SANTA FE COUNTY COMMUNITY DEVELOPMENT DEPARTMENT

Economic Development Division

Creative Industries

Year One Plan

Building the Foundation for a Sustainable Creative Economy

Fiscal Year 2027 | DRAFT

Executive Summary

This plan presents a first-year roadmap for Creative Industries programming within the Economic Development Division of the Community Development Department. The purpose of this plan is not to stand up a new administrative unit, but to intentionally build the systems, partnerships, and program foundations required for establishing a future Creative Industries administrative unit.

Year 1 focuses on three parallel tracks: organizational development, strategic program design, and early implementation of pilot initiatives. Together, these efforts will position the division as a functional partner in economic development and community cultural investment.

By the end of the first year, the division is expected to have a formally adopted strategic framework, active partnerships with cultural organizations, and at least two implemented pilot programs that demonstrate measurable community impact. The year concludes with a comprehensive evaluation and a fully developed Year 2 expansion plan.

This Year One plan is grounded in and directly implements the ACCE 5-Year Strategic Plan (December 2025), developed through the ACCE Council in accordance with Santa Fe County Resolution No. 2024-167. All Year One activities are aligned with the Strategic Plan's established Vision and Mission:

- **Vision:** An inclusive and connected creative economy rooted in Santa Fe County's diverse history of artistic and cultural expressions empowering sustainable, resilient, and thriving communities.
- **Mission:** To identify, cultivate, and invest in individuals and communities in order to strengthen the arts, cultural, and creative economies of Santa Fe County while honoring existing, past and future generations.

Year One Success Looks Like:

- A formally adopted Creative Industries Strategic Framework aligned with the ACCE 5-Year Strategic Plan
- A completed ACCE Council governance review with a recommendation on its future structure
- At least 2 pilot programs launched with documented, measurable community impact
- A creative sector asset inventory structure and methodology established
- The Encantado Network Creative Industries community forum launched publicly
- A minimum of 2 grant applications submitted
- A fully developed Year 2 expansion plan, including a staffing proposal for a dedicated FTE

Context and Rationale

Founding Authority

Santa Fe County Resolution No. 2024-167, adopted December 9, 2024, directed the County to establish and strengthen the identity and economy of arts and culture in Santa Fe County. That resolution created the ACCE Council, mandated a 5-Year Strategic Plan, and set in motion the work described in this document. The ACCE 5-Year Strategic Plan, completed by consultant Dr. Tressa Berman in December 2025, fulfills that mandate. Everything in this Year One plan derives directly from and is accountable to that Strategic Plan.

How These Plans Fulfill the Resolution

The following summarizes how the ACCE 5-Year Strategic Plan and this Year One Implementation Plan fulfill each of the directives established in Resolution No. 2024-167.

Resolution Directive	How It Is Fulfilled
Item 1: Establish the ACCE Council to advise staff and consultants in identifying optimal efforts to establish and strengthen the identity and economy of arts and culture in Santa Fe County.	The ACCE Council was established and appointed. The 5-Year Strategic Plan was developed with the Council's direct guidance over ten months of meetings and community engagement. The Year One plan designates the ACCE Council as the primary advisory body for all Year One programming decisions, including pilot program selection and framework development.
Item 2: Community Development Department, Public Works, and County Manager's Office staff will serve as liaisons to the Council.	The Year One plan designates the Economic Development Division of the Community Development Department as the lead implementing body, with the Economic Development Specialist serving as the senior staff liaison to the ACCE Council throughout Year One.

Item 3: The ACCE Council's work will be complete when the Board takes action on the five-year plan developed by the consultant, estimated within 18 months.	The 5-Year Strategic Plan was completed by consultant Dr. Tressa Berman in December 2025, within the 18-month window. This presentation to the Board represents the moment described in this directive. The Year One plan includes a governance review to determine the Council's appropriate future structure following Board action on the plan.
Items 4-15: Council composition, membership requirements, meeting procedures, voting, reporting, and conduct requirements.	These operational directives govern the Council's structure and conduct. The Council has been operating in compliance with all requirements throughout the planning process. The Year One governance review directly addresses the Council's role following Board action on the 5-Year Plan.
Whereas Clauses: Foster and support arts, culture, and the creative economy; increase public awareness; visually enhance the community; capture history for future generations; and grow the creative economy in all districts.	The 5-Year Strategic Plan's three priorities — Creative Economy, Equity and Inclusion, and Centering Artists and Communities — directly address each of these stated intentions. The Year One plan begins implementing all three priorities within current staffing and resource constraints, with a clear pathway to full implementation as dedicated staffing is secured.

Why Creative Industries?

Creative industries encompass a wide range of fields including visual and performing arts, design, media production, crafts, cultural tourism, and the broader creative economy. This sector is growing and often underinvested at the local and regional level.

Key Observations

The economic case for investing in Santa Fe County's creative sector is well documented. Here in New Mexico, the nonprofit arts and culture sector generated $740.9 million in economic activity in 2022, supported 9,381 jobs, and delivered $106.1 million in tax revenue to local, state, and federal governments (Americans for the Arts, AEP6, 2023). Nationally, arts and cultural industries contributed $1.2 trillion to U.S. GDP in 2023, growing at more than twice the rate of the broader economy (NEA/BEA, 2024). Santa Fe County sits at the center of one of the most culturally distinctive regions in the country and has an opportunity to lead.

The research is consistent across communities. Strategic investment in the creative sector produces returns across multiple domains:

- Economic diversification and resilience through creative business development
- Cultural vibrancy that attracts residents, visitors, and employers
- Workforce development pathways, particularly for non-traditional and entrepreneurial talent
- Cultural infrastructure that improves quality of life and community wellbeing
- Tourism revenue generated by arts, heritage, and creative experiences

Three Strategic Priorities

The ACCE 5-Year Strategic Plan established three organizing priorities through a consensus-building process with the ACCE Council. All Year One activities are designed to advance all three.

Priority A: Creative Economy

Why it matters: *The creative economy is not separate from Santa Fe County's broader economic health. It is one of its most distinctive and defensible competitive advantages.*

- Santa Fe County's creative economy is not a niche concern or a cultural amenity. It is a core economic driver. The arts, crafts, design, media, cultural tourism, and heritage sectors collectively generate jobs, attract visitors, retain talent, and define the county's identity in ways that conventional economic sectors cannot replicate. Investing in the creative economy is investing in what makes Santa Fe County distinct and competitive.
- Priority A focuses on building the county-wide connections and infrastructure needed to grow this sector deliberately. That means mapping and cataloguing creative assets, forging partnerships between County government and the businesses, organizations, and individuals who make up the creative sector, and identifying the public investments and policy conditions that allow creative enterprises to start, stabilize, and scale. It also means pursuing public-private partnerships that leverage County resources alongside philanthropy, federal funding, and private investment to multiply impact. The goal is not for the County to manage the creative economy, but to be a committed and capable partner in growing it.

Priority B: Equity and Inclusion

Why it matters: *Santa Fe County's creative legacy belongs to all of its communities. Investment that does not reach Pueblo communities, traditional villages, and rural residents is incomplete investment.*

- Santa Fe County's creative legacy is not monolithic. It belongs to Pueblo communities and traditional villages, to Spanish colonial craft traditions, to Indigenous art forms passed down through generations, to the muralists and lowrider builders and quilters and weavers who have never needed an arts district to know they were artists. Priority B is a commitment to ensuring that County investment in the creative sector reaches all of these communities, not just the ones that are most visible or easiest to engage.
- Equity and inclusion in the context of creative industries means more than representation. It means designing programs that are accessible across geography, language, and income. It means conducting outreach in communities that have historically been underserved by county programming, including rural villages, Tribal nations, and low-income creative workers. It means recognizing that some of the county's most significant cultural assets are held by communities that have survived without institutional support and approaching those relationships with humility, patience, and a genuine commitment to long-term partnership rather than one-time engagement.

Priority C: Centering Artists and Communities

Why it matters: *Programs work when they come from the community, not just for it. This priority ensures that the people at the center of Santa Fe County's creative culture remain at the center of this plan.*

- Address the artistic spirit and ethos of creative communities through culturally-centered initiatives
- Support artist legacy projects, youth engagement, and community media campaigns
- Honor traditional and intergenerational creative practices across the county

Year One Staffing Approach

Year One does not include budget allocation for a dedicated Creative Industries position. Responsibilities are distributed across two existing roles within the Economic Development Division.

The Economic Development Specialist dedicates approximately 20% of their time to Creative Industries activities, serving as the primary implementer across all three tracks. The Economic Development Manager contributes approximately 5%, providing oversight, senior-level relationship management, budget authority, and leading the Encantado Network expansion.

Why this model:

This shared approach is intentionally transitional. The activities undertaken in Year One are designed not only to deliver early results, but to build the evidentiary case for a dedicated Creative Industries hire in Year Two. Every deliverable produced in Year One strengthens that case.

Roles and Responsibilities

The following table outlines how responsibilities are divided between the Economic Development Specialist and the Economic Development Manager throughout Year One.

Responsibility Area	Econ Dev Specialist	Econ Dev Manager
Creative Industries strategic planning	Drafts framework; researches models	Reviews, refines, and formally adopts
Partner and stakeholder outreach	Primary point of contact; conducts meetings	Provides introductions; attends key events
Pilot program design and execution	Leads day-to-day implementation	Provides guidance; approves milestones
Data collection and reporting	Collects data; prepares draft reports	Reviews and submits to leadership

Grant and funding research	Identifies opportunities; drafts applications	Reviews, signs, and submits
Budget tracking	Tracks expenditures; maintains records	Reviews and presents to leadership
Encantado Network expansion	Supports content and community engagement	Leads forum development and launch
Interagency coordination	Schedules and attends coordination meetings	Represents department at senior level
Year 2 planning	Drafts Year 2 plan and staffing proposal	Reviews and champions to leadership

Year One Framework: Three Parallel Tracks

Year One work is organized across three parallel tracks that progress concurrently throughout the year. Each track produces distinct deliverables that together form the foundation for a future Creative Industries division.

1 Track 1: Organizational Development

Build the internal infrastructure, policies, and frameworks that will define how Creative Industries programming operates.

Key Activities

- Conduct a landscape analysis of peer jurisdictions with active Creative Industries programs, documenting structures, staffing, funding models, and program examples

  Expected Outcome: A documented inventory of peer program models that informs the Strategic Framework and reduces staff time spent reinventing approaches other communities have already tested.

- Draft and facilitate adoption of a Creative Industries Strategic Framework, including a vision statement, guiding principles, program priorities, and a 3-year outlook

  Expected Outcome: A formally adopted document that aligns all Year One and future programming with the ACCE 5-Year Strategic Plan and provides a defensible basis for Year Two investment requests.

- Develop standard operating procedures for partner engagement, program administration, and data collection

  Expected Outcome: Consistent, repeatable processes that reduce administrative burden and support future staff onboarding when the dedicated FTE is hired.

- Begin establishing a creative sector asset inventory by developing the structure, methodology, and data collection framework for cataloguing local creative businesses, artists, cultural organizations, and venues county-wide. Full population of the inventory is a Year Two activity

  Expected Outcome: A ready-to-use inventory framework that a future dedicated FTE can begin populating in Year Two, rather than starting from scratch.

- Expand the Encantado Network (encantadonetwork.com) to include a Creative Industries community forum where artists, creative businesses, and cultural organizations can post events, share resources, and connect with one another. The forum will be moderated by County staff or a contracted platform moderator and launched as a Year One deliverable

  Expected Outcome: A publicly accessible, actively used community hub that demonstrates County investment in the creative sector and generates ongoing engagement data.

- Identify applicable grant programs, federal and state funding streams, and philanthropic opportunities for Year 2 and beyond

  Expected Outcome: A prioritized grant calendar with at least two applications submitted in Year One and a pipeline of opportunities ready for pursuit by a future dedicated FTE.

- Conduct a formal governance review of the ACCE Council to evaluate whether the existing formal advisory board structure with appointed members remains the appropriate model, or whether transitioning to a working group or stakeholder council would better serve Year 2 and beyond

  Expected Outcome: A formal recommendation memo presented to Department leadership by end of Q4, ensuring the Council's structure is fit for purpose as programming scales.

- Present the Strategic Framework to Department leadership and, as appropriate, to the governing body for formal adoption

  Expected Outcome: Official adoption that provides institutional legitimacy for Year One programming and strengthens the Year Two budget and staffing request.

2 Track 2: Strategic Partnership Development

Cultivate the relationships and formal agreements with cultural and creative sector stakeholders that will anchor future programming.

Key Activities

- Identify and map key creative sector stakeholders including arts organizations, cultural institutions, creative businesses, higher education, and advocacy groups

  Expected Outcome: A comprehensive stakeholder map that guides outreach priorities and informs partner engagement throughout the year.

- Conduct initial community listening sessions to understand needs, barriers, and priorities within the creative sector

Expected Outcome: Documented community input that shapes pilot program selection and the Strategic Framework. Note: Formal district-by-district outreach and a Stakeholder Engagement Plan are Year Two deliverables once dedicated staffing is in place.

- Engage the existing ACCE Council as a primary advisory body throughout Year One, leveraging appointed members for input on strategic framework development, pilot program design, and partnership priorities

  Expected Outcome: A Council that is actively engaged and invested in Year One outcomes, strengthening the governance review process and the credibility of Year Two recommendations.

- Coordinate with the ACCE Council on its governance review, ensuring members have meaningful input into the recommendation on the Council's future structure

  Expected Outcome: A governance recommendation that reflects both staff analysis and Council member perspectives, increasing the likelihood of smooth implementation.

- Engage with regional economic development entities and workforce development agencies to begin aligning strategies

  Expected Outcome: Initial relationships established that support Year Two partnership formalization. Note: Formal MOU development and Tribal and traditional village engagement are Year Two priorities.

- Represent the department at creative economy convenings and community events, as capacity allows

  Expected Outcome: Increased visibility for Santa Fe County's Creative Industries work and access to peer learning and potential funding relationships.

3 Track 3: Pilot Program Implementation

Launch two visible, community-facing initiatives that demonstrate the value of Creative Industries programming and generate early data.

Pilot Program Candidates

The specific pilot programs will be determined in consultation with stakeholders and the ACCE Council in Q1-Q2. The following are illustrative options aligned with common creative economy program models and priorities named in the ACCE 5-Year Strategic Plan:

Option A: Creative Business Resource and Toolkit

- A practical guide and online resource hub for creative entrepreneurs covering business registration, licensing, workspace, and funding resources
- Partners with Small Business Development Center and local arts organizations to co-produce and distribute
- Expected Outcome: A durable, low-cost resource that reduces barriers for creative entrepreneurs and generates measurable usage data to support Year Two programming

Option B: Creative Sector Workshop Series

- A 3-4 session workshop series on topics such as pricing creative work, contracts, marketing, and accessing public funding
- Targeted to independent artists and early-stage creative businesses
- Expected Outcome: Direct capacity-building for creative workers, documented participant numbers, and pre/post survey data demonstrating skill and confidence gains

Option C: Creative Space Inventory and Access Program

- A mapping and promotion initiative identifying available studio, performance, and maker spaces in the county
- Addresses a common barrier: affordable, accessible workspace for creative workers
- Expected Outcome: A publicly available space directory that reduces one of the most frequently cited barriers to creative sector participation and contributes to the broader asset inventory

Option D: Cultural Asset Walking Tour and Heritage Activation

- A self-guided or facilitated tour connecting residents and visitors to the county's cultural and creative landmarks
- Builds community pride and supports cultural tourism
- Expected Outcome: A visible, community-facing deliverable that generates earned media, demonstrates the breadth of the county's creative assets, and supports cultural tourism development

Final pilot selections will be based on stakeholder input, ACCE Council guidance, available resources, and strategic alignment with the adopted framework.

Year One Quarterly Timeline

The following timeline organizes Year One activities by quarter, progressing from foundational research and relationship-building in the first half to implementation and documentation in the second half.

Q1 Foundation	**Q2** Framework and Partnerships	**Q3** Implementation	**Q4** Evaluation and Planning
• Landscape analysis of peer programs • Stakeholder mapping completed • ACCE Council engagement begins • Asset inventory structure and methodology	• Strategic Framework drafted and circulated • ACCE Council governance review launched • Initial listening sessions conducted • Encantado Network forum built and tested	• Pilot Program #1 launched • Pilot Program #2 launched • Encantado Network forum launched publicly • ACCE governance recommendation drafted • Grant applications submitted	• Pilot program evaluations completed • ACCE Council structure decision finalized • Forum engagement data collected • Year 1 impact report drafted

• Encantado Network forum scoped and named	• Framework presented for adoption		• Year 2 plan and staffing proposal prepared

Performance Metrics and Evaluation

Year One success will be measured against a defined set of output and outcome metrics. Data collection protocols will be established in Q1 as part of Track 1 organizational development work.

Metric	Target	Measurement Method
Strategic framework adopted	By end of Q2	Formal approval by Department leadership and Board of Commissioners
ACCE Council governance review completed	By end of Q4	Recommendation memo presented to leadership
Community listening sessions conducted	3+ sessions	Session sign-in sheets and notes documented
Asset inventory structure and methodology complete	By end of Q2	Framework document and data schema finalized
Pilot programs launched	2 minimum	Program launch documentation
Encantado Network forum launched	By end of Q3	Live URL and moderation protocol in place
Grant applications submitted	2+	Grant submission records
Year 2 plan completed	By Q4	Submitted plan document

Evaluation Process

A formal Year One evaluation will be conducted in Q4 and will include the following components:

- Quantitative review of all metrics against targets
- Qualitative stakeholder feedback survey distributed to partners and program participants
- Staff reflection document summarizing challenges and emerging opportunities
- Final report presented to Department leadership with Year 2 recommendations

Pathway to Year Two

Year One is explicitly designed as a foundation-building year. The activities, relationships, and evidence generated in Year One directly support the case for expanded investment in Year Two.

Year Two Anticipated Priorities

Hire a dedicated Creative Industries Coordinator (full-time position)

Implement the ACCE Council governance decision, whether sustaining the formal advisory board, transitioning to a working group, or restructuring as a broader stakeholder council

Formalize a minimum of 6 partnership agreements with cultural and creative sector organizations through Memoranda of Understanding

Launch structured district-by-district stakeholder outreach and produce a formal Stakeholder Engagement Plan

Initiate Tribal and traditional village engagement in coordination with the County Tribal Liaison, following best practices for Tribal government engagement

Fully populate the creative sector asset inventory established in Year One

Expand pilot programs into sustained, recurring program offerings

Launch a creative sector micro-grant or incentive program

Develop and publish a formal Creative Economy Report documenting the sector's size, needs, and contributions

Formalize the Creative Industries division structure within the Community Development Department

Pursue major grant funding opportunities identified in Year One

The Case for a Dedicated FTE

The Year One work plan, distributed across two positions at partial capacity, is calibrated to accomplish foundational tasks while demonstrating demand and impact. The Year One evaluation will serve as the primary evidentiary basis for the Year 2 staffing request. Key points will include:

- Documented community demand captured through listening sessions and stakeholder engagement
- Demonstrated pilot program outcomes and participant impact
- Identified grant and revenue opportunities that a dedicated position could pursue
- Comparative data from peer jurisdictions showing return on investment from Creative Industries investment
- Quantified economic contribution of the local creative sector from the asset inventory

A Note on Capacity:

- Year One activities are scoped to be achievable within the shared time commitment described in this plan. However, this model has real constraints: creative industries work is relationship-intensive, community-facing, and difficult to advance at partial capacity. The Year One plan should be understood as a minimum viable investment, one that plants seeds and builds

> credibility, but that will require a dedicated staff presence to fully realize its potential. Every deliverable produced in Year One strengthens the case for that investment.

Conclusion

Creative industries are not peripheral to economic development. They are central to it. Communities that invest in their creative sector build more resilient, distinctive, and livable places. This Year One plan positions the Community Development Department to lead that work thoughtfully, strategically, and with demonstrated results.

By building partnerships, launching pilot programs, and establishing the systems and frameworks needed for sustained investment, Year One lays the groundwork for a Creative Industries function that will serve the county for years to come.

Supporting Research and Resources

The following studies and resources provide an evidentiary foundation for Creative Industries programming and should be consulted during strategic framework development, stakeholder engagement, and the case for Year Two investment.

New Mexico-Specific Research

Building on the Past, Facing the Future: Renewing the Creative Economy of New Mexico

UNM Bureau of Business and Economic Research | Commissioned by NM Dept. of Cultural Affairs | 2014

The foundational statewide study of New Mexico's creative economy. Quantifies a $5.6 billion economic impact from arts and cultural industries and provides twelve recommendations for revitalizing the state's creative sector. Directly applicable to framing the local case for Creative Industries investment.

Arts and Economic Prosperity 6: New Mexico

Americans for the Arts / NM Dept. of Cultural Affairs | 2023

New Mexico's nonprofit arts and culture sector generated $740.9 million in economic activity in 2022, supported 9,381 jobs, delivered $363.2 million in personal income to residents, and generated $106.1 million in tax revenue. Provides county-comparable data and a strong return on investment argument for public investment.

Collaborative Creative Economy Impact Report: Albuquerque

UNM Bureau of Business and Economic Research / City of Albuquerque Dept. of Arts and Culture | January 2026

The most recent New Mexico-specific creative economy study, completed over 18 months in partnership with UNM BBER. Offers a current, city-level model for how local government can partner with research institutions to document creative sector impact and a peer example for how to structure a future county-level study.

National Research

Arts and Economic Prosperity 6 (AEP6): National

Americans for the Arts | 2023 | americansforthearts.org

The most comprehensive national economic impact study of the nonprofit arts and culture sector, covering 373 communities. Documents $151.7 billion in economic activity nationally, supporting 2.6 million jobs and generating $29.1 billion in government revenue. Includes cross-community comparisons useful for benchmarking the county's creative sector against peer regions.

Arts and Cultural Production Satellite Account (ACPSA)

National Endowment for the Arts / U.S. Bureau of Economic Analysis | Annual | arts.gov

Annual federal data tracking the economic value of arts and cultural production across 35 industry groups, both commercial and nonprofit. In 2023, arts and cultural industries contributed $1.2 trillion to the U.S. economy, 4.2% of GDP, growing at more than twice the rate of the broader economy. Includes state-level fact sheets and an interactive dashboard through NASAA.

Creative Economy State Profiles

National Assembly of State Arts Agencies (NASAA) | Updated 2025 | nasaa-arts.org

State-by-state profiles describing the value of arts and cultural production, employment, and compensation data. New Mexico's profile provides a ready-made data reference for grant applications, legislative presentations, and the Strategic Framework.

Planning Toolkits and Frameworks

Creative Economy Arts and Planning Toolkit

Metropolitan Area Planning Council (MAPC) | artsandplanning.mapc.org

A comprehensive practitioner toolkit covering creative economy strategies, cultural districts, artist housing, and arts-based community development. Compiles leading research from Americans for the Arts, NASAA, and ArtPlace America. Directly applicable to pilot program design, asset inventory development, and cultural district planning.

The Role of Local Governments in Supporting Creative Industries: A Conceptual Model

MDPI Sustainability Journal | 2020

Proposes a practical model for how county-level governments can measure and report on creative industries support, using indicators across economic, cultural, social, and environmental domains. Especially relevant to building the Year One metrics framework and establishing data collection protocols in Q1.

Americans for the Arts: Creative Economy Resources

Americans for the Arts | americansforthearts.org/by-topic/creative-economy

A curated hub of research, tools, and policy resources for building local creative economies. Includes the Creative Economy definition framework, the Defining the Creative Economy seminal paper, and ongoing resources for equitable creative economy development. A key reference point for stakeholder engagement and framework drafting.

Appendix: Key Terms and Definitions

The following definitions provide shared language for Year One planning and communications.

Term	Definition
Creative Industries	Businesses and individuals whose primary economic activity is rooted in creative content and expression, including arts, design, media, crafts, cultural tourism, and related fields.
Creative Economy	The broader economic ecosystem in which creative industries operate, including supply chains, audiences, infrastructure, education, and policy environments. Per the ACCE Strategic Plan, the CE encompasses knowledge-based activities stemming from human creativity and cultural expressions that contribute to economic sustainability.
ACCE Council	The Arts, Culture, and Creative Economy Council, a formally established advisory board with appointed members created by Santa Fe County Resolution No. 2024-167. Year One includes a governance review to evaluate whether the current structure remains appropriate or should evolve.
Resolution No. 2024-167	Santa Fe County Board of County Commissioners resolution (December 9, 2024) directing the establishment of the ACCE Council and the development of a 5-Year Strategic Plan to establish and strengthen the identity and economy of arts and culture in Santa Fe County.
ACCE 5-Year Strategic Plan	The strategic planning document completed by consultant Dr. Tressa Berman in December 2025, establishing the Vision, Mission, Values, Priorities, Goals, Objectives, and Strategies for Santa Fe County's creative economy over a five-year horizon.
Creative Sector Asset Inventory	A catalogued database of creative businesses, artists, cultural organizations, venues, and related resources within the county.
Strategic Framework	A formal planning document defining the vision, guiding principles, program priorities, and intended outcomes for Creative Industries programming.
Pilot Program	A time-limited, resource-constrained initiative designed to test a program model, gather data, and demonstrate early impact before full-scale investment.
MOU (Memorandum of Understanding)	A formal agreement between the department and a partner organization establishing roles, expectations, and shared commitments.