

May 7-9, 2014

GALLUP ARTS & CULTURAL DISTRICT

RESOURCE TEAM ASSESSMENT



NEW MEXICO
arts & cultural
DISTRICTS

COVER – NATIVE
DANCERS
PERFORMING IN
FRONT OF THE
MCKINLEY COUNTY
COURTHOUSE

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CHAPTER 1

Introduction

The New Mexico Arts & Cultural District (A&CD) Program was established in 2007 by the State Legislature to develop a market niche in place-based economic development for the cultural economy within a given district boundary. It seeks to build on each community's unique heritage and assets to support cultural entrepreneurs in the cultural economy. The 2007 Arts and Cultural Districts statute names the New Mexico MainStreet Program Director as the State Coordinator of the Arts & Cultural District program, with the New Mexico Arts Commission as the "authorizing" body for those programs that meet requirements for the authorization of each District. Gallup's Arts & Cultural District is one of nine state-authorized Districts in New Mexico. The first two pilot projects, Las Vegas and Silver City, were authorized in 2007. In 2009, four more Arts & Cultural Districts were authorized including downtown Albuquerque, Los Alamos, Raton and Taos. In 2014, two additional communities were authorized with Gallup, Artesia and Mora.

The Arts & Cultural District initiative is both an interdepartmental and interorganizational effort that includes: the New Mexico Arts Commission and Historic Preservation Division in the Department of Cultural Affairs; the NM MainStreet program in the Economic Development Department, the Department of Tourism, the McCune Charitable Foundation, and the New Mexico Humanities Council.



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What is a State Authorized Arts & Cultural District?

The New Mexico Arts & Cultural District program is an interdisciplinary place-based creative economy initiative of the Economic Development Department. Its intent is to enhance New Mexico's cultural economy driving net new revenues into the local economy. The work of the state and its partners may best be summed up from this quote from the Creative Community Builder's Handbook: How to Transform Communities Using Local Assets, Arts and Culture. (Borup, 2006):

By applying the practices of asset-based community development, more and more community builders are beginning to integrate the knowledge and expertise that have evolved in disparate specialized fields – including community development, arts and culture, planning and design, citizen participation – into the new practice of creative community building.

More than 16 states and 500 towns in the United States have planned or implemented an Arts & Cultural District (A&CD) program – positioning arts and culture as the center of revitalization and community economic development efforts. Arts & Cultural Districts can be found in small rural communities or in large urban areas. The results of this program are demonstrated in a well-defined district, easily identifiable, walkable, branded, and accessible -- often of mixed-uses, in which a high concentration of arts and cultural facilities, artisan and cultural production, and cultural entrepreneurs serve as the economic engine.



The impact of the “Cultural Economy” is measurable. Whether one looks at the statistics related to cultural workers and entrepreneurs, cultural enterprises and institutions or the larger cultural economy, the economic result is jobs and business development in the state of New Mexico.

Where there is a concentration of arts and cultural enterprises, in districts with unique historic architecture and cultural properties, a destination emerges that attracts residents and tourists alike. If the concentration is well-managed, there will also be support for hospitality businesses, such as restaurants, cafes, lodging, retail and entertainment. The presence of arts and cultural opportunities within a clustered area enhances property values, revitalization of adjacent neighborhoods, profitability of surrounding businesses and the tax base of the region. A&CD districts attract a diverse and well-educated workforce – a key incentive for new and relocating businesses, and A&CD districts contribute to the creativity and innovation of a community.

For an Arts & Cultural District Coordinating Council to be successful in developing its cultural and creative economy it needs to work comprehensively in four areas within the district. The chart below provides four areas of work: Capacity Building & Sustainability, Cultural Planning, Promotions and Marketing, and Physical Planning & Design.



This New Mexico Arts & Cultural District program is a partnership between cooperating state agencies and organizations and a local A&CD steering committee. It is place-based with a focus on arts and cultural assets within the district. It is a community economic development program seeking to sustain and enhance the local cultural economy requiring sustained human, organizational, natural, social and financial capital from its participants for the effort to succeed.

Objectives of State Authorized Arts & Cultural Districts

- To assist in the creation of local Arts and Cultural Districts as a destination that builds upon, enhances and promotes community's existing arts, historic and culture assets as catalysts for downtown revitalization and community economic development.
- Supports Artists, Artisans, Cultural Entrepreneurs, Creative Industries and Cultural Institutions within the A&CD.
- Promotes the development of local organizational partnerships to leverage existing resources to drive the development of the Arts & Cultural District that is financially sustainable for the partners and the district's administration, operations and projects.
- Enhances cultural, arts, and heritage assets, programs and activities and related amenities within the A&CD to ensure high quality, authentic experiences for visitors and tourists.
- Engages community residents in the heritage and culture of their community.
- Ensures an effective marketing plan is established and implemented for the A&CD's arts, cultural and historic assets to ensure cross-marketing the various arts and cultural agencies, organizations, institutions and cultural entrepreneurs involved in the district.
- Provides opportunities for cross-marketing the state authorized A&CDs and find ways to collaborate between those districts on programs, projects and activities.

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Benefits of State Authorized Arts & Cultural Districts

An interagency Arts & Cultural District Resource Team of professionals spends three days onsite, researching the community and proposed district, gathering information, holding focus groups with various individuals and stakeholders providing preliminary guidelines and suggestions for work and implementation based on the A&CD's four points of comprehensive cultural economy development.

The State provides resources to a state authorized Arts & Cultural District Coordinating Council to develop an Arts & Cultural District Cultural Economic Development Plan, to guide strategic development of priority cultural and arts development with cultural entrepreneurs, cultural agencies, cultural institutions, and cultural facilities within the Arts & Cultural District. The Plan is a public/private endeavor requiring municipal adoption.

The Arts and Cultural District Act of New Mexico (2007) amended the Local Economic Development Act (LEDA) to allow for economic development through public-private investment in cultural facilities and nonprofit arts organizations within the Arts & Cultural District. The LEDA Act was passed by the state legislature in the 1990s to ease restrictions of the state's "anti-donation" clause for economic development projects, which benefit the local economy and quality of life in the community.

The Arts and Cultural District Act of New Mexico (2007) doubled the maximum earned amount of State Historic Tax Credits for eligible registered properties (from \$25,000 to \$50,000) within the Arts & Cultural District for rehabilitation of privately owned historic properties.

If a District Master Plan does not exist, the state provides resources to a state authorized Arts & Cultural District Coordinating Council to develop an Arts & Cultural District Metropolitan Redevelopment Area Plan. The plan must be adopted by the municipality and identifies priority economic development capital and infrastructure projects and is a prerequisite for many state and federal financing programs.



The Arts & Cultural District leaders work together each year to submit an application for a Tourism Department Cooperative Advertising grant. Each organization brings matching dollars to the table to secure the grant. Collectively they market their districts to a larger audience of Cultural and Heritage Tourists to expand the pull of their districts among potential visitors.

Technical assistance and other resources are available to state authorized Arts & Cultural Districts through the partnering agencies of the State's Arts & Cultural District interagency Council.

State authorized Arts & Cultural District Coordinating Councils are eligible to participate in collaborative marketing and branding programs and cross-marketing between the current nine Arts & Cultural Districts.

The state Arts & Cultural District is designed to be a comprehensive program developing and enhancing the creative economy through work in four areas of economic development. This report will provide guidance and recommendations to the Gallup Arts & Cultural District Coordinating Council in each of the following four areas:

- Cultural Planning
- Marketing and Promotion
- Capacity Building and Finance
- Physical Planning and Design



Chapter 2

New Mexico and Creative Economies

In the past two decades a rapid acceleration of multimedia technology characterized by the global internet and smart phone access has enabled the revitalization of many downtown business districts and inner-city neighborhoods as magnets for creative entrepreneurs and so-called “knowledge workers.” Public policies and development incentives have been designed to specifically encourage the growth of cultural economic development in targeted locations ranging from distressed rural communities to decaying urban industrial zones.

Economic forecasters anticipated and analyzed the rise of the creative economy as a direct result of trends converging to form an interconnected global marketplace. Among the first to describe the needs and attributes of a new generation of creative talents in this emerging marketplace was management guru Peter Drucker, who in his 1993 book “Post-Capitalist Society”, predicted the fundamental importance of knowledge and information rather than labor, capital or resources, to the creation of wealth and prosperity in a digital age. The astonishing success of Microsoft, Google, Apple, and Facebook support Drucker’s thesis.



Subsequent studies have confirmed the critical importance and catalytic power of creative and cultural entrepreneurs in economies of all scales. Further analyses have described the importance of certain lifestyle amenities, including access to quality natural resources and recreation, proximity to other “knowledge workers,” attractive cultural venues, good food and nutrition, and access to high band frequency wi-fi as important assets. “Place-based” economic development has become a trendy strategy to compete for highly mobile and affluent “knowledge workers.”

In his 2002 book “The Rise of the Creative Class,” Richard Florida broadly described a creative economy’s super-creative core as well as applied creative sector professionals employed in fields as diverse as education, sciences, public policy and health care. The occupational categories and expertise of individuals comprising the Creative Class included:



Super-Creative Core Occupations:

- Computer and Math
- Architecture and engineering
- Life, physical and social science
- Education, training and library
- Arts, design, entertainment, sports, and media

Creative Professionals Occupations:

- Management
- Business and financial operations
- Legal
- Health care practitioners and technical
- High-end sales and sales management

New Mexico, which began to attract the interest of modern artists in the late 19th and early 20th centuries, and later Manhattan Project scientists during World War II, offers one of the most enduring and influential creativity-based economies in North America.

A unique and distinctive architectural expression called the Spanish Pueblo Revival graces many public buildings, courthouses, commercial buildings and residences. Other factors contributing to the success of New Mexico's creative economy include the far-reaching impacts of the National Scientific Laboratories in Los Alamos and Albuquerque; the growth of the state's outdoor recreation industry; and the international prominence of organizations such as Santa Fe Opera and Music at Angel Fire.

Generous state tax credits for film and television production adopted in 2004 have attracted numerous productions, and New Mexico is a fertile ground for digital film artists. The popular cable television series "Breaking Bad," and Santa Fe author George R.R. Martin's "Game of Thrones" are symbolic of this success.

While still mired in the effects of a global recession, New Mexico in 2014 maintains a strong foundation of cultural infrastructure and high technology to further develop its creative economy. The goals and objectives of the Arts & Cultural Districts program remain promising for select communities seeking to further develop their human, social and cultural capital.



Chapter 3

Gallup and the Creative Economy

Gallup's creative economy was evident before the community was founded in 1882. This of course refers to the vast, spectacular and intriguing region that Gallup serves, including the Navajo Nation, the Hopi Reservation, Zuni, Acoma, and Laguna Pueblos and beyond. Gallup's immense trade area explains its unique and dynamic properties as a "border town" and also as a cultural center.



Contemporary interpretations of the "Creative Economy" stress the importance of the internet and high technology to enhance creative economic development and lure new talented residents to a place or community. In Gallup's example, this paradigm is inverted. Gallup is already home to a unique "creative class" of silversmiths, weavers, fetish carvers, painters, sculptors, writers, and much more. So much more that this wealth of creative talent often leaves Gallup to seek fame and fortune elsewhere. So Gallup's paradox is how to keep its Creative Economy from leaving.

Despite its traditionally established trading economy and international reputation, Gallup has suffered from exploitation of its producers and its products, and must be vigilant to protect its brand. Powerful private interests operate openly and discreetly to leverage prices and sometimes reputations of outstanding individual artists. Thus, opportunities for emerging artists to show and sell their work are ironically limited in this arts-rich town.

In 2014, the Department of Cultural Affairs commissioned a statewide economic survey of New Mexico's Cultural Economy by the University of New Mexico's Bureau of Business and Economic Research (BBER). Among the most dramatic findings in the study was the quantification of Gallup and McKinley County's creative economy per capita.

In terms of overall economic performance, the BBER study found that Gallup and McKinley County have the highest ratio of gross receipts tax income per capita in the state; for every dollar leaving Gallup, about \$1.73 is spent locally. The study also discovered that



Gallup has the highest percentage of working population engaged in arts and cultural economy in the state, at least 2.5 times the average.

Furthermore, BBER's research revealed a dramatic demographic change evolving in Gallup during the past 20 years of census data (1990-2010). A major in-migration of Native Americans from rural locations to Gallup is rapidly occurring. The Native American population of Gallup has increased more than 15% since 1990. The implications of these findings for the potential of the Arts & Cultural District and the community and region as a whole cannot be overstated. The BBER *Gallup Social Network Analysis: Community Profile and Assessment* study is available in Appendix B of this report.



The urbanization of young Native Americans in Gallup is an emerging phenomenon, but certainly has profound implications for the fostering and support of a growing creative class in the community. Among the basic strategies recommended for this dynamic creative group is to develop new and diverse cultural facilities and venues for expression. The El Morro Theater Addition is a step in the right direction, but must be enhanced by more facilities.

Other suggested ways to support the Gallup creative community include innovative affordable housing projects, co-op galleries, special events, arts fairs, internships, fellowships, artist-in-residency programs, and affinity groups and organizations.



Chapter 4

Resource Team Process and Purpose

A New Mexico A&CD Resource Team worked with multiple focus groups during an onsite visit to Gallup on May 7-9, 2014 to share information, brainstorming, and gathering of information to provide direction for the work of the local A&CD Coordinating Council. Professionals comprising the Resource Team explored issues, challenges and opportunities within the proposed Gallup A&CD Boundary.

With the assistance and support of Gallup A&CD Steering Committee members, who planned and developed the three day agenda of community tours, focus groups, receptions and presentations, The Resource Team enjoyed stimulating interviews with invited community members to discuss and explore the potential of an Arts & Cultural District.

Through a familiarization process that was initiated by Gallup's successful application to the State A&CD Council in August 2013, and continuing through the Resource Team site visit, this report was developed to provide an assessment of Gallup's cultural assets, planning and design opportunities, marketing potential, and capacity challenges. Many of the recommended organization and development strategies outlined here were determined through a group discussion and evaluation process informed by the focus group sessions.

The Resource Team site visit yields several substantial benefits for the community and A&CD including the site visit itself and the opportunity for interaction between residents and stakeholders and the team professionals. A public presentation held at the Gallup El Morro Theater on May 9, 2014, and the PowerPoint presentation of the Resource Team findings may be used by the Gallup A&CD Steering Committee for public relations and educational purposes. Finally, this report itself may be distributed freely in the community.

While many of these recommendations are intended for consideration by the Gallup A&CD Steering Committee within the two year start-up period, some strategies will have longer term relevance as the global creative economy evolves and Gallup further diversifies its local economy and cultural opportunities.

This report provides an in-depth format for further developing each focal group's findings. Informing community residents, organizations, businesses and public officials about local impacts and expectations pursuant to being authorized as an Arts & Cultural District is one of the primary purposes of the Resource Team Assessment process.



Chapter 5

Capacity Building and Sustainability

Capacity-Building and Sustainability focuses on the organizational structure, human capital and the financial resources needed to implement a successful creative community building program in any community. There are eight critical factors that support (or inhibit) the development of a successful Arts & Cultural District.

1. **Challenges:** What factors inhibit community development and could be barriers to establishing a thriving creative economy?
2. **Assets:** What assets exist to support capacity-building and financial sustainability of the Arts & Culture District?
3. **Capacity:** What is needed to create adequate human capital to lead and sustain the program? What legal or organizational structure(s) must be developed or utilized?
4. **Planning:** What type of planning is required to advance A&CD priorities?
5. **Partnerships:** What partnerships need to be developed or utilized to achieve greater success in implementation of a Cultural Economic Development Plan for the community?
6. **Messaging:** What communications and public relations efforts are needed?
7. **Financial Resources and Tools:** How will A&CD leadership develop and access funds for operations? What financial tools are required to support implementation of A&CD projects?
8. **Evaluation:** What are the initial and ongoing benchmarks of performance? How will implementation of the Cultural Economic Development Plan be monitored, evaluated and reported?

1. Challenges

There are a number of challenges identified during the Resource Team assessment that should be considered, addressed or mitigated in order to fully develop capacity-building and sustainability for the Gallup Arts & Cultural District:

- A high proportion of stakeholders in the community do not yet understand the purpose of the A&CD designation, the benefits thereof, nor the intended goals and outcomes. Participation by individuals and potential organizational partners will be limited until they fully understand the goals and projects of the Arts & Cultural District.
- There remains a lack of clarity and coordination among organizations and institutions that must partner to create a successful Arts & Cultural District. Focus groups participants were uncertain about the roles of the city and county government, the Business Improvement District, the local MainStreet program, GallupARTS, and the developing Arts Council (to name a few). Furthermore, frustration is mounting over a high number of "planning meetings" that have not led to actionable tasks or implementation efforts.

- A comprehensive vision (including goals and plans) that serves as a “roadmap” for economic development in downtown Gallup is progressing, but not yet fully established. The city is working with economic development leaders in the community to update the comprehensive master plan and stakeholders are ready to engage in economic development initiatives, but the lack of a shared vision for downtown inhibits progress.
- The community is trying to launch both a MainStreet program and the Arts & Cultural District at the same time. Both are emerging efforts that will challenge human and financial resources over the coming year. While the MainStreet program is in its third iteration and the District at the same time, it has not yet preceded the A&CD designation by nearly a year, it has not yet achieved critical mass. A transition of leadership (Executive Director) at the Gallup BID/MainStreet program will also set back organizational development efforts by several months.
- The City of Gallup does not currently maintain a community development officer or economic development director. Without key staff to coordinate public sector engagement and resources, economic development initiatives cannot be adequately managed.
- There are no financial incentives from the public and private sector to support business and property owners for rehabilitation, revitalization or redevelopment projects. Without access to capital, community economic development projects cannot be launched in a productive manner.
- Comprehensive downtown revitalization will require adequate financial and human resources to staff the work; these resources currently do not exist in the community. Despite the resources that reside at the Gallup BID, there is not yet adequate funding to hire staff to manage and coordinate a comprehensive revitalization strategy.
- A high proportion of community stakeholders have yet to connect to the Arts & Cultural District and the A&CD Coordinating Council in general. They represent a key component of the human capital in a successful A&CD initiative that should be involved in planning and capacity-building activities. Engaging youth, community artists, entrepreneurs and Native Americans is critical to success of the A&CD program. The current leadership team is manned by a small core group of individuals who are passionate and dedicated to advancing A&CD priorities, but there is still not enough human capital to comprise a robust Coordinating Council. Additionally, there are some strong cultural divides among local residents that inhibit diverse participation in the development of the creative economy.
- As per feedback from participants in the focus groups, it's difficult for the community to retain good economic development and finance expertise. Often, those who develop skills are recruited for higher paying positions in larger communities.



2. Assets

The first step in building capacity is identifying the community's assets. Building upon existing assets is a fundamental tenet of Creative Community Development. The Gallup Arts & Cultural District has a plethora of assets that should be accessed or leveraged to support capacity-building and sustainability efforts.

The most important asset that will contribute to a successful Arts & Cultural District is the presence of four key revitalization partners; these include the Gallup Business Improvement District (BID), the Gallup MainStreet program, GallupARTS and the City of Gallup.

The BID houses an Emerging MainStreet Community program which was re-established in 2013. The BID, established in 2009, will provide key leadership and resources in the revitalization of downtown. The BID Board of Directors is comprised of downtown property owners and other stakeholders selected by the City Council and its resources are derived through a special tax assessment on downtown properties within the district boundary. The BID is a critical structure recommended by New Mexico MainStreet as one of several state enabled tools for financing of operations and projects for downtown revitalization. Only two business improvement districts exist in New Mexico and the support of the Gallup BID will be a powerful resource in the success of the Arts & Cultural District. The BID authorization was renewed in 2014 and BID resources are stable; the city provides 1:1 matching funds for the BID, providing more than \$250,000 annually for downtown revitalization efforts.

The Gallup MainStreet program is still in the early stages of development but it will develop critical tools, plans, volunteers and financial resources for downtown revitalization efforts built around the Main Street Four-Point Approach™. The Gallup MainStreet program is a crucial conduit that will facilitate access to technical assistance supports provided by the New Mexico MainStreet program.

While the Arts Council is still developing under GallupARTS, the efforts are led by capable volunteers with good management and relationship-building skills. The organization has been successful in pulling together a growing community of stakeholders for planning and implementation of initial A&CD efforts. Their efforts have led the community participation and engagement activities and established a foundation to draw in the "human capital" needed to successfully launch the A&CD initiative.

Leadership from the Gallup Business Improvement District, GallupARTS, the Northwest New Mexico Council of Government and other community organizations have partnered on the initial Gallup A&CD Coordinating Council. The Council's partnering agencies were a key component in the community receiving the Arts & Cultural District designation from New Mexico Arts Commission. The Greater Gallup Economic Development Corporation continues to support key downtown initiatives as well and is willing to partner in the implementation of A&CD initiatives. The McKinley County Commission, UNM-Gallup, the Chamber of Commerce and representatives from the library and the hospital are also committed partners.

A high percentage of Gallup residents and local stakeholders are willing to partner in the ongoing downtown revitalization process through individual volunteerism or corporate volunteer programs. Civic-minded individuals also represent a strong donor base willing to provide financial donations for civic projects or pay for arts and cultural programming.

While the municipal government doesn't lead downtown revitalization, the city is a willing partner in the revitalization process. The city has adopted Local Economic Development Act (LEDA); there are LEDA funds to support economic development projects. The city has taken greater interest in supporting and

maintaining the downtown El Morro theater programming and the city provides a 1:1 match of funds raised through the BID assessment for revitalization projects. The city is already looking at options for identifying a community/economic development director.

The Lodgers Tax fund is thriving as a result of steady occupancy rates at local hotels; the fund maintains a surplus of funds that are underutilized.

The McKinley County Commission is a ready and willing partner in the development of the A&CD; they have already committed funding for operations and are willing to support programming activities.

Data from UNM Bureau of Business and Economic Research indicate a strong workforce (artists) that can support the development of a creative economy. There is an abundance of human capital to support development of cultural activities and programming, particularly by Native American artists.

There are a number of facilities and physical spaces in the area to support arts and cultural programming. These include El Morro Theater and the Ceremonial Plaza at the McKinley County courthouse. A planned addition to the El Morro will accommodate additional performance spaces and meeting halls.

3. Human Capital and Organizational Structure

The Start-Up Arts & Cultural District is led by a Coordinating Council comprised of local arts, cultural and economic development organizations, agencies and institutions that will take formal responsibility for the administration, operations and development of the A&CD district. Most New Mexico A&CD's are established as a standing committee of a local MainStreet Program or arts organization and have a Letter of Agreement with their fiscal agent on the administration and oversight of funding dedicated to the A&CD. The A&CD Coordinating Council is responsible for overseeing the establishment and growth of the local Arts & Cultural District and ensures that the appropriate stakeholders are represented. The Coordinating Council is also responsible for establishing reasonable goals that can be used as performance measures to track internal success and report to external funders and the authorizing body, the New Mexico Arts Commission. The A&CD Coordinating Council is to be minimally and formally composed of a community development corporation (i.e. local MainStreet organization), an Arts Council, and the municipality (or county or political subdivision). The Coordinating Council is required to have official representatives from:

- The municipality
- A local economic development non-profit providing revitalization services (in a MainStreet district, the MainStreet organization)
- A local or regional arts council or arts organization that provides support services to the major arts stakeholders within the proposed district
- Additional representative stakeholders from other arts, heritage and cultural organizations within the district

Expectations of the Coordinating Council:

- The Coordinating Council will oversee development of the A&CD Cultural Economic Development Plan

with local residents and stakeholders, representatives from New Mexico Arts, the New Mexico MainStreet Program and planning consultants.

- The A&CD Coordinating Council is expected to create and implement an annual plan of work which prioritizes the goals and findings of the A&CD Resource Team and the municipally adopted A&CD Cultural and A&CD Master Plans.
- All organizations, institutions and agencies comprising the A&CD Coordinating Council are expected to bring resources to the development of programs, projects and activities of the A&CD District
- A paid staff person will be necessary to coordinate the work of the A&CD Coordinating Council and the A&CD District.
- There is a statutory requirement of each state-authorized district to report annually their progress in implementing the recommendations of the A&CD Resource Team and the A&CD Cultural Economic Development Plan to the New Mexico Arts Commission. That report is currently conducted by survey annually in the fall by the State Coordinator.



4. Planning

The local A&CD Coordinating Council is responsible for planning and leading the development of the Arts & Cultural District. There are multiple elements of the planning process that must be considered. The A&CD Cultural Economic Development Plan communicates a clear and meaningful mission for the Arts & Cultural District. It involves cooperative and committed partners, provides opportunities for broad-based community input, and recommends strategies that will contribute to the vitality of the community. Participants in the Resource Team focus groups identified the desire to keep potential tourists in the community to partake in arts and cultural offerings and contribute to the diversification of the local economy. The realization of this goal will be a critical element of place-making initiatives that will make Gallup a tourism destination.

Upon completion of the Cultural Economic Development Plan, the Coordinating Council generally develops the A&CD Master Plan by prioritizing the A&CD's physical projects contributing to the A&CD district's cultural assets and the goals that were recommended in the Cultural Economic Development Plan. If a municipal master plan already exists, then an amendment is made to include the A&CD goals as needed. The Coordinating Council advocates with the municipality for adoption of the A&CD Cultural and/or Master Plan. Municipal adoption of the Cultural or Master Plans is critical because the city

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maintains jurisdiction over specific infrastructure projects in the district and may also have to direct financial resources for implementation of planning elements.

As the governing body, the Coordinating Council monitors and implements strategies to accomplish the goals of the A&CD Cultural Economic Development Plan or Master Plan. To this end, the Council must establish annual implementation plans and prioritize tasks. The annual work plan identifies stakeholders that will lead, or be responsible for implementing plan components, allocates resources and timelines for implementation, and establishes appropriate task forces or committees as needed.

5. Partnerships

Establishing robust partnerships is critical to building a successful Arts & Cultural District. Through the A&CD Coordinating Council, strong partnerships have already been established with the GallupARTS, the Gallup Chamber of Commerce, Gallup MainStreet, Gallup Public Library, UNM-Gallup, the NW New Mexico Council of Government, and other cultural institutions.

6. Communications and Public Relations

Coordinating Council members are responsible for public relations by maintaining a positive image of the A&CD to the public, stakeholders, funders and governmental representatives. The Resource Team observed a lack of knowledge by focus group participants regarding the purposes, benefits, and goals of the Arts & Cultural District, a common trait among developing A&CD program. Regardless, an effective communications and public relations effort is important to building capacity and sustaining the Gallup Arts & Cultural District. Coordinating Council members should strive to become knowledgeable and articulate advocates for their local A&CD. Take the opportunity to communicate how arts and cultural development benefits the community at public meetings and in social settings. Consistent communication with local media is critical to keeping the public informed; invite the public to occasional media events that unveil cultural development projects being conducted as part of the Cultural Economic Development Plan.

7. Financial Resources and Tools

Generally, the A&CD's Cultural Economic Development Plan addresses various local, state and federal opportunities for funding economic development initiatives that occur within the boundary of the A&CD. However not all costs associated with staffing, operations and implementation will be covered by grants or donations. It is critical that the Gallup A&CD Coordinating Council initiate resource development tasks early in the process. The organization should consider how to develop revenue streams from private sector, philanthropic, government, individual and other sources (e.g., events, point of sale income).

8. Benchmarks and Evaluation

The state requires an annual one page report covering the four areas of A&CD District Development: Cultural Planning, Marketing, Physical Planning, Capacity and Sustainability. Annual implementation plans should reflect work to be accomplished in each of these four areas; local, state and foundation funding is tied to performance outcomes not just "outputs." The Coordinating Council establishes measures that tie to Cultural Economic Development Plan goals and ensure positive economic impact in

the community. The Coordinating Council must also prepare to provide an annual progress report for funding entities including federal and state agencies, foundations, and community sponsors. Areas of assessment might also include internal operations such as: how to improve relationships with community partners, assessing the funding efforts, Coordinating Council effectiveness, etc.

Capacity-Building and Sustainability Recommendations

The A&CD Resource Team recommends the following actions to ensure appropriate human capital and organizational structure for the Gallup Arts & Cultural District:

- Establish the A&CD Coordinating Council as a fifth committee of the Gallup MainStreet program, under the legal structure of the Gallup Business Improvement District. The Gallup BID was recently designated as a tax-exempt corporation (501c3) by the Internal Revenue Service, retroactive to 2011. The BID already maintains an Executive Director position that supports coordination of the MainStreet program and Four Point task forces. The BID also employs a Promotions Coordinator that may assist with the A&CD development efforts as needed.



- Fortify the A&CD Coordinating Council by adding members from under-represented sectors, in particular artists, arts and cultural institutions, youth, and municipal government and Native Americans. The Coordinating Council should include, at minimum, representatives from GallupARTS (2 members), the Gallup BID/MainStreet program, the City of Gallup, the Library, McKinley County, UNM-Gallup, the Rex Museum, Arts and Native American institutions.
- The A&CD Coordinator should be staffed by a part time (minimum of 20 hrs/week) under the direction of the A&CD Coordinating Council. Ideally, the A&CD Coordinator should be shared with GallupARTS Executive Director (also 20 hrs/week).



- Work with the Gallup BID to establish volunteer capacity for the MainStreet program (Four Points) in parallel with the development of the A&CD operational elements (cultural planning, physical planning and design, marketing and promotions, capacity-building and sustainability).
- Capitalize on current population trends and shifting demographics to integrate a more diverse community in the development of the A&CD, particularly among Native Americans and Native American institutions.
- Establish a priority list of actions or short term plan for the initial year that provides a roadmap for the organizational development tasks of the A&CD Coordinating Council.
- Resolve how the legal structures of the BID and GallupARTS, both tax-exempt organizations, will collaborate on coordination and management of financial resources for staffing and projects. Establish operating agreements between the two entities that clarify roles and responsibilities of each entity in the coordination of the MainStreet committee structure and the A&CD Coordinating Council.
- Establish a fund development plan for operations. Create a proposed budget and fund development plan to cover costs of implementing the Cultural Economic Development Plan. Include who will be writing grants, which components of the plan will be implemented by arts and cultural organizations, what types of activities will generate income, and how the funds will be managed.
- Engage and involve a diverse group throughout the planning process, including youth. Provide numerous opportunities for community citizens to brainstorm and list the community's arts and cultural assets. Place an arts and cultural survey form on a community website, in the local newspaper or at various points throughout the community.
- Coordinate with representatives from New Mexico Arts and New Mexico MainStreet on initiation of the cultural planning process. Identify appropriate leadership, stakeholders, resources and timelines for the initiation of the Cultural Economic Development Plan development. Determine how the Cultural Economic Development Plan will be funded. Develop a budget for conducting the plan that considers expenses associated with research, fees for facilitators and/or consultants, supplies and meeting refreshments, internet service, administrative expenses. Determine how the Cultural Economic Development Plan will be paid for (grants from federal, state, local agencies, community foundations, donations). The city must adopt the Cultural Economic Development Plan and any related downtown master plans in order to leverage state technical assistance, capital outlay and other resources for the downtown revitalization effort.
- Continue to develop partnerships with local organizations to leverage resources for establishing an Arts & Cultural District that is financially sustainable (administration, operations and projects). Continue to cultivate private sector corporations for support with human and financial resources.
- Expand the partnerships with Gallup Public School District and UNM Gallup to engage and involve youth in planning, programming and arts and cultural education. These partnerships also have the potential to enhance the base of volunteers or performers for specific activities.
- Enhance partnerships with community residents. Include people at the start of the work so they don't feel threatened by change/improvements planned by the district. The inclusion and engagement process needs to be well organized, systematic and sustained. There is a need for directed (targeted)

community organizing to include marginalized, disaffected or disengaged populations.

- Engage local artists, downtown businesses and restaurant owners. Involve them in the developing efforts. As the A&CD focuses on implementation of cultural programming, coordinate with dining establishments to extend operating hours that support the growing tourism development.
- Enhance connectivity with Gallup BID/MainStreet projects and priorities to build synergy and leverage resources for creating a vibrant downtown.
- Develop relationships with potential vendors, artists and performers for outdoor programming in the district.
- Recruit partners that will bring economic development expertise to the Gallup A&CD initiative (including the Coordinating Council).
- Establish a comprehensive community education process around what the Gallup A&CD is, what it does, what it should do, and the impact it has on local economic health.
- If needed, solicit financial or technical assistance from New Mexico MainStreet in developing a website for the Gallup A&CD. New Mexico MainStreet, through its partners (McCune Charitable Foundation, New Mexico Resiliency Alliance) have allocated up to \$2,500 in funding to support online marketing (website) for the Gallup A&CD.
- Solicit branding and marketing technical assistance from local/regional expertise and state agencies in the greater tourism development efforts. Promote the existing assets (monumental art) and cultural programming as part of a comprehensive messaging campaign.
- Keep the public informed about accomplishments, events and opportunities. Never miss an opportunity to celebrate successes, and be sure to include the public at media events.

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- Initiate advocacy efforts with local legislators for capitalization of the state A&CD fund. The addition of state resources will be critical in the health of the program infrastructure that serves as the foundation for local A&CD success.
 - Combine public and private sector resources to cover the costs of staffing and operations for the A&CD program. Funding from the City of Gallup, McKinley County, the Gallup BID, UNM-Gallup, and philanthropic organizations should serve as the foundation for financial sustainability. The A&CD Coordinating Council, along with GallupARTS, must establish mechanisms to solicit and acquire matching funds for projects and programming.
 - Create a fund development plan for operations that identifies existing resource pools, unmet budget needs, and funding strategies. Determine who will be responsible for raising funds. Upon completion of the Cultural Economic Development Plan, update the fund development plan to incorporate strategies for funding of projects and cultural programming.
 - Consider how creative economy initiatives would be integrated with the city and county economic development initiatives and with other economic development partners in the area. Work with city leadership on reserving a portion of funds from LOGRT, Lodgers Tax or other sources for arts and cultural facilities or programming.
 - Gallup adopted a Local Economic Development Act (LEDA) ordinance but it currently does not include measures for Arts and Cultural projects. Work with the city to update the ordinance and set priorities for using unspent LEDA and Lodgers Tax funds on priority projects.
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- Utilize the incentives provided by state statute in the New Mexico Arts & Cultural District Act (2007), and those local incentives encouraging the development and enhancement of arts and cultural enterprises, institutions and agencies, and the programs, projects and activities within the A&CD.
 - Research funding efforts in other New Mexico A&CD communities, and in particular how the local government engages the resource development efforts. In Silver City, the A&CD has assumed responsibility for administering Lodger's Tax resources and also serves as the County's contractor for regional tourism development. In Los Alamos, the A&CD program resides within the operating structure of the Commerce and Development Corporation and receives funding from the County (among other sources). In Albuquerque, the city is working with the downtown A&CD program to fund specific elements of the Cultural Economic Development Plan.
 - Local government must be willing to dedicate financial resources each year during the Start-up period to pay for administration and operations of the A&CD Coordinating Council and to support initial activities, planning, projects and programs. This minimum funding will be necessary for the duration of the State-Authorized A&CD district. Commitments of matching funds and in-kind resources developed by the Coordinating Council are strongly encouraged. Funds should be used to hire the A&CD Coordinator at a minimum of 20 paid hours per week.
 - Work with the city to explore, identify and adopt additional financial tools that will match state, federal and foundation resources in order to sustain the district's administration and operations. As per the guidelines established by the state for Arts & Cultural Districts, these must include municipal adoption of:

- "Metropolitan" and Arts & Cultural District portions of the Local Economic Development Act with language for Public-Private Participation agreements to support operations of the A&CD Coordinating Council.
- Metropolitan Redevelopment Area (MRA) Plan that may include implementation of a Tax Increment Finance District (TIF)
- The LEDA ordinance must be amended to include provisions in support of cultural facilities and retail business development and to accommodate clawback of unspent resources. Additionally, the city may consider adoption of Quality of Life Tax or dedication of a portion of the Lodgers Tax for marketing, promotions and events.
- Complete Start-up A&CD process with 24 to 30 months of State Authorization. Start-up benchmarks are provided by the State Arts & Cultural District Coordinator.
- Coordinate reporting requirements with the State Arts & Cultural District Coordinator; he will provide a template for annual progress reports.
- Establish a resilient organization that supports its operations and the programs, projects and activities that enhance the cultural economy within the A&CD.
- Document all communications, outreach, community engagement, networking, volunteer participation, partner development and fundraising activities. Create digital archives that facilitate reporting, public relations and marketing efforts.



Chapter 6

Cultural Economic Development Planning

During the visit, many assets were discovered throughout Gallup and the Arts & Cultural District. There are numerous cultural facilities, including the El Morro Theater, the Gallup Cultural Center, the Rex Museum, the Octavia Fellin and Children's libraries, and the Courthouse Plaza. Within the district, there are several artists' studios and galleries, the WPA murals in the County Courthouse, the showcases on 2nd Street that exhibit student artwork on a 24/7 basis, and the numerous trader stores. Additionally, information kiosks are prominently displayed downtown.

Beyond the physical resources, we witnessed the enthusiastic involvement of artists and others in the local arts council, GallupARTS. We were impressed by the high number of artists and artisans actively working and creating.

A fundamental ingredient of success in an Arts & Cultural District is partnerships, and we salute the collaboration between GallupARTS and the BID, particularly on the popular monthly ArtsCrawl. The support of arts and cultural activities by the municipal and county governments was celebrated in the Gallup A&CD application and demonstrated during the team's visit.

Gallup enjoys a lively local cultural community based in the downtown district that is supported by strong lines of communications. A popular monthly publication, Gallup Journal, is widely read and circulated. The downtown coffee house is a gathering place for many, and El Morro Theater itself is a crossroads of information about community events. Gallup is served by a strong newspaper, the Gallup Independent, and numerous powerful radio stations that broadcast in a broad region from Grants to Flagstaff.

Of great consequence to the evolving Gallup cultural scene and potential is the apparent dynamic of "changing demographics." Gallup is becoming a magnet for younger Native Americans who wish to live in Gallup, perhaps raise families, and enjoy enhanced social integration and cultural expressions. These new residents of Gallup have much to offer the emerging Arts & Cultural District, and a major challenge of the cultural planning process will be an outreach effort to attract them into the dynamic work of the A&CD.



Focus Groups

During the public input sessions, we heard from local artists, gallery owners and managers, organizational representatives, and others. Here are some of the concerns they voiced:

- The multicultural diversity of Gallup is a wonderful asset but one that is not always appreciated and understood.
- The lack of discussion and participation in planning cultural activities and programs has caused frustration and misunderstanding. In particular, there are generational differences regarding the expansion of ArtsCrawl; there is also some confusion regarding the preferred direction for Gallup's arts and cultural development.
- Emerging artists in Gallup are not always supported, recognized, or financially rewarded by the community and often leave the community. There was some discussion about Gallup as an arts destination rather than solely as an Indian art market.
- While the El Morro Theatre and the Courthouse Plaza are A&CD assets, the desire to accommodate the full range of community events leads to a general lack of venues for arts and culture activities, especially for youth and students. There were also concerns regarding accessibility to municipal venues.
- There is some confusion surrounding the difference between GallupARTS, the local arts council, and the Gallup Arts & Cultural District Coordinating Council.



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Local Arts Council and A&CD Coordinating Council

gallupARTS (an arts council) has a specific mission: "gallupARTS stimulates and expands the breadth of arts in Gallup and McKinley County in order to sustain an environment that fosters creativity, promotes commerce, culture and quality of life." As the local arts council, GallupARTS has these characteristics:

- A 501- C-3 stand alone organization.
- Has a service area that includes the City of Gallup as well as McKinley County; in reality, will probably draw participation from surrounding counties as well.
- Should be supported by paid members and individual organizations.
- Provides artistic and educational experiences for members of the community such as presenting visual art exhibits or performances for the public and special events such as ArtsCrawl.
- Provides professional development and artistic opportunities for professional and emerging artists such as training in different artistic media and disciplines for adults, youth, and children; an online artists'



registry is another activity that could be offered. Promotional training, marketing assistance, and encouraging youth participation and support are other services to individuals that may be offered.

- Provides services to organizations; one example is by providing a website that lists all the arts and cultural organizations throughout the community or service area.

Gallup Arts & Cultural District (an A&CD) is governed by a Coordinating Council, which is an organized committee of the emerging Gallup MainStreet Program.

- An A&CD is usually a compact, well defined commercial area with cultural assets and anchors. Gallup's A&CD boundaries designate the district in downtown.
- An A&CD is primarily an economic development program.
- A unique aspect of Gallup's A&CD is its strong and traditional legacy as an arts production center.
- The A&CD suggests certain opportunities including entrepreneurial training and development, business incubation, promotional support, and new venues. Examples include providing business training for artists who want to open galleries or studios within the district or advertising the district through a regional advertising campaign.

As can be seen, the two organizations have different purposes but can also be strong collaborators. They can enhance each other while providing valuable services to Gallup's citizens.

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We recommend that funding from the city and the county for both organizations be given serious consideration. Ongoing funding will allow for stable organizations with adequate staff to carry out the unique mission and programming of each organization.

Cultural Planning Recommendations

- Provide technical assistance to professional and emerging artists to develop web sites to showcase and sell their art on the internet. Web sites could include an artists' registry, a directory of arts and cultural organizations, and an artists' online market for selling their creations.



- Address marketing and pricing concerns for local art sales. A workshop can be offered to artists on this topic. One possibility is bringing in the Women's Economic Self-Sufficiency Team (WESST) to present this workshop. Other facilitators can also be considered.
- Provide business training to emerging arts and culture businesses. A quarterly workshop could be instituted to address a variety of topics in this area, including business bookkeeping, designing attractive window displays, and much more.
- Encourage activities and forums that promote broader perspectives to include ethnicity, generations, art forms, and expressing and interpreting art and culture. A year-long series of monthly or quarterly panel discussions could explore the differing perspectives and outlooks in these areas. Expertise from UNM-Gallup could assist in developing and perhaps facilitating these panels, which can be composed of local and county residents representing different viewpoints and cultures.
- The A&CD Coordinating Council should establish a Youth Advisory Council to assist with programs within the district for youth and students. Recognize and embrace the changing demographics that are transforming Gallup into an urban center for the surrounding Native American population, especially young people; realize that diversity and inclusion are community assets that strengthen the community. For example, present an exhibition featuring both traditional and contemporary expressions in Gallup-area Native American art forms. This topic implies inspired curatorial interpretation of new art forms and cultural expressions. For example, a wall designated for graffiti art or weekend pop-up events within the district.
- There is a need for increased participation in planning and assessment regarding the ArtsCrawl. While the changes in ArtsCrawl may reflect the changes in generational views of the arts, and certainly reflect a shift resulting from adding performing arts to the event, it is still important to make sure that concerns are heard and to consider why people want to be involved in the event. Galleries need to be invited to participate in event planning meetings or have a forum in which to voice concerns. Issues concerning safety need to be addressed. While events change and evolve over time, all participating venues need to feel part of the event.
- Encourage community discussions concerning generational perspectives and the unique nature of Gallup's cultures. One discussion could be balancing idealistic goals and outcomes with revenue expectations.
- Include generational discussion forums as part of the panel discussion series mentioned above in "Diversity."
- Develop unique exhibition opportunities that focus on generational perspectives.
- Provide educational opportunities for artists of differing generations to teach workshops about their methods, choice of medium, and perspectives.
- Encourage broad participation in the cultural planning process, which is part of the A&CD development. When the A&CD cultural planning process occurs, it is important that there be numerous focus groups on a variety of topics open to the public. Public input can be sought through several processes, including focus groups and online surveys. It is imperative that as many people as possible give their input so that citizens feel ownership of the resulting district Cultural Economic Development Plan.

- Maximize existing venues with enhanced programming. Be proactive in emphasizing ADA requirements for all city venues to avoid future litigation. Ensure adequate public transportation to the A&CD from other sections of the city and county.
- Develop alternative facilities for youth for artistic and recreational activities. Alternative facilities can include a skateboard park within the district, a venue for musical performances that appeal to youth, and an art center aimed at youth that offers a variety of opportunities for creativity including new media, film, and other contemporary disciplines.
- Develop under-used facilities to ensure inclusion of a variety of arts and cultural programs and expressions; continue to address infill and vacant buildings in the A&CD. The use of vacant stores' windows as exhibit spaces can be expanded.
- Explore the idea of an artists' co-op gallery that includes artists from throughout the county; membership should include alternatives to a regular gallery-sitting shift for those artists in outlying areas who may have difficulties with travel.
- Gallup's international fame as a cultural center and major arts production center has been well earned. Untold masterpieces of Native American art have been created, traded, and exported from Gallup into prestigious collections and museums, both domestic and abroad, during over a century of cultural enterprise.
- Many in the community lament Gallup's poorer relationship to its rival trading centers Santa Fe and Taos. Others wonder if there needs to be a gimmick or artificial draw or anchor to lure motorists off of the Interstate and into the community. Still others wonder about hidden or lost cultural treasures locked away in private vaults. Many question what could be Gallup's potential if its true riches were revealed and exhibited to visitors and residents.
- Make a commitment to develop and create a world-class art museum. An obvious missing element in Gallup's crown is a first-class art museum that could showcase regional arts and culture. This is an ambitious and costly undertaking, but seems feasible considering Gallup's wealth of resources to draw upon. A new museum would better connect the activities of UNM Gallup to the greater Gallup community and a collaboration would further the institutional goals for both UNM Gallup and the new museum. A new museum could serve as a bridge between the university and the community. While some Gallup residents see Gallup's identity limited to Indian Art and are not interested in investing in strategies and actions that does not produce revenue from Indian Art sales, others would like to see this identity as more spontaneous, inclusive, and looking to the future rather than the past. At the same time, Indian artists and craftsmen are limited to sales and marketing opportunities provided by retailers and wholesalers and have little or no opportunity to showcase and sell the items outside themselves. The interpretation about Indian art and culture from a scientific, artistic, cultural or historical perspective diminishes the importance of the art. The museum should not only serve the general public but also the researchers and scientists who serve the general public. The museum should provide artifacts and other objects from both traveling and permanent exhibitions for public viewing. It should continue to serve in the traditional function of displaying "static" collections while hosting exhibitions that implement some of the interactive components made possible through digital information and storage of virtual exhibitions and high resolution images that can be used for exploration, study and interpretation.

Chapter 7

Marketing and Promotion

The Marketing and Promotion Team met with many members of the community including business owners, artists, artisans, property owners, civic leaders, partnering organizations and other community members. Throughout the sessions there were common themes in our conversations that helped the team to identify arts and cultural strengths, challenges, and opportunities. A summary of these findings was presented at a community meeting beginning with the strengths.

STRENGTHS

- Strong foundation in Native Arts
- GallupARTS
- Existing tourism events & activities
- Regional hub for shopping
- District facilities – plaza, theater, visitor center, etc.
- Business/retail/restaurant mix
- Passionate people
- Vibrant community



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Of all the cities in New Mexico, Gallup has the most right to claim being the source of Native Art – especially jewelry, pottery, and weaving. Community members agreed that Gallup is the “source” and the “creation point” for Native Art that flows out to cities like Albuquerque and Santa Fe. And what does not flow out of Gallup is available for the many visitors passing by on I-40 as they travel east and west. This existing traffic puts Gallup in a good place. And once visitors are in Gallup, they drive down Route 66 and are awed by the number and quality of the neon signs – both contemporary and vintage – that direct their way.

Gallup is also gifted with a culture of arts beyond jewelry and weaving. Arts programs include those provided by the local arts council, GallupARTS, such as the successful ArtsCrawl, films and other performances at the El Morro Theater, an outsider gallery, belly dancing, a (virtual) children’s museum, murals, opera, museums, shadow galleries, and more. All of these events are supported by amazing partnerships between the city, county, BID, UNM-Gallup, GallupARTS, and many other organizations and individuals.

Participants in the sessions shared that the community sees a large influx of people from the region for shopping on weekends. While many of them are “on a mission” to procure grocery and other necessary items, there is the potential to engage these people in arts and cultural activities in the district.

The City of Gallup has invested in arts and cultural assets that can be optimized for Arts & Cultural District (A&CD) events and activities.

CHALLENGES

- Comprehensive arts & cultural calendar
- Pulling traffic and visitors off of I-40
- Developing community assets
- Building community around the arts

To market all of these existing events and other amenities such as restaurants, many channels are already in use. Some of the most common are:

- Chamber of Commerce
- Visitor Center
- Gallup Independent
- Gallup Journey Magazine
- Facebook
- TripAdvisor, Yelp, Urban Spoon
- Community board at the coffee house
- Direct mail
- Flyers

While these communications are reaching some of the population, there is a need for a more comprehensive, centralized calendar to assist in sharing events and activities with the community and visitors.

The traffic on 1-40 is an asset and a challenge. Currently, there is not signage or other ways to draw the traffic off of the highway and into the Arts & Cultural district.

We heard from meeting participants that they believed the Courthouse Plaza and the El Morro Theatre have great potential, but that the facilities are currently underutilized. These and other community assets could benefit from a comprehensive programming strategy.

As stated above in the assets, Gallup is filled with artist of all types and has a rich melding of cultures. The diversity and history of these groups present a unique set of challenges in working together to create an arts and cultural district that represents the diversity of Gallup.

OPPORTUNITIES

- Develop a programming strategy for community assets including the courthouse plaza, El Morro Theatre, Ceremonial event, regional hub
- Create and implement an image development strategy
- Develop a regular artists market
- Install signage on 1-40 and at the gateways of the district highlighting the image of the A&CD
- Create a comprehensive, one-stop arts and cultural calendar
- Develop a single, A&CD web presence with collateral materials targeting tourism
- Continue building partnerships and strengthen existing ones
- Develop a signature A&CD special event

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In community meetings Gallupians recognized many opportunities to leverage the city's assets. To draw in visitors from the traffic on I-40 they suggested signage for the A&CD that could be seen from the freeway. This would let travelers know that Gallup offered more than the gas stations and fast food restaurants that are currently advertised. People would know there was something to come downtown for.

Gallup's role as the center of the area was also seen as important. In marketing Gallup, they suggested that Gallup be seen as the center of any visitor's trip. From Gallup you can get to Zuni, Grants, Shiprock, Window Rock and other places of interest in the region, was an opportunity to be leveraged.

The significant increase in the number of visitors to Gallup during the annual Ceremonial was seen as an underutilized asset. Increasing the number of events presented downtown during this time was seen as a potential magnet for visitors from the surrounding area and further away. Gallery, theater, music, and film performances could be created to coincide with visitor visits during this time and center around the Ceremonial. Another opportunity existed to add additional programming during the 1st of the month

when community members from the rural areas come to Gallup to shop. Additional programming could be created to bring some of these visitors downtown. Ideas include programming additional events at the courthouse plaza, creating events for young people that bring in the entire family, bringing back downtown maps that highlight open businesses during evening events, and creating a free artist market.

Community members also suggested increasing support for Gallup's artists by assisting them with marketing and pricing information, training, and development. An opportunity also exists to support artists, local businesses, and community members by bringing technology and skills up-to-date to allow for more social media, stronger and more attractive websites, and additional marketing channels.

The City of Gallup has invested in arts and cultural assets that can be optimized for events and activities. The Courthouse Plaza is used for summer events, but has the potential to be programmed year round with concerts, artist markets, performing arts events and community activities. Likewise the El Morro Theatre has a great potential for engaging the community and visitors in all types of arts and cultural events. Programming both of these assets is an important part of the image development and culture of the district.

We recommend that the Gallup A&CD continue to work on image development and enhancement of the visual aesthetic of the downtown as this will enhance the visitor experience and entice them to visit for the first time or stay longer. The next step is for Gallup and the A&CD to establish a brand – potentially GLP – and develop collateral materials for the district: brochures, rack cards, etc. Consistency in image and brand allows Gallup to “make a promise” to its visitors as to what they will experience on their visit.



Many travelers do extensive research on their route before getting in the car. We recommend the A&CD establish a strong online presence so visitors can find out what's going on in Gallup before they arrive. This can be done through such sites as TripAdvisor, Yelp, Urban Spoon, and tourism and travel websites. For those travelers who haven't done their research before they left home we agree with the community that the development of arts and cultural signage to draw visitors off I 40 would be effective in increasing visitor traffic in the A&CD. We also recommend marketing to visitors through participation in the New Mexico Department of Tourism marketing program. This can be done in partnership with Gallup organizations or with the other A&CDs in the state.

To continue to attract local audiences to events we recommend the coordination of the existing distribution of event information. This could be done through a website calendar or Facebook page and centralize the marketing of events through the channels listed earlier (chamber, visitor center, community boards). We also recommend that the schools be used as a distribution point for disseminating information about youth events. The superintendent of Gallup Schools volunteered to distribute flyers about non-commercial events to help reach the more than 60% of students that leave the city of Gallup immediately upon the end of the school day.

We also would recommend the development of an image development strategy specific to the A&CD that would include identifiers and signage for the A&CD, a tourism based website and collateral materials, and a signature event. Some of these may be created in partnerships and may already exist and simply need to be targeted and enhanced for the A&CD.

Marketing and Promotion Recommendations:

Overall, the Gallup Arts & Cultural District is filled with potential. There are many existing assets in the fabric and people of the district that are ripe for development. In the specific area of marketing and promoting the A&CD, the key pieces to focus on in the immediate future are:

- Develop an A&CD image.
- Establish an A&CD calendar.
- Create an A&CD website and collateral materials.
- Create an A&CD signature event.
- Develop an A&CD social media strategy.
- Develop an ongoing artists market.
- Support and enrich the ArtsCrawl.
- Grow partnership with GallupARTS to program events and activities in the A&CD.
- Support arts and cultural events produced by partners.



Chapter 8

Physical Planning and Design

Physical Planning and Design is the art and science of assessing the socio-cultural, built and natural environment that in turn lays the foundation for creating a sense of place that is authentic and achieves the community's highest aspirations. This involves learning from the community's history as one piece of an evolving rich story of place that informs and inspires the creation of vibrant and resilient communities. Physical planning and design incorporates the best practices of urban design, creative placemaking, wayfinding, walkability, and historic preservation to achieve these outcomes.

Physical design and development of the Gallup Arts & Cultural District presents an opportunity to transform downtown into a magnetic, cohesive, and vibrant urban area that reflects the unique and extraordinary character of Gallup. Physical development addresses the built environment of downtown in its

relationship to the mission of the District. This ranges from wayfinding and signage, to improvements in urban design, to potential major developments (or redevelopments). An overall focus are enhancements that will support a more pedestrian-friendly environment as well as a more aesthetically ambitious and successful collection of buildings. Related to this are cultural facilities, venues and spaces that support the programming envisioned for the Arts & Cultural District.

The significance of downtown Gallup's building stock comes mainly from its position as a regional center during the past 100 years. This results from six important influences on the community: the coal industry and its early foundation for the economy of the area; the arrival of the railroad and the implications of its role as part of a major transportation network; the development of Indian trading which increased commerce and attracted tourism; government and civic functions; the tourist industry which is a result of the railroad, the automobile; and the retail trade which grew as a result of other economic influences in the region permanently affecting the streetscape of downtown Gallup.

Gallup is prominently located along U.S. Highway 66 -- popularly known as Route 66 or the Mother Road. Route 66 holds a special place in American consciousness and evokes images of simpler times, mom and pop businesses, and the icons of a mobile nation on the road. Travelers on Highway 66 today can easily



experience this past, as many of the motels, gas stations, cafes, parks, trading posts, bridges, and roadbeds remain along this thoroughfare. These historic resources are reminders of our past and evidence of the origins of our current automobile influenced society. Today, buildings and cultural features lining Route 66 in Gallup continue to evoke a bygone era.



Historic Buildings

The majority of the buildings constructed in the Gallup area are a direct response to varied activities, and just as these various influences were mostly "imported" to the area, so too were the building styles. Thirteen structures were nominated to the National Register as part of the Downtown Gallup Multiple Resource Area in 1988. They reflect the developmental and stylistic diversity: the New Mexico Vernacular Style adobe warehouse (C.N. Cotton Warehouse); five decorative Brick Commercial style structures; the modified Mission style AT & SF Railway depot; the Mediterranean style former U.S. Post Office; the Spanish Colonial Revival Style Theater (El Morro); the Rustic style motel (El Rancho); and, the Pueblo Deco former theater (Big Electric Shoe Shop).

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Gallup continues to recognize and celebrate its significant historic buildings. The AT & SF Railway Depot was rehabilitated into the Southwest Cultural Center. It is one of the first buildings to welcome visitors with its second floor historical exhibits and gallery space showcasing local artists of all ages as well as serving as a depot train stop complemented by a café. The El Morro Theater has been rehabilitated and is the major downtown community performing arts space. The soon-to-be constructed black box addition will serve smaller venues. The Big Electric Shoe Shop provides important resources for the Navajo community and shows the visitors the important traditions of the moccasin craft. The restored El Rancho is a thriving motel welcoming visitors and locals to experience a piece of Gallup's history.

Neon Signs

The neon signs located along Route 66 contribute substantially to defining the visual character of the Gallup Route 66 downtown commercial strip from their introduction in the 1930s until the early 1960s when translucent plastic signage displaced them. In February 2003, the neon signs along Route 66 in New Mexico were nominated under a Multiple Properties Documentation Form (MPDF), which creates an overarching historic context under which non-contiguous historic resources can be nominated. The Lexington Hotel and the El Rancho signs are noted in this nomination. This nomination sets the framework for additional signs to be nominated. The BID recognizes the importance of these signs and has launched a grant program for their restoration and rehabilitation.



Physical Planning and Design First Year Recommendations

Inventory and Nominate Historic Structures

To encourage the community's continued investment in Gallup's historic resources, additional downtown historic structures and features merit nomination to the State Register of Cultural Properties and the National Register of Historic Places. To this end, Architectural Historian Heather Barrett has been contracted by New Mexico MainStreet to survey and inventory historic structures in the downtown area. Ms. Barrett will recommend one of two courses of action – either nominate buildings individually as part of the existing Historic Resources of Downtown Gallup MPDF listed in the National Register in May 1988, or nominate historic buildings as contributing resources to a historic district. Since many of the downtown buildings have been covered with stucco and historic storefronts significantly altered or replaced by smaller storefronts, the overall historic integrity and the potential for a historic district has to be evaluated through this building survey. In the future, building owners could remove the stucco and restore original facades, if adequate documentation and physical evidence remains. Support is needed by the community to ensure that additional funds are made available to add important properties to the State and National Registers. NMHPD small grants can be used for additional survey, as well as nomination preparation. As part of their technical services, NMMS staff can assist with district nomination and grant preparation.

Conduct Historic Preservation Workshop(s)

The NMHPD is available to collaborate with Gallup to offer preservation workshops to discuss tools for preservation in Gallup. Federal and State tax credits are available to encourage rehabilitation of buildings and cultural resources that are individually listed in the National Register or contribute to a National Register and/or State Register Historic District. Also available are two other tax incentives; housing tax credits and the new markets tax credit available through the New Mexico Finance Authority.





City Hall Alley Beautification and Pedestrian Enhancements

The city has created a well-designed pedestrian corridor that connects Coal Ave to the Courthouse Ceremonial Plaza. There's an opportunity to create a pedestrian enhanced alley that connects from this corridor to the east to 1st Street and improves the alley behind the City Hall. This will beautify the parking area and staff entrance on the rear of city hall and provide an enhanced pedestrian access to the rear entrance to Sammy C's restaurant. The alley would be enhanced with specialty paving, lighting, benches and planters, and still allow use by service vehicles.

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Create "park-once" areas with "Park Here" neon signage at the Cultural Center and Ceremonial Plaza

There needs to be better wayfinding to the two established central downtown parking areas that direct the residents and visitors to these areas so that they park once and walk to various destinations in downtown. These parking areas should be designated with the "Park Here" neon signs that currently exist at one parking lot downtown. These parking areas should also be designated on the overall district wayfinding system signage and kiosks.

Murals on Front Façade of Visitor Center

The façade of the visitor center building could use improvements so that it attracts attention and reflects the cultural experience of Gallup. One façade improvement would be to create a cultural mural by a local artist that



wraps the building façade with a "story of place" theme. The dead tree in front of the visitor center should either be removed, or used as part of a public art project supporting the mural.

Restore and reinstall the neon "Rotosphere"

A grant application should be made to the National Park Service Route 66 grant program for restoring historic signage such as the famous rotosphere, which was a community landmark for many years.



Art exhibits in vacant display windows

There's an opportunity to expand the use of art exhibits in the vacant storefront display windows that could be utilized as showcases for local artists. The cities of Santa Fe, Seattle and San Francisco have a program to ask property owners to donate their empty space to create a 90 day installation space. Artists have created non-traditional displays that engage the viewer such as old bike rim sculptures with crystals, looping images of historical footage, and a wall of drums.

Longer Term Recommendations

Inventory and Nominate Neon Signs

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A survey, inventory and nomination of those signs eligible for National Register listing, which retain their integrity of design, setting and location will provide a valuable tool for their preservation. This survey would result in identifying those signs worthy of preservation. To be eligible for inclusion in the National Register, the signs must be associated with the historic theme of the automobile, "The Rise of Automobile Tourism along Route 66 in New Mexico." They must also retain sufficient character-defining elements associated with neon sign production during the period of significance 1935. In those instances in which alterations to the original signs have occurred, such as the addition of reader boxes to the signs' support poles, those additions must generally be reversible. Signs with more than 50% plastic surfaces that illustrate an outstanding example of the neon sign maker's art or are recognized as a local landmark are also potentially eligible. In conjunction with identifying significant signs for inclusion in the National Register, the BID neon signage grant program should be fostered and expanded. Grant applications for signage restoration should continue to be submitted to the National Park Service Route 66 grant program each year.

Become a Certified Local Government

Across the nation, hundreds of diverse communities have taken action to preserve their unique historic character. The Certified Local Government (CLG) Program, a cost-effective local, state and federal partnership, has been a major source of support and guidance. This national initiative provides valuable technical assistance and small grants to local governments seeking to keep what is important and significant from their past for future generations. Funds are appropriated annually by the U.S. Congress and distributed from the Historic Preservation Fund, which is administered by the National Park Service (NPS) and the State Historic Preservation Office. To become certified, a local government applies to the





NM State Historic Preservation Office (NMHPD). After certification, the local government is eligible to receive grants and technical assistance. There are eight CLG communities in New Mexico who compete for around \$80,000 annually. The grants are for survey, inventory and nomination, preservation planning, partial funding of a local CLG coordinator, design guidelines, education and interpretation and even sometimes for bricks and mortar projects. The NMHPD also assists Certified Local Governments with the implementation of local preservation programs. CLG Coordinator, Karla McWilliams, can offer a workshop on this program.

Engage Youth in Education

Gallup's future is entrusted to its younger generation. A UNM Gallup Downtown Laboratory Apprenticeship program, as suggested by UNM Gallup's president, will foster a new generation of engaged community members and equip them with marketable skills. Gallup High Schools could adopt cultural arts and media in their curriculum using Gallup's historic and cultural resources as their classroom. Staff from NMHPD can assist with curriculum development through our small grants program. Detailed information about the Historic Preservation Division's programs is published on their website, NMHistoricPreservation.org

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Expand the BID Façade Improvement Program

The city and the BID have had a successful roll-out of a façade improvement program, and can now expand this program with a new round of applications and increased grant funding.

Create Puercito Park: a pocket park interpreting Gallup's founding on this waterway

This hidden segment of the "Little Puerco" arroyo is exposed behind a screen fence near Aztec and 3rd St. It represents the only downtown location that one can view the underground watercourse that flows below the city, and can serve as an urban park to interpret the story of place that is historic Gallup.



Keep the Library Downtown

There was discussion at the focus groups that Gallup was either expanding the existing library or building a new library



outside of the downtown area. The resource team felt strongly that the existing library should be expanded at its current location and remain downtown in the district. The city and other public agencies own the majority of the block. There is an opportunity to redevelop the block as a mixed use civic compound that could include the library as well as a skate park (at the demolished former site of the NWNMCOG building), an arts incubator space, artist live/work studios, and/or gallery space.

Create a Multi-use Railroad Interactive Park/Ceremonial Area/Flea Market north of Rte 66

There is a large vacant lot north of Route 66 that could serve as a signature multi-use cultural and event space to support the A&CD. This project could represent the history and culture of Gallup that could include a working interactive railroad park with rail switching equipment, rail cars, and observation booth. A Ceremonial Park is also needed to further revitalize the Indigenous cultures expression of cultural traditions.

Adaptive Reuse of Historic Structures

A few potential opportunities for adaptive reuse of Gallup's historic buildings and cultural features are the following:

- **Cotton Warehouse** – Native American Arts Museum
- **Ricca Building** – UNM Gallup Downtown Apprenticeship Laboratory
- **Library Block** – reuse historic residences for program supporting the library
- **Decorative Brick Commercial Buildings** – create a dormitory for UNM Gallup students
- **Former Post Office** – historical museum showcasing New Deal art displayed in McKinley County Courthouse



Arts & Cultural District public art entries/gateways and wayfinding system

There needs to be a stronger sense of entry into the District that should involve signage and public art monumentation. The district edge occurs at 5th St and Rte 66 on the west, and Woodrow Ave. and Rte 66 on the east. A wayfinding system also needs to be developed for the residents and visitors. It enables people to orient themselves in a physical space and navigate from place to place. In an urban context, it refers to both the built and natural environment and contributes to making a downtown more "legible". Wayfinding is more than signs- it includes names, maps, and elements such as kiosks, lighting, street furniture and public art.



Mid-block crossing across Rte 66 at the Cultural Center

A mid-block crossing is recommended in front of the Cultural Center to strengthen the connection between the A&C district and the Center. This will also create a stronger sense of entry to the Center and attract attention to the visitor to stop at the Center. The mid-block crossing could have a small median to serve as a pedestrian refuge and utilize color and public art. The sidewalks connecting the Cultural Center and Visitor Center on the north side of Rte 66 also need to be widened.



Chapter 9

Conclusion

As the community is well aware, there is an abundance of cultural assets which Gallup has the possibility of coordinating through the Arts & Cultural District State Authorization, to create a much stronger "destinational" brand for cultural and heritage tourism. The municipality has committed itself to be part of the partnership. The County and Council of Governments are engaged. With the re-emergence of both an Arts Council and a MainStreet program and the financing tool adopted several years ago through a BID, most of the key critical structural elements are in place.

More importantly, key allies such as public institutions, private sector non-profits, economic development, and business entities are committed to developing a collaborative process. There is an engaged artist community that should be directly involved in the planning ahead, especially the development of the A&CD Cultural Economic Development Plan for the District.

The Arts & Cultural District program was established to help the participants build a common vision across their individual missions to which each can contribute. This is now an important time as the Coordinating Council is developed, relationships and ties strengthened and first stages of implementation from the Resource Team report are identified and acted upon.

While structural process and the development of the Gallup A&CD Coordinating Council evolves into stronger partnerships, it is important to remember that this is an endeavor to strengthen the creative economy within the District. Creative solutions and creativity in every day interactions will set the tone in how successful the Gallup A&CD Coordinating Council is in building the cultural economy, supporting creative industry development, enlivening the cultural institutions that serve the community and visitors alike, and enhancing the work of cultural enterprises, artists and artisans.

It's an exciting time for Gallup as you embark on this creative journey. And as long as you remain dedicated to your common goals you will have the inter-agency State Arts & Cultural District Council members as partners in your work.

Rich Williams, *State Coordinator*
New Mexico Arts & Cultural Districts



APPENDIX A

LIST OF DESIGNATED HISTORIC RESOURCES IN GALLUP

SR/NR #	Name of Resource	Type	State Register	National Register	Address
491	Cotton, C. N., House (REMOVED SR & NR)	Building(s)	25-Feb-77		406 W. Aztec
537	Harrison House	Building(s)	09-Dec-77		202 E. Hill St.
1179	Cotton, C. N. Warehouse	Building(s)	20-Sep-85	14-Jan-88	101 N. Third St.
1180	Rex Hotel	Building(s)	20-Sep-85	14-Jan-88	300 W. 66 Ave.
1181	Palace Hotel - Gallup	Building(s)	20-Sep-85	16-May-88	236 W. 66 Ave.
1182	Drake Hotel	Building(s)	20-Sep-85	14-Jan-88	216 E. 66 Ave.
1183	Atchison, Topeka & Santa Fe Railway Depot (Gallup)	Building(s)	20-Sep-85		201 E. 66 Ave.
1184	Grand Hotel (Ricca's Mercantile)	Building(s)	20-Sep-85	16-May-88	306 W. Coal Ave.
1185	Harvey Hotel	Building(s)	20-Sep-85	16-May-88	408 W. Coal Ave.
1186	White Cafe	Building(s)	20-Sep-85	14-Jan-88	100 W. 66 Ave.
1187	El Morro Theater	Building(s)	20-Sep-85	16-May-88	205-209 W. Coal Ave.
1188	Lebanon Lodge #22	Building(s)	20-Sep-85	14-Feb-89	106 W. Aztec Ave.
1189	US Post Office (Old) (Clay Feltz Agency)	Building(s)	20-Sep-85	25-May-88	201 South First St.
1190	El Rancho Hotel	Building(s)	20-Sep-85	14-Jan-88	1000 E. 66 Ave.
1191	McKinley County Courthouse	Building(s)	20-Sep-85	15-Feb-89	205-209 W. Hill St.
1376	Mentmore Meadows Archeological Site	Site	15-May-87		I-40
1580	Log Cabin Motel (REMOVED SR & NR)	Building	17-Sep-93	22-Nov-93	1010 W. 66 Ave.
1592	Peggy's Pueblo	Site	07-Jul-94	16-Aug-94	NM 602
1683	State Maint. Route 66: Iyanbito to Rehobeth	Structure(s)	09-May-97	19-Nov-97	I-40
1685	Redwood Lodge	Building(s)	09-May-97	13-Feb-98	907 E. 66 Ave.
1724	Historic Resources of Downtown Gallup	Building (s)	20-Sep-85	16-May-88	Multiple
1726	Chief Theater	Building(s)	17-Nov-00	16-May-88	228 W. Coal Ave.
1800	LA 125774 Checkerboard Land Exchange (L-Bar)	Site	16-Feb-01		Cibola National Forest
1811	Neon signs Along Route 66 in NM		05-Apr-02	17-Feb-03	Route 66
1997	John A and Dorothy Brentari House	Building	13-Dec-13		401 East Logan and 607 S. Woodrow Dr.



APPENDIX B

GALLUP SOCIAL NETWORK ANALYSIS: COMMUNITY PROFILE AND ASSESSMENT



Bureau of Business
& Economic Research

Gallup Social Network Analysis Community Profile and Assessment

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Demographic Background and Trends

Gallup is a city in McKinley County, New Mexico near the Four Corners region of the Southwest. The city is located about halfway between Flagstaff, Arizona and Albuquerque, New Mexico. Known for its cultural diversity, it is often referred to as the "Indian Capital of the World." Gallup is home to a significant population of Native Americans from several tribes including Navajo, Hopi, and Zuni.

As seen in **Table 1**, there has been a shift in the demographic makeup of both Gallup and McKinley County over the last several decades. Overall, there has been a trend of urbanization as people moved from the rural regions of McKinley County to the more urban area of Gallup. Since 2000, the County (with the exclusion of Gallup) had a decline in population by 9%, while Gallup saw an increase in population by 7%. While this suggests that a significant number of rural McKinley County residents are relocating to Gallup, an overall decline of 4.4% in the McKinley County population since 2000 indicates that residents are also leaving the County altogether.

This shift can be partly attributed to an increased urbanization of the Native population; there has been a steady decline in the Native population in McKinley County (excluding Gallup) and a steady increase of the Native population in the city of Gallup. From 2000 to 2010, the American Indian population declined by 8.8% in rural McKinley County. Conversely, the American Indian population in the city of Gallup has steadily increased over the years; in 1990 the American Indian population was 30.4%. This increased by 17.7% when the American Indian population reached 33.9% in 2000. By 2010, the American Indian population in Gallup reached 40.4%, increasing by 27.7% since the year 2000. Note that the Native population is neither stagnant nor in decline; however, there has been a significant relocation from the rural McKinley County (decreasing by 4.3% from 2000 to 2010) to the urban Gallup City (increasing by 28% from 2000 to 2010). While it cannot be precisely measured, it would appear that the majority of the Natives leaving the County are young.

The Anglo population has also seen some significant changes over time leaving both the rural areas of McKinley County and the more urban city of Gallup. In 1990, in rural McKinley (excluding Gallup), the White alone population made up 8.2%; this decreased to 6.3% and to 5.2% in the years 2000 and 2010 respectively. Overall, rural McKinley County saw a decline of 25% in the White alone population from the year 2000 to 2010. Gallup has also experienced a decline in the Anglo population with a decrease of 12% from the year 2000 to 2010. Starting with 32.4% of the Gallup population in 1990, the White alone population decreased to 26.9% in 2000 and to 22.1% in 2010.

Table 1. Changes in Race/Ethnicity Populations in Gallup, 1990 to 2010

Race and/or Ethnicity	Gallup 1990		Gallup 2000		Gallup 2010		1990-2000 Change		2000-2010 Change	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Hispanic or Latino (of any race)	6,643	34.7%	6,699	33.1%	6,864	31.7%	56	0.8%	165	2.5%
White alone, not Hispanic	6,215	32.4%	5,436	26.9%	4,783	22.1%	(779) -12.5%		(653) -12.0%	
American Indian and Alaska Native alone, not	5,818	30.4%	6,850	33.9%	8,748	40.4%	1,032	17.7%	1,898	27.7%
Other, not Hispanic	478	2.5%	1,224	6.1%	1,283	5.9%	746	156.1%	59	4.8%
Total Population	19,154		20,209		21,678		1,055	5.5%	1,469	7.3%

Race and/or Ethnicity	McKinley County (Without Gallup)		McKinley County (Without Gallup)		McKinley County (Without Gallup)		1990-2000 Change		2000-2010 Change	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Hispanic or Latino (of any race)	1,121	2.7%	2,577	4.7%	2,609	5.2%	1,456	129.9%	32	1.2%
White alone, not Hispanic	3,399	8.2%	3,466	6.3%	2,601	5.2%	67	2.0%	(865)	-25.0%
American Indian and Alaska Native alone, not	36,882	88.8%	47,892	87.7%	43,654	87.6%	11,000	29.9%	(4,238)	-8.8%
Other, not Hispanic	130	0.3%	654	1.2%	950	1.9%	524	403.1%	296	45.3%
Total Population	41,532		54,589		49,814		13,057	31.4%	(4,775)	-8.7%

Race and/or Ethnicity	McKinley County 1990		McKinley County 2000		McKinley County 2010		1990-2000 Change		2000-2010 Change	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Hispanic or Latino (of any race)	7,764	12.8%	9,276	12.4%	9,473	13.3%	1,512	19.5%	197	2.1%
White alone, not Hispanic	9,614	15.8%	8,902	11.9%	7,384	10.3%	(712)	-7.4%	(1,518)	-17.1%
American Indian and Alaska Native alone, not	42,700	70.4%	54,742	73.2%	52,402	73.3%	12,042	28.2%	(2,340)	-4.3%
Other, not Hispanic	608	1.0%	1,878	2.5%	2,233	3.1%	1,270	208.9%	355	18.9%
Total Population	60,686		74,798		71,492		14,112	23.3%	(3,306)	-4.4%

Social Network Analysis Summary

Art in Gallup is unique, especially in its representativeness of Native culture. However, the arts community identified through our social network analysis is comprised mainly of Anglo and Hispanic individuals. The members of this arts community are involved in arts and culture in several different ways and through a variety of professional and individual capacities. The network among these persons is strong. Yet, there is a sense that the Native population is not present and active in town on daily basis,

perhaps due to the fact that many of these persons live too far out of town. (Note: the town/Native divide seems to be more geographical than social/political/cultural. Also note that this is the perception offered by the Anglos/Hispanic community in town; we spoke to few Natives out of town because those we spoke with didn't know how to contact them, and this seems to confirm the point). The relative distance of Natives gives the traders an important place within the arts community – they are the ones most likely to be in regular contact with the Native artists. This is represented in the Social Network maps.

Some feel that the strong association of Gallup with Native arts can be limiting in terms of commerce for those interested in more contemporary art forms.

Among the Gallup-based arts community there is a sense that the community is lacking financial resources to support the arts or that available resources are inadequately allocated to growing the arts economy and to preserving historical buildings.

Social Network Analysis Methods

In conducting this social network analysis, we began by identifying 48 potential members of the arts and culture community through a general information search. These potential members included jewelry stores, galleries, museums, theatres, dance studios, silver manufacturing companies, traders, libraries, cultural foundations/organizations, art professors, etc. From this list, two research assistants were assigned 7 randomly selected individuals/organizations to call and survey over a span of 4 weeks starting in April, 2014. Due to the attrition of 9 of the initially selected individuals/businesses/organizations (they were either out of business, declined to participate, or were unable to be contacted), both researchers pursued a total of 5 initial contacts. From the initial contacts that were able to participate, a social network was established by asking each participant to mention five people or organizations with whom their interactions were the most frequent and the most important in regards to arts and culture in the

community. Subsequently, the five contacts provided were called and asked to give five other people; these five people were contacted, and so on. Overall, we were able to survey 23 individuals. A total of 42 individuals were mentioned. If an individual was mentioned and did not live in the Gallup area, they were not pursued as a contact. (For example, we did not call a museum in New York City or a school in Colorado.)

Challenges

When participants were willing to answer the survey, they were very helpful in providing contact information. However, we did encounter a few challenges in this analysis. For one, we were unsuccessful in getting a few key members of the network to participate in the survey after several weeks of phone calls and email correspondence. Another limitation was that a few of the participants were unable to mention five people or individuals. It was also difficult to get contact information for a few of the Native artists who were mentioned as contacts. Finally, due to the nature of some of the relationships (i.e., customers), some merchants were reluctant to give out specific names and numbers. As a result, we are aware that this analysis has its limitations and is likely not entirely representative of the arts and culture community in Gallup.

Summary of Survey Responses

Community

1. Gallup is a very small town, and the community is very close.
2. Everyone knows everyone; everyone is very friendly and like-minded. Gallup is a very 'arts-friendly' community.
3. People are interacting with each other very frequently. Several artists in the community talk to each other every day over coffee.

Gallup Art

1. While there is a diversity of arts in Gallup, the commercially viable art market is centered almost entirely on the traditional Native American handcraft industries, such as jewelry and pottery.
2. Art in Gallup is very traditional in several regards. Some Gallup Traders still have strong relationships with surrounding Native American artists.
3. The unique and traditional aspects of art in Gallup are a double-edged sword; there is a very narrow definition of what defines 'Gallup Art'. One individual mentioned that this definition is further reinforced by the traders, who are typically only interested in buying and selling traditional Native American art. Young Native artists, contemporary artists, modern artists, etc., find difficulty in entering the art scene or changing the very narrow definition. Another person mentioned that modern art is not profitable in Gallup. On the other hand, this preservation of what Gallup Art is has created a long, lasting reputation for a very specific art niche.

Community Member Arts Involvement

1. Community members with whom we spoke are completely immersed in arts and culture; they are artists, gallery owners, performers, teachers, community organizers, Gallup Arts Council members, etc.
2. Members of the Gallup arts and culture community seem to be passionate about making Gallup a better place through art and preservation of history and culture. Many of them are very involved in the betterment of their community, they are very committed to their community, and they are hopeful about the New Mexico Arts and Culture District Program.
3. Several people mentioned that they would like the youth to be more involved in the arts community.
4. However, the Native community that produces much of the art is geographically isolated from Gallup-based community, and is poorly integrated within the social networks.

Arts Commerce

1. Gallup has been described by many people as "the engine", "the heart", or "the mecca" for Native American arts. It is the place where Native Arts are made and come from. Nearly everyone mentioned that Gallup is full of artists and art entrepreneurs. Everyone is in the arts business or is an artist. There is a wealth of talent in Gallup.
2. Gallup has a reputation for its jewelry sales. One trader mentioned having customers from Berlin, Tokyo, and NYC and often contributes to exhibits at the Metropolitan Museum in Washington, D.C. Others note that the Gallup Arts Crawl is a huge draw for tourists.
3. Some noted that Santa Fe benefits from Gallup economically (i.e., they sell Gallup art or stock museums with Gallup area artifacts); however, this relationship isn't reciprocal.
4. Geographic isolation seems to be a challenge. Gallery owners and traders sometimes find difficulty in getting people to visit Gallup and buy art. It is difficult to get artists from outside of Gallup to do visiting shows. The isolation in Gallup can be an impediment to artists (particularly Native Artists). Collaboration is much more difficult when artists live up to 75 miles away from each other.
5. By some accounts, the economy is stagnant and seasonal; it's difficult to get visitors in Gallup (particularly during the winter).
6. A few mentioned that Gallup itself has a bad reputation and that this can impede tourism and sales; however, no one was willing to give specifics other than that they felt that the outsider perception of Gallup was inferior to Santa Fe/Main corridor of New Mexico.
7. Several people noted that the community is lacking financial resources to support the arts, or that resources that are available are inadequately allocated to growing the arts economy and historical preservation. It was also mentioned by several members of the community that the current political regime could do more for the arts community. In the past, Gallup arts seems to have had more funding, more political backing, which has seemed to have since faded off.

Social Network Analysis Mapping

A social network analysis map measures and maps the relationships between people, both directionally and numerically. The nodes in the network (in this case, the squares and circles) represent individuals and organizations, while the links show the relationships or the flows between the nodes. These links go two ways. Each link has an arrow pointed from someone interviewed to one of the people they mentioned as being important. If the arrow is two-tailed, it means that they mutually mentioned each other when interviewed.


For this network analysis, the Gallup arts community was mapped in two ways: in-degree and betweenness. In-degree is a simple measure of how many times someone is mentioned. The size of an individual's node is the indicator for this measurement; bigger node equals more mentions. In this case, it is basically a glorified popularity contest. The more descriptive and interesting measure, betweenness, is used to indicate the importance of an individual in linking others in the community (the percentage of all potential relationships for which an individual is along the shortest possible path). Simply stated, betweenness is a useful measure of one's power in connecting others within the network. When comparing the two pictures, this effect is visible as members of the community who don't have many "out-arrows" shrink in the betweenness mapping compared to the in-degree.

It is also worth mentioning that this depiction of the community somewhat undercuts the true picture because there are several members of the community who were mentioned numerous times that we were not able to successfully interview; therefore, they have no "out-arrows" and may be more influential in the community than currently depicted. It is also worth noting that the two main clusters (left and right, respectively) present in the maps are two completely different facets of Gallup arts. The left cluster is almost exclusively comprised of shop owners and local artists. The right cluster is largely community organizers, influential people in the arts community that don't just own an arts and crafts shop. The two clusters are only connected by three individuals. This speaks to the separation of

creative community and that the arts and culture drivers on the community side function somewhat independently of the shop owners.

Key

Shapes:

 Circle: from Gallup

 Square: not from Gallup

Color:

 Yellow: Community Organizer

 Red: Arts Commerce

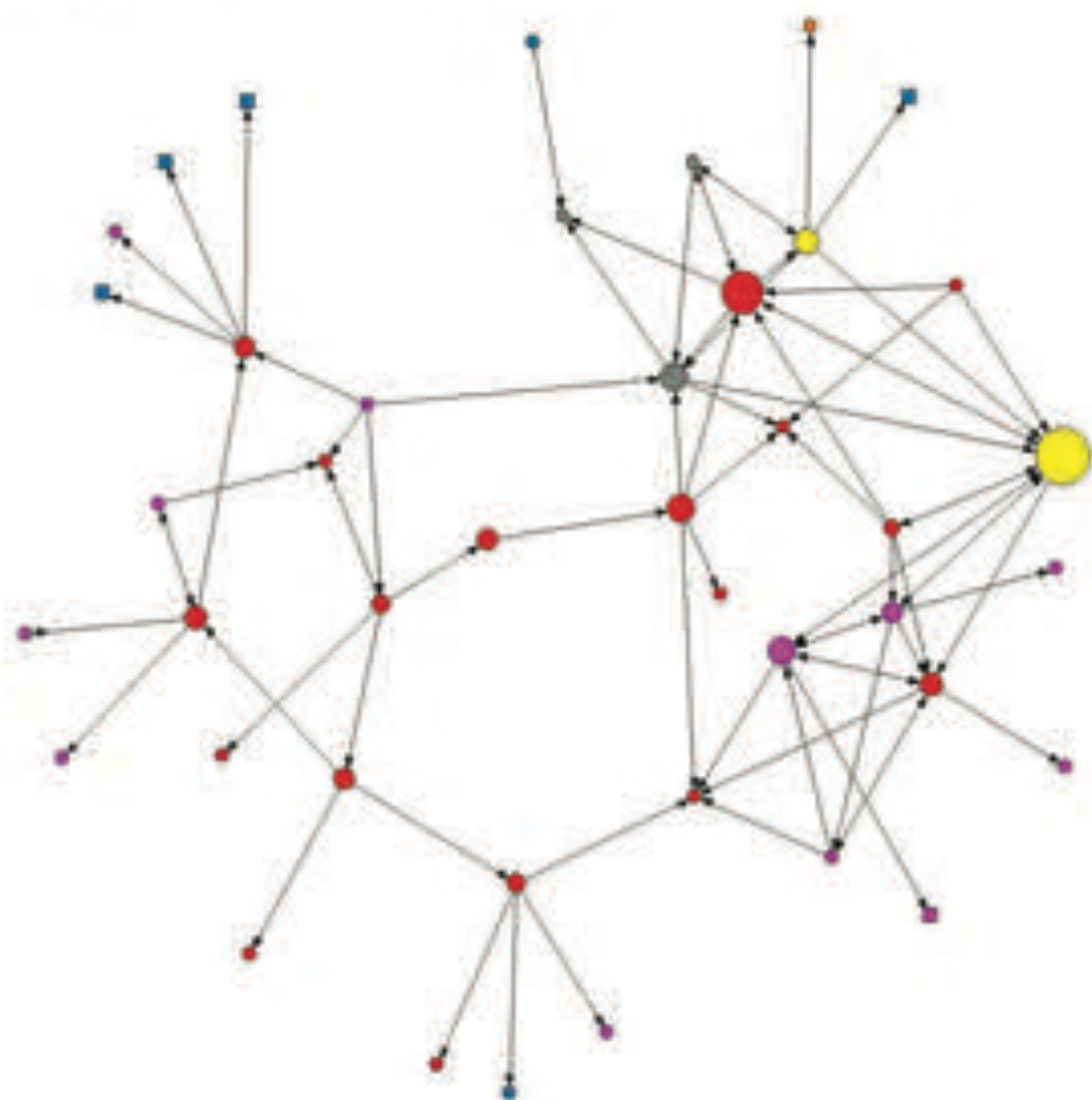
 Pink: Artist

 Blue: Historic Preservation

 Grey: Business Development

 Orange: Funder

Gallup Arts Involvement Location Betweenness



Gallup Arts Involvement Location In-degree



the 1990s, the number of people in the United States who are obese has increased by 100% (Flegal et al. 2002). In the United Kingdom, the prevalence of obesity has increased from 10% in 1980 to 15% in 1997 (Health Survey for England 1997). In the United States, the prevalence of obesity has increased from 15% in 1980 to 23% in 1994 (Flegal et al. 2002).

Obesity is a complex condition, and the aetiology is multifactorial. It is a result of an imbalance between energy intake and energy expenditure. The energy intake is determined by the amount of food and drink consumed, and the energy expenditure is determined by the amount of physical activity. The balance between energy intake and energy expenditure is determined by a number of factors, including genetics, environment, and lifestyle.

Obesity is a major public health problem, and it is associated with a number of health problems, including type 2 diabetes, heart disease, and stroke. It is also associated with a number of psychological problems, including depression and anxiety. Obesity is a complex condition, and the aetiology is multifactorial. It is a result of an imbalance between energy intake and energy expenditure.

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