Annual	Grant County
McCray Gallery	2,000	Continuous	NA
Homecoming	500	Annual	NA
Gospel Extravaganza	250	Annual	NA
One Day University	230	Annual	Grant County and alumni
Expanding Your Horizons	450	Annual	NM and AZ
Great Race	1,000	Annual	NA
Science Olympiad	250	Annual	NM and AZ
School of Business Lecture Series		Monthly	Grant County
Miller Library Forums and Presentations	1,000	Continuous	Regional
Spring Counseling	100	Annual	Regional
NM Economic Development Course	30	Annual	All over the country
SWNM Leadership Program	20	Annual	All over the country
Theatre Group NM / WNMU Expressive Arts			
Spring Production	2,000	Annual	Grant, Luna, Catron counties
Fall Production	2,500	Annual	Grant, Luna, Catron counties
Joy	600	Annual	Grant, Luna, Catron counties
Summer Children's Production	2,000	Annual	Grant, Luna, Catron counties

Source: UNM-BBER, 2009.

TABLE 9 (CONTINUED): MARKETS FOR CULTURAL INSTITUTIONS AND EVENTS IN SILVER CITY AREA

ORGANIZATION/EVENT	ATTENDANCE / PARTICIPATION (Est.)	FREQUENCY OF EVENT	GEOGRAPHICAL SOURCE OF ATTENDEES
Silver City Museum¹	14,104	Continuous	
4th of July Ice Cream Social Fundraiser	-	Annual	Grant County
Victorian Christmas Fundraiser	-	Annual	Grant County
Am-Bank Wild Wild West Pro Rodeo			
Participants	250	Annual	NA
Spectators	8-10,000	Annual	New Mexico and Arizona
Tour of the Gila			
Participants	500 (2009)	Annual	NA
Spectators	5-7,000 (2009)		NA
Red Paint Pow Wow	6,000	Annual	NA
San Vicente Artists			
Body Beautiful Show	100	Annual	Grant County
Student Art Show	100	Annual	Grant County
Kids Art Camp	50-60	Annual	Grant County
Fall Art Show	200	Annual	Grant County; members of SVA only
Christmas Art Show	300	Annual	Grant County; members of SVA only
Palace Hotel	75% occupancy rate	Continuous	New Mexico and Arizona
Gila House Hotel and Gallery	"High" occupancy rate	Continuous	NA
Carriage House Cottage	50% occupancy rate	Continuous	NA
Inn on Broadway	4 rooms with 55-60% occupancy rate	Continuous	New Mexico and Arizona

¹ 2008 Actual counts

Source: UNM-BBER, 2009.

Visitor Center

Table 10 displays visitor center statistics from the Silver City Grant County Chamber of Commerce for all of 2008. Data for the first two months of 2009 are shown in **Table 11**.

TABLE 10: SILVER CITY VISITORS' CENTER STATISTICS, 2008

	MURRAY RYAN VISITORS' CENTER WALK-INS	INFORMATION REQUESTS FULFILLED
Jan-08	1,186	2,317
Feb-08	1,865	1,426
Mar-08	1,879	1,676
Apr-08	2,503	3,015
May-08	1,996	3,912
Jun-08	1,870	3,278
Jul-08	1,981	3,038
Aug-08	1,850	2,050
Sep-08	1,540	3,733
Oct-08	1,846	NA
Nov-08	1,651	NA
Dec-08	1,192	2,255
2008 TOTAL	21,359	26,700

TABLE 11: SILVER CITY VISITORS' CENTER STATISTICS, BY TYPE OF REQUEST, JANUARY AND FEBRUARY 2009

	Jan-09	Feb-09
VISITOR CENTER WALK-INS	1,192	1,847
INFORMATION REQUESTS FULFILLED	2,305	2,521
Community Guides sent out	964	850
Community Guides mailed (other sources/leads):	125	150
Chamber Requests via email/letter	258	225
Old West Country mailings	127	200
CD of Community Guide mailed	135	246
Scenic Tours mailed	46	200
Information given over the phone (minimally)	650	650
Web Statistics:		
Visitors to the website	26,096	33,871
Visits to member pages	45,682	568,524
Website hits	1,762,712	2,546,279

Source: Silver City Grant County Chamber of Commerce

APPENDICES

FIGURE A-1: SILVER CITY ARTS AND CULTURAL COMMUNITY SURVEY

University of New Mexico

Verbal Informed Consent for Surveys

A Study of Arts and Cultural Districts in New Mexico MainStreet Communities

The University of New Mexico’s Bureau of Business and Economic Research (BBER) is conducting a research study with the support of the New Mexico MainStreet program and in collaboration with members of your community. The purpose of the study is to inventory the artistic, cultural, and creative assets in New Mexico. You are being asked to participate in this study because you have been identified as a person involved in art, culture, creative, or cultural tourism activities in your community.

Your participation will involve answering several questions. The survey should take no more than 30 minutes to complete. Your involvement in the study is voluntary, and you may choose not to participate. You can also refuse to answer any of the questions at any time. The survey includes questions such as “What are three advantages of working in the arts & cultural field in your community?” and asks you to provide names of individuals involved in the arts and cultural community in your town whom BBER may ask, in turn, to complete a survey for this study.

There are no risks associated with your participation in this study. All information you provide will be kept confidential. With your permission, BBER may use direct quotes from your survey in the final report or in presentations, but without including any identifying information.

The findings from this project will provide information on the human and institutional artistic, creative, and cultural assets in your community.

Do you have any questions for me about this research project, the survey, or your participation in the survey before I ask you for your consent to participate? [Allow time for questions and answers.]

Should any questions about this research project arise, you can call Dr. Jeffrey Mitchell at (505) 277-5993. If you have questions regarding your legal rights as a research subject, you may call the UNM Human Research Protections Office at (505) 277-0067.

Do you consent to participate in this survey? _____ Yes _____ No [Check the appropriate response.]

Researcher’s Name

IRB#: 08-550
Version: 11/11/08

OFFICIAL USE ONLY			
APPROVED	01/19/09	EXPIRES	01/18/10
The University of New Mexico Main Campus IRB			



Bureau of Business
& Economic Research

SILVER CITY ARTS AND CULTURAL COMMUNITY SURVEY

Informed Consent

Before beginning the survey, the community volunteer (“Researcher”) must read the Verbal Informed Consent for Surveys script (attached at the front) to the interviewee and check the appropriate response at the bottom of the script page. (If the interviewee does not give consent, do not proceed with the survey.) Then sign your name in the “Researcher’s Name” area on the bottom of the script pages and leave one copy with the interviewee.

Inform the interviewee that the survey should take about 15-20 minutes.

Background:

1. Your name: _____
2. How long have you lived in/around Silver City? _____
If not for entire life, where did you live before? _____
3. Describe your involvement in arts, cultural, and creative activities. Please be specific about the type of creative work that you are engaged in (e.g., landscape painting, historical fiction).
4. Choosing from the following list, in which **one** role do you exert the greatest influence on the arts and cultural community in Silver City (*circle*). *Check other roles as appropriate.*

 artist preservationist teacher/mentor supporter (\$) student

 enthusiast volunteer organizer promoter business
5. Please identify arts & cultural or community organizations with which you are currently involved.
6. Please name in rank order up to five people or institutions with whom your interactions are most important in your arts and cultural activities. These may include peers, mentors, students, artists, fans, collaborators, organizers, financial supporters, galleries, and so on.

INVENTORY AND ASSESSMENT OF SILVER CITY ARTS AND CULTURAL ASSETS

1. NAME _____ INSTITUTION _____
RELATIONSHIP _____ FREQUENCY OF CONTACT 1 2 3 4 5
TOWN OF RESIDENCE _____
CONTACT INFORMATION _____

2. NAME _____ INSTITUTION _____
RELATIONSHIP _____ FREQUENCY OF CONTACT 1 2 3 4 5
TOWN OF RESIDENCE _____
CONTACT INFORMATION _____

3. NAME _____ INSTITUTION _____
RELATIONSHIP _____ FREQUENCY OF CONTACT 1 2 3 4 5
TOWN OF RESIDENCE _____
CONTACT INFORMATION _____

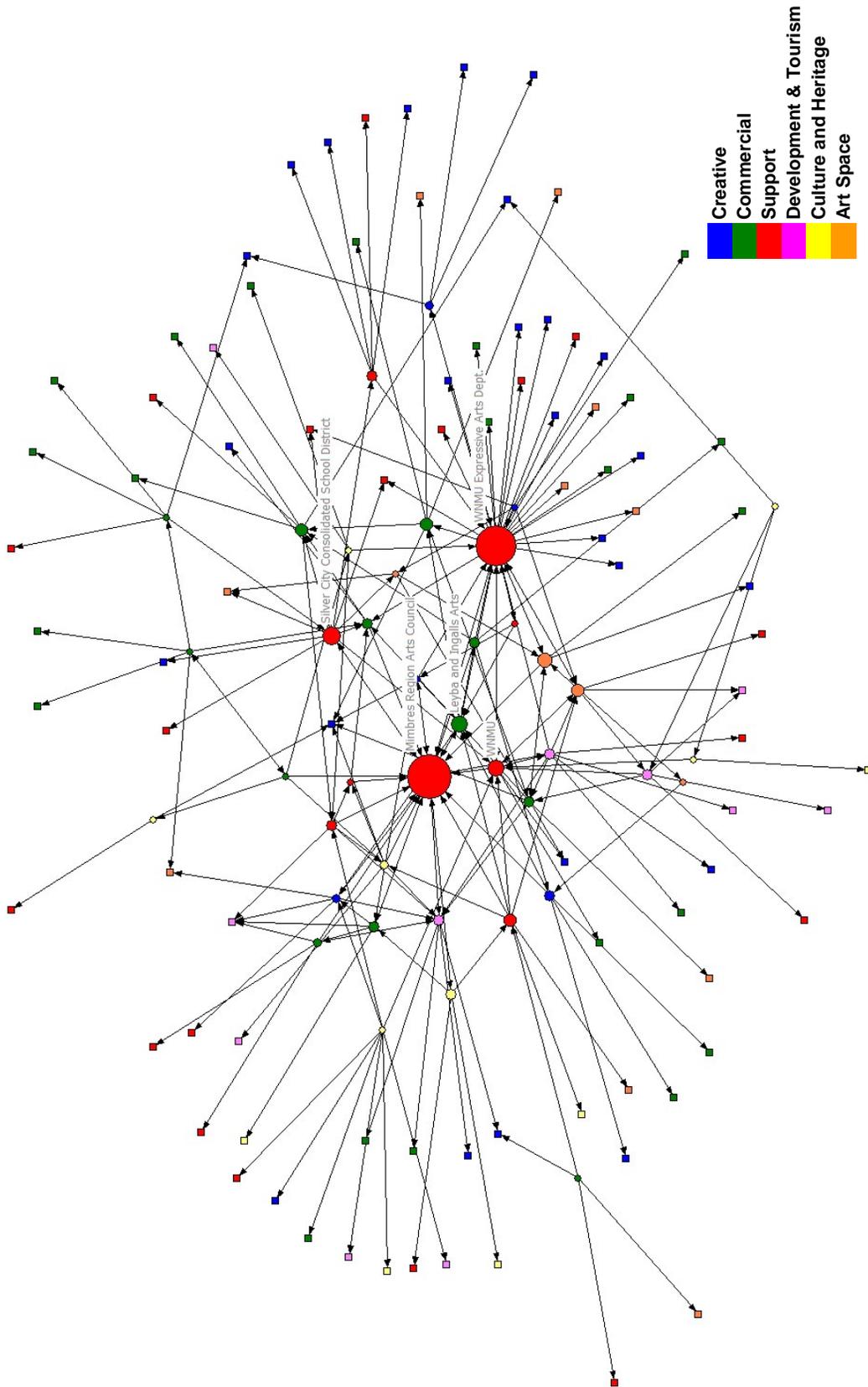
4. NAME _____ INSTITUTION _____
RELATIONSHIP _____ FREQUENCY OF CONTACT 1 2 3 4 5
TOWN OF RESIDENCE _____
CONTACT INFORMATION _____

5. NAME _____ INSTITUTION _____
RELATIONSHIP _____ FREQUENCY OF CONTACT 1 2 3 4 5
TOWN OF RESIDENCE _____
CONTACT INFORMATION _____

Contact

1...no contact in years 2...about once a year 3...about once a month 4...about once a week
5...daily

FIGURE A-2: SILVER CITY ARTS AND CULTURAL SOCIAL NETWORK BY SPHERE, INCLUDING PENDANTS





Silver City MainStreet ARTS and CULTURAL DISTRICT RESOURCE TEAM ASSESSMENT

Conducted March 10 - 13, 2008

by

Rich Williams, Director of NM MainStreet and
State Coordinator for Arts and Cultural Districts
Elmo Baca, NM MainStreet Program Associate in Special Projects
Regina Chavez, NM MainStreet Consultant in Cultural Planning
Arts and Cultural District Resource Team
New Mexico MainStreet Program
Economic Development Department



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EXECUTIVE SUMMARY

New Mexico Main Street began developing an Arts and Cultural District initiative in 2005. Already, a global trend was growing to consider the implications of culture on the economy. With the passage of the New Mexico Arts and Cultural Districts Act in 2007, the time was ripe for providing communities with a structure and endorsement for broadening economic development through arts and culture. Silver City was selected as one of two pilot program Arts and Cultural Districts for New Mexico because of its established base of cultural amenities like the Silver City Museum, and the Silver City MainStreet Project and Mimbres Region Arts Council's long history of supporting a vibrant historic downtown.

Led by an unprecedented partnership of three state departments and community not-for-profits, a resource team made up of professionals with expertise on successful downtown arts and cultural development practices was assigned to the project to provide an on-site assessment. During a three day visit in March 2008, they conducted many interviews with residents and researched a variety of issues to ultimately craft final recommendations categorized into four areas: cultural planning, marketing and promotions, physical planning and design, and capacity building and finance. A preliminary public presentation was given to the Silver City Arts and Cultural District Council at the conclusion of the visit.

Each group begin their reports by pointing out the strengths and accomplishments that Silver City enjoys. For example, residents are blessed with a rich multicultural heritage expressed in their architecture, foods, arts, education, activities and celebrations. Silver City has accomplished much with a "can do" attitude despite limited resources, and there appears to be a community consensus on the importance of the creative economy in Silver City. Some of the comments or findings of the report include the need for more hotel and motel rooms downtown, a lack of downtown performance venues which is surprising given that there are three historic theaters located in close proximity, and a question by the Resource Team about the A&C District boundary submitted in the application being too large to maintain walkability, synergy and effectiveness.

Each of the four breakout groups provided short and long term recommendations that could be accomplished in the next 18 to 24 months. A sampling of these include exploring the state and federal incentives available for projects such as rehabilitating the Murray Hotel or providing affordable live/work space downtown, creating a downtown Theater District with the three historic theaters: Silco, Gila and El Sol, relocating the Farmer's Market to downtown, and creating a multicultural center.

Silver City is blessed with leadership, creativity and resourcefulness. Cultural economic development is not intended for one or two sectors of any community. It's a reflection of the entire community. The Arts & Cultural District may be located in Downtown, but the success of the new District and the ripple effect to all of Silver City will be dependent on the support of all residents.

NEW MEXICO AND THE CULTURAL ECONOMY

Within the past decade, the rapid acceleration of multimedia technology and the global deployment of the internet have enabled the revitalization and transformation of many downtown commercial districts and neighborhoods as cultural districts. While the phenomenon of artists or bohemian enclaves has ancient roots, only recently have public policies and development incentives been crafted to encourage the growth of cultural economic development in local communities worldwide.

New Mexico boasts the longest continuous culture-based economy in the United States. While many people are familiar with the arts and crafts traditions of the Pueblos, Navajos and Apaches, other Hispanic and Anglo creative expressions also maintain rich legacies. Silver City is surrounded by the ruins of the Mimbres culture that created astonishing pottery designs over seven centuries ago. Because of New Mexico's geographic isolation, these creative traditions were preserved and maintained high levels of artistic integrity and craftsmanship that continue to influence contemporary artists.

New Mexico began to attract the interest of progressive modern artists beginning with the development of the Taos and Santa Fe artists' colonies over a century ago. The pervasive influence of these artists yielded significant innovations in architecture and urban design such as the re-interpretation of the state's architecture as the Pueblo Revival style and also the creation by city ordinance of the Canyon Road arts district, one of the earliest and most successful in America. Taos and Santa Fe also attracted generations of cultural entrepreneurs who created businesses and institutions such as the School of American Research, the Santa Fe Indian Market, and the Harwood Foundation that have flourished over time and become cultural and economic anchors for the region.

Other major developments in New Mexico in the Twentieth Century have contributed to the expansion of the cultural economy. These include the establishment of two National Scientific Laboratories at Los Alamos and Sandia in Albuquerque; the growth of an alpine skiing industry; the emergence of the Santa Fe Opera; a robust movie industry and other achievements.

By 2000, New Mexico was well-positioned to expand its cultural economic development to rural communities.

NEW MEXICO'S INTERAGENCY ARTS AND CULTURAL DISTRICT INITIATIVE

Despite the recent successes and growth of Santa Fe, Taos, Albuquerque and Las Cruces, many communities in New Mexico struggled during the past few decades. The State Legislature adopted the National Trust for Historic Preservation's Main Street program in 1985 as a strategy to address the economic decline of rural towns. Silver City, Las Vegas, Socorro, Raton, and Gallup were selected as the five original

MainStreet cities. Only Silver City has maintained the program for over twenty two years. Las Vegas and Raton have returned as fully certified programs within the past three years, and Las Vegas joins Silver City as a pilot New Mexico Arts and Cultural District.

New Mexico MainStreet began developing an Arts and Cultural District initiative in 2005. Presentations outlining the concept were made to the MainStreet community and officials of the Economic Development Department. During this time, many popular economic and popular culture books appeared such as Richard Florida's The Rise of the Creative Class (2002), which gave legitimacy to the cultural economic development movement and urged communities to prepare for a paradigm shift. In addition, Santa Fe and Albuquerque commissioned economic analyses of their cultural economies, and the Department of Cultural Affairs assessed the size of New Mexico's creative enterprise industry in 2004.

In the 2007 Legislative session, the New Mexico Arts and Cultural Districts Act was passed and signed into law by Governor Bill Richardson. The enabling legislation outlined a process by which communities could apply for a state designated district approved by the New Mexico Arts Commission. Incentives were offered to municipalities and private property owners. The State MainStreet Director (presently Rich Williams) was designated as the state Arts and Cultural Districts Coordinator. Other state agencies such as New Mexico Arts, the Historic Preservation Division, New Mexico Department of Tourism and the Scenic Byways program have joined forces to implement the program. Other important partners in the Arts and Cultural Districts program include the Museum of New Mexico Foundation, the McCune Charitable Foundation, and the Women's Economic Self Sufficiency Team Corporation (WESSTCorp).

SILVER CITY'S TRIUMPH

During 2007, an application process was developed by New Mexico MainStreet in consultation with its partners. The applications were distributed to eligible MainStreet communities at the Fall Quarterly meeting held in Silver City in October. MainStreet managers from across the state had the opportunity to enjoy Silver City's bustling downtown and dynamic arts scene. MainStreet communities also participated in a hands-on workshop to map their respective downtown cultural assets.

The Fall Quarterly meeting was a warm-up for the applications process for the Arts and Cultural Districts designations, which were announced in January 2008. Silver City submitted the top-ranked application and positioned itself for the Resource Team visit in March.

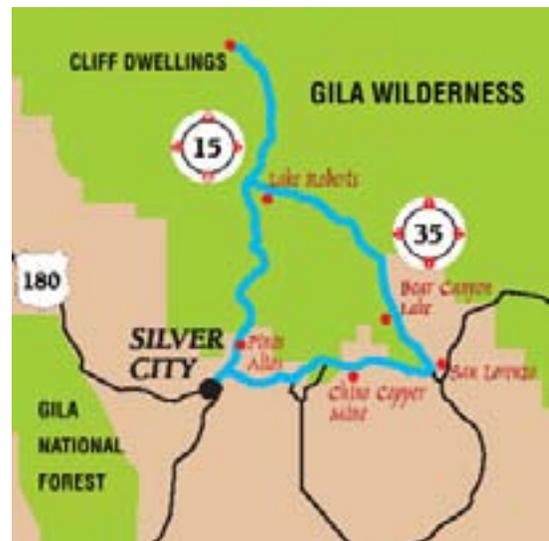
The Fall Quarterly meeting, Arts and Cultural District application and Resource Team visit confirmed Silver City's eminence as a growing center for creative economic

development in the Southwest. Silver City's location and proximity to Mexico, Arizona and California beyond offer unique themes and opportunities for creative enterprises.

OVERVIEW OF SILVER CITY

Located in largely rural Grant County in the southwestern part of New Mexico, Silver City is a thriving community with a population of about 10,000 nestled alongside more than 3 million acres of the Gila Wilderness. With historic ties to mining, ranching and agriculture, the town of Silver City has grown into a community supporting a state university, four historic districts, numerous art galleries, restaurants/coffeehouses, and a variety of retail/service businesses.

Silver City was selected as one of two pilot program Arts and Cultural Districts for New Mexico because of its growing base of cultural amenities. Silver City was one of the 2005 Dozen Distinctive Destinations of the National Trust for Historic Preservation and is consistently named in the top 100 Smart Art Towns of America. The largest higher education institution in southwest New Mexico, Western New Mexico University, boasts arts education facilities, a fine arts center theater and a museum with one of the world's largest collection of Mimbres pottery, basketry and artifacts.



Playing a key role in the newly designated Arts and Cultural District is the Mimbres Region Arts Council, which is considered a top arts council in New Mexico.

The Silver City MainStreet Project is the longest continuously-operating program in the state and was one of the five original MainStreet programs from 1985. MainStreet's revitalization efforts have resulted in a vibrant historic downtown by focusing on revitalization and preservation by promoting the value of historic buildings as assets and by retaining community character.

Historic Downtown Silver City, with its unique and compelling characteristics and history, is marketed as a destination for residents, visitors, businesses, and investors. MainStreet and other organizations like the Mimbres Region Arts Council and the Silver City Museum sponsor yearly special events that attract people of all ages to the District.

PROCESS

The New Mexico MainStreet Program is the statewide program housed in the New Mexico Economic Development Department for the past 23 years that assists communities engaged in Downtown revitalization through historic preservation and asset development. The New Mexico Arts and Cultural District Program was established in 2007 by the State Legislature and Governor Bill Richardson to develop a market niche downtown in place-based economic development using the state's rich heritage and cultural entrepreneurs in arts and culture.

The New Mexico MainStreet Program Director was named the State Coordinator of New Mexico's Arts and Cultural Districts with the New Mexico Arts Commission the authorizing body. Based on the State Coordinator's recommendations from each applicant community, and as funds are made available to open enrollment, Districts are authorized by the Commission.

This initiative is both an Inter-Departmental and state-wide organizational effort with initial participants from the New Mexico Department of Tourism, The New Mexico Department of Cultural Affairs (Divisions of New Mexico Arts and Historic Preservation), and the New Mexico Economic Development Department's MainStreet Program, the McCune Charitable Foundation and the New Mexico Museum Foundation. Other agencies and institutions are being added as expertise from their area of service is identified.

Resource Team Visit

A Resource Team was assembled consisting of approximately fifteen professionals in the fields of MainStreet, arts, culture, tourism, historic preservation, planning, and urban design and were led by the New Mexico MainStreet Director. The Resource Team was divided into four groups with specific focus:

Resource Team and Break-out Groups

Cultural Planning

Regina Chavez	NM MainStreet Cultural Planner
Loie Fecteau	NM Arts Division, Exec. Director
Jeff Mitchell	UNM BBER, Senior Research Scientist
Jesse Rye	The National Assembly of State Arts Agencies
Chuck Zimmer	NM Arts Division, Art In Public Places

Marketing and Promotion

John Stafford	Museum of NM Foundation
Maggie Macnab	Macnab Design
Mari Mullen	Port Townsend, WA MainStreet, Manager
Richard Eeds	NM Tourism Dept, Advertising Director

Physical Planning and Design

Charlie Deans	NM MainStreet Urban Planner
Heather Barrett	Cultural Properties Surveyor
Edwar Calderon	DPAC Intern, UNM School of Architecture & Planning
Paige Winslet	Architectural Assistant

Capacity Building and Finance

Rich Williams	NM MainStreet Director, State Arts & Cultural District Coordinator
Elmo Baca	NM MainStreet Special Projects
Jennifer Craig	WESSTCorp

These statewide and national specialists were chosen specific to the needs of Silver City's Arts and Cultural District and were provided with background materials in advance of their on-site visit. They assembled in Silver City the week of March 10 - 13, 2008 to gather a great deal of information and insight about Silver City's strengths and challenges, as well as to inventory resources within the community.

During this brief community visit, the Resource Team was not tasked with developing a plan that addresses all issues within the District. Instead they were directed to focus on suggestions that could be implemented in the next 18-24 months, thus giving the Arts and Cultural District Council a basis for developing long term and sustainable cultural planning strategies. As noted above, the Resource Team was divided into four break-out groups: Cultural Planning, Marketing and Promotion, Physical Planning and Design, and Capacity Building and Finance.

The Resource Team was tasked with providing the community and the Arts and Cultural District Council with expertise, experience and insight on successful downtown arts and cultural development practices around the country. Each break-out group met with a variety of community leaders, merchants, artists, artisans, cultural entrepreneurs, educators, the hospitality industry and a wide array of other stakeholders and non-profit organizations to find out what were some of the assets, issues and resources in the newly designated District.

Following the group interviews, the break-out groups also met as a full Team to debrief, share common themes, brainstorm and craft final recommendations into a comprehensive vision for the Arts and Cultural District Council.

On the last day of the site visit, each of the four break-out groups presented their initial findings plus short and long term recommendations to the Arts and Cultural District Council and interested community members. This report carries more detail than the public presentation and constitutes the final written assessment report to the Silver City Arts and Cultural District Council.

The Resource Team would like to thank our community hosts, Frank Milan of Silver City MainStreet and Faye McCalmont of the Mimbres Region Arts Council for their hard

work, gracious hospitality and arrangements that kept us all fed and on schedule. Our experience of Silver City was that much more favorable because of Frank and Faye.

Next Steps

These recommendations should be reviewed by the local Arts and Cultural District Council and become the basis for the community's first two-year work plan. They should lead to planning, development of a municipal ordinance establishing the boundaries and purposes of the District, municipal adoption and implementation of a District Master Plan with the assistance of the MainStreet Program Associate in Urban Design for Infrastructure and Capital Investments. With technical assistance from the MainStreet Program Associates in Cultural Planning, Special Projects and Urban Design



as well as staff from the New Mexico Arts Division and the Historic Preservation Division of the Department of Cultural Affairs, the Tourism Department and the New Mexico Museum Foundation, your community is now ready to create a downtown Arts and Cultural District Cultural Plan that ties to the Master Plan, and can be adopted by the municipality by the end of the second year of authorization.

Following are the findings and recommendations of the Silver City Arts and Cultural District Resource Team presented in the four break-out group categories: Cultural Planning, Marketing and Promotion, Physical Planning and Design, and Capacity Building and Finance.

CULTURAL PLANNING

Observations

The Cultural Planning Team interviewed numerous individuals representing artists, artisans, cultural entrepreneurs, cultural enterprises, theater and film, museums, cultural and civic centers, lodging and restaurants, historic preservationists, cultural leaders, arts council leaders, and social services from the Silver City area. The Team compiled their notes, discussed recurring themes and initiated their public presentation with observed strengths, followed by findings and ending with short term and long term recommendations:

Strengths

- Variety of arts and cultural businesses already exist.
- The Silver City Museum and the Mimbres Region Arts Council are long time stabilizing cultural forces.
- Non-arts and cultural businesses in place to broaden and support the District's economic base.
- All constituent groups indicated a desire for inclusion and participation.
- Many creative activities are happening despite limited resources.
- Alive After Five - the Downtown nightlife is happening at the Buffalo Bar and can be expanded upon.
- Positive attitude exists that residents of Silver City make things happen.

Findings

- Local cultural events calendar not reaching enough of the community to support events attendance and avoid scheduling conflicts.
- Artists/artisans want additional market opportunities beyond the gallery setting.
- Artists/artisans want professional development opportunities.
- There is a growing interest in contemporary art.
- Performing arts has outgrown the limited space availability.
- Community wants a hub or common area for creation, presentation, education and rehearsal space in the downtown area, like a multicultural center.
- Various segments of the population spanning ethnicity, age, gender, established/emerging artists, and socioeconomic status report a disconnect with the greater community.
- The arts and cultural connection between WNMU and Downtown could be strengthened and mutually beneficial.



- WNMU’s Expressive Arts program could be expanded upon to better attract and support students.
- There are creative opportunities for addressing vacant Downtown spaces.
- Existing audiences could be expanded by reaching out to younger and more diverse constituents, and to those not usually in attendance.
- Broader community raised issues of affordability, identity, territory and cultural appropriateness of the District.

From the strengths and findings, the Cultural Planning Team debated the issues and proposed recommendations within their group and with the full Resource Team. Below are their short and long term recommendations that the Silver City Arts and Cultural District should consider as goals:

Short Term Goals

- **Create a regular Downtown closed-street arts & crafts market** - include booths, vendors, food, music, kid/family activities, and entertainment as a tool for expanding weekend galleries events, developing artisan marketing opportunities, and drawing residents and visitors to the District.
- **Relocate Farmer’s Market to the Downtown area** - create more opportunities for residents to frequent Downtown businesses, and reinforce the District as a center for broad cultural activities and commerce.
- **Strengthen the connection between WNMU and Downtown** - form a partnership between the Arts and Cultural District Council and WNMU to explore and collaborate on student and community programming such as:
 - proposed Downtown WNMU satellite museum
 - public art mentorship program
 - enhanced arts education in the K-12 schools
 - community college classes and summer workshops
 - arts educator program with music, theater, and visual arts
 - optimize use of WNMU’s fine performance and multi-use space for community programming

Enhanced programming for WNMU and the District will attract new students to WNMU and appeal to a broader audience for District activities.

- **Optimize use of the Silco and Gila Theaters** - use additional space for local performing artists. The Arts and Cultural District Council may want to forge a dialogue with local performers to better ascertain their artistic needs.

Incentives could be created for increasing use of these historic theaters. In addition, consider purchasing and/or renovating the El Sol Theater to further supplement performance space. Optimizing the use of all three historic theaters could generate enough synergy to create a viable Performing Arts Zone in the District.

- **Organize a Romaine Fielding Film Festival in partnership with the Las Vegas Arts and Cultural District** - Silver City and Las Vegas hosted silent film maker Romaine Fielding in 1913. Fielding made numerous silent film features in both communities; many lost or destroyed by fire. Though Fielding's star has long since faded, this unusual coincidence provided the two New Mexico pilot Arts and Cultural Districts with an opportunity for a joint promotion to celebrate their histories, film culture, and the continuing influence of the film industry. The Silver City Museum and the Las Vegas Rough Riders Museum are logical partners and sponsors of this joint promotion.
- **Organize a Museum Consortium in Silver City and southwestern New Mexico**- Silver City has the potential to benefit from a consortium of museums and visitors centers in the community and region. The Silver City Museum, Western New Mexico Museum, Gila National Monument, and the Deming/Luna County museum are all excellent facilities and well-managed. The museum consortium could meet occasionally to coordinate marketing campaigns, coordinate fundraising activities, and develop complementary programming and promotions.

Long Term Goals

- **Develop an Arts and Cultural District Cultural Plan** - this Arts and Cultural District Assessment Report details observations and recommendations specific to Silver City and are feasible to implement within the first two start-up years of Silver City's Arts and Cultural District program. The Resource Team's recommendations build on the local Arts and Cultural District Application for authorization and should lead to planning, development, municipal adoption and implementation of a downtown Master Plan for infrastructure and capital investments. Tied to the Master Plan is an Arts and Cultural District Cultural Plan. The arts are increasingly recognized as a catalyst for community development and regeneration of civic pride. The Cultural Plan will guide the community in creating a confident and creative place in which to live, work and do business.
- **Create "Phantom Galleries" with vacant storefront displays** - take advantage of the vacant downtown storefront windows to partner with property owners, WNMU, K-12 schools, local artists and arts organizations, and the not-for-profit sector to develop temporary exhibitions showcasing art by young and emerging artists, and not-for-profit projects. The result is a positive image to viewers and promotes local arts and cultural activities.

- **Adopt an Art in Public Places Ordinance** - in a typical public art program, a small percentage of municipal construction funds derived from the general obligation bond program and certain revenue bonds is set aside for the purchase or commission of works of art. A public process identifies a work that is in harmony with its surroundings and also supports the community interest through physical, social, cultural, and historical qualities of the community while maintaining a unique and powerful expression of artistic vision.



- **Expand the Expressive Arts Program at WNMU into a regional Arts Education Program** - the Arts and Cultural District Council and WNMU should consider how to strategically position WNMU as a leader in developing professional artists and art educators. Not only does this provide a student draw for WNMU, but it gives young adults a reason to stay in Silver City following graduation.

- **Open a Multi-Cultural Center in the Arts and Cultural District** - Create a gathering place for residents of all ethnicities, age, gender, artistic ability and socioeconomic status that will serve as a hub for creative learning activities, education, and support for local culture. Develop creative and consistent programming for young and emerging artists, performers, musicians and youth in general.



- The Downtown area has a supply of built spaces that could be developed into a thriving Multi-Cultural Center. Programming could be coordinated through the Arts and Cultural District Council, WNMU, the Silver City Museum, and the Mimbres Region Arts Council.
- **Consider expansion of the Silver City Museum's educational mission** - to embrace multi-cultural diversity programs in the immediate neighborhood of Chihuahua Hill. The Museum's outreach efforts into the immediate

neighborhoods surrounding the Museum could help facilitate a dialogue in the community regarding community history, cultural development and cultural preservation.

The Cultural Planning Team believes that Silver City has the foundation, resources and energy to develop their Arts and Cultural District into a hub of connections between its cultural resources, community and economic development efforts. The result will be greater participation in and appreciation of all cultures in the District, Silver City and in southwestern New Mexico.

MARKETING AND PROMOTION

Observations

The Marketing and Promotions Team interviewed many individuals representing downtown Silver City restaurants, lodging, Visitors Bureau, Chamber of Commerce, film, media, e-commerce, local graphic and interior designers, gallery owners, business marketing, and the MainStreet Promotions Committee members. The Team summarized their notes and reviewed them with the full Resource Team. They presented their findings below beginning with the strengths observed:

Strengths

- Productive websites - great work has been done on the Chamber website, Arts Council page, community group pages, and there are some nice collaborations in place now.
- Silver City is a passionate community with expertise available to make things happen.
- Print materials are colorful, welcoming, and informative.
- The local arts scene is vibrant and has room to grow.
- General consensus is that an arts and culturally-based community is positive.
- Silver City's history is visible as a strong artistic story.
- Victorian architecture reinforces community's authentic history.



- Outdoor Gila wilderness area attracts outdoor recreation.
- The climate is appealing with four “gentle seasons”.
- Historic sites of interest are in the District or in close proximity.
- Silver City has a colorful past, mining and Wild West histories that enhance the character of the town.

Short Term Opportunities

- Develop a comprehensive regional **Marketing Plan**.
- **Acquire website enhancements** to automate events calendar so that presenting organizations can easily input and update their events listings (List Mgt Etc).
- **Create a Quarterly Arts Walk** to build downtown foot traffic that will grow into a monthly event over time.
- **Relocate Farmers’ Market** to Downtown.
- **Coupon Book Opportunity** - MainStreet or Valpak coupon book could be mailed to the entire county to attract local buyers to Downtown.
- Take advantage of mild climate by creating more **patio dining venues**.
- **Bicycle/mounted police presence** assures secure atmosphere.
- Educate retailers to provide **enhanced customer service**.
- Assess current **parking needs** and create accessible parking.
- **Three Day Weekends** - consider keeping Downtown retail open Saturday through Monday on holiday weekends as tourists frequently visit and shop on holiday weekends.



- Investigate **collaborating** with Deming, T or C, and Las Cruces on regional marketing opportunities.
- **Develop fun promotional products** - promo DVD, bumper sticker with marketing message, and mints featuring image of Downtown Silver City.
- Work towards **uniform shopping and dining hours**.
- **Build a Mining Museum** as part of the Silver City Museum expansion to attract visitors and expand local activities.
- Develop a community coordinated **events calendar** with:
 - Rack card
 - Chamber Website - include login for events calendar so it is coordinated and serves as a community events hub
 - Printed calendar featuring local artwork listing all event dates

Long Term Strategies

- **Special Events** - successful special events/festivals bring fun for locals and visitors from the chocolate fantasia to the bike race and blues festivals; these events are growing and point to the opportunity of developing an additional signature event between 4th of July and Labor Day advertised in major regional metro areas with lodging funds.
- Consider **New Event Ideas** - a retail/healing arts fair weekend with world music; add a Father's Day event in June, possibly tie into a Western theme event.
- **Celebrate Silver City's Hispanic/Native American/Anglo arts and culture** - with ongoing and special events, classes, exhibits, performances for locals and visitors.
- **Develop new opportunities** for music, performance, dance, arts, history, theater enactment, and new museum exhibits.
- **Review Signage Needs** - billboard locations on I-10 are within drivable distance. Digital billboard in Tucson and Phoenix showing cooler summer temperature in Silver City will be an immediate draw. Signage should be on I-10 before and upon arriving in Silver City.

PHYSICAL PLANNING AND DESIGN

Introduction and Context

Silver City's urban environment and downtown context features compact and dense development largely determined by economic and geographical forces. The community enjoyed boomtown growth during the 1870's and 1880's because of its substantial mineral wealth in silver and copper. Mining remained a major industry for the 19th and 20th centuries and enabled many prosperous citizens to construct impressive residences and commercial buildings in a variety of Victorian and Southwestern architectural styles. Downtown Silver City boasts many significant historic buildings which form attractive street walls and create a pedestrian ambience.

Nestled between hills and the San Vicente Creek, Silver City grew steadily in a grid plan. A series of floods between 1895 and 1906 washed away the original Main Street, leaving in its place a 55 foot deep "Big Ditch" that has become a downtown nature environment. The compact development of downtown Silver City today has implications for open space conservation, infill development and expansion constraints.

Silver City is a well-preserved historic town and has created four historic districts that are listed on local, state and national historic registers. The four historic districts are the Silver City Historic District which includes the downtown commercial district; the North Addition Historic District; Black's Addition Historic District; and the Chihuahua Hill Historic District.

Common Comments

Several recurrent themes were noted during the Physical Planning and Design Group's research on the ground and their interviews with six different groups. The most significant included:

- **The Big Ditch as a connecting element for downtown from the Waterworks Building to San Vicente Heritage Site** - this unique pedestrian amenity was noted by all as a resource to be celebrated and an opportunity to be a major pedestrian link connecting multiple arts and cultural elements from the Waterworks/Virginia Street Park to the north through town to the San Vicente Heritage District at the southern end of downtown.
- **A&C District Boundary, what's in and what's out** - interviewees debated the extents of the District boundary, prompted by the extent of arts and cultural resources identified on the Town's original application map and individual knowledge of community resources. Concerns were expressed about the resources left out, such as the Waterworks area. Others envisioned a more

compact and clearly identifiable arts and cultural district, one which could easily be walked by visitors.

- **Signage/wayfinding/district identification/gateways** - the need to provide wayfinding resources, including signage, gateways and directional kiosks was a recurrent theme in each interview group. Multiple opportunities were identified to help give the District a distinct identity. These included creating a logo or brand for the District, creating gateway features to draw visitors from the highway, providing unique street signs within the District, and locating narrow kiosks per block with directional signage and listing/mapping of businesses in District. Create an active streetscape.
- 
- **Lack of downtown performance venues** - another common concern was the need for a greater diversity of venues for music, performing arts, literature, visual arts, film, cultural & heritage festivals and markets, meetings and other events. Many groups find that the size, location, affordability, acoustics, technology, or layout of current venues does not match their needs. Greater diversity of event venues in the downtown area will add vibrancy to the Historic Downtown and encourage visitation by residents and visitors.

Kudos/Accomplishments

The Town of Silver City has drawn together to envision and execute multiple projects in the recent past which merit recognition. A few of them include:

- **Silco Theater** - the preservation and rehabilitation of the Silco Theater on Bullard Street into a multi-use facility is a significant community-based project. The Silco is a great community asset and a wonderful catalyst for future renovation in the historic downtown.
- **Multiple National and State Registered Historic Districts** - while many communities in New Mexico have only one or none, Silver City has multiple Historic Districts officially registered as cultural resources worthy of preservation.
- **Penny Park** - Penny Park is unique treasure, a community-initiated and community-built park that is managed by a non-profit organization.
- **Bullard Street Improvements** - the recent streetscape improvements create a more attractive and unified downtown.

- **La Capilla** - a significant partnership between Silver City and community groups recreated the small chapel and is planning the surrounding grounds for a cultural heritage park celebrating Native American, Hispanic and Anglo cultures and traditions.
- **Big Ditch River Park** - the Big Ditch is a wonderful amenity turning the tragic flooding of a century ago into a green pedestrian haven through the heart of the city.
- **Passion & Partnerships** - Silver City citizens creatively and actively find common ground and work together to achieve the goals of the community. Examples of this cooperative passion include the Botanical Garden, La Capilla, Penny Park, and the Silco Theater renovation.

Short Term Strategies

Multiple strategies in the creation of an Arts and Cultural District can be accomplished in the next six to eighteen months, including:

- **Implement a Façade Improvement Program** - to assist in identifying and revitalizing commercial properties. The program will aid property or business owners in improving their storefront and building façades through grants and design assistance. Revitalized businesses impart more vitality in the neighborhood and the use of local designers and contractors keeps money in the community. Support in development of the program and examples of similar programs in other communities are available through New Mexico MainStreet.
- **Organize and implement a Downtown Master Plan** - a Master Plan helps the community define its vision and goals for downtown and creates tools for meeting those goals. The plan will help business and property owners within the plan area to develop an economically active and energetic historic downtown, providing visitors and residents alike with an attractive, appealing downtown. Funding for development of this plan has already been allocated. Some identified needs which the Master Plan can assist with include:
 - Zoning and land use
 - Fire code provisions
 - Parking management plan
 - One way streets
 - Incentives to achieve outcomes
- **Artist live/work zoning provisions** - revise the zoning code to aid the community in attracting and keeping visual and performing artists within the Arts and Cultural District by allowing live/work spaces.

- **Cultural enterprises as a permitted use in the downtown overlay zone** - allows diverse uses, such as visual and performing arts, literature, museums, film, crafts and healing arts, to support a diverse and energetic District. A definition for this use could be: Commercial ventures that connect creators and artists to markets and consumers, and create, produce and market cultural goods and services, generating economic, cultural and social opportunities for artists while adding cultural value for consumers. Cultural enterprises operate in performing arts, artisan manufacturing centers, museums, music, literature, publishing, film, folk art, architecture and creative tourism.
- **Historic preservation educational workshops** - workshops and other historic preservation resources are currently offered through New Mexico MainStreet. The community may also seek technical assistance, educational programs, and funding from the state Historic Preservation Division.
- **Waterworks building emergency stabilization** - the building is currently endangered due to a leaky roof. Coordinate efforts with UNM's School of Architecture & Planning, La Raza Program to identify potential new uses for the building.



Long Term Strategies

Several long term strategies to address the development of a healthy and vibrant Arts and Cultural District were identified:

- **Signage/wayfinding/districts identity program** - create an Arts and Cultural District active streetscape with signage and wayfinding system. Create a District Identity Program to brand the District, using the same logo/theme on street signs, literature, web pages, kiosks, directional signage, etc.
- **Theater District as performing arts/film venues and cultural center hub** - three historic theaters, the Silco, the Gila, and El Sol, within blocks of each other are community assets which should be taken advantage of. The Silco, currently being rehabilitated, offers a multipurpose space seating 100-150 people. The community has identified a need for a 300-500 seat theater with good acoustics, technology and lighting. The Gila has the capacity, but is in need of extensive rehabilitation. El Sol is a smaller space which might be used as a cultural center once it is rehabilitated. All three theaters should be

restored and preserved. The synergy of three historic performing/cultural outlets in close proximity would be unmatched in New Mexico.

- **Extending the Big Ditch as a connective “String of Pearls”** - a major pedestrian opportunity exists to link multiple arts and cultural elements from the Waterworks/Virginia Street Park area north of town extending south along Silva Creek and the Big Ditch through town to the San Vicente Heritage District at the southern end of downtown.



- **Rehabilitation and adaptive reuse of the Waterworks as a cultural site** - stabilize, rehabilitate and adaptively reuse the Waterworks building. The area, including Virginia Street Park, botanical gardens, Waterworks building, and archeological site, is a cultural amenity which should be recognized.
- **Redevelopment of San Vicente Heritage Site** - build on the San Vicente Heritage Site Conceptual Plan to redevelop this site at the southern end of Bullard Street and the Big Ditch. Development on this long neglected historic area has great potential to revitalize the south end of downtown.

Connectivity

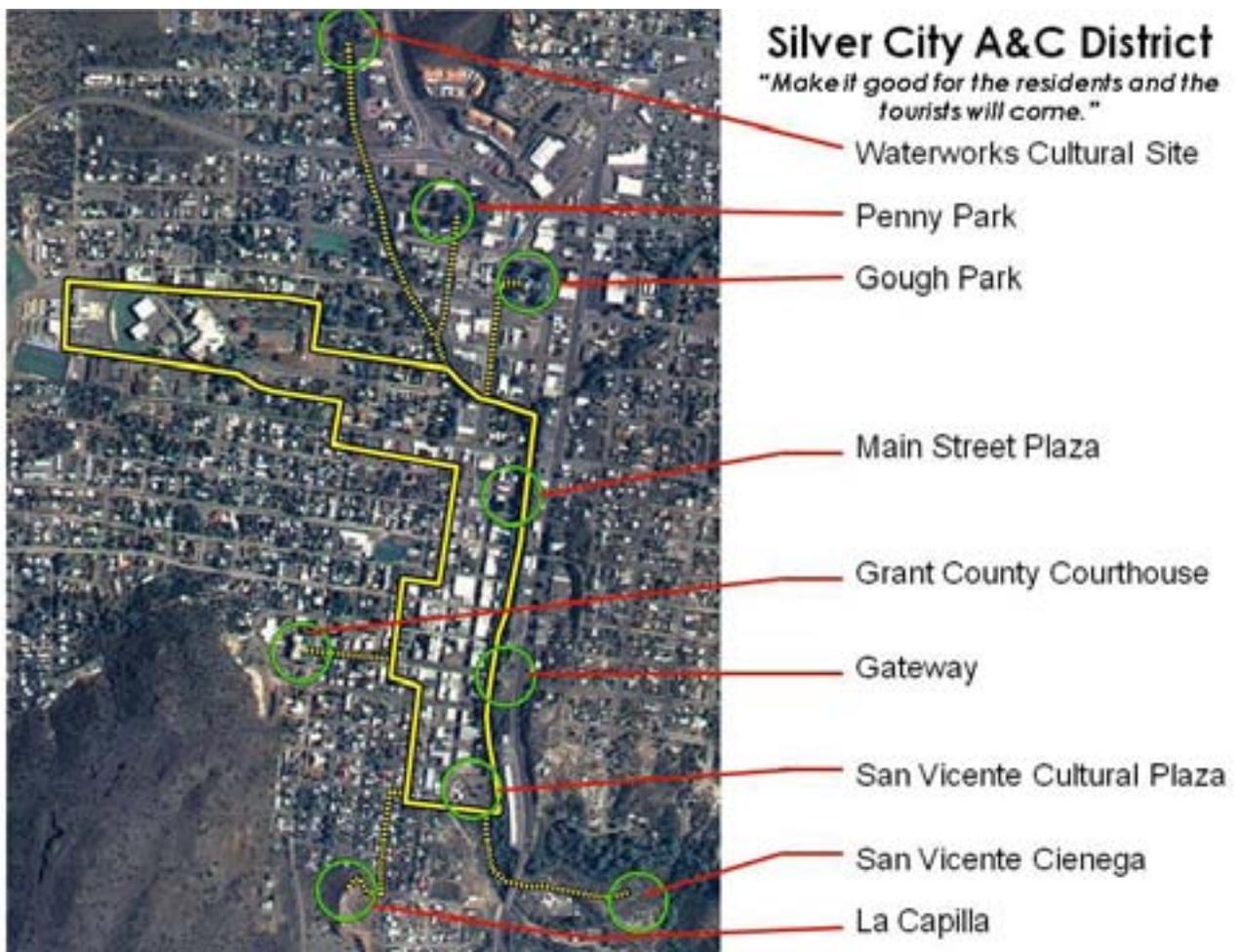
Opportunities to connect multiple significant sites within the town were documented through site visits and interviews with community members. In addition to the arts and cultural sites identified in the original submission, several other sites of significance were identified including the Waterworks building, Virginia Street Park, Botanical Gardens, Silva Creek, and the area around the confluence of Silva Creek and Pinos Altos Creek. Western New Mexico University campus houses many historic structures, a museum, and varied performance spaces. Big Ditch Park connects to the planned Downtown Plaza and Gateway. Grant County Courthouse, San Vicente Heritage District, Boston Hill, and La Capilla were identified as significant cultural resources to be interconnected.

Boundaries

The Town must adopt an ordinance defining the boundaries and the general intent and purposes for the Arts and Cultural District. The Physical Planning and Design Group, by examining the resources and on-the-ground research, created the following

concept for the District Boundary. This is presented as one option to the boundary defined in the original application. The final boundary must be determined by the community.

The option below offers a multi-nodal approach with a tighter District boundary which can be integrated into a walking tour model with outlying nodes which can be reached through connecting walking routes. The core of this option parallels Bullard and the Big Ditch from Hudson to Texas, where the greatest concentration of arts and cultural resources were identified on the application map. The conceptual boundary extends to the San Vicente Cultural Plaza site to the south, and north to the confluence of Silva and Pinos Altos Creeks. A walkable route along 10th Street extends west to include the cultural core of Western New Mexico University within the boundary. Multiple other significant cultural nodes, many of which are outlying, are identified on this option, along with walkable routes to reach them from the District. These nodes include Waterworks Cultural Site, Penny Park, Gough Park, Main Street Plaza, Grant County Courthouse, Gateway to Arts & Cultural District, San Vicente Cultural Plaza, San Vicente Cienega, and La Capilla.





CAPACITY BUILDING AND FINANCE

Introduction and Context

Silver City has seen its share of booms and busts and natural disasters during its history. The tumultuous mining industry suffered its most recent decline about ten years ago when the copper industry deflated, and many miners in Grant County lost their jobs.

The community has also demonstrated remarkable grit and tenacity in adjusting to misfortunes. After Main Street was swept away by a flood over a century ago, the devastated Big Ditch became a parkway that the community has continuously improved. Following the substantial loss of mining jobs in the 1990's, Silver City began to re-invent itself as an artist's colony, tourism destination and baby boomer retirement oasis.

This strategy has been successful in attracting new and enthusiastic residents to the town, many of them creative entrepreneurs who have opened galleries, studios and businesses in the downtown commercial district. The rise of the Yankee Street arts district is a manifestation of the vibrant cultural economy in Silver City. As a result, the proposed Arts and Cultural District for Silver City has a strong business infrastructure for sustainability and success.

The community has realized many significant projects during the past twenty years, demonstrating creativity and resourcefulness which are a model and inspiration to other cities. A new level of municipal engagement and financial innovation can

consolidate recent gains in cultural economic development and accelerate Silver City's eminence as a Southwestern arts center.

Common Comments

- **The local economy is slowing down** - City officials reported a 3% decrease in revenues last year. In a city heavily dependent on the tourism economy, this was a warning flag.
- **Excellent but highly competitive non-profit organizations in Silver City** - Silver City is blessed with many excellent non-profit organizations that have served the community well over the years. Some people expressed concerns about the community's capacity to financially support so many organizations. Other related concerns were some turf battles, duplication of services, and confusion about who does what.
- **There appears to be community consensus on the importance of the creative economy in Silver City** - City government officials and also the Lodgers Tax Board acknowledged the major impact of the creative economy and tourism to the local economy. Over \$1 million in Lodgers Tax funds have been collected since 2002. The City indicated its willingness to entertain creative and long-term financial investments to strengthen creative economic development and tourism.
- **Silver City needs more hotel and motel rooms, especially Downtown** - this deficiency in the lodging industry was widely acknowledged. Several new motel projects in development were mentioned. An observation was made about the difficulty of establishing new bed and breakfast inns in the community because of restrictive zoning requirements.
- **Land use codes and zoning need to be revised to enable new investments in the district** - zoning needs to be updated to encourage more residential uses, specifically live/work housing and also residential use of second story spaces in commercial buildings. This process is underway, and should be accomplished within a year or two.



- **Structural problems in the local economy impact housing, work force development and education** - the perceived lack of suitable and affordable housing impacts young families, college graduates, and service sector workers. Improving the schools, attracting and retaining a skilled and dedicated work force, and diversifying the housing supply are long-term strategies for creative economic development.
- **Gentrification appears to be a minor concern** - some fear of economic displacement from a growing cultural economy was mentioned, but immigration of new residents to Silver City had already been taking place for several years, and the community has been adjusting to it.

Kudos/Accomplishments

- **Silver City benefits from capable and dedicated leadership** - skilled and seasoned community leaders are serving in key positions at City government, Western New Mexico University, economic development organizations and non-profit service groups.
- **Silver City MainStreet is New Mexico's flagship program** - Silver City Main Street has been operational and effective for twenty-two continuous years, after being selected as one of New Mexico's original five main Street communities, with major accomplishments to its credit.
- **Mimbres Region Arts Council is one of New Mexico's best** - the Mimbres Region Arts Council offers the community diverse and outstanding arts programming. The organization is stable, growing and ready to embrace the Arts and Cultural District program.
- **Impressive record of critical infrastructure improvements through excellent planning, innovative fund-raising, and effective project management** - these projects include the comprehensive sidewalk and curb and gutter improvements, new streetlights, street pavings, the Big Ditch landscaping, a new Visitors Center and a new Skate Park.
- **Community works together through partnerships** - the spirit of effective partnerships was evident in the top-rated application for a pilot Arts and Cultural District, the composition of the proposed Arts and Cultural District Council, and also the impressive support for the Resource Team visit.
- **Regional and national recognition as an emerging arts community** - Silver City is regularly mentioned in national "quality of life" lists as an ideal arts community, tourism destination, or retirement haven.
- **Innovative in municipal and public fund raising** - Silver City has enacted the Local Economic Development Act (LEDA) and is also a Certified Local

Government (CLG) for Historic Preservation funding. The community has enjoyed strong leadership in the state legislature and Congress, successfully leveraging major public investments for public projects. Lodgers Tax funds have been used in creative ways to build cultural tourism and recreational tourism in the region. New initiatives include New Mexico SMART funding for the rehabilitation of the Murray Hotel.

Sustainability for the Arts and Cultural Districts Council

In its Arts and Cultural District application, Silver City outlined the membership of the new Council and developed a working budget for three years. The proposed staffing for the Council will be provided by the Grant County Coalition for Economic Development Progress. The Coalition has raised funds for an Economic Development Coordinator, and it is estimated that the new coordinator will devote 20% professional time to staff support the Silver City Arts and Cultural District.



Our observation is that this part-time commitment may be adequate for the start-up phase of the District but that more staff support will be required in future phases of the District's development.

Our recommendation for staff support funds is to contact the United States Department of Agriculture (USDA) Rural Development program for a possible Rural Business Opportunity Grant (RBOG) or a Rural Business Enterprise Grant (RBEG). These grants have been used successfully by other New Mexico MainStreet programs (specifically Las Vegas MainStreet) to support planning projects, business and entrepreneurial support services, and infrastructure development (such as a Wi-Fi district). Other USDA funding programs (Farmers

Markets) may also be utilized to support the Council's planning and staff capacity. The USDA has expressed interest in partnering with MainStreet programs for these purposes.

Financing Programs for Enhancing the Cultural Economy

- The United States Department of Agriculture (USDA), working primarily through its state and regional offices, assists rural communities with a variety of grant and loan programs. The USDA also provides loans and guarantees to private business owners. Some of the important financing programs that could support the Arts and Cultural District include Home Financing loans, Community Facilities Loans and Grants, Rural Economic Development loans and grants, the

Rural Community Development Initiative, and Guaranteed Loans for Business. Please note the Rural Business Opportunity Grants (RBOG) and Rural Business Enterprise Grants (RBEG) mentioned above.

- The passage of New Mexico's Affordable Housing Act in the 2004 Legislature enables municipalities to invest public funds in affordable housing projects and development. By creating an affordable housing plan, Silver City may identify housing issues and needs to enhance the cultural economy. The New Mexico Mortgage Finance Authority also invests public funds in affordable housing projects. The Town of Silver City is currently undertaking an Affordable Housing Plan, and the Resource Team encourages the community to consider opportunities within the designated Arts and Cultural District.
- The New Mexico Finance Authority (NMFA) is a primary source for low-interest loans and grants for buildings and infrastructure development. NMFA provides assistance to municipalities and other governmental entities for major projects. Silver City has demonstrated success in securing approval of SMART funds for the rehabilitation of the Murray Hotel. Another program administered by the NMFA of interest to Silver City is the New Markets Tax credit program, which can combine new markets tax credits with historic preservation tax credits. These combined federal tax credits can offer developers over a 50% return on investment (in tax credits alone) within seven years. A recovering commercial district such as downtown Silver City could qualify for New Markets tax credit allocations from NMFA.
- The federal Department of Housing and Urban Development offers a variety of programs that may be useful to the development of Silver City's Arts and Cultural District. These include Community Development Block Grants (CDBG), Rural Housing and Economic Development Grants, HUD Hope VI Affordable Housing grants for Main Street communities, and designated funding programs for *colonia* communities. Silver City's designation as a *colonia* offers interesting opportunities for state and federal funding, especially for affordable housing and economic development programs to support cultural entrepreneurs.
- Federal Scenic Byway grants are available to continue development of the Trail of the Mountain Spirits Scenic Byway, marketed primarily by the Grant County/Silver City Chamber of Commerce.
- The New Mexico MainStreet Capital Outlay fund is a source of funding for capital projects. The New Mexico Arts and Cultural Districts Act will allow and enable the City to invest capital outlay funds in projects located within the Arts and Cultural District. These funds may be used for both public and private projects and businesses. A non-profit developer may also apply for these funds.

Municipal Engagement in the Arts and Cultural District

The Town of Silver City has unique opportunities to creatively engage in the support of its new Arts and Cultural District. The community has already adopted the Local Economic Development Act (LEDA), and the state's Arts and Cultural District Act enables the town government to utilize public funds (including state appropriations, municipal general funds, and Lodgers Tax funds) in public projects and also private building rehabilitations and business development. This flexibility can be utilized to support difficult to finance projects such as the Murray Hotel and the Silco Theater.

The Town of Silver City will also want to consider encouraging more private historic preservation rehabilitation projects within the Arts and Cultural District, since the maximum state historic preservation earned tax credit is doubled from \$25,000 to \$50,000 within the district. New public education programs in historic preservation may be funded through the Certified Local Government (CLG) program administered by the state Historic Preservation Division (HPD).

Other Programs To Consider Include:

- Establishing a TIF/TIDD (Tax Increment Financing/Tax Increment Development District), for the Arts and Cultural District. Increases in both property taxes and gross receipts taxes may be captured by the Town and re-invested in public improvement projects with the TIF district. Establishing a TIF is a sustained process requiring an ordinance adoption and public referendum, but there appears to be substantial support for the new Arts and Cultural District.
- A BID (Business Improvement District) collects contributions from private property owners within the BID to fund organization and management support (for example staffing for MainStreet and/or the Arts and Cultural District Council), and also marketing and promotional activities, such as advertising, banners, street signs, etc. BID funds may also fund public improvements such as sidewalks, trash receptacles, benches, landscaping, and public art. Funds are collected annually by the municipality and redistributed according to a plan.
- The New Mexico Tourism Department's Scenic Byways Program is a potential source for cultural and heritage interpretation funding.

Some Important Next Steps

- Many community members acknowledged the importance of tourism in Silver City, but would like more research and analysis about the local and regional tourism industry. We recommend that the community undertake a Tourism Impact study for Grant County. This study may be funded by state tourism and/or economic development cooperative advertising funds or the Lodgers Tax Fund. A Legislative appropriation is another funding option.

- Cooperative advertising funds from the Tourism Department can be helpful in updating community tourism and arts-related websites and collateral material.
- The Silco Theater is an important community project. Silver City MainStreet may need assistance in securing acquisition funds and long-term rehabilitation funding. We believe that the Lodgers Tax fund may be used creatively (in terms of investing in a public facility supporting the local tourism industry) to assist Silver City MainStreet achieve ownership of the building. This will help facilitate the creation of a Downtown Theater District.

Financing a Theater District

One of the major recommendations of the Resource Team is that Silver City seriously considers creating a Downtown Theater District. The presence of three significant historic theaters within close proximity to each other makes this an enticing strategy for long-term cultural economic development.

Planning the Theater District

- Planning funds for a theater district may be obtained from a variety of sources, including New Mexico MainStreet Capital Outlay funds, USDA RBOG and RBEG programs, the National Endowment for the Arts, New Mexico Arts, HUD, and local Lodgers Tax funds. Other resources include SW NM Council of Governments, CBDG planning grants, and state legislative appropriations.
- The Town may consider creating a small Metropolitan Redevelopment Area (MRA) for the Theater District to plan and attract private developers and investment to the District. New Mexico MainStreet can provide technical assistance in facilitating this strategy.



Financing Tools

A good Theater District plan will identify public and private financing strategies. On the public side, many financing tools mentioned in this report, including the LEDA, Lodgers Tax funding, USDA Community Facilities grants, HUD Rural Economic Development grants, CDBG funds, federal Economic Development Administration

(EDA) grants, New Mexico SMART funding, New Mexico MainStreet Capital Outlay grants, and state legislative grants are a few of the programs available. On the private side, USDA Business Loan guarantees and Rural Economic Development loans, Small Business Administration (SBA) loans, New Market Tax Credits, federal and state historic preservation tax credits, and New Mexico MainStreet architectural design assistance are a few incentives worth consideration.

SUMMARY

Three areas that we should keep in focus as we move forward together are:

1. Authenticity is the Arts & Cultural District's most direct market for new cultural and heritage tourists. They want the real not the faux, re-invented, or mythological experience.
2. The Community is what makes downtown authentic. It is the people who live, work and play that make Silver City unique.
3. The District must continue to be viable to its residents. Business opportunities and housing must remain accessible for this generation and generations to come or it will lose its support from the community and disconnect from both its community roots and its authenticity.



There are Four "C's" to remember as the Silver City Arts and Cultural District evolves: Creativity, Communication, Connectivity and Coordination. These are the themes that will hold this district together:

Creativity

- Maintaining authenticity
- Dynamic, supportive environment for the creative economy
- Arts
- Architecture
- History, heritage
- Diversity of people
- Nurturing
 - Training
 - Development

- Infrastructure to support the cultural economy (investment and maintenance)

Communication

- Cross cultural
- Cross generational
- Cross class
- Cross geography
- Maintaining multiple networks
 - Electronic
 - People to people
 - Multiple media
- Continuous open and inclusive dialogue

Connectivity

- Linkages
- Historic and scenic trails
- Links between neighborhoods and to Downtown
- Between the University and Downtown
- Regionally
- Through media communications networks
- The A & C District allows for and encourages connection, accessibility for all pursuits and enterprises
 - Honors diversity
 - Honors multiple cultural perspectives and makes a place for them
 - Honors human stories and allows for the sometimes painful and harsh understandings of the experience of different peoples, cultures, and heritage in the same experience

Coordination

- Forging new partnerships
- The new A & C District Council is just the beginning
- Funding, a clear voice for the communities in the process to stay focused as opportunities arise yet with the Council providing direction
- Ties back to communication, solid coordination comes from clear communication
- Clear definitions of roles, responsibilities and timelines within the Council
- Maintaining the diversity in the business mix, stay ever vigilant
 - Maintain balance between the district serving both the community and tourists

Silver City is a town that works. One of its strengths has been the remarkable quality to foster excellent leadership, regenerate itself and recycle its most precious asset - human talent and creativity.

Currently the community is benefiting from a new source of leadership and enthusiasm from an influx of new residents. Integrating new points of view and

creative expression will be a critical factor in the success of the new Arts and Cultural District. Being careful to spread the wealth of cultural economic development to all sectors of Silver City is essential.

Silver City is also blessed with the presence of sage old-timers who have served the community tirelessly and with devotion for decades and continue to be engaged in community affairs. Hopefully these community living treasures will continue to guide and inspire the community as it tackles some long-dreamed-of miracles, including the rehabilitation of the Murray Hotel and the creation of a Theatre District.

Silver City is riding an infectious wave of momentum. The community appears to have assembled a powerful coalition of people and resources to break through to a new level of quality of life and economic opportunity. We hope this report can help guide the way.

* * * * *

ACKNOWLEDGEMENTS

Special thanks go to Western New Mexico University President, Dr. John E. Counts and Mrs. Barbara Counts for hosting a special luncheon for the Resource Team on the WNMU campus. The Resource Team also wishes to thank the staff of the Silco Theater for their almost round-the-clock accommodations during our visit, the restaurants who provided delicious meals: Shevek & Mi Restaurant, Isaac's, Diane's Bakery & Café, Jalisco's Café, and to the Silver City Museum for graciously accommodating the Resource Team for a lunch catered by Vicki's Eatery.

Appendix III

A Visioning Workshop Branding for Silver City ACD

New Mexico MainStreet Program
Economic Development Department

Available from NM MainStreet



Silver City MainStreet A VISIONING WORKSHOP BRANDING the Silver City ARTS AND CULTURAL DISTRICT

Conducted November 20 - 21, 2008

by

Regina Chavez, NM MainStreet Program Associate in Arts,
Promotions and Cultural Planner
Maggie Macnab, NM MainStreet Consultant in Branding and Design
New Mexico MainStreet Program
Economic Development Department



SUMMARY

Developing effectively themed images and messages to support the new Silver City Arts and Cultural District is a community wide project in which collaboration is crucial to its success. This visioning workshop was designed to solicit input from community members about perceptions of arts, culture and community identity, and how to develop these perceptions into a unified branding message. These responses and community dialogue will guide development of a cultural plan and dynamic vision for branding to be used in future marketing and promotional materials.

Western New Mexico University, the Small Business Development Center, and the Silver City Arts & Cultural District Council hosted the visioning workshop led by New Mexico MainStreet Program Associate, Regina Chavez and New Mexico MainStreet Consultant, Maggie Macnab. A flyer was prepared inviting the public to attend a two-session workshop to discuss perceptions of their community and to learn about branding. Twenty-eight participants attended the late afternoon session focusing on destination branding and how communities use it to their advantage. Twenty-nine participants attended the next morning's session consisting of a community SWOT (strengths, weaknesses, opportunities and threats) analysis and visioning exercise. The workshop concluded by developing vision statements.

The visioning workshop was advertised and designed to produce appropriate branding themes for the emerging Arts and Cultural District. However, the discussion amongst participants articulated themes and opportunities critical to the success of the District and ultimate effectiveness of a branding campaign. Some of these themes included issues of ethnic separateness, lack of inclusiveness amongst various segments of the population including youth and those feeling disenfranchised, and the struggling economy. The visioning exercises were intended to serve as a prologue to developing the Cultural Plan, branding, marketing and Downtown Master Plan. The Silver City Arts and Cultural District, as it develops into a significant community stakeholder, has an opportunity to play a critical role in addressing the current challenges of cultural divisiveness, and the struggling economy at all levels as it moves into the next phase development of the Cultural Plan and branding campaign.

On the following pages are the notes from both sessions, followed by next steps recommendations. The notes are not intended to be interpretative, but rather a documentation of the workshop for use in developing the Silver City Arts & Cultural District Cultural Plan and Downtown Master Plan.

DAY 1 - Thursday, November 20, 2008 4:00 to 6:30pm

NM MainStreet facilitators, Regina Chavez and Maggie Macnab opened the workshop with introductions of themselves and a brief explanation of how the sessions would be

used in developing a Cultural Plan and a Downtown Master Plan, plus provide the basic information necessary to successfully brand and market their community. Each participant was asked to introduce themselves with name, their expectation of the workshop and to share an item they were invited to bring that represented their feelings or thoughts about Silver City. The facilitators then explained how community visioning would lead to a successful brand of their community and thus setting the stage for developing a Destination Marketing Plan.

Maggie Macnab gave a presentation on destination branding (detailed on page 7), defining what a brand is and is not, and presented examples of towns that are well branded in a variety of different media. Following the presentation, the participants were given a visioning/branding quiz that they completed individually followed by group discussion.

DAY 2 - Friday, November 21, 2008 9:00am to 12:00pm

The facilitators opened the day with introductions of new participants followed by a quick review of the previous session. The participants were then led as a group with the following SWOT analysis of Silver City:

STRENGTHS:

- Quirky
- Gila Forest
- Sense of community
- Scale of community and downtown
- Diversity
- Climate
- Beautiful
- Collaborations
- Creative
- Regional hospital
- Boston Hill
- Home
- Artists in many disciplines
- Celebrations
- Dancing
- Strong non-profits
- Good food
- Discover
- Walking
- Elements in place
- Place/location
- Walkable downtown
- Strong historic district
- Cozy and alternative
- Innovative and place of firsts
- Culture
- Outdoor activity opportunities
- Friendly and welcoming
- Place of gathering
- All Hispanic women on County Commission
- Spiritual
- Multicultural: uncommon, hidden, "cultura", "natura"
- Ability to set a new living paradigm
- Place of discovery
- Can do attitudes
- Encouragement of individuality
- Neighborhoods
- Accessibility to leaders
- WNMU

- Off the beaten path
- Worth discovering
- Colorful downtown
- Natural beauty
- Generational
- Active seniors
- Lifetime learning
- Pride
- Locally owned businesses

WEAKNESSES:

- Community divisions
- Inability to retain young people
- Lack of work ethic
- Hard to retain healthcare professionals
- Trash and litter
- Substandard/not maintained housing
- Gun shots in air
- Lack of low income housing
- Lack of accessibilities for disabled
- Lack of sufficient downtown basic amenities
- Need a good movie theater
- Lack of historic façade restorations
- Poorly maintained streets/sidewalks downtown
- Division in the Chamber
- Confusing one-way streets
- Need ATMs downtown
- Remoteness/accessibility
- Lack of employment opportunities
- Lack of activities for youth
- Poverty
- Lack of good hotels and # of rooms (existing are old, crumbly)
- Downtown noise pollution
- Some don't go downtown
- Drugs and gangs
- Facilities for seniors (lack of)
- Lack of (adequate) public transit
- Inability to reach across cultural lines
- Lack of parking
- Tourist/public restrooms
- Downtown traffic slow
- Lack of financing for innovation
- Weak linkages/roads - town divided
- Homeless people
- Need more signage - no gateway

OPPORTUNITIES:

- Arts & Cultural District
- Developing outdoor activities for youth
- Entrepreneurship
- Creative and cultural tourism activities
- Mesh w/WNMU and USU
- Expressive arts WNMU Dept
- Retreat center
- Railroad system
- Advertising collaboration
- Availability of affordable commercial space
- Build on bicycle identity - can link divided town
- Develop intergenerational activities
- Expand existing events
- Solar energy
- Non-profit collaboration
- Wind energy
- Bus (inexpensive) to ABQ

- Experiential tourism
- Events venue (open pit mine)

THREATS:

- Funding
- Economy
- Suburban sprawl
- Acid trucks driving thru downtown
- Drugs and gangs
- Mine layoffs
- CAVE (citizens against virtually everything)
- Short-sided planning
- Same people doing everything
- Not paying public officials
- Entitlement consciousness
- Lack of forum to share and network
- Price of gas
- Lack of collaboration
- Apathy
- Resistance to zoning
- Resistance to change
- "Not me, let someone else do it"
- NIMBY ("Not in my backyard")
- Lack of involvement
- Disparate vs unified messaging
- Poverty mentality
- Basic education and finances education/lack
- Turf wars
- Competition for funding

VISIONING

Following the SWOT analysis, the group was guided into visualizing what would be their most desirable future for their community in seven years. Each was then asked to write from one to three ideas or visions in approximately 3-5 words each on 4x6 cards. Many cards were collected and all were read anonymously and posted on the wall. The facilitators then helped the group categorize their vision ideas into the following broad categories:

- Youth
- Education
- Economics/small businesses
- Beautification/restoration
- Social activities/recreation
- Government/involvement
- Housing
- Arts center/activities
- Volunteerism
- Natural resources

The participants then consolidated the vision cards into seven categories and were then divided into seven small groups so that each group could develop a vision statement. Each group then reported back to the large group with the vision

statement for their category. Some of the vision statements and category names were edited by the group. The final categories and statements are as follows:

- **ARTS & CULTURE:** Create exciting visual and performing arts centers and venues with shops, classrooms, museums, exhibit spaces, and youth outreach programs. The venues draw local, national and international exhibits and events. The venues will be financially self-sustaining with the help of a team of collaborative grant writers that work for all arts and cultural organizations.
- **DOWNTOWN:** Historic Downtown Silver City is the charmingly diverse district where tradition meets the present through arts and culture (with lots of parking!).
- **MAJOR INSTITUTIONS:** Major institutions (such as Western New Mexico University, Grants Regional Medical Center, and the Chamber of Commerce), as vital community entities and major employers, demonstrate their commitment to enhancing and sustaining the quality of life, sense of security, economic vibrancy, opportunities for personal growth and empowerment, and celebrating our diverse and unique identity, through inclusive, responsive, participatory integration into (our) community's evolution.
- **COMMUNITY/CULTURAL ISSUES/YOUTH:** Silver City/Grant County is a collaborative, harmonious and inclusive community that honors differences and fosters sharing across cultures. We take pride in the appearance and vitality of our gathering spaces, community facilities and neighborhoods, and celebrate our arts, life and culture.
- **TOURISM:** Experience living history in a unique and vibrant community that bridges ancient civilizations and modern innovations in art, architecture and local cultures, surrounded by the first designated wilderness area in the United States - the beautiful 3.3 million acre Gila Wilderness.
- **PRESERVATION:** Silver City has a preservation program that is encouraged and supported in the spirit of accommodating and facilitating aesthetically pleasing appearance (conforming to the standards of the Historic Design & Review Committee) and financial support from city, state and federal organizations, private and public.
- **JOBS/ECONOMY/SUSTAINABILITY:** Grant County is widely viewed as a model sustainable regional economy which is built on the creative use of our abundant natural and cultural resources. Real security comes from our food, energy and economic independence!

The workshop concluded with a summary of how this information will be used in developing a cultural plan, master plan and destination brand for Silver City. Participants were thanked for their input.

* * *

BRANDING AND THE CULTURAL PLAN PROCESS FOR THE SILVER CITY ARTS AND CULTURAL DISTRICT

Opportunities exist to involve ethnically diverse, the disenfranchised, and young people in the planning and development of the emerging Arts and Cultural District that will help guide our recommendations for branding development and the evolution of the Cultural Plan. Two recommendations informed by the Visioning/Branding Workshop discussions in Silver City are as follows:

- Recruit additional representatives for all participating Arts and Cultural District organizations, including Silver City MainStreet, the Mimbres Region Arts Council, the Silver City Arts and Cultural District Steering Committee, and other partners;
- Utilize UNM BBER's Asset Mapping project (Social Network Analysis) to expand Arts and Cultural District creative networks to include ethnically diverse, the disenfranchised, youth and community organizers.

Community participants beyond those usually involved clearly can make significant contributions in branding development and cultural planning as evidenced by the Workshop discussions. Important branding considerations of target audiences, tourism and hospitality positioning and marketing, utilization of multi-media technologies and strategies, and cultural diversity, are all likely to be influenced by expanded community involvement. We urge Silver City Arts and Cultural District leaders to recruit these board members and volunteers as soon as possible.

CULTURAL ASSET MAPPING THE COMMUNITY AND CULTURAL PLAN DEVELOPMENT

UNM's BBER has commenced the "Cultural Asset Mapping" project (also described as a Social Networking Analysis) in Silver City to identify all relevant and important people contributing to the Silver City region's cultural economy. This process is expected to require about three months work to be completed in early 2009.

Under the direction of BBER's Dr. Jeff Mitchell, the Cultural Asset Mapping project is independently managed and requires minimal oversight from community members.

SIGNATURE EVENT

Another outcome of the cultural planning process will be to inventory large community events that are currently held in Silver City and determine their success level. This will be in preparation for developing a “signature event” that will incorporate and reflect the vision and brand of Silver City. An existing event may be further developed into signature event status or a new event may be created. The Cultural Plan process will further address how the Arts & Cultural District can best capitalize on a successful signature event.

THE CULTURAL PLAN PROCESS - NEXT STEPS

The New Mexico MainStreet Visioning/Branding Resource Team recommends the next steps for the Cultural Plan development:

1. Recruit youth, ethnically diverse, and disenfranchised individuals as volunteers and new board members for all Silver City Arts and Cultural District partner organizations.
2. Coordinate with Western New Mexico University to attract potential student interns and projects related to the branding project, cultural plan and downtown master plan.
3. Work with all partners to recruit and organize volunteers for the Cultural Plan focus groups to develop the Arts and Cultural District Cultural Plan.
4. Work with the New Mexico MainStreet Visioning/Branding Resource Team to organize and develop an effective public relations and marketing campaign in support of the Cultural Plan development (commencing in January 2009).

THE BRANDING PLAN PROCESS FOR THE SILVER CITY ARTS AND CULTURAL DISTRICT

The most compelling way in which Silver City's many attributes can be expressed is through a branding strategy. The launch of the Arts and Cultural District presents a timely opportunity to create a community brand. Rather than being a physical product (although there are tangible components to a brand), the well-managed brand provides distinction for the community and adds value by making itself meaningful—and therefore useful—to its audience. The brand must convey the spirit of the greater Silver City community. The branding process begins with what already exists within the community, defined in the SWOT analysis conducted on November 20 and 21, 2008. The brand is not the tangible components it is comprised of: the logo, slogan or various collateral pieces, rather, the brand *is the principle around which the community organizes itself to create extraordinary experiences for the visitor, and a focal point of pride and ownership for the community residents.*

The brand is the single-minded message that shapes and controls the community's identity and it is essential that community leaders are able to rise above differences and understand and embrace this point for it to be successful.

The purpose of the 2-day Visioning Workshop was to identify the most compelling statements from within the community—inclusive of both positive and negative perceptions. These existing perceptions/realities identify the messages that enhance Silver City and those that minimize it. Once these components are identified, they can be addressed and integrated into a comprehensive plan that includes Cultural Planning, Marketing, Promotion and the ultimate Brand.

RECOMMENDED STEPS TO CREATING THE SUCCESSFUL DESTINATION BRAND

The steps to the creation of a successful brand reside in the community's participation, clarity and agreement of how to present their unique brand to potential visitors. How to integrate the most relevant messages into the brand and the subsequent implementation within the cultural, marketing/master plans, signature and promotional events will be determined in the upcoming months. Up to two applications of the Arts and Cultural District logo will be implemented for use in the community. The implementation will be determined by need: either an imminently upcoming event or to provide general support for the ACD (examples: pole banners, a template design for publication ad, or ACD stationery package). This will give the community actual implementation experience for future applications and provide a kick-start for the Arts and Cultural District brand implementation.

Current and near-term recommendations include:

- SWOT analysis and definitions: assess the current community brand through local perceptions (*completed*)
- Refine data collected from the Visioning Workshop and address existing internal impediments at the community level: Community must be involved on an ongoing basis (*ongoing*)
- Position Silver City's attributes against visitor needs and wants: Assess existing visitor feedback; gather current and potential visitor wants and needs; anticipate future opportunities for tourism (*completed, ongoing, future*)
- Articulate the Brand: initiate brand implementation with two uses of the ACD brand for impending needs (*future*)
- Integrate the Brand into future Cultural, Marketing and Master Plans, and Signature and Promotional Events: Determine the most effective ways to utilize the Brand: strategies will be outlined for ongoing use in the initial implementation of the brand (*future*)
- Manage the Brand: ongoing measurements of Brand effectiveness (*future*)
- Extend the Brand: Continue to expand events and collateral (*future*)

BRAND COMPONENTS

The following are the essential components that comprise a brand, along with their definitions:

The Promise: The 'promise' is making good on who and what the community claims to be. It is the sacred component of the community's integrity. Not a 'thing', the community promise is the essence of Silver City: the soul of your branding program. It is essential that the majority of the community is aware of and emulates it—from service people, to city government, to businesses, to the people you pass on the street. The entire community is the "ambassador" of the brand. What builds it is internal communication and understanding, the principles built through community participation.

The Logo or Logotype and Slogan: The logo is the pervasive visual identification, to be included in all aspects of marketing and promotion, and is a visual and/or symbolic representation expressing the heart of a community. The slogan, or tagline, is the verbal message stating the essence of the community. This statement should be simple, concise, and accurate to Silver City's most prevalent message/messages. It goes hand in hand with the logo, and should be used in nearly all situations alongside it, with certain exceptions in which space is an issue, it is unnecessary to include it as a part of a whole that uses it elsewhere, or other circumstances in which its use is precluded.

Collateral: Collateral delivers the brand to your targeted audience, providing both specific information on things such as the arts, historical interest, special events, recreational opportunities, etc., as well as a general cohesiveness to an overall look and feel to all materials created for this purpose. Variety is essential to maximize the diverse potential markets, but consistency is key for an effective and successful brand. This consistency establishes the opportunity for common identification and crossover between interests. Collateral can be web based, such as informational websites for tourism; or as print, such as in publication advertising, rack cards, brochures, etc.

IDENTIFIED COMPONENTS FOR THE SILVER CITY ARTS AND CULTURAL DISTRICT BRAND

The Visioning Workshop set benchmarks around which the brand should be organized. The Workshop identified the following that should be prioritized and incorporated into the comprehensive brand as a compelling verbal and visual message. The sectors identified as having the most potential for brand integration are:

- Arts center / activities
- Youth and education
- Beautification / restoration
- Social activities / recreation / natural resources

Silver City contains many uniquely attractive attributes that can be leveraged for a comprehensive and compelling brand as the community comes together as a unified voice to support it. Defining that voice—determining the most important aspects to message with the Brand that address both the community and the visitor’s interests—is the first step to creating the brand. A balance that gives equal credibility to a cohesively thought-out strategy and its creative implementation are essential to creating reliability and delight: the two most important elements of a successful brand.

We hope this report will serve as a successful next step in developing the Silver City Arts & Cultural District.

* * *

Thanks to Linda Kay Jones and Western New Mexico University for providing the space, screen, and refreshments, and to the Silver City Arts & Cultural District Council for refreshments and publicity.

APPENDIX

PARTICIPANTS - Day 1

Jim Kelly
Diane Reed
Patricia Ryan Gallery
Becky Shumway
Diana Ingalls Leyba
Marcia Smith
Dale Marcy
Lois Duffy
Mary Alice Murphy
Arlene Schladel
Rudy Martinez
Ann Lowe
MF Dondelinger
Christine Rickman
Eileen Sullivan
Lanny Olson
Cynthia Bettison
Amanda Deaton
John Rohovec
Michelle Reed
Linda K Jones
Faye McCalmont
Kurt Albermardt
Sudie Kennedy
Lee Gruber
Holly Hudgins
Peter Russell
Frank Milan

PARTICIPANTS - Day 2

Diane Reed
Diana Ingalls Leyba
Evangeline Zamora
Patricia Ryan Gallery
Faye McCalmont
Marcia Smith
Mary Alice Murphy
Eileen Sullivan
John Rohovec
Charmeine Wait
Arlene Schadel
Sudie Kennedy
Peter Russell
Ann Lowe
Christine Rickman
Nan Spragens
Becky Shumway
Dale Marcy
Amanda Deaton
Richard Deaton
Kirt Alberhardt
Frank Milan
Lee Gruber
Susan Berry
Qumondoly Amador
Michelle Reed
Lanny Olson
Della Nanez-Acosta
MF Dondelinger

NOTE: The names were taken from the sign-in sheet. Our apologies for any misspellings.

Appendix IV

Review of Community Comprehensive Plan Summaries relating to Arts and Cultural Activities

Prepared by the Cultural Plan Committee from
Plans of Various Towns and Villages and Grant County



Comprehensive Plan Considerations in Silver City Cultural Plan

Arts and Cultural Planning Team

March 16, 2009

Grant County Comprehensive Plan

- Grant County (GC) and small towns like Silver City (SC) cannot compete head -to-head with larger cities for *critical mass* of creative and entrepreneurial people
- Long-term sustainable economic development forces us to address issues of creating jobs and growth versus creating a great place to live
- By nurturing the mosaic of creative and entrepreneurial people GC can build a creative society and economy for 21st Century

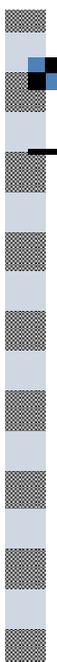


Grant County Comprehensive Plan

- How do we encourage more of this?
 - Promote development within existing town limits not only of SC but also mining towns and traditional communities
 - Encourage infill strategies within existing neighborhoods and downtown
 - Rational growth strategies for the ETZ and other close -in areas
 - Preserve the kinds of landscapes held dear

6/22/2009

3



Grant County Comprehensive Plan

- Despite its small size, SC is attracting a creative class of innovative and entrepreneurial individuals because it
 - Provides *small town urbanism*
 - Provides a *compact* vital downtown area
 - Provides University town amenities
 - Promotes positive interactions and relationship - building
 - Values its diversity

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4

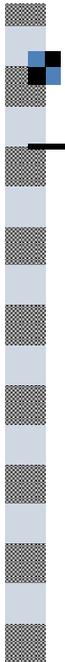


Grant County Comprehensive Plan

- Tourism is strong because of
 - SC's great downtown area
 - A growing arts scene
 - Access to the great outdoors in the region
- New opportunities exist for *heritage tourism*
 - New opportunities for small -scale businesses that offer an authentic experience of place
- New opportunities also exist for *recreational tourism*

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5



Heritage or Cultural Tourism

- Historic downtown, period of early settlement of southwest and trails crossing the county, mines and mining culture within the Mining district, and its Mogollon and Apache Indian heritage
- Silver City Museum leading advocate of such tourism
- Fastest growing segment of tourism industry
- Benefits small -scale businesses

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6

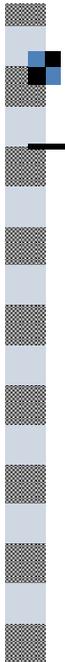


Silver City Downtown

- Downtown revitalization a MainStreet goal
- Efforts include infrastructure support and other activities to preserve historic resources of town, encourage special events, beautification and litter control, and economic development
- 2003: 167 retail and service businesses in 95 yellow pages categories, 11 art studios, 4 churches, 6 government services 15 nonprofits.

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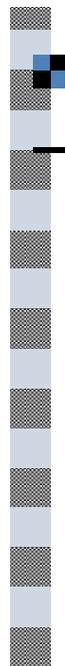


Arts and Economic Development

- SC/GC active arts scene
 - Year-round events
 - Performing local musicians,
 - Theater offerings
 - Museums
 - Preservation of historic architecture
 - Galleries and art studios (25 in Historic Downtown, 40 in GC; over 200 artists)
 - WNMU Expressive Arts Department

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Recreational Tourism

- Scenic Byways and Recreation Trails, including portion of old Butterfield Trail
- Fishing and hunting in area
- Hiking
- Bicycling
- Motorized vehicles
- Camping
- Forests and wilderness areas

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9



Grant County Comprehensive Plan

- Economic Development Goal #4: A community that maintains and enhances its unique cultural history, traditions and features, and promotes these attributes locally, regionally, nationally, and even internationally, to encourage tourism and support economic development.

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Goal #4 EDs, GC Comprehensive Plan

- 4.6 Cultural Diversity
- 4.7 Convention Facilities
- 4.8 Community Art Center
- 4.9 Arts Theater
- 4.10 Museums, Parks & Guest Ranches
- 4.11 Santa Rita Mine
- 4.12 Abandoned Mines
- 4.13 Monuments
- 4.14 Ft. Bayard
- 4.15 Biological, Paleontological & Geological Areas
- 4.16 PHistorical and Unique Communities

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Silver City Comprehensive Plan

March 2004

- Reasons why people choose SC
 - Historic downtown
 - Vast open spaces surrounding SC
 - Pristine environment
 - Access to mountains, forests, and wilderness areas
 - High preference for preserving and nurturing the above amenities and for preserving and enriching the quality of life where they live

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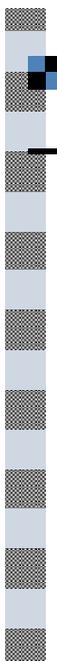
Silver City Comprehensive Plan

March 2004

- 21st Century increasingly one of the emerging creative sector or creative class
 - 1/3 of national workforce now in this area
 - Greater than service or manufacturing sectors
 - Small businesses account for 80% of new job creation
 - Entrepreneurs behind these businesses increasingly seek places where businesses and people thrive

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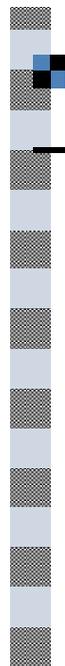
Silver City Comprehensive Plan

March 2004

- Three key ingredients of successful creative communities
 1. Technology
 2. Talent
 3. Tolerance

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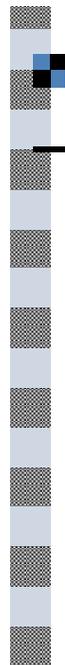
SC Comprehensive Plan: SC Assets

March 2004

-
- Appropriate demographics
 - One of best small towns in America
 - A good place to retire
 - In 100 top small towns for art
 - Unique historic and natural landscapes
 - A vital compact downtown area

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Silver City Comprehensive Plan

March 2004

-
- Heritage and Recreational Tourism
 - Growing arts scene
 - Historic downtown
 - Mogollon and Apache Indian heritage
 - Ties to settlement of the Southwest and heritage trails
 - Mines and mining culture
 - Access to the great outdoors – mountains, forests, wilderness

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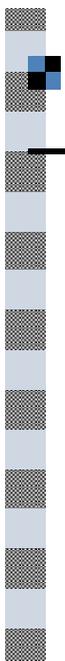
Silver City Comprehensive Plan

March 2004

-
- NM Department of Tourism identifies seven important tourist draws in NM:
 1. Scenic beauty
 2. Native American culture
 3. Historic sites
 4. Outdoor recreation
 5. Arts
 6. Hispanic culture
 7. Special events

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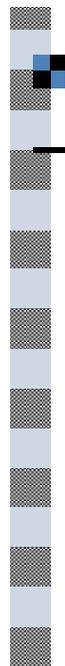


Silver City Museum

-
- Some support provided by Town of SC
 - Key player in promoting SC and its distinctive heritage and traditions
 - Helped establish
 - Four historic districts
 - Individual sites on the State and National Historic Registers
 - Historic Design Review Committee
 - Certified Local Government
 - Top tourist attraction within SC
 - Strong fund raiser for its activities

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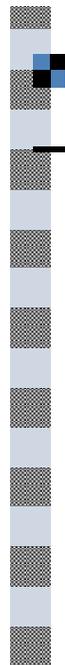


Silver City Downtown

- SC MainStreet Program since 1986
 - Promotes downtown revitalization
 - Leveraged \$400K from Town to \$4.6M of infrastructure improvements
 - New Sidewalks
 - Visitor Center
 - Big Ditch Park
 - Historic Streetlights
 - Special Events
 - Farmer 's Market

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SC Arts and ED

- Events and activities provided by:
 - MRAC
 - San Vicente Artists
 - MainStreet
 - WNMU
 - SC and WNMU museums
- Reasonably priced large spaces for artist studios and galleries
- University amenities

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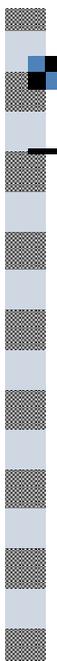
Silver City Comprehensive Plan

March 2004

- **ED Goal #1:** Encourage a diverse mix of economic development and new employment opportunities that balance social, economic, cultural, and environmental values and goals of the community

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ED Goal #1, SC Comprehensive Plan

- 1.11 Tourism : Support the development and evaluation of strategies to maximize economic opportunities provided by tourism
- 1.12 Conference Center : Support the development of a community conference/event center.
- 1.15 Arts Community : Continue to support development of the arts community, because art is both a significant economic activity in itself and a basis for attracting additional economic activity.
- 1.20 Seed Capital : Create a local public/private venture fund to search for and provide seed capital for businesses consistent with Goal #1

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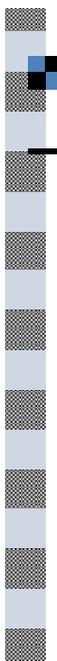


Implementation Measures for SC Comprehensive Plan

- **Development Incentives:** offering development incentives to property owners and developers can help to achieve quality design and development for a community, and in so doing, can assist in attracting new businesses into the area and bolstering the local economy.

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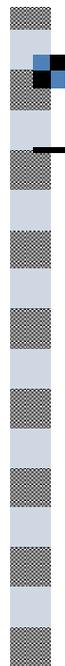


Implementation Measures for SC Comprehensive Plan

- **ED Strategic Plan:** The town and county should recognize the connection between economic prosperity and their southwest heritage, including the distinctive small town urbanism of Silver City and the mining district towns, the special character of historic Hispanic villages, and the unique rural landscapes of farming/ranching communities.

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Implementation Measures for SC Comprehensive Plan

- **Grant Funds:** ...the town should recognize the value of supporting efforts to secure grant funds for indirectly related ED incentives such as environmental open space protection and restoration, parks and recreation improvements, and preparation of design guidelines to enhance community character. Improving the quality of life in the area will encourage citizens and businesses to locate in the town.

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SC Comprehensive Plan, November 1996

- **2.1 Goal:** Recognize the value of preserving the Chihuahua Hill, Silver City, Black ’s Addition, and North Addition Historic Districts
 - Educate public on benefits of historic preservation
 - Explore opportunities and adopt measures to protect, preserve, restore, and re-use historic buildings in Silver City.

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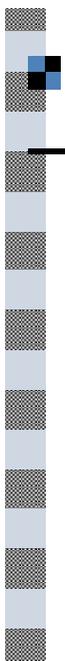


SC Comprehensive Plan, November 1996

- **2.4 Goal:** Utilize the existing community identify and “sense of place ” of SC as a reference when evaluating new public or private development
 - Major entryways into SC designed to be compatible with the natural setting of the Town and enhance the entry appearance of the community.
 - Encourage public projects that reflect the Town ’s architectural character and urban design standards.

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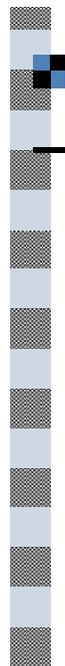


SC Comprehensive Plan, November 1996

- **7.1 Goal:** Encourage a diverse mix of ED and new employment opportunities that balances social, economic, cultural, and environmental values and goals of the community.
 - Maintain the vitality of the downtown business district by encouraging mixed -use development with clear performance standards, by encouraging the re -use of vacant buildings, and by developing a strategy to support and promote historic character.
 - Support the development and evaluation of strategies to maximize economic opportunities provided by tourism.
 - Support development of a community conference/event center

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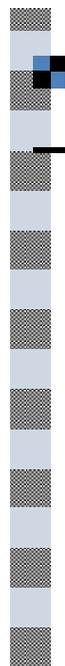


Town of Hurley (July 2005)

- 3. Enact a Local Economic Development Ordinance
- 6. Mining District Tourism Initiative – Opportunities include
 - Establishing a copper mining museum
 - Railroad tours through the Mimbres Valley/Mining District
 - Historic Hurley walking tours

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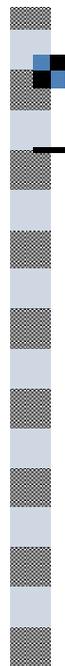


Village of Santa Clara (2006)

- Take advantage of
 - Bataan Memorial sports park activities by bringing people into Village center – tourism and small conferences
 - Fiber Arts Collaborative application for Rural Development Authority funds for a training center outlet in Santa Clara
 - Identify assistance, incentives, and support needed to support small business and entrepreneurs

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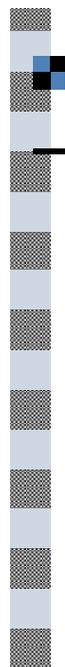


Village of Santa Clara

- Opportunities
 - U.S. Highway 180 has scenic byway potential
 - Ft. Bayard Game Refuge and County sports complex
 - Historic downtown area – 75 structures for possible historic designation
 - Creative and talented artisans without opportunity to demonstrate abilities – Mercado and related retail

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Village of Santa Clara - Goals

- Goal 2: Encourage redevelopment of the Village Center and Bayard Avenue
 - Work through NM MainStreet partners program to gain technical assistance on downtown revitalization
 - Utilize and promote the Cultural Property Preservation tax credit through the NM Historic Preservation Division to encourage historical building rehabilitation
 - Work with NMEDD to develop enabling legislation for non-Enterprise Communities that would allow a rural commercial building rehabilitation tax credit up to \$50K (based on a State of Vermont model)

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Village of Santa Clara - Goals

- **Goal 5: Provide opportunities for increased economic development and quality of life through tourism**
 - Work with regional organizations such as the Black Range RC&D and Grant County Chamber tourism committee to implement regional effort to access tourism technical assistance and grant funds through R EDTT, RDRC, and the NM Department of Tourism to build local capacity and assets and create an aggressive funding campaign to implement identified projects.
 - Identify opportunities for local entrepreneurship related to tourism such as B&Bs, RV parks, restaurants, etc. ...
 - Work collaboratively with the Bayard Historic and Tourism Committee to promote and develop regional tourism related to mining history.

Appendix V

Preliminary Directory of Arts and Cultural Organizations in Grant County

Prepared by the Cultural Plan Committee

Grant County Arts and Cultural Organizations/Individuals

	Last	First
	Possible Contact Person	
A Bead or Two	Rossmann	Karen
Ann Simonson		
Brandon Perrault	Perrault	Brandon Maria
Casa de la Cultura	Trillo	Eugenia
Citizens for the Protection of Alternative Health Care (CPAHC)	Schofield	Angela
Charros		
Cobre Mariachi Group		
Community Chamber Singers	Coon	Mick
Grant County Community Concerts	Falley	Peter
Curious Cumquat		
Desert Exposure	Fryxel	David
Friends of the Library	Dunn	Karen
Gila Writers	Miller	Jeannie A.
Grant County Community Health Council	Allen-Ananins	Beverly
Hi-Lo Silvers	Wooton	Valdeen
Hurley Pride Committee	Kilgore	Savanne
International Film Society		
J.W. Phearson Society for the Arts	Maldonado	Bonnie
La Capilla Heritage Park	Weitlauf	April
Lebya and Ingalls Arts Supply & Gallery		
PR	Diana	Leyba
Literacy Link - Leamos	Detterick	Michelle
LULAC District 8003	Baca	Lynn
Melinda's Conservatory of Dance		
Miller Library	Ortego	Gilda
Mimbres Region Arts Council (MRAC)	McCalmont	Faye
Multicultural Affairs and Student Activities	Dominguez	Maria Sean and Jill
Pinos Altos Melodrama Theater	Hare	Jill
Purple Palette	Hawman	Phyllis
Rodeo		
San Vincente Artists		
Silver City Gallery Association	Brewer	Linda
Silver City Grant County Chamber of Commerce	Polley	Lola
Silver City MainStreet	Milan	Frank
Silver City Museum	Berry	Susan
Silver City Museum Society		

Silver City Slam	Castello	Sam
Silver Consolidated Schools Arts Program	Seibel	Debbie
Silver Stompers		
Southwest New Mexico Quilters Guild	Cole	Kathy
Southwest Women's Fiber Arts Collective (SWFAC)	Flenniken	Donna
Southwestern Nispanic Round Table	Mondragon	Joe
Star Dancers		
The Public Library	Ward	Cheryl
Theater Group New Mexico	McMellan	Larry
Virus Theater	Dahl-Bredine	Teresa
Western New Mexico University (WNMU)	Jones	Linda Kay
WNMU Drum Team		
WNMU Expressive Arts Department	Metcalf	Michael
WNMU Museum	Bettison, Dr.	Cynthia
Western Institute for Lifelong Learning (WILL)	Reed	Patty

Appendix VI

Business Retention and Expansion Survey Results for the Silver City Arts and Cultural District

Prepared by the
Small Business Development Center
Western New Mexico University



Business Retention and Expansion Survey Results for the Silver City Arts and Cultural District



Prepared by:

Small Business Development Center - WNMU

Mary Vigil- Tarazoff, Director and Victor M. Carbajal, Business Advisor



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Business Factor12

Future Business Factor13

Community Factors16

Summary Concerns17

INTRODUCTION

The Western New Mexico University Small Business Development Center conducted the Business Retention and Expansion Survey for the Arts and Cultural District. The survey results are based on input by local businesses and local agencies within the designated Arts and Cultural District of Silver City, New Mexico.

The results of the survey will help accomplish both short and long term objectives for the purpose of Business Expansion and Retention.

The short-term objectives are to retain and increase local employment base by:

1. Demonstrating the county’s support to local businesses,
2. Developing a detailed database about local establishments and
3. Solving short-term local business problems.

The long-term objectives include:

1. Retaining and increasing the local employment base by increasing the competitiveness of local establishments,
2. Developing a strategic plan for economic development,
3. Continuing local retention and expansion efforts and
4. Identifying expansion opportunities that bring new jobs to the county.

The report summarizes the results of a survey of 54 Silver City businesses within the Arts and Cultural District through a period of eight months.

Overview of Results

Business Characteristics

1. Are you familiar with the Arts and Cultural District?

	Frequency	Percent
Familiar	43	79.63%
Not Familiar	11	20.37%
Total	54	100%

2. What would you like to know about the Arts and Cultural District?

The categories listed are as follows;

What is it?	Benefits	No Information	Other	No Response
20.37%	9.26%	25.93%	5.5%	39%

3. Which of the following best describes your business?

Type of Business	Frequency	Percent
Manufacturing	1	1.85%
Retail Trade	24	44.4%
Finance, Insurance, RE	2	3.7%
Services	10	18.52%
Public Administration	1	1.85%
Other	16	29.63%
Total	54	100%

4. When was your firm established?

Dates range from 1876 to 2008

5. How many years has your firm been operating in the community?

The median = 11 years.

(The median is used as average instead of mean because of extreme score year established of 1876.) Does your firm have multiple locations?

	Frequency	Percent
No	46	85.19%
Yes	8	14.81%
Total	54	100%

6. What are the other locations and functions?

The results show that out of the 54 businesses surveyed eight of them have multiple locations in the surrounding areas such as Grant, Luna and Hidalgo counties.

7. Is your business Seasonal?

	Frequency	Percent
No	46	85.19%
Yes	8	14.81%
Total	54	100%

8. What could be done to extend the season?

Refer to survey comments

9. What are the major products or services offered by this establishment, and what percentage of your sales comes from each one?

The Categories are listed as follows:

Product/Service	Food	Retail	Art	Other
Frequency	8	15	10	21
Percent of Sales	14.18%	27.78%	18.52%	38.89%

Labor Force:

10. How many people, including yourself and other family members, are employed in your business? Current and five years ago.

	Number	Range	Minimum	Maximum	Sum	Mean
Emp-FT	50	205	0	205	428	8.56
Emp-PT	27	40	0	40	145	5.37
Emp-Sea	7	40	0	40	46	6.57
5ago-FT	37	180	0	180	377	10.19
5ago-PT	18	40	0	40	126	7.00
5ago-Sea	3	50	0	50	50	16.67

Questions 12 & 13

Over the last 5 years, FT employees have dropped from an average of 10.19 to 8.56.

Over the last 5 years, PT employees have dropped from an average of 7 to 5.37.

However, since there are more businesses now than 5 years ago, the total number of FT and PT employees has increased by 70.

14. How many of your employees live in the following?

	Number	Range	Minimum	Maximum	Sum	Percent
Emp-SC	51	160	0	160	467	78.22%
SurArea	34	4	0	4	19	3.18%
County	35	60	0	60	107	17.92%
State	30	2	0	2	3	0.50%
Outside St.	29	1	0	1	1	0.17%
Total					597	100%

Over 99% of the employees come from Grant County with 78% coming from Silver City proper.

15. How many full-time and part-time workers left your employment during the past 12 months?

	Number	Range	Minimum	Maximum	Sum	Mean
EE Left	52	50	0	50	169	3.25

16. Given 169 employees left and 597 are employed, we can estimate the annual employee turnover rate at about 30% (169/597 = 28.3%).
 Said another way, 7 of 10 employees will remain with the company for 12 months.
17. Overall, how would you rate your employees with respect to their attitude towards work and productivity?

Attitude	Frequency	Percent	Productivity	Frequency	Percent
Poor	2	3.7037037		2	3.7037037
Fair	2	3.7037037		3	5.5555556
Good	11	20.3703704		13	24.074074
Excellent	31	57.4074074		28	51.851852
Missing	8	14.8148148		8	14.814815
Total	54	100.00		54	100.00
Mean	3.54			3.46	

Market Factors

18. What percentages of your firm’s products or services are sold in the following?

	Number	Minimum	Maximum	Percentage
Community				61.22%
County	52	0	100	16.73%
Rest of State	34	0	60	9.35%
Rest of U.S.	33	0	94	11.58%
Outside U.S	25	0	10	1.12%
Total	25			100%

38.78% of the products or services are offered outside the community while 61.22% of the products or services are offered in Silver City, New Mexico.

19. Approximately what percentage of your total business is due to tourists, winter visitors and highway travelers?

	Number	Minimum	Maximum	Median	Deviation
%Biz	54	0	100	24.74	27.52027

20. Compared to last year, is your business...

The categories as listed as follows:

Better	About the Same	Worse
31%	28%	41%

41% of the firms are doing worse than the previous year due to the lack of tourism in the community and the national economy being in a recession.

Sources of Goods, Supplies and Inventory

21. Excluding the goods you buy for resale, what are the five largest volume raw materials, supplies or services that you purchase for your business?

Other than supplies and materials specific to the business which are purchased outside the area, the four major ones are:

Paper goods	Food and beverage	Office supplies	Art supplies
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Local Services

22. Dissatisfaction with Local Services

Types of Services/ Facilities	Number Expressing Dissatisfaction
Airport Facilities	14
Access to Shipping	8
Access to Highway/Roadways	5
Adequacy of Highway/Roadways	7
Ambulance Service	1
Healthcare/ hospitals	6
Disposal of processed waste material	6
Energy Resources	5
Fire Protection	1
Inspections (Plumbing, etc)	6
Appearance of shopping area	13
Public Parking	28
Public Transportation	6
Snow Removal	1
Street Cleaning	4
Street Repair	19
Telecommunications	6
Waste Water Treatment	0
Natural Gas	2
Electricity	1
Police Services	10
Other	5

23. Opinions on Local, State and County Agencies / Programs

Agency	Useful	Not Useful	Not Used
State			
a. N.M Economic Dev. Dept.	10	1	41
b. Dept. of Labor/ Employment Security/ Job Service/ JTPA	18	5	29
c. Health and Human Services Dept.	10	2	40
d. Worker’s Compensation Agency	8	3	40
e. Environment Dept.	14	2	37
f. Other	6	1	42
Local/ County			
g. City Council	17	4	31
h. City Administration	25	3	25
i. City Planning & Zoning Commission	14	3	35
j. City Building Dept.	10	2	40
k. County Planning	8	1	44
l. County Health	7	0	45
m. County Commission	6	4	42
n. Local Economic or Industrial Dev. Org	6	0	45
o. Chamber of Commerce	19	13	20
p. Community College or University	22	5	24
q. SBDC	17	2	32
r. Council of Government	6	1	44
s. Merchants Association	12	2	38
t. Community Service Center/ MainStreet Program	27	3	22
u. Other	2	0	28

Business Factors

24. Number of Firms Having Problems with a Business Factor

Business Factor	Number
Records	
1. Maintaining Daily/ Weekly Business Records	8
2. Preparing Financial Statements	5
3. Preparing Tax Returns	6
Financial Management	
1. Performing Financial Analysis	6
2. Paying Bills on Time	4
3. Collecting Receivables	5
4. Reducing Taxes	4
Labor	
1. Finding Qualified Employees	15
2. Keeping Good Employees	8
3. Training Employees	2
4. Employee Productivity	3
5. Labor Union	0
6. Employee Motivation	5

7. Employee Substance Abuse	5
8. Wage Levels	9
9. Communication with employees	3
Operations	
1. Quality Control	1
2. Cost Reduction	5
3. Long Range Business Planning	3
4. Inventory Control	3
5. Stealing, Shoplifting	9
6. Product Pricing	1
7. Developing New Products	3
8. Advertising	10
9. Product Display & Merchandising	0
10. Packaging	0
11. Increasing U.S. Sales	3
12. Export Sales	3
13. Capturing Market Share	5
14. Salesperson	2
15. Customer Service	1
16. Government Procurement	1
Facilities	
1. Age of Facility	10
2. Waste Disposal	5
3. Size of Facility	3
4. Employee Parking	12
5. Customer Parking	22
6. Customer Traffic	6
7. Competition	5
8. Location of Competitors	4
Financing	
1. Availability of Short Term Loans	2
2. Availability of Long Term Loans	5
3. Workers' Compensation	1
4. Unemployment Insurance	1
5. Business Insurance Costs	4
6. Employee Health Insurance Costs	8
Regulations	
1. Licensing Requirements	3
2. Product Safety and Labeling	0
3. Waste & Effluent Requirements	4
4. Labor Requirements	2
5. Construction & Zoning Codes	1
6. Government Inspectors	3
7. Inconsistent Regulations	3
Technology	
1. Cost of New Technology	6
2. Local Supply of New Technology	8

3. Info. on New Technology	3
4. Financing for New Technology	3
Transportation	
1. Transportation to Markets	1
2. Transportation from Suppliers	3
Other	
1.	1

Future Business Factors

25. Are there any major technological innovations on the horizon relating to your industry that might impact your business?

	Frequency	Percentage
Not Sure	15	27.78%
No	25	46.30%
Yes	14	25.93%
Total	54	100%

26. Do you have any plans to modernize or expand your present building (s) or equipment in the next five years?

	Frequency	Percentage
Not Sure	7	12.96%
No	26	48.15%
Yes	21	38.89%
Total	54	100%

27. Does your company currently own or lease sufficient property to allow for necessary expansion?

	Frequency	Percentage
Not Sure	4	7.41%
No	22	40.74%
Yes	28	51.85%
Total	54	100%

28. What impact might a modernization or expansion program have on the number of employees?

	Frequency	Percentage
No Change	22	40.74%
Add Employees	22	40.74%
Reduce Employees	1	1.85%
Not Sure	9	16.67
Total	54	100%

29. Are you currently considering closing your business or relocating outside the community /area?

	Frequency	Percentage
Considering Closing	4	7.41%
Considering Relocation	1	1.85%
Neither	49	90.74%
Total	54	100%

Of the 5 businesses considering closing or relocating, the reasons listed are:

Relocate	Close
Re-organization – remain in community	Low work productivity
	Changing market conditions
	Transportation, changing market, high taxes
	Personal issues

Questions 30-32

Refer to Survey

33. Do you anticipate any changes in your business operation over the next three years?

	Frequency	Percentage
No Change in Operation	21	38.89%
Change in the mix of good/services	14	25.93%
Add product line	8	14.81%
Change Production Technology	4	7.41%
Other	7	12.96%
Total	54	100%

34. What impact will these changes have on the number of employees?

	Frequency	Percentage
No Change	39	72.22%
Add Employees	15	27.78%
Reduce Employees	0	0%
Total	54	100%

35. Is your building currently occupied?

	Frequency	Percentage
Yes	51	94.44%
No	1	1.85%
No Response	2	3.70%
Total	54	100%

36. What is your building being used for?

The categories are listed as follows:

Food Establishment	Art Gallery/Studio	Retail Store	Service Establishment	Other
14%	9%	13%	8%	12%

37. Refer to Survey for changes made to building.

Community Factors

38. Rating of community with regard to location factors.

Factors	Number	Mean
Availability of labor	51	1.88
Labor Costs	48	2.77
Basic skill level of employees	49	2.12
Vocational training	37	1.84
Business supplies	52	2.00
Business services (legal, acct.)	47	2.89
Reliability of utilities	52	3.27
Shipping/Transportation costs	49	2.43
Parking	53	2.06
City Government	47	2.64
Highway/Streets	50	2.34
Water Quality & Supply	50	3.08
Sewer	46	3.17
Solid Waste	45	3.02
Police/ Fire Protection	48	2.90
Energy Costs	46	2.52
Quality of Telecommunications	49	2.69
Business Taxes	46	2.65
Banking Services	51	3.22
Availability of Capital	34	2.53
Land& Development Costs	n/a	n/a
Planning& Zoning/Code Enforcement	n/a	n/a
Housing	45	2.22
Recreational Opportunities	49	3.02
Public Schools	38	2.34
University / Community College	46	2.85
Media	n/a	n/a
Medical Services	48	2.85
Community Appearance	51	2.67
Chamber of Commerce	47	2.11
Arts & Cultural Offerings	54	3.06

39. What is your overall opinion of this community as a place to conduct business?

Response	Frequency	Percentage
Excellent	9	16.67%
Good	26	48.15%
Fair	16	29.63%
Poor	2	3.70%
No Opinion	1	1.85%
Total	54	100%

Summary Concerns

40. In your opinion, which of the following provide the best opportunities for future economic development in this community?

Category	Number	Mean Ranking	Rank of Importance
Mining	43	3.63	5 th
Agriculture / Agribusiness	44	3.23	7 th
Tourism, Recreation & Hwy Services	47	4.62	1 st
Retirement / Winter Visitors	46	4.54	2 nd
Attract Manufacturing Firms Community	45	3.58	6 th
Reduce Retail Leakage	43	4.21	4 th
Help Existing Businesses	44	4.36	3 rd

41. How do you perceive yourself and the community in general, with regard to support for economic development?

Yourself	Frequency	Percent	Community	Frequency	Percent
Strongly Pro-Growth	25	46.30%		8	14.81%
Somewhat Pro-Growth	23	42.59%		26	48.15%
Somewhat No-Growth	4	7.41%		13	24.07%
Strongly No-Growth	1	1.85%		6	11.11%
Missing	1	1.85%		1	1.85%
Total	54	100%		54	100%
Mean	1.64			2.32	

42. At the present time what two or three areas are of greatest concern to you and your business?

The categories are listed as follows:

Economy/Tourism	Local Govt.	Parking	Quality Employees	Other
30	7	4	8	33

43. What do you think should be done about these concerns?

Refer to survey for specific comments.

44. What do you see as the two or three greatest community concerns at this time?

The categories are listed as follows;

National Economy	Local Agencies	Tourism	Education	Other
18	6	5	8	31

45. What do you think should be done about these?

Refer to survey for specific comments.

46. What are the best features of this community?

The categories are listed as follows:

Weather	People	Gila Wilderness	Other
21	38	20	34

Appendix VII

Summary of Worksheets Used in the Development of the Cultural Plan Goals

Prepared from the work of the
Cultural Plan Committee

Brainstorming Ideas Leading to the Arts and Cultural District DRAFT Plan Components

Goal 1: Support community artists, cultural/arts groups, and cultural entrepreneurs.

1. Support increased Arts and Cultural programming on CATS.
 - a. CATS recording events
 - b. Regular programming featuring the arts
 - c. First Friday Art Auction
 - d. Improve sound quality at CATS
 - e. Make optimal use of CATS
2. Develop web-based opportunities for arts and cultural networking, communication, and promotion.
 - a. Develop Face Book Page for networking
 - b. Scrolling images of artworks on Chamber website
 - c. Website directed at school kids
 - d. Better web platforms and maintenance for town groups
 - e. County-wide arts and cultural email list to send notices of events
 - f. Share lists
 - g. Directory of cultural and arts groups and all
3. Assist arts and cultural groups in identifying and pursuing funding opportunities
 - a. Funding resources for groups
 - b. Increase local funding
 - c. Grant writing support
 - d. Public funding for youth mural project
4. Foster coordination and collaboration among arts and cultural groups.
 - a. Encourage collaboration
 - b. Coordinated promotional opportunities
 - c. EXPO opportunities
5. Facilitate cross-promotion of arts and cultural events and presentations.
 - a. Identify and integrate street huskers into events
 - b. Grow the Powwow and link with galleries, etc.
 - c. New rodeo promotion ideas
 - d. Outside artist event
 - e. Organized musical performances in the parks in the summer
 - f. Support chamber's celebration of the Cowboy (end of July)
 - g. Cowboy art show during Rodeo and County Fair
 - h. Gem and mineral prospecting and tours
 - i. Promote Western heritage (rodeo)
 - j. Tourist railroad
6. Identify affordable commercial space

Goal 2: Foster sharing and appreciation across cultures, past and present throughout the area.

1. Protect and celebrate the living legacy of native cultures
 - a. Education about archeological values
 - b. Celebrate shrines and chapels

- c. Raise awareness of and honor cultural milestones (sweat lodges, culinary, artistic, etc.)
- d. Archeology events – both Native American re-patination
- e. Education about ancient and present art specific to culture
- 2. Facilitate the development of events connecting contemporary and traditional cultural expression.
 - a. Descendents discussion by involved family members or persons
 - b. Oral histories/murals
 - c. Storytellers of different cultures
 - d. Living legacy – Chautauqua’s at cemetery; re-enactments; Buffalo Soldiers; authenticity
- 3. Respecting, cultural uniqueness promotes cultural understanding.
 - a. Coordinator and linkage for projects
 - b. Acknowledge holidays of different cultures – September 16th celebration; Guadalupe Day; Dia de los Muertos
 - c. Food component to other events – prepared and raw
 - d. Bi-lingual: provide cross-cultural visibility in the planning process

Goal 3: Support and encourage arts education throughout our communities

- 1. Support arts and cultural interaction and collaboration with area schools.
 - a. Artists in the schools
 - b. Cooperative arts displays for schools
 - c. Bi-lingual arts education
 - d. Bring Big Picture into the schools
 - e. Outdoor activities for youth
 - f. Donation of musical instruments to schools
 - g. Sponsorship for school art supplies
 - h. Picture Lady in schools
 - i. Formal support for the Art in the Schools Program
 - j. Funding for Field Trips
 - k. Display local artists in schools
- 2. Support expansion of WNMU Department of Expressive Arts programs and facilities.
 - a. 2-week summer art program at WNMU utilizing local artists
 - b. Expressive Arts building expansion
 - c. Rebuild WNMU music program
 - d. Film Festival
 - e. Film training programs with industry involvement
- 3. Encourage community based explorations of vernacular (folk) arts and cultural opportunities and activities.
 - a. Making something from nothing
 - b. Develop intergenerational activities
 - c. Support Big Read Project
 - d. Learning opportunities (e.g., WILL)
 - e. Field Trips around different themes
 - f. Organize art excursions to and from Silver city
 - g. Support an oral history project – cross cultural
 - h. Culinary classes for young and old and families
 - i. Infuse senior centers with creativity and vision
 - j. Community Quilt Program – put cultural differences to rest!

4. Support theater programs throughout the area.
 - a. Storytelling
 - b. Kid's Theater
 - c. Theater Workshops – costume and set design; acting, etc.
5. Engage youth in community planning and visioning, **especially as it relates to arts and culture.**
 - a. Brainstorming events for kids to address local issues
 - b. Kids Mapping (of Community) Project
 - c. Kid's community visioning

Goal 4: Identify, encourage, and promote marketable arts and cultural opportunities within the ACD and other Grant County communities.

1. Develop focused educational and marketing opportunities for traditional and non-traditional groups through bi-lingual on-line and print media
 - a. Applications and other materials on bi-lingual website
 - b. Updated printed materials such as rack cards
 - c. Help promote local artist entrepreneurs
 - d. Ask for input on the website – “What’s new?”
 - e. Prominent website section for grant County communities to list their events, artists, galleries, etc.
 - f. Set up a promotion path for artist entrepreneurs
 - g. Help with artist promotional needs such as professional photography through education, Website of top 10 tips, etc.
 - h. Regional arts exhibitions will be promoted
 - i. Extend the reach to the non-traditional groups: gem/mineral, drumming, full moon, Native American, poetry, writers, and healing/spiritual groups.
 - j. Common promotion format coordinator
2. Connect arts community with hospitality infrastructure an special events
 - a. Link gallery shows with local events
 - b. “Entry point” venues should be used as exhibition and educational opportunities
 - c. Identify non-participating venues for visual arts exhibitions
3. Establish **creative** tool and supplies exchange for regional creative community.

Goal 5: Preserve, protect, and celebrate historic and environmental resources.

1. Support local efforts to document and maintain historic cemeteries and sacred sites.
 - a. Photo documentation of historic cemeteries
 - b. Photo inventory of descansos and shrines in the area
 - c. Maintenance support of historic cemeteries
2. Support local efforts to advance historic preservation in Silver City.
 - a. Full-time preservationist on Town staff
 - b. Educate public to historic site protection rules
 - c. Expand historic designation to include warehouse district
 - d. Preservation Awards Program
 - e. Plaque program for historically significant buildings
 - f. Create photo guide of good examples of walls and fences in historic district
 - g. Strengthen Historic District ordinance
 - h. Begin listing of historic landmarks for Silver city

3. Support efforts to commemorate local heritage and traditional life-ways and preserve historic assets.
 - a. Permanent historic mining and ranching displays
 - b. Discovering local culture
 - c. Ranch visits
 - d. Mimbres Valley history!
 - e. Educate public to historic site protection rules
 - f. Display inventory of historic buildings in outlying areas
4. Support local efforts to advance conservation, environmental education.
 - a. Boston Hill trails
 - b. Night Sky!
 - c. Bird identifier tiles along Big Ditch Park
 - d. Accessible walkway along San Vicente Creek to Scott Park
 - e. Celebrate and recognize open space views
 - f. Downtown gateway exhibit for Gila National Forest
 - g. Water Works environmental center
 - h. Wolf Education Center
 - i. Aldo Leopold legacy
 - j. Native Plant Nursery
 - k. Promote garden training
 - l. Support community garden project
 - m. Silver City botanical garden
 - n.
5. Support local efforts to preserve and sustain historic Fort Bayard.
 - a. Ft. Bayard!
 - b. Native American museum at Ft. Bayard

Goal 6: Support the development of venues for the visual and performing arts.

1. Maximize opportunities for developing new and existing arts education, performing, and visual arts venues.
 - a. Collaborate with existing organizations to join unconnected arts components
 - b. Join in efforts to promote and use local historic theaters
 - c. 7-Screen Theater
 - d. Gila Theater
 - e. WNMU establish an exhibition space downtown
 - f. Demonstration and workshop space in ACD
 - g. Investigate use of alternative storefronts for visual arts
 - h. Investigate churches as venues for devotional works
 - i. Develop an art museum – investigate the possibilities
 - j. Jeff Bingaman Center for the Performing Arts – 500 seat theater with technology and fly space
2. Encourage government to include arts funding in capital improvement projects, and establish county-side arts and cultural commission.
 - a. Get arts and cultural venues into capital improvement plans
 - b. Explore parts as a venue
 - c. Display venues and performance venues in outlying communities
 - d. Displays in schools

- e. Sidewalk markets and food displays
 - f. Display local art in government buildings
 - g. Events venue – “open pit mine”
 - h. Provide more venues for traveling exhibits and performances
 - i. Mid-size venues for music
 - j. Host more Silver City events at Cobre Performing Arts Center
 - k. Downtown theater
3. Coordinate and centralize events calendar and venues rental information
 - a. Hire coordinator to keep centralized information on venue rental
 - b. Establish an arts and cultural Board for county area

Goal 7: Encourage creative collaboration to advance the ACD vision.

Goal 8: Generate organizational sustainability for the ACD and its vision.

Undesignated:

1. Promote tourism based on community identity and heritage.
 - a. Build on bicycle identity
 - b. Increase tourism
 - c. Mural projects in sport venues
2. Encourage arts and cultural learning **utilizing inventive programs**
 - a. Artist project exchange – residency in exchange for room repair/ Santa Clara
 - b. Apprentice/mentor program
 - c. Access to technology, such as media, equipment

Appendix VIII

Initial Feedback from Community Organizations and Individuals on the Cultural Plan Goals and Objectives (May 11, 2009)

Silver City Cultural Plan Goals and Objectives – Community Feedback **(Draft Goals and Objectives as of mid-April 2009)**

Goal 1: Support community artists, cultural/arts groups, and cultural entrepreneurs.

1. Foster coordination and collaboration among arts and cultural groups.
2. Assist arts and cultural groups in identifying and pursuing funding opportunities
3. Facilitate cross-promotion of arts and cultural events and presentations.
4. Involve youth in arts and cultural planning and visioning.
5. Develop web-based opportunities for arts and cultural networking, communication, and promotion.
6. Create and maintain a directory of arts and cultural organizations in Grant County.
7. Encourage increased arts and cultural programming on CATS.

Comments on Goal 1:

1. THINK THIS ALL SOUNDS GOOD
2. Thank you for offering me the opportunity to comment on the Cultural Plan. I like the overall concept of the Plan and the fact that it includes almost everyone. I say almost because there may be someone, somewhere who is overlooked. ¶I'm not sure of the definitions of arts v. culture, but I feel I have straddled the line between them most of my life. One of my concerns with regard to the plan is the execution of same. How are all these incredibly wonderfully creative folks going to get all this done? Will it all be grant funded? Will it be reliably funded? What is the structure of the organization that will follow through to completion all these marvelous plans? That to me is one of the most important parts of it, as both a new business person and an old artist and culture/history buff. I will respond and participate as much as time allows and my fingers are crossed for the success of the plan because in uniting all, we gain strength to forge a reliably abundant future.
3. What is a cultural group? Rather than specify "youth," I would encourage the involvement of all ages, especially our elders, youngsters, under high school age, with a parent or guardian, unless the goal is to consider youths a cultural group. I am not particularly for this, but do recognize my own sub-culture origins in the 60's and 70's.
4. RE: Goal 1: Support community artists, cultural/arts groups, and cultural entrepreneurs.
Generally, the seven items seem to be aimed at groups and not the individual 'artist' or "entrepreneur". Is it possible to add or reword items to keep the stated intent of supporting individuals as well as groups? I heartily support Goal 1: Item 6
5. NC)
6. How will #2 be implemented? All great plans!
7. NC
8. This is a very worthwhile goal. I think the coordination and collaboration among art groups and others is very important
9. NC
10. Under Goal #1, perhaps consider creating opportunities for individual artists to excel/individual arts funding?
11. NC
12. Your activities look good but goal is too weak. Reword "support"
13. Are Artists not entrepreneurs? Are there any WPA like Projects National Arts Projects?
14. These items are too general to have much meaning. The only one specific enough to be implemented is 6. Yes, a directory would be nice, but it's not a high priority. Most people in the arts in Silver City know how to contact each other.
15. i really like the inclusion of cultural entrepreneurs because there are some very marketable arts and crafts here. such a smart thing to consider for a healthy arts community especially since silver city is removed from large populations and their support.

Goal 2: Foster sharing and appreciation across cultures, past and present throughout the area.

1. Protect and celebrate the living legacy of Native, Hispanic, and other traditional cultures.
2. Facilitate the development and expansion of community events that connect contemporary and traditional cultural expression.
3. Encourage cultural understanding that respects cultural uniqueness.

Comments on Goal 2:

1. Like this too
2. Multi-language handouts like brochures and walking tours in Spanish, of course, but other languages as well.
3. NC
4. NC
5. The goal #2 dealing with sharing and appreciating across cultures should be an annual event perhaps at the McCray gallery and WNMU campus with music, art and dance by Native, Hispanic and others. Some of the events could be downtown as well over the span of a weekend. I am not sure if ACD has the manpower or funds for this but could be a co-operative venture if we acted as the catalyst.
6. All of these I feel are important and beneficial to the people, their culture and the economy of our area.
7. NC
8. This is a goal which needs to be adopted on a personal level as well as by organizations.
9. Suggest rephrasing #1 to: Protect and celebrate the living legacy of Native, Hispanic, and other ~~traditional~~ cultures. I think I know what you mean by “traditional” cultures, but who defines “traditional?” I hesitate at the use of using a qualifier in front of a term such as culture and suggest that it be removed. If it remains as a qualifier, then there is the possibility that different such as cowboy, ranching, mining, and immigrants to the West (a Black community that was an outgrowth of the Buffalo Soldiers settled in western New Mexico, but not much is known about them) with defined culture could be ignored simply because someone decides that they do not fit their particular definition of “traditional.” In #2, I am still concerned about the use of the qualifying word “traditional” in front of cultural expression for the reasons mentioned above.
10. NC
11. I think it might be good for Goal 2 to make reference to the need for intercultural communication, so I would rephrase item 3 under that goal to: Encourage cultural understanding, respect for cultural uniqueness, and intercultural communication.
12. I would add Chicano to 1.
13. Mining, Ranching and Hippies
14. These items are too general to have much meaning. Who could argue with these? But who would do them?
15. this is a great goal! love *it*.

Goal 3: Preserve, protect, and celebrate local historic resources.

1. Support efforts to advance historic preservation and adaptive reuse in Silver City and the larger Grant County community.
2. Support efforts to document and maintain historic cemeteries and sacred sites.
3. Support efforts to commemorate local heritage and traditional life-ways.
4. Support efforts to preserve and sustain the Fort Bayard National Landmark.

Comments on Goal 3:

1. This, too, is good
2. All this is wonderful.
3. NC
4. NC
5. NC
6. #1 – this one will help create thriving self-sustainability for our (semi-)isolated area. #4 – Ft. Bayard would be a great place for a community garden!
7. NC
8. NC
9. Not all prehistoric or historic sites are sacred sites. By the same token, not all sacred sites are prehistoric or historic sites nor are all cemeteries that should be documented and preserved historic (some are prehistoric, others are modern—historic sites in the making if you will). However, historic cemeteries are generally defined as both archaeological sites and/or historic sites. ¶Cultural landscapes are also very important as witnessed by the recent designation of Mt. Taylor as among the nation’s most endangered places by the [National Trust for Historic Preservation](#). This designation was prompted by the emergency listing of Mt. Taylor on the State Register of Cultural Properties by the New Mexico Cultural Properties Review Committee (CPRC) based on the petition of a number of New Mexico tribes in 2008. ¶Based on the comments above, an in an attempt to be more inclusive, I suggest the rephrasing of #2 to read: Support efforts to document, preserve, and maintain prehistoric, historic and sacred sites, and cultural landscapes.
10. NC

11. NC
12. How does Salt of the Earth, the workers mural in Bayard and the miners historical struggle fit in?
13. Big Ditch, Fist Public School in New Mexico; Town Had Electricity two years after New York - First Fire Truck in New Mexico; Geronimo, Billy the Kid, Harrison Schmitt, Sandra Day O'Conner
14. These items are too general to have much meaning. Item 4 is the only one specific enough to be done. Those plans are in progress.
15. These goals seem a little out of the scope of this group as i understand it. are there not organizations and/or committees that already preserve, protect and celebrate local historic resources? certainly this group can support their efforts without it being a stated goal. unless there is a large budget and several staff people involved in administering this cultural plan, goal 3 seems like it might spread the energy and focus of staff a little thin. i guess it would depend on what is meant by the word 'support'.

Goal 4: Support and encourage arts and cultural education throughout our communities

1. Support arts and cultural collaboration among area schools.
2. Support expansion of programs and facilities for the WNMU Department of Expressive Arts.
3. Encourage community-based arts and cultural explorations and learning activities.

Comments on Goal 4:

1. Also good
2. Besides WNMU Department of Expressive Arts, what about the Social Sciences – isn't history and culture included in that department? Would documenting some of the local historical sites and interviewing the aging populace for oral history programs be appropriate perhaps in collaboration with local schools?
3. See my proposal for Penny Park Entry Walls, working title "Who We Are"
4. NC
5. NC
6. All great
7. NC
8. I have been thrilled with the inclusion of school children at special performances as I know that it is a unique experience for them. In many cases, the children have never seen live musicals or dramas or dance, etc.
9. NC
10. NC
11. I find it a little awkward that item 2 under Goal 4 makes reference to a particular department of WNMU. It seems to me that there are other departments of the University that have a role particularly in cultural education, such as the Department of Multicultural Affairs, the Social Sciences Department, and the School of Education . Thus, I would suggest that you rephrase that item as follows: Support expansion of programs and facilities for arts and cultural education at WNMU.
12. Casa De La Cultura?
13. Involve More Stake holders – Banks, Hospital, Library, Police; MRAC; Puppet Parades, Senior Centers, Murals
14. These items are too general to have much meaning.
15. great!

Goal 5: Identify, encourage, and promote marketable arts and cultural opportunities within the ACD and the larger Grant County community.

1. Encourage development of educational and marketing opportunities in English and Spanish.
2. Facilitate the arts community connection with hospitality venues, services, and special events.
3. Establish an annual community exchange for art tools, materials, and supplies.
4. Develop a centralized arts and cultural events calendar.
5. Identify commercial space suitable for arts and cultural entrepreneurial activities.

Comments on Goal 5:

1. All good....I would be willing to help facilitate #3
2. A centralized community events calendar would be such a blessing as it could spread totally unrelated events out over the year to encourage a continual flow of opportunities for the community and people from out of town. It would solve a

myriad of lodging, food and space problems that impinge on one another when everything happens on a particular weekend and nothing is going on another. ¶ The community exchange for art tools, etc. could be enlarged by a sharing of techniques as well for a “make and take” booth to encourage the general community to “give it a try.” ¶ Translate into other languages in addition to Spanish, the informational handouts and find a distribution network to other countries, looking to promote our little bit of western paradise to a wider, world audience.

3. During this summer's celebration of recycling, Viva Verde I am offering a workshop of "yard art." (June 22-27, 6-9pm) This is repurposing things otherwise destined for the landfill, and produces permanent outdoor sculpture, using cement and found objects. During this week, I would also like to host an "Art Parts" exchange. Having recently cleaned and reorganized my studio, HandsOn Market, corner of Cheyenne and Market, I have a pile of stuff that is ripe for harvesting. As for the calendar, Support the Gallery Association!!
4. I heartily support Goal 5: Item 4.
5. I especially like the ideas under goal #5 in the Cultural Plan. Establish an annual community exchange for art tools, materials and supplies. Also there is a need for commercial space suitable for Arts and Cultural entrepreneurial activities including affordable studio space. If this could be subsidized in some of the empty commercial buildings on Bullard St. it would be beneficial to all.
6. #3 – could this somehow be tied into the weekend downtown art market? #5 – great collaborative idea.
7. NC
8. This goal would help to make pursuing the arts more feasible for many people on limited incomes.
9. NC
10. NC
11. NC
12. Great goal and objectives!
13. Create relationships with larger markets to sell and promote the art and cultural ideas
14. Some of these finally start getting somewhere. Item 3 would be interesting and useful. Item 4 is something we already have, but somewhat uncoordinated. We have calendars put out by the Chamber, the Community Forum, and Anne McCormick. It would be nice to have a centralized calendar, but it's a difficult task to get people to use it. Item 5 is pretty vague. Better to get specific about the Silco, the performing space at the plaza, and Penny Park.
15. great!

Goal 6: Support the development of venues for the arts.

1. Develop new and existing venues for arts education, performances, arts exhibitions, and festival grounds.
2. Include arts funding in the capital improvement planning of local governments.
3. Develop a centralized database of available local rental venues.

Comments on Goal 6:

1. I would love to see us get an art museum
2. Personally, I think that part of this arts and culture district is to keep activities in the historic and downtown area, including the university. There are plenty of “grounds” for all the above. The university has parking and Corre Camino can provide shuttle service from the county owned parking areas which comprise two big lots. ¶ Developing a centralized database for everything is very important for rental space. An example of miscommunication was the Downtown Tour of the Gila event. Thunder Creek has been renting space to the Art Market at the edge of their parking lot at a very nominal fee. An individual, who represented himself as one of the organizers for the event, asked Thunder Creek if they could set up a “couple of hot dog type vendors” during the races on Saturday. Thunder Creek said yes but please to let them know how many and who they were. This individual never got back to Thunder Creek and Friday afternoon he was discovered kicking customers to the quilt and bead shop out of the lot (which Thunder Creek pays for in their rent) and threatening to have them towed! In came a number of out of town vendors with large set ups, which we later learned were told they could have the lot for free and on top of that these people wouldn't allow the Art Market people to park their vehicles overnight so they could get set up and then move out of the lot before everything closed down. The few vendors who carried their stuff in to set up were confused because they had been charged \$5. Thunder Creek ended up refunding all money collected. The individual who set this up was not connected in any way with Gila Hike and Bike or SRAM and was rude and emotional when asked what was going on in Thunder Creek's parking lot. All this confusion was unnecessary and could possibly be avoided if there had been a centralized database and forms for contact and use of venue. ¶ I don't know if this comment is applicable here as I am responding to a rumor that I have heard through a couple of sources. But I am concerned that Bullard would be turned into a walking only ramblas type area. I think the concept in a large city with lots of diverse ages is a great one but Silver City is a tiny town with a larger than average older

- population. In fact, many of our younger community members are not into walking but are into shopping. To my business and most on Bullard and Broadway, this sort of access would be very detrimental to everyone. Not everyone is fit and active, but many enjoy shopping, eating out and participating at events, say at the Silco. Many businesses are open only by a slender margin of profit, please reconsider or modify plans for this type of change.
3. I definitely support a 1% for the arts. The Mimbres Region Arts Council's Public sculpture pads and fund was a step taken to build this possibility several years ago. The two sculpture pads and the revolving installation of art were an excellent beginning to introduce the concept of public art in our community. The sculpture on loan from New Mexico Arts and Culture is another excellent opportunity. Faye has details on these programs. Thanks for this opportunity to comment,
 4. NC, Thank you for the opportunity to consider and contribute to the worthy effort made by the Silver City Cultural Plan Committee. The scope of this draft is admirable. The goals in this stage of formation can sound so lofty they become a deterrent to the "average" soul. As the planning process proceeds, I would encourage a presentation that offers hard to ignore enticement for individuals to become involved, not only for the 'greater good', but for personal enrichment.
 5. NC
 6. #1 – yes!
 7. NC
 8. I think objective 1 has a lot of merit but would ask that specifics be developed which would set goals for all ages of children and some additional performances for their families.
 9. Suggest rephrasing of the main goal statement to: Goal 6: Support the development of venues for the arts and cultural events. ¶ Suggest rephrasing of #1 to: Develop new and existing venues for arts education, performances, arts exhibitions, cultural events, and festival grounds. Suggest rephrasing of #2 to: Include arts and culture funding in the capital improvement planning of local governments.
 10. NC
 11. NC
 12. I would include capacity building and resource allocation for this goal as objective to accomplish this. I think this is the most needed and best goal and activities.
 13. Explore energy conservation through centralized arts studios powered by the land fill and recycling its materials.
 14. Item 1 is too general. We need to get specific about venues, particularly the proposed festival grounds. Good luck with item 2 in this economic environment. Item 3 is fine. Somebody (but who?) could do it in a couple of hours. It's part of Goal 1, item 6.
 15. especially like including arts funding in the capital improvement planning of local government

Comments not identified with a specific item in the Plan

5. Because we need tourists and visitors to make all of the arts and cultural events succeed, I would like to see a joint effort with the Chamber of Commerce, the city and the various Lodgers Tax recipients. Several meetings should be held with one paid central position coordinating the various media efforts including publication ads, web ads, radio, TV etc. If a form was sent to all LD recipients with questions as to where they plan to advertise etc. it could take the place of meetings. Once again ACD could take the lead on this.
6. Here are my comments on the draft plan. They are all great ideas! I hope to see the community become more involved in the participation and promotion of our cultural arts, and building a self-sustainable economy in the process.
7. Is there a possibility of doing some kind of endeavor downtown at nite on a given nite for all to enjoy-maybe close down part of Silver and have some activities-musical venue-food venue-some entertainment and get the public involved-including the Chamber of Commerce-Main Street-local bars and restaurants-I would like to see if this is included as a arts or cultural activities.
8. Thank you for the opportunity to comment on the goals set forth by the Arts and Cultural District. I believe that the vitality of the arts is essential for the health of our community.
10. Michael mentioned that he believe Pima County uses lodger's tax for the arts, as they recognize the arts are a draw to Tucson. I thought that very interesting.....
11. The Cultural Plan draft is quite an impressive document. I'd like to make just two suggestions – see above for the suggestions.

14. I thought the arts district was actually going to do real stuff, not just facilitate, involve, encourage, and support.

15. overall, i think this broad plan is good. i'll be interested to see this again with a plan of specific actions to reach each goal. will there be paid staff to administer this plan?

16. I like your work on the goals for the arts and cultural plan. All of them. ¶My suggestions are out of the box, and would be a little different for writing the plan. I would start with my vision/mission statement or purpose. I would have an introduction, identifying our arts and cultural assets. Next would be a 5-10 year vision. The strategic issues would incorporate our goals, with objectives, as defined in our draft cultural plan. I would then have a section for financial support, and how we generate income and resources. I would also have an online calendar that would highlight the cultural richness in Grant County (such as you described in Goal 5. Is it the ACD's intent to get political buy in from the Town and County, as well? Goal 3, may want to discuss preservation of some of the mining district assets. So to net it out my suggestion for the draft plan is to start a working/changeable outline like this:

- Introduction
- Mission Statement/Purpose
- Future Vision for Grant County/Silver City
- Strategic issues/Objectives (which are the goals set forth in the Draft Plan)
- Financial Plan/Support/Resources
- Infuse ACD into all Aspects of Grant County Life (as in your draft goals)
- Develop the ACD Community (In your draft goals)
- Identify Arts and Cultural Programs (WMNU, Museum, Library or MainStreet) as in draft goals
- Re-assess goals and objectives to confirm if met
- Acknowledge in your plan the Arts and Council members and responsibilities

I hope this does not offend, (and the ACD may already have addressed all this before my time, and is just working on goals). The Goals look great, and could be incorporated into an official plan. Thanks very much for wanting my input!!

17. I don't really have any comments--it looks like you've covered all the bases.

18. My only concern is that we as a town and cultural district have concrete goals not just ideas. I think an active public sculpture program would be good. The State has offered us more public art from their collection...and we need to take them up on it. We need a detailed advertising plan with everyone on board so we don't duplicate placement and waste money. We also need the town to realize art is business and give us a permanent place on the Chamber and Lodger's Tax, just like the hotels have. Also I would like to see a tax measure passed so we can have a steady income for the art organizations and programs.

19. Some honest feedback...I read the draft a while back and found it too disconnected from my practical needs to find it useful. I'm not sure what feedback I can provide since it seems more appropriate for a funder or grant writer. If I were to put on my grant writer hat, I'm sure I could provide comment, but unfortunately I don't have the time to do that as a business owner. I know that's not really helpful, but if you're not getting much feedback, that may be part of the reason. Overall I think this is a great opportunity, but I haven't seen the relevance to my business yet - more the overall benefit to the community.

20. I was asked to comment on the Cultural Plan for Silver City Arts and Cultural District. I think it all sounds great. My main involvement in the cultural scene is through performing arts and I particularly appreciate the attempt to develop venues and to develop better communication and cross-promotion among arts and cultural groups. My only comment is to have care in implementing the historical preservation plan, as often those types of regulations severely hinder homeowners or entrepreneurs who are attempting to renovate or make use of historical buildings in a beneficial way.

21. A few years ago I proposed this outdoor or art on the corner project. We now have 4 sites around town with sculpture on them and that's great but needs a change. The idea is to change out the sculpture every year to keep it fresh and see new work every year. To do that an open call has to be sent out to NMArts and Sculpture magazine (I believe it's a free listing and I have the info for this pub.) NOT just for sculptors in SC. The 3 pieces on loan from the state are great but I for one don't want to see them here for the next 5 years and would also have preferred that another piece had taken the place of mine. Another concrete pad should be added each year.

We should NOT charge a fee to apply for this. The places that I do this type of thing at give me:

- Dinner with fellow artists and arts council
- 1 night hotel stay, sometimes 2 nights

- At least \$500 but mostly \$1000 honorarium
- full color brochure with photos of the sculpture and sometimes a
- small blurb from the artist.
- there's usually press coverage also

As an example, I just got back from Lampasas Texas which is a town of 6-7000 people and an ALL volunteer arts council. The 11 sculptures are sited in a town park which is a little larger than Gough park and just as far from the main hub of downtown.

- I received a \$1000 dollar honorarium.
- I received a one night stay in the local Holiday Inn Express.
- I received a catered lunch at the park with plenty of food, wine, beer and about 100 people from the arts community.
- I received a catered dinner (I had filet mignon) at the elegant home of the arts council president attended by 60 people from the arts community.
- I received a gift basket with a bottle of wine, 2 wine glasses, a corkscrew (from the local vineyard), a tee shirt and plenty of snacks for the drive home.
- I also got invited to someone's home for breakfast the next morning.

If a town of 6-7000 people with an all volunteer arts council can do this I see no reason that we can't. This should be part of the draft cultural plan for the arts and cultural district.

22. I got the email and was asked for my opinion but I thought it might be a good idea to see what's under the surface before I jumped in the water. I also viewed another website (bigpicesilvercity?) that explained that details would be worked out later. ¶ Maybe I just don't play well with groups or understand the audience that this plan is designed to play to. But when I got the email and opened the attachment without really knowing anything about this project it just looked like some thrown together amorphous nonsense that will gather dust on the shelf. ¶ If the desire of the existing group for input is real, it would be helpful to provide potential inutees with an explanation of what the arts & cultural district is, what it means insofar as funding, tax breaks or whatever and what the parameters of any such funding are and what the history is behind the development of this plan so far. And what the purpose of preparing this document is. ¶ I assume the group looked at the Las Vegas NM Arts & Cultural Dist plan? It's pretty well done.

23. Basically, I am sending you the questions that the Casa de la Cultura Board of Directors asked me about your process: a) Isn't that mission statement almost verbatim to ours? Casa's mission statement for the past 4 years has been "To affirm, celebrate, preserve, and promote the indo-hispano and rich cultural heritages of Grant County." b) Is this plan only for Silver City? If so, how does this relate to us and how will this affect us in the short and long-term plans we have? c) Why are they asking us now for an input?

Responders included:

- Diana Leyba
- Karen Rossman
- Cecelia Stanford
- Valdeen Wooton
- Lois Duffy
- Angela Schofield
- Jose Rey
- Michelle Detterick
- Cynthia Bettison
- David Fryxell
- Linda (Blue Dome Gallery)
- Christine Rickman
- Rob Connoley
- Peter Falley
- Lola Polley
- Beverly Allen-Ananias
- Michael Metcalf
- Teresa Dahl-Bredine
- Jeffrey Turner
- John B
- Maria Trillo
- Bruce McKinney
- mf dondelinger

- Sue Sherman

Appendix IX

Revised Goals and Objectives Following Open Community Meeting June 16, 2009

Prepared from the work of the
Cultural Plan Committee

MISSION STATEMENT

The **Silver City Arts and Cultural District** is a distinctive area in Silver City where historic architecture, an excellent eclectic mix of design, niche businesses, and a concentration of artistic and cultural activities foster civic pride, provide opportunities for local creative enterprise, and contribute to a unique, authentic, and stimulating [Term added based on feedback] experience for residents and visitors.

Qualifying Statements

The **Silver City Arts and Cultural Coordinating Committee** is a collaborative partnership of diverse individuals and organizations throughout Grant County that encourages the preservation of historic assets, excellence in arts and cultural education and enterprise, affirmative cross-cultural communication, and vibrant cultural tourism. The ACD Coordinating Council provides (1) a forum for supporting cooperative initiatives for creative enterprise; (2) an inventory (or clearinghouse) of resources, services, and events for developing and promoting local artists and arts programs, cultural entrepreneurs, and arts and cultural educators; and, (3) an advocate for civic support and engagement in local art and cultural activity.

The **Silver City Cultural Plan** improves quality of life and encourages economic opportunities by supporting local artistic and cultural activities in Silver City and neighboring communities.

Silver City Cultural Plan Goals and Objectives

[Community Input: (1) I like your effort to be more inclusive and cross-cultural, but BEWARE ... the more specific you are about which cultures/sub-cultures you purposely include you also unintentionally exclude others. This allows boxes to be drawn and opens up potential conflicts; i.e., Hispanic, Latino, Chicano; Native American, Mimbres, Apache; African American, Caribbean, Black Hispanic, etc., etc., etc. (2) There's a lot of this is what we're "gonna" do, but not specifics. What will be done to actually do these things? Who? What? Where? When? Why? (Need for]

Goal 1: Support artists, cultural/arts groups, and cultural entrepreneurs in all disciplines. [Added to clarify that the terms include all artistic genre. Community input included: (1) Remember our active writers' community. They're artists too. 2) Poetry slam is already attracting youth. (3) On-line poetry magazine, eightseasons.com, promotes poets.]

7. Foster coordination and collaboration among arts and cultural groups.
8. Assist arts and cultural groups in identifying and pursuing funding opportunities.
9. Facilitate cross-promotion of arts and cultural events and presentations.
10. Involve youth in arts and cultural planning and visioning.
11. Develop web-based opportunities for arts and cultural networking, communication, and promotion.

12. Create and maintain a directory of arts and cultural organizations in Grant County.
13. Encourage increased arts and cultural programming on Community Access Television of Silver (CATS).
14. Expand use of lodger's tax to support operational as well as promotional costs.
15. Adopt an Art in Public Places ordinance for the Town of Silver City. [Community Input: (1) Anyone can provide programs to CATS; (2) Need a percent of city sales tax to go for art center like Roswell (Advocacy); (3) As an active member of San Vincenté Artists, I would suggest your encouragement of and support of all our community activities; i.e., kids camp, etc}]

Goal 2: Foster sharing and appreciation across cultures, past and present throughout the region.

4. Protect and celebrate the living legacy of Native, Hispanic, and other cultures.
5. Facilitate the development and expansion of community events that connect contemporary and traditional cultural expression.
6. Encourage cultural understanding, respect for cultural uniqueness, and intercultural communication. [Community Input: (1) I like the idea of bridging the border top promote greater communication between local groups; (2) Chicano poetry was performed here in Silco on April 11 – Bootheel Bards; (3) Cowboy poetry in same venue (Silco)]

Goal 3: Support the preservation, protection, and celebration of local historic resources.

1. Support efforts to advance historic preservation and adaptive reuse in Silver City and the larger Grant County community.
2. Support efforts to document, preserve, and maintain prehistoric, historic, and sacred sites, and cultural landscapes.
3. Support efforts to commemorate local heritage and traditional life-ways.
4. Support efforts to preserve and sustain the Fort Bayard National Landmark.
5. Promote the use of state and federal historic and archeological tax credits within the Arts and Cultural District and outlying areas.
6. Support efforts to preserve and sustain established historic districts and efforts to create new ones. [Community Input: (1) I hope the traditional life ways (#3) will include fiestas sponsored by villages and churches.(reference brainstorming); (2) Notes items are not in priority order (Note to plan marketing efforts); (3) I think Fr. Bayard should be a priority. One reason is its importance to Santa Clara, Bayard, Hanover, etc.)]

KATHIE NOTE: I think that we should combine 4 and 6 to read: "Support efforts to preserve and sustain established historic districts, e.g., the Fort Bayard National Landmark, and efforts to create new historic districts."

Goal 4: Support and encourage arts and cultural education throughout our communities.

6. Support arts and cultural collaboration among area schools and encourage arts education as an integral part of the curriculum.
7. Support expansion of programs and facilities for the WNMU Department of Expressive Arts, the WNMU museum, and other WNMU programs/departments involved in arts and cultural education.

Encourage community-based arts and cultural learning activities and explorations. [Community Input: (1) Encourage museums to keep up the good work and develop more hands exhibits; (2) Love seeing the arts in the schools (Affirmation); (3) Get students from the University to do an independent study and search for grants and foundation dollars. Do the writing!]

(4) Concrete physical goals (plan marketing message of what ACD really does); (5) support arts in schools by MRAC, Debbie Seibel, and Kennedy Center; (5) Do not allow dollar cutbacks for arts in the schools. Step up and lobby; protest. Get donations from Wal-Mart. (Advocacy); (6) Collectively apply political pressure to save the arts in our schools. Cutbacks are in the making! Now! (Advocacy);

Goal 5: Identify, encourage, and promote marketable arts and cultural opportunities within the ACD and the larger Grant County community.

4. Encourage development of educational and marketing materials in English and Spanish.
5. Facilitate the arts community and cultural groups connection with hospitality venues, services, and special events.
6. Establish an annual community exchange for art tools, materials, and supplies.
7. Support a centralized arts and cultural events calendar.
8. Identify commercial space suitable for arts and cultural entrepreneurial activities.
9. Assist in developing linkages between local and state, regional, and national markets.
 [Community Input: (1) Writers need studio space too (Note #5); (2) English only; (3) Spanish will help reach across the border – increase tourism too! (4) Allow artists to do “street vending” on Saturday especially fund raising events geared to support local schools. (Note city regulations and existing arts market now available on Saturdays and how this was made possible.)}

Goal 6: Support the development and use of venues for the arts and cultural events.

4. Develop new and existing venues for arts education, performances, arts exhibitions, cultural events, and festival grounds (such as the downtown historic theaters, Penny Park, and Main Street Plaza).
5. Support arts and cultural funding in the capital improvement planning of local, state, and federal governments.
6. Develop a centralized database of available local rental venues. [Community Input: (1) I think maximizing the use of the existing facilities is important for local support to be achieved. (See “use” in amended Goal 6)]



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