

# Creative Santa Fe, Inc.

Business Plan and Strategic Agenda

December 8, 2005



creativesanta fe  
STRENGTHENING OUR CREATIVE ECONOMY

# **Creative Santa Fe, Inc.**

## **Business Plan and Strategic Agenda**

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# Creative Santa Fe, Inc. Business Plan and Strategic Agenda

## Executive Summary

Creative Santa Fe, Inc. is a not-for-profit, grassroots organization dedicated to strengthening and promoting Santa Fe's creative economy. More than two hundred dedicated community volunteers from the Santa Fe community worked both prior and concurrent to the corporation's creation, defining a community agenda for advancing Santa Fe's creative economy. Creative Santa Fe is not intended to duplicate other important local groups and agencies, such as the Arts Commission, but rather to take the lead in promoting arts and creative industry based **economic development**.

The need for Creative Santa Fe derives from economic development studies conducted over the last two years. Specifically, the Bureau of Business and Economic Research (BBER) study (University of New Mexico) focused on creative industries and their contributions to the economy of Santa Fe.<sup>1</sup> The study indicated that Santa Fe's creative industries:

- Generate \$1.1 billion in receipts annually;
- Support 12,567 jobs (17.5% of total employment);
- Paid \$231.5 million in wages and salaries;
- Attract 78% (\$814 million) of its revenues from outside Santa Fe County, bolstering our economy with new capital;
- Contribute 39% of total inflow into our local economy annually;
- Produce \$22.6 million in City taxes and revenues;
- Produce \$13.4 million in County taxes and revenues;
- Are the top contributors to New Mexico's economic development; and
- Are the highest per capita arts-related businesses in the country;
- In terms of dollar sales contribute to Santa Fe being the second largest art market in the U.S.

The economic impact is greatly expanded when one includes the broader categorization of Santa Fe's creative industries:

- Architecture, landscape design
- Broadcast and media
- Craft arts
- Culinary arts
- Cultural heritage sites and activities
- Design
- Entertainment industries
- Film, video, and digital arts
- Healing arts (selected)
- Literary arts
- New concepts (new media, software, research and development)
- Performing arts
- Visual arts

The creative economy is also closely linked to cultural tourism, which benefits from Santa Fe's cultural heritage, architecture, Native American and Hispanic traditions, food and music.

<sup>1</sup> It is to be noted that the BBER study referred to the "arts and cultural industries."

The BBER study also documented major challenges: Santa Fe has lost nearly one third of its cultural tourism market share in the last ten years. The area faces a “crisis of affordability” that threatens the sustainability and success of the cultural economy, particularly as young people are forced to leave to find jobs and affordable housing elsewhere. There is a growing disconnect between the commercial and creative sectors of the economy, and little presence of new technologies in the creative industries within Santa Fe. These were noted as areas that need attention if the creative economy is to grow and thrive. They also form the economic development thrust of Creative Santa Fe’s mission and vision:

**Mission:** Creative Santa Fe promotes the prosperity of Santa Fe’s creative economy, elevating its creative industries in terms of status, opportunity, capability, and economic potential.

**Vision:** Creative Santa Fe’s vision is to be a catalyst to achieve worldwide recognition of Santa Fe as a leading creative center. Honoring the richness of its unique cultural traditions, Santa Fe will be a leader in the fusion of arts, science, and new technologies, and will foster a global marketplace for the community’s creative enterprises.

In order to move this mission and vision forward, Creative Santa Fe has developed a Business Plan and Strategic Agenda that addresses Creative Santa Fe’s first year organizational and programmatic objectives - two synchronous and mutually reinforcing areas of focus. On the one hand, Creative Santa Fe must occupy itself with developing as a fully functioning organization in order to be both effective and sustainable. On the other hand, Creative Santa Fe needs to make strides in advancing the broader community agenda upon which its mission is based, *“promoting the prosperity of Santa Fe’s creative economy.”*

The Business Plan and Strategic Agenda thus include business components, goals and objectives that will enable Creative Santa Fe to develop and function as a viable organization. It also contains the community agenda and its specific implications for Creative Santa Fe.

Creative Santa Fe has already achieved several accomplishments.

- Its current leadership was instrumental in steering the initial UNM/BBER study which showcased the economic impact of the creative industries.
- Its leadership was instrumental in advocating for the passage of HB336, the Quality of Life gross receipts tax initiative, during the 2005 NM Legislative session. This legislation allows local governments to call an election to increase the gross receipts tax at a rate not to exceed one-fourth percent, in one or more increments of one-sixteenth percent. Funding derived from the tax must be used to meet the following goals: “promoting and preserving cultural diversity; enhancing the quality of cultural programs and activities; fostering greater access to cultural opportunities; promoting culture in order to further economic development within the county; and supporting programs, events and organizations with direct, identifiable and measurable public benefit to residents.”
- Creative Santa Fe commissioned a national study of best-practices in cultural economic development from the firm of McCollam and Diaz (of Austin, TX and Santa Fe.)
- Creative Santa Fe’s leadership also played an instrumental role in the July, 2005 declaration of Santa Fe as a UNESCO Creative City.

During its five-month startup phase, Creative Santa Fe has also realized several important institutional and programmatic achievements:

- The organization convened task forces of over 200 community members, who carried on the momentum of earlier community action groups working to articulate a cultural economic agenda for Santa Fe.
- Creative Santa Fe successfully incorporated in the State of New Mexico, and has submitted application to the Internal Revenue Service for recognition as a 501 (c) (3) organization.
- A Steering Committee was formed, an Interim Board of Directors elected, and a Project Manager hired.
- Creative Santa Fe has also commissioned the development of a web-based database to house the creative industries Resource Mapping project.
- It has developed a professional website ([www.creativesantafe.org](http://www.creativesantafe.org)) which, along with an eventual email newsletter, will serve as an information resource for those wanting to learn more about and to be involved with Santa Fe's creative economy.
- A professional logo and informational brochure were designed and produced.

Goals for the next project year include:

1. Establishing a broad based community Board of Directors/governance structure
2. Developing and implementing a plan for membership in the organization
3. Developing a campaign plan for successful passage of an HB 336 initiative in Santa Fe
4. Implementing a plan to locally market the creative economy, focused on local public awareness and education about the importance of arts and creative industries to Santa Fe's economy
5. Sponsoring arts and creative industry forums for candidates in city and county elections
6. Reconvening community groups and others in support of the community's seven interrelated strategic goals:
  - a. Promote career development, workforce development, business development
  - b. Invest in space: live, work, exhibition, and a synergistic creativity center
  - c. Map assets and disseminate resource and other information through the Web Portal and Creative Santa Fe
  - d. Conduct community in-reach and community building
  - e. Engage youth both in and out of school
  - f. Introduce innovative new draws, new events, and new technology
  - g. Promote the cultural industries locally and globally, including cultural tourism
7. Under funding option two, develop an interactive exchange and clearinghouse for information related to local initiatives in arts and creative industries on the Creative Santa Fe website.

In order to accomplish these goals, Creative Santa Fe is presenting two options for funding. Under option one, Creative Santa Fe is requesting \$50,000 funding from the City of Santa Fe. This funding will be used to contract with a coordinator/director who will generate an additional \$50,000 from foundations and \$10,000 from membership. The director, in conjunction with the Board, will be responsible for:

- Generating the remaining \$60,000 from foundations and membership
- Developing a plan for a successful HB 336 initiative
- Organizing and conducting the local marketing and public education campaign
- Contracting with a facilitator to assist in reconvening the community groups

- Conducting candidate forums

Under option two, Creative Santa Fe is requesting \$75,000 funding from the City of Santa Fe. This funding will be used to contract with a coordinator/director who will generate an additional \$75,000 from foundations and \$10,000 from membership. The director, in conjunction with the Board, will be responsible for:

- Generating the remaining \$85,000 from foundations and membership
- Developing a plan for a successful HB 336 initiative
- Organizing and conducting an expanded local marketing and public education campaign
- Contracting with a facilitator to assist in reconvening and working with community groups
- Conducting candidate forums
- Contracting with a website/listserve manager who would develop an interactive exchange and clearinghouse for information related to local initiatives in arts and creative industries

(Option two expands the scope of work would to include additional hours for the contracted director/coordinator; additional clerical/data base contracted hours; additional hours for a facilitator to work with community groups; a contract for a website/listserve manager who would develop an interactive exchange and clearinghouse for information related to local initiatives in arts and creative industries; and expanded marketing.)

It should be noted that City revenues will be dedicated to the director/coordinator, the clerical/database work, and the website and listserve manager (under Option Two). Foundation grants and membership will support HB 336 Campaign Planning and the Community Group Facilitator as well as some of the expenses related to the director/coordinator, the clerical/database work, and the website and listserve manager (under Option Two).

# **Creative Santa Fe, Inc.**

## **Business Plan and Strategic Agenda**

### **History**

The background and history of this effort is as follows:

**1. Santa Fe as a Creative Community.** The history of this endeavor begins with Richard Florida's book, *The Rise of the Creative Class* (Basic Books, 2002). Florida had reported that Santa Fe has one of the highest "Creative Class" concentrations in the US. To attract creative people, generate innovation and stimulate economic growth, Florida concluded that there must be technology, talent, and tolerance. Santa Fe ranked #1 in his Talent Index, which is the percentage of the population with a bachelor's degree or above. This is especially compelling in a community like Santa Fe, which is characterized by rich cultural diversity and authentic expression of cultural heritage. A number of key community members picked up on this work and began promoting broad based community action toward maintaining and expanding Santa Fe's place as one of cultural capitals of the United States.

**2. The Economic Development Roadmap.** In June of 2003, Angelou Economics of Austin, under contract to the City of Santa Fe, prepared a Community Assessment. Their goal was to build awareness of economic issues and their long-term impact. More than 350 individuals and businesses took part in the information gathering phase of the study, many of whom went on to become members of the Working Groups informing Creative Santa Fe's community agenda. There was some concern, however, that the study did not distinguish the creative industries as a separate category, but rather were included with other "Services". A revised report by Angelou, including creative industries, was presented in the spring of 2004 as part of an "economic road map for Santa Fe's economic development efforts." More than 200 individuals and organizations in the Santa Fe region provided personal input, with another 1,352 responding to a survey. Over 700 residents were in attendance in April, 2004 at the Lensic for the presentation of results from the study.

**3. The Impact of Arts and Cultural Industries.** Angelou focused on seven areas for concentration, which included Arts and Culture, Design, Publishing and New Media. Recommendation four in the Community Development section was: "Recognize the importance of arts and culture to Santa Fe's economy. Involve arts and culture in economic development." To specifically follow-up on this recommendation, the McCune Charitable Trust funded the UNM Bureau of Business and Economic Research to conduct a study focused on the creative sectors and their contributions to the economy of Santa Fe. Their study included over 100 in-depth interviews with a variety of people representing various sectors of the community; analysis of demographic and historical economic data; and a review of academic and planning literature on issues relevant to the experiences and challenges facing Santa Fe. The findings of this study were presented to over 600 people at the Lensic in November 2004. The study indicated that Santa Fe's creative industries:

- Generate \$1.1 billion in receipts annually;
- Support 12,567 jobs (17.5% of total employment);
- Paid \$231.5 million in wages and salaries;
- Attract 78% (\$814 million) of its revenues from outside Santa Fe County, bolstering our economy with new capital;
- Contribute 39% of total inflow into our local economy annually;
- Produce \$22.6 million in City taxes and revenues;
- Produce \$13.4 million in County taxes and revenues;

- Are the top contributors to New Mexico's economic development; and
- Are the highest per capita arts-related businesses in the country;
- And that Santa Fe, in terms of dollar sales, represents the second largest art market in the U.S.

The study also documented major challenges: Santa Fe has lost nearly one third of its cultural tourism market share in the last ten years. The area faces a "crisis of affordability" that threatens the sustainability and success of the cultural economy, particularly as young people are forced to leave to find jobs and affordable housing elsewhere. There is a growing disconnect between the commercial and creative sectors of the economy, and little presence of new technologies in the creative industries within Santa Fe. These were noted as areas that need attention if the creative economy is to grow and thrive.

**4. Community Task Forces.** Following release of the BBER study, four community task forces were formed to make recommendations for addressing these challenges and ensuring the long-term viability of Santa Fe's creative economy. In establishing these Task Forces, it was the intention of the McCune Foundation to ask the community to develop a strategic agenda for moving forward. These groups focused respectively on 1) Engaging Youth; 2) Creating Opportunities in the Creative Economy; 3) Supporting the Arts and Cultural Entrepreneur; and 4) Marketing Santa Fe. Well over 200 people participated in these task forces, which met during December 2004 and January 2005. Overall the Task Forces came up with ten key recommendations that were presented at a community meeting held at the Sweeney Center on March 28, 2005. (See Attachment One.) These recommendations were:

- Promote career development, workforce development, business development
- Invest in space: live, work, exhibition, and a synergistic creativity center
- Develop infrastructure, both physical and "virtual," to support the development of the creative sector
- Map assets and disseminate resource and other information through the Web Portal and Creative Santa Fe
- Link elements of the creative economy through new or improved collaborations
- Conduct outreach and community building
- Engage youth both in and out of school
- Introduce innovative new draws, new events, and new technology
- Create innovative funding mechanisms and develop investments and incentives to enhance the creative economy
- Promote the cultural industries, including cultural tourism, locally and globally

At the community meeting, over 150 people from the task forces as well as other interested persons, were asked to rank the issues in terms of priority over the next three years. The top priority issues were:

- Promote career development, workforce development, business development;
- Invest in space: live, work, exhibition, and a synergistic creativity center;
- Map assets and disseminate resource and other information through the Web Portal and Creative Santa Fe;
- Conduct community in-reach and community building;
- Engage youth both in and out of school;
- Introduce innovative new draws, new events, and new technology;
- Promote the cultural industries, including cultural tourism, locally and globally ; and
- Build Creative Santa Fe as an organization

**5. Work Groups and the Community Agenda.** These priority issues became the focus of seven work groups which were tasked with developing visionary goal statements, listing the opportunities and constraints around each recommendation, determining what can be accomplished in the first two years, and identifying the role of Creative Santa Fe in moving toward the respective goals. More than 100 people participated in these seven work groups with their work presented on May 18, 2005 at El Museo Cultural. This material is now the core of Section Two of this plan: The Strategic Community Agenda for Enhancing the Creative Economy. The eighth group worked on the business plan components for Section One of this plan.

Concurrent with the work group process, a study on “Best Practices in Cultural Economic Development” was prepared by McCollam Consulting under a contract with Creative Santa Fe. This material provides invaluable information that will assist both Creative Santa Fe and the community in pursuing the Strategic Community Agenda for Enhancing the Creative Economy.

**6. City of Santa Fe Initiatives.** The City of Santa Fe was likewise intent on moving this agenda forward. In the Community Economic Development Strategy Action Plan, the first listed priority reads: “Santa Fe will be the leading Arts, Design, and Cultural Industry center of the U.S.” The City dedicated \$150,000 of economic development funding to this effort in fiscal year 2004-05. Three projects were funded, each at \$50,000: developing a nonprofit organization whose mission would be to promote Santa Fe as a creative economy (i.e., Creative Santa Fe); developing a community box office based at the Lensic Performing Arts Center; and creating an arts and culture web portal. These three initiatives will ultimately function together in supporting and strengthening Santa Fe’s creative economy.

## **Section One: Creative Santa Fe Business Plan**

### **I. Mission and Vision**

**Mission:** *Creative Santa Fe promotes the prosperity of Santa Fe's creative economy, elevating its creative industries in terms of status, opportunity, capability, and economic potential.*

**Vision:** *Creative Santa Fe's vision is to be a catalyst to achieve worldwide recognition of Santa Fe as a leading creative center. Honoring the richness of its unique cultural traditions, Santa Fe will be a leader in the fusion of arts, science, and new technologies, and will foster a global marketplace for the community's creative enterprises.*

Creative Santa Fe will positively impact Santa Fe's economic future by enhancing and supporting the creative sector, often referred to as the "creative economy." This sector encompasses all creative enterprises including the expected array of visual, performing, kinetic, musical, literary, crafts, and multi-media arts, as well as traditional cultural arts. They also include graphic, architectural, landscape, and fashion design; culinary and healing arts; as well as other endeavors wherein "creativity" is either raw material or end-product, including scientific and technological enterprises.

Taken as a whole, Santa Fe's creative economy now generates more than one billion dollars annually in economic activity. The overall economy will prosper in direct proportion to the enhancement and growth of the creative enterprise sector. Creative Santa Fe's efforts, in conjunction with numerous other agencies and groups, will result in job growth, increases in wages and salaries, new capital, increased taxes and revenues, and a reversal of losses in the cultural tourism market over a 3 to 5 year period. Measures of these impacts will derive from comparing these economic indicators to the baselines developed in BBER report.

Much of what needs to be accomplished will emanate from or be directly influenced by the creative economy. Creative Santa Fe, through strategic leadership, will encourage and assist our creative sector to be a major factor in advancing the community's economic development agenda. Creative Santa Fe will work with numerous community groups and organizations including the SF Performing Arts Association, SF Arts Commission, Museum of New Mexico, Department of Cultural Affairs, Arts Learning Collaborative, Museum Educators Association, Zona del Sol, economic development organizations, libraries, the SF Business Incubator, SF Economic Development, Inc., the SF Convention and Visitors Bureau, the Lodger's Association, the Gallery Association, the Chamber of Commerce, the SF Business Alliance, the SF Community Housing Trust, HomeWise, SF Council for the Arts, and many others.

### **II. Goals and Objectives**

In order for Creative Santa Fe to succeed, it has to move forward on two fronts: continuing to build a structure for its own sustainability while simultaneously working toward its programmatic mission of promoting Santa Fe's creative economy. Goals for the next project year are as follows.

#### **A. Build the Board of Directors and Governance Structure**

Creative Santa Fe was established on January 18, 2005 as a New Mexico corporation, and was awarded an initial contract of \$50,000 from the City of Santa Fe to establish the 501(c)3 and develop a strategic and business plan. In the next project year, Creative Santa Fe will:

- 1) Recruit and install a diverse 15-35 member Board of Directors. This body will be composed approximately as follows: 30% individual artists, 30% arts and culture-related businesses,

20% general business and industry, and 20% at-large (e.g., arts consumers, educators, and public officials). All regulations establishing and controlling the Board and its officers are detailed in the Corporation's Bylaws (see Appendix).

- 2) Establish standing committees to the Board. Standing Committees will be chaired by members of the Board and may be composed of both Board Members and non-Board Members. Standing Committees will likely include:
  - Program (planning and evaluation)
  - Finance/Administration
  - Membership
  - Nominating
  - Marketing/Communications
  - Development/Enterprise/Fundraising

Activities and responsibilities of standing committees are described in the Creative Santa Fe's Bylaws.

- 3) Establish a structure of advisory groups and/or "clusters" that allows ongoing input and participation of community members into the participation and functioning of Creative Santa Fe. These will likely be structured by the community's seven interrelated strategic goals, though community members may make other recommendations:
  - Promote career development, workforce development, business development
  - Invest in space: live, work, exhibition, and a synergistic creativity center
  - Map assets and disseminate resource and other information through the Web Portal and Creative Santa Fe
  - Conduct community in-reach and community building
  - Engage youth both in and out of school
  - Introduce innovative new draws, new events, and new technology
  - Promote the cultural industries locally and globally, including cultural tourism
- 4) Revise and update Bylaws when Board is fully established and governance structures have been determined

#### **B. Develop and implement a plan for membership in the organization**

- 1) Beginning with the outline created by the Business Work Group (see Attachment Three), finalize membership types and benefits.
- 2) Develop and implement a plan to recruit members, including incentives for individual artists, such as health insurance.
- 3) Raise \$10,000 in membership fees in this project year.

#### **C. Develop a campaign plan for successful package of an HB 336 initiative in Santa Fe**

HB 336 is the Quality of Life gross receipts tax initiative, passed during the 2005 NM Legislative session. This legislation allows local governments to call an election to increase the gross receipts tax at a rate not to exceed one-fourth percent, in one or more increments of one-sixteenth percent. Funding derived from the tax will create a lifeline of funds that will support new investments in our creative industries and our local quality of life organizations, ranging from libraries and arts programs to new national and international exhibits, festivals, events, etc. The arts and creative industries need investment capital in order to grow and successful passage of this initiative in Santa Fe will produce substantial new revenues for these purposes. Objectives include:

- 1) Develop a campaign strategy and plan.

- 2) Review campaign strategy with Board and community groups.

**D. Implement a plan to locally market the creative economy focused on local public awareness of the importance of arts and creative industries to Santa Fe's economy**

- 1) Continue to create a range of identity products, including a logo, website, brochure, and other collateral materials
- 2) Fully develop a marketing plan for Creative Santa Fe from the outline created by the Business Work Group and included as Attachment Two.
- 3) Develop and implement a community wide public awareness and local education campaign around the importance of arts and creative industries to economic development and well being.

**E. Sponsor arts and creative industry forums for candidates in city and county elections**

- 1) Work with the Bureau of Elections to set up forums
- 2) Develop protocol for forums to elicit positions on arts, creative industries, and the creative economy
- 3) Broadly disseminate the results of the forums

**F. Reconvene community groups and various partners in support of the community's strategic goals**

- 1) Convene arts organizations and others to:
  - Develop a marketing strategy;
  - Coordinate the UNESCO cultural tourism meeting in the fall of 2006; and
  - Initiate other activities in support of promoting the creative economy.
- 2) Organize and facilitate meetings of the community groups (see Section Two of this plan, "Community Agenda for Enhancing the Creative Economy," for more details on the community mandate for Creative Santa Fe).
  - Promote career development, workforce development, business development;
  - Invest in space: live, work, exhibition, and a synergistic creativity center;
  - Map assets and disseminate resource and other information through the Web Portal and Creative Santa Fe;
  - Conduct community in-reach and community building;
  - Engage youth both in and out of school;
  - Introduce innovative new draws, new events, and new technology;
  - Promote the cultural industries, including cultural tourism, locally and globally
- 3) Identify needs for advocacy and network community members, agencies, and organizations to educate elected officials, funders, and policy-makers about specific policy, program, and funding needs, to promoting state legislation or local ordinances in support of arts and culture and economic development. Examples of activities include:
  - Advocating with the City around specific policy initiatives:
    - Zoning in support of affordable live/work space and arts facilities
    - Transportation policies to facilitate youth involvement
    - Making Santa Fe more festival and event friendly
    - Legalization of street performances and art
    - Broadband access community-wide

- Selection of SFCVB's advertising agency and program
  - Involving the County in endorsing economic development initiatives around cultural enterprises
  - Working with elected officials to elicit support for other creative economy policies as they arise
  - Working with businesses and philanthropists to generate increasing support for creative economy initiatives
  - Advocating with the public schools to establish academic credit for students working in cultural organizations and to allow use of school facilities for non-school-hour programming
- 4) Identify needs for convening and network community members, agencies, and organizations to pursue activities such as:
  - Bringing together key players for planning and implementation of a facilities network, apprenticeship/mentorship programs, business training services, affordable housing initiatives, and marketing planning.
  - Developing partnerships among the private and public sector to facilitate creative initiatives for youth and adults
  - Convening individual and business donors and philanthropic organizations to learn about opportunities to invest in arts and culture
  - Convening cultural entrepreneurs and existing organizations for collaborations around new events and festivals
  - Supporting the film and media community to collectively position Santa Fe as a film and digital media center
  - Convening scientists and artists to create the National institute for Sciences and the Arts
- 5) Identify needs for research and information dissemination and network community members, agencies, and organizations to pursue activities such as:
  - Working with the Web Portal to assist in resource mapping of creative enterprises and services
  - Using research regarding audience and visitor trends, perceptions, and interests to focus creative enterprise development
  - Identifying and disseminating information about apprenticeship and mentorship programs
  - Disseminating information about "best practices" from the McCollum report; encourage use of this research

**G. Under funding option two, develop an interactive exchange and clearinghouse for information related to local initiatives in arts and creative industries on the Creative Santa Fe website.**

- 1) Develop and issue a Request for Bid for a contractor to develop and manage the clearinghouse.
- 2) Incorporate information about the clearinghouse in the marketing plan and in the work with community groups.
- 3) Periodically evaluate the clearinghouse with users.

### **III. Operational Structure**

#### **A. Business Model**

Creative Santa Fe is a New Mexico nonprofit corporation with pending 501(c)(3) tax status. It models itself as a facilitative organization, offering both leadership and support. Its aim is to work on behalf of multiple individuals and organizations, often across sectors, in order to provide leadership, linkages, communication, and to catalyze effective practices in the field. Such organizations exist in a number of sectors to bring together diverse constituencies to increase awareness and involvement, to design new initiatives, and to strengthen existing and new institutions. These organizations are often responsible for leveraging new resources and promoting effective policies in support of the community agenda, and are generally organized for the benefit of something bigger than itself, in this case, the growth and sustainability of Santa Fe as a creative economy. In its role as a leader and supporter, Creative Santa Fe is not intended as a “producer” of events or programs, but rather as a catalyst to foster the growth of the sector and the overall creative economy.

#### **B. Governance**

Creative Santa Fe is developing its operating structure according to the best practices generally employed by nonprofit corporations. These include integrated systems of governance, management, committee process, and external advisory input. The original bylaws (see appendix) will be subject to amendment where they are in conflict with provisions described in this operating section.

Creative Santa Fe was initially established by an ad hoc Steering Committee, primarily from the arts and culture sector. An initial four-person Board of Directors was established and slated for expansion following completion of the strategic planning process. The intention is to focus efforts on Board development during this next grant year. The job of identifying and selecting new Board members will be handled jointly by the existing Board and an ad hoc nominating committee appointed by the Board.

When the Board is fully formed, an Executive Committee will consist of Board Officers, the Director as ex-officio, and other Members appointed by the Board Chair. Management of the corporation will fall collectively to the Board, the Executive Committee, and the Director. The Board will initially hold meetings quarterly or as called. The Executive Committee will meet monthly or as called.

Creative Santa Fe will develop a non-voting membership structure (see Attachment Three). “Members” will include, by category:

- Individuals (artists and arts consumers)
- Arts and culture-related organizations
- Arts-related businesses
- Other business and institutions

Membership will be required of all individuals serving in a voting capacity on the Corporation’s Board or Committees. Members will also comprise various advisory groups drawn from the community. The Board may also establish the non-voting categories of Honorary and Advisory Directors. The former would be based on having made an outstanding contribution to the work of the Corporation; the latter on providing some form of specialized knowledge or expertise.

Creative Santa Fe program evaluation will be done on a regular, periodic basis, and will draw on feedback from both the membership base and the Advisory Councils.

### **C. Personnel**

A Director/Coordinator will be contracted for this project year. The director, in conjunction with the Board, will be responsible for:

- Generating the remaining \$60,000 (or \$85,000 under funding option two) from foundations and membership
- Developing a campaign and plan for a successful HB 336 initiative
- Organizing and conducting the marketing and public education campaign
- Contracting with a facilitator to assist in reconvening the community groups
- Conducting candidate forums
- Securing clerical and database services
- Under funding option two, contract for the development and management of a clearinghouse on local initiatives on arts and creative industries on the Creative Santa Fe website.

## IV. Financial Plan

### A. Budget

Revenue data are projected for Years One through Three, with two options for Year One. In years two and three, event revenues would derive largely from fundraising events. Enterprise revenues would result from providing fee-based programs such as training and business assistance services as well as income from serving as a fiscal agent for mission-consistent programs.

	<b>Year One Option One</b>	<b>Year One Option Two</b>	<b>Year Two</b>	<b>Year Three</b>
<b>Revenues*</b>				
City of Santa Fe	50,000	75,000	75,000	50,000
Foundation Grants	50,000	75,000	75,000	50,000
Other Grants			20,000	30,000
Membership	10,000	10,000	20,000	50,000
Events			10,000	20,000
Enterprise			10,000	30,000
<b>Total Revenues</b>	<b>110,000</b>	<b>160,000</b>	<b>210,000</b>	<b>230,000</b>

\*Creative Santa Fe will augment revenue projections by actively seeking voluntary and in-kind support.

Expenditures are presented for project year one under two funding options. Should the City be able to fund Option Two, the scope of work would expand to include additional hours for the contracted director/coordinator; additional clerical/database contracted hours; additional hours for a facilitator to work with community groups; a contract for a website/listserve manager who would develop an interactive exchange and clearinghouse for information related to local initiatives in arts and creative industries; and expanded marketing.

It should be noted that City revenues will be dedicated to the director/coordinator, the clerical/database work, and the website and listserve manager (under Option Two). Foundation grants and membership will support HB 336 campaign planning and the community group facilitator as well as some of the expenses related to the director/coordinator, the clerical/database work, and the website and listserve manager (under Option Two).

<b>Expenses</b>	<b>Year One Option One</b>	<b>Year One Option Two</b>
<b>Contracts</b>		
Director/Coordinator	50,000	60,000
Clerical/database	3,000	8,000
Website and listserve manager		15,000
HB 336 Campaign Planning	15,000	15,000
Community Group Facilitator	10,000	15,000
<b>Operating</b>		
Phone	2,400	2,400
Insurance (D & O)	1,000	1,000
P.O. Box	100	100
Supplies	2,000	2,000

Travel	2,000	2,000
Website	2,000	5,000
Printing & Advertising	15,000	25,000
Accounting	2,000	2,000
Legal	1,000	1,000
Contingencies	4,500	6,500
<b>Total</b>	<b>\$110,000</b>	<b>\$160,000</b>

## **B. Financial Development**

Creative Santa Fe will initiate an integrated set of fundraising activities during this project year. With the support and involvement of its board and committees, the organization will solicit individual donors and corporate sponsors and will consider the possibility of one or more fundraising events.

Grant writing will commence early on and will be targeted to a well researched list of foundations, local, regional and national. Additional revenue, as well as broad-based community involvement will be developed through a tiered membership structure (see attachment 3). Beyond philanthropic funding and membership support, Creative Santa Fe will be exploring various ways of generating earned income. This enterprise category is likely to develop more slowly than other revenue sources but should ultimately produce a significant percentage of the organization's net income. Enterprise revenues would result from providing fee-based programs such as training and business assistance services as well as income from serving as a fiscal agent for mission-consistent programs.

## **C. Marketing**

A successful internal marketing plan (see attachment 2) will be essential to Creative Santa Fe's fundraising efforts. This is one of this year's goals as noted above. Generating revenue depends on developing:

- A positive perception of the organization
- An appreciation of its mission
- An understanding of its role in the context of economic development
- Confidence in its ability to succeed

All of these factors are attainable through a well conceived marketing plan. Image building and public education will be especially important during the organization's first year of operating and becoming established in the public eye. In later years, both marketing and fundraising will become more closely aligned with specific program initiatives.

## **Section Two: The Strategic Community Agenda for Enhancing the Creative Economy**

In keeping with its mission and vision, the primary and most important function of Creative Santa Fe is to advance the community agenda for enhancing Santa Fe's creative economy. The goals and objectives within this community agenda were developed over a six month period with input from hundreds of people from the community. These individuals and groups were continually tasked with identifying and refining the steps necessary to enhance the creative economy and promote Santa Fe's economic development.

It is broadly recognized that to achieve these aims, several strategic efforts must be pursued simultaneously. The community agenda is thus articulated as a set of interrelated goals. As a package, these goals reflect what we know from Richard Florida's work and from the Angelou and BBER studies: Supporting a creative economy and achieving economic development objectives will require promotion of career, workforce, and business development; infrastructure that supports affordable and accessible live, work, and exhibition space; resource mapping with easy and user-friendly access to this information; continually nurturing the community to identify with and invest in Santa Fe as a center of creativity; the ongoing development of art and culture, film and digital media, science and art collaborations, and innovative events and festivals; and broad marketing and creative branding of Santa Fe.

In the material which follows, overall visionary goal statements for the community agenda are set forward with a brief discussion of current opportunities and constraints and likely community partners. Key objectives for a one to two year framework delineate what needs to be accomplished. The community's mandate to Creative Santa Fe for advancing these initiatives is articulated in the categories of advocacy, convening, research and information dissemination, innovative funding, and community in-reach roles. These reflect the key business activities described in Section One of this plan and are in keeping with Creative Santa Fe's programmatic mission of promoting Santa Fe's creative economy

## **Goal One: Promote Career Development, Workforce Development, Business Development (Group One)**

### **A. Community Agenda**

**Visionary Goal Statement:** Santa Fe is a managed network hub offering multiple opportunities and diverse entry points for career and business development in the full range of arts, culture, and other creative enterprises.

#### **Opportunities:**

Some collaborations are in place to support this initiative. The Chamber, City, Business Incubator, and Score are working to present coursework and SFEDI has most of the key players on its Workforce Development Alliance. There was an apprenticeship network some years ago that also could be re-created. In addition, models exist for career exploration through service learning, mentoring and apprenticeships.

#### **Constraints:**

There is still some division between the business sector and the creative sector that needs to be bridged. City government and others have yet to fully promote business environments for creative entrepreneurs. There is insufficient involvement of primary, secondary, and post-secondary education institutions and not enough career preparation for arts related careers.

#### **Partners:**

The City of Santa Fe, the Santa Fe Business Incubator, Santa Fe Economic Development, Inc. (Workforce Development Alliance), Santa Fe Community College, College of Santa Fe, Santa Fe Public Schools, SCORE, Chamber of Commerce, businesses such as Peyote Bird Design, and others to be determined.

### **Key Objectives – Years One and Two**

- Ensure access for artists and creative entrepreneurs to affordable and accessible business training programs and business assistance programs, including marketing, business systems, loan funds, and opportunities to incubate new arts, culture, and other creative entrepreneurs and businesses
- Develop a mentorship/apprenticeship/internship information clearinghouse and network that includes both for-profit and not-for-profit arts, culture and creative sites with SFEDI, Alliance, Chamber, and others
- Promote the development of new career training programs at the SF Public Schools, the SF Community College, and the College of Santa Fe
- Host Arts and Culture Career Fairs citywide
- Develop an awards program in which Creative Santa Fe awards businesses for providing apprenticeship and mentorships
- Establish affordable and accessible space for local artists and arts groups to show/sell original work

### **B. Activities (in conjunction with Creative Santa Fe and others)**

#### **Advocacy**

- Advocate with City government to develop more user-friendly processes for artists in securing business licenses, permits, etc.
- Advocate with the City to secure an exemption from the minimum wage law for businesses that hire young people for apprenticeships

- Work with the schools to establish academic credits for students working in not-for-profit creative organizations

***Convening***

- Convene schools and higher learning institutions to engage them in developing and maintaining an educational infrastructure that will channel youth into arts and culture career tracks
- Convene business service programs to develop training and mentoring programs
- Convene the Gallery Association, museums, digital media companies and other business entities that could provide mentoring/apprenticeship opportunities
- Sponsor the arts and culture career fair

***Research and Information Dissemination***

- Identify and distribute information about affordable training programs in business skills including marketing, business systems and other skills
- Identify and distribute information about affordable and accessible business assistance services, loan funds, and opportunities to incubate new arts, culture, and other creative entrepreneurs and businesses

***Innovative Funding***

- Secure resources to support apprenticeships and mentorships – both individual payments for youth as well as funding for a network

***Community In-reach***

- Communicate to the community that there are job and career opportunities for our local young people
- Serve as a liaison between academic and training institutions and the community

## **Goal Two: Invest In Space: Live, Work, Exhibition, and a Synergistic Creativity Center (Group Two)**

### **A. Community Agenda**

**Visionary Goal Statement:** To facilitate and implement a comprehensive City-wide network of facilities and support services to advance the City's Economic Development Strategy for Arts, Culture and Creative Industries. Such a network would include, but not be limited to:

#### **The Artyard Campus (Baca Street District of the Santa Fe Railyard)**

Rehearsal Hall/Sound Stage: Theatre; Dance; Music; Multi Media;  
Performances/Spoken Word

Gathering Space: Lectures; Films; Meetings; Book Readings; Café;

Creation Space:

Woodworkers Studios; Artist Studio Spaces; Classrooms; Media Labs

Multi Tenant Arts Center: Performing/Visual/Multi Media/etc.

Offices: Meeting Rooms; Mentorship Spaces

The Santa Fe Beehive<sup>1</sup>:

Administrative Offices; Meeting Rooms; Artist Studio Spaces

(Visual/Literary/Design/Etc.); Workshop Space; Entrepreneurial

Support Space - for emerging artists; Media Labs; Center for

the Study of the Creative Economy

Outdoor Multi-Purpose Community Space

#### **The Bataan Memorial Complex (Old Pecos Trail)**

Small Flexible Theatre (Black Box): Theatre; Music; Dance;

Poetry Readings; Multimedia

Medium Size Theatre<sup>2</sup>: Theatre; Dance

Production Facilities: Temporary Scene Shop; Costume Shop; Prop Shop;

Temporary Production Offices

Cinema<sup>3</sup>: Films; Lectures

Gallery Space<sup>4</sup>

Connecting Lobby/Café

Administrative Offices

#### **The Live-Work Campuses**

(Buffalo Grass/North Railyard/South Railyard/Northwest Quadrant)

Live/Work Studios: Visual Artists; Literary Artists; Designers; Musicians;

Dancers

#### **Southside Arts Spaces**

Zona del Sol; Community Arts Studios; Southside Performing Arts Space

#### **Optimal Use of Existing Facilities City-wide**

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<sup>1</sup> Existing space renovation: old La Puerta building, parcel OO on SFRCC master plan

<sup>2</sup> Existing space renovation: Armory for the Arts

<sup>3</sup> Existing space upgrade: CCA Cinemateque

<sup>4</sup> Existing space upgrade: CCA warehouse gallery

**Temporary Community-wide Arts Spaces** (utilize vacant retail / warehouse space for temporary arts facilities)

Rehearsal Space; Performance Space; Community Art Studio; Art Studios;  
Phantom Galleries

\*Walkways connecting where possible connecting spaces

\*Pervasive broadband access in all location critical

### **Opportunities**

Well over 40 people are already working on these various initiatives. The Beehive, Santa Fe Performing Arts Collaborative, and Artyard have already researched and are poised to move forward quickly. There are also a number of live-work initiatives in process within the City, including the Railyard, NW Quadrant, and Buffalo Grass, and some financial commitments have been pledged. All the various groups and interests are willing to work toward common goals and there is a high degree of communication and engagement.

### **Constraints**

Community members are concerned about politics and nay-sayers. There are also concerns about there being sufficient available capital, particularly in light of the number of capital campaigns currently in progress. There are also issues of land affordability and fears of gentrification.

### **Partners:**

The Beehive, Santa Fe Performing Arts Collaborative, Artyard, the City of Santa Fe, various live-work programs, Zona del Sol, the Railyard, and others to be determined.

### **Key Objectives – Years One and Two**

1. Continue work on live/work to implement ideas. Meet with HomeWise and SF Community Housing Trust to get information and pass on to arts community
2. Develop long-term strategic plan for this network of integrated, affordable arts facilities in Santa Fe, as described above
3. Establish core artistic districts within the City's overall planning framework
4. Integrate current organizations and facilities into larger network
5. Begin operations at creative / presentation / live-work campuses
6. Replicate NYC program for temporary space use
7. Complete the city-wide facilities inventory and make it accessible online through the web portal

### **B. Activities (in conjunction with Creative Santa Fe and others)**

#### **Advocacy**

- Advocate with the City and County on planning / zoning policies conducive to the facilities network
- Advocate for Broadband access community-wide
- Work with local businesses to promote NYC-style program for temporary exhibit space

#### **Convening**

Assist in convening key players in the development of the strategic plan (the Planning Commission, City Council, developers, arts organizations, individual artists, economic development agencies, funders, Trust for Public Land, businesses, Department of Cultural Affairs, other State agencies, media, the Association of Realtors' Commercial Council)

#### **Research and Information Dissemination**

- Continue resource mapping
- Include facilities database in web portal

***Innovative Funding***

- Assist in fundraising, including coordinating with local donors and foundations to fund the facilities network
- Mobilize community support to get HB336 funding initiative passed; this could be a major source of financing for these initiatives
- Mobilize artistic voter community
- Provide expense budget for the groups continued efforts, including funding to complete inventory and database, funding to replicate NYC temp space program

***Community In-Reach***

Promote the importance of integrated arts facilities across the community

## **Goal Three: Map Assets and Disseminate Resource and Other Information Through the Web Portal and Creative Santa Fe (Group Four)**

### **A. Community Agenda**

**Visionary Goal Statement:** Community members and visitors to Santa Fe have easy access to a “resource map” of cultural and community-based information and can readily find resources, information and opportunities related to arts and culture.

#### **Opportunities:**

Funding for resource mapping activities has been included in the three city contracts issued in FY 05. The Web Portal, to be completed in 2005, creates a platform for broad access for information dissemination. There are existing websites that house information about Santa Fe’s creative sector and economic development information. These can be linked with new efforts to make all information accessible.

#### **Constraints:**

Under separate contracts, mapping activities may not be fully coordinated. There is a need to provide regular updates so that information does not become dated.

#### **Partners:**

City of Santa Fe, Santa Fe Arts and Culture Portal, Community Box Office, various professional business and arts organizations (e.g., woodworkers guild, youth provider coalition, etc.)

### **Key Objectives – Years One and Two**

1. Create a comprehensive resource directory with two-way information-sharing capabilities
2. Inventory and map information about working artists, arts organizations, arts and business service organizations, and relevant websites
3. Include information on professions and jobs, education programs and opportunities, mentorship, internship, and apprenticeship opportunities
4. Include information on out-of-school programs for children and young people
5. Include an artists’ registry with artists and between artists and the community

### **B. Activities (in conjunction with the Portal, Creative Santa Fe, and others)**

#### **Advocacy**

- Advocate with the City, local funders, and local businesses to continue to support ongoing resource mapping and information dissemination

#### **Convening**

- Convene the various players engaged in resource mapping so that efforts are coordinated to avoid duplication of effort and the production of static inventories.

#### **Research and Information Dissemination**

- Maintain an ongoing practice of tracking and periodic reporting of trends and key economic development indicators related to the creative economy and BBER baselines
- Create a clearinghouse of best practices regarding various approaches to promoting a creative economy, both from within Santa Fe and from other communities

#### **Community In-reach**

- Generate a public awareness campaign to inform the community about the BBER results and the impact of the creative economy
- Communicate regularly with CrSF constituents about opportunities, advocacy needs, jobs, and other available information through the resource mapping, and maintain regular opportunities for the public to give input into CrSF’s activities.

## **Goal Four: Conduct Outreach and Community Building (Group Six)**

### **A. Community Agenda**

**Visionary Goal Statement:** The Santa Fe community is aware of, appreciates, and values the many roles that arts and culture play in our lives and our economy. We generate, invest in, and use our creative resources to sustain and enhance our quality of life.

#### **Opportunities:**

There is community interest around the establishment of Creative Santa Fe and a cohesive vision and plan are emerging. Economic development and the creation of jobs is of interest to a broad spectrum of people. The passage of HB336 provides a focus for the need to educate about the arts. Design Week could be public kickoff for an awareness-raising campaign. The art and cultural focus of the College of Santa Fe is an asset. The media are poised to be an effective way to reach broad audiences.

#### **Constraints:**

There are challenges to reaching everyone and connecting with all sectors of the community. The work groups are fragmented and could develop separate agendas. Re; HB336, most people don't want their taxes increased period. There is a perception that "outreach" is about "selling" something, rather than listening and cultivating relationships. We need to have a dialogue that tells us what the community really needs and wants. We need to know what Creative Santa Fe is and does before we can come up with a product.

#### **Partners:**

The City of Santa Fe, various civic and community organizations, the media, and others to be determined.

### **Key Objectives – Years One and Two**

- Accomplish a successful ballot initiative for a .25% gross receipts tax increase to invest in Quality of Life initiatives
- Establish broad public awareness of the importance of creative industries to Santa Fe's economic well-being
- Establish community-wide awareness of Creative Santa Fe as an umbrella organization supporting creative enterprises
- Create a tagline, logo, branding of Creative Santa Fe to assist in visibility and awareness initiatives

### **B. Activities (with Creative Santa Fe and others)**

#### **Advocacy**

- Develop a public campaign around the value of arts and culture as a basis for Santa Fe's economic well-being
  - Identify various communities to target and how to reach them, by socio-economic groups; canvas neighborhoods
  - Communicate the product via the media and other sponsored activities
  - The public awareness campaign should emphasize that "Arts and culture are good for our economy – it creates jobs and brings money into the community, which is good for everyone here." Use common language and frame the message in a way that resonates with the community

#### **Convening**

- Convene community leaders, local government officials, representatives of the business sector, and philanthropic leaders to frame a collective message about the importance of

arts and culture to the economic well-being of Santa Fe, and to host presentations from Creative Santa Fe's "road show"

***Research and Information Dissemination***

- Immediately develop a Creative Santa Fe Website to orient interested people around the key information
- Develop a one-page information sheet and other written materials that contain the mission, vision, and key objectives of what Creative Santa Fe is trying to do around arts, culture, and the economy
- Conduct community survey as a basis for HB336 campaign: What does "Quality of Life" mean to us? What Quality of Life initiatives do we want to collectively support?
- Disseminate information about best practices from McCollum report; encourage use of this research

***Innovative Funding***

- Take the lead in campaigning for and securing passage of an HB336 Quality of Life initiative in Santa Fe County for a .25% gross receipts tax increase to invest in Quality of Life initiatives.

***Community In-Reach***

- Initiate a "marketing" effort around Creative Santa Fe and how it will serve the creative community (logo, image, get the word out); work with PR people and designers in town for pro bono help with logo, image, and campaign; establish mutually beneficial partnerships with media and design community
- Begin outreach to the larger community, listening to the concerns and aspirations that are out there regarding culture and economic development; employ non-traditional forms of outreach

## **Goal Five: Engage Youth Both In and Out of School (Group Seven)**

### **A. Community Agenda**

**Visionary Goal Statement:** A change of consciousness throughout the community; youth passionate about arts and culture and creativity; youth passionate about life; artists and creators passionate about working with youth; an environment steeped in arts and culture and creativity with all kinds of options - a Willie Wonka's Creativity Factory. We expect celebration, creativity, community, and sustainability - a livable, affordable, healthy, interesting, and exciting city!

#### **Opportunities:**

There are numerous programs working with youth - Art Works, art programs in elementary schools, and after school/out-of-school programs such as FACT, W21, SITE Santa Fe, etc.

#### **Constraints:**

There is insufficient investment in and commitment to arts and culture in the Santa Fe Public Schools and in the community as a whole, especially as these relate to youth. There are also major transportation issues and overall not enough happening for young people.

#### **Partners:**

The City of Santa Fe, the Santa Fe Public schools, artists and creative industries, mentoring programs, after school programs, and others to be determined.

### **Key Objectives – Years One and Two**

1. Create direct access to studios and creative industries for youth and families
2. Expand mentoring programs initiated for all ages
3. Expand apprenticeship programs for youth and secure school credit for participation
4. Provide better transportation – more efficient, art-filled smaller busses
5. Create more activities and spaces for youth, in all parts of town, for dances, music, performances, and events of all kinds; include outdoor art spaces for murals by youth, graffiti, etc. Support the opening of an all night coffee shop, poetry readings, slam, open mic, etc. Develop an all ages venue for music, etc.
6. Build a larger network of artists and creators wanting to work with children and youth in schools and the community

### **B. Activities (with Creative Santa Fe and others)**

#### **Advocacy**

- Advocate with the schools to open on Saturdays and summers for youth activities (a place for a rock band to practice, etc.) and be open for community events, meetings etc.
- Advocate with educational institutions to put kiosks in all schools for kids posters, all posters/flyers can be put up, no editing by schools unless there is foul language
- Advocate with the City and business to make street art legal – jugglers, mimes, music, etc.

#### **Convening**

- Convene the community to support the development of more activities and spaces for children and young people

#### **Research and Information Dissemination**

- Develop an inventory (resource map) sufficient to support convening and collaboration for the benefit of youth in and out of school

#### **Innovative Funding**

- Work with suppliers and donors to secure materials and all kinds of art supplies (if you have materials, they will come)

***Community In-Reach***

- Develop a communication network in support of youth: all media (swarming, radio, tv, newspapers, web, posters, etc.)

## **Goal Six: Introduce Innovative New Draws, New Events, And New Technology (Group Eight)**

### **A. Community Agenda**

**Visionary Goal Statement:** Santa Fe is a dynamic center for art and culture, film and digital media, science and art collaborations, and innovative events and festivals, able to involve the entire community and draw people from around the world.

#### **Opportunities:**

Santa Fe is supportive of arts and culture with its unique diversity and physical beauty. Santa Fe is known as the second largest visual art market. State government is investing heavily in film and digital technology which is related to local education and job creation. Santa Fe has established cultural events and festivals. There is a convergence of funders, community members and city government focused on the development of the cultural economy. The new community box office and the web portal can support cultural entrepreneurs. The development of the new Sweeney Center will support this and other initiatives.

#### **Constraints:**

In general, there is a lack of funding and new events, festivals and creative endeavors depend on an extraordinary early volunteer commitment. There is also fragmentation in Santa Fe by ethnicity, economic status and geography. Many existing events are not appealing to some locals. There is a lack of awareness of events happening outside the downtown area, Museum Hill and the Santa Fe Opera house, and reluctance for audiences to attend them. It is difficult for tourists to get to Santa Fe and to get around once they've arrived. There is also a lack of communication between businesses, artistic communities and government. Finally, there is some uncertainty around the entire community's commitment to the Creative Santa Fe process.

#### **Partners:**

The City of Santa Fe, museums, galleries, hotels, restaurants, creative industries, and others to be determined.

### **Key Objectives – Years One and Two**

1. Plan new events and festivals that fully engage the entire community and embrace its diversity, attract both young and international audiences, create new jobs, and support the local artists
2. Ensure Santa Fe is recognized as a world-class center for film and digital media, through collaboration by existing organizations, effective marketing and promotion, and new business and job creation
3. Establish Santa Fe as the headquarters of The National Institute of Sciences for the Arts
4. Establish a seed money/creative capital fund to encourage cultural entrepreneurs to create new events, new draws and new technologies

### **B. Activities (with Creative Santa Fe and others)**

#### **Advocacy**

- Advocate with government, business and decision makers to support the arts in Santa Fe; address policies to make the city more event-friendly.
- Advocate the growth of Santa Fe's market for new events, new activities and film and media to create a more "year round" cultural destination for tourists, and engage more of the local population

### ***Convening***

- Convene individual and business donors and New Mexico grant-makers to learn about opportunities to invest in the creative industries
- Convene city, county and state governments with local cultural entrepreneurs to learn about possible new events, new festivals and the developing film and new media economy.
- Convene cultural entrepreneurs with existing cultural institutions to explore collaborations that could create new events and festivals.
- Convene the film and digital community to come together to collaborate to promote Santa Fe as a digital media center
- Convene scientists interested in the arts need to be brought together to create the National Institute for Sciences for the Arts

### ***Research and Information Dissemination***

- Map the assets in the cultural corridor
- Map the existing audience research to determine what needs to be done to create a full understanding of the current audience and a full understanding of who is coming here and why
- Hold focus groups to determine what would interest new audiences and tourists, and how to reach these new audiences locally, nationally and internationally

### ***Innovative Funding***

- Encourage the donor community to take risks in supporting new creative ventures; national corporate and foundation sponsors also need to be engaged to support new Santa Fe cultural activities
- Develop a seed money/creative capital fund for new cultural enterprises
- Locate a committed volunteer or paid staff person to establish the National Institute of Sciences for the Arts

### ***Community In-Reach***

- Mobilize the community to support an HB336 initiative
- Create volunteer support for new creative endeavors.

## **Goal Seven: Promote the cultural industries, including cultural tourism, locally and globally (Group Ten)**

### **A. Community Agenda**

**Visionary Goal Statement:** To establish an identity that supports the creation of an irresistible attraction to all that is Santa Fe; to experience our breadth of diversity, history and authenticity, through our commitment to evolving all forms of the arts both as a major contributor to our economy and a key element of our culture

#### **Opportunities:**

The timing is opportune and the number and energy of the constituents is high. There is a sense of coalition in the community and a shared commitment to leveraging a healthy economy. We have a positive history and image, including our diversity. Arts and culture infrastructure exists as does business infrastructure.

#### **Constraints:**

Long term funding is unknown and local government may not be fully committed. There is a non-profit mentality in the community as well as a numbers of turfs, factions, and agendas. There are too many goals and a lack of focus and action is often placed before sound strategy. There is a lack of connection between the arts and business. It is unknown whether we can maintain the necessary energy to keep moving forward.

#### **Partners:**

The City of Santa Fe, creative industries, galleries, hotels, restaurants, and others to be determined.

### **Key Objectives – Years One and Two**

1. Develop and continue to evolve a Marketing Plan that includes key messages and a clear Santa Fe brand
2. Develop and implement a lobbying strategy to promote the arts and culture economy amongst City, County and State Government.
3. Develop innovative marketing partnerships which will help to support the building of Santa Fe's brand and its awareness as a unique leader and center for Arts & Culture both domestically and internationally.
4. Maximize the effectiveness of the City's Convention and Visitors Bureau to promote Art and Culture as it relates to the attraction of cultural tourists as well as conventions, professional organizations and other visitors that would be suitable targets and be drawn to the city's Arts & Culture offerings whether directly or indirectly.
5. Establish an innovative Arts & Culture "Gateway" to welcome visitors as they enter Santa Fe.

### **B. Activities (with Creative Santa Fe and others)**

#### ***Advocacy***

- Provide ongoing marketing direction for the development and evolution of an Arts & Culture website.
- Offer to assist SFC&VB's in the selection of the City's advertising agency

#### ***Research and Information Dissemination***

- Develop a better definition of our target audiences and their perceptions with respect to Santa Fe
- Develop measurement tools to help determine the impact of our efforts

- Continue to review, update and establish “Best Practices,” and share information broadly
- Continually seek out and review research that will further educate Creative Santa Fe as to how to better market itself to its target audiences and to help measure the impact and success of our marketing efforts.

***Innovative Funding***

- Mobilize funding and implement a core (paid) marketing team to develop and begin to implement the Marketing Plan

## **Attachment One: Task Force Recommendations and Report**

### **Introduction**

The Arts and Cultural Industries project, sponsored by the McCune Charitable Trust, brought together community members in four Task Forces to develop strategies for enhancing creative industries within Santa Fe's creative economy. This work grows from the findings of the study produced by UNM's BBER, called "The Economic Importance of the Arts and Cultural Industries in Santa Fe County."

Each of the Task Forces had a different focus: engaging youth, enhancing creative opportunities, supporting creative entrepreneurs, and marketing. They each met three times and brainstormed a set of recommendations for growing Santa Fe's creative economy. Many of these recommendations were articulated in more than one Task Force, or were consistent across all four Task Force strategies. In addition, the process included six additional focus groups to bring in the voices of elements of the community that were perceived as being underrepresented in the Task Forces: Hispanic, Native American, youth, individual artists, gallery owners and dealers, and representatives of the school system.

This document outlines the major ideas from the Task Force process and attempts to synthesize them into ten overall recommendations. This document does not specify any priorities or timelines. Rather than risk losing any of the important recommendations from the community, all of the primary Task Force ideas are included and identified under the recommendation heading. Some of the ideas are quite general; others are quite specific. All of this thinking will undoubtedly be valuable for the Steering Committee and staff of Creative Santa Fe, as well as a range of additional potential implementers.

A few of the recommendations can be highlighted as being especially of interest to the community members who participated in the process, either because they were so broadly emphasized or because they are felt to be particularly opportune at this time. These priorities are:

1. Create a physical place, "a beehive," (preferably in the Railyard) where artists, business support people, and creative entrepreneurs can gather to collaborate, network, exchange information and resources, produce and present work, and cultivate the synergistic elements of Santa Fe's creative economy
2. Map and link existing resources that contribute to the creative economy, including working artists, film and new media professionals, entrepreneurial support systems, creative youth-serving organizations, etc.
3. Bridge the arts and business communities, by providing entrepreneurial training for artists and by creating access for artists and creative professionals to business consulting services
4. Use the opportunity of the City's NW Quadrant planning to secure land and facilitate the development of affordable live/work space for artists
5. Position Santa Fe as a leader in film production and the development of new media, and invest in the digital infrastructure necessary for these enterprises to thrive.
6. Develop a common "brand" or recognizable identity that embraces Santa Fe's cultural plurality – create a new philosophical identity that reflects the living dynamic

These recommendations will serve as the basis for the development of a strategic plan for Creative Santa Fe. They are also intended to inform a range of potential implementers who serve as a driving force in Santa Fe's creative economy, including but not limited to the City of Santa Fe; the philanthropic community; the Chamber of Commerce, Business Incubator, and other business assistance services; the Santa Fe Public Schools and other educational institutions; artists and

creative entrepreneurs or all kinds; and citizens of Santa Fe who are interested in being engaged in the thriving creative vitality of our community.

## **SUMMARY OF RECOMMENDATIONS**

### **1. Promote career development, workforce development, business development**

#### **a) Train artists and creative people to be successful in business**

- Engage business support entities (SBDC, WESTCORP, SFEDI, SFe Business Incubator, etc.) to develop a basic educational course for artists (Art Business 101) which would include marketing, business systems, and business skills, in the context of creative aesthetics and skill development
- Facilitate artist involvement in other ongoing training workshops, including SFCC's visual and media arts programs, SCORE, NMArts technical assistance workshops, and Women in the Arts business seminars

#### **b) Facilitate access for creative entrepreneurs to business systems and services**

- Contract with a non-profit agency (e.g. SBDC, WESTCORP, SFe Business Incubator, SCORE) to provide arts marketing services and other business services and systems for individual artists and creative businesses. Create a revolving loan fund through which the artists could purchase these services and then pay back the fund when their sales increase.
- Subsidize professional partners in business, finance, etc, to provide business expertise for artists – expand on existing programs through ACCION, Small Business Development Center, NM Loan Fund – coordinate the effort and pull in the business community
- Have businesses adopt artists or arts and culture organizations, possibly through a new chapter of Business Volunteers for the Arts (BVA)
- Support an arts and culture business incubator, as a satellite program of the Santa Fe Business Incubator, possibly located at the Beehive

#### **c) Expand opportunities for internships, apprenticeships, and mentorships**

- Make the provision of internships, mentorships, and/or apprenticeships a condition of City and Foundation funding
- Expand youth mentorships, apprenticeships, and internships in creative industries by convening representatives from the schools, private creative organizations, civic organizations, and others to develop a plan and shared agreement on how to work together to develop creative apprenticeship and internship opportunities, involving youth in all aspects of planning. Work with existing mentoring programs as possible models and/or sites for expansion into the arts and culture sector (Monte Del Sol, Santa Fe Partnerships, PIE, Big Brothers/Big Sisters, Boys and Girls Club, El Museo Cultural, and others)
- Expand the scope of mentorship, internship and apprenticeship activities to create career options in graphic design, framing, galleries, museums, documentary film production, photography, performing arts, poetry and creative writing, theater operations, painting, printmaking, sculpture, journalism, music, clothing/fashion, interior design, culinary arts, etc.
- Facilitate more internships and scholarships for New Mexico Tribes through the National Museum of the American Indian

#### **d) Use Creative Santa Fe to provide support for emerging creative businesses**

- Facilitate affordable health insurance for artists

- Serve as 501c3 umbrella for individual artists' projects

**e) Create new opportunities for local exposure**

- Coordinate studio tours on weekends, focusing on clusters of activity, such as the Baca Street area, the Second Street area, etc.
- Use the Web Portal with kiosks around town to create an on-line access to local artists, including an on-line studio tour with maps and information about hours for visiting
- Appeal to the Gallery Association to work more with local artists
- Look at San Francisco where local galleries host "introductions for emerging artists"

**2. Invest in space: live, work, exhibition, and a synergistic creativity center**

**Create the "Beehive" and the buzz – a synergistic creativity center for Santa Fe's cultural industries**

The Santa Fe Beehive is envisioned as a physical place, or cluster of spaces, located in the heart of the community. It would serve the arts, cultural, and creative industries of Santa Fe as a model of cross-disciplinary synthesis. It is a place to develop knowledge, education, and experience in the arts, and to network with others around jobs, alliances, and information. It houses a "Chamber of Sources," which links creative people from every discipline, including the for-profit business sector. It contains studios and office space, and a satellite of the Business Incubator. Learning opportunities include business training, job clinics, panel discussions, and an on-line resource center (linked with the Web Portal). In addition to providing resources, the center also houses exhibitions, a black-box theater, international competitions, and a juried X-prize. Potential locations include the Railyard B1 space (soon to be vacated by Warehouse 21), St. Catherine's, or the Santa Fe Indian School. Space is also available on Second Street and potentially in the Baca Street area of the Railyard.

- Work with the Railyard Corporation, the City, and the Trust for Public Land to identify potential spaces
- Engage artists in the design and development, so it is "theirs"
- Partner with Apple Computer, or another large, creative entity for initial financing (Apple Computer may see potential in being central to a growing creative economy that is optimizing digital media and new technologies)
- Develop public-private partnerships to fund the Beehive and work with the NM Departments of Tourism and Economic Development to secure state funding for a site(s)

**Develop affordable housing options for artists, including live/work space**

- Establish city-owned land in the NW Quadrant or another mixed-use zone for purchase or long-term lease by artists to create a community of live-work homes and studio spaces. Address neighborhood concerns through the design process.
- Initiate a design competition through the UNM architecture school, focusing on state-of-the-art, green development, small and efficient live/work space for artists
- Coordinate with Habitat for Humanity for a project of "artist-built houses" (similar to their "women-built" program)
- Look at Minneapolis/St. Paul as a model for a project with creative financing to support artist homeownership, targeting demographics of artists who were likely to stay and contribute to the community (families, etc)

**Identify Potential Shared Studio/Exhibit Space**

- Conduct an inventory of privately owned vacant commercial buildings (e.g., the old Albertsons store at De Vargas mall). Provide incentives for these spaces to be

temporarily or permanently made available as artist work spaces or rotating exhibit spaces. Look at the “Art-O-Matic” model in Washington DC where they offer one month exhibit space in empty commercial buildings

- Explore St. Catherine’s, County buildings, and the Santa Fe Indian School as potential sites for affordable studio and/or living space conversions

**Maximize opportunities for new exhibit spaces**

- Cultivate more local arts marketplaces, including Cathedral Park and others. Optimize the Railyard as a community art space, with a permanent art and craft market
- Find a permanent location for local artists to exhibit their work, with studios and a co-op gallery space
- Consider Railyard as site for expanded Spanish Market, including youth exhibitors
- Appeal to the Gallery Association to work more with local artists
- Secure 2,400 square feet in the City’s convention center to be used as revolving exhibit space for emerging and established artists

**3. Develop infrastructure, both physical and “virtual,” to support the development of the creative sector**

**a) Establish digital broadband accessibility throughout the City, for worldwide distribution of creative products**

- Start with wireless/WiFi connections that are available to everyone; establish more T-1 lines
- Support the Lambda project for “big pipe” national digital information transfer

**b) Use the Web Portal with kiosks around town to create an on-line access to local artists, including an on-line studio tour with maps and information about hours for visiting**

**c) Improve the Santa Fe transportation system, using federal grant programs.**

- Make bus system and parking more accessible, affordable, and effective.
- Link creative “zones” within the city (2nd Street, Railyard, Baca, Museums). Provide an Art Trolley free to riders

**5. Map assets and disseminate resource and other information through the Web Portal and Creative Santa Fe**

**a) Create a comprehensive resource directory as a central element within the Web Portal, and link with two-way information-sharing capabilities**

- Inventory and map information about working artists, arts organizations, arts and business service organizations, and relevant websites.
- Include an artists’ registry to foster engagement with artists and between artists and the community. Artists should be surveyed as to their areas of expertise, issues, interests, etc.
- Include an informational chat room, a “gossip page” (similar to the “currents” page from the NY Foundation for the Arts) in the Web Portal
- Ensure that a variety of groups from the creative economy are involved and supporting the ongoing sustainability and updating of the resource directory, registry, and web interface

**b) Create on- and off-line resource information related to jobs, careers, and internship opportunities (an Arts & Culture Craig's List)**

- Include information on professions and jobs, education programs and opportunities, mentorship, internship, and apprenticeship opportunities
- Include information on out-of-school programs for children and young people; identify populations being served; describe program focus and inclusion of arts, culture, and creative activities. Use young people to compile and create this and market to continuously increase access and use

**c) Develop a central organization to provide information for artists**

- Develop an Arts Information Hotline

**6. Link elements of the creative economy through new or improved collaborations**

**a) Support collaboration among existing arts organizations**

- Support collaboration between programs – look at the Santa Fe Performing Arts Collaborative as a model to pursue collective buying power, shared space, etc.
- Create a collaborative of existing organizations that serve youth

**b) Support increased linkages between the creative community and the ecology and “green design” communities**

- Map arts and ecology organizations, websites, and working artists who make up a resource area of tremendous inspiration, fertility and real economic importance for the future of the Upper Rio Grande Watershed Bioregion
- Develop collaborative exhibits that highlight creativity and sustainability, using artistic expression to demonstrate ecological principles and design
- Include a “green design” element in Design Week

**c) Enhance City involvement and coordination**

- Improve the City's policies around public exhibit and special events planning, including early approval for shows, which will allow artists to affordably market shows and events
- Institute a new policy that individual artists can purchase an artist/artisan permit
- Educate City council and others about the value of the creative economy and the need to streamline planning for creative economy events
- Encourage City policies that facilitate better relationships between downtown merchants and special event market exhibitors

**6. Conduct Outreach and Community Building**

**a) Conduct internal marketing to educate the community about the importance of arts and culture and to promote more participation and investment**

- Conduct public awareness campaigns on how arts and culture fuel all resident incomes and support our local economy. Develop a series of talking points and informational materials about creative industries and economic well being, as well as arts and culture as a means to community building. People need to understand the possibilities; they need to be able to see themselves in the movie. Creative Santa Fe could take the lead in developing these materials, engaging in a nonstop information dissemination process.
- Conduct outreach and provide incentives to visit museums and other venues
- Support neighborhood based fairs and other activities

**7. Engage youth both in and out of school**

**a) Establish the arts, and preparation for jobs in the creative economy, as a central element of SFPS curriculum**

- Develop a long range plan for incorporating arts, culture, and creativity in the curriculum while accommodating the performance requirements of the No Child Left Behind Act
- Develop standards based curricula and instructional methods that integrate arts, culture, and creativity into existing academics
- Brief school administrators and persons in higher education on the importance of arts and culture in promoting reading, math and other skills, in promoting career development, and in cultivating an appreciation for arts and culture. (*NOTE: A recent Rand report argues that the arts won't flourish unless more arts lovers are minted through sustained exposure during childhood. That means shifting some "attention and resources" away from the "supply side" -- the creation of performances and exhibitions -- and more toward the "demand side" -- the grass-roots cultivation of youngsters and their parents through public schools and community arts programs.*)
- Work with SFPS secondary schools to develop new course offerings to prepare students for creative industries professions (Santa Fe versions of "shop class") which would be focused in areas such as: film, architecture, set design, woodworking, carpentry, interior design, arts administration, etc.
- Work with the SFPS Board to develop an Arts Academy as a magnet or charter school for grades seven to twelve with a model curriculum that fully integrates arts, culture, and creativity into academics and with an extensive mentorship, apprenticeship, and internship program
- Expand existing "artists in the schools" resources by creating an independent initiative under the auspices of Creative Santa Fe
- Recruit artists into the internship teacher certification program; obtain foundation support to underwrite costs; address certification issues
- Lobby to continue funding of the Arts in Education Act and to remove current restrictions

**b) Encourage more arts-related out-of-school-time activities for youth**

- Work with existing out-of-school time providers to incorporate/expand arts and culture, including vocational opportunities, into their programs; develop new out-of-school time programs and activities. Expand access and participation in out-of-school programs; conduct outreach activities to get more youth involved; provide transportation; provide scholarships; provide paid internships and apprenticeships
- Develop more youth art exhibits: sponsor youth art in public spaces projects; encourage galleries, hotels, restaurants, and other venues to host shows for young people; develop a youth retail art store (youth operated and entrepreneurial); involve youth as documenters, collectors of information, etc.
- Create a Youth Arts Access Card which would be given to youth in all Santa Fe Schools K-16 for free admission to museums and other creative events and free bus rides
- Resolve transportation issues so that more youth can participate in arts programs
- Create programs with artists, galleries, museums, and businesses where students would receive school credit for participation.

**8. Introduce innovative new draws, new events, and new technology**

**a) Create Santa Fe as a Film and Digital Media Center**

- Map assets and activities; work with the Film Commission or issue a contract to inventory all film/digital media activities and publish/broadcast the information widely
- Meet with the Railyard developers to optimize the opportunities around the multiplex complex, film museum, and Jean Cocteau
- Create a year-round “Sundance Institute” (multi-disciplinary, cutting-edge media in all forms), to become the world center for independents working in cutting-edge media, with tax credits for NM-based film production
- Support existing organizations, such as the Santa Fe Film Festival
- Identify and establish sustainable funding to develop this sector
- Support the proposed high-definition production facility to finance smaller budget films of \$25K-150K
- Support the New Media Center/Gallery proposed for the Plaza to showcase new technology
- Promote the linkage and coordination of activities among the state’s film industry, the Santa Fe Film Festival, the film programs at the College of Santa Fe and the Community College, the proposed New Mexico Film Museum, the Independent Feature Project, and other film friendly initiatives, organizations, entertainment professionals in Santa Fe
- See [www.altmedianm.org](http://www.altmedianm.org) for detailed proposals that fuse technology, art, science and commerce

**b) Connect the Creative Corridor**

- Develop creative linkages in communities from Albuquerque north through Santa Fe and into Northern New Mexico. The goal is to create more synergy among the communities, connect and network artists who share interests and mediums, encourage visitors to stay in the area longer, and foster economic development for all.
- Cultivate and link studio tours throughout the state. Publish a book to promote studio tours, identify artists, and generate revenues
- Work with New Mexico Arts who will take the lead in convening local arts councils to build more connections among them, and will provide leadership in building collaboration among State agencies: Economic Development, Tourism, Dept of Cultural Affairs, Highway Department
- Use highway corridors and visitors centers to publicize arts offerings in communities around the state
- Use the light rail system connecting Santa Fe and Albuquerque as a “moving visitors center,” with on-board materials and posters to advertise each community’s cultural offerings
- Network with the National Hispanic Cultural Center in Albuquerque, as part of fostering the “creative corridor”

**c) Attract international competitions and position Santa Fe as an international creative center**

- Convene international competitions and other forums that will attract people seeking artistic excellence
- Create a network of representatives and agents to promote the artistic entrepreneur

**d) Expand cultural tourism/learning tourism**

- Develop opportunities for visitors to connect with the wide array of artistic, educational, cultural, environmental, and other experiences of Santa Fe. Conduct market research on how to find tourists/groups interested in high quality learning experiences (see Ellen Bradbury for Smithsonian statistics)

- Create tours for individuals and groups to engage in what the city has to offer – arts, culture, geography, food, environment, learning, etc. Develop collaborations with pre-existing arts, cultural, educational groups and all kinds of artists to facilitate multi-faceted tours with rich diverse educational opportunities. Develop a central clearinghouse or organization for tours. Incubate a new business or work with existing tour operators (possibly convene tour operators through SFEDI)
- Incorporate concept of Cultural Passport
- Include studio and house tours
- Check out The Artful Traveler (Taos) at [www.theartfultraveler.com](http://www.theartfultraveler.com)

**e) Initiate more innovative festivals and events**

- Promote festivals that link and support what we have in our community (non-summer events, so they do not compete with existing festivals)
- Develop annual international indigenous festivals with native language writers, fashion, music, food, photography, performances, arts and crafts, etc.
- Hold a festival that celebrates the Creative Corridor
- Coordinate studio tours on weekends, focusing on clusters of activity, such as the Baca Street area, the Second Street area, etc.
- Explore new theme-based events (e.g., Russian Summer)
- Develop new events, venues, and activities especially to attract new markets. Ideas include:
  - Children and teen programs
  - Southwest design conference
  - Mongolian summer
  - Performance events
  - American Craft Council Fair
  - A young collectors event
  - Cooperative gallery sale
  - Wedding week
  - Alternative music events
  - Lectures of all sorts
  - Arts adventure vacation packages
  - A “World Imagination Site/Event”
  - An event that merges environmental and ecological activities
  - An art, technology, and architecture symposium
  - International contemporary native language writer’s festival
  - International contemporary indigenous fashion show
  - International American Indian theater/modern dance festival
  - International indigenous music festival, traditional and contemporary
  - Sotheby’s or someone to do a major art auction
- Create a “Cultural Passport to Creative Santa Fe” with stamps and visas
- Support “Art Santa Fe,” the local International art fair for contemporary art that is presented at Sweeney in July; expand to include performances and other events
- Produce an annual festival of Native American performing artists, showcasing the best talent of area at the Lensic. In addition to being an interesting and engaging performance event, this program could be marketed as a booking conference, in which venues and booking agents from around the world could view unusual indigenous performers, such as the Navajo Jazz Band and the Tewa Women’s Choir.
- Prepare the talent in such a booking conference with a year of technical assistance, including producing CD’s, learning about marketing, etc.

- Convene an International Native Language Writers Festival
- Produce an International Indigenous Fashion Show, with a contemporary native food event
- Cultivate partnerships with Pueblos and Tribes – takes a little extra time, but is important
- Conduct Pueblo studio tours
- Partner with other festivals (Balloon fiesta, studio tours) to highlight Native artists when visitors are in town
- Create a collaborative exhibit: “Mining the Museum,” in which Native and non-native artists respond to artifacts within the MIAC collection

**f) Sponsor a city-wide arts and culture festival**

- Develop a multi-week, city-wide arts and culture festival that showcases and celebrates the diversity of the community and begins the process of bringing the community together to support the growth of the creative industries. This could be a multi-generational and multi-disciplinary and multi-media “kick-off event” for the implementation phase of the creative industries project. Look at the Spoleto Festival in Charleston, SC as a model
- Curate through a community-based process: convene City, Chamber, IAIA, museums, galleries, artists, and community groups; Secure input on themes from throughout the community; Extend an invitation to the entire community to propose collaborative events – provide support for collaborative marketing (look at the Greater Philadelphia Tourism Marketing Corporation for a model)

**2. Create innovative funding mechanisms and develop investments and incentives to enhance the creative economy**

**a) Establish and Leverage Funds for Artists and Arts and Cultural Organizations**

- Establish a venture capital loan fund for artists – engage the business community (perhaps with a matching grant from McCune) to establish a seed money source for arts ventures
- Develop a collaborative funding plan for marketing to include city, county, and state funding as well as creative industries, foundations, and the private sector (e.g., cooperative gallery funding)
- Hire a lobbyist to support “Creative Santa Fe” initiatives, coordinate a PAC, and educate the legislature
- Explore creating a 0.5% fee on the sale of art being shipped out of the community as a handling charge to customer
- Support proposed legislation that would create a local option to levy additional gross receipts tax for quality of life initiatives
- Explore creative taxing options, such as a 25 cent tax on video rentals
- Subsidize professional partners in business, finance, etc, to provide resource development expertise for artists – expand on existing programs through ACCION, Small Business Development Center, NM Loan Fund – coordinate the effort and pull in the business community
- Explore casino and lottery monies –Can there be a special lottery earmarked for culture?
- Explore Muni bonds to grow the city and the artistic community
- Promote SFCF legacy gifts whereby people would leave their homes to artists and other creative people
- Convene various community businesses and sectors to maximize “money multiplier” effects. These would include the building trades, food and accommodations, the retail

sector, financial institutions (banking, investment, etc.), health and healing arts providers.

- Invest in the grassroots authenticity of the community. If it's for the community, don't make it so high-end spiffy (e.g., the Railyard development)
- Use Granville Island as a model for investing in an arts-based economy - no parking fees, gritty, artist friendly – keep it funky
- Foster investment from all the parts of the community in making the Railyard affordable
- Generate public and foundation funding for individual artists to do projects – find a way to change or work around the anti-donation clause

**b) Institute tax incentives and other incentives**

- Establish tax incentives for private investment in the arts
- Develop incentives for private businesses to relocate to Santa Fe, e.g. filmmakers, digital production houses, etc.
- Encourage the State Investment Council to extend the film incentive program to include other arts
- Provide a structure for tax incentives for the NM Film Industry to utilize local artists and artisans/technicians
- Develop other economic and regulatory incentives for investment in the creative sector

**c) Enhance the impact of the Lodgers Tax on Arts and Cultural Industries**

- Clarify and attempt to quantify the contribution of creative industries to the Lodgers Tax; disseminate information to create awareness of this contribution
- Develop a mechanism whereby Arts and Culture Industries can participate in decision making regarding the use of the Lodgers Tax for marketing
- Research practices elsewhere - look at the Greater Philadelphia Tourism Marketing Corporation, Americans for the Arts, etc.
- Maximize the benefits of product placement in marketing and advertising and other collaborative marketing strategies
- Explore the possibility of additional Lodgers Tax funding of the Arts Commission to promote Arts and Culture enterprises

**d) Secure State funding for local creative initiatives that tie into the State's economic development priorities**

- Meet with the State Department of Tourism to identify a range of "products" that could be pursued during the legislative session
- Develop legislative request to fund a festival, an exhibit, a Beehive, etc., with capital outlay funds

**e) Identify and promote priorities for City Economic Development Funds**

- Ensure ongoing contract renewals for the new commitments: Creative Santa Fe, Web Portal, Community Box office
- Establish kiosks in targeted locations for Web Portal access
- Consider additional staff for the SFAC, with a focus on economic development initiatives
- Issue a contract to identify potential spaces (available sites, empty commercial buildings, potential real estate purchases, etc) for workspaces, artists' housing, Beehive, and collaborative office space for performing arts groups
- Conduct a feasibility study for the Beehive project at the B1 space at the Railyard
- Start funding Beehive programming in advance of securing/building the space

- Issue a contract for arts entrepreneurship capacity-building and consulting (both business skills training and contracts with business service providers to work directly with artists, perhaps through revolving loan fund)
- Set aside some land in the NW Quadrant for low-cost housing and workspace for artists
- Co-sponsor with the McCune Charitable Trust an announcement, presentation, and celebration of the TF work at the Lensic

**10. Promote the cultural industries, including cultural tourism, locally and globally**

**a) Broaden the definition of arts and culture industries and other creative enterprises**

- Develop a much broader definition/understanding of what's included as arts and culture, including the notion of creativity and the "creative economy"
- Include indigenous arts and culture, poetry and writing, fashion, new and alternative music, graphic design, interior design, culinary arts, performance art, conceptual art, media and digital arts – animation, web, print, broadcast, film, broad band, healing arts, and creative technology; culture in the broadest sense – experiences, voices, peoples, traditions, etc.

**b) Develop new markets and targets for attracting people to Santa Fe**

- Conduct strategic research and analysis to identify potential new markets and describe their interests. Evaluate new markets such as multigenerational markets; people wanting to gather for college or family reunions; arts adventure seeking travelers; affluent boomers and young, edgy demographic crossover interests; 21st century audiences; people from all age groups and economic levels – the wealthy and not so wealthy, the young and not so young
- Target smaller entrepreneurial groups for meetings and conventions with cutting edge ideas. Bring in associations of lawyers, doctors, and other professionals for meetings, retreats, etc.
- Target artists and artists in training; promote the importance of the arts in Santa Fe and a unique infrastructure to support them; seek new artists and new genres
- Target tourists with psychographic interest in arts and culture, cultural tourists, art collectors, performing arts lovers, etc.; promote a very targeted campaign about how a vacation in Santa Fe can provide them a wonderful experience around their love for art and culture

**c) Create an "umbrella message/slogan/brand"**

- Create a brand that all arts, cultural, tourism and other groups and businesses could adopt as a banner in all marketing of Santa Fe; anyone with a marketing budget would promote that brand on everything.
- Portray Santa Fe as a sophisticated and serious market
- Promote Santa Fe as a destination for arts and culture and emphasizing the diversity and richness of the arts and culture experience
- Develop a five word or less slogan/banner (hold a citywide contest???) that as much as possible:
  - Puts "creativity" at the core
  - Has an "all arts and all culture" focus
  - Embraces our cultural plurality and artistic diversity
  - Changes the perception of who we are (we are not just Southwest art); reinvent ourselves
  - Includes the value of access (to artists and creators, to food and lodging, to venues of all sorts, to the outdoors and recreation, etc.)
  - Celebrates our cultural and other diversity
  - Incorporates mind/body/spirit/healing
  - Incorporates sustainability

Includes our environment, air quality, landscape, geology, weather, etc.  
Creates Santa Fe as an international destination  
Creates Santa Fe as a world creativity and heritage site  
Creates Santa Fe as the Creativity Center of the country  
Create a brand that expresses a shared vision, a community vision.

**d) Promote collaborative planning and funding of marketing**

- Develop a collaborative funding pool and synchronistic marketing; integrate and coordinate the marketing efforts of the city (CVD, AC, etc), the State, various arts and culture organizations, galleries, hotels and restaurants and other components of the business community, etc.
- Convene various community businesses and sectors to maximize “money multiplier” effects. These would include the building trades, food and accommodations, the retail sector, financial institutions (banking, investment, etc.), health and healing arts provider
- Secure through the City an advertising firm that focuses on art and culture with a national and international focus
- Support a collaboration between galleries, hotels and possibly the restaurants to impact the marketing financed through the City, especially the Lodgers Tax through the development of a marketing plan and budget.

**e) Expand the Market outward for Santa Fe’s creative producers**

- Use the Web portal to post a slide registry online, so local and national/international galleries can identify local artists and view work
- Consider a Santa Fe Sundance Catalogue, to market the work of local artists
- Establish more broadband digital distribution mechanisms

## **Attachment Two: Draft Marketing Plan**

*The marketing plan for Creative Santa Fe is more of an outline for a future (and in parts, imminent) plan, insofar as Creative Santa Fe is still too much in its formation and information-gathering phase to comprehensively address some of the necessary issues. Therefore many of the components laid out herein should be integrated into the overall benchmarks for the organization's first year. There are six aspects to the marketing plan:*

### **1) Create a Positioning Identity and Brand**

- A) Creative Santa Fe must create a *positioning statement* for the organization and a *case for the organization* (i.e.: a script or talking points for presenting Creative Santa Fe to external groups).
- B) An additional component of this branding is the creation of *visual identity*: logo, "look," website design, collateral materials, etc. *This task is currently being worked on through "the Outreach Working Group."* It is to be noted that this group is already largely functioning as a meta-committee or advisory group for Creative Santa Fe.

### **2) Assess the Marketing Situation**

This work will begin with Creative Santa Fe's external analysis, included elsewhere in this overall Strategic Plan. Further research and analysis will allow Creative Santa Fe to convert relevant external assessment information to the domain of marketing.

### **3) Determine Market Segmentation**

Creative Santa Fe will gather the necessary expertise to determine the organization's target groups:

- Top-ranked group → how they will benefit from Creative Santa Fe's work
- Second-ranked group → how they will benefit...
- Third-ranked group → how they will benefit...

Etc. *Demographic and anecdotal information* will be compiled to help inform how groups will benefit from Creative Santa Fe's work. Some of the methods that can effectively canvass wide diversity of the community may include:

- Meetings with stakeholders from across communities
- On-site visits to places where community members gather
- Surveys (delivered bilingually)
- Concerted partnerships with organizations that are well-connected to "underserved" populations (youth, Pueblos, working class, Hispanics, immigrants, etc.)
- Media solicitations and outreach (print, radio, and television)

*The resource-mapping project will be instrumental in identifying various points of entry to many different community groups and sectors.*

Gathering this information will also serve as a mechanism for *exchange of information*. Creative Santa Fe will be able to let groups know what the organization seeks to be; community constituents will be able to convey to Creative Santa Fe what they want and need.

### **4) Adopt Preferred Means of Message Delivery**

Concurrent to this market research and outreach, Creative Santa Fe will devise a positioning analysis applicable to each target group. Estimations of the costs of advertising and other constituent outreach will be integrated into the budget.

### **5) Elaborate The Marketing Mix**

With this information in hand, Creative Santa Fe can address the marketing mix for the organization, based on the six: P's

A) **Product.** The product of Creative Santa Fe is “mission-driven” and is addressed in the “Goals and Objectives” section of the business plan.

B) **Publics.** (See *Marketing Segmentation, above.*) Potential publics for Creative Santa Fe will include:

- Youth
- Creators
- Educators
- Tourists
- Businesses
- Government and other Policymakers
- Resident arts consumers

C) **Price.** Addressed in the “Membership Plan” section (Financial Plan).

D) **Place.** Creative Santa Fe will, in its first year, determine if the organization will operate out of a ‘virtual office,’ in a standalone office, or in shared facilities. The organization will also decide upon venues for the delivery of eventual programs and services such as courses, meetings, and receptions.

E) **Production.** Addressed in the “Operations Plan” section of the Strategic Plan. In future years, Creative Santa Fe’s production will be integrated into programming objectives and annual strategic benchmarking.

F) **Promotion.** *Addressed as article 6, following.*

### **6) Hone The Promotions Plan**

To both attract people and attract attention, Creative Santa Fe’s Promotion Plan will include *Image Goals* and *Action Goals*.

The mature marketing plan will produce benchmarks for measuring results such as:

- New members
- Mailing list sign-ups and conversions to memberships
- Fundraising/Supporter cultivation and conversion

Creative Santa Fe will set these and other:

#### **A) Image Goals.**

- *Identity:* Who/What is Creative Santa Fe?
- *Program Marketing* (e.g. capacity building programs, public education initiatives, interest group clustering, etc.)
- *Membership Marketing* (message or messages delivered to potential members)
- *Fundraising Marketing* (part of annual campaign)

What image will Creative Santa Fe have:

- Authoritative leader?
- Innovator and excitement-generator?
- Traditional and venerable
- Youthful, forward-thinking/ cutting-edge?

Etc.

Fashioning and polishing the answers to this question will be the result of the first year's work of information-gathering, coalition-building, and governance leadership.

**B) Action Goals.** These activities will be linked primarily to *marketing as advocacy*. They involve:

1. Outreach to the target groups to convey the depth and breadth of the creative industries;
2. Positioning Santa Fe as a "Creative Capital," internally and externally.

**C) Mechanisms.** Creative Santa Fe will have various potential mechanisms to reach these image and action goals, including:

- Supporter Communiqués: Annual report and newsletters (including e-newsletters)
- Direct mail pieces, including brochures
- White papers and other published research
- The resource map as delivered to the public (likely via online format)
- Display advertising in local, regional, and national media
- Television and radio spots (particularly for constituency outreach)
- The website as an educational and communications tool
- Presentations, talks, and appearances to various community constituents.
- Sustained media cultivation including the creation of "Media Experts" to deliver case statements, research findings, and other forms of message placement Etc.

### **7) Develop the Business Marketing Strategy**

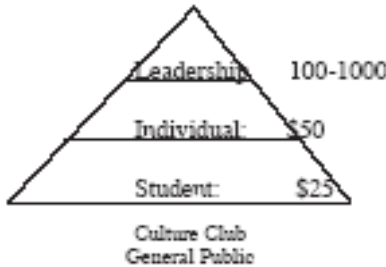
An early working sub-committee will be formed to specifically address developing partnerships between Creative Santa Fe and area businesses.

*Next steps will include the continuing and expansion of the current "Outreach Working Group" to become a panel of experts/advisors to Creative Santa Fe. This group should be empowered with objectives, benchmarks, and resources to deliver this work and assist the evolving Creative Santa Fe staff and leadership. The funding needs of these initiatives will be integrated into the operational budget, and means to support this work through General Operating Support and Program Support funding streams alike will be identified and approached.*

**Attachment Three: Draft Membership Plan**

**Creative Santa Fe's Enterprise Plan for Year One/Year Two is exclusively served through the Membership (Associates) mechanism:**

**Goal: \$30K**



- General Public:**
- Recognition in annual report
  - "Cultural Passport" card
  - monthly (or biweekly) e-newsletter

**Goal: \$5K**



**Cultural Companies/Individual Entrepreneurs:**

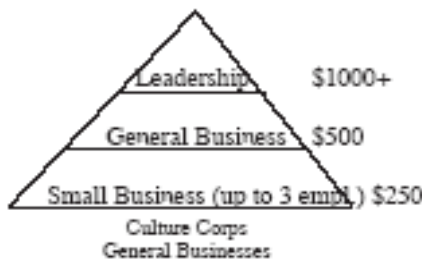
- Listing in directory
- Networking through cluster groups
- Cooperative advertising and marketing
- "Cultural Passport" inclusion
- Recognition in annual report

**Possible Others Down the Line:**

- Group health insurance
- Group liability insurance
- Cooperative goods; printing, mailing services, etc.
- Common volunteer/usher corps
- Cooperative "youth programs outreach" coordinator
- Credit union
- Access to housing "pool" (hotel and guest house) for out of town creatives collaborating with your organization (performance, presentation)
- Cooperative goods: printing, mailing services
- Group marketing/website maintenance/development, etc.
- Group liability insurance
- Discount on capacity-building workshops
- Discounts on videography and other artistic/professional
- Discounted professional services: accounting, legal...

Cultural Passport" - Discounts to events, restaurants, shops, etc.

**Goal: \$15K**



**General Businesses:**

- Listing in directory
- Recognition in annual report
- Front page feature of your business on CrSF website\*
- Participate in offering "Cultural Passport" premium
- Five "Cultural Passports" for staff members
- Networking with arts and cultural leaders
- Arts and culture roundtable attendance
- Website linkage
- On-site signage
- \$5K --> logo on TV ads print ads, radio spots
- \$10K --> named sponsor of "cultural passport"

**Goal: \$10K**

\* 3 days/calendar year --> available to first 120 business members per year.

## Attachment Four: Draft Annual Fundraising Plan

Creative Santa Fe's Annual Fundraising Campaign will be comprised of three strategies:

- Membership Campaign (see "Enterprise/Membership Plan")
- Donor Solicitation (derives from Membership Campaign but seeks higher gifts)
- Grantseeking (both governmental and private sources)

### 1) Membership Campaign (Addressed in Draft Membership Plan)

**2) Donor Solicitation** is an ongoing continuum comprising several steps: **1)** Identify Potential prospects (List development) **2)** Convert potential prospects into qualified prospects **3)** Convert qualified prospects into initial donors **4)** Convert initial giver into donor of record/engaged donor **5)** Increase the gift **6)** Secure special gifts (1,000+), major gifts, (10,000+)

#### Means of Donor Solicitation:

Donor solicitation (beyond membership) will be delivered primarily through individual-to-individual cultivation, stemming from the efforts of board members, advisory council members, and other stakeholders.

#### Devising Solicitation Benchmarks:

The following universally accepted advancement guidelines should be targeted:

*Top 10% of gifts comprise 60% of fundraising goals Next 20% of gifts comprise 15-25% of fundraising goal Remaining 70% of gift covers remaining 15-25 percent of fundraising goals*

#### Devising Prospecting Benchmarks:

Creative Santa Fe will follow advancement industry standards in determining prospecting goals. Based on a theoretical second year annual budget of \$200K, and a theoretical goal of \$30K emanating from donors (as opposed to grants, program income, and membership), prospect ratios according to gift range are as follows:

<b>Gift Range</b>	<b># Gifts Required</b>	<b># Prospects Required</b>	<b>Subtotal</b>	<b>Cumulative Total</b>	<b>Cumulative Percent</b>
\$3,000	1	4	3,000	3,000	10%
\$2,300	1	4	2,300	5,300	18%
\$1,500	2	8	3,000	8,300	28%
\$1,100	3	12	3,300	11,600	39%
\$850	3	12	2,550	14,150	47%
\$700	5	20	3,500	17,650	59%
\$600	7	28	4,200	21,850	73%
\$450	7	28	3,150	25,000	83%
\$300	10	40	3,000	28,000	93%
Under \$300	13	53	2,000	30,000	100%

### **Special Events:**

Given the unfavorable resource-to-potential income ratio, particularly for newer organizations, Creative Santa Fe does not envision special or benefit events in the near future.

### **Direct Solicitation:**

No door-to-door solicitations, phone solicitations, or impersonal direct-mail solicitations are planned.

Newsletters, institutional brochures, and other marketing mechanisms developed over time will include gifting mechanisms as a convenience to the public.

The website, primarily envisioned as a communications and education tool, will also include online gifting mechanism as a convenience to the public.

### **3) Grantseeking**

Creative Santa Fe will actively compile an evolving list of grantseeking opportunities and leads. It is hoped that the organization will be able to enlist the peer-to-peer recommendations of early funding supporters in order to galvanize additional granting support for the organization.

Among potential sources of grant income that have been recommended are:

- New Mexico Arts
- New Mexico Dep't of Economic Development (mid-May 2006)
- Santa Fe Arts Commission
- Santa Fe Community Foundation (*particularly donor-advised funds*)
- PNM Foundation
- Bank of America (*Houston*)
- New Mexico Endowment for the Humanities (*most likely program-related*)
- La Raza/NCLR (*for outreach and vocational purposes*)
- Rotary Foundation
- McCune Charitable Foundation
- Messengers of the Healing Winds Foundation
- Thaw Foundation
- Frost Foundation
- Bread for the Journey Foundation
- Azalea Foundation
- Burnett Foundation (*Texas*)
- Brown Foundation (*Texas*)
- Ford Foundation
- NEA Access to Artistic Excellence (*March, 2006*)
- LANL Foundation
- Blouin Foundation
- Angelica Foundation
- AT&T Foundation
- Bayer Foundation
- Geraldine R. Dodge Foundation
- NFAA – National Foundation for Advancement in the Arts
- Prudential Foundation

The Development Committee of the Board will be primarily tasked with assisting in these areas. It is envisioned that Creative Santa Fe may engage the services of a grantwriter within the first two

years of operation to focus specifically on this part of the work.

### **Creative Santa Fe — Interim Board of Directors**

#### **Thomas H. Aageson, Chair**

*Executive Director, Museum of New Mexico Foundation:*  
PO Box 2388, Santa Fe, NM 87502 – 505-982-6366 X110

#### **George King, Vice Chair**

Executive Director, Georgia O’Keeffe Museum  
PO Box 2388, Santa Fe, NM 87502 – 505-946-1055

#### **Carole Ely, Secretary**

Director of Development, Santa Fe Opera  
PO Box 2388, Santa Fe, NM 87502 – 505-986-5927

#### **Bob Martin, Treasurer**

*General Manager, Lensic Performing Arts Center*  
PO Box 2388, Santa Fe, NM 87502 – 505-988-7050

#### **Creative Santa Fe — Steering Committee**

Tom Aageson – Museum of New Mexico Foundation  
JoAnn Balzer – Museum of Film  
David Brecker – David Brecker Associates  
Mary Lou Cook – Artist  
Carole Ely – Santa Fe Opera  
Will Holub – Artist  
George King – Georgia O’Keeffe Museum  
Tom Maguire – City of Santa Fe (ex-officio)  
Bob Martin – Lensic Performing Arts Center  
Jim McLaughlin – Santa Fe Community College  
Sidney Monroe – Santa Fe Gallery Owners’ Association  
Sabrina Pratt – City of Santa Fe (ex-officio)  
Kris Swedin – City of Santa Fe (ex-officio)

#### **Creative Santa Fe Project Manager**

Rozella Kennedy

#### **Creative Santa Fe Business Planning Group**

Devon Ross, Chair  
Steve Ovitsky  
Cece Derringer  
Nancy Johnson  
Rozella Kennedy

## Task Force, Focus Group, and Working Group Members

The following is a list of individuals who participated either in Creative Santa Fe Working Groups, and/or preceding Focus Groups and Task Forces convened by the McCune Foundation.

Ageson	Thomas	Museum Of New Mexico Foundation
Abbott	Patt	Running Ridge Gallery
Adler	Andrea	No specific affiliation given
Alba	Christopher	San Miguel Chapel & Barrio Del Analco Preservation Project
Albracht	Christine	Three Ravens Fine Art
Albracht	Gregg	Three Ravens Fine Art
Alexis	Dean	Upper Crust Pizza
Aley	Penny	No specific affiliation given
Allesandro	Edward	No specific affiliation given
Allin	Leslie	Jinja Asia Café
Allison	Destiny	No specific affiliation given
Allmann	Debbie	Inn On The Alameda
Altamirano	Ben D.	State Of New Mexico
Althouse	Consuelo	No specific affiliation given
Altshuler	Jean	No specific affiliation given
Ammons	Rick	Eldorado
Anastos-Kerbs	Arleen	Monkey Tree Gallery
Anderson	Charles	Anderson Contemporary Art
Anderson	Duane	Museum Of Indian Arts & Culture / Laboratory Of Anthropology
Antonicelli	Patrizia	No specific affiliation given
Aquilina	Dena	WESSTCorp
Archuleta	Phyllis	Santa Fe Convention & Visitors Bureau
Arh	Frieda	New Mexico Women's Foundation
Armstrong	Leatrice	Wheelwright Museum Of The American Indian
Ashe	Beverley	No specific affiliation given
Ashman	Stuart	Department Of Cultural Affairs
Attamasio	Cedar	No specific affiliation given
Attig	Sandra	Radisson Santa Fe
Ault	Chase	No specific affiliation given
Axten	Karla	About About Santa Fe
Axton	Connie	Ventana Fine Art
Ayon	Janelle	Los Ninos De Santa Fe/Danza Folklorica De Santa Fe
Baca	M. Carlota	NM Grantmakers' Ass'n
Balkaman	Susan	No specific affiliation given
Ballas	Nicholas	Cowgirl Bbq & Western Grill
Balzer	Joann	NM Film Museum
Barber	Kay	No specific affiliation given
Barnes	Andrew	Dinner For Two
Barnes	Craig	No specific affiliation given
Barnett	Ivan	Patina Gallery
Baros	Patricia	Santa Fe Convention & Visitors Bureau
Barrientes	Joe	Gabriel's
Barron	Lyra	IFP/Santa Fe
Batkin	Jonathan	Wheelwright Museum Of The American

Batts	Marilyn	Indian
Baylor	Annie	City of Santa Fe Arts Commission
Begay-Foss	Joyce	Dave's Not Here
Bell	Don	No specific affiliation given
Belle-Isle	Beverly	No specific affiliation given
Bemis	Lisa	No specific affiliation given
Beninato	Stephanie	A Well-Born Guide
Benitez	Maria	The Institute For Spanish Arts
Bennett	Beau	Website development
Bennett	John	Website development
Bergen	Julia	Fine Arts For Children And Teens
Bergman	Ciel	No specific affiliation given
Bergman	Elaine	Historic Santa Fe Foundation
Berk	Susan	No specific affiliation given
Berkenfield	John	Rancho De Las Golondrinas
Berkes	Tom	Pizzeria Espiritu
Berry	Eileen	No specific affiliation given
Besold	Bob	No specific affiliation given
Betts	Alexandra	Windsor Betts Art Brokerage House
Bever	Judith	No specific affiliation given
Bingaman	Jeff	US Senate
Bisceqlia	Therese	Off The Wall
Bishop	Glenn	Inn & Spa At Loretto
Blair	Billie	Santa Fe Community Foundation
Blyth	Anna	No specific affiliation given
Boettcher	Carlotta	Palace Of The Governors
Bohn	Bryan	Santa Fe Art Institute
Boileau	Pat	No specific affiliation given
Boileau	Paul	No specific affiliation given
Bol	Marsha	Museum Of Fine Arts
Bolouri	Fedros	Ramada Ltd.
Bolouri	Mina	Holiday Inn Express
Bond	Barton	Santa Fe Community College
Bornstein	Stuart	Adieb Khadoure Fine Arts
Bortolon	Brigitte	Hilton Of Santa Fe
Boudouris	Inger	Club At Hotel St. Francis
Bowersock	Suellen	Enchanted Lands Adventures & Tours
Brackley	Simon	SF Chamber
Bradbury	Bette	No specific affiliation given
Bradbury	Bob	No specific affiliation given
Bradbury	James	La Fonda
Bradbury	Kathleen	No specific affiliation given
Bradbury-Reid	Ellen	Recursos
Brandshaw	Holly	No specific affiliation given
Brashears	Roberta	Nedra Matteucci Fine Art
Breecker	David	DBA Associates
Brenner	Peter	Courtyard By Marriott
Bronitsky	Gordon	Bronitsky and Associates
Bronowicz	Lisa	Gerald Peters Gallery
Brooks	Jan	No specific affiliation given
Brooks	Jessica	Eldorado
Brooks	Maurey	No specific affiliation given

Brown	Doug	No specific affiliation given
Brown	Lex	No specific affiliation given
Brown	Pamela	Hampton Inn
Brown	Suzanne	Hotel Santa Fe
Bruton	Ilana	No specific affiliation given
Buchen	Lynne L.	Santa Fe Women's Ensemble
Buck	Steve	No specific affiliation given
Bumpass	Terry	Governor's Gallery
Burford	Mary	No specific affiliation given
Burge	Randy	Proactive
Burger	Susan	No specific affiliation given
Burgess	Susan	Pecos Labs
Burleigh	Grace	No specific affiliation given
Burrowes	Stefany	College Of Sf
Bushee	Patti	City Of Santa Fe
Byrne	Suzanne	Seniors Reaching Out
Caalim	Steve	Hotel Saint Francis
Campbell Caruso	James	El Farol
Campos	Pete	State Of New Mexico
Canfield	Barbara	Canfield Gallery
Canfield	Kenneth	Canfield Gallery
Cantwell	Julie	No specific affiliation given
Carbajal	Londi	Santa Fe Children's Museum
Carlisle	Patricia	Patricia Carlisle Fine Art
Carnahan	Blaire	Blaire Carnahan Fine Art
Carr	Daniela	Ore House On The Plaza
Carrillo	Dolores	No specific affiliation given
Carroll	Michael	Turner Carroll Gallery
Carswell	Courtney	Shed Restaurant
Case	Susan	No specific affiliation given
Castillo	Miguel	No specific affiliation given
Castro	Alma	No specific affiliation given
Castro	Julia	Castro's Restaurante / Comidas Nativas
Cata	Albert	No specific affiliation given
Catanach	Cyndi	Santa Fe Convention & Visitors Bureau
Cerletti	Michael	New Mexico Department Of Tourism
Cerny	Charlene	No specific affiliation given
Cervone	Tony	No specific affiliation given
Chamberlain	Keith	Live Arts Today
Chamberlain	Nora L.	Chamberlain-Stark Fine Art
Charman	Pat	Artist
Chavez	Del	Santa Fe Convention & Visitors Bureau
Chavez	Jane	No specific affiliation given
Chavez	Miguel	City Of Santa Fe
Chiofalo	Val	No specific affiliation given
Chirinos	Isis	No specific affiliation given
Christian	Amy	Wise Fool New Mexico
Christin	Jackie	No specific affiliation given
Cintron	Jenny	Inn & Spa At Loretto
Cisneros	Carlos R.	State Of New Mexico
Clarke	Ginny	Clarke & Clarke Asian Antiques - Tribal Art
Clarke	Jim	Clarke & Clarke Asian Antiques - Tribal Art
Clelland	Elaine	No specific affiliation given

Cline	Helen	Cline Fine Art
Cline	Lynn	Cline Gallery
Cloutier	David	SWAIA
Cocq	Yenny	No specific affiliation given
Cody	Bruce	Charlene Cody Gallery
Cody	Charlene	Charlene Cody Gallery
Coffland	Robert	Tai Gallery / Textile Arts
Cohen	Seth	No specific affiliation given
Colton	Pamela	No specific affiliation given
Constante	Diego	Minkay Andean Art
Conway	Bill	No specific affiliation given
Conway	Chip	Private Hikes
Cook	Mary Lou	Artist
Cook	Quarrier	No specific affiliation given
Cooley	Jennie	No specific affiliation given
Coop	Michael	No specific affiliation given
Cooper	Bob	No specific affiliation given
Cooper	Carol	New Mexico Arts
Coss	David	City Of Santa Fe
Costa	Jim	Courtyard By Marriott
Coulson	David	Café Pasqual's
Cowley	Paul	Loretto Line
Cox	Cynthia	No specific affiliation given
Cox	Debra	Art Council
Cox	Reggie	Santa Fe Convention & Visitors Bureau
Coy	Mike	Camel Rock Suites
Craig	Rob	Ghost Ranch - Santa Fe
Crane	Janice	Old House At Eldorado Hotel
Craver	Suzanne	No specific affiliation given
Cross	Angie	Bishop's Lodge
Cross	Zia	No specific affiliation given
Crow	Rachel	Delectables
Crow	Richard	Delectables
Cunningham	Richard	Meyer Gallery
Curtis	Susan	Santa Fe School Of Cooking
Daley	Kate	The Awakening Museum
Dalton	Debra	Inn Of The Anasazi
Dampf	Dennis	El Nido
Daniels	Stephanie	Coyote Café
Darnell	Rachel	Waxlander Gallery
Davis	Dawn	No specific affiliation given
Davis	Kathryn M.	Artbeat Associates
Day	Rob	Santa Fe Bar & Grill
De La O	Mark	Garrett's Desert Inn
Deaguero	Simon	No specific affiliation given
Deats	Sarah	No specific affiliation given
Deaux	Barbara	North Central New Mexico Economic Development District
Defrank	Bob	Santa Fe Performing Arts
Delaney	Jody	No specific affiliation given
Delgado	Larry	P.O. Box 909
Denning	Pam	Tomasita's
Derringer	Cece	Homewise

Devary	David	No specific affiliation given
Dhindsa	Kewal Singh	India House
Di Roberto	Diane	No specific affiliation given
Dietz	Don	Pathways Customized Adventures
Dill	Stefan	Santa Fe New Mexican
Dineen	Brian	No specific affiliation given
Ditmanson	Carol	Artstudio: A Gallery
Dobbins	Margaret	No specific affiliation given
Domenici	Pete	US Senate
Dorfman	Marc	No specific affiliation given
Draiscol	Beth	Zia Diner
Drugan	Bill	No specific affiliation given
Dudding	Jaymes	No specific affiliation given
Duggan	Jan	No specific affiliation given
Duke	Jacqueline	Museum Of International Folk Art
Dunlap	Bruce	Santa Fe Jazz Festival/Open Arts Foundation
Dunn	Bj	Plaza Real
Dupre	Cathy	No specific affiliation given
Duran	Dan I.	Supportive Citizen
Duran Wilson	Sandra	No specific affiliation given
Dye	Greg	No specific affiliation given
Edwards	Kawana	No specific affiliation given
Ellen	Don	No specific affiliation given
Ellis	Becky	Blue Heron Restaurant
Ely	Carole	The Santa Fe Opera
Erickson	Kathrine	Manitou Galleries
Esparza	Dana	Hilton Of Santa Fe
Evans	Juane	Lannan Foundation
Everett	Bob	Sky Studios
Everist	Nancy	New Mexico Film Office
Ewing	Martha	No specific affiliation given
Faure	Laurie	No specific affiliation given
Feil	Susan	No specific affiliation given
Fellows Walters	Andrea	Santa Fe Opera
Felt	Maria C.	Historic Walks Of Santa Fe
Fenton	Claire	No specific affiliation given
Ferguson	Bette	No specific affiliation given
Fernandez	Rudy	Santa Fe Fiesta Council
Fernandez	Tomas	Garrett's Desert Inn
Fidler	Corey	Amaya At Hotel Santa Fe
Field	William	Museum Of Spanish Colonial Art
Fiels	Craig	City Of Santa Fe
Fischer	Zane	Santa Fe Reporter
Fisher	Andrea	Andrea Fisher Fine Pottery
Fisher	Jo	The Lensic
Flax	John	Theater Grottesco
Fleischaker	Deborah	No specific affiliation given
Fleming	Jeanie	No specific affiliation given
Flores	Carmella	Residence Inn
Flores	Regina	Eldorado
Fluke	Gordon	No specific affiliation given
Flynn	Charles	Santa Fe Center For The Arts
Folstad	Brenda	No specific affiliation given

Fonseca	Harry	No specific affiliation given
Ford	Sara	No specific affiliation given
Forrest	Tone	Red Thread Collective
Fortune	Lessa	No specific affiliation given
Fredenburgh	Chris	Wheelwright Museum Of The American Indian
Fritz	Deborah	Giacobbe-Fritz Fine Art
Frye	Sharon	No specific affiliation given
Gabaldon-Schaffer	Angie	No specific affiliation given
Gaddes	Richard	Santa Fe Opera
Gallegos	April	La Fonda
Gallegos	Joe	Camel Rock Suites
Gallegos Y Reinhardt	Ana	Santa Fe Teen Arts Center/Warehouse 21
Galles	Cori	Galles-Fort Gallery
Garcia	Jo Ann	Santa Fe Performing Arts
Garcia	Natasha	No specific affiliation given
Garcia	Robert	No specific affiliation given
Garcia Y Griego	Debra	The City Of Santa Fe Arts Commission
Gardner	Susan	No specific affiliation given
Gash Taylor	Gail	No specific affiliation given
Gaugy	Michelle	The Awakening Museum
Gaziano	Jane	No specific affiliation given
Gent	Lucy	No specific affiliation given
Gentry	Kathy	No specific affiliation given
Georgeades	Harry	Bull Ring
Gerlicz	Tony	Monte Del Sol Charter School
Gibson	Suhana	Chalk Farm Gallery
Gilcrist	Joan	Andiamo!
Gilliland	Carolyn	Munson Gallery
Gilmore	Shaun	No specific affiliation given
Girard	Alexis	No specific affiliation given
Glacier Mexico	Robert	Renesan Institute/Santa Fe/University Of New Mexico
Glick	Robert	Santa Fe Chamber Music Festival
Goldberg	Judy	No specific affiliation given
Goldman	Lorraine	No specific affiliation given
Gomes	Larry	Frank Howell Gallery
Gonzales	Carla	No specific affiliation given
Gonzales	Cecilia	No specific affiliation given
Gonzales	Edward	No specific affiliation given
Gonzales	Kathleen	No specific affiliation given
Gonzales	Mandy	Park Inn & Suites
Gonzalez	Kathleen	No specific affiliation given
Gordon	Nancy	No specific affiliation given
Gorman	Geoffrey	Lewallen Contemporary
Goujon	Herve	Royal Road Tours
Grace	Rosalina	Sweeney Convention Center
Grathwol	Mary	No specific affiliation given
Graves	Cynthia	No specific affiliation given
Gray	Brad	No specific affiliation given
Green	Glenn & Sandy	Glenn Green Gallery
Griego	Darlene	Santa Fe Convention & Visitors Bureau
Griego	Phil A.	State Of New Mexico

Griffith	Malierick	No specific affiliation given
Grubestic	John T. L.	State Of New Mexico
Gumerman	George	School Of American Research
Gustafson	Wayne	Julian's
Gutierrez	Michelle	Santa Fe Convention & Visitors Bureau
Hall	Larry	No specific affiliation given
Halus	Siegfried	SFCC Fine Arts
Hamilton	Holly	No specific affiliation given
Harbour	Mary	Dreamtime Gallery
Hardy	Marilyn	No specific affiliation given
Harrelson	Barbara	Storytellers And The Southwest
Harris	Mara	No specific affiliation given
Harris	Rene	Palace Of The Governors & NM History Museum
Harson	Linda N.	College Of Santa Fe
Hartgerink	Ellie	No specific affiliation given
Hastings	Ed	No specific affiliation given
Hathaway	Lynn	No specific affiliation given
Hayes Ernst	Mary	Celtic De Santa Fe--Irish Dancing And More
Heldemeyer	Karen	City Of Santa Fe
Heltman	Greg	Santa Fe Symphony & Chorus
Henderson	Nell	Nedra Matteucci Galleries
Hendricks	Geoffrey	No specific affiliation given
Hendrix	Lisa	Inn Of The Anasazi
Hendry	Jon	NM Dep't of Tourism
Henkels	Margret A.	Alpha Fine Arts
Henrie	Jody	La Quinta Inn
Heppenheimer	Jill	No specific affiliation given
Herrera	Theodore	Santa Fe Convention & Visitors Bureau
Herzlich	Toby	Herzlich Associates
Hice	Michael	No specific affiliation given
Hidalgo	Esteban	No specific affiliation given
Hinds	Marita	No specific affiliation given
Hinds-Armstrong	Sheli	Inn & Spa At Loretto
Hinojosa	Hugo	Regional Development Corp.
Hoback	Joe	Pink Adobe
Hodapp	Patricia C.	Santa Fe Public Library
Holland	Danielle	No specific affiliation given
Holub	Will	No specific affiliation given
Honnell	Jerry	Tesuque Village Market
Hopp	Michael	No specific affiliation given
Hopper	Jason	Osteria D'assisi
Hopper Iii	James	Your Tour
Howley	Bill	Grill At Quail Run
Hudson	Dennis	No specific affiliation given
Huelster	Kathryn	No specific affiliation given
Huelster	Richard	No specific affiliation given
Huertas	David	El Meson
Hulslander	Gail	No specific affiliation given
Hume	Kenneth	La Posada De Santa Fe
Hunt	Karen	Cicada
Hunter	Diane	No specific affiliation given
Huvener	David	No specific affiliation given

Ice	Joyce	Museum Of International Folk Art
Inde	Vilis	No specific affiliation given
Ingram	Cheryl I	Silver Sun
Ingram	Valerie	Santa Fe Partners In Education
Ingrassia	Peter	No specific affiliation given
Innes	Amanda	Evo Gallery
Innes	Keith	Evo Gallery
Jackson	Charlotte	Charlotte Jackson Fine Art
Jacoby	David	Back Street Bistro
Jarrett	Kirstin	Tulips
Jarrett	Stephen	Tulips
Jay	Susan	No specific affiliation given
Jebson	Mary	Museum Of Fine Arts
Jennings	Ken	Chicago Dog Express
Jennings	Margo	Chicago Dog Express
Jinnett	Jeff	Santa Fe Dining
Johnson	Kevin	Restaurant At The Inn At Loretto
Johnson	Nancy	No specific affiliation given
Johnson	Sean	No specific affiliation given
Johnstone	John	Gardunos Corporate Office
Joi	Anika	No specific affiliation given
Jonas	Chris	Santa Fe Beehive
Jones	Stan	No specific affiliation given
Jonsin	Janiece K.	Thirteen Moons Gallery
Jordan	Alan	Access Santa Fe
Jordan	Cookie	Theater Residency Project
Jordan	Karla	No specific affiliation given
Jordan	Louann	Rancho De Las Golondrinas
Jordon	Steve	Fairfield Inn
Kadis	Rosanne	SITE Santa Fe
Kahn	Marilyn	Hidden Chicken
Kahn	Sam	Hidden Chicken
Kalangis	Kristin	Theater Grottesco
Kamine	Marjie	No specific affiliation given
Kanegis	Robert	Future Wave
Kaplan	Gail	Whistling Moon Café
Karp	Diane	Santa Fe Art Institute
Kaseman	David	No specific affiliation given
Kast	Ken	No specific affiliation given
Kaye	Tom	Pinon Grill At The Hilton Hotel
Keats	Martha	No specific affiliation given
Keeler	Edy	Design Week
Keller	Sandy	No specific affiliation given
Kelly	James	James Kelly Contemporary
Kelly	Juan	Nuart Gallery
Kennedy	John	Santa Fe New Music
Kennedy	Martha	No specific affiliation given
Kennedy	Rozella	Creative Santa Fe
Kenny	Holly	El Rey Inn
Kerpon	Tom	Anasazi Restaurant
Khaurberger	Sydney	No specific affiliation given
Kiffin	Mark	Compound Restaurant
King	Barbara	No specific affiliation given

King	George	Georgia O'Keeffe Museum
King	Michael	Rancho De Las Golondrinas
Kingsley	Judith	No specific affiliation given
Kipel	Karen	No specific affiliation given
Kirkpatrick	Kent	Theater Grottesco
Kline	Fred	Fred R. Kline Gallery
Kline	Jann	Fred R. Kline Gallery
Koffman	Daniel	No specific affiliation given
Kong	Franky	No specific affiliation given
Kopel	Karen	No specific affiliation given
Kornstein	Bob	Bellas Artes
Kornstein	Charlotte	Bellas Artes
Korschgen	Kevin	Santa Fe Youth Symphony Ass'n
Kramer	Ines	No specific affiliation given
Kriepps	Richard	Green Onion Sports Pub
Kruger	Jim	No specific affiliation given
Kuhlhoff	Pat	Kuhl Ink
Kurtz	Richard	Café Oasis
Ladd	Alexandra	No specific affiliation given
Lakshman	Jai	Southwestern Association For Indian Arts/Indian Market
Lamal	Deborah	Flot
Lamalle	Eric	Ristra
Lammers	Cindy	Sleep Inn
Lampert	Annadru	La Fonda
Lampert	Richard	Zaplin-Lampert Gallery
Landay	Penny	Santa Fe Children's Museum
Landry	Martha	Museum Of Fine Arts
Lang	Jodi	No specific affiliation given
Langan	Kyle	No specific affiliation given
Lanier	Leta	Kid Opera Theater
Larsen	Bruce	No specific affiliation given
Larsen	Gail	No specific affiliation given
Larson	Mary	La Mesa Of Santa Fe
Laur	Paul	No specific affiliation given
Leespring	Cynthia	Magical History Tours
Leodas	Avra	Santa Fe Clay Co.
Lepisto	Kristin	La Posada De Santa Fe
Lescht	David	Outside In
Lettenberger	Kate	Residence Inn
Levine	Frances	Palace Of The Governors
Levy	Sam	NetMan
Lewis	Gayle	Eldorado
Lewis	Kay C.	Lewis Unlimited
Lewis	Steve	Santa Fe Convention & Visitors Bureau
Lewis	Wendy	Photo-Eye Gallery
Leyva	Bert	La Plazuela At La Fonda
Libby	Fred	Plaza Bakery / Haagen Dazs
Lipscomb	Peter	No specific affiliation given
Lockhart	Liam	No specific affiliation given
Loewen	Heidi	Heidi Loewen Porcelain
Lojan	Ben	05 Entrada Celedon Y Nestora
Lomahaftewa-Slock	Tatiana	laia Museum

Longserre	Marie	Santa Fe Business Incubator
Lopez	Chris	No specific affiliation given
Lopez	Owen	Mccune Charitable Foundation
Lopez	Ray	No specific affiliation given
Lopez	Suzanne	No specific affiliation given
Lopez	Todd	No specific affiliation given
Lorenzo	Larry	No specific affiliation given
Lovato	Clarissa	Maverick Advertising
Lovato	Herman	No specific affiliation given
Lovato	Patt	No specific affiliation given
Lucero	Al	No specific affiliation given
Lujan	Ben	State Of New Mexico
Lujan	Mike P.	City Of Santa Fe
Lujan	Vernon G.	Poeh Arts
Lykins	William L.	Chiaroscuro
Lynch	Andy	Pranzo Italian Grill
Lynn	Matthew	Galisteo Inn
M	Jackie	Georgia O'Keeffe Museum
M Snell	Charles M.	No specific affiliation given
Macdonald	Paula Rhae	Kiva Fine Art
Macias	Anthony	Georgia O'keeffe Museum
Madden	Chris	Santa Fe Convention & Visitors Bureau
Madden	Kathy	Museum Of Spanish Colonial Art
Magi	Lisa	Inn & Spa At Loretto
Maguire	Thomas	City Of Santa Fe
Mahan	Jeff	Inn Of The Anasazi
Margetson	Paul	Hotel Santa Fe
Marigold	Barbara	Marigold Arts
Markowitz	Michael	Michael Markowitz & Assoc.
Markoya	Pamela	No specific affiliation given
Marr	Klaudia	Klaudia Marr Gallery
Martin	Robert	The Lensic
Martin	Susan	No specific affiliation given
Martinez	Albert	Sweeney Convention Center
Martinez	Betty	Museum Of Indian Arts & Culture / Laboratory Of Anthropology
Martinez	Dee	No specific affiliation given
Martinez	Felipe	Felipe's Tacos
Martinez	R.	No specific affiliation given
Martinez	Richard C.	State Of New Mexico
Martinez-Purson	Rita	No specific affiliation given
Marvel	Ken	No specific affiliation given
Maryol	Ann	Tia Sophia's
Maryol	Jim	Tia Sophia's
Maryol	Toni	Diego's Café & Bar
Mashibini	Deborah	VSA
Massey	Dorothy	Collected Works Bookstore
Matassa	Michael	Handsel Gallery
Matter	Alfred	Bishop's Lodge
Matthew	Susan	No specific affiliation given
May	Laura	Museum Of International Folk Art
Mayfield	Barbara	No specific affiliation given
Mazeaud	Dominique	No specific affiliation given

Mazuera Davis	Christie	The Lannan Foundation
Mcbride	Dan	No specific affiliation given
Mccarthy	Carrie	No specific affiliation given
Mccarthy	Jack	No specific affiliation given
Mccarthy	Joanne	No specific affiliation given
Mccloud	Kathleen	Artist
Mccray	Marilyn	Fuego & Staab House Lounge At La Posada
Mcgarry	Susan	No specific affiliation given
Mcgary	Jerre	Expressions In Fine Art
Mcghee	Jennifer	Plaza Real
Mcgregor	Diane	No specific affiliation given
Mckinnie	Robert W.	No specific affiliation given
Mclarry	Chris	Mclarry Fine Art
Mclaughlin	Jim	Santa Fe Community College
Melfi	Karen	Karen Melfi Collection
Merrin	Seymour	No specific affiliation given
Messer	Pamela	No specific affiliation given
Milanesi	Linda	No specific affiliation given
Millard	Betsy	Hands On Community Art
Miller	Carolyn	No specific affiliation given
Miller	Mark	La Posada De Santa Fe
Miller	Sean	No specific affiliation given
Miller	Shana	La Quinta Inn
Milner	Edwina	New Mexico Women In The Arts
Monahan	Henry	Morning Star Gallery
Monroe	Michelle	Monroe Gallery Of Photography
Monroe	Sid	Monroe Gallery Of Photography
Montano	Dorothy	Museum Of New Mexico
Montoya	Anna V.	Allan Houser
Montoya	Denise	Park Inn & Suites
Montoya-Rael	Lillian	Community Relations Office
Moore	Fenton	Galerie Zuger
Moore	Rick	Rick Moore Fine Art Gallery
Moore	Zoe	No specific affiliation given
Morean	Bobby	Santacafe
Morgan	Caroline	No specific affiliation given
Morgan	Melanie	No specific affiliation given
Morgan	Ord	No specific affiliation given
Morgan	Rebecca	Southwest Children's Theatre Productions
Morris	Ashleigh	The Santa Fean
Morris	Dawn	Santa Fe Excursions
Morris	Donald	No specific affiliation given
Morris	Kathrin	No specific affiliation given
Morris	Page	Sleep Inn
Morris	Tom	The Santa Fe Opera
Morrison	Shari	No specific affiliation given
Morse	Harvey	College Of Santa Fe
Moskow	Louis	315
Mosser	Michelle	Design Week
Moxley	Tom	Thomas Moxley Gallery
Mui	Carol	Historic Walks Of Santa Fe
Mullen	William	Santa Fe Concert Association
Mulvaney	Anne	Georgia O'keeffe Museum

Munn	Alia	No specific affiliation given
Murray	Marianne	No specific affiliation given
Mykris	Mike	No specific affiliation given
Naranjo	Letty	No specific affiliation given
Nava	David	No specific affiliation given
Nava	Yolanda	No specific affiliation given
Nelson	Chara	No specific affiliation given
Nelson	Jerry	The Santa Fe Opera
Nelson	Sarah	Courtyard By Marriott
Niekung	Mark	Santa Fe Chamber Music
Norton	Margaret	Santa Fe Desert Chorale
Nostwich	Mark	No specific affiliation given
Nott	Robert	Santa Fe New Mexican
Obenzinger	Mark	No specific affiliation given
Ochoa	Marina	Archdiocese Museum Of Santa Fe
O'connor	Joette	Photogenesis
O'Connor	Thomas	Santa Fe Pro Musica
O'dell	Rick	The Awakening Museum
O'dowd	Maureen	Hilton Of Santa Fe
Ogan	Larry	Santa Fe Council For The Arts
Okun	Barbara	No specific affiliation given
Olander	Gayle	No specific affiliation given
Olea	Fernando	El Encanto
Olson	David	Theaterwork Studio
Olson	Paula	Theaterwork
Oppenheimer	Catherine	National Dance Institute
Orchard	Laura	No specific affiliation given
O'reilly	Michael	O'keeffe Café
Ortega	Dana N.	Courtyard By Marriott
Ortego	Sheila	No specific affiliation given
Ortiz	Carla	Palace Of The Governors & Nm History Museum
Ortiz	Matthew	City Of Santa Fe
Ortiz-Junes	Elena	Access Santa Fe
O'Shagheurs	Michael	Red Crane Publishing
O'Shaughnessy	Marianne	No specific affiliation given
Owens	Catherine L.	Santa Fe Playhouse
Oyenque-Salazar	Rena	No specific affiliation given
Pacheco	Ana	No specific affiliation given
Pacheco	Deanna	Columbine Gallery
Padilla	Alexis	No specific affiliation given
Paloheimo	George	Rancho De Las Golondrinas
Paolillo	Dr. Lana	Santa Fe Public Schools
Parker	Dave	Las Fuentes At The Bishop's Lodge
Parker	Jenny	Andreeva
Parkhill	Jim	Americafe!
Patel	Jay	Travelodge
Patel	Nick	Quality Inn
Patinka	Doug	Museum Of Indian Arts & Culture / Laboratory Of Anthropology
Patrick	Nancy	No specific affiliation given
Patterson	Jim	No specific affiliation given
Pfeffer	David	City Of Santa Fe
Phillips	Nancy	No specific affiliation given

Pippin	Aleta	No specific affiliation given
Pokrasso	Ron	No specific affiliation given
Ponca	Felicia	Site Santa Fe
Poole	Angela	Canyon Road Fine Art
Poole	Brent	Canyon Road Fine Art
Porter	Sue	Creative Hands Studio
Poster	Bruce	No specific affiliation given
Potts	Janey	No specific affiliation given
Potts	Pearl	Children's Dance Co
Pratt	Sabrina	City Of Santa Fe Arts Commission
Prezant	Oliver	Santa Fe Community Orchestra
Propp	Wren	No specific affiliation given
Provost	David	Santa Fe Pro Musica
Putnam	Catherine	Site Santa Fe
Pytal Zak	Jan	Al Amor Flamenco Dance School And Santa Fe Music Conservatory
Quina	Ken	Santa Fe Accomodations
Quinn	Guisepppe	No specific affiliation given
Quinn	Louise	The Lensic
Quintana	Desiree	La Fonda
Quintana	Jacqueline	No specific affiliation given
Ransome	Annie	Inn Of The Governors
Rasmussen	Steven	Messengers Of Healing Winds
Raught	Pauline	Luxury Inn
Rector	Crela	No specific affiliation given
Reddick	Danielle	Redquyn
Redding	Bud	Museum Of Spanish Colonial Art
Redsteer	Vangie	Iaia Museum
Reid	Ulysses	No specific affiliation given
Reidel	Lissa	No specific affiliation given
Reider	Rob	Concerned Productions
Renbarger	Scott	Inn On The Alameda
Richardson	Bill	State Of New Mexico
Richlee-Sachs	Teresa	No specific affiliation given
Richter	Roland	Pizza Etc.
Riek	Jennifer	La Posada De Santa Fe
Riggs	Hillary	No specific affiliation given
Riley	Barbara	Pen New Mexico
Riley	Cita	Santa Fe Youth Symphony
Riley	Edna	No specific affiliation given
Ripps	Robert	No specific affiliation given
Rittmeyer	Pamela	Price-Dewey Galleries Ltd.
Roach	Adelma	No specific affiliation given
Roberts	Ann	No specific affiliation given
Roberts	George	No specific affiliation given
Roberts	Gwen	Budget Inn
Roberts	Joan	No specific affiliation given
Roberts	Mimi	No specific affiliation given
Robertson-Lopez	Carol	City Of Santa Fe
Robins	Joyce	Joyce Robins Gallery
Rocen	Christopher	No specific affiliation given
Rockelein	Ron	Hilton Of Santa Fe
Rodriquez	Nancy	State Of New Mexico

Roefs	Arian	No specific affiliation given
Rogers	Karen	Wyeth Hurd Gallery
Rogers	Peter	Wyeth Hurd Gallery
Rolnick	Diane	No specific affiliation given
Romero	David	La Choza
Romero	Thomas	El Museo Cultural
Rommel	Adrienne	Rommel Gallery Of Fine Art
Rommel	Lee	Rommel Gallery Of Fine Art
Rose	Allison Hannah	No specific affiliation given
Rosen	Stan	No specific affiliation given
Ross	Andy	Bishop's Lodge
Ross	Devon	No specific affiliation given
Ross	Ed	Schlotsky's
Ross	Terri	No specific affiliation given
Ross	Tom	Hahn Ross Gallery
Roybal	Georgia	Semos Unlimited
Roybal	Prescilla	No specific affiliation given
Ruhlen	Karan	Karan Ruhlen Gallery
Ryan	Marcia	Walkabout Tours
Ryan	Timothy	On-Site Santa Fe
Sabato	Wayne	Santa Fe Performing Arts
Saint	Lorin	New Mexico Arts Division
Sale	Annie	Tricultural Study Tours Inc
Sale	Ian	No specific affiliation given
Salisbury	Jean	Lamplighter
Samler	Nadine	No specific affiliation given
Samuels	Carol	De Vargas Partnership
Sanchez	Joseph	IAIA Museum
Sanchez	Kathy	No specific affiliation given
Sanchez	Theresa	No specific affiliation given
Sanderson	Lisa	No specific affiliation given
Sandoval	Judi	No specific affiliation given
Sassone	Norman	Loretto Line
Schaefer	John	Peyton Wright Gallery
Schechter	Lorraine	No specific affiliation given
Scheflen	Ann	Museum Of New Mexico Foundation
Scheinbaum	David	Scheinbaum & Russek Ltd.
Schiffbaueer	Glenn	No specific affiliation given
Schlesinger	Jennifer	No specific affiliation given
Schneller	Martin	Holiday Inn
Schuler	Gail	New Mexico Center For The Book
Schwartz	Steven	Witter Bynner Foundation For Poetry
Scoggins	Ken	No specific affiliation given
Scoggins	Lleta	Santa Fe Railyard Community Corp.
Seager	Carl	The Santa Fe Bluegrass And Old-Time Music
Festival		
Segell	Kerri	Aspen Santa Fe Ballet
Segura	Eric	Il Vicino
Seth	Laurel	Museum Of International Folk Art Fdn.
Shaening	Mary Ann	Shaening and Associates
Shapiro	Harry	Harry's Roadhouse
Sharif	Mohamed	Al-Shariff
Sharon	Andrea	No specific affiliation given

Sharrod	Sandra	No specific affiliation given
Shaw	Winston	No specific affiliation given
Shirley	Mike	Bagelmania
Shropshire	Robert	No specific affiliation given
Siegal	Leah	No specific affiliation given
Silva	Charlotte	Del Charro At Inn Of The Governors
Simon	Steve	No specific affiliation given
Simpson	Rosalind	No specific affiliation given
Sinclair	Peter	No specific affiliation given
Sinnoti	Mary	No specific affiliation given
Skoglund	Cliff	Swig
Sky	Carol	No specific affiliation given
Sliva	Charlotte	Inn Of The Governors
Smith	Andrew	Andrew Smith Gallery
Smith	Bob	No specific affiliation given
Smith	Hastings	Sangre De Cristo Chorale
Smith	James	No specific affiliation given
Sollitt	Shamya	No specific affiliation given
Sorensen	Martha	No specific affiliation given
Sovitsky	Steven	Santa Fe Chamber Music Festival
Spencer	Shirley	Santa Fe Convention & Visitors Bureau
Sperling	Anne	No specific affiliation given
St. Clair	Suzy	No specific affiliation given
St. Clair	Gemtria	National Dance Institute Of New Mexico
Stein	Joel	Historic Tours Of Santa Fe
Stephenson	Steve	No specific affiliation given
Stern	Aaron	Academy For The Love Of Learning
Stern	Janine	Tadu Contemporary Art
Stevens	Alexandra	Alexandra Stevens Gallery Of Fine Art
Stevens-Briceño	Melissa	No specific affiliation given
Steward Heon	Laura	Site Santa Fe
Stewart	Drew	No specific affiliation given
Stewart	Louise	Grant Corner Inn
Stewart	Ronn	Moving People Dance Theater
Stone	David	Hotel Saint Francis
Strait	Dennis	Sunterra
Strickfaden	Georgia	Buffalo Tours/Tour Of Atomic City
Strickholm	Karen	The Strickholm Co.
Strobel	Heike	No specific affiliation given
Strong	Craig	Santa Fe Stages
Strong	Craig	Santa Fe Stages
Sturges	Molly	No specific affiliation given
Sturtevant	Sue	Department Of Cultural Affairs
Sullivan	Elaine	No specific affiliation given
Sullivan	Sheila	No specific affiliation given
Summa	Amy	No specific affiliation given
Svetnicka	Doug	Department Of Cultural Affairs
Swedin	Kris	No specific affiliation given
Sweet	Kimberly	No specific affiliation given
Sylvan	Joe	Altermann Galleries
Takahashi	Cindy	Masa Sushi
Tama	Gioia	Al Momento Flamenco Dance School & Co.
Tarasova	Julia	Self-Realization Center

Taulbee	Lynn	No specific affiliation given
Taylor	Gary	No specific affiliation given
Taylor	Lily	No specific affiliation given
Taylor	Tanya	The Life Monologue Project
Thompson	Shelley	Museum Of New Mexico
Throckmorton-Mcdowell,	Sharla	The Chuck Jones Studio Gallery Santa Fe
Tiberi	Annabel	Bishop's Lodge
Tiernam	Christopher	Challenge New Mexico Arts And Crafts Fair
Tindall	Michael	No specific affiliation given
Tisckler	Lenny	No specific affiliation given
Tomko	Michael	No specific affiliation given
Tornquist	Brian	Radisson Santa Fe
Torpey	Eileen	No specific affiliation given
Torres	Ernesto	No specific affiliation given
Torres	Patrick	Blue Corn Café
Traube	Alex	New Mexico Culturesnet
Trujillo	Jim R.	State Of New Mexico
Turner	Cathy	New Mexico Dance Coalition
Udall	Tom	US Congress
Ulibarri	Priscilla	Pc's Restaurant & Lounge
Van Luchene	Andrew	No specific affiliation given
Van Luchene	Heather	No specific affiliation given
Van Stifferen	Lisa	No specific affiliation given
Van Stygere	Lisa	No specific affiliation given
Vansickle	Lisa	Santa Fe Community Orchestra
Varela	Luciano Lucky	State Of New Mexico
Veilleux	Charles	No specific affiliation given
Vercammen	Lindsay	No specific affiliation given
Verruni	Rich	Eldorado
Victor	Margaret	La Posada De Santa Fe
Vigil Gray	Darren	No specific affiliation given
Villani	J	Iaia Museum
Vimont	Tom	Steaksmith At El Gancho
Vlaming	Dave	Loretto Line
Vogel	Donna	Cornerstones Community Partnerships
Vollmer	Erich	Santa Fe Desert Chorale
Vonradesk	Patrick	Radisson Santa Fe
Wacks	Jonothan	No specific affiliation given
Wade	Judy	Joe Wade Fine Arts
Wade	Sandy	No specific affiliation given
Walker	Christie	No specific affiliation given
Walker	Hollis	Parks Gallery/Santa Fe
Walzer	Barbara	No specific affiliation given
Warrior	Della	IAIA
Weil	Bob	Bumble Bee's Baja Grill
Weisman	Ann	Theater Grottesco
Wells	Chris	No specific affiliation given
Wells	Tanya	No specific affiliation given
Werner	Derek	No specific affiliation given
Werner	Joslyn	No specific affiliation given
Whitman	Steve	City Of Santa Fe
Wightman	Reeve	Il Piatto
Wilson	Dianne	No specific affiliation given

Wilson Beffort	Sue	State Of New Mexico
Windle	Christi	Hilton Of Santa Fe
Wirth	Peter	State Of New Mexico
Wise	Sherry	Blue Sky Café
Witt	Thea	No specific affiliation given
Wiviott	Don	No specific affiliation given
Wolff	Gary	No specific affiliation given
Wong	Tim	Touching Stone
Wrinkle	Anne Blair	Site Santa Fe
Wroth	Roy	No specific affiliation given
Wurzburger	Rebecca	City Of Santa Fe
Yarbrough	Jake	Maverick Advertising
Yares	Riva	Riva Yares Gallery
Yewell	Susan	No specific affiliation given
Zacher	Catherine	Santa Fe Economic Development Inc.
Zadeyan	Georges	French Pastry Shop
Zamora	Andres	Mcdonald's
Zeckel	Meg	No specific affiliation given
Zeng	Richard	Chow's Contemporary Chinese Food
Zenia & Gaylon	Zenia	No specific affiliation given
Zimmerberg-Helms	Jonah	No specific affiliation given
Zunno	Pamela	Holiday Inn