**MakeSantaFe**

***Driving Santa Fe’s economy through collaborative creativity in art, craft, industry, and science***

Rationale

Santa Fe has always been driven by creativity. We are home to some of the most creative artists, craftspeople, industrialists, scientists, and writers in the world. The city is among the top ranked of US metropolitan areas in its concentration of fine artists, visual artists, animators, art directors, architects, and authors. Moreover, the presence of world-class scientific institutions has endowed the area with top minds working on the frontiers of the digital age in both industry and science. This creative class is a key driving force in Santa Fe’s past, and it holds remarkable promise for the city’s future.

MakeSantaFe will help catalyze this creative class by providing an easy means through which collaborative creativity in art, craft, industry, and science can occur. To accomplish this goal we will create a broadly conceived maker space that will embrace and enhance the creative community by providing new opportunities for interaction, learning, and creative expression for all members of our city.

MakeSantaFe is, in part, motivated by the emerging maker movement that leverages digital technologies to remake manufacturing and job skills while simultaneously reconnecting us to our roots in creative problem solving. Today’s makers take advantage of technological and cultural shifts that have removed the industrial age barriers along the value chain, allowing an individual or small group of innovators to design, prototype, manufacture, and distribute their creative output on very short timescales. The process of creative destruction has never been more promising or more accessible.

MakeSantaFe will, however, go beyond the typical maker space. We believe that creative collaboration goes well beyond arts and crafts, flowing easily into industry and science. Thus, we will also develop tightly integrated coworker and entrepreneurial space. Our past experience at the Santa Fe Institute suggests that innovation, whether in science or art, is tied to interactions among creative people.

MakeSantaFe will serve as a hub for other local institutions that encourage creativity. Santa Fe is already home to several sites—including the Santa Fe Children’s Museum, the Santa Fe Institute of Art, the local public school system, and the New Mexico State Library—that host periodic maker activities. Yet, the city has no permanent, comprehensive makers’s center that supports a full range of creative, educational, entrepreneurial and creative retail activities. As such a center, MakeSantaFe will complement and connect existing and new sites, acting as the leading community hub that extends spokes to the city’s other maker activities.

Activities

MakeSantaFe will offer core services and collaborative opportunities to the creative community. We view it as a dynamic hub of people, ideas, and technologies, and as such it will evolve over time to best meet the needs of its members and our community. Initially, we will focus on five main, complementary activities:

1. a member-supported maker space
2. studio space for creative artists and craftspeople
3. coworking space for entreprenuers
4. community and educational outreach
5. exhibit and retail space that facilitate the above.

Maker Space

This activity will provide communal access to material resources, knowledge, and entrepreneurial skills for Santa Fe’s creative makers and do-it-yourselfers from throughout the city. A central area featuring digital stations, laser/cutters and engravers, general purpose maker stations (including 3-D printers), sewing, solder stations, and silicon stations will be the core space for ***maker members.***  Here they will work individually, collaborate informally, and teach and learn with each other about specific skills.

Small group workshops will scaffold maker space collaborations. They will train members how to safely and fully use tools and anchor individual mentor and peer-to-peer informal learning opportunities. Importantly, these workshops will offer local craftspeople a new way to use their expertise to make sustainable income as instructors. Since MakeSantaFe expects to host learners from across the city’s cultures, workshops will incorporate a range of teaching styles. They also will actively reach out to a variety of audiences engaged in other community maker space events.

Studio Space

Working alongside member makers will be ***studio makers*** who will have access to both the central work area as well as to private studio space. Individual studio space will allow artists, artisans, and craftspeople to co-locate with shared resources whenever possible. Studio makers will receive membership discounts in exchange for onsite teaching. Part of the studio space will be granted to retail craftspeople (cobbler, tailor, jeweler, glass works, leather works, etc.) that will have retail operations supported by the space under the proviso that they welcome observers to their crafting activities.

Coworking Space

We will allocate some space to coworking activities for creative entrepreneurs. This space will provide entrepreneurs and knowledge workers with a productive environment to support nascent industry. Coworkers will have access to MakeSantaFe resources including internet, conference rooms, and creative interactions. Like studio members, participating entrepreneurs will be eligible for member discounts should they elect to teach classes.

The breadth of making, studio, co-working and retail activities obviously will be a function of our initial space capacity but we expect all to be in place upon opening.

Community and Educational Outreach

Contributing to, and drawing from MakeSantaFe’s hub activities will be a strong, sustained ***community outreach program*.** City pop-ups, mixers, and referrals and co-sponsorship activities with other city maker efforts will build partner links and extend our reach into the community. We also will offer new opportunities for job training in the area, as MakeSantaFe’s focus on collaborative creativity positions its activities at the forefront of 21st century job skills. The site will be a venue for community events and we will promote Santa Fe’s reputation as a nation-wide creative destination through perspective programs like “Makecations,” creative retreats, and production tours.

Exhibit and Retail Space

The creative output of MakeSantaFe will be accessible through our exhibit space--a museum of making. This space will be supplemented by retail operations that support our craftspeople and provide an easy means for makers to sell their creations. There will also be a clearing house where external commissions from the community at large can be aligned with the appropriate makers to develop a creative response.

All of the above activities align well with MakeSantaFe’s mission of driving collaborative creativity in art, craft, industry, and science. Each activity complements the others, and the interactions of the creative people that will form our community, linked together by a seamless infrastructure that supports their activities, while simultaneously generating novel interactions, will prove to be a powerful engine driving the creative enterprise.

Audience

MakeSantaFe will target millennials from Santa Fe’s creative and technical cultures as first-adopters for membership, space rental, and retail engagement. Nearly a fifth of the city’s regional population is between 20 and 35 years old. National data shows that millennials dominate the creation, early adoption, and proliferation of maker culture. Millennial members will be an initial but pivotal demographic—individuals young enough for peer-to-peer mentoring to adolescents, yet at ease interacting with an older generation. From this population MakeSantaFe will stretch its marketing to more geographically and culturally diverse segments of the community.

The 2013 report *Santa Fe Area Artists and Creative Individuals and Arts, Creative and Cultural Organizations and Businesses Space Needs and Preferences* surveyed more than 500 locals about the need for creative space. About a third of interested artists are 30 or younger and another third are between 31 and 50. Twenty-three percent of those who answered expressed interest in renting work space on an occasional basis and a quarter expressed interest in a shared/tools and equipment program.

Santa Fe has a strong technical legacy inherited from the nearby presence of the Los Alamos National Laboratory. Hometown to thousands of LANL employees the city hosts the Santa Fe Institute as well as a cluster of science-based enterprises including Genzyme Genetics, the National Center for Genome Resources, Daylight Chemical Information Systems, Prediction Company, Redfish Group, Strategic Analytic Tools and others. These employers suggest the presence of a strong cohort of high tech tinkerers.

Beyond the portal of art and technology populations MakeSantaFe will be a professional skill building resource for small businesses, creative/craft product entrepreneurs, and prototypers of technical, botanical, health, and culinary products. Specific training opportunities will attract mid-skill workers to develop entrepreneurial skills. The hub will offer a path to healthcare innovation by promoting nurses and health professionals as inventors of innovative solutions in medical technology. Young adults who may have never had the opportunity for a “making” experience can learn practical electrical, mechanical and fabricating skills. The program will feature a robust scholarship program. Special populations are welcomed; for example the facility will feature accessible space to allow those with mobility issues to design custom additions and modifications to accessibility devices.

Marketing

MakeSantaFe will be marketed through four channels—social media and community events, outreach, community partnerships, and membership incentives and programming. Although marketing formats will vary throughout the start-up and sustainability phases of the organization, there will be a consistent emphasis on social media. Having a well-defined initial market clarifies the advertising strategy. Social media are by far the dominant communication mode for millennials and we will launch aggressive fundraising and promotion campaigns using Facebook, Kickstarter, Twitter and more.

During the start-up phase a specific focus will be on mounting free pop-up maker space events at schools, malls and other public spaces in Santa Fe. The goal is not only to generate opening buzz, but to hear what our communities want a maker space to be. We’ll use individual stories from these events as a narrative source for local print and social media outreach.

During and beyond its opening MakeSantaFe will leverage partnerships with community organizations such as MIX Santa Fe, Redfish Group, Lensic Theater, local museums, MeowWolf, City of Santa Fe, and departments of Economic Development and Tourism. These long-term collaborations will aim at cultivating prospective mentors, accessing a network of potential members, and building hub-and-spoke programming ventures.

A variety of membership incentives will exist. Inaugural memberships with rewards will be available to founding sponsors, investors, and partners. There will be an opportunity to fund member scholarships at a reduced fee. Artists teaching MakeSantaFe courses will be entitled to complimentary membership. MakeSantafe may link to local museums with a plan that offers a complimentary month of membership to locals joining another Santa Fe museum. Free days will be featured often during at least the first six months of operation and will be offered on a monthly basis thereafter.

Finally, onsite courses will provide a gateway into the space for those who may not have initial projects but want to be involved.

***Operational Plan***

MakeSantaFe’s opening venue will be leased space between 2,000-3,500 square feet. This space will include a welcoming area, dedicated classroom space, workshop space, modest lounge space, and storage rental space. Eventually a gallery/display area and retail space will be added. Free parking will be available. The site will be in a “culturally neutral” Santa Fe location—perhaps near Llano Street or Siler Road. Anticipated hours of operation are 10 a.m. to 10 p.m.

MakeSantaFe will open with a modest but sufficient spectrum of maker equipment. Initial components will include several general maker stations (with 3-D printers), a silicon station (Arduino, logic circuits and games, micro-controller kits) and support for textile arts. We will use preliminary pop-up events around town to determine initial needs and build out inventory based on equipment shares and donations, demand and just-in-time purchasing. Consumables will be covered by membership fees, direct charge, and course tuition.

Initial operations call for maker management, fiscal and administrative oversight, and programming and outreach. The *Maker Manager* (full-time, salaried) will be responsible for equipment acquisition, testing, maintenance, consumables, oversight of volunteer mentors/equipment experts, and training/certification on equipment. *Floor Assistants* (likely two working part-time shifts, hourly) will cover telephone and front desk, handle membership forms and data, manage liability forms, oversee space rental and course scheduling, generate routine billing and coordinate with financial controller. The *Executive Director* (Interim) will be responsible for curriculum coordination/instructor hires, community outreach and interaction, and marketing and development. The Executive Director will work closely with a Founding Board of Directors (that may ultimately be replaced by a sustaining Board).

Contract labor will cover financial administration and legal issues. Other personnel will be artisan instructors and volunteer mentors/equipment experts.