1786178

MINUTES OF THE

JOINT COUNTY COMMISSION/CITY COUNCIL

STUDY SESSION ON CULTURAL ARTS & TOURISM PLAN

May 2, 2000

4:00 p.m.

Santa Fe, New Mexico

This study session of the City and County of Santa Fe's governing bodies was called to order at approximately 4:00 on the above-cited date in the County Commission Chambers.

A quorum was not achieved by the City Council; however, the Board of County Commissioner did have a quorum.

County Commissioners Present:
Joe S. Griñé. Jr., Commissioner
Richard Anaya, Commissioner
Marcos Trujillo, Commissioner
Javier Gonzales, Commissioner

Commissioners Excused:
Paul Duran, Commissioner

City Councilors Present:
Larry Delgado, Mayor
Patti Bushee, Councilor [late arrival]
Miguel Chavez, Councilor
Karen Heldmeyer, Councilor

Councilors Excused:
Jimmie Martinez, Councilor
Carol Lopez, Councilor
Cris Moore, Councilor
Matt Ortiz, Councilor

Elected Official
Becky Bustamante, County Clerk

County Staff:
Sam Montoya, County Manager
Terry Brennen, Policy Analyst
Alina Bodke, Planner
Rudgy Garcia, Policy Analyst
David Madrid, CIP
Lesli Ellis, Planner
Robert Anaya, Economic Development Director

City Staff:
Sabrina Pratt, Arts Commission Director

Others Present:
Bruce Poster, Soutwest Planning & Marketing
Becky Ellis, CBV Director

PRESENTATION:

BRUCE POSTER: Thank you Alina, Mr. Chairman, Mr. Mayor, Commissioners and Councilors. I'm very pleased to be here this afternoon and have an opportunity to give you a little background on an effort that's been going on for a long time and has a great deal of imports, I think, for our City and our County, the Cultural Arts and Tourism Plan.

Cultural Tourism is travel directed toward experiences the heritage arts and special character of a place in an exciting, informative way. And there is an emphasis in cultural tourism on authenticity. Now much of our tourism is cultural tourism. And some time ago the City and County staff got together and worked with LTAB and OTAB and made a decision that it was important that Santa Fe developed a Cultural Arts and Tourism Plan to protect this heritage that we have and improve the visitor experience here.

So this is really the culmination of a 3-year effort which is a very good example of inter-governmental cooperation which I know is an issue dear to your hearts these days with Regional Planning where we actually began this effort 3 years ago and it's been an excellent effort at the staff levels and at the levels of OTAB and LTAB and in terms of the citizenry of both the City and out in the rural areas of the County that had been involved in this effort over the last 3 years.

Let me read to you what our charge was as the consultants in developing this Plan. The purposes to develop a Cultural Arts and Tourism Plan for Santa Fe that clearly identifies the Santa Fe regions artistic, cultural, natural and heritage resources and articulates the community's desire direction for the treatment of these resources in order to appropriately promote, preserve and manage them. So that's a tall order. And the study area that we worked on in this planning effort, Santa Fe means the City of Santa Fe and that part of Santa Fe County from the Madrid/Galisteo area all the way north to the northern boundary of Santa Fe County. So the whole northern half of Santa Fe County all the way to Madrid/Galisteo have been involved in this effort in our address by this effort.

Let me talk a little bit more about the goals of the Plan, first. There are certain general goals of this project and you will see that this is a very diverse effort, thus, did the broad staff involvement representing a lot of different disciplines. One of the general goals and you can read these if you want to follow with me on page IV of your Plan, up front:

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

This effort is very much citizen driven. We've worked closely with an Advisory Committee throughout the entire process and some of those participants of that committee are here in the audience today. They have a such a great stake in the development of this Plan. Would you like to stand up, a couple of you, I want to make sure I don't miss anybody. I know we have Randy and Louis here. Anybody else from the Advisory Committee. Okay, thank you. And there are a number of others that have been involved representing both City and County interest that share of LTAB, Ben Serber is one of the County representatives on this planning effort.

So this Committee and they are identified in the Appendix on page A-23, this Committee has been very helpful in guiding our efforts throughout the planning process. Also, we've had a number of public meetings to get citizen involvement for public meetings. Two of those were in the City of Santa Fe and two were out in the rural areas, one in Cerrillos and one at San Ildefonso. So this has

not just been a City effort. I want to remind you that this has been a County effort all the way through. We had a pretty good turnout. There were about 35-30 people come to that meeting. Some native people and some just rural people living in that area. That's been about 2-1/2-3 years ago. That's been quite a while ago.

So we also had focus groups and here again we got folks from both the City and the County involved in this effort. We had 6 focus groups. These were groups of about 10 or 12 people, in most cases, that were invited to take part because of the interest that they represented. One of the groups was representatives of heritage and natural resources. Another group was strictly rural and tribal and representatives from outside of the City. A third group was of neighborhood representatives. A fourth group was of Tourism Industry representatives. The fifth group was downtown businesses and the sixth group was of Arts organizations. Now I see we have Sabrina Pratt here today from Santa Fe Arts Commission, Larry Ogen has been very active in the Arts. There's been a strong Arts involvement throughout this effort. And of course, Miguel Chavez, who served as an OTAB rep who served on the Advisory Committee, as well, at that time and represented an Arts interest.

What you have before you is a draft of the Plan. We went to a study session of OTAB and LTAB over a month ago to get some feedback on the Plan. Because they hadn't seen it for awhile, we kept those bodies informed of what was developing all the way through the planning process but we've been working with the CAT Plan Advisory Committee and these focus groups and it was time to check it out and see it played before OTAB AND LTAB.

So we had a joint meeting, also, with representatives of the Arts Commission and some other groups were there and our Advisory Committee. And at that meeting which was very well attended, we got a number of comments about the Plan. Mostly, very supportive, but there was some good ideas generated at that meeting that we want to incorporate into the Plan document.

And the draft that you have before you does not include those latest comments nor some comments that we've received from the Advisory Committee and some changes that will be made before it comes to you for final approval. But this is a very time-consuming and tedious process it time we revise this and reprint it. So we wanted to get any thoughts you had today before we printed a final version of this for adoption.

After that study session, the CAT Plan was endorsed and recommended for your adoption by both OTAB and LTAB and the Santa Fe Arts Commission.

So with that I want to take you through the Plan very briefly and we can spend many hours on that. I know we don't have the time for that so I want to touch on a few of the highlights before I turn it over to Becky Ellis, who is the Director of the Convention and Visitor's Bureau. And Becky will talk about some of the financial aspects of the Plan. The Plan, and I will talk about finance a little bit as I go through it as well, first the goals. Now the goals came out of all these meetings that we had, the focus groups and the public meetings. So these are the six major goals of the Cultural Arts and Tourism Plan, you can look at them at the top of Page VI. And these form the basis for the strategies and the actions in the Plan. They drive the Plan.

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

I want you to note that there was a lot of discussion of parking, in particular, downtown

parking, although also parking in rural areas and the four C's, Civic Culture Convention Center. No specific recommendations are made in those areas for this Plan other than that some actions need to be taken in these areas. And the language that you see will be modified, some changes will be made in that language at a later date when we do the final draft of this Plan to insure that there's no advocacy on these issues.

The Plan recommends 3 phases of actions and if you turn to any of the pages in the middle of the document, you'll see that there are boxes with action steps, a recommended implementer and then 3 phases. The first phase is Year 1, II is Year 2-4 and III is Year 5-10.

When Becky talks about the fiscal impacts, we're really going to focusing on Phase I, this initial year and it was intentionally designed in a way that was sensitive to your financial situations right now. We know there are not a lot of monies in either the City or the County coffers for new initiatives. So intentionally, Phase I is largely no cost or very low cost items with just one exception that we'll discuss, a very important exception.

What I'd like to do now is take you briefly through some of the more important actions in strategies that I just want to emphasize because I think they were some of the essence of this Plan, although they're all important.

Strategy #1: Market Santa Fe to cultural tourists. And one of the actions under that is to establish Santa Fe as a four seasons cultural destination. So we want to focus on people who really appreciate what we have and don't want us to be something other than what we are. And in order to maximize the benefits of tourism, this is about distributing visitation throughout the year into the low season to take advantage of rooms that already available and intend to be empty in those months.

Action 1-4 is about protecting the "Santa Fe" name to ensure that it is used in a manner that is appropriate and that it doesn't just go out on the name of a beer or something where we don't have any control. This is going to require some legal research to make sure that we can do this appropriately. And the benefits of this would be putting money into a fund that I'll talk about in a moment that can be used for heritage protection.

Strategy #2: Promote Santa Fe as a walking city. Not just Santa Fe but our rural areas as well. And although a lot of people come to have a pedestrian experience, that's really what makes Santa Fe one of the things that makes it special. There are things that we can do to improve that pedestrian experience. By having better signage, crosswalks marked, restrooms and drinking water available and so on.

Strategy #2: is about enhancing this visitor experience, also having a circulator shuttle available so that people can park outside of downtown or outside of some of the rural areas and use the shuttle to reduce the impact of vehicles.

Strategy #3: Protect the viability and authenticity of downtown, both for residents and for visitors. Again, you will hear this word "authenticity" a lot. We want to keep this an authentic visitor experience, not only for visitors, but for us. We live here and we want to keep this an authentic town for Santa Feans.

Strategy #4: Provide visitor services and facilities in rural and appropriate tribal areas. This is about the rural areas, that we have to have adequate visitor services and facilities in rural areas to make that experience a beneficial one and one that doesn't have an adverse impact on those villages.

Strategy #5: Educate visitors about the City, County, and Pueblos. This is about education, there's a recommendation for a Regional Visitor Center that would address the City and the County. It would have a number of benefits, besides education, so that people would know what to expect, how to be good visitors, it would also be a place where possibly they could make reservations and perhaps, most importantly, they could park their vehicles and get on a shuttle and not take their car where it's not wanted or needed.

Also under #5, the last action is to establish an optional lodging surcharge. There's several ways this might be handled. We still need to work out the details yet. It might be an additional

payment and optional payment when people check out of the hotels, there might be places where people could drop money into cans, different tourism establishments and in museums. There might be an opportunity to mail a donation. The idea, though, would be that we want to collect monies that can be used for resource, heritage resource protection. So that these attractions that bring visitors here are protected for future generations.

Strategy #6: Facilitate education and dialogue among the sectors and people who interact with visitors. Strategy #6 is one of several strategies that's about good interaction, dialogue between the very sectors and people who interact with visitors. There's a lot of that.

Strategy #7: Coordinate better linkages between the tourism and arts/cultural sectors and among City and County planning entities. A continuation of the efforts of the last few years.

I want to highlight Action 7-1 under Strategy #7. And Becky is going to be talking about this as one of the items that does have a cost. And that's to create a Cultural Tourism Planner position that would be focused on cultural tourism promotion, coordination, protection, and outreach. We know that plans do not get implemented by themselves. Good plans get adopted and sometimes put on shelves. The Cultural Tourism Planner would be the lead person to make sure that this Plan would be a real living Plan, that it gets implemented, that it gets updated, that it becomes real, that it had the beneficial impacts in our communities that we want it to have.

I want also point out the last Action under 7, Exploring opportunities for cooperative efforts between OTAB and LTAB. Those efforts have already begun. It's very encouraging to see the close workings of these 2 groups and to see those continuing into the future.

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

Strategy #9: Involve the public in tourism planning and marketing. And that includes under 9.2 of the CAT Plan Advisory Committee. We're going to be asking you, the Mayor, and Council, and the County Commission, to appoint official representatives to this Advisory Committee that in the past has been more of an Ad-Hoc group. It's been extremely valuable but we hope you'll see the benefits of maintaining this in the future and giving it some official staff status.

Strategy #10: Disperse visitors throughout the City, County, and Pueblos. This is so that the benefits of visitation are received in rural areas that desire tourism and in those Pueblos that desire tourism and that the impact, the concentrations of tourism are not so great in the areas where tourists now congregate.

Strategy #11: Encourage tourism industry to support the community and to promote industry contributions. This is about promotion of the industry contributions to the community and the expansion of those industry contributions to our communities.

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

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

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

So there are a lot of good linkages here that have been fleshed out as part of this planning effort.

We're going to be eventually asking for your approval of both of the governing bodies in the future. After we get your comments today, and make any changes that you feel are appropriate to be made. At this time I'd like to turn it over to Becky Ellis to tell you a little bit about the fiscal impacts of the Plan before we open it up for your questions and comments. Thank you very much.

BECKY ELLIS: Thank you for your time today. What I'm passing out is the Cultural Arts Tourism Plan Phase I. What I did was I went through the book that you have in front of you and I outlined all of the items that we felt a Cultural Art and Tourism Planner person would be able to work on for the first year pending the CAT Plan Advisory Board.

What the Plan is, is to have an Advisory Board of City and County members and what they

would do is guide this staff person with the items that they would like to see accomplished for the first year. It's important that this person is working towards the plans that the Board has set... We were thinking about having a monthly meeting with the Board. What they would do is give direction and have the employee, the CAT Planner work with them on the Board terms, all of the items that are outlined in this document. And also go into some of the fund raising issues that might come up during the year.

If you look at the Plan on the last page, it costs about $117,900.00 for the first year, pending the Board's approval with all of these items. However, there's many items on here that would not cost anything to do. And I think that they're just saying that the item that we need to discuss today, is actually the staff plan, the staff position. We feel that it would cost about $40,000.00 per year. We came up with those numbers in a planning meeting between the City and the County. And it's basically the salary of a Planner position between the City and the County. The we brought into effect the benefits. If they would have an assistant, we felt we could fund it for about $18,000.00 a year and then benefits, $7,200.00. So if you'll look at the first line, that is the most expensive of this document.

1. We felt that we could get the information that was outlined in this Plan with which is the demographics. We would work with Travel Industries Association of America. We would consult with our museums. We would consult with our local industry folks and this would be the actual Tourism Alliance and other members like the Restaurant Association, the Lodgers, and find out what kind of information we can gather, as far as, the cultural visitor.
2. We would like to get articles going into the Visitors Guide, newspapers and publications.
3. We would like to put about 4 pages on the web site, City or County, that would promote education of the Cultural side giving information on these pages of where people could go for these venues.
4. We would like to increase the Plaza activities, giving again, information to people regarding cultural tourism.
5. Develop a section of our Visitors Guide.
6. Produce education as far as part of a Santa Fe Heritage Video.
7. We would co-host gatherings and information with Arts & Culture Industry. We would have meetings over at the Sweeney Center or at the County or other places in the community where we could share information and share ideas.
8. We would like to have monthly and bi-monthly meetings with the public.
9. We'd like to have a Spring "Tourism Fair."
10. We would like to publish weekly and update activity listings in the newspaper.
11. Work with the New Mexico Guides Assn. to establish self certification programs.

And it goes on. So these are the types of things that we would like this person to help us with for the first year, again, after the Board give direction and we have your approval. So these are the things we are asking you to look at today and again, give us feedback on your thoughts. So Brenda would you like come up. We would like to open the floor to questions and answers at this time. So take a look at this and we'd be happy to feel some of those questions.

COMMISSIONER TRUJILLO: How does this plan complement other plans -- and functions and preservation of the cultural integrity.

BRUCE POSTER: That's a good question. And the intent of the Plan is to better highlight some of these cultural experiences that are available to visitors and make them more readily available to people so that there would be a more centralized sorts of information. It would be easier for visitors to click onto a website and find out about all the wide array of activities that are available in the rural areas of the County. There would be more information at the City Visitor Center about rural Santa Fe County, better joint promotion of City and rural activities. And more information

about appropriate behaviors, when you're at a rural area or in a Pueblo, as to how to be a good guest.

MAYOR LARRY DELGADO: I saw one area I saw that really needed attention was in the neighborhood area and I know Karen and I talked about that as far as transportation into these areas. Many times I get calls from people around the City of Santa Fe, there's a bus out of here, you know, just going diesel, trying to keep the bus cool while they're waiting for their passengers to return from their visits. That's one thing that we really, truly in the City of Santa Fe need to look at in those particular areas and I was glad to see that in the Plan. Because, and I'm sure the Commissioners or other Councilors get calls in regards to this. And knowing the street system in the City of Santa Fe, you get a bus there in there, you're liable to shut down the whole neighborhood for the time that the bus is in there. And I know we have talked about it because there were times, I remember, when the buses were even going up Canyon Road. I'm not sure if they still are.

They still are going up in those areas. But, so I'm pleased to see that we are looking at this and the Committee or the Commission will have the opportunity to look into these areas and wouldn't be bad for the neighbors in the area. So that's one thing I saw in the Plan that I liked very much.

COMMISSIONER ANAYA: -- some kind of revenue producing to fit this plan. If it materializes I'm wondering if the Lodger's tax can be implemented to support it. I'm wondering where the funding will come from. I'm wondering if consideration has been given in that direction.

CHAIRMAN GRIÑÉ: Just so you know, Commissioner, it's in our budget to at least half of this it.

COMMISSIONER ANAYA: It is?

CHAIRMAN GRIÑÉ: Yes.

COMMISSIONER ANAYA: Is it coming from the Lodgers' Tax?

CHAIRMAN GRIÑÉ: I don't know maybe it did but maybe Robert can answer that.

ROBERT ANAYA: Mr. Chairman, Commissioners, I'll find out for you right now.

COMMISSIONER ANAYA: I guess the reason I bring that up is because to me it'd seem like the Lodger's Tax would be the most feasible of sorts of revenue to tax.

BRUCE POSTER: Perhaps the General Fund, you know these seed money can't ben done in the first year and then from there on into the Lodgers' Tax then. We could help to do that for you.

CHAIRMAN GRIÑÉ: Also another discussion was make I can't remember what book voted the County Commissioners then. Commissioner Gonzales brought us the idea, I think in our budget hearing, that we still have room to raise the Gross Receipts Tax and I think we can raise it from 3 to 4 cents or something like that.

COMMISSIONER ANAYA: Perhaps, we can find some seed money for the first year and then from there on proceed to use the Lodger's tax.

CHAIRMAN GRIÑÉ: Commissioner Anaya noted at the BCC meeting that we still have room to raise our gross receipts tax.

BRUCE POSTER: Mr. Chairman, one other option that's been discussed is to once this Cultural Tourism Planner is on board, have part of his or her activities be to raise funds. We think it's going to be possible to tap into foundations and other sources of monies and once you throw in some seed money to get this starting, that we can get the ball rolling and perhaps over time the position can be self-supporting. So we're hopeful that there could be some raised that way.

Also if we are able to set up this optional surcharge on Lodging, or as you were referring to Commissioner Anaya or other means of allowing visitors to donate towards preservation of our heritage, some of that money could also go to pay for some of the costs of implementing the Plan.

BECKY ELLIS: Mr. Chairman, Many of these things are written into this year's guide. However, if we wanted to come with a special emphasis, that's where you'll see some of the money tagged onto it. I'm not sure if we're going to put out a CAT Plan logo and "brought to you

by," like that, or how it's going to exactly be positioned yet, but for instance, if you see an ad or if you see special specific articles, we wanted to make sure that those items were placed in the guide and that they were there or a brochure or whatever it might be. So this would be above and beyond what we're doing currently. We do have editorial control.

BRUCE POSTER: Mr. Chairman, Councilors, I think that you should see these items other than the Cultural Tourism Planner position as suggestions of what would go on. They're not printed in stone yet, engraved in stone yet, in that we would be getting direction for the Advisory Committee ongoing about the priorities and the Cultural Tourism Planner would be essentially working for the Advisory Committee, that you would be appointing, to decide which of the highest priorities and how to spend the money.

MAYOR LARRY DELGADO: Mr. Chairman, all these strategies and plans that we have are good. And it gives direction, not only to the governing bodies of the County and the City, but also directions to staff and direction to the community in what we'd like to see. And from what you're saying, Bruce, the community did have a lot of involvement in this document. But it also takes moving back to the response the governing bodies, the will of the governing bodies to see these through, to that this happens, to make it work. And there's going to be disagreement. You know, it's different strategies come before the County Commission or come before the City Council, there's not going to be 100% effective to these, I'm sure.

So it does take result from the part of the governing bodies to say, "yes, this is good," maybe there's a few people out there that don't think it's good. But this is good for the community. This is good for the whole County, to see that it's done. Involvement by the community is important in order for us to get there. Involvement by even the Native American communities where Councilor Chavez was talking about, the rights that they have out there, the functions that they have need to be respected. So I think their input in saying, "yes we have these at our communities" whether they be dances or celebrations. But we need to protect them. We can't let them become a tourism falling. We need to protect them.

There's areas within the City of Santa Fe where the churches in certain areas need to be protected. I've had the opportunity to be in a church when there was services going on, in fact, burial services and a bunch of tourists came in and they were taking pictures and I took it upon myself to go over there and say, "this is not the place." And I see now where the churches are starting to address this.

But I this is where we're talking about educating the people who visit our community. And how we feel about it and how we expect them to respect certain buildings or certain functions that take place whether they are in the City or within the County. And I think that the Committee would talk to this, the Commission would talk to this.

Another thing I thought was good and is happening already to encourage the tourism industry to support the community. And there are some examples given where this has happened. But it's also on the same hand, I think you need to tell the people of Santa Fe, tourism, yes, people are coming to Santa Fe and Santa Fe County. And we're...in these matter. And if monies are used that are generated from whether it be gross receipts which goes to the General Fund, Lodgers' Taxes may be used for different things around the City, I think somebody even mentioned, put a little sign up there that said, you know, this was built through the contributions of some of these people who are our guests.

Again, Strategy #11, is a good strategy. It's starting, I've seen it, I've seen it out there. But I know everyone of us has had the opportunity to speak in front of groups in regards to the history of Santa Fe and how attractive it is, Santa Fe and Santa Fe County, to the whole country, to the whole world. A lot of times they'll say, "yeah, this is wonderful," but it's got its down sides too and the Plan.

At this point a discussion ensued regarding the possibilities of hiring a joint full-time CAT planner and staff to work for the City and County.

ADJOURNMENT

This joint meeting was adjourned at 5:00.

Approved by:

Board of County Commissioners
~~Joe S. Grimé, Jr.~~, Chairman
Richard D. Anaya

ATTEST TO:

REBECCA BUSTAMANTE

Exhibit 1: Draft CAT Plan

COUNTY CLERK
REBECCA BUSTAMANTE
SANTA FE COUNTY NEW MEXICO

1122.750

COUNTY OF SANTA FE)SS
STATE OF NEW MEXICO)
I hereby certify that this instrument was filed for record on the 12 day of July A.D. 2000, at 9:30 o'clock a m and was duly recorded in book 1786 page 178 of the records of Santa Fe County.
Witness my Hand and Seal of Office
Rebecca Bustamante
County Clerk, Santa Fe County, N.M.
Deputy

ACKNOWLEDGEMENTS

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MAYOR PRO TEM
Art Sanchez

CITY MANAGER
Frank DiLuzio

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Linda Tigges, Tigges Planning Consultants
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CITIZENS

Members of the CAT Plan Advisory Committee [see Appendix A]
City of Santa Fe Occupancy Tax Advisory Board
Santa Fe County Lodgers Tax Advisory Board
Participants in the community focus groups [see Appendix B] and public meetings

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Strategy #1: Market Santa Fe to cultural tourists ***1***

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 ***4***

Promote a trail network throught 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 ***9***

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. ***13***

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 ***17***

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 ***21***

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

Involve residents more in the citizen pride of hosting 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 39
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

1786178

EXECUTIVE SUMMARY

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: 1786178

- 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

- 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

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

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). It is hoped that the Parking Advisory Committee and Council will address these areas to increase the supply of parking, while concomitantly reducing the demand.

Civic/Convention Center

From the perspective of this plan, there is a need for a better civic/conference center to meet the needs of both the local community and convention guests. Conventions are an excellent way to supplement current visitation in that they can be held during the slower months of the year, therefore providing more stable year-round employment, and can focus on groups with an interest in cultural tourism. The Sweeney site appears to be excellent, in that it is close to hotels and visitor attractions and would not adversely impact neighborhoods. This location would encourage pedestrian activities, while discouraging additional use of the automobile. It is hoped that the soon-to-be-appointed Tourism Advisory Task Force and Council will take action to make a new civic/conference center a reality.

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.

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.

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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 of Artists
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

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 I	II	III	Notes
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

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.

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
1.2.1	Develop articles for newspapers and publications around the country on Santa Fe culture	CVB, City and County ad agencies, arts organizations	✓			*This is a low-cost ongoing form of advertising*

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*** I	II	III	***Notes***
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 I	II	III	Notes
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)

Historic and environmental trails are significant and often unrecognized as cultural resources.

Action Steps	Implementor	Implem. Phases I	II	III	Notes
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, Transit Division, with public and private partners (e.g., Santa Fe Watershed Association, Sangre de Cristo Bike Club, recreation and outdoor retailers)		✓		*Use existing trails network from Trails Masterplan(see map in CAT Plan Volume I). 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

This will assist people wanting to take self-guided walking tours, supplementing existing guided tour services.

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
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		✓		*Link signage to brochures, both in design and in identification of cultural sites*

Action 2.3
Enhance pedestrian environment

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
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		✓		*A master plan is being developed to enhance the river trail from Delgado to Defouri.*
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	✓			*Will require education and media outreach to raise awareness of the law*
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*** I	II	III	***Notes***
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 I	II	III	Notes
2.5.1 Provide peripheral parking in the BCD	Parking Division, Parking Committee		✓		*Parking Division is currently looking at sites for additional parking in the BCD*
2.5.2 Establish circulator shuttle route	Transit Division		✓		*Routes should be linked to peripheral parking, major destinations, and the Santa Fe Trails bus system*
2.5.3 Promote system	Transit Div., CVB, Tourism Industry, Chamber, DRA		✓		*Employers will be instrumental in promoting the system*

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 (closing now under study by various private sector entities) 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 I	II	III	Notes
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	CAT plan staff, Traffic Division	✓			*This process could be modeled after the Police and Community Roundtable process*
2.6.2 Research pedestrian and vehicular traffic flows and parking needs	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		✓		
2.6.4 Implement pilot plan	City Planning, Traffic Division		✓		
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* I	II	III	*Notes*
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	✓			*Incentives could include discounts for residents or retail-sponsored community events*
3.1.2 Ensure adequate parking near downtown	City Parking Division, with Parking Commission, City Planning		✓		*Parking studies have been conducted and are about to be reinitiated*
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		✓		*Revisit parking requirements for BCD housing*

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

Action 3.2
Ensure safety for residents and visitors

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
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

This is important to maintaining a viable pedestrian environment.

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
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*

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

Action 3.4
Promote the downtown as a pedestrian cultural district

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
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		✓		*Cultural events on the Plaza should also be better promoted*
3.4.3	Encourage Santa Fe area musicians and food vendors in the Plaza and railyard areas	City Planning, SFAC, City Attorney		✓		*This will give people more reasons to be on foot and increase exposure to local cultural opportunities*
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

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.

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
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)

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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* I	II	III	*Notes*
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* I	II	III	*Notes*
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.

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***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* I	II	III	*Notes*
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. *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.*	County Planning, LTAB/OTAB - funded grant writer		✓		*Turquoise Trail Association on Hwy 14 is working on designation.*
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 I	II	III	Notes
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 I	II	III	Notes
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 I	II	III	Notes
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 I	II	III	Notes
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*** I	II	III	***Notes***
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	✓			*RAN is a 3-year project funded by USDA to create culturally appropriate and viable food-related businesses*
4.6.2	Provide support to farmers in developing their attractions	County Planning, agric. extension agent, SFCC, RAN		✓		*Acequia associations might also be involved*
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

***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 I	II	III	Notes
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 I	II	III	Notes
5.2.1 Establish CAT Plan subcommittee	CAT AC	✓			*Heritage and natural resource organizations should be included in this subcomm.*
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		✓		*Apply for OTAB and LTAB funds*
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		✓		*Also distribute to residents so they can learn about local resources*

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 I	II	III	Notes
5.3.1 Increase prominence of visitor education component of visitor guide	CVB	✓			*This could be through an attractive separate insert*

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 I	II	III	Notes
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 I	II	III	Notes
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 I	II	III	Notes
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.

	Action Steps	Implementor	Implem. Phases I	II	III	Notes
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

***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 I	II	III	Notes
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					*This includes encouraging archeologists doing digs in public areas to offer opportunities for visitor and resident participation and education (when appropriate)*

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 I	II	III	Notes
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	✓			*Ongoing; Incentives should be offered to encourage participation*
6.2.2	CVB and tourism industry host monthly update meetings for informal visitor interface people	CVB, Lodgers Association	✓			*Ongoing; Incentives should be offered to encourage participation*
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 I	II	III	Notes
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

Involve residents more in the citizen pride of hosting 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 I	II	III	Notes
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* I	II	III	*Notes*
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)