



Creative Santa Fe, Inc.

Business Plan and Strategic Agenda

November 2005

Executive Summary

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

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

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

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

- Architecture, landscape design
- Broadcast and media
- Craft arts

- Culinary arts
- Cultural heritage sites and activities
- Design

Entertainment industries

- Film, video, and digital arts
- Healing arts (selected)
- Literary arts
- New concepts (new media, software, research and development)
- Performing arts
- Visual arts

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

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

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

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

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

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

Creative Santa Fe has already achieved several accomplishments.

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

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

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

Goals for the next project year include:

1. Establishing a broad based community Board of Directors/governance structure

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

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

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

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

- Generating the remaining \$85,000 from foundations and membership
- Developing a plan for a successful HB 336 initiative
- Organizing and conducting an expanded local marketing and public education campaign
- Contracting with a facilitator to assist in reconvening and working with community groups
- Conducting candidate forums

- Contracting with a website/listserve manager who would develop an interactive exchange and clearinghouse for information related to local initiatives in arts and creative industries

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

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