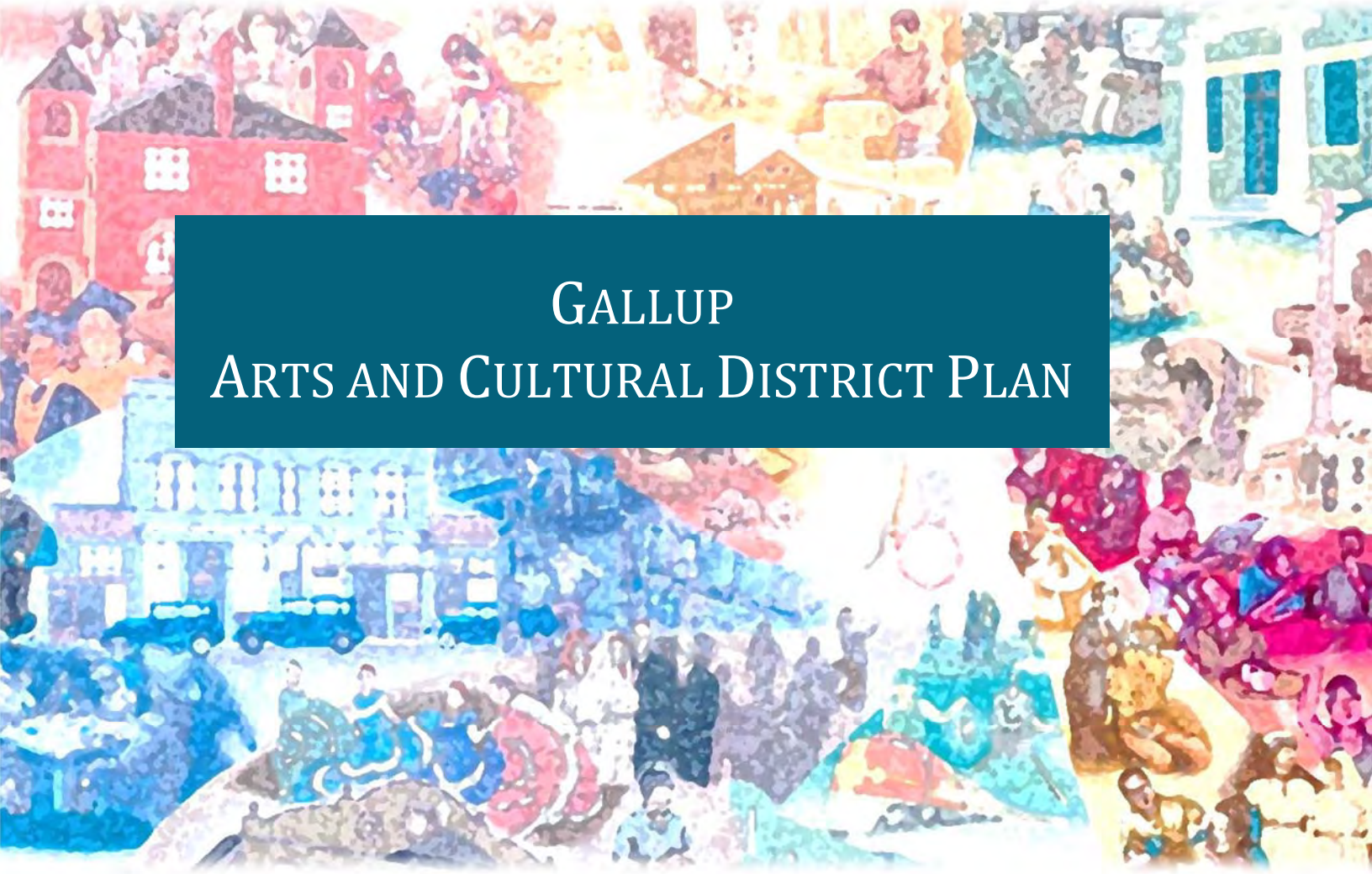

GALLUP
ARTS AND CULTURAL DISTRICT PLAN

gallup mainstreet arts & cultural district
DOWNTOWN GALLUP, NEW MEXICO

CITY OF GALLUP

PREPARED FOR:

CITY OF GALLUP
GALLUP MAINSTREET/ARTS & CULTURAL DISTRICT
GALLUP BUSINESS IMPROVEMENT DISTRICT

DECEMBER 1, 2015 DRAFT

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1 INTRODUCTION

The New Mexico Arts & Cultural District (A&CD) Program was established in 2007 by the State Legislature to develop a market niche in place-based economic development for the cultural economy within a given district boundary. It seeks to build on each community's unique heritage and assets to support cultural entrepreneurs in the cultural economy. Gallup's Arts & Cultural District is one of eight state-authorized Districts in New Mexico. The NM Arts & Cultural District initiative is an interorganizational effort that includes the New Mexico Arts Commission and Historic Preservation Division in the Department of Cultural Affairs; the NM MainStreet program in the Economic Development Department, the Department of Tourism, the McCune Charitable Foundation, and the New Mexico Humanities Council.

An Arts & Cultural District (A&CD) is a mixed-use, compact, pedestrian-friendly area of a community in which a high concentration of cultural facilities and activities serves as the anchor of attraction. No two A&CDs are alike. Each district reflects the community's unique environment, history, land use and cultural demographics. A&CDs 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. A&CDs are a catalyst for community revitalization and serve as an incentive for new or relocating businesses. The social and economic impact of an A&CD is measurable. The role A&CDs 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. A&CDs 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 A&CDs. 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.

The City of Gallup successfully applied for a state MainStreet and Arts and Cultural District program and designation in 2014. 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.

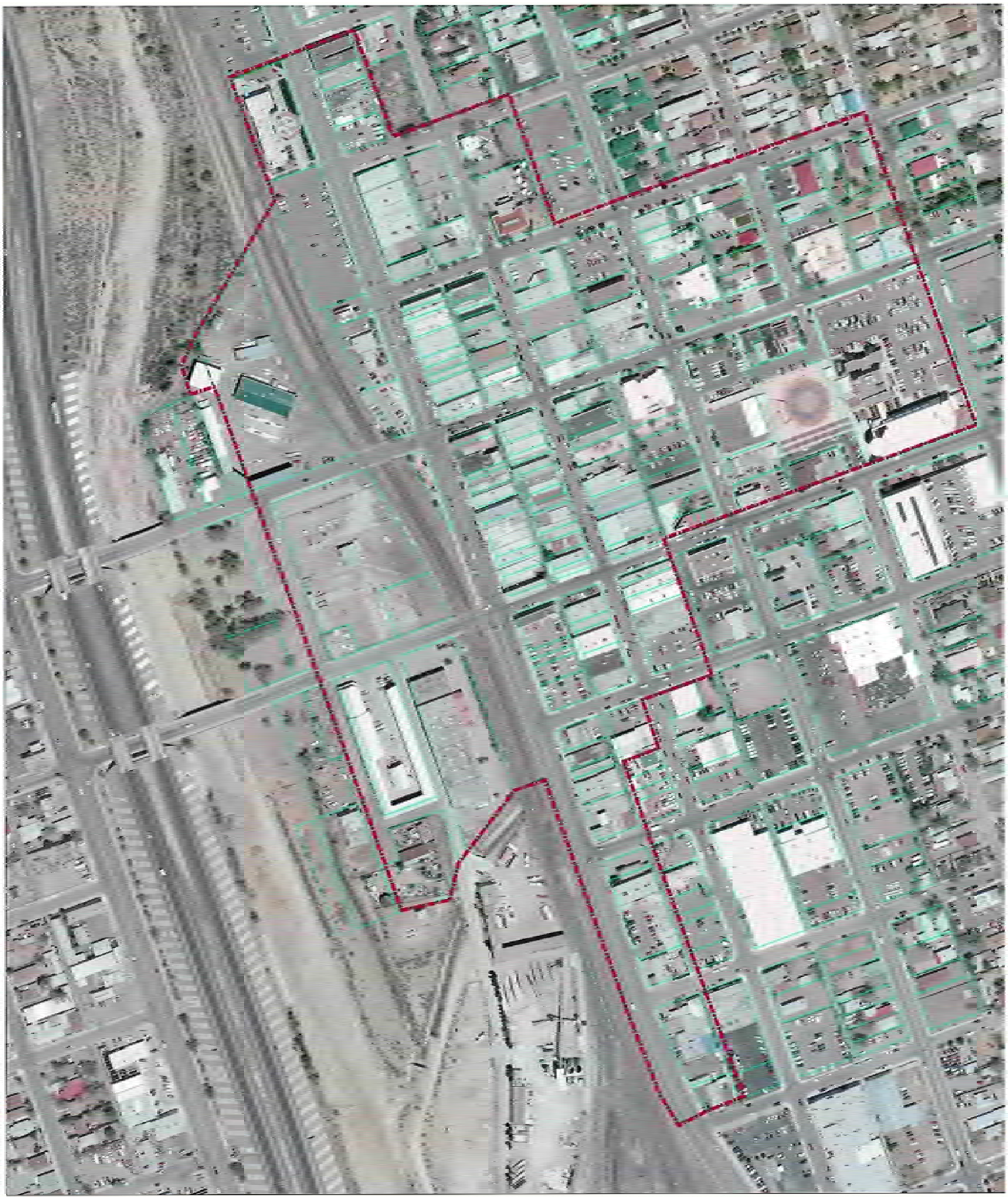
Enhanced organizational capacity is needed in Gallup to leverage these creative resources. The creation of a MainStreet program and a Gallup Arts & Cultural District are critical to support struggling merchants and creative entrepreneurs. Gallup's incredible networks of creative professionals are a human resource that have and can produce high economic returns. 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 Gallup creative economy.

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 combines the best practices of MainStreet 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 objectives of State-authorized Arts & Cultural Districts are to:

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

(Gallup A&CD Resource Team Report, 2014)



Gallup Arts & Cultural District Boundary

2 CULTURAL ASSESSMENT

Nationally, the term "majority-minority community" is being used to describe demographics in which the percentage of whites falls below 50%. Gallup is such a community and has been for a long time, so much so that the idea of whites as a majority is a *far* distant memory. Indeed, as of the 2010 census, 40% of Gallup's population was made up of native peoples, 32% were Hispanic or Latino, and 22% white. In addition, high numbers of young native people are moving to the city. A report by UNM's Bureau of Business and Economic Research found that:

> *A major in-migration of Native Americans from rural locations to Gallup is rapidly occurring. The Native American population of Gallup has increased more than 15% since 1990. The implications of these findings for the potential of the Arts & Cultural District and the community and region as a whole cannot be overstated.*
>
> *The urbanization of young Native Americans in Gallup is an emerging phenomenon, but certainly has profound implications for the fostering and support of a growing creative class in the community. Among the basic strategies recommended for this dynamic creative group is to develop new and diverse cultural facilities and venues for expression. . . .*

Gallup is a major center for commerce and services, drawing in thousands of customers over a huge region for shopping, services and entertainment. Downtown Gallup is unique in its high visibility as a center of arts and cultural trade (weighted heavily toward Native American cultural heritage) but under-developed in more typical downtown economic drivers: "retail, entertainment, eating and drinking." Only 30% of Gallup retail sales are made to local residents. The remainder is to regional residents and tourists. The relatively small percentage of sales to local residents, when seen in light of the scarce opportunity for typical downtown enterprise suggests that there is room for such locally-focused business and cultural offerings. To establish the Downtown's successful role in entertainment, dining, and accommodation can only be effectively implemented if the Arts and Cultural District provides a vibrant draw for residents. Arts and culture can serve as a major, if not the major, contributor to this goal.

The high percentage of creative economy workers in New Mexico was referenced previously. Gallup is even more heavily weighted to arts and culture workers. The City of Gallup and McKinley County have 2.5 times more than the state average percentage of workers engaged in the cultural economy. It should be pointed out that this statistic is a measure of the formal economy, workers with wages or who in one

of a variety ways report their earnings through official channels. The informal economy is assumed to be significant in Gallup. For historic and cultural reasons, including perceived and actual exploitation, many are reluctant to participate in formal retail or banking enterprise. This inhibits their opportunity for expanded opportunities and denies some of the benefits of their current activity to the collective economy.

The lack of trust, particularly on the part of native peoples with respect to what many of them view as the white establishment is a recurring theme in this report. It limits individual opportunities and makes what could be immensely productive collaborations difficult if not impossible. A recent article in the Gallup Independent highlights this issue. The following is an excerpt from that article:

Cultural Affairs examines local art, culture challenges
[Gallup Independent]
By Richard Reyes

> *Cynthia Jarvison, the new director of the Gallup Small Business Development Center, said that many artisans don't want to use the resources she can offer because they believe it exposes them.*
>
> *"They want that money, that income, but they don't want to have to report it," she said. "We have to figure out how to incentivize them to report their income."*
>
> *Jarvison admitted that she's struggled to come up with reasons, but she tells people they may be able to recoup tax dollars and create a retirement fund.*
>
> *Virgil Smith, Rex Museum clerk, said some Native American artists are unwilling and afraid to open up to new ideas because they represent the "white man's laws, rules, regulations and procedures," which might cause problems for them.*
>
> *"Native America is afraid of white America," Smith said. "Indian America is saying, 'If I make this, you're going to get all the money.' That is the stigma right now."*

An interesting, and troubling, observation has been the relative invisibility of Gallup's Hispanic/Latino population. Given census figures, Hispanic/Latino culture must play a prominent role in A&CD programming. Downtown Gallup is dominated by native culture and white-run businesses. Efforts were made to include representatives of the second most populous culture in the planning process and, while they were somewhat successful, the fact that few participated suggests that the divide to be bridged is extremely wide. This is an issue that the entities implementing the A&CD Plan must address.

A critical responsibility of an Arts and Cultural District Plan in a city like Gallup is to acknowledge the broad diversity of the city's population and ensure that *all* citizens feel included and see themselves and their cultures represented prominently in District programming. In addition, Gallup's A&CD should enhance the city's well-being by serving as a vehicle to foster greater understanding across cultures and to enhance appropriate pride within them.

ASSETS, OPPORTUNITIES AND CHALLENGES

Any report on a city's cultural life will be incomplete; there are simply too many items to cover to identify and list all of them. What is contained here is based on site visits, interviews, and several months of research. The following identifies key assets, opportunities, and challenges that are important factors in the recommendations and implementation steps.

ASSETS

Gallup possesses a considerable variety of assets that can be valuable elements of its Arts and Cultural District. Existing events, facilities, and performing and visual arts organizations form the backbone of Gallup culture today and represent the base upon which the elements of this plan can be built.

Events

A wide variety of regularly occurring downtown events anchor Gallup's cultural life. The most significant and longest running is the annually Inter-Tribal Ceremonial that began in 1922. This event attracts people from around the world for a long weekend in August. It has had some challenges in the last several years but it remains one of Gallup's most widely visible cultural attractions. The upcoming 100th Anniversary will be a significant milestone in Gallup's history.

Gallup's monthly ArtsCrawl has recently blossomed as an event enjoyed by a wide range of Gallup's residents. It has become a popular opportunity to spend time downtown and mix with many groups of people. Begun as an open house for Gallup's galleries, it has become a community street festival. There may be merit in trying to retain a means of serving the interests of those galleries, perhaps with an additional event. (See recommendations below.)

Two other recurring events are the Nightly Indian Dances and the Gallup Cultural Center's (almost) daily walking tours. Both of these are relatively low profile but each could be profitably expanded with added support.

Facilities

The City of Gallup owns three significant physical facilities that are major venues for downtown culture.

- The Octavia Fellin Public Library represents a major asset in downtown Gallup.

- The 1928 El Morro Theatre has been restored for presenting film and performing arts. The City of Gallup has owned the Theatre since 2004 and is currently responsible for programs and maintenance.
- The Second Street Center was recently developed as dressing room and load-in space for the El Morro and as a small flexible conference, meeting, and exhibit space. In 2015 the City completed a $1.6 million renovation of the Center creating flexible space (that can be divided into 2 sections) the can hold up to 120 people.

Two other publicly owned facilities are significant assets and could be made even more so. The Courthouse Square is a beautiful open space in front of the McKinley County Courthouse, currently used primarily for the Nightly Indian Dances. The adjacent covered walkways are under-utilized spaces intended for use by native artisans.

Two nonprofit facilities that are important to Gallup's cultural life are the Gallup Cultural Center run by the Southwest Indian Foundation and the Rex Museum. The former, in the Amtrak station, houses a gallery and exhibitions of cultural importance to the city. The latter chronicles much of the history of Gallup.

A variety of for-profit enterprises are also significant contributors to the Gallup's character. The most obvious are the trading posts that have anchored Gallup's economy and provided links to native artists for generations. Also significant are the galleries that gave rise to ArtsCrawl and serve as the commercial home for many of Gallup's artists. Perhaps less well known are Native Stars Recording Studio that has produced projects for Lucasfilm and the Disney Studios and the related Downtown Conference Center. Both represent assets that could be profitably tapped in developing Gallup's cultural life and creative economy.

Performing Organizations and Film

Performing arts organizations in Gallup include the Gallup Community Concert Association and Land of Enchantment Opera. There is also a small Community Theatre Association that could serve as a producer or presenter of events. In addition, Gallup is home to a small Native Films program and the annual Gallup Film Festival. Both have expertise to be tapped in helping to maintain a lively schedule of downtown activities.

Visual Arts

The collection of artists and galleries that gave rise to ArtsCrawl represent a vital cultural resource for Gallup. The trading posts noted above contain major collections of native arts and crafts. The City of Gallup has invested in a group of stunning murals, currently nine, that are coming to define Gallup visually. (See: http://www.gallupculturaldistrict.org/mural-walking-tour/)

Other

The BID has been supporting downtown development since 2009. It is a significant player in the health of downtown Gallup; however, the exact nature of its role in supporting and maintaining the downtown infrastructure is not clear to many Gallup residents.

OPPORTUNITIES

In addition to the assets cited, Gallup has a large number of opportunities represented by under-utilized potential. The 2014 Gallup Arts & Cultural District Resource Team Assessment pointed out that Gallup had the highest percentage of working population engaged in arts and cultural economy in the state, at least 2.5 times the average and that a major in-migration of Native Americans from rural locations to Gallup is rapidly occurring. The Native American population of Gallup has increased more than 15% since 1990. Both of these should be viewed as major opportunities for growth and development.

Gallup's alleys between Route 66 and Coal Avenue and First and Fourth Streets represent a good deal of potential for development. Improvements behind the El Morro Theatre and the placing of some murals facing them have demonstrated that they can be creatively upgraded. (Related, the under-utilization of the covered walkways near the Courthouse Square was mentioned above.)

Despite the fact that there is a good deal of activity and traffic in downtown Gallup, there is a considerable amount of vacant space. On several occasions, residents spoke of wanting to rent such space but being unable to do so. Finding creative ways to encourage property owners to make spaces available would increase activity downtown.

The University of New Mexico-Gallup has a commitment to developing good relationships with Gallup and in interested in partnering on mutually beneficial A&CD projects. Several mentioned in conversations with them include gallery space for UNM-G student and faculty artists and the possibility of locating some university-sponsored events downtown.

Gallup's location makes it a city serving both the Navajo Nation and the Zuni Pueblo. This is a unique position that should be celebrated in all community planning. Gallup is thus a center for connecting native peoples with off-reservation opportunities as well as a key tourist destination. Gallup's location also makes it a principal I-40 gateway for Grand Canyon- and Albuquerque-/Santa Fe-bound travelers. This is a further draw for tourists. Finally, Gallup's Amtrak stop presents the possibility of fostering increased rail tourism. As it is, many tourists pass through Gallup; the challenge, with respect to tourism, is to devise means of encouraging travelers to stop in Gallup and to extend their stays.

Culture & Heritage

In the area of culture and heritage, Gallup has significant potential related to:

- Cultural Diversity
  Most Gallup citizens interviewed for this report cited the city's cultural diversity as a principal feature and as an asset to be more fully tapped. Gallup is home to descendants of numerous native, Latin American, and European cultures. A former event, the Festival of Cultures (aka Gallup Multicultural Festival, aka Heritage Days) was once organized by Western New Mexico University.
  (See: http://ggsc.wnmu.edu/mcf/heritage.html; http://ggsc.wnmu.edu/mcf/overview.html)

- Railroad
  The railroad is a critical element of Gallup's history and present day life. In addition to being a negative (noise from the trains is a commonly cited problem for Gallup to address), railroads present an iconic connection to the growth and development of the U.S.

- Old West/New West
  At the center of U.S. Southwest; the site of several high visibility rodeos; the home base for filming of innumerable Western movies from the mid-1940's through the 1960's; and referred to as "The Indian Capital of the World" and "The Heart of Indian Country" Gallup is a high profile candidate to tell the story of the Old West as well as to showcase the West of today.

- Route 66
  While officially no longer in existence, U.S. Route 66 is another symbol of the growth of the United States. It featured prominently in the development of Gallup and is still recognized as a street name even though the highway number has changed.

- Recognition and Designation of Historic and Cultural Properties
  A nomination for listing Gallup Commercial properties in the State and National Registers is underway. Properties that become listed in the State Register may be eligible for the state tax credit program for certified rehabilitation.

CHALLENGES

Reflections on the 2014 Resource Team Assessment

The Resource Team identified a variety of challenges for Gallup in developing an Arts and Cultural District Plan. While the plan development process has addressed the issue of shared vision for downtown (although there is still work to be done on getting widespread community buy-in), several of the observations continue to apply:

- Lack of clarity and coordination among organizations and institutions
- Lack of incentives for business/property owners for rehabilitation, revitalization, or redevelopment
- Cultural divides among community residents

- Identity limited to Indian art
- Indian artists and craftsmen are limited to sales and marketing opportunities provided by retailers and wholesalers and have little or no opportunity to showcase and sell the items outside themselves.

Organizational Challenges

Not surprisingly in a city of Gallup's size, the existing organizations and facilities are relatively small and have not, to date, worked collectively to create efficiencies of scale. Some of the key private organizations are quite new; others have developmental issues with respect to governance that are entirely typical in small cities with relatively few individuals to tap for board roles. Management capacity is an issue that will play a critical role in selecting options to pursue and in implementing plans contained in this document.

In addition, among existing organizations that should implement the A&CD Plan there are both lack of clarity about roles and the need for capacity building.

- Business Improvement District
  After six years in operation, the BID is the oldest of the three organizations identified here. It has a funding stream for downtown projects from a designated property tax supplement and City of Gallup matching funds. The BID is responsible for issues of appearance, maintenance, and, to some extent, security in the District. For a period of time it managed the El Morro Theatre.

- GMS/A&CD
  Gallup MainStreet and the Arts and Cultural District Steering Committee was formed in 2015 to oversee the A&CD planning processes. It is assumed that the organization will become a separate 501(c)(3) entity to oversee implementation of the downtown MRA Plan and A&CD plan.

- gallupARTS
  gallupARTS, the local arts council, is a young organization at just over one year old. It is subject to startup problems common to such organizations in small cities. It recently was forced to undergo extensive restructuring as the result of difficulties in accounting for financial resources. It has responsibility for managing Gallup's ArtsCrawl.

There is a critical need to clarify the roles of each of these organizations and ensure that they all have management capacity commensurate with the responsibilities they assume.

Other Issues

A number of focus group participants commented on the difficulty (or perceived difficulty) of navigating how to get things done in the downtown area. Permits (event and zoning and variances) were cited specifically. It is not uncommon for arts and cultural workers to feel overwhelmed by what they perceive

as a maze of regulations and officials to be navigated to get things done in urban areas. Some cities designate an ombudsman through whom downtown-related requests and inquiries can be routed. Such an official often has some latitude in granting requests. In addition, the comments about inability to contact or work with owners of vacant space suggested that having someone who could serve as liaison with property owners might be worthwhile.

There is need for greater communication and understanding between native artists and traders. The historic role of traders as supporters of artisans through trade and pawn has been vital to both Gallup and the tribes. Entrepreneurial training for native artists, expand sales options for them (notably the Indian Marketplace idea included in the city's strategic plan), and encourage greater dialogue between artists and traders would assist in improving these relationships.

Finally, over the years Gallup has developed a reputation as a "rough" city that is not welcoming to visitors, especially those with families. This stems from high visibility public drunkenness, homelessness, and the run-down and industrial appearance of the area north of Route 66, a principal thoroughfare once travelers exit Interstate 40 to visit the city.

Social Concerns

Ordinarily, an Arts and Cultural District Plan would not concern itself with social issues that are not directly part of a city's cultural infrastructure. However, several came up so frequently in focus group meetings and interviews that they need to be included here.

In virtually every meeting the question of alcoholism arose. Public intoxication was raised as an impediment to participation in events downtown. Whether the concern is justified or not, the perception is one that will impact the success of this plan.

In the context of an A&CD Plan it is significant to be aware that there are numerous examples of arts-based methods of addressing the problem. As a nearby example, Albuquerque's ArtStreet program uses the arts to serve the homeless, a population often dealing with alcoholism as well. [https://www.youtube.com/watch?v=nkwiseEObpg. Rehabilitation options chosen to address this issue in Gallup should include options making use of arts and culture. This approach could be especially important for native peoples telling their stories and, perhaps, reclaiming their heritage as a means for healing some of the sources of the disease.

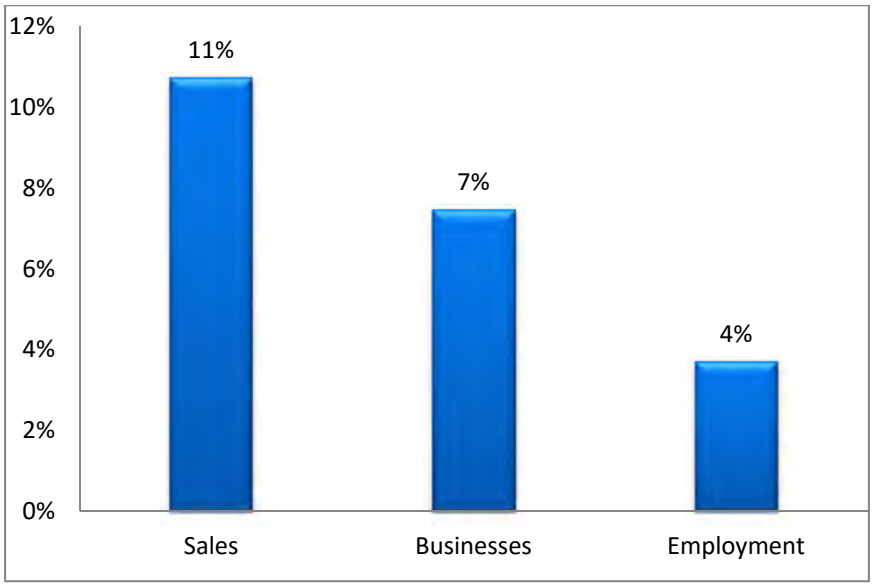
Similarly, the existence of divisions between segments of a community would typically be beyond the scope of an A&CD plan. Again, however, they impact the plan's potential for success. The numerous cultures that are found in Gallup are one of its principal assets. However, barriers to working together across cultural lines will inhibit progress on the goals outlined here. Lack of understanding between native and non-native populations, native artists and traders, and Hispanics and Latinos–and each with other groups–should be addressed. In particular, given the intensely symbiotic relationship between

native tribes and the City of Gallup, the fact that the relationships are not strong is both remarkable and a source of concern.

ROLE OF THE ARTS AND CULTURAL ECONOMY IN GALLUP

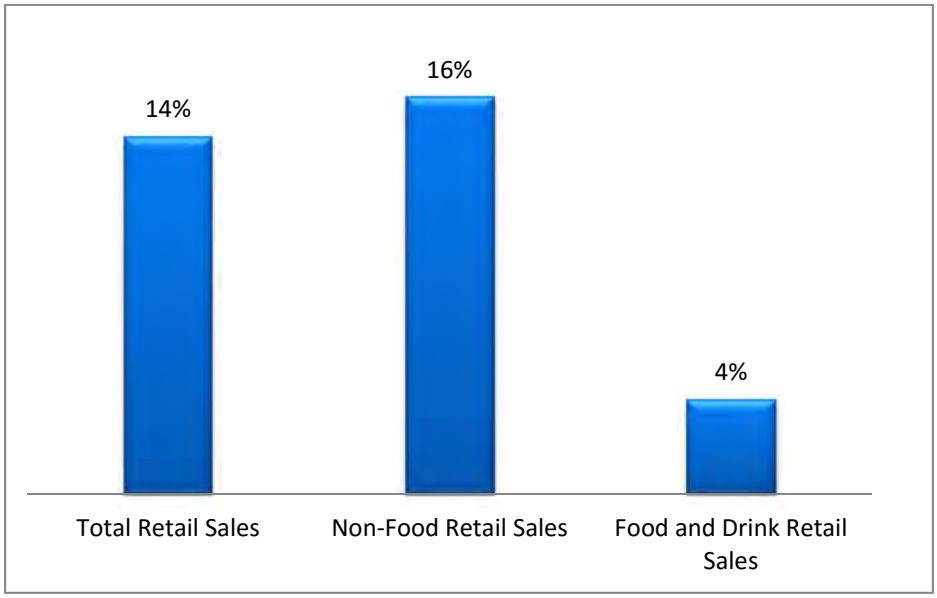
Gallup is an historic trading hub and gathering place for creative people over a large region. Gallup is also an established regional center for a wide variety of goods and services ranging from full service grocery stores to jeweler supply outlets. The Downtown has great potential to capture more of the regional and local sales that it does today. 11% of total sales from the primary and secondary trade area occur in the Downtown and 7% of total commercial establishments and 4% of employment in the secondary trade area are located in the Downtown.

FIGURE 1 - DOWNTOWN ACTIVITY AS PERCENTAGE OF ENTIRE TRADE AREA – Source: ESRI Business Analyst Online 2015



The Downtown captures 14% of total retail sales occurring in Gallup, and most of these sales are related to non-food and beverage related activities. The Downtown only captures 4% of food and beverage retail sales, compared with 16% of retail sales not related to food and beverage.

FIGURE 2 - DOWNTOWN RETAIL AND FOOD CAPTURE RATES –
Source: ESRI Business Analyst Online 2015



Part of the difficulty with establishing more activity in the Downtown is the fact that there are other well-established commercial districts in the city. But there is an untapped opportunity to make downtown a destination for more of the customers who utilize the other commercial districts. According to the Market Analysis for Retail, Lodging, and Dining Sectors, there are three other primary commercial districts in Gallup:

Highway 491 Commercial District –Large retailers that have regional draws, including the Rio West Mall. The area also includes the development along Highway 491 Frontage Road and Maloney Avenue, with numerous big box developments, national and regional chain stores, and restaurants.

- East End Commercial District – composed of highway-oriented uses and some specialty retail, with hotels, restaurants, and some entertainment options.
- West End Commercial District – primarily organized around interchanges and highway related uses, including: truck stops, hotels, fast food, and sparse retail.

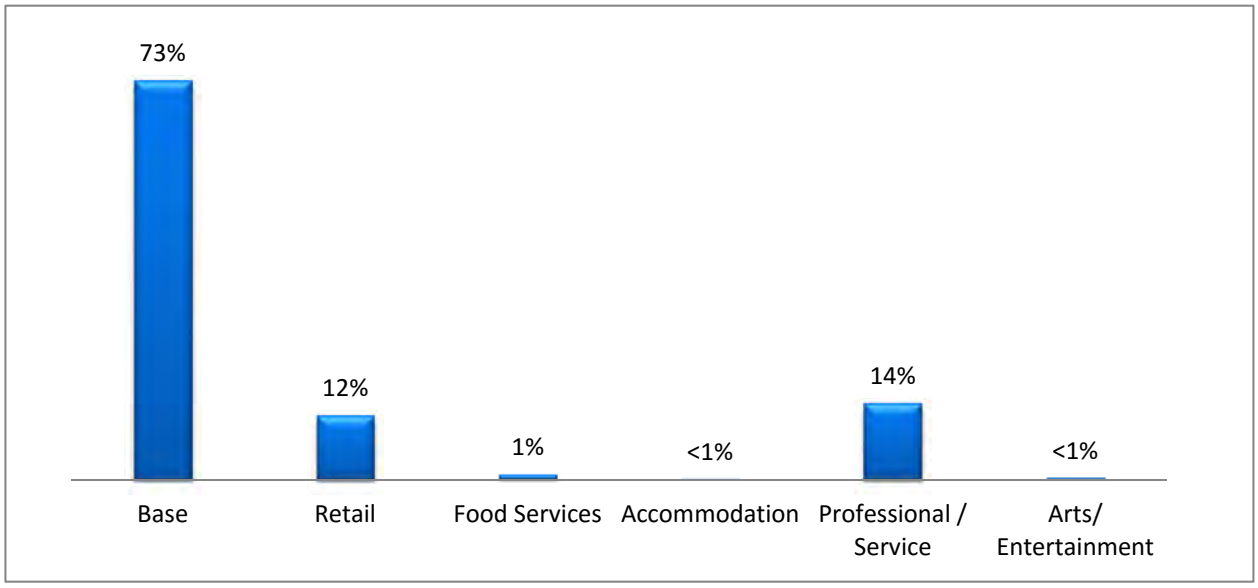
Proprietary market and public domain information organized and distributed by ESRI Business Analyst Online allowed analysts to estimate the level of economic activity by sector occurring inside the Downtown boundary. These market models are an important tool, but interpreting and analyzing the results requires “groundtruthing” and an understanding of the core questions. With input from the steering committee the consulting team developed five primary categories as summarized in Table 1.

TABLE 1 - INDUSTRY SECTOR BREAKDOWN – Source: NAICS

Base	Agriculture, Mining, Utilities, Wholesale, Transportation, Manufacturing, Construction
Retail	Retail
Food Services	Restaurants, Drinking
Accommodation	Hotels/Motels/RV Parks
Professional / Service	Information, Finance, Real Estate, Scientific, Technical, Professional, Education, Health Care, Management, Public Admin, Other

The breakdown of sales in the Downtown are as follows: 73% of sales are a result of base industries economic activity, 12% of sales are related to retail industry, 14% are a result of professional activity, and the remaining 1% of sales are related to food services, entertainment, and accommodation.

FIGURE 3 - PERCENTAGE OF TOTAL SALES OCCURRING IN DOWNTOWN BY SECTOR – Source: ESRI Business Analyst Online 2015

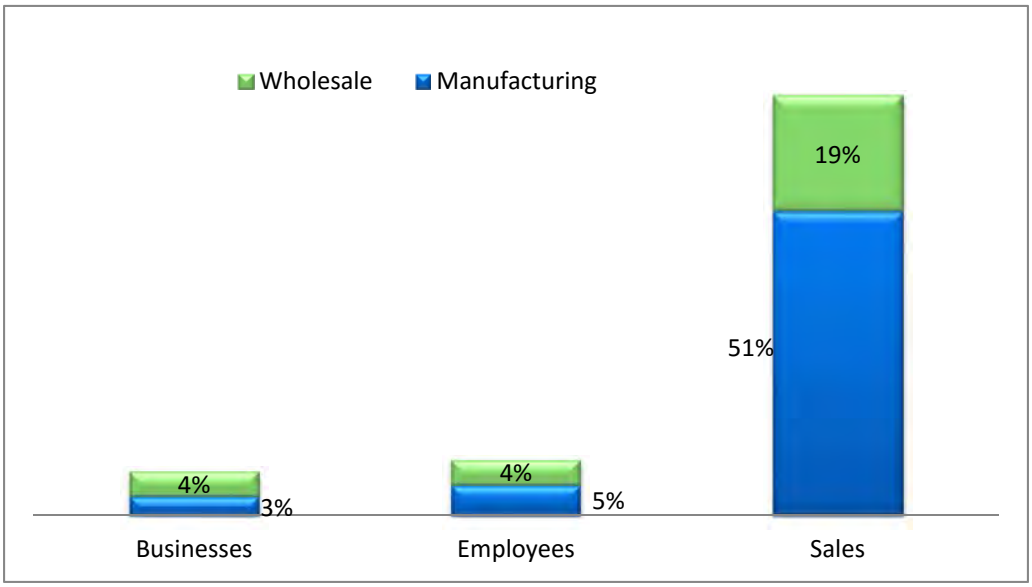


Almost all of the sales in the dominant base category are wholesale or manufacturing (see Figure 4f below). 19% of Downtown sales are a result of wholesale activity and 51% of sales are related to manufacturing. The NAICS manufacturing category includes the following sub categories, which are concentrated in the Downtown and related to making Native American Arts and Crafts: leather

products, apparel, textiles, and jewelry. Wholesale subcategories include: jewelry/watch/precious stones, and apparel/piece goods. Manufacturing and wholesale activity is taking place in stores that might appear to be primarily retail land uses, but the manufacturing and wholesale sectors in Gallup account for a much larger portion of sales than retail or any other sector in the Downtown.

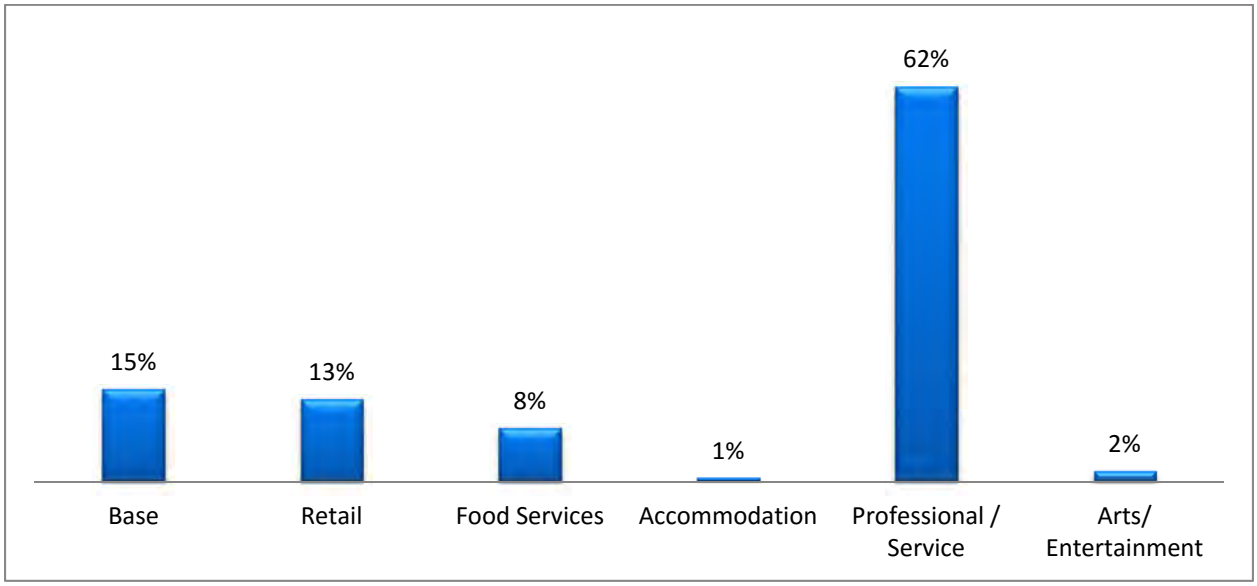
From a regional perspective, the activity in the Downtown from the wholesale and manufacturing sectors accounts for 8% of total sales in the secondary trade area. The concentration of establishments related to the wholesale and manufacturing of Native American Arts and Crafts in Gallup shows up significantly in the regional economic development picture and will continue to be an important sector.

FIGURE 4 - PERCENTAGE OF ACTIVITY IN DOWNTOWN FROM MANUFACTURING AND WHOLESALE –
Source: ESRI Business Analyst Online 2015



While wholesale and manufacturing are the dominant industries for sales in the Downtown, it is the professional sector that employs the most people in the Downtown. 62% of people working in the Downtown are working in the professional sector, compared with 15% in base industries, 13% in the retail sector, 8% in food related businesses, and the remaining 3% in accommodation and entertainment.

FIGURE 5 - PERCENTAGE OF TOTAL EMPLOYEES BY SECTOR IN DOWNTOWN –
Source: ESRI Business Analyst Online 2015



The 2014 Gallup Social Network Analysis Community Profile by the UNM Bureau of Business and Economic Research included a survey that yielded the following findings about Gallup:

- Gallup has a commercially viable art market driven by the traditional Native American handcraft industries
- Gallup is "the engine," "the heart," or "the mecca" for Native American arts. It is *the* place where Native Arts are made, and Gallup is full of artists and art entrepreneurs.
- Gallup has an international reputation for it's' jewelry sales. Customers come from Berlin, Tokyo, and NYC and Gallup often contributes to exhibits at the Metropolitan Museum in Washington, D.C.

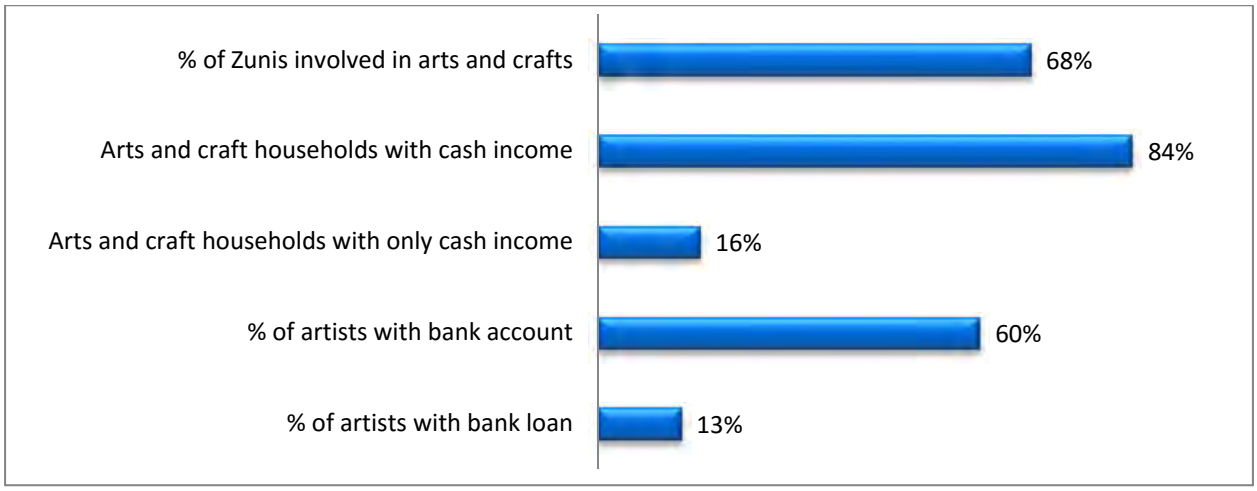
The survey also identified challenges:

- Geographic isolation is a challenge. Isolation can be an impediment to artists (particularly Native American Artists), as collaboration is much more difficult when artists live up to 75 miles away from each other.
- The economy is stagnant and seasonal; its difficult to get visitors in Gallup, particularly during the winter.

THE INFORMAL ECONOMY

Much of the Native American arts and crafts economy is informal and not easily tracked. In 2014, UNM's BBER conducted the Zuni MainStreet Community Economic Assessment that conducted a door to door surveys to collect primary data to provide insights into how this unique economy functions. Realizing that Zuni is only a small component of Gallup trade area, this unique study based on primary research has findings that are relevant to the Gallup Downtown Plan. The majority of the Zuni tribe is involved in the cultural arts economy, with 68% of the tribe earning income from arts and crafts. However, this economy is largely a cash industry, with 84% of artists earning most of their income from cash sources, 40% who do not have a bank account, and only 13% using credit to finance business operations.

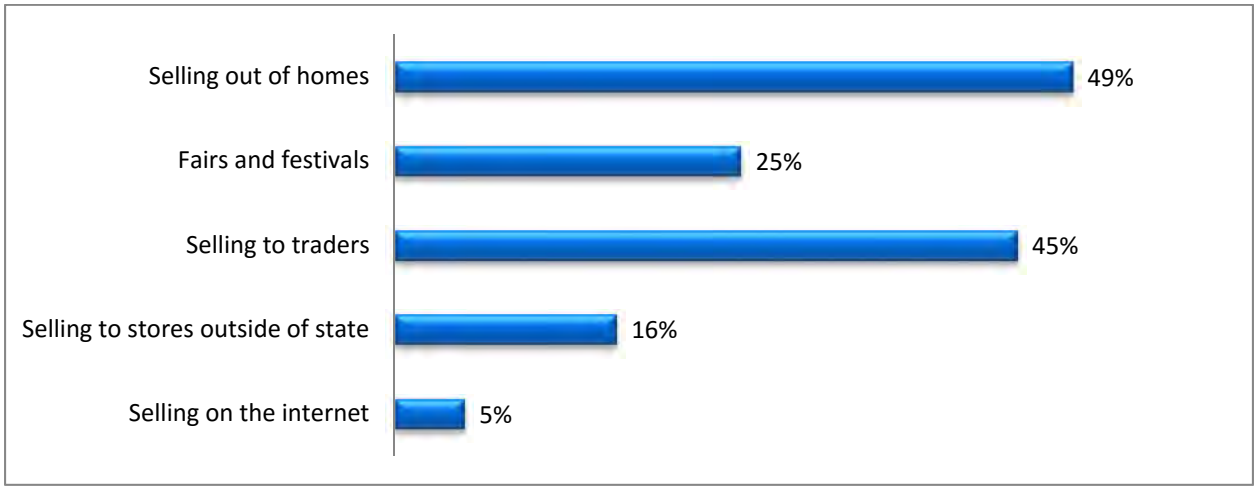
FIGURE 6 - NATIVE HOUSEHOLDS AND THE CREATIVE ECONOMY –
Source: Zuni Mainstreet Community Economic Assessment



The arts economy is also largely decentralized with nearly half of artists selling goods out of their homes, and a quarter of artists selling at fairs and festivals. 45% of artists sell their goods through traders.

FIGURE 7 - ARTIST BUSINESS PATTERNS –

Source: Zuni Mainstreet Community Economic Assessment



BUSINESSES RELATED TO ARTS AND CULTURE

– McKinley County Assessor Data

OPPORTUNITY SITES AND ASSETS

Lands and facilities in public ownership, vacant buildings and vacant or underdeveloped land that should be considered for redevelopment are identified and mapped here. The redevelopment of these opportunity sites and assets has the potential to meet Gallup's goals and vision for downtown and include adaptive reuse of existing buildings, infill development on scattered sites and new land uses and development of the area north of the railroad tracks. There are many challenges that must be met in order to repurpose or re-adapt buildings, fund new facilities on vacant land and deal with difficult site conditions. Strategies to meet those challenges are identified in Chapters 4, 5 and 6 of this plan.

LAND AND FACILITIES IN PUBLIC OWNERSHIP

There are numerous lots and facilities that are owned, leased and/ or managed by local, regional and national public agencies. Land and facilities in public ownership provide the opportunity for redevelopment to meet changing community needs and create vibrant public gathering spaces that draw residents and tourists.

VACANT AND UNDERDEVELOPED LAND

Vacant and underdeveloped land includes infill sites scattered throughout the plan area and the large underdeveloped area north of the railroad tracks including the former Alpine Lumber site which the City of Gallup is in the process of acquiring. The larger sites with appropriate access and frontage should be considered for regional attractions while the smaller sites should be developed to be compatible with the surrounding land use and in context with the adjacent historic building fabric.

VACANT AND UNDER-USED BUILDINGS

Scattered throughout the plan area are numerous vacant and under-used buildings. This contributes to a sense of deterioration and neglect. Most of the vacant and under-used buildings are in the historic fabric associated with Route 66 and Coal Ave. "Several historic buildings downtown, notably the old Grand Hotel, remain intact but go largely unused or altogether vacant. While building deterioration in the heart of downtown is largely unseen from the street several buildings are reportedly facing serious structural and interior deterioration, largely due to neglect." The issue is compounded by the relatively narrow deep lots with multiple owners making it difficult to achieve economies of scale for redevelopment. Additionally, rehabilitating historic two story buildings is complicated due to the expense and difficulty of complying with modern building codes and ADA standards required for certain uses on the second floor. Finally, many properties may have environmental issues such as asbestos which may require recognition and remediation for certain uses.

The plan area has 36 buildings that are over 10,000 square feet. Of those buildings, eight are identified in this plan as underutilized or vacant and should be considered for repurposing and/or redevelopment.

In most cases these buildings, both historic and more modern, are well constructed, well maintained, well located and provide an opportunity to redevelop and/or repurpose for uses that meet revitalization goals for Downtown Gallup.

- Ricca Merc Building, (Grand Hotel) 308 Coal Ave. (NR)
- Drake Hotel, 212 Route 66 (NR)
- "Navajo Garage", 383 Route 66
- Elks Lodge, 149 S. Strong Dr.
- Warehouse with parking on top, NW corner of E. Coal Ave. and S. Puerco Dr.
- 105 W. Coal Ave. (former Gallup Print and Office Supply)
- 117 W Coal Ave. Two story building west of Sammy C's Sports Bar
- 231-235 W. Coal Ave.

HISTORIC BUILDINGS AND POTENTIAL HISTORIC DISTRICT

Gallup's arts and cultural enterprises are concentrated within the unique historic architecture of downtown. New Mexico MainStreet contracted with an architectural historian to produce a survey and nomination for listing over fifty contributing buildings in the National Register of Historic Places and the New Mexico State Register of Cultural Properties. The New Mexico Historic Preservation Division is currently working on the nomination, preparing it for review by its Cultural Properties Review Committee. Rehabilitating and repurposing historic buildings to support hospitality businesses, such as restaurants, cafes, lodging, retail and entertainment, will be key to meeting revitalization goals. The following buildings are currently listed in the State and/or National Register:

	Name of Building/Address	State Register	National Register
1.	230 W. Coal Avenue, The Chief Theater	Yes	Yes
2.	306 W. Coal Avenue, Grand or Ricca Hotel (Formerly)	Yes	Yes
3.	101 S. Third Street, C.N. Cotton Warehouse	Yes	Yes
4.	205-07 W. Coal Avenue, El Morro Theater	Yes	Yes
5.	235 W. Highway 66, Palace Hotel	Yes	Yes
6.	301 W. Highway 66, Rex Hotel	Yes	Yes
7.	201 S. First Street, Gallup Post Office (Formerly)	Yes	Yes
8.	101 W. Highway 66, White Café (Formerly)	Yes	Yes
9.	216 E. 66th Avenue, Drake Hotel	Yes	Yes
10.	McKinley County Courthouse	Yes	Yes
11.	Railroad Depot	Yes	
12.	West Aztec Avenue, Lebanon Lodge	Yes	Yes

Buildings individually listed in the State Register or are contributing buildings in a State-registered historic district may be eligible for the State Income Tax Credit program for certified rehabilitation of historic properties. Similarly, buildings listed in the National Register may be eligible for the federal income tax credit program for the certified rehabilitation of historic properties.

OPPORTUNITY SITES AND ASSETS

As a part of the planning process the team, with input from the community workshop, identified several "Opportunity Sites," to be considered for specific redevelopment projects and improvements.

Southern Gateway

This site is in the southern part of the plan area fronting Second Street. It includes the existing main library, two lots recently made vacant with the teardown of the NMDOT buildings south of the library and the parking lot at the corner of Street street and Mesa Ave. Adjacent to this parking lot is the ephemeral Little Puerky, which is piped underground at this point.

Central Area

This site includes a vacant lot where the Little Puerky reemerges, the City walkway and parking areas that connect Coal Ave. with the Courthouse Square.

Scattered and Vacant and Under-used Lots

Three parcels are identified as opportunity sites.

- The existing Parking lot at the NW corner of S. Fourth Street and W. Aztec Ave.
- The vacant lot east of Anasazi Traders at the corner of the plan boundary and Route 66.
- The vacant lot at the corner of plan boundary and E Coal Ave.

Southern frontage of NM 118 (Route 66)

A prominent opportunity site is the City parking lot and museum, (formally the Rex Hotel) located between S. Third Street and S. Fourth Street.

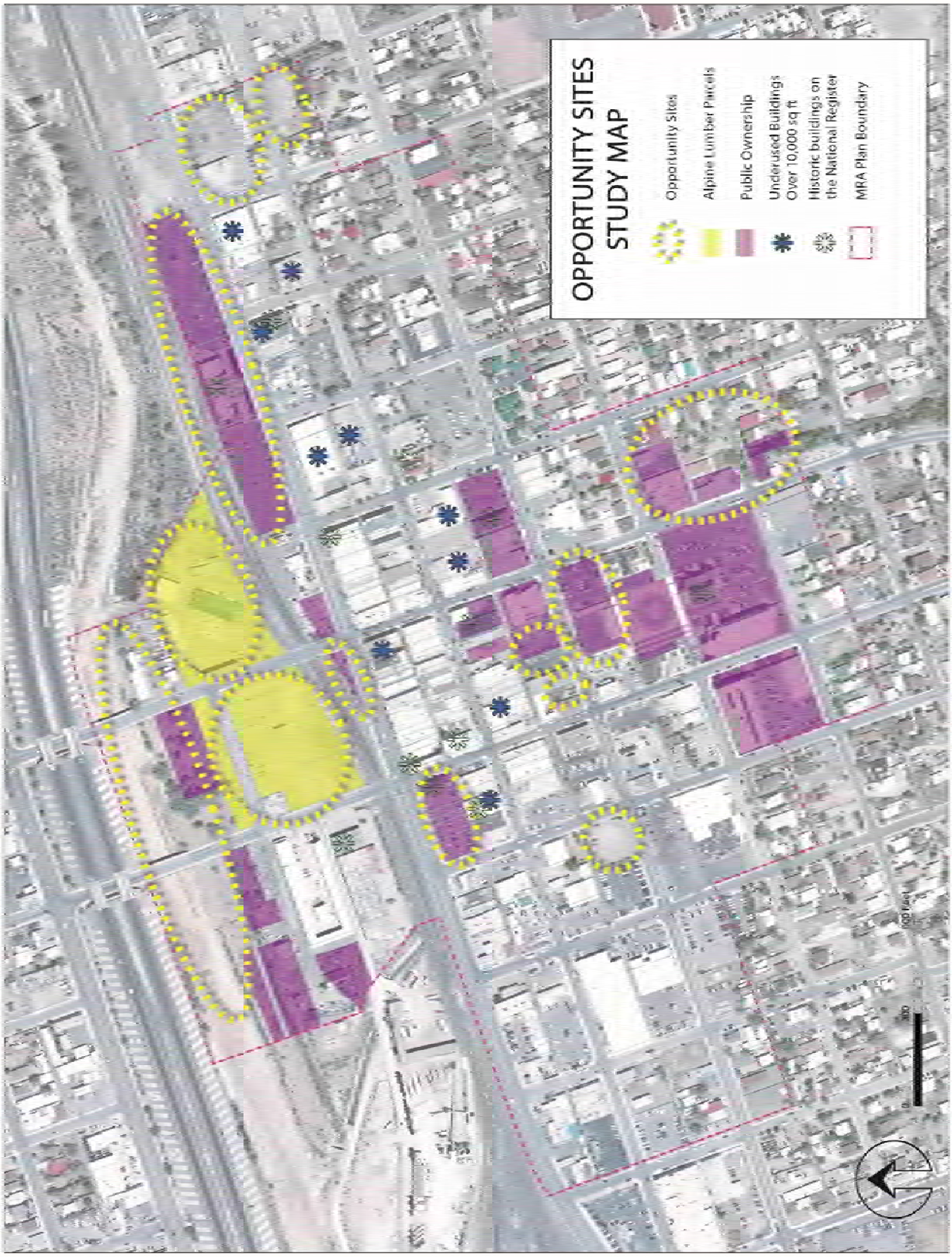
North Frontage of NM 118, (Route 66)

The site of the Cultural Center, Depot and visitor parking lot is between Historic 66 and the rail tracks. A vacant strip of land is at the NW corner of S. Second Street and Route 66.

North of the Railroad Tracks

Multiple parcels formerly owned by the Alpine Lumber Company are between the railroad tracks and the floodplain of the Rio Puerco, another opportunity site.

▪


OPPORTUNITY SITES
STUDY MAP
Opportunity Sites
Alpine Lumber Parcels
Public Ownership
Underused Buildings
Over 10,000 sq ft
Historic buildings on
the National Register
MRA Plan Boundary
100 Feet

3 COMMUNITY PARTICIPATION

The Gallup Arts & Cultural District Plan is the result of a collaborative effort by the City of Gallup, Gallup Business Improvement District and Gallup Mainstreet/Arts & Cultural District working cooperatively with the community and facilitated by ArtsEngaged with CommunityByDesign. The community participation process occurred through a number of ways. A diverse group of residents, representatives of arts and community organizations, City staff, local business owners and other stakeholders in downtown Gallup and surrounding areas, all contributed to the planning process. Citizen involvement, an essential element of the process, was gathered through working group meetings and open houses and community workshops. Drafts of the Gallup Arts & Cultural District Plan were available on the City website for review.

PLAN PROCESS AND COMMUNITY INPUT

The planning process began by identifying "communities" (self-identified groups with heritage or interest in common) and organizations to be included in initial information gathering during an initial site visit to Gallup. The focus groups listed in Appendix I were organized and conducted. Prior to the meetings, participants completed a survey addressing organizational relationships inside Gallup and vision for the Arts and Cultural District. (Survey questions are presented in Appendix II.) Following the initial site visit, a preliminary report (Site Visit 1 Summary: See Appendix I) was prepared detailing principal findings.

In preparation for the second site visit, a series of telephone and videoconference interviews were conducted. During the visit, meetings were held with the head of Zuni tourism as well as government and cultural sector workers in Gallup. (For details, see Appendix III.)

In addition, a good deal of work had been done prior to the beginning of this planning process to identify goals for the city that should be reflected here. The City of Gallup has approved a document "Gallup Vision 2030" that contains a number of points related to arts and culture. These are:

- Showcase of Native America with a marketplace for Indian arts and crafts, and a Village with live performances
- Successful museum with display of artifacts collection
- Strong working relationship and partnership with Native American tribes

- Facilities and effective programs for addressing alcoholism and drug abuse
- Native American artists working and selling artwork in Gallup
- World class/state of the art new Library Building
- Community events and festivals bringing people together
- Sense of community identity and pride – residents proud of Gallup
- Successful El Morro Theater and performing arts center
- Bike/hike/running trails for recreation and competition
- Community/Recreation Center

STEERING COMMITTEE

An 18 member Steering Committee assisted the consultants in creating the plan. Representatives from business, government, not for profits, arts and cultural organizations, hospitality industry and the neighborhood were included in the group. Six meetings were conducted with the Steering Committee during the planning process. Their insights into the community and their investment in creating a vibrant downtown were significant contributions to the planning process.

COMMUNITY WORKSHOPS

In addition to the monthly Steering Committee meetings, two Community meetings were offered for community input and feedback on both the Arts and Cultural District Plan and the Downtown Redevelopment Plan. These meetings included a Community Workshop and a Community Open House to present the draft plans. The Steering Committee met several times to work on goals and strategies to implement them for each of these meetings.

A community workshop conducted August 21-22, 2015 at the El Morro Second Street Events Center provided the approximate 60 attendees an opportunity to discuss, design and present their vision and projects for the downtown. The results of this two day workshop served as the foundation for the Redevelopment Plan projects. The full page color display ad in the local *Gallup Independent* newspaper describing the workshop is included in the appendix.

Community Participation

In November a community open house workshop was conducted at the Second Street Events Center that presented the Plan's recommendations and projects. The 60 residents who attended had an opportunity to provide comments on the plan as well as prioritize the projects that they would like to see implemented as the next steps in the plan. The results of the project prioritization are in the Implementation Chapter. The color display ad in the local Gallup Independent newspaper describing the open house and the exhibits presented are included in the appendix

4 RECOMMENDATIONS

PLAN VISION AND GOALS

ARTS AND CULTURAL DISTRICT VISION

Downtown Gallup is an attractive and sustainable center of civic life, the arts, and cultural experiences for community activities that celebrate its multicultural heritage. It offers opportunities for prosperity with strong connections to its authentic culture and history that embraces diversity. Gallup supports a balanced mix of uses and services for people living, working, visiting and enjoying downtown.

ARTS & CULTURAL DISTRICT GOALS:

- Develop quality housing downtown.
- Create pedestrian and bike-friendly connections along streets and alleys.
- Develop state of the art library and cultural facilities that provide true Gallup experiences.
- Develop a regional multimodal transportation hub and public transportation for all ages.
- Create vibrant and attractive gathering places that encourage people to hang out and socialize.
- Provide for a diversity of retail, restaurant, entertainment, and business opportunities.
- Fully utilize the commercial buildings downtown, encourage infill development, and revitalize vacant buildings.
- Promote downtown public art and cultural events.
- Create collaborative partnerships between public and private entities to provide effective programs and facilities.
- Develop a clear and effective channel of communication between downtown business owners.

A&CD GUIDING PRINCIPLES: THE COMMONS

The Arts & Cultural District plan views the District as a commons, a gathering place shared by all the citizens of Gallup. Guiding principles for a successful commons are that it should be:

A place–a physical location where people can come together,

An idea–a concept or set of concepts that makes the community assume–even demand–ownership of that place,

A container of events–a vibrant center where attractive things always (or with great regularity) happen, and,

A cultural commons that reflects the local community, is welcoming to all, and that minority cultures be represented respectfully and well.

STRATEGIC PRINCIPLES

Strategy means a guiding principle that guides decision-making and action. A few core concepts have been heard in focus group meetings. One is that the A&CD should foster pride in Gallup, reflecting what made/makes Gallup Gallup. Another is that it should benefit local residents first, viewing success in that as a demonstration of the kind of authenticity that is necessary to draw tourists. Also, it is only with a solid community base that the infrastructure to support tourism services can be successfully maintained. Finally, the A&CD should reflect Gallup as the heritage capital of New Mexico, reflecting the vast range of cultures that make it what it is. In order to do so, Gallup must become a model of both diversity and inclusion.

To put these ideas even more succinctly, the Arts and Cultural District and the events that take place in it should define and serve Gallup's highly diverse population and be a magnet attracting visitors from around the world.

AREAS OF STRATEGIC FOCUS: PROGRAMMATIC

Bearing in mind the need to ensure that the welfare of Gallup's citizens is central to the A&CD Plan, the programmatic recommendations begin with community programming–work directly serving the needs and interests of local residents. This is followed by artist programming (to support the vitality of Gallup's cultural life) and tourist programming to encourage visitors to the city. As will be expanded upon below, even the tourist programming will serve the interests of locals as well as travelers.

COMMUNITY PROGRAMMING

Library

The Octavia Fellin Public Library is one of Gallup's most significant cultural institutions. As such, for the success of an Arts and Cultural District plan, it is imperative that it remain in the district. The plans to build a new, larger, facility provide a major opportunity to anchor the district. In spite of the fact that

the 2013 Feasibility Study found no acceptable locations in the district, the library staff are willing to work with the City of Gallup in identifying suitable sites. Doing so may be one of the most crucial elements of developing a vibrant arts and cultural district.

The specifics of the new library's facilities are far beyond the scope of this plan. However, elements of the work to be conducted in those facilities serve as a major element of the A&CD Plan. All of the programming addressed here stems from the commitment of the library and its staff to community service.

Current community-oriented programming includes classes on silversmithing, book discussions, author festivals, and Navajo language resources and heritage projects. All of these reflect a commitment on the part of the library staff and governing board to serve Gallup and the surrounding area. In the future, the library plans to significantly expand its makerspace programs.

Nationwide, public libraries are expanding their services to include makerspaces–sites of publicly available equipment that provide people the opportunity to make things. The staff of the OFPL is committed to and experienced in makerspaces. They are currently focused on providing craft, computer coding, and video creation opportunities for children and youth.

The rapidly decreasing costs of 3-D printers are making them some of the newest and most visible elements of such makerspaces. They provide, among other options, entrepreneurs the opportunity to prototype products. But 3-D printers are only one possibility for makerspace equipment. Makerspaces can provide facilities for computer programming, book production, and making handcrafts as well. Indeed, a specific type of makerspace for artists will be discussed below and the library may be best positioned to manage such facilities.

While the library should be a critical component of the Arts and Cultural District, there are a variety of programs that fall outside of the library's purview that should be included in the A&CD's work. Such community programming should be provided by making the A&CD function as a "Commons" for city of Gallup.

Downtown "Commons"

Sociologists have been speculating for years about the need in contemporary U.S. society for a "third place" beyond home and the workplace for people to meet and interact. This concept was introduced by Ray Oldenburg in *The Great Good Place* (1999) and further developed by Robert Putnam in *Bowling Alone (2000)*. The basic premise is that individuals have lost touch with each other partially as a result of having little time and few places for casual interaction. As a result cities are socially impoverished. Additionally, people do not know their neighbors, a critical failing in a time when those neighbors are becoming increasingly diverse.

As a result, the time is ripe, if not overripe, for towns and cities to address the need for public gathering spaces. That is precisely what a commons was, whether called a town square or a plaza. But a commons need not include an actual large open space. The real consideration here is the essence of a commons. One way to understand the 21st-Century commons is that it is:

A Place–a physical location where people can come together,

- *Attractive/Inviting*
- *Appropriate* (Scale, appearance, environmental fit)
- *Memorable*

An Idea–a concept or set of concepts that makes the community assume–even demand–ownership of that place,

- *Barrier Free* (No–or minimized–physical, economic, historic, or social impediments)
- *Welcoming*
- *Community Defining* (Including opportunities to create and build the community's identity)

A Container of Events

- *Vibrant* center where attractive things always (or with great regularity) happen
- *Crucible for Relationship Building* within and between all local communities

And, from the perspective of the presenters of arts and culture,

A Cultural Commons that

- Reflects the local community
- Is welcoming to *all*.

In Gallup specifically, the "place" is the Arts and Cultural District. In the beginning this should be viewed as the core of downtown including Coal Street between First and Fourth Streets and extending to the Courthouse Square. As development occurs, this can be expanded to include Historic Route 66, the city-owned land north of the railroad tracks, Aztec Street, and the alleys contained within.

This area is a good size for Gallup. The murals already in place help make it attractive, memorable, and community defining. The design recommendations included in the Metropolitan Redevelopment Area Plan will help make it more so. As an additional means of enhancing the District and defining Gallup, public art in addition to murals and traditional native crafts should be added. Interesting possibilities using contemporary expression of native and non-native artists would increase the vibrancy of the A&CD.

The most important element of a commons for Gallup, however, will be the events held there–events that draw Gallup residents to attend and interact. Existing events, both annual and regularly recurring ones should make up the bulk of activity animating the District. ArtsCrawl is perhaps the most visible and successful (in terms of foot traffic) of Gallup's regularly recurring events. While it is a successful community street festival, it has lost its original mission of highlighting Gallup's visual artists. Its popularity may provide the opportunity for rebranding it (e.g. as GallupFest). In the future there may be merit in adding a new recurring event focused on Gallup's gallery artists and including higher end performing arts. This could be produced by the GMS/A&CD, gallupARTS, or the artists' cooperative discussed in this plan.

The summertime Nightly Indian Dances are a made-to-order tourist attraction and should be more heavily promoted and featured in visitor information. Similarly, the downtown Walking Tour program is a potentially valuable if somewhat under-utilized activity. [2015: 31 of 78 days] (Saturday Mountain Bike

Tours are also attractive. [2015: 4 of 13 Saturdays]) There may be merit in framing each of these even more as community activities as well as tourism opportunities.

Less frequent recurring Gallup events are the Inter-Tribal Ceremonial, El Morro Theatre presentations, and the seasons of Gallup performing arts organizations (including the Gallup Community Concert Association and Land of Enchantment Opera, and the Community Theatre Association), the Gallup Film Festival, and a small Native Films program. A coordinating group to encourage regularity of publicly available programs would be helpful. In addition, the potential of such a body advocating for thematically related events sponsored by the different organizations would lend coherence to the offerings. Exploration of topics important to Gallup by multiple arts organizations could be a unifying force in the city.

Another new program should be a regular Celebration of Gallup's Cultures. Presented in the Second Street Events Center, perhaps in conjunction with ArtsCrawl (or a rebranded "GallupFest"), it would feature Gallup's cultural heritage with pop-up exhibitions, demonstrations, lessons/training in basic arts or crafts skills, and/or performing arts in rotating fashion to allow Gallup residents to better understand their diverse heritage. When outdoor space was needed, the Courthouse Square could be used.

Additional regular performances, discussions, and exhibitions addressing topics of importance to Gallup would, over time, enhance the perception of the Second Street Event Center as a community center. The planning and implementation would need to be carried out in such a way as to be obviously welcoming to *all* residents. A community center is of great importance to a fully functioning commons. Eventually, a new building or, better, area in a complex (see Southwest Center below) would be ideal.

An arts-based youth/young adult community center would be a welcome addition to community programming. Such a facility would include hands-on learning (including makerspaces), youth-oriented programming, and social gathering opportunities. Interesting examples include http://artlabplus.si.edu/ and http://www.warehouse508.org/

Finally, the body coordinating and overseeing events in the A&CD (Per recommendations below, GSM/A&CD initially then gallupARTS) should seek to maximize the number of community events in the District. To enhance the effectiveness of such events, simple means of blocking off a section of Coal Street should be developed and sturdy, easily placed booths should be acquired by the city.

ARTIST PROGRAMMING

According to the 2014 Resource Team report, Gallup boasts the highest percentage of working population engaged in arts and cultural economy in the state. As bedrock of the creative class that is so important to vibrant cities, artists should be encouraged to live and work in Gallup. Traditional native arts and crafts are, of course, important to Gallup and should be nurtured. For cultural vigor, however, specific attention should also be paid to artists working in contemporary media and subject matter. In focus groups native and non-native artists both expressed interest in opportunities for interaction as means of artistic growth.

Support Services

Indian Marketplace: A mechanism for supporting high-end native artists, as envisioned in the City of Gallup Vision 2030, should be implemented. Workable locations exist in both the covered walkways in front of the Courthouse and the potentially covered spaces in front of the Gallup Cultural Center. Application and permitting processes should encourage artists to participate. Note, however, that there is not sufficient foot traffic to support such a marketplace separate from A&CD events. Therefore, the promotion of this area–both to artists and to potential buyers–must be developed in conjunction with all A&CD events

Artist Makerspaces: In addition to 3-D printing facilities available to and planned by the Octavia Fellin Public Library, equipment should be made available for creation and fabrication of art. For visual artists, this could include potters wheels, kilns, printing presses, and computers and printers for digital work. Recording equipment and samplers could support the work of musicians. Rehearsal and studio space can be valuable for any artist. The exact types of equipment should be determined in consultation with artists who would be using the facilities.

Other Support Services: The creation of artist live-work spaces should be considered. This might be particularly attractive for artist fellowships and cultural exchanges mentioned below. In addition, the possibility of establishing tax incentives for artists working in Gallup should be investigated. New Mexico provides incentives for rehabilitation of historic buildings in Arts and Cultural Districts. There is a good case to be made for supporting artists as well. One interesting option is granting of exemption from sales tax on works of art sold in an arts district.

Artist Collaborative/Co-op

The small size of the Gallup retail market, even in a tourist environment, makes it difficult for stand-alone art galleries to survive. There have recently been a number of galleries that have closed in the city. There may be merit in encouraging the formation of an artist's co-op to collectively operate a gallery. It can also be argued that Gallup has an interest in the success of local artists and should support such a space. (This is what has already been suggested with respect to the Indian Marketplace.)

In addition to managing a gallery, a joint native/non-native artist's regional co-op could administer programs for artists including training (in both entrepreneurship and artistic techniques), fellowships for visiting artists, cultural exchanges, and a recognition program for annual and lifetime achievement among Southwest artists. Such a co-op, when combined with the makerspaces would provide a rich environment for cross-cultural inspiration among participants.

However, since there has been to date little communication between native and non-native artists, a joint co-op may not be the best first step. Initially, it would likely be best to set up two separate co-ops serving the needs of native and non-native artists respectively. Representatives from the two co-ops should meet and discuss mutual interests and the possibility of joint projects. Whether this could or should lead to a combination of the two is an open question.

Also, given native discomfort with the formal economy, a native-focused co-op would have the potential of providing access to economic support structures that may be more palatable than mainstream

financial or retail institutions. This would provide the artists with access to valuable support and provide access to professional and personal opportunities otherwise unavailable.

TOURIST PROGRAMMING–CULTURAL HERITAGE INSTITUTIONS: PALETTE OF OPTIONS

For a city of its size, Gallup is unique in that it could legitimately serve as home to an impressive range of museums and cultural heritage institutions. Southwestern Native history, life, and culture; the Old West; Route 66; and the interesting juxtaposition of Spanish settlement and Latino immigrant cultures could all be the subjects of major museums or cultural attractions that would be of interest to tourists coming by rail or on I-40. However, even cities many times the size of Gallup would be hard-pressed to create and manage multiple destinations, especially from scratch. At best, Gallup should, for the near term, focus on developing one. Before presenting a recommendation, the following are outline introductions of each option.

There have been two recent studies of museums and museum options in the McKinley County area: the McKinley County Museum Study (2005) and a McKinley County Cultural Enterprise Network (2008). The organizations cited in these reports represent a body of expertise and resources on which to draw for at least some of the options presented below. Creating partnerships with existing organizations should be easier than establishing any of what follows from scratch. Notable among the museums listed are:

- A:shiwi A:wan Museum
- Gallup Cultural Center/ Storyteller Museum
- Navajo Nation Museum
- Ramah Historic Museum
- Red Rock Museum
- Rex Historic Museum
- Zuni Visitor Center/ Old Zuni Mission

Additionally, trading posts with long histories in the region were noted as potential participants in cultural legacy work.

SW Native History, Life, & Culture

The history, life, and culture of native peoples is by far the most compelling topic to attract visitors to the Gallup area. Any visitor-oriented offering that did not include this element of Gallup's character would be found wanting.

Note: A critical function of educational displays concerning native life and culture should include explanations of "authenticity" of traditional arts and crafts. Explanations of the federal Indian Arts and Craft Act of 1990, the New Mexico Indian Arts and Crafts Sales Act (and the parallel Arizona Statutes 44-1231-44-1231.05), as well as distinctions among native handcrafted, native handmade, and cultural authenticity (use of designs by members of native tribes that created those designs) should be prominently presented.

Old West

National and international fascination with the Old West is a similarly natural topic for exploration in visitor-oriented programming.

Route 66

The National Park Service has a Route 66 project that covers the 2400 miles of the nearly legendary highway that was decommissioned in 1985. Much of its character has been preserved in Gallup and a 1991 plan discussed capitalizing on it. There are currently Route 66 visitor centers and/or museums in Albuquerque, Clinton, AZ; Kingman, AZ; Santa Rosa, and Tucumcari.

Oasis Park

A common request from focus group participants was a desire for shade and green in a gathering place for Gallup residents. A demonstration oasis, a sort of living diorama showing what one might have looked like to travelers in the Nineteenth Century, would be a fascinating attraction. Set in a larger park with shade and water features serving the people of Gallup it could become an iconic element of the city.

WPA Art

Gallup is home to an impressive collection of Works Progress Administration-commissioned art, much of it created by native artists. This body of work is a critically important part of regional and national history.

SUMMARY[1]

The A&CD Plan is designed to provide a unifying sense of identity and pride for Gallup residents and to counteract negative perceptions of the city that discourage tourism.

Community Programming

Construction of a new library facility is part of Gallup planning and is a critical feature of a vibrant Arts and Cultural District. The details of that project are beyond the scope of this plan but expanded community-available makerspaces and collaboration on a business/entrepreneurship incubator as outlined above would be good additions to a successful Arts and Cultural District.

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[1] In focus groups of Gallup citizens, especially younger ones, it was noted that the words “library” and “museum” have a decidedly negative connotation. To many they implied static repositories of books, artifacts, and exhibits. While the repository function will always be important to them, contemporary curators of both recognize that their institutions need to be living centers of active learning and community gathering places in which the subjects to which they are dedicated are brought to life. Where those words are used here, this more current understanding of such institutions is meant.

The use of the Second Street Event Center as a community center will provide an indoor area for gathering. A youth/young adult facility will encourage participation in downtown Gallup events by that group. The commons envisioned here will be supported by the appearance and infrastructure recommendations in the Downtown Plan. New public art emphasizing the work of contemporary Southwestern artists (native and non-native) will help define the area.

Programming in the A&CD is critical to the District's success as a community gathering place. ArtsCrawl (or its successor), a new gallery hop, and Celebration of Gallup's Cultures will be cornerstones of programming. All events must truly reflect the range of cultures represented in Gallup and be executed in ways that feel welcoming to all. Even though multiple organizations will produce activities in the District, a widely representative advisory board should be established to encourage presentation of events that reflect the recommendations of the A&CD Plan.

Artist Programming

Support services for artists should include immediate establishment of the Indian Marketplace as envisioned in the Gallup Vision 2030. A planning committee made up of native artists and city officials should develop policies regarding location(s), permits, qualifications, and opening times. It should, in addition, develop plans for maximizing traffic to provide the best opportunity for the artists to profit from the venture. Note again, though, the need for this program to be coordinated with A&CD events.

Plans for artist makerspaces should be developed by the co-ops described above in conjunction with Public Library staff (who have expertise in makerspaces) along with A&CD and City officials. Similar planning should be done to evaluate the feasibility of other support services.

An artists' co-op consisting of native and non-native artists should be established to address the needs of artists in the region. In addition to the planning mentioned above, the co-op should establish a common gallery space (or spaces) for the presentation and sale of work. Providing artists the opportunity to collectively support each other will provide them with a stronger voice and presence in Gallup. The opportunity to exchange ideas, techniques, and creative inspiration between native and non-native artists will be a powerful statement about culture in Gallup. However, in the process of establishing trust, it may be necessary initially to have separate boards for native and non-native participants.

Southwest Center–Gallup

Gallup is, in a very real way, the epicenter of the American Southwest. The A&CD Plan proposes establishment of a group of programs and facilities, in addition to the Octavia Fellin Public Library, that will animate the Arts and Cultural District. Collectively they can be referred to as Southwest Center; appending Gallup to that name will emphasize the fact that Gallup is indeed at the core of the multi-state region.

Ideally (and most simply) the programming described here would be housed in a single location or campus. For the time being, that is not practical; and, a case can be made that the physical spaces involved need not be in one place, even though that would be the most easily understood solution.

Regardless of location, the guiding principle of serving the local community first is implied in all that follows here.

The GMS/A&CD board should work with the City of Gallup to develop spaces to house compelling displays devoted to Navajo culture, Zuni culture, and Indian trader history. Additional spaces can and should be identified to house other exhibits/exhibitions (from the options listed above or other topics) as opportunities present themselves. Notably, the museums cited above that were subjects of the previous regional museum studies should be included in the discussions of possibilities for Gallup-based exhibitions.

Responsibility for content selection and exhibition design in the first three spaces should be given to the tribes and, initially, to the participating traders. This assumes that the tribes and traders have interest in doing so. One reason for the attention to cross-cultural dialogue cited in the section on social concerns (following this section) is to elicit tribal/trader support for these museum-type spaces. Eventually, the trader display(s) could be managed by a staff member charged with that responsibility.

Stories told in the spaces devoted to Navajo and Zuni cultures should be handled by the tribes. Ideally, the Navajo Nation Museum and the Zuni Pueblo Department of Tourism could provide content, either copies of displays on the reservations or new exhibits, as they see fit. Since this is of particular importance to Gallup, support should be given to the tribes in taking on this work. As space and resources allow, native artists and craftspeople should be hired for in-residence work so visitors can see the processes in action. Educational opportunities for hands-on learning of crafts like weaving or other culturally appropriate skills would be significant additions to visitor opportunities. (Note especially the comment above concerning educational materials regarding native art authenticity.)

There will need to be considerable work invested in securing a Navajo and Zuni “buy in” for this. Zuni Tourism has expressed interest. Artists from Art of the People (Navajo) have participated in discussions. The Octavia Fellin Public Library has working relationships with the tribes. The Southwest Indian Foundation has relationships with several Navajo Nation agencies. Early conversations should determine best points of contact and find out how their interests might best be served by such an opportunity

With respect to trader participation, the Tanner family has expressed interest and a willingness to invite others to participate in discussions and development of something in line with what is outlined here. According to them, a similar concept was developed for the opening of the Fire Rock Casino.

As space is secured, permanent or rotating exhibitions devoted to other Old West themes, Route 66, WPA Art, and Rex Museum artifacts can be added. Later additions to this mix could be Hispanic/Latino culture as well as the broad range of Gallup’s cultural heritage.

From the beginning, especially if the exhibitions are not in a single location, a guide and map, similar to the Galllup murals walking tour should be created and made available for visitors.

A community center associated with these exhibitions would provide residents of Gallup an opportunity to reflect on the lessons presented, interact across cultural lines, and develop a greater appreciation for the richness of the city’s heritage. When a building housing several or all of these functions is identified

(or built), a significant area devoted to community learning and gathering will have a powerful impact on the well-being of Gallup. In the meantime, the Second Street Event Center can serve this purpose.

Archival storage facilities would be a valuable asset for this collection of exhibitions. While the Navajo and Zuni tribes may not need it, traders who would like to participate need assurance that their artifacts will be well preserved. Similarly, others wishing to donate materials related to the Old West, Route 66, or Gallup cultural history would be reassured by the existence of high quality storage.

The Oasis Park mentioned above would be an interesting addition to a Southwest Center. The Nightly Indian Dances are an attractive option, especially for visitors, although they are not limited to Southwestern tribes. Options for making them more meaningful to local residents would increase attendance and help them better serve the role of fostering cross-cultural relationships.

A&CD Development Assistance

An employee of city government with responsibility to assist residents in accomplishing projects downtown would make positive transformation of the A&CD simpler. Such an ombudsman assisting with the process of "getting to yes" might aid in understand building codes and securing reasonable variances, securing event and other permits, identifying appropriate departments for inquiries, and, perhaps, provide assistance in negotiations with downtown landlords. The City should consider identifying and approving incentives that would encourage downtown property owners to make vacant space available for short term or long term cultural and/or community uses. All community programming in the A&CD should be considered as opportunity for K-12 and adult educational opportunities. Having school system representatives and adult education specialists involved in planning will serve this end.

AREAS OF STRATEGIC FOCUS: SOCIAL

There are significant social issues in Gallup that are important to address for the successful implementation of this plan that need to be addressed. The issues of alcoholism, panhandling, and homelessness will impact downtown visitorship. The Arts & Cultural District (A&CD) Plan has a vital interest in improvements being made in this area. The Business Improvement District (BID) and Gallup MainStreet/Arts & Cultural District (GMS/A&CD) boards should work with city, county, state, and tribal behavioral health officials to encourage development and implementation of arts- and culture-based responses to these issues. Since this is an A&CD Plan, this is a particularly appropriate means of responding to the issues.

Similarly, the lack of trust between native and non-native groups and across other disparate cultural groups suggests that opportunities for dialogue should be fostered in Gallup. One option for beginning the process would be to hold an initial forum (or series of forums) facilitated by specialists in cross-cultural communication. These should be followed up with on-going opportunities for work and discussion, again guided by specialists in such processes. While there is no obvious entity to assign the task of organizing this work, given its critical importance to the A&CD plan, the GMS/A&CD board should convene an advisory group to identify others to be involved, select and hire qualified facilitators, and oversee the operation of the cross-cultural dialogues described here.

A&CD programming, in the service of this work, could have a substantial impact on the well-being of the city. Relationships with the two most proximate tribes, the Navajo Nation and Zuni Pueblo, need work. The trust-building activities described here could go a long way toward securing what Gallup has identified as a critical need: "Strong working relationship and partnership with Native American tribes".

AREAS OF STRATEGIC FOCUS: ORGANIZATIONAL INFRASTRUCTURE

Gallup, NM is a city with a population of approximately 22,000. Yet it has a legitimate claim to serve as home to a wide variety of institutions of great interest to people regionally, nationally, and internationally. The financial resources to accomplish this do not appear to exist. Ever more critical, though, the management and infrastructure capacity to build and maintain them would tax the capabilities of cities ten times Gallup's size. As a result, for the immediate future addressed by this plan, without truly extraordinary resources being dedicated to such work, it will be necessary to identify one or two programmatic initiatives on which to focus. With the three principal organizations (the GMS/A&CD, the BID, and gallupARTS) involved in promoting, marketing and supporting the arts and cultural assets and resources in the region, it is important that their respective roles and missions are clearly identified, are efficient and effective, and create a holistic synergy that is greater than the sum of their parts.

Gallup MainStreet/Arts & Cultural District (GMS/A&CD)

The GMS/A&CD is a district-based 501.c.3 that is responsible for creative activities and projects within the district's boundaries. The GMS/A&CD is best positioned to serve as principal coordinator default "actor" of A&CD Plan implementation. In addition, the GMS/A&CD will assume principal responsibility for marketing of events in the district.

The GMS/A&CD will need to follow the National MainStreet Center's *ReFreshed 4-Point Approach* that includes *Organization, Economic Vitality, Design,* and *Promotion*. There are also guidelines within the State's Arts and Cultural District policies that must be adhered to in order to remain in good standing with the NM Arts Commission. To this end, the GMS/A&CD needs to undertake the steps necessary to hire a dedicated or full time staff person to assist the District Board in carrying out its responsibilities. This would include evaluation of artist live-work space options, and coordination with the library on artist makerspace facilities and equipment. This must be done with intense consultation with artists and so the GMS/A&CD should additionally be responsible for assisting in the creation of the artist cooperative and working with it on the projects outlined. In order to support A&CD programming and projects, the GMS/A&CD governing board should establish a fundraising auxiliary group, Friends of the A&CD, to solicit private donations. Finally, planning for tourist programming–selection of options, planning for implementation, and managing the results, will also be a GMS/A&CD task.

An authorized New Mexico Arts and Cultural District is supposed to develop and produce a "signature event." While this plan does not make a specific suggestion in that regard, there are two options among the events discussed here that might serve that purpose if it meets the needs and interests of the city and other organizations .One is ArtsCrawl or a rebranded successor of that event. The other is the Celebration of Gallup Cultures suggested previously that is intended to take place in conjunction with ArtsCrawl. The NM MainStreet and NM Arts staff and associates can provide technical assistance in defining this event.

Gallup Business Improvement District (BID)

The language of the state statute creating Business Improvement Districts and the city ordinance establishing Gallup's BID do not specify its exact areas of responsibility. In order to lend clarity to the A&CD Plan implementation processes, it is recommended that Gallup's BID focus on appearance (e.g., façade improvement grant program, neon sign rehabilitation program), maintenance and cleanliness, and safety issues (supplemental to governmental agencies).

gallupARTS

Ideally, gallupARTS, as a local arts organization, would bear primary responsibility for programming within the city and surrounding area. This would include, primarily, planning and producing arts programming and artist services. However, gallupARTS is a startup organization experiencing growing pains. For the near term, it needs to focus on internal capacity building in the areas of governance, management, and community visibility. With that work behind it, it should then resume responsibility for Arts Crawl (or its rebranded successor), develop an event more in keeping with Arts Crawl's original intent as a Gallup artists showcase (as an alternative, GMS/ACD or the artists' cooperative could run this), and plan and implement additional recurring events that are city- wide. It should develop the capability to serve as coordinator of/advocate for local events and serve as a cross-cultural catalyst, building relationships between communities and facilitating arts events that foster Gallup's social health.

As the local arts (as opposed to district -focused) organization, gallupARTS is also positioned to become the focus of efforts to develop relationships among the region's cultural communities. Certainly the Navajo Nation and Zuni Pueblo are two of the most important of these but other regional communities (Hispanic/Latino, Middle Eastern, East European, etc.) should be included. The relationship building necessary should not be limited to cultural activities, but since it includes them, gallupARTS should partner with other organizations in this effort. The Southwest Indian Foundation and/or the Inter-Tribal Ceremonial could assist in setting up task forces for working with native peoples. As has been mentioned previously, Zuni Tourism has expressed willingness to help make connections with two Zuni artisan groups: Zuni Craftsmen Cooperative and the Zuni Cultural Arts Council. Art of the People (a Navajo artists collaborative) was extremely helpful in preparing this plan. Government agencies (NWNMCOG, McKinley County, and/or City of Gallup) similarly invested in improving community relationships could partner or assist in the establishment of community relations committees.

City-owned Facilities: Management Considerations

El Morro Theatre and Second Street Event Center are municipally owned buildings. There are five common options for providing programming for such facilities. In each case, the municipality maintains most or all responsibility for infrastructure and maintenance.

- Government run: The municipality hires staff to plan and manage events. This ensures a public service orientation, provides some financial stability, and in some cases provides access to skills and resources, although this is less true in smaller cities. On the other hand, government run venues are prone to political interference in content and scheduling. They also have a more difficult time fundraising since taxpayers view fund solicitation as double dipping.

- An independent nonprofit–often newly created for this purpose–oversees programming. This maintains the public and community orientation and makes fundraising somewhat simpler. However, there is less guaranteed income and this entity ends up competing with other arts nonprofits for funds. In addition, there is the issue of whether there is a sufficient population base to provide board members with the requisite capacity for governance.

- User run: A nonprofit arts organization is principal tenant and runs the facility, making it available to others as their schedule allows. This presumes the existence of an organization with sufficient need for the facility to warrant such an arrangement. It also leads to potential conflict with other arts organizations wanting to use the space.

- School/college run: Where an academic institution has sufficient programming needs and administrative resources this model is similar to that described in "User run."

- Facility Management Company: Professional facility management companies specialize in providing programming and production services. They assume the risk with respect to ticket sales but management fees are high and, of course, the possibility for securing donated funds is negligible.

[For more information, see http://www.clydefitchreport.com/2015/07/theater-city-public-nonprofit-arts/ and http://www.clydefitchreport.com/2015/08/theater-government/]

Management and programming of arts and community event venues are not natural fits for city governments, even in large metropolitan areas. In Gallup, the city should maintain ownership and responsibility for maintenance, technical staff, and concessions. Convention and meeting service management in the Second Street Center could be outsourced or maintained by the city.

There is not sufficient governance capacity in Gallup to establish a new nonprofit for managing El Morro and the other A&CD projects. If the City of Gallup chooses to continue management of the theater, it must ensure that programming reflects the interests of the entire community without undue political interference. To serve these ends, an Advisory Board representative of all Gallup's arts organizations should be appointed to support programming decisions in line with the community-oriented recommendations contained here. Promotion and management of specific events, especially high profile ones, should be outsourced to individuals or organizations with expertise in the field.

AREAS OF STRATEGIC FOCUS: PHYSICAL DESIGN

Public Art

Public art including more murals and sculpture will make the downtown area a more vibrant place. Artists, native and non-native should be consulted in developing plans. Images and objects that go beyond traditional Southwest themes (but perhaps echo them) would make good additions to the downtown environment. Consideration needs to be given to not painting murals directly onto historic buildings but to paint them on a canvas or wood structure that is then sensitively attached to the building.

Southwest Center and Youth/Young Adult Center

The facilities required for the Southwest Center and a youth/young adult center need not be new construction. Adaptive reuse of existing buildings could work well, especially in the early stages. Eventually, a new, high visibility structure of contemporary design that could accommodate all elements of the Southwest Center might be worth considering.

Courthouse Square

Focus groups noted that enhancements, such as shading and seating areas, to the Courthouse Square would improve its attractiveness for visitors and residents. Shading options should incorporate visual design elements so that the shade-producing structures double as public art. For larger events, readily available extra seating (*e.g.*, portable bleachers) might also be worth consideration.

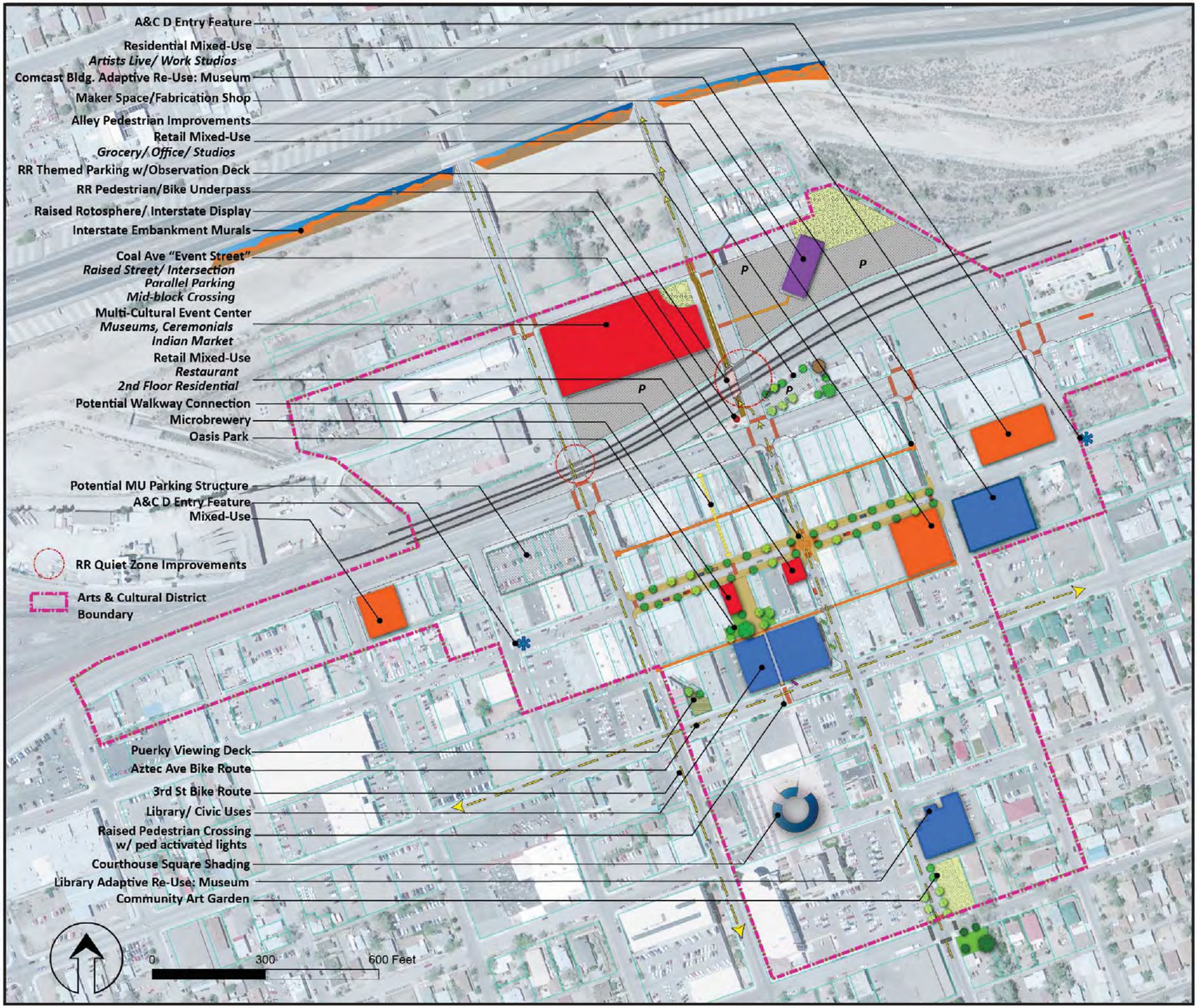
Coal Street

Festival style blocking off of Coal Street for A&CD events needs to be a simple process that encourages scheduling of community gathering opportunities. Physical transformation of the street and sidewalk space is needed for this. In addition, sturdy booths that can be set up and taken down with minimal effort should be purchased and stored in a location that does not discourage their use.

Alleys

The alleys between First and Fourth Streets and Route 66 and Aztec represent expansion opportunities for A&CD programming. Upgrades behind El Morro Theatre and several of murals have demonstrated that these areas can be successfully improved. Using them for downtown events would provide additional space as needed artists.

Gallup Arts and Cultural District Conceptual Redevelopment Plan



Community ByDesign

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ARTS AND CULTURAL DISTRICT PROJECTS

The following recommendations identify revitalization and placemaking projects that will move the A&CD towards achieving the community's goals. These projects incorporate land use, urban design, pedestrian safety enhancements, and transportation elements to create the downtown as a place that people want to live, work, and visit.

Interstate Embankment Murals

The plan recommends a stylized mural along the Interstate embankments on northern edge of downtown that depicts the surrounding canyons, barrancas, mesas and mountains. This will create a distinctive edge to downtown and reinforces its location within the broader scenic resource rich region. Designs and materials should be innovative, durable and resistant to fading; ideas include the use of stamped concrete, tiles, metal, LED lighting and three dimensional elements.

Multi-Cultural Event Center

Central to the area and key to stimulating private redevelopment and reinvestment opportunities is the development of a Multi-Cultural Event Center to accommodate a wide variety of uses and activities including but not limited to exhibit space, museums, performances and indoor and outdoor events. The large site has adequate parking and compatible adjacent land uses. Community objectives for the Event Center are to attract large regional and national conventions and events, establish an annual Indian Market and to accommodate components and activities of the Gallup Ceremonial.

Makerspace/Fabrication Shop

The existing lumber store building can be repurposed as a Makerspace/Fabrication Shop. The facility is envisioned to support the arts and crafts sector with minimal renovation and operations costs by providing DIY spaces where people can gather to create, invent, and learn. Makerspaces often have 3D printers, software, electronics, craft, welding and hardware supplies and tools.

Raised Rotosphere/Interstate Display

Restoring and reinstalling the tall neon Rotosphere, a community landmark for many years, at the NW corner of NM 118 and Coal Avenue will provide a strong sense of place and history associated with Route 66 and attract interest from drivers on I-40.

Retail Mixed-Use: SW corner of Coal Ave. and Second St.

Uses at this key location and historic building should complement activities associated with El Morro Theater and contribute to the vitality of Coal Ave. Specific uses include ground floor retail and/or restaurant and 2nd story residential. The repurposing and restoration of the historic building should benefit from historic tax credits and incentives.

Retail Mixed-Use: SW corner of Coal Ave. and First St.

Redevelop this key corner location which is currently underutilized. The site accommodates the two lots: The "L" shaped building should be restored and repurposed with ground floor retail and second story

residential. The other lot is underdeveloped and should be redeveloped as a two story building in coordination with the restoration of the adjacent building. Specific uses identified during the community workshop included a small grocery store, offices and second story apartments.

Residential Mixed-Use: Corner of E. Coal Ave. and S. Puerco Dr.

There is an opportunity to redevelop this vacant and under-used lot to increase housing choice that contributes to a vibrant 24 hour presence downtown. Encouraging infill and developing attainable housing with a variety of types, (artists live /work units, apartments, townhomes) and price points will attract individuals, employees, young families, and retirees looking for walkable, active urban lifestyle.

Arts & Cultural District Entry Features

To provide a stronger sense of entry into the Arts and Cultural District, gateway features should be installed at the intersection of Coal Ave. and First St. and Coal Ave. and Third St. Key elements for success include public art, lighting and informational signage/maps that corresponds to a district-wide wayfinding system.

Mixed-Use: SE corner of Fifth St. & NM 118 (Route 66)

To increase jobs, services and shopping opportunities for downtown, new infill buildings are envisioned for privately-owned parcels that are currently or previously used as gas stations, automotive repair shops, and surface parking lots. These lots should be zoned for redevelopment that is consistent with the historic commercial buildings that front Coal Ave. and NM 118 and Route 66.

Art Display/Creative Incubator Spaces

Potential art display & cooperative/creative incubator/museum exhibit spaces could be the first floor of the current NWNMCOG building (5,000 sq feet) and/or the DePauli Engineering (1st Floor) at the NW corner of Aztec and Fourth Street.

Post Office Mural

The eastern façade of the Post Office provides an opportunity as a canvas to showcase local talent, history and character of Downtown Gallup.

Food Cart Park

A low maintenance open yard for food carts to park and provide service during lunch and occasional evenings during community events is envisioned for the underused publically owned lot located on the SE corner of Second St. and Mesa Ave. Key elements for success include vendor stewardship, minimal drought tolerant landscaping, pervious paving, lighting and signage.

Community Art Garden

A community sponsored and maintained site that provides opportunity for socializing, community collaboration, artistic engagement, education and locally grown food is envisioned for the lot made vacant by the demolition of the NMDOT and MRCOG offices. Specific ideas include a community garden for demonstrations and growing local food plus opportunities to foster arts in all its forms from live performance to art installations. This interactive green space will evolve as the plants grow.

Improvements include community stewardship, pervious surfaces, signage, lighting, garden beds, shade structures, trash receptacles and seating.

Library Adaptive Re-Use: Museum

When the existing main library becomes vacant, repurpose the building as a museum. The open floor plan will reduce costs of repurposing and provide a flexible, collaborative environment for exhibits and educational programs.

Comcast Adaptive Re-Use: Museum

In addition to the existing library, the historic post office building currently used by Comcast should be considered for repurposing as a museum. The key location, ample parking and the historic character of the building provide an appropriate and distinctive site for a new museum.

Façade Improvement Program

A façade improvement program could serve as a means to revitalize the downtown area in a partnership with the building owner, City and Gallup MainStreet/A&CD. There are several programs available from NM MainStreet Design technical assistance, to grants and low interest loans, to volunteer-based programs such as NM MainStreet's "Façade Squad".

Bike Routes

Bike routes are identified on Second St., Third St and Aztec Ave through the downtown area to connect downtown retail, restaurants and civic facilities to regional destinations such schools and the regional bike route system. These connections will contribute to the vitality of downtown and its importance as a regional center and support the economic benefits of geo tourism and recreational cycling.

Railroad Themed Parking Lot with Railroad Observation Deck

There is an opportunity to redevelop the parking lot at the corner of Second St. and NM 118 to include railroad themed elements, street furniture and an observation deck.

Potential Walkway Connection: Mid-block between Coal Ave. and NM118 (Route 66)

As part of any potential redevelopment projects in this area, the City and Gallup, MainStreet and A&CD should encourage, support and possibly partner with property owners to provide a public walkway connecting Coal Ave and NM118 mid-block between Third and Second Street. This could result in visitors staying longer and a more pedestrian friendly environment.

Bike & Pedestrian Railway Underpass and Two-Way Pathway
An underpass below the railroad tracks will allow safe and full-time connection between the downtown and the areas to the north. There will also be a two-way bike and pedestrian pathway along the west side of Second Street since it will remain to be one-way northbound.

Puerky Interpretive Viewing Deck

This is an interpretive park on a raised wood deck where people can view the underground watercourse that flows below the city, and learn the story of place that is historic Gallup and how the downtown is built over top of this arroyo. This hidden segment of the "Little Puerky" arroyo is presently behind a screen fence on a lot fronting Aztec Ave. just east of Third St.

Library/Civic Uses

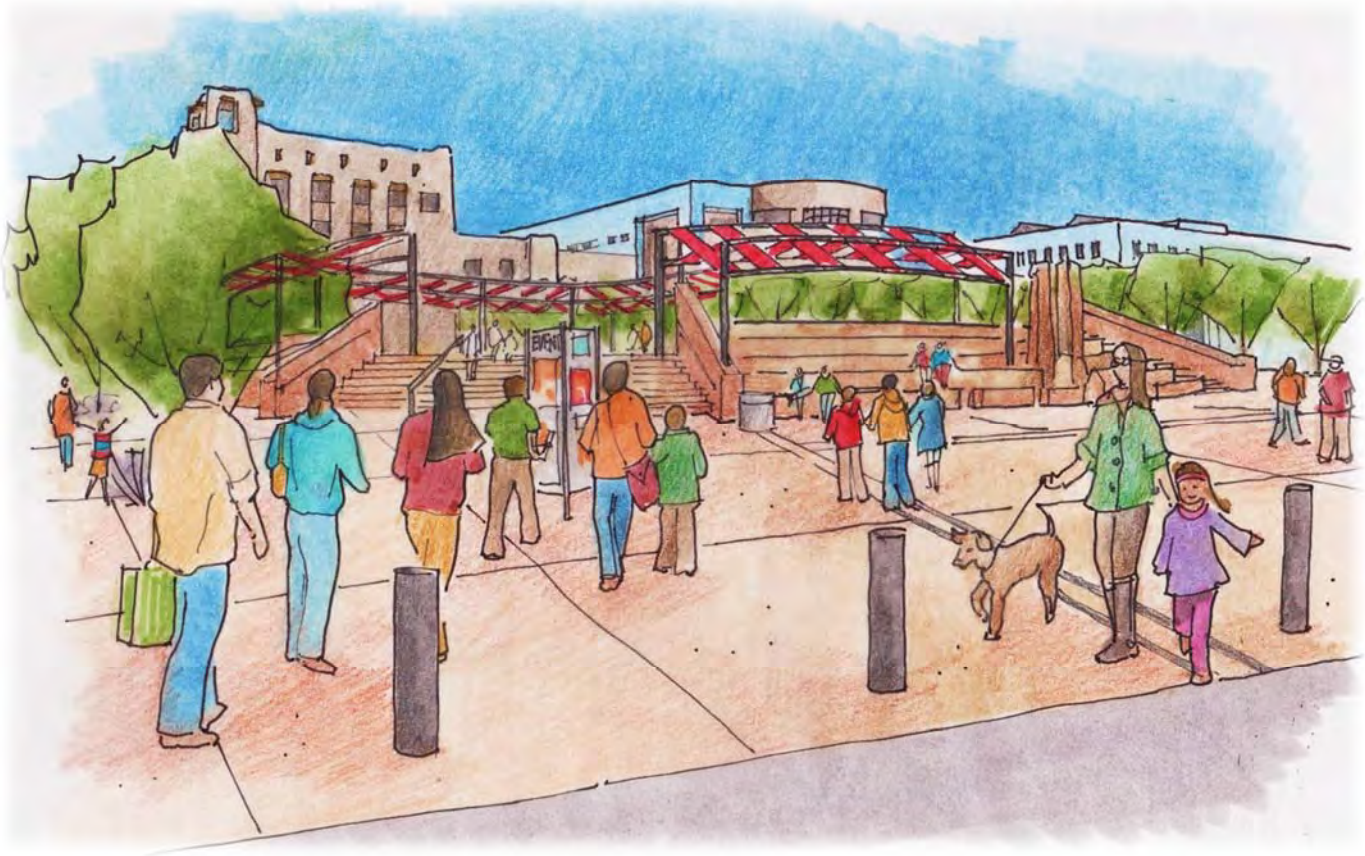
The Octavia Fellini Public Library needs a new building to meet present and projected needs. The Library should remain downtown in the civic heart of Gallup. The future Library could occur on the current Children's Library site (razed) and a new two-story building constructed on the existing west parking lot and over the existing walkway. The Aztec pedestrian crossing would be a raised pedestrian table with pedestrian-activated blinking lights to connect to the parking lot across Aztec.

Oasis Park

On both sides of the midblock walkway are small underutilized outdoor areas that are defined by surrounding buildings. Together these areas should be connected and improved to provide green space and shade; a pocket oasis, where people can relax, children can play and community events can take place. Elements include adding lighting, signage, landscaping including trees and grass, outdoor furniture and play structures.

Alleyway Pedestrian Improvements

Enhance the existing alleys between Coal/Aztec Aves. and Coal/NM 118 (Route 66) from First St. to Third St. This will beautify the parking areas, increase pedestrian and bicycle circulation and provide improved employee and visitor access to the rear entrances of businesses and government offices, while still allowing service access. Key elements for success include placing utilities underground, specialty paving, lighting, benches and planters.



Courthouse Square Enhancements

The highly valued Ceremonial Plaza hosts Native American dances, large community events and is a unique place for people to gather on a daily basis. The addition of shading that follows the geometries of the plaza will increase visitor comfort and length of stay. It will also provide additional visual attention to the Courthouse Square since it isn't apparent due to being raised above the streets and parking areas.

South Entry into Downtown on Second St

This entrance into downtown involves several projects that create a dynamic community space. An active **Community Art Garden** area on the site formerly occupied by NWNMCOG offices, a **Food Cart park** on the existing parking lot, a **mural on the Post Office façade**, and enhanced crosswalks, will provide opportunities for the neighborhood and employees to eat and listen to music or garden during their lunch hour. Community stewardship of the community garden for growing local food and participation by artists and musicians can foster the arts in all forms for all ages.

Coal Avenue "Event Street"

Coal Ave. between First and Third Streets is the historic main street and would be retrofitted and enhanced to increase pedestrian comfort, walkability and serve as an event space when the street is closed to traffic, such as for the Ceremonial Parade or ArtsCrawl. This segment of Coal Avenue would be a curbless continuous surface that includes 12' wide sidewalks, and an 8' flex zone for parallel parking and/or community outdoor seating for restaurants using removable bollards, raised planters and distinctive pavement treatment. Other features also include a raised intersection at Second and Coal Ave. and specialty paving at intersections and cross walks.

Coal Avenue Mid-block Crossing and Community Space

The existing mid-block walkway needs to extend into Coal Avenue to expand this community space and create a safer pedestrian crossing across Coal Ave. This mid-block crossing would also complement the Coal Ave Event Street design as a raised curbless street and crossing. Another feature of this project is the reuse of the existing Optician shop into a Microbrewery that would open up its windowless east wall into the public space with an outdoor seating area and large door openings.

Initiate a "Phantom Gallery" art program in empty storefront display windows.
There are several empty storefront display windows along Rt 66 (NM 118), Coal and Aztec Avenues that could be utilized as showcases of local artists. Santa Fe has instituted a program to ask property owners to donate their empty window space to create a 90 day installation space. Artists can create non-traditional displays that engage the viewer, and this could also be a project that youth organizations could be involved in implementing.

CULTURAL ECONOMY RECOMMENDATIONS

Continue to encourage and develop manufacturing, wholesale, and retail activities related to Native American arts and crafts

The importance of the Native American arts and crafts industry cannot be overstated today and it represents further opportunities in the future. Activity related to this sector accounts for 70% of sales in the downtown, 8% of sales in the total market area, and occupies 16% of downtown buildings. This strong sector sets Gallup apart as a regional cultural center and destination. Opportunities for evolving the arts and cultural sector include:

- Increase the concentration of artisans and traders in the downtown by encouraging arts and crafts development in vacant and underutilized downtown properties.
- Develop organizations and facilities to encourage dispersed artisans in remote areas to participate in the downtown's creative economy.
- Promote and market this sector as unique to downtown Gallup.

Establish Downtown's role in entertainment, dining, and accommodation

The downtown currently captures only 4% of the dining and entertainment spending in Gallup, and only 16% of non-food/entertainment sales. This presents an opportunity to increase and develop the downtown as a destination for entertainment for visitors, locals and regional residents. The downtown should not be viewed as competing with other commercial areas; instead it should be viewed as providing a space that is complementary and unique. Specialty shops, restaurants, bars, and an atmosphere with public art, historic buildings, outdoor seating, compactness and walkability, events, and well-designed public spaces can distinguish the area as a unique destination.

Strengthen and develop existing relationships with organizations focused on improving economic conditions in Downtown Gallup

The city has worked hard to partner with organizations that are focused on improving the economy in Gallup and the downtown. It is important that the city continues to foster these relationships and capitalize on resources from organizations, including: Gallup BID, gallupARTS, Gallup MainStreet, and McKinley County. These organizations have similar goals and objectives that align with the market opportunities presented here. For example, goals from the BID Business Plan focused on business retention and expansion include:

- Expand existing businesses or recruit new businesses to provide more niche and high-end retail shops, specialty stores, and services to improve walkability and livability in the downtown areas.
- Increase diversity among the type of businesses offered downtown in order to give tourists and local community alike more reasons to visit downtown.

Promote a mix of uses in the Downtown, including: retail, office, arts and entertainment, hotel accommodations, and high density residential areas through expanded use of historic buildings, selected infill, and transitional expansion along Coal and Aztec Streets.

- Develop a buy-local initiative with citizen-consumer educational materials and compelling activities.
- Create a campaign for extended store hours, such as an open late one evening a week promotion, or seasonal extended hours.
- Develop a signature event.

- Strengthen existing restaurants and enhance the restaurant cluster with additional food choices and perhaps other formats such as vendor carts and temporary, "pop-up" restaurants.
- Recruit retail stores such as an outdoor outfitter with bike rentals, microbrewery, and a health store.

Create Entrepreneur initiatives such as develop an organizations' capacities to form a youth entrepreneurship initiative that builds on the relevant classes offered at the high school and explore the potential for a community commercial kitchen that capitalizes on the area's small farms and local food entrepreneurs.

- Assist owners to acquire financing to articulate their business plans and access key programs. These include Small Business Administration loans administered by area banks, and non-traditional loans provided from alternative lenders like The Loan Fund, Accion New Mexico, and WESST.

5 FUNDING SOURCES

A number of funding sources from local, State and Federal agencies have been identified as potential opportunities to finance the implementation of the Gallup A&CD Plan.

1. Public/Private Partnerships

There are a number of opportunities for partnerships to occur between various government agencies and private non-profit organizations, Trusts, and building owners. Partnerships hold the highest potential for redevelopment opportunities to occur in the downtown. The City can provide incentives through public financing, and land holdings to serve as collateral for groups such as the NM Community Development Loan Fund, Accion; Wesstcorp, Small Business Association, and private developers.

2. New Mexico Community Development Loan Fund

The New Mexico Community Development Loan Fund is a private, non-profit organization that provides loans, training and technical assistance to business owners and non-profit organizations. Their services support the efforts of low-income individuals and communities to achieve self-reliance and control over their economic destinies. Loans to new and existing small businesses for such needs as equipment, inventory, building renovations and operating capital. They provide loans to non- profits for such needs as bridge financing against awarded private and public contracts, capital improvements and equipment, and loans to non-profits that develop affordable housing.

3. General Obligation (GO) Bonds

GO bonds can be used to fund infrastructure, property and building acquisition and rehabilitation, and public improvements and community facilities, after approval by the voters in an election. Often new bond projects are approved when they are additional phases of a successful program.

4. Tax Increment Financing (TIF) Districts and Tax Increment Development Districts (TIDD)

Tax increment financing is created through a local government's property tax assessments increments and in the case of TIDDs, gross receipt tax increments. The incremental difference in tax is used to finance the improvements within the district. In New Mexico, tax increment financing is enabled in forms through the Metropolitan Redevelopment Code. Creating a TIF District would be beneficial to the downtown area and provide an incentive for private sector reinvestment. Given the low tax base in the area, it would be advantageous if both City and County participate in contributing their respective increments to the TIF district. TIDDs can also include the State's GRT portion if approved by NM Finance Authority Board and the State Legislature and Governor.

5. Infrastructure Capital Improvement Plan

The City's Infrastructure Capital Improvement Program (ICIP) is to enhance the physical and cultural development of the City by implementing the Gallup Growth Management Plan and other adopted

plans and policies. Through a multi-year schedule of public physical improvements, ICIP administers approved Capital Expenditures for systematically acquiring, constructing, replacing, upgrading and rehabilitating the City's built environment. In practice, the ICIP develops, and sometimes directly implements, diverse projects and improvements to public safety and rehabilitation of aging infrastructure such as roads, drainage systems and the water and wastewater network, public art projects, libraries, museums, athletic facilities, parks and trails, and Senior, Community and Multi-service Centers.

6. Moving Ahead For Progress in the 21st Century (MAP-21)

Congress reauthorized the former SAFETEA-LU Enhancement funds to the MAP-21 program. This program provides federal transportation funds to the states, which have more control on how they are utilized. There are funds allocated for sub-programs such as the Transportation Alternatives Program (TAP) for multi-modal projects and enhancement projects that may be used for pedestrian, bicycle and transit, and regional trail improvements. The NMDOT also administers the five year State Transportation Improvement Plan (STIP) that is updated once a year through the NWNMCOG.

7. Low-Income Housing Tax Credits (LIHTC)

Ten year credit for owners of newly constructed or renovated rental housing that sets aside a percentage for low-income individuals for a minimum of 15 years. The amount of the credit varies for new construction and renovation. The project must receive allocation of New Mexico State's annual credit ceiling or use multifamily housing tax-exempt bonds that receive allocation of New Mexico State's bond volume cap. Allocations are made on the basis of the New Mexico State Qualified Allocation Plan.

8. Local Economic Development Act (LEDA)

There are several funding and partnership programs under the LEDA state statute. The Local Option Gross Receipts Tax (LOGRT) of the Local Economic Development Act (LEDA) provides a means of financing improvements in the downtown through an increase in gross receipts tax that is earmarked for public improvements and arts and cultural facilities. The City can also set aside up to 5% of their general revenue for economic development projects as identified in their Economic Development Plan. The NM Economic Development Department (EDD) also manages a LEDA Capital Outlay fund to communities and businesses that can demonstrate a viable job creation metric through public/private partnerships.

9. Community Development Block Grants (CDBG)

This program is administered by the State of New Mexico through the Local Government Division of the Department of Finance and Administration for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for cities engaged in downtown revitalization including redevelopment of streets and fund façade improvement programs. There is a $500,000 grant limit per applicant ($50,000 maximum for planning efforts) and a 5% cash match by the applicant is required.

10. Community Development Revolving Loan Fund

The purpose of this loan program is to assist local governments in attracting industry and economic development through acquisition of real property, construction, and improvement of necessary

infrastructure, and other real property investments. The funds are intended to create jobs, stimulate private investment, and promote community revitalization. All incorporated municipalities and counties are eligible. Loans are limited to $250,000 per project and repayment is not to exceed 10 years. The political subdivision must pledge gross receipts tax to repay the loan. Local governments can obtain a request forms and technical assistance from the New Mexico Economic Development Department.

11. USDA Rural Development Programs

The USDA provides assistance to rural communities including loan and grant programs that address small businesses and rural businesses, rural housing, rural community facilities, and rural utilities. Provides loan programs such as the B&I Loan (similar to an SBA 7A- but can be made for higher amounts) and also grant programs. USDA rural development grants can be made directly to small businesses that are accomplishing innovative economic development work or energy efficiency installations, but must flow through a non-profit or local government intermediary.

12. State and Federal Tax Credit for Registered Cultural Properties

This program is available to owners of historic structures who accomplish qualified, rehabilitation on a structure or stabilization or protection of an archaeological site. The property must be individually listed in, or contributing to a historic district listed in the State Register of Cultural Properties. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years. Maximum in eligible expenses is $50,000 for a tax credit of $25,000. The allowable tax credit is doubled if the eligible property is within the A&CD boundary. There is no minimum project expense. This program has proved accessible and useful for small projects that can include façade improvements. Similarly, buildings listed in the National Register may be eligible for the federal income tax credit program for the certified rehabilitation of historic properties.

13. Brownfields Program Funds

The U.S. Environmental Protection Agency (EPA) and NM Environment Department (NMED), through their Brownfields Program, provides funding for rehabilitating affected historic properties. The NMED and EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. In addition to direct brownfields funding, NMED and EPA also provide technical information on brownfields financing matters.

14. New Mexico Mortgage Finance Authority (MFA)

The MFA is a quasi-public entity that provides financing for housing and other related services to low- to moderate-income New Mexicans. There are 37 state and federal programs administered by the MFA that provide financing for housing including low interest mortgage loans and down payment assistance, weatherization, green building and rehabilitation, and tax credit programs. The MFA partners with lenders, realtors, non-profit, local governments, and developers. The MFA has provided more than $4.1 billion in affordable housing.

15. Public Project Revolving Fund (PPRF)

The *Public Project Revolving Fund* (PPRF) is a New Mexico Finance Authority (NMFA) fund to finance public projects such as water system upgrades and other infrastructure improvements, fire and law

enforcement equipment, and public buildings. Both market rate based loans and loans to disadvantaged communities at subsidized rates are made from PPRF funds. Enacted in 2003, the Statewide Economic Development Finance Act (SWEDFA) authorizes the Finance Authority to issue bonds, make loans and provide loan and bond guarantees on behalf of private for-profit and non-profit entities. In 2005, the Finance Authority also created the *Smart Money Loan Participation Program*, a business lending program designed to use a $5.1 million appropriation to create greater access to capital throughout New Mexico.

16. NM MainStreet Capital Outlay Fund

The NM State legislature has allocated between $.5 million and $2 million the past three years for MainStreet communities in NM. These funds can be used for master planning, design, engineering and construction purposes for projects that have been identified in a community-based downtown master planning process. These are competitive grants awarded in October.

17. The National Endowment for the Arts (NEA)

NEA's Our Town grant program supports creative placemaking projects that help to transform communities into lively, beautiful, and resilient places with the arts at their core. Creative placemaking is when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work - placing arts at the table with land-use, transportation, economic development, education, housing, infrastructure, and public safety strategies. This funding supports local efforts to enhance quality of life and opportunity for existing residents, increase creative activity, and create a distinct sense of place. Through Our Town, subject to the availability of funding, the National Endowment for the Arts will provide a limited number of grants for creative placemaking. Our Town requires partnerships between arts organizations and government, other nonprofit organizations, and private entities to achieve livability goals for communities. Our Town offers support for projects in two areas: (1) *Arts Engagement, Cultural Planning, and Design Projects*. These projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. Matching grants range from $25,000 to $200,000. (2) *Projects that Build Knowledge About Creative Placemaking*. These projects are available to arts and design service organizations, and industry or university organizations that provide technical assistance to those doing place-based work. Matching grants range from $25,000 to $100,000. See more at: https://www.arts.gov/grants-organizations/our-town/introduction#sthash.Az1f3IL9.dpuf

18. The Kresge Foundation

The Kresge Foundation also has a major granting program supporting arts and community building and also artists' skills and resource development. This initiative seeks to support arts and culture as a tool to revitalize communities by funding exemplary programs that integrate cultural organizations and artists into community

19. Artspace

Artspace is a non-profit real estate developer specializing in creating, owning and operating affordable spaces for artists and creative businesses. Artspace is the nation's leading developer of arts facilities – live/work housing, artist studios, arts centers, commercial space for arts-friendly businesses and other projects. Artspace works in three major areas – Consulting Services, Property Development and Asset

Management. Consulting Services study the feasibility of new Artspace projects. Property Development creates new Artspace projects through a mix of historic renovation and new construction. Artspace's Asset Management group ensures long-term financial stability and affordability for artists. At present, Artspace owns and operates 35 projects across the country. Twenty-six are live/work or mixed-use projects comprised of more than 1,100 residential units.

20. Burlington Northern Santa Fe (BNSF) Railway Foundation Grants

The Burlington Northern Santa Fe Foundation had been BNSF Railway's main vehicle for charitable giving since 1996 when the Burlington Northern and Santa Fe Railroads merged to form the Burlington Northern Santa Fe Railway, now known as the BNSF Railway. The BNSF Railway Foundation has supported and helped improve quality of life for thousands of communities across the 28 states through which BNSF operates, and where BNSF employees live, work and volunteer. Information on their grants and scholarships can be found at http://www.bnsffoundation.org/programs/ .

21. ArtPlace

ArtPlace has four core areas of activity: a national grants program that annually supports creative placemaking projects in communities of all sizes across the country; our Community Development Investments in six place-based community planning and development organizations that are working to permanently and sustainably incorporate arts and culture into their core work; field building strategies that work to connect and grow the field of practitioners; and research strategies to understand, document, and disseminate successful creative placemaking practices.

22. Certified Local Government (CLG) Program

The Certified Local Government program is administered by the State Historic Preservation Division (HPD) for local governments that have adopted a local historic preservation ordinance to protect significant and contributing properties listed on local, state and federal historic registers. Downtown Gallup is in the process of creating a historic district and a recommendation of this cultural plan is for the community to consider adopting a local historic district ordinance and project design review procedures in order to apply for the Certified Local Government program. Acceptance into the state's CLG program would enable Gallup to apply for annual funding support for planning and educational programs to enhance historic preservation in the community and the A&CD. As a Certified Local Government, Gallup could be eligible along with nine other municipalities to apply for program funds directly from HPD. Current funding levels for the CLG fund are approximately $60,000 to $80,000.

6 IMPLEMENTATION

CULTURAL ACTION TASKS

The following strategies identify revitalization and placemaking projects that will move the city towards achieving the community's vision and goals. These projects incorporate land use, urban design, pedestrian safety enhancements, and transportation elements to create the downtown as a place that people want to live, work, and shop.

- Incorporate the prioritized A&CD redevelopment projects into the City's ICIP (Infrastructure Capital Improvement Plan) for legislative and grant funding purposes.

- Pursue acquisition and development of the properties proposed for the Oasis Park, Puerky Interpretive Deck, the Food Cart Park, and Multicultural Event Center.

- Organize a community-based "Downtown Placemaking" event to improve the look and feel of the downtown area (e.g., transit stop bench, artwork, beautifying walkway and vendor area, create street art mural, etc.). NMMS can provide technical assistance to implement this endeavor.

- Create a Wayfinding/Historic walking tour interpretive signage system for the downtown that utilizes vehicular signage along the highways and includes pedestrian signage for walking within the downtown.

- Coordinate a Historic Preservation workshop with the NM Historic Preservation Division for building owners with buildings that are eligible for designation on the NM Cultural Properties Register/National Register for Historic Places and the process for receiving state and federal tax credits..

- Implement an expanded Façade Improvement program that makes available grants or low-interest loans to building owners who are interested in participating.

- Until gallupARTS is in a position to assume additional responsibilities, the GMS/A&CD should appoint and manage advisory boards responsible for "commons" programming in the A&CD and community building efforts to support effective cross-cultural project implementation. A significant part of the latter would be to ensure that all of Gallup's cultures are showcased and that the events are designed to maximize the potential for inter-cultural relationship building. This also requires relationship building among and between communities so this work would need to be done in concert with GMS/A&CD. The structural complexity associated with gallupARTS need for organizational capacity building is the BID's historic association with ArtsCrawl. Until gallupARTS is in a position to resume management of it, either BID or GMS/A&CD should support its continuation. While not exactly in line with the division of responsibilities outlined here, the path of least resistance may suggest that the BID continue the program for the time being.

- In addition to its primary responsibility in planning for a new facility, the library is ideally positioned to advise about and manage the artist makerspaces discussed here as well as program the Celebration of Gallup's Cultures. As with GMS/A&CD's initial oversight of projects that will eventually be managed by gallupARTS, the Celebration of Gallup's Cultures should be managed by another entity for the time being. The Octavia Fellin Public Library has much experience in producing programs for and with Gallup's diverse communities. Significantly, they already have policies in place for doing so. The Library should be requested to serve this function on an interim basis to capitalize on its expertise and aid in establishing the Second Street Event Center as a community center.

The proposed projects within the A&CD were prioritized by the community at the November Open House workshop. The following is the result of their ranking of their preferences on implementation.

Community's Project Prioritization based on Open House meeting
(Total of 21 Redevelopment Projects)

Ranking- projects that are tied are listed with the same ranking number.

1. New Library/Civic Uses
2. Coal Ave "Event Street" Improvements
3. Alleyway Pedestrian Improvements
4. "Little Puerky" Interpretative Viewing Deck
5. Bike and Pedestrian Railway Underpass
5. South Entry on Second St (three projects)
7. Library Adaptive Re-Use: Museum
8. Multi-Cultural Event Center
9. Establish Quiet Zones at Second St and Third St Rail Crossings
10. Oasis Park
11. Comcast Adaptive Re-Use: Museum
12. Residential Mixed-Use: Corner of E. Coal Ave. and S. Puerco Dr
13. Retail Mixed-Use: SW corner of Coal Ave. and First St
13. Potential Walkway Connection
15. Makerspace/Fabrication Shop
15. Raised Rotosphere/Interstate Display
15. Retail Mixed-Use: SW corner of Coal Ave. and Second St
15. Railroad Themed Parking Lot with Railroad Observation Deck
15. Courthouse Square Enhancements
15. Potential Mixed Use Parking Structure
21. Mixed-Use: SE corner of Fifth St. & NM 118

IMPLEMENTATION MATRIX

Project Implementation Timeline	Responsible Entities	Funding Sources
Short Term (1-3 years)		
New Library- Phase 1: Needs Assessment/Programming/Site planning	CoG, MC	1, 3, 4, 5, 15
Coal Ave "Event Street": Phase 1 Improvements	CoG, NMDOT, NWNMCOG	3, 4, 5, 6, 9, 16,
Alleyway Pedestrian Improvements	CoG, BID, MS/A&CD NWNMCOG	1, 3, 4, 5, 6, 9, 16
"Little Puerky" Interpretative Viewing Deck	CoG, MS/A&CD, BNSFF	1, 3, 4, 5, 16
South Entry on Second St: Community Art Garden	CoG, MC, NMDOT, MS/A&CD NWNMCOG, MG/WIB, BNSFF	1, 4, 5, 16, 17, 18
Establish Quiet Zones at Rail Crossings- Phase 1: Pedestrian Crossing Improvements	CoG, NMDOT, NWNMCOG, BNSF	3, 4, 5, 6
Raised Rotosphere/Interstate Display	CoG, BID, MS/A&CD	4, 5, 17
Façade Improvement Program	CoG, BID, MS/A&CD	1, 4, 9, 12
Mid-Term (4-6 years)		
Bike and Pedestrian Railway Underpass	CoG, NMDOT, NWNMCOG	1, 3, 4, 5, 6, 9, 15
Oasis Park	CoG, BID, MS/A&CD, PD/O	1, 4, 5, 16
Multi-Cultural Event Center	CoG, MC, UNM-G, BIA	1, 3, 4, 5, 15, 18, 21
Courthouse Square Enhancements	MC, CoG	1, 4, 5, 16
Makerspace/Fabrication Shop	CoG	1, 2, 3, 4, 5, 10, 12, 18, 19, 20
Long Term (7-10 years)		
Library Adaptive Re-Use: Museum	CoG, MC, UNM-G	1, 3, 4, 5, 18
Comcast Adaptive Re-Use: Museum	CoG	1, 2, 3, 4, 5, 12,
Railroad Themed Parking Lot with Railroad Observation Deck	CoG, BNSFF	1, 4, 5, 17
Potential Mixed Use Parking Structure	CoG	1, 3, 5, 15
Private-Sector Initiated (Market-dictated)		
Residential Mixed-Use: Corner of E. Coal Ave. and S. Puerco Dr	PD/O, CoG	1, 4, 5, 7, 9, 14, 20
Retail Mixed-Use: SW corner of Coal Ave. and First St	PD/O, CoG	1, 2, 8, 10, 15
Potential Walkway Connection	PD/O, CoG	1, 2, 8, 10, 15
Retail Mixed-Use: SW corner of Coal Ave. & Second St	PD/O, CoG	1, 4, 5, 12, 14, 20
Mixed-Use: SE corner of Fifth St. & NM 118 (Route 66)	PD/O, CoG	1, 4, 5, 12, 14, 20

Responsible Entities

CoG	City of Gallup
MC	McKinley County
UNM-G	University of NM- Gallup
NMDOT	NM Department of Transportation
MS/A&CD	Gallup MainStreet/Arts & Cultural District
BID	Gallup Business Improvement District
MG/WIB	Master Gardeners/Work In Beauty organizations
NWNMCOG	Northwest New Mexico Council of Governments
BNSFF	Burlington Northern Santa Fe Railway Foundation
PD/O	Private Developer/Owner

7 APPENDICES

APPENDIX I – SITE VISIT 1 SUMMARY

Gallup, NM A&CD Plan
Site Visit 1 (6/16-17/2015) Summary

On June 16 and 17, Doug Borwick and Charlie Deans conducted focus group meetings in Gallup with community members representing a wide variety of organizations and interests. These meetings were arranged by Mary Ellen Pellington and her staff at the Octavia Fellin Public Library. The essential question addressed in these focus groups was "In 2025, what would you like Gallup's Cultural District to look like? (You may define 'look like' in any way you choose.") Attendee lists are found in the Appendix.

Assets, Opportunities, and Challenges

The focus group meetings identified the following assets, opportunities, and challenges:

Assets

Events
ArtsCrawl
Inter-Tribal Ceremonial
Nightly Indian Dances
Walking Tours

Facilities
Second Street Center
El Morro
Courthouse Square
Cultural Center
Rex Museum
SW Indian Foundation
Library & Children's Library

Performing Arts Orgs.
Community Concerts
Opera
Community Theatre (?): Shakespeare in the park; jugglers
Native Films

Other
Murals
Location: I-40; Navajo, Zuni
Cultural Diversity

Opportunities

Alleys
Vacant Buildings
Artists
Railroad
UNM
Inter-Tribal Ceremonial (Revitalize)
Revive/expand Heritage Day(s)
Keep tourists in area

Challenges

Small, isolated organizations/facilities that do not reach a critical mass
Limited management capacity in arts and cultural facilities
Alcoholism: rehab options using arts and culture (esp. for natives)–telling their stories
Need for community building
Inertial forces: Downtown Ombudsman–Getting to Yes
Native Art Knock-offs: Indian Arts and Culture Act

Resource Team Report:

- *Lack of clarity and coordination among organizations and institutions*
- *Lack of shared vision for downtown*
- *Lack of incentives for business/property owners for rehabilitation, revitalization, or redevelopment*
- *Cultural divides among community residents*
- *Identity limited to Indian art*
- *Indian artists and craftsmen are limited to sales and marketing opportunities provided by retailers and wholesalers and have little or no opportunity to showcase and sell the items outside themselves.*

Strategic Principles
Strategic principles are organizing ideas that guide decision-making and action. Based on the discussions which occurred on June 16 and 17, the following are preliminary thoughts as to strategic principles that could best guide the A&CD planning process for Gallup.

- Pride in Gallup: What made/makes Gallup Gallup?
- Benefit Locals First, Tourists follow Authenticity
- Heritage Capital of NM/Embrace Diversity
- Participatory Learning

Area of Strategic Focus: Southwest Cultural Center
While this is very preliminary the idea of a Southwest Cultural Center could serve as a unifying concept–either at a single multi-facility location or spread around downtown Gallup.

Library

Artist Services
Recognition Programs
Training Programs
Cultural Exchanges
Artist Live-Work Spaces
Makerspaces

Tourist Services
Museum Areas

- SW Native History, Life, & Culture
    - History
        - Native pre-Columbian: Anasazi, Pueblo, Southern Athabascan
        - First contact
        - Removal (including Long Walk)
        - Trading Post
    - Native Life and Culture: Then and Now–arts, culture, and skills of daily life; resident craftspeople
        - Navajo
        - Zuni
- Old West, Exx.:
    - Horse races, games
    - Festival of the West
    - Nightly Indian Dances
    - Buffalo Bill Cody
- Route 66
- Hispano & Latino History & Culture

Community Services
Community center: native and non-native
Community teaching resource
Community Supported Art
Entrepreneurial Incubator
Heritage Days

Other Options to Consider
Ride the Rails: Opportunity to interact (nature of interaction TBD) with a working locomotive and train
Oasis Park: A high visibility area with grass, shade, and opportunities for "family fun"

Focus Group Meetings

Tuesday, 6/16/2015

Arts 12:00 noon - 12:45 pm, Children's Branch Library

Dana	Chandler	Artist
Fitz	Sargent	Architect
Jackie	Catteneo	Artist
Steve	Marti	Potter
Linda	Bowlby	Author/Artist
Gary	Langston	Photographer
Rossi	Bright	Artist/Gallery Manager
Carolyn	Milligan	Artist/County Art Rep
Amy	Coats	GallupARTS

Downtown Businesses 2:00-2:45 pm, Children's Branch Library

John	Philpott	La Montanita Coop
Michael	Sage	EDC
Ramon	Chavez	Coal Street Pub
Cecelia	Perez	Gallup Chamber of Commerce
Lindsey	Conkling	Gallup Chamber of Commerce - Owner, Eagle Café
Marcus	Montoya	Max's Tattoo Zone - Representative, Council of Governments
Michael	Cometsevah	Creative Native Grafx
Eric D.	James	Gallup Rotary President - Financial Advisor, Edward Jones

Organizations 3:15-4:00, Main Library

Bee	Sargent	Work in Beauty
Martin	Link	Plateau Science Society
Alice	Perez	Community Pantry
Rachel	Kaub	KGLP Public Radio
Bill	Siebersma	Adventure Gallup

Native Artists 5:30-6:15 pm, Main Library

Jerry	Brown	Native Painter
Terri	Frazier	PR Coordinator GMCS, Native American Artists
Baje	Whitethorne, Sr.	Chairman, Art of the People
Jennifer	?	Public School Teacher
Irving	Toddy	Artist
Beverly	Blacksheep	Artist

Focus Group Meetings

Wednesday 6/17/2015

City 9:00-9:45 am, Children's Branch

Chief Robert	Cron	Gallup Police Department
Rick	Snider	General Services
Frank	Bosler	El Morro Theater
Virgil	Smith	Rex Museum (historical society)
Vince	Alonzo	Parks and Recreation

Other Organizations 10:15-11:00 am, Children's Branch

Toni	Neff	GallupARTS/Gallup Community Concert Association
Amy	Coats	GallupARTS
Karl	Lohman	Gallup Trails
Susanne	Hammons	Community Theater
Loren	Anthony	Native Films
Hilda	Bowman	Gallup Ceremonial
Linda	Garcia	Director, Gallup Ceremonial
Bill	Bright	Habitat for Humanity
Adrian	Vichers	Library
John	White	Youth Conservation Corps

Library Board 12:15-1:00 am, Main Library

Mary Ellen	Pellington	Director
Carol	Sarath	Board Member
Barry	Butler	Board Member
Barbara	Stanley	Board Member
Tom	Hartsock	Board Member
Vicky	Dube	Board Member

APPENDIX II – SITE VISIT 2 SUMMARY

Gallup, NM A&CD Plan
Site Visit 2 (8/24-26/2015) Summary

From August 24-26, Doug Borwick visited Gallup to conduct interviews with area officials and to further investigate arts and cultural options in the city. In preparation for this trip, Dr. Borwick had conducted phone and video conference interviews with the following:

- Kaisa Barthuli re: the National Park Service's Route 66 program
- Mary Ellen Pellington and other Octavia Fellin Public Library staff re: makerspaces
- Mary Ellen Pellington re: gallupARTS
- Knifewing Segura re: Downtown Conference Center, Native Stars Recording Studio, and Gallup Film Festival
- Rick Snider: City of Gallup facilities and services
- Colin McCarty re: Gallup Cultural Center
- Merrilee Petranovich, Communications and Marketing, UNM–Gallup re: university interest in A&CD Plan

During the visit, Dr. Borwick met with the following:

- Tom Kennedy, Zuni Tourism
- Colin McCarty, Gallup Cultural Center
- Knifewing, Downtown Conference Center
- Rick Snider, tour El Morro Theatre and Second Street Event Center
- Evan Williams, Brandon Howe (NWNMCOG) re: COG and community interests in the A&CD Plan
- Mary Ellen Pellington re: A&CD Plan and gallupARTS
- Maryann Ustick re: City of Gallup and A&CD Plan
- Steve Gurley re: BID and A&CD Plan
- Linda Garcia, Hilda Bowman re: Inter-Tribal Ceremonial

In addition, Dr. Borwick toured the Rex Museum, the Navajo Nation Museum, the City of Gallup's murals, and several Gallup trading posts and art galleries.

Selected Findings:

- Gallup Facilities/Infrastructure
  - The El Morro Theatre is a beautiful facility with a great deal of potential for small scale performing arts events and film
  - The Second Street Event Center is a valuable asset as community meeting, event, and exhibit space
  - Gallup's murals are a remarkably beautiful depiction of Gallup history and cultural diversity
  - The alleys between First and Fourth Streets and Route 66 and Coal have considerable development potential
  - There are a variety of buildings that could serve as sites for A&CD Plan programming if their current uses are transferred elsewhere. Several examples are:
    - NWNMCOG main floor (plans are in place to move NWNMCOG staff upstairs)
    - Current library buildings
    - Rex Museum
- Native Peoples
  - Zuni history as site of first contact between native peoples and the Spanish is a fact of enormous potential for Zuni and for Gallup
  - The Navajo Nation Museum is an invaluable resource that should be featured in Gallup's positioning itself as gateway to Navajo and Zuni cultures
  - Navajo and Zuni artists and officials do not trust Gallup to deal with them as equals
  - Issues of native arts authenticity are important if not critical to creating and implementing an effective A&CD Plan
- Potential Partnerships
  - The Small Business Development Center run by UNM-Gallup could be a valuable partner for a business and arts entrepreneurship incubator
  - The Gallup Cultural Center is interested in expanded programming to reach more of Gallup's citizens
  - The Downtown Conference Center is another private entity that could make a significant contribution to A&CD programming

- Other
  - A&CD Plan projects could be a resource to enhance educational opportunities in cultural history and the arts
  - Heritage Day (formally titled Gallup Multicultural Festival), a program no longer active, could serve as a model celebrating Gallup's cultural diversity
  - ArtsCrawl, while a successful community street festival, has lost its original mission of highlighting Gallup's visual artists. Its popularity may provide the opportunity for rebranding it (*e.g.* as GallupFest) and adding a new recurring event (including higher end performing arts).
  - It continues to be important to Gallup citizens that the A&CD Plan have a primary focus on enhancing the lives of residents
  - Planning and design for the A&CD should include local and area artists
  - Public art need not be limited to murals and traditional native crafts. Interesting possibilities using contemporary expression of native and non-native artists would increase the vibrancy of the A&CD.
  - The issue of summertime shade in the downtown area as a means of encouraging people to come and stay is a continuing theme. While it may not be directly related to the A&CD Plan, it is certainly relevant to it.
  - Inter-Tribal Ceremonial officials are not interested in moving the whole program downtown. Some events, notably the rodeo and pow wow are too big for available spaces; for others, train noise is prohibitive. However, they are interested in maintaining current downtown events and exploring the possibility of others. Among these are the Queens Contest, parade, Song and Dance (need bleachers and tent at Courthouse Square), and a parallel Indian marketplace.
  - The 100th Anniversary of the Inter-Tribal Ceremonial is six years away. It should be a significant part of A&CD planning and activity.
  - There may be a need for climate-controlled archival storage for trader's collections of native arts and crafts.
  - It may be worthwhile to develop an artists cooperative for shared gallery space and to provide other resources/services. It is difficult to support separate galleries for numerous artists in a city of Gallup's size.

APPENDIX III – QUESTIONS FOR ARTS AND COMMUNITY ORGANIZATIONS

For Arts Organizations:

Community Relationships Survey

[For the purposes of this survey, "community" simply means a group of people with something in common. Commonalities could be geography (*e.g.*, neighborhood), identity (*e.g.*, ethnicity or heritage), or interests (*e.g.*, hobbies or avocations).]

With what communities is your organization intentionally engaging?

- Name the community
- Briefly describe the relationship-building process you followed.
- Briefly describe the relationship-maintenance activities you employ.
- What are their principal interests and concerns? How do you know?
- How long have these efforts been in place?

With what communities or organizations do you partner on projects? List them and describe some of the projects.

Do communities outside the arts seek your assistance in addressing their concerns or supporting their celebrations? (Name them and describe the support they have sought.)

In what ways does your programming:

- Reflect what you have learned from each community with which you are engaged?
- Reflect the fact that Gallup is your home? (*I.e.,* how does it differ from a similar organization in a different city?)

In what ways do your marketing and sales activities demonstrate an awareness of the needs and interests of these communities?

In what ways does your governance (board membership, agendas, activities) reflect your engagement with these communities?

What new sources of funding have you received as a result of your engagement with these communities? (Comment especially on support from sources that are not primarily arts funders.)

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gallupARTS and Cultural District Vision

In 2025, what would you like Gallup's Cultural District to look like? (You may define "look like" in any way you choose.)

In 2025, how would you like Gallup's citizens and visitors to be using the Cultural District?

What other hopes do you have for the Cultural District?

How would you like to contribute to making these things happen?

For Community Organizations:

Cultural Assets Survey

[For the purposes of this survey, "community" simply means a group of people with something in common. Commonalities could be geography (*e.g.*, neighborhood), identity (*e.g.*, ethnicity or heritage), or interests (*e.g.*, hobbies or avocations).]

Everyone is part of numerous communities. With what communities do you particularly identify?

For each community you mentioned,

- What about it makes you proud?
- What is important to you about it?
- What about it do you wish were different?
- What do you wish others knew about your community?
- What are particular creative or cultural resources (people, organizations, or activities) that might help Gallup residents better understand it?

An Arts and Cultural District plan is being developed for Gallup. What would like to be sure is considered in developing that plan?

Do you feel connected to gallupARTS or to the Arts and Cultural District project? If not, why do you feel removed from them?

APPENDIX IV – COMMUNITY MEETING FLYERS AND EXHIBITS

What's your vision for downtown?

COMMUNITY WORKSHOP

on Revitalizing Downtown

GALLUP

EL MORRO SECOND STREET EVENTS CENTER

210 S SECOND ST.

- **FRIDAY**, AUGUST **21**
- **SATURDAY**, AUGUST **22**

FOOD! LIVE MUSIC!

FRIDAY:

5 pm - 7 pm Community discussion on downtown

SATURDAY:

10 am -11 am Presentation on Ideas for Revitalization

11 am - 3 pm Community creates their vision of downtown

SPONSORED BY THE CITY OF GALLUP, GALLUP MAINSTREET/ARTS & CULTURAL DISTRICT, AND GALLUP BUSINESS IMPROVEMENT DISTRICT.

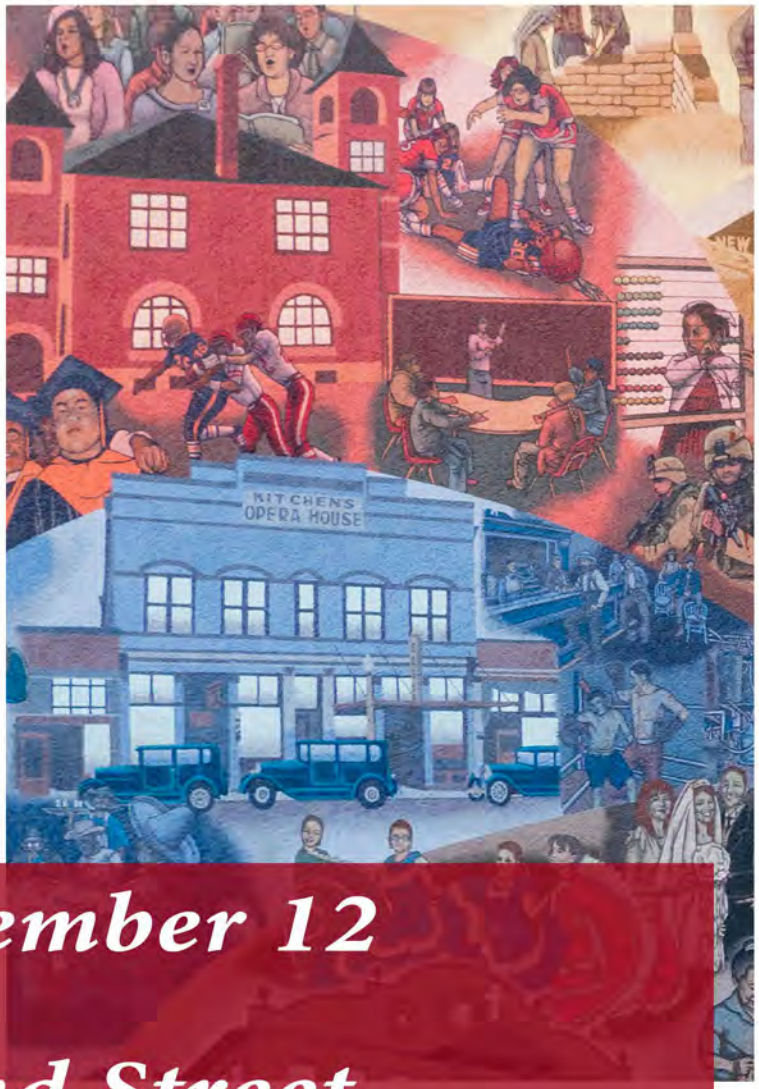
For Special Needs and Additional Information contact CB Strain, Gallup Planning Director at 505-863-1244 ext.11244 or Charlie Deans, CommunityByDesign at 505-471-4218 or charlie@communitybydesign.biz

Your Feedback is Needed

COMMUNITY OPEN HOUSE

Come Review the DRAFT *GALLUP*

Downtown Redevelopment Plan *and the* Arts & Cultural District Plan



The draft Downtown Redevelopment Plan and the draft A & CD Plan are available on the City's website at www.gallupnm.gov/

Thursday, November 12
5 to 7:30 p.m.
El Morro Second Street Events Center 220 S Second Street

SPONSORED BY THE CITY OF GALLUP, GALLUP MAINSTREET/ARTS & CULTURAL DISTRICT, AND GALLUP BUSINESS IMPROVEMENT DISTRICT.

For Special Needs and Additional Information contact CB Strain, Gallup Planning Director at 505-863-1244 ext.11244 or Charlie Deans, CommunityByDesign at 505-471-4218 or charlie@communitybydesign.biz

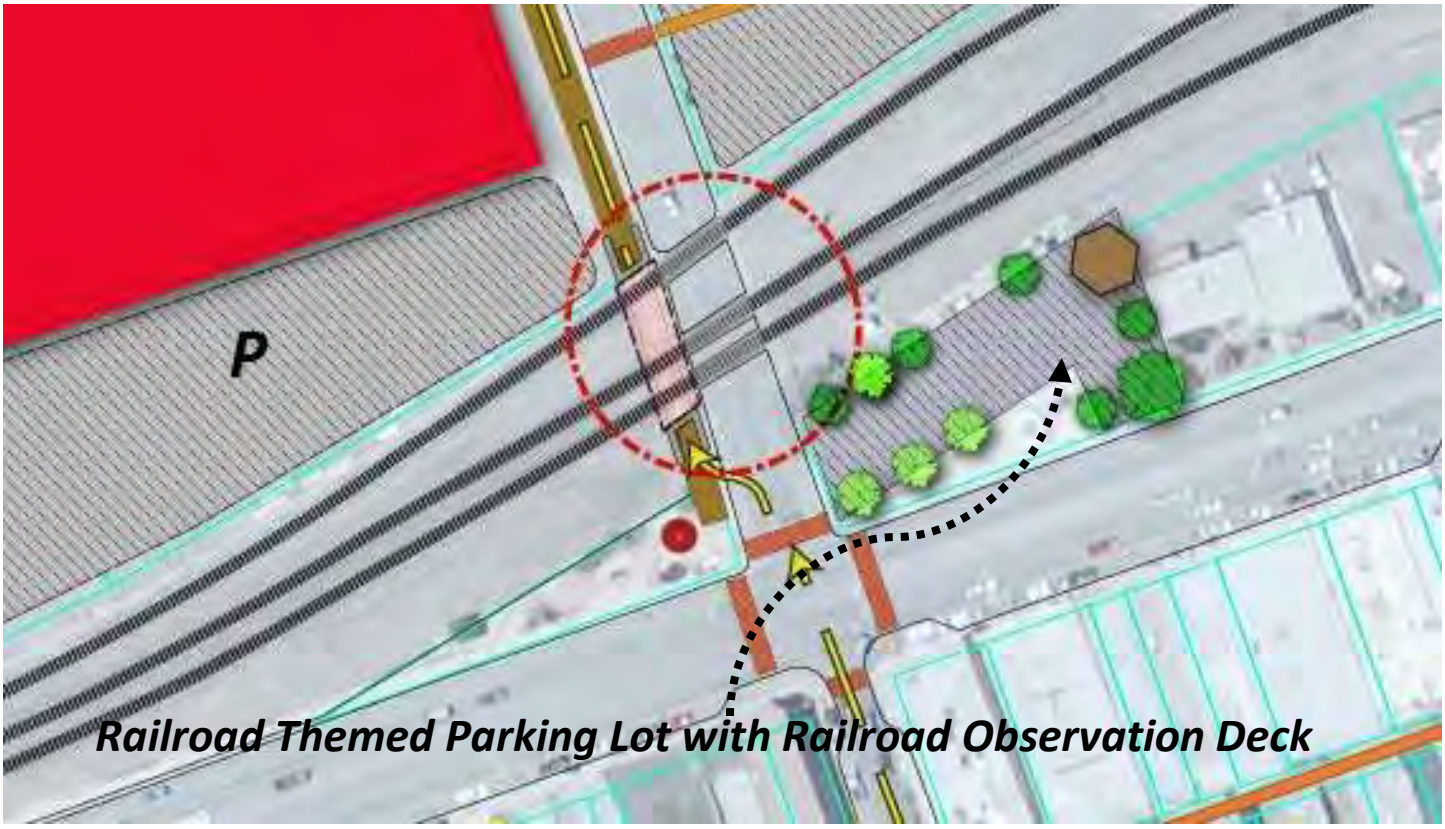
Example of existing Youth Art/
Performance Center:

Youth Arts/Performance Center

The community has identified the need to engage the youth through opportunities in the Arts and provide alternatives to conventional youth activities. This vacant site adjacent to the future skatepark provides a potential opportunity and appropriate location for a creative youth centered venue.

Raised Rotosphere/Interstate Display

Restoring and reinstalling the tall neon Rotosphere, a community landmark for many years, at the NW corner of NM 118 and Coal Avenue will provide a strong sense of place and history associated with Route 66 and attract interest from drivers on I-40.

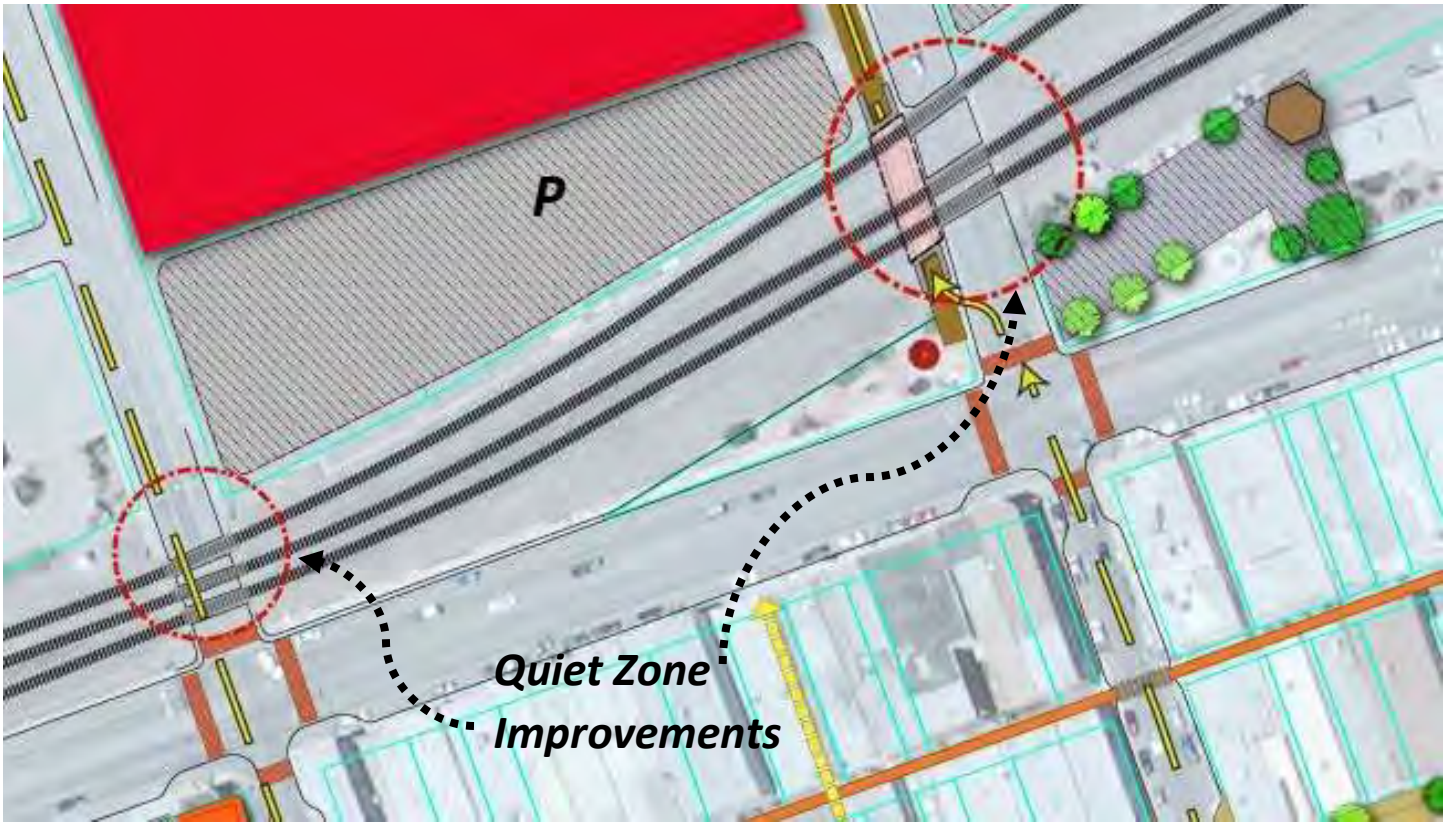


Example of Railroad Theme Welcoming Feature

Westbound intermodal train passes the yard at Gallup.

Railroad Themed Parking Lot with Railroad Observation Deck

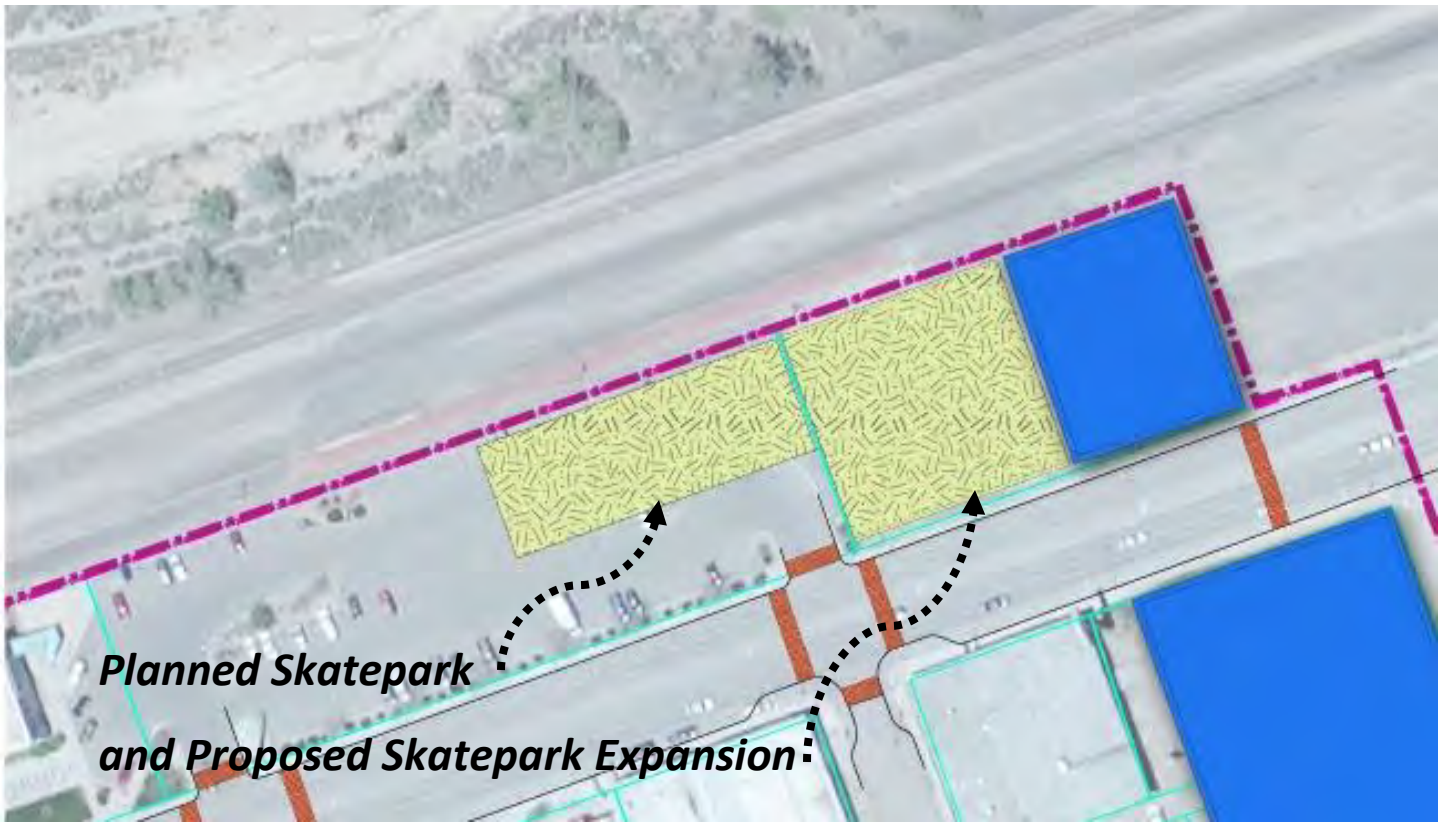
There is an opportunity to redevelop the parking lot at the corner of 2nd St. and NM 118 to include railroad themed elements, street furniture and an observation deck .



Examples of existing quiet zone improvements

Establish a Quiet Zone at 2nd St and 3rd St Rail Crossings

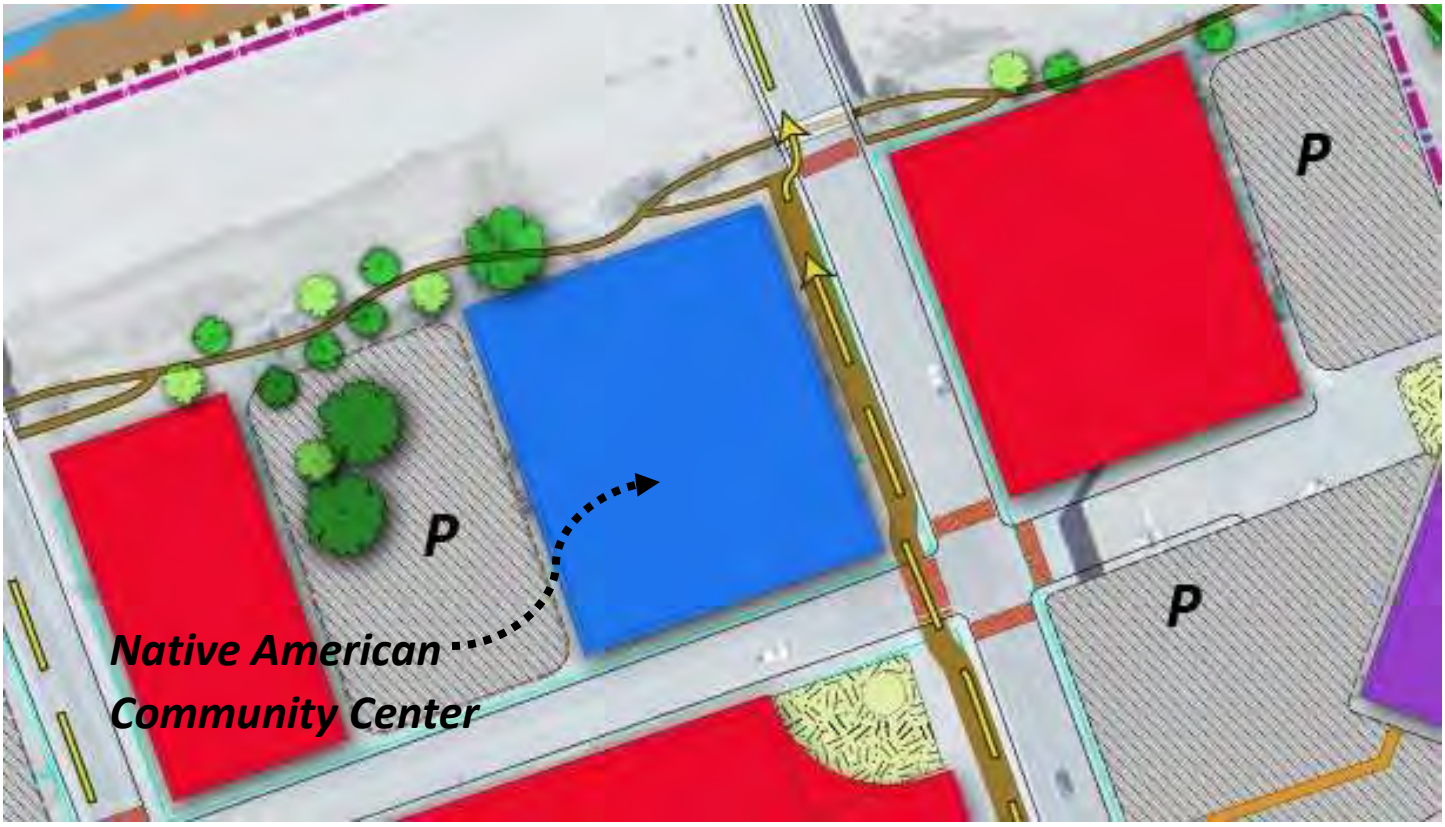
There are several methods that will create a Quiet Zone through the downtown area that are outlined in the Transportation Recommendations section. However it is accomplished, it is a project that is important to the community and for the revitalization of the downtown.



Examples of existing skateparks

Planned Skatepark and Proposed Skatepark Expansion

The construction of a skatepark on the east end of the Gallup Cultural Center parking lot is planned to be underway in 2016 setting the stage for increased civic use of this underused part of downtown. City planners and stakeholders have recognized the need to expand the skatepark and have identified adjacent land for future expansion.



Examples of existing Native American community centers.

Native American Community Center

In addition to the retail/ commercial future land uses, a site has been identified in this area for a future Native American Community Center. It is envisioned to provide a place for social gatherings, overnight accommodations and a wellness center providing wrap around services.

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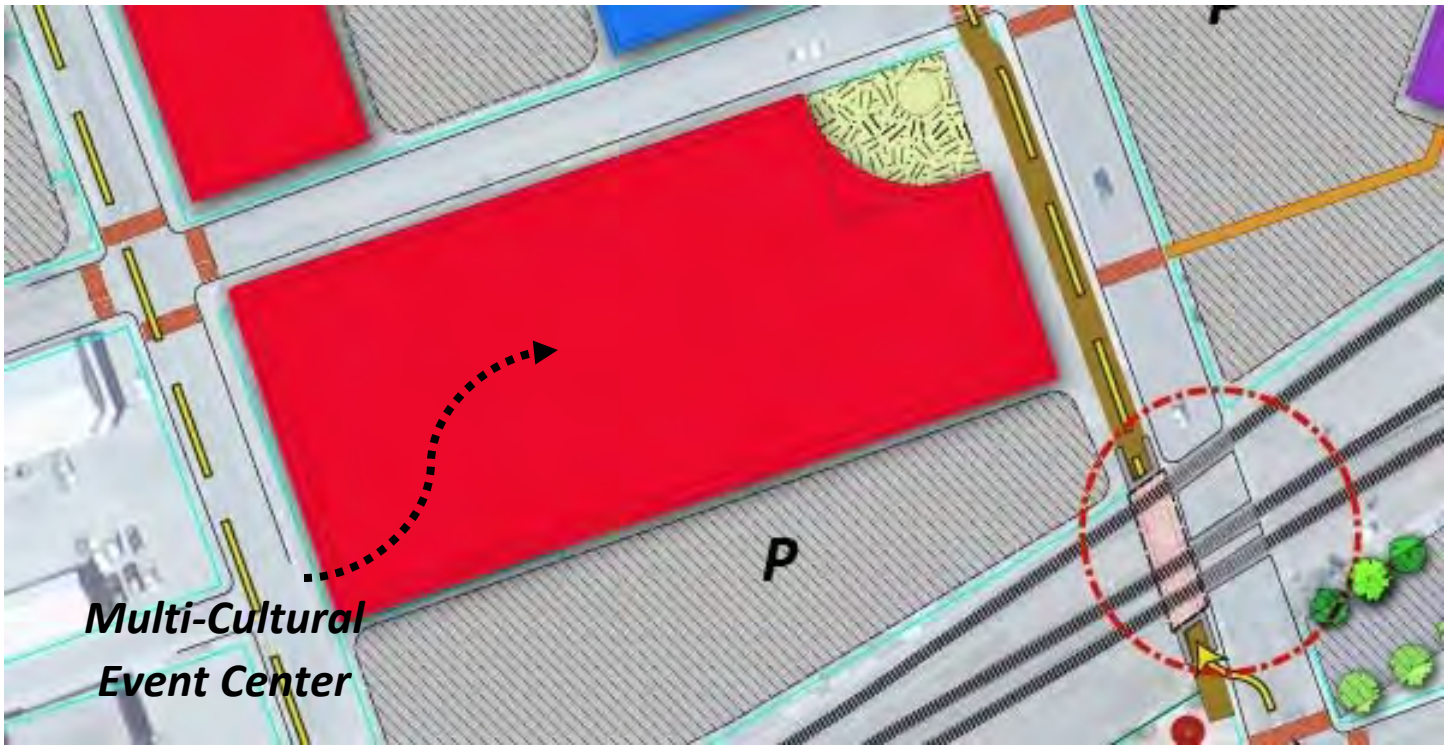
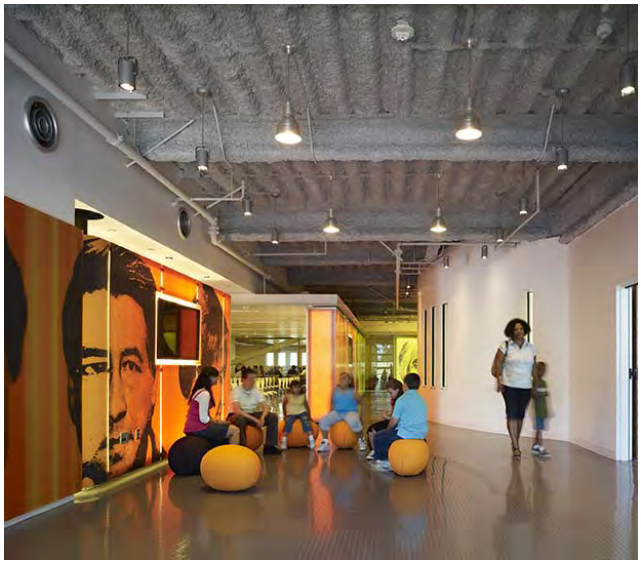
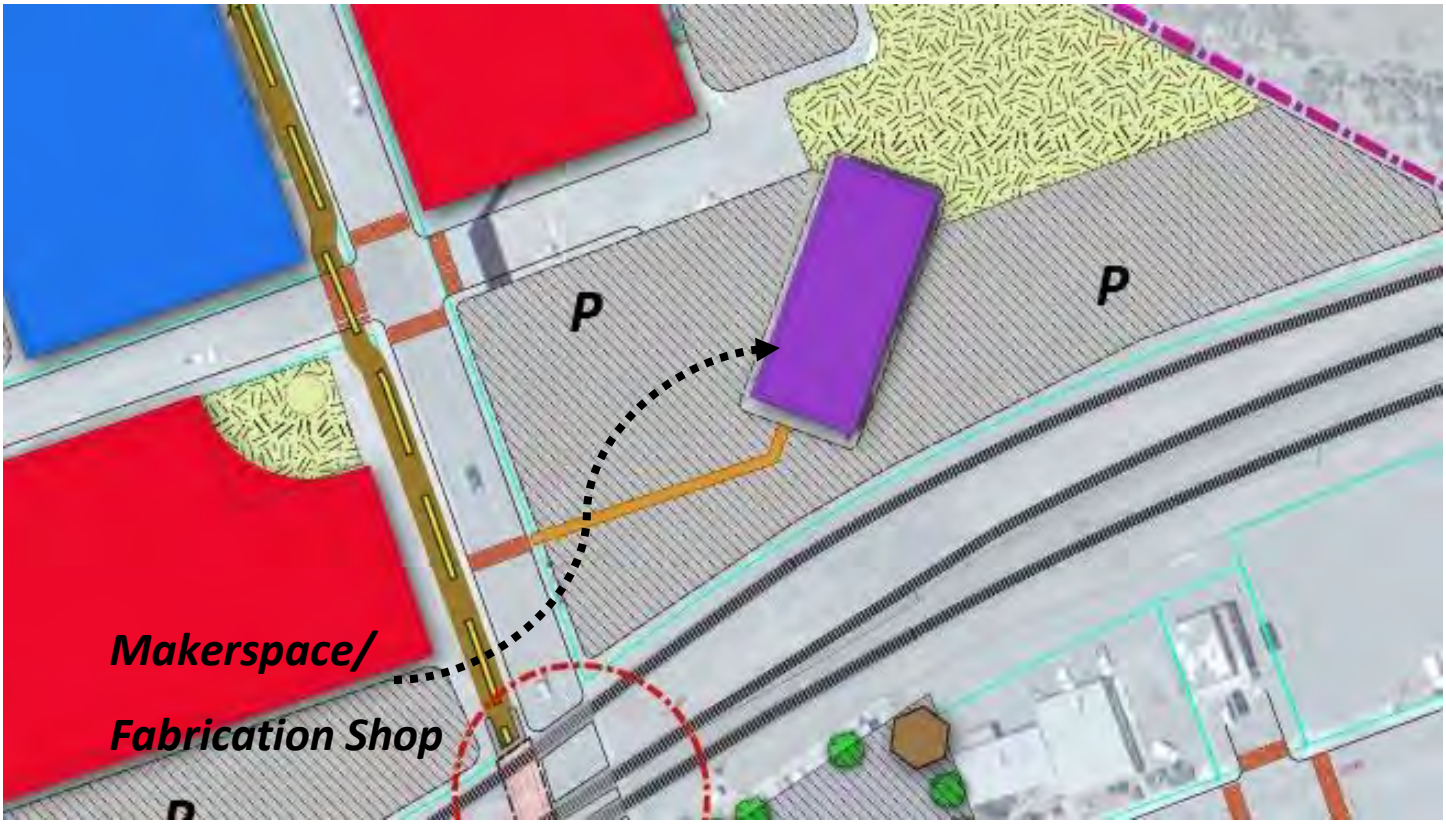




Examples of existing multi-cultural event centers.

Multi-Cultural Event Center

Central to the area and key to stimulating private redevelopment and reinvestment opportunities is the development of a Multi-Cultural Event Center to accommodate a wide variety of uses and activities including but not limited to exhibit space, museums, performances and indoor and outdoor events. The large site has adequate parking and compatible adjacent land uses. Community objectives for the Event Center are to attract large regional and national conventions and events, establish an annual Indian Market and to accommodate components and activities of the Gallup Ceremonial.



Makerspace/Fabrication Shop

The existing lumber store building can be repurposed as a Makerspace/Fabrication Shop. The facility is envisioned to support the arts and crafts sector with minimal renovation and operations costs by providing DIY spaces where people can gather to create, invent, and learn. Makerspaces often have 3D printers, software, electronics, craft, welding and hardware supplies and tools.

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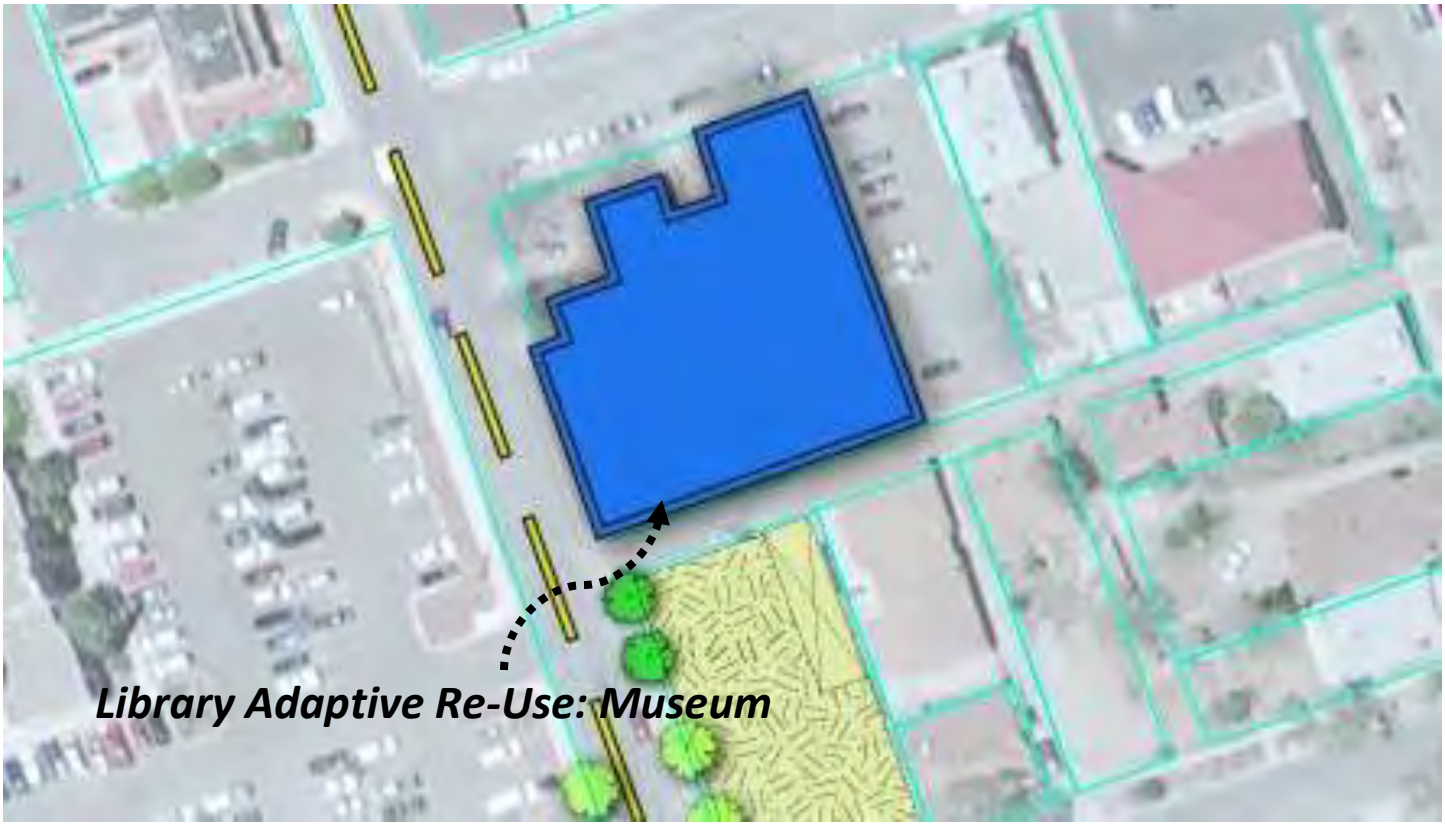
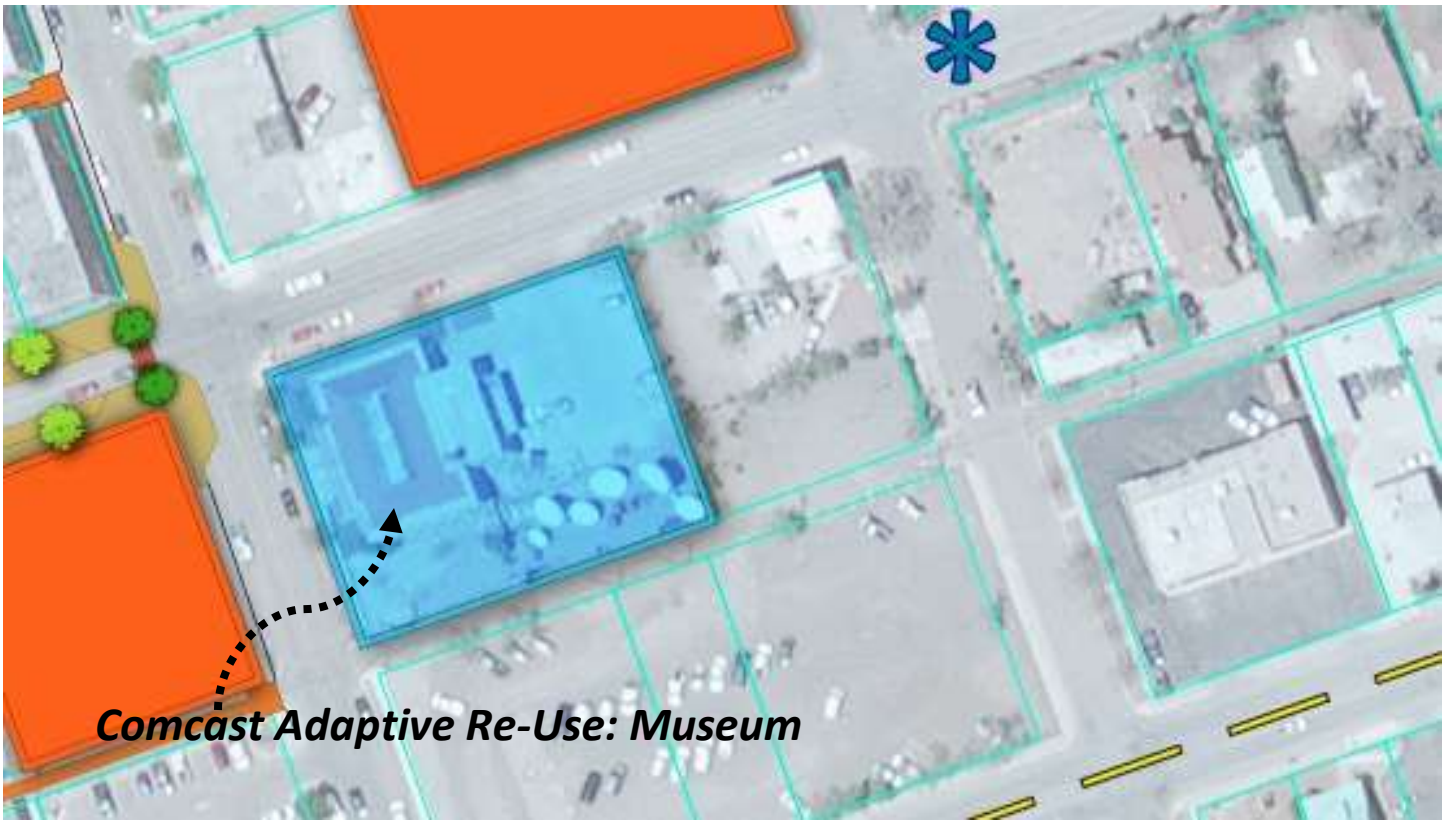


Octavia Fellin Public Library

Example of Museum Exhibit Space

Library Adaptive Re-Use: Museum

When the existing main library becomes vacant, repurpose the building as a museum. The open floor plan will reduce costs of repurposing and provide a flexible, collaborative environment for exhibits and educational programs.



Comcast Building: Historic Post Office

Example of Museum Exhibit Space

Comcast Adaptive Re-Use: Museum

In addition to the existing library, the historic post office building currently used by Comcast should be considered for repurposing as a museum. The key location, ample parking and the historic character of the building provide an appropriate and distinctive site for a new museum.