



**Arts, Culture and Creative Economy (ACCE) Strategic  
Plan Santa Fe County  
Community Development Department**

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December 29, 2025/Rev. January 20, 2026

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## EXECUTIVE SUMMARY

Following from Santa Fe County's mandate (Resolution 2024-167, App. A) to establish an Arts, Culture and Creative Economy (ACCE) Council to help guide the creation of an ACCE Strategic Plan, this plan outlines key priorities, goals, objectives and strategies for the Creative Economy (CE) over the next five years. As a roadmap, the Strategic Plan serves as a guide and a "living document" to be assessed over its lifespan, and is intended to be flexible and adaptable in response to changes in the County's macro- and micro-economies in creative industries, demographics, cultural flows and potential environmental impacts.

With guidance from ACCE Council, County staff and preliminary stakeholder input, the Arts and Culture Consultant identified key phases and priorities over a ten-month planning process that included monthly ACCE Council meetings, subcommittee and special sessions, community gatherings and informal interviews, including with County staff. The ACCE Council identified three main priorities or themes that serve as an organizing vehicle for the Goals, Objectives and Strategies:

- A) The Cultural Economy overall—focusing on both economic and cultural assets equally, with an emphasis on County investment for coordination and opportunities;
- B) Equity and Inclusion, with high level goals to expand and affirm diversity, equity and inclusion through creative arts programming;
- C) Centering Artists and Communities addresses the artistic spirit or ethos of creative communities and industries by expanding opportunities for support through culturally-centered initiatives, artist legacy and youth projects and media campaigns that champion the County's creative hubs, artists and their projects.

The Priorities outlined herein are broadly conceptualized to include a wide range of possible outcomes and future milestones as indicated by a proposed 5-Year Timeline (p. 15, *infra*). For example, the Plan recommends three main areas for action steps: 1) County Investment and Accountability, 2) Creation of an Implementation Plan, and 3) Stakeholder Engagement, while outlining strategies for each.

At the heart of the Strategic Plan and its subsequent implementation phase lies the Vision and Mission put forth through a consensus-building process among the ACCE Council, Consultant and County staff, and outlined in the plan with suggested distilled core values. The Vision projects a future view that sustains the length of the plan, while the Mission guides the step-by-step stages of its implementation. These are "checkpoints" for aligning ideas with actions:

*Vision: An inclusive and connected creative economy rooted in Santa Fe County's diverse history of artistic and cultural expressions empowering sustainable, resilient, and thriving communities*

*Mission: To identify, cultivate, and invest in individuals and communities in order to strengthen the arts, cultural, and creative economies of Santa Fe County while honoring past, present and future generations*

It is ACCE Council consensus that the County needs to create a full-time program coordinator or director role to develop, implement and report on the various programs, opportunities, budgets, funding and evaluations of CE projects and initiatives. Exactly where that position will sit or whether a new division for Arts, Culture and Creative Economy needs to be created will be a

question for the ACCE Council, County and its Board of County Commissioners to decide. Currently it makes sense to place it under the direction of the Community Development Department which has overseen the work-to-date.

Communications and community outreach will be operationalized by a proposed Implementation Plan that will address the diversity of voices and language, socio-economic strata (i.e, wealth differences, access to housing for artists and maker spaces) and connectivity among existing programs, such as artist studio tours, cultural asset story maps, multi-lingual materials (e.g., Spanish/English/Tewa/Keres) and accessibility. In all proposed strategies and activities, community stakeholder engagement is key. Immediate and measurable activities include a recommended “quick poll” with an accompanying media campaign to increase and cultivate public participation through County publications and websites, a series of stakeholder panels in district-by-district sites, a county-wide front-end survey (see Appendix C) and a series of informal town hall style gatherings with ACCE Council and County staff.

It is important to note that measurable outcomes are the expected results of proposed strategies that inform the Action Plan. In keeping with the flexible nature of the plan, they may in turn be subject to change following suggested quarterly and annual reviews. The Plan builds on the previous work of the County’s Community Development Department and its Economic Development Division (EDD), the Tribal Liaison (in conjunction with the County Manager’s Office), Tourism and Marketing, while recognizing the unique needs of the Creative Economy (CE) to strengthen arts and cultural expressions for economic and social well-being.

Key indicators for assessing the future success of meeting Goals and Objectives of the Strategic Plan are summarized in a Year-1 matrix (Figure 3) of suggested achievable benchmarks, such as investment in a budget for the creative economy, grants and initiatives, increased public participation in County events, wider public awareness and engagement with the ACCE Council, implementation of new initiatives (e.g., elder-youth apprenticeships), responding to qualitative and quantitative data from surveys. Other hoped-for outcomes could include increased public-private partnership incentives between the County and business incubators, artist directories (e.g., mobile Apps; interactive maps) that connect nonprofit programs to overall growth in commercial and home-based creative industries.

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# INTRODUCTION

## Context for Santa Fe County

### Background

On March 4, 2025 the Board of County Commissioners (BCC) established Santa Fe County's Arts, Culture and Creative Economy (ACCE) Advisory Council to serve and advise Santa Fe County staff and a contracted consultant. Resolution No. 2024-167 (Appendix A), established on December 9 2024, directed the Council to "establish and strengthen the identity and economy of arts and culture in Santa Fe County" and to support and advise the consultant in the development of a 5-year strategic plan. The consultant, Dr. Tressa Berman, was hired to produce the strategic plan for arts programming and funding under the direction of the Community Development Department and Economic Development Division staff. This plan is a result of those collaborative efforts.

### Note on Methods

The planning process was divided into two phases:

Phase 1 included Consultant site visits to meet with Arts, Culture and Creative Economy (hereafter ACCE) Council representatives in their respective home districts. A front-end assessment included County input from staff in Economic Development, Community Development, Tourism, Marketing, Tribal Liaison (County Manager Office), and internal related arts and culture plans (See Appendix D). Externally, consultant researched a range of strategic plans in relevant creative economy sectors within the state, as well as out of state plans on the creative economy for a wider comparison. A full list of plans consulted is also outlined in Appendix D.

Phase 2 included the establishment of the following Subcommittees of the ACCE Council:

- Resources (Capacity Building and Cultural Assets)
- Community Outreach (Engagement and Marketing)
- Programs and Events

Each Subcommittee met four times with Consultant in a series of facilitated and non-facilitated meetings, culminating in a final Strategy Session (as summarized in Consultant's 2nd Quarterly Report to the Board of County Commissioners (BCC). In addition, Subcommittees opted to meet on their own up until suspending formal working groups in favor of full ACCE Council discussions, including a special meeting held on August 13, 2025.

In the final phase of data gathering, Consultant met 1:1 with individual ACCE Council members, attended community meetings and met informally with individual members of historic and creative communities, including but not limited to: Agua Fria Village, Chimayo Plaza del Centro, Galisteo and Eldorado). These meetings and site visits were gathered for qualitative comparative review and input into the planning process, especially where findings supported ACCE Council recommendations and extant County data (e.g., Appendix D; County Community Plans: <https://www.santafecountynm.gov/growth-management/community-planning-center>).

## Creative Economy: Working Definition and Key Features

The importance of a shared definition and key features of the Cultural Economy (CE) is that they help to center the Goals, Objectives and Strategies outlined in this plan. The working definition below derives from multiple sources (See Appendix D).

### Working Definition

*The creative economy encompasses knowledge-based activities that stem from human creativity, cultural expressions, including technologies, that transform ideas into tangible and intangible assets. In turn, these assets contribute to economic sustainability through job creation and enhancement of cultural values. The CE includes, but is not limited to, what is generally referred to as “creative industries”—such as advertising, design, film, digital software applications—and the ecosystem of artists, cultural workers, and organizations involved in their creation and distribution. While there isn't one universal definition, the concept emphasizes the importance of heritage, artistic skill and knowledge, and the cultural, and socio-economic contributions of these creative endeavors to society.*

### Key Features of the Creative Economy (CE)

- The CE economy describes the economic, cultural and social aspects of creative assets and how they contribute to economic growth (Santa Fe County Resolution 2024-167)
- An inclusive ecosystem of creative industries and makers across disciplines including: business and nonprofit partnerships, artists and culture bearers, educators, policymakers and funders that generate and share creative expressions, goods and services across community and institutional spaces
- A recognition and support of creative activities that potentially and measurably drive local, regional and national economic and civic interests through job creation, revenue distribution and community assets, including cultural and artistic knowledge as well as economic and natural resources
- Communities of care and practice that honor and catalyze art making, cultural research and policy, local community values, aesthetics and resource needs, including cultural preservation and creative innovation

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## VISION, MISSION AND VALUES

The Vision, Mission and Values for the creative economy (CE) follow from Santa Fe County's strategic pillars that include creating safe and healthy communities, while promoting sustainability and equity through a highly skilled transparent and accessible government. Guided by the ACCE Council and Santa Fe County stakeholders, the vision and mission for an inclusive creative economy for Santa Fe County is one where all people can express themselves artistically and creatively in support of their livelihoods and well-being.

### **Vision**

*An inclusive and connected creative economy rooted in Santa Fe County's diverse history of artistic and cultural expressions empowering sustainable, resilient, and thriving communities*

### **Mission**

*To identify, cultivate, and invest in individuals and communities in order to strengthen the arts, cultural, and creative economies of Santa Fe County while honoring past, present and future generations*

### **Values**

Core values—aligned with the County's values of Integrity, Respect, Innovation, Excellence—inform the vision and mission of the cultural economy. The Values proposed below reflect stewardship of cultural heritage while acknowledging the artistic complexity, innovation and imagination that are the heart of the County's creative economy.

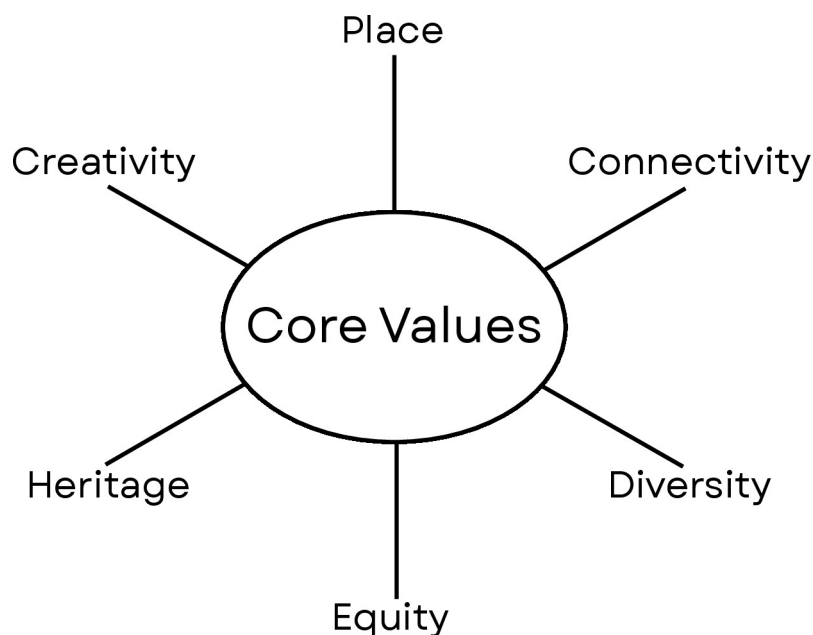


Figure 1. Core Values

- **Place:** Placemaking and Placekeeping

Placemaking refers to the co-creation and revitalization of spaces through the integration of arts and culture in ways that enhance local economies. Placekeeping refers to the ongoing care and stewardship of places that reflect and are driven by established communities, cultural history and local economies.

- **Fostering Creativity**

Fostering Creativity implies a commitment to nurture innovative expressions, ideas and practices by providing resources that support creative and artistic activities.

- **Honoring Heritage**

Honoring Heritage goes beyond an acknowledgement of cultural heritage and history to include practices that reinforce and recreate them over time. Heritage practices amplify a sense of belonging and identity. Examples might include cultural partnerships and resource sharing (e.g., water rights and land-based practices).

- **Connectivity**

Connectivity refers to the ways that social networks, communities, and economic resources can be accessed through cooperation, cultural innovation and artistic collaborations throughout the County (e.g., including civic and entrepreneurial partnerships).

- **Diversity**

Diversity is a principle that includes all voices from a range of standpoints, including: age, ethnicity, socio-economic status, gender and self-naming, ability, religion and spiritual beliefs, creative expression and artistic practices (diverse media and forms).

- **Equity**

Equity refers to the ways in which diverse representations are included through equitable access for all to resources and opportunities, in this case through the creative economy.



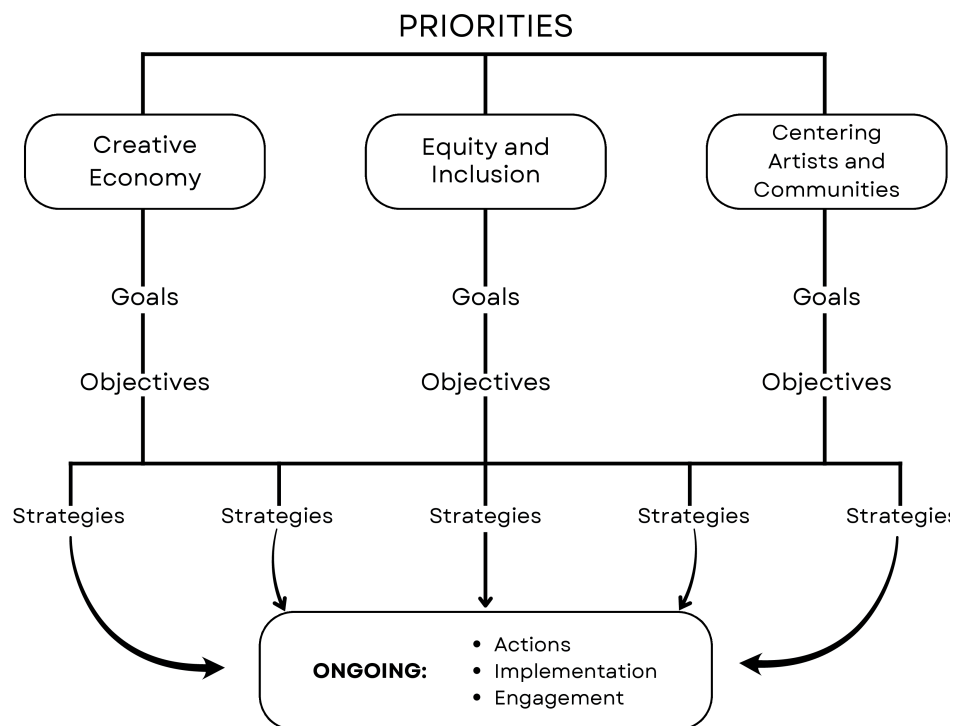
Image source: Photo by Richard Gonzales. Annual Santa Fe Fiesta de los Ninos. El Rancho De Las Golondrinas.



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## PRIORITIES: GOALS, OBJECTIVES AND STRATEGIES

As the advisory body to the planning process, the ACCE Council generated three (3) Priority areas to determine Goals, Objectives and Strategies. These Priorities and Goals are not ranked, rather are organizing themes for how to think about measures of success for ongoing implementation, review and community engagement.



**Figure 2. Strategy Map**

### **Priority A: CREATIVE ECONOMY**

#### **GOAL 1:** Build County-Wide Connections

Objective 1: Coordinate County Programs that intersect with arts, culture and creative economy

- Strategy: Appoint a standing pool from County staff to work with ACCE Council
- Strategy: Appoint external community advisors or Community Circle to guide coordination (business leaders, cultural advisors, technical experts)

Objective 2: Connect and Create Studio Art Tours

- Strategy: Design a program map that links county-wide open studios (Eldorado, Galisteo, Turquoise Trail, others)
- Strategy: Outreach county-wide to co-create new tours, pop<sup>up</sup> tours and intersections with existing tours
- Strategy: Include an “art tour” tool into a cultural asset map or App, potentially integrating AI into generative mapping (anticipating technological shifts over the next 5 years)

Objective 3: Create Culturally Responsive Partnerships and Protocol with Tribal and Rural Communities

- Strategy: Engage County Tribal Liaison to recommend best practices and contacts with Tribal government leadership
- Strategy: Seek counsel from specific Tribal representatives (e.g., Tribal cultural historians, cultural and community centers, schools and governing councils)
- Strategy: Announce and hold Town Halls in local venues

**GOAL 2:** Invest in County Infrastructure

Objective 1: Invest in Human Resources (HR) Trainings and Hires

- Strategy: Create a dedicated (FTE) ACCE County Coordinator or Director position
- Strategy: Create an Art and Culture Affaires division within Community Development
- Strategy: Expand and/or create cultural competency and trauma-informed leadership trainings for staff and ACCE Council working with culturally diverse communities

Objective 2: Increase Opportunities for Arts and Culture Participation

- Strategy: Coordinate with Transit/Transportation to create shuttles for County events, such as studio tours, county-wide festivals and to expand access to cultural destination sites
- Strategy: Coordinate with Public Works to expand marketing calls and opportunities for artists in infrastructural construction projects (e.g., ArtAbout and other DOT aesthetic projects)

Objective 3: Budget for CE projects and activities

- Strategy: Create criteria and allocate seed funds for qualifying projects (e.g., mini grants)
- Strategy: Partner with state to expand and/or match on NMA small project grants
- Strategy: Create line items in County (EDD) budget specific to CE

Objective 4: Actively promote and foster private-public partnerships

- Strategy: Provide tax incentives for creative industry businesses to relocate to County
- Strategy: Expand partnerships with state and city film industry
- Strategy: Sponsor business networking events with County presentation showcases on CE and by ACCE Council
- Strategy: Cultivate donor investment through special tours and invitations to CE programs
- Strategy: Partner with Tribally-owned businesses and Native enterprises for business incubator and community education events
- Strategy: Strengthen partnerships with Chambers of Commerce and Small Business Development Center to develop minority and women-owned businesses

## **Priority B: EQUITY AND INCLUSION**

### **GOAL 1: Expand and Affirm Economic and Cultural Diversity**

#### Objective 1: Identify Cultural and Artistic Hubs County-Wide

- Strategy: Assess and refine existing County Story Maps for any updates or mergers of assets into an interactive Cultural Asset Map of art hubs and cultural events as the cultural economy changes and grows
- Strategy: Create a mobile phone App that locates and guides visitors to events and cultural hubs (such as gallery zones, indoor and outdoor performance spaces, cultural centers and museums with live updates - in conjunction with studio tour connections)

#### Objective 2: Create Visibility and Opportunities for Engagement

- Strategy: Create a dedicated website or web page for ACCE postings and opportunities (such as grants for the arts, public art calls for entries, community development seed funds and technical assistance); Coordinate with Economic Development Encantado Network (<https://encantadonetwork.com/>) and creative business opportunities
- Strategy: Create a Stakeholder Engagement Plan (coordinate with County Marketing and Media staff)

#### Objective 3: Affirm and Cultivate Diverse Voices

- Strategy: Create community stakeholder engagement opportunities (e.g., re-storying workshops) in historically-underserved and remote communities
- Strategy: Work with community historians and elders to create bilingual or multi-lingual community assets

### **GOAL 2: Enhance Equity and Inclusion through Creative Arts Programming**

#### Objective 1: Develop Initiatives for Youth Engagement

- Strategy: Sponsor young artists' participation in County beautification projects (as suggested by ACCE Council: mural arts, sculpture and skate park)
- Strategy: Create stipend opportunities for apprenticeships with master artists
- Strategy: Conduct outreach to County schools for engaging youth in creative projects and expand existing and past programs (e.g., with Native American Student Services; youth literacy projects)
- Strategy: Initiate workforce training opportunities for young adults interested in technical training in the local film industry
- Strategy: Create and expand partnerships with Santa Fe Community College (SFCC) and Institute for American Indian Arts (IAIA) for mentorship and internship program initiatives

#### Objective 2: Recognize Local Artists and Arts Leaders in the County

- Strategy: Inaugurate annual public recognition awards for creative categories
- Strategy: Fund artist residences in collaboration with County-based centers and schools
- Strategy: Invite members from historically under-resourced communities to showcase creative works
- Strategy: Create a County-wide festival (such as a "CultureFest") with district-by-district offerings following community input and co-creation

Objective 3: Broaden Definitions and Access to Art Across Disciplines and Practices

- Strategy: Partner with literary programs and organizations working in County (e.g. Narrative4)
- Strategy: Organize and expand food festivals showcasing diverse cultural cuisines
- Strategy: Create initiatives that showcase home-based creative businesses and create new marketplaces for creative entrepreneurs
- Strategy: Assess and ensure ADA accessibility, including removing any language and cultural barriers to community access

**Priority C: CENTERING ARTISTS AND COMMUNITIES**

**GOAL 1:** Expand and Develop Opportunities for Creative Support

Objective 1: Activate County Spaces (Natural and Built) for Creative Community-Building

- Strategy: Coordinate with County staff (e.g., for leasing or scheduling) and ACCE Council outreach to use County buildings for creative activities
- Strategy: Utilize parks and vacant lands for cultural events sponsored by the County and in cross-departmental cooperation with Facilities, Risk Management, Legal and other relevant departments
- Strategy: Collaborate with landowners on private-public shared use

Objective 2: Fund and Support Artist Legacy Projects

- Strategy: Create a Legacy Gallery for elder artists and mechanism for a dedicated public artist legacy collection (i.e., as part of the County Public Art Collection or a separate initiative)
- Strategy: Highlight and expand cultural historical preservation projects, including working with tourism to raise awareness of cultural sites and community protocol
- Fund Artist Legacy initiative to assist elder and established artists with legacy planning

**GOAL 2:** Create Culturally-Centered Initiatives

Objective 1: Engage with Lowrider Community and Celebrations

- Strategy: Align with and/or grow City of Santa Fe partnerships for possible expansion of Lowrider Day on the Plaza into County sites
- Strategy: Partner with planned Española Lowrider Museum and other Lowrider celebration sites, such as Department of Cultural Affairs (DCA) museums special exhibitions and events (e.g., past events include Museum of Spanish Colonial Art and New Mexico Museum of Art past exhibitions), Lowlow's Lowrider Artplace in Chimayo and newly activated sites, such as those proposed for youth arts under Priority B, Goal 2, Objective 1: Develop Initiatives for Youth Engagement)

Objective 2: Support Community-Driven Initiatives for Arts and Culture

- Strategy: Seek guidance from historic village communities on revising and implementing parts of County Community Plans that engage the cultural economy
- Strategy: Attend and/or organize special "listening sessions" on arts and culture-based needs

Objective 3: Honor, Restore and Re-Generate Community Centers and Events

- Strategy: Invest funds and training in community cultural centers and museum infrastructure and programs, including expanding on capital funds for new construction (e.g., Agua Fria Village History Arts and Cultural Center's funded feasibility study)
- Strategy: Educate wider public about community-based histories and events that foster belonging while celebrating public participation when appropriate
- Strategy: Support and revive arts and cultural programs at communities' directives (e.g., Craft Market at Pojoaque Farmers Market)
- Strategy: Support and advertise non-traditional art forms and celebrations (e.g., rodeo arts; culinary arts; other home-based creative industries)

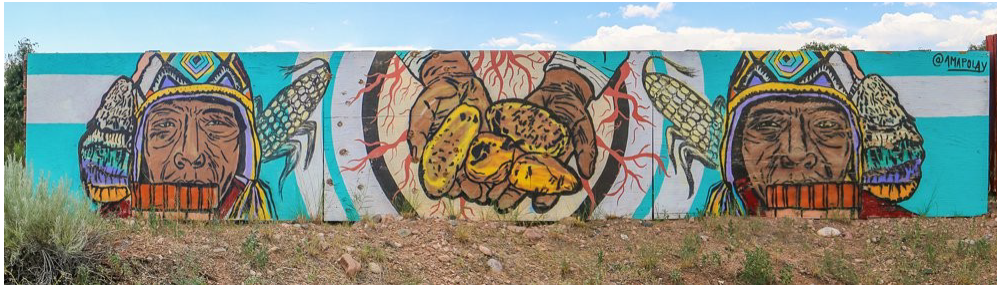


Image Source: Amapolay, Alas de Agua Art Collective and Three Sisters Collective at Reunity Resources | Santa Fe Reporter ([artdirector@sfreporter.com](mailto:artdirector@sfreporter.com))

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## ACTION STEPS

The purpose of the Strategic Plan is to serve as a roadmap for activating the Goals, Objectives and Strategies outlined herein into community- and County-led activities and initiatives, including fund development and allocations that produce measurable results. The proposed Action Steps are based on the strategies outlined in this plan.

The proposed Action Steps below flow from the Goals of the Strategic Plan into three main areas for Year 1 (See Figure 3: Benchmarks for Year 1 Activation) and additional milestones thereafter.

- County Investment and Accountability
- Creation of an Implementation Plan
- Stakeholder Engagement

### Priority Action Steps for County Investment and Accountability

- Create a dedicated ACCE program coordinator or director staff position to oversee implementation of the Strategic Plan, work with the ACCE Council and County staff, serving as the main point of contact and oversight for arts and culture for the County
- Create an Art & Cultural Affairs Division within Community Development in accordance other state and national models
- Assess the needs and terms for continuing an ACCE Council. Reset criteria for greater regional representation and define roles according to strategic priorities and objectives set forth in the Strategic Plan. Suggested term limit: two years, staggered
- Propose that County staff create a budget to include line items such as: Salaries, i.e., for coordinator and contractor roles); Stipends for initiatives outlined in the Strategic Plan; Allocate and monitor funds for proposed infrastructure projects; Seed grant opportunities, starting with a series of mini-grants specific to Creative Economy activities (i.e, inclusive of and expanded from current Economic Development Division mini-grant program).

### Priority Action Steps for Creating an Implementation Plan

- Solicit recommendations from ACCE Council to help prioritize community-based strategies, working with proposed ACCE Program Coordinator and relevant County staff (e.g., Community Planning; EDD; Marketing and Media; Tourism; Tribal affairs; Public Art, etc.)
- Assess County Story Maps as “living cartographies” and visual aids, merging with or expanding into a dedicated Cultural Asset Map to reflect changes and gaps in community hubs, including population changes and clusters of creative hubs over the 5-Year horizon line of the Strategic Plan. (See Story Map links in County Resources, Appendix D).
- Create bilingual (Spanish/English) and multi-lingual (Tewa/Keres) marketing and outreach materials for culturally specific community engagement projects
- Assess and create media tools for public awareness and engagement (examples outlined in Strategic Plan include: website, ACCE Studio Tour and cultural event App, social media, live reels, interactive AI components, especially as technology continues to develop over the next five years of the Plan’s horizon line. These and other outcomes can serve as ‘key indicators’ to measure success of the Plan.

### Priority Action Steps for Stakeholder Engagement

- Hire a contract consultant to create community engagement meetings, conduct interviews and collate ACCE Council recommendations and activities for the Implementation Plan Year 1. Coordinate with ACCE program coordinator/director to ensure compliance with the Strategic Plan and County departments
- Produce a Stakeholder Engagement Plan as part of Implementation (Phase 3)
- Ensure that ADA compliance is met, consulting community leaders and facilitators to ensure access for all (e.g., New Mexico School for the Deaf for ASL translation)
- Ensure language access and translations in cultural communities where English is not the first or preferred language
- Create and moderate a stakeholder panel with representatives from each district, including a Tribal liaison for District 1 Pueblo communities (i.e., Nambe, Pojoaque and Tesuque)
- Conduct a district-wide survey: Modify the draft survey instrument (Appendix C) for County-wide distribution and evaluation by a professional survey service or in-house expert. As an immediate step, create a short “Poll Survey” for public access on the ACCE web page or in conjunction with the Encantado Network (see County Resources, Appendix D).
- Hold quarterly Town Hall or community gatherings on selected topics that align with Strategic Plan Objectives. Rotate venues for widest district level inclusion.
- Coordinate with County Tribal Liaison and Traditional Village community leaders to assess priorities for engagement
- Develop artist engagement strategies through site visits, artist and gallery input through activation and expansion of County Story Map assets, such as creative community hubs



Image source: Poeh Cultural Center Exhibition of works by the Pojoaque Learning Center, 2008.

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## TIMELINES

Timelines, Benchmarks and Milestones derive directly from the Objectives and Strategies outlined in the Strategic Plan to be implemented over the 5-Year lifetime of the plan and beyond.\* Quarterly reports and annual reviews allow for flexibility of the living document to make adjustments as needed, ensuring an adaptable and responsive planning document.

Core recommendations for Year 1:

- 1) Create a FTE hire of an ACCE coordinator/director or specialization role in Art and Cultural Affairs
- 2) Develop an Implementation Plan based on the Strategic Plan
- 3) Contract an Engagement specialist to design and activate Stakeholder Engagement

\*Key indicators might include: website visits, social media followers, printed matter distribution sites; attendance at community engagement events; responses to surveys; requests for information, grant applications, etc. Note: Key indicators are leading measures that help to signal successful execution and implementation of the Strategic Plan, but are not the only potential outcomes.

### Recommendations for Ongoing Actions and Implementation

- ACCE Coordinator: Spot check objectives in quarterly reports to see how proposed strategies are being implemented, what's working and what needs adjustment. (A spot check is a quick, often random, sample inspection of data or processes to verify quality, accuracy, or compliance, acting as a practical, real-time check on overall performance without full-scale auditing.)
- Report findings in an annual report prepared by the ACCE Coordinator in cooperation with the ACCE Council



Image source: La Cieneguilla Petrolyphs. Galisteo Basin Archaeological Protection Act



Strategy/Activity	County Lead	Potential Partners/Advisors	Goals & Objectives Met	Priority
Hire an ACCE Coordinator to lead in Community Dev.	Community Dev (BCC Approvals)	ACCE Council	• Investment in County CE	<b>A</b>  Creative Economy (CE)
Appoint County Staff to support ACCE Council and Coordinator	Community Dev. County Manager		• Foster Connectivity County-Wide	
Create and Implement ACCE Budget (include grant opportunities)	Community Dev (BCC Approvals)		• Budget for Projects & Activities	
Create and Implement a Stakeholder Engagement Plan	Community Dev Marketing & Media Tribal Liaison	ACCE Council; Small Business Assns. Galleries, Studio Tours, Artists; Tribal Communities; Traditional Villages	• Increased Opportunities and Participation • Affirm Economic & Cultural Diversity	<b>B</b>  Equity & Inclusion
Build ACCE Website Launch Advertising Campaign	Marketing & Media	New Mexico True PSAs (Radio)	• Activate Public Spaces • Expand Awareness	
Conduct Survey	Community Dev	ACCE Council	• Expand & Develop Opportunities for Public Engagement	
Identify Two Projects For Build-Out (e.g., Culture Fest; Artist Legacy Gallery; Skatepark)	Community Dev & Public Works	ACCE Council/ Others TBD	• Create Culturally-Centered Initiatives	<b>C</b>  Centering Artists & Communities
Hold Series of Stakeholder Meetings / Panels	Community Dev & Tribal Liaison	Studio Associations; Community-Based Orgs SBA; Pueblo Communities; Traditional Villages	• Increase Participation & Engagement in CE	
Produce Year-End Report Benchmarks, Indicators Next Steps for Years 2-3	Community Dev	ACCE Council	• Enhance Equity & Inclusion • Expand Economic & Cultural Diversity • Create Visibility & Opportunities for Engagement	Assess Priorities
ACCE Council Review For Reappointments	Community Dev (BCC Approvals)		• Broaden Access to the Arts • Support for Culturally-Centered Initiatives (Artist Legacy Projects & Youth)	

**Figure 3. Year-1 Benchmarks**

## 5-Year Timeline Summary

Year 1: Creation of ACCE Coordinator or Director role, Implementation Plan and Stakeholder Engagement benchmarks, including survey, community conversations, ACCE quarterly reports and annual report prepared by the ACCE Coordinator/Director. Sample activities/strategies: CultureFest; Youth arts mural projects; infrastructure beautification; skatepark feasibility; partnerships (e.g., City UNESCO Initiative; Espanola Lowrider Museum); Creative Business Incubator; ACCE Annual Review for updates and ongoing revisions to the Strategic Plan.

Year 2: Ongoing stakeholder engagement and implementation of key strategies as outlined, such as a coordinating schedule and map of Studio Tours, inaugurate County-wide “CultureFest,” Youth arts mural projects and skatepark assessment; Artist Legacy Gallery feasibility and legacy programs; Mini-grants in the arts; ongoing public-private collaborations; Traditional Village community plan reviews and Agua Fria Village History Arts and Culture Center (HAAC) progress; ACCE annual review.

Year 3: Ongoing initiatives and project development as outlined, including expansion of business partnerships for economic development plans of creative entrepreneurship; Realization of county-wide Culture Fest. Assess for adjustments over next two year planning; ACCE annual review.

Year 4: Infrastructural projects completed could include: Community arts engagement with County projects, such as Madrid Art Walk/Boardwalk; highway construction beautification projects (e.g., roundabouts and byways); conversion of open spaces to maker spaces and pop-up festivals; proposed cultural and senior center spaces for creative and cultural engagement (e.g., investment in traditional village Community Plans, such as Plaza del Cerro de Chimayo; expanded creative use for Eldorado Senior Center, etc.); ACCE annual review.

### Year 5:

Final Report prepared by ACCE Coordinator with ACCE Council and stakeholder input by end of Year 5 that matches Outcomes with proposed Objectives. A fully harmonized and connected series of events and initiatives, co-produced with County, strategic partners and stakeholder communities. Realization of strategic objectives of the plan; Future visioning toward horizon line 2040.

# 5-Year Timeline–Milestones\*

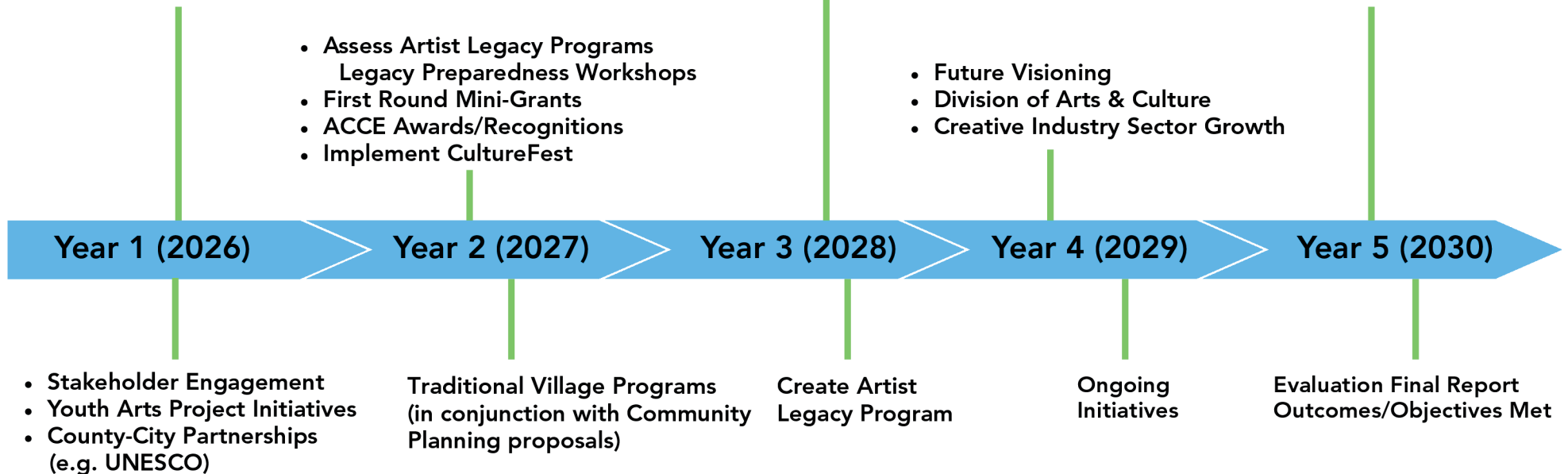
- ACCE Coordinator Hire
- Implementation Plan
- CultureFest Initiative  
(or other county-wide celebration)
- Studio Art Coordinating Map
- Pueblo Art Market
- Business Incubator & Showcase

- Assess Artist Legacy Programs  
Legacy Preparedness Workshops
- First Round Mini-Grants
- ACCE Awards/Recognitions
- Implement CultureFest

- Completion of DOT Beautification  
Projects (e.g. ArtAbout)
- SBA Partnerships and Creative  
Business Networking

- Future Visioning
- Division of Arts & Culture
- Creative Industry Sector Growth

Events and Initiatives Linked  
through Technology and Tradition



- Ongoing:**
- Quarterly Reports by ACCE Coordinator and Council; Annual Reports by Coordinator and ACCE Council
  - Stakeholder activities (town halls; community conversations, etc.)
  - ACCE Council monthly meetings
  - Community outreach and communications — growing partnership opportunities
  - Activation of County spaces (parks and community centers) for art making, pop-up events and community education workshops

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## APPENDICES

- A. Santa Fe County Resolution No. 2024-167
- B. List of ACCE Council by District
- C. Sample Survey
- D. Sources: Resources and References

# Appendix A

**SANTA FE COUNTY  
BOARD OF COUNTY COMMISSIONERS**

**RESOLUTION NO. 2024 - 167**

Introduced by: Commissioner Camilla Bustamante and Commissioner Anna Hansen

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**A RESOLUTION ESTABLISHING THE PURPOSE AND ACTIVITIES OF THE SANTA  
FE COUNTY ARTS, CULTURE, AND CREATIVE ECONOMY ADVISORY COUNCIL**

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**WHEREAS**, the Board of County Commissioners (Board) seek to foster and support the arts, culture and creative economy in order to increase the general public awareness of art, to visually enhance the community, to capture a part of our history for future generations, within Santa Fe County (County); and

**WHEREAS**, Santa Fe County has long been the home to a rich history of diverse arts and culture; and

**WHEREAS**, there is intrinsic value to the arts and appreciation of culture; and

**WHEREAS**, the creative economy describes the economic, cultural, and social aspects of creative assets and how they contribute to economic growth; and

**WHEREAS**, it is in the County's interest to establish and formalize efforts to support the arts, culture, and creative economy; and

**WHEREAS**, the Board gave direction to County staff to hire a third-party consultant to provide a strategic five-year plan for arts programming and funding for the County; and

**WHEREAS**, this proposed resolution is meant to complement the efforts of the consultant; and

**WHEREAS**, the Santa Fe County Office of Economic Development and along with a project manager from Public Works will seek expertise and input in developing the scope of work that will result in Santa Fe County's ability to best support arts and culture and grow the creative economy in all districts of Santa Fe County.

**NOW, THEREFORE, BE IT RESOLVED** by the Santa Fe County Board of County Commissioners that:

1. Santa Fe County will establish an Arts, Culture and Creative Economy (ACCE) Council that will serve to advise Santa Fe County staff and contracted consultants to identify optimal efforts that will establish and strengthen the identity and economy of arts and culture in Santa Fe County.
2. The Community Development Department staff, Public Works Department staff, along with the County Manager's Office staff will serve as liaisons to the Council.

3. The ACCE Council's work will be complete when the Board takes action on the proposed five-year plan developed by the consultant, which is estimated to be within 18 months.
4. The ACCE Council is comprised of eleven (11) voting members, two from each district, and one at-large member identified by staff and appointed by the Board by January 28, 2025.
5. ACCE Council members must reside within the boundaries of the County, outside the City of Santa Fe limits.
6. ACCE Council members are selected to ensure that the ACCE reflects a wide range of expertise and experience in broadly recognized areas of arts, culture and creative economy, including membership in established arts and culture endeavors, professional practice as an artist in any from a broad range of disciplines, including visual, performance, and promotion of the arts.
7. A County resident who is interested in being appointed to the ACCE Council shall submit a letter of interest, resume and/or evidence of his or her qualifications to the Office of Economic Development.
8. ACCE Council members shall elect a chair and a vice-chair in alternate years by a majority vote of a quorum of the members present at a meeting noticed for that purpose.
9. The ACCE Council shall meet once each month, or more often as deemed necessary to carry out its work. The ACCE Council shall hold its meetings in a County facility, or such other location as may be conducive to attendance by the public.
10. The ACCE Council shall comply with applicable state laws and County policies for public notice, open meetings, and rules of order.
11. All matters coming before the ACCE Council shall be resolved by a majority vote by a quorum, which shall consist of a majority of the members actually appointed by the Board at that time.
12. The ACCE shall present a report of its activities and recommendations to the Board on a quarterly schedule.
13. Council members shall not be entitled to receive a salary, per diem or mileage, or any other form of compensation for any services they render in their capacity as members of the council.
14. Council members shall be subject to the Santa Fe County Code of Conduct as Appointed Officials.
15. The Board, in its discretion, may dissolve or extend the service of the ACCE at any time.

BE IT FURTHER RESOLVED, that ACCE Council member appointments will be presented to the Board at its January 28, 2025, regular meeting.

PASSED, APPROVED, AND ADOPTED ON THIS 9<sup>th</sup> DAY OF DECEMBER 2024.

SANTA FE COUNTY  
BOARD OF COUNTY COMMISSIONERS

By: Hank Hughes  
Hank Hughes, Chair



ATTEST:

Katharine E. Clark  
Katharine E. Clark  
Santa Fe County Clerk

Date: 12/9/24

Approved as to form:

Michael Nunez for  
Jeff Young  
Santa Fe County Attorney



COUNTY OF SANTA FE )  
STATE OF NEW MEXICO ) ss

BCC RESOLUTIONS  
PAGES: 3

I Hereby Certify That This Instrument Was Filed for  
Record On The 10TH Day Of December, 2024 at 11:46:20 AM  
And Was Duly Recorded as Instrument # 2048508  
Of The Records Of Santa Fe County

Deputy [Signature] Witness My Hand And Seal Of Office  
Katharine E. Clark  
County Clerk, Santa Fe, NM

SFC CLERK RECORDED 12/10/2024



# Appendix B

### **ACCE COUNCIL BY DISTRICT**

NAME	DISTRICT
Deborah Torres	1
David Lindblom	1
Nancy Sutor	2
Pablo Ancona	2
Kevin Box	3
Pam Sullivan	3
Carla Sanders	4
Brian McPartlon	4
Mariah Burns	5
Rudy Betz	5
Michael Lancaster	At-Large

Former ACCE Council Members:

Anthony Moore, District 1

Jennie Cooley, District 5

ACCE Council Chair: Pam Sullivan

Co-Chair: Mariah Burns

# Appendix C

## Sample Survey Questions for Comment and Review\* / ACCE Council 6.26.25

The survey questions below aim to assess the current state and the future aspirations of arts and cultural organizations, creative entrepreneurs, programs and opportunities for all residents of Santa Fe County, especially those outside of the City boundaries.

With concern to sustainability and community resilience, the results of this survey will help the ACCE Council and the County evaluate: How your community or organization models resilience in the face of changing economies (e.g., displacement; affordability), land use (changes in ways of life), and access to cultural resources (education, arts and cultural programming) that are part of the creative economy.

\*\*\*\*\*

### **Demographic Responses**

1. What is your primary creative occupation?

[Note: Survey will provide a list to include occupational slots such as: visual artist, performer, arts educator, non-profit arts organization, gallery director, creative entrepreneur, other]

2. What is your general age group

- a) 18-35
- b) 35-50
- c) 50+

3. In which County District do you live?

– Specify if in a historically designated village or Pueblo community

**Qualitative questions and responses:** [Note: Create a word limit of 30 or less]

Please respond to the best of your knowledge and experience to the following questions:

4. What are the adaptive strategies, systems, or practices that allow your organization or community to succeed?

5. What do you think are the major barriers or challenges to achieving sustainability in arts programming in your community?

6. What are the characteristics that help **define** your creative community or organization? (e.g. history, impact, proximity to cultural resources, cultural context, organizational or leadership structures, networks, engagement strategies, cultural heritage and community practices)?

**Scoring questions:**

7. How important to your creative community or organization are the following resources to help **sustain** your creative community or organization?

a) Government funding sources:

-Very important / Somewhat important / Not Important

b) Cultural Assets\*\*

-Very important / Somewhat important / Not important

\*\*Definition of Cultural Assets for purposes of this survey:

The collective artistic, historical, and traditional elements that define a community or society. These can include **tangible** (e.g., objects, monuments, places (land-based or other spaces) or **intangible**, such as: cultural practices (traditions), language, expressive culture (music, dance, performance), cultural knowledge and stories, values and beliefs (religion and ceremony).

c) Proximity to urban funding resources

- Very important / Somewhat important / Not important

8. On a scale of 1 to 5, with 1 being “least” and 5 being “most,” what percentage of your income is derived from your artistic or creative practice?

9. How often to you attend events in the County outside the City limits?

1 = “never”

2 = hardly ever

3 = sometimes

4= often (more than 6x x a month)

5= frequently (more than 7x a month)

10. Would you support an increase in a County-wide tax dedicated to CE activities of

a. 0%

b. 1%

c. 1.5%

\*\*\*\*\*

\*Notes: Created by the Institute for Inter-Cultural Practice (Consultant, Tressa Berman, Ph.D.) and adapted from a diverse range of sources, including: survey results conducted by Santa Fe County’s ACCE 2017 Report (demographic data questions), Americans for the Arts Public Opinion Poll 2023 (scoring questions), as well as other regional and national creative economy findings in specific sectors (e.g., 2022 Otis Report on the Creative Economy; Magnitude and Bond: A Field Study (Survey) on Black Literary Arts 2025 (qualitative questions), as well as informed by ACCE Council interviews and district site visits.

# Appendix D

## Sources and References

### County Plans and Reports Referenced:

Santa Fe County. Culture, Arts and Tourism Plan 2000

Santa Fe County. Arts, Culture and Cultural Tourism Committee Report 2017

ACCE Meetings, Agenda and Minutes: <https://www.santafecountynm.gov/committees/arts-culture-and-creative-economy-council>

June 10<sup>th</sup> BCC ACCE Quarterly Presentation - [Agenda Item 8B](#)

- [Presentation](#)
- [Report](#)
- [Memo](#)

December 2<sup>nd</sup> BCC ACCE Quarterly Presentation - [Agenda Item 9A](#)

- [Presentation](#)
- [Report](#)
- [Memo](#)

Encantado Network: Creative Industries: <https://encantadonetwork.com/>

County Community Plans: <https://www.santafecountynm.gov/growth-management/community-planning-center>).

### External Plans and Reports Referenced:

New Mexico: Other State, County, City:

- New Mexico Department of Cultural Affairs (DCA) 2025 Strategic Plan Update ([www.newmexicoculture.org](http://www.newmexicoculture.org))
- New Mexico Arts (NMA) Strategic Plan 2024-2029 ([www.nmarts.org](http://www.nmarts.org))
- City of Albuquerque. Department of Arts & Culture: Creative Economy and Arts Impact Report 2018-2024
- City of Santa Fe: Culture Connects Santa Fe (A Cultural Cartography) 2016
- Department of Transportation Aesthetic Plan ([DOTNM.gov](http://DOTNM.gov))
- Taos County Cultural Treasures Project (Mapping Cultural Assets: <https://www.taoscounty.org/496/Cultural-Treasures-Project>)



### Other Strategic Plans and Reports Consulted:

“Advancing the Creative Economy: Bridging Art, Culture, Inclusive Technology and Opportunity.” Oakland, March 21, 2025

*Animating Democracy*. Americans for the Arts: [www.americansforthearts.org/by-topic/creative-economy](http://www.americansforthearts.org/by-topic/creative-economy)

ArtPlace America: 10 Years (2010-2020) National Endowment for the Arts

“California’s Future is Creative: Strategies for Cultural Resilience, Economic Growth, and Global Leadership.” Strategic Plan for the Cultural Economy 2025 (California Arts Council and the Institute for the Future)

Magnitude and Bond: A Field Study on Black Literary Arts Organizations. 2024

National Arts & Economic Prosperity 6 (AEP6) Report for City of Santa Fe. Americans for the Arts economic impact study 2023

Oklahoma Arts Council. How to Establish a Community Arts Council 2024

[https://www.arts.ok.gov/Arts\\_in\\_Communities/Nonprofit\\_Arts\\_Development/Chapter\\_2.html](https://www.arts.ok.gov/Arts_in_Communities/Nonprofit_Arts_Development/Chapter_2.html)

Otis College Report on the Creative Economy. California’s Creative Economy June 2024

Washington State Arts Commission Creative Districts Overview 2020—ongoing

### Selected Bibliographic References:

Kaiser, Michael. *Strategic Planning in the Arts* in [www.artsmanager.org](http://www.artsmanager.org) (2025)

Bryson , John M. and Bert George. *Strategic Planning for Public and Nonprofit Organizations*. Wiley, 6th Edition (2024)

Comunion, Roberto et. al., *A Modern Guide to Creative Economies*, Elgar Publishing (2022)

Howkins, John. *The Creative Economy: How People Make Money from Ideas*. Allen Lane/ Penguin Books (2001)

Mang, Pamela and Ben Haggard. *Regenerative Development and Design*. Wiley (2016)

Ashley, Amanda et. al. *The Creative Economy: Arts, Cultural Value and Society in Practice*. Routledge (2024)

Cumberlidge, Clare and Lucy Musgrave. *Design and Landscape for People*. Thames and Hudson (2007)

## ACKNOWLEDGEMENTS

### County Land Acknowledgement:

The Santa Fe County Land Acknowledgement recognizes that the area is the ancestral and current homeland of Indigenous peoples, specifically the Tewa people and their descendants, as well as the Apache and other Pueblo nations. It acknowledges the ongoing stewardship of these lands by Native communities and the deep historical and spiritual connection they have to the area known in Tewa as Oga Po'geh (White Shell Water Place). The acknowledgement also recognizes the impacts of colonization and the importance of continuing to honor and respect Indigenous peoples and their cultures.

Consultant Note: With thanks to the County of Santa Fe staff and ACCE Council for guidance, and to IICP colleagues in the consulting space for sharing tools and tips on best practices in the strategic planning process.



institute for inter-cultural practice

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