



# cultureconnects SANTA FE

A Cultural Cartography  
*Executive Summary*



# Charting the Promise of Santa Fe



Photo courtesy of **Paul Horpedahl** (Cross of the Martyrs at sunset)

Located at the intersection of the 35<sup>th</sup> parallel north and the 105<sup>th</sup> meridian west, at 7,199 feet above sea level, the City of Santa Fe covers an area of 52.502 square miles. More than 70,000 people live here. It is a place set in the context of indigenous homelands. Beneath the modern city lay the remains of a village including gardens, middens, and wall footings delineating houses dating from between A.D. 600 and 1425. Contemporary Native American Tewa communities still recognize the site as Po'oge (White Shell Water Place).<sup>1</sup>

When Spain would officially occupy what were former indigenous homelands, beginning about 1607, this particular land would eventually come to be resettled and named La Villa Real de la Santa Fé. Since the 17<sup>th</sup> century, the city has reflected the significance of Hispanics in a rich variation of lineage (Indigenous, African, European). This hybridity, though unique in longevity of place, makes it a part, still, of the Mexican-American diaspora.

Over time, people from every state, continent and many ethnic and cultural backgrounds have settled in Santa Fe, a complexity that at times has contributed both synergy and tension. It is a dynamic rather than static social environment, made rich by people whose values, experiences, histories, traditions, languages, philosophies and creativity make Santa Fe unique among world cities.

Set in this context, the research and public engagement of the initiative, *Culture Connects Santa Fe*, revealed a city of contradictions — what one leading official called, a *Tale of Two Cities*. The point and counterpoint of these contradictions is that on the one hand, Santa Fe is an international destination set in a breathtaking landscape steeped in culture, and is home to some of the nation's most revered pioneering arts-based institutions. Paradox, however, boldly presents itself in the community: even with Santa Fe's significant concentration of

writers and editors, it bears a high rate of illiteracy; with scores of gifted architects, it faces a crisis in the lack of affordable housing; and its high number of PhDs is mirrored by one of the nation's worst high school graduation rates, 64%, lower than the national norm of 85%.<sup>2</sup> There is great and conspicuous wealth, yet the poverty rate is a shocking 16.7% (compared to the national rate of 14.5%).<sup>3</sup> People have written eloquently about the power of place here, its climate, light and beauty, and yet the community-eroding effect of displacement and gentrification is apparent in every quarter of the city. These disparities are evident in the places where people live and work. Santa Fe regularly ranks among the nation's most desirable places to live — both in work and in retirement — though data also indicate that the number of families with children and people under age 30 has decreased, particularly in the affluent historic and cultural districts.

Santa Feans live in a place where joy and pain co-exist, and yet, here beauty and creativity hold transformative power for the entire community. Given this crossroad — a city of contradictions where cultural identity holds the power of transformation to turn it around — the question is how to proceed, tapping the experiences of everyone, and serving the interests of all.

Instead of presenting a rigid plan that ends up unread gathering dust on a shelf, the goal of the initiative was to identify and build an innovative navigation tool that might be useful in continually gauging Santa Fe's "cultural pulse" for this and future generations. What resulted was this document, *A Cultural Cartography*. To create this relevant, flexible and dynamic model, the work uses the language and symbolism of a map that charts the collective imagination of Santa Fe's residents. Maps have proved their value over centuries as essential in helping to define, describe and navigate the world. *Culture Connects Santa Fe* began with the simple premise

that every person has a story worth telling and remembering, and that individually, each embodies something valuable for the whole — imagination, knowledge, creativity, and will. Recognizing this, one major goal was to engage the community in a conversation about what culture means, its intrinsic value, and to gauge our challenges and opportunities, all gleaned from a comprehensive information gathering and immersive research process. This democratic and equitable undertaking allowed an understanding of where we stand today and how this time is different from any other moment, drawing on the consensus that culture can fulfill Santa Fe's promise of cultural vitality to all who call it home and in more meaningful ways, for those that visit.

There have been pivotal instances in our past when the city government has positively addressed social inequality with intercultural dialogue and community building. *Culture Connects Santa Fe* reaffirms the usefulness of these avenues of conversation. Over the past several decades, there have also been many efforts undertaken by local cultural institutions to reframe issues within the community, including centering on collaboration and rethinking funding mechanisms and their impact. The contradictions and disparities noted above are clear, so is the fact that enormous possibilities exist, holding great promise. With new policies, most recently addressing social issues, the City leadership demonstrates a renewed commitment to addressing inequities; so too have various cultural organizations. The energy emanating from cultural organizations reflects a stronger focus and growing sense that "the whole is greater than the sum of its parts." Recognizing their growing influence and value, cultural workers living and working in Santa Fe are able and eager to build a new paradigm.

In a city, culture is not simply a single initiative, a set of facilities, a season of events, or a solitary department. Culture

lives in the very fiber of a place, and is sustained when it is integrated comprehensively into the fabric of everyday business — of individuals, of public agencies, and of the private and not-for-profit sectors. More than providing economic heft, culture holds the amazing potential to invigorate the vitality and spirit of a community. It can elevate, but it also grounds community voices and their collective imagination. Culture embodies the shared complex and diverse heritage of a community, including its tangible and intangible virtues. It is the built environment as much as it is the natural one, where roads, rivers and parks all exist as connective tissue for a community. It is the quiet and restless imagination that becomes expression, from which emanate writing, song, performance, painting, sculpture, cuisine, dance, design and story. When recognized, coalesced and leveraged, culture is transformative. It ignites creativity, consciousness and capacity.

*Cultural Connects Santa Fe* was developed recognizing that indeed culture holds the potential to connect Santa Fe. From the Latin, *cultura*, culture is not static, it is vigorous in its very definition — an active process — tilling, cultivating, guarding and honoring. The word 'connects' — also from the Latin, *conectere*, to join together and establish a relationship — reflects the dynamic of bringing together something, someone, some place with another. This is the possibility that culture holds before us.

Above all, *A Cultural Cartography* reflects the City and its residents taking responsibility for the thinking that has been passed down. Difficult questions were asked, including about our own assumptions. Challenges were recognized from as many perspectives as possible. And opportunities were seen and celebrated. From this collective imagination, we recognize the promise of culture and its value toward transformative possibility, forever and for everyone.

<sup>1</sup> *White Shell Water Place: An Anthology of Native American Reflections on the 400th Anniversary of the Founding of Santa Fe*. 2010 Edited by F. Richard Sanchez; with Stephen Wall and Ann Filemyr.

<sup>2</sup> Statistics provided by City of Santa Fe Youth and Family Services Division.

<sup>3</sup> See U.S. Census, Income and Poverty in the United States: 2014.



# A Statement of Values

**A** *Cultural Cartography* for Santa Fe is guided by the community's beliefs, aspirations and collective imagination as expressed through extensive public dialogue and research. It also embodies today's critical thinking and best practices developed by the cultural sector. As we pursue our collective objective of a healthy, vibrant and resilient city, these values will guide Santa Fe's equitable, participatory, stable, growing, and sustainable cultural vision toward realization.

## Santa Fe values . . .

**. . . the breadth and depth of its culture.** Culture includes traditions, histories, values, creativity, places, languages and relationships, as well as the arts. It reflects the tangible: the built and natural environment, as well as the objects we hold and the institutions and organizations we design, shape and sustain. It also embodies our humanity and thus, the intangible: our experiences, stories, memories, and our collective consciousness.

**. . . the essential role of culture in advancing equity.** Access to and participation in cultural opportunities is a human right in a cultural democracy. Civic inequities — whether visible, invisible, longstanding or emerging — are leveled by identifying, illuminating and investing in culture throughout the entire community, particularly for historically excluded populations, the elderly and youth.

**. . . the potential of culture to connect people, places and ideas.** Culture fosters connections, both expected and unexpected, creating more opportunities for residents and visitors to collaborate, communicate and realize meaningful relationships. A powerful medium, culture also fortifies neighborhoods, instills civic pride and shapes collective identity through the sharing of experiences, story, memory, and creativity.

## **. . . the transformational role of culture in education.**

Beginning at the earliest age, a lifelong education infused with culture cultivates self-knowledge, skill, imagination, and empathy, resulting in a strengthened civil society. Advancing a more robust and consistent cultural curriculum that proactively integrates the arts and humanities into and through intersections with science, mathematics and technology is essential to a holistic education.

## **. . . culture as fundamental to the wellbeing of individuals and the collective.**

Nourishing the imagination and spirit, culture elevates the emotional, physical, and mental health of individuals. The wellbeing of a community also is enhanced and fortified by illuminating and inspiring creativity and raising consciousness.

## **. . . the impact of culture as an economic catalyst.**

Supporting and nurturing creative workers' imagination, skill, and work is crucial for a robust economy. Providing creative industry platforms for sustainable livelihoods generates economic opportunities and positive benefits for residents and visitors alike. A vital economy also positions, strengthens, and elevates the unique identity and brand of a community locally and globally.

## **. . . stewardship and conservation of culture.**

Culture is an ecosystem. Language, memory and story are like infrastructure, buildings and open space, and should be sustained and conserved to ensure continued evolution and growth. Both tangible and intangible cultural assets require care and management, underpinned with thoughtful and constant planning and assessment.



# By the Numbers

## Santa Fe's Cultural Sector

62,806



The number of registered card holders and or borrowers at City libraries.

2,140



The approximate number of historic structures listed as "significant" and "contributing" located within the City's Historic District.

1,665



The number of people that identify themselves as employed as cultural workers in Santa Fe.

125



The number of miles of trails in the City of Santa Fe.

75



The number of pieces of public art installed throughout Santa Fe.

31



The total dollar per capita allocated by the City to cultural funding.

## Culture Connects Santa Fe

1,373



The total number of pages read as part of the Document Review.

43



The total number of documents reviewed and analyzed.

2,722



The total number of volunteer hours committed to the completion of the initiative.

1,821



The total number of people directly engaged through the Initiative.

2,306



The total dollar value of gifts donated by Santa Fe businesses as giveaways during Convenings.

8



The total number of peer cities reviewed for benchmark analysis.

Photo courtesy of Cheye Pagel



# A Roadmap

This *Cultural Cartography* is elevated above, yet is formed by, the contours of what is on the ground. It was shaped by the impressions, knowledge, and vision garnered from immersive *Public Engagement* and comprehensive research.

The *Roadmap* is neither a *work plan* that a staff produces annually, nor a *strategic plan* that is assembled every 3-5 years. While it has been developed in a very particular political, economic, and social climate, including the recognition of the current capacity of City divisions, it represents what is possible now and in the future.

It is bold, and as such, its path should be considered as an arc that includes actionable items possible to be realized immediately and incrementally, as well as aspirational concepts that could take much longer to implement. Though addressing the real challenges felt in the community today is essential, because Santa Fe will continue to evolve, this flexible and dynamic *Roadmap* can also serve as a guide in the months and years to come, all with the objective of ensuring a vibrant and resilient Santa Fe, attendant to the health and wellbeing of its residents and visitors alike.

At the heart of *Culture Connects* are notions about protecting our cultural heritage, traditions, and diversity while understanding that growth also comes from evolving our thinking and doing. Further, because Santa Fe believes in equity, the importance of providing a welcoming environment and experience for everyone, as well as the need to support innovation and retain our youth. Recognizing that the community's greatest assets are people, the initiative is also about new roles for cultural workers to address social and environmental challenges and about cultivating homegrown talent, supporting locally owned arts-related businesses, and avoiding the pitfalls of gentrification, displacement, and a widening income gap. Finally, this work is about ensuring a cultural policy that embraces tourism in a manner that conveys balance in economic and community impacts, not mutually exclusive realities.

## ***Illuminating the Bright Spots***

The *Roadmap* recasts challenges as potential opportunities to *reimagine* and *connect*. Recognizing their growing influence and impact, cultural workers living and working in Santa Fe are ready and anxious to create a new paradigm; the work and vision emanating from cultural organizations reflect a gradually shifting attention to making space and relevant programming, not only for visitors, but all audience members, including diverse residents. There is also already a tremendous amount of excellent work underway by institutions and creatives across the community, from the Santa Fe Opera's "Pueblo Opera" program to Adelante's "Mujeres de Adelante" Women's Cooperative. The cultural sector is most certainly fertile ground and yet, the very definition of culture implies the need for continual cultivation.

## ***A Community-Wide Responsibility***

The City recognizes its significant role as representative of all its residents and visitors, and as such, has the opportunity to serve effectively as the convener and catalyst for many of the Recommendations in the *Roadmap*, particularly when considering the importance of collaboration, business practice, and a commitment to the integration of culture throughout every sector of the community. However, driven from the outset by broad participation, the success of the initiative is dependent upon on the entire community, including individuals, institutions, businesses, and professional associations. As new stakeholders — including creative audiences, business leaders, educators, and civic leaders — step forward, additional opportunities should be considered to continue building momentum and implementing the *Roadmap*.



Organized by the Themes of **People, Places, Practices, and Policies**, the structure devised for the *Roadmap* holds and supports proposed **Strategies, Recommendations, and Ideas**, all distilled from community input, research, and consultation in the field.

**Strategies:** These are strategic statements that chart an objective that can be achieved in any number of ways. (10)

**Recommendations:** These are specific goals that are important to achieve as part of the Strategies. (28)

**Ideas:** These are concepts to potentially accomplish the Recommendations. They are not comprehensive, nor final. Some of these programs are already being done and are suggested to capture and frame the importance or build on the momentum, while others are new. With the exception of one, which is noted, almost none of these suggestions are presented in order of importance or value. (100+)

Photo courtesy of **Brad Trone** (Old Santa Fe Trail)

Shaped from the ideas, knowledge and values garnered from the community engagement and research, the model of a roadmap provides a relevant and dynamic instrument to guide the entire community, elevating our assets and positioning Santa Fe as vibrant and meaningful to all residents and visitors. This Roadmap is organized around themes of people, places, practices, and policies.

### People

We imagine and dream. We create and build. We express ourselves. We are the elders, the children and everyone in between. We are the architects, writers, potters, seamstresses, dancers, actors, audiences, donors, poets and more. Because we reexamined the definition of what culture is, we now know that we all hold it, including everyone who cleans a ditch, makes tortillas, sings in a church choir, or honors our dead, as those before us have. We also all have the responsibility to care for our assets, both tangible and intangible.

By **developing and expanding the capacity of young people to thrive**, we will focus on opportunities for youth to contribute, as well as to consume culture, providing options for them to stay, or if they go, to return to Santa Fe.

As a community, we will strengthen who we are by **maximizing the conditions for all cultural workers to thrive** and address the need for spaces to live and create; for funding; for networks for professional development; for access to markets; and for the ways and means to present to audiences.

### Places

Santa Fe is where mountains, sunsets, a watershed and a river meet and intersect with what people have built — houses, neighborhoods, acequias, theaters, porches, kitchens, museums, parks and schools — tangible places where culture sits and where the intangible holds them together. Because we asked and experienced, we know that the beauty that comes with art is not extended across the City; there are forgotten spaces, even in empty storefronts.

By more purposefully integrating culture, we will **inspire the cultural transformation and revitalization of neighborhoods**, and in doing so, we will broaden participation and instill pride in the places we live.

Our focus is on revitalizing spaces through culture and focusing on the places we work and gather, including the in-between spaces. In this way, we will **catalyze the cultural transformation of the City by elevating open and empty spaces, corridors and commercial-cultural hubs**.

### Practices

Just as is true of a nation, creating a more ‘perfect city’ is a living process and is reflected not only in the traditions that have defined, gathered and sustained us for generations, but also in recognizing the importance of a community that is evolving.

We will **advance equity and inspire connection and community transformation**. By addressing representation of all people and encouraging full participation, as well as investing equitably and expanding access to the arts and humanities, we will begin to create a stronger community.

Focusing on principles of collaboration, coordination, funding and communicating the impact of culture, we will **strengthen the cultural sector’s capacity, sustainability and impact**.

Recognizing our stewardship responsibility, we will **conserve the community’s diverse cultural heritage**.

### Policies

Within a cultural ecosystem, cultural policy — in aggregate, the systems, structures and methods that guide social entities in shaping cultural affairs — can serve as the invisible connective tissue that allows values to align to action.

Thoughtfully integrating culture into the life force and impact of government, we will **optimize the operational structure and strategies of the City of Santa Fe**.

In this effort, focusing on transformational versus transactional, we will **optimize the impact of the City of Santa Fe in the cultural sphere**.

Recognizing the impact of lifelong education on individuals and society, we will work to **strengthen the role of culture in education**.



# People

Develop and expand the capacity of young people to thrive.

## Recommendations

Expand opportunities for young people to participate in cultural activities.

### Ideas

Create or expand existing welcoming spaces for teens (e.g., in libraries and other public spaces).

Recruit young people to participate in cultural organizations through board service or paid advisory committees.

Provide opportunities for teens to create, exhibit, and perform in community settings.

Provide intergenerational and family programs and activities designed to be inclusive of all kinds of families, including LGBTQ families.

Encourage cultural organizations to undertake youth programs related to culinary and agricultural traditions (e.g., gardens, cooking, presenting meals).

Encourage the retention of young people.

### Ideas

Continue to explore and support a vibrant nightlife through programming, spaces, and policies (e.g., alcohol, transportation).

Create opportunities for students from local higher education institutions to remain in Santa Fe.

Further encourage professional job training in high-paying cultural fields, especially in digital media, design, and new technologies.

Provide ample opportunities for youth to have contact with working professionals through mentorships, apprenticeships, internships, volunteering, and networking opportunities.

Encourage cultural organizations to sponsor paid internships and foster a sense of community among the interns throughout the community.

Photo courtesy of **Chris Jonas**  
(Maya Fern and Jobani Estrada, Littlelobe Film Interns from Capital High School's Communities in Schools on a film shoot)

# People

Maximize the conditions for cultural workers to thrive.

## Recommendations

Address the shortage of affordable housing and workspace aligned with principles of innovation and ethical redevelopment.

### Ideas

Further incentivize the real estate industry and nonprofit organizations to develop accessible cultural spaces and residences mindful of neighborhood concerns about gentrification and displacement.

Develop programs that encourage cultural workers to occupy, rehab, and/or own vacant buildings and foreclosed homes (model: Kentucky Artist Relocation Program).

Encourage the use of a diverse mix of venues for creative workers to show, sell, or perform (e.g., barbershops, open spaces, empty storefronts).

Connect creators to private organizations and nonprofits that have free or low-cost studio or rehearsal space.

Work with local real estate developers and architects to explore innovative design solutions to address the affordable housing needs of the cultural sector (e.g., microhousing, pre-fab).

Continue to support the efforts to provide spaces for entrepreneurs to create, prototype, and market-test new products and ideas, (e.g., Make Santa Fe).

Expand access to markets and ways to present work to audiences.

### Ideas

Explore community-based alternatives in addition to the current systems (e.g., galleries) to enable new connections between collectors and cultural workers (e.g. Springboard for the Arts).

Encourage greater enforcement of the Indian Arts and Crafts Act and continue to pursue local-level policies that complement these laws to protect Native American artists from the misrepresentation of fakes as authentic.

Create an e-commerce marketplace for Santa Fe artists and artisans.

Explore possibilities for Santa Fe profiles or hubs on e-commerce sites and social media platforms (i.e., Etsy and Pinterest).

Support collaborative arts marketing efforts (e.g., the Theatre Santa Fe website, created by a group of local artistic directors and actors as part of Santa Fe's Collaborative Arts Marketing Program).

Support Tickets Santa Fe, the nonprofit community box office offering online sales and ticketing services to local nonprofit organizations.

Expand access to capital.

### Ideas

Expand microfinance or revolving loan opportunities to offer small, no-interest loans for creative workers who would not be eligible for conventional financing to start or expand a cultural enterprise.

Identify support entities for cultural workers (e.g., Creative Capital, a national nonprofit organization that supports professional development and financial support).

Establish BIG (Basic Income Grants) for local creative workers that covers basic needs (e.g., food, shelter, medical care) without any means test or conditions (see the Basic Income Earth Network for examples).

Explore the potential for crowdsourcing, (e.g., by promoting local funding of Santa Fe-based Kickstarter projects).

Expand access to professional networks.

### Ideas

Support organizations that promote creative networking opportunities (e.g., MIX and Creative Mornings).

Foster teamwork, recognizing that constellations of people make projects and ecosystems stronger.

Increase cultural volunteerism by developing MATCH (Matrix Aligning The Cultural Horizon). A similar exchange for the state of New Mexico can be found at Center for Non-profit Excellence New Technologies.

Photo courtesy of **City of Santa Fe Arts Commission**



# Places

Inspire the cultural transformation and revitalization of neighborhoods.

## Recommendations

Elevate the unique cultural identity and assets of neighborhoods.

### Ideas

Identify and support organizations that have begun to conduct neighborhood oral history projects.

Establish places for cultural activities in every neighborhood, utilizing existing civic architecture (e.g., libraries, recreation centers, schools, parks, and community centers).

Create a multilingual mobile app to showcase the cultural identities of neighborhoods and to promote visitation to cultural sites, markets, and public spaces throughout the city.

Support collaborative projects between creatives and neighborhoods that represent place and define neighborhood identity.

Build cultural capacity in neighborhoods.

### Ideas

Create artists-in-residence in every neighborhood.

Improve walkability, bus access, bike trails, and green space to ensure equity for all neighborhoods.

Consider adopting the emerging concept of spatial equity and the principles of ethical redevelopment to guide development practices.

Host neighborhood block parties and cross-town park festivals that share and celebrate Santa Fe's many cultures.

Photo courtesy of Ash Haywood

# Places

Catalyze the transformation of the city by elevating open and empty spaces, corridors and commercial cultural hubs.

## Recommendations

Elevate commercial-cultural hubs throughout the city, aligned to the principles of innovation and ethical redevelopment.

### Ideas

Consider the feasibility of specifically designated commercial-cultural hubs in old and new neighborhoods across the entire city connected by a network of cultural corridors. (e.g., Canyon Rd., Baca St., Siler Rd., Triangle District, Downtown, and Railyard).

Leverage the arrival of New Mexico School for the Arts in the Railyard District in its continual evolution as a cultural location that already includes several nonprofit arts organizations, the Farmers' Market, art galleries, and movie theaters.

Recognize the important role of art galleries and arts-related businesses in the vibrancy of commercial-cultural hubs, and work with gallery and merchant associations to promote them as part of a healthy mix of forprofit and nonprofit cultural activities.

Activate non-traditional and purpose-built spaces across the entire city with diverse forms of creative expression.

### Ideas

Support juxtaposition of the arts in unexpected places (i.e., laundromats, barber/beauty shops, malls, and parking lots).

Identify a school that can operate as a community, cultural and performing arts center for the Airport Road Corridor.

Support and integrate mobile vendors (including food trucks and mobile art galleries) throughout the city, especially in pedestrian-friendly areas.

Enliven streetscapes by encouraging food venues to expand outdoors with cafe seating.

Support street closures for street fairs, music, parades, marathons, bike-a-thons, and other gatherings.

Plant gardens in open spaces to promote traditional agricultural practices, provide food, and offer places of beauty and learning.

Identify and leverage open spaces, empty buildings, and storefronts, for use by the cultural sector.

### Ideas

Assess zoning, building codes, and licensing to allow and encourage cultural uses in vacant and underused commercial and industrial spaces.

Develop guidelines for converting underutilized spaces into cultural spaces.

Incentivize property owners to donate the use of unused space (building or land) for cultural activities by donating 50% of the monthly rent.

Support "pop-up" exhibits and cultural events in vacant storefronts and public spaces.

Provide more public playgrounds so that families feel welcome.

Work with businesses to incorporate cultural engagement into their spaces.

Identify, activate, and further improve the city's arterials and corridors.

### Ideas

Continue to assess the city's infrastructure, including lighting, wayfinding, sidewalks, bike lanes, public transportation, and green space to plan and implement improvements to connectivity.

Install banners, public art, and multilingual signage to designate cultural corridors, enhance their visual appeal, and highlight the city's history and culture.

Ensure public restrooms, benches, lighting, and other amenities are available along cultural corridors.

Leverage the existence of Santa Fe's waterways (watershed, river, acequias) to celebrate tradition and to connect communities.

Photo courtesy of Estevan Rael-Galvez





# Practices

Advance equity and inspire connection and community transformation.

## Recommendations

Articulate a shared sense of purpose, values, and community wellbeing as the basis to address tensions that arise from historic trauma and ongoing inequities.	Remove obstacles to meaningful and relevant cultural experiences for all.	Expand access to meaningful and relevant cultural experiences for all.
<b>Ideas</b>	<b>Ideas</b>	<b>Ideas</b>
Encourage opportunities for cross-cultural dialogue, (e.g., at hosted meals, film screenings, and literary events).	Assess and analyze affordability as a barrier to participation in cultural activities.	Ensure that cultural venues and settings are welcoming to all (e.g., ADA compliance, seating for visitors to rest and socialize, bilingual and braille text, and training for frontline staff and volunteers).
Encourage wide participation and artistic expression in multiple mediums (e.g., dance, visual arts, discussion, performance, music).	Assess and analyze communication and marketing strategies for barriers to access and participation, including ensuring the respectful use of multiethnic images in branding and promotion.	Empower all residents to improve their creative skills and participate in the arts (i.e., through programs for learning and skill exchange such as those offered at public libraries, senior centers, and other community spaces).
Use storytelling and individual testimony to increase cross-cultural and intergenerational dialogue.	Assess and analyze open hours as a barrier to participation. Ensure that local residents are informed about evening hours (e.g., Free Friday Evenings).	Develop events such as festivals, meet-ups, and block parties, where people can interact and explore subjects of common interest together (e.g., math, hiking, walking, cooking).
Develop pop-up Story Stands where people can record stories for the City of Santa Fe website.	Encourage policies that promote cultural equity and respect for all cultural forms in the community; support projects that are multicultural, multilingual, and inter-cultural.	Complete production of already submitted <i>What We Hold: Objects, Story and Memory</i> , and continue the program, ensuring all of the recordings are archived and made public on various websites and through other methods.
Use mapping and family trees, supplemented by interdisciplinary research, to create visual representations of Santa Fe's complex history and culture.	Ensure that local people are informed about free admission times, discounts for students and seniors, and the Department of Cultural Affairs Family Pass that provides free admission for up to 6 people to 15 state museums and historic sites available for checkout at all branches of the Santa Fe Public Library.	Organize cultural exchange tours to build awareness of shared histories and culture, both inside and outside of Santa Fe.
Encourage all stakeholders involved in producing the annual Fiesta to create an inclusive experience that addresses existing social tensions, while engendering pride.		

Photo courtesy of Palace of the Governors Photo Archives (Portion of Gustave Baumann 1926 "Pasatiempo Parade in Santa Fe")



# Practices

Strengthen the cultural sector's capacity, sustainability, and impact.

## Recommendations

Measure and communicate the benefit and impact of culture.	Encourage coordinated and strategic financial investment from a mix of government, foundations, and individual donors.	Incentivize strategic collaboration and partnerships.	Foster stability, sustainability and resiliency to meet challenges and seize opportunities.
<b>Ideas</b>	<b>Ideas</b>	<b>Ideas</b>	<b>Ideas</b>
Transition from a focus solely on the economic impacts of the cultural sector to one that uses new metrics that seek to measure impacts on the health and wellbeing of the community.	Develop a matrix of funding received the past five years from local, state, federal, foundations and other sources for baseline data to forecast and strategize around future financial challenges and opportunities.	Sponsor a "Committed to Cultural Collaboration" symposium and other convenings.	Build a strong cultural workforce through technical assistance and training opportunities.
Augment national research with local efforts to understand the impact of access to cultural participation on learning and academic achievement, and share with sector.	Given the ongoing challenges of capacity building, particularly for small and medium-sized organizations in Santa Fe, encourage funders to rethink the critical difference that general operating support can make for nonprofits versus project-driven funding.	Encourage a local foundation to model the program at the Lodestar Foundation that presents an annual "collaboration prize."	Encourage mentorship relationships and networking that create synergies and creativity across organizations that vary in size and discipline.
Develop a neighborhood cultural health scorecard (e.g., investment, assets, access).	Assess and analyze the impact of the large number of current capital campaigns on the capacities for all cultural organizations in the community to raise operating funds.	Aggregate, analyze, and share data on attendance and participation in cultural activities to inform policy and decision making.	Increase ethnic diversity on boards, staffs, and volunteers by gathering baseline data (based on the NYC model).
Develop "Culture Matters", a communications plan that uses testimonials from residents and visitors to highlight success stories.	Pursue new revenue streams to support transformational collaborative programs.	Develop residency opportunities for cultural workers in fields like medicine, social service, science, transportation, and vice versa.	Recognize the need for improved access to high-speed Internet connectivity for creative industry growth.
Explore developing marketing and communications strategies that position Santa Fe at the intersection of artistic creativity, scientific discovery, and technology.		Provide opportunities for cultural organizations to partner with social service agencies.	
Use social media platforms to promote the sharing of photographs of cultural assets in Santa Fe.			

Photo courtesy of Paulo Tavares (Somos Uno Performance)





# Practices

Conserve the community's cultural heritage.

## Recommendations

Expand thinking about "historic preservation" to a broader meaning of stewardship and conservation that is inclusive, sustainable, and relevant to the 21st century.

## Ideas

Identify and assess existing reports (e.g., UNESCO and ICOMOS) on how cities nationally and globally are developing a conservation ethic and managing change in light of demographic and political shifts and technological advances.

Engage broad community participation to understand and embrace the value of stewardship of both the tangible and intangible assets in the community, including language, story, and memory.

Update surveys of Santa Fe's historic cemeteries and develop a plan for their ongoing stewardship and conservation.

As part of a larger effort to identify broad conservation efforts in the natural environment, ensure conservation ethic and practice is implemented in work on the Santa Fe watershed and river.

Photo courtesy of Martin Stupich  
(Saint Catherine's Industrial Indian School)



# Policies

Optimize the impact of City of Santa Fe funding.

## Recommendations

Strengthen existing policies and procedures around the funding that is administered by the City that supports and invests in artists and cultural organizations.

## Ideas

Considering the ordinance language of the Lodgers' Tax, to the extent possible, work to distribute the funds as broadly and creatively as possible to ensure cultural diversity, geographic equity, and/or commitment to education and outreach.

Ensure coordination of cultural dollars distributed to fully leverage their impact, removing duplication, developing consistent baseline data collection and analysis, and actively tracking.

Ensure that communication about City cultural funding is proactively provided to the public in the most transparent and accessible manner possible.

Review 'Percent-for-Arts' ordinance and update as needed.

Assess and develop plans for new funding (e.g., bonds, grants, partnerships), or reallocation of existing streams, to support culturally-related programming.

## Ideas

Consider multi-year annual general operating support from the Arts Commission to a core group of community-based organizations that serve local and emerging artists and/or programs for children and youth.

Explore the feasibility of microfinancing, revolving funds, and small innovation grants to be administered by the City.

Assess the feasibility of creating a Public Art Trust to build an endowment to support cultural endeavours.

Photo courtesy of Performance Santa Fe  
(From the Top Master's Class at New Mexico School for the Arts)



# Policies

## Optimize City of Santa Fe operational structure and strategies.

### Recommendations

Adopt *Culture Connects Santa Fe Roadmap* as an online and interactive resource for policy makers, organizations, businesses, and the public.

Establish a department focused on culture.

### Ideas

Assign a project manager to implement the *Roadmap*, ensuring it is reviewed and updated annually.

Share the *Roadmap* with all City departments, commissions, and advisory boards.

Develop an external communications strategy, sharing the *Roadmap* with the Cultural Sector and Community as a whole.

Identify funding needs tied to specific initiatives of the *Roadmap*.

Work with Santa Fe University of Art and Design, or other organizations, to maintain and enhance the prototype asset map.

### Ideas

Identify and select a high-level staff member who reports to the City Manager, as the first step in establishing the department.

As a secondary step in establishing the department, move the Arts Commission into Community Services.

Begin to coordinate a new department with Economic Development and Historic Preservation as a possible step towards further restructuring.

Permanently establish department by ordinance; develop a budget and new commission structure.

Develop the vision, mission, and plan, including funding, for "in-house" positions, (e.g. City Historian, Poet Laureate, and Artist-in-Residence).

Update the City of Santa Fe website to reflect the creation of the new department; add the *Roadmap*, videos, and other new content.

### Recommendations

Integrate cultural impacts into planning, thinking, and doing throughout all City departments.

Increase positive impacts across all departments that currently support or offer cultural programs.

### Ideas

Identify programs that have cultural impacts to ensure alignment across all City departments.

Develop a plan to integrate residencies for artists, designers, or internships into City Departments to raise public awareness of environmental initiatives, (e.g., watershed management, climate protection, recycling, clean energy.)

Convene a "cultural summit" hosted by the Mayor for City employees across all departments to share plans and garner ideas.

Appoint cultural sector representatives to City boards and commissions (e.g., Planning, Finance, TOURISM, and Parks).

Review City codes, ordinances, and permitting procedures to remove barriers to cultural activities (e.g., the ordinance prohibiting banners downtown).

Consider the cultural impacts on local neighborhoods and communities (e.g., when siting revitalization and affordable housing projects).

Support mutually beneficial City-Tribal government-to-government relations through sustained communication, consultation and collaboration.

### Ideas

Support the Library Board's plan to complete an assessment of community needs for library service, including art-integration, access to digital tools, community spaces and funding.

Support the existing plan of the Historic Preservation Division to develop and implement an inclusive community engagement process to assess, update and strengthen the focus of the division.

Encourage TOURISM Santa Fe to incorporate community voices and authentic representations of Santa Fe culture in promotional materials and campaigns to strengthen the brand.

Assess and analyze the results of recent TOURISM Santa Fe collaborative marketing initiatives to inform plans for future initiatives.

Consider the feasibility of TOURISM Santa Fe providing a service that centralizes the dissemination of information from cultural organizations on all community calendars through a single update.

Develop Economic Development policies that support regional integration of cultural enterprises, (e.g., similar to the regional film and digital media initiative).



# Policies

Strengthen the role of culture in education.

## Recommendations

Promote and coordinate opportunities for lifelong learning.

Develop culturally relevant curriculum and inter-cultural teaching strategies that provide our children with a strong foundation for cultural participation throughout their lives.

## Ideas

Survey existing lifelong learning opportunities and develop key performance indicators (KPI) to establish baseline data.

Expand and coordinate existing cultural programs and other opportunities, (e.g., library/literacy, nature/environment, crafts, culinary art) for adults to provide personal enrichment, a bridge across cultural and social barriers, etc.

Support the role of libraries and other key organizations in improving literacy outcomes and supporting students, teachers, and lifelong learners.

Encourage senior and recreational centers in developing satellite libraries to serve underserved neighborhoods.

## Ideas

Support the collaborative efforts of Community Educators Network, Communities in the Schools, Partners in Education Foundation and others to develop arts and humanities programs that move students progressively towards stronger cultural identities, understanding, and skills.

Work with nonprofit and private organizations to coordinate and enhance P-12 after school programs.

Create a directory of 'teaching artists.' Encourage schools, foundations, and cultural organizations to support a teaching artists program.

Share the concept of the *Culture Connects Santa Fe Roadmap* with the School Board, administrators, and curriculum specialists.

Ensure that in-service professional development opportunities for teachers incorporate the arts and humanities.

Support cultural nonprofits in aligning their on-site school based programs and field trips with the curricular needs of schools.

Expand opportunities for high school students to master practical skills, (e.g., through support for arts programs, vocational and trade programs, learning to code, and makerspaces).





# Implementation Plan

Implementation is about moving the *Roadmap* from framework to action. To ensure it is fully leveraged to chart a proactive direction for the community also requires recognition of the following:

**Responsibility for realizing this *Roadmap* is shared**, and presents opportunities for unifying the community. The City of Santa Fe has a leadership role to play; however, success ultimately depends upon participation by the entire community — individuals, institutions, businesses, and professional associations. This “all in” approach is reflective of the *Public Engagement* phase of the *Culture Connects Santa Fe* process.

**The *Roadmap* is both incremental and aspirational**, and presents Recommendations and Ideas that range from immediate to long-term commitments and also considers the time it takes to develop relationships and build momentum. It requires shifts in perceptions about *who* holds culture and *where* it sits and will require critical thinking about investment of funds and the development of new business models.

What follows is a focused prioritization of the overall framework that pulls from the 4 main **Themes**, 10 **Strategies**, 28 **Recommendations** and over 100 **Ideas**, all distilled from the *Public Engagement* and *Research*. The structure suggests Recommendations and Ideas to undertake in the first two years after the adoption of the *Roadmap*, followed by Recommendations to consider and implement in years 3-4, and 5 years and beyond. To provide maximum flexibility, Ideas were not suggested beyond Years 1-2.

## Recommendations to undertake in Years 1-2

The following are high impact initiatives that are pivotal to set other **Recommendations** in motion at a later time.

- City adopts *Cultural Cartography*.
- Implement *Roadmap*, aligning resources and staff with the goals of the plan.
- Create “pro-culture government” momentum by establishing a municipal department that centralizes and coordinates City cultural functions and integrates cultural planning and impact across all City departments.
- Optimize all cultural funding that comes from various City divisions; begin collecting and analyzing data consistently across divisions.
- Begin to map neighborhood cultural heritage, identities, and assets through storytelling and oral history projects.
- Remove obstacles to cultural participation and ensure that opportunities for meaningful and relevant cultural experiences are equitable for all.
- Incentivize strategic collaborations that strengthen cultural organizations.

## Ideas to undertake in Years 1-2

The following represent high-impact, low-cost initiatives, actions or programs:

- Provide more opportunities for youth to have contact with working cultural professionals through internships, mentorships, volunteering, and networking.
- Increase cultural volunteerism by developing MATCH (Matrix Aligning The Cultural Horizon).
- Encourage TOURISM Santa Fe to incorporate community voices and authentic representations of Santa Fe culture in promotional materials and campaigns to strengthen the brand.
- Expand opportunities for cross-cultural dialogue, e.g., at hosted meals, film screenings, and literary events.
- Develop pop-up *Story Stands* where people can record stories.
- Support City-Tribal government-to-government relations through sustained communication, consultation and collaboration

## Recommendations to undertake in Years 3-4

The following are high-impact initiatives that build on the **Recommendations** implemented in Years 1-2.

- Build upon the momentum of a “pro-culture government” through innovative community-based solutions and new revenue streams that expand access for cultural workers to affordable housing and workspace, and new markets, audiences, and capital.
- Continue organizational restructuring and integration of cultural planning and programming across City departments.
- Regularly review City funding policies and procedures based on data and ongoing community engagement, and refine as needed.
- Continue to collect and analyze data, and begin to communicate the benefits and impact of culture to the public based on an authentic representation of Santa Fe culture through social media, promotional campaigns, and educational programs.
- Foster stability, sustainability, and resiliency for cultural organizations, especially those that support local and emerging artists, new art forms, and programs for youth.
- Support Santa Fe cultural producers by creating new opportunities for them to sell their works locally and via e-commerce, and promote local support for crowdsourced projects.
- Provide more venues for young people to perform and exhibit in community settings.
- Improve youth academic achievement through coordinated and collaborative support for culturally integrated arts and humanities curricula, intercultural teaching strategies, and after school programs.

## Recommendations to undertake in Year 5 and beyond

- Sustain the momentum of a “pro-culture government” through revised policies and procedures that are easy to navigate and that strike a balance between protecting cultural heritage and providing an innovation-friendly environment.
- Activate open and empty spaces, as well as commercial-cultural hubs, connected by cultural corridors across entire city, incorporating art, landscaping, and upgraded infrastructure.
- Encourage coordinated and strategic financial investments from a mix of government, foundation, corporate, business, and individual donors to boost the cultural sector as a whole.
- Adopt a broad new paradigm that guides the conservation and stewardship of tangible and intangible cultural heritage assets that is inclusive, sustainable, and relevant to the 21<sup>st</sup> century.