

SANTA FE COUNTY

1775017

Resolution No. 2000-69

A RESOLUTION ADOPTING THE CULTURE, ARTS, AND TOURISM PLAN.

WHEREAS, Santa Fe County and the City of Santa Fe have worked together to develop a plan that addresses the Santa Fe area's artistic, cultural, natural, and heritage resources; and

WHEREAS, the Plan was developed with participation from property owners and residents from the portion of Santa Fe County beginning in the Madrid/Galisteo area to the northern boundary of the County; and

WHEREAS, the Plan recommends strategies for managing, preserving, and promoting these resources in the context of a tourism based economy; and

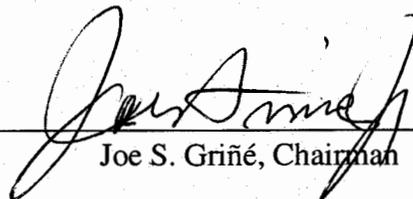
WHEREAS, the Plan was presented to the Lodger's Tax Advisory Board on February 15, 2000 and the Board made a recommendation of approval; and

WHEREAS, a public hearing was held before the Board of County Commissioners on May 30, 2000; and

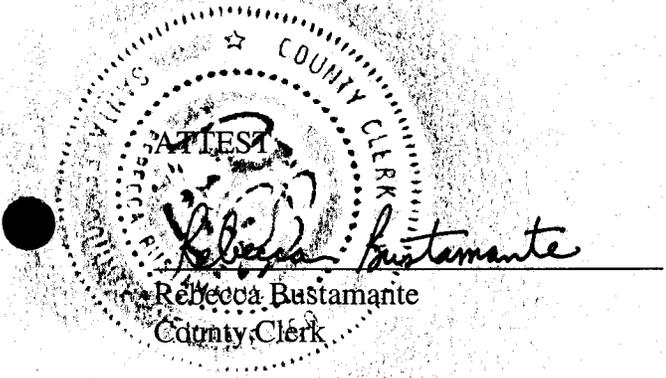
NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Santa Fe County that the Culture, Arts, and Tourism Plan is adopted.

PASSED, APPROVED AND ADOPTED this 30 of May, 2000.

BOARD OF COUNTY COMMISSIONERS



Joe S. Griné, Chairman



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Approved As to Form:

[Signature]
Office of the County Attorney



1119.195
COUNTY OF SANTA FE) SS
STATE OF NEW MEXICO)
I hereby certify that this instrument was filed
for record on the 12 day of June A.D.
20 00, at 8:15 o'clock a. m.
and was duly recorded in book 1775
page 018-181 of the records of

Santa Fe County.
Witness my Hand and Seal of Office
Rebecca Bustamante
County Clerk, Santa Fe County, N.M.
[Signature]
Deputy

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CULTURE, ARTS, AND TOURISM PLAN

MAY 2000

**SOUTHWEST PLANNING AND MARKETING
TOBY HERZLICH & COMPANY**

ACKNOWLEDGEMENTS

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Santa Fe County Lodgers Tax Advisory Board
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TABLE OF CONTENTS

EXECUTIVE SUMMARY	<i>iv</i>
ABBREVIATIONS Used in CULTURE, ARTS, AND TOURISM Plan	<i>ix</i>
STRATEGIES PROPOSED in CULTURE, ARTS, AND TOURISM Plan	<i>I</i>
Strategy #1: Market Santa Fe to cultural tourists	<i>1</i>
Assess market for cultural tourists	1
Educate potential visitors about cultural offerings in the Santa Fe area	1
Establish Santa Fe as a four-seasons cultural destination	2
Protect the "Santa Fe" name	3
Strategy #2: Promote Santa Fe as a walking city	<i>4</i>
Promote a trail network through the City/County, linking existing trails and walking routes (including the Santa Fe River Trail, Acequia Trail, Rail Trail, Santa Fe Trail, and others)	4
Develop self-guided downtown walking tours	5
Enhance pedestrian environment	5
Improve signage and provide information kiosks	6
Establish a circulator shuttle within the BCD	7
Study and develop plan to consider additional downtown street closings	8
Strategy #3: Protect the viability and authenticity of downtown, both for residents and for visitors	<i>9</i>
Develop incentives for residents to come downtown	9
Ensure safety for residents and visitors	10
Provide restrooms and drinking water in the tourism attraction zones	10
Promote the downtown as a pedestrian cultural district	11
Improve Plaza facilities for performances, cultural events, and other community needs	11
Form a "Business Improvement District," with associated tax, to help pay for downtown improvements	12
Limit large vehicles in the BCD	12
Strategy #4: Provide visitor services and facilities in rural and appropriate tribal areas	<i>13</i>
Furnish County visitor attraction areas with public toilets, parking, signage, drinking water	13
Improve visitor information regarding the County	14
Support villages and pueblos in developing tourism management plans as part of their community plans	14
Assist villages and Pueblos in accessing LTAB funding	15
Support village efforts to obtain state and federal funding	15
Develop and promote agri-tourism in the County	16
Strategy #5: Educate visitors about the City, County, and Pueblos	<i>17</i>
Create a regional visitor center	17
Develop accurate interpretive information	18
Educate visitors to respect host communities	18
Educate visitors regarding authenticity in traditional crafts	19
Promote an official arts guide and calendar to represent Santa Fe's arts and cultural offerings	19
Create heritage video for showing at visitors centers, travel agencies, and in hotels	20
Establish optional lodging surcharge for cultural and natural resource protection projects	20
Strategy #6: Facilitate education and dialogue among the sectors and people who interact with visitors	<i>21</i>
Facilitate regular and ongoing dialogue among the tourism industry and arts/cultural and heritage organizations	21
Support people who informally interact with visitors (Plaza vendors, retailers, police officers, newspaper sellers) in having accurate and timely information about activities and visitor information	22
Expand participation in free training about local cultural resources for concierges, guides, retailers, and other informal visitor interface people	23
Share pride in Santa Fe with visitors	23
Encourage involvement in the self-certification program for tour guides	24

Strategy #7: Coordinate better linkages between the tourism and arts/cultural sectors and among City and County planning entities 25

- Create a Cultural Tourism Planner (CTP) position within the CVB focused on cultural tourism coordination and outreach..... 25
- Convene bi-monthly meetings between arts organizations and the tourism industry (especially concierges) to enhance promotion, provide more thorough information about cultural activities, and initiate opportunities for collaboration..... 25
- Organize localized studio tours to allow visitors to meet artists..... 26
- Target arts/cultural events marketing to specific convention guests..... 26
- Explore opportunities for cooperative efforts between OTAB and LTAB 27

Strategy #8: Protect neighborhoods through code enforcement and neighborhood driven design standards 28

- Enforce zoning and existing ordinances 28
- Restrict tour buses and RVs in residential areas..... 29
- Enact "Neighborhood Conservation Districts," in which neighborhoods develop definitions of boundary and character which become overlays onto zoning ordinances 29
- Establish museum overlay district for the Museum Complex area on the Eastside..... 30
- Monitor the need for and establish other overlay districts..... 31

Strategy #9: Involve the public in tourism planning and marketing 32

- Investigate the establishment of an independent CVB 32
- Continue the CAT Plan Advisory Committee to provide oversight in implementation of this plan..... 32
- Solicit community input regarding issues related to tourism and management of cultural and natural resources 33
- Involve public and industry in tourism marketing efforts on an ongoing basis 33
- Conduct survey of community attitudes about tourism 34

Strategy #10: Disperse visitors throughout the City, County, and Pueblos 35

- Provide unique form(s) of transportation for visitors 35
- Use signage to disperse visitors..... 36
- Encourage visitors to arrive without vehicles..... 37
- Promote cultural and recreational areas outside of the downtown..... 37

Strategy #11: Encourage tourism industry to support the community and to promote industry contributions 39

- Encourage industry to contribute to community..... 39
- Encourage industry to promote its contributions to the community 40
- Conduct study on the economic and social benefits and costs of the tourism industry in Santa Fe County 40

Strategy #12: Strengthen alliances between the arts sector and the community at large..... 41

- Develop a Community Arts and Cultural Center, including space for performances and arts activities for local groups, as determined through the *Arts Audience and Facilities Development Plan (A&FDP)*..... 41
- Expand and promote free or low-cost cultural events and programs for the local community..... 42
- Work with businesses to devote wall or window space to local artists..... 43
- Create a mentoring program for youth in the arts industry 43

Strategy #13: Strengthen career-track training, mentorship, and apprenticeship programs for youth in the arts, cultural, heritage, and tourism industries 44

- Continue to work with the local high schools, colleges, and employers to develop internship, mentorship and apprenticeship programs..... 44
- Work with higher education institutions to develop/promote programs in tourism industry careers, to help residents enter industry at higher levels of employment and/or advance in careers through continuing education 45
- Establish career tracks in the tourism, arts, and heritage industries..... 45
- Involve youth in implementing the CAT Plan through cooperative alliances 46

Strategy #14: Assist in development and marketing of locally produced arts and crafts 47

- Strengthen heritage education in grades K-12..... 47
- Support artisan associations in establishing a program to certify authentic crafts..... 48
- Develop cooperative studio space and marketing space for artisans 48

APPENDIX A Phase I Report Background Research

APPENDIX B Phase II Report Public Involvement

During 1998 and 1999, the City and County of Santa Fe developed a Culture, Arts, and Tourism Plan (CAT Plan). The purpose of the project was to identify the Santa Fe area's artistic, cultural, natural, and heritage resources and articulate the community's desires around promoting, preserving, and managing the resources in the context of a tourism-based economy. The study area includes the City of Santa Fe and that portion of Santa Fe County from the Madrid/Galisteo area to the northern boundary of the County.

GENERAL GOALS OF THE PROJECT

The project was informed by the following general goals:

- Increased public access to the arts
- Enhanced understanding with the Pueblos
- Enhanced City/County cooperation
- Increased opportunities for small arts and crafts businesses
- Identification of opportunities for and education of the public and local officials about resource preservation and enhancement and the benefits of tourism
- Comprehensive analysis of the need for new facilities or adaptive reuse of existing facilities
- Preparation of a plan for a broadly defined target audience

The project was undertaken in three interactive phases. Phase I included the development of an inventory of cultural resources and an analysis of community needs, trends, and impacts. Phase II was the public involvement phase and incorporated input from public meetings, focus groups, and an advisory committee. The results of Phases I and II are reported in an appendix to this report. Phase III entailed the development of this action plan.

PHASE I

The Phase I work was comprised of the following components:

- A description of stakeholder groups
- An inventory of cultural resources
- A discussion of factors that shape the cultural environment

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- An analysis of community and regional issues and trends
- A presentation of tourism issues and trends
- A discussion of benefits and threats to Santa Fe's culture
- An initial analysis of opportunities and obstacles related to developing and protecting Santa Fe's cultures and cultural resources

PHASE II

In Phase II, four public meetings and six focus groups were conducted. There were also a number of meetings of a broad-based advisory committee (CAT AC), comprised of representatives of cultural, arts, and heritage organizations and the business community. Two public meetings were held in Santa Fe, one was held in San Ildefonso Pueblo, and one was held in Cerrillos. The six focus groups conducted were:

- Heritage/natural resource group representatives
- Rural and tribal representatives
- Tourism industry representatives
- Neighborhood representatives
- Downtown businesses
- Arts organizations

Five of the focus groups were comprised of 8 to 15 community members, carefully selected to represent a range of opinions and expertise. The sixth focus group was conducted at a special meeting of the Santa Fe Arts Commission's Arts Network, with about 30 people in attendance. Each of the groups led to the identification of key issues, for maintaining and enhancing the community's cultural and natural resources while maximizing the positive benefits of tourism.

After the six focus groups were convened, the final public meeting was held in Santa Fe. The meeting was widely advertised and was attended by over 65 community members. Participants formed smaller workgroups, which developed strategies around the following issues (which came out of the focus groups):

- Regional visitor center with shuttle service
- Appropriate promotion of Santa Fe as a tourist destination
- Career track for youth in arts, culture, heritage, and tourism occupations
- Protection of neighborhoods and communities
- Pedestrian enhancements in the downtown area
- Downtown traffic management

GOALS OF THE CAT PLAN

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Based on the input from the focus groups and public meetings, the following six goals were defined:

- I. Include local community needs in developing tourism management plans.
- II. Coordinate planning and develop infrastructure to manage tourism to minimize negative impacts and maximize benefits.
- III. Maintain the authentic character of Santa Fe's culture, heritage, and environment as the basis of the visitor experience.
- IV. Attract and educate cultural tourists who will appreciate and support Santa Fe's heritage and arts.
- V. Reduce vehicles and traffic congestion downtown.
- VI. Create a future for youth in Santa Fe's culture and tourism industries.

STRATEGIES

The goals laid the foundation for the following strategies. The strategies are interrelated, with many of them supporting the achievement of more than one of the goals, and are therefore not listed in any order of priority.

1. Market Santa Fe to visitors who appreciate the region's culture and heritage.
2. Promote Santa Fe as a walking City.
3. Protect the viability and authenticity of downtown, both for residents and for visitors.
4. Provide visitor services and facilities in rural and appropriate tribal areas.
5. Educate visitors about the City, County, and Pueblos.
6. Facilitate education and dialogue among the sectors and people who interact with visitors.
7. Coordinate better linkages between the tourism and arts/cultural sectors and among City and County tourism planning entities.
8. Protect neighborhoods from the impacts of tourism through code enforcement and neighborhood-driven design standards.
9. Involve the public in tourism planning and marketing.
10. Disperse visitors throughout the City, County, and Pueblos.
11. Encourage the tourism industry to support the community and promote industry contributions.
12. Strengthen alliances between the arts sector and the community at large.
13. Create career-track training, mentorship, and apprenticeship programs for youth, in the arts, cultural, and tourism industries.
14. Assist in development and marketing of locally produced arts and crafts.

These strategies are the result of broad community input and should be viewed as a mandate from the people, organizations, and businesses of the Santa Fe area. They form the basis for the action plan and the roughly 70 recommended actions contained in this report.

OTHER ISSUES

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Two issue areas were identified as important concerns to the public, but were not fully addressed in the action plan. These are the need for both additional parking in the BCD and the proposed new civic/convention center. While these issues are important, they are too complex to address as part of this plan and are being addressed through other means outside of this planning process. To avoid duplication of effort, they have not been addressed in detail in this document. However, to provide perspective on these issues, they are briefly touched on below.

Parking in the BCD

Based on the public comments made during the preparation of this plan, there is a serious need to reduce traffic congestion and the presence of cars in the BCD to enhance the pedestrian environment. The lack of parking was cited as a major reason that residents avoid the downtown area. Thus, the development of additional parking on the periphery of the BCD is critical to the successful implementation of this plan. Alternatives to the reliance on the automobile should also be provided for visitors and residents (buses, circulator shuttles, visitor shuttles, airport shuttles).

Civic/Convention Center

The question of whether to renovate the existing civic/convention center or to build a new facility has been studied and debated, but the community has not, as yet, arrived at a consensus. Proponents of a new or enlarged convention center claim that conventions can be used to supplement current visitation because they can be held during the slower months of the year, thereby providing more stable year-round employment; others feel that this claim has not been substantiated. Proponents also claim that the focus will be on attracting groups with an interest in cultural tourism, while others feel that success in this area is uncertain. Additional issues that remain to be resolved include the nature of the market for an improved or new facility, the potential cost to the City of renovation or construction of a new facility; the impact of increased visitors, traffic, and noise on the immediate neighborhood of the civic/convention center and on the overall character of the City; and to what extent the facility should serve local needs, as well as the needs of visitors.

IMPLEMENTATION

Phase III of the Cultural, Arts and Tourism planning process developed actions to carry out each of the 14 previously identified strategies. The body of this report lists the actions, recommends time frames, and identifies parties to carry out the actions. Time frames have been divided into three implementation phases, as shown below:

- I Immediate (1 year)
- II Short-term (2-4 years)
- III Long-term (5-10 years)

The time frames are approximations, which depend, in part, on the availability of resources to carry out the actions. Actions identified for Implementation Phase I can be implemented immediately, in part, because they require little or no additional resources or staffing.

The strategies and actions articulated in this plan represent a comprehensive and cross-cutting approach to protecting the multi-faceted culture of our community while supporting the arts and cultivating and managing tourism. Many different City and County departments, as well as tourism industry entities, nonprofit groups, neighborhood associations, and other public and private groups within the community, are identified as implementers. In addition to these implementers, others are encouraged to collaborate in carrying out the plan. The prescribed efforts are interconnected and will require coordination and monitoring among this wide range of parties, as well as legal review by the City Attorney.

For this reason, a three-tiered level of responsibility is recommended. To ensure a broad citizen base of accountability, this plan recommends that the CAT Advisory Committee (CAT AC) should be maintained to work with City and County staff through the implementation period of this plan. This experienced group will provide continuity, and can be expanded as needed through the formulation of subcommittees to implement specific action areas of the plan.

This plan recommends the addition of a Cultural Tourism Planner position within the CVB, to be responsible for coordinating the implementation of this plan and to serve as the primary point of contact. This person would provide the necessary linkages among identified government departments and other parties, a task that is quite large and currently not within the scope or capability of any existing City staff or department. Additionally, this person would identify and develop opportunities to address the mandate implicit in this plan, that of focusing Santa Fe's tourism efforts toward visitors who are appreciative of the community's unique cultural assets and who will therefore participate as partners in maintaining what we love about this special place. While funding for this position is not currently in place, it is hoped that the City and County will commit the resources necessary to realize this recommendation and ensure that there will be a staff person responsible for implementing this plan.

The staff project team, composed of representatives from the City and County Planning Divisions, the City Community Services Department (the Santa Fe Arts Commission and Economic Development Planning), and the Convention and Visitors Bureau (CVB), should also be preserved as a group that cuts across government departments with a cohesive understanding of and commitment to this plan. It is also recommended that a representative of the City Public Works Department, which will be integral to plan implementation, be added to the team. By meeting on a regular basis and maintaining an awareness of the CAT Plan in their respective departments, this group will ensure that implementation progresses according to schedule.

ABBREVIATIONS Used in CAT Plan

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A&FDP	Arts Audience and Facility Development Plan
BCD	Santa Fe Business Capitol District
CAT AC	Cultural, Arts, and Tourism Plan Advisory Committee
CAT PT	Cultural, Arts, and Tourism Plan City and County Project Team
CACC	Community Arts and Cultural Center Facility
Chamber	Santa Fe County Chamber of Commerce
CSD	City of Santa Fe Community Services Department
CTP	Cultural Tourism Planner
CVB	Santa Fe Convention & Visitors Bureau
C&Y	City of Santa Fe Children and Youth Program
DAPC	Downtown Action Planning Committee
DRA	Downtown Retail Association
LTAB	Santa Fe County Lodgers Tax Advisory Board
NMDOH	New Mexico Department of Health
NMDOT	New Mexico Department of Tourism
NMGA	New Mexico Guides Association
NMITA	New Mexico Indian Tourism Association
NMPRC	New Mexico Public Regulation Commission
OTAB	City of Santa Fe Occupancy Tax Advisory Board
P&R	City of Santa Fe Parks & Recreation Department
Planning	City or County Planning Division
PRC	City of Santa Fe Plaza Renovation Committee
RAN	Rural Agricultural Network
SER	Service Employment Redevelopment Program
SFAC	City of Santa Fe Arts Commission
SFCA	Santa Fe Council for the Arts
SFCC	Santa Fe Community College
SFEAN	Santa Fe Education and Apprenticeship Network
SFFM	Santa Fe Farmers Market
SFPA	Santa Fe Performing Arts Association
SFPS	Santa Fe Public Schools
SFSA	Santa Fe Society of Artists
SWAIA	Southwest Association on Indian Arts
TATF	City of Santa Fe Tourism Advisory Task Force
TAZ	Tourism Attraction Zone
TRADE	Tri-Area Association For Economic Development
USDA	U.S. Department of Agriculture

Strategy #1: Market Santa Fe to cultural tourists

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Santa Fe residents want visitors who are interested in and respectful of their cultures and heritage. These cultural tourists are a natural fit for Santa Fe. Studies show that they spend more than the average visitor and that they are good candidates for repeat visitation. By selective marketing, Santa Fe, which already attracts many cultural tourists, can attract an even greater number of respectful visitors. This will provide more revenues to the City, which may be used for cultural and natural resource preservation. To properly focus cultural tourism efforts, the City and County should hire a Cultural Tourism Planner (CTP).

Cultural tourism relies on maintaining the authentic character of the community. It is important as Santa Fe continues to grow to anticipate development that may be a future threat to authenticity. There was discussion during the planning process of prohibiting inappropriate uses such as national retail chains in the BCD and casinos. However, no consensus was reached around these matters.

Action 1.1					
Assess market for cultural tourists					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
1.1.1 Gather data on demographics, psychographics, and needs of cultural tourists	CVB and its ad agency	✓			
1.1.2 Determine where cultural tourists are located and develop corresponding ad placement plan.	CVB and its ad agency	✓			
1.1.3 Determine messages and media to reach market	CVB and its ad agency, with public input		✓		

Action 1.2					
Educate potential visitors about cultural offerings in the Santa Fe area					
<p><i>Cultural tourists are interested in learning as much as they can about a place before they arrive, in order to make the most of their visitor experience. By placing articles in the arts and culture sections of national newspapers, as well as prominent travel or cultural web sites, travelers will learn about Santa Fe as a place to approach with respect and appreciation for its unique heritage and offerings. Articles could be written about the range of cultural resources identified in the site inventory prepared as part of this study. Visitors could also learn about unusual ways to interface with authentic cultural experiences, such as volunteering to assist archaeological digs.</i></p>					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
1.2.1 Develop articles for newspapers and publications around the country on Santa Fe culture	CVB, City and County ad agencies, arts organizations	✓			<i>This is a low-cost ongoing form of advertising</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

1.2.2	Promote culture and the full range of arts in visitor guide	CVB	✓			
1.2.3	Use City and County Web pages for education and promotion	CVB and County	✓			Links should be established to cultural sites

Action 1.3
Establish Santa Fe as a four-seasons cultural destination

Santa Fe used to be known primarily as a summer tourist destination. While cultural offerings and visitors have increased during other parts of the year, there is still a perceived lack of activities during non-summer months, as well as gaps in which there are genuinely very few offerings to attract visitors. These off-season times should be targeted for programming by arts and cultural organizations. This should be accompanied by heavy promotion of these off-season events in order to support their success and better distribute visitation over the entire year. Year-round events would also provide greater access for residents to take part in cultural activities. This action is related to Action 5.5.3, regarding coordination of events for a year-round calendar.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
1.3.1 Develop and promote year-round arts and cultural events	SFAC and arts organizations		✓		This will be supported by Strategies 6.1 and 7.2, concerning better dialogue and coordination among arts and tourism sectors. Gaps and opportunities should be identified collaboratively.
1.3.2 Promote year-round cultural activities	CVB, arts organizations, tourism industry, and County		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 1.4**Protect the "Santa Fe" name**

The City should trademark the "Santa Fe" name to ensure integrity around how Santa Fe is presented to the world and to ensure that commercial applications are culturally appropriate, authentic, and beneficial. Revenues from licensing the "Santa Fe" name could be devoted to the Cultural and Natural Resource Protection Fund.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
1.4.1 Research the process for trademarking the name "Santa Fe," and if feasible, trademark the name	City Attorney	✓			
1.4.2 Set standards for use of the name	CAT AC	✓			Could be a CAT Plan subcommittee
1.4.3 Review applications for use of the name on commercial products	CAT AC		✓		
1.4.4 Contribute proceeds from use of the name into Cultural and Natural Resource Protection Fund	CAT AC		✓		Relates to Action 5.7, the establishment of this fund.

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #2: Promote Santa Fe as a walking city

Most sites within the central Tourism Attraction Zone (see Map 2 in appendix) are within a one-mile walking radius. Encouraging a pedestrian environment would reduce traffic and parking problems, as well as provide visitors with a more intimate and authentic experience of our community.

While a trail network throughout the city does exist as part of the Trails Masterplan, the walking routes could be strengthened through better identification and educational materials. Additionally, downtown and city-wide walking routes should be mapped, promoted, and enhanced. Pedestrian activities would be further supported by a circulator shuttle linked to peripheral parking.

The question of closing streets in the Plaza area was raised, yet unresolved, during this planning process. Further study is recommended before action is taken.

Action 2.1 Promote a trail network throughout the City/County, linking existing trails and walking routes (including the Santa Fe River Trail, Acequia Trail, Rail Trail, Santa Fe Trail, and others)					
<i>Historic and environmental trails are significant and often unrecognized as cultural resources.</i>					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
2.1.1 Develop comprehensive maps and promotional materials for the trails and parks and recreation network; include links to the transit system.	City Planning, County Planning, Transi Division, with public and private partners (e.g., Santa Fe Watershed Association, Sangre de Crist Bike Club, recreation and outdoor retailers)		✓		Use existing trails network from Trails Masterplan (see Map No. 10 in Appendix A). Seek sponsorship and funding from private sector. County is developing Open Lands and Trails Masterplan.
2.1.2 Distribute maps in the Visitor's Guide, with other visitor information, and in other places, such as outdoor recreation stores	CVB, with partners for distribution (see above)		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 2.2					
Develop self-guided downtown walking tours					
<i>This will assist people wanting to take self-guided walking tours, supplementing existing guided tour services.</i>					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
2.2.1 Design a series of self-guided walking routes that include educational, recreational, and cultural opportunities	Old SFe Association; Historic SFe Foundation; SFAC	✓			
2.2.2 Create a brochure with maps and interpretive information	CVB		✓		
2.2.3 Work with a local artist to design a tasteful way of marking walking routes, such as metal markers in the sidewalks, and "you are here" signs.	SFAC, City Public Works		✓		<i>Link signage to brochures, both in design and in identification of cultural sites</i>

Action 2.3					
Enhance pedestrian environment					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
2.3.1 Develop standardized streetscape infrastructure (furniture, lightposts, etc.) for particular districts within the Tourism Attraction Zones	City Planning, Public Works, SFAC		✓		
2.3.2 Enhance trails and repair sidewalks	City Public Works and private property owners		✓		<i>A master plan is being developed to enhance the river trail from Delgado to Defouri.</i>
2.3.3 Clearly mark crosswalks at downtown street corners and enforce existing ordinance giving pedestrians the right-of-way at crosswalks	City Public Works, Police, Public Information Officer	✓			<i>Will require education and media outreach to raise awareness of the law</i>
2.3.4 Strengthen and enforce existing ordinance to restrict blockage of sidewalks by shopkeeper displays of wares	City Planning, Public, City Attorney	✓			

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

2.3.5	Create new ordinance regulating the percentage of a building's façade that may be used for merchandise display	City Planning and Land Use	✓			Enhances visual experience and support authenticity; see also Strategy 3
2.3.6	Identify walking routes that would be enhanced by tree planting; plant trees in partnership with public and private groups	City Planning, Parks and Rec., Tree New Mexico, merchants		✓		
2.3.7	Develop and implement ordinance to designate and protect existing "heritage trees" in the Historic District	City Planning	✓			See New Mexican editorial, 7/4/99
2.3.8	Develop and implement ordinance requiring large animal carriage operators to outfit their animals with diapers	City Public Works	✓			Contracts with carriage operators require this

Action 2.4**Improve signage and provide information kiosks**

Kiosks could also sell newspapers, refreshments, etc. See also 10.2, re: using signage to disperse visitors.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
2.4.1 Develop and implement overall signage plan for Santa Fe, including signs for walking routes and the transit system	City Planning, Transit Division CAT AC, DAPC		✓		
2.4.2 Create information kiosks for the Plaza area, Canyon Road, the Museum complex, Conference Center, Railyard, Second Street, Guadalupe Street, and in parking facilities	CVB, Parking Division, Chamber		✓		Include "you are here" maps to help visitors orient themselves

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 2.5**Establish a circulator shuttle within the BCD**

To encourage a pedestrian environment, a frequently operating, low-cost or no-cost shuttle should be established within the BCD, linking the Plaza area, Guadalupe District, the Railyard, Canyon Road, the Capitol complex, and De Vargas Center. Such a shuttle was previously operated by the City and experienced low ridership. This low ridership was attributed by some to a lack of peripheral parking and inadequate promotion. This plan recommends that a circulator shuttle be developed in conjunction with BCD parking development and be heavily promoted toward both visitors and residents.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
2.5.1 Provide peripheral parking in the BCD	Parking Division, Parking Committee		✓		<i>Parking Division is currently looking at sites for additional parking in the BCD</i>
2.5.2 Establish circulator shuttle route	Transit Division		✓		<i>Routes should be linked to peripheral parking, major destinations, and the Santa Fe Trails bus system</i>
2.5.3 Promote system	Transit Div., CVB, Tourism Industry, Chamber, DRA		✓		<i>Employers will be instrumental in promoting the system</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 2.6**Study and develop plan to consider additional downtown street closings**

Concerns have been expressed regarding the impacts of downtown traffic on public safety, air quality, and the deterioration of fragile historic buildings. Public recommendation during the CAT planning process ranged from opening all the streets to traffic, with Lincoln running two-ways on the west side of the Plaza year-round to closing of all the Plaza streets to cars along with Washington and Lincoln Streets north of Palace Avenue. Some suggested closing Burro Alley (which was recently accomplished) and Shelby Street to vehicular traffic. More information about traffic flows is needed, as is a broader and more focused public involvement process, before any additional closing should be recommended. It is important to develop adequate downtown parking facilities prior to closing additional downtown streets.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
2.6.1 Work with the CAT Plan Advisory Committee and the DAPC to create a public involvement process including a broad range of constituents, including State Historic Preservation Division	CAT plan staff, Traffic Division, Plaza Renovation Committee,	✓			This process could be modeled after the Police and Community Roundtable process
2.6.2 Research pedestrian and vehicular traffic flows and parking needs and experiences in other communities, such as Boulder, Colorado	City Planning, Traffic Division		✓		See pedestrian concept in 1980 BCD study and 1995 Parking Study
2.6.3 Use public involvement and research to examine feasibility of street closings	City Planning, Traffic Division		✓		Should address aesthetics of barriers
2.6.4 Implement pilot plan	City Planning, Traffic Division		✓		One suggestion is to keep streets open during the evening
2.6.5 Evaluate pilot project and revise plan as needed	City Planning, Traffic Division			✓	

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #3: Protect the viability and authenticity of downtown, both for residents and for visitors

As the Plaza businesses have become more oriented toward serving visitors, Santa Fe residents have become more concerned about losing the authenticity of their city, particularly in the downtown areas. Visitors are drawn to Santa Fe for its diverse cultural richness and sometimes express disappointment about the "Disneyland" quality that they find on the Plaza. It is essential to maintain the viability of the Plaza area as a center of community life by building on the authentic presence and activity of local residents. The downtown area must regain its relevance to community members as a place to shop, socialize, and take care of their daily business. It is important to maintain public services in the immediate downtown (e.g., city hall, county courthouse). Additionally, the downtown experience should be enhanced for both residents and visitors through better traffic management, easier parking, and encouraging a pedestrian environment.

Action 3.1					
Develop incentives for residents to come downtown					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
3.1.1 Revive the Downtown Retail Association to coordinate efforts and create/promote incentives for residents to come downtown for shopping and socializing	Chamber	✓			<i>Incentives could include discounts for residents or retail-sponsored community events</i>
3.1.2 Ensure adequate parking near downtown	City Parking Division, with Parking Commission, City Planning		✓		<i>Parking studies have been conducted and are about to be reinitiated</i>
3.1.3 Increase Plaza activities oriented for residents on evenings and weekends, and in the off-season	City P&R, with Office of Intercultural Affairs, DRA and other private and nonprofit partners	✓			
3.1.4 Encourage live/work spaces downtown	City Planning, CSD		✓		<i>Revisit parking requirements for BCD housing</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

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Action 3.2 Ensure safety for residents and visitors					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
3.2.1 Raise police profile (and maximize as a visitor attraction) by expanding the mounted police and the bicycle police patrols downtown	Police Dept	✓			Ongoing, as per Police Dept. 5-year plan
3.2.2 Carry out preventive policing through increased enforcement of minor violations	Police Dept	✓			Ongoing
3.2.3 Strengthen community-based policing through the implementation of the five-year Police Plan	Police Dept		✓		Ongoing
3.2.4 Add a Police substation with staff at the railyard or in the Guadalupe area	Police Dept		✓		

Action 3.3 Provide restrooms and drinking water in the tourism attraction zones					
<i>This is important to maintaining a viable pedestrian environment.</i>					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
3.3.1 Research, map, and publish information on existing facilities in the downtown area	City Planning, Public Works, CVB, private sector	✓			
3.3.2 Install public restrooms and drinking fountains in the vicinity of the Plaza, Canyon Road, Guadalupe Street, and in all new parking facilities	City Planning, Public Works, P&R		✓		Study public restroom solutions in San Francisco and other cities with high visitation
3.3.3 Provide adequate signage to direct pedestrians to facilities	City Planning, Public Works		✓		See 10.2 and 2.4 re: signage

Action 3.4					
Promote the downtown as a pedestrian cultural district					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
3.4.1 Design downtown self-guided walking tours (see 2.2, re: walking tours) that link the Plaza area, Canyon Road, and Guadalupe areas	City Planning, Old Santa Fe Association, Historic Santa Fe Foundation	✓			
3.4.2 Develop materials and market the downtown cultural district and walking tours	CVB		✓		<i>Cultural events on the Plaza should also be better promoted</i>
3.4.3 Encourage Santa Fe area musicians and food vendors in the Plaza and railyard areas	City Planning, SFAC, City Attorney		✓		<i>This will give people more reasons to be on foot and increase exposure to local cultural opportunities</i>
3.4.4 Offer hands-on art demonstrations in public areas such as hotels and the civic center lobby to enhance education and cultural exposure	SFAC, SFe Council of Artists, hotels, CVB		✓		

Action 3.5					
Improve Plaza facilities for performances, cultural events, and other community needs					
<i>Since 1966, the Plaza has been registered as a National Historic Landmark with the National Park Service. It is important to preserve its physical character to continue to reflect its nationally significant history. However, residents complain that the stage lacks aesthetic appeal and the audio system is poor.</i>					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
3.5.1 Open a process for amending the adopted Meem Plaza Plan to consider alternatives to the current Plaza configuration	City Planning, P&R, NM Historic Preservation Division	✓			
3.5.2 Pending resolution of 3.5.1, improve appearance of temporary stage for summer concerts	City Public Works, P&R, PRC		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

3.5.3	Improve electrical wiring and lighting/audio facilities on the Plaza	City Planning, P&R and PRC		✓		
3.5.4	If the gazebo reconstruction is recommended, include public in the design process	City Planning, P&R		✓		A citizen has offered to build a gazebo

Action 3.6
Form a "Business Improvement District," with associated tax, to help pay for downtown improvements

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
3.6.1 Research Business Improvement Districts (B.I.D) in other cities	CSD		✓		
3.6.2 Develop a plan for establishing and implementing a B.I.D. for Santa Fe	CSD with DAT, CAT AC, Chamber		✓		

Action 3.7
Limit large vehicles in the BCD

Tour busses, RVs, and large trucks aggravate traffic congestion in the downtown area, increase noise, and are causing damage to historic buildings through pollutants and vibrations. Previous City attempts to limit truck traffic downtown have met resistance from the business community; therefore, extensive public involvement is needed to craft an acceptable solution.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
3.7.1 Establish an ordinance to limit RV's, tour busses, and large trucks from the Plaza area	City Planning, City Attorney		✓		
3.7.2 Identify location (public or private) for RV parking; mark adequately with signs to direct away from the Plaza	City Parking Division		✓		Coordinate with Visitor's Center planning and signage plan
3.7.3 Limit delivery trucks downtown to specified times and streets	City Planning, Public Works		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #4: Provide visitor services and facilities in rural and appropriate tribal areas.

The density of tourists around the BCD (along with its diminishing authentic character) and the increasing availability of visitor attractions in smaller communities has resulted in a growing tourism market in the rural areas of Santa Fe County. This benefits Santa Fe by dispersing visitors and reducing visitor impact, and also offers benefit to outlying villages and visitors. This trend is reflected in the County marketing slogan, "There is more to Santa Fe than Santa Fe."

Rural areas, however, are lacking the basic infrastructure needed to support the influx of visitors that typically come during peak seasons. Parking is difficult, public restrooms and drinking water are generally unavailable, information and maps are quite limited, and most smaller communities lack the resources to readily develop such infrastructure and adequately respond to visitor needs. Villages need technical planning and financial assistance to develop the basic services that can foster tourism as a viable aspect of their local economy, while maintaining quality of life.

While surveys show that visitors are attracted to New Mexico in large part because of Indian culture, the pueblos receive relatively little of the economic benefits of tourism. As with the villages, the region's pueblos vary in the level of their interest in attracting tourism. County planners should work with them individually to identify needs and support their efforts to obtain tourism revenues for developing visitor infrastructure and services.

Action 4.1					
Furnish County visitor attraction areas with public toilets, parking, signage, drinking water					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
4.1.1 Work in conjunction with village and pueblo planning efforts to identify rural communities with high levels of tourism (Madrid, Cerrillos, San Ildefonso) and infrastructure needs	County Planning, with villages and Pueblos	✓			
4.1.2 Research sources of funding. <i>Sources may include federal T-21 funds, special federal cultural or heritage appropriations (such as National Scenic Highway designation for Hwy 14), a state legislative appropriation, and/or combined LTAB/OTAB funding for infrastructure improvements.</i>	County Planning, LTAB/OTAB - funded grant writer		✓		<i>Turquoise Trail Association on Hwy 14 is working on designation.</i>
4.1.3 Provide technical assistance for local communities to apply for funding	County Planning, LTAB		✓		
4.1.4 Match funds with local businesses where possible	LTAB		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 4.2
Improve visitor information regarding the County

Santa Fe County has started a tourism marketing initiative using the phrase, "There's more to Santa Fe than Santa Fe." This effort should be coordinated with City of Santa Fe marketing and expanded to include additional information about County attractions, communities, and day-trips within Santa Fe County. Information should be included about eco-tourism opportunities in rural, mountainous, and river areas. This will also support Strategy 10, regarding the dispersal of visitors.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
4.2.1 Develop a section of the Santa Fe Visitors Guide with a focus on visiting County communities	County Planning, LTAB, CVB	✓			
4.2.2 Educate concierges and tour guides about visitor opportunities in the County	LTAB, CVB, Lodgers Association	✓			Ongoing
4.2.3 Create and distribute comprehensive maps and day trip guides, including eco-tourism opportunities	County Planning, LTAB, CVB		✓		
4.2.4 Develop and distribute a pocket guide to Santa Fe County visitor destinations	LTAB, CVB		✓		

Action 4.3
Support villages and pueblos in developing tourism management plans as part of their community plans

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
4.3.1 Enhance collaboration among communities	County Planning, LTAB, NMDOT	✓			Continue existing efforts by all of the implementors
4.3.2 Provide support to communities in addressing tourism issues as part of their community planning process	County Planning, LTAB, NMDOT, NMITA		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 4.4**Assist villages and Pueblos in accessing LTAB funding**

Such assistance should be in accordance with the LTAB ordinance and funding criteria.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
4.4.1 Provide assistance to applicants for LTAB funding	County Planning		✓		Based on community plans
4.4.2 Expedite tourist-related improvements in county areas	County Planning and Public Works, LTAB		✓		Based on community plans

Action 4.5**Support village efforts to obtain state and federal funding**

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
4.5.1 Provide information on funding sources, such as NM Dept of Tourism Cooperative Advertising funds	LTAB, NMDOT and other funders	✓			NMDOT Coop. Advertising funds provide matching grants to local communities
4.5.2 Provide formal written support for applications for funding	County Manager, County Planning		✓		Based on community plans
4.5.3 Support village Main Street proposals	County Manager, County Planning	✓			Ongoing; this will include support for the Hwy 14 efforts

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 4.6**Develop and promote agri-tourism in the County**

Many visitors are interested in experiencing the agricultural communities of Santa Fe County. The experience could be a day trip with a tour and opportunity to buy agricultural products, an overnight stay on a working farm or ranch in a bed and breakfast, or an educational experience on a farm or ranch. Supporting agri-tourism also helps to maintain open-space landscapes and the agricultural heritage of the area.

Action Steps		Implementor	Implem. Phases			Notes
			I	II	III	
4.6.1	Identify potential agri-tourism opportunities of interest to visitors and agricultural organizations in the County and Pueblos who would be interested in hosting agri-tourists	County Planning, agric. extension agent, acequia associations, RAN, SFFM	✓			<i>RAN is a 3-year project funded by USDA to create culturally appropriate and viable food-related businesses</i>
4.6.2	Provide support to farmers in developing their attractions	County Planning, agric. extension agent, SFCC, RAN		✓		<i>Acequia associations might also be involved</i>
4.6.3	Develop a brochure and map on agri-tourism attractions	County Planning, RAN		✓		
4.6.4	Promote agri-tourism attractions	LTAB, CVB, RAN, SFFM		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #5: Educate visitors about the City, County, and Pueblos

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Visitors who understand the history and culture of a place tend to better appreciate and respect the local cultures. This also improves the visitor experience, increases sales of authentic crafts, and protects residents from intrusive behaviors. Education can be accomplished via a regional visitor center and more complete and accessible informational materials.

Action 5.1

Create a regional visitor center

A regional visitor center would make it possible to more effectively and accurately educate visitors about Santa Fe's history and culture. Centralized parking and shuttle service would also get some of them out of their vehicles before they go to the Plaza and other congested areas. It would be desirable to have a single regional visitor center that intercepts visitors on their way to the Plaza; however, multiple centers may be necessary, given the different entryways into Santa Fe. The center should be close enough to the Plaza to encourage people to leave their vehicles and take a shuttle, but not so close as to increase traffic congestion.

An ideal location would be near St. Francis Dr., between San Mateo and Cordova. The site should be large enough to provide a substantial amount of parking. The visitor center could be operated by the public or private sector. The CVB is already working with Santa Fe Premium Outlets to open a visitor center at the shopping center.

Action Steps		Implementor	Implem. Phases			Notes
			I	II	III	
5.1.1	Identify participants and identify Lead Organization	CVB, OTAB, LTAB, NMDOT, and private sector		✓		
5.1.2	Determine physical requirements of site and needs for shuttle system	Lead Organization		✓		
5.1.3	Identify and obtain a site; construct center	Lead Organization			✓	
5.1.4	Establish ongoing financial support	Lead Organization			✓	T-21 Scenic Byways funding may be available for this purpose

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 5.2
Develop accurate interpretive information

There is a lack of comprehensive, accessible information about local history and culture. In addition, some residents believe that misinformation is disseminated that does not properly represent Santa Fe.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
5.2.1 Establish CAT Plan subcommittee	CAT AC	✓			<i>Heritage and natural resource organizations should be included in this subcomm.</i>
5.2.2. Determine information needs and best avenue for dissemination	CAT AC subcommittee	✓			
5.2.3 Obtain funding	CAT AC subcommittee and visitors center Lead Organization		✓		<i>Apply for OTAB and LTAB funds</i>
5.2.4 Develop readable and engaging materials about history, archaeology, architecture, arts, trails, open spaces	CVB and visitors center Lead Org.		✓		
5.2.5 Distribute materials	Regional and other visitor centers, lead org., visitor industry, CVB		✓		<i>Also distribute to residents so they can learn about local resources</i>

Action 5.3
Educate visitors to respect host communities

While there is some material about visitor etiquette in the Visitor Guide, the prominence of this information needs to be increased and distribution needs to be wider.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
5.3.1 Increase prominence of visitor education component of visitor guide	CVB	✓			<i>This could be through an attractive separate insert</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

5.3.2	Provide eye-catching handouts on etiquette in neighborhoods/rural/tribal areas at hotels, car rental companies, visitor centers	CVB, NMDOT, and visitor industry		✓		Utilize existing models, eg, that of San Ildefonso
5.3.3	Educate visitors on water conservation	Sangre de Cristo Water Company, CVB, Hotels		✓		

Action 5.4**Educate visitors regarding authenticity in traditional crafts**

Education will protect visitors from fakes and increase sale of authentic crafts.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
5.4.1 Increase visitor education component of visitor guide	CVB and SFAC	✓			
5.4.2 Provide education as part of Santa Fe heritage video	CVB and CAT AC		✓		See 5.6, re: heritage video
5.4.3 Certify authentic crafts	Craft associations		✓		See 14.2, re: artist certification program

Action 5.5**Promote an official arts guide and calendar to represent Santa Fe's arts and cultural offerings**

There is a need for a single comprehensive arts guide to Santa Fe venues and events. This electronic guide would provide residents and visitors with a centralized information source and help arts groups focus their marketing dollars. The Cultural Tourism Planner would be responsible for maintaining this guide, with input from other entities.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
5.5.1 Designate an official inclusive web site as a guide for local arts	CTP, SFAC	✓			This could be an existing site
5.5.2 Maintain updated arts calendar on official arts web site and link with tourism web sites	CVB and SFAC		✓		Web sites could be accessed from info kiosks
5.5.3 Coordinate cultural events to create year-round calendar	SFAC, P&R, and art organizations		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 5.6
Create heritage video for showing at visitors centers, travel agencies, and in hotels

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
5.6.1 Use interpretive information to create official Santa Fe video	CVB and CAT AC		✓		
5.6.2 Use video at visitor center	Lead VC org.			✓	See 5.1, re: regional visitors center
5.6.3 Distribute video to travel agents, visitor industry in Santa Fe, libraries, and schools	CVB			✓	
5.6.4 Offer on in-room TV in hotel rooms	CVB and lodgers			✓	

Action 5.7
Establish optional lodging surcharge for cultural and natural resource protection projects

While many people come to Santa Fe for the historical richness and natural beauty, there is no source of funds to maintain and protect these resources adequately. Visitors would be given an option to add \$1 per night to their bill at check-out, which would go toward a fund for cultural and natural resource protection. Another option is to set up collection points in hotel lobbies and other tourism businesses and provide envelopes for mailing in donations.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
5.7.1 Form CAT Plan subcommittee	CAT AC	✓			
5.7.2 Set up or identify non-profit entity to collect and manage funds	CAT AC		✓		
5.7.3 Educate and gain participation of hotels	CVB		✓		
5.7.4 Establish criteria and priorities for use of funds	Non-profit entity, heritage and natural resource preservation organizations		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #6: Facilitate education and dialogue among the sectors and people who interact with visitors

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While many activities and cultural offerings are available for visitors to Santa Fe, the people who interact with visitors often are not fully educated or informed about these opportunities. A network of information-sharing should be cultivated among people who provide services for visitors. This includes concierges, tour guides, and event planners, as well as those people who serve informally as resources for tourists on a regular basis, such as downtown retailers, Plaza vendors, newspaper sellers, police, etc.

Opportunities for education about our cultural resources are valuable for residents and visitors alike. These should be expanded to foster an appreciation of Santa Fe's heritage as an essential part of participating in the community.

Action 6.1 Facilitate regular and ongoing dialogue among the tourism industry and arts/cultural and heritage organizations					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
6.1.1 SFAC and CVB co-host a gathering to bring the industries together to define information-sharing objectives and develop process for regular collaboration	CVB, SFAC, with tourism businesses, arts and heritage organizations	✓			
6.1.2 Convene monthly or bi-monthly meetings	CVB, SFAC	✓			Ongoing
6.1.3 Disseminate information about opportunities for visitors to have authentic cultural and heritage experiences					<i>This includes encouraging archeologists doing digs in public areas to offer opportunities for visitor and resident participation and education (when appropriate)</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 6.2					
Support people who informally interact with visitors (Plaza vendors, retailers, police officers, newspaper sellers) in having accurate and timely information about activities and visitor information					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
6.2.1 Conduct an annual spring "Tourism Information Fair" to provide briefings for informal visitor interface people. Include booths and information about upcoming activities that would be of interest to visitors	CVB, Lodgers Association, attractions, arts organizations	✓			<i>Ongoing; Incentives should be offered to encourage participation</i>
6.2.2 CVB and tourism industry host monthly update meetings for informal visitor interface people	CVB, Lodgers Association	✓			<i>Ongoing; Incentives should be offered to encourage participation</i>
6.2.3 Publish a one-page weekly update listing activities of interest; distribute to workers (retailers, vendors, restaurant employees, etc.) throughout the downtown and other tourism attraction zones	CVB, with newspaper partner (New Mexican or Reporter)	✓			
6.2.4 Offer a one-day training for Police to raise awareness of visitor interface and customer service as part of their job	Police Dept		✓		
6.2.5 Develop visitor handbook for emergency and special situations	CVB, Police Dept, NMDOH		✓		Seek funding from the NM Dept of Health

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 6.3**Expand participation in free training about local cultural resources for concierges, guides, retailers, and other informal visitor interface people**

This type of training regarding cultural resources is currently offered by the BLM and one or more private tour operators, and could be expanded to include participation from heritage groups and other non-profits. These trainings should be available to tour guides, concierges, others who interface with visitors informally, as well as local residents who are interested in learning about the cultural heritage of Santa Fe.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
6.3.1 Coordinate quarterly topics with training provided by the group that manages a particular cultural resource	CTP, NMGA		✓		e.g., Historic Santa Fe Foundation provides tour of historically important buildings
6.3.2 Promote availability of training	CVB, NMGA		✓		
6.3.3 Provide incentives for participants, such as tickets to events, cultural offerings, or restaurant gift certificates	CVB, with partners in the tourism and cultural sectors		✓		

Action 6.4**Share pride in Santa Fe with visitors**

In many cities with high levels of tourism, residents are offered training opportunities to serve as informal ambassadors for visitors. This provides an enriching experience for both residents and visitors.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
6.4.1 Create citizen task force to develop program	CVB, CAT AC Subcommittee, Chamber	✓			
6.4.2 Produce and distribute a button: "Ask me about Santa Fe"	CVB, CAT AC Subcommittee, Chamber		✓		
6.4.3 Institute a retiree and high school student docent program	CVB, Chamber, Bienvenidos, Seniors Reaching Out, SFPS		✓		Recursos is training high school students to be tour guides

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 6.5**Encourage involvement in the self-certification program for tour guides**

Santa Fe's rich and complex culture calls for highly informed and inspiring tour guides who can accurately interpret the area's unique culture and history for visitors. This will enable Santa Fe to maintain a higher standard of performance, which ensures an authentic visitor experience. The New Mexico Guides Association has established a voluntary certification program, which many local tour guides have completed. The City can build its reputation around cultural tourism by encouraging broad participation in the certification program and encouraging out-of-state tour companies to use local guides when they are in Santa Fe. Such enhanced educational opportunities for visitors will result in greater sensitivity and appreciation as they interface with the local community.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
6.5.1 Work with the NM Guides Association to establish their self-certification training program as an official program endorsed by the City, County, Pueblos, and heritage groups	CVB, LTAB, NMGA, Pueblos	✓			
6.5.2 Offer the optional program for free or at low cost to tour guides	CVB, LTAB, NMGA		✓		
6.5.3 Advertise the existence of a cadre of certified tour guides in Santa Fe promotional materials	CVB, LTAB		✓		
6.5.4 Encourage out-of-state tour companies to use local tour guides when bringing groups to Santa Fe	CVB, LTAB, Hotel sales staff		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #7: Coordinate better linkages between the tourism and arts/cultural sectors and among City and County planning entities

The public involvement portion of this planning effort revealed that many recommended programs to maintain culture, cultivate the arts, and maximize the benefits of tourism are currently underway. However, complete linkages and thorough coordination among parties is lacking. Arts groups and hospitality businesses typically serve much of the same visiting public but have little formal means of collaboration. Such links would improve the visitor experience as well as offer greater exposure to artists and non-profit arts groups.

Action 7.1

Create a Cultural Tourism Planner (CTP) position within the CVB focused on cultural tourism coordination and outreach

Several cities that share Santa Fe's interest in attracting cultural tourists support this focus with a dedicated staff person to coordinate cultural tourism activities and marketing. It is essential that Santa Fe have such a position. The CTP will hold the primary responsibility for coordinating the implementation of the CAT Plan, ensuring the necessary linkages among the range of implementors cited in this action plan. Additionally, this person will continue to identify and develop opportunities for ensuring authenticity and respect for local culture as part of the visitor experience in Santa Fe and will help promote cultural tourism

Action Steps		Implementor	Implem. Phases			Notes
			I	II	III	
7.1.1	Research Cultural Tourism Planner positions in other cities	CVB, City and County Planning	✓			Los Angeles and Pittsburgh have Cultural Tourism Coordinators on staff
7.1.2	Obtain funding for position, including foundation grants	CVB, City Council, County Commission	✓			Salary estimated at \$40,000
7.1.3	Advertise and fill position	CVB, LTAB	✓			

Action 7.2

Convene bi-monthly meetings between arts organizations and the tourism industry (especially concierges) to enhance promotion, provide more thorough information about cultural activities, and initiate opportunities for collaboration

(see description in 6.1, regarding dialogue between tourism and arts sectors)

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 7.3
Organize localized studio tours to allow visitors to meet artists

Experience has proven that in order to be effective, studio tours within the City need to be localized within a neighborhood or among studios that are in walking distance to each other. They must also be managed on a regular schedule, so that guides and concierges will readily recommend this activity to their guests. Studio tours within the City are intended to supplement the annual rural studio tours, not to replace them.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
7.3.1 Identify interested artists within walking or easy driving proximity to each other	TRADE, SFCA, SWAIA, Gallery Association	✓			TRADE currently organizes rural studio tours
7.3.2 Coordinate studio tours in conjunction with hotels and Gallery Association	TRADE, SFCA, SWAIA, Gallery Association, Hotels		✓		Some artists may also want to offer hands-on art-making opportunities
7.3.3 Promote studio tours through the Visitors Guide, arts web guide, brochures, concierges, and targeted articles in national newspaper art sections	Above, plus CVB		✓		
7.3.4 Support TRADE in their ongoing work to organize studio tours in the County	County Planning, CVB, NM Arts	✓			Subject to tourism management land use planning, see 4.3

Action 7.4
Target arts/cultural events marketing to specific convention guests

Often, convention planners select Santa Fe as a location because their group has an interest in heritage, design, or certain aspects of the culture. Information about these groups and their specific interests would help arts and cultural organizations market activities that these visitors would appreciate, such as tours of woodworkers studios for a group that is interested in traditional furniture arts. Likewise, convention planners and the CVB need to know what cultural activities may be available for their groups. This is a natural collaboration that has been under-realized.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
7.4.1 Inform meeting planners of cultural activities	CVB Convention Services Mgr	✓			

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

7.4.2 Distribute marketing materials outlining activities of interest to specific convention audiences	SFAC, Arts and heritage organizations, CVB		✓		Ongoing
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<p>Action 7.5 Explore opportunities for cooperative efforts between OTAB and LTAB</p> <p>Communities in the County draw increasing numbers of visitors, yet lack the infrastructure and services to adequately support tourism. The majority of the region's lodging is located within the City; subsequently the majority of the lodgers tax revenues are collected by the City and distributed through OTAB. Village representatives argue that a portion of these taxes are generated by visitors staying in the area longer to see County attractions, and that funding for visitor improvements should be available to the County from the larger OTAB resource.</p>					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
7.5.1 Investigate the feasibility of cooperative efforts using LTAB/OTAB resources for infrastructure improvements in the region; implement if feasible	CVB, City and County Attorneys		✓		
7.5.2 Explore joint tourism promotion by the City and County, including annual joint OTAB/LTAB session in the spring and rotating liaisons between the two boards	LTAB, CVB		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #8: Protect neighborhoods through code enforcement and neighborhood driven design standards

As tourism has become the major industry in the downtown area, commercial activity has expanded outward into residential areas, threatening the quality of neighborhoods. There are existing zoning codes and ordinances designed to protect neighborhoods, but residents feel that better enforcement is needed to restrict activities such as short-term tourist rentals, commercial ventures in residential areas, and parking infringement. Additional ordinances may also be necessary to restrict tour busses and RVs in residential areas.

The City General Plan has provisions for the establishment of Neighborhood Conservation Districts, in which neighborhood associations define their own boundaries and design standards that would become overlays onto zoning ordinances. These should be implemented through a public process.

Action 8.1 Enforce zoning and existing ordinances						
Action Steps		Implementor	Implem. Phases			Notes
			I	II	III	
8.1.1	Identify zoning, parking, traffic, signage, short-term residential restrictions, and other ordinances that are not being enforced.	City building inspectors, Parking Division, businesses, neighborhood associations	✓			<i>The restriction that now stands provides that rentals of less than one month are not legal in residential districts. It is hard to enforce under the usual methods.</i>
8.1.2	Improve enforcement; develop improved processes for enforcement	City building inspectors, Parking Division, businesses, neighborhood associations		✓		<i>Ongoing</i>
8.1.3	Inform and educate likely offenders about the existing restrictions	City Planning and Parking Divisions, with building inspectors, businesses, neighborhood associations		✓		<i>Ongoing</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 8.2					
Restrict tour busses and RVs in residential areas					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
8.2.1 Identify existing tour bus routes	Tour bus operators, City Planning and Traffic Div., businesses, neighborhood and community associations	✓			
8.2.2 Meet with tour companies and impacted neighbors to investigate needs and concerns	City Traffic and Planning Divisions, County Planning	✓			
8.2.3 Identify appropriate routes and bus sizes	City Traffic and Planning Divisions		✓		
8.2.4 Study feasibility and legality of RV restrictions, drafting restrictions if feasible	City Traffic and Parking Divisions, City Attorney		✓		Such an ordinance has been previously proposed. See also 3.7.1, re: limiting large vehicles in the BCD

Action 8.3
Enact "Neighborhood Conservation Districts," in which neighborhoods develop definitions of boundary and character which become overlays onto zoning ordinances

By establishing an ordinance to allow for Neighborhood Conservation Districts, the City will be creating a protection option for historic neighborhoods which don't want to be designated as Historic Districts, with all of the accompanying restrictions. The ordinance creates a flexible tool which neighborhoods can use to initiate grassroots efforts to specify their own planning parameters. Provisions for Neighborhood Conservation Districts have been outlined in the City's General Plan.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
8.3.1 Create and adopt Neighborhood Conservation District ordinance	City Planning	✓			A draft ordinance is already complete

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

8.3.2	Prepare a detailed analysis of overall neighborhood characteristics	Neighborhood associations		✓		City Planning will assist neighborhoods in their grassroots initiatives
8.3.3	Develop and adopt neighborhood district plans	Neighborhood associations and City Planning			✓	Ongoing. Planning Commission and City Council will adopt plans

Action 8.4**Establish museum overlay district for the Museum Complex area on the Eastside**

Such a district is needed to allow for reasonable expansion of internationally recognized museum and National Park Service uses. The Museum of New Mexico and the Spanish Colonial Arts Society have plans for expansion and renovation of facilities in this area. These uses are currently non-conforming in this residential neighborhood. This plan supports such uses, but only in the context of neighborhood compatibility.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
8.4.1 Define boundaries of museum district	City Planning, museums, neighborhoods		✓		
8.4.2 Evaluate existing R-1 zoning district	City Planning		✓		
8.4.3 Revise zoning as needed	City Planning		✓		This should involve considerable public input

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 8.5**Monitor the need for and establish other overlay districts**

Emerging Tourism Attraction Zones (TAZs) were identified in Volume 1 of this plan (the Second Street area and the Rufina Warehouse District). These zones should be monitored as they develop, to ensure compatibility with adjacent neighborhoods.

In addition, there may be a need for environmental protection districts to preserve natural resources in specific areas. Environmental groups and neighborhood associations should be centrally and collaboratively involved in determining the needs and specifications around such districts.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
8.5.1 Identify and map potential overlay districts	City Planning, neighborhood associations, tourism and arts businesses, natural resource organizations		✓		Focus on emerging Tourism Attraction Zones and potential environmental protection districts
8.5.2 Work with businesses and neighborhood associations in emerging TAZs to design services and infrastructure for meeting visitor needs as well as to identify restrictions to protect neighborhoods	City Planning, neighborhood associations, tourism and arts businesses		✓		For example, areas could be designated for parking, shuttle stops, etc.
8.5.3 Work with natural resource groups and neighborhood associations in potential environmental protection districts to establish parameters for environmental protection, neighborhood protection, and user access	City Planning, neighborhood associations, natural resource groups		✓		Sites could be established for parking, trails, restrooms, maps

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #9: Involve the public in tourism planning and marketing

Although the CVB invites tourism industry participation in developing its annual visitor guide, there is interest within the broader community in participating in the development of the messages and images that will represent Santa Fe to the world. There is also industry interest in being in more frequent dialogue with the CVB regarding specific placements and initiatives.

Action 9.1
Investigate the establishment of an independent CVB

There is considerable industry support for an independent CVB that would be less political and more stable from one administration to another. About 90% of CVBs in cities the size of Santa Fe are private. Such a CVB would still receive the same amount of lodgers tax funds through the City of Santa Fe and would have to remain responsive to the City Council.

Action Steps		Implementor	Implem. Phases			Notes
			I	II	III	
9.1.1	Study the pros and cons and the possible structure and funding sources	CVB and contractor	✓			Use volunteers to conduct a low-cost, broad-based independent study
9.1.2	Educate the community and City Council about the pros and cons	CVB		✓		
9.1.3	Bring issue to the City Council for decision	CVB		✓		

Action 9.2
Continue the CAT Plan Advisory Committee to provide oversight in implementation of this plan

As members of the public, the CAT Plan Advisory Committee can fulfill a crucial role in ensuring that this plan is implemented. Some new members may need to be appointed to ensure proper representation of stakeholders, particularly if some members do not wish to be re-appointed. Support from the staff liaison team is vital to the Advisory Committee's success.

Action Steps		Implementor	Implem. Phases			Notes
			I	II	III	
9.2.1	Define responsibilities of committee	CAT PT	✓			
9.2.2	Ask Mayor and County Commission to appoint ongoing committee	CAT AC	✓			

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

9.2.3	Make appointments	Mayor, City Council, County Commission	✓			
9.2.4	Establish subcommittees to work on implementation issues	CAT AC	✓			Staff project team support is vital

Action 9.3
Solicit community input regarding issues related to tourism and management of cultural and natural resources

There are two citizen bodies that have been established to provide oversight and advice around tourism issues: the Mayor's Tourism Advisory Task Force has a specific focus on the convention/conference center and issues around tourism promotion; the CAT Advisory Committee has a broader scope as identified in this plan.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
9.3.1 Use Tourism Advisory Task Force and CAT Plan Advisory Committee to identify issues needing public input	Mayor, Council, TATF, and CAT AC	✓			This is an ongoing activity
9.3.2 Determine best methods for involving public and using public input	TATF and CAT AC	✓			
9.3.3 Solicit public input	CTP	✓			

Action 9.4
Involve public and industry in tourism marketing efforts on an ongoing basis

The CVB and LTAB should invite the public and industry to periodic meetings to provide input on and to learn about marketing activities

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
9.4.1 Involve community in annual marketing plan	CVB, LTAB	✓			Expand outreach efforts, including into County
9.4.2 Involve community in planning for promotional efforts through periodic joint roundtables	CVB, LTAB	✓			

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 9.5**Conduct survey of community attitudes about tourism**

While a great deal of public sentiment around tourism issues has been gathered through this planning process, there is still a need for quantifiable baseline data regarding public attitudes in order to measure changes as this plan is implemented over the next 10 years. A survey of community attitudes should be conducted as soon as funding can be made available and periodically updated to assess the beneficial impacts of implementing this plan.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
9.5.1 Obtain funding for survey	CVB	✓			Cost is about \$10,000 to \$12,000
9.5.2 Conduct survey	CVB		✓		This work may be conducted by a contractor
9.5.3 Report findings to community	CVB		✓		
9.5.4 Repeat in several years to monitor changes in attitudes	CVB			✓	Use results to update or revise plan as necessary

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #10: Disperse visitors throughout the City, County, and Pueblos

Traffic congestion, parking problems, and the loss of the downtown as a viable place for residents were cited in community meetings as significant threats to Santa Fe's quality of life. Residents perceive tourism benefits as being limited to owners of downtown galleries and the hospitality industry. Visitors and their vehicles are currently concentrated in the vicinity of the Santa Fe Plaza and a few other locales. It would reduce traffic congestion and parking problems and better distribute the benefits of tourism if visitors were more effectively dispersed to attractions throughout the City, County, and Pueblos.

Action 10.1

Provide unique form(s) of transportation for visitors

An appropriate form(s) of mass transportation would better distribute visitors and reduce congestion. This transportation should be linked to the new visitor center (see 5.1, re: regional visitors center) and should include routes in the downtown Tourism Attraction Zone (Plaza, Canyon Road, Guadalupe areas) and arts districts, as well as in the less centralized parts of the City and County. Residents would benefit from this system as well. Vehicles should be culturally appropriate, i.e., small in scale, with an aesthetic that is complementary to Santa Fe's historic character. Existing tour companies may want to offer a "step on-step off" tour, in which passengers could enter and leave vehicles at various points and would be educated as they are transported. In addition, visitors who arrive by air should be encouraged to use public transportation rather than renting a vehicle.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
10.1.1 Determine responsibilities (public and/or private) and designate Lead Entity	City, County, and private sector partners	✓			Santa Fe Trails or existing tour busses could offer this service
10.1.2 Identify appropriate vehicle type, per narrative above	Lead Entity with input from CAT AC		✓		
10.1.3 Determine routes and vehicle and staffing needs	Lead Entity		✓		Involve SFAC and tourism industry re routes
10.1.4 Obtain financing and launch system	Lead Entity			✓	The system should charge low fares
10.1.5 Develop script for drivers	Lead Entity with input from CAT AC			✓	This should be educational and entertaining
10.1.6 Promote system	Lead entity, City, County, SFAC			✓	System maps should be provided

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 10.2
Use signage to disperse visitors

Better signs are needed for several purposes: Dispersing visitors throughout the Tourism Attraction Zones; routing vehicles toward parking and away from the more densely trafficked areas; providing directions toward restrooms and other facilities; identifying walking tours and trails; identifying RV parking, etc. A plan should be developed which establishes a design model for signage in Santa Fe and identifies ways to provide the best quality of information with minimal visual disturbance.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
10.2.1 Create a subcommittee of the CAT AC, in association with the Downtown Action Planning Committee, to identify comprehensive regional signage needs and develop plan	CTP		✓		Mayor will be appointing the Downtown Action Planning Committee
10.2.2 Create logo and signage model for attractions, walking tours, directions toward vehicle and RV parking, and general information	CAT AC Subcommittee, DAPC, in association with SFAC and local artist		✓		Signs should use international symbols in a way that is locally standardized, culturally appropriate, and attractive. Parking information Coordinator is working on a Trailblazer signage system
10.2.3 Implement comprehensive regional signage plan	City and County Planning, City and County Public Works, Pueblos		✓		County signs should be compatible with City signs

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 10.3**Encourage visitors to arrive without vehicles**

It is desirable to decrease the number of vehicles driven into the community. Fewer vehicles would relieve traffic congestion and allow Santa Fe to be more fully experienced as a pedestrian city. This should be accomplished without adversely impacting noise levels near the Santa Fe Airport. Increased utilization of the SF Airport will increase revenues to the City

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
10.3.1 Monitor quality of shuttle service from Albuquerque Sunport and advocate for changes as needed.	CVB	✓			
10.3.2 Provide more air service into Santa Fe Airport, subject to noise abatement measures	City Public Works and Chamber of Commerce		✓		<i>Airport Advisory Committee is currently working on an airport master plan</i>
10.3.3 Coordinate hotel shuttle service to and from Santa Fe Airport	Airport, CVB, Hotels		✓		<i>Work with NMPRC to amend regulations as needed</i>
10.3.4 Promote rail service to Lamy, connecting to Santa Fe via Santa Fe Southern	Amtrak, CVB, LTAB		✓		
10.3.5 Promote ways and value of experiencing Santa Fe without a vehicle	CVB, Hotels		✓		<i>Promote Santa Fe as a walking city (see Strategy #2) and use of Santa Fe Trails</i>

Action 10.4**Promote cultural and recreational areas outside of the downtown**

See also 4.6 regarding agri-tourism.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
10.4.1 Ensure that new transportation system (see 1.1) includes City destinations such as the outlying museums (e.g., Santa Fe Children's Museum), Second Street, Rufina Arts/Warehouse District, etc.	Lead Entity, SFAC			✓	<i>Encourage continued development of arts/cultural activities along these routes</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

10.4.2	Provide more information in Visitor Guide on outlying and rural destinations in Santa Fe County	CVB, LTAB and County Planning	✓			<i>County should identify areas seeking more visitors; Utilize site inventory developed as part of this project (see appendix)</i>
10.4.3	Create more day trip itineraries within Santa Fe County and promote in the Visitors Guide	CVB, pueblos, and LTAB		✓		<i>Some day trips now take visitors out of the county</i>
10.4.4	Create comprehensive maps and day trip guides	CVB, pueblos, and LTAB		✓		
10.4.5	Develop a pocket guide to Santa Fe County visitor destinations	LTAB		✓		
10.4.6	Inform concierges and tour guides about visitor opportunities in the County	CVB, LTAB, and Concierge Society		✓		<i>Ongoing</i>
10.4.7	Provide signage for outlying and rural destinations	County Public Works		✓		<i>This relates to Action 1.2, re: improved signage</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #11: Encourage tourism industry to support the community and to promote industry contributions

The public involvement process for this plan demonstrated that many residents feel that the tourism industry receives huge benefits from Santa Fe without an adequate return to the community. This has created divisiveness and resentment. This strategy includes two aspects: for the tourism industry to better support the community and for the industry to better communicate the contributions that it makes. Such support and communication will increase the understanding and acceptance of tourism in Santa Fe.

Action 11.1					
Encourage industry to contribute to community					
<i>Although the tourism industry already provides many direct and indirect benefits to the community, the industry could do even more to visibly contribute to community well-being.</i>					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
11.1.1 Create an annual party, sponsored by the tourism industry for the local community	CVB and tourism industry	✓			Ongoing
11.1.2 Work more closely with the local community to support important local initiatives (e.g. environmental protection, apprenticeships, summer youth programs)	Tourism industry		✓		
11.1.3 Showcase local artists on walls or in window space of local businesses	Chamber, DRA, SFAC, Turquoise Trail Association		✓		<i>This could be an expansion of the Windows Project; see action 12.3</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 11.2**Encourage industry to promote its contributions to the community**

A portion of lodgers tax revenues, which are a direct result of visitation and hotel stays, contribute directly to funding local arts organizations and the Santa Fe Trails bus system. In addition, visitor spending generates significant gross receipts taxes, which go into the City's general fund to support a variety of public services. Additionally, tourism industry businesses make charitable contributions directly to local organizations. All of these benefits need to be promoted more visibly within the community.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
11.2.1 Plaques should show where lodgers taxes have been used (e.g. on Santa Fe RiverTrail)	OTAB		✓		
11.2.2 Industry should annually report to the community on tax revenues and charitable contributions	Tourism industry		✓		

Action 11.3**Conduct study on the economic and social benefits and costs of the tourism industry in Santa Fe County**

While such a study was previously conducted for the arts, it has never been conducted for the local tourism industry.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
11.3.1 Obtain funding for study	CVB, CSD		✓		Cost would be \$50,000 to \$100,000
11.3.2 Issue RFP and select contractor	CVB, CSD		✓		
11.3.3 Conduct study	CVB, CSD, Contractor		✓		
11.3.4 Report findings and recommendations to City Council and community	CVB, CSD		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #12: Strengthen alliances between the arts sector and the community at large

While visitors comprise a large segment of the Santa Fe art market and audiences, the local community will always be key to maintaining a flourishing art center in which the community is engaged with itself. In order to expand beyond a summer resort focus, Santa Fe must continue to develop its cultural offerings to the benefit of the local community. Such efforts should continue to be supported through coordination, promotion, and through the development of the Community Arts and Cultural Center facility (CACC), as identified in the Railyard Community Plan and the Arts Audience and Facilities Development Plan.

The next generation of arts professionals and arts audiences should be cultivated from within the community. Youth internships and apprenticeships in the arts are recommended as a way to support young people in their own development and to ensure that the future vitality of the arts industry is deeply interwoven within the community.

Action 12.1

Develop a Community Arts and Cultural Center, including space for performances and arts activities for local groups, as determined through the Arts Audience and Facilities Development Plan (A&FDP)

Building a Community Arts and Cultural Center has been identified as a priority in the SFAC Long-Range Plan (1994), the Railyard Community Plan (1997), and the Arts Audience and Facilities Development Plan (1999). This CAT Plan supports the development of this facility within the BCD as a way to ensure the viability of Santa Fe's cultural resources for local residents and to provide access to the arts for Santa Fe's youth and adults. At the time of this writing, the A&FDP has identified three possible sites for this facility: the Railyard Arts District, the Archives building on Guadalupe Street, and a portion of the old St. Vincent's Hospital building on Palace Avenue.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
12.1.1 Review findings from the <i>Audience and Facilities Development Plan</i> to determine the extent of arts facilities recommended, options for siting, and potential sources of funding	SFAC	✓			
12.1.2 Implement recommendations about facilities and audience development from <i>Audience and Facilities Development Plan</i>	SFAC		✓		
12.1.3 Site the Santa Fe Arts Commission office within the new CACC	SFAC		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 12.2 Expand and promote free or low-cost cultural events and programs for the local community					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
12.2.1 Continue and expand outreach programming that arts and cultural organizations offer to schools and the public	SFAC, with nonprofit partners	✓			<i>Currently offered through SFAC's "greater access projects," the Museum of New Mexico's free Sundays and Friday evening programs, and others</i>
12.2.2 Establish and promote a "locals performance program" to coordinate arts groups in offering regular programming that is low-cost or free for local audiences	SFAC, with SFPAA		✓		<i>Existing discounts and special programs are in place; this would expand and coordinate these offerings on a regular night and/or as a full season</i>
12.2.3 Bring arts groups together to schedule and promote a performance series on the Plaza	SFPAA, arts groups, DRA Chamber, P&R	✓			<i>Past examples are Corazon and Summerscene; arts groups organize planning the season to ensure interest and high quality</i>
12.2.4 Work with local press to assemble and publish information about free arts events	SFAC, newspapers	✓			
12.2.5 Insert a quarterly calendar in City water/sewer bills listing free and low-cost cultural events for children and adults	SFAC, CYF, CVB	✓			

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 12.3**Work with businesses to devote wall or window space to local artists**

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
12.3.1 Establish ongoing program as a collaboration among artists and businesses	Visual arts orgs. (SFCA or SFSA), Chamber, DRA	✓			Could be an expansion of the Windows Project, an annual month-long event in which art is created for windows of downtown businesses
12.3.2 Coordinate and promote regular schedule of rotating shows	Visual arts orgs. (SFCA, SFSA), Chamber, DRA	✓			Some banks already host such shows

Action 12.4**Create a mentoring program for youth in the arts industry**

See Action 13.1, describing this strategy

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #13: Strengthen career-track training, mentorship, and apprenticeship programs for youth in the arts, cultural, heritage, and tourism industries

Work is being done, primarily through the Santa Fe Education and Apprenticeship Network (SFEAN), to link youth with professionals in a variety of fields. With arts/culture and tourism being two of the most significant elements of Santa Fe's economy, this plan recommends that partnerships be developed toward a specific focus on apprenticeships in these areas, as well in the fields of heritage preservation and archaeology. Interest is evident within these industries, but focus and coordination must be established.

While there are some national programs providing internship and apprenticeship opportunities in the hospitality industry, a locally focused effort would provide opportunities for residents to build viable career paths. Coordination would involve working with educational institutions, developing career track opportunities, and providing links between employers and youth. This CAT Plan should include youth in its implementation efforts whenever possible.

Action 13.1					
Continue to work with the local high schools, colleges, and employers to develop internship, mentorship and apprenticeship programs					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
13.1.1 Support the work of the Performing Arts Association to develop internships and mentorships for local youth	CSD, SFPAA, SFAC, CYF, SFEAN	✓			Coordinate efforts through the Santa Fe Education and Apprenticeship Network (SFEAN)
13.1.2 Strengthen and coordinate internship and mentorship opportunities for residents in local museums and heritage organizations	SFAC, SFEAN, museums, heritage organizations	✓			"
13.1.3 Strengthen and coordinate internship and mentorship opportunities for residents in the tourism industry	CVB, SFEAN, Restaurant Assoc., Lodgers Assoc.	✓			"

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 13.2

Work with higher education institutions to develop/promote programs in tourism industry careers, to help residents enter industry at higher levels of employment and/or advance in careers through continuing education

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
13.2.1 Identify and review existing tourism industry programs at colleges and universities (SFCC, UNM, Highlands, NMSU, etc.)	CVB, CAT AC	✓			
13.2.2 Increase visibility of tourism education opportunities	CAT AC		✓		
13.2.3 Establish a scholarship program for Santa Fe residents who want to pursue tourism careers	CAT AC, SFEAN, Restaurant Association, Lodgers Association		✓		
13.2.4 Create more opportunities with local employers	CAT AC		✓		

Action 13.3

Establish career tracks in the tourism, arts, and heritage industries

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
13.3.1 Establish and articulate career development opportunities	CAT AC, NMGA Restaurant Assoc., Lodgers Assoc., Gallery Assoc., Heritage industry		✓		
13.3.2 Raise visibility of tourism education opportunities	CAT AC, NMGA, Restaurant Assoc., Lodgers Assoc.		✓		
13.3.3 Industry associations offer job fairs and in-class presentations	CVB, NMGA, Restaurant Assoc., Lodgers Assoc., Chamber		✓		<i>An example is the Chamber's Success at Work program, where business people instruct about their industries and life skills for success</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

13.3.4 Train employees for advancement	Restaurant Assoc., Lodgers Assoc., Gallery Assoc.		✓		
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Action 13.4
Involve youth in implementing the CAT Plan through cooperative alliances

<i>Action Steps</i>	<i>Implementor</i>	<i>Implem. Phases</i>			<i>Notes</i>
		I	II	III	
13.4.1 Work with SFEAN and SER (Service Education Resource) Jobs for Progress program to identify areas in which youth could be involved	CAT AC, CAT PT, SFEAN, SER, other non-profits	✓			
13.4.2 Work with the Communication Action Team, which involves youth in public policy and local government issues	CAT AC, CVB, SFEAN, SER		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Strategy #14: Assist in development and marketing of locally produced arts and crafts

The cultural and economic viability of northern New Mexico is maintained in large part through the authentic practice of traditional and contemporary arts, including crafts, fine arts, and performance. This viability is supported through education of both artisans and audiences/consumers, as well as through the cultivation of appreciative markets. With the popularization of Southwest art and style around the world, New Mexico's characteristic designs are being produced abroad, a trend that compromises authenticity and threatens our communities both culturally and economically. City and County governments should partner with others to support the continuing vitality of the region's cultural arts.

Action 14.1					
Strengthen heritage education in grades K-12					
<i>Interest, talent, and appreciation should be cultivated early through local youth initiatives.</i>					
Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
14.1.1 Work with the Museum of New Mexico and El Museo Cultural to develop curriculum which includes traditional arts, language, and history	CAT AC, SFPS	✓			<i>The Historic Santa Fe Foundation has a program called "Isn't it Great to Live in Santa Fe!"</i>
14.1.2 Coordinate hands-on demonstrations of traditional arts in schools	CAT AC, SFPS, with Spanish Colonial Arts Society and Poeh Center	✓			<i>Ongoing; include a variety of traditional arts. An example is the Sillas Project at Atalaya Elementary School</i>
14.1.3 Provide opportunities for school groups to assist in archaeological digs in public areas of the City and County	SFPS, archaeologists	✓			<i>Many archaeological sites exist in the area and are often exposed during construction projects</i>

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

Action 14.2**Support artisan associations in establishing a program to certify authentic crafts**

Certification programs are of highest quality and participation when they are self-regulated within an industry. See also 5.4, educating visitors regarding authenticity and traditional arts

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
14.2.1 Research "certification of authenticity" programs in other states	CSD	✓			
14.2.2 Encourage associations to establish self-certification programs	CSD, with artisan associations		✓		Associations such as the Spanish Colonial Arts Society, Woodworkers Association, and SWAIA
14.2.3 Establish a city resolution to support authentic locally-produced crafts by promoting the official certifications of traditional arts associations	CSD		✓		City Council needs to adopt
14.2.4 Educate visitors on the value of authentic crafts	CVB, cultural groups, guides		✓		

Action 14.3**Develop cooperative studio space and marketing space for artisans**

Several models are possible as ways to support artisans, particularly traditional craftspeople, in affordably producing and marketing their work. Options to be considered include a combined studio and marketing facility in one of the Tourism Attraction Zones; two separate spaces, with a production facility in a warehouse district and marketing outlets in the BCD; or a craft incubator, which would include business support services. These options and others should be studied by a planning task force. The facilities should be open to the public and programs should include apprenticeship opportunities.

Action Steps	Implementor	Implem. Phases			Notes
		I	II	III	
14.3.1 Convene interested parties to spearhead planning and develop a model and plan	CAT AC, SFAC, CSD, TRADE, SFe Business Incubator		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

14.3.2 Identify a site or sites	Planning Task Force		✓		<i>Consider such areas as the railyard, Burro Alley, the proposed new conference center, the CACC, or other sites in the TAZs or emerging TAZs</i>
14.3.3 Secure funding	Facility users		✓		
14.3.4 Implement plan	Facility users		✓		

Implementation Phases: I = Immediate (1 year); II = Short-term (2-4 yrs); III = Long-term (5-10 yrs)

TABLE OF CONTENTS: Appendix A

I.	INTRODUCTION	1
II.	SANTA FE STAKEHOLDERS	2
III.	INVENTORY OF CULTURAL RESOURCES	3
IV.	FACTORS THAT SHAPE THE CULTURAL ENVIRONMENT	6
V.	COMMUNITY AND REGIONAL ISSUES AND NEEDS	8
VI.	TOURISM ISSUES AND TRENDS	12
VII.	BENEFITS AND THREATS TO SANTA FE'S CULTURE	18
VIII.	OPPORTUNITIES AND OBSTACLES	21
	Attachment 1: Culture, Arts, and Tourism Plan Advisory Committee	23
	Attachment 2: Culture, Arts, and Tourism Plan Facilities Inventory Summary	24
	Attachment 3: Maps Referenced in Report	30

I. INTRODUCTION

The City of Santa Fe, with the participation of the County of Santa Fe, has initiated the development of a Culture, Arts, and Tourism Plan (CAT Plan) for the northern portion of Santa Fe County. The study area extends from Madrid and Galisteo in the south to the southern boundary of Espanola in the north, inclusive of the City of Santa Fe and the Pueblos of Tesuque, San Ildefonso, Pojoaque, and Nambe (see *Map 1*).

The purpose of the CAT Plan is to identify the Santa Fe region's artistic, cultural, natural, and heritage resources and to articulate the community's desired direction for the treatment of these resources in order to appropriately promote, preserve, and manage them. The CAT Plan is intended to develop actions for maximizing the social, economic, and environmental benefits of tourism, while minimizing adverse impacts on the local communities, local cultures, and cultural resources.

The planning process is divided into three phases. These are

- Phase I: An inventory of cultural resources and analysis of community needs,
- Phase II: Public involvement to create community visioning and goals, and
- Phase III: The development of an action plan.

In Phase I, an inventory of cultural resources was developed, along with an analysis of community needs, trends, and impacts. The CAT Plan Advisory Committee was established to guide the planning effort. This committee was comprised of representatives of cultural, arts, and heritage organizations and the business community (see Attachment 1). The balance of this Phase I report is comprised of the following sections:

- A description of stakeholder groups
- An inventory of cultural resources
- A discussion of factors that shape the cultural environment
- An analysis of community and regional issues and needs
- A presentation of tourism issues and trends
- A discussion of benefits and threats to Santa Fe's culture
- An initial analysis of opportunities and obstacles related to developing and protecting Santa Fe's culture and cultural resources

This Phase I report includes work developed by an earlier consultant, Santa Fe Planning & Research, as well as work developed by the Southwest Planning & Marketing (SPM) consultant team.

Phase II is comprised of a public outreach effort to better define community needs and test possible solutions. Phase II includes focus groups and public meetings, with continuing input from the CAT Advisory Committee. This work was previously initiated by Santa Fe Planning & Research.

During Phase III, strategies and actions were identified for managing tourism, maximizing its benefits, and minimizing adverse impacts on cultural resources. Responsible parties and an action timetable were identified for implementing the plan.

II. SANTA FE STAKEHOLDERS

In order to assess the impacts of tourism on Santa Fe's culture, it is necessary to identify the various groups who have a stake in tourism management. Each of these groups needs to be consulted in the development of the CAT Plan. Moreover, potential strategies need to be assessed in terms of their impacts on the various stakeholder groups. The following is a list of the various stakeholder groups in the study area. Some individuals will fall into more than one of these groups.

Residents of Tourism Attraction Zones

People who live in or near Santa Fe's tourism attraction zones are clearly impacted by tourism activities. Tourism attraction zones in the City (*Maps 2-3*) include the Business Capitol District (the BCD, which contains the downtown, State Capitol, Guadalupe Street, and Railyard), Canyon Road, the arts and crafts district along Old Santa Fe Trail (from Paseo de Peralta to Barcelona) and the Eastside museum complex. Parts of Cerrillos Road are tourism attraction zones, and Second Street and the Rufina Street area are emerging zones. County tourism attraction zones (*refer to Map 1*) include the four pueblos and rural communities that are tourism destinations (such as Madrid and Chimayo).

All Other Residents

Other residents of the study area are also important stakeholders. Although they do not live in tourism zones, they are affected by tourism when they work, shop, socialize, recreate, and travel.

Cultural Groups

Cultural groups become tourism attractions. Within the study area, this currently refers to Hispanics and Native Americans, whose arts, architecture, cuisine, and cultures are of interest to visitors. In time, however, other groups (e.g. Sikhs or African Americans) could also become tourism attractions.

Cultural Organizations

Many organizations are involved in presenting and/or preserving Santa Fe's culture and heritage. These include museums, non-profit arts organizations, government agencies, civic and cultural societies, educational institutions, and preservation groups.

Artists

Artists are both objects of tourism and resources that draw visitors to Santa Fe. Artists who sell to tourists or perform for tourists have an economic stake in the tourism industry.

Tourism Businesses

Tourism businesses and their employees are important stakeholders whose very survival depends upon a healthy tourism industry. They include lodgers, restaurants, shops, galleries, recreation businesses (such as the Santa Fe Ski Area), guides, and transportation companies. Within Santa Fe, most lodging is concentrated in the BCD or along Cerrillos Road (see *Maps 4-5*). There are also three large facilities in the county (Bishops Lodge, Rancho Encantado, and Sunrise Springs), as well as a number of inns and bed and breakfast facilities.

Visitors

Finally, visitors are also a stakeholder group. They are seeking an enjoyable experience at a reasonable cost. If their needs are met, visitors will return again and also recommend Santa Fe to their friends. See the data on Santa Fe visitors in Section VI.

III. INVENTORY OF CULTURAL RESOURCES

In an earlier phase of this project, Santa Fe Planning & Research developed an inventory of Santa Fe's cultural resource facilities. The complete inventory document (*Santa Fe Culture, Arts, and Tourism Facilities Inventory*, Santa Fe Planning & Research, April 15, 1998) is available in the "one of a kind" files at the Planning Division of the City of Santa Fe. A list of the sites and facilities is included as Attachment 1 to this appendix.

For purposes of this report, we list the types of cultural resources that are available in Santa Fe. These resources provide identity to Santa Fe's cultural groups and serve to preserve Santa Fe's culture. They also are objects of tourism, which bring visitors to Santa Fe, providing employment and income for local residents. Some of these resources, which provide opportunities for education and entertainment, are heavily utilized, while others are underutilized.

Visual Arts and Crafts

Santa Fe is a major art center, with concentrations of Indian art, Hispanic art, and Western art, as well as realism, modern art, and international folk art. Art galleries and studios are concentrated in the BCD, along Canyon Road, along Second Street, in industrial areas near Siler Road, within the pueblos, and in the rural villages. Most of the rural villages have annual studio tours, e.g. the Pojoaque Valley and La Cienega studio tours. There are also flea markets where crafts are sold.

Museums and Monuments

Santa Fe has a wealth of museums (see *Map 6*). The following museums are located within the City:

- Museum of New Mexico (with its four branches)
- Wheelwright Museum
- Institute of American Indian Arts Museum
- Georgia O'Keeffe Museum
- Archdiocese of Santa Fe Museum
- El Museo Cultural
- Children's Museum
- Bataan War Memorial Museum

The following museums are located in the County:

- El Rancho de las Golondrinas (La Cienega)
- Old Coal Mine Museum (Madrid)
- Poeh Cultural Center (Pojoaque)
- San Ildefonso Pueblo Museum

There are also important monuments, such as the Cross of the Martyrs, Seton Village, and Glorietta Pass Battlefield.

Festivals and Special Events

A number of festivals and events are held throughout the year. Major festivals include

- Fiesta de Santa Fe
- Indian Market
- Spanish Market
- Feria Cultural
- Community Day in Santa Fe
- Rodeo de Santa Fe
- Pueblo feast days
- Earth Day
- Seasonal festivals at El Rancho de las Golondrinas
- Wine and Chile Festival
- Festivals in the rural communities (e.g. Los Cerrillos Fiesta and Madrid Blues and Jazz festivals)

Performing Arts

Santa Fe is also a major performing arts center, with opera, theater, symphony, chamber music, and dance. Many of the performances (46%) occur during the summer months, though performances are increasingly offered throughout the year. Plans are underway to convert the

Lensic Theater into a new performance space. And the City is studying the creation of a new smaller venue to be shared by local groups. See *Map 6* for locations of major performing arts venues.

Historic and Archaeological Sites and Trails

Historic and archaeological sites abound throughout the City and County. *Map 7* shows the archaeological review districts in the city. The historic Santa Fe Trail and Camino Real also pass through the area.

Architecture and Streetscapes

Many structures and sites are included on national and state historic registers (see *Map 8*). There are also four National Historic Landmarks and four nationally registered historic districts within the City. Santa Fe's streetscapes have been preserved through the establishment of five historic districts (see *Map 9*) and fifteen townscape subdistricts within the BCD. Out in the County, there are the Galisteo, Madrid, and Otowi Historic Districts and Los Cerrillos Mining District.

Religious and Spiritual

There are a number of religious institutions and facilities in the City and County. Some are of historic significance. These include:

- El Santuario de Guadalupe
- Loretto Chapel
- St. Francis Cathedral
- Cristo Rey Catholic Church
- El Santuario de Chimayo

Others are more modern facilities, such as Santa Maria de la Paz Catholic Church. Still others are religious or spiritual communities, for example the Sikh Community just south of Espanola and the Light Institute in Galisteo.

Educational

A number of educational/research institutions are maintainers of culture. These include:

- St. John's College
- College of Santa Fe
- Santa Fe Community College
- Laboratory of Anthropology
- School of American Research
- Institute of American Indian Arts
- Poeh Cultural Center

Agricultural Products

Many traditional agricultural products are grown and processed within Santa Fe County. These

include chiles (which are often sold as decorative items), herbs, posole, fruit, and wine. Many of these products are sold at roadside stands and in Santa Fe at the Farmers Market. Some are featured at local restaurants.

Cuisine

Santa Fe's Hispanic, Native American, and Old West cuisines are manifestations of the local cultures. The Santa Fe School of Cooking teaches locals and visitors how to produce these cuisines. Santa Fe also has a rich international cuisine, which helps introduce locals and visitors to other cultures from around the world.

IV. FACTORS THAT SHAPE THE CULTURAL ENVIRONMENT

A number of factors shape the cultural environment of Santa Fe. This section addresses the following types of factors:

- Regulatory
- Physical
- Economic
- Social

Regulatory Factors

A number of regulatory factors shape the cultural environment. They are listed below:

- ***Land use plans.*** The City, County, and Extraterritorial General Plans, as well as community and neighborhood plans, impact the future physical form of the community.
- ***Open space and trails plans.*** City and County open space and trails plans afford recreational opportunities and also impact the future form of the community and its interconnectedness (see *Map 10*).
- ***Zoning ordinances.*** The City and County zoning ordinances impact the community in a more intimate way, affecting townscape, and building density, height, and setback. The zoning ordinance and other regulations may increase the cost of doing business, affecting entry into the local economy by those with limited resources.
- ***Historic Preservation Ordinance.*** The Historic Preservation Ordinance is even more specific than the zoning ordinance in controlling architectural style and preserving the historic fabric and materials.
- ***Archaeological Ordinance.*** The City has been divided into three archaeological review districts in which archaeological surveys must be completed prior to construction. The County also has an archaeological ordinance.

- ***Parking Ordinance.*** The parking ordinance controls the availability of parking, which in turn affects the economics of land use, especially in the BCD.
- ***Sign Ordinance.*** The sign ordinance affects community aesthetics and also the economics of land use.
- ***Tax regulations.*** The lodgers tax, gross receipts tax, and property tax affect the economics of land use and Santa Fe's competitiveness with other destinations. They also raise money for improving and preserving cultural resources. State and federal tax incentives are provided for qualifying historic properties.

Physical Factors

Several physical factors shape the cultural environment:

- ***Land use patterns.*** Land use patterns affect the maintenance of culture, e.g. through reinvestment, or the loss of culture, e.g. through gentrification.
- ***Transportation/parking.*** The transportation network affects the accessibility of cultural resources to both residents and visitors. Transportation and parking availability also affect property values. In 1995, a parking study identified a deficit of 1,100 parking spaces within the BCD, and a deficit of 167 spaces along Canyon Road (see *Map 11*).
- ***Signage.*** Both directional signs and commercial signs provide information about the availability of cultural opportunities. Their style and placement are elements of the cultural environment.
- ***Natural environment.*** Santa Fe's natural environment includes the land forms, vistas, open spaces, flora (including agriculture), and climate. These, in turn, provide a context for the evolution and preservation of our various cultures. The natural environment also provides many of the raw materials for the construction of our homes, the landscaping of our yards, and the food we eat.
- ***Location of cultural resources.*** The physical location of cultural resources affects property values, transportation needs, and the flow of residents and visitors. Many of Santa Fe's cultural resources are concentrated within the BCD and a few other locations. Others, e.g. petroglyphs and historic sites, are located in outlying areas. Map 12 illustrates the locations of murals and public art works.

Economic Factors

Economic factors also shape the cultural environment

- ***Economic development programs.*** Economic development programs can lead to new business opportunities related to cultural resources and reduce reliance on tourism.

- **Job training.** Job training can also lead to employment opportunities and new businesses related to cultural resources and in other sectors.
- **Promotional efforts.** Visitor promotion can increase demand for those businesses related to cultural resources.
- **Gifts/donations.** Gifts and donations by individuals (including visitors), businesses, and foundations support many of the non-profit cultural organizations in the community.

Social Factors

Finally, several social factors shape Santa Fe's cultural environment:

- **Education.** The degree of education of locals and visitors affects the relative interest in and understanding of cultural resources.
- **Local activity patterns.** Visitors are attracted to authentic examples of culture. Visitors tend to follow locals to observe them shopping, at work, and at play. If residents stop coming to the Plaza, the Plaza will become less interesting to visitors. On the other hand, a proliferation of visitors can also drive residents away.
- **Number and type of visitors.** An excessive number of visitors would have an adverse effect on the cultural environment. The type of visitor is also important. Visitors with an interest in cultural resources and a respect for different cultures are a better fit for Santa Fe than other types of visitors.
- **Community organizations.** Many community organizations preserve and display culture and Santa Fe's cultural resources.
- **Volunteers.** Volunteers provide a non-economic form of support to non-profit organizations, many of which are largely dependent on volunteers for manpower.

V. COMMUNITY AND REGIONAL ISSUES AND NEEDS

Community and regional issues and needs related to tourism management, cultural preservation, and economic development are examined in this section. The economic benefits of tourism are explored more fully in Section VI, while the benefits and threats of tourism in relationship to culture are explored more fully in Section VII.

The issues and needs are clustered into four categories:

- Physical
- Economic

- Social/attitudinal
- Cultural organizations needs

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Cultural organizations needs, which are, to a large degree, economic, have been clustered into a separate section to present the information collected through an arts and cultural organization survey conducted by Santa Fe Planning & Research.

Phase II of this project reflects additional information on community and regional issues and needs through the public involvement process. Phase III focuses on strategies and actions to address the needs that have been identified.

Physical Issues

Five issues that are physical in nature have been identified.

- ***Tourism is concentrated in a few locations.*** Tourism is primarily concentrated in a few locations, especially in the BCD and Canyon Road tourism zones (see *Map 2*). It is also concentrated along the main street of Madrid and at certain rural destinations, such as the Pueblos. This creates crowding, traffic congestion, and a scarcity of parking for both residents and visitors. Tourism also tends to be concentrated during the summer months and a few other special events. For example, parking in City lots and garages (not counting monthly passes) varied from a low of 21,500 vehicles in January 1998 to a high of 46,169 in August 1998. Consequently, there is a need to better distribute tourists throughout the study area and throughout the year. There is also a need for more parking, so long as the parking does not lead to more traffic or adversely impact the visual experience of residents and visitors. From this standpoint, peripheral parking combined with some centralized parking is ideal.
- ***Tourism flows are not well managed.*** Partly because of the concentration of visitors in a few locations, it is difficult to manage the flow of visitors. This difficulty is exacerbated by Santa Fe's narrow streets and lack of parking. Consequently, there is a need to restrict automobile and tourist bus movements and to get visitors out of their vehicles and into transit or onto sidewalks and trails. While Santa Fe is thought of as pedestrian friendly, a great deal could be done to improve sidewalks and trails. There is also a need for better signage for both drivers (directing them to destinations and parking) and pedestrians (encouraging them to walk more and drive less).
- ***Entryways and corridors are unattractive.*** Santa Fe's primary entryways give visitors their initial impression of the community (see *Map 13*). They are also part of the daily experience of residents and commuters. These entryways are becoming less and less attractive. This is particularly true of I-25 south of the Cerrillos Road interchange and of U.S. 84/285 between Santa Fe and Espanola. There is a need to work with the City, County, pueblos, and private land owners to create more aesthetic entries into the community. A project is underway to improve the attractiveness and functionality of Cerrillos Road.

- ***Sweeney is inadequate as a conference center.*** If Santa Fe is to spread visitors over more of the year, increasing the number of conferences, which bring visitors during the off-peak, is an important strategy. It has long been known that Sweeney is not adequate as a conference center. A feasibility study was conducted for a new center in 1988. More recently, the City's 4Cs Committee has recommended the construction of a new, larger (70,000 sq. ft.) conference center (with adequate parking). It is important that the City follow up on this recommendation for a new facility.
- ***The Railyard's future is still evolving.*** The City has acquired and developed a conceptual plan for the Santa Fe Railyard. This plan calls for considerable open space, a plaza and farmers market, preservation of the rail line and other existing tenants, and the development of a limited amount of new mixed-use space, including an arts district. Because of the Railyard's size and its location in the BCD, its development will have a significant impact on both local residents and the future of Santa Fe as a destination. It is important that the Railyard maintain an authentic character and architectural style (true to its historical roots). It should be developed as a pedestrian-friendly environment, with open space, mixed uses, a multi-modal center, and adequate parking.

Economic Issues

Several economic issues have been identified. Also see the next section for a discussion of the economic benefits of tourism.

- ***Local culture is at risk of being further commodified.*** Tourism can commodify local culture, i.e. turn cultural resources into objects and services to be bought and sold. While this process can create economic development opportunities, it can also trivialize customs and objects that have great significance, even sacredness, for local cultural groups. There is a need for education and sensitive promotion of Santa Fe's cultural resources.
- ***Local residents are being priced out of Santa Fe.*** Santa Fe's cost of living is 14.9% above the national average, while many jobs in Santa Fe pay little above the minimum wage. A 1993 survey of Santa Fe hotels by the New Mexico Hotel/Motel Association showed that the average wage was \$6.51 per hour, and that the inclusion of tips and benefits brought this figure to \$8.34 per hour. While this demonstrates that many tourism jobs do pay above the minimum wage, many entry level workers are, nonetheless, forced to commute from outlying areas such as Espanola, where housing costs are lower. Others leave the community to find better wages in areas with lower costs. There is a need for continuing attention to constructing affordable housing, where much progress has already occurred in recent years. There is also a need for job training and capital to assist locals in moving up in the tourism industry or in starting their own businesses, including value-added jobs such as those in processing agricultural products into specialty goods for visitors.
- ***Visitors create certain adverse economic impacts.*** While the economic impacts of tourism (see next section) are primarily positive, there are also certain negative impacts. These include the impacts of visitors (some of whom buy second homes) on the prices of

land and housing, the need to buy additional water rights, the cost of water and sewage treatment, road maintenance costs, other infrastructure costs, and the cost of providing public services, such as police protection during major events. (The economic and other impacts of visitation are summarized in a table in Section VII.)

Social/Attitudinal Issues

Three social/attitudinal issues have been identified:

- ***There is disrespect for differing cultures.*** Both residents and visitors are sometimes disrespectful to persons of differing cultures. There is a need for increased education and improved communication among cultural groups. Sensitive, well-trained guides and docents can also increase understanding and respect.
- ***The needs of some residents and visitors are not being met.*** There has long been concern in Santa Fe about a lack of activities for local youth. Similarly, there is a lack of activities for the children of visitors. Transit does not fully meet the needs of all residents. Finally, the tourism industry, by and large, is not set up to meet the needs of non-English speaking visitors.
- ***There is little regional cooperation in tourism promotion.*** Little has been done to create cooperation in tourism promotion among the communities within northern New Mexico (including Espanola, Los Alamos, Las Vegas, and Taos) and with the Northern Pueblos. A regional approach could lead to longer stays in all of the communities. There is a need to replace current competitive attitudes with cooperative attitudes.

Cultural Organization Issues

In an earlier phase of this study, a total of 92 surveys were distributed by Santa Fe Planning & Research to cultural organizations in Santa Fe. Ten were returned as address unknown, leaving a total of 82. Of these, 56 responded, for a 60.9% response rate. Eighty-nine percent of the respondents were non-profit organizations. Several issues were raised by respondents:

- ***Need for space: performance space, rehearsal space, exhibit space.*** The largest percentages of respondents identified their art form as music (42.9%) and theater (32.1%) (respondents were able to check off more than one art form). This is significant in that both of these art forms require a venue for performance. Many of the respondents specified the need for an adequate performance space as one of their most pressing needs. Many also identified a need for rehearsal space and the visual arts organizations stated a need for exhibit space. Several groups use public space such as the Plaza and Cathedral Park as temporary venues for certain events. Ten of the groups cited an expansion of their facilities (or a wish for expanded facilities) as a primary area of anticipated growth over the next three to five years.
- ***Other most pressing needs.*** Organizations are most in need of money, facilities, staff, and board development. There is a desire for greater support from the business community, more fundraising expertise, and additional funding for advertising, more

personnel, and bringing in guest artists. Space needs are specified above. Few organizations mentioned needs specific to the tourism industry, though several want to achieve better outreach.

- ***Tourist vs. resident audiences.*** Surveyed organizations do not seem to distinguish between activities that attract visitors versus those that attract residents. They see their productions, programs, and exhibits as offerings that are for both audiences, and that draw a mix. While 80% of respondents reported that they have an organizational plan, only 52% of those reported that their plan addresses linkages to the tourist industry. Very few had any data about demographic mix of audiences. The median marketing budget was \$15,000.

A previous survey of performing arts groups in the city (Feasibility Study for an Electronic Box Office for Santa Fe, 1993, by Southwest Planning & Marketing) determined that about a third (33.2%) of audiences for local performances were from out of the state, with 47.7% from Santa Fe County, and 19.1% from other parts of New Mexico. While Santa Fe is still primarily a summer cultural center, more organizations are presenting year-round activities, such as winter concerts and special events in the spring and fall. In the same earlier study, it was found that groups presented 46% of their performances during the summer months.

- ***Reaching out to the community.*** Many organizations stated an intention to reach out more into the community, particularly with programming directed toward youth. Several also said that they are interested in more networking with other local organizations, including other cultural groups and organizations that provide access to the public, such as schools and community groups.

VI. TOURISM ISSUES AND TRENDS

This section briefly discusses major tourism trends that are affecting Santa Fe as a destination. While not necessarily advocating for an increase in visitation, trends are illustrated that could contribute to a growth in tourism. This discussion is divided into four parts:

- International tourism
- National tourism
- Regional tourism
- Local tourism

International Tourism

Growth in international travel has made tourism the fastest growing industry in the world. Today, there are an estimated 48 million foreign visitors to the United States each year, according to the U.S. Travel Industry Association. Unless there are major increases in the cost of travel, international travel is expected to grow well into the 21st century, at approximately 4% per year. The development of travel markets in Asia (especially China) and Latin America will contribute to this growth. Cultural tourism and sustainable ecotourism are very important parts of the growth market in international tourism. The recent demise of the U.S. Travel Data Center (America's international promotion organization) could lead to a declining American market share in the face of stiff foreign competition for visitor spending.

Santa Fe is already a popular destination for visitors from Canada, Mexico, and western Europe. It provides a mix of Old World culture and New World adventure. However, Santa Fe is far from achieving the international visitation of the Grand Canyon or Disneyland. Because of the many Spanish speakers in the tourism industry, Santa Fe is well positioned to draw visitors from the growing Latin American market. Its major disadvantage is the lack of good international airline service into New Mexico, as well as a lack of services for non-English speakers.

The World Wide Web is being widely and increasingly used to promote and book international trips. Also, sales of art are increasing over the Web. This will have an impact on the marketing of both travel and art. With proper promotion on the Web, Santa Fe could gain international market share without a major financial outlay.

National Tourism

According to the Travel Industry Association, Americans take approximately 1.2 billion domestic trips per year. This number has been growing at about 3% per year. Nationally, there has been a decrease in the length of trips and an increase in the number of trips, as well as the number of trips taken outside of the peak summer months. Other important trends are an increase in the number of retirees traveling, and the aging of the boomer market, who make up the largest travel market segment.

Many American communities have experienced undesirable side effects associated with the growth of tourism. In response to concerns about tourism impacts in historic communities, the Historic Annapolis Foundation convened a forum on Managing Residential Life and Tourism in Historic Communities in November 1995. The forum, which was attended by four residents of Santa Fe, led to the development of four types of management strategies:

- Gather better data

- Strengthen communications among all interests
- Undertake formal tourism planning and management
- Adopt and enforce appropriate policies and ordinances

Some communities have initiated efforts to better manage tourism. A good example is Charleston, South Carolina, which has established a tourism council and passed ordinances to control the movement of visitors and to require the training and certification of tour guides. Tourism management appears to be a more constructive approach than that adopted by the State of Colorado, which recently terminated all official promotion of tourism, leading to a significant drop in visitation.

In 1998, **The New Yorker** asked its readers (mostly Americans) what is important in choosing a vacation destination. The following table illustrates the top nine responses:

RANK	FACTORS IN CHOOSING DESTINATION	% RESPONDING
1	Historical and cultural perspective	85 %
2	Theater/arts/museums/cultural features	82%
3	Sights and attractions	73%
4	Restaurants	65%
5	Metropolitan areas	53%
6	Archaeological sites	48%
7	Wildlife/nature	45%
8	Beaches	42%
9	Shopping	38%

It can be seen that, with the exception of beaches, Santa Fe is well positioned to appeal to travelers.

According to the results of a survey by the Travel Industry Association of America, 65 million Americans visited a historic site or attended a cultural event within the last year. Historic/cultural travelers spend, on average, \$615 per trip, compared to \$425 for all U.S. travelers. These travelers are slightly older than other U.S. travelers (48 vs. 46) and are more likely to have post-graduate education.

The readers of **Conde Nast Traveler** recently rated Santa Fe as the third most popular vacation destination in the United States, behind San Francisco and New Orleans. This is the seventh consecutive year in which Santa Fe was rated in the top ten.

Based on inquiries with the Santa Fe Convention & Visitors Bureau, Santa Fe receives almost half of its domestic visitors from six states, listed below in descending order:

1. Texas
2. California
3. New York

4. Colorado
5. Illinois
6. Florida

Santa Fe's major disadvantage as a destination is the lack of a major airport. However, with the low fares that Southwest Airlines (in particular) offers to Albuquerque and the good transportation between Albuquerque and Santa Fe, this does not seem to have significantly hampered tourism growth.

Regional Tourism

Tourism within the Southwest is greatly impacted by weather conditions. Good winter ski conditions, like those in 1997-98, can contribute to higher visitation. Summer drought in the region and forest fires can reduce visitation (as in 1996), while drought in Texas can increase visitation (as in 1998). The region experienced a decline in visitation in 1996 and has since been recovering.

There is increasing competition from other destinations within the region. Despite Colorado's decision to stop promoting the state as a destination, Santa Fe faces competition from many communities within the Four Corner states. Tribal enterprises are also emerging as players within the industry, with hotels, resorts, casinos, guide services, golf courses, restaurants, and museums. The verdict is not yet in on the impact of casino gambling. Casinos could bring more visitors into the state, increasing the size of the pie, or result in a redistribution of tourism dollars away from other businesses.

Snowboarding is emerging as an important winter sport for young people and families. The Santa Fe Ski Basin allows snowboarding, while Taos Ski Valley does not.

The Winter Olympics in Utah in 2002 will bring many domestic and foreign visitors into the western United States. This provides an opportunity for New Mexico and other states to benefit from this influx.

Local Tourism

Ten years ago, Santa Fe had a primary tourism season that extended from Memorial Day to Labor Day. Today, occupancy data show that the season has been extended to March through October, with a secondary peak during the Christmas vacation. The bulk of visitation (81%) is for vacations, with a lesser number of people in town on business, for conferences, or to visit friends and relatives, based on results of SPM's visitor survey conducted for the CVB.

The number of visitors has increased during the past decade along with the growth in hotel rooms. From 1990 to 1996, 1,065 rooms were added within the study area, according to figures from the Tourism Alliance. Several new hotels have been added since 1996, bringing the total inventory of rooms to nearly 5,000. It is estimated by **TravelScope** that Santa Fe receives over 1.8 million visits per year.

In 1998, hotel occupancy averaged 69.0%. This was up from 65.5% in 1996. Occupancy was higher in the downtown properties (70.5%) than in the Cerrillos Road properties (66.2%). Average daily room rate (ADR) in 1998 was \$112.68, up from \$111.15 in 1996. ADR was considerably higher in the downtown hotels (\$137.78) than on Cerrillos Road (\$64.98). *Tables A to C* show occupancy rates and ADR by month for 1995 to 1998 for the City as a whole, downtown, and Cerrillos Road properties. It can be seen that, in 1998, occupancy varied from a low of 46.6% in January to a high of 89.2% in August. Thus, Santa Fe has nearly twice as many visitors in the summer as in the winter.

Tourism is a major force in the local economy. In 1997, 2,800 people were employed by lodging establishments in the Santa Fe Metropolitan Statistical Area (including three properties in Los Alamos); this was up from 2,400 employees in 1991. The U.S. Travel Data Center estimated that, in 1991 (the last year for which data is available), 6,400 people were employed in the overall tourism industry in Santa Fe County and that the related payroll was \$58.4 million. Based on the growth of the lodgers tax from 1991 to 1998, SPM estimates that Santa Fe's tourism payroll is now approaching \$90 million.

Tourism is also a major contributor of gross receipts tax and lodgers tax to the City and County. In 1997, tourism generated lodging revenues within the City of \$95.8 million, on which \$3.9 million was paid in lodgers tax (at 4%). Lodging revenues in the County were \$7.6 million, on which \$228,000 was paid (at 3%). *Table D* shows growth in lodging tax revenues from 1990-91 to 1997-98. It can be seen that tax revenues grew significantly from 1990-91 to 1993-94, were flat through 1996-97, and resumed growth in the past year. One-fourth of City lodgers tax revenues are used to fund local arts organizations, while other portions of the revenues have been used to fund the Southside Recreation Center, the Santa Fe River Trail, and transit system operating deficits.

The full economic impacts (positive and negative) of tourism in Santa Fe are unknown. While SPM conducted a study for the City on the economic impact of the arts in 1993, such a study has not been conducted for the tourism industry.

In 1997, SPM conducted a telephone survey of 778 potential visitors who had requested information from the CVB. Of the 778 potential visitors, 412 had actually visited Santa Fe. The following information about Santa Fe visitors was gleaned from the survey:

- The median age of respondents was 51, with 79% of them being age 40 or over.
- The average travel party had 2.4 adults.
- 17% of the travel parties included children.
- The median household income of visitors was \$77,000.
- The average length of stay was 3.7 days, down from 4.0 days in 1995.

TABLE A
SANTA FE HOTEL OCCUPANCY DATA
TOTAL SANTA FE

1998					1997				
Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate	Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate
January	87,806	40,901	46.6%	\$92.72	January	91,344	38,606	42.3%	\$87.04
February	76,468	44,772	58.6%	\$90.93	February	82,878	49,234	59.4%	\$89.31
March	89,796	60,918	67.8%	\$99.85	March	90,946	62,953	69.2%	\$97.20
April	77,885	53,715	69.0%	\$104.74	April	85,272	53,640	62.9%	\$99.87
May	85,517	62,703	73.3%	\$111.90	May	86,889	60,824	70.0%	\$114.57
June	86,346	68,120	78.9%	\$120.18	June	86,487	64,281	74.3%	\$120.65
July	87,276	72,557	83.1%	\$128.76	July	87,996	70,744	80.4%	\$133.38
August	84,475	75,313	89.2%	\$135.07	August	88,934	79,165	89.0%	\$134.28
September	85,535	64,504	75.4%	\$119.31	September	87,791	67,429	76.8%	\$120.82
October	85,167	68,957	81.0%	\$117.46	October	87,480	70,672	80.8%	\$121.18
November	83,292	44,526	53.5%	\$97.35	November	86,229	57,900	67.1%	\$99.50
December	n/a	n/a	51.5%	\$104.35	December	n/a	n/a	50.7%	\$112.22
*Y/E Total	n/a	n/a	69.0%	\$112.68	*Y/E Total	n/a	n/a	68.5%	\$113.19

1996					1995				
Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate	Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate
January	78,141	35,332	45.2%	\$ 79.56	January	76,889	37,475	48.7%	\$80.19
February	76,653	41,631	54.3%	\$ 86.42	February	69,749	42,722	61.3%	\$83.77
March	83,291	54,221	65.1%	\$ 93.34	March	80,514	58,040	72.1%	\$92.58
April	82,236	50,837	61.8%	\$ 98.03	April	75,933	51,976	68.4%	\$96.56
May	79,285	58,706	74.0%	\$ 113.32	May	81,252	59,035	72.7%	\$105.31
June	74,525	56,290	75.5%	\$ 117.38	June	78,334	61,238	78.2%	\$114.44
July	83,688	65,922	78.8%	\$ 128.82	July	80,416	66,060	82.1%	\$127.16
August	84,738	68,178	80.5%	\$ 135.96	August	84,265	69,669	82.7%	\$133.65
September	75,841	55,177	72.8%	\$ 121.22	September	79,525	61,483	77.3%	\$119.65
October	87,042	65,293	75.0%	\$ 117.21	October	76,479	58,097	76.0%	\$117.72
November	81,987	43,642	53.2%	\$ 99.00	November	75,593	43,346	57.3%	\$96.50
December	n/a	n/a	47.5%	\$ 107.35	December	n/a	n/a	49.4%	\$105.70
*Y/E Total	n/a	n/a	65.5%	\$ 111.15	*Y/E Total	n/a	n/a	69.0%	\$108.63

*Year-End results include hotels that do not participate in the monthly survey.

Source: Rocky Mountain Lodging Report

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TABLE B
SANTA FE HOTEL OCCUPANCY DATA
DOWNTOWN HOTELS

1998					1997				
Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate	Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate
January	59,906	29,146	48.7%	\$108.26	January	60,959	27,757	45.5%	\$101.04
February	51,559	32,230	62.5%	\$105.42	February	56,404	37,576	66.6%	\$100.31
March	61,199	41,666	68.1%	\$119.48	March	61,930	45,419	73.3%	\$112.02
April	53,188	38,055	71.5%	\$125.02	April	57,089	39,319	68.9%	\$117.02
May	59,713	44,012	73.7%	\$132.48	May	59,677	42,688	71.5%	\$136.20
June	58,216	46,002	79.0%	\$144.39	June	59,619	45,222	75.9%	\$141.03
July	54,405	43,788	80.5%	\$163.40	July	60,970	49,817	81.7%	\$157.37
August	54,082	47,674	88.2%	\$169.27	August	60,540	53,247	88.0%	\$163.70
September	52,725	39,021	74.0%	\$152.58	September	58,031	45,009	77.6%	\$147.90
October	49,830	42,195	84.7%	\$149.01	October	59,475	48,887	82.2%	\$145.45
November	49,021	29,407	60.0%	\$119.60	November	58,804	42,424	72.1%	\$115.48
December	n/a	n/a	55.6%	\$135.68	December	n/a	n/a	51.9%	\$136.60
*Y/E Total	n/a	n/a	70.5%	\$137.78	*Y/E Total	n/a	n/a	71.2%	\$133.59

1996					1995				
Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate	Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate
January	50,429	25,441	50.4%	\$92.18	January	52,185	26,876	51.5%	\$94.95
February	49,868	31,129	62.4%	\$98.86	February	48,874	32,271	66.0%	\$95.56
March	53,937	37,377	69.3%	\$111.67	March	55,519	40,497	72.9%	\$109.08
April	52,164	35,840	68.7%	\$116.34	April	51,810	37,593	72.6%	\$113.16
May	56,813	43,405	76.4%	\$131.82	May	52,888	39,221	74.2%	\$127.42
June	52,932	39,867	75.3%	\$138.25	June	51,504	41,371	80.3%	\$136.76
July	55,447	43,909	79.2%	\$157.30	July	51,762	42,750	82.6%	\$156.53
August	56,050	46,406	82.8%	\$163.96	August	55,655	46,706	83.9%	\$161.71
September	48,830	37,239	76.3%	\$146.46	September	50,821	40,164	79.0%	\$146.69
October	54,769	43,635	79.7%	\$143.30	October	52,462	40,752	77.7%	\$142.16
November	55,763	32,464	58.2%	\$114.06	November	50,602	31,685	62.6%	\$113.04
December	n/a	n/a	49.5%	\$129.96	December	n/a	n/a	51.9%	\$126.14
*Y/E Total	n/a	n/a	69.3%	\$130.73	*Y/E Total	n/a	n/a	71.3%	\$129.50

*Year-End results include hotels that do not participate in the monthly survey.

1775097

**TABLE C
SANTA FE HOTEL OCCUPANCY DATA
CERRILLOS ROAD**

1998					1997				
Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate	Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate
January	27,900	11,755	42.1%	\$54.19	January	30,385	10,849	35.7%	\$51.24
February	24,909	12,542	50.4%	\$53.70	February	26,474	11,659	44.0%	\$53.85
March	28,597	19,252	67.3%	\$57.36	March	29,016	17,534	60.4%	\$58.81
April	24,697	15,660	63.4%	\$55.47	April	28,183	14,321	50.8%	\$52.79
May	25,804	18,691	72.4%	\$63.44	May	27,212	18,136	66.6%	\$63.67
June	28,130	22,119	78.6%	\$69.84	June	26,868	19,059	70.9%	\$72.30
July	32,871	28,769	87.5%	\$76.04	July	27,026	20,927	77.4%	\$76.27
August	30,393	27,639	90.9%	\$76.09	August	28,394	25,918	91.3%	\$73.86
September	32,810	25,483	77.7%	\$68.35	September	29,760	22,420	75.3%	\$66.44
October	35,337	26,762	75.7%	\$67.71	October	28,005	21,784	77.8%	\$66.71
November	34,271	15,119	44.1%	\$54.06	November	27,425	15,476	56.4%	\$55.71
December	n/a	n/a	46.3%	\$57.86	December	n/a	n/a	47.9%	\$56.06
*Y/E Total	n/a	n/a	66.2%	\$64.98	*Y/E Total	n/a	n/a	62.8%	\$64.15

1996					1995				
Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate	Month	Room Nights Available	Room Nights Occupied	Occupancy Percentage	Average Room Rate
January	27,712	9,891	35.7%	\$ 47.11	January	24,704	10,599	42.9%	\$42.77
February	26,785	10,502	39.2%	\$ 49.54	February	20,875	10,451	50.1%	\$47.38
March	29,354	16,844	57.4%	\$ 52.67	March	24,995	17,543	70.2%	\$54.49
April	30,072	14,996	49.9%	\$ 54.25	April	24,123	14,383	59.6%	\$53.18
May	22,472	15,301	68.1%	\$ 60.83	May	28,364	19,814	69.9%	\$61.55
June	21,593	16,423	76.1%	\$ 66.74	June	26,830	19,867	74.0%	\$67.95
July	28,241	22,013	77.9%	\$ 72.01	July	28,654	23,310	81.3%	\$73.29
August	28,688	21,772	75.9%	\$ 76.28	August	28,610	22,963	80.3%	\$76.59
September	27,011	17,938	66.4%	\$ 68.84	September	28,704	21,319	74.3%	\$68.71
October	32,273	21,658	67.1%	\$ 64.64	October	24,017	17,345	72.2%	\$60.27
November	26,224	11,178	42.6%	\$ 55.25	November	24,991	11,662	46.7%	\$51.58
December	n/a	n/a	43.7%	\$ 57.97	December	n/a	n/a	44.2%	\$54.87
*Y/E Total	n/a	n/a	57.6%	\$ 62.86	*Y/E Total	n/a	n/a	64.6%	\$62.01

*Year-End results include hotels that do not participate in the monthly survey.

1775099

TABLE D
SANTA FE
CITY LODGERS TAX RECEIPTS
FY 1990-91 TO 1997-98

YEAR	RECEIPTS
1990-91	\$2,579,043
1991-92	2,991,763
1992-93	3,466,771
1993-94	3,638,649
1994-95	3,643,651
1995-96	3,626,487
1996-97	3,697,595
1997-98	3,904,984

Source: TravelTrends

- Average visitor spending was \$1,150 per party, equivalent to \$311 per party per day and \$115 per person per day.
- The ten most important reasons for choosing Santa Fe as a destination were (in descending order):
 - ❖ scenic beauty
 - ❖ historic sites
 - ❖ Indian culture
 - ❖ museums
 - ❖ restaurants
 - ❖ architecture
 - ❖ art galleries
 - ❖ shopping
 - ❖ Hispanic culture
 - ❖ performing arts
- The healing arts and Indian casinos, while not in the top ten, are increasingly important reasons for visiting Santa Fe.
- The most popular destinations while in the Santa Fe area were (in descending order)
 - ❖ the Plaza/downtown area
 - ❖ Canyon Road
 - ❖ Guadalupe Street
 - ❖ historic communities/villages
 - ❖ Indian pueblos
- 42% of visitors were repeat visitors, and 29% of all visitors expect to visit Santa Fe again within the next year.
- 95% of visitors felt that they had received high quality service, and 94% found local people to be friendly.
- 79% of visitors felt that they received good value for their dollar.
- 98% of visitors would recommend Santa Fe as a place to visit to their friends.

These statistics demonstrate Santa Fe's popularity as a cultural tourism destination, particularly for relatively wealthy middle-aged couples, many of whom are repeat visitors.

VII. BENEFITS AND THREATS TO SANTA FE'S CULTURE

In earlier sections of this document, the positive and negative economic impacts of tourism on Santa Fe have been examined. In Section IV, it was illustrated that tourism creates a demand for land, water, infrastructure, and public services, such as police protection. In Section VI, the jobs and tax revenues generated by the tourism industry were examined. In this section, the focus is on the impacts of tourism on Santa Fe's culture and its cultural resources. The positive impacts of tourism on culture are examined, followed by the potential negative impacts.

Table E is a summary of the positive and negative physical, economic, and social impacts of tourism. It should be noted that certain types of impacts can be either positive or negative. For example, tourism can lead to the preservation of cultural resources or to their overuse. It can lead to preserving traditional skills or the commodification of traditional art. And tourism can lead to either acceptance of other cultures or to feelings of disrespect. Whether the impacts of tourism are to be positive or negative depends, to a certain degree, on the creation of an effective, proactive tourism management program, which is the intended result of developing this CAT Plan.

Positive Impacts

While there is concern about the negative impacts of tourism on culture, tourism also has positive cultural impacts that are sometimes overlooked.

- ***Preservation of culture.*** The commodifying of culture, discussed in Section II and further discussed below, is a two-edged sword. While tourism can turn cultural objects and ceremonies into commodities, this very process can help preserve the culture. Elders are more likely to make the effort to pass along traditional crafts and skills if there is a market for them, and young people are more likely to make the effort to acquire the necessary skills if they are saleable. Thus, by creating a market for cultural resources, tourism can actually help preserve culture.
- ***Job creation.*** Tourism creates a demand not only for waiters and maids, but also for management positions, artists, and craftsmen. In addition to gaining a livelihood from tourism and preserving traditional arts, artists and craftsmen are given an opportunity to stay in the community in which they were born. This is an important social benefit of tourism that also contributes to cultural preservation and continuity. Similarly, local people have an opportunity to move up in the tourism industry into management positions.
- ***Injection of capital.*** Tourism also creates a demand for good quality historic buildings. These buildings may serve as museums, shops, galleries, restaurants, or bed and breakfast inns. Thus, tourism leads to capital investment into buildings that might otherwise be allowed to deteriorate or that might otherwise be replaced with more modern buildings.

TABLE E

SUMMARY OF TOURISM IMPACTS		
	POSITIVE	NEGATIVE
PHYSICAL	Environmental Protection	Environmental degradation
	Preservation of historic buildings	Overuse of cultural resources
		Crowding and congestion
		Spillover of tourism into neighborhoods
		Displacement of locals/ second homes
ECONOMIC	Market forces help preserve culture	Commodification of culture
	Capital for preservation	
	Consumer opportunities	National chains displace local businesses
	Employment opportunities	
	Income to locals	High cost of housing
	Tax revenues	Cost of infrastructure and public services
SOCIAL	Education and acceptance of other cultures	Disrespect for other cultures
	Cultural opportunities	Loss of institutions and skills
	Archeological and historic research	Changes in values
		Loss of community
		Loss of privacy and solitude

NOTE: Lines (.....) connect "opposite" impacts

- ***Cultural education and acceptance.*** Tourism provides an opportunity to educate visitors about cultures with which they are not familiar. This ultimately leads to greater understanding of and acceptance for other cultures. At the same time, tourism also exposes residents to people from a variety of cultures from throughout the United States and around the world. Finally, local people are able to learn more about their own culture through the institutions and services (e.g. museums) that were developed in part, to meet visitor needs.
- ***Cultural and consumer opportunities.*** Local people benefit from tourism because they are able to enjoy cultural opportunities (e.g. performing arts) and consumer opportunities (e.g. fine dining and shopping) that could not be supported by the resident population alone.
- ***Archaeological and historic research.*** Tourism leads to increased interest in local cultures and history and increased archaeological and historic research. This allows for better documentation and preservation of the historic record and the increasing of public awareness about that record.
- ***Environmental protection.*** Tourism development also leads to increased interest in preserving or restoring open space and native ecosystems. This enables visitors and residents alike to enjoy the natural environment as it was in the past, with native plants, acequias, and other landscape features.

Negative Impacts

In addition to the positive impacts on culture described above, tourism also leads to certain negative impacts on culture or at least the threat of negative impacts. These impacts are grouped into two categories: physical and socioeconomic. Many of these impacts are the opposite of the positive impacts described above. For example, exposing tourists to other cultures can lead to greater respect or to disrespect, if the native cultures are viewed as inferior. Also, tourism can lead to either preservation of cultural resources or their removal in the interest of "progress."

Physical Impacts. Five adverse physical impacts or threats are discussed below:

- ***Overuse of cultural resources.*** Cultural resources can be damaged by tourism if they are overused. Overuse can manifest as too many people walking on ancient floors or touching ancient walls, too many cars passing by fragile buildings (potentially damaging the structures through vibrations), or too many people walking on delicate natural ecosystems.
- ***Neighborhood impacts.*** Tourism frequently spills over from the identified tourism attraction zones into adjacent neighborhoods. This may take the form of people parking on residential streets or trespassing into sacred or residential areas within a pueblo.
- ***Crowding.*** The sheer number of tourists leads to crowding, especially in downtown

Santa Fe and along Canyon Road. Parking may not be available, and seats may not be available in popular restaurants. This tends to keep residents away from the Plaza and other tourism zones. The annual Fiesta de Santa Fe was moved from Labor Day weekend to a weekend when fewer visitors are in town in part to combat crowding.

- ***Second homes.*** Tourism often leads to the development of second homes. For example, many of the residents of Las Campanas live there only part of the year. While these people bring capital and energy to the community, there is also the danger that their transience will undermine the sense of community. Also, their demand for land and housing increases real estate prices, making housing less affordable for residents.
- ***Displacement of residents.*** The gentrification of neighborhoods, the development of new tourism businesses in residential areas, and the increase in property values can lead to a displacement of long-time residents from tourism zones. This has already occurred in some Eastside and Westside neighborhoods, where the next generation has had to move to a mobile home in the countryside.
- ***Environmental impacts.*** Tourism can lead to changes in the natural environment. In some cases, native vegetation has been replaced with exotic, water-intensive vegetation not native to the area. In other cases, rural infrastructure such as acequias have been removed or traditional viewsheds have been lost due to the construction of buildings or the planting of non-native trees. Tourism can also lead to overuse and destruction of habitat and environmental pollution.

Socioeconomic Impacts. Several socioeconomic impacts or threats are also associated with tourism development. Some of these were introduced earlier in Section IV, regarding issues and needs.

- ***Loss of privacy.*** The physical invasion of tourists into residential areas can result in a loss of privacy. There is also a danger that traditions and ceremonies will be shared in an inappropriate manner. Tourists use recreational areas and trails, resulting in a loss of solitude in areas long cherished by locals.
- ***Loss of community.*** Residents may feel a loss of ownership in their community or neighborhood when they witness an influx of visitors and the establishment of businesses to serve visitor rather than local needs. This is particularly true of the Plaza area, where many residents do not now feel welcome or comfortable. Fear has been expressed that the Railyard will experience the same fate and be lost to residents.
- ***Changes in values.*** Visitors bring new values into a community, particularly when some visitors ultimately move to Santa Fe. This can lead to a loss of respect for traditions and values, which may be viewed as "primitive" or "quaint." The commodification of culture, discussed above, can also lead to a loss of respect for traditions and values. Tourists who later move to Santa Fe may attempt to alter long accepted elements of the community (e.g. to pave over dirt roads).

- ***Loss of institutions and businesses.*** With this change in values, traditional institutions (e.g. acequia organizations or social clubs) may disappear over time. Also, tourism brings an influx of national franchises, which can afford higher rents and tend to displace locally owned businesses.
- ***Loss of skills.*** With the loss of traditions and the institutions that supported them, deeply rooted cultural skills may also be lost.

VIII. OPPORTUNITIES AND OBSTACLES

Phase II of this project focuses on the development of resource preservation and tourism management goals and objectives through a public involvement process. Phase III entails the development of strategies and actions for achieving these goals and objectives

While the preservation and tourism management goals have not yet been defined, those goals are, to a certain extent, implicit in the needs, trends, and impacts analysis contained in this document. On the basis of this analysis, the following is a first pass at identifying opportunities and obstacles.

Opportunities

The following are opportunities that may be utilized to achieve preservation and tourism management goals.

- The CAT Plan itself, as a blueprint for tourism management efforts
- Potential commitment by the City and County to coordinate tourism management
- Regional promotion with other communities
- International interest in cultural tourism
- The Winter Olympics to draw visitors into the Western United States
- Promotion of healing arts as a draw
- The Railyard (as an arts/cultural venue, with mixed uses)
- Construction of a new conference center
- Existing cultural resources that are underutilized
- Education regarding attractions outside of the City of Santa Fe
- The Lensic Theater as a future performance space
- The rail line as a tourist attraction and means of transportation

- The State's Rio Grande Corridor study, identifying alternative transportation opportunities
- State tourism promotion funds
- Federal funding for historic trails
- Foundation moneys for preservation
- United World College as a partner to draw international visitors
- Sister Cities program as a partner to draw international visitors
- Business incubator to help startup businesses
- Vocational training programs in the arts and hospitality industries
- Increased analysis and understanding of the positive and negative economic impacts of tourism in Santa Fe

Obstacles

The following are obstacles that impede the achievement of preservation and tourism management goals:

- Disagreement about tourism management objectives
- Fragmentation of tourism management responsibilities
- Fragmentation of information needed to manage tourism
- Uncoordinated management efforts
- Neglect of education and training for arts and tourism jobs
- Fragmentation of business development efforts
- Competing uses for and opposition to potential conference center site

Subsequent phases of the CAT planning process involve developing strategies that build on the above opportunities and mitigate the obstacles identified during this phase.

Attachment 1: Culture, Arts, and Tourism Plan Advisory Committee

Jean Berinati, Neighborhood Network, Historic Guadalupe Neighborhood
Jim Bradbury, Santa Fe Tourism Alliance, General Manager La Fonda
Miguel Chavez, City of Santa Fe Occupancy Tax Advisory Board
Charlotte Jackson, Santa Fe Chamber of Commerce Tourism Committee
John Pen LaFarge, Neighborhood Network, Historic Neighborhood Association
Al Lucero, Restaurant Association
Sara Melton, Old Santa Fe Association
Randy Randall, New Mexico Tourism Commission, General Manager Eldorado Hotel
Russ Roundtree, Impressions Advertising
Joe Schepps, CEO, Schepps Management Company
Ben Serber, County of Santa Fe Lodger's Tax Advisory Board
Laurel Seth, Gallery Owner, member of Santa Fe Historic Design Review Board and Arts Commission
Lois Snyderman, Historic Santa Fe Foundation
Nadine Stafford, Santa Fe Opera
Edson Way, New Mexico Office of Cultural Affairs Director

Attachment 2 : Culture, Arts, and Tourism Plan Facilities Inventory Summary

As part of Phase I of the Culture, Arts, and Tourism Plan, an inventory of various facilities in the project area was prepared. The inventory focused on structures and sites in the region that are the subject of or provide cultural programming, or have the potential to do the same. The primary purpose of undertaking the inventory was to identify potential alternative locations for artistic and cultural events and programs with the goal of diversifying location options and providing a means for distributing such events throughout the project area. Using heritage structures to house such programs and events also provides a means for educating the using public about such structures through interpretation. Geographic distribution of events will result in a decrease in the physical impact on the commonly-used locations and the neighborhoods in which they stand.

In undertaking the inventory, the consultant prepared a field checklist so as to ensure consistent information gathering. This checklist [attached] allowed for the recordation of facility location, physical description and capacity, historic and cultural significance, accessibility, and contact people at each facility. The complete document [*Santa Fe Culture, Arts, and Tourism Facilities Inventory*, Santa Fe Planning & Research, April 15, 1998] is available in the "one of a kind" files at the Planning Division of the City of Santa Fe.

What follows is a list of those sites and facilities that are included in the inventory:

1. The Plaza
2. St. Francis Cathedral, 213 Cathedral Place
3. Palace of the Governors, 107 E. Palace Avenue
4. The Roundhouse, 491 Old Santa Fe Trail
5. Santa Fe County Courthouse, 102 Grant Avenue
6. Fray Angelico Chavez History Library and Photo Archives, 120 Washington Ave.
7. Santa Maria de la Paz Catholic Church, 11 College Way
8. Our Lady of Light Chapel [at Loretto Chapel], 211 Old Santa Fe Trail
9. San Miguel Mission, 401 Old Santa Fe Trail
10. Oldest House in the USA, 215 E. De Vargas Street
11. La Fonda Hotel, 100 E. San Francisco Street
12. Institute of American Indian Arts [IAIA], 108 Cathedral Place
13. Museum of Fine Arts, 107 W. Palace Avenue
14. Georgia O'Keeffe Museum, 217 Johnson Street
15. Santa Fe Playhouse, 142 E. De Vargas Street
16. Lensic Theatre, 215 W. San Francisco Street
17. Sweeney Convention Center, 201 W. Marcy Street
18. Archdiocese of Santa Fe Museum, 223 Cathedral Place
19. AT&SF Railroad Depot, 410 S. Guadalupe
20. Tomasitas [NM Central/Denver and Rio Grande Railroad Depot, 500 S. Guadalupe
21. Sanbusco Market, 500 Montezuma Avenue
22. El Santuario de Guadalupe, 417 Agua Fria

23. Farmer's Market, Railyard Property Paseo de Peralta
24. Railyard Performance Center, 430 W. Manhattan
25. SITE Santa Fe, 1606 Paseo de Peralta
26. Stage Left Theater Company [Drama Club], 125 N. Guadalupe
27. Warehouse 21, 1614 Paseo de Peralta
28. El Zagan, 545 Canyon Road
29. Sena Plaza, 125 E. Palace Avenue
30. First Ward School, 400 Canyon Road
31. Cristo Rey Catholic Church, 1120 Canyon Road
32. Randall Davey House [Audobon Center], 1800 Upper Canyon Road
33. Bishop's Lodge, Bishop's Lodge Road
34. Archbishop Lamy's Chapel [at Bishop's Lodge], Bishop's Lodge Road
35. Bataan War Memorial Museum, 1050 Old Pecos Trail
36. New Mexico School for the Deaf, 1060 Cerrillos Road
37. Santa Fe Indian School, 1501 Cerrillos Road
38. Paolo Soleri Amphitheater, 1501 Cerrillos Road
39. James A. Little Theater, 1060 Cerrillos Road
40. Scottish Rite Temple, 463 Paseo de Peralta
41. School of American Research, 660 Garcia Street
42. Wheelwright Museum, 704 Camino Lejo
43. Laboratory of Anthropology, 710 Camino Lejo
44. Museum of Indian Arts and Culture, 710 Camino Lejo
45. Museum of International Folk Art, 706 Camino Lejo
46. Armory for the Arts Theatre, 1050 Old Pecos Trail
47. Children's Museum, 1050 Old Pecos Trail
48. Temple Beth Shalom [Old Synagogue], 205 E. Barcelona
49. Plan B, 1050 Old Pecos Trail
50. Santa Fe Opera, Taos Highway
51. College of Santa Fe Fine Arts Gallery, 1600 St. Michaels Drive
52. Greer Garson Theater, 1600 St. Michaels Drive
53. St. John's College Great Hall, 1160 Camino de la Cruz Blanca
54. St. John's College Art Gallery, 1160 Camino de la Cruz Blanca
55. Rodeo de Santa Fe, 2801 Rodeo Road
56. Theaterwork, 1336 Rufina Circle
57. Hyde Memorial State Park, Hyde Park Road
58. Glorieta Conference Baptist Center, Glorieta
59. Cañoncito Parish Church, Old Las Vegas Highway, Cañoncito
60. La Cienega Community Center, CR 50F, Cienega
61. San Isidro Church, Agua Fria Road
62. Rancho de los Golondrinos, 334 Los Pinos Road, Cienega
63. Coal Mine Museum and Engine House Theater, Highway 14, Madrid
64. Camp Stoney, 7855 Old Santa Fe Trail, Cañada de los Alamos
65. Santuario de Chimayo, Chimayo

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Sites that were inventoried for the interpretation potential included:

1. Santa Fe Drinking Water Treatment Plant, Upper Canyon Road
2. Two Mile Dam, Upper Canyon Road at Cerro Gordo Road
3. Rosario Chapel and Cemetery, 499 N. Guadalupe Street
4. Bridge of the Hidalgos, Grant Avenue at Rosario Boulevard
5. Commemorative Walkway/Cross of the Martyrs, Paseo de Peralta near Otero St.
6. Santa Fe National Cemetery, 501 N. Guadalupe Street

FIELD CHECKLIST

Facility Name _____

Location city limits
 county limits

Address of Facility _____
 Town _____

Date Surveyed _____

Facility Category ecclesiastical
 historic structure
 government/school
 museum
 public works/park
 arts/performance

Facility Description _____

Contacts

Ownership Category public
 private
 ecclesiastical
 social organization/non-profit
 Indian

Owner _____
 Telephone of Facility _____
 Contact _____

Physical Description

Indoor Area (approx. s.f.) _____
 Site Size (approx. s.f.) _____

Structural Condition excellent
 good
 fair
 poor

Cosmetic Condition excellent
 good
 fair
 poor

Context

Nearby Cultural Sites

Foodservice

- on site restaurant
- restaurant within 1/2 mile
- restaurant within 5 miles
- restaurant farther than 5 miles

On-Site Kitchen

- yes
- no

Lodging

- on-site
- within 1/2 mile
- within 5 miles
- farther than 5 miles

Surrounding Uses

- rural
- rural industrial
- industrial
- commercial/retail
- tourist-oriented commercial/retail
- single family residential
- multi-family residential
- motorist services

Access

Distance from the Plaza

- on the Plaza
- within downtown area
- within 5 miles
- farther than 5 miles

Transportation Types
(within 1/2 mile)

- vehicular - interstate or highway
- vehicular - arterial or collector
- bike path
- bus stop
- railroad
- scenic highway or tourist route

On-Site Parking

- yes
- no
- # spaces

Comments

1775113

Accessibility

- fully accessible
- minor work required
- major work required
- beyond repair

Use Characteristics

Hours of Operation _____

Potential Activities

- exhibit - art/sculpture
 - festival
 - classes/workshops
 - conferences
 - dance performance
 - musical performance
 - dressing room
 - sound/lights
 - other
-

Adjacent Available Land

- yes
 - no
-

Significance

Remodeling

- almost all original material/minimal remodeling
- most original material/minor remodeling
- some original material/extensive remodeling
- almost no original material/major remodeling

National Register

- yes
- no

State Register

- yes
- no

Historic District

- yes
 - no
-

Threats

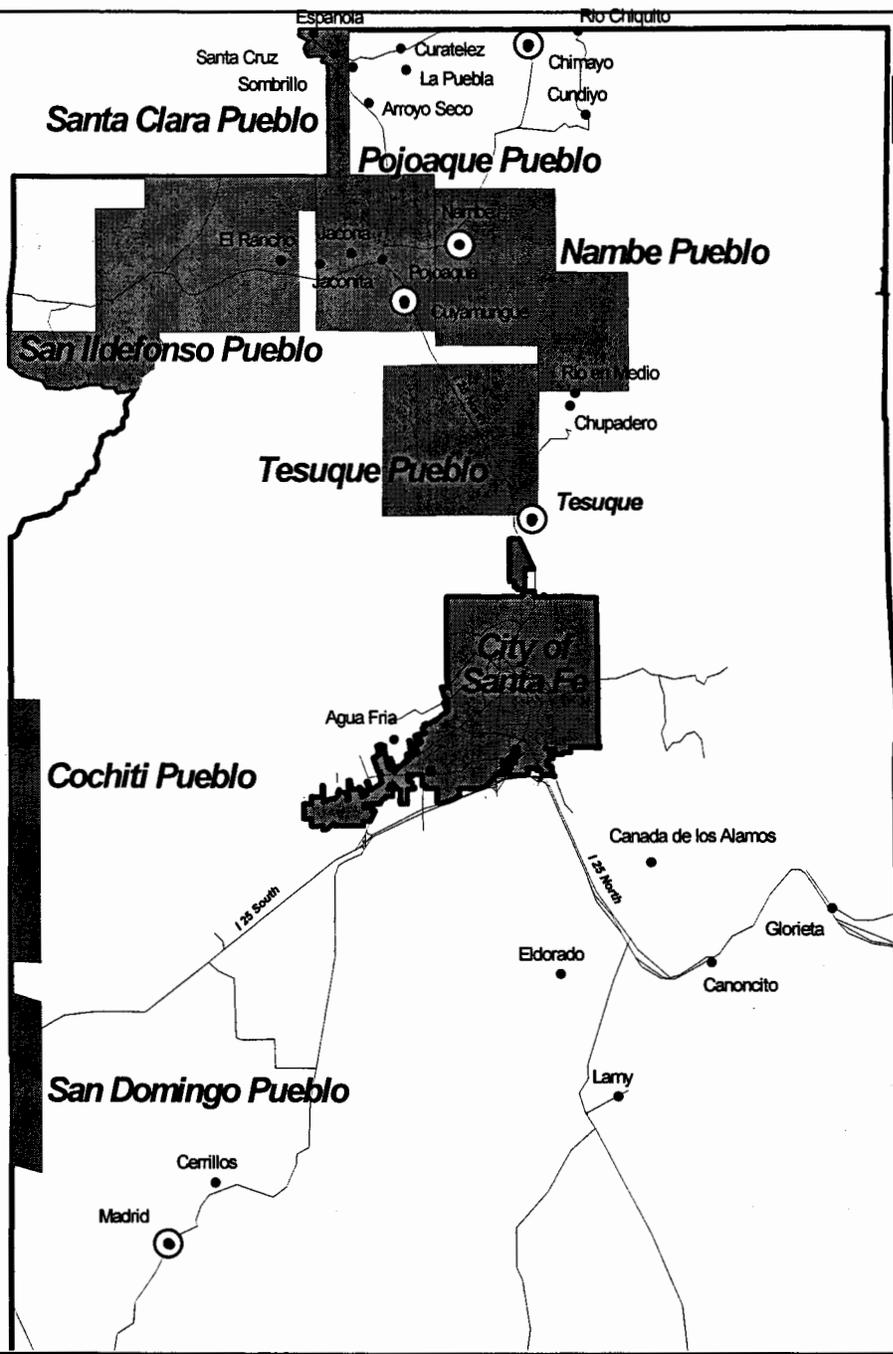
- none
- minor damage
- major damage
- demolition

source: _____

ATTACHMENT 3: Maps Referenced in Phase I Report

- Map 1: CAT Plan Study Area
- Map 2: Downtown Tourism Attraction Zones and Visitor Information Locations
- Map 3: City-Wide Tourism Attraction Zones
- Map 4: Downtown Lodging
- Map 5: Lodging Outside the Immediate Downtown Area
- Map 6: Performing Arts and Museum Venues
- Map 7: Archaeological Review Districts
- Map 8: City of Santa Fe Historic Places
- Map 9 : City of Santa Fe Historic Districts
- Map 10: Parks, Trails, and Open Space
- Map 11: Municipal Parking
- Map 12: Murals and Public Art
- Map 13: Primary Entryways and Visitor Information Locations

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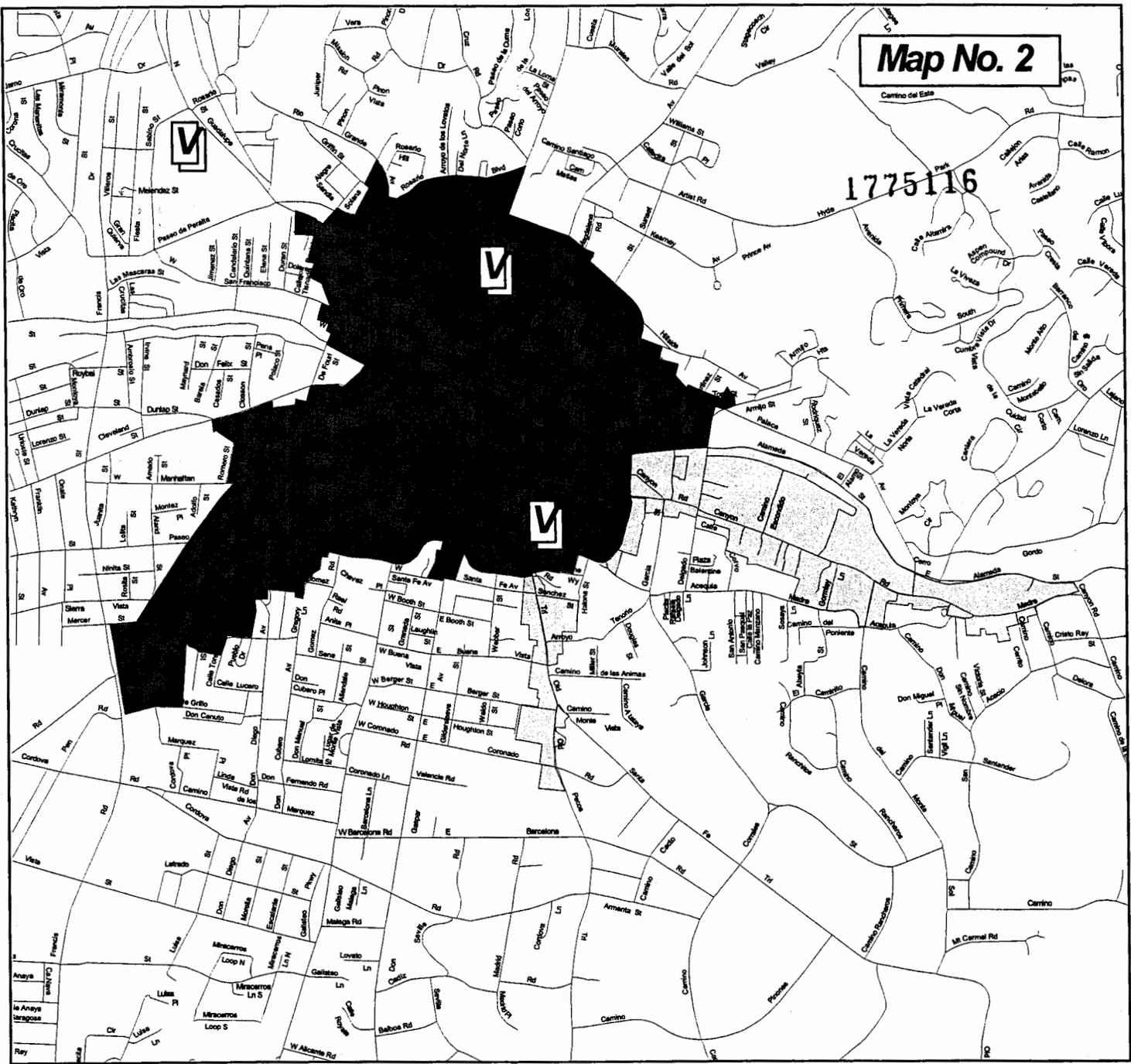
Study Area
Culture, Arts and Tourism Plan



- ⊙ Areas of High Tourist Visitation
- ▬ Santa Fe City Boundary
- ▭ Santa Fe County Boundary
- ▬ Pueblo Boundaries



While many communities may experience visitation by tourists, those identified on this map have demonstrated an interest in providing attractions, services, and infrastructure for visitors, and also are more greatly impacted by tourism.



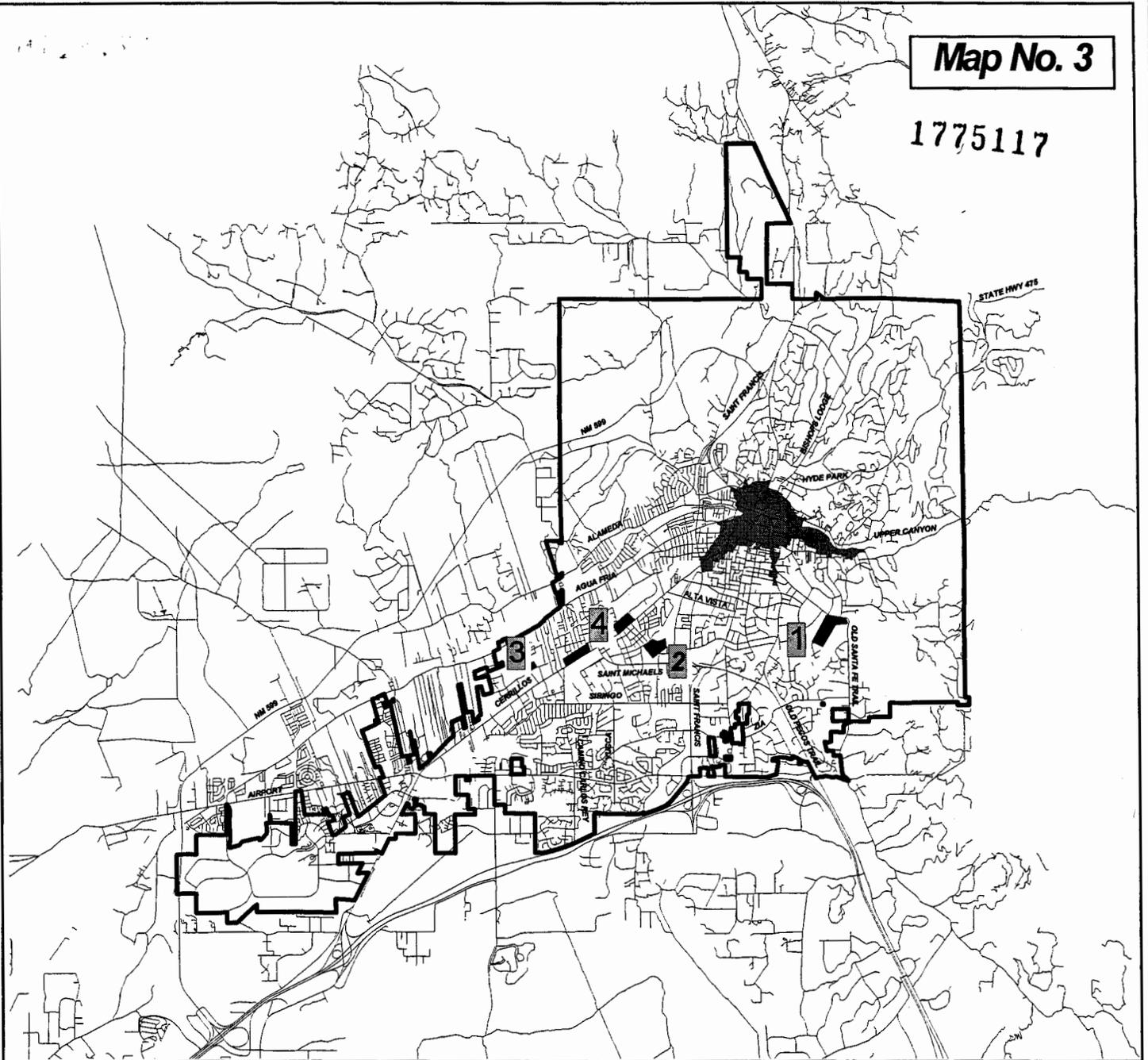
**Downtown Tourism Attraction Zones
and Visitor Information Locations**
Culture, Arts, and Tourism Plan



-  Visitor Information Center
-  Business Capital District
-  AC/RAC Zoning



Tourism Attraction Zones are areas within the city that are highly impacted by tourism activities. Within the central part of the city, these areas include the Business Capital District (the BCD, which contains the immediate downtown, State Capitol area, Guadalupe Street, and Railyard), Canyon Road, and the residential arts and crafts district along Old Santa Fe Trail.



City of Santa Fe



New Mexico

City-Wide Tourism Attraction Zones

Culture, Arts, and Tourism Plan



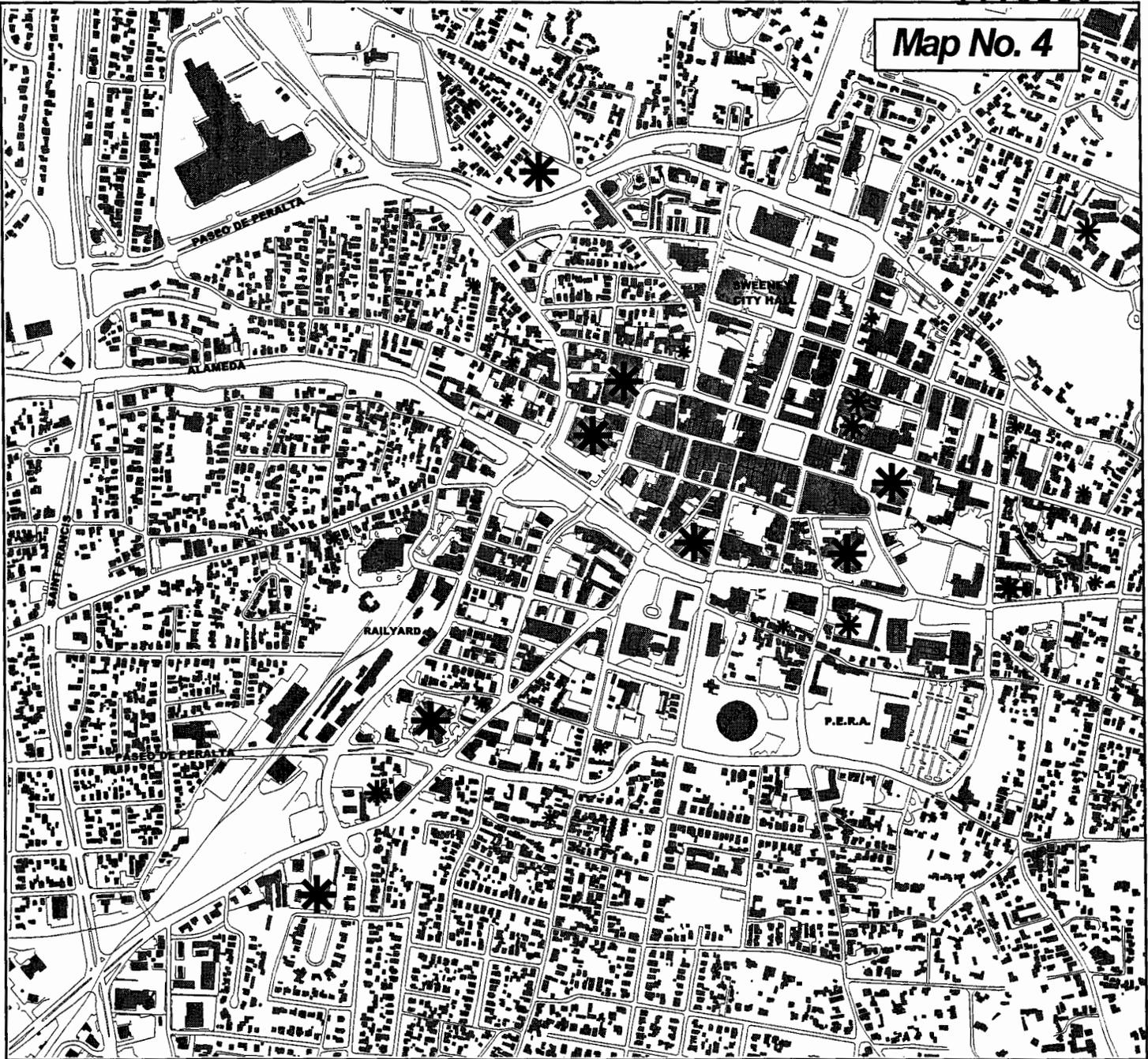
- 1 East Side Museum District
- 2 Second St. Commercial Area (emerging)
- 3 Rufina St. Alternative Warehouse-Arts Area (emerging)
- 4 Cerrillos Road Hotel Corridor



Downtown Tourism Attraction Zones (see Map 1)



This map shows the outlying and emerging Tourism Attraction Zones (TAZ) within the city: the Eastside museum complex, the Second Street area, the Rufina Street warehouse area and the Cerrillos Road hotel corridor. The Second Street and Rufina Street areas are anticipated to be growing as attraction zones for visitors, and are designated as emerging TAZs.



City of Santa Fe



New Mexico

Downtown Lodging

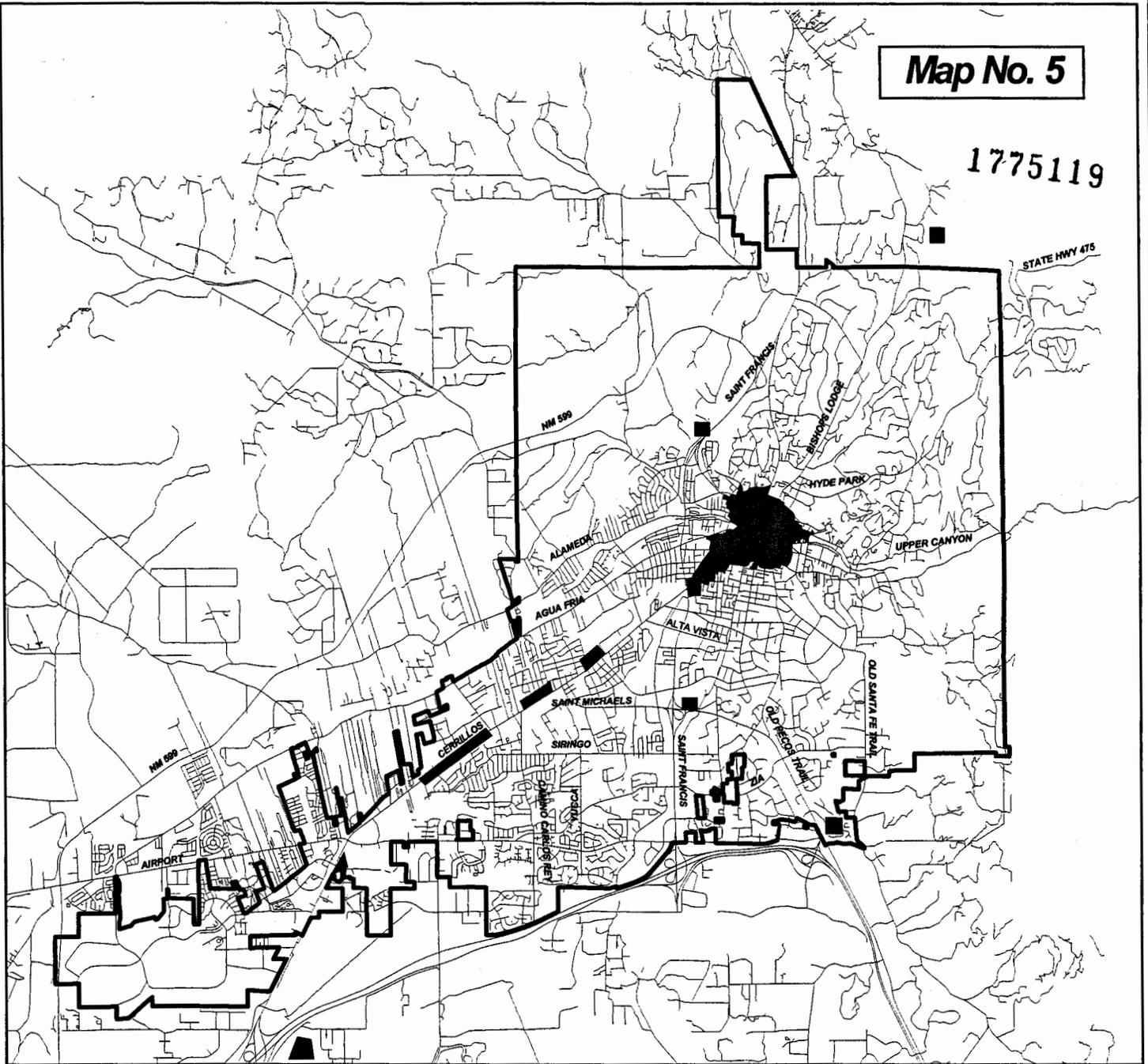
Culture, Arts, and Tourism Plan



- * B&B / Hotels with less than 50 Beds
- * Hotels with less than 100 Beds
- * Hotels with greater than 100 beds



The map depicts hotels, motels, and B&B's within the BCD and indicates that most of the larger hotels are within a few blocks distance from the Plaza and the Sweeney Center. Others are dispersed, with several smaller hotels and B&B's closer to or located in residential areas.



Lodging Outside the Immediate Downtown Area

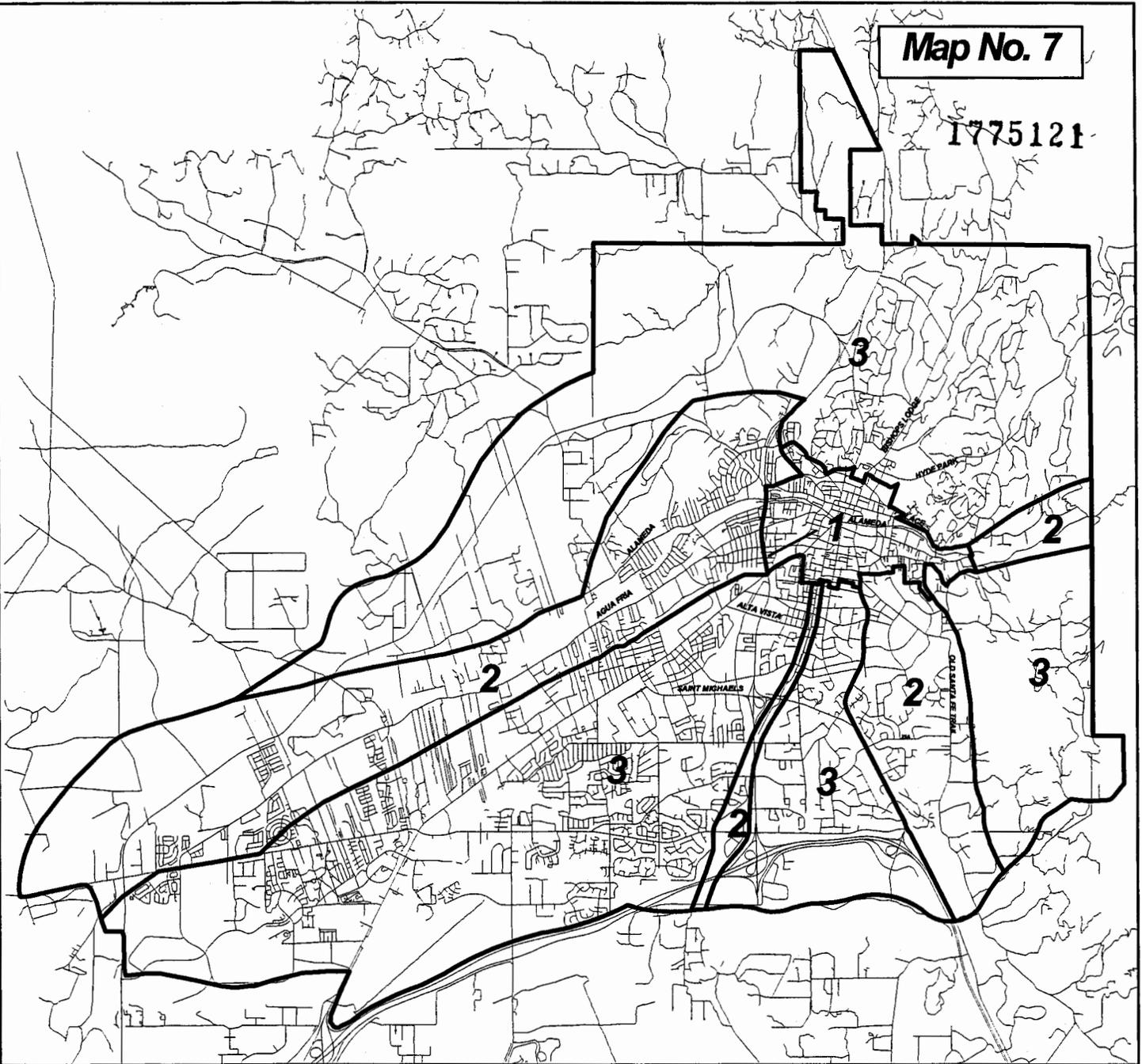
Culture, Arts, and Tourism Plan



-  Non-Downtown Hotels
-  Business Capital District
-  Santa Fe City Boundary



The map depicts areas of clustered hotels outside of the BCD, most of which are located on Cerrillos Road. Hotels outside of the immediate downtown tend to be located along or near the entryways into the city. These hotels are not, however, serviced by shuttlebusses from the airport or shuttle transportation into the city, though the Santa Fe Trails transit system does run along Cerrillos Road.



Archaeological Review Districts

Culture, Arts, and Tourism Plan



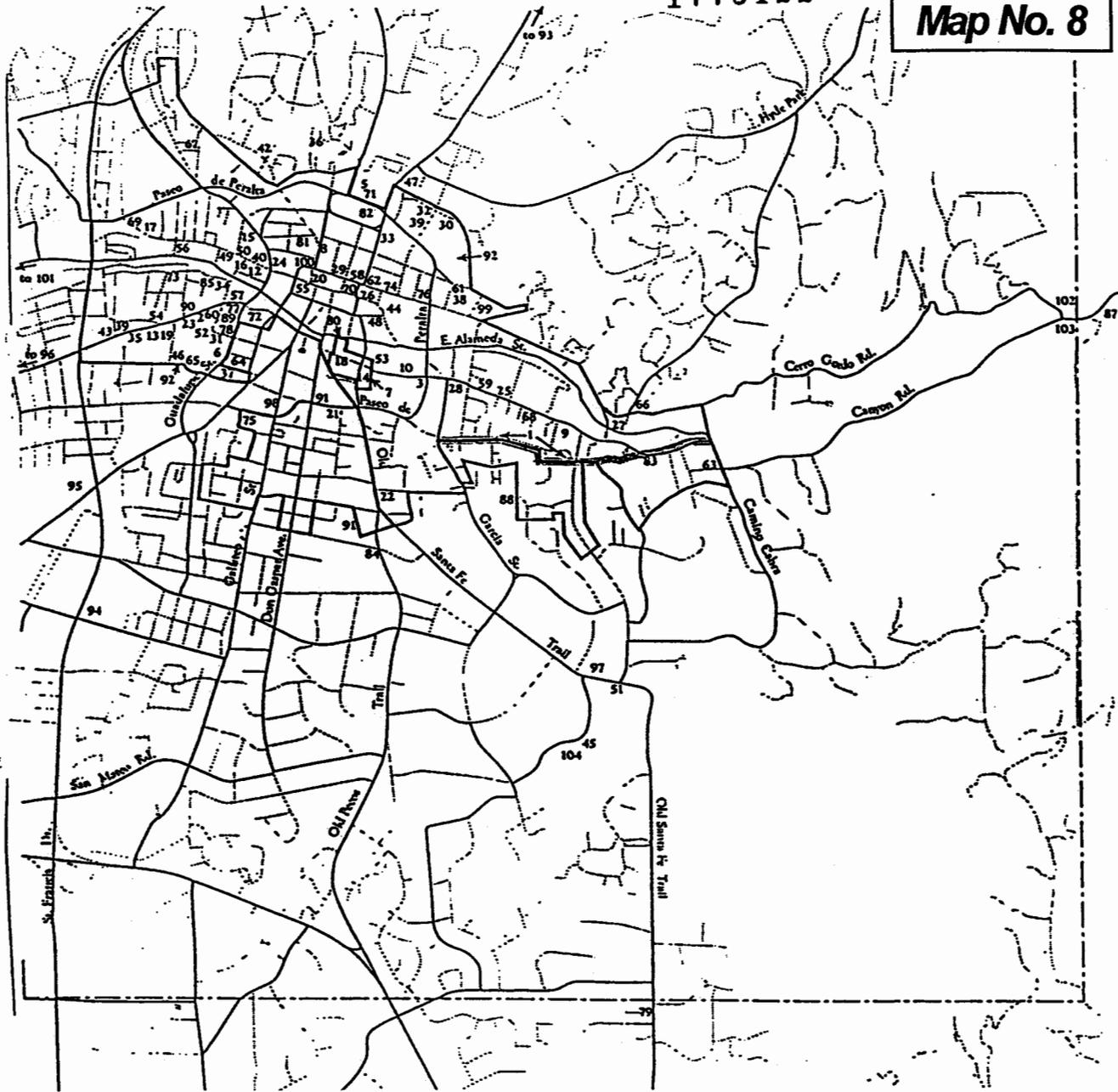
- 1 Historic Downtown Archaeological Review District
- 2 River & Trails Archaeological Review District
- 3 Suburban Archaeological Review District



Three archaeological review districts comprise the entire city limits, as well as lands in the county within the city's urban area boundary. Archaeological research and survey is required to occur in these areas depending upon the size of proposed development. The County of Santa Fe has similar requirements in place.

1775122

Map No. 8



City of Santa Fe Historic Places
 Culture, Arts, and Tourism Plan



There are more than 100 sites within the city listed on the National Register of Historic Places and the State Register of Cultural Properties. Many of these sites are within the Tourism Attraction Zone and could be included in educational tours.

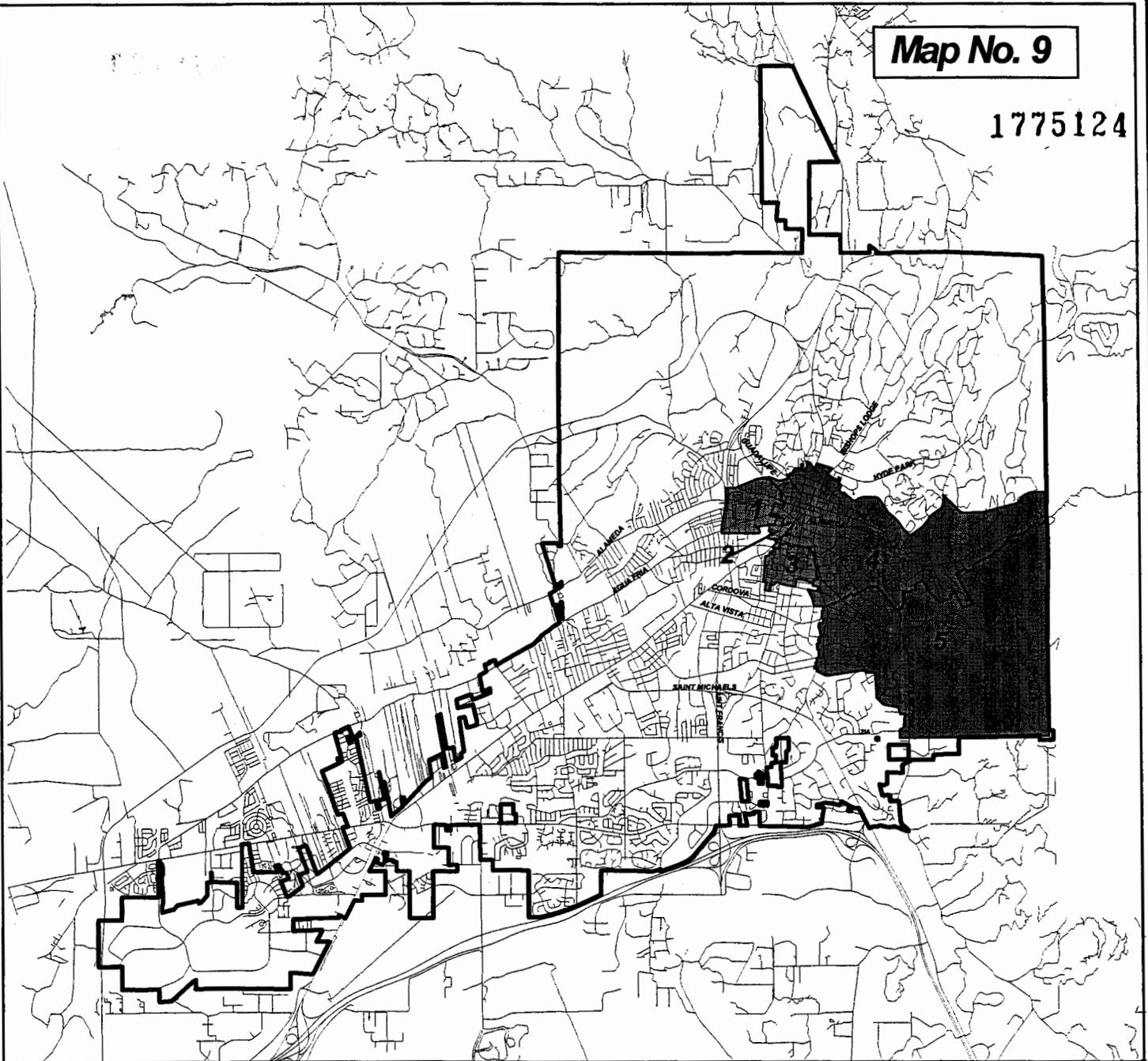
(see next page for site listing)

National Register of Historic Places and State Register of Cultural Properties Sites and Districts in Santa Fe

1. Acequia Madre-Camino Cabra to Garcia Street
2. Agua Fria Street-532-538 Agua Fria Street
3. Alarid, Jose House -338 East De Vargas Street
4. Alarid, Ricardo House-534 Alarid Street
5. Allison Dormitory-433 Paseo de Peralta
6. AT & SF Railway Depot-Garfield Street at RR Tracks
7. Barrio de Anasco Historic District-Old Santa Fe Trail and East De Vargas
8. Bergere, A.M. House-135 Grant Avenue
9. Borrego House-724 Canyon Road
10. Boyle House-327 East De Vargas
11. Bridge of the Hidalgos-Grant & Rosario Blvd.
12. Calles Apartments-406 West San Francisco Street
13. Catanach House-722 Agua Fria Street
14. Chapel of San Miguel-401 Old Santa Fe Trail
15. Chavez, Trinidad House-425 West San Francisco Street
16. Conklin Estate-434-436 West San Francisco
17. Coriz Residence-635 1/2 West San Francisco Street
18. Crespín, Gregorio House-132 East De Vargas Street
19. Davidson Residence-714 Agua Fria Street
20. Delgado, Felipe House-124 West Palace Avenue
21. Digneo-Valdez House-1231 Paseo de Peralta
22. Dorman House-707 Old Santa Fe Trail
23. Dudrow House-548 Agua Fria Street
24. El Patio Building-117 Guadalupe Street
25. El Zaguán-545 Canyon Road
26. Federal Building, Old-Cathedral Place
27. Field Residence-2 Cerro Gordo Road
28. First Ward School-400 Canyon Road
29. Fort Marcy Officer's Residence-116 Lincoln Avenue
30. Fort Marcy Ruins-Kearney Avenue
31. Fullerton Property-418 Montezuma-S
32. Gallegos, Hilario House-332-334 Otero Street
33. Gallegos, Padre House-227-237 Washington Avenue
34. Garcia, Eva Residence-508 Alto Street
35. Gutierrez, Marcos & Nicolasa-738 Agua Fria Street
36. Hayt-Wientge Mansion-620 Paseo de la Cuma
37. Hesch House-324 Read Street
38. Hinojos, Francisco House-355 East Palace Avenue
39. Holmes, Juan House-300 Otero Street
40. Jefferson Place-110 Guadalupe Street
41. Karn, Leo House-733 Agua Fria Street
42. Kopp, Andreas House-501 Rio Grande Blvd.
43. Larragoite Residence-803 Agua Fria Street
44. La Conquistadora Chapel (Cathedral of St. Francis)-Cathedral Place
45. Laboratory of Anthropology-708 Camino Lejo
46. Lewert, Philip House-701 West Manhattan
47. Lobato, Roque House-311 Washington Avenue
48. Loretto Chapel-200 Old Santa Fe Trail
49. McNair, Mela Residence-450 West San Francisco Street
50. Montoya, Adolfo Residence-447 West San Francisco St.
51. National Park Service-1100 Old Santa Fe Trail
52. Santa Fe Builder's Supply-500 Montezuma Avenue
53. Oldest House, The-215 East De Vargas Street
54. Ortiz Apartments-719 Dunlap
55. Ortiz, Nicholas and Antonio Jose House 306-322 West San Francisco Street
56. Ortiz y Ortiz Residence-573 West San Francisco Street
57. Our Lady of Guadalupe Church-100 Guadalupe Street
58. Palace of the Governors-North Side of Plaza
59. Prada, Juan Jose-519 Canyon Road
60. Perry, Tom House-518 Agua Fria Street
61. Preston, George Cuyler-106 Faithway Street
62. Prince Plaza-107-117 East Palace Avenue
63. Reredos of Our Lady of Light (Cristo Rey Church) Canyon Road & Cristo Rey
64. Read, Benjamin M. House-309 Read Street
65. Rio Grande Depot-500 Guadalupe Street
66. Rodriguez, Juan House-Cerro Gordo & Gonzales Road
67. Rosario Chapel & Cemetery-Guadalupe Street at Paseo de Peralta
68. Rush, Olive Studio-630 Canyon Road
69. Sandoval House-673 West San Francisco Street
70. Santa Fe Plaza
71. Scottish Rite Temple-463 Paseo de Peralta
72. Second Ward School-312 Sandoval Street
73. Sena, Jose D. House-606 Alto Street
74. Sena Plaza-127 East Palace Avenue
75. Shonnard House-1411 Paseo de Peralta
76. Speigelberg-Spitz House-327 East Palace Avenue
77. Stone Warehouse-316 Guadalupe Street
78. Supreme Body Shop-326 Guadalupe Street
79. Sol y Sombra-4108 Old Santa Fe Trail
80. Tudesqui, Roque-129 East De Vargas Street
81. Tully, Pinckney R. House-136 Grant Avenue
82. United States Courthouse-Federal Place
83. Van Dresser, Peter House-1002 1/2 Canyon Road
84. Vierra, Carlos House-1002 Old Pecos Trail
85. Vigil, Donaciano House-518 Alto Street
86. Wood, Professor J.A. House-511 Armijo Street
87. Davey, Randall-Upper Canyon Road
88. Camino Del Monte Sol Historic District Camino Del Monte Sol
89. Dendahl House-318 Guadalupe Street
90. Roybal, Jose Rafael House-541 Agua Fria Street
91. Don Gaspar Historic District-Don Gaspar Avenue
92. Santa Fe Historic District-Santa Fe
93. Archbishop Lamy's Chapel-Bishops Lodge Road
94. AT & SF Railway Locomotive-Salvador Perez Park
95. NM School for the Deaf-1060 Cerrillos Road
 - Connor Hall
 - Hospital Building
 - School Building No. 2
 - Superintendent's Residence
96. Bruce Cooper House and Shop-near intersection of Agua Fria and Lopez Lane
97. Dorothy S. McKibbin House-1099 Old Santa Fe Trail
98. Ortiz y Pino House-504 Galisteo Street
99. 525 East Palace Avenue
100. Santa Fe County Courthouse-102 Grant Avenue
101. Santa Fe River Archaeological Sites-vicinity of airport
102. Santa Fe Waterworks Reservoir (Two-mile Dam & Reservoir) Upper Canyon Road
103. Spanish Log Cabin-Upper Canyon Road
104. Wheelwright Museum of the American Indian-704 Camino Lejo

Map No. 9

1775124



City of Santa Fe



City of Santa Fe Historic Districts

Culture, Arts, and Tourism Plan



1. Westside-Guadalupe Historic District
2. Historic Transition District
3. Don Gaspar Historic District
4. Downtown and Eastside Historic District
5. Historic Review District

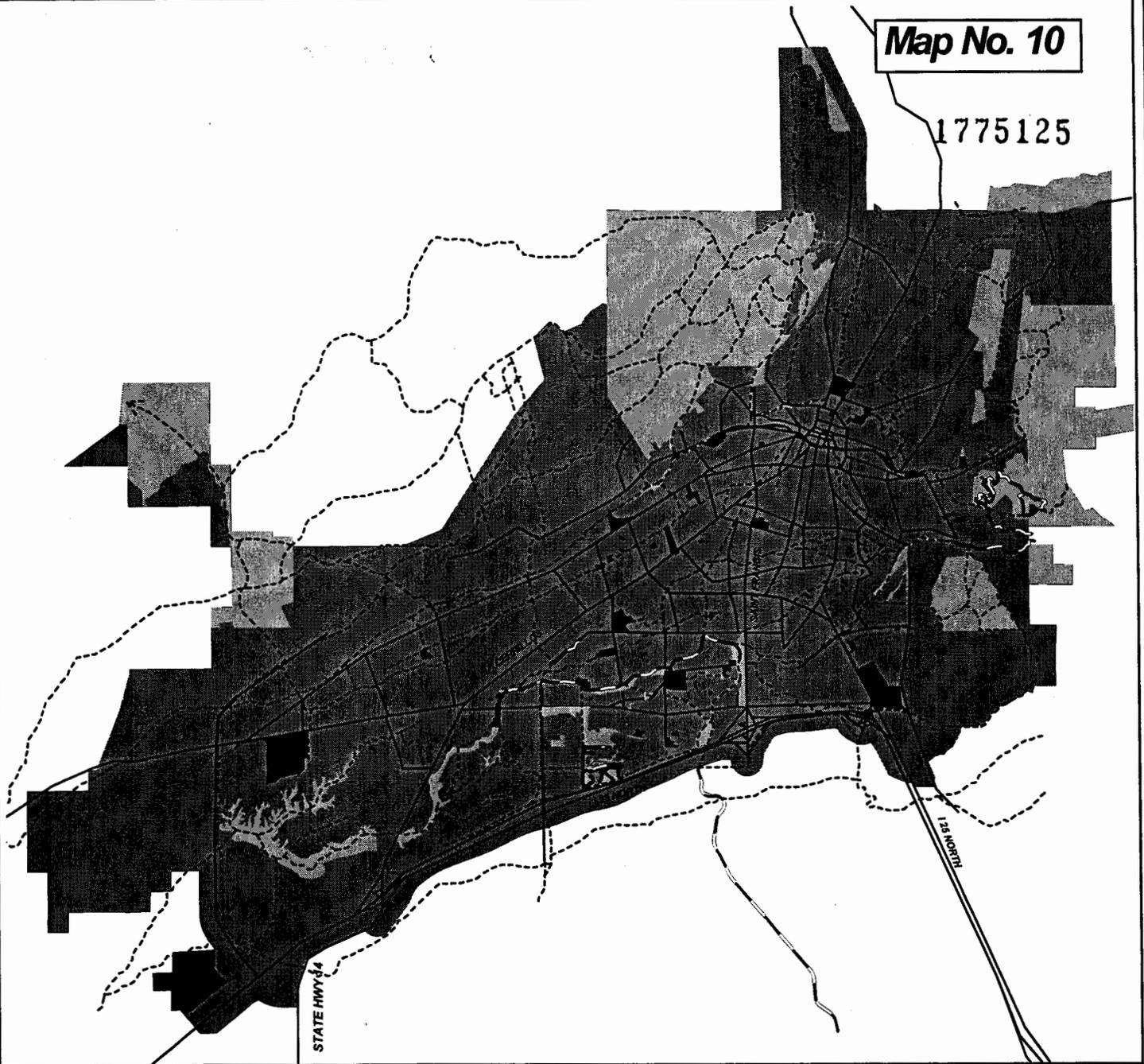
-  Historic Districts
-  Santa Fe City Boundary



There are several registered historic districts within the City of Santa Fe, located primarily in the central and eastern parts of the city. These districts are protected by restrictions on building and development to maintain their historic and visual character.

Map No. 10

1775125



Parks, Trails & Open Space

Culture, Arts and Tourism Plan



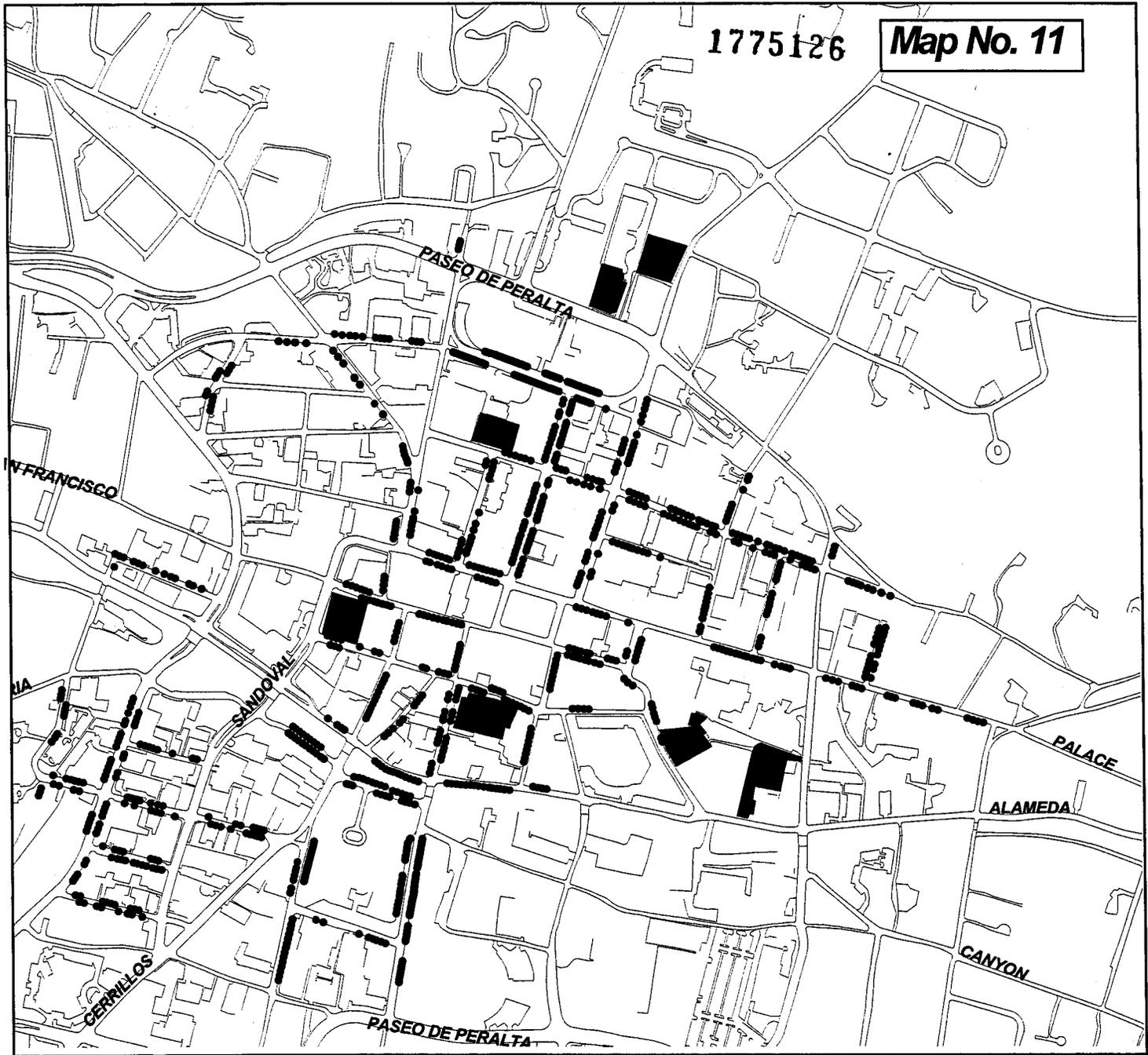
- | | | | |
|---|---------------------|---|-------------------|
|  | Santa Fe Open Space |  | Trails - Existing |
|  | Santa Fe Parks |  | Trails - Proposed |
|  | Urban Area Boundary |  | Major Roads |



Numerous trails of historic significance link up open spaces in or near the city. A proposed trail network would provide walking access for residents and visitors throughout the city and into the county.

1775126

Map No. 11

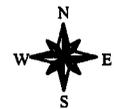


Municipal Parking

Culture, Arts, and Tourism Plan



- Parking Meters
- Parking Lots



With only seven parking lots and limited on-street parking, the BCD is severely limited in its capacity to serve resident and visitor parking needs. In 1995, there was a deficit of 1,100 parking spaces within the BCD and an additional deficit of 167 spaces along Canyon Road.

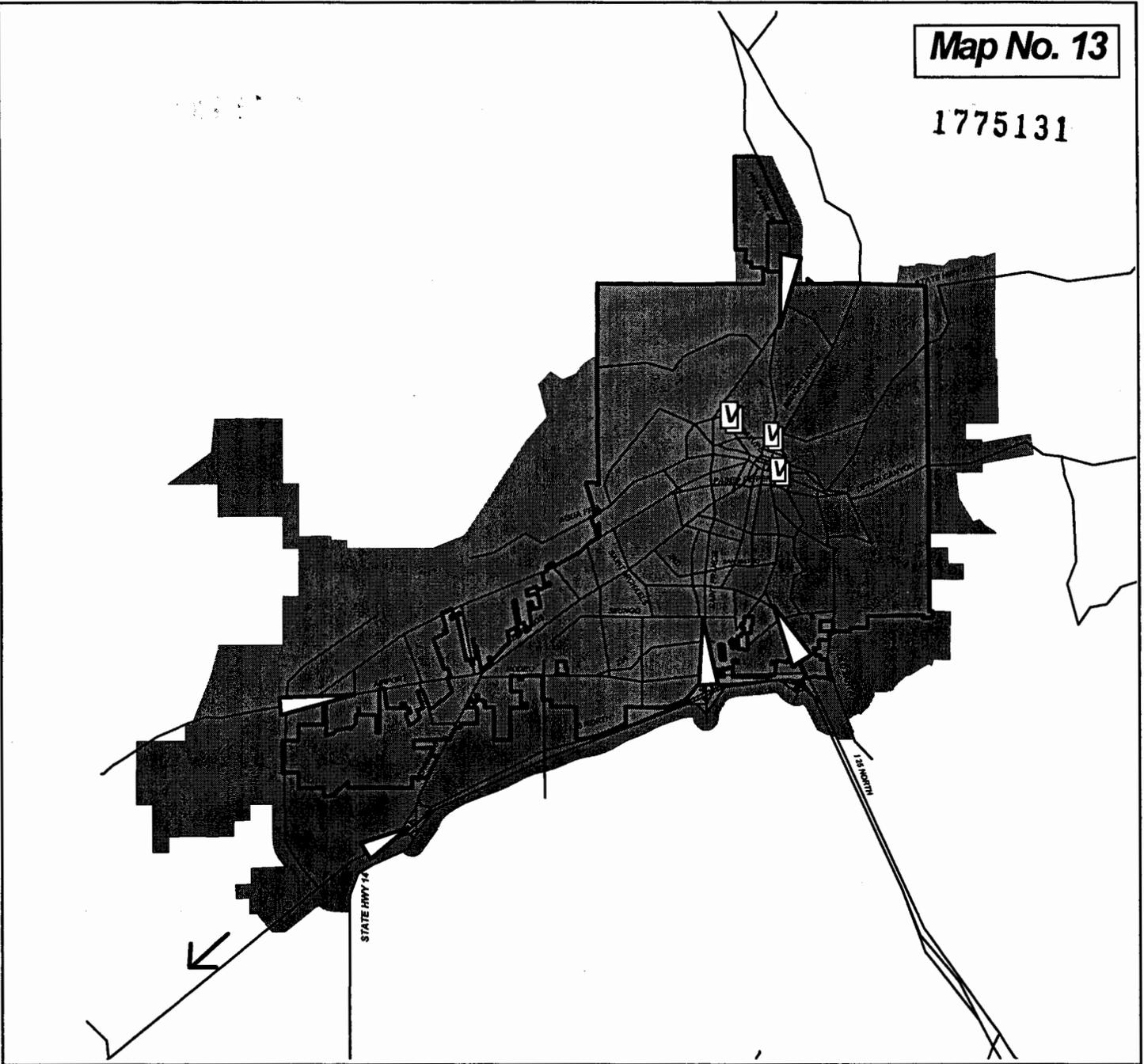
Murals and Public Art

Art #	Title	Artist	Art Type
1	"San Francisco de Asis"	Andrea Bacigalupa	Sculpture/Bronze
2	"The New Mexico Calendar"	Carol Patterson	Painted Wood
3	Untitled, Tri-cultural Sculpture	Charles Southard – Jerry R. West	Metal
4	Untitled	Margaret Favour	Three Panel Tapestry
5	"Up"	T.C. Hicks	Sculpture/Steel
6	"Children's Fountain"	Linda Strong	Bronze Sculpture/Fountain
7	"Remedios"	Glen Strock	Mural/Acrylic on Plaster
8	"Mother and Child"	Tim Klabunde	Sculpture/Steel
9	"Artist Walk of Fame"	Vladan Stha	Plaques/Bronze
10	"Fountainhead Rock"	Thomas Lipps – George Gonzales	Sculpture,Fountain,Stone Work
11	"Mesa"	Rudlof Hunziker	Stucco Frieze
12	"Homage to the Burro"	Charles Southard	Sculpture/Steel
13	"Po'e Gae"	Don Messec and Charlene Teters	Earthwork
14	"Santa Fe Home Sweet Home"	Antonio Mendoza	Painting/Oil on Canvas
15	"The Founding of Santa Fe"	Dave McGary	Bronze Monument
16	"Sueños de Juventud"	Sam Leyba	Mural/Tile Mosaic
17	"Acequia Madre"	Frederico M. Vigil	Fresco Mural
18	"Recuerdos del Pasado"	Jerry R. West	Mural
19	"Don Pedro de Peralta"	Sonny Rivera	Bronze Maquette
20	"El Torreon de El Torreon"	E. Pedro Romero	Sculpture/Stone, Ceramic Tile
21	"El Diferente"	Mac Vaughn	Sculpture/Bronze

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Art #	Title	Artist	Art Type
22	"Four Rooms on Siringo"	Barbara Grygutis	Sculpture/Concrete, Tile, Stone
23	"St. Francis"	Ben and Pete Ortega	Sculpture/Bronze
24	"New Mexico Quilt"	Janet Maher with Marie Stewart	Painted Tile
25	"life Moves"	Walter Kravitz	Acrylic Paint on Polycarbonate
26	"Taos Grand Gorge"	Antonio Mendoza	Painting/Oil on Canvas
27	"Recuerdos y Sueños de Santa Fe"	Jerry R. West	Mural
28	"Judicial History of Santa Fe"	Zara Kriegstein	Four Panel Mural/Acrylic
29	"Flower Garden", "Church"	Tommy Macaione	Paintings/Oil on Canvas
30	"Hands/Santa Fe Trails"	Bobbe Besold	Photo Mural/Five Panels
31	Santa Fe Public Library	Various	30 donated works on display
32	Untitled	Chrissie Orr and students	Mural
33	"Duality and the Fifth Sun"	Sam Leyba and students	Mural
34	"Learning"	Sam Leyba and students	Mural
35	Untitled	Carlos Cervantes with George Cervantes & students	Mural
36	"Symbols, Choices, Changes"	Bobbie Fleming and students	Mural
37	"Iberian Peninsula"	Frederico Vigil and students	Mural
38	"The Tree of Life"	Toni Truesdale and students	Mural
39	"The Spiritual Warrior Within"	Bernadette Vigil and students	Mural
40	"Spray Paint Options"	Victor Aleman and students	Mural
41	"Atalaya Communicates"	Pamela Messer and students	Mural
42	"Sharing Our Stories"	Toni Truesdale and students	Mural
43	"Signs of the Times"	Sam Leyba and students	Mural
44	"Family Life"	Glenn Strock and students	Mural

Art #	Title	Artist	Art Type
45	"Cruisin' Through a Jaguar Fantasy"	Julia Coyne and students	Mural
46	Untitled	Margaret Henkels and students	Mural
47	Untitled	Chrissie Orr, Ken Wolverton and students	Mural
48	"AIDS Elegy Mural",	Rebecca Cook and students	Mural
49	"Peacemaker Mural"	Toni Truesdale and students	Mural
50	"Rural New Mexico"	Bernadette Vigil and students	Mural
51	Fused Glass Mural Sculpture	Deborah Brink and students	Mural
52	"Its Only a Book Away"	Julia Coyne and students	Mural
53	"Women To Look Up To"	Pamela Markoya and students	Mural
54	Untitled	Pamela Messer and students	Tile Mural
55	"Garden"	Pamela Markoya and students	Mural
56	"All Things Are Connected"	Toni Truesdale and students	Mural
57	"May the Forest Be With You"	Monika Steinhoff and students	Mural
58	"A Time In A Child's Life"	Juliette Stavely, Suzi Sirl and students	Mural
59	"1479 Aztec Mandala Mural"	Sam Leyba and students	Mural
60	"Express Yourself With Tiles"	Pamela Messer and students	Mural
61	"Labor Mural"	Pamela Markoya and students	Mural
62	"Ortiz Mural"	Chrissie Orr and students	Mural
63	"Rivers"	Arlene Burke and students	Mural
64	"Feast day of San Lorenzo; 1680"	Toni Truesdale and students	Mural
65	"Alta Vista Walkway"	Pamela Markoya and students	Mural
66	"Animals of the World"	Teresita Hamman and students	Mural
67	Genoveva Chavez Memorial Mural	Sam Leyba and students	Mural



Primary Entryways and Visitor Information Locations

Culture, Arts and Tourism Plan



-  Entryways
-  Urban Area Boundary
-  Visitor Information Center
-  Major Roads
-  Santa Fe City Boundary
-  Towards La Bajada Visitor Info. Center



There are five primary entryways into the city: from the South and Interstate 25, visitors enter from either the Cerrillos Road, St. Francis Drive, or Old Pecos Trail entryways. From the North visitors enter along Highway 285 and onto St. Francis Drive. Additionally, visitors enter from the airport and follow Cerrillos Road into the city. The aesthetic appeal of these entryways, particularly those that use Cerrillos Road, has been neglected, giving visitors a less than optimal first impression. The La Bajada Visitor's Information Center that is operated by the State of New Mexico offers an opportunity for tourists to collect information and plan itineraries for their stay.

I. INTRODUCTION 1

II. PUBLIC INPUT SUMMARY: GOALS AND STRATEGIES 3

III. RESULTS OF CAT PLAN PUBLIC MEETING 9

IV. FOCUS GROUP REPORTS 13

- Heritage/Natural Resource Management 13
- Rural/Tribal Representatives 20
- Tourism Industry 25
- Neighborhood Associations 30
- Arts Organizations 36
- Downtown Businesses 44

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I. INTRODUCTION

This appendix presents the findings of the Culture, Arts, and Tourism Plan (CAT Plan), Phase II: Public Involvement.

Phase II is the second of three phases within the CAT planning process. Phase I included the development of an inventory of cultural resources and an analysis of community needs, trends, and impacts. Phase III focuses on the development of an action plan, with strategies for managing tourism in the context of preserving the cultural richness of Santa Fe. The Phase III action plan is based largely on the public input which is articulated in this report.

Methodology. The central activity for gathering public comment for Phase II was a series of six focus groups conducted in various locations in Santa Fe around a variety of topics related to culture, arts, and tourism. In addition, a follow-up public meeting was conducted at SITE Santa Fe. These meetings resulted in the articulation of seven primary goals and two dozen overall strategies. A summary of the goals and strategies is detailed in this report, in section II.

The six focus groups conducted were:

- Heritage / Natural Resources
- Rural and Tribal Representatives
- Tourism Industry Representatives
- Neighborhood Representatives
- Arts Organizations
- Downtown Businesses

Each group was composed of 8-15 community members who were carefully selected to represent a range of opinions and expertise. The exception was the Arts Organizations group, which was conducted as a special meeting of the Santa Fe Arts Commission's *Arts Network*, with about 30 people participating. Participants in the smaller focus groups were selected based on suggestions from the city and county staff team, the CAT Plan Advisory Committee, and consultant experience. Notes from each of the focus groups are included in this report, both in summary form and in an ongoing record of the dialogue, in Section IV.

The public meeting was designed as a way to bring a larger group together to reflect on the issues raised in the focus groups. The meeting was widely advertised through newspaper ads, guest editorials, radio PSAs, and direct mail invitations. More than 65 community members attended the session. Participants were presented with the focus group findings and were asked to form smaller workgroups to look more deeply at particular issues that remained unresolved. They developed detailed strategies around six issues:

- 1) Visitor center with shuttle
- 2) Promotion of Santa Fe as a tourist destination

- 3) Career tracks for youth
- 4) Protection of neighborhoods and communities
- 5) Pedestrian strategies
- 6) Downtown traffic management

A seventh group worked together to articulate an overall vision or philosophy around tourism in Santa Fe.

The results of the seven workgroups are detailed in this report, in Section III.

The CAT Plan Advisory Committee met twice during Phase II: once early in the process to assist in defining focus group topics, questions, and participants; and again to review the focus group report and prepare for the public meeting. Their comments and suggestions have been incorporated into the goals and strategies in this report.

Three additional public meetings were conducted early in the CAT Plan process by the previous consultant. These meetings were held in San Ildefonso Pueblo, Cerrillos, and Santa Fe. The findings were used to assist in the process of determining focus group topics and questions.

Phase III. This report points the way toward Phase III: Action planning. The two dozen overall strategies recommended by the public form the blueprint for actions which will be developed in Phase III, with timelines and recommended parties for implementation. While we intend to rely heavily on this public input in developing final strategies, some of the suggestions may be eliminated from the action plan, in order to maintain a focus on areas which will most maximize tourism benefits, minimize negative effects of tourism, have the highest ability to be implemented, and the most opportunity for protecting Santa Fe's cultural richness.

Several of the strategies may require more detailed analysis and planning (e.g., building a community consensus about closing streets near the Plaza). We will work initially with the Advisory Committee to test for an agreement which represents a range of community views. It is likely, however, that more or wider input will still be necessary; in this case, the action plan will recommend more research, a task force, or another form of ongoing public process.

WHAT SANTA FEANS VALUE ABOUT OUR COMMUNITY:

History
Historic buildings and distinct architectural style
Authenticity
Cultural mix and integration of neighborhoods
Combination of culture and setting
European, old-world feel
Ecological diversity
Sky and views
The river
Viable, active downtown

GOALS:

- I Include local community needs in developing tourism management plans.
- II Coordinate planning and develop infrastructure to manage tourism in a way that minimizes its negative impacts and maximizes benefits in both the City and County.
- III Maintain the authenticity of Santa Fe as the basis of the visitor experience.
- IV Attract and educate "heritage tourists" and "cultural tourists."
- V Reduce cars and traffic congestion downtown.
- VI Create a future for youth in Santa Fe's culture and tourism industries.
- VII Cultivate better job opportunities, both within the tourism sector and through diversifying the economy, creating less reliance on low-paying tourism jobs.

STRATEGIES:

Infrastructure

- 1. Create a comprehensive Visitor's Center with satellite parking and shuttle service.
(See workgroup session notes for parameters)
- 2. Build more parking downtown and near downtown.

(will be addressed through other concurrent planning efforts focusing on parking)

3. Disperse tourists through better traffic flows, signage, linking areas of visitor interest, and a unique form of mass transportation
 - a) *Interdependent relationship between closing streets, better parking, traffic flows, shuttle services, and pedestrian strategies - if streets are closed, the plan must offer a better way for locals to feel that the Plaza is still theirs (e.g., free parking for locals, open on Sundays for cruising??)*
 - b) *See traffic management work session for public recommendations about street closings.*
 - c) *Expand "downtown" by creating linkages to Guadalupe, Canyon Road areas; improve intersections and signage to encourage pedestrian traffic.*
 - d) *Move tourists around with an interesting and culturally-specific form of transit (stagecoach, narrow gauge railroad, etc.)*
 - e) *Signs should direct traffic away from the Plaza*
 - f) *Get people here without using a car*

4. Promote Santa Fe as a walking city
 - a) *Develop interpretive materials and promotion for Acequia Trail, Rail Trail, Santa Fe Trail, and other walking routes*
 - b) *Trails are linkages for walking routes around the city*
 - c) *Link the River development with other lateral trails throughout the City*
 - d) *Establish an ordinance giving pedestrians the right-of-way at crosswalks*
 - e) *Develop good maps for self-guided walking tours*
 - f) *Tasteful way of marking walking routes, such as metal markers in the sidewalks*
 - g) *"You are here" signs in strategic places showing locations of major attractions - made interesting and culturally vital through public art program?*
 - h) *Better signs, more specific*
 - i) *Standardize streetscape infrastructure (furniture, lightposts, etc.)*
 - j) *Improve sidewalks, reduce clutter*
 - k) *Shuttle service drop-offs link with walking tours*
 - l) *Close off Burro Alley*

5. Protect the viability of downtown
 - a) *Find more ways to attract locals, including parking and activities*
 - b) *Allow musicians and hands-on art demos on the Plaza*
 - c) *Limit large vehicles downtown (RVs, tour busses, delivery trucks)*
 - d) *Install public restrooms in the vicinity of the Plaza*
 - e) *Raise police profile (and maximize a tourist attraction) by bringing back the mounted police and bike police*
 - f) *Encourage live/work spaces downtown*
 - g) *Encourage local businesses to initiate cooperative ventures to bring locals downtown (e.g. 10% off for locals on one Saturday a month)*

- h) *Limit weekend arts and crafts shows on the Plaza, which tend to bring in artists from other places and make the Plaza look shabby*
 - i) *Use small vehicles for shuttle services*
6. Channel funds for visitor infrastructure development into rural and tribal areas.
 - a) *County areas need public toilets, parking, signage, drinking water, maps*
 - b) *Consider a portion of City OTAB funds for County tourism improvements*
 - c) *Gross receipts taxes collected in rural areas for rural tourism improvements*
 7. Enhance entryways into the city
 - a) *Establish interpretive / artistic collaborations with Hwy Dept and SFAC*
 - b) *Obtain ISTE A funds? Scenic byways funds?*

Tourist Education/Information

8. Ensure consistent, culturally oriented, high-quality information for tourists about the City, County, and Pueblos
 - a) *Improve quality and make consistent - esp. heritage information*
 - b) *Develop a central visitor's center with a visitor education component (see Strategy #1 and workgroup session notes)*
 - c) *Develop a comprehensive interpretive program including material about archeological sites, natural trails, historic buildings, arts experiences, public art, etc. (funded through OTAB \$\$?)*
 - d) *Optional \$1 hotel surcharge to support heritage/cultural preservation initiatives*
 - e) *Comprehensive day-trip guide to Santa Fe County*
 - f) *Heritage education in conjunction with County Open Space and Trails Committee about the cultural significance of public open space areas*
 - g) *Educate tourists about authenticity in traditional crafts*
 - h) *Educate visitors to respect neighborhoods*
9. Facilitate education and dialogue among the tourism and arts/cultural sectors and for front-line people who interface with tourists
 - a) *Certification program for guides developed by the guides association (and promote the city as a place with good guides)*
 - b) *Tourism info fair*
 - c) *Police as ambassadors - provide customer service training*
 - d) *Special CVB-hosted lunches for informal tourist interface people, such as newspaper sellers, Plaza vendors, police, retailers*
 - e) *Free training about local cultural resources (as is currently offered by the BLM and by some tour guides)*

10. Create an "official" arts guide to Santa Fe
 - a) *Put official comprehensive calendar on-line through NM Culture Net - link NM Culture Net with tourism industry*
 - b) *Work toward year-round cultural events*
11. Involve locals more in the citizen pride of hosting visitors
 - a) *Button: "Ask me about Santa Fe"*
 - b) *Retiree docent program*

Planning/Coordination

12. Coordinate better linkages between the tourism and arts/cultural sectors and among City and County planning entities.
 - a) *Establish independent (de-politicized) CVB for continuity in planning efforts*
 - b) *Formalize linkages between arts and tourism sectors, to enhance promotion, provide better information about cultural activities, and initiate opportunities for collaboration (i.e. organized studio tours to meet artists, targeted arts marketing to specific convention guests)*
 - c) *Hire an arts-specific cultural tourism person for the CVB staff*
 - d) *Consider more cooperative efforts between OTAB and LTAB including City money for County promotional efforts*
13. Protect neighborhoods through code enforcement and neighborhood driven design standards.
 - a) *Enforce zoning and existing ordinances*
 - b) *Prohibit short-term tourist rentals in neighborhoods*
 - c) *Restrict tour busses and RVs in residential areas*
 - d) *Enact "Neighborhood Conservation Districts," in which neighborhoods develop definitions of boundary and character which become overlays onto zoning ordinances.*
14. Initiate community-specific tourism planning efforts in the County.
 - a) *Speed up the permitting process for tourism-related improvements (e.g. parking)*
 - b) *County should support rural communities efforts to obtain state and federal funding for initiatives (i.e. Hwy 14 as national scenic highway)*
 - c) *Individual village plans should address tourism management issues*
15. Involve the public more in decisions about tourism planning
 - a) *Continue CAT Plan Advisory Committee as ongoing policy task force*
 - b) *Solicit ongoing community input about conference center (will be addressed through Mayor's Tourism Task Force)*
 - d) *Update survey of local attitudes towards tourism*

Tourism Promotion

16. Involve the tourism industry and the public more in CVB marketing planning.
17. Target cultural/heritage tourists interested in authenticity and repeat visitors
 - a) *Educate tourists before they get to Santa Fe through targeted articles in national press (e.g. New York Times arts and culture section)*
 - b) *Promote year-round cultural activities*
 - c) *Feature contemporary arts in tourism promotion*
18. Market the downtown as a cultural district
 - a) *Encourage artisan demonstrations in public areas*

Community Benefits

19. Provide more information about tourism benefits to the community.
 - a) *Develop quantifiable information about costs and benefits of tourism*
 - b) *Post a plaque on the Southside Recreation Center and the River Trail stating that funds were provided through the lodgers tax*
20. Tourism industry gets involved with local community to improve natural environment
21. Build stronger alliances between the arts sector and the community at large
 - a) *Site the SFAC office in the railyard, with a meeting space for community groups*
 - a) *Focus arts programming toward the local community - people come because of the richness of what is happening here, not for events specifically for tourists*
22. Find ways for tourism revenues to go back into services which directly benefit the local community (police, reducing drop-out rates, community services)¹
23. Create career-track training, mentorship, and apprenticeship programs for youth, both in the arts industry and the tourism industry.
 - a) *Work with the local high schools and colleges to develop internship, mentorship and apprenticeship programs*
 - b) *SFCC program in tourism industry careers to help locals enter industry at higher levels of employment and/or advance in careers through continuing education*
 - c) *Use some of the 25% of OTAB funds for youth arts development programs*
 - d) *Employ youth to digitize cultural resource information for Web sites.*

¹ Contrary to current State statutes authorizing expenditure of Lodgers Tax funds

24. Assist in development and marketing of traditional crafts by local artists
- a) *Demonstrations in schools of traditional arts*
 - b) *Certificate of authenticity self-generated by artisan associations*
 - c) *Craft incubator with apprenticeships open to the public*

III. RESULTS OF CAT PLAN PUBLIC MEETING - 4/29/99

GENERAL COMMENTS in plenary:

- **Goals: Stress quality and sustainability, not growth.** Modify goals statement to address jobs outside of tourism (diversification). Invest tourism revenues to diversify economy.
- **Several issues are interdependent and strategies should be linked.**
 - Pedestrian/traffic/shuttle issues are linked.
 - Drop off shuttle should link with walking tours in outlying areas.
 - Information sharing/education/economic development are linked.
- **Guiding Principles / Vision.** Vision and philosophy drive everything, especially promotion. Design systems that work for locals and also serve visitors (no us vs. them). Emphasize authenticity and respect. Develop our identity and we will naturally attract the right people.

WORK GROUPS - suggestions for Strategies

(major points made by groups):

Vision and philosophy:

- Define Santa Fe's identity/image (this is hard because of diversity).
- Philosophy should drive promotion.
- Santa Fe is not a theme park.
- We should attract cultural heritage visitors interested in authenticity.
- Continue dialogue indefinitely beyond this study.
- Unite culture and tourism; tourism industry to work with the community.
- Educate visitors around our community values.
- Is there a maximum number of visitors that we want?
- Protect natural resources.
- Issues need to be seen as interconnected.

1. Visitor Center with Shuttle:

- Make it a cooperative effort of CVB, Chamber, State.
- Make it accessible to freeway, downtown, and hotels.
- Locate at I-25/St. Francis or near Chamber at DeVargas North.
- Put shuttle route on Paseo.

- Make it safe and fun/worthwhile to use.
 - Provide free bus passes and discounts at museums, etc.(passport).
 - Include Supervised parking.
 - Child care and care for animals.
 - Provide regional information, how to behave, 30-minute video.
 - Complete, concise guide to hotels, activities, services
 - Reservation service.
- 2. Promotion of Santa Fe as a tourist destination:**
- Attract Europeans, affluent visitors, and repeat visitors (good customer service).
 - Preserve uniqueness.
 - Focus on arts.
 - Ensure that all constituencies are represented in designing promotions.
 - Market less and more will come.

 - Collaborative marketing (e.g. with pueblos and arts)
 - Web sites.
 - Educate community about what we have and educate visitors

 - Better transportation to Santa Fe.

 - Expand Festival Santa Fe (add ballet)
- 3. Career Track for Youth:**
- Mentorships and internships
 - in movies, theater, crafts, tourism industry
 - foundation dollars for a pilot
 - Training facilities at convention center.
 - Youth to create an electronic cultural information data base.

 - Provide information links between employers and prospects.
 - Industry associations to do job fairs and in-class presentations.

 - Place to market smaller artistic goods throughout the year, e.g. at convention center.
 - Connect Children's Museum to local culture.

4. Protection of neighborhoods and communities:

- City/County to improve record keeping and enforcement of existing codes and ordinances.
- Meet differing needs of each neighborhood and include all in tourism planning.
- Provide more local services in downtown, neighborhoods, and communities (e.g. lunch counter, pharmacy, medical)
- Protect pedestrians through right of way, education, traffic calming, enforcement.
- Limit tour bus routes and size based on street widths and reduce pollution.
- Educate visitors to respect neighborhoods.

5. Pedestrian strategies:

- Walking tour is more than map and markers; it's about education and learning.
- Develop brochures for walking tours and link via transit.
- Need "you are here" signage and unobtrusive trail markers.
- Mark routes with line like the Liberty Trail in Boston.
- Improve sidewalks and reduce clutter (e.g. newspaper boxes).
- Standardize street furniture and low-level lighting.
- Paving patterns as design features.
- Provide more attractions to encourage walking, e.g. musicians and maybe vendors.
- Use artists for surprises along walking trails a la Portland.
- Provide public restrooms downtown.
- Make police visible.
- Trails as linkages.
- Close off Burro Alley.

6. Downtown traffic management:

- Close downtown core streets (e.g. San Francisco from Sandoval to Santa Fe Trail, plaza, Lincoln and Washington to Marcy) and have special traffic rules, e.g. limited delivery hours and access for trams and hotel guests.
- More one-way streets to improve traffic flow.
- Provide free circular shuttle and peripheral parking.

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- Provide kiosk maps and signage.
- Rent mopeds or provide free bicycles and bike lanes.
- Improve transit to outlying areas.

- More commercial airlines to Santa Fe and better shuttle service to Albuquerque and Santa Fe airports.

IV. *FOCUS GROUP REPORTS*

Heritage / Natural Resource Management Focus Group

March 8, 1999

Sam Baca, Cornerstones
 Lois Snyderman, Historic Santa Fe Foundation
 Connie Eichstad, SW Cultural Tours
 Dave Mensing, BLM Outdoor Recreation Planner
 Tom Livesay, Museum of New Mexico
 Oscar Palacios, Heritage Architect
 Steven Post, MNM Office of Archeological studies
 Mike Bremmer, SFe National Forest, archeologist
 Laurel Seth, gallery owner, International Folk Art Foundation
 Ellen Bradbury Reid, Recursos

Major Themes:

- † **Provide better heritage education for visitors.** This creates a stronger cultural context for their visit, increases appreciation for Santa Fe, and leads to more sensitivity. The quality of information available from City, State, County, and private sources must be improved, made consistent, and be centrally available and easy to find. Through education, we can structure the way we want tourists to experience the city.
- † **Insist on standards of heritage education for tour guides.** The vision is that Santa Fe has a reputation for highly informed and inspiring tour guides who can help visitors fully understand the culture and history. The group was mixed in opinions about requiring certification, but agreed on a principle of requiring the use of local guides by out-of-town tour companies.
- † **Begin heritage education in the schools.** Local children can be proud of the history and traditions of Santa Fe. An early heritage education prepares them later for employment skills in the cultural tourism industry.
- † **Promote historic and walking trails.** The Old Santa Fe Trail is an authentic historic and cultural resource that is unrecognized. It needs interpretation, marking, access to the places where it is walkable. Other trails (Atalaya, rail trail, downtown walking trails) should be including in promoting Santa Fe as a pedestrian town. Several of the group members supported closing downtown streets.
- † **Construct a full-service Visitors Center away from downtown.** The facility should provide educational materials, an interpretive video, adequate parking for RV's and cars, and frequent transportation to the Plaza and other areas of interest.

Suggested sites include the Rodeo Grounds, the Santa Fe Women's Club, the Elks Club, or someplace else on the edge of downtown.

† **Entryways are important in creating a cultural context for Santa Fe.**

Collaboration is needed with the planning and highway departments to ensure that roads leading into the City maintain an aesthetic appeal. This is also important to residents in the way we feel about the city as we enter. A suggestion was made for a moratorium on development at the city's entryways, and another to create an educational historic focal point at the entry on Old Pecos Trail.

Focus Group Minutes:

- 1) **What do you value about our culture in Santa Fe? What is important that must be honored and maintained?**
 - Our long history and the cultures that have been maintained, mixed, and integrated
 - Historical Architecture
 - History, traditions of people, authenticity
 - Authenticity
 - Defining what is important about Santa Fe - local resident input
 - Viable living and sense of belonging
 - Combination of culture and setting - identification and protection of cultural, historic themes
 - Cultural setting important to linking the past with present cultures
 - People and place - including ecological diversity, and maintaining real community

- 2) **Which of these things (esp. heritage and natural resource preservation) are benefited or enhanced by tourism? How?**
 - Tourism brings in money
 - Heritage tours that provide education give more context and sensitivity to tourists.
 - Local art and culture can continue to be produced because of tourism market
 - Kids are proud of being in a place where people want to come - they need heritage education in the schools to help them know about their own place

- 3) **How does tourism create a negative impact upon maintaining heritage and/or natural resources? What specific heritage or natural resources are most fragile or are truly in danger of being lost?**
 - Danger of big hotels or outside interests coming in and seeing SFe as a commodity instead of a community
 - Loss of community services in stores on the Plaza.
 - Homogenization of tourist experience - i.e. casinos - that is making SFe be like any other place where tourists go.
 - Tourism is not the enemy - the issue is that we're not PLANNING for tourism adequately. Define the Themes that determine what Santa Fe is. Narrow the focus.

CULTURAL HERITAGE questions:

4) **Many people talk about the need to maintain the "authenticity" of Santa Fe. What does that mean to you? What are some strategies for ensuring authenticity? How do we maintain and share Santa Fe's "living culture?"**

- Teaching children about the heritage of this place in school --makes them proud of who they are and their own traditions. Also prepares them to represent the place later, employment skills, etc.
- Story being told about SFe is different from different guides - much wrong info is being presented, though the more professional outfits (mentioned Frank Montano's group) are very good.
- Groups come from other places with their own guides who don't know the area - we could require that groups from out of town use local, certified guides.
- BLM offers training seminars for free to river outfitters that they permit. They all come because the market is competitive. Offer free training and education for guides.
- Santa Fe would benefit by being known as a place where you can come and get really excellent well-trained tour guides, with stories
- Make sure that the development of tourist activities doesn't make SFe be like any other place people go - promoting the casinos and "Sun Valley" like aspects makes SF lose its authenticity
- Our problems have come from trying to create an image instead of just being who we are, a living place where people live with tradition and are real. Authenticity comes from being who you are and being a real community.

Should we require certification for tour guides? (to ensure that the stories they tell are true). If so, who should certify them?

- Some feel that tours should only be given by licensed and certified guides; others were not sure.
- 3/4 of members of guides assoc. are certified, and this has been an area of discussion. Some people feel that guide tests are not focused enough on the arts. The certification may be for their own purposes.
- Testing doesn't get to the really special aspects of the skill - you might know the date that SFe was founded, but it is the special stories that carry the meaning.
- Hesitation - some people have expertise who may not have taken guides test, and they may be the most appropriate person to lead a particular group. For example, a gallery owner might be the best guide for an arts-related group.

5) **Ideas about providing education for tourists about Santa Fe's culture, natural resources, and history:**

What important heritage and natural resource concepts need to be understood?

- Need comprehensive interpretive program with good materials about archeological sites, natural trails, historic buildings, etc., to enhance tourist experience.
- Make comprehensive guides available everywhere
- Historic and cultural resources are equally important to residents as to visitors.
- Tourists must be educated about the need to conserve water.

Rural/Tribal Representatives Focus Group

March 8, 1999

John Gonzales, Artist, San Ildefonso Pueblo
 Cliff Cato, Mine Shaft Tavern complex, Madrid
 Scott Hicks, Shidoni Foundry, Tesuque
 Diana Johnson, Johnson's of Madrid, Madrid
 Amrit Khalsa, Gallery owner, Sombrillo
 Lucy Lippard, Writer, Galisteo

Major Themes:

- † **Tourism impacts in rural areas are closely tied to overall growth issues.** Small towns are becoming more crowded. Water quality and quantity is an issue. Traffic is increasing. Traditional livelihoods are replaced by tourism jobs, but the cultural context is lost.
- † **Increasing tourist flows into the County is OK, but must be accompanied by controls and infrastructure improvements.** Rural areas need improved parking, signage, toilets, drinking water, and interpretive maps to handle the increase in tourists. These supports have been provided primarily by private businesses. Funding and support is needed. More cooperation must come from the County and State in expediting permitting processes and supplying signage and public toilets along roadways. Also, traffic and speeding regulations should be enforced in heavy tourist areas.
- † **City OTAB funds should be used for tourism-related improvements in the county.** County attractions keep visitors in the area staying at Santa Fe hotels for extended stays. Some of this lodgers tax revenue should be channeled back into rural areas. The City and County should jointly produce a comprehensive guide to the County, with day trips, maps, protocols about behaving on private or Pueblo lands, and heritage education.
- † **Gross receipts taxes collected in rural communities and Pueblos should be directed back into those communities.** Tourism-related tax revenues should be channeled back to support the tourism infrastructure, such as parking, signage, and public facilities. Rural communities feel little County support for road repairs and infrastructure that is essential to effective tourism management.
- † **Local communities want to develop their own tourism plans.** The County should not produce a general plan for tourism without local input and individual approaches for each community.

- ‡ **Sponsor a "Tourism Activity Information Fair" to educate concierges and guides.** Santa Fe tourism industry personnel do not know enough about County attractions. Bring the trade together at Sweeney Center for a day of education and networking.

Focus Group Minutes:

- 1) **What are the beneficial effects of tourism in your communities?**
 - Supports businesses in Madrid - jewelry shops, galleries, restaurants. Local economy is dependent on people coming through from Alb to SFe.
 - Tesuque's tourist commerce has replaced agriculture as primary industry. Most of Tesuque's industry is as a bedroom community to SFe. Shidoni offers a cultural center, jobs, business, etc.
 - Supports preservation of the traditional arts in San Ildefonso. Pottery making has grown significantly as tourism has grown in Santa Fe. Positive economic benefit in Pueblo.

- 2) **What are the adverse impacts of tourism?**
 - Increase in traffic - most of this is due to people who have moved here, many of them former tourists.
 - Madrid has lots of traffic problems from tourists and from tour busses. No place for busses to park.
 - Ignorance of tourists, who come into community and think every house is a shop. Privacy has been compromised.
 - Growth has changed rural communities into bedroom communities and expanded development and intrusions in rural areas.
 - Land-based wealth of rural communities is not a reality anymore. Poverty and substance abuse increases are related to this displacement. Family lands are sold off to development. Tourism generates business and jobs, but it doesn't easily transfer to people who are displaced.
 - Growth makes places like Galisteo less special, as they get absorbed into the sprawl and become less of a "place"
 - Overall connection between tourism and growth -- rural impacts have a lot to do with the growth that NNM is experiencing. A huge influx of people wanting a decent place to live.

- 3) **Is there a desire among rural and tribal residents to increase the tourist flow into your communities? If so, what sites or activities would you want them to be directed toward?**
 - Artists in rural areas and pueblos want to see more tourists come through, but controls have to be implemented.
 - In Madrid, the business people want more tourism under a controlled situation, but the bedroom community people feel already that there is too much tourism.
 - People want the benefits of tourism without the negative impacts.

- 4) **Strategies are being developed to help move tourist out of the Plaza area of Santa Fe and into other places around Santa Fe County. What tourism management practices should be established to ensure that the dispersal of tourists into rural areas is a good thing?**
- **infrastructure improvements?**
 - **tourist facilities?**
 - **parking?**
 - **signage?**
 - **better maps of rural areas?**
 - **management of tourist flows?**
 - **restrictions or encouragement of tour busses?**
 - **organized activities or tours?**

MADRID:

- Management of tour busses in Madrid - want tour companies to notify someone in the community who can park a bus and give some advance warning that they are coming.
- More cooperation from County and State to help communities - takes too long to get permits to enlarge areas for parking; signage providing accurate information about attractions (garden of the gods, etc. - signs get vandalized and removed but not replaced).
- No public restrooms along Hwy 14. If County is promoting rural areas, need to have restrooms and water available along the way.

TESUQUE:

- Restrict large busses from Bishop's Lodge road - it's not safe and they are intrusive for residents
- Porta-potties: rural private businesses are concerned about water usage and septic waste

GALISTEO:

- We need speed bumps

GENERAL:

- The biggest problem is enforcement of traffic regulations and speeding. Madrid has people coming through at 65 mph.
- Most tourist supports (maps, parking, toilets, etc.) come from local private businesses in the area. If City and County are working to disperse tourism, they should contribute funding for the tourism supports.
- City should pay for some of this infrastructure and tourist supports because it keeps people in the area and staying at local hotels for longer.
- Request that County support the Turquoise Trails Assoc.'s effort for Hwy 14 to be a national scenic highway or all-American byway by installing composting toilets and info areas along Hwy 14.
- Physical directing of tourists to lead them to the places that are appropriate for them to go (signage).
- Information published on maps that also tells tourists about where it is appropriate for them to go, proper behavior on private or pueblo property, historic information, areas of interest in the County, etc.

- County/City could publish and sell a guide to SFe county - listing all day trips, protocols, history, etc.
- Being alerted in rural areas about when tour busses are going to come. A central information center that is called to register bus trips that then alerts the rural people that the busses are coming. This clearinghouse could also share information about what is happening in the rural areas.

COUNTY ISSUES:

- 5) **What strategies do you recommend for more cooperation between the City and County regarding tourism promotion and management?**
- Want to see each community be able to determine their own tourism plans, not have the county determine a general plan for tourism that affects local areas.
 - City and County should develop a day trip map promoting regional resources.
 - Promote a mini-bus service to bring tourists on day trips into the County.
 - County arts groups cannot apply for SFAC 1% for arts lodgers tax monies. This should be re-examined, particularly since County won't allow Madrid to build hotel, so the people who re attracted to Madrid are staying in Santa Fe.
 - Cooperation to influence the state around gross receipts tax laws. Should enforce laws so that everyone gets taxed - in-state and out-of-state people. Shidoni taxes its sales and some customers say that in Santa Fe they don't have to pay GRT if the package is shipped to them. Also, rural communities that collect GRT should be able to get appropriations of those taxes to support the infrastructure that helps to generate the tax revenues.
- 6) **Do you want promotion of local events to encourage visits from outside people? (i.e. Pueblo dances, local festivals, etc.) What should be promoted, what not?**
- Yes, all say that events should be promoted to bring in tourists. That is the best way to bring tourists into the communities, and it is preferable to them just coming into towns and hanging around. Most small communities don't have the resources to advertise their events.
 - Use county OTAB funds to promote these events.
- 7) **Ideas for educating local tour guides and concierges about rural destinations?**
- Private businesses spend lots of money each year for promotion and distribute to hotels. They feel little return on this investment, few recommendations of day trips to hotel guests. Feel that there is a Santa Fe hotel clique.
 - City and County could sponsor a joint "job fair"-type event promoting activities that concierges and tour guides can recommend for their visitors. A 3-4 hour event with booths, free tickets, samples, etc., to educate guides.
 - Misunderstandings happen between concierges and Indian people, out of ignorance... Older Indian people don't understand tipping; this leads to ideas that hotel people have about Indians that is then communicated to visitors. Cultural education must happen both ways.
 - Concierges can be a good source of education about pueblo etiquette.

- 8) **Is there a potential for local villages to coordinate efforts among themselves and with tribes to attract and manage tourists? What would it take?**
- It could happen more. Each rural village has to overcome issues about working with each other.
 - Sombrillo has been working with Espanola and Santa Clara around its historic designation status. The thing that will bring it all together is water.
- 9) **Is there friction between residents and visitors? How can this be reduced?**
- Tourists are tolerated at San Ildefonso. People walk on top of sacred shrines without knowing it. Sacred places are easily trampled. People don't read the materials about regulations and etiquette that are given to them.
 - People with California plates are cursed at - perceived as invading NM space.
 - Reduce through better demarcation of where tourists can go and where they should not. It can be done elegantly. The art of leading people to the place where you want them to go.

TRIBAL ISSUES:

- 10) **We all know that Native American culture is one of the major draws for visitors to the region, and also that Native American communities receive little of the economic benefits of tourism. Given that understanding, do you have suggestions about better ways to promote NA culture, and to extend the benefits into Native communities? (ask about State's role?)**
- Gross receipts taxes collected at Pueblos should be funneled back to tribes, for their own benefit and to support tourism infrastructure needs at pueblos.
 - Similar feelings from other county residents. They generate lots of gross receipts taxes and property taxes, but feel that they don't get much benefit from County or state, such as road repairs, etc. The only good service is snow removal.
 - Study what tribal leaders have been advocating for decades.
 - Using casino income and promoting casinos as part of tourism
- 11) **Would you like to see Tourists be more educated about cultural etiquette before coming to the Pueblos? How would you recommend that?**
- Not necessary to educate them before they get there, but they should understand that it is their own responsibility to be respectful and learn what is respectful behavior.
 - They can be educated through hotels and good materials.
- 13) **Do you have any additional thoughts or comments about increasing the benefits of tourism in rural areas without bringing negative impacts?**
- Heritage education in collaboration with new County open space and trails efforts to share information about the history and significance of those public open space areas.

Tourism Industry Focus Group

1775157
March 9, 1999

Lynda Foshie, Director, Columbine Gallery
Karan Ruhlen, Owner, Karan Ruhlen Gallery and President of Gallery Association
Charlotte Sliva, General Manager, Inn of the Governors
Bob Sarr, President and CEO, Santa Fe Southern Railway
Mike Cerletti, Owner, Rancho Encantado, and former Director, N.M. Department of Tourism
Alan Jordan, Owner, About About Walking Tours
Randy Randall, General Manager, El Dorado Hotel, and member of N.M. Tourism Council
Inger Boudonis, Concierge, St. Francis Hotel
Tom Morris, Marketing Director, Santa Fe Opera

Major Themes:

- † **The Tourism industry needs better cultural/historic information.**
Employees need better training, but it is hard with turnover. The City should produce a short book and orientation video of Santa Fe's culture and history, both to educate tourism employees and to show in hotels and visitor center. Train local volunteer docents could as information resources.
- † **More parking and better transportation are needed to meet visitor and resident needs.** Create outlying lots for employee parking. Build a Visitors center with shuttle service to downtown. Create an innovative shuttle service (open-air tram, stagecoach) for transportation to Plaza, museums, art hubs. Most of the participants felt that more streets should be closed to traffic around the Plaza.
- † **Improve visitor information signs.** Signs should be more specific (not just "museums," but which museum?). Signs should be posted around town on pedestrian routes. Paint lines on the sidewalk to identify walking trails.
- † **Involve tourism industry more in CVB marketing planning.** Distribute draft plan to industry for review. Elicit public involvement in the planning process and in ongoing feedback and revisions to the City's advertising campaign.
- † **Improve targeting and coordination of CVB promotional efforts.**
Target cultural tourism visitors and repeat visitors. Expand cultural offerings to include year round events. Coordinate promotion and funding between OTAB and the SFAC. Establish an independent and de-politicized CVB for continuity in promotional efforts.
- † **Create more linkages between the tourism and arts industries.**
Emphasize the arts, especially contemporary arts, more in promoting Santa Fe. The Opera isn't even mentioned in Santa Fe advertising. Encourage more studio tours and opportunities for visitors to interact with artists. Get better arts information to tourism professionals.

- † **Establish training and internship programs with the schools to establish a tourism career track for young people.** Provide more information on job availability. The industry should make the career track clear and acknowledge locals who are doing well. A better educated work force is needed from within the community.
- † **Tension between residents and the tourism industry could be reduced through better promotion and understanding of the benefits of tourism to the community.** The CVB should throw a big party and invite the community. Acknowledge industry contributions to the Southside Recreation Center and the River Trail, as well as the overall economic impacts of tourism within the community. Industry should get involved with the community in efforts to preserve the local natural environment.

Focus Group Minutes:

- 1) **What visitor needs are not being met?**
- Transportation from hotels to art hubs.
 - Parking with a shuttle service. Need for a high level of customer service.
 - Peripheral parking for downtown and Canyon Road workers to free up parking for visitors.
 - More competition for service from Albuquerque airport, e.g. a Super Shuttle service.
 - Better bus service, especially within BCD and along Cerrillos.
 - More visitor information about what to do, including year round activities. A central, accessible place(s) for visitor information, near the Plaza and out Cerrillos; link to parking and shuttle service, but don't try to force everyone out of their vehicles.
 - Create more sense of safety, through more visibility of police (but don't overdo it either). Mounted police work (also a tourism attraction); use them year round.
 - Public toilets (consensus item), trash cans, park benches.
- 2) **What is the role of the tourism industry in ensuring that a) visitors receive an authentic cultural experience and b) cultural resources are protected?**
- Industry needs to provide better historic/cultural information. Staff turnover is a problem. Santa Fe Smiles is helpful program, but not enough. Alan Jordan provides free lectures and walking tours to anyone in the tourism industry and City staff.
 - An annual information fair would be helpful, but, due to turnover, it would need to happen more often than annually; it would also be hard to get the right people (employees, as well as owners) to attend. Push employees to get informed.

Idea to certify front desk people. They need to love what they do, i.e. serving visitors.

- City should provide a short information book about Santa Fe that could be given to all employees in the industry. Also an information video to show new employees. A similar video should be developed for visitors to show at visitor centers and on TV at the hotels (consensus item).
- Develop a docent program, especially among retirees, to provide professional training about the community to share with visitors; docents would wear ASK ME buttons, similar to Aspen Ambassadors program.
- Mention was made of a program being developed, Service Leaders, a terminal with computerized information about Santa Fe (at hotels, banks, etc.) about those businesses who buy a listing.

3) What could be done to encourage pedestrian/bicycle/transit use by visitors?

- Improve frequency of transit service, especially in BCD and along Cerrillos.
- Limit Canyon Road to pedestrians.
- Close more streets around the Plaza (considerable support).
- Santa Fe is not a bike friendly town; it's not safe.
- Shuttle service from visitor center. Free buses for visitors. Make buses uniquely Santa Fe in appearance. Horse and buggy?
- Sell passes for 1 to 7 days on open air tram that goes to galleries (stagecoach look?).
- Promote Santa Fe as a walking town; repair the sidewalks.
- Put a line on the sidewalk to mark the major walking tour routes (as done in Boston).
- Provide good maps for self-guided walking tours (as per Savannah).

4) How adequate is signage for visitors: both drivers and pedestrians?

- Street signs are good.
- Visitor information signs are inadequate. Need a special shape, color, and font, done tastefully.
- Signs should provide more specific information, not just "Museums," but which museums.
- Post maps throughout town showing location of major attractions.

5) Are you familiar with how Santa Fe is being promoted to visitors?

- Three said they were "very familiar" and six said they were "somewhat familiar."
- They would like more information about the CVB's marketing program; perhaps the CVB could mail copies of the marketing plan out to tourism businesses.
- Also, they would like more information at CVB networking meetings about advertising content and schedules.
- And they would like to provide more input to the CVB on marketing.

6) What do you think of the way in which Santa Fe is being promoted to visitors?

- The galleries and even the Opera are often left out of promotions. Contemporary art is not emphasized enough. Off season events (e.g. Winter Spanish Market and skiing) should be promoted more.
 - The original intent of the 25% of OTAB money for the arts is not being fulfilled. The intent was to promote major events that bring in visitors. Now the money is distributed to many smaller events, some of which are not arts-related or do not bring in many visitors. There was great concern over the lack of criteria for distributing those moneys and that organizations could apply to both the Arts Commission and OTAB. There was a strong desire for a clear policy on distributing funds and for centralizing all promotional funds in one place, to get the most impact from the spending.
 - The City could establish a co-operative advertising program (like that of the State) in lieu of a give-away program.
 - There was also considerable support for privatizing the CVB, to take out the politics and provide consistent direction from one administration to the next.
- 7) **Is Santa Fe being promoted to the right type of visitor?**
- We need to do a better job of targeting and not promote Santa Fe to everyone.
 - Target the historic "value" customer.
 - Stop putting out conflicting images in our marketing.
- 8) **What cooperative efforts could be made to promote rural destinations in the County?**
- Obtain County funding for promotion.
 - Combine OTAB and LTAB.
 - Work with casinos in promotion, but don't promote Santa Fe as a casino destination.
- 9) **Do you think visitors would be interested in meeting local artists in their studios?**
- Very much so (consensus). Visitors miss the contact that they used to be able to get with artists in their studios.
 - Someone ran a van program to 5 studios, with lunch, that was successful.
 - Keep it informal (an open house), with posted hours and dates.
 - Lynda is willing to help set up such a program.
 - Provide monthly studio tours in Santa Fe, like in rural areas. Although some artists might not want to participate, others would welcome the exposure.
- 10) **How well are tourism industry needs being met?**
(Question was met with laughter and several "thumbs down" signs.)
- Need better educated work force.
 - Need more City support for unusual businesses, e.g. the excursion railroad.
 - There is a need for an inclusive (not just advertising) City-sponsored tourism resource directory.
 - Affordable housing is still a work-force related issue.
 - Need more recognition of the value of tourism.

- 11) **How can friction be reduced between residents and visitors?**
- The CVB should hold a big party and invite the community.
 - The Tourism Summit was divisive and damaging.
 - Tourism issues need to be separated from more general growth management issues.
 - The industry needs to educate and include the community, but it's hard to get locals involved, as was learned in the Be a Tourist in Your Home Town program.
 - Locals need to view themselves as hosts.
 - Good leadership in City Hall is key to reducing friction; things are much better now than they were, but could worsen again, due to latent anger.
 - Need to update a poll of local attitudes toward tourism.
 - Some conflict is inherent to the differences among our cultures; we should acknowledge and respect our differences.
 - The industry should be positive, inclusive, and sensitive.
- 12) **What can be done to provide more good jobs in the tourism industry to local residents?**
- Locals need to take more responsibility for qualifying themselves and working their way up the ladder. They may need to leave Santa Fe to gain experience and then return.
 - The industry should make the career track clear and acknowledge locals who are doing well.
 - Need more training/internship programs, in partnership with the schools.
 - Provide more information on job availability.
- 13) **What should be done to educate residents about the value of the tourism industry?**
- Many residents don't appreciate the value of tourism, though a majority have a limited appreciation of its value (consensus).
 - The industry fails to promote its positive economic/fiscal impacts and its giving to non-profits.
 - Signs on site are needed to recognize the contribution of tourism to the new recreation centers and the river trail.
 - The newspaper should do a series of articles on tourism.
 - We should publicly thank visitors for coming here (e.g. Thank you Texas) and contributing to the economy.
 - The industry is intangible and hard to appreciate.
 - Residents complain about not being able to get into restaurants crowded with tourists, but without the tourists, the restaurants wouldn't be there.
- 14) **Do you have any other suggestions about how the public and/or private sectors could better meet the needs of residents and visitors?**
- The industry should get involved in preserving the local environment in partnership with the community; this is a win/win issue.
 - We should learn from the experience of other destinations, e.g. Aspen, Bermuda, New Orleans.

Neighborhood Associations Focus Group

March 16, 1999

Andy Douglas, Northeast Neighborhood Association
Neil Nott, Agua Fria Association
Cynthia Welch, Rodeo Road Association
Judy Klinger, Pueblos del Rosario
Fred Flatt, Las Acequias
Barbara Morin, Barrio la Canada
Joe Martinez, Casa Alegre
Barbara Fix, Baca Street
Karen Heldmeyer, South Capital
Alison Dillinger, Baca St, Neighborhood Coalition
Sue Ripley, Arelia St
Pen LaFarge, Historic East Side

1775162

Major Themes:

- † **Maintain "neighborhoodness" of neighborhoods.** As tourism takes over the downtown, commercial activity is moving outward into residential areas. Restrict activities such as home-based businesses, Bed & Breakfasts, and short-term tourist rentals. Ensure adequate parking in commercial and tourist areas. Restrict tour busses and RV's from residential areas. Encourage diversity in housing styles and "neo-traditional" approaches to new developments. Encourage residential living downtown (over stores) to create an authentic living city center.
- † **Enforce existing codes and ordinances.** This includes zoning, traffic laws, historic styles, overbuilding ordinances and others that protect neighborhoods.
- † **Enact "Neighborhood Conservation Districts."** Neighborhoods develop their own definitions of boundaries and character, which become overlays onto zoning laws and enforced as law.
- † **Create a Visitors Center with satellite parking and transportation.** Suggested sites include north DeVargas Center, the Highway Department site, the South Capital offices site, and the Old Pecos Trail interstate exit, which was recommended by residents in that neighborhood. Use small vans to transport people, rather than larger busses which crowd streets.
- † **Friction between tourists and residents could be reduced through better tourism management.** This includes adequate parking, signage, and traffic regulation enforcement. Friction is created when tourists clog traffic by driving around with no sense of where to go, or walk into the middle of the streets around the Plaza. Good parking near the Plaza would solve a lot of the downtown traffic issues. Also, downtown businesses are perceived as being discourteous to locals.

- † **Neighborhood representatives want more meaningful participation in City decision-making.** Residents need a formal process for being involved in planning and decisions that affect their neighborhoods. Also, most of the group felt that the community should have a chance to vote on the issue of a convention center, and help to determine whether, where, and how big it should be.
- † **Use OTAB money for community improvements.** Participants questioned whether we need to keep drawing more tourists. They wanted to see funds used for increased police protection, afterschool programs, the river development, and other things that improve the community, which would benefit locals as well as tourists.

Focus Group Minutes:

- 1) **What do you value about our culture in Santa Fe? What is important to us that must be honored and maintained?**
 - Old Camino Real as historic route
 - Historic churches
 - Keeping the downtown available, active, participatory for residents (not just for tourists)
 - Combating class and racial divisions - neighborhoods mixed with rich and poor
 - Hispanic culture
 - Eclectic neighborhoods
 - Preserving neighborhoods as neighborhoods
 - Distinct architectural style
 - Self-sufficiency (i.e., people building their own homes)
 - Distinct ethnic groups
 - Maintaining narrow streets to discourage excess traffic
 - Open feel of natural surroundings - access to open space
 - European old world feel of Santa Fe
 - Sky and views - limit building heights
 - Our river
 - Artistic and intellectual character of city
- 2) **How does tourism benefit or enhance any of these aspects of our culture?**
 - Creating a market for artisans - the traditional craftsmen
 - Fabulous museums, wonderful restaurants
 - Cultural tourism helps to maintain these things
- 3) **How does tourism negatively impact our culture?**
 - Low wages makes people unable to live in the area in which they grew up.
 - Downtown as a central tourist area has forced commercial development into other areas, creating excess traffic in residential areas, changing residential areas into offices.
 - Neighborhoods experiencing pressure around office rentals, B&Bs, part-time residences.

- Traffic
 - Santa Fe becoming hot destination has brought in lots of wealthy people and gentrified neighborhoods. We are losing the character of mixed neighborhoods and the acceptance of diversity that comes with living side by side.
- 4) **What maintains the "neighborhoodness" of neighborhoods? Is there a role for the City in protecting this?**
- City and County take proactive role in preservation of neighborhoods through enforcing existing ordinances, and enacting new ones - nuisance ordinances, overbuilding, preventing industry in neighborhoods
 - Enforce zoning and existing ordinances that protect neighborhoods (came up several times)
 - City can enact new zoning laws - cottage industries in homes makes all of SFe a commercial area. Some should be kept as purely residential areas. Parking is a problem all over town - business should be required to supply parking for employees.
 - City should invite neighborhood assoc.'s to participate meaningfully (Mayors forum was announced with one days notice...makes the neighborhood people feel unimportant)
 - Enact "Neighborhood Conservation Districts" - neighborhoods define their own boundaries and character - becomes overlays onto zoning laws - enforced with the force of law
 - Diversity of housing styles in neighborhoods. Newer homes are all built from the same blueprints, and this impacts neighborhoods.
 - Encourage neighbors to consult each other before doing expansion project - fits conservation district. Also allow neighbors to select from a variety of patterns for public works projects (sidewalks don't HAVE to be a certain width and both sides of street, etc.)
- 5) **For people who live downtown... What do you need to maintain the quality of your residential neighborhoods? How to keep downtown alive as a neighborhood? (ask about ordinances, zoning restrictions, things the City can do to mitigate negative tourist impacts)**
- Create satellite parking and adequate transportation system
 - Enforcement of regulations prohibiting short term tourist rentals in neighborhoods
 - Regulate tourist busses - keep them small, keep them on certain streets, don't let them stand with motors running
 - Closing of Old Taos Hwy as pass-through has created more traffic. No one asked us
 - Have Plaza events for local people
 - Ask citizens about convention center (whether, where, how big) through referendum
 - Suggestion of rent control for downtown businesses that are locally owned
 - Make it possible for people living in downtown area, over shops, etc. - that is more attractive to tourists, too, who want to come to interact with a living city

- Sensitivity from city - things are enacted without asking us or thinking through resident interests
- 6) **For people who live in historic districts... how are you affected by the City regulations to maintain physical and visual character? Are regulations overly restrictive? Are there ways that they could be improved to better suit the community's needs?**
- Height ordinance has been a huge improvement - change zoning to reflect that in areas where needed. Problem is in areas where someone has built one three story home and that set the level.
 - Emphasis should go back to preservation - bigger is not necessarily better.
- 7) **For people who live in other areas... What tourist impacts are you experiencing in your neighborhoods? (parking? privacy issues? traffic? tour busses?)**
- Barrio area - 20 year old covenants, but realtors don't know them. They sell house without telling people about the covenants that restrict renovations, etc.
 - Winnebagos and RVs on Agua Fria - restrict use
 - Need more coordination between city and county
 - Build new developments as neo-traditional villages, where people can walk to their offices and commercial areas -- especially in new development areas such as airport road and south side of town.
- 8) **How to reduce friction between residents and visitors? What causes it? Can you suggest specific ways that the tourism industry can "give back" to the community?**
- Downtown business are not welcoming toward local people - especially Hispanics. Also others who don't look "rich." Downtown shops should be courteous to locals and provide things that locals will want to buy or come downtown to see.
 - Teach visitors about traffic etiquette - tourists stand in the middle of the streets downtown.
 - Post signs - no walking in the streets, use sidewalks
 - Hard to park
 - Enforce traffic laws, speed laws, signal use laws... tourists imitate the haphazard driving that they see
 - Put good signs in places where tourists will be and are likely to become confused (i.e. junction of Old Pecos Trail and Old Santa Fe Trail)
- 9) **How are youth affected by the tension/opportunities that exist in interplay of culture and tourism? What are their needs?**
- 40% school dropout rate is connected with viability of the city and the ability to attract tourists
 - Apprenticeships in tourist industry - Give youth the message that they can have a real life in this city, living here is not a dead end.
 - SFCC program in tourism industry should prep students to enter at higher levels of employment
 - Suggestion to make convention center double as a youth activity center

- Afterschool programs in the schools to keep kids occupied - use lodgers tax money
- Have a place near the Plaza where kids can go - this is their town, too.

TRIAL BALLOONS

1775166

- 10) **There have been proposals for the City to build a major visitors center with parking and shuttle service to the Plaza. Would you support this? Where would you like to see it?**
- Yes, all support...though some say put the resources into things that make the community better for us, and stop attracting more tourists. Use OTAB money.
 - DeVargas mall as lot with shuttle service
 - Need one each side of the Town.
 - Somewhere near College Plaza
 - South capital office building
 - Highway dept.
 - Old National Guard site
 - Neighbors suggest the Old Pecos Trail I-25 exit site
 - Put "Convention and visitors center" out of the downtown area - pull people away from downtown
 - Consider using smaller vans instead of busses for the shuttles - will clog the roads less
- 11) **How do you feel about closing downtown streets around the Plaza?**
- Several favor it, if there is a park and ride shuttle option.
 - Some Hispanics see closing downtown streets as the final nail in the coffin.
 - Sends a message to local people that the plaza is owned by the tourists.
 - If other parking issues were addressed, it would solve a lot of the Plaza traffic issues. Tourists drive around the plaza gawking and trying to see things.
- 12) **Thoughts about the SFe River development**
- Use lodgers tax for river development
 - Concern about safety issues
 - Recycle the greywater and put the flow back into the river.
 - Eastside is in favor - include lights, openness, proper signage
 - Historic Guadalupe neighborhood concerned about transients, gangs, drug use -- don't want to extend existing problems into other neighborhoods
- 13) **Do you have any additional thoughts or comments about how we can maintain viable neighborhoods and maximize the benefits of tourism?**
- High crime rates need more funds - more police funded through the lodgers tax - it is a tourist issues, and will create benefit for local people
 - When are enough tourists enough? We tolerate aspects of our community that aren't working because tourism brings money in... but are the tourist dollars really affecting our community positively? How can we use the money to reduce crime, dropout rates, etc.

- Citizens are being discouraged from talking to City Counselors (quasi-judicial) - this must be resolved and changed.
- We need a formal mechanism for neighborhoods in the vicinity of a development to be brought into the discussion before decisions are made - Community Impact Statement Ordinance was an attempt
- Lots of talk about the city not listening to neighborhood people around development, zoning, convention center, etc.
- Water issues - we're going to be asked to do without in order to serve newcomers and tourists
- Attract heritage tourists, those who are interested in our culture and likely to tread more lightly
- Site city hall either at existing site or the Old Hospital
- DON'T site convention center at PERA site - it will disturb neighborhoods in that area, and further commercialize residential areas.
- Suggest Convention center on the Paseo at the site of the Post office - get rid of the Post Office (ugliest building in town)
- No broad support for convention center - How Big? keeps getting asked. People want more information from the city about what is truly being proposed, and a chance to have public input and a chance to vote on it.
- Immigration problem of people moving to SFe from Mexico and having an impact which changes SFe - enforcement problem in neighborhoods - renting single family homes to 15 people.
- DON'T expand airport
- Encourage alternatives to Shuttlejack
- Santa Fe as a viable city is a major part of the tourist attraction - maintain the living parts of SFe for residents, don't infiltrate community areas with tourist stuff. Development in and of itself might bring in quick money, but not support the sustainability of the community
- Improve police protection - we need more police, better trained. SFe is getting reputation for not being safe. This hurts tourist business and hurts locals.

Arts Organizations Focus Group

March 17, 1999

(Arts Network meeting)

Jesse Bopp, NM Office of Cultural Affairs
Bob Sinn, The Torch Bearers
Gloria Weisberg, The Torch Bearers
Susan McGarry, McGarry Media Group
Heather Liston, Santa Fe Opera
Phillip Karshis, Poeh Arts
Lynda Foshie, Santa Fe Gallery Association
Alan Silow, Santa Fe Chamber Music Festival
Larry Ogan, Santa Fe Council for the Arts
Nadine Stafford, Santa Fe Opera
Greg Heltman, Santa Fe Stages
Tom Maguire, Santa Fe Chamber Music Festival
David Olson, Theaterwork
Janey Potts, Shakespeare in Santa Fe
Linda Krauss, Santa Fe Performing Arts
Leonrdo Roybal, El Teatro Popular de Santa Fe
Alex Traube, NM Culture Net
Tom Morris, Santa Fe Opera
Nat Dean, A.R.T.S.
Trish Roque, American Women Artists
Margaret Grant, SITE Santa Fe
Anders Richter, NM Dance Coalition
Richard Block, independent theatre director
Guy Cross, THE Magazine
Ellyn Feldman, Santa Fe Children's Museum
Dorothy Perron, Seniors Reaching Out
Sophie Martin, Elizabeth Martin, PR (also O'Keeffe)
Eleanor Eisemenfer, 20th Century Unlimited
Zane Fischer, Plan B

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Major Themes:

- † **Promote Santa Fe to target cultural tourists and repeat visitors.** This will attract people who understand and appreciate Santa Fe. Education of tourists starts long before they arrive, through articles in the New York Times or other major publications. Tell the story about the diversity of the arts here - Santa Fe is not just fine arts or western or Native American arts.

- † **Market the downtown as a cultural district.** Develop and promote walking tours around the Plaza and the railyard areas. Make this relevant for locals, too, so they see the benefits of the arts for the whole community.

- † **Create an "official" arts guide to Santa Fe.** There are too many publications and calendars for organizations to provide complete information to all of them. The Santa Fe Arts Commission should be the keeper of the "official" calendar, which is used to coordinate scheduling among groups and to provide the best information to concierges and tourists. Publish the official guide over the NM Culture Net website, and link with all cultural, arts, and tourism websites.
- † **Improve information sharing between the arts community and the tourism industry.** Arts organizations need better linkages with concierges, tour operators, and convention planners. Information needs to be shared both ways to maximize benefits. An official central calendar would help (see above). Hire an arts-specific cultural tourism person for the CVB.
- † **Maintain OTAB funding for the arts.** Ensure that OTAB money continues to be used to draw visitors here; the lodgers tax is important in drawing people to spend additional money which generates gross receipts tax revenues. Aim to increase the percentage beyond 25% for arts organization funding.
- † **Build stronger alliances among the arts community and the larger community of Santa Fe.** Place the SFAC at the Railyard. Put attention on the vibrancy of the local community, rather than focusing on tourists. Visitors want to come to a place where the community is engaged with itself. In order to expand the Santa Fe cultural market beyond a summer resort focus, the benefits of culture need to be relevant to and understood by the whole community.
- † **Work proactively with youth to create apprenticeships and career opportunities in the arts.** Youth are an important and unrecognized resource in the community, and the arts are a vehicle for their expression and self-worth. The next generation of arts professionals should be cultivated from within the community. This is also important for building links with the larger community, which will ensure the appreciation and continued funding of the arts in Santa Fe.

Focus Group Minutes:

- 1) **How can tourism's benefits be maximized and expanded to benefit more artists?**
 - Important to improve the experience that the visitor has - customer service and price/value relationship must be improved. Parking and shuttle. Word of mouth creates repeat visitors - one bad experience makes a huge impact.
 - Let people know about number and diversity of organizations involved with the arts in Santa Fe. Magnificent that we are all representing an aspect of the arts. Story to tell about the diversity of the arts that are represented, and how we all work together

- Broaden season beyond being summer tourist destination - keep business up year round by targeting visitors that come throughout the year.
- Expand tourism throughout the week and so expand performance opportunities throughout the week - disperse tourists through the week, so organizations can feel safe putting performance on a Monday night or Tuesday night, and so have less conflicting schedule problems
- Put our attention and resources toward the local arts community instead of developing programming specifically for tourists - people come because of the richness of what is happening here, not for things designed just for tourists.
- Maximizing benefits requires involving the community in proactive ways - (see ideas about youth intern program below)

career track for young people in the arts

- Disconnect between "culture" represented here and the average citizen of SFe - especially young people. How do we proactively bring young people into this and address their needs? Intern program to foster cultural work among youth - work with high schools and colleges. Within 5 years, whole staff of Palace of Governors will retire, but there is no program to recruit young local people into that career track.
- Mentoring programs with youth - Teatro Popular de SFe links kids with theater mentors. Working with at-risk kids

who are we attracting? repeat tourists

- Repeat tourists are important because they know about the community and respect the community. They don't need to go through that learning curve.
- Must understand what SFe tourism is - attract people who want to come because of what SFe is - and who come and return over and over
- Also continuing influx of new visitors - some audiences 60% new each year (Opera) - who are we trying to maximize benefits for?

2) How does tourism impact negatively on arts and cultural resources?

- Tension between SFe as a resort community and an indigenous year-round community. Disconnect prevents us from moving forward on infrastructure, customer service (underlying resentment). Helpful to realize that as a resort community, we are competing with other places that have rich summer season - such as Aspen
- Negative to position ourselves as a seasonal community. What is exciting about SFe - year round arts community.

COLLABORATIONS WITH THE TOURISM INDUSTRY

3) How can better linkages be made between artists and arts/cultural groups with tourists, in order to maximize benefits for artists and give tourists a richer experience?

- Education and access to cultural richness before they get here, while they're here and afterward
- Sense that people come and say there's nothing to do, while there may be 6 things going on a Sunday in March.

Information

- Effective coordination in scheduling events. Also Advertising and PR coordination. Issue of booking events at same time as other organizations. Want master list of what's going on - only effective if people fill out forms and submit information
- Better linkages with concierges - people don't get the info from them that they need. The concierges need to be better informed, and they need to get info out better.
Georgia O'Keeffe museum invites concierges to their events - encourage them to speak from their own experience about what is great that is happening.
- They need valid info that they can count on
- Need "official" SFe arts guide - listing of events and happenings as resource for everyone - prevents having to do calendars so many times. Need one central place.
Need consensus that it is official - can't be dependent on one person with energy. Can this be an activity of the City or the SFAC? - work closely with NM Culture Net? Arts groups as info source.
- We need to develop our own resource information efforts independent of city and county. We know what is important.
- NM Culture net as website with interactive database calendar on it - *link tourism with NM Culture Net*. Put individual schedules onto NMCN website
- Need to provide information very early - travel agents and tour people plan activities far in advance - labor intensive to do it and keep it complete, but it is so important
- *web opportunity : local groups collaborate with each other; tour arrangers and concierges get accurate and complete info to tourists*
- Recommendation to expand SFAC to take on more of the official info role
- Need to change perception that Santa Fe is only fine arts... there is so much more here.

4) **There has been concern expressed at other focus groups about the use of Lodgers Tax monies to support the arts. The original intention was to use 25% for the large organizations that draw in tourists. It's evolved to include spreading the funding around to include many smaller groups that are more oriented toward community arts programming. What are your thoughts about the best way to use Lodgers Tax money to support the arts?**

- Bed tax as political football - city council finds loopholes to use it however they want. Original purpose to use 25% to promote the arts, and it has been used for operations of the arts. That is OK - has gained community support for the arts. The real money lost is when city council uses it to pay for police overtime, bus system, community center, etc. That is what should be stopped. There is no money in the till left. CVB should use that money to promote tourism.
- Bed tax is important to bring tourists here so they buy things and generate gross receipts tax revenues - that is the big payoff. If bed taxes don't go to tourism promotion, we'll see a drop in visitors and the GRT they generate, which will reduce local services.
- Use some of the 25% to invest in artists of the future - use money for youth development programs

- Target conventions to come here in the off-season,. These people have disposable income and time to spend on going to galleries, etc.
- Groups can call CVB and be on mailing list to receive info about confirmed conventions in the city.
- *Get info from the CVB out to arts groups - let community know who is coning in advance, so arts organizations can plan around that.*
- 25% of lodgers tax is MINIMUM that we want to see go toward the arts. Recommend changing the ordinance so that more money goes toward the arts.
- Use some of the lodgers tax money to hire an arts-specific person for the CVB, Director of Cultural Tourism.
- Need to keep stimulating smaller groups because they all feed each other and create a cultural climate. It is blind and erroneous to only use arts money for the larger groups.
Trickle up theory - start with smaller groups - unknown artists pass the word and attract larger artists.

5) What types of collaboration can be developed among local arts groups toward maximizing tourist revenues (i.e. Festival Santa Fe). How can we do more of that? Opportunities for off-season collaborations? (winter Spanish market and jazz festival)

winter fiesta:

- Increase activities during winter fiesta - and increase coordination and outreach/info to draw more people and inform them during the winter.
- Issue of venues for winter events - Some perform outside and have no winter space
- Special program for winter fiesta - info organized in an easy way
- Arts Commission is the best voice we have in the community

INCREASING TOURISM MARKETS FOR THE ARTS

- 6) What do you know from your own work about cultural tourists that might be useful in developing cultural tourism markets -- what do they want? What do they respond to? How to present Santa Fe as a cultural destination?**
- Banners hanging from light posts with names of events happening - opera, symphony, art shows - to inspire people about what is happening - people immediately have a tickler about things of interest to be expected
 - Develop new products unique to the culture of SFe. People are drawn to new opera house, new O'Keeffe museum, new Gerald Peters museum
 - City and county need to work together to promote tourism
 - Cooperative advertising for cultural tourism with thematic approach - use city and county funds
 - Also state tourism does not work with City - State advertising thinks that SFe take care of itself - they leave out Opera, Chamber music, etc. Need more coordination.
 - Need to define what cultural tourism is for Santa Fe - what are we trying to attract them toward?

- Targeted marketing toward specific interest areas of national and international newspapers - going to music editor and promoting the opera. Not just travel pages of the publications.
- Cultural tourist looking for educational experience - it starts long before they come. They want to learn before they come, and learn more when they get here, and take more home with them.. Our visitors guide doesn't do that. Go to arts editors and say, this is why you should write this article. You have to know a year or two in advance.
- Gallery association is telling story about SFe being a place to come back to experience contemporary arts - unifying message: if you think you've seen all there is to see in SFe in the arts, you have no idea what has been happening in the past few years.
- Baby boomers are driving heritage and cultural tourism movement in this country. They want to have an interactive experience, so they can relate to the place they are visiting.
- Most arts groups in SFe have a component of their programming that is interactive. Is that info getting out there to the cultural tourists?
- Market downtown as a cultural district - present ways to spend the day in walking tours seeing different thematic sites - walking tours through Guadalupe area, IAIA museum, cathedral, Lensic theater, etc. We have highest arts experiences per square foot in downtown. Help visitors and locals perceive this.
- Don't necessarily need to create more and better experiences -- important to get the info out there and coordinate what is already happening organically.
- Cultivate younger travelers - younger people pass through because it is perceived as a resort community. They want to see a community that is engaged with itself.
- Focus on programming - doing what it is we want to be doing. Then people come here to see the community interacting with itself, which maintains the real culture.

7) **People from the tourism industry believe that visitors would welcome opportunities to meet artists in their studios. Are you interested in this? What parameters or support systems would make a program like this be of mutual benefit?**

- NMA planning studio tours in surrounding rural areas - should be marketed on website
- Suggestion to put together day trips - combine studio tours with scenic trips in county.
- Santa Fe Council for Arts (SFCA) advertises studio tours in town - works in outlying areas; doesn't work in Santa Fe. Most artist studios are not in the cool part of town - people don't want to go out there. Organized activities competing with gallery openings, museums. SFCA has tried many years, but artists were disappointed with the turnout. Hotels thought it would be great, but visitors didn't.

and...

8) **What else do you see as viable ways for visitors to experience the arts more directly**

- take art classes?
- demos in hotels or on Plaza by local artists?
- organized transportation to studios or alternative arts spaces?
- Open rehearsals for performances?

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Would you want to participate in any of these activities?

- Ambivalence about Corazon - it doesn't come from the groups themselves. They are interested in things that they can all come together on that they know for sure are happening.

INFRASTRUCTURE AND SPACE

We know that there has been a great need for performing arts space and visual arts space in Santa Fe, and another study about facilities development is getting underway through SFAC. Because of time constraints, we will defer the research about these space needs to that effort.

9) **The railyard conceptual plan indicates that the community wants to develop a cultural district at the railyard. What ideas do you have about implementing that plan? What actions need to be taken to ensure that the community has permanent art spaces (reference Plan B and SITE SFe's impermanence)?**

- Put SFAC at the railyard - have a public meeting space there. This will create opportunity for community gatherings that have a cultural component, and will build bridges between the arts community and the larger local population.

10) **Any other comments or ideas about maximizing the benefits of tourism for the arts and maintaining what is important about our culture in Santa Fe?**

Tourism/residents tension:

- Us vs. them - residents frustrated about not getting parking spaces, not being able to access downtown - need infrastructure improvements in terms of parking, shuttle services.
- Tourism plan should be pitched to the community before release - we don't see ads running elsewhere to know how the city is marketed. This is important. More citizen input on how SFe is promoted. Gets locals involved in citizen pride of hosting visitors. Button: ask me about Santa Fe.
- Locals don't want to be in circus - they want to be side by side with visitors
- Culture is a living thing, bubbling and changing in the places where people live. The culture in SFe places a lot of emphasis on the family - how can we work there?
- Emphasis on tourism services disregards the reality of the normal people in Santa Fe - the guy who works at MVD. This underlies our big problem - the inability to get more funding, our inability to build a convention center, etc. The benefits of culture needs to be made apparent to SFe citizens at large. That's why people raid the tourist money

- Community perceives arts as being fringe. We need to be more of a part of the larger community. If we want more \$\$ for the arts, we need to get the whole community caring about it. Perception (and truth) is that arts are run by white people but the community is Hispanic and Indian. We need to do programming that genuinely appeals to the diversity of the community.
- Identify people in community who are left out. Have MVD employees day at the museum of fine arts.
- Bed tax money brings tourists here, who generate GRT revenues that fund local services. Don't raid the lodgers tax to pay for local services (rec center) because it is the GRT that is the big money.
- Involve council members in arts dialogues.

Youth:

- Infrastructure within public schools around music and arts programs so youth see opportunities to pursue the arts and create a career.
- Reach young people through their homes and families. Sometimes we get them into our programs, but that isolates them from their families.
- Bring young people into the cultural and arts industry in a broad way, so in 20 years they are leading cultural organizations.
- Need to educate community about all that we have - make tickets available to local youth. Investing in youth awakens the community.
- Look at young people as generators of cultural information and activities - NMCN is putting poetry journal on-line.
- Lots of local kids have never been to the plaza. We have to go out to the local community and bring them into programming that is relevant to them. Hold arts programs in Southside recreation center. And allow things to spring out of the community that is there - it doesn't always have to be us that does the programming

Signage:

- Hard for visitors to find things here. Can we have better signs? Get locals involved through AIPP program in creating signage that is distinctly SFe

Transportation:

- Move people around the city in an appealing way - not a bus, but a stagecoach or tram of some sort. There just is no parking downtown. (train?) Narrow gauge railroad?

Downtown Businesses Focus Group

March 18, 1999

Cheryl Jamison, Friends of Farmers Market
Cliff Mills, Plaza vendor, artist
John Barker, Barker Management, downtown property management
Katie Lindell, store manager, The Gap
Carol Hempfling, manager, Banana Republic
Ed Berry, retailer, The Christmas Shop
Joe Rich, Sotheby Realty
Caroline Sederbaum, retailer, Capt Kid Toys

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Major Themes:

- † **Improve parking!** This was a major issue throughout the discussion. The group recommends building several parking structures downtown, both to reduce tourist impacts and to bring local residents back downtown. Sites for structures include Water Street, behind Sweeney, at the old Hospital building, and behind the Roundhouse on Don Gaspar. Prohibit motorhomes from the downtown Plaza, and provide parking for them outside of the central area. Adequate, well-marked parking was seen as a way to reduce much of the traffic congestion near the Plaza, because people drive around and around seeking parking.

- † **Develop a new Convention and Visitors Center with parking at Sweeney.** Move City Hall to the old Hospital building and use the current Sweeney/City hall complex for an upgraded Convention and Visitors center.

- † **Spread tourists around and create linkages between tourist areas.** Tourists should be dispersed around the central area of town, which includes Guadalupe and Canyon Road, as well as into other outlying areas. Currently, people are hesitant to venture to Canyon Road or Guadalupe and need to be drawn there through better signage and visual linkages. Draw people to Guadalupe by improving the intersection at Alameda Street. A suggestion was made for a narrow gauge railroad to connect the railyard, downtown, Canyon Road, and back around Paseo. Locals would use it, too.

- † **Improve signage and other infrastructure throughout the downtown area.** Currently all traffic coming from the north is directed to San Francisco Street, which creates instant congestion downtown. Better signs would move people away from the Plaza. Use flags on lightposts to help people identify where they are. Build attractive public restrooms near the Plaza. Parking, parking, parking.

- † **Keep a vibrant mix of local and national businesses downtown.** The Gap and other such national chains are good to bring people downtown for "real" shopping. They can afford the rents and improve historic buildings that may otherwise be empty. Encourage second story dwellings over downtown shops. There were mixed opinions about closing downtown streets - very strong opinions in both directions.

- † **Supply downtown retailers with information to provide to tourists.**
Shopkeepers are on the front line of tourist interface and information. They want accurate, up-to-date, easy to share information about activities, events on the Plaza, and things for tourists to do. They would welcome a chance to attend a "tourist activity information fair" as suggested by the Rural/Tribal group.
- † **Raise police profile on the Plaza.** Police patrols have been reduced and transient populations are increasing. Bring back the mountain bike cops and the horse-mounted patrols.

Focus Group Minutes:

TOURISM - DOWNTOWN AND AROUND

What is important to maintain about Santa Fe's culture?

- Farmers market is still a vibrant, mixed part of Santa Fe's culture - appeals to locals as well as tourists who are looking for something real, also supporting agriculture supports maintenance of acequia systems and traditional farming
 - SFe as an arts center
 - Architecture
 - Quietness of the community, also lot to do if you want it
 - Hispanic and Native American cultures and the beauty they bring to our lives
 - History of the region - Palace of the Governors as a source
 - Pueblo and Native American culture
 - Perceived to be uninhabited - still a small town. Knowing when to ask a customer... "You're from out of town, aren't you?" because I know my customers.
- 1) **What is "downtown?" --- does it include the Railyard? What linkages are needed, both for visitors and locals? How does the river corridor fit in?**
- Entire central core - BCD - Plaza area, Guadalupe, maybe Canyon Road
 - Inside Paseo de Peralta + Canyon Road
 - Yes, linkages are needed - tourists need to be lured there, need parking
 - There is parking - or the perception of parking - in Guadalupe area
 - Better signs would help people move into other areas
 - Flags on lightposts to direct people or to help people identify where they are
 - Create linkages from downtown to Guadalupe - paint the streets, create walking tours, etc. Or trees and landscaping to make the walk more attractive. Intersection behind the Hilton toward the church is dangerous and traffic filled.
 - Bring the train back to cross the river on Guadalupe - narrow gauge railroad from railyard to tourist center at Sweeney and loop around Paseo de Peralta. Locals would use it too. Everyone loves trains.

2) **How to distribute the benefits of tourism more throughout the city and county? Would this be advantageous? Transportation linkages from downtown to other areas?**

- Have booth at Plaza bank talk up activities going on in other places
- Give people places to go that are away from the city

3) **Infrastructure to support and manage visitors:**

Need for improved signage for visitors? Where? What information?

- Have tourists put up signs - we already know where things are
- Lightpost flags
- Maps that are more tourist -friendly... they are even hard for us to read
- Improve signage to direct people away from the Plaza --The only sign toward downtown for people coming from the north directs people right onto San Francisco Street. Clogs up. Then, they still have no direction toward parking.

Public restrooms

- YES!
- Bathrooms on the Plaza (or near) with facilities like in San Francisco (self-contained, look European, put in money, automatically washes itself out when you leave)
- Put bathrooms in all new parking garages
- There will be new public restrooms in new wing of Palace of the Governors

Need for new parking facility - where?

- 3 parking places: water street - 3 stories (camouflaged like La Fonda's); behind Sweeney; 4 story lot at Old Hospital
- Parking would serve locals and bring locals back downtown
- Collaboration with the State to build parking garage behind capital building on Don Gaspar near Paseo (Ed Berry is chairing Parking Commission discussing this currently)
- Valet parking on the Plaza sponsored by the City

Visitor center (away from downtown) with parking and shuttle? Where?

- Keep it close to downtown
- Railyard
- State office buildings
- Build tourist center on Sweeney site with parking in conjunction with 4C's. Move city hall to the hospital or railyard or De Vargas Mall
- People won't use it - they all drive downtown, they won't want to take a bus (others disagree)
- San Francisco has lots of transportation, and a central place for people to park their motor homes and stay in them

How about providing loaner bikes and bike racks?

- No interest in loaner bikes.
- Bike racks would be good.

- 4) **Street closings - additional? year round vs. summer only**
- No consensus
 - Many feel that San Francisco St. should be left open - keep all the traffic moving. Flow of traffic is part of the scene. More dangerous for pedestrians to channel all the people around that corner on Don Gaspar - people get killed there. Consider having Lincoln in front of the bank be two ways. Traffic will be improved by having more options
 - Closing whole Plaza area will turn it into a ghost town
 - On weekends, people need the leeway to go out and wander in the streets
 - Plaza vendor: More and more traffic every year - more noise, more pollution
 - Some want to close off the Plaza in the summer - let people wander around in the streets without worrying about being hit.
 - Eliminate tour busses, RV's , Motor homes from downtown - all agree to this
Create parking area for motorhomes, with good signage to get there

LOCALS NEEDS

- 5) **How to bring locals downtown? Feedback on "Corazon" and other programs?**
- Parking lots downtown - lack of parking is the major obstacle. Put parking there and let people know that they can come back to the plaza and park
 - Saturday nights for locals on the Plaza - events for locals
 - Those who experienced Corazon had just stumbled into it. Little publicity - flyers should be available in stores downtown. It didn't help business - so businesses may be hesitant to sponsor again.
 - Parks & Rec does things downtown, but doesn't inform local businesses.
 - Build on Farmers Market draw of locals to railyard -- downtown and Guadalupe businesses can have special Saturday morning promotions for locals (open early, special deals for locals, etc.)
- 6) **Opportunities for locals to benefit more from tourists?**
Hands on arts demos on the Plaza? - yes
Music performances on the Plaza? - yes
Housing/studios in downtown area? - yes, within existing buildings (don't add third floor)... but there are City regulations which prohibit changing downtown buildings without providing parking (change the ordinance). Barker has 16 spaces he'd like to make into lofts, restore the old feeling of Canyon road.
- 7) **How to reduce friction between residents and visitors? What causes it?**
- Locals feel that they lose the Plaza from May till Oct
 - Bad traffic habits, especially during rush hour.
 - Hassle of visitors with their RV's
 - Much could be solved by good tourism management - parking, signage, etc.
 - Courtesy training for downtown businesses so they treat locals well.
- 8) **Youth needs and impacts. How is the situation on the Plaza? Are there constructive opportunities for youth?**
- Kids always say there's nothing to do

- Can't keep employees because they always want to leave SFe
- Also many of the kids are not hire-able - poor communication skills, not responsible, no preparation for job interviewing, etc.
- Kids feel that it isn't their town anymore -only for tourists. Doesn't help that they get hassled for lowriding - they need something for them to draw them downtown.
- Encourage more young local people to get involved in the tourism industry.
- Several years ago - Kids worked with Parks Dept. with signs saying "Welcome to Santa Fe" - they had a blast and felt like part of the community

OTHER DOWNTOWN ISSUES

- 9) **Preferred location for City hall and convention center (PERA favored, but unavailable. Hospital became possibility for City use. Railyard ruled out by community planning)**
- Use current Sweeney/City Hall block for a convention center and visitors center with a parking garage. Put City Hall at the old Hospital site.
- 10) **What kind of information do you share with visitors? Where do you get your info?**
- Visitors ask what to do - send them to Museums, Bandelier
 - I go around and learn everything I can - personal experience
 - Realtors would love to have materials about arts events and tourist activities to send out to prospective home buyers - they send out a lot of info. Would love a good packet. Give stores info about weekend events - updated.
 - Trial balloon - tourist info fair for concierges -- downtown businesses would go, too, to find out what is happening that they can share with visitors. Let them know with enough warning. Suggest to do it quarterly
 - People want to know what is going on at the Pueblos
- 11) **Thoughts about national retail chains coming into downtown**
- Ed: Welcome them.. They have the resources to take these old buildings and fix them up. They are good neighbors, blend in with local merchants. Keep out the trinket shops that are ripping off the tourists
 - Stores like the GAP bring people downtown for "real" stuff to buy.
 - Good to have strong mix of quality chains and local businesses.
 - Potential problem that Gap and Banana Republic can pay higher rents, so it raises rates for local businesses.
 - Don't subsidize rents for locals - if more tourists are attracted to Guadalupe and other areas, it will equalize the rents downtown - supply and demand. Good landlords work with local businesses to keep them viable
- 12) **Any other comments or thoughts about how to keep the downtown as a vital place for both locals and visitors?**
- Arts and crafts shows should be banned - they bring in artists from other places, make the Plaza look unattractive, etc. City should find an alternative way for those nonprofits to raise money.

- Do art shows downtown with local artists - youth artists, etc.- will draw locals downtown to see their friends and family's art - esp. youth shows. Limit to northern NM or Santa Fe artists
- Cathedral Park, River Park, or Guadalupe area as sites for local artist exhibitions
- Quality of Life on the Plaza - Cecil not there much, and many transients collect there
- Raise police profile on the Plaza - bicycles and horse mounted police patrols - keep police on the Plaza year round.
- Cheap bandstand on the Plaza with Coke signs is embarrassing - put back the gazebo or a more attractive bandstand.
- Requests to be involved in decisions about where city advertising is placed - why are we never in Travel and Leisure or Sunset, etc.?
- Create things for families - at this point, Santa Fe doesn't offer much for families.

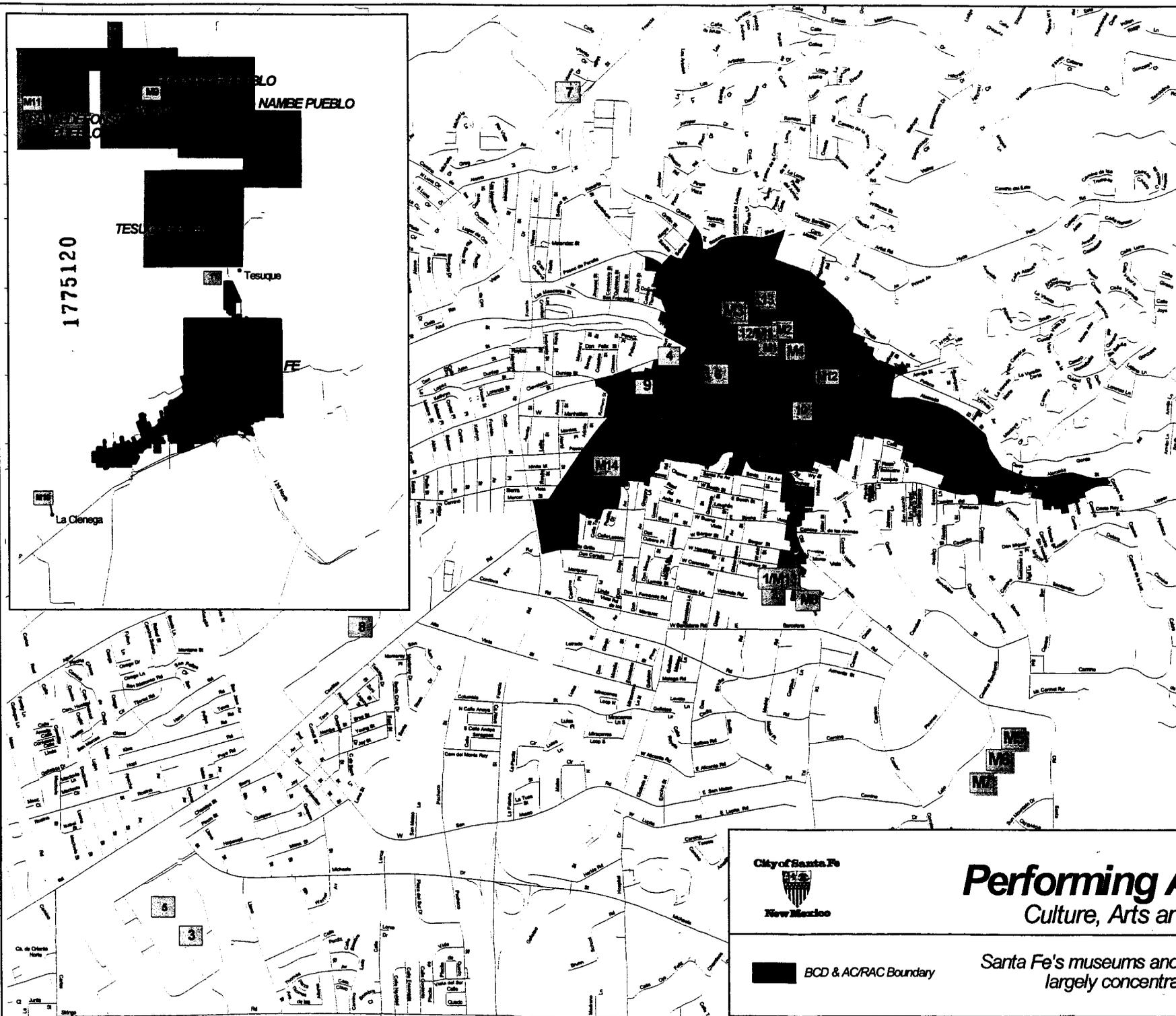
Performing Arts Venue

- 1 Armory for the Arts
- 2 Plan B / Center for Contemporary Arts
- 3 Greer Garson Theater
- 4 Guadalupe Church
- 5 James A. Little Theater
- 6 Lensic Theater
- 7 Maria Benitez Room, Radison Hotel
- 8 Paolo Soleri Amphitheater
- 9 Railyard Performance Center
- 10 Santa Fe Playhouse
- 11 Santa Fe Opera*
- 12 Saint Francis Auditorium
- 13 Sweeney Convention Center

Museums

- M1 Museum of Fine Arts
- M2 Palace of the Governors
- M3 Georgia O'Keeffe Museum
- M4 Institute of American Indian Arts Museum
- M5 Museum of Indian Arts and Culture
- M6 Museum of Int'l Folk Art
- M7 Wheelwright Museum of the American Indian
- M8 Santa Fe Children's Museum
- M9 Poeh Cultural Center (Pojoaque)*
- M10 El Rancho de los Golindrinas (La Cienega)*
- M11 San Ildefonso Museum*
- M12 Archdiocese of Santa Fe Museum (at Cathedral)
- M13 Bataan War Memorial (Old Santa Fe Trail)
- M14 Site Santa Fe

* Shown on Insert



Performing Arts Venues
Culture, Arts and Tourism Plan



BCD & AC/RAC Boundary

Santa Fe's museums and performing arts venues are largely concentrated within the BCD.