
TAOS Arts and Cultural District Plan, January, 2012



John Marin, "Canyon of the Hondo, New Mexico," 1930, The Anschutz Collection

Produced for the Town of Taos and Taos Arts and Cultural
District Steering Committee, by Quixote Productions
Las Vegas, NM | Elmo Baca and Ian Sansom

Funded through a grant from the Economic Development
Department's New Mexico MainStreet Program,
Rich Williams, Director

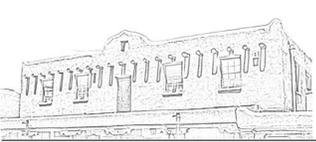
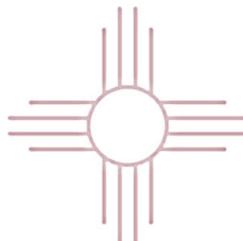
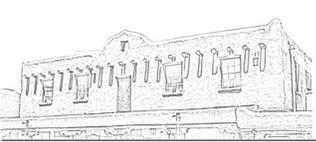


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Executive Summary

The Town of Taos successfully applied for a state Arts and Cultural District program and designation in 2009. The Arts and Cultural District strategy is an innovative economic development concept that emphasizes the quality of a place, including cultural assets, downtown vibrancy, entertainment amenities, and natural environment and attractions to attract talented “knowledge workers” or creative entrepreneurs to live and flourish in a community or region. Creative economic development also employs high technology such as internet capacity, education, and multi-media expression to attract new businesses and jobs.

Because of many factors, including geographic isolation, cultural interactions, iconic personalities, political power struggles, wealth inequality and more, Taos defies standard analysis and descriptions and in fact is a dense, complex, fascinating, and highly nuanced cultural landscape. This plan suggests strategies for “cultural economic development” to enhance a rich context of community and institutional assets.

This plan describes proposed strategies and projects in Physical Infrastructure, Planning and Urban Design, Financing, Marketing and Promotion, Cultural Programming, and Community Outreach. The plan is organized for a three-to-five year time frame beginning in 2012.

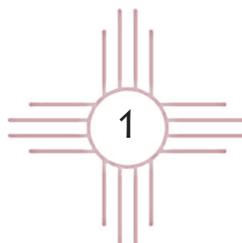
Financing the many projects described will be difficult in a depressed economy, but the Town of Taos, Taos County, state and federal governments can rally behind a unified vision to revitalize the critical downtown district. All governments will need to be proactive and entrepreneurial, pooling resources to attract new private investments. Among the major recommendations of this plan, the potential of a Metropolitan Redevelopment Area and a Business Improvement District are key to long-term investment for economic development and financial sustainability.

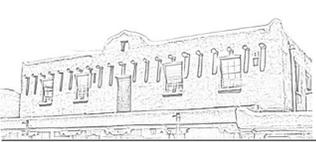
Enhanced organizational capacity is badly needed in Taos to leverage all resources. Consideration of a Main Street program and a Taos Arts Council are critical to support struggling merchants and creative entrepreneurs. In addition, the Town is lacking an effective economic development program to attract base jobs and utilize creative public financing programs for private businesses.

Taos’ incredible networks of creative professionals are a human resource that have and still can produce miracles with some nurturing. Small seed grants for creative projects, enhanced venues for performances, exhibits, and creative expression, “virtual” salons for idea exchange, internet art marketing, and signature art events can stimulate the Taos creative economy.

In turn, global tourism trends favoring “participatory” interaction for visitors will require careful evaluation of the strong Taos tourism industry. Reinvestment of lodgers tax funds in visitor programs, an enhanced Convention Center, and consideration of a County Quality of Life tax increment are worthy of research.

The plaza remains the central focal point and logical place to start for this plan. Modest investments described here can transform the Plaza into a dynamic “three-point” stage venue offering expanded Taos Plaza Live! programs including music, multi-media art, movies, fashion shows, and many other forms of expression and entertainment. The County Courthouse may be transformed easily into an arts and creative center and a true anchor for the Arts and Cultural District. Small incremental projects such as October’s Plaza Curb Appeal community fix-up project can inspire the community and lead to ever greater projects and success.





About Arts and Cultural Districts (ACDs)

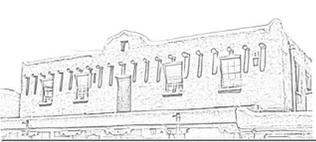
An arts and cultural district is a mixed-use, pedestrian-friendly area of a community in which a high concentration of cultural facilities or activities serves as the anchor of attraction. No two arts districts are alike. Each district reflects the community's unique environment, history, land use and cultural demographics. Arts districts can be found in all types of communities from small and rural to large and urban. They increase tax revenue, profitability of surrounding businesses, and in some cases property values. Arts districts are a catalyst for community revitalization and serve as an incentive for new or relocating businesses.

The social and economic impact of an arts district is measurable. The role arts districts play in providing a vibrant and appealing environment is a major factor in retaining young citizens and their families, attracting a well-educated and creative workforce, and position the community as a cultural tourist destination. Arts districts bring citizens out from their homes and into a vibrant social space to interact and bond with their families and neighbors. The community's young talent is showcased and recognized as part of the cultural landscape. Community arts centers offer opportunities for young people and adults to experience lifelong learning through the arts. The community's ethnic and cultural diversity contributes to the vitality and global profile of the Arts and Cultural District. Music and theatre events, artists' studios and galleries, street fairs and festivals, arts spaces and arts classes; all contribute to high a standard of living for community residents and an appealing attraction for tourists.

As the global and national economies are currently undergoing transformation and restructuring, place-based economic development strategies will become more important to attract and sustain creative entrepreneurs and also preserve a community's identity, authenticity and competitive advantage. Arts and Cultural Districts represent a new comprehensive revitalization strategy that combine the best practices of Main Street and community based arts programs. Leading funders in both public and private sectors have recognized the importance of place-based economic development strategies such as Arts and Cultural Districts by creating major grants programs to support them.



The Runway Vigilantes, Taos, NM



Overview of the community's cultural traditions

History

Taos' rich cultural heritage was developed over a millennia. Human settlement in the Taos valley dates back as far as 12,000 BC, though permanent village life did not arrive until after the adoption of agriculture – c. 200 AD. Pueblos began to appear around 1050. Around 1200 the Athabascan people (pre-cursors to modern Navajos and Apaches) settled the valley, starting from the north and moving east. It is estimated that the distinctive Taos Pueblo was built in 1350, concurrent with the period in which many new residents arrived from recently abandoned nearby Pueblos including Pot Creek. The year 1540 marked the start of an era of Spanish colonization in the region, beginning with the arrival of the captain of Francisco Vazquez de Coronado's artillery – Hernando de Alvarado. Relations between the natives and colonists were strained for nearly a century, until backlash over slavery and attempts by Spanish religious leaders to quash Pueblo rites resulted in the killing of the priest Fray Pedro de Miranda.

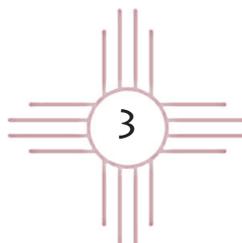
Relations remained strained and in 1680 the area Pueblos rose in revolt, driving the Spanish away from the region until the Re-Conquista by Don Diego De Vargas in 1692. Approximately 70 colonists were killed in Taos during the uprising, and many of the Taos Indians that fled to nearby mountains did not return for many years. Comanche raids of the Taos Pueblo occurred frequently throughout the 1700's, including a massive raid in 1760. By 1796 approximately 63 Spanish families had inhabited the area around the present town of Taos, and formed two distinct communities, one centered around the Taos Plaza, and a satellite community at La Loma Plaza, less than a mile to the west. These communities later became part of the Don Fernando de Taos land grant. In 1846 the United States occupied New Mexico, led by Col. Stephen W. Kearney, and a year later the newly-minted Governor Bent was killed by a group of resistance leaders that involved both nuevomexicano patriots and Taos Pueblo Indians.

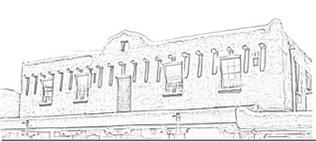
Shortly after New Mexico was inaugurated as the 47th state in 1912, the Taos Society of Artists was established by Oscar Berninghaus, Ernest Blumenschein, E. Irving Couse, Herbert Dunton, Bert Phillips, and Joseph Sharp – ushering in the recent era of Taos as an arts colony. In 1934 the Town of Taos was incorporated and the nearby TSV (Taos Ski Valley) opened in 1956. Over the past half-century the Taos valley has seen a rise to prominence as an enticing tourism destination recognized the world over.

Architectural Traditions

The layout of Taos (and many other towns in the valley) was derived from a mix of Spanish and native town plan customs, with a central gathering area for commerce oriented around the plaza, and housing radiating outwards towards the agricultural fields beyond. Although Taos Plaza does not contain a church any longer, the nearby plaza in Ranchos de Taos (home to the World Heritage church San Francisco de Asis) follows the traditional orientation.

Taos' rich architectural heritage includes Pueblo Revival, Territorial, and Northern New Mexico styles, with thick adobe-walled one or two-story structures, protruding vigas, symmetrical arrangement, a U or L shaped footprint, and wooden carved corbels and details. Taos architecture is often Northern New Mexico vernacular style with territorial details distinct from other locales by their pitched tin roofs and painted (often the "Taos blue") vigas, doors, and window frames.





TAOS Arts and Cultural District Plan

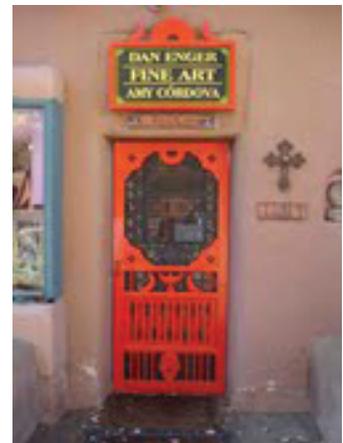
Excellent surviving examples of the Spanish Colonial style brought to the region between the late 1500's and mid 1800's can be found in the valley's mission churches such as San Francisco de Asis in Ranchos de Taos. The Taos Arts and Cultural District contains approximately 70 historic buildings listed as significant or contributing on the National Register of Historic Places - many of which date to between 1932-1934, after a fire on the Plaza burned a number of the original buildings.

Artistry in the Valley

Beginning around the time that the early Pueblo structures were built (c. 1300's), a utilitarian form of artisans emerged in Northern New Mexico in the form of Micaceous pottery – produced by Taos Pueblo using dirt from the nearby Sangre de Christos, and “Black on Black” pottery – produced by the San Ildefonso Pueblo. Many beautiful surviving examples can be found in the Millicent Rogers Museum. The Taos area is known for its “tierra blanca” or micaceous plaster white wash, which sparkles in daylight.



Kit Carson House, ca. 1900



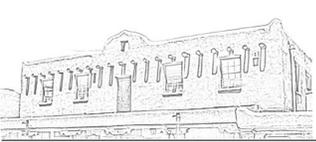
Contemporary Taos Door



Taos Corbel



Martinez Hacienda, ca. 2010



TAOS Arts and Cultural District Plan

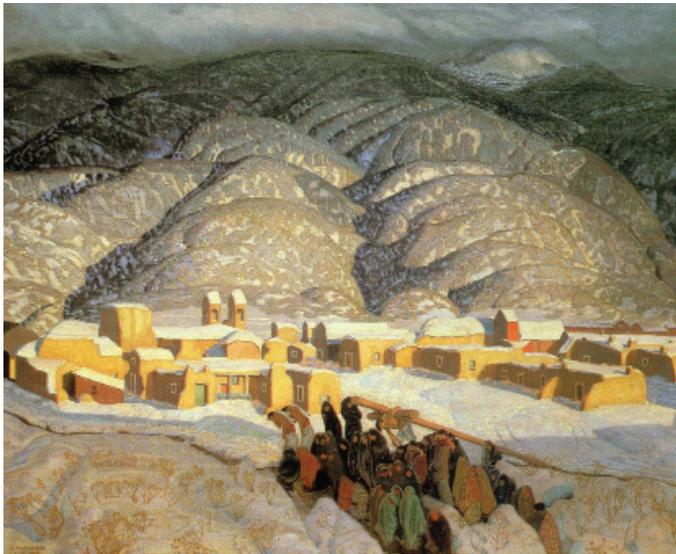
Some 200 years later weaving emerged as the second major art form in the region – typically to create beautiful and functional clothing. Techniques were blended from the nomadic Navajos and Spanish colonists living along the Rio Grande. Portable vertical looms, fixed treadle looms, and wool were used to create unique long and narrow textiles. These weaving traditions are carried on by contemporary artists in small towns throughout the area such as Chimayo.

With the arrival of the Spanish came symbolic religious art forms that included bultos (carved santos made of wood, sometimes painted) and retablos (santos painted on boards). Other religious art made use of cheap, common local materials such as tin. Over time, religious art brought by the Spanish merged with Pueblo art traditions into distinct local art movements that are continued by modern generations of artists.

In 1898, the arrival of prominent east-coast artists Ernest L. Blumenschein and Bert G. Phillips (and their ensuing artist colony) officially placed Taos valley on the international art map – known for colorful paintings depicting local scenes. The first meeting of the Taos Society of Artists in 1915 was composed of just six members, but soon the community grew to include DH Lawrence and Georgia O’Keefe. Another major cluster of artists known as the “moderns” came to Taos in the mid-1900s, and made use of the famous New Mexico light to produce landscape abstractions. Shortly thereafter, an influx of hippies and creative types (sculptors, photographers, muralists) during the late 60’s “summer of love” firmly cemented Taos’ reputation as a mecca for the visual and healing arts.

Cultural Traditions

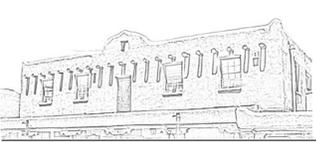
Besides extraordinary architecture and a well-established arts scene, Taos maintains its identity and cultural expression through many annual events, festivals, and fiestas. Some of the more popular events include the Taos Pueblo San Geronimo Feast Day, the Fiestas de Taos, and the Taos Fall Arts Festival.



Ernest L. Blumenschein, “Sangre de Cristos Mountains”



Andrew Dasburg, “Llano Spring 53”



TAOS Arts and Cultural District Plan

A celebration rooted in the Taos Pueblo rituals, the San Geronimo Feast Day begins September 29th of each year with a Catholic Mass in the Pueblo’s San Geronimo Church. The Feast Day includes a traditional foot race, pole climb and dances as well as a large arts and crafts fair.

The annual Fiestas de Taos (also known as las Fiestas de don Fernando de Taos, las Fiestas de Santiago y Santana and las Fiestas de la Gente) play a major role in preserving a romantic and idealized hispanic heritage of Taos and remain very important to the local community. The Fiestas celebrate the Feast of St. James and St. Anne, and allow two days (also in late July) for residents to put aside work in the spirit of the holy days. Traditional dancers, choirs, bands, folklore artists, and various other performers and entertainers are part of the all-inclusive events. The cultural traditions of the Fiestas are unique to Taos and are passed down from generation to generation.

The Taos Fall Arts Festival dates back more than thirty years and is comprised of two major arts shows – *Taos Open* and *Taos Invites Taos*. Along with the arts and crafts fair, concerts and gallery/museum openings take place during the event. Of course, in addition to the Pow Wow, Fiestas, and Arts Festival are numerous other cultural events - from the Taos Winter Wine Festival to the Taos Wool Festival - that celebrate the region’s unique sense of place and that bring together both locals and tourists.



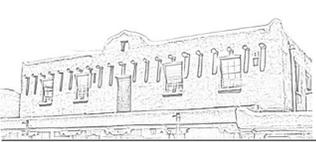
Erin Currier, Painting of Taos Fiestas Queens at PARKS Gallery



“The most exciting event that I’ve ever witnessed in Taos were the Taos Fiestas.”

– Vicente Martinez

– TAOS Cuentos



Taos Demographics

As of the 2010 Census, the population for the town of Taos is 5,716 - a growth rate of 17.8% since 2000. Taos is a fast-growing outlier in northern New Mexico, a region where most towns have seen very little population growth or have lost population in recent decades. As such, there is a strong need for careful planning and town design strategies that allow Taos to grow in a manner that retains its high quality of life and build upon the existing cultural fabric.

Taos also is home to a mixed population - about half the population is hispanic, 40% is white, and 5% native american. (Census, 2010) In contrast to state and national trends, the proportion of hispanic Taosenos has declined since 1990, while the proportion of white non-hispanics has risen rapidly. The native american population has held relatively steady since the 1970's. (U.S. Census)

Poverty rates continue to be high both in the Town of Taos and Taos County. The housing vacancy rate is about 19.5% - comparatively high due to the large number of second homes in the Taos Valley. The median household income in Taos has risen over the years, but is still relatively low as of 2009 (\$35,000). Median age in Taos is also rising - it currently stands at about 41, which is significantly higher than the median age in the US - 37. (Census, 2010)

The high median age in Taos reflects both a rising retirement class and the economic reality that few jobs exist for high school and college graduates, suggesting a need for both economic diversity as well as cultural amenities that attract and retain young people.

Taos Demographic Profile

Town of Taos:

Population: 5,716
Growth % 2000-2010: 17.8%
Percent housing units occupied: 80.5%

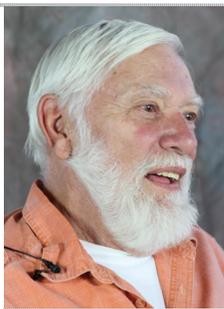
Racial Breakdown:

Hispanic: 52%
White: 40%
Native American: 5%
Multiracial: 2%
Asian: 1%

Household Characteristics:

Median Household Income (2009): \$35,000
Median Age: 41

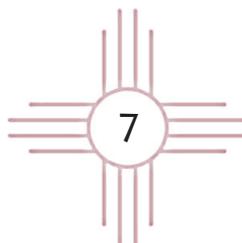
Source: 2010 Census

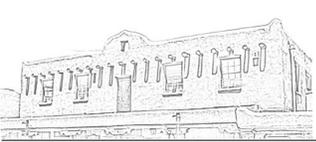


“No matter how many people move here and how many houses are built, I still get that special feeling from Taos.”

- Jim Wagner

- TAOS Cuentos





Summary of Economic Data

A recent street survey of the Taos ACD Phase I Focus area (see next page for ACD Phase I boundaries) suggests a high proportion (around 50%) of arts & culture related businesses, defined as; for-profit and non-profit galleries, museums, arts centers, education centers, and businesses pertaining to the creative class. Defined by Richard Florida, the creative class is divided into two groups – the Super-Creative Core and Creative Professionals. While the Taos ACD is certainly well-represented by the “Super-Creative Core”- those fully engaged in creativity for commercialism/consumerism (particularly visual artists) – there are few “Creative Professionals” based in the ACD – though education sectors and knowledge based businesses can be found.

The largest employers in the ACD Phase I (based anecdotally on a street survey in June, 2011) showcase the diverse mix of sectors in the small ACD Phase I boundary, including the Town of Taos, the Historic Taos Inn, UNM – Taos, and many restaurants such as Graham’s and The Gorge Bar and Grill. These ten largest ACD employers account for more than 535 jobs. In addition to more than 200 small businesses, a couple of theaters, schools and foundations, four museums, and a handful of “informal” businesses call the ACD home.

While the percentage of vacancies in the Phase I Focus Area was relatively low as of June, 2011, the number of vacancies is perceived to be rising rapidly and is thought to have risen by January, 2012.

Taos ACD Economics

(as of June, 2011) -Survey Conducted in ACD Phase I (Focus Area)

ACD Phase I Total Businesses: 207

- Informal (food carts, vendors): 4
- Arts and Culture Related Businesses: 91 (44%)
- Arts and Cultural Establishments (theaters, museums, etc): 11

ACD Phase I Vacancies: 27 (12%)

- Formerly Arts and Culture Related, now vacant: 11

Hotel Rooms (+ guest house, B&Bs) in ACD: 122

- Total Hotel Beds in ACD: 155

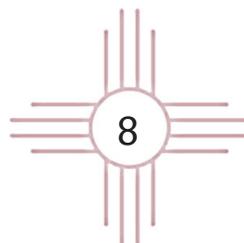
Largest Employers in ACD Phase I:

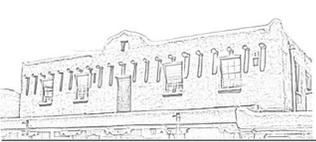
- Alley Cantina
- Antonio’s Restaurant
- Gorge Bar and Grill
- Graham’s Grille
- La Fonda de Taos Hotel
- Taos Convention Services
- Taos Elementary School
- Taos Inn
- Taos Town Hall
- UNM Taos

“Build it, and they will come. We have to build something new to attract new people.”

-Jaap Vanderplas

-TAOS Cuentos





Taos Arts and Cultural District Boundary Map and Description

Purpose

New Mexico's Arts and Cultural District statute (2007) allows districts up to one square mile in size. Enactment of the Taos Arts and Cultural District boundary by the Town Council enables the qualification of registered historic properties located within the designated district boundary to earn enhanced state tax credits for qualified rehabilitations of buildings, sites and properties. Within a designated and locally enacted Arts and Cultural District, historic properties listed on the State Register of Cultural Properties may earn up to \$50,000 and/or 50% of qualified rehabilitation work in tax credits. Project must be reviewed in advance by the State Cultural Properties Review Committee to be approved.

The Taos Downtown Historic District and the La Loma Historic District boundaries are combined into one larger district (with some exceptions and additions) to create the proposed Phase I of the Taos Arts and Cultural District. This proposal substantially conforms to a recommendation made in the New Mexico Arts and Cultural District Resource Team report for Taos completed in January 2010.

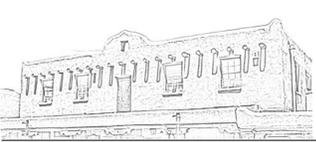
Phase I (Focus Area) Boundary Design, Description, and Intent

The proposed Taos Arts and Culture District includes a "Phase I" focus area surrounding the plaza. The focus area is a compact, walkable district that contains many of the community's historic, architectural and cultural assets. This area has been mapped extensively to identify the many cultural nodes, institutions, unique districts, and amenities of this concentrated district (see map descriptions on page 12) and to determine implementation strategies for high-priority actions steps. The focus area also is home to the Town's municipal complex and the historic Taos County Courthouse. The area within the Phase I boundaries will be the focus of ACD resources, technical assistance, incentives, services, and general improvements over the next 3 to 5 years.

The initial Phase I focus area is outlined in light blue with a red border in the boundaries map (see map on page 10). The Phase One boundaries were formed through early discussions amongst Taos stakeholders, community members, and the NM ACD Resource Assessment Team. Revised boundaries were determined by further discussions with Taos ACD Steering Committee members and field surveys.

The specific Phase I boundaries are as follows:

Beginning on the southwestern perimeter, boundary starts at Ranchitos Road and Ojitos Road. Boundary proceeds east along Ojitos Road to Paseo Del Pueblo Sur, then proceeds north a short distance to Quesnel Street. Proceed east on Quesnel Street until the border wraps north and follows Morada Lane on its eastern perimeter. The boundary moves north from Morada Lane to include Kit Carson Park, then moves west along Kit Carson Park's northern boundary to Paseo Del Pueblo Norte. Proceeding west, the northern boundary of the focus area parallels Civic Plaza Drive, but includes some of the civic buildings and UNM-Taos buildings north of Civic Plaza Drive. Boundary proceeds west to Camino De La Placita, before moving north along Camino De La Placita a short distance before proceeding back west to include Town Hall and the Taos Public Library. Follow the boundary west to Valverde Street, then move south along Valverde to Town Hall Drive, proceed east along Town Hall Drive, then follow Manzanares Street southwest to original intersection at Ranchitos Road.



TAOS Arts and Cultural District Plan

The Proposed Phase I Taos Arts and Cultural District Boundary

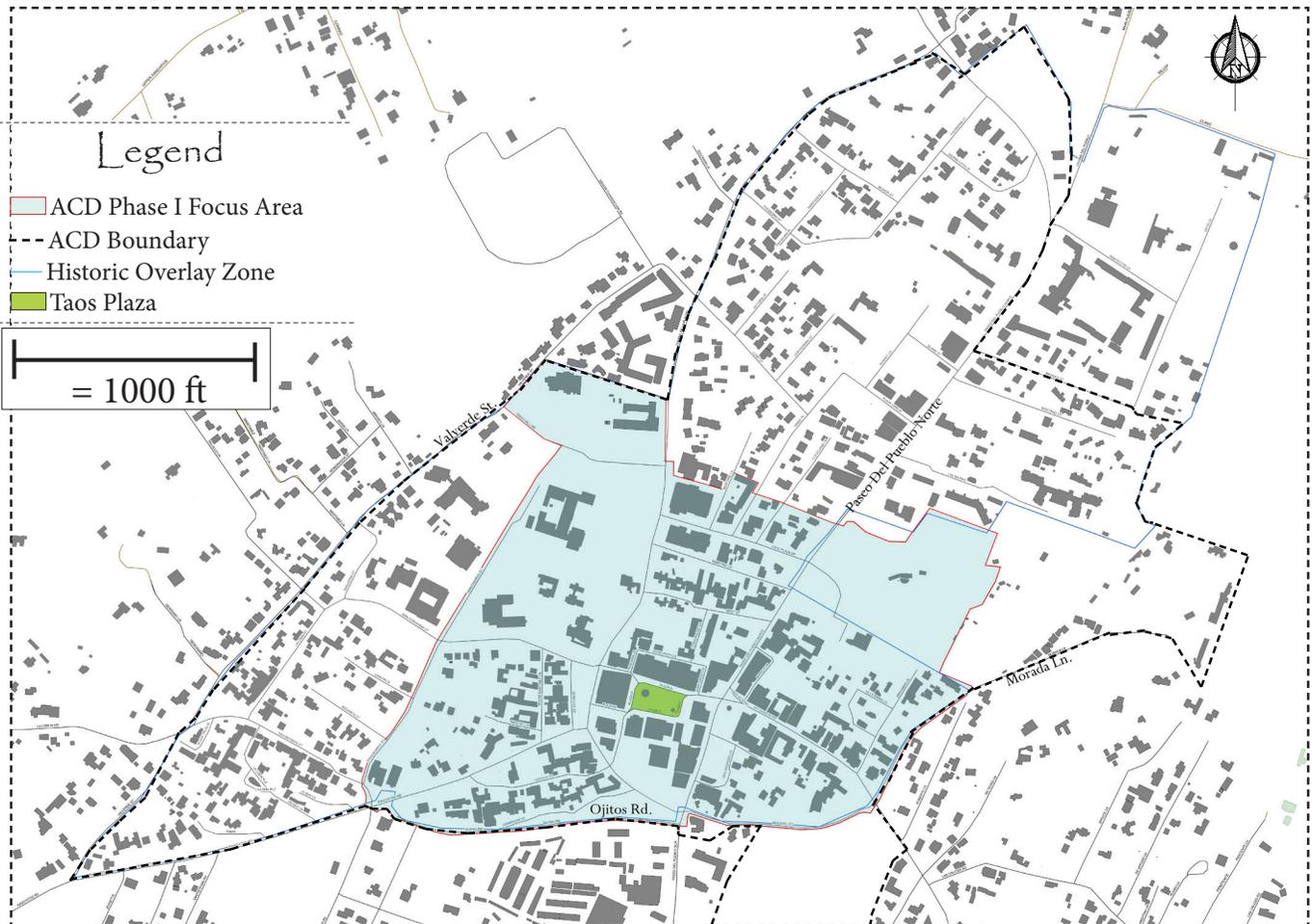
The area outlined in a dotted black line (see Boundaries Map, below, is the proposed Taos Arts and Cultural District boundary. This area would include the Phase 1 focus area, the Taos Downtown Historic District, and the La Loma Plaza Historic District. Some adjustments have been made to adapt proposed ACD boundaries to include significant properties such as the Mabel Dodge Luhan estate and the Couse pasture on the eastern perimeter.

The specific boundaries are as follows:

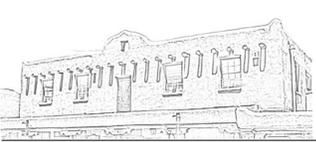
Beginning on the southwestern perimeter, boundary starts at the intersection of Ranchitos Road and Valverde Street. Proceed east on Ranchitos Road to intersection of Ranchitos Road and Ojitos Road. Proceed east on Ojitos Road, wrapping around the Taos Pueblo property (just southwest of the Ojitos and Paseo del Pueblo Sur) to the intersection with Paseo del Pueblo Sur. Proceed southeast, wrapping around the historic Couse pasture property. Continue east along Quesnel to Morada Lane. Follow Morada Lane northeast to its termination at the Mabel Dodge Luhan estate.

TAOS

ACD Boundaries



Prepared for the Town of Taos by Quixote Productions



TAOS Arts and Cultural District Plan

The proposed Taos ACD includes the historic Mabel Dodge Luhan house and former Victor Higgins house on south side of Morada Lane. From Mabel Dodge Luhan house proceed north along town limits and Taos Pueblo reservation boundary paralleling Spider Road until reaching Brooks Street.

Proceed west on Brooks Street to the intersection of Camino del Paseo Pueblo Norte, then proceed north, wrapping around the historic cemetery at Spider Road and HWY 64. Proceed northwest on US HWY 64 to intersection of Rivali lane and Paseo Del Pueblo Norte. Proceed southwest along Camino de la Placita to the alleyway immediately north of Town Hall. Proceed west along alleyway to the intersection of Valverde Street. Proceed southwest along Valverde Street to point of beginning at intersection of Valverde Street with Ranchitos Road.

The proposed Taos ACD boundary must be adopted by the Town Council by ordinance and is subject to public hearings before adoption.

ACD Future Extension Area (see Exhibit A, Appendix)

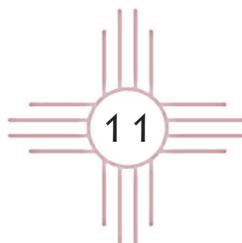
Additional areas that have cultural importance adjacent to the heart of Taos, but are not yet vibrant pedestrian and commercial corridors, have been marked as possible “future ACD extension areas.” These corridors include the Paseo del Norte corridor between Rivali Lane and Hail Creek Road, the area surrounding Montecito Lane on the northeast edge of Taos, and the Kit Carson corridor between Morada Lane and the Monte Sagrado Inn. These areas are outlined in maroon/red in the boundaries map shown in the appendix. However, any proposed expansion of the ACD boundary must be recommended by the state ACD Coordinator (in consultation with the state ACD Council). Final approval must be provided by the New Mexico Arts Commission.

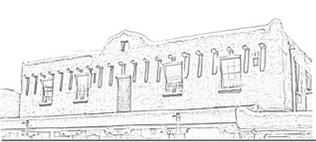
A proposed expansion should also carefully consider the following:

- *Is it easily accessible from the Phase I Focus Area by walking?*
- *Has enough operational funding been secured for Taos ACD to sustain its current operations within the core service area and what new revenues are pledged or being added to the operations of Taos ACD to provide appropriate management and staff time?*
- *Have enough of the priority projects for the core service area within the ACD downtown Master Plan been completed or in the pipeline to expand into a new geographical area?*
- *What new sources of funding have been identified by the municipality and the Taos ACD Steering Committee to support projects and activities in the expansion area?*
- *Are their cultural and arts organizations, institutions, and agencies within the expansion area that should be considered for inclusion on the ACD Steering Committee?*
- *Does the expansion area meet the criteria for the Arts and Cultural District to support cultural entrepreneurs and the creative economy or further the development of Arts and Cultural tourism?*

Taos ACD Nodes

Along with the boundaries of the ACD, additional cultural “nodes” are included as being vital to the efforts of the ACD and area improvement, despite being outside the boundaries of the ACD. These nodes include the Taos Pueblo and the Ranchos De Taos Plaza. Both nodes are mentioned as potential (and complementary) Taos County and Taos Pueblo Art and Cultural Districts for future planning and consideration. Such important cultural assets can be included as an “ACD Compound” or “ACD Institution” by applying directly to the state ACD coordinator.





Taos ACD Mapping Project

Summary

In the summer of 2011, maps of the ACD and Historic District were produced that depict both assets as well as challenges facing the Taos community. Street surveys were taken of total businesses, arts and culture related businesses, vacancies, and tourism infrastructure. Maps were also created of the larger Taos valley area to show boundaries of historic neighborhoods. Results are visually depicted here to create a larger framework of just what makes the Taos ACD special, but also to provide clues as to how improvements might be made.

Map of Vacancies (map A, appendix)

During the street survey, 27 vacant storefront businesses (or 12% of all storefronts) were identified in the ACD, and are highlighted in red in both versions of the map. The Vacancies map shows the relatively even dispersal of vacant storefronts throughout the ACD, with a couple of concentrations – primarily along the Bent Street corridor and along Paseo Del Pueblo Norte. Both of these corridors are nodes of galleries, and many currently vacant storefronts appear to have formerly been galleries. Other arts corridors in the ACD – particularly Ledoux Street and Kit Carson Road – appear to be weathering the depressed economy with relatively few vacancies.

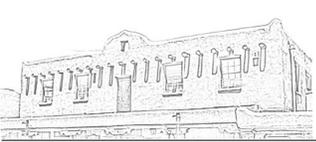
Map of Cultural Assets (map B, appendix)

The Taos ACD includes the boundaries of the Taos Downtown historic district, and thus contains many important and iconic Taos cultural assets. The Cultural Assets map includes the 16 primary historic sites in the district – all of which are numbered by location and are part of an existing historic Taos walking tour brochure. Below the map (but not illustrated in the map due to overlap) the four ACD museums and five ACD churches are noted. In the upper right hand corner of the map, an expanded zoomed-out view of the area shows the ACD boundaries within the larger boundaries of the Historic District. The Taos ACD is certainly an area rich in history, and represents one of the most concentrated and well-preserved such districts in New Mexico.

Map of Artistic Assets (map C, appendix)

The artistic assets map demonstrates the concentration of arts-related businesses into five distinct corridors/nodes. This can be seen through the even distribution of galleries found in the Plaza and Bent Street areas, as well as along the Kit Carson, Ledoux, and Paseo corridors. A total of 70 art galleries are represented here in bright red. The Kit Carson corridor is best represented, with at least 18 galleries.

Also found on this map are two arts centers (in dark blue - the Taos Center for the Arts and Taos Plaza Art Center). The relative dearth of public art in such an artistic town creates an opportunity for public expression in this area in the future. Additionally, while the preponderance of art galleries are part of Taos' identity, the dominance of this form of business in the ACD effectively cuts off the possibility for more local forms of businesses that serve the existing Taos population.



Map of Historic Properties and Districts (map D, appendix)

The two historic districts in Taos - the Taos Downtown Historic District and the La Loma Plaza Historic District - can be found outlined in this map, along with color-coded designations for all contributing historic buildings in the town of Taos (local, state, and federal). As can be seen, while the contributing state and federal historic buildings are concentrated primarily in the two historic districts, a number of buildings along Paseo del Pueblo Norte and elsewhere around the ACD are important locally-designated historic buildings (or are recommended to be locally-designated). This map also shows the boundaries of the ACD (thick dotted line), Phase I Focus area (red line), and the Historic Overlay Zone (blue line).

Coordinating the Cultural Plan with existing Taos plans

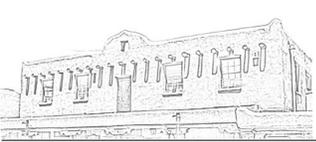
This plan seeks to encompass and coordinate the findings of previous plans that inform the vision for the Arts and Cultural District. Previous Taos plans include the Vision 2020 Taos Master Plan, the Taos Economic Development Report, the ACD Resource Team Assessment, and the DPAC (Design, Planning, and Assistance Center) Report. Some of the key elements and relevant findings from each report are summarized here to provide a basis for a synthesized Cultural Plan.

Vision 2020 Master Plan

Adopted by the Town of Taos in 1999, the comprehensive and long-range Vision 2020 Master Plan includes a list of existing resources, community goals, and implementation strategies in multiple areas including: land use, open space preservation, economic development, community design, infrastructure, housing, and community facilities.

Many of the objectives and policies for economic development stated in the Vision 2020 plan align with ACD goals. Such stated objectives are to:

- Encourage local use of the Plaza and Central Business District by providing incentives for local-serving businesses and services to locate in the area
- Pursue state and federal funds to upgrade and expand public transportation, utilities, and infrastructure
- Develop funding mechanisms as well as local training, education and mentoring programs to get small businesses off the ground
- Provide infrastructure for the central business district and other commercial nodes
- Review state and federal funding sources such as MainStreet funds, enterprise zones, and parking facilities that will provide incentives and improvements to the Plaza area to attract local-serving businesses
- Consider the re-design of the street pattern around Taos Plaza to improve traffic flow, increase pedestrian safety, and create enhanced visual amenity



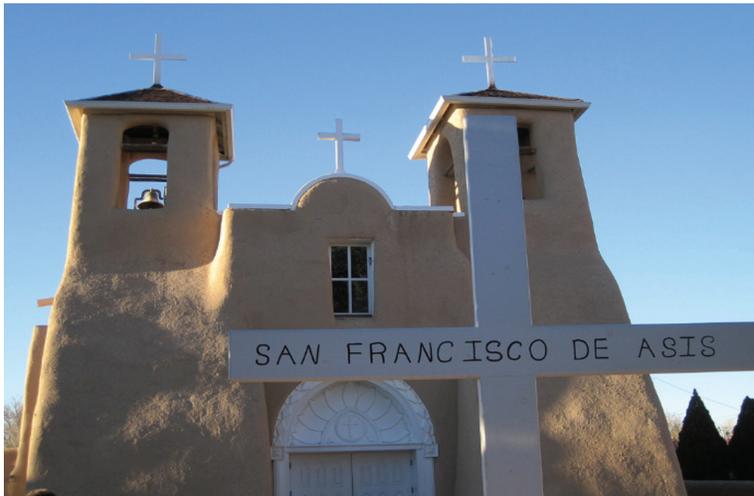
TAOS Arts and Cultural District Plan

- Secure funding sources for economic development projects. Potential funding mechanisms include impact fees, a venture capital fund, a revolving loan fund, linked deposit incentives, peer lending groups for start-up and expansion of small business activities, MainStreet funds, enterprise zone designation, funds for parking facilities to attract local-serving businesses to the Plaza area, and a local option economic development tax
- Preserve the human scale and architectural character of the historic Taos Plaza, other historic plazas, and new developments by regulating design and scale. Every attempt will be made to not falsely represent antiquity in these areas

Taos Community Economic Development Strategic Plan

The Taos Community Economic Development Strategic Plan (TCEDSP) was recently updated (June, 2011) as an ordinance that functions as the economic development element of the Comprehensive Plan. The Town of Taos has approved the ordinance.

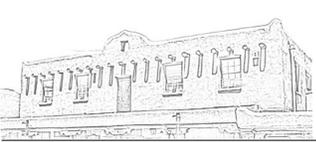
As a means of expanding the Taos creative economy, the TCEDSP identifies the ongoing redevelopment efforts of the ACD as well as successful associated efforts such as Artspace and the reinvigorated Taos Project. The Taos Project is also discussed as a possible means of evolution into a formal Taos MainStreet program, which would be well positioned to serve the broad needs of the ACD via increased state assistance and access to capital funds. The TCEDSP also offers a series of policy recommendations, many of which echo the efforts of the ACD in stabilizing and expanding Taos' status as a renowned artist colony.



San Francisco de Asis Church, Ranchos de Taos



Taos Plaza c. 1930



ACD Resource Team Assessment

In the fall of 2009, thirteen team members under the leadership of New Mexico MainStreet held a four-day meeting in Taos to assess the “community’s strongest arts and cultural assets, its most promising potentials, most immediate weaknesses and leading issues requiring long term solutions.” (pg. 13) The group worked with the community to draw out the ACD boundaries with an emphasis on walkable and contiguous historic areas. This resource team was also split into four groups that each assessed a different subject area. The four areas are:

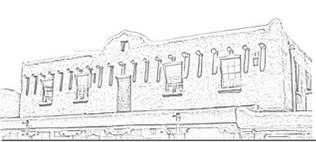
- Cultural planning
- Marketing and promotion
- Physical planning and design
- Capacity building and finance

Within each subject area, a number of objectives and strategies were emphasized that could feasibly be developed and realized within a time frame of two years. Under each of the four above action groups, short term and long term strategies were formed as next steps for the Arts and Cultural District. This Cultural Plan is the result of a “Next Steps” action item from the resource team assessment. Some of the other common (Next Steps) themes and visions that arose inform the strategies and goals in the Cultural Plan. These include:

- Creation of an ACD steering committee (**accomplished**)
- Development of a long-term, sustainable funding strategy for the ACD (**included here**)
- Coordination of a major annual event as part of the ACD mission (**in planning**)
- Community-wide dialogue on the subject of arts education and nurturing community talent (**in planning**)
- Making use of Taos’ CLG (Certified Local Government) status to facilitate historic preservation education and programs (**on-going**)
- Determination of potential opportunities for financial support, such as the Lodger’s Tax (**on-going**)
- A tourist information facility, or kiosk, on the Taos Plaza (**accomplished**)

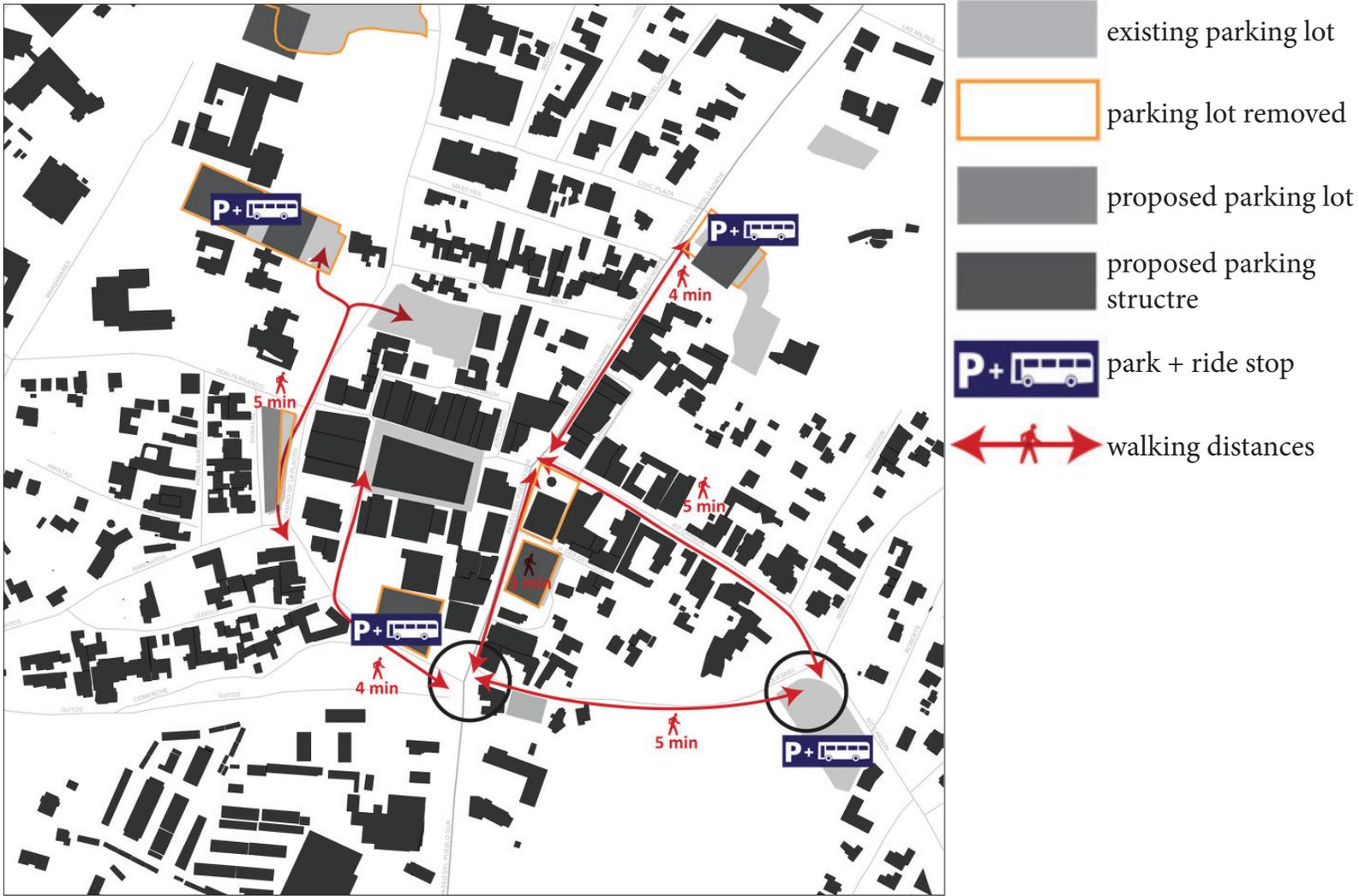
DPAC (Design and Planning Assistance Center) Report

As part of the University of New Mexico’s School of Architecture and Planning, the DPAC studio enables graduate students and professors to assist New Mexico communities in identifying planning and design issues and articulating a redevelopment vision. In the spring of 2010, the DPAC studio was tasked with developing plans for the Town of Taos. As a result of exploration and community feedback, students, faculty, and community members generated a number of design solutions that incorporate streetscape/landscape updates, architectural renderings, and public space enhancements. These designs were organized under the primary ACD “zones” established during a three-day charrette and aimed to improve traffic circulation, legibility, programming, and amenities.

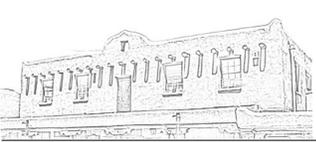


TAOS Arts and Cultural District Plan

Some of the highlights & visuals from the DPAC report:



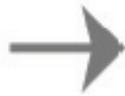
Parking and Pedestrian Circulation



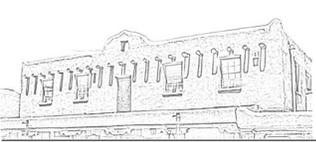
TAOS Arts and Cultural District Plan



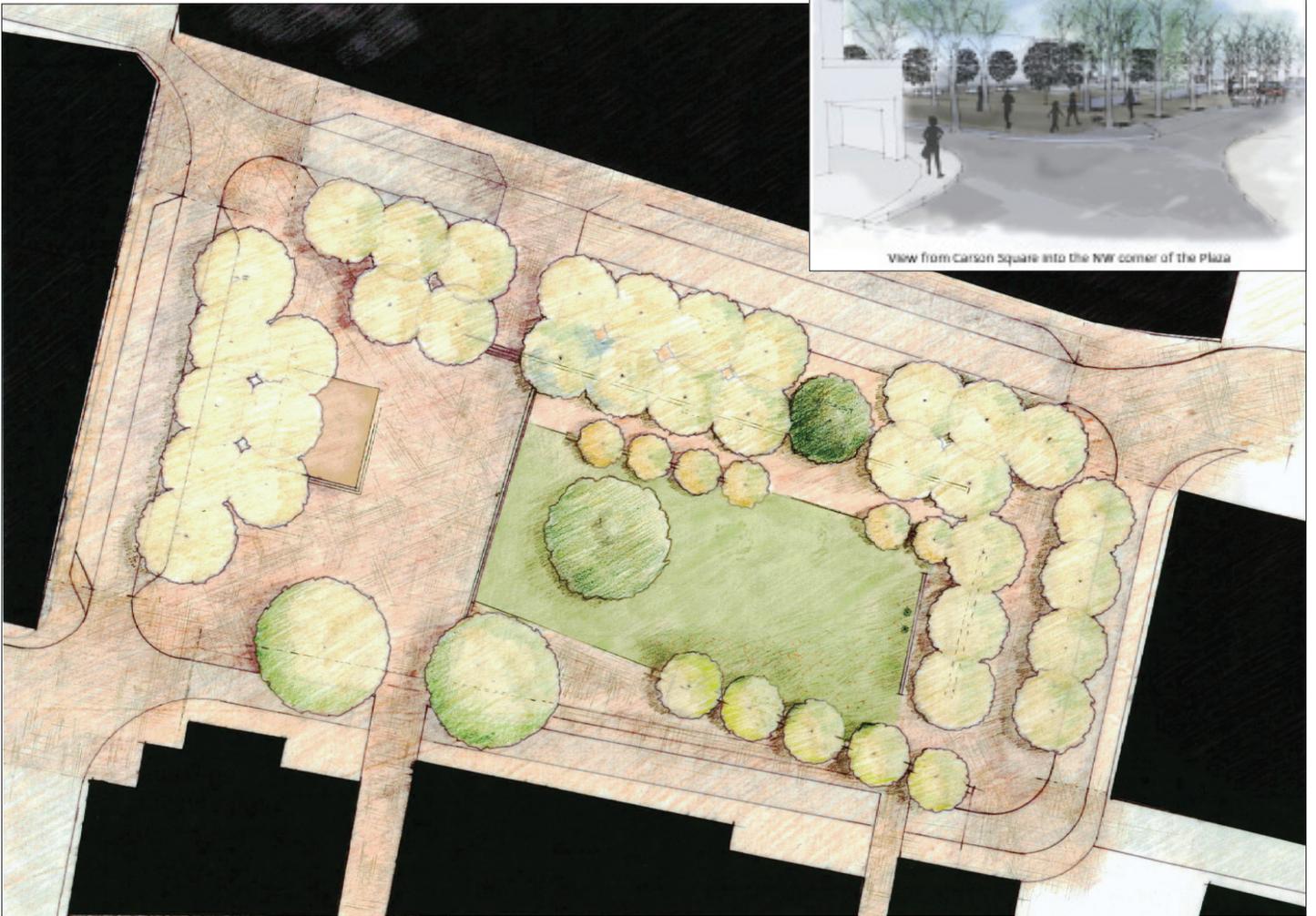
Restoration and Connection (DPAC concept plans for Ledoux and Quesnel)



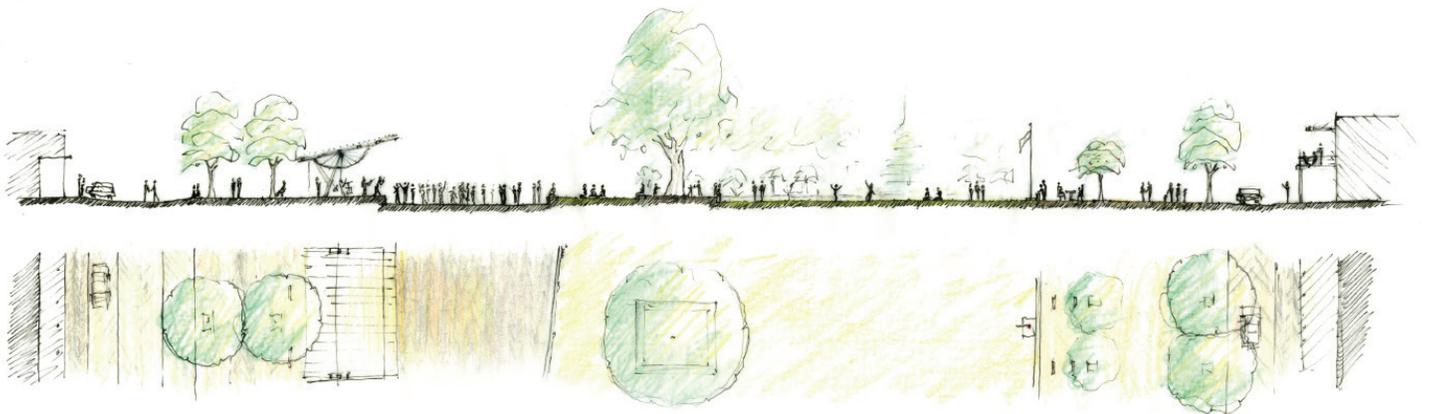
Alley Cafe Proposal



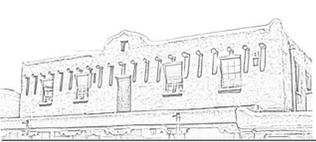
TAOS Arts and Cultural District Plan



View from Carson Square into the NW corner of the Plaza



Plaza Redesign Concept Renderings



Organizational Development and Sustainability

Overview

The Steering Committee of the Taos Arts and Cultural District was organized after the Town of Taos was notified of its successful application for a state designated district in August 2009. The Town of Taos agreed to fund a Coordinator for the ACD for two years as required by its Memorandum of Understanding (MOU) with the Economic Development Department.

Former Community Development Director Matt Spriggs was selected as the Chairman of the Steering Committee and downtown merchant Cindy Spray was hired as the ACD Coordinator. Prominent ACD committee members were recruited from leading community organizations and institutions, including UNM-Taos, the Harwood Museum, The Taos Chamber of Commerce, Taos Center for the Arts, and other groups.

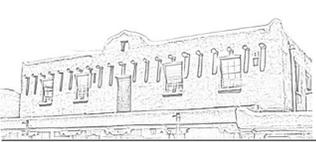
The Taos ACD successfully managed a New Mexico Arts and Cultural District Resource Team visit in November 2009. The resource team visit prepared the community and New Mexico Main Street to successfully apply for a “Your Town” design charrette grant from the National Endowment for the Arts in January 2010. The “Your Town” community design charrette featured a partnership with the University of New Mexico School of Architecture and Planning Design & Planning Assistance Center (DPAC) which was organized in March 2010. Over 50 Taos residents participated in the intensive three-day workshop, and UNM graduate students further developed community design ideas into a substantial design booklet completed in May 2011. Some of the design proposals are illustrated here within the Taos Arts and Cultural District Plan.

Subsequently, the Town was awarded a New Mexico Main Street capital outlay grant to fund this Taos Arts and Cultural District Plan, which was awarded to Quixote Productions of Las Vegas, New Mexico in November 2010. The cultural planning process commenced in January 2011 with an ACD Steering Committee retreat held at the Mabel Dodge Luhan house. At this planning retreat, the organizational capacity and sustainability of the ACD Steering Committee were identified as the major organizational goals.

The Taos ACD Steering Committee successfully applied for Town of Taos general fund support of \$35,000 for its operating budget in June 2011. The financial and organizational sustainability of the Steering Committee remain critical concerns and high priorities of this Taos Arts and Cultural District Plan. Relevant Steering Committee initiatives determined at the 2011 Retreat are briefly summarized here.

Taos ACD Primary Priority Projects (as suggested by Taos ACD Steering Committee members)

- Focus on ACD economic development incentives, funding and grants
- Enhance Taos marketing and funding strategies
- Develop a Special Events program for the ACD



Additional ACD Committee Goals Include:

1) Developing the Taos ACD Steering Committee as an effective and sustainable organization

Goal: To enhance the organizational development of the Taos Arts and Cultural District Steering Committee as an effective and sustainable community organization. To achieve non-profit organizational status and become an effective advocate for the economic development of the ACD.

Action (as articulated by Steering Committee members):

- The Steering Committee may consider recruiting more diversity to its membership to reflect the demographics and cultural traditions in the community
- The Steering Committee needs to expand its membership and committees to undertake the desired projects
- The Steering Committee needs to raise funds and stabilize its operational capacity
- The Steering Committee needs to be an effective advocate with the Town and County to achieve its objectives

2) Establishing a Three Month Action Plan - January - March 2012

Goal: Secure the ACD Steering Committee's base funding

Action: Meet with Town Manager to get ACD contract proposal for ACD Coordinator (project successfully accomplished)

Goal: Establish an Annual Budget for the Steering Committee

Goal: Develop a Public Relations Campaign

Action: Advocacy with Town and County Officials (project successfully accomplished)

Goal: Have the Town to adopt a resolution supporting the ACD

Action: Adoption of Cultural Plan and ACD Ordinance (in progress 1/2012)

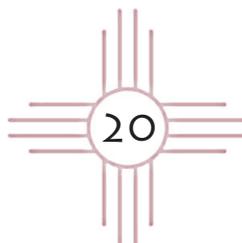
Goal: Place a supportive article in the newspaper

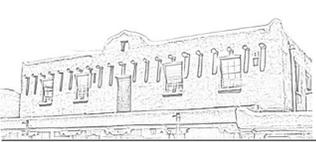
Action: J.R. Logan's series on Taos Plaza and economy published in September and October, 2011

Goal: Expand and Strengthen Organizational Structure and Capacity

Action: Establish the following new committees:

- 1) Executive
- 2) Funding
- 3) Volunteers/Membership
- 4) Physical Development
- 5) Marketing/Communication
- 6) Programs
- 7) Plaza Committee





2011 Retreat Outcomes

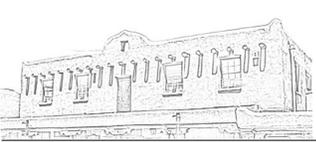
The outcomes of the 2011 Steering Committee retreat were partially successful in achieving organizational sustainability. The major accomplishment of the ACD was the procurement of general fund support from the Town of Taos, but other goals of the retreat remain unrealized. These unrealized goals form the basis of recommendations for organizational sustainability listed below.

The ACD inspired a major public relations project from the Taos News in a five-part column series called “Reviving El Corazón” by J.R. Logan that was published from August 30 through October 7, 2011. The series preceded a major plaza enhancement project called “Town Curb Appeal” sponsored by New Mexico Main Street program with seed funding provided by the Friends of New Mexico Main Street. The two-day event on October 15 and 16 attracted local volunteers for dozens of beautification and enhancement projects on the plaza and historic County Courthouse.

Organizational Development

The following are recommended strategic initiatives to support the Taos ACD Steering Committee’s Organizational and Financial Sustainability (some are mentioned in Board retreat notes and other recommendations appear elsewhere in this report):

- 1) Consider evolving the ACD Steering Committee into a New Mexico Main Street program. The Main Street “Four Point Approach” and organizational structure may prove beneficial to the ACD Steering Committee, along with technical assistance and potential funding support.
- 2) Develop an annual operating budget. A short-term committee or task force could accomplish this between monthly board meetings. (see annual budget example, page 23)
- 3) Create a fundraising plan. Recruiting a fund-raising committee is essential and a plan could be developed within two or three months.
- 4) Develop strong partnerships with the Town of Taos and Taos County. Strong advocacy, proven track record of accomplishment and public service, liaison with the business community, and creative special events can yield sustained public funding support from multiple public funding sources (general funds, lodgers tax, public works, capital outlay, etc.).
- 5) Continually recruit diverse and capable leadership for ACD committees, volunteers and projects.
- 6) Sponsor a community Arts Leadership Institute with assistance from New Mexico Arts.
- 7) Consider the creation of a Taos Arts Commission – Taos lacks policy directives and financing support for its many arts and cultural non-profit organizations. Taos boasts a long legacy of outstanding visual, literary and performing arts organizations, but lacks consistent and dedicated financing to support this substantial “creative



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economy.” Taos may consider creating an Arts Commission or similar board, appointed by the Mayor and Town Council, and given adequate powers, responsibilities, and funding to support arts and creative development in the Taos valley. Taos need only look to Santa Fe for an effective model. The Santa Fe Arts Commission operates on a \$1.5 million annual budget. Among the Santa Fe Arts Commission’s responsibilities are:

- Survey and assess the needs of the arts in the community;
- Evaluate the effectiveness of legislation, policies and programs;
- Encourage the use of local resources for development and support of the arts;
- Receive grants;
- Make grants to local organizations and artists;
- Advise the City on purchasing artworks that will enhance municipal property;
- Recommend allocation of lodgers tax for funding non-profit arts activities;
- Counsel the city regarding other arts-related activities.

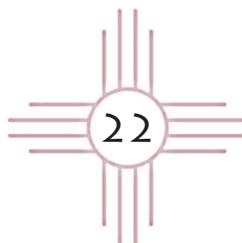
Santa Fe’s Arts Commission is funded from a variety of sources, including Lodgers Tax, Capital Improvement Projects (CIP), and the National Endowment for the Arts (NEA), General Fund, Quality of Life Fund, and miscellaneous grants.

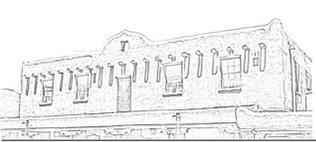
A more modest operating budget may be more appropriate for Taos. Such investment could be an effective economic development stimulus for grass-roots arts and cultural organizations and emerging artists.

“When I came here, all the artists would be at the Taos Inn and you could get a table and listen to the old timers talk and sharing of ideas and I don’t see that today”

-Jim Wagner

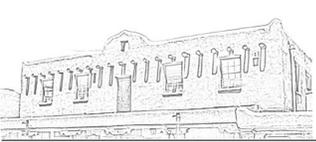
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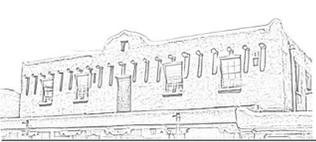
Taos ACD Annual Budget 2012			
EXPENSES	CASH	IN-KIND	TOTAL
Salaries			
Employee Benefits			
Rent			
Supplies			
Travel			
Printing			
Utilities			
Telephone			
Advertising			
Promotion/Special Events			
Equipment			
Fees/Dues			
Computer/Software			
Books/Publications			
Miscellaneous			
TOTAL			
INCOME	CASH	IN-KIND	
Municipal Grants			
Town of Taos			
Town of Taos Lodgers Tax Fund			
Taos County			
Taos County Lodgers Tax Fund			
State Grants			
New Mexico Main Street			
Friends of New Mexico Main Street			
NM Economic Development Dept.			
Memberships			
Individuals			
Businesses			
Institutions			
Earned Income	CASH	IN-KIND	TOTAL
Special Events			
Sponsorships			
Special Projects			
Fees for Services			
Grants			
Taos Area Foundations			
State-based Foundations			
Regional/National Foundations			
Miscellaneous			
Donations			
Fund-raisers			
Internet Sales			
TOTAL			



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Images from Taos Curb Appeal Project, held October 15th and 16th, 2011





Financing and Sustainability Strategies for Economic Development

Economic development funding strategies are organized in four areas:

- Revenue Enhancements (Taxing Authority)
- Self-Assessment Strategies
- Planning Overlays, Tax Incentives, and Grant Programs
- Private Sector Strategies and Operational Sustainability

Revenue Enhancements

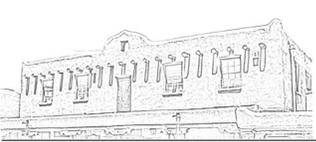
The Quality of Life Gross Receipts Tax Option

Currently under state statute, New Mexico Counties are eligible to enact a County Quality of Life Gross Receipts Tax Option to fund the promotion and expansion of cultural programs at a maximum rate of one-fourth of one percent (0.25%) Counties must enact an ordinance imposing the tax prior to January 1, 2016, in increments of one-sixteenth of one percent (.0625%), and impositions cannot last longer than 10 years.

Having enacted an ordinance imposing the tax prior to January 1, 2016, the governing body may enact subsequent ordinances for succeeding periods of not more than 10 years. No increment of the county quality of life gross receipts tax may be effective until it is approved in an election by the majority of the voters. Counties that impose the county quality of life gross receipts tax must appoint a cultural advisory board to oversee the revenue distribution. The cultural advisory board will establish qualifications for organizations to receive funding, develop guidelines and recommendations for funding levels and establish reporting requirements. Revenue from the county quality of life gross receipts tax is to be dedicated to cultural programs and activities provided by local governments and to non-profit or publicly owned cultural organizations and institutions.

Summary of Revenue Enhancements

- Gross Receipts Tax Increments – The Town of Taos and Taos County have one remaining .25% Gross Receipts Tax Options available. The available GRT Option is a 25% Municipal Quality of Life GRT increment.



Self-Assessment Strategies

Improvement Districts

Downtown and commercial district property owners may work closely with the Town to implement self-assessment programs whereby the property owners may help finance infrastructure improvements and business services.

Two popular self-assessment strategies are Public Improvement Districts (PID) and Business Improvement Districts (BID). In a PID, the property owners within a district (established by the governing body) may vote by a majority to impose annual property tax assessments. The assessments are based upon an agreed upon formula (lot size or street front footage, for example) for the purposes of financing public infrastructure improvements such as water and sewer lines, street and sidewalk improvements, mass transit improvements, parking lots, libraries, parks, recreation and cultural facilities, landscaping, streetscape improvements, public art, and public safety infrastructure. The City may contribute funds, in-kind services, equipment, and other valuable resources to assist the Public Improvement District. Projects are normally financed for a minimum of 10 years.

A Business Improvement District (BID) is also created by the Town Council and must be approved by a majority of the property owners within the district. Revenues are collected annually by the Town and returned to a BID management agency, such as a Main Street program or Downtown development non-profit organization, to support business development and management services such as staffing, maintenance and clean-up programs, hospitality services, public safety campaigns, transportation services (trolleys, bike racks, after hours rides), and other important neighborhood improvement services.

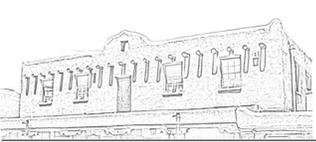
Many major metropolitan downtowns and a growing number of smaller cities are utilizing BIDs as a way to support downtown services as city budgets are declining. In New Mexico, Albuquerque's Downtown Action Team (DAT) is employing a BID for its staffing, hospitality and public safety programs (specifically to service downtown's lively bar and nightclub businesses on weekends). The City of Gallup has created a downtown BID in 2009 supported by seed funding from the State Legislature of a \$150,000 special appropriation in 2008.

Summary of Self-Assessment Strategies

- Public Improvement Districts (PID) assess annual contributions on property owners within a designated PID for public improvement and infrastructure projects.
- Business Improvement Districts (BID) assess annual contributions on property owners within a designated BID for district management, promotions, marketing, safety and hospitality programs.

Planning Overlays, Tax Incentives, and Grant Programs

Through careful analysis and strategic municipal planning programs, the Town may also encourage public/private development projects and investment. Popular and effective "big-city" redevelopment programs such as



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Metropolitan Redevelopment Area (MRA) and Tax Increment Financing have been promoted to smaller towns in New Mexico by the New Mexico MainStreet program after 2005. The City of Las Cruces and Farmington have adopted Metropolitan Redevelopment Areas in 2007 and 2009 respectively, and the City of Las Vegas adopted a Metropolitan Redevelopment Area to complement its downtown historic districts and state designated Arts and Cultural Districts in January 2011.

In contrast to these communities, however, the Town of Taos might face a challenge to meet the “slum and blight” definitions with the Metropolitan Redevelopment Act in relationship to its historic commercial areas surrounding the plaza. The analysis of ‘slum and blighted’ conditions within the Taos Arts and Cultural District, in particular within targeted neighborhoods or sites, is key to the potential of Metropolitan Redevelopment Areas and Tax Increment Financing for future development projects.

A variety of municipal planning tools may be implemented by the Town to encourage new investment. These include; Tax Increment Finance (TIF) Districts, Tax Increment Development (TIDD) Districts, State and National Register Historic Districts, and New Markets Tax Credits.

Metropolitan Redevelopment Area (MRA)

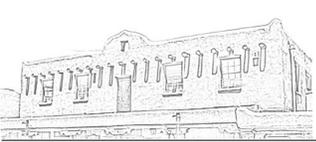
MRAs are established to facilitate public/private development projects in “slum and blighted” neighborhoods. A report is prepared by the governing body to document the distressed economic conditions of the proposed district. A “slum and blight” hearing is held by the Town to present the findings of the “slum and blight” report to the community and solicit public response. An MRA may also be established for a single property site, building or project.

The Town of Taos may develop a Designation Report that identifies economic conditions such as low business activity, vacant and underutilized properties, deteriorating buildings, unsafe conditions and high crime rates within a district or neighborhood to identify the area as appropriate for an MRA. The governing body approves the Designation Report and formally approves the district, neighborhood or site as an MRA.

The Metropolitan Redevelopment Plan identifies priority redevelopment projects that when implemented will help eliminate the distressed economic conditions and promote enhanced opportunity and job creation. These projects are normally joint venture public/private projects that include creative land acquisition and assembly, demolition, zoning regulations, development incentives, contribution of funds and resources and other inducements for the private sector to invest in the distressed area. Typical projects include transportation facilities, commercial buildings, community facilities and housing.

The establishment of an MRA qualifies the district or site for other financing incentives including Tax Increment Financing, revenue bond financing, tax deferrals and tax credits, Community Development Block Grants, and brown-field grants. The advantage of an MRA is that the Town may contribute land, funds, services, equipment and other public resources to a development project in order to induce or attract private developers to participate. Public/private development projects are “packaged” with incentives by the Town and the projects are offered in an RFP process to the private sector.

MRAs are commonly used by municipalities to redevelop difficult sites such as rail yards, waterfronts, derelict factories, vacant lots, “white elephant” buildings, and abandoned shopping centers. Aggressive “packaging” of proposed



MRA projects by the Town typically includes donation of land, property tax abatements, providing of infrastructure, low interest loans, cash investments, bond financing, lease guarantees, and other incentives.

Two spectacular MRA successes in New Mexico include Albuquerque's redevelopment of the historic Albuquerque High School complex into attractive residential housing (now the major anchor of the East Downtown District); and Santa Fe's Rail yard District redevelopment project, which includes a Farmer's Market pavilion, Rail Runner commuter train service, new art galleries, public park, Flying Star restaurant, and future cinema complex. Recent amendments to the state's MRA statute enable municipalities under 50,000 populations to utilize this important tool for downtown revitalization.

Tax Increment Finance Districts (TIF)

TIF districts originated in California in the 1950's as a tool for redevelopment of blighted areas. Essentially a municipality targets the blighted areas for redevelopment projects which will raise the assessed property values within the district. The "increment" rise in property tax revenues is captured by the municipality and reinvested in public projects within the TIF district.

Generally a TIF works through the following steps:

- 1) A geographic area is designated (the TIF district),
- 2) A plan for specific improvements in the TIF is developed,
- 3) Bonds are issued and the proceeds are used to pay for the planned improvements,
- 4) The improvements encourage private development and thus raise property values above where they would have been without the improvements,
- 5) With higher values, property tax revenues rise,
- 6) Property tax revenue from increased assessments over and above the level before the TIF project began (the TIF increment) is used to finance the debt

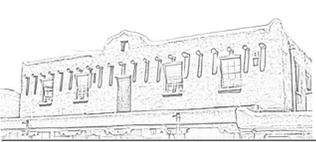
TIF districts have rarely been used in New Mexico for various reasons – the process requires capable planning work and financial strength from the municipality and plenty of cooperation amongst property taxing authorities and also property owners.

Tax Increment Development Districts (TIDDs)

TIDDs are a more recent innovation in New Mexico municipal financing strategies. Similar to a TIF district, a TIDD is a potentially more powerful tool, since it captures increments in gross receipts taxes and also property taxes within a designated district.

The TIDD program has attracted major developers for "Greenfield" or new construction projects in Albuquerque, notably for the Mesa del Sol development on the city's south side and the SunCal Corporation's proposed subdivisions on the West Mesa. In 2009, TIDD projects were proposed for the former Winrock shopping center redevelopment and also downtown Las Cruces. These are the first two "infill" TIDDs developed in New Mexico.

A TIDD is a major financial tool for significant and comprehensive infrastructure programs that a city may not be willing to undertake on its own. Because of the potential financial magnitude of a TIDD, the development and



approval process is substantial. The governing body, a majority of property owners and voters within the proposed district, the New Mexico Board of Finance, and the State Legislature must all approve the TIDD.

The governing body may initiate a Tax Increment Development District by developing a Tax Increment Development District Plan that identifies priority redevelopment projects to be financed through the tax increment financing and bonding programs. The plan also identifies proposed TIDD boundaries, property owners within the designated district, qualified voters or electors, potential revenues, and general goals and purposes of the district.

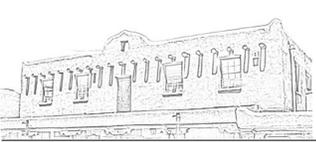
The TIDD may be adopted by city resolution if 100% of the property owners within the designated TIDD petition for its creation or may be approved by a majority vote of qualified electors (property owners) in an election. Clearly more analysis is required for Taos to consider a TIDD, but it may be worthwhile for the Town to consult with Las Cruces city officials and also the state Board of Finance for guidance.

New Markets Tax Credits (NMTC)

The New Markets Tax Credit (NMTC) is the major federal incentive program for private redevelopment projects located within the most economically distressed census tracts nationwide. The NMTC program was established by Congress in 2000 as part of the Community Renewal Tax Relief Act of 2000. The goal of the program is to spur revitalization efforts of low-income and impoverished communities across the United States and Territories.

The NMTC Program provides tax credit incentives to investors for equity investments in certified Community Development Entities, which invest in low-income communities. The credit equals 39% of the investment paid out over seven years and is designed to encourage investments in low-income communities that traditionally have had poor access to debt and equity capital. The NMTC program has proven to be extremely popular with the financial services industry. In the four rounds to date, applicants have requested approximately \$107 billion in credit allocations versus the \$ 2 billion in allocations awarded – almost nine times oversubscribed. New Mexico currently has its own allocation through the New Mexico Finance Authority (NMFA) which makes this program available to New Mexico projects.

New Markets Tax Credits and the Historic Rehabilitation Tax Credit are natural allies as they work well together. The Historic Rehabilitation Tax Credit is a straight 20% credit that can be earned on the cost of rehabilitating designated historic commercial structures listed on the National Register of Historic Places. A New Market Tax Credit is more complex than a Historic Tax Credit. An equity investor (often a bank, but can be a private investor) agrees to invest an amount of equity into designated projects. As part of a leveraged tax credit, which is generally more attractive, equity is coupled with debt. The investor places funds into an intermediary organization (in this case a CDE-Community Development Entity) that makes the investments in qualified projects. The investor takes no ownership, nor do they have any managerial control. And they cannot take money out of the project until after a seven year period. The investor makes money through taking a 39% tax credit over the seven years. A major benefit to the investor is the fact that the credit can be taken on both the equity and the debt, which can dramatically increase the return on equity from the credits. At the end of a seven year period, it is common for the investor to forgive all or a portion of the equity investment. At the end of seven years, whatever remains of the debt, which may be the whole amount, and any un-forgiven equity must be refinanced.



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To qualify as a highly distressed tract (and therefore most desirable for a NMTC investment), the census tract must meet one of the following three higher distress criteria based on the 2010 census; (I) poverty rate greater than 30%, (II) median family income of 60% or less, or (III) unemployment rate at least 1.5 times the national average of 5.8%. The Taos census tract #350559524 - encompassing the northern two-thirds of the town limits and including all of the ACD and the adjacent national register historic districts - qualifies as a highly distressed census tract and is eligible for the New Markets Tax Credit program. The Taos census tract contains 6850 residents (2000 population) with a poverty rate of 25.8%, a median family income of 81.3 % of national average, and an unemployment rate of 11.6%.

The New Markets Tax Credit program is administered in New Mexico by the New Mexico Finance Authority, which has received two allocations of federal tax credits of over \$150 million for development projects statewide. To date the great majority of NMTC projects have been realized within metropolitan areas of over 50,000. A significant challenge for rural communities to leverage NMTC is the minimum project budget threshold of \$3 million. The NMTC program may be an attractive funding component of a major Taos ACD facility such as the proposed ARTSPACE affordable housing project or the Plaza Theater complex.

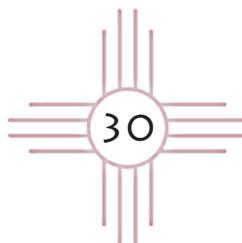
The Certified Local Governments (CLG) Program

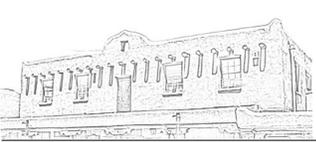
The most readily available grant program available to the Town of Taos and the Taos Arts and Cultural District is the Certified Local Governments (CLG) program for historic preservation programs administered by the state's Historic Preservation Division (HPD). Established by the federal government through the Department of the Interior, the CLG is available only to local governments that have adopted ordinances and design review procedures to protect important historic properties and resources. Architectural and archaeological surveys and also important landscape features such as acequias are documented by the local government. Landmarking and establishment of historic districts are essential to a Certified Local Government designation. The Town of Taos is a CLG in New Mexico along with six other communities, and is therefore eligible each year to apply for historic preservation education and program funds from a restricted fund allocated within the national Historic Preservation Fund and distributed by the Department of the Interior to all states and territories.

The Town of Taos has successfully applied for CLG funds in recent years, averaging over \$15,000 annually. After 2007, CLG grants have assisted the Town to develop its computer based Geographic Information System (GIS) or mapping capacity, develop nominations for rural landscapes to the state and national registers, and survey the town's traditional acequia system. CLG funds are an important component of future ACD and Taos historic district planning and development.

Other grant funding resources for operational assistance may be researched, including the United States Department of Agriculture's (USDA) Rural Development programs. USDA's Rural Business Opportunity Grants (RBOG) and Rural Business Enterprise Grants (RBEG) are worth investigating. For longer term funding of the Steering Committee and District, an analysis should be conducted of the potential of a Business Improvement District (BID) for Taos.

The creation of a new community economic development organization in Taos with the Arts and Cultural District Steering Committee may strain community resources and priorities, especially in a difficult economy. Considering the many non-profit organizations currently operating in the Taos Valley, some planning, dialogue, or perhaps a non-profit organizational "summit" with funders may be useful.





Federal Grants and National Funding Programs

A growing trend in federal grants programs supporting community economic development and also “creative economic development” is targeted towards “place-based” economic development. This strategy recognizes the synergy of downtown and neighborhood revitalization, along with place-based assets such as historic architecture, creative and cultural institutions (libraries, museums, schools), along with the essential human resources of “knowledge workers” to create dynamic places that attract businesses and jobs.

Traditional federal “place-making” programs such as HUD’s essential Community Development Block Grants (CDBG) and housing programs may be utilized to build and rehabilitate essential infrastructure in the ACD. The Economic Development Administration (EDA) has also supported creative projects such as the Yam Theater in Portales. EDA grants may be substantial investments, often at least \$250,000, in a distressed neighborhood or commercial district.

Other federal grant programs, such as transportation enhancements funded by the Federal Highway Administration (FHWA) or rural business and agricultural grants provided by the Rural Development program of the United States Department of Agriculture (USDA) may also enhance the ACD. In particular, the USDA’s popular grant programs of Rural Business Opportunity Grants (RBOG) and Rural Business Enterprise Grants (RBEG) can provide needed seed funding for entrepreneurial projects. The USDA is an attractive source for grants to support expanded farmer’s market activities and value-added retail and food processing activities related to the Taos region’s agricultural industries.

A recent innovation at the National Endowment for the Arts (NEA) supports “place-based” creative development in urban and rural neighborhoods. The ArtPlaces program complements other NEA grant programs such as Art Works, and also “Your Town” design grants to provide a strong framework of arts-based community investments from the NEA.

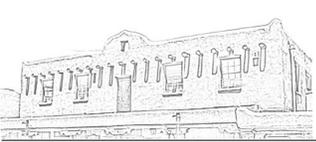
Major private foundations are also implementing attractive “place-based” grants programs. The Kresge Foundation sponsors an Arts and Community Building initiative that is worth researching further for the Taos Arts and Cultural District.

Creative Financing

Currently the primary municipal incentive for Arts and Cultural District financing is the Local Economic Development Act (LEDA). Enacted by the Legislature in the 1990’s as a correction to the state constitution’s “Anti-Donation” clause, LEDA enables municipalities to invest public funds in certain private enterprise development projects. In 2007, the New Mexico Arts and Cultural Districts Act expanded the allowable range of LEDA projects to include state designated Arts and Cultural Districts.

Amendments to LEDA by the Arts and Cultural Districts Act specify potential public support for creative economic enterprise businesses, cultural institutions, and also creative enterprises sponsored by non-profit organizations. LEDA project application and review procedures as specified in state statute, including an appointed economic development commission, adopted economic development plan, business plan and economic impact/benefit analysis, will be required of projects in an Arts and Cultural District.

This is an opportune time for the Town of Taos to review its LEDA policies and procedures and determine potential

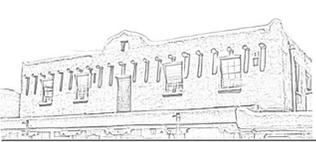


opportunities to provide financial support for development projects in the Arts and Cultural District. While supplemental gross receipts taxing authority in Taos County and the Town of Taos appears to be nearly maximized, the community's leadership has been willing to explore new options such as the Quality of Life Tax and enhanced Lodgers Tax increments as well as enhanced Impact Fees for new developments that could be reinvested in the Arts and Cultural District.

The severe recession of 2008-11 has restructured federal, state and municipal financing policy and funding streams. Local governments will need to be even more resourceful than ever to finance major projects. Traditional "pork" project funding such as the state's capital outlay system appears to be minimized in the near and foreseeable future, with the consequence that community and state leaders are openly discussing taxation policies that were unthinkable a few years ago. With a local economy heavily dependent on tourism and "outside" dollars, Taos has much to gain by reform of local taxation incentives by the State Legislature.

Summary of Planning Overlays, Tax Incentives, and Grant Programs

- Metropolitan Redevelopment Area (MRA) designates a district, project, or site in a distressed economic area for enhanced public/private development opportunities.
- Tax Increment Finance District (TIF) captures rising increments in property taxes due to redevelopment and reinvests these funds in public projects within a designated TIF district.
- A Tax increment Development District (TIDD) captures rising increments in gross receipts taxes and property taxes within a designated district for bond financing and reinvestment in infrastructure projects within the TIDD.
- New Markets Tax Credits (NMTC) are federal tax credits offered to investors and developers of major redevelopment and job creating projects located within economically distressed census tracts.
- State and National Registers of Historic Places sites, buildings and districts identifies and lists historic and cultural properties for protection and rehabilitation. Listing can facilitate eligibility for state and federal tax credit incentives for appropriate rehabilitation projects.
- A number of federal grant programs and private foundations are implementing "place-based" grant programs that fit the focus and goals of the ACD.
- The Local Economic Development Act as well as new potential taxation policies present opportunities for creative financing of ACD enterprises during a tough economy.



Private Sector Strategies and Operational Sustainability

A new and emerging non-profit organization such as the Taos Arts and Cultural District faces substantial barriers to its economic sustainability and must compete in a highly competitive arena. The devastating effects of the current recession on foundation endowments, philanthropists and other traditional funders of arts and cultural organizations is well-known, and the financial viability of community development and arts organizations in the greater Taos area is an important concern.

As noted earlier, the Taos Arts and Cultural District organization fulfills a unique niche in the local economic development and public service network, addressing the functions of both a downtown development group and also a cultural development enterprise. As such, the Taos ACD may leverage traditional funding resources and also innovate new ones. For long-term operational sustainability, the Taos ACD can and should build a balanced budget that attracts both public and private investors. The Taos ACD should also engage traditional strategies of contractual services, earned income, creative enterprise projects, fund-raising and legacy planned giving.

Contractual Services

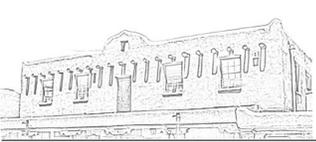
Most downtown revitalization and Main Street organizations are supported by local governments in annual funding grants for specific services and projects. Often these grants offer unrestricted support for staff and offices but can also be issued as contracts detailing downtown district services such as promotional event management, civic improvements including facade squad projects, merchant support and marketing, public relations, food cart and vendor management, clean-up and beautification projects, and municipal project development such as parking lot planning, parks or facility development. Most Main Street organizations in New Mexico have become highly skilled at event development and organization and have also been able to successfully apply for both county and municipal Lodger's Tax funds.

As a county seat, Taos benefits from strong employment support from the county government as well as county services. Taos County owns critical property in the Arts and Cultural District with the historic County Courthouse on the plaza. This plan recommends active cultivation of Taos County as a contractual supporter of the ACD for operational support and services. The underutilized historic County Courthouse is a natural starting point for a strong partnership to emerge and grow. Taos County also collects and manages a lodgers tax fund that may be considered for special and signature event promotion.

Earned Income

As an emerging non-profit in a recessionary economic climate, the Taos Arts and Cultural District organization must embrace an entrepreneurial spirit in order to survive and prosper. One potential strategy to raise operational and program funding is through successful earned income, or making money through performed services for outside entities including governments, institutions, businesses and individuals.

Some examples of earned income include property management and development, such as managing a movie or performing arts theater for a city in exchange for a flat monthly fee or percentage of the box office receipts. Other approaches include grant writing services for various clients. Municipal planning and development services such as providing a downtown parking plan or a business owner survey are other common earned income projects. Earned



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income support may be determined in cash terms or also by in-kind services such as free rent of office space in exchange for property management (of a multi-unit facility).

Ideas for earned income in the Taos Arts and Cultural District could include office space in the historic Taos County Courthouse in exchange for property management and programming, an ACD rental and referral service for vacant commercial buildings, and development of publishing and multi-media projects such as books and videos that could be sold to the public.

Creative Enterprise Projects

For the purposes of this Cultural Plan, Earned Income and Enterprise projects are similar, both designed to earn the organization profit revenues, but the distinction between the two is defined as “arts and culture partnerships.” Earned Income activities tend to be services performed for public and business interests, i.e. property management and planning studies, while Enterprise projects seek to engage local artists, cultural groups and entrepreneurs at a more personal or grass-roots level to develop projects and activities that can create local arts products and culture, contribute to unique sense of place-making, and attract new funders and products.

Grass-roots creative entrepreneurship and cultural production innovation are stimulating many arts and cultural districts nationwide, and are becoming attractive activities for funding support and investors. In New Mexico, Santa Fe is manifesting examples of creative enterprise projects in the Rail yard district such as urban farming, artists and farmers markets, and SITE Santa Fe.

In Taos, recent discussions have illuminated the lack of diversity and innovation in the community’s many art galleries and the need for attraction and exposure for new talents, media, and marketing opportunities. One idea for creative enterprise for the Taos ACD is creating a “virtual gallery” on the internet to market and sell art works by community members. The Taos Virtual Gallery may be incorporated as a feature of the ACD’s website or created as a separate platform. The ACD may profit from a virtual gallery by retaining a commission of works sold.

Other creative enterprises are encouraged and may be identified through on-going dialogue with the Taos creative community.

Taos Non-Profit Organizations in the Arts

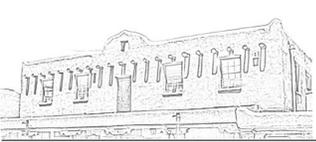
- Artist Resource Guide
- Artists of Taos Pueblo
- Society of the Muse of the Southwest
- Taos Artist Guide
- Taos Artist Organization (TAO)
- Taos Center for the Arts (TCA)
- Taos County Film Commission
- Taos Painters
- Wholly Rags

Taos Foundations

- Helen Wurlitzer Foundation
- Mandelman-Ribak Foundation
- Taos Community Foundation

Youth Development, Volunteerism, and Community Capacity

- Boys and Girls Club of Northern NM
- DreamTree Project
- Habitat for Humanity of Taos
- Rural Youth Corps
- Taos Entrepreneurial Network
- Taos Youth Collaborative
- Thrive Taos



Fund Raising

Many downtown non-profit organizations raise operational support in traditional ways by requesting support from merchants, property owners, institutions, and individuals through memberships or annual pledges of charitable donations. For example Main Street de Las Vegas requests a \$100 membership from district businesses and \$50 from individuals. Local institutions such as banks, credit unions, and utility companies are a good source of sustaining investments, often providing \$2500 or more in annual support. Successful membership campaigns are effective through dedicated work by board members to cultivate investors and donations.

A proven track record of community projects is important as well as solid public relations (recognizing major supporters in ACD publications or at special events). A worthy goal of a membership campaign is to raise between 10% and 20% of the organization's operating budget. In Taos, the potential of significant donations exists because of the recent growth of a large and wealthy retirement community and leisure home owners.

Another viable fund-raising strategy is through special event or "signature" event promotion. The most remarkable and successful example of special event promotional income in New Mexico Main Street history is the Bernalillo Wine Festival, now over 20 years old and annually generates over \$100,000 in income for the community. More recently, Main Street organizations have created popular motorcycle rallies, food and music festivals, quilting shows and harvest fairs to make money. Among the most successful fund raising events now sponsored is the "Mad Hatters Ball" by Main Street de Las Vegas which raised \$8,000 for the organization in 2010.

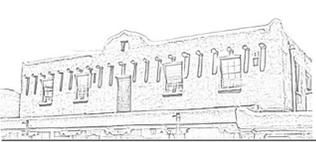
Legacy Planned Giving

Legacy or planned giving is simply a strategy to encourage gifts and donations of money, property or other valuable assets from interested individuals and families to community causes and non-profit organizations. Such gifts may be targeted to support projects of interest to the donor, perhaps the preservation of a building or site, or may support programs such as a soup kitchen for the homeless or arts programs for children.

An important consideration of legacy planned giving for communities is the goal of establishing an endowment of funding to support operations and staffing for a non-profit organization such as the Taos ACD. While this may be a long-term strategy, the potential of success in Taos for such a donation is attractive due to the significant legacy of the creative community and their remarkable track record of giving during the past century.

Many important Taos residents such as Mabel Dodge Luhan, the Harwood family, the Millicent Rogers family, and more recent benefactors including the Healy Foundation have actively supported broad philanthropic goals of education, health care, social services and cultural development in the greater Taos Valley.

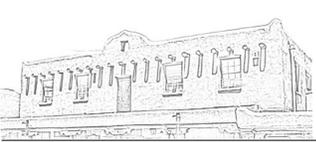
The Taos Valley continues to attract visitors and residents of substantial resources that may be cultivated for a legacy gift to the Arts and Cultural District. Currently the New Mexico Main Street program has commissioned exploratory conceptual work and planning by financial consultant Kayt Peck of Las Vegas and Main Street Program Associate Elmo Baca to outline potential partnerships and opportunities to develop Legacy Planned Giving strategies that may benefit rural New Mexico communities. Preliminary meetings between the New Mexico Community Foundation and New Mexico Main Street are underway to further develop this emerging partnership and program. An excellent example of Legacy Planned Giving in rural New Mexico that is benefitting a Main Street program as well as a state designated ACD can be found in the nearby community of Raton. Largely through the efforts of a



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Largely through the efforts of a community-minded local attorney who has encouraged his clients to establish planned giving bequests, Raton now boasts five community foundations that actively and regularly sponsor downtown programs and cultural development. Recent grants from these foundations have assisted the relocation of the Raton Museum into two historic buildings on Second Avenue, rehabilitation of the Shuler Theater, the purchase of a former downtown department store building and its transformation to the Castillo Performing Arts Center. The Raton community foundations also support arts education and programming in the public schools.

PROJECT FUNDS/INCENTIVES	Financing Tools	
	TAOS ARTS AND CULTURAL DISTRICT	FUNDING SOURCE
Municipal Programs	Description	Funds/Tech Assistance
TIFs and TIDDs	Tax Increment Finance District - use future tax increases on property or GRT taxes from developments to make bond payments to finance city developments that will leverage private investment. Tax Increment Development Districts capture property Taxes and GRT.	Local Govt Div
Industrial Revenue Bonds	Either traditional or "light" - somewhat expensive to set up. These act as tax abatement mechanisms for property tax and GRT on construction for new developments- must have financing in place - usually from private sources to purchase bond	Local Govt sets up
Lodger's tax	Spending for ED and tourism development purposes	Local govt
Local Economic Development Act (LEDA)	GRT increment financing for Economic Development, public financing of private ED projects	Dept of Finance Admin
PIDS, BIDS - assessment districts	Local privately financed area improvements	city- EDD
BID's	Business Improvement District - Businesses are assessed a voluntary tied tax for area development purposes	Local govt div (State)
MRA's	Metropolitan Redevelopment Area - a way to to fund public/private ventures where a public entity can contribute to a private venture	Local Govt/ MainStreet
Municipal Quality of Life Tax	GRT Increment financing of up to .25% to support arts programs and organizations	County
Bond funding	Creative bond financing through public/prvt partnerships & assessment districts	City - NMFA
State of NM ED Programs	Description	Funds/Tech Assistance
JTIP	Job Training Incentive Program - state can pay close to 50% of new employee and trainer salaries for extended period for new hires. Private company applies for through State EDD	EDD
NMFA grants	Grants for community planning	NM Finance Authority
The Loan Fund	Small loans for low-income borrowers	Loan Fund
ACCION	Small loans for low-income borrowers	ACCION
NM Seeds Loan	Small loans for disabled entrepreneurs	NM seeds loans
Community Development Revolving Loan Fund	Low-interest loan administered through EDD to public entity	EDD
REAP	Consortium of agencies that will assist in financial incentive advice and planning	EDD
MainStreet	Grants for downtown planning and development- MainStreet communities	EDD
Arts and Culture Districts	Ability to use community GRT allocation to develop art districts	EDD/ MainStreet
NM Historic Preservation Tax Credits	Provides 50% state tax credits for qualified building rehab; up to \$50,000 in ACDs	NM Historic Pres. Division
NM Partnership	Business recruitment assistance for certified communities	NM Partnership
Northern NM Connect	seed funding and business assistance for tech commercialization Northern NM	Regional Dvlpmnt Corp
New Mexico MEP	New Mexico Manufacturing Extension Partnership - manufacturing set-up and lean tech assistance as well as business plans and feasibility studies	New Mexico MEP
Small Business Development Centers	Business advice and planning assistance - govt procurment assistance	SBDC's
Sandia Small Biz Assistance	Program to fund limited technical research for Small Business	Sandia- New Mexico MEP
Rural Development Response Council	Various planning and development project grants for rural areas	RDRC



TAOS Arts and Cultural District Plan

Financing Tools Cont.

Program Description

Funding Source

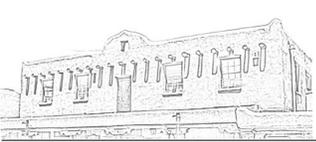
Electric Co-op Loans	Low-interest ED and Business Loans from Rural Electric Cooperatives	Rural Coops
DFA grants	For low income communities - planning	Dept of Finance Admin
MFA grants	Housing funding	Mtge Fin Authority
EDD Tax abatements	Various targeted income and payroll tax abatement programs through EDD for business development	EDD
Business incubator funding	Limited funding for NM Certified business incubators	SBDC
Rural community planning grants	Planning grants for community economic development	Dept of Finance Admin - State
Capital Outlay Funds	For for public spending that can be used for ED projects	State Legislature
Tourism co-op advertising grants	Marketing	Dept of Tourism
TIF	Tribal Infrastructure Funds - grants for tribal ED projects	Indian Affairs Dept
New Mexico Parks	Grant app due in May to fund Trail Development	State Parks Dept

Federal Grants and National Programs

Description

Funds/Tech Assistance

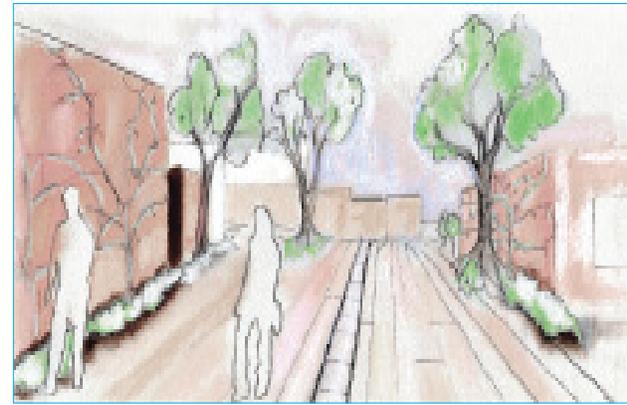
EDA Grant	Economic Development Administration Grant - local govt applies for federal grant that may be used for ED purposes such as infrastructure, industrial park, incubator, etc.	Federal EDA
Community Development Block Grants (CDBG)	Either grants for infrastructure or may be used to extend loans to private entities at discretion of local government at very low interest - can finance up to 25% of fixed assets for a private project.	Local Govt Div, HUD
USDA Rural Development Grants	Grants/loans for rural economic development projects planning & implementation	USDA
ArtPlaces	Grants for community place-making projects to foster creative economy. Grants up to \$250,000	National Endowment for the Arts
Art Works	Supports creative art works to strengthen communities through the arts. Grants \$10K to \$100K	National Endowment for the Arts
Art Spaces	Public /Private real estate development company creating mixed-use live/work projects	www.artspace.org
Challenge America Fast-Track	To support projects that extend reach of arts to underserved populations. Grants up to \$10,000	National Endowment for the Arts
Art and Community Building	Grants to foster the power of arts to recharge and rebuild communities of all sizes in the USA	@ www.kresqe.org
New Market Tax Credit	A vehicle to help make investments more attractive where investors receive tax credit for investing in an economic development project in a qualified low-income area.	NMFA
Historic Preservation Tax Credits	Offers 20% federal tax credits for qualified rehabilitations of registered historic buildings	NM Hist. Pres. Div.
SBA 504 loan	An SBA vehicle that will loan money for fixed assets with very low equity requirement (10%)	Enchantment Land CDC
SBA 8a program	Minority business government procurement assistance	SBA
SBA 7a	Traditional SBA bank loan - the SBA guarantees 80% of loan to bank	Bank
SBIR's	Small business Innovation Research Grants - federal grants from government agencies for tech projects that can be commercialized and benefit government	Govt agencies
CRADA's	Cooperative Research and Development Agreements - commercialization agreements with federal laboratories	LANL
Federal Highway & NM DOT	Roadside improvements	NM DOT/FHWA
Rural Housing & Economic Development	Funding for administrative infrastructure- Housing Development	HUD
Brownfields	Program to fund refurbishment of environmentally damaged sites	EPA
Rural Community Development Initiative	Housing project funding	RDRC



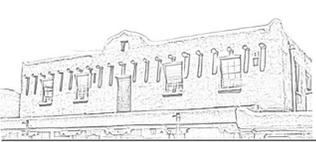
Priority Projects

Physical Infrastructure and Capital Projects:

- 1) ArtSpace housing project
- 2) Plaza performance/programming improvements
- 3) Historic Taos County Courthouse rehabilitation
- 4) Plaza Theater rehabilitation
- 5) McCarthy plaza parking lot (south of plaza)
- 6) Redevelop the Alley east of the Plaza Theater
- 7) Guadalupe Plaza/La Plaza Park Redevelopment
- 8) Acequia Rehabilitation Project
- 9) Enhance Pedestrian Crosswalks (safe routes to school program)
- 10) Improve Wayfinding Signage
- 11) North Gateway Improvements and a Civic District
- 12) Assess Taos Elementary School Site
- 13) Develop the existing Police Station as a Technology and Innovation Center that utilizes the technology offered by the Qwest Switch Station
- 14) Assess private/public partnerships to optimize under-utilized Town-owned properties including Town Hall, Convention Center and UNM-Taos building
- 15) Assess the redevelopment of the Taos Convention Center



DPAC (2010) Rendering,
Ledoux Street Pedestrian Corridor



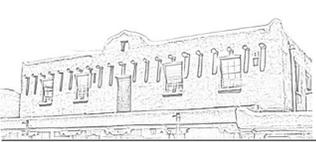
Priority Projects

Planning and Urban Design:

- 1) Research potential of a Metropolitan Redevelopment Area (MRA)
- 2) Research potential of a Tax Increment Finance District (TIF)
- 3) Research potential of a Tax Increment Development District (TIDD)
- 4) Undertake an ACD/downtown parking capacity and management study
- 5) Coordinate ACD maps with maps of Historic Taos Acequias
- 6) Promote historic preservation public education programs, especially doubling of state historic preservation tax credit in ACD
- 7) Promote pedestrian enhancements and improved bike access
- 8) Develop a Public Art Program



Ernest L. Blumenschein w/fish



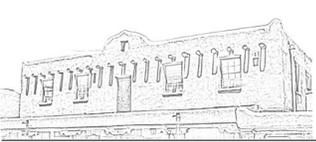
Priority Projects

Financing and Sustainability:

- 1) Develop a Main Street Organization and Affiliation with New Mexico Main Street
- 2) Organize Fund-Raising Committee to Develop:
 - Membership Program
 - Public Sector Investments
 - Earned Income Projects
 - A Legacy Giving Campaign
 - Grant Applications
- 3) Research viability of a Business Improvement District (BID) in ACD with Town of Taos.
- 4) Investigate potential of enacting municipal Quality of Life Gross Receipts Tax option
- 5) Research creative uses of Town and County Lodger's Tax Funds for new cultural programming and signature event development



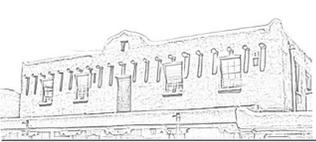
DPAC (2010) Rendering,
Padre Martinez Sculpture Garden



Priority Projects

Branding, Marketing, and Promotion:

- 1) Develop a new Taos arts signature event that can help re-establish Taos as a center and destination for the production, exposure, and sales of traditional and contemporary art
- 2) Investigate potential of computer-based social networking as a marketing strategy for ACD
- 3) Enhance historic walking tours of Taos historic sites and districts
- 4) Assess current offerings and programs in participatory or experiential tourism (aka Creative Tourism)
- 5) Develop a hospitality training program for local hotel and restaurant service providers for service tips and professional enhancement and also knowledge of local attractions
- 6) Create visitor-friendly maps of ACD neighborhoods such as Plaza area, Ledoux Street, Kit Carson Road, Bent Street, etc
- 7) Enhance “Enjoy Taos” merchants campaign (shop local and enjoy local arts)
- 8) Explore potential of kiosk merchants and vendors on the Plaza



Priority Projects

Cultural Programming:

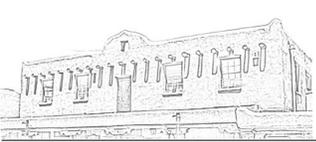
- 1) Develop a small grants program to support local arts production and creative entrepreneurs
- 2) Develop an artists in residency program
- 3) Form a local Arts Council
- 4) Expand Taos Plaza Live! programs to showcase diverse and emerging local artists, such as Runway Vigilantes and Pecha Kucha, and appeal to greater community audiences and participation
- 5) Develop an entrepreneurs and artists forum or “salon” such as Santa Fe’s ArtMIX to exchange ideas, savvy, technology and dialogue
- 6) Engage local school systems and UNM-Taos to assess potential of collaboration
- 7) Sponsor an “Arts Leadership Institute” to engage local arts and cultural leaders and train them in arts leadership, advocacy and stewardship



DPAC (2010) Rendering, TCA Alleyway

Community Outreach:

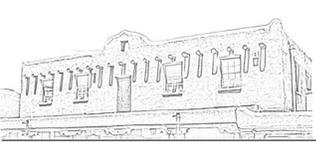
- 1) Consider expansion of ACD's pilot "Cuentos de Taos" project of community interviews and storytelling
- 2) Develop grass-roots, community-based “conversations” or dialogues to exchange ideas and air grievances for healing and inclusion
- 3) Consider a community partnership with Santa Fe and Albuquerque to exchange information, ideas, and programs for cultural economic development



TAOS Arts and Cultural District Plan



DPAC (2010) Rendering, Kit Carson Museum Courtyard



Strategic Implementation Plan

Infrastructure and Capital Projects

1) ArtSpace Housing Project (New Markets Tax Credits)

The Town of Taos, New Mexico seeks funding support for the predevelopment phase of the Taos Artist Lofts Project, a 35-unit affordable live/work project for artists in Taos' historic downtown district. The project is a partnership between the Town and Artspace Projects, the nation's leading nonprofit developer of affordable arts facilities.

Despite its long history as a leading American arts colony, Taos is no longer affordable for many artists – especially the younger artists who represent the town's future as a creative community. For this reason, Taos has embraced creative placemaking as a strategy to retain and sustain the vibrancy of the arts community. Taos is partnering with Artspace to develop an affordable place where artists can live and work. The priority location is a three-acre city-owned site adjacent to the Taos Community Auditorium. A market survey has identified a huge need – 80 units in a town of 5,700 residents.

The predevelopment budget for the Taos Artist Lofts project is \$700,000. The Town and other sources have committed \$300,000; a \$400,000 grant proposal has been submitted to the National Endowment for the Arts' ArtPlace grant program in November 2011 that will enable the project to move forward in a timely fashion. The Town's goal is to break ground in 2013.

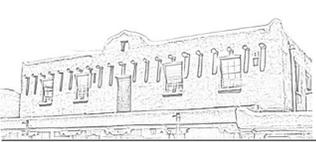
The project will enhance the livability and vibrancy of Taos by providing affordable housing and studio space for 35 artists and their families, thereby allowing artists to focus on the creative aspects of their art rather than working a second or third job to make rent payments. The concentration of artists will make historic downtown a more attractive and exciting tourist destination as well as a more energetic and livable place for artists. We expect an increase in arts and cultural events and greater collaboration among art organizations because of the increased residency and livability of the neighborhood.

ArtSpace will lead the team throughout the design, engineering, and financing processes. The Taos Center for the Arts, a local nonprofit which provides facilities, programming, and education in the visual, performing and media arts, will assist in the site design and space programming.

Alternative funding strategies such as the New Markets Tax Credit program may be appropriate for the ArtSpace financing.

2) Plaza Performance/Programming Enhancements

- Gazebo expansion (\$5,000)
- Stages and Lighting (\$5,000)
- Enhanced Plaza architectural lighting and sound (\$4,500)
- Shaded tables and enhanced seating (\$3,000)



- Outdoor Movie Equipment (\$12,500)

The historic Taos Plaza, while criticized by some for its many design and architectural interventions (abundance of hardscape, lack of seating areas and greenscape, circulation challenges and other deficiencies) may still be enhanced with a few modest equipment enhancements, including lighting and sound to improve its potential as an entertainment venue and a public gathering space. With modest improvements, the plaza can become a “three-point” stage area that can accommodate a wide variety of performance and entertainment options, including live music, drama, poetry and spoken arts, film and video, and visual arts.

The existing gazebo is large and attractive, but hindered by its dominant roof. A stage extension was built by the Fiesta Council but has become worn and outdated and finally removed during the Town Curb Appeal project in October 2011. The stage extension will likely be rebuilt before summer 2012, and winter 2011-12 is a good time to carefully consider its design and construction in light of these recommendations.

The “three-point” plaza venue may be achieved with the gazebo as a central stage and supplemented by a staging area atop the portal of the historic Taos County Courthouse, and with portable, modular stage equipment that may be easily assembled in other locations (such as on the east end of the plaza).

We recommend enhanced lighting equipment such as portable stage lighting, some fixed architectural floodlighting (especially on the facade of the historic Taos County Courthouse), a retractable movie screen, and an enhanced outdoor sound system as basic equipment to dynamize the plaza.

Communities nationwide have discovered the popularity of outdoor movie events to attract families to public parks. Taos Plaza may become a destination for summer season “movie nights” with outdoor movie projection and an inflatable screen. During the winter, movie nights may be replaced by events at the newly-rehabbed Taos Plaza Theater.

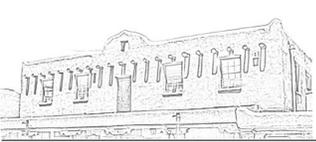
Finally, for special events, Taos Plaza can become a magnet for the public with the addition of shaded tables and chairs similar to the umbrella patio tables sold at many hardware and department stores in the spring and summer.

All of these enhancements may be accomplished with a budget of about \$33,000. These improvements may enable enhanced Plaza arts and cultural programming as described below in Cultural Programming.

3) Historic Taos County Courthouse Rehabilitation

The historic Taos County Courthouse is underutilized as a public building and downtown civic attraction. Many local residents fondly remember the Courthouse as the center of activity in the community and advocate for creative uses for the building. Home to a remarkable series of WPA era frescoes in the former courtroom by several well-known Taos artists, the Courthouse now sits half-occupied yet offering potential for cultural and economic development uses.

Some residents remember that the exterior portal of the Courthouse was a lofty and prestigious seating area for the Fiesta Queen and her court to enjoy the annual Fiesta parade. Today, this same portal seems to offer a ready-made



made stage for modest dramatic performances such as puppet shows, poetry slams, melodramas, comedy acts or also as a stage backdrop for a screen and project film and video images.

Other concepts mentioned for a revitalization of the historic Courthouse include an arts incubator, performance space (in the courtroom), winter visitors information center, office space and housing.

Rumors of structural problems with the building, including weak floor loads in the courtroom will need to be researched, but the building's prominence and sentimental value make it a primary goal of the Arts and Cultural District.

Action Items:

- Procure any and all floor plans, structural reports or investigations of the building
- If none exist, conduct a structural survey of the building by a licensed structural engineer
- Assess capacity of portal for multi-uses, including light performances and film and video projections
- Consider continuing facade improvements begun by the Taos Plaza Curb Appeal project, including stucco repair, viga rehabilitation and exterior architectural floodlights
- Recruit cultural and non-profit tenants to upstairs spaces
- Manage ground floor tenants
- Work with ACD and tour providers to include murals and Courthouse in local walking tours

4) Plaza Theater Rehabilitation

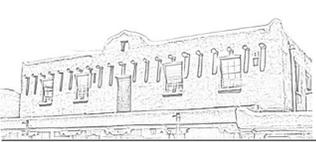
The historic Taos Plaza Theater has been identified in several previous planning initiatives as an important redevelopment project for the downtown Plaza business district. The Taos Plaza Theater rehabilitation project is a potential redevelopment project that may utilize the New Markets Tax Credits program if combined with the McCarthy Plaza parking lot project described below. The current minimum financing threshold determined by the New Mexico Finance Authority is \$3 million and these two projects may qualify as one combined site development.

Brief Project Outline

Goal: To purchase and renovate the Taos Plaza Theater to be owned and operated as a non-profit performance venue on Taos Plaza.

Budget: It is estimated that approximately \$1.5 million to \$2 million will be required to purchase and redevelop the theater. The theater building will require a preliminary programming and construction cost estimate.

Brief History: The Taos Plaza Theater was for many years a focus of community life in Taos. Built originally in 1936, the theater was a common ground of entertainment and social interaction for most of the varied demographic groups that make up Taos. The theater burned in the late 1960's. The rebuilt theater continued to play a major role in the town for a limited time. However, The theater, like most one screen theaters around the country, went out of business unable to compete with the modern multi-screen theater complex. After some failed attempts to convert the space to a retail store, the space fell into foreclosure in in the late 1990's. In 2000, the theater was recognized by the Taos Project as a key building to the revitalization of Taos Plaza. The current ownership has been unable to raise



sufficient financing to complete the renovation and it remains closed.

Project Summary: Communities around the country have successfully revitalized their central districts over the last 25 years by renovating old theaters. Reopening the Taos Plaza Theater will help Taos Plaza become once again a focus of community life and an anchor for the arts, entertainment and tourist industries.

The existing plans call for the development of an intimate, multi-use performance venue along with a bar-style food and beverage service. This provides for the flexibility demanded by the size, diversity and creativity of the Taos marketplace. This is an increasingly common business model throughout the country, where venues enable patrons to eat and drink while at an event. The revenue generated by food and beverage service allows the organization to flourish in a time of economic challenge, and to make the facility available to the community at reasonable rates and ticket prices. The innovative layout was created by a design team including local and national theater and design professionals.

Live music, theater, and film have been suggested as the primary focus of the theater's programming. In addition, the theater would be available for rental to other local groups for events, fund-raisers, conventions, classes and banquets. A programming philosophy developed by a future management entity that is inclusive and collaborative would be a goal in the development phase of the theater.

Action Items:

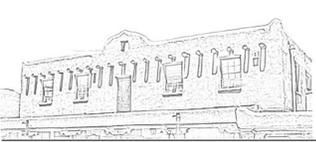
- Research and monitor acquisition strategies for the Plaza Theater property

5) McCarthy Plaza Parking lot south of Plaza

Located at the key intersection of Paseo del Pueblo Sur and Camino de la Placita, the underutilized parking lot of McCarthy Plaza is a significant redevelopment challenge and priority for the ACD and the Town. As a primary gateway to the historic plaza area, the McCarthy lot suggests higher density mixed-use development in conjunction with enhanced parking capacity.

A mixed-use mercado complex featuring multi-story retail space, rooftop gardens and seating areas, live work housing and parking garage was proposed for the site by the March 2010 "Your Town" design charrette sponsored by the National Endowment for the Arts, New Mexico Main Street and the University of New Mexico School of Architecture and Planning Design Planning Assistance Center (DPAC) studio. This preliminary design concept could provide a point of departure for more engaged conversations with property owners, Town planning and development officials, residents and neighbors to explore a long-term plan for the south plaza corridor.

By conceptually linking the McCarthy plaza development with a proposed redevelopment of the Plaza Theater, the project may acquire financial "critical mass" needed to attract significant investment. In short, it may prove easier to fund both adjacent projects as a package than either one separately. A multi-million dollar project for the theater and parking plaza may be feasible for a public/private development project that could generate New Markets Tax Credits as an investment incentive.



Action items:

- Consider sponsoring a neighborhood “South Gateway” design and development charrette to carefully study project options.
- Investigate potential public acquisition of McCarthy lot.
- Study other site resources and opportunities for the South Gateway such as arroyo landscaping, trail development, and restoration of the historic spring south of Camino de la Placita.

6) Redevelop the Alley east of the Plaza Theater

The alley east of the Plaza Theater offers interesting opportunities for a seasonal business, performance/exhibition space, or cafe/restaurant. One idea already conceptually developed is the “Sky Bar,” an outdoor seating and lounge area with shade structures, a small outdoor bar and grill serving food and refreshments, night lighting and music. The “skybar” is a dynamic concept for the alleyway, worthy of further investigation.

Action Items:

- Consider a “South Gateway” design and development charrette incorporating the “SkyBar” and other concepts in a major site proposal, invite neighbor property and business owners to attend.

7) Guadalupe Plaza/La Plaza Park Redevelopment

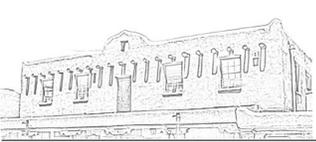
The southern end of Camino de la Placita, from the intersection at Paseo del Pueblo north to Don Fernando Rd., is a corridor rich in history and ripe with opportunity. It is the historic site of Our Lady of Guadalupe church, as well as the link between the Plaza and the gallery district along Ledoux Rd., one of the oldest streets in the town. It is also an important point of entry for tourists to the Plaza.

During the March 2010 YourTown design charrette, residents expressed the desire to implement a number of solutions, on a variety of scales, addressing the connectivity issues in Taos’ Arts and Cultural District. These include: increased walkability, legibility, and amenities.

A number of sites have been identified along the Placitas corridor and addressed in a manner congruent with the existing and historic character of Taos. Corridor opportunities include:

- Pedestrian tables and paving changes @ intersections slow traffic and allow for a shared pedestrian/vehicular experience.
- Road width narrowed to 24’, sidewalks widened and street trees installed along conventional roadway.
- Facade improvements to existing structures enhance the pedestrian experience.
- Permeable lots with drainage into bio-swales for a more integrated and aesthetic parking solution.

In addition, the parking lot at Guadalupe Plaza offers an excellent opportunity for a dramatic design upgrade and transformation to a refined urban park/sculpture garden and greenspace linkage from the Plaza to adjacent historic neighborhoods.



TAOS Arts and Cultural District Plan

DESTINATION + REFUGE: PADRE MARTINEZ SCULPTURE PLAZA

The statue of Padre Martinez may be moved from the plaza to the historic grounds of the original church courtyard, perhaps a more historically appropriate site for such a significant figure in Taos history.

Centered prominently along the street axis leading in from the Plaza, the statue anchors a proposed sculpture garden that is highly visible from the road and offers the opportunity of a “wind-shield gallery” for passing motorists. At the same time, a proposed grade change will allow the garden to be sunken from the sidewalk level, offering the chance to step down into a place of quiet respite shielded from the noise and bustle of the road.

Dona Luz Rd. has been eliminated and the parking lot re-configured, using a permeable surface treatment, both to make room for the garden, and to provide an enhanced parking experience, without having to lose a single parking space.



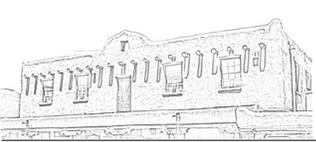
DPAC (2010) Rendering, Padre Martinez Sculpture Plaza

Action Items:

- Organize meeting of Camino de la Placita merchants and community members to review and discuss Your Town design proposals for Guadalupe Plaza



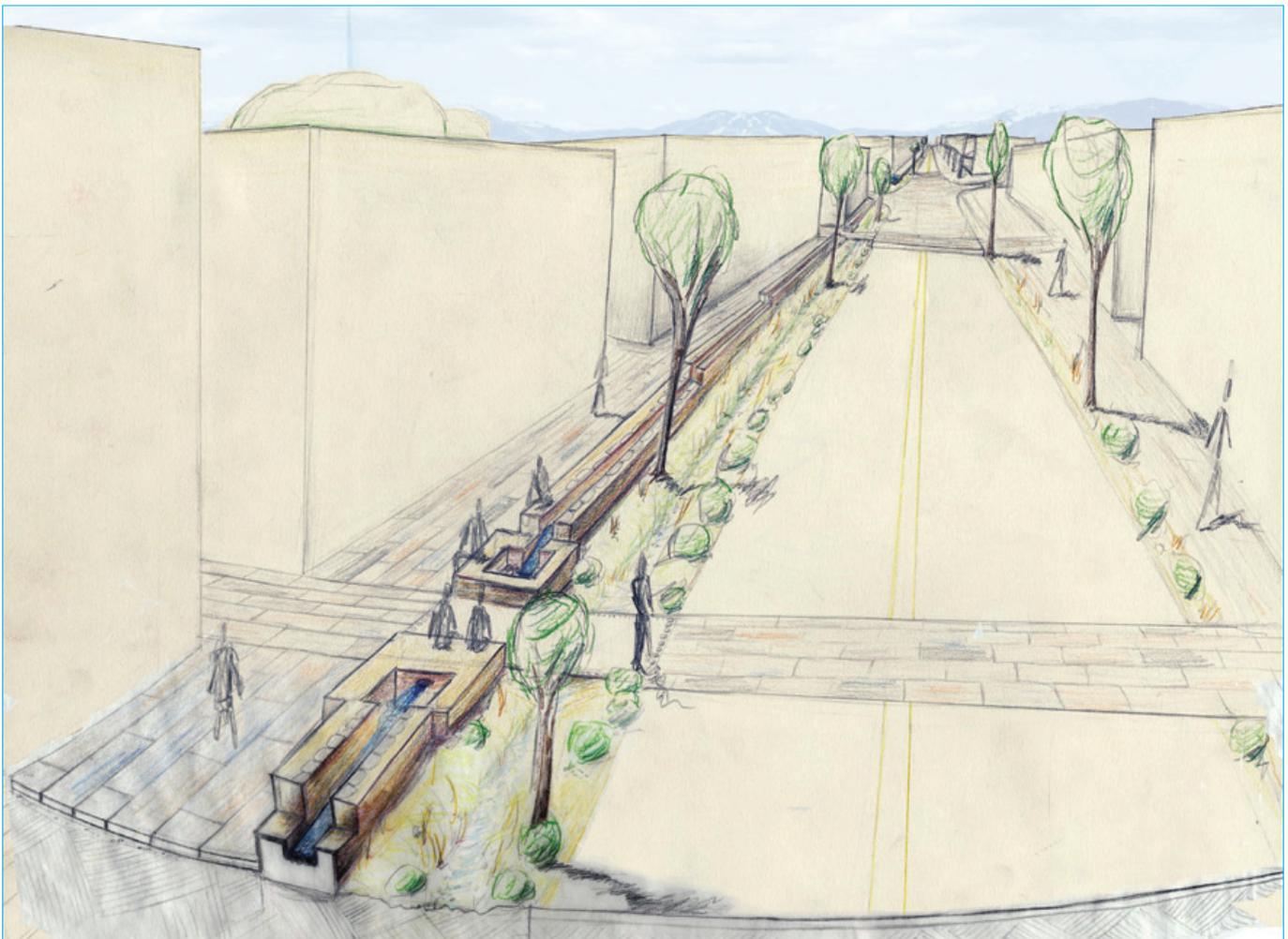
DPAC (2010) Rendering, South Gateway Site Plan



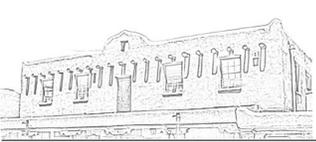
8) Acequia Rehabilitation Project

There are four major historic acequias in the ACD - the Kit Carson laterals in Kit Carson Park, the abandoned plaza acequias (also at Kit Carson), the Paseo ditch (running from the Pueblo Road to approximately Civic Plaza Drive), and the La Loma ditch (along Valverde Street to Ranchitos Road). The Kit Carson laterals and La Loma ditch are in fair condition, however a complete restoration is required for the Paseo ditch, which has been non-functional since it was abandoned for upkeep years ago. A restoration of the Paseo ditch would allow this unique cultural element to be reintroduced, giving visitors a way to learn about the historical importance of acequias to New Mexico agriculture and to the Taos community.

With a rehabilitation of these acequias, a trail could be developed from Kit Carson Park, along Civic Plaza Drive and Town Hall Drive to the library - providing an interactive outdoor learning experience that tells the story of these unique (but currently neglected) waterways.



DPAC (2010) Rendering, Revived Acequia along Paseo



9) Enhance Pedestrian Crosswalks

During the ACD Resource Team Assessment and the “Your Town Charrette”, it was repeatedly noted that the pedestrian experience in the heart of Taos needs improvement. Possibility for enhancement can be found in four areas:

- Developing stronger pathways and connections between the plaza and surrounding assets.
- Widening and repair of sidewalks.
- Clear and functional pedestrian crossings at key intersections.
- Integrate pedestrian network with natural features (acequias), parkways, and rural historic landscapes.

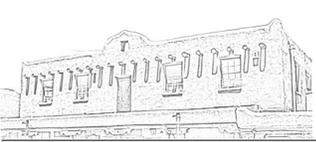
Connections between the Taos Plaza and surrounding districts are poorly defined, and can be improved through a combination of sidewalk/crosswalk improvements and wayfinding signage. This may include plantings and public art that naturally lead visitors to nearby shopping and arts corridors such as Ledoux and Kit Carson.

Most sidewalks within the Historic District are built to the minimum standards of 5-foot width and lack a buffer between the sidewalk and vehicle traffic. Current sidewalk conditions are challenging for an enjoyable walking experience in all areas except the Taos Plaza, where improvements can be made by limiting on-street parking and utilizing the space for outdoor seating, landscaping, and public art. While many old and narrow streets prohibit easy sidewalk expansion, opportunities for progress should be further studied.

The acequia restoration project presents a tremendous opportunity for a beautiful and unique pedestrian experience, particularly in areas where revived acequias interact with the Historic Districts. Acequias would enable natural biking and walking corridors between the ACD and the beautiful rural regions surrounding Taos.

Action Items:

- Establish a Tax Incremental Financing District (TIF) or Business Improvement District (BID) as a funding source for improvements.
- Create a volunteer network, working in conjunction with the DOT, Taos Pueblo, and Town of Taos, to paint visible and artistic crosswalks in areas with high pedestrian counts.
- Create standards within ACD for sidewalk improvements – i.e. all sidewalks must go beyond the American Disabilities Act (ADA) minimum requirements. Such efforts may include creating an ordinance establishing a minimum of 8 feet-wide sidewalks in the ACD where feasible (with a landscaping strip of at least 5 feet between sidewalk and street). Further outside the core district, standards may be less strict.
- Improve pedestrian experience along busier roads such as Paseo Del Pueblo, Camino de la Placita, and Ranchitos by adding a landscaping buffer of native trees between roadway and sidewalk.
- Work with state DOT to improve pedestrian crosswalk at the intersection of Kit Carson and Paseo Del Pueblo. This may include replacing stoplights with stop signs, or altering the timing of the lights to favor pedestrians (it currently favors automobile traffic).
- Hold events that temporarily close major streets in the ACD to automobile traffic, enabling pedestrians and bicyclists to enjoy these spaces.



10) Improve Wayfinding Signage

Many locals have expressed the need for improved wayfinding in the historic areas of Taos. During the “Your Town Charrette”, business owners described visitors who were unaccustomed to the lack of a traditional street grid in Taos. The confusing nature of Taos’ winding streets increases the need for clear and well-articulated maps and wayfinding signs that can point visitors in the direction of prime shopping, dining, and arts corridors. This is particularly true in the ACD, where many folks may not realize that districts such as Dona Luz, Bent Street, La Loma Plaza, and Ledoux Street exist just a couple of blocks off of the main plaza, yet also provide a unique visitor experience. Highly visible signage would also help improve the visibility (and therefore business) of off-the-beaten-path districts.

Wayfinding signs that also promote walking from one destination corridor to another can create a more active and vibrant street life, reduce traffic congestion, and promote a healthy lifestyle to visitors and residents. An example may be signs that give directions to a nearby district, distance to destination (on foot), and total calories burned upon reaching the destination.

Action Items:

- Create color-coded signs that are strategically placed around plaza that provide explicit directions and distances to key surrounding districts, such as Ledoux Street, Bent Street, Kit Carson Road, Paseo Del Pueblo, and Dona Luz Street.
- Continue color-coded sign theme within each district (i.e. blue signs with an image of a historic site for Ledoux, etc) to provide a level of distinction between districts and continuity within districts.
- Develop “Gateway” signs to welcome visitors to the ACD and Historic Districts.
- Produce wayfinding signs that promote walking - via visible information about distance, time required, and calories burned.

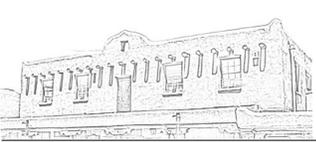
11) North Gateway Improvements and a Civic District

The clustering and “critical mass” of Town buildings on the north side of the plaza district , including Town Hall, Taos Library, the Taos Convention Center, and also public buildings such as the Taos Elementary School suggest careful analysis for potential evolution to a Taos Civic District. UNM students, faculty members and community residents participating in the 2010 Your Town charrette entertained urban design ideas to unify the Civic district and also link it to Kit Carson Park along Civic Park Drive.

A Trade School adaptive reuse proposal was developed for the Taos Elementary School with infill housing.

Action Items:

- Map and analyze public properties in ACD with particular attention to the Civic neighborhood surrounding Town Hall.



12) Develop the existing Police Station as a Technology and Innovation Center that utilizes the technology offered by the Qwest Switch Station

During the November 2009 New Mexico Main Street Arts and Cultural District Resource Team visit, it was discovered that Qwest Communications, now Century Link, was considering installing high-speed phone and internet lines with switching facilities proposed for the existing Police Station building at 107 Civic Plaza Drive. In addition, in August 2011, the Taos Town Council voted to move police dispatch operations to the Kit Carson Electric Cooperative's Regional Command Center. The relocation of the Taos Police Department from its downtown office has been described as the Town's "top priority," and therefore, the existing police headquarters office downtown is likely to be vacated.

Action Items:

- Contact local and regional Century Link management for current information on technology upgrades in Taos and specifically for downtown.
- Monitor Town Council policies and actions relevant to relocating Police headquarters.
- Request inspection permission for Police building and assemble basic property information file.

13) Assess private/public partnerships to optimize under-utilized Town-owned properties including Town Hall, Convention Center and UNM-Taos building.

The current and future condition (see #11 and #12 above) of underutilized Town and public property in the ACD suggests a proactive and creative strategy of real estate redevelopment. Most appropriate is the consideration of establishment of a Metropolitan Redevelopment Area (MRA), which would facilitate Town redevelopment projects. The large cluster of public structures also suggests a focused "Civic District" initiative. Considering the size, value, and current cash flow invested in these properties, a priority long-term MRA or redevelopment plan is recommended.

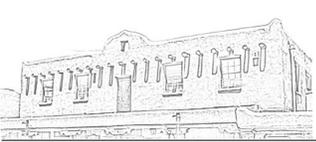
Action Items:

- Gather basic building plans and operation budgets (if possible).
- Develop a working partnership with Town Council and appropriate staff to initiate planning efforts.

14) Assess the redevelopment of the Taos Convention Center

Located on key property near the Bent Street commercial district, the Taos Convention Center is an important anchor destination for the downtown business and arts and cultural district. The Convention Center is aging and underutilized, and in need of updating to more contemporary design and capacity.

Though a small town, Taos remains one of New Mexico's major tourist destinations, and thus worthy of special consideration by state and federal funding agencies. Legislative appropriations, capital outlay funds, or exceptional legislation to raise local lodgers taxes by 1% or more for facility development is worthwhile preliminary research and community dialogue.



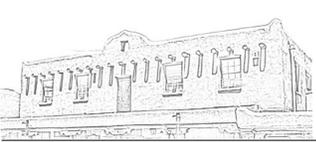
TAOS Arts and Cultural District Plan

Action Items:

- Initiate inquiries with local elected officials, including the Mayor, Town Council, state senator and representative to determine feasibility of a lodgers tax increment for facility development



DPAC (2010) Renderings, Wayfinding Signage (above) and Locations (left)



PLANNING AND URBAN DESIGN PROJECTS

1) Research potential of a Metropolitan Redevelopment Area (MRA)

With the designation of a state Arts and Cultural District, the Town of Taos may engage one or more “redevelopment” strategies to create long-term financing streams for capital projects and cultural programming. A fundamental program for municipal consideration is the creation of a Metropolitan Redevelopment Area (MRA) for the downtown commercial district and adjacent historic neighborhoods. The purpose of the MRA is to attract private investment funds and projects to an underperforming commercial or mixed-use district by the creative packaging of land, cash, tax incentives, loans and other strategies. Existing state MRA statutes offer municipalities flexibility in utilizing public funds and property to create project and investment opportunities for private developers with the purpose of job creation, economic development, and other public benefits such as redevelopment of “white elephant” buildings and sites.

As a basic “foundation” for other layered districts such as the historic districts and the Arts and Cultural District, the MRA provides a “redevelopment” portfolio of incentives that may include tax increment financing, historic tax credits, Local Economic Development (LEDA) funds, state capital outlay funds, federal grants, as well as municipal programs such as bonding, tax increment options, property donation.

We recommend that research and planning for a Metropolitan Redevelopment Area begin immediately under the aegis of the Arts and Cultural District in partnership with the Town of Taos. This work may be contracted separately or as a component of a downtown Master Plan. The approximate value of an MRA Designation Report is \$5,000 - \$10,000.

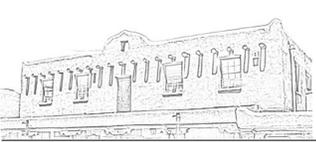
Action Items:

- Sponsor or fund an MRA Report identifying potential boundaries, economic conditions, and projects.

2) Research potential of a Tax Increment Finance District (TIF)

The establishment of a Metropolitan Redevelopment Area (MRA) is essential to the formation of an important municipal financing mechanism, which is tax increment financing. Tax increment financing enables municipalities and other taxing authorities, such as school districts, to create a district whereby rising property taxes are “captured” over an established baseline (say the property tax levels in 2012). The incremental tax amounts are calculated by the County Tax assessor and treasurer and deposited in an account that may be utilized by the Town to fund public infrastructure and capital projects within the designated Tax Increment Finance District (TIF). Tax Increment Financing Districts are established for a designated time period, usually ten years or more, and may sunset or be re-authorized by the municipality and other taxing authorities.

TIF districts are effective where a “blighted” or distressed area generating low property taxes is targeted for major investment and thus significant tax increases may be expected, captured and re-invested in the district. Preliminary to planning a TIF is the goal of discussion with property owners, elected officials, municipal officials and other interested parties to explore the opportunity.



Action Items:

- Organize a presentation on MRA and TIF opportunities for ACD property owners - utilize New Mexico Main Street resources for the presentation.

3) Research potential of a Tax Increment Development District (TIDD)

The recent adoption by the New Mexico Legislature of Tax Increment Development Districts, designed to support “greenfield” developments such as Albuquerque’s Mesa del Sol by capturing both property and sales tax increments for reinvestment in the designated district, has successfully been used for downtown redevelopment as well. Downtown Las Cruces established a TIDD in 2009 which is now financing major streetscape improvements.

With its strong retail and tourist-based economy, the downtown Taos business district poses an intriguing case study for a potential TIDD. Some considerable research and consultation would be necessary before approaching property owners and policy makers with a conceptual plan for a TIDD. However, the potential strength of a TIDD cash flow for downtown redevelopment project is worthy of sustained investigation.

Action Items:

- Request New Mexico Main Street program services and technical assistance to provide basic information and possible presentations on TIDD strategies.
- Contact City of Las Cruces for partnership opportunity and technical advice.
- Request technical assistance from the New Mexico Finance Authority.
- Further explore TIDD strategy in a Taos Downtown Master Plan.
- Consider small investment of Town resources for consulting purposes with TIDD redevelopment experts.

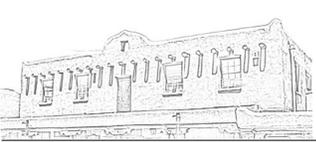
4) Undertake an ACD/Downtown Parking Capacity and Management study

Downtown Taos parking capacity and planning is a touchy issue, especially considering the perceived “sacred” status of plaza parking spaces by plaza merchants. The Town program of paid meter parking in various downtown locations is also controversial due to enforcement issues, broken meters, and lack of policy clarity from the Town. However, parking density and lack of capacity are sometimes described as a good problem to have since they are an indicator of the downtown’s vitality and strength as a shopping and tourist destination.

The capacity, availability and quality of downtown parking lots is irregular and the source of much confusion and frustration, especially for local residents, and therefore a parking capacity and management study is valuable and would contribute substantially to the present and future planning considerations of the ACD.

5) Coordinate ACD maps with maps of Historic Taos acequias

Acequia maps can be added to existing ACD cultural resource maps that may be displayed in prominent corridors such as the Taos Plaza. Understanding where the acequias historically were located can provide the ACD with possible design solutions (landscaping, pathways, etc), and also convey a sense of local history to residents and visitors.



Additionally, once an acequia revitalization plan is underway, the ACD can coordinate volunteer programs for cleanup, rehabilitation, and active interpretation of historic irrigation systems and agricultural traditions. Such interpretations may take the form of a local acequia museum, community garden, or cultural events that showcase this unique heritage.

6) Promote historic preservation public education programs, especially doubling of state historic preservation tax credit in ACD

A primary benefit of the state designated Arts and Cultural District for Taos property and business owners is the doubling of the maximum allowable state historic preservation tax credit for qualified rehabilitation projects of properties listed on the State Register of Cultural Properties. Thus a property owner may earn up to \$50,000 in state income tax credits for rehabilitation projects on residential and commercial property.

Taos has two major local, state and national historic districts contained within the boundaries of the proposed Taos Arts and Cultural District, including the La Loma Historic District and the Taos Downtown Historic District. The Town has established a design review process by ordinance for proposed alterations to registered properties administered by a Taos Historic Preservation Commission of appointed members. The Town of Taos is certified with the US Department of the Interior and the New Mexico Historic Preservation Division (HPD) as a Certified Local Government (CLG) and may apply directly to HPD for funding to support local historic preservation education and policy development. We recommend research and development of public outreach programs that can promote the enhanced historic preservation tax credits enabled by the ACD. CLG funds may be used for this purpose.

7) Promote pedestrian enhancements and walkability

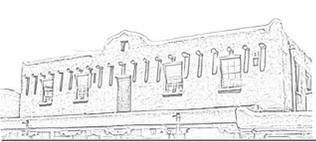
With narrow sidewalks, few shade trees and landscaping buffers, narrow streets, and a major highway slicing through downtown, the historic core of Taos can be a difficult place to be a pedestrian. Yet streetscapes that are inviting to pedestrians help to promote an active streetlife, healthy lifestyles, reduced traffic congestion, and enhanced safety. This is in addition to the obvious beautification bonus created from shade trees and landscaped pathways. Taos should strive to create strong standards for walkability both inside and outside the ACD boundaries.

8) Develop a Public Art Program

Along with many other proposed initiatives that will preserve, maintain and enhance Taos' arts and cultural heritage through this Arts and Cultural District, the Town of Taos may implement a Public Art Program.

Public Art Programs have been popular throughout the country since the early 1960s. Philadelphia was the first city to implement a program for the purchase and acquisition of artworks for the city and public in 1959. In 1978, the city of Albuquerque created its own program, which uses 1% of General Obligation bond funds to acquire artworks for its collection, and now boasts over 600 pieces ranging from bronze statues to murals to tapestries. In 2010 the city of Rio Rancho joined the ranks of New Mexico's municipalities that have a public art program. Others include Santa Fe, Bernalillo County, Los Alamos County as well as the state of New Mexico's Art in Public Places Program.

Today, there are more than 400 public art programs throughout the country that support thousands of artists'



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projects in airports, train stations, libraries, parks, streetscapes, government buildings, and neighborhoods—urban, suburban, and rural. The majority of public art programs (81 percent) are housed within a public agency—an office of cultural affairs, arts commission, or other operating department. Most programs involve volunteer commissioners and committee members in addition to a significant amount of staff time.

In 1999 a national organization was formed to help provide professional development to both public artists and public art administrators. The organization is called the Public Art Network (PAN) and is a program of Americans for the Arts in Washington, DC. PAN publishes the most comprehensive list of public art resources in the United States on their website http://www.artsusa.org/networks/public_art_network/default.asp. This website would be a good first stop when looking for best practices documents and other guidance.

Public art programs are usually funded through a “percent-for-art” strategy. This source of capital allocates a portion of capital improvement funds to acquire and commission works of art for the community. Other forms of funding include an annual appropriation, department allocation, a quality of life tax, a sales tax, tax-increment financing, development fees and foundation or private gifts and donations.

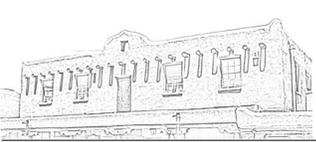
Municipal and state public art programs are often major contributors to the creative economy of the region. They not only support artists with commissions and direct purchases, they support engineers, architects, fabricators, art-making material distributors, artwork conservators, graphic designers, public relations specialists and anyone else involved in the design, fabrication, installation, maintenance and marketing of individual public artworks. This “ripple effect” helps support not only the artist, but the entire community.

Public art programs also support the tourist economy by creating more tourist destinations in a city’s arts and cultural scene. Public art destinations are a draw for many tourists and working with other public art programs in the region can help build a critical mass of artworks for these tourists to visit. Highlighting public art by incorporating maps and other “markers” into tourism marketing materials and highlighting local, regional, national and international artists, can increase the draw to a certain location. A “Taos Public Art Tour” could be another attraction to add to the list of arts and cultural activities available to Taos visitors.

Most importantly however, public art programs can bring the local community together in collaborative ways to implement projects that can have lasting importance and meaning in the community. They can increase civic engagement, encourage cross-disciplinary and cross-cultural dialogue and create a source of pride in the physical environment of the community. A public art program in Taos has the possibility of bringing together artists, city officials, local businesses, arts organizations, non-profits, schools and the public to implement projects that will benefit everyone.

This report will help guide interested parties in the Taos Arts and Cultural District with the fundamentals of implementing its own public art program, from creating a mission statement to establishing policies and procedures for the program. We also recommend that Taos conduct an inventory of its existing public art, or more accurately put, its artwork in the public realm. Indeed, Taos already has “public art” in the form of privately and publicly funded murals, sculptures and statues. By documenting the artworks that already exists in the public realm, the Town of Taos can evaluate its arts and cultural landscape and make a case for a future public art program.

Any public art program, by its very nature, is a collaborative effort. Program staff works with an appointed or elected



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committee or board, and often with a city agency such as libraries, community centers, streets and parks and recreation. The collaboration involves working with an artist and a team of people who will help implement the project. It will also usually involve members of the community or neighborhood of a proposed project to sit on committees and selection panels. There is communication with the mayor and other city officials as well as partnerships with local organizations and businesses that can help a project logistically and financially.

A public art program in Taos should endeavor to “find the fit” between the local community and the tourist economy. Funding sources are important to obtain and will determine the scope of public art projects. It is also important to identify sites within Taos that will benefit locals while also being accessible to tourists and visitors.

Making the physical environment more engaging and artistically appealing will help to make places “come alive.” Deciding on a site for a proposed public art piece is very important to the public art process and oftentimes the committee or board that determines such matters will choose sites that enhance the experience of locals and tourists alike. For example, a mural can help lead someone down a street or walkway.

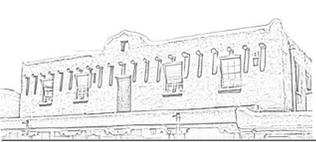
A statue or sculpture can mark an important or historical person, event or location. And artworks within public buildings can provide something for the eyes of locals and tourists to engage with besides white walls. Sites of public art often include plaques that describe the artist, the materials used and the date it was installed. These pieces of information can provide context and meaning to the artwork on display. When it comes to “quality” and “authenticity” a public art program should endeavor to acquire and commission original works of art. Some programs only work with local artists while others welcome submissions from around the world. This is a matter to be decided by the town but whatever they decide, the quality and durability of artworks should also be considered.

Lastly, public art (and art in the public realm) are expressions of a community and should be protected and preserved for future generations, just like any other natural or cultural resource. That means implementing a collection maintenance program to conserve and protect public artworks.

A public art program in Taos would have to be governed by some sort of ordinance enacting the program and ensuring a funding source, as well as a board or commission of some kind. The ordinance would be written with public input and should outline the basic goals of the program. This ordinance should also include a funding source for the program, either a percent for art allocation from municipal or capital improvement projects, or through a quality of life or lodger’s tax.

The board or commission should be unique to Taos. In Albuquerque there is one Arts Board member for each council district plus two “at-large” members. Taos, being a much smaller metropolitan area could have four members, possibly appointed by the mayor or council members. This board would be responsible for promoting the program, developing partnerships and implementing public art projects with the help of the community and interested organizations. Public meetings are an important way for this board to remain transparent and accessible to the community of Taos.

One of the first things the Arts and Cultural District Steering Committee should do is to catalogue the existing art in the public realm. This means going out into Taos and documenting artworks that are in the public realm and shared by the community. One example is the Statue of Padre Martinez on Taos Plaza, among many others. By documenting these artworks, the Town of Taos would have a record of “public artworks” and might come to find that it already



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has the beginnings of a public art collection. Of course there would also need to be a formal adoption process for specific artworks if the artwork in question is not already owned and cared for by the Town of Taos.

Attached below is a simple form to use when recording these artworks. The information will come in handy when the time comes to adopt, maintain and/or duplicate these artworks in the future. A Public Art Program in Taos would be a relatively easy and inexpensive way to meet the Arts and Cultural District goals of promoting art and history of New Mexico, developing a community’s cultural and artistic facilities and clustering existing arts and cultural amenities to create a dynamic and economically vibrant district. As a national arts and culture destination, Taos should implement a program like this not only keep pace with other cities and towns across the country, but to create an arts and culture amenity that will be enjoyed by tourists and locals alike.

Inventory of Existing Public Artworks in the Town of Taos

Artwork type (mural, statue, mosaic, sculpture, etc.):

Title or popular name (if known):

Materials (bronze, paint, ceramic tile, glass etc.):

Description (include dimensions, style, and themes etc.):

Artist(s):

Address or Location:

Date of installation (if known):

Cost (if known):

Funding Source:

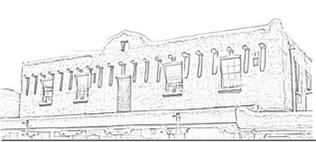
Include photos and/or sketches if possible.



George Chacon Mural, “El Santero”



Padre Martinez Statue on Plaza



FINANCING and SUSTAINABILITY PROJECTS

1) Develop a Main Street organization and affiliation with New Mexico Main Street

During the past four years the local economy has continued to decline, causing business closures and decline in public revenues. The ACD hosted business forums in March 2011 where downtown business owners were able to communicate their frustrations. The Taos News published a series of articles in September 2011 by J.R. Logan investigating the challenges facing the downtown business district. This ACD Plan recommends that the Town and the ACD Steering Committee consider the formation of a Main Street downtown revitalization organization as a logical next step in organizational evolution to broaden its community support and effective capacity.

The Main Street program was developed by the National Trust for Historic Preservation after 1980 to help rural and urban downtowns retain businesses, create jobs, enhance public and private design standards, attract visitors and consumers, and generally foster economic revitalization. The Main Street program utilizes the “four point approach” of Organization, Design, Promotion, and Economic Positioning as a basic strategy. The Main Street program encourages the development of a non-profit organization governed by a board of directors and four standing committees (Organization, Design, Promotion, Economic Positioning).

Action Items:

- Consider a Main Street partnership at a regular or special board meeting of the ACD Steering Committee.
- Meet with Town of Taos planning and community development officials, acting Town Manager, Mayor and Town Council to begin community dialogue.
- Contact the New Mexico Main Street program to initiate affiliation conversation and outline next steps.

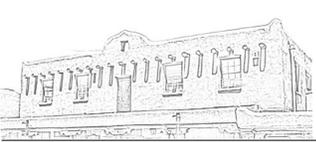
2) Organize Fund-Raising Committee to Develop:

- Membership Program
- Public Sector Investments
- Earned Income Projects
- Legacy Giving Campaign
- Grant Applications

The Financial programs and Sustainability initiatives outlined within this Cultural Plan will require concentrated efforts from the ACD Steering Committee as well as Town and County governments and personnel. This plan recommends a comprehensive and balanced approach to financing programs which can attract program and project investments from both the public and private sectors. A Fund Raising (or Budget) Committee will greatly enhance the Steering Committee’s potential to raise needed funds for operations, staff, programming, and major capital projects.

Action Items:

- Contact key community members who have demonstrated leadership abilities and have well-developed contact bases in the greater Taos valley for possible committee work.



- Organize an initial organization meeting for the Fundraising Committee - carefully prepare a welcoming/ orientation meeting that outlines the mission of the committee and expectations for participation.
- Develop an operating budget for the ACD Steering Committee with Expense and Income proforma spreadsheets. Determine fund raising gaps and brainstorm opportunities and strategies.
- Organize a fund-raising campaign appropriate to gaps and assess funding resources in the community to match.

3) Research viability of a Business Improvement District (BID) in ACD with Town of Taos

With its dense urban commercial fabric surrounding the central plaza, downtown Taos represents a complex, dynamic and sophisticated business district for a town of its size. A robust tourist economy has evolved over the past several decades with advances in automobile tourism have nurtured this strong marketplace. Changes in tourism preferences from a consumer-based experience to more experiential-based are impacting Taos' traditional target markets. It is apparent that professional management of downtown Taos to guide its continued evolution and appeal is necessary.

The strongest and most “sustainable” program available to adequately fund a professional downtown revitalization program is a Business Improvement District. A majority of property owners must agree to pay annual assessments based upon their property holdings and values to a fund collected by the Town and distributed to a non-profit organization (such as the ACD Steering Committee) for staffing and programs. BIDs are authorized by the Town Council for five years and may be renewed by Council vote.

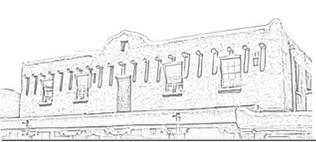
While a perceived “tax” on downtown property owners is controversial, community meetings and public hearings can educate the community on the benefits and potential of a BID to attract economic development and create jobs, thereby enhancing property values. Strong business and civic leadership will be necessary for a BID to succeed. Developing and implementing a BID will require one or more years, and so it is important that the ACD and the Town consider other strategies to support the downtown revitalization effort in the meantime.

Action Items:

- Obtain updated maps and data base of commercial property owners.
- Contact downtown Albuquerque Action Team, Gallup, and Boulder, CO for technical assistance.
- Research revenue potential and impacts of property levies on property owners.
- Present preliminary findings to Town of Taos and ACD commercial property owners.

4) Research potential of enacting Municipal Quality of Life Gross Receipts Tax Option

As mentioned elsewhere in this report, in the section on Financing and Sustainability, the Municipal Quality of Life Gross receipts tax option may be worth further investigation in Taos County for several important reasons. The intent of the Quality of Life GRT option is to provide public financing to support arts organizations and cultural programming. The large number of established and emerging arts and cultural organizations in Taos County is



representative of a substantial “creative economy” that needs financial support and nurturing. If the local economy continues to deteriorate, the Quality of Life GRT option is a major stimulus strategy to create a new revenue stream to foster creative entrepreneurs and programming.

Action Items:

- Contact the state Taxation and Revenue Department for technical assistance and background information on the Municipal Quality of Life Gross Receipts Tax Option.
- Partner with County and Town finance departments to estimate projected revenue flows with various increments (up to .25%).
- Consult with County Commissioners and staff to explore political feasibility of a GRT option for quality of life programs.

5) Research creative uses of Town and County Lodger’s Tax Funds for new cultural programming and signature event development

The Town of Taos currently collects over \$800,000 annually in lodger’s taxes and Taos County collects over \$250,000 annually, indicating the Taos region one of New Mexico’s most popular tourist destinations. In Fiscal Year 2011-2012, the Town allocated approximately 40% of its lodger’s fund budget to the operations and marketing of the Convention Center. Another 30% was allocated to the Visitors Center, 20% to support Public Transportation, and 10% to the Market Taos campaign. These estimates may be generally described as predominantly subsidizing tourism infrastructure and facility operation in relation to marketing, promotions and special events development.

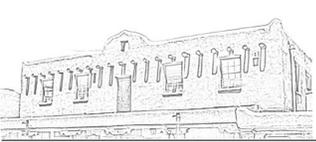
This Cultural Plan recommends that alternative uses of lodgers tax funding be considered by the Town Council, County Commission and community at large. While current uses of lodgers tax funds are appropriate, recent declines in lodger tax collections due to various reasons, but significantly affected by a weak economy, call into question the Town’s strategies to enhance its tourism industry.

The development of a new Taos arts and culture signature event, expanded and enhanced Taos Plaza Live! programming, alternative uses for the Convention Center and tourist-friendly programs such as expanded walking tours offer new ideas to improve the appeal of Taos as a popular destination.

Recently, both Santa Fe and Las Cruces have advocated successfully at the State Legislature for increased local lodgers tax rates to fund and build new convention centers. Perhaps this might be a viable strategy for Taos to revitalize its aging center.

Action Items:

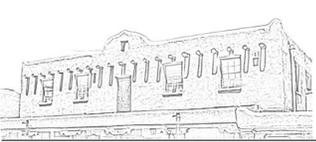
- Research Town and County lodgers tax budgets and allocations, understand current trends in the tourism marketplace.
- Engage policy makers and lodger tax committee members on strategies to enhance the community’s lodgers tax revenues and funding capacity.



TAOS Arts and Cultural District Plan



DPAC (2010) Renderings, Showing Possible Event Space at Kit Carson Park, left and above



BRANDING, MARKETING and PROMOTION PROJECTS

1) Develop a new Taos Arts Signature event that can help re-establish Taos as a center and destination for the production and exposure of traditional and contemporary art

During the course of the preliminary planning for this Taos ACD Cultural Plan, two “signature” events have been mentioned for possible consideration and development by the ACD Steering Committee. These events are: 1) A “Buskers” Festival - to showcase the many unusual talents of street performers from throughout the region and nation, 2) A “Taos Design” Symposium that would attract scholars, artists, designers, to Taos to investigate the future of “Taos Design” for a new global and digital audience and economy, and 3) “Los Recuerdos” - a Traditional Arts Market (inspired by Santa Fe’s Spanish and Indian Markets).

In addition, local artist and photographer Jaap Vanderplas has articulated his thoughts on organizing a contemporary art “event” or festival that could attract eminent, edgy and emerging global artists to Taos. The ACD Steering Committee could play an important role in convening a dialogue or discussion group to consider these ideas and begin planning work.

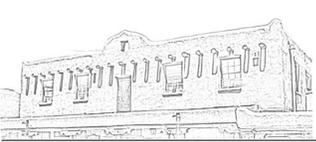
Action Items:

- Invite Jaap Vanderplas and other interested people to begin discussions and committee work to develop a new Taos “signature” arts/cultural event.
- Provide some staff technical support for the events committee.
- Facilitate events planning meetings and work to produce themes/timeframes/budgets.

2) Investigate potential of computer-based social networking as a marketing strategy for ACD

As a means of promoting the wealth and diversity of talent across a variety of artistic fields within the Taos ACD, a social networking site or website may be a way to reach a wider audience with reduced marketing investment. Such a site might allow for artists to showcase and sell their work in one common online marketplace - a sort of Taos Ebay. Rather than reinventing the wheel, a new website might incorporate features found on some of the existing Taos artists’ sites - into one all-encompassing online Taos Arts and Cultural marketplace. Some of the already existing Taos websites:

- *Taos Artist Guide* (taoartistguide.com): Photos, profiles, links to artist websites and other info for numerous Taos artists. Organized into groups such as painters, sculptors, photographers, fine crafts, and more.
- *Taos Artist Organization (TAO)*, (taoartist.weebly.com): Has a directory of 140 artists as well as events, studio tours, and a blog.
- *Taos Painters* (taospainters.com): Combines Santa Fe and Taos for paintings for sale, a list of artists, and highest auction prices.



- *High Road Artists* (highroadnewmexico.com): Provides links to resources for New Mexico artists.

Before an endeavour such as this can take place, a survey should be developed to ascertain the need, gather community input, and establish the possibilities. The online survey-development website, surveymonkey.com, can serve as a useful tool for reaching a broad audience.

An example survey might look like the following:

Example Artists' Survey

Name of Business (and type):

Address:

Phone #:

1. Do you currently sell art via a website? Y/N

-If yes, what is the website?

2. What/who is your market?

3. Do you believe fewer people are buying art in person? Y/N

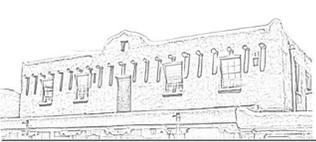
4. Would you be interested in selling your art through an area-wide artists website? Y/N

5. Do you believe a Taos-wide artists website can work?

-What do you think it might take to be successful?

6. How inclusive should such a website be – ie, should such a website stick primarily to visual arts, or should it include music, film, etc as well?

7. What are your suggestions for the organization of such a website?



3) Enhance historic walking tours of Taos historic sites and districts

Taos' rich cultural history and architectural landmarks offer the potential for thematic and corridor-based walking tours. For example, a walking and cultural tour of Kit Carson Road may be organized that begins at the Taos Inn, proceeds along Kit Carson, incorporates the Mabel Dodge Luhan house and ends up at the Monte Sagrado Hotel. Other tours may include La Loma Historic District, Ledoux Street and the Guadalupe residential district. These tours may also be self-guided with an interactive map and narrative guide. Certified Local Governments (CLG) funds from the Historic Preservation Division (HPD) may be used for this purpose.

Action Items:

- Contact local historians and museums to organize historical narratives and research.
- Identify one or two areas or tours for pilot development.
- Develop a budget for the tour development.
- Interface with ACD Fund-raising committee or other sponsor to determine expenses and raise funds.
- Partner with local hotels to develop program and market locally and to tourists.

4) Assess current offerings and programs in participatory or experiential tourism (aka Creative Tourism).

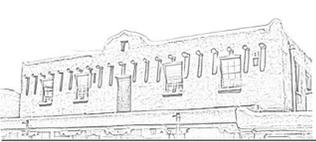
Traditional models of tourism in Taos include cultural and heritage tourism (arts, Taos Pueblo, literary), recreational tourism (skiing, camping and hiking), and consumer tourism (shopping, galleries). Since the advance of internet technology and also because of demographic shifts, the global tourism industry has grown dramatically but also become highly diversified. Niche or "boutique" markets such as Eco-tourism, Geo-tourism, and Creative Tourism have expanded since 2000, attracting younger and more adventurous travelers. Today an emphasis on "participatory" tourism, featuring activities that creatively engage visitors, such as cooking classes, pottery courses, photography institutes, adobe workshops and much more, is the competitive edge. In addition, "authentic" experiences based upon local cultural traditions are in demand.

Action Items:

- Organize an informal group of local tourism providers and professionals to "compare notes," assess local offerings, and brainstorm new strategies.
- Develop a local symposium or conference to educate public and policy makers.

Participatory Tourism - Taos Workshops

- Taos Summer Writers Conference
- Taos Toolbox Writers Workshop
- Taos Writing Retreat for Health Professionals
- Mountain Light Writers Retreat and Residency Program
- Culinary Adventures in Northern New Mexico with Chef Maher
- Taos Art School Creative Expeditions and Art Workshops
- Taos Art Experiences
- Society of the Muse of the Southwest
- The Wool Festival at Taos Workshops
- Intensive Studies Seminar Painting Workshop
- Taos Clay Studio Workshops
- Taos Opera Institute Workshop



5) Develop a hospitality training program for local hotel and restaurant service providers for service tips and professional enhancement and also knowledge of local attractions

Hospitality training is important in any tourism destination, but rarely implemented. The major service industry in Taos may benefit from enhanced professionalism and career opportunities. The appointment of Taos native Monique Jacobson as State Tourism cabinet secretary, and also the convening of the state's annual tourism convention in Taos in 2012 offers the community unique partnership and collaboration opportunities to explore professional and business strategies.

Action Items:

- Assess local interest in hospitality training by surveying major employers at hotels and restaurants.
- Explore partnerships with UNM-Taos and New Mexico State University (hospitality and tourism program).
- Contact NM Tourism Department for collaboration and advice.

6) Create visitor-friendly maps of ACD neighborhoods such as Plaza area, Ledoux Street, Kit Carson Road, Bent Street, etc.

Taos offers an attractive walking tour brochure of historic landmarks. This excellent guide may be complemented with other “user-friendly” maps for visitors that illustrate many other features of historic neighborhoods showing amenities such as parking, businesses, attractions, public art, galleries, etc. This Cultural Plan has developed base mapping which may be further edited and produced into various tourism information products.

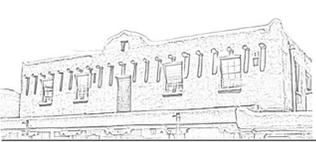
Action Items:

- Gather all tourism information products for quick assessment.
- Contact Town of Taos Tourism officer and explore potential maps, guides and other information products.
- Develop prototypes and proposals for funding consideration (Lodger's Tax).

7) Enhance “Enjoy Taos” merchants campaign (shop local and enjoy local arts)

The “Shop Local” or “Enjoy Taos” strategy is actually a component of a more comprehensive “Green” or sustainable economic development concept that has evolved in recent years as “big-box” retailers have located in rural communities and caused a re-structuring of local businesses, often impacting “mom and pop” businesses. Producing, consuming, bartering, and shopping locally keeps local currency in the market and in theory, helps stimulate business and job growth.

Besides energy conservation and alternative energy production strategies, sustainable development also encourages local strategies such as multi-modal transportation, historic preservation, local cultivation and consumption of food, local systems of barter and currency, and local production and sale of staple goods such as clothing and building products. Because of its isolation and self-reliant nature, Taos is naturally suited to sustainable economic development strategies.



Action Items:

- Advocate for enhanced economic development organizational capacity in the Taos Valley.
- Research and explore models of “Shop Local” campaigns and other examples of local production such as the “Slow Cities” movement.

8) Explore potential of kiosk merchants and vendors on the Plaza

The difficult recession economy of the last four years has spawned retail innovation in the form of “transitory” or “pop-up” businesses that can operate from a mobile location such as food cart, trailer or kiosk, or also may locate in a vacant storefront for a few months during a busy season. While this may be a touchy idea for long-time Taos businesses owners, it is worth discussing as an alternative program for entrepreneurs, and also to enhance the appeal and business vitality of the ACD.

Action Items:

- Contact New Mexico Main Street for technical assistance and research concepts.
- Begin informal discussions with local merchants.

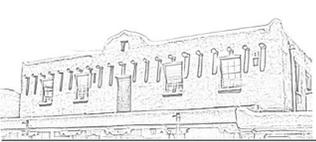


DPAC (2010) Rendering, North Gateway

It could be a good theme for Taos – as opposed to saying ‘come see the art’, let’s say ‘come see the people that make art.’ Because that’s what we do we make art.”

- Judith Rane

- TAOS Cuentos



CULTURAL PROGRAMMING PROJECTS

1) Develop a small grants program to support local arts production and creative entrepreneurs

Arts and cultural philanthropy in America is undergoing a transformation as the proliferation of the internet, social media and other community networking strategies evolve. Major corporate philanthropies and individual donors are re-prioritizing their giving strategies as audiences and “makers” of cultural production are changing gradually from large “institutional” interests such as museums and opera companies to younger “grass-roots” artists and groups reflecting and incorporating new media and alternative technologies.

Innovative donors are seeking to support new forms of expression with new strategies of grant-making. These include providing small grants to artists that can demonstrate social benefits to their projects, and also more substantial grants to neighborhoods to support “creative place-making.”

In Taos, a community-based small grants program offering funding support for projects under \$5,000 may be a worthwhile cultural and economic stimulus program. Funds may be raised through micro-funding initiatives such as Santa Fe’s SPREAD, which raises funds through community pot-luck dinners where “the hat is passed” and a local arts project is funded through a consensus and presentation process.

The Taos ACD may consider collaborating with local artists and funders to create a pilot small grants program to stimulate cultural production in the Taos valley.

Action Items:

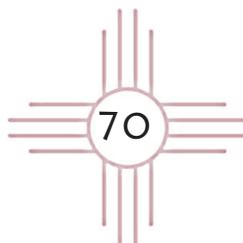
- Research local foundations and current funding strategies
- Contact Santa Fe SPREAD organizers for technical assistance

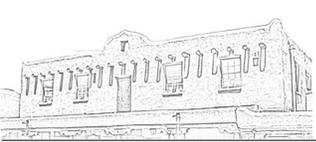
2) Develop an artists in residency program

During the course of this cultural plan development, several discussions have arisen reflecting on the extraordinary arts and cultural development of Taos during the past three centuries, with extra emphasis on the Twentieth Century, which witnessed the establishment of the Taos Society of Artists after 1898 and the evolution of a modernist arts colony organized by Mabel Dodge Luhan and others after 1917. Subsequent arts movements including later modernist artists, including Agnes Martin, Ted Egri, Millicent Rogers in the 1950’s and a furniture renaissance called “Taos Country” style in the 1990’s have contributed to Taos’ unique legacy among American arts communities.

In 2011, with a difficult global economy, some have questioned the tenacity and progress of the Taos arts economy and its relevance to today’s consumer habits and demographics. Younger arts audiences and consumers of art have more options to enjoy art than previous generations. These factors and others have led to observations about the relevance and vitality of the arts and cultural community in Taos.

On August 20, 2011, Cultural Planner Elmo Baca and film-maker Mark Gordon made a presentation on the Taos





and Santa Fe Art Colonies at the invitation of the Taos Public Library. Mark Gordon is currently developing a one-hour documentary on the legacy of Mabel Dodge Luhan called “Awakening in Taos.” About 50 people attended the presentation, and a “salon” style discussion about the future of the Taos arts community evolved.

Among the major recommendations of the discussion:

- Taos is no longer a world-class arts destination because no significant or innovative art is being produced here. The contemporary art on sale in the town’s numerous art galleries is geared for a tourist consumer seeking a “souvenir” of their visit to Taos. For Taos to become a destination for serious artists, it must seek new strategies. Following along the lines of Mabel Dodge Luhan’s example, what Taos needs is an Artist in Residence program(s) designed and funded to attract high-caliber emerging and established artists to the community.

- The creative and intellectual milieu that was fostered by Mabel Dodge Luhan and many others in Taos has declined in recent years. The example of Mabel’s highly successful New York salons and those of Gertrude Stein in Paris a century ago provide inspiration for a new generation of Taos Salons where artists and creative people of various disciplines may gather for intellectual and creative stimulation.

3) Consider forming a local Arts Council

Preliminary work has begun by the Taos ACD on the possibility of forming an Arts Council in Taos. This Cultural Plan supports this initiative and recommends a preliminary consideration of sponsoring a Taos Arts Leadership Institute (see #7 below). Other cultural programming projects suggested here, including the development of a small grants program for artists and cultural entrepreneurs (#1 above), and the development of an artists in residency program (#2), may be considered as possible projects or spin-offs of an Arts Council. Other needs identified by the NM Taos ACD Resource team include:

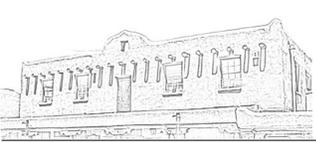
- A clearinghouse for Arts Organizations and Information
- Arts and Culture in the Classroom programs

Action Items:

- Contact Loie Fecteau or Ann Wiseman at New Mexico Arts and request technical assistance for founding a Taos Arts Council.

4) Expand Taos Plaza Live! programs to showcase diverse and emerging local artists and appeal to greater community audiences and participation

The highly successful Taos Plaza Live! programs organized by the Taos Chamber of Commerce and the Taos Project during the summer tourist season on Thursday evenings merit the consideration of expansion and enhancement. In conjunction with enhanced Plaza equipment and performance capacity recommended above, this plan encourages the expansion of the Taos Plaza Live! program to include other cultural offerings on different days/evenings of the week.



During the October 2011 Taos Curb Appeal project, which featured a community celebration with live local music on a Sunday afternoon, it became apparent that Sunday afternoons are an ideal time for family oriented entertainments on the plaza that could include storytelling, traditional Hispanic and Pueblo music, arts and crafts fairs, game contests, dancing, car shows, etc. The City of Santa Fe has successfully used this approach to attract locals back to their historic plaza. Offering a farmers market on the plaza is another way to enliven the plaza during “slow” shopping days. Permanent structures and allocated space for vendors and farmers markets have met with great success in towns such as Santa Fe and Marfa, Texas and could be implemented in Taos as well.

Purchasing of outdoor cinema projection equipment may also create the opportunity of a Plaza film series for the community during the warm weather months. Popular older movies and “retro” features may be offered free on the Plaza, with audiences encouraged to bring chairs, blankets, food, etc. to enjoy on the Plaza. Movie themes may be cross-promoted with other fun activities such as car shows, fashion shows, costume parties, toy and souvenir giveaways to attract crowds.

5) Develop an entrepreneurs and artists forum or “salon” such as Santa Fe’s Art-MIX to exchange ideas, savvy, technology and dialogue

Mabel Dodge Luhan and Gertrude Stein made history a century ago by hosting artists salons in New York and Paris that helped launch Modernism. Today the concept of a salon and intellectual exchange has been updated and enhanced through digital technology and the internet so that “virtual” salons, idea exchanges and cross-promotion can take place through an interactive website. Santa Fe has pioneered a dynamic program called MIX Santa Fe that is a prototype and model for a potential Taos virtual salon. From the MIX Santa Fe website, “MIX is a structure for interaction and collaboration among inspired individuals, entrepreneurs, innovators, businesses and organizations. Through monthly events that showcase talent and local resources, MIX provides an avenue for personal contact and networking. Through innovative web tools, social media and micro-stimulus, MIX provides a mechanism for the development of ideas, businesses, and projects with corollary opportunities for promotion, recognition and start-up funding.”

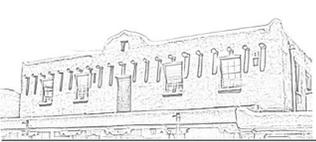
MIX Santa Fe also promotes face-to-face human interaction at related activities such as gallery and business openings, presentations, lectures and good old fashioned Mabel Dodge Luhan style salons. MIX Santa Fe has attracted strong support from the City of Santa Fe, the Santa Fe Chamber of Commerce, Santa Fe Community College, Los Alamos National Bank, and Backroad Pizza.

Action Items:

- Research the MIX Santa Fe website at www.mixsantafe.com.
- Consider making contact with MIX Santa Fe organizers for technical assistance.

6) Engage local school systems and UNM-Taos to assess potential of collaboration

Taos is home to a rich tapestry of public and private schools that offer the potential for creative collaborations. These schools include (but not limited to) the Taos Public Schools, Taos Vista Grande Charter High School, Taos Charter School, Taos Academy Charter School, Anansi Charter School, Taos Christian Academy, San Francisco de Asis School, and the University of New Mexico - Taos branch. The Taos ACD may organize one or more roundtable



discussions and informal meetings to exchange ideas and explore areas of common interest. Attracting students to perform or display art in ACD venues may be a place to start.

Action Items:

- Consult with arts teachers, faculty and administration informally to begin conversation.
- Plan roundtable discussions to brainstorm ideas and strategies.

7) Sponsor an “Arts Leadership Institute” to engage local arts and cultural leaders and train them in arts leadership, advocacy and stewardship

Through the efforts of the New Mexico ACD Steering Committee, a professional partnership has been developed with Georgia Williams, a semi-retired arts administrator formerly associated on the professional staff of the Oklahoma Arts Council. Based in Oklahoma City, Ms. Williams has been hired on a limited basis by New Mexico Arts to assist in cultural plan development and arts leadership institute trainings in Raton and Las Vegas in late 2011 and early 2012. Ms. Williams has developed a three-day arts institute training for community leaders that is worth considering for Taos. Considering the emerging efforts to develop an Arts Council in Taos, engaging Ms. Williams along with other technical assistance from New Mexico Arts is timely.

Action Items:

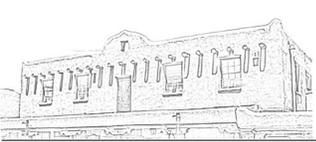
- Contact Georgia Williams to initiate a preliminary conversation about the value of an Arts Institute in Taos.
- Contact Loie Fecteau or Ann Wiseman at New Mexico Arts for potential funding support and collaboration for a Taos Arts Institute.

8) Develop Strategies to Attract and Reintegrate Traditional Arts and Creative Expressions in ACD

The Taos Valley and Taos Pueblo are the source of many traditional arts, crafts, music, literary and other authentic expressions of hispanic and Native American cultures. As noted earlier, Taos has evolved distinctive variations on all traditional art forms, and these media in turn have influenced other Taos themes and forms such as Taos Country furniture. Although rich in artistic heritage and expressions, Taos has perhaps diminished as a market and forum for traditional arts and culture in comparison to other markets, particularly Santa Fe. Santa Fe’s successful Indian and Spanish Markets continue to dominate the summer tourism season. Taos and the ACD can however offer a distinctive counterpoint to Santa Fe by considering alternative events to showcase traditional arts in alternative and complementary seasons, such as fall and spring.

Action Items:

- Organize focus groups of traditional artists to develop new strategies for traditional arts.
- Research potential new event development; Contact museums in Santa Fe, Albuquerque, Phoenix and other regional cities for schedules of upcoming events.
- Develop partnerships with local Taos cultural organizations to foster participation and collaboration.



COMMUNITY OUTREACH PROJECTS

1) Consider expansion of ACD's pilot "Cuentos de Taos" project of community interviews and storytelling

An important component of the Cultural Plan is a community outreach strategy that can engage the community to interact with the ACD in new, creative and meaningful ways. This "Cuentos" project has been developed in consultation with Taos ACD Steering Committee members as a way to involve community members in the ACD development.

Elmo Baca has assembled a creative team of community organizer, literature research professional, graphic designer, videographer, photographer, and editor to undertake a several months campaign to collect and document Taos Stories (Cuentos).

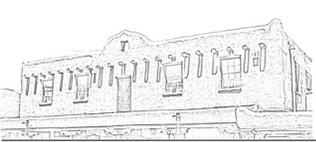
The project will be conceptualized beginning with this outline and refined for presentation and consideration by the Taos ACD Steering Committee. Sixteen video interviews of local personalities were filmed in October 2011 and more are planned.

2) Develop grass-roots, community-based "conversations" or dialogues to exchange ideas and air grievances for healing and inclusion of all demographic groups in ACD and revitalization process, especially Taos Pueblo residents

Concept: The concept of this proposal stems from observations of the Taos Arts and Cultural district and discussions about the future of the district in Taos. During those observations, it was apparent that this area has lost some of the vitality which originally stemmed from Taos residents. It is indicative of one of the challenges for communities that rely heavily on tourism for their businesses, often the areas that are important to communities are relinquished to outside tourists for their enjoyment and the revenue it creates. This seems to be the case in Taos especially as it relates to the Arts and Cultural District (and the Rancho de Taos Plaza). Still these areas hold great importance for the residents of Taos and are the lifeblood of the city center. While physical elements such as landscaping, sidewalks and facades are parts of any envisioning process of a place, the crucial element must be the community's participation in the plans to ensure that it has their vision at its core.

As in most cities that connect various cultures, Taos struggles in representations of and participation from the various cultures in the Arts and Cultural District. To ensure that Taos has a thriving Arts and Cultural District, all residents must have a strong attachment to the place and feel like they are a part of the ACD. Attachment is what makes residents feel and act like they belong. This in turn will translate to outsiders that visit Taos. Feelings of attachment are not easy to create. Taoseños have an advantage in that most residents feel a sense of attachment and deep sense of connection to the city.

Attachment to the Taos Arts and Cultural District is different to everyone. It is important to find out what the differences are and where the emotional responses stem from. Every community, especially those that are cultural tourist attractions as Taos, has a performance aspect to it. Staging "authentic" performances to draw in visitors and entice them to spend money and time in the city is common.



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The Arts and Cultural District's revitalization is dependent on the cohesion of the community's backing. Effective community development towards cohesion is grassroots and includes involvement from every ethnic group in the community with a structure to ensure effective and honest input. This would make certain that all community members benefit and that they feel their community is protected. A community process takes care and structure to be effective. Any development must take into account that diverse communities need to feel empowered to make the process work well.

Strategies: For all the above reasons this project proposes strategies for effective community input in the restructuring of the Taos Arts and Cultural District. Make a point to bridge the gaps between the various ethnic and social groups in Taos. The histories are long and link to strong emotions. It is not necessarily a negative attribute that emotions are upfront, it usually means that there is deep attachment to place. The key is to channel the strong emotions into a dialogue about change. *Discovering the common ground is crucial.*

Encourage honesty about the past and present. Often people cannot be honest in front of other ethnic groups whom they have had historical conflict. It is important to let the each ethnic group to be with themselves first, before there is an attempt to come together.

This will create a meaningful level of trust and a space to allow for honest dialogue. The groups can come together after the initial separation to discuss where the common ground lies and where there can be improvement. Find leaders in each of the groups that can develop trust within the groups. Deciding who the leaders are is up to each ethnic group. Imposition from outside the group is detrimental and the process falls apart. The leaders are those that can work with others and have the necessary attachment to place that will set an example to the others.

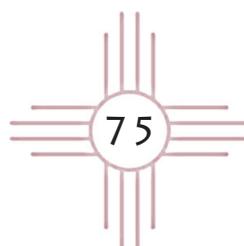
Focus on assets and do not ignore the challenges facing the process and the Arts and Cultural District. This is tricky especially when there is tension because of economic downturns. Keeping the focus on the reasons people live and care about the city will encourage attachment and development of meanings.

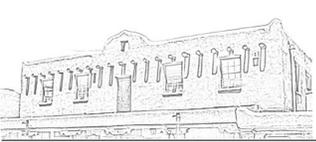
Expect the process will change and develop as time goes by. There should be a structure but it should adapt to changes in the group dynamics. Circumstances change from the outside and they will have an effect on the process. The important part is the commitment to keeping the community engaged even with changes. Measures of success have less to do with numbers and more with the level of empowerment and involvement of community members. Success also measured by the ability to find equity and replicate it in other situations around the city. These measurements are dependent on the community and not outside forces. When community members feel that they have some measurable control over their situations they will act in accordance to their level of power.

“It’s wonderful to think of all the people who’ve been a part of preserving or helping Taos.”

- TAOS Cuentos

-Rena Rosequist





Recommendations

Adherence to multi-lingual, multi-cultural meetings:

Respect for language is crucial to create an environment of comfort and appreciation for all involved. Most residents of Taos are proficient in English, however it is still useful to incorporate multilingualism into meetings to show that there is not a dominant language that is valued over others. A multilingual and multicultural meeting necessitates patience and perseverance. The leaders of the ethnic groups mentioned in the strategies section can be co-facilitators of the overall meeting. Having co-chairs from the various groups represented gives participants equal representation in leadership. Along these lines, the different languages could take turns at being the dominant language of the meeting. If this does not make sense for the entirety of the meeting, it can happen for part of the meeting in any case the group as a whole should come up with the decisions on how to communicate. A very good source for the logistics of making bilingual meetings work effectively is the Guide for Chairing Bilingual Meetings Guide from the Province of New Brunswick in Canada. The PDF of the guide is at www.newbrunswick.gov.

Community mapping:

This recommendation is rooted in the theory of attachment to place mentioned above. The reasons that Community Mapping would work bringing in Taos residents is because it provides space for community members to map out their own community and decide on assets of the place and what is in need of attention. Participants usually feel powerful when they are involved in mapping out their own community, instead of having someone from the outside doing it. Community mapping also is useful because it can help to bring together variables that have effects on place such as economics, politics and relationships. For this recommendation to succeed, we propose that the residents of Taos first do a community mapping exercise in the separate ethnic groups, so there is more chance of honest conversation about the assets and the challenges. Then the groups would come together and discuss the mapping ideas.

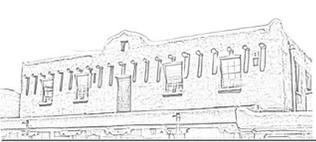
There are various types of community mapping available. A good resource in this regard is the website www.policylink.org. This website provides good step by step information on how to create an effective community mapping exercise that will work well for the needs of the Taos community.

Minority-owned business initiative:

Utilizing tools already in place is a good start to encourage minority populations to open up small business in the Arts and Cultural Districts. This recommendation stems from the discussions that many Hispano and Taos Pueblo artists often do not find places for their art in the galleries already in the plaza. If there are more initiatives for those interested in selling and purchasing their art, some of this tension could alleviate. Along with this recommendation is that there be an initiative to have a “local space” in the Arts and Cultural District that focuses on local artists and can provide a lower cost space for them to display and sell their art.

Conclusion

This concept proposal highlighted the need for community cohesion and attachment to place. In a town that relies on tourism to the degree that Taos does, it is necessary to do an inventory occasionally and rediscover the meanings



TAOS Arts and Cultural District Plan

and assets that residents find in their place. In Taos this must be linked to the historical meanings Taos Puebloans, Hispanos and Anglos find in the Arts and Cultural District. There will be many expected overlaps of meanings, but in others, there will be divergent meanings, which is healthy and expected. The purpose of this project is to open up the dialogue and begin to explore the ways Taos can reinvigorate its town center and become the place of deep connections it truly is.

3) Consider a community partnership with Santa Fe and Albuquerque to exchange information, ideas, and programs for cultural economic development. Explore the potential of a creative “super-region” from Albuquerque to Santa Fe to Taos.

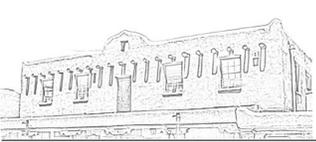
Both Albuquerque and Santa Fe have organized “Creative” non-profit organizations such as “Creative Albuquerque” and “Creative Santa Fe” to support and develop the creative economy. In addition, Santa Fe has been designated a Creative City by UNESCO and hosted an international conference for the group of 29 cities in 2008. Many in the New Mexico “creative economy” network have discussed the potential of a “creative super-region” located from Albuquerque northward to Santa Fe and Taos for creative exchanges, joint marketing campaigns, policy development, advocacy, and economic development. In addition, “Creative New Mexico,” an emerging statewide non-profit organization is being organized. This is an opportune time for Taos ACD leaders to engage partner cities here in New Mexico and perhaps elsewhere to cultivate collaboration.

Action Items:

- Contact Creative Santa Fe, Creative Albuquerque, and Creative New Mexico.
- Research progressive creative economy networks such as UNESCO’s Creative Cities and the Slow Cities movement.



John Marin, “Storm over Taos”



Conclusion

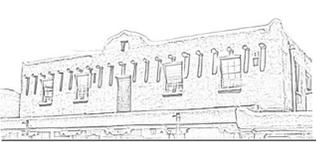
Taos enjoyed a national and international reputation during the Twentieth Century as one of America's outstanding art colonies, beginning with the "Taos Society of Artists" and evolving through numerous generations and expressions, including literary, modernist, and folk art legacies that complemented and enhance existing traditional hispanic and pueblo expressions. The eminence of Taos has been transformed and perhaps diminished by recent and current developments such as the rise of internet marketing, demographic changes, preference for "participatory" forms of tourism, development of more art colonies, and also a lingering economic recession. A long sustained period of economic prosperity after World War II fueled by arts sales, real estate construction and speculation, and related tourism industry can no longer be taken for granted.

Taos boasts the cultural assets of a community ten times its size, but because many institutions were largely created by visionary and generous "cultural entrepreneurs" such as the Harwood family, or Nicolai Fechin, Millicent Rogers, or Agnes Martin, the community lacks public sector economic development organizational infrastructure to support continued investments to help the community retain its preeminence as an arts center and tourism destination. Thus Taos is at a "crossroads" in 2012, weathering a long recession, fighting intense competition for tourists, facing issues of poverty, job losses and political dysfunction.

Creating an effective organizational infrastructure that can support Taos' economic and cultural development is a major recommendation of this plan. The community needs active groups to support downtown "Main Street" revitalization, arts council "umbrella" funding support for the community's many arts activities, and an economic development organization charged with responsibility to create base and service jobs, as well as a healthy Chamber of Commerce. Currently many of these functions are not being met in Taos, causing a glaring inadequacy in the town's developmental capacity.

A long-term "disconnect" between the Town of Taos municipal government and the public sector continues to hamper progress. While not all of the dysfunction is the responsibility of the town government, the current inertia and low morale in the community begs for inspired leadership, collaborative consensus building, and a shared vision for the community. In addition, dysfunction, lack of communication and collaboration between the Town and County governments is discouraging and in counter-productive to a shared vision for a prosperous greater Taos Valley.

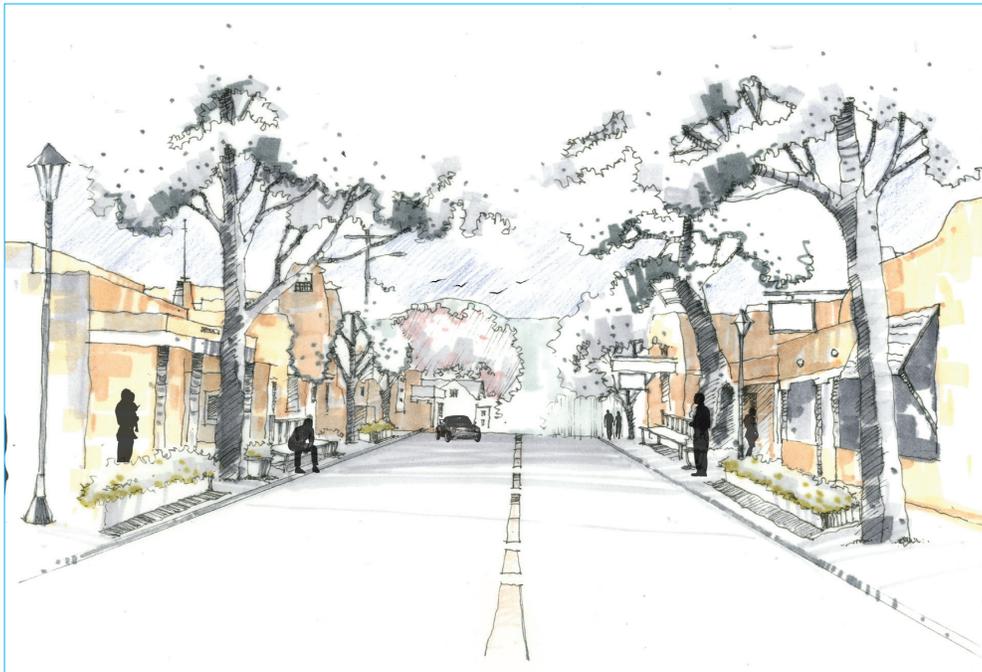
A new model of community governance which inspires volunteer participation and enhanced fund-raising and investments from public and private sources will be required to realize many of the projects included in the Taos Arts and Cultural District Plan.



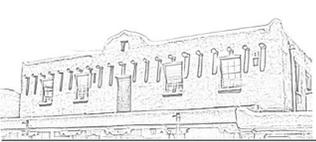
(Appendix)

Includes:

- Acknowledgements
- ACD Boundary Ordinance
- NM ACD Ordinance
- Taos ACD Boundaries Map
- Implementation Grid
- ACD Maps (A, B, C, and D)



DPAC (2010) Rendering, Kit Carson Road Perspective



Acknowledgements

ACD Steering Committee

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Town of Taos

Mayor Darren Cordova
 Council Member Rudy Abeyta
 Council Member Gene Sanchez
 Council Member Michael Silva
 Council Member Amy Quintana

Taos Town Planning Staff:

Matthew Foster
 Ed Ramsey

Taos Cuentos

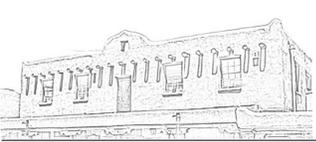
Barbara Brenner
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Numair Latif
 Rachel Prinz

Document Production, Design, & Mapping

Ian Sansom



TAOS Arts and Cultural District Plan



TOWN OF TAOS ORDINANCE 12-02

AN ORDINANCE ADOPTING THE BOUNDARIES OF THE ARTS & CULTURAL DISTRICT

WHEREAS, the Town of Taos was designated as an Arts & Cultural District by the state of New Mexico; and

WHEREAS, an Arts & Cultural District is a recognized, branded, mixed-use, compact area with a high concentration of arts and cultural facilities; and

WHEREAS, the intent of the Arts & Cultural District is to support arts and cultural-based economic development, form collaborative working relationships, create and enhance an economic market niche, leverage and enhance a community’s creative economy, and target a specific district’s artists, artisans, cultural entrepreneurs and cultural institutions; and

WHEREAS, the state requires the Town Council to adopt the official boundaries of the Arts & Cultural District prior to becoming eligible for New Mexico Main Street capital outlay funding for the Arts & Cultural District as well as determining eligibility for state historic preservation tax incentives for qualifying buildings; and

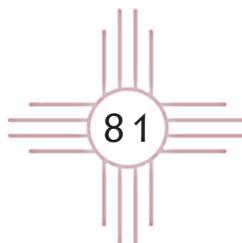
WHEREAS, the Arts & Cultural District boundaries are identified on the attached map titled “Taos Arts + Cultural District Boundaries”; and

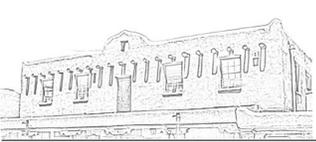
NOW, THEREFORE, BE IT ORDAINED by the Governing Body of the Town of Taos, meeting in Regular Session, this _____, 2012, and after having held a public hearing on the matter, and after having reviewed the recommendation made by the Arts & Cultural District Steering Committee that this ordinance is hereby adopted, approved and ratified:

This ordinance shall become effective as provided by law.

ORDAINED, ADOPTED, APPROVED, AND RATIFIED this ____th day of _____, 2012 by the following vote:

Councilmember Rudy C. Abeyta	_____
Councilmember A. Eugene Sanchez	_____
Councilmember Amy J. Quintana	_____
Councilmember Michael A. Silva	_____





TAOS Arts and Cultural District Plan

TOWN OF TAOS

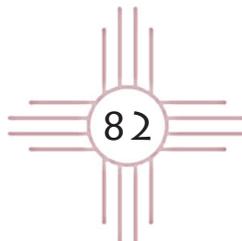
Darren M. Cordova, Mayor

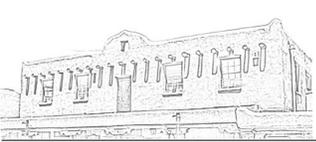
ATTEST:

**Renee Lucero, Town Clerk
Attorney**

APPROVED AS TO FORM

Jack Clough, Assistant Town





TAOS Arts and Cultural District Plan

ARTS AND CULTURAL DISTRICT DRAFT MUNICIPAL ORDINANCE

TOWN OF TAOS, NEW MEXICO

ORDINANCE FILE NUMBER: _____

AN ORDINANCE CREATING AN ARTS AND CULTURAL DISTRICT PURSUANT TO THE NEW MEXICO STATE ENABLING LEGISLATION; SETTING DISTRICT BOUNDARIES; PROVIDING FOR ARTS AND CULTURAL DISTRICT GOVERNANCE, INVESTMENT AND ASSISTANCE; A MANAGEMENT COUNCIL; FORMALLY RECOGNIZING AND PROVIDING FOR ADMINISTRATIVE OPERATIONS; REQUIRING A REPORT TO TOWN COMMISSIONERS;

WHEREAS:

The State of New Mexico established enabling legislation in 2007 for municipalities to develop an economic strategy to create a market-niche, based on the unique arts and cultural assets within a given district boundary. The process established by the State of New Mexico for municipalities to be considered for authorization was a competitive application process by a local group of organizational partners within the district, which included an official representative of the municipality. Proposals were evaluated based on a set of criteria established in the application process and recommendations for acceptance made to the New Mexico Arts Commission, the body designating as the “authorizing” entity for New Mexico Arts and Cultural Districts.

WHEREAS:

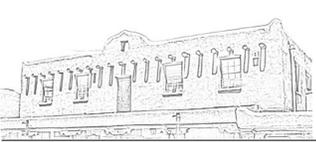
The legislation establishes the following criteria for the local Arts and Cultural District and the municipality:

- (1) *be in a geographically contiguous area that ranges in size from a portion of a municipality to a regional district with a special coherence;*
- (2) *be distinguished by physical and cultural resources that play a vital role in the life and development, including economic and cultural development, of a community;*
- (3) *focus on a cultural compound, a major art institution, art and entertainment businesses, an area with arts and cultural activities or cultural or artisan production; and*
- (4) *be engaged in promotion, preservation and educational aspects of the arts and culture of that locale and contribute to the public through interpretive, educational and recreational uses.*

WHEREAS:

The intent of the state of New Mexico’s State Coordinator and the New Mexico Arts Commission as defined in the state application instructions for authorization as a State Arts and Cultural District is:

“To enhance the local economy of a downtown district by creating a sustainable Arts & Cultural District through local and state partnerships utilizing incentives and technical assistance that result in a comprehensive and cohesive strategy with place-based arts and culture as an economic market niche.”



TAOS Arts and Cultural District Plan

WHEREAS:

The State's purposes for authorizing and investing in said Districts are:

- a. To support local community efforts in developing the Creative Economy by leveraging federal, state and local resources supporting local Artists, Artisans, Craftspeople, Cultural Entrepreneurs and Cultural Institutions through the development of an Arts and Cultural District.
- b. To assist local authorized Arts and Cultural Districts with a targeted strategy and initiative to build and enhance their informal arts and cultural economies.
- c. To provide affordable, accessible, space for the production, development, practice, performance, interpretation, exhibition and education of all arts and cultural activities as defined by the purposes of the local Arts and Cultural District Steering Committee within the district's boundaries
- d. To assist the local community and its Steering Committee with Technical Assistance in physical planning, cultural planning, capacity building for sustainability of the district and its Steering Committee, and to Market and Brand the District as a destination.
- e. To provide a state-wide branding and marketing campaign to cultural and heritage tourists for authorized Arts and Cultural Districts
- f. To rehabilitate, conserve, preserve and interpret the District's physical built environment, cultural properties and assets.
- g. To provide affordable, live/work, mixed-use, adaptive reuse properties for artists, artisans, crafts people and cultural entrepreneurs within the district.
- h. To provide incentives for historic preservation and restoration of buildings and cultural landmarks within the District through additional state tax credits available for state approved restoration projects.

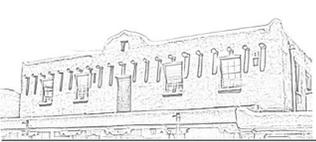
WHEREAS:

The local Taos Arts and Cultural District Steering Committee has been given notice by the New Mexico Arts Commission and the State Coordinator of Arts and Cultural Districts that its application proposal has been accepted and that the proposal for a New Mexico Arts and Cultural District has been "Authorized."

WHEREAS:

Per the letter of notification from the New Mexico State Arts Coordinator the following conditions of authorization by the New Mexico Arts Commission have been established:

- i. The term of state authorization shall be reviewed annually by the New Mexico Arts Commission.
- j. For the initial two-year start up period the local ACD Steering Committee and the Arts and Cultural District shall receive technical assistance and services from the state. The local Arts and Cultural District Steering Committee is responsible for establishing benchmarks and performance measures for economic development utilizing arts and culture as a market-niche strategy for the district and the local Steering Committee and, report the success of the local Steering Committee in meeting those benchmarks and performance measures to the New Mexico Arts Commission to maintain state authorization



TAOS Arts and Cultural District Plan

- k. The state authorization requires the Town Commissioners with the local Arts and Cultural District Steering Committee to set the boundaries of the “authorized” Arts and Cultural District, and the economic development purposes for which said district is created.
- l. The local Arts and Cultural District Steering Committee of the Arts and Cultural District has developed a strategic plan, cultural plan and geographic boundaries for the district to be adopted by the City Commissioners.
- m. The local Arts and Cultural District Steering Committee of the Arts and Cultural District and local MainStreet organization will develop and adopt, with the City Commissioners and City Administration, a Downtown Master Plan for the Arts and Cultural District.

WHEREAS:

The City Commissioners has received from the Arts and Cultural District Steering Committee the boundaries and purposes of said Arts and Cultural District as approved by the State Coordinator of New Mexico Arts and Cultural Districts, authorizing the City Clerk to provide notice of public hearing on the boundaries and purposes, and directing the Arts and Cultural District Steering Committee to provide a recommendation to the City Commissioners regarding the creation of the Arts and Cultural District as proposed, or as amended, after public hearing.

WHEREAS:

The Arts and Cultural District Steering Committee has forwarded to the City Commissioners its boundaries and purposes, a copy of the map of said boundaries and the economic development purposes statement for the Arts and Cultural District which is attached to this ordinance as Exhibit A, and its recommendation to create the district in accordance with the State of New Mexico’s enabling legislation for the creation of such districts.

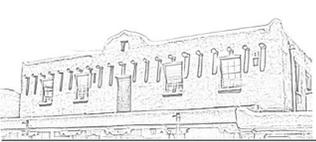
NOW THEREFORE BE IT ORDAINED AS FOLLOWS:

SECTION 1. DISTRICT BOUNDARIES AND CREATION.

(A) The Arts and Cultural District is designated by municipal ordinance, as provided for by the Town of Taos.

(B) The overall boundary of the Arts and Cultural District includes the historic plaza, adjacent commercial districts of Ledoux Street, Bent Street, and Guadalupe Plaza, historic downtown districts, historic neighborhoods and parks; Paseo del Pueblo Norte and Kit Carson Road corridors.

Town Commissioners may approve the addition or deletion of contiguous areas to the Arts and Cultural District, upon a recommendation of the Taos Arts and Cultural District Steering Committee of the Arts and Cultural district in conformance with state enabling legislation and the criteria as set forth in the original application to the state, and so long as the entire District does not exceed one square mile. All properties, cultural institutions, cultural enterprises, artists, artisans and craftspeople within the boundaries shall be included within the Strategic Plan, Cultural Plan and the Master Plan for the District (See Attached Exhibit A).



TAOS Arts and Cultural District Plan

(C) The Arts and Cultural District shall operate continuously, subject to Town Commissioners review and re-designation every five years and upon annual review and continued authorization with the New Mexico Arts Commission. The New Mexico Arts Commission has the authority to de-authorize an Arts and Cultural District for failure to meet the standards established for authorization. The local Arts and Cultural District Steering Committee shall provide a report to the City Commissioners annually identifying progress made by the ACD Steering Committee in the development of the District, such report shall include:

- a) Projects, activities and programs meeting the purposes of the District.
- b) Performance measures and benchmarks as reported annually to the New Mexico Coordinator of Arts and Cultural Districts and the New Mexico Arts Commission.

SECTION 2. STEERING COMMITTEE; RESPONSIBILITIES, TERMS, DUTIES.

(A) The local Taos Steering Committee of the Arts and Cultural District shall be designated the management committee of the District.

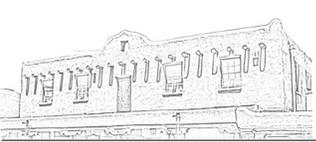
(B) The Taos Arts and Cultural Steering Committee will work with the Town of Taos to move projects forward and the Community Development Director of the Town of Taos (or designee) will maintain representation on the Arts and Cultural Steering Committee.

(C) The responsibilities of the local Steering Committee of the Arts and Cultural District shall be:

- a. finances for the operation of the District Steering Committee and its staff;
- b. oversight of staff and volunteers;
- c. capacity building of the district's leadership;
- d. sustainability of the Steering Committee and the District in terms of both human and financial resources;
- e. the development and implementation of the District's Strategic Plan, Cultural Plan and the Master Plan;
- f. work with the municipality to create municipal incentives for the development and support of the District and the purposes and priorities of the Strategic Plan, Cultural Plan and the Master Plan;
- g. marketing and promotion of the district for cultural and heritage tourism; and,
- h. all reporting and documentation about the operations of the district, its staff and volunteers, as required by the municipality, the state and federal government partners, and any other partnering agencies and institutions requesting such information

(D) The local Taos Arts and Cultural District Steering Committee as a 501(c)3, shall act as the fiscal agent for the local Arts and Cultural District Steering Committee.

(E) The local Taos Steering Committee of the Arts and Cultural District shall prepare and file annually, for its review and approval, a budget that is in accordance with the Strategic Plan and Cultural Plan, and a progress report for the improvement of the district for submission to City Commissioners.



(F) The management committee shall administer all improvements within the improvement district, in accordance with the Arts and Cultural District Strategic Plan, Cultural Plan and Master Plan.

SECTION 3. ADMINISTRATIVE OPERATIONS.

The services provided by the Arts and Cultural District shall be in addition to, and an enhancement of those public services that the municipality furnishes within the ordinary course of its operations to the district area.

SECTION 4. SEVERABILITY CLAUSE.

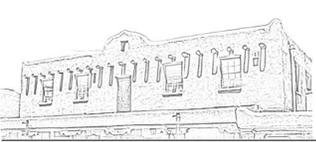
If any section, paragraph, sentence, clause, word or phrase of this ordinance is for any reason held to be invalid or unenforceable by any court of competent jurisdiction, such decision shall not affect the validity of the remaining provisions of this ordinance. The Commission hereby declares that it would have passed this ordinance and each section, paragraph, sentence, clause, word or phrase thereof irrespective of any provision being declared unconstitutional or otherwise invalid.

SECTION 5. EFFECTIVE DATE.

This ordinance shall take effect five days after publication in full.

SECTION 6. SUNSET CLAUSE.

In the tenth year from date of adoption, this Ordinance shall expire and will require formal action by the Town Commissioners to renew.

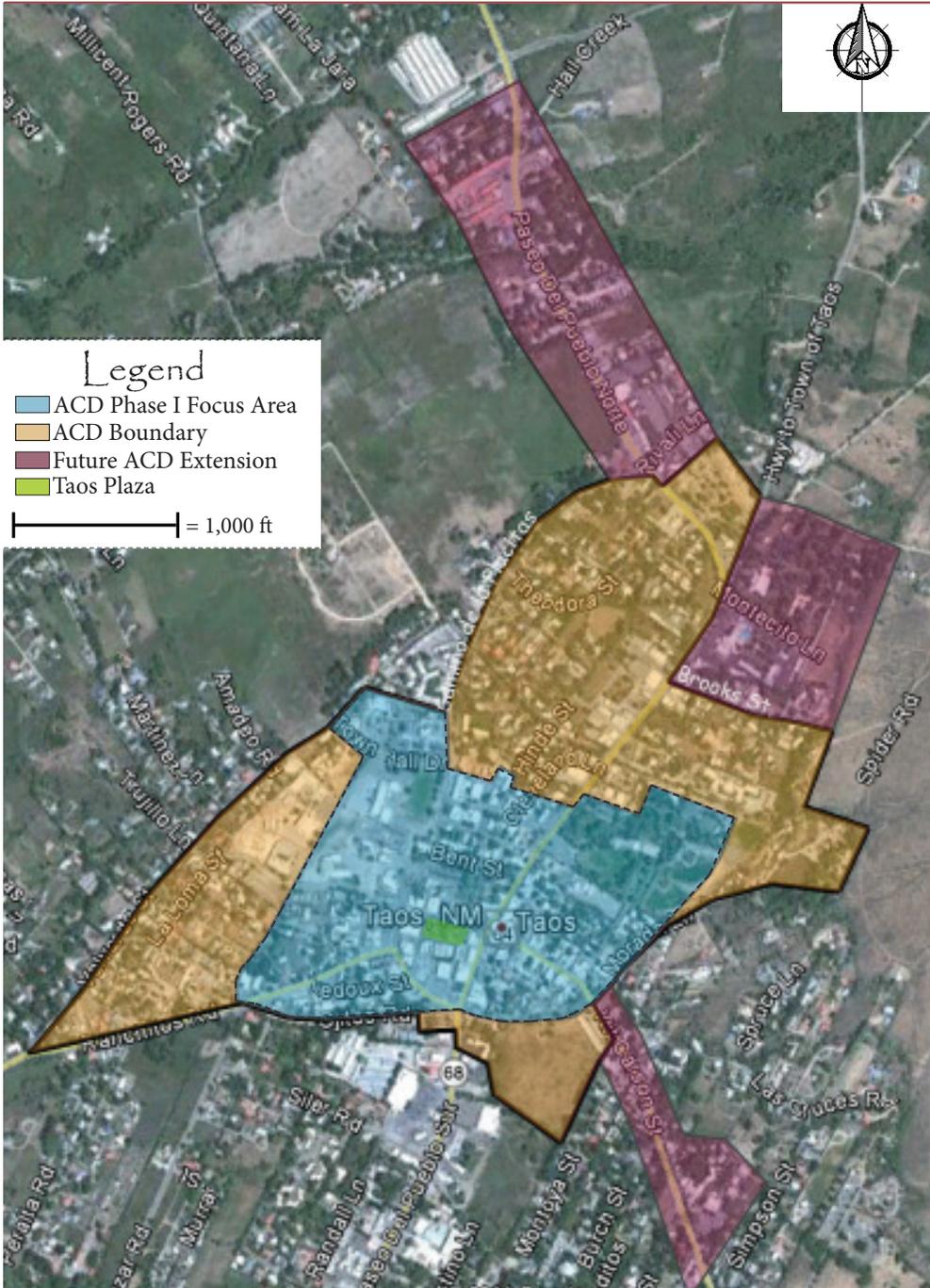


TAOS Arts and Cultural District Plan

EXHIBIT A: Boundaries Map including possible Future ACD Extension area

TAOS

Arts + Cultural District Boundaries



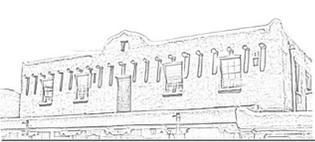
ACD NODES

TAOS PUEBLO



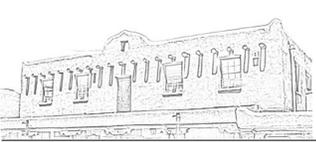
RANCHOS DE TAOS





TAOS Arts and Cultural District Plan

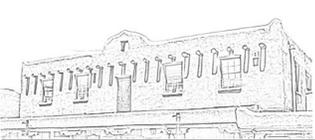
Taos Cultural Plan Arts and Cultural District Implementation Grid								
<u>Including Preliminary Budget Estimates</u>								
Strategies	Lead Agency	Timeline	2012	2013	2104	2015 & Beyond	Capital Construction	Initial Steps
I. ORGANIZATION & CAPACITY BUILDING								
I.1 Join Main Street Program apply for NM Main Street status	ACD, Town	Now	\$35,000	\$35,000	\$35,000			Contact NM Main Street Consult Town staff Submit Application
I.2 Develop Annual Budget for 2012	ACD	Now	in-kind	in-kind	in-kind			Prepare spreadsheet Develop line-item costs Submit to Board
I.3 Create a Fundraising Plan for Public and Private donors	ACD	Now	\$15,000	\$20,000	\$20,000			Research donors Develop goals/materials Recruit committee
I.4 Partnerships with Town and Taos County	ACD, Town	Now ongoing	\$20,000	\$25,000	\$25,000			Consult Council/staff Updates ACD progress Prepare Funding request
I.5 Recruit Board Members and volunteers for ACD	ACD	Now Ongoing	in-kind	in-kind	in-kind			Organize events to attract new board & volunteers
I.6 Study Taos Arts Commiss similar to Santa Fe model	ACD, Town	next 3 yrs.	in-kind	in-kind	in-kind			Contact SF Art Commish.
Sub-total Organization and Capacity Building			\$70,000	\$80,000	\$80,000			Note: Figures represent Budget Income



Taos Arts and Cultural District Plan

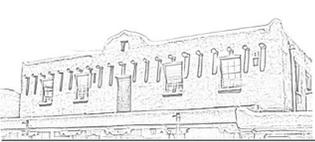
Strategies	Lead Agency	Timeline	2012	2013	2104	2015 and beyond	Capital Construction	Initial Steps
II. INFRASTRUCTURE & CAPITAL PROJECTS								
II.1 ArtSpace Housing Project								
Develop Affordable Live/Work Housing	Town of Taos	Now thru '15	\$400,000	\$300,000	\$1,500,000	\$2,000,000	\$4,200,000	Support Town seek grants Develop Finance Package
NEA funds, Town of Taos								
II.2 Plaza Improvements								
Gazebo expansion, lighting, sound	Town of Taos ACD	Now thru '13	\$50,000	\$50,000	\$500,000		\$600,000	Consult Council/staff Advocate with merchants
II.3 Courthouse Rehabilitation								
Structural Integrity, Multiple uses	Taos County ACD	Now thru '14	\$75,000	\$100,000	\$250,000		\$425,000	Develop Plan for Rehab an adaptive reuse; consult with Commission and staff
II.4 Plaza Theater Rehab.								
Acquisition and Redevelopment	ACD	Now thru '15		\$25,000				Prepare a Feasibility Study for Theater rehab/operations
II.5 McCarthy Plaza Parking L								
Mixed use redevelop & Parking	ACD Owners Town of Taos	Now thru '15	\$5,000 \$5,000					Consult with Owners Research creative financing MRA potential project
II. 6 Develop Alley Way Plaza								
	ACD, Town	Now thru '15	In-kind					Include Alley in Plaza Thr and McCarthy Plaza plan
II. 7 Guadalupe Plaza								
	ACD, Town	2013-14	In-kind	In-kind	\$100,000	\$250,000		Include in Downtown Plan Consult with merchants
II.8 Acequia Rehab Project								
Rehab & re-use acquias, greenspace	ACD, Town	Now thru '14	\$5,000	\$5,000	\$10,000			Plan demonstration project Create community event
II.9 Crosswalk Enhancements								
Improve crosswalks, sidewalks	ACD, Town	2014-2015			\$50,000	\$500,000	\$550,000	Planning docs in 2014 Partner with Safe Routes to School Program

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TAOS Arts and Cultural District Plan

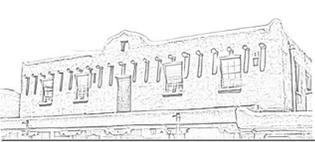
Strategies	Lead Agency	Timeline	2012	2013	2014	2015 and Beyond	Capital Construction	Initial Steps
II.10 Wayfinding Signage	ACD, Town	Now thru '14	\$5,000	\$25,000	\$50,000		\$80,000	Seek tech. assist. from
Enhance gateways & wayfinding								NM Main Street
								Develop Plan
II. 11 No. Gate/Civic District	ACD, Town	2014-2015			in-kind			Include in Downtown Plan
II.12 Assess Taos Elem. Scho	ACD	2014-2015			\$10,000			Feasibility study
Analyze potential ACD uses								Potential MRA project
II.13 Police Station Opprtuntie	ACD, Town	2013-14		\$15,000	\$25,000			Feasibility study
Creative uses of Police Station dwntrn								Potential MRA project
								Capital outlay potential
II.14 Optimize Town-Own Prop	ACD, Town	2014-2015			\$20,000			Feasibility study
Maximize Town property for ACD use								
II.15 Taos Convention Center	ACD, Town	2012 beyond		\$5,000	\$500,000		\$550,000	Facility Assessment
								Legislative Initiative
Sub-Total Infrastructure			\$545,000	\$525,000	\$3,015,000	\$2,750,000	\$6,405,000	NOTE: Cost estimates here
								for planning purposes



TAOS Arts and Cultural District Plan

Strategies Lead Agency Timeline 2012 2013 2014 2015 and Capital Initial Steps

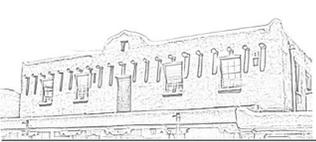
Strategies	Lead Agency	Timeline	2012	2013	2014	2015 and	Capital	Initial Steps
III. PLANNING PROJECTS								
III.1 Metro Redevelop. Area (MRA)								
Research an MRA District	Town of Taos	next 3 yrs.	in-kind	\$25,000				Adopt ACD boundaries Cultural Plan, Downtown Master Plan, MRA plan
	ACD							
III.2 Tax Increment Finance Dist.								
Research a TIF District	Town of Taos	next 3 yrs.	in-kind					seek Technical assistance from NM Main Street
	ACD							
III.3 Tax Increment Dev. Dist.								
Research a TIDD	Town of Taos	next 3 yrs.	in-kind					seek Technical assistance from NM Main Street
	ACD							
III.4 ACD Parking Study								
Assess Downtown Parking	Town of Taos	next 2 yrs.		\$10,000				Collaborate with Town Downtown Master Plan
	ACD							
III.5 Acequia Mapping Project								
Finish mapping downtown acequias	Town of Taos	next 2 years	\$7,500	\$7,500				Consolidate 2011 data Seek partnerships and grant funds
III. 6 Historic Pres. Education								
Offer workshops- tax credits/rehab	Town of Taos	ongoing	\$1,000	\$1,000				Seek Technical assistance from NM Historic Pres. Div.
	ACD							
III.7 Pedestrian Enhancement								
develop walkability policies	Town of Taos	2012-13	in-kind					Include in Downtown Master Plan
	ACD							
III.8 Public Art Program								
Create a Taos public art program	Town of Taos	next 3 yrs.	in-kind					Seek partnerships and technical assistance from NM Arts, Albuquerque, SF
	ACD							
Sub-total Planning				\$8,500	\$43,500			



TAOS Arts and Cultural District Plan

Strategies Lead Agency Timeline 2012 2013 2014 2015 and Beyond Capital Construction Initial Steps

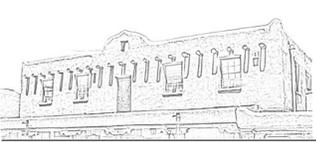
Strategies	Lead Agency	Timeline	2012	2013	2014	2015 and Beyond	Capital Construction	Initial Steps
IV. FINANCIAL SUSTAINABILITY								
IV.1 Fund Raising Committee	ACD	Now	in-kind					January 2012 Board Retreat
Organize fund-raising group								Recruit committee
IV.2 Business Improve. Dist.	ACD, Town	2012-13	\$3,000	\$10,000				Field trip to Boulder
Research a Business Improvement District for the ACD								BID research and plan
IV.3 Quality of Life GRT Optic	ACD, Town	next 3 yrs.	in-kind					Financial analysis
Research the QOL tax increment								Program and proposal development
IV. 4 Creative Use Lodger's Tax	ACD, Town	Ongoing	in-kind					Research LT budgets
Research lodgers tax support for ACD								Partner with LT committees
								Develop proposals
Sub-Total Financial Sustainability			\$3,000	\$10,000				



TAOS Arts and Cultural District Plan

Strategies	Lead Agency	Timeline	2012	2013	2014	2015 and Beyond	Capital Construction	Initial Steps
V.1 Taos Arts Signature Event	ACD	Now thru '15	\$5,000	\$5,000	\$7,500			Brainstorm ideas
Develop new major arts events	TCA							Develop budget/proposal
	Chamber							Seek funding
V.2 Online Promotion Strateg	ACD	Ongoing	\$5,000	\$2,500				Develop ACD website
explore Internet marketing								Research social media app
V.3 Improved Walking Tours	ACD, Town	Ongoing	\$2,000	\$2,000				Consult with Town CVB
Enhance ACD tours and maps								Train docents/guides
								Seek Lodgers Tax funding
V.4 Creative Tourism Assess.	ACD, Town	2012-13	in-kind					Organize focus groups
Discuss Taos Participatory Tourism								Survey hospitality industry
								Identify projects
V.5 Hospitality Training	ACD	2012-13	in-kind	\$5,000				Survey hospitality industry
Offer Hospitality Training in ACD	UNM-Taos							Assess need for trainings
	Hospitality Ind.							Develop local program
V.6 Visitor-Friendly Maps ACI	ACD, Town	Ongoing	\$2,000	\$3,000				Consult with Town CVB
Create self-guided maps of ACD	Chamber							Develop map prototypes
								Seek Lodgers Tax funding
V.7 Enhance "Enjoy Taos"	ACD, Town	Ongoing	\$3,000	\$3,000	\$3,000			Develop local marketing
Improve buy local and shop local	Taos Project							and ad campaigns
	Chamber							Raise funds from merchant
V.8 Plaza Vendors/Merchants	ACD, Town	Ongoing	in-kind					Request Tech. Assistance
Explore kiosks, pop-ups, carts	Taos Project							from NM Main Street
								Present ideas to merchant
Sub-Total Marketing/Promo			\$17,000	\$20,500	\$10,500			Seek Lodgers Tax fundin
Taos Cultural Plan Arts and Cultural District Implementation Grid								
Including Preliminary Budget Estimates								
Strategies	Lead Agency	Timeline	2012	2013	2014	2015 and beyond	Capital Construction	Initial Steps
VI. CULTURAL PROGRAMMING								

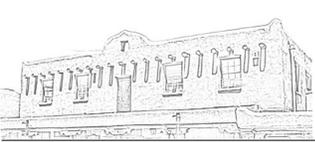
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TAOS Arts and Cultural District Plan

Strategies	Lead Agency	Timeline	2012	2013	2014	2015 and Beyond	Capital Construction	Initial Steps
VI. 1 Small Grants Program	ACD, Town	2013-2014	in-kind	\$10,000	\$15,000	\$25,000		Research Santa Fe and national models
Support artists/entrepreneurs with seed financing	TCA Artists Foundations							Survey local donors Organize artists/events
VI.2 Artists Residency Program	ACD	2014-15	in-kind					Assess local programs
Attract more talent to Taos	Foundations							Research donors Develop program proposal
VI.3 Local Arts Council	ACD, Town	Ongoing	in-kind	\$30,000	\$30,000	\$30,000		Seek Technical assistance from NM Arts, NMMS
Establish a Taos Arts Council	TCA Artists							Advocate with Town
VI.4 Expand "Taos Plaza Live"	ACD, Town	Now	\$15,000	\$15,000	\$15,000	\$20,000		Develop Plan
add more days and events/audience	Chamber							Seek Lodgers Tax funding
VI.5 Artist's Forum/Salon	ACD	2012 beyond	in-kind					Seek Partners
Organize Creative discussion group	TCA							Sponsor pilot event
VI.6 Local Schools Collaborative	ACD	2012 beyond	in-kind					Organize Roundtable discussions, develop plan
Partner with schools on programs education, resources	Schools UNM-Taos							
VI.7 Arts Leadership Institute	ACD	2012	\$10,000					Seek tech. assist./funds from NM Arts, NMMS
partner with NM Arts	NM Arts TCA							
Sub-Total Cultural Programs			\$25,000	\$55,000	\$60,000	\$75,000		
Taos Cultural Plan Arts and Cultural District Implementation Grid								
Including Preliminary Budget Estimates								
Strategies	Lead Agency	Timeline	2012	2013	2014	2015 and beyond	Capital Construction	Initial Steps
VII. COMMUNITY OUTREACH								
VII. 1 Expand "Cuentos De Taos"	ACD	ongoing	\$5,000					Partner with Quixote

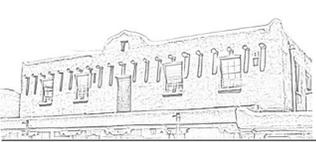
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TAOS Arts and Cultural District Plan

Strategies Lead Agency Timeline 2012 2013 2014 2015 and Beyond Capital Construction Initial Steps

ArtSpace, Guadalupe Plaza, Courthouse								CDBG, Lodgers Tax
Crosswalks, Convention Center								
III. PLANNING PROJECTS			\$8,500	\$43,500				Town, State
IV. FINANCIAL SUSTAINABILITY			\$3,000	\$10,000				Town, State, Private
Study a Business Improvement District								
V. MARKETING & PROMOTION			\$17,000	\$20,500	\$10,500			Lodgers Tax
Signature event, web marketing								CLG funds
VI. CULTURAL PROGRAMMING			\$25,000	\$55,000	\$60,000	\$75,000		Lodgers Tax
Expand Taos Plaza Live!								NM Arts, foundations
VII. COMMUNITY OUTREACH			\$5,000					Private
TOTAL BUDGET ESTIMATES			\$673,500	\$734,000	\$3,165,500	\$2,825,000	\$6,835,000	



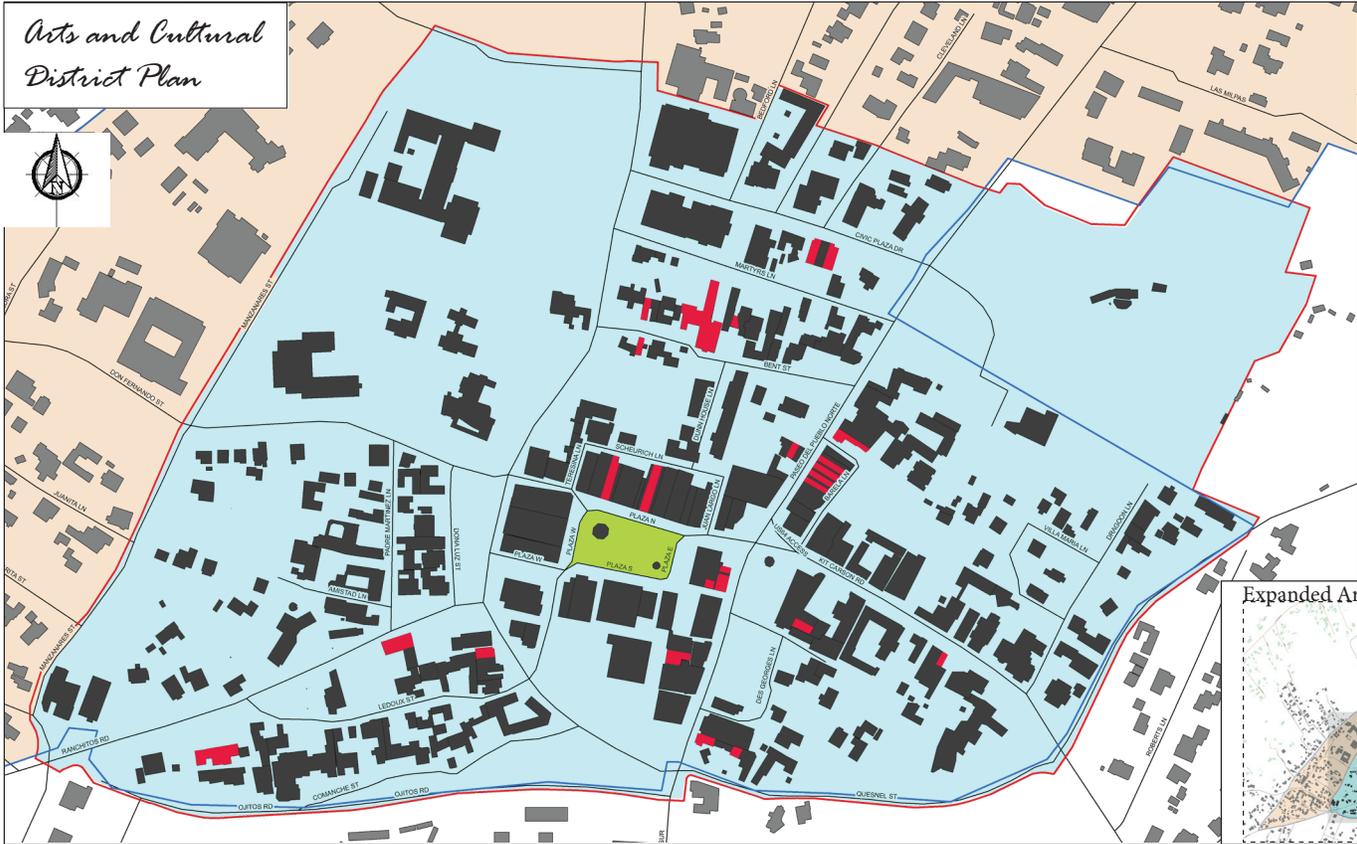
TAOS Arts and Cultural District Plan

TAOS

Vacancies

map (A)

Arts and Cultural District Plan



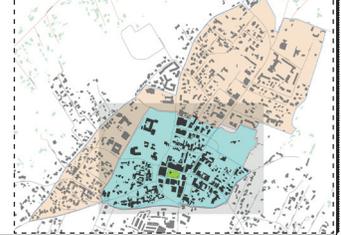
Legend

- ACD Phase I
- Historic Overlay Zone
- Vacant Storefront*

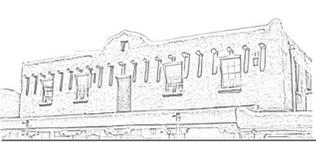
= 500 ft

* Vacancies as of June, 2011

Expanded Area



Prepared for the Town of Taos by Quixote Productions



TAOS Arts and Cultural District Plan

TAOS

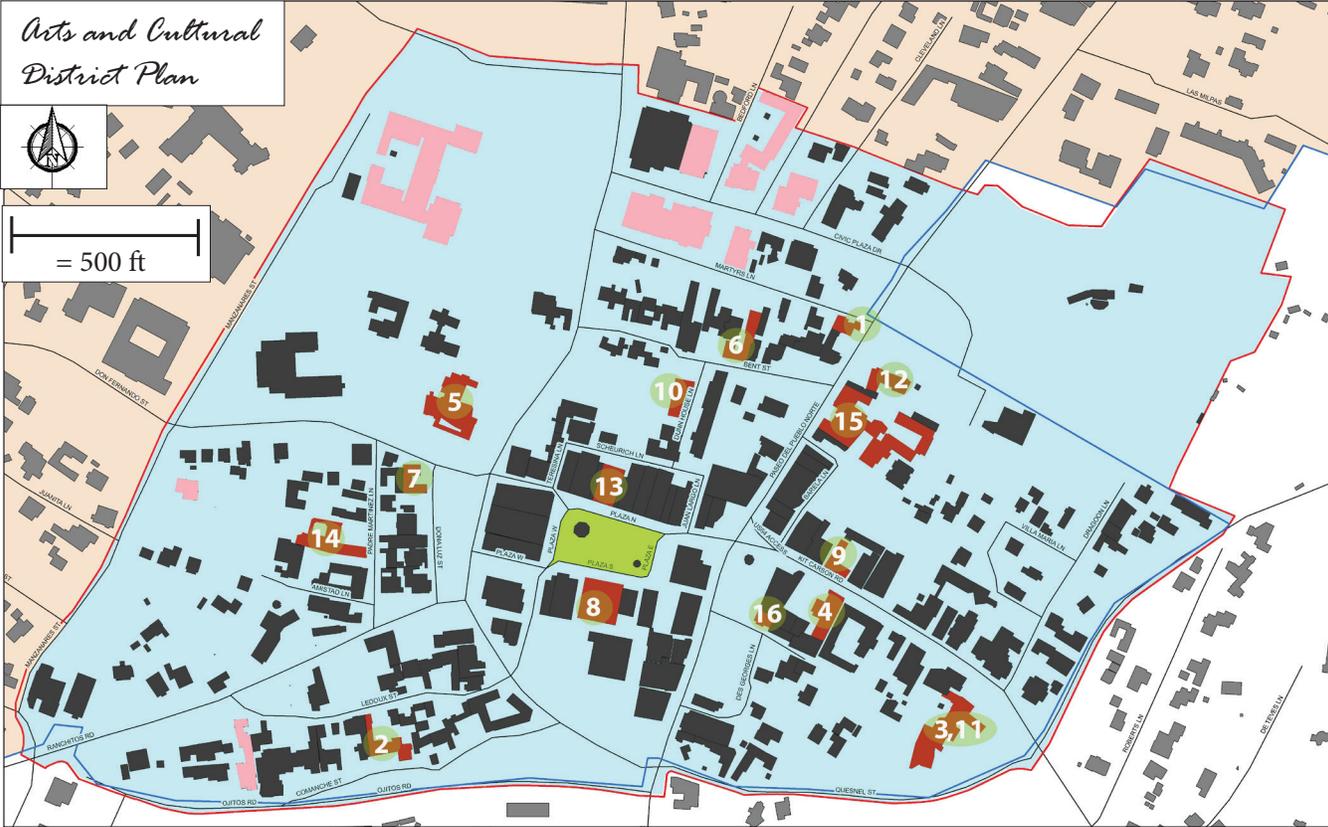
Cultural Assets

map (B)

Arts and Cultural District Plan



= 500 ft



Legend

- ACD Phase I
 - Historic Overlay Zone
 - Learning Center
 - Historic Buildings
- 1 Bert Phillips House (136 Paseo del Pueblo Norte)
 - 2 Blumenschein House (222 Ledoux St)
 - 3 Couse House (146 Kit Carson Rd)
 - 4 El Rincon Trading Post (114 Kit Carson St)
 - 5 El Morada de Nuestra Senora (205 Don Fernando)
 - 6 Governor Bent House (117 Bent St)
 - 7 Guadalupe Plaza & Santistevan House (122 Dona Luz)
 - 8 Hotel La Fonda De Taos (108 S. Plaza)
 - 9 Kit Carson House (113 Kit Carson Rd)
 - 10 Long John Dunn House (120 Bent St)
 - 11 Luna Chapel & Sharp Studio (146 Kit Carson Rd)
 - 12 Manby House (133 Paseo del Pueblo Norte)
 - 13 Old County Courthouse (N. Plaza)
 - 14 Padre Martinez House (108 Padre Martinez Ln)
 - 15 Taos Inn (125 Paseo del Pueblo Norte)
 - 16 Walter Ufer Studio (Des Georges Ln)

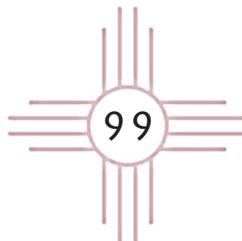
Museums

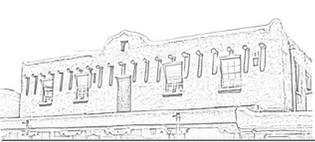
- Bent House and Museum (117 Bent St #A)
- Blumenschein House and Museum (222 Ledoux St)
- Harwood Museum of Art (238 Ledoux St)
- Kit Carson Home and Museum (113 Kit Carson Rd)

Churches

- Calvary Chapel (off Kit Carson Rd)
- Christian Family Church (off Kit Carson Rd)
- Good News Christian Fellowship Church (off Kit Carson Rd)
- Our Lady of Guadalupe Church (205 Don Fernando St)
- Taos Church of Christ (115 Siler Rd)

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TAOS Arts and Cultural District Plan

TAOS

Artistic Assets

map (C)

Arts and Cultural District Plan



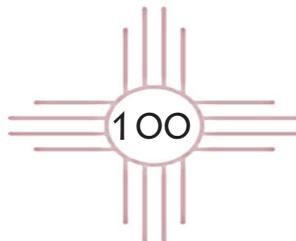
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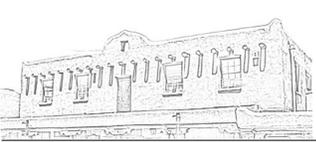


- Legend**
- ACD Phase I
 - Historic Overlay Zone
 - Arts Centers
 - Galleries (by area)
- Plaza Area**
- Acuarelas Studio Gallery
 - Artwares Contemporary Jewelry
 - At Home in Taos
 - Buffalo Dancer
 - Charles Collins Gallery
 - Doug Scott Art
 - Franck Seckler Gallery
 - Future Town Gallery
 - Garden and Soul
 - Hotel La Fonda Gallery
 - Kimosabe
 - Sage Fine Art
 - Six Directions Gallery
 - Taos Adobe Quilting
 - Touchstone Gallery
 - Village Shop
 - Western Heritage Art Gallery
- Kit Carson Corridor**
- Alejandra's Imports
 - Bryan's Gallery
 - Bella Sue Martin Studio
 - Coactemalan Art Imports
 - El Rincón Gallery
 - Greg Moon Art
 - Grimshaw Fine Art
 - Joe Justad Gallery
 - LaGro Randall Studio
 - Mission Gallery
 - Old World Fine Art
 - One World Gallery
 - Parsons Gallery of the West
 - Studio De Colores Gallery
 - Taos Fine Art
 - Total Arts Gallery
 - Walden Fine Art
 - Wildier Nightingale Fine Art

Ledoux Corridor 203 Fine Art Blumenschein Studio Gallery Fenix Gallery	Foster Lenny Living Light Harwood Museum of Art Inger Jirby Gallery Navajo Gallery	Nancy Ortenstone Gallery New Gallery Rane Gallery Stray Arts Gallery	Bent Street Area Amman Gallery Artemisia Brazos Fine Art Ltd	Earth and Spirit Gallery Galileo's Universe La Tierra Mineral Gallery Land Eagle Gallery	Mesa Studio Morgan Gallery Ortenstone Delattre Parks Gallery	Parsons Taos Blue Taos Gallery	Paseo Corridor Alhambra World Weavings Art Divas Art Gallery Chan-Chan Design	Farnsworth Gallery JMK Designs La Unica Cosa Michael McCormick G	Michael Vargas Natural Accents Stephen K Pottery Vibrations
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TAOS

Historic Buildings + Districts

map (D)

