

The background of the cover features a photograph of a building with a light-colored, textured stucco wall. A wooden gate is partially open in the foreground. To the left, there are branches with white blossoms. The sky is clear and blue, with bare trees visible in the background.

# STEPHANIE MITCHELL SMITH CENTER FOR CREATIVE LEARNING

VISION REPORT  
SEPTEMBER 2025

# STEPHANIE MITCHELL SMITH CENTER FOR CREATIVE LEARNING

## VISION REPORT

PREPARED FOR:

THE HARWOOD MUSEUM OF ART

PREPARED BY:



With

TAOS MAINSTREET AND NEW MEXICO MAINSTREET

SEPTEMBER 2025



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# INTRODUCTION

In early 2025, the Harwood Museum of Art (Harwood) was gifted the Stephanie Mitchell Smith Center for Creative Learning (SMS CCL), with the intent to expand educational opportunities by providing diversified programming spaces, residential accommodations for UNM interns, artists, and researchers; and enhanced event, office and library spaces. Stephanie Bennett-Smith was a UNM alumni, served on the UNM Foundation Board and Harwood Governing Board.

The roughly half-acre property, located at 230-234 Ledoux Street in Taos, NM, includes four continuous parcels with 6,917 sq ft of interior space adjacent to Harwood. The SMS CCL represents a significant enhancement to the museum's current educational offerings. With the goal of utilizing the unique power of arts education to enrich the lives of both youth and adults, this new center addresses the current limitations that the Fern Hogue Mitchell Education Center faces.

In the spring of 2025, Harwood requested NM MainStreet technical assistance through the Taos MainStreet. As a NM MainStreet Revitalization Specialist, Anthropopolus provided Harwood with visioning workshop planning, facilitation, and reporting services. Workshops engaged Harwood staff, Governing Board members, and Taos arts education and community partners to develop a broad vision for arts education in Taos; identify priority programs and projects to align the development of SMS CCL with that vision; match programs and projects to spaces; and highlight building and site renovation needs.

## VISION STATEMENT

### *Impactful Arts Education in Taos....*

*Is place-based, trauma-informed, inclusive, accessible, fun, and sustainable*

*Intentionally engages all ages and abilities using tailored communication to foster curiosity and build skills for careers in the arts*

*Has a collaborative and adaptable structure with fluid communication between community organizations, governmental agencies, and schools*

*Prioritizes stewardship and needs of locals/residents*

*Benefits the entire community and serves toward a greater understanding*

# VISIONING PROCESS

## PRE-WORKSHOP SURVEY

Prior to the Visioning Workshop, participants were asked to complete a pre-workshop survey. Survey responses assisted the workshop team in developing the workshop agenda and activities.

Survey questions investigated existing partnerships between Taos arts education partners, opportunity for expanded partnerships, mission alignment, existing assets, and needs for providing impactful arts education in Taos.

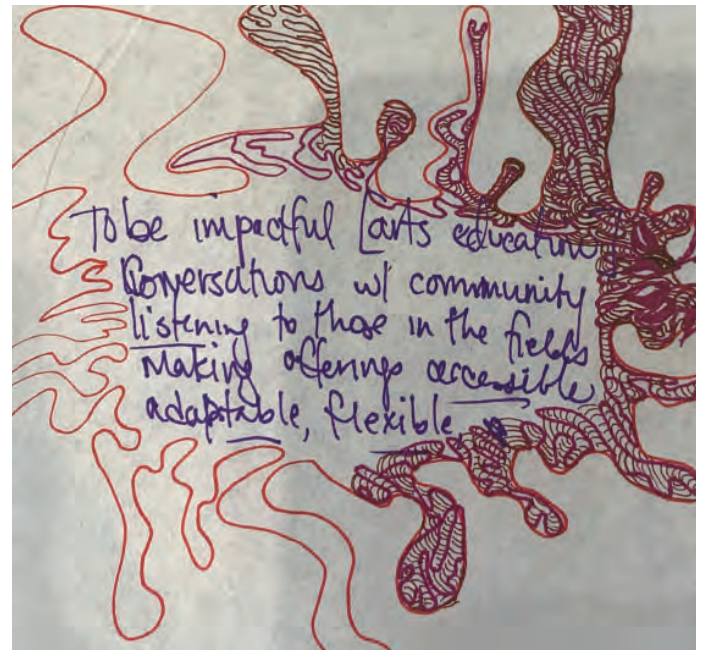
Surveys were distributed to workshop invitees, which included community members, external partners and funders, and internal partners. 16 responses were received.

Themes in survey responses included:

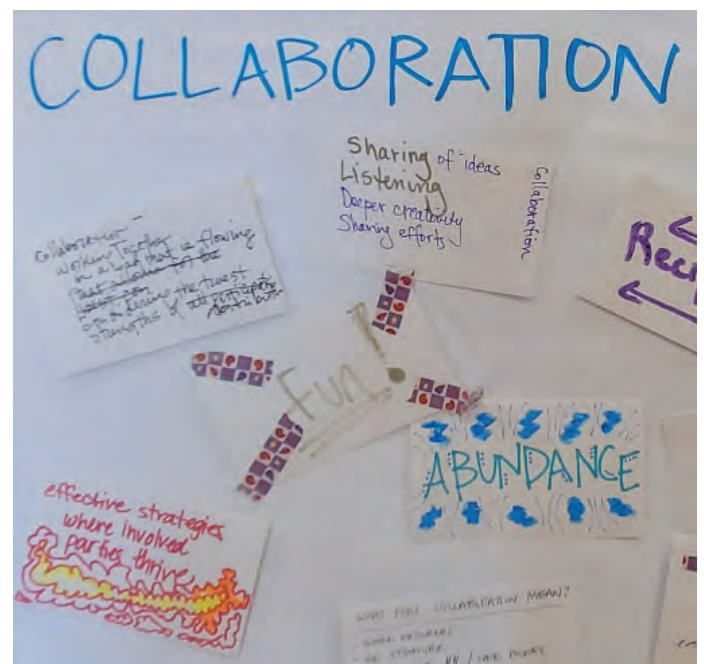
1. Continue and expand collaborations
2. Embody diversity and inclusivity
3. Provide art education for all art forms
4. Provide multi-generational accessibility
5. Learn and grow

Top needs included space, staffing, and funding.

Expectations for the workshop included the chance to learn and listen, coordinate and collaborate, develop a community-driven vision for the center, and outline next steps.



Workshop vision doodle



Defining Collaboration at Workshop #1

# WORKSHOP #1: VISIONING

The first workshop focused on developing a shared arts education vision, identifying assets and needs, and generating ideas for priority projects and programs to be housed in the SMS CCL. It was held on March 12, from 10am to 2pm at the Harwood Museum of Art Arthur Bell Auditorium.

Twenty two people from the following community organizations and agencies attended. See Appendix for workshop sign-in sheets.

- Arroyo Seco Live
- Harwood Alliance Board
- Movement Lab
- Taos Abstract Artist Collective
- Taos Community Foundation
- Taos County
- Taos Municipal Schools
- Taos Center for the Arts
- Town of Taos
- The Harwood Museum of Art Board
- The Paseo Project
- Twirl

## INTRODUCTIONS

Upon arrival, workshop participants were asked to write their definition of “collaboration” on a card, which they then shared during group introductions. Answers included themes of working together, connections, abundance, listening, reciprocity, sharing, thriving, and fun.



Assets and Needs Activity



Answers to Assets and Needs Questions

## PRE-WORKSHOP SURVEY RESULTS

Pre-workshop survey results were then shared with the group, allowing for some discussion around what participants wanted to get out of the workshop.

## ASSETS AND NEEDS ACTIVITY

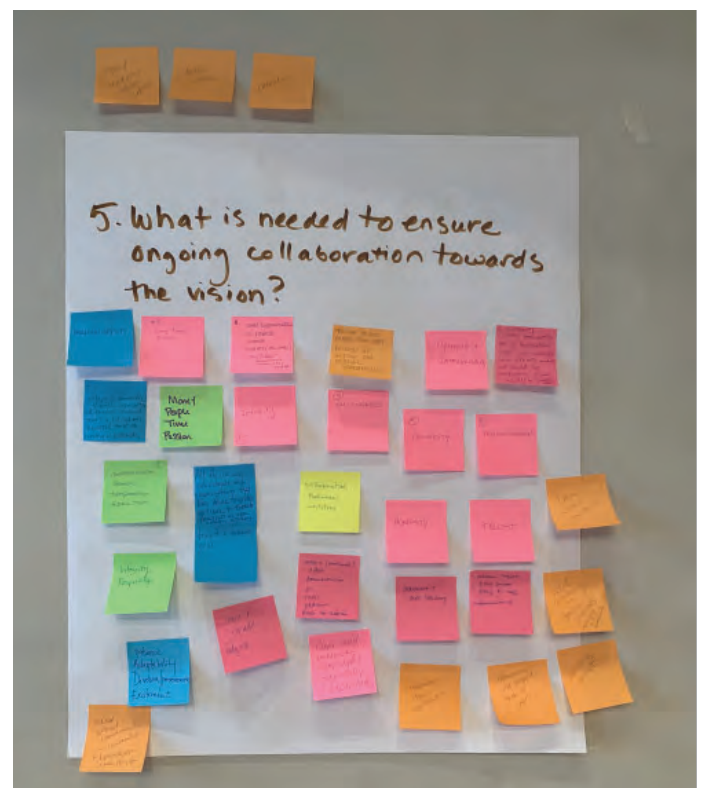
Next, participants were asked to respond individually to a series of questions around existing assets and needs for arts education in Taos. The goal of this activity was to develop a shared vision, and identify current strengths and gaps. This information provides a basis for identifying priority projects and programs for SMS CCL that will build on assets and meet needs towards achieving the shared vision. Questions included:

1. What does impactful arts education in Taos look like? (Vision)
2. What can you/your organization do/contribute to that vision?
3. What do you need from other in the community to achieve that vision?
4. How will you make sure arts education is accessible and inclusive?
5. What is needed to ensure ongoing collaboration toward that vision?

After everyone had a chance to answer all of the questions, a group discussion was facilitated to review answers and address any missing concepts. Summary vision, assets, and needs are listed in the next section.



Impactful Arts Education in Taos looks like...



Ongoing collaboration needs...

## VISION REPORT

### PRIORITY PROJECTS + PROGRAMS

Prior to breaking for lunch, basic information about the SMS CCL space and parameters for how it can help achieve the shared arts education vision were presented to the group.

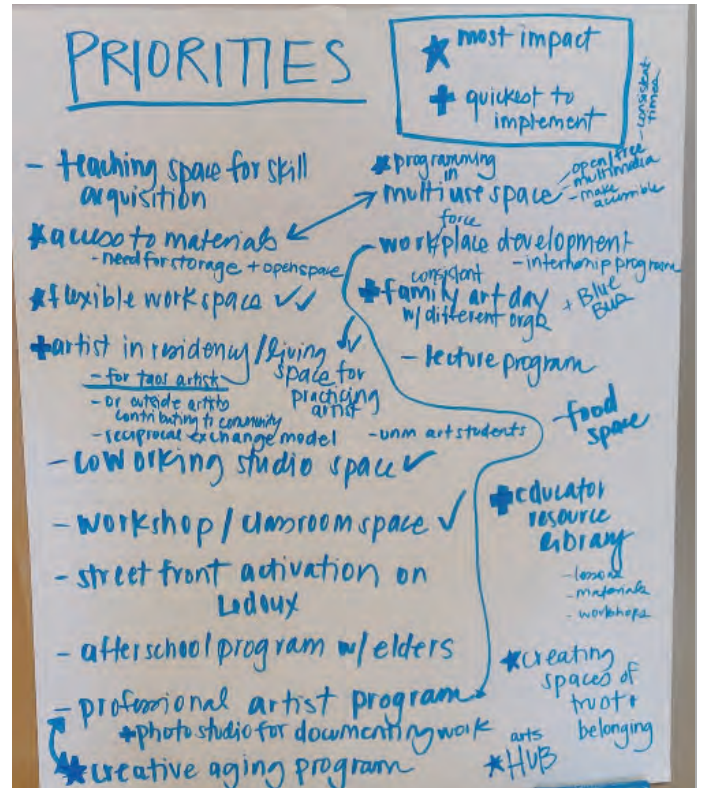
During the lunch break, participants had an opportunity to further review the answers to questions posted on the wall.

After lunch, participants engaged in a Program and Project Prioritization activity. Working in small groups, they answered the question: "If this was your space, what would you prioritize to achieve the vision?"

Using worksheets (see Appendix), groups generated up to four ideas for key projects and programs that utilized key assets identified in the previous activity and could be housed in the SMS CCL. For each program or project, they identified:

1. General spaces and other resources (personnel, funds etc.) needed for each project and program
2. Which project/program is easiest to do most quickly
3. Which project/program will have the biggest impact
4. Key partnerships and responsibilities for the project/program

Groups then shared their ideas with the larger group, noting overlap and some duplication of project and program ideas. A summary of outcomes is provided in the next section.



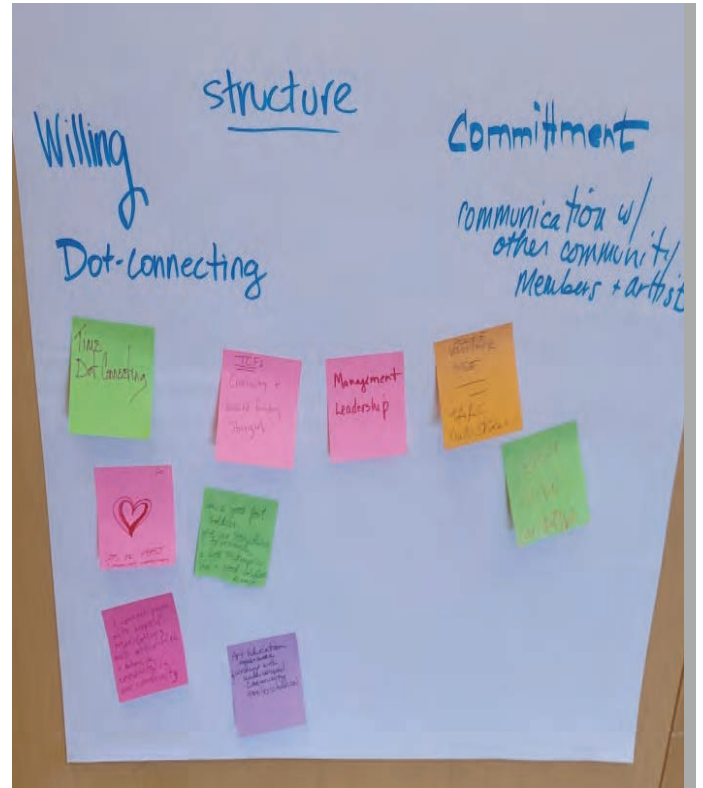
Notes on Priority Projects and Programs



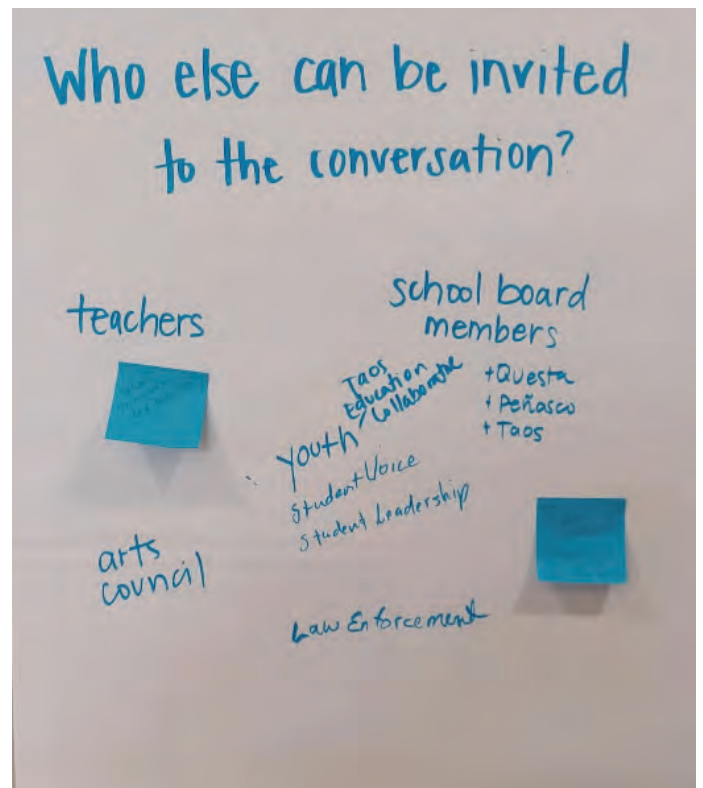
Explaining a Priority Project

## INTENTIONAL CLOSING

In closing, participants were invited to join the second workshop and asked to share what skill or expertise they have to contribute to the process going forward. Participants also provided feedback on any additional people, organizations, and agencies who should be invited to the conversation.



Exit Ticket answers



Ideas for additional participants

## WORKSHOP #2: CONNECTING VISION TO PLACE

The second workshop presented an opportunity for participants to tour the SMS CCL property in order to match priority projects and programs with spaces, and highlight key improvements needed. The workshop was held on April 2, from 10am to 2pm at the Harwood Museum of Art Arthur Bell Auditorium and the SMS CCL.

Seventeen people from the following community organizations and agencies attended. See Appendix for workshop sign-in sheets.

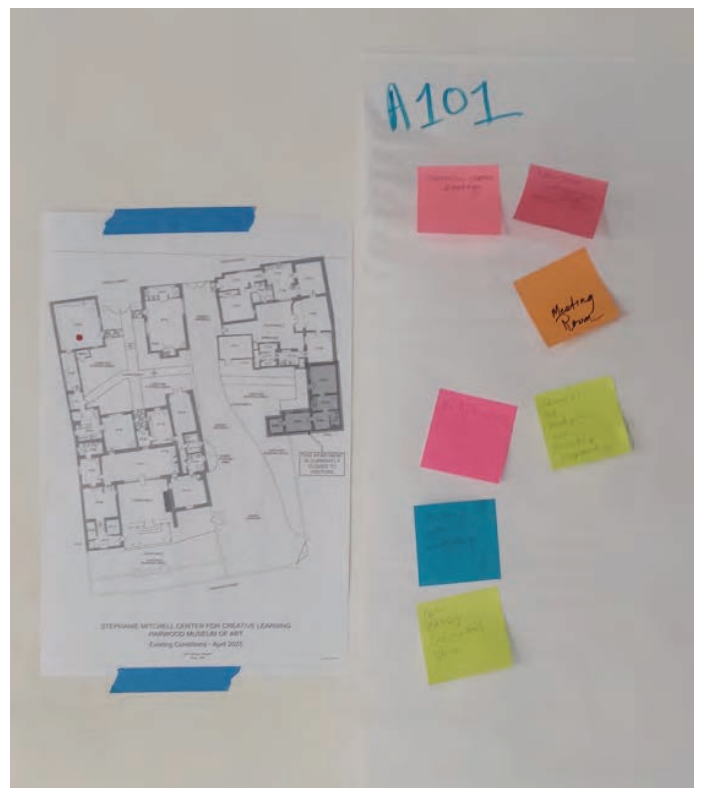
- Harwood Alliance Board
- Harwood Staff
- Taos Abstract Artist Collective
- Taos Community Foundation
- Taos Municipal Schools
- Town of Taos
- The Paseo Project
- Twirl

### INTRODUCTIONS

Upon arrival, workshop participants added their ideas for how they can contribute to the collaborative process going forward. During introductions, everyone shared what they were interested in learning about the SMS CCL.



Introductions



Ideas for room A101

## WORKSHOP #1 RECAP

As a group, summary results from the first workshop were reviewed. Vision, assets, and needs were presented and discussed, allowing for clarifying discussion and integration of any concepts that might have been missed.

Priority projects and programs were also shared with the group, with the addition of a few priority needs from the Harwood's perspective.

## “YOU ARE HERE” SITE TOUR

Participants were then led on a short, orientation tour of the SMS CCL property. After the initial walk-through, participants were given time to spend in each space, writing their ideas for how the space could be used to support the identified priority projects and programs. Additionally, participants were asked to note any particular improvements that would be needed to allow the space to best support the proposed use.

During lunch, flip charts and notes were moved back to the Arthur Bell Auditorium, so participants could review others' ideas, and prepare for the afternoon activity.



Site tour



Site tour

## VISION REPORT

### MATCHING PROJECTS AND PROGRAMS TO SPACES

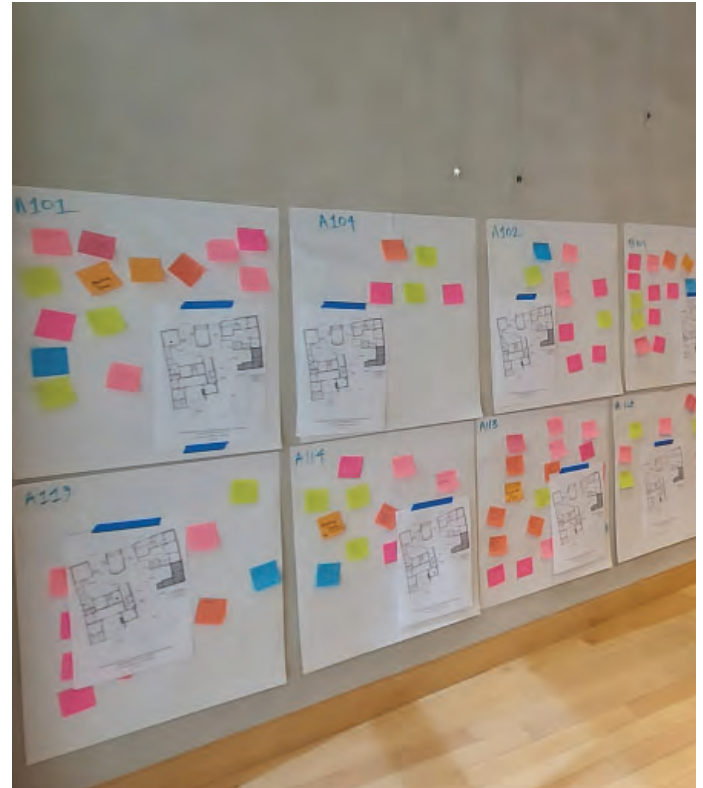
In small groups, participants were asked to select one priority project and/or program and identify up to three spaces within SMS CCL that could support it. For each space, participants noted:

1. Improvements needed (if any) to support the priority project or program
2. Considerations to increase flexible use/multiple uses within the space
3. Staffing and other operational needs
4. Potential overlap with other similar offerings within the community

During share-out, groups suggested the best space for their project or program (as well as other spaces for other projects and programs). The facilitation team took notes on a large floor/site plan up on the screen, so everyone could take part in matching programs and projects to spaces. Pros and cons of different uses in different spaces were discussed, but generally consensus was reached regarding overall private vs, public use patterns and best categories of use for certain areas. Projects and programs that could be implemented right away were noted, including key improvements that would need to be made before areas could be opened to the public.

### INTENTIONAL CLOSING

In closing, participants were asked to select a project or program that they would like to support, and opt in to a working/advisory group to support ongoing collaboration towards the shared arts education vision.



Ideas and floorplans



Matching uses to spaces

# VISIONING OUTCOMES

## VISION, ASSETS, AND GAPS

Following are the summary outcomes from the workshop activities, creating a shared arts education vision, and identifying assets, needs, additional people to invite to the conversation, and what participants are willing and able to contribute to the process going forward.

### VISION STATEMENT

#### ***Impactful Arts Education in Taos...***

*Is place-based, trauma-informed, inclusive, accessible, fun, and sustainable*

*Intentionally engages all ages and abilities using tailored communication to foster curiosity and build skills for careers in the arts*

*Has a collaborative and adaptable structure with fluid communication between community organizations, governmental agencies, and schools*

*Prioritizes stewardship and needs of locals/residents*

### ARTS EDUCATION ASSETS

Amazing community of multi-disciplinary artists and creative thinkers

Desire and ability to collaborate

Volunteers

Advocates

Town and County fiscal support

Promotion/Communication

Physical spaces

Facilitation

Mentorship

Curriculum

Programming

Events, activities, markets

Inspiring natural and built landscapes

## ARTS EDUCATION NEEDS AND GAPS

Transparent/honest leadership and facilitation

Structure based on shared understanding/vision

Ecosystem map

Improved communication & calendar

Shared learnings

Documentation

Advocacy

Funding

Physical spaces

Promotion

Cross-sector partnerships, new/different relationships

Missing voices at the table

Programming in other languages

Representation reflective of community

Central place for adult education

Address local needs as priority

Accessibility: hours, location, transportation

Low-cost barriers

More collaboration with schools

AfterSchool programming

Consistency and predictability

## WHO ELSE TO INVITE?

Teachers

School Board members (Questa, Penasco, Taos)

Youth/students

Arts Council

Law Enforcement

School Principals and Directors

## SKILLS/EXPERTISE TO CONTRIBUTE TO PROCESS

Willingness, Lots of Heart

Dot-connecting

Commitment

Structure

Communication with other community members and artists

Management

Leadership

Time

Volunteering, Volunteer base

Creative thinking

Experience working with underserved communities, families and children

Weaved funding strategies

# PRIORITY PROJECTS AND PROGRAMS

Workshop participants generated several ideas for programs and projects compatible with the SMS CCL property that will move Taos toward its shared vision for arts education.

## QUICKEST TO IMPLEMENT

Artist in residency/living space for Taos artists and outside artists contributing to the community

Educator Resource Library

Family Art Day with different organizations

## MOST IMPACT

Flexible Workspace

Coworking studio space

Photo studio for documenting work

Workforce development/internship program

Multi-use space

Teaching space for skill acquisition that is open/free and multi-media

Workshop/classroom space

After school program with elders

Professional artist program

Creative aging program

# PROPOSED PROGRAMS AND SPACE USAGE

In the second workshop, participants matched priority uses to certain spaces within the SMS CCL property. As part of this process, participants were also asked to think about additional challenges Harwood currently faces in their existing facility, and how some of these additional needs could be met at SMS CCL.

At right, the annotated floorplan of the SMS CCL property includes agreed-upon proposed uses and considerations for specific areas and rooms within the property. Reference the appendix for the full size annotated plan.

The following pages contain enlargements of each space on the SMS CCL property, proposed uses, and considerations for improvements that are either required for the facility to accommodate the proposed use, or would be beneficial to the proposed use achieving the shared vision for arts education in Taos.

Overall, it was noted that any renovations or improvements should increase the sense of welcoming and true inclusivity, and acknowledge, honor, and share the history of the property.

## CURRENT CHALLENGES\* IN EXISTING HARWOOD FACILITY

ADA access to spaces

Studio + Auditorium turnover for multiple uses (e.g. school tour + afterschool program on same day or Board Meeting and concert)

Storage (supplies + furniture)

Catering kitchen for events

Children's Gallery does not function as accessible education exhibition space

Space for social gatherings that permit food and beverage

Space for drop-in art making/hands-on activities

Family-friendly spaces

*\*Challenges generated by Harwood staff*

## ADDITIONAL NEEDS

Office Space (5 people)

Community (non-collection) exhibition space

Revenue generating event space for weddings, business meetings, coffee/receptions

Closets and storage

ADA compliant accessibility



\*COULD RENOVATE TO MAKE THREE (INSTEAD OF CURRENT TWO) APARTMENTS WITH SOME SHARED COMMON SPACE, KITCHEN  
 \*RESIDENCE FOR ARTISTS WITH CHILDREN  
 \*RENTAL/SUBSIDIZE/OPTIONS FOR FREE OR REDUCED COST HOUSING

\*NEEDS BETTER LIGHTING AND/OR REMOVE WALL TO GET BETTER LIGHT FROM NORTH-FACING WINDOWS  
 \*WET ART MAKING ROOM, NEEDS BIGGER SINK, BACKPACK CUBBIES FOR STUDENTS, REMOVE SHOWER  
 \*NEAR-TERM USE, EASIER TO GET UP AND RUNNING, LOW BARRIERS TO USE

JOINT LAUNDRY/UTILITY FOR RESIDENTS  
 COMPLEX NEEDS FACILITIES MANAGER, GROUNDS KEEPER, PROGRAM/BUSINESS MANAGER

\*RESOURCE & REFERENCE LIBRARY  
 \*NEED TABLES  
 \*A119 HAS SOME SHELVES  
 \*BETTER WIFI NEAR DOOR?  
 \*BOOSTERS CLUB, RESOURCES FOR EDUCATORS TO CHECK OUT AND USE IN SCHOOL CLASSROOM; COLLAB W/ PUBLIC LIBRARY, SCHOOLS.  
 \*STUDIO FOR LOCAL ARTIST IN RESIDENCE  
 CENTRALIZED BATHROOM AREA, COMBINE? KEEP AS 2 BATHROOMS? MULT-USER?

\*RESOURCE CENTER IN HUB SPACE; TECH ENABLED  
 \*FLEXIBLE SPACE FOR RECEPTIONS, GALLERY, MEETINGS, EVENTS, CONNECTION TO COURTYARD (\$\$ GENERATION)  
 \*MORADA HISTORY, CLEANSING, SPIRITUAL RENEWAL, ACKNOWLEDGE, HONOR HISTORY OF SPACES, BUILDING

\*OFFICE SPACE  
 \*PHOTO STUDIO (HAS BUILT IN SHUTTERS, GETS PRETTY DARK)  
 \*PROJECTIONS  
 \*RENTAL MEETING ROOM, CONFERENCE ROOM

ART GARDEN - GROWING PLANTS USED IN ARTMAKING, INTENTIONAL GARDEN SPACE

\*CONNECTION TO MUSEUM OUTDOOR SPACE  
 GATE TO DRIVEWAY & COMANCHE STREET  
 \*CULTURAL PRACTICES/AGRICULTURE AS ART FORM  
 \*SUCCESSION PLANNING/LANDSCAPE MASTER PLAN  
 \*ARBORIST EVALUATION OF EXISTING TREES

REMOVE SHOWER AND EXISTING WALL TO CREATE LARGE SINKWET ART AREA

BATHROOM (EXTEND WALL TO CEILING, MOVE DOOR)

IMPORTANT ARRIVAL EXPERIENCE/ACCESS FOR EVENT GUESTS, RENTAL USE  
 ADD DOOR TO COURTYARD

REMOVE THIS WALL TO BETTER CONNECT KITCHEN AND FLEX WORK SPACE?

\*FRONT SIDEWALK NEEDS TO BE REDONE FOR SAFETY AND ACCESSIBILITY  
 \*REMOVE EXISTING TREE  
 \*ART INSTALLATION TO DRAW YOU IN  
 \*IMPROVE WELCOME EXPERIENCE  
 \*REMOVE GATES? REDO GATES WITH SOMETHING MORE VISUALLY PERMEABLE?  
 \*MAIN ENTRANCE TO COMPLEX  
 \*SHOULD BE MORE PEOPLE FRIENDLY, WELCOMING, TRANSPARENT... WALLS WERE BUILT TO KEEP PEOPLE OUT

\*EXHIBITIONS, LECTURES, MEETINGS  
 \*NEEDS: ADA IMPROVEMENTS, BATHROOM ACCESS, GALLERY LIGHTING, SUSPENSION HANGING SYSTEM, REMOVE SHELVES/CABINETS (MOVE TO A105?); WATER WOULD PROVIDE MORE FLEXIBILITY  
 \*COULD BE INCOME-PRODUCING  
 \*DRY ART MAKING, DRY IS GOOD FOR EXHIBITION SPACE  
 \*FLEXIBLE, GOOD FOR CLASSES (ESPECIALLY IN THE NEAR-TERM); RECEPTIONS  
 \*COMMUNITY GATHERING SPACE, "COMMUNITY LIVING ROOM," GOOD ACCESS FOR PUBLIC, NEEDS FURNITURE

\*CREATIVE PLAY  
 \*EVENT SPACE  
 \*NEEDS BETTER ACCESSIBILITY, MAXIMIZE USEABLE SPACE, PAVED/PATIO SPACE  
 \*ROTATING SCULPTURE GARDEN  
 \*LOW-MAINTENANCE GARDEN

\*FLEX  
 \*FOOD PREP, STAGING, ESP IF ACCESS TO KITCHEN IS IMPROVED  
 \*OVERFLOW SPACE FOR A113  
 \*CLASSROOM/AFTER SCHOOL

\*STAFF BATHROOM, NURSING (NEEDS REMOVAL)

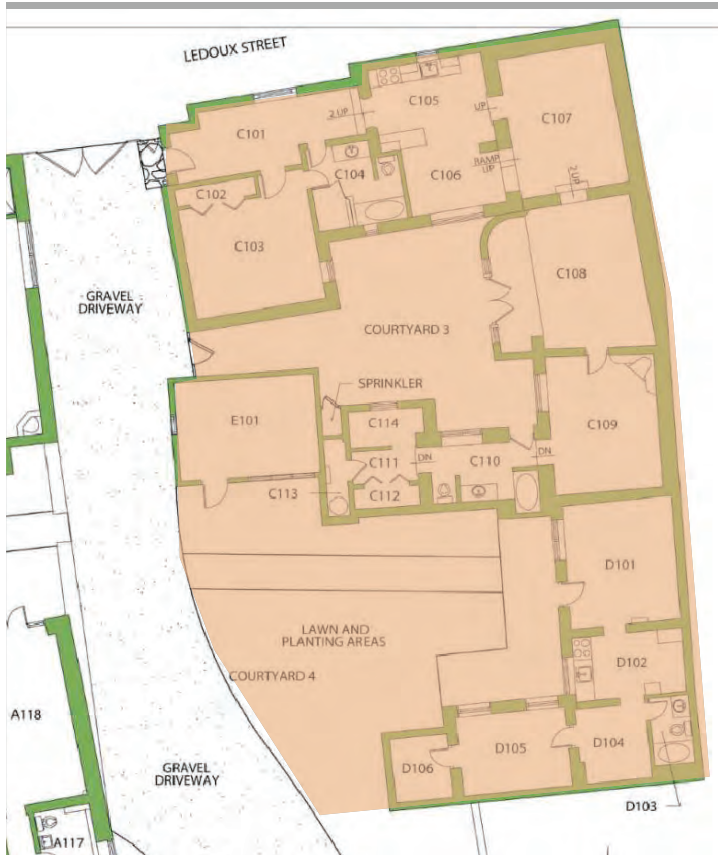
\*POSSIBLE CONNECTION TO MUSEUM EXISTING EDUCATION SPACE

\*OFFICE SPACE (3-4 DESKS)  
 \*NEEDS MORE LIGHT (SKYLIGHT?)

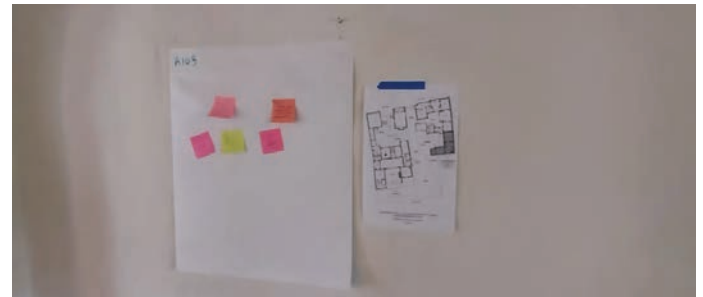
\*STAFF OFFICE  
 \*STORAGE FOR HARWOOD  
 \*REMOVE CLOSETS AND REMODEL FOR LARGER OFFICE SPACE

NOTES FROM MITCHELL CENTER FOR CREATIVE LEARNING VISIONING WORKSHOP #2  
 APRIL 2, 2025

## VISION REPORT



Courtyard area



Site Tour comments

### East Property Area

The east property area is currently set up and used for more private, residential purposes. While there was general consensus that this area should continue to be used for artist in residence programs, a few suggestions were made for considerations around modifying these spaces.

- Renovate to make three (instead of current two) apartments with some shared common space, kitchen
- Residence for artists with children
- Rental/Subsidize options for free or reduced cost housing
- Use of E101 for shared laundry/utility space for residents
- Need for a property manager, groundskeeper, program and business manager



Front/Main Entry Area

The main entry area is an opportunity to visually and physically improve the Center’s sense of welcoming, creating an initial impression of inclusivity and transparency.

Considerations and potential improvements include:

- Renovate front sidewalk and remove existing tree for safety and accessibility
- Remove gates or renovate gates to be more transparent and draw people in
- Addition of an art installation



Access from the Harwood Museum of Art



Front gate

# VISION REPORT



A101 interior



A101 interior

## A101

The proposed uses for A101 are a dry art-making room, classroom, community meeting space, receptions, and community exhibition/gallery space. The location on the campus makes it ideal for a “community living room,” and the size allows for flexibility in use. This space could be an income-producing space.

Considerations and potential improvements include:

- Remove built in shelves and cabinets
- Bathroom access
- Gallery lighting and suspension system
- Addition of water would provide more flexibility



B101 interior



B101 exterior / access to Courtyard 1

## B101

The proposed use for B101 is a wet art-making room and classroom. The room needs minimal upgrades and modifications to make it functional for this use.

Considerations and potential improvements include:

- Enclose bathroom - extend wall to ceiling and move door
- Remove shower and existing wall to create large sink and wet art area
- Needs better lighting and bigger sink
- Add backpack cubbies for students

# VISION REPORT

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A102 interior



A104 interior

## A102, A103, and A104

Proposed uses for A102 and A103 include storage for A101 and access to A104. A104 is an existing kitchen with appliances in decent working condition and can continue to be used for food storage and prep.

Considerations and potential improvements include:

- Accessibility between A101 and kitchen is not ADA compliant
- Renovate or remove storage shelves to provide more effective storage space
- Upgrade appliances (long term)



### Courtyard 1

Proposed uses for Courtyard 1 are a creative play area, event space, and rotating sculpture garden. This could be a revenue generating space.

Considerations and potential improvements include:

- Arrival experience of north-south entry access is important
- Accessibility/compliance with ADA is needed
- Pave patio space to maximize usable area
- Low maintenance, low water use landscaping
- Intentional plantings to support programming



Courtyard 1 looking north

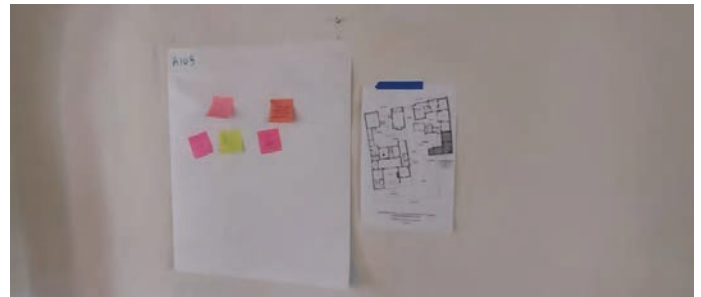


Courtyard 1 looking southwest

# VISION REPORT



A105 interior



A105 comments

## A105

Proposed uses for A105 include flexible food preparation and staging space, overflow space for A113, classroom or after school activities space.

Considerations and potential improvements include:

- Access to kitchen and bathroom needs to be improved



A106 - A112

Proposed uses for A106-A112 are primarily for staff purposes.

A106 would be a staff bathroom and/or nursing room. A107 provides an opportunity to connect to the museum’s existing education space.

Considerations and potential improvements include:

- Accessibility/compliance with ADA is needed



A108 looking south to A111



Location of potential connection in existing education space

## VISION REPORT



A113 interior



A113 interior, views to Courtyard 2

### A113

Proposed uses for A113 include a tech-enabled resource center in hub space, flexible space for receptions, gallery, meetings, and events. This could be a revenue generating space.

Considerations and potential improvements include:

- Connection to courtyard should be leveraged for larger group activities
- Opportunity to share Morada history and concepts of cleansing and spiritual renewal



Courtyard 2 and Courtyard 5



Courtyard 2



Courtyard 5

Proposed uses for Courtyard 2 and 5 include an art garden with plants used in artmaking, and landscape that celebrates agriculture as an art. These spaces could be used in combination with A113 for events, receptions, meetings, and workshops.

A connection to the Harwood Museum outdoor space and a gate to driveway and Comanche St. should be explored.

Considerations and potential improvements include:

- Review of existing trees by a certified arborist
- Succession planting
- Balancing manageable maintenance and low water use with educational opportunities

# VISION REPORT



A119 interior



A118 interior

## A118 and A119

Proposed uses for A118 and A119 include a resource and reference library, with resources for educators to check out and use in school, classroom space, and/or a studio space for a local artist in residence.

Considerations and potential improvements include:

- Tables are needed
- Wifi connection needs consideration
- Potential for collaboration with public library and schools



### A117 and A115

Proposed uses for A117 and 115 are primarily for public restrooms

Considerations and potential improvements include:

- Combine spaces to create a centralized bathroom with usability for all
- Universal bathroom with individual stalls instead of gendered restrooms
- Investigate feasibility of providing access from A113

# VISION REPORT



A114 Interior

## A114

Proposed uses for A114 include an office space, photo studio, projections, and/or rental meeting or conference room. Built in shutters allow the room to be made quite dark.

# COMMUNITY ENGAGEMENT

In order to gather feedback from the broader community, the outcomes of the visioning workshops were shared with the public at the Harwood's Block Party on June 21, 2025. Interactive boards were set up in the CCL's Courtyard 1. Community members were asked to provide their input regarding proposed programs, ways to make the Center welcoming, and ideas for precedent facilities. Approximately 70-80 people engaged with the boards throughout the day.

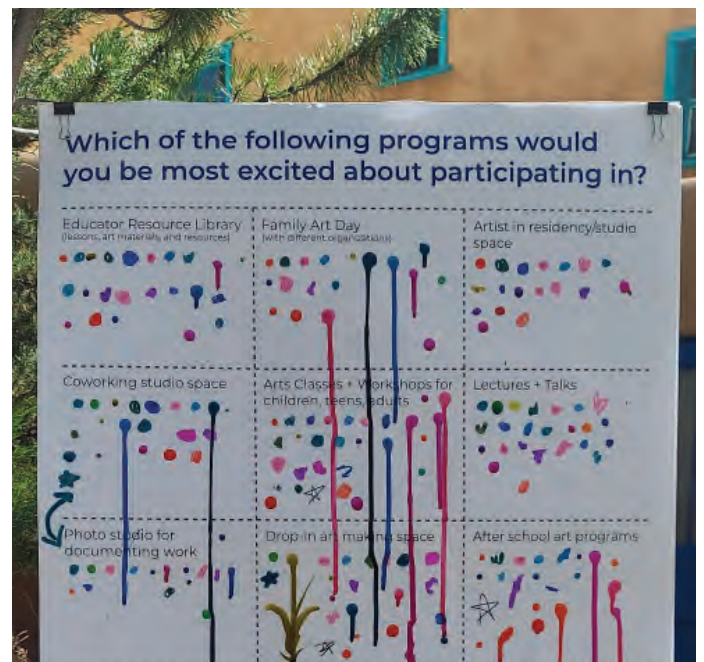
## PREFERRED PROGRAMS

All of the proposed programs received positive feedback, but the most popular were:

1. Art classes and workshops for children, teens, and adults
2. Drop in art making space
3. Creative aging program
4. Lectures and workshops
5. Event rental space
6. After school art programs
7. Coworking studio space
8. Educator resource library



Courtyard 2

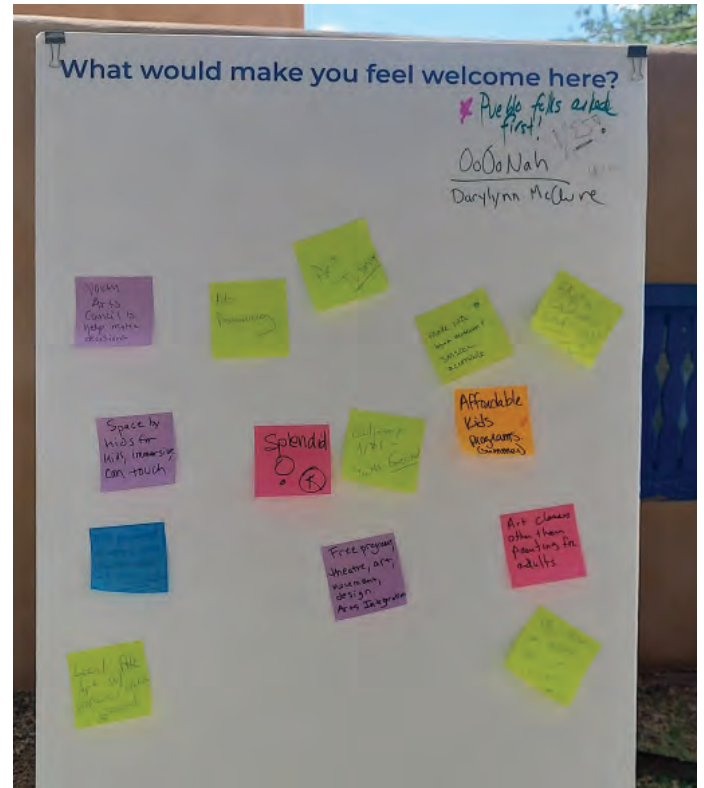


## VISION REPORT

### ACCESSIBILITY

Participants shared the following ideas for making the Center welcoming:

1. Affordable kids' programming
2. Art tutoring
3. An immersive space by kids for kids
4. A program pairing elders with youth
5. Youth focused culinary arts program
6. Free programs in theater, art, movement, and design
7. Art integration
8. Local folk art with Hispanic and Native artisans
9. Multi-generational coworking space

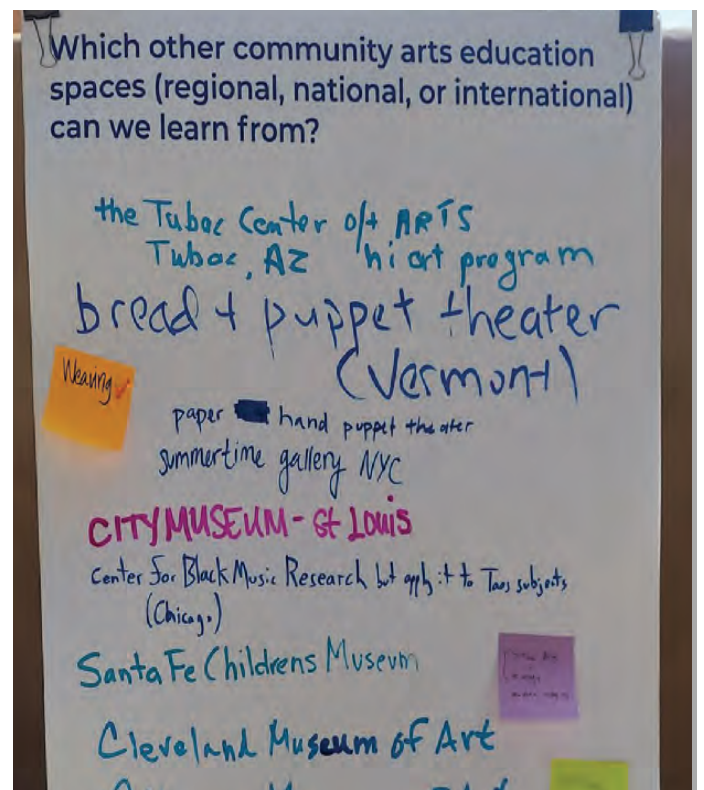


Ideas and floorplans

### PRECEDENTS

Following are ideas participants gave for example facilities:

1. Tuber Center of Arts, Tubac, AZ
2. Bread and Puppet Theater, Vermont
3. City Museum, St. Louis, MO
4. Summertime Gallery, New York, NY
5. Santa Fe Childrens Museum, Santa Fe, NM
6. Cleveland Museum of Art, Cleveland OH
7. Akron Art Museum
8. Off Center, Albuquerque, NM
9. Sitka Center for Arts and Ecology, Otis, OR
10. Museum Voorlinden, Wassenaar, Netherlands
11. Center for Black Music Research, Chicago IL



Matching uses to spaces

## ACTION PLANNING

As an important follow-up to the visioning workshops and community engagement, an action planning session with executive staff was facilitated on Aug. 20, 2025. Working through identified priorities for three main phases of development (Phase 1: June - Dec 2025; Phase 2: Jan - June 2026; and Phase 3: July 2026 - June 2029), the group brainstormed and confirmed the steps that need to be taken, the order in which they need to occur, and timeframe for completion.

### BEST OUTCOMES

At the outset of the action planning process, staff identified best outcomes for their department and Harwood as a whole:

1. Advance our work to make Harwood welcoming
2. Broaden Harwood's reach and audiences
3. Connect people to creativity
4. Identify priorities and steps possible with current capacity
5. Create phased plans to make concepts into reality
6. Take advantage of the space and learn from it ASAP
7. Make an impact sooner rather than later

8. Add vibrancy to the museum, create a sense of energy
9. Create a vibrant place for all to engage
10. Create sustained programming
11. Show long-term commitments to communities
12. Scaffold experiences around art to get more engagement
13. Provide diversity in programming and staffing
14. Create a "messy side" to the museum, enhancing current activities
15. Strengthen partnerships
16. Make a larger impact on the Taos community, facilitate social cohesion

### ACTION PLAN

Please reference the Appendix for the full Action Plan, as of September 17, 2025. The plan file is meant to be a living document that is updated as tasks are completed, added or revised based on changing conditions or additional information.

## NEXT STEPS

This report is meant to serve as a basis for near term implementation as well as future planning and design work. Recommended steps to take to implement the community and Harwood vision for SMS CCL, in line with the Action Plan are as follows:

- 1. Continue to use the east side of the property for residential use,** exploring partnerships with organizations like the Paseo Project support existing or implement new artist in residency programs.
- 2. Prioritize access improvements to the main entry gate and back courtyards,** including providing a universally accessible connection to the Harwood Museum of Art and ADA parking.
- 3. Prioritize opening areas of the SMS CCL that could be ready for public use with minimal improvements.** These areas include rooms A101, B101, A113, A118, and A119.
- 4. Initiate planning and design services** for rooms and areas that require a higher level of upgrade.
- 5. Follow up with visioning partners** who opted in to the ongoing collaboration process around the larger vision for arts education in Taos. Invite additional partners identified through the visioning process.

# APPENDICES

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- A. Sign in sheets
- B. Workshop Presentations
- C. Pre-Workshop Survey and Results
- D. Annotated Floorplan
- E. Workshop Photos
- F. Completed Worksheets
- G. Action Plan

# APPENDIX A: SIGN IN SHEETS

Harwood Museum of Art - Visioning Workshop  
 Sign-In Sheet  
 March 12, 2025

Name	Affiliation	Email
Liz Neely	Bard	lneely.mail@gmail.com
Tanaya Visid	Taos Municipal Schools	tanayavisid@taosschools.org
Genevieve Oswald	Taos of Taos Center Taos ABSTRACT ARTIST COLLECTIVE	gswald@taosnm.gov
Lynette Gilman	ARTIST COLLECTIVE	lynette@taosabstractartistcollective.org
Eleanor Romero	community members	eleanor_romero@yahoo.com
Madina Lallino	MovementLabs	madina@movementlabs.dance
Romy Colonius	board	romy@newmex.com
<del>Lyndie Gilbert</del>	community	<del>lyndie@artistscollective.com</del>
Chaire Côté	Teaching Arts - Harwood	chairecote575@gmail.com
Price Valentine	Arroyo Seco Live	priceval@ymail.com
Janet Mackovick	Board	j3ranch@gmail.com
Tanner Martin	Taos Community Foundation	tanner@taoscf.org

Harwood Museum of Art - Visioning Workshop  
Sign-In Sheet  
March 12, 2025

Name	Affiliation	Email
Ct brace	Taos Community Foundation	cgrace@taoscf.org
Leslie Warwick	Harwood	miamimawardi@gmail.com
Conlita D.	TOT/Twirl Talpa Market	conlita@twirltaos.org
David Gallegos	TCA	david@taos.org
Jessica Stern	Taos County	jessica.stern@taoscounty.gov
NINA SILVERBELLS	The Paseo Project	nina@paseoproject.org
Linda Warming	Harwood	warming@taosnet.com

Sign Me Up! --- Collab Oct-17

Harwood Museum of Art - Visioning Workshop  
 Sign-In Sheet  
 April 2, 2025

Name	Affiliation	Email
Maggie	Taos Municipal Schools	tamjg@taoschools
Arlene	Citizen	CILL.VENTURES@gmail.com
Lynette	Neighbor	lynette@taoscharter.com
Linda	Harwood	lornh@taosnet.com
Eleanor	community member	eleanorromero@yahoo.com
Lynette	TAAAC	lynette@taoscharter.com
Romy	Harwood	romy@nemex.com
Janet	Harwood	jbranch@gmail.com
Cynthia	Twirl	director@twirltaos.org
Nina	The Paseo Project	nina@paseoproject.org
Tanner	Taos Community Foundation	tnterth@taoscf.org
Liz	Beard / George	liznetty@mail@george.com

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# APPENDIX B: WORKSHOP PRESENTATIONS



# Visioning Workshop

**Stephanie Mitchell Smith Center for Creative Learning**

3/12/25

Gwen Fernandez, The Harwood Museum of Art

Amy Bell & Emily Rogers, Anthropopulus/NMMS

The logo for The Harwood Museum of Art consists of a solid red square. Inside the square, the text "THE HARWOOD" is written in a white, uppercase, sans-serif font, with "THE" positioned above "HARWOOD". Below "HARWOOD", the words "Museum of Art" are written in a smaller, white, lowercase, sans-serif font.

# Workshop Agenda

- 10:00 Welcome and Introductions
- 10:45 What We've Heard
- 11:00 Assets and Needs Mapping
- 11:45 Lunch
- 12:15 New Property Characteristics
- 12:30 Program + Project Prioritization
- 1:55 Closing



# Group Introductions

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- Name
- Affiliations
- What does **collaboration** mean to you?



# What We've Heard

---

## Themes

- Continue + expand collaborations
- Embody diversity and inclusivity
- Art education for all art forms
- Multigenerational accessibility
- Learning and growing

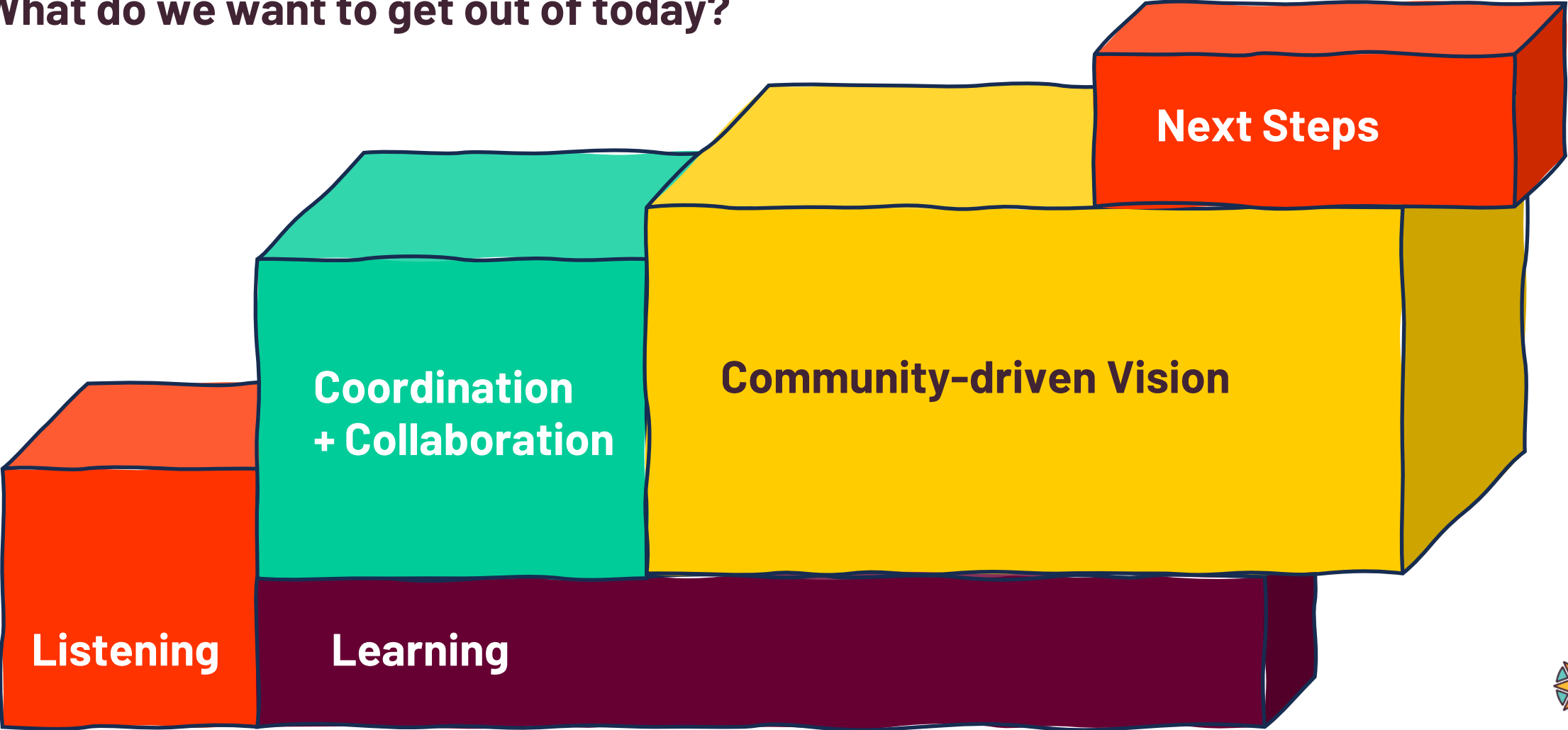
## Needs

- Space
- Staffing
- Funding



# What We've Heard

What do we want to get out of today?



# Needs and Asset Mapping

1. What does impactful arts education in Taos look like? (vision)
2. What can you/your organization do/contribute to achieve the vision?
3. What do you need from others in the community to achieve the vision?
4. How will you make sure arts education is accessible and inclusive?
5. What is needed to ensure ongoing collaboration towards the vision?

Write answers on sticky notes

Place completed answers under question on wall

5-8 minutes per question



# Stephanie Mitchell Smith Center for Creative Learning



- **Location:** 230-234 Ledoux Street, Taos, NM (adjacent to Harwood Museum of Art)

- **Site size:** 0.495 Acres, 4 continuous parcels with access to Comanche St.



# Stephanie Mitchell Smith Center for Creative Learning



- 2 bedroom residence
- 1 bedroom residence
- Studio w/ kitchenette + bathroom
- 3 outdoor courtyards
- Kitchen
- 1 large room with interior courtyard
- 4 smaller rooms/offices
- ADA challenges a plenty



# Priorities Breakouts

**If this was your space, what would you prioritize to achieve the collective vision?**

Review the vision, assets, and needs on the wall

Detach from your organization

Work with your group to complete the worksheet



# Shareout

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## Easiest/Quickest

- General Spaces
- Needs
- Key Partners and Roles

## Most Impact

- General Spaces
- Needs
- Key Partners and Roles



# Closing

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**What skill and/or expertise do you have to contribute to this process going forward?**

**SAVE THE DATE:** April 2, 2025

Property Tour

Connecting Vision to Place





# Connecting Vision to Place

**Stephanie Mitchell Smith Center for Creative Learning**

4/2/25

Gwen Fernandez, The Harwood Museum of Art

Amy Bell & Emily Rogers, Anthropopolus/NMMS



# Workshop Agenda

- 10:00 Welcome and Introductions
- 10:45 Visioning Workshop Outcomes
- 11:00 Site Tour
- 12:00 Lunch
- 12:30 Programs & Spaces Alignment
- 1:15 Share Out
- 1:55 Closing



# Group Introductions

---



- Name
- Affiliations
- What do you want to know about this place?



# Visioning Workshop Outcomes

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## **Impactful Arts Education in Taos...**

- Is place-based, trauma-informed, inclusive, accessible, and fun
- Intentionally engages all ages and abilities to foster curiosity and build skills for careers in the arts
- Has a collaborative and adaptable structure with fluid communication between community organizations, agencies and schools
- Prioritizes stewardship and needs of locals/residents
- Benefits the entire community and serves toward a greater understanding



# Visioning Workshop Outcomes

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## Arts Education Assets

- Desire and ability to collaborate
- Volunteers
- Advocates
- Town and County fiscal support
- Promotion/Communication

- Physical spaces
- Facilitation
- Mentorship
- Curriculum
- Programming
- Events, activities, markets



# Visioning Workshop Outcomes

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## Arts Education Needs / Gaps

- Transparent/honest leadership and facilitation
- Structure based on shared understanding/vision
- Ecosystem map
- Improved communication & calendar
- Shared learnings
- Documentation
- Advocacy
- Funding
- Physical spaces
- Promotion

- Cross-sector partnerships, new/different relationships
- Missing voices at the table
- Programming in other languages
- Representation reflective of community
- Address local needs as priority
- Accessibility: hours, location, transportation
- Low-cost barriers
- More collaboration with schools
- After school programming
- Consistency and predictability



# Visioning Workshop Outcomes

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**What skills/expertise can you contribute to this process going forward?**

- Willingness
- Dot-connecting
- Commitment
- Structure
- Communication with other community members and artists

- Management
- Leadership
- Time
- Lots of heart
- Volunteering, Volunteer base
- Creative thinking
- Experience working with underserved communities, families and children
- Weaved funding strategies



# Visioning Workshop Outcomes

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## Who else can be invited to this conversation?

- Teachers
- School Board members  
(Questa, Peñasco, Taos)
- Youth/students
- Arts Council
- Law Enforcement
- School Principals and  
Directors



# Visioning Workshop Outcomes

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## Priority Projects and Programs

### *Additional Needs*

1. Artist in residency/living space
  - a. Taos artists
  - b. Outside artists contributing to the community
2. Educator Resource Library
3. Family Art Day (with different organizations)

### *Most Impact*

1. Flexible Workspace
  - a. Coworking studio space
  - b. Photo studio for documenting work
  - c. Workforce development/internship program
2. Multi-use space
  - a. Teaching space for skill acquisition
  - b. Open/free
  - c. Multi-media
  - d. Workshop/classroom space
  - e. After school program with elders
  - f. Professional artist program
  - g. Creative aging program



# Visioning Workshop Outcomes

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## Priority Projects and Programs

### *Additional Needs*

1. Office Space (5 people)
2. Community (non-collection) exhibition space
3. Revenue generating event space
  - a. Weddings, business meetings, coffee/receptions
4. Closets and storage
5. ADA Accessibility



# Stephanie Mitchel Smith Center for Creative Learning – Site Tour

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- **Location:** 230-234 Ledoux Street, Taos, NM (adjacent to Harwood Museum of Art)

- **Site size:** 0.495 Acres, 4 continuous parcels with access to Comanche St.



# Stephanie Mitchel Smith Center for Creative Learning –Site Tour



- 2 bedroom residence
- 1 bedroom residence
- Studio w/ kitchenette + bathroom
- 3 outdoor courtyards
- Kitchen
- 1 large room with interior courtyard
- 4 smaller rooms/offices
- ADA challenges a plenty



# Lunch

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**Please do not take food out of the auditorium**

**We will start up again at 12:30**



# Matching Programs to Spaces

**Identify which spaces are most aligned with needs for priority programs/projects**

**Explore needs for each space**

List up to 3 spaces that could be used for your project/program

Answers questions about what is needed for each space



# Shareout

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What is the best space for your program/project?

What needs to be done to the space so it can support that program/project?



# APPENDIX C: PRE-WORKSHOP SURVEY AND RESULTS

## Harwood New Property – Internal Partners Questionnaire

The Harwood Museum of Art is excited to share that we are expanding! And we want your input on next steps.

Thanks to the generous donation of a neighboring property, the Harwood is developing a new Center for Creative Learning that includes expanded space for education programs and community offerings.

We are collaborating with Taos MainStreet and New Mexico MainStreet to envision the future of the new property and associated programs and services. Collaborations among organizations like ours enhance the offerings to the Taos community and help the arts thrive. This visioning process will help map out existing program and facility gaps to guide development of the new Harwood property. Goals for the Visioning Workshop include:

1. Highlight ongoing successful partnerships such as shared resources, programming, and facility space
2. Identify gaps each organization has that could be met by additional partnerships with other organizations at the workshop
3. Identify how the new Harwood facility can support ongoing and new partnerships

Your responses to this questionnaire will help our team tailor the visioning workshop to build on existing knowledge and make the most of our time together.

1. What is your role within Harwood?
2. How would you like to see Harwood's programs and services grow in this expansion?
3. What opportunities does this expansion offer that should be taken into account?
4. How might this space help us meet our strategic goals?
5. Please share any questions you have about the expansion in general
6. What would you like to get out of your participation in the visioning session?
7. Lunch will be provided at the workshop. Please share any dietary restrictions.

## Harwood New Property – Community Partners and Funders Questionnaire

The Harwood Museum of Art is excited to share that we are expanding! And we want your input on next steps.

Thanks to the generous donation of a neighboring property, the Harwood is developing a new Center for Creative Learning that includes expanded space for education programs and community offerings.

We are collaborating with Taos MainStreet and New Mexico MainStreet to envision the future of the new property and associated programs and services. Collaborations among organizations like ours enhance the offerings to the Taos community and help the arts thrive. This visioning process will help map out existing program and facility gaps to guide development of the new Harwood property. Goals for the Visioning Workshop include:

1. Highlight ongoing successful partnerships such as shared resources, programming, and facility space
2. Identify gaps each organization has that could be met by additional partnerships with other organizations at the workshop
3. Identify how the new Harwood facility can support ongoing and new partnerships

Your responses to this questionnaire will help our team tailor the visioning workshop to build on existing knowledge and make the most of our time together.

*(All questions will be optional)*

1. What is the name of your organization?
2. What are the main programs and services your organization provides?
3. How do you currently partner with the Harwood Museum of Art? Or how would you like to partner in the future?
4. How does partnering with the Harwood Museum of Art currently help your organization achieve its mission?
5. What is most needed to support arts education and creative practice in Taos?
6. Are your programs and services limited by your physical facilities?
  - a. If so, what additional facilities would help you expand your offerings?
  - b. What other conditions (funding, staffing, etc.) limit your programs and services?
7. What additional ways might your organization partner with the Harwood Museum of Art to help further achieve your organization's mission?
8. What would you like to get out of your participation in the visioning session?
9. Lunch will be provided at the workshop. Please share any dietary restrictions.

## Harwood New Property – Community Members Questionnaire

The Harwood Museum of Art is excited to share that we are expanding! And we want your input on next steps.

Thanks to the generous donation of a neighboring property, the Harwood is developing a new Center for Creative Learning that includes expanded space for education programs and community offerings.

We are collaborating with Taos MainStreet and New Mexico MainStreet to envision the future of the new property and associated programs and services. Expertise like yours provides invaluable perspective on projects that affect our entire community. This visioning process will help map out existing program and facility gaps to guide development of the new Harwood property. Goals for the Visioning Workshop include:

1. Highlight ongoing successful partnerships such as shared resources, programming, and facility space
2. Identify gaps in arts education programs and services in Taos that might be met by this expansion
3. Identify how the new Harwood facility can support ongoing and new partnerships

Your responses to this questionnaire will help our team tailor the visioning workshop to build on existing knowledge and make the most of our time together.

*(All questions will be optional)*

1. What is your affiliation (if applicable)?
2. How do you currently partner with the Harwood Museum of Art? Or how would you like to partner in the future?
3. What is most needed to support arts education and creative practice in Taos?
4. Are there arts education programs/services you would like to access that are not available in Taos?
  - a. What types of spaces are needed to support these programs and services?
5. What should Harwood keep in mind / are there key considerations that should be taken into account during this visioning process?
6. What would you like to get out of your participation in the visioning session?
7. Lunch will be provided at the workshop. Please share any dietary restrictions.

# SMS CCL - PRE-WORKSHOP SURVEY RESULTS SUMMARY

AFFILIATION	PROGRAMS, SERVICES PROVIDED	CURRENT COLLAB	POTENTIAL/ADDTL COLLAB	MISSION ALIGNMENT	ARTS ED - COMMUNITY NEEDS	LIMITATIONS	FACILITIES NEEDED	IDEAS FOR NEW PROPERTY	VISIONING WORKSHOP GOALS
TCA	film, art exhibitions, live performances	film series events, shared interns, thought partners, NEA Big Read, event equipment	youth arts educational programs, Taos Film Festival hosting, inter-arts internship program, shared (new) space	Expanding film/arts/youth programming in Taos.	Support from government, schools, parents/families, teachers. Not silo-ing/sharing resources. Making spaces accessible (in all ways)	funding, staffing transportation for program participants, pricing/reduced pricing, perceptions/feeling welcome			Hear ideas for TCA's new space and how to collaborate
Arroyo Seco Live	Scholarships for Healing Arts practitioners, local artists, local art organizations, musicians, and teachers; dyslexia tutoring program; high school art programs; free library and upcoming free art cabinet and community meeting space in Arroyo Seco	Art education programming, funding projects, hosting exhibits	more collaborative community events	Spreading creativity and strengthening community ties and outreach.	Welcoming and consistent community serving environments that integrate differing communities building something of use and meaning together.	staffing and space	additional/collaborative space		A feel of what Harwood aims to do with programming and how to get involved — advocating for grounding community together
TMSD Elementary Arts Visiting Artist Program	professional artist to visit classrooms and provides students with arts education that is not provided by Visual Art teachers		On an advisory level, continue to see more collaboration with schools to provide more Art education with classroom teachers. More cultural and traditional events in the community.	bringing arts into the classroom with teachers	Ensure 4 strands are implemented into curriculum, more arts programing in the secondary level so students can further their creative process into higher education, advocating with state officials and local school board Members for funding, tapping into the local art community, creating art exhibitions to showcase our students artwork through out the district.	space/performing arts center	space/performing arts center		input/ideas for bringing the community together

AFFILIATION	PROGRAMS, SERVICES PROVIDED	CURRENT COLLAB	POTENTIAL/ADDTL COLLAB	MISSION ALIGNMENT	ARTS ED - COMMUNITY NEEDS	LIMITATIONS	FACILITIES NEEDED	IDEAS FOR NEW PROPERTY	VISIONING WORKSHOP GOALS
Taos Abstract Artist Collective	Provides <b>opportunities for Abstract Artists</b> in Northern New Mexico with an emphasis on outreach and inclusion. Programs include <b>membership and juried exhibitions, workshops, community collaborations, a Crit Club and education.</b>	series of <b>programs generated around the Harwood's exhibition</b> of the work of Luchita Hurtado.	<b>partnership involving Artists Residencies, workshops, and workspaces.</b>	<b>increased our base of artistic participation, expanded educational opportunities and inspired further collaborations</b> such as with the Millicent Rogers Museum.		<b>physical spaces</b> to support education and artistic practices.	<b>Access to physical spaces for Artist Residencies</b> , which may include actual residences as well as <b>studio space, rotating Incubation Spaces / Art Labs. Physical spaces for Crit Clubs, panel discussions, and general peer support groups. Funding.</b>		<b>Concrete next steps</b> that might move both organizations towards <b>collaborative use of spaces.</b>
MovementLab	<b>Creative movement classes</b> for general public, freeform dance, classes for seniors and for students. <b>Performances built with local artists, musicians, and community members.</b>	<b>Performances and classes to activate space during events</b> like 1st Friday Openings, Block Party, Lighting of Ledoux.	Incorporate <b>more community learning around the use of imagination and play in movement.</b>	Sharing in <b>performance, connecting dance to other art mediums, and opportunities in teaching the work to community members.</b> Increases awareness of MovementLab	<b>Space, More programming that is available to different age groups, and more working together of different art mediums.</b>	<b>open, clean space, sound system</b>	<b>More spaces for classes and performances, rehearsal space, space for discussions, classes and performances.</b>		Seeing <b>how dance can fit into the conversation</b> for use of space, and programming.
Twirl	<b>Play based STEAM education, exploration, parent education, children 0-12 yrs old and family play engagement</b>	some collaboration, <b>Twirl has participated in Harwood events</b>	Expanding our collaboration to encompass a <b>broader range of initiatives, including school programs, community events, and joint idea generation.</b> By deepening our partnership, we can create even <b>more innovative and impactful experiences</b> that benefit our shared community. <b>Summer and/or holiday offerings such as community events or monthly programming</b> that combines our missions.	Collaborative opportunities to <b>gather, learn, create and play.</b> Tap into Harwood's <b>distinctive knowledge of art and art making, and heritage, enhancing our programming</b> of play, Steam and exploration in ways we couldn't achieve on our own. <b>STEAM education programs can complement Harwood's offerings</b>	fostering a truly <b>inclusive environment</b> that welcomes and <b>values diverse cultures.</b> In Taos County, this means developing programs that resonate with children and families from all backgrounds, and ensuring that these <b>programs are accessible and communicated in languages that are meaningful to our community.</b> <b>Fee/sliding scale</b> , with access to materials and instruction.	<b>space and personnel .</b>			<b>Meet other prospective partners, and find opportunities for multiple calendar coordination</b> to occur for happenings.

AFFILIATION	PROGRAMS, SERVICES PROVIDED	CURRENT COLLAB	POTENTIAL/ADDTL COLLAB	MISSION ALIGNMENT	ARTS ED - COMMUNITY NEEDS	LIMITATIONS	FACILITIES NEEDED	IDEAS FOR NEW PROPERTY	VISIONING WORKSHOP GOALS
Paseo Project	Annual fall outdoor art festival, <b>The PASEO</b> , two <b>Artists in Residence programs</b> (Our community engagement fellowships and our new, Paseo @ Hotel Willa AIR), a <b>summer/fall youth internship program</b> , and <b>year-round education program and workshops</b> along with community collaborations for <b>public art and events</b> .	<b>hosting Harwood at Paseo events</b> , they have <b>hosted us with visiting artists</b> using their space, artist talks, and we've had our <b>interns assist with Harwood programs</b>	<b>The Harwood creates a platform for our artists to be seen and heard.</b> They provide a <b>professional environment for our interns and artists</b> alike. The Harwood is <b>centrally located</b> and <b>can offer professional spaces for events and workshops</b> . We recently partnered with the Hotel Willa and <b>have a 2000 sqft gallery space</b> and eager to <b>explore collaborations for community wide exhibitions and events</b> .			<b>Space, money, staffing/energy!</b> Marketing and outreach is important too.	<b>Spaces for gathering, workshops, artist events, talks</b>		<b>Learn more</b> about the Harwoods plans, mission for the new space and <b>ways that community organizations can link up!</b>
Taos Community Foundation	Nonprofit <b>funder</b> within Taos and western Colfax counties	<b>community engagement and grants</b>		<b>supports arts and culture of the community</b>	<b>expanded access and programming</b>		<b>community space for meetings and events</b>		<b>learn more and support the work</b>
Harwood Board Members				It allows us to <b>expand programming and educational opportunities</b> . It could also become a <b>revenue generator</b> . It allows <b>more space for educational creativity</b>	How can we make <b>impact sooner rather than later</b> by looking at easy wins to utilize the space knowing that the property as a whole needs a lot of work, money and human resources.		<b>concurrent educational programs</b> (different classes, field trips, etc). Adult artist workshops. <b>Outdoor programming</b> . To allow for more creative program space particularly for <b>kids</b> (but also fun for adults and <b>multigenerational!</b> ) <b>Accommodations for visiting artists, speakers, temp housing as try to hire staff, students</b> from UNM Main could stay and do <b>"field work" or research</b> . A <b>cafe</b> would be something that would invite people to linger. <b>An event venue for museum openings, salon type events,</b>	An opportunity to <b>be part of the future and hear ideas from the community</b> to inform our planning and decision making. A <b>community-driven vision</b> that <b>aligns with the strengths and mission of the Harwood</b> .	

AFFILIATION	PROGRAMS, SERVICES PROVIDED	CURRENT COLLAB	POTENTIAL/ADDTL COLLAB	MISSION ALIGNMENT	ARTS ED - COMMUNITY NEEDS	LIMITATIONS	FACILITIES NEEDED	IDEAS FOR NEW PROPERTY	VISIONING WORKSHOP GOALS
Harwood Teaching Artist			To provide <b>opportunities to youth about specific art practices</b> , which may be uncommon to learn or experience at school, such as <b>public art projects, performance art, environmental art, community art, graphic design, film art (both creating and editing), etc.</b>		It may help to <b>connect with other educational programs, organizations, and artists in and outside Taos to create and grow unique programs.</b>	<b>Maintenance and operations funding, staffing</b>			Budget to provide facility maintenance and teachers/facilitators. How can each program/project be shared with the community (before, during, and after the program)?
Harwood Volunteer							<b>space</b> be used for additional learning activities? <b>Plein air painting, horticulture projects.</b> How could the <b>outdoor space be</b>	The new space can provide <b>more accessible appropriate space for adult and youth classes.</b>	<b>First steps to a road map for best use</b> of the space.
Harwood Directors Circle Member			<b>Visit museum</b> with and without guests, attend gallery openings. Try to volunteer when requested. Would like to <b>volunteer</b> more in the future		In addition to <b>funding</b> - more <b>advertising</b> or public reaching out to what is and can be available	<b>Don't over-extend or change the vision</b> of the Harwood			Better understand <b>how I/we can help</b> at the Harwood
Town Councilor			My business Clean Taos is a Harwood <b>sponsor</b> .		<b>Programming for stage productions. Black box theater.</b>			The Town is looking to develop the Bank building into <b>a space for 12-20 year olds.</b> This is a undeserved demographic in the community. I personally would like to see <b>more orgs that support the movement of young people into the film industry</b> where good jobs exist without the need for a college degree. So, <b>more film in Taos</b> in general would be good... anything related to that.	The <b>good feels</b> of participating.

# APPENDIX D: ANNOTATED FLOOR PLAN

\*FRONT SIDEWALK NEEDS TO BE REDONE FOR SAFETY AND ACCESSIBILITY  
 \*REMOVE EXISTING TREE  
 \*ART INSTALLATION TO DRAW YOU IN  
 \*IMPROVE WELCOME EXPERIENCE  
 \*REMOVE GATES? REDO GATES WITH SOMETHING MORE VISUALLY PERMEABLE?  
 \*MAIN ENTRANCE TO COMPLEX  
 \*SHOULD BE MORE PEOPLE FRIENDLY, WELCOMING, TRANSPARENT...WALLS WERE BUILT TO KEEP PEOPLE OUT

\*EXHIBITIONS, LECTURES, MEETINGS  
 \*NEEDS: ADA IMPROVEMENTS, BATHROOM ACCESS, GALLERY LIGHTING, SUSPENSION HANGING SYSTEM, REMOVE SHELVES/CABINETS (MOVE TO A105?), WATER WOULD PROVIDE MORE FLEXIBILITY  
 \*COULD BE INCOME-PRODUCING  
 \*DRY ART MAKING, DRY IS GOOD FOR EXHIBITION SPACE  
 \*FLEXIBLE, GOOD FOR CLASSES (ESPECIALLY IN THE NEAR-TERM), RECEPTIONS  
 \*COMMUNITY GATHERING SPACE, "COMMUNITY LIVING ROOM," GOOD ACCESS FOR PUBLIC, NEEDS FURNITURE

\*CREATIVE PLAY  
 \*EVENT SPACE  
 \*NEEDS BETTER ACCESSIBILITY, MAXIMIZE USEABLE SPACE, PAVED/PATIO SPACE  
 \*ROTATING SCULPTURE GARDEN  
 \*LOW-MAINTENANCE GARDEN

\*FLEX  
 \*FOOD PREP, STAGING, ESP IF ACCESS TO KITCHEN IS IMPROVED  
 \*OVERFLOW SPACE FOR A113  
 \*CLASSROOM/AFTER SCHOOL

\*STAFF BATHROOM, NURSING (NEEDS REMOVAL)

\*POSSIBLE CONNECTION TO MUSEUM EXISTING EDUCATION SPACE

\*OFFICE SPACE (3-4 DESKS)  
 \*NEEDS MORE LIGHT (SKYLIGHT?)

\*STAFF OFFICE  
 \*STORAGE FOR HARWOOD  
 \*REMOVE CLOSETS AND REMODEL FOR LARGER OFFICE SPACE

NOTES FROM MITCHELL CENTER FOR CREATIVE LEARNING VISIONING WORKSHOP #2  
 APRIL 2, 2025

BATHROOM (EXTEND WALL TO CEILING, MOVE DOOR)

REMOVE SHOWER AND EXISTING WALL CREATE LARGE SINK/WET ART AREA

IMPORTANT ARRIVAL EXPERIENCE/ACCESS FOR EVENT GUESTS, RENTAL USE

ADD DOOR TO COURTYARD

REMOVE THIS WALL TO BETTER CONNECT KITCHEN AND FLEX WORK SPACE?

\*COULD RENOVATE TO MAKE THREE (INSTEAD OF CURRENT TWO) APARTMENTS WITH SOME SHARED COMMON SPACE, KITCHEN  
 \*RESIDENCE FOR ARTISTS WITH CHILDREN  
 \*RENTAL/SUBSIDIZE/OPTIONS FOR FREE OR REDUCED COST HOUSING

\*NEEDS BETTER LIGHTING AND/OR REMOVE WALL TO GET BETTER LIGHT FROM NORTH-FACING WINDOWS  
 \*WET ART MAKING ROOM, NEEDS BIGGER SINK, BACKPACK CUBBIES FOR STUDENTS, REMOVE SHOWER  
 \*NEAR-TERM USE, EASIER TO GET UP AND RUNNING, LOW BARRIERS TO USE

JOINT LAUNDRY/UTILITY FOR RESIDENTS

COMPLEX NEEDS FACILITIES MANAGER, GROUNDS KEEPER, PROGRAM/BUSINESS MANAGER

\*RESOURCE & REFERENCE LIBRARY  
 \*NEED TABLES  
 \*A119 HAS SOME SHELVES  
 \*BETTER WIFI NEAR DOOR?  
 \*BOOSTERS CLUB, RESOURCES FOR EDUCATORS TO CHECK OUT AND USE IN SCHOOL CLASSROOM; COLLAB W/ PUBLIC LIBRARY, SCHOOLS,  
 \*STUDIO FOR LOCAL ARTIST IN RESIDENCE

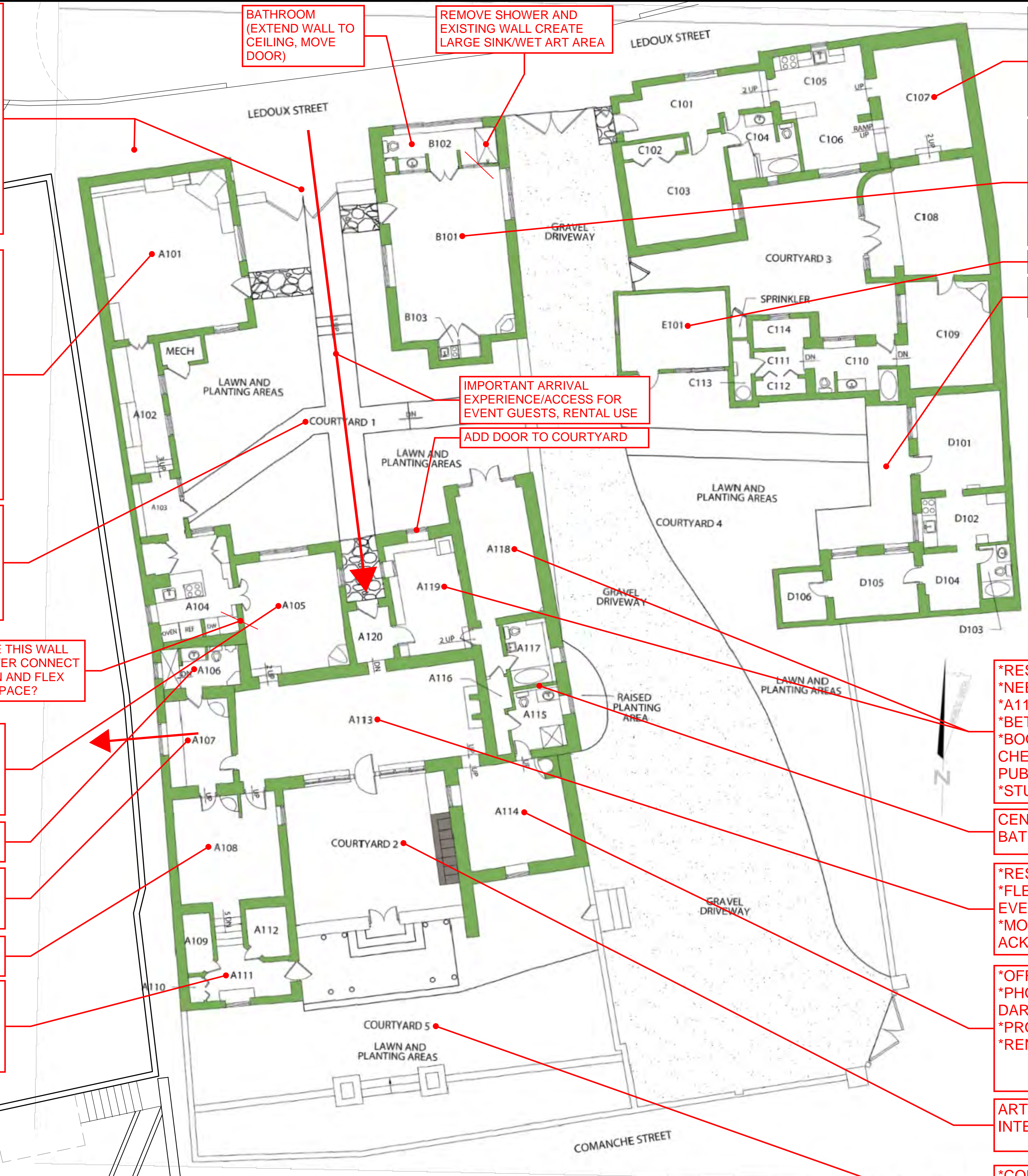
CENTRALIZED BATHROOM AREA, COMBINE? KEEP AS 2 BATHROOMS? MULTI-USER?

\*RESOURCE CENTER IN HUB SPACE; TECH ENABLED  
 \*FLEXIBLE SPACE FOR RECEPTIONS, GALLERY, MEETINGS, EVENTS, CONNECTION TO COURTYARD (\$\$ GENERATION)  
 \*MORADA HISTORY, CLEANSING, SPIRITUAL RENEWAL, ACKNOWLEDGE, HONOR HISTORY OF SPACES, BUILDING

\*OFFICE SPACE  
 \*PHOTO STUDIO (HAS BUILT IN SHUTTERS, GETS PRETTY DARK)  
 \*PROJECTIONS  
 \*RENTAL MEETING ROOM, CONFERENCE ROOM

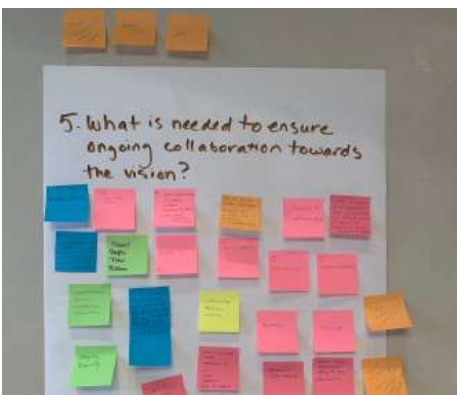
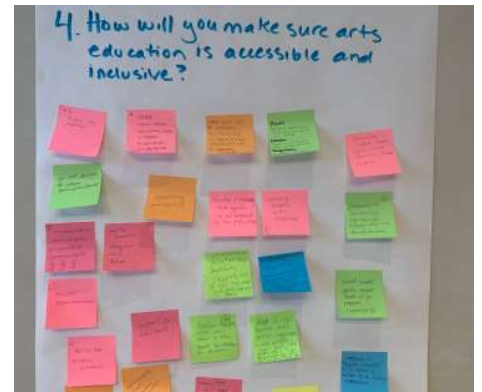
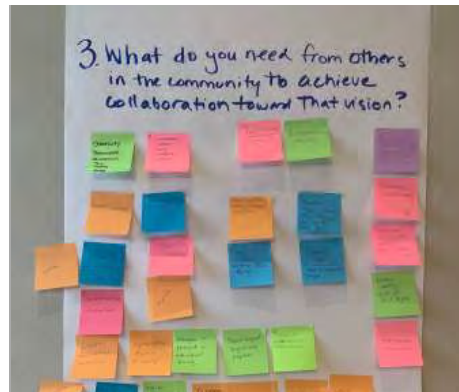
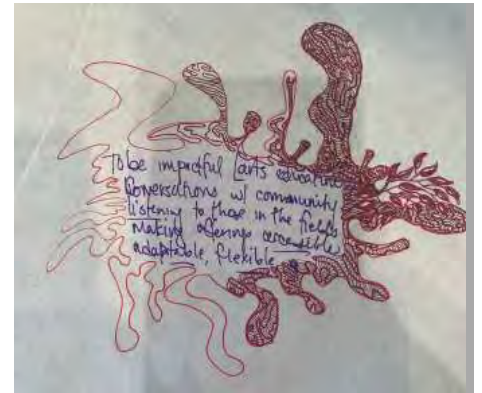
ART GARDEN--GROWING PLANTS USED IN ARTMAKING, INTENTIONAL GARDEN SPACE

\*CONNECTION TO MUSEUM OUTDOOR SPACE  
 GATE TO DRIVEWAY & COMANCHE STREET  
 \*CULTURAL PRACTICES/AGRICULTURE AS ART FORM  
 \*SUCCESSION PLANTING/LANDSCAPE MASTER PLAN  
 \*ARBORIST EVALUATION OF EXISTING TREES

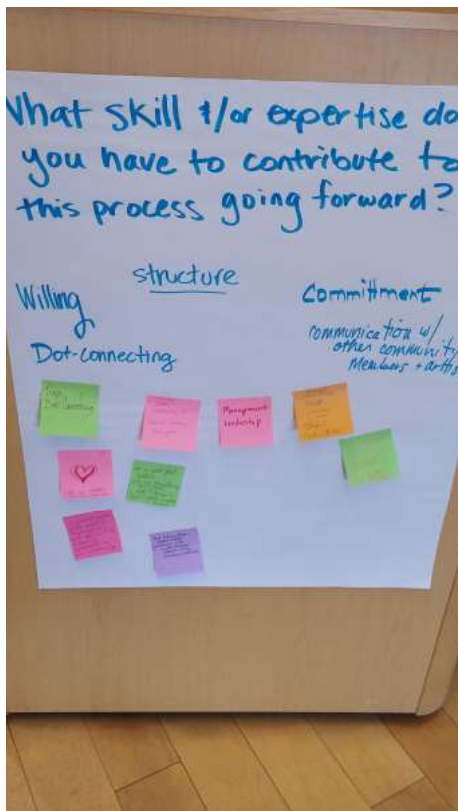
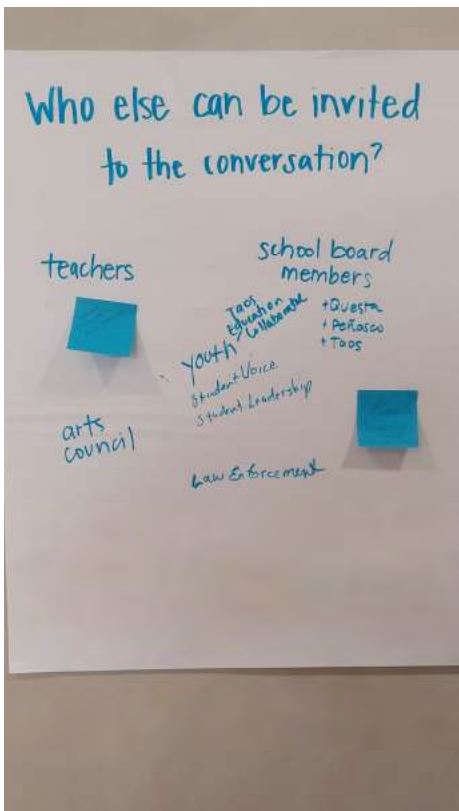
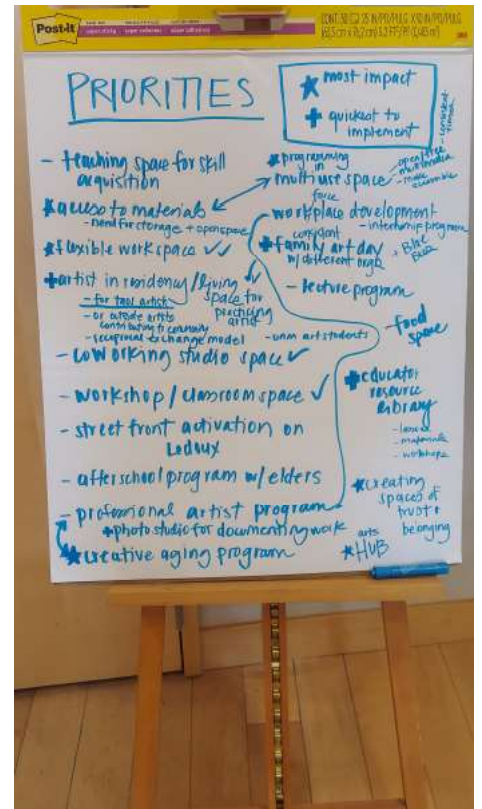
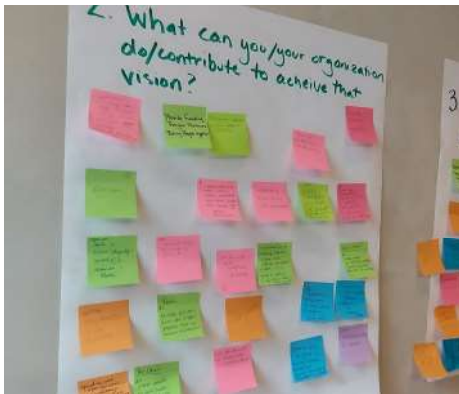


# APPENDIX E: WORKSHOP PHOTOS

# WORKSHOP #1 PHOTOS



# WORKSHOP #1 PHOTOS



# WORKSHOP #2 PHOTOS



# APPENDIX F: COMPLETED WORKSHEETS

# \* Needs assessment of existing spaces!

## Stephanie Mitchell Smith Center for Creative Learning – Priorities

Imagine your organization came into ownership of a new space with the characteristics noted.  
What would you prioritize to achieve the vision for impactful Taos arts education?

Review the assets listed on the wall. Building from these assets, what programs and projects would you prioritize in this new space? (top 4)

1. Teaching space for skill acquisition
2. Access to materials & scheduled workspace
3. Flexible workspace, instruction, & community events
4. Dedicate living space for existing/striving artists (so they don't leave). Artist in residence commits hrs to property management.

teaching skills  
access to material / workspace

Program/Project #1

General spaces needed:

- Storage for materials (works in progress) / equipment
- Share skills, learn a skill, & cultivate new learning experiences = open spaces
- Multiple spaces that can stay open vs. spaces w/ permanent equipment

Additional needs (personnel, funding etc.):

- Purchased equipment
- Stipends for instructors (and or, in kind contrib)
- Library of available materials

Program/Project #2

General spaces needed:

- Designated storage areas (secured as needed) → artists
- Individual use vs community use vs. offerings

Additional needs (personnel, funding etc.):

- Schedule management program (use agreements) for activities & programs

facilitators  
instructors

• Student artwork exhibit area.



\* What populations have lack of access! (Identify)

Program/Project #3

General spaces needed:

Designated community event location  
Studio workspace for artists

Additional needs (personnel, funding etc.):

Identify skill sets that are under represented.

Program/Project #4

General spaces needed:

2 bdrm apt - housing for artists? Affordable rent + barter work.  
Artist in residence is a teaching role during stay.

Additional needs (personnel, funding etc.):

Invest funds to subsidize funds for artists studio rent or living rent; who aren't selected for residency.

Which Program/Project is easiest to do the quickest? #4 Living Space

Who are your key partners and what is their role? (Harwood must be one)

- PASEO
- Taos Art Museum
- Coose
- TCA

- Taos Housing Partnership
- Workforce Solutions

100% Community Initiative  
Which Program/Project will have the biggest impact? #1 and #2 equal

Who are your key partners and what is their role? (Harwood must be one)

- Community Centers
- UNM - main campus students
- Local Artists
- Taos News / Questa del Rio
- HIVE
- UNM - Entrepreneurs → small business
- Local government

## Stephanie Mitchell Smith Center for Creative Learning – Priorities

Imagine your organization came into ownership of a new space with the characteristics noted.  
What would you prioritize to achieve the vision for impactful Taos arts education?

Review the assets listed on the wall. Building from these assets, what programs and projects would you prioritize in this new space? (top 4)

1. MULTI USE SPACE WITH PERMANANT FEATURES
2. WORKSHOPS & REGULAR ACTIVITIES
3. WORK BASED LEARNING & WORKFORCE DEVELOPMENT.
4. MOVEMENT & PERFORMANCE ART

### Program/Project #1

General spaces needed:

FREE, OPEN TIME SLOTS, WITH ACCESSIBLE STUDIO  
SPACE FOR MULTIPLE MEDIAS. (POTTERY; PAINTING;  
PUPPETEERING; JEWELRY; ETC.)

Additional needs (personnel, funding etc.):

ADMINISTRATION OF CALENDAR, PROVISION OF SUPPLIES;  
STUDIO SPACE, MEMBERSHIP FEE FOR MATERIALS.

### Program/Project #2

General spaces needed:

IN THE VEN OF ABOVE PROJECT - <sup>BASED IN</sup> ~~USING~~ THE MEDIAS OF  
THE MULTI-USE SPACE - HAVE REGULAR PROGRAMMING -  
WORKSHOPS - RE A SPECIFIC MEDIA.

Additional needs (personnel, funding etc.):

ADMINISTRATION OF SCHEDULING, PROVISION OF  
SUPPLIES,

Program/Project #3

General spaces needed:

MULTI-USE SHARED SPACE THAT PARTNERS CAN COME  
IN TO USE FOR ART RELATED PROGRAMMING;  
BUSINESS OF, ECONOMY OF, IMPACT OF, ETC

Additional needs (personnel, funding etc.):

COLLABORATE WITH BRIDGES, THE HIVE, OTHER  
MENTORS IN ~~THE~~ ART INDUSTRIES.

Program/Project #4

General spaces needed:

A GOOD FLOOR, SOUND, NICE LIGHTING

Additional needs (personnel, funding etc.):

GOOD CLEANING SUPPLIES FOR FLOORS

Which Program/Project is easiest to do the quickest? MULTI-USE SPACE

Who are your key partners and what is their role? (Harwood must be one)

HARWOOD, UNM, COMMUNITY SCHOOLS COALITION, T.C.F.,  
COMMUNITY ANCHORING INSTITUTIONS FOR FUNDING/ SPONSORSHIP

K.C.F.C., Holy Cross, TSU, COUNTY, TOWNSHIP, TAOS ARTS COUNCIL,  
Waulitzer Foundation, Community Schools Coalition / Coordinators

Which Program/Project will have the biggest impact? MULTI-USE SPACE w/ PROGRAMMING

Who are your key partners and what is their role? (Harwood must be one)

NON-PROFIT PARTNERS WHO ARE LOOKING FOR A  
CENTRALIZED SPACE TO OFFER PROGRAMMING - AND

ALL LISTED ABOVE, ALSO ANYONE ELSE WHO WANTS  
TO BE ~~INVOLVED~~ INVOLVED.

← of TCA (Candace Reiser)  
(Elizabeth LeBlanc)

★ Contact Taos Education Collaborative for student needs



# Stephanie Mitchell Smith Center for Creative Learning – Priorities

Imagine your organization came into ownership of a new space with the characteristics noted.  
What would you prioritize to achieve the vision for impactful Taos arts education?

Review the assets listed on the wall. Building from these assets, what programs and projects would you prioritize in this new space? (top 4)

1. WORKSHOP / CLASS SPACE
2. COMMUNITY EVENTS / ACTIVITIES / CO-WORKING.
3. A.I.R. HOUSING / VISITING ARTISTS
4. COMMUNITY FACING / ACTIVE STREET FRONT.

## Program/Project #1

General spaces needed:

residential units for A.I.R.  
(temp visiting artist)

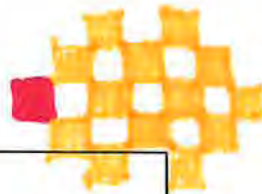
Additional needs (personnel, funding etc.):

## Program/Project #2

General spaces needed:

open call for local artist/orgs to use space  
for time frame

Additional needs (personnel, funding etc.):



Program/Project #3

General spaces needed:

shared artist space, studios, rentals,  
gallery, co-working.

Additional needs (personnel, funding etc.):

Program/Project #4

General spaces needed:

Additional needs (personnel, funding etc.):

Which Program/Project is easiest to do the quickest?

A.R. / local temp use.

Who are your key partners and what is their role? (Harwood must be one)

look @ case studies  
at other museum/art orgs.

Which Program/Project will have the biggest impact?

Who are your key partners and what is their role? (Harwood must be one)

trust and taking  
"accession" of space.

- org in residency  
- event in residence.

# Stephanie Mitchell Smith Center for Creative Learning – Priorities

Imagine your organization came into ownership of a new space with the characteristics noted. What would you prioritize to achieve the vision for impactful Taos arts education?

Review the assets listed on the wall. Building from these assets, what programs and projects would you prioritize in this new space? (top 4)

1. ~~After school programs~~ → \* including elders  
\* engaging retirees  
\* fun: Creative vs. TCA job skills internship program
2. ← Professional Artist track → prof dev bus, accounting, etc.
3. Creative Aging - arts programming for elders
4. Monthly Family Art Day in collaboration w/ other creative play spaces in community  
Artist Workshop Space

Program/Project #1

General spaces needed:

---



---

Additional needs (personnel, funding etc.):

---



---

Program/Project #2

General spaces needed:

---



---

Additional needs (personnel, funding etc.):

---



---

Program/Project #3

General spaces needed:

Additional needs (personnel, funding etc.):

Program/Project #4

General spaces needed:

Additional needs (personnel, funding etc.):

Which Program/Project is easiest to do the quickest?

Who are your key partners and what is their role? (Harwood must be one)

*Small Elementary Pilot*  
~~After school programs~~  
*partnering with Family Art Day: 1*


Which Program/Project will have the biggest impact?

Who are your key partners and what is their role? (Harwood must be one)

# Stephanie Mitchell Smith Center for Creative Learning – Priorities

Imagine your organization came into ownership of a new space with the characteristics noted. What would you prioritize to achieve the vision for impactful Taos arts education?

Review the assets listed on the wall. Building from these assets, what programs and projects would you prioritize in this new space? (top 4)

1. Inclusive of community/welcoming 
2. Kids/youth
3. temporary hub for specific community projects/  
events, etc
4. \_\_\_\_\_

<u>Program/Project #1</u>
General spaces needed: _____ _____
Additional needs (personnel, funding etc.): _____ _____

<u>Program/Project #2</u>
General spaces needed: _____ _____
Additional needs (personnel, funding etc.): _____ _____

Program/Project #3


General spaces needed:

Additional needs (personnel, funding etc.):

Program/Project #4

General spaces needed:

Additional needs (personnel, funding etc.):

Which Program/Project is easiest to do the quickest? 

Who are your key partners and what is their role? *(Harwood must be one)*

youth / kids outdoor arts activities/projects  
temporary hub - front room / kitchen  
events / community projects

Which Program/Project will have the biggest impact? \_\_\_\_\_

Who are your key partners and what is their role? *(Harwood must be one)*

Program/Project #3

General spaces needed:

---

---

Additional needs (personnel, funding etc.):

---

Program/Project #4

General spaces needed:

---

---

Additional needs (personnel, funding etc.):

---

Which Program/Project is easiest to do the quickest? Family Art Day

Who are your key partners and what is their role? (Harwood must be one)

once a month

Harwood, Twinkl, children's museum

mayor have restaurants offer deals for families

Which Program/Project will have the biggest impact? \_\_\_\_\_

Who are your key partners and what is their role? (Harwood must be one)

---

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---

Program/Project #3

General spaces needed:

---

---

Additional needs (personnel, funding etc.):

---

---

Program/Project #4

General spaces needed:

---

---

Additional needs (personnel, funding etc.):

---

---

Which Program/Project is easiest to do the quickest? after school program (lol)

Who are your key partners and what is their role? *(Harwood must be one)*

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Which Program/Project will have the biggest impact? \_\_\_\_\_

Who are your key partners and what is their role? *(Harwood must be one)*

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# FRAMEWORK

## for Creative Learning

Community  
Installation  
Space  

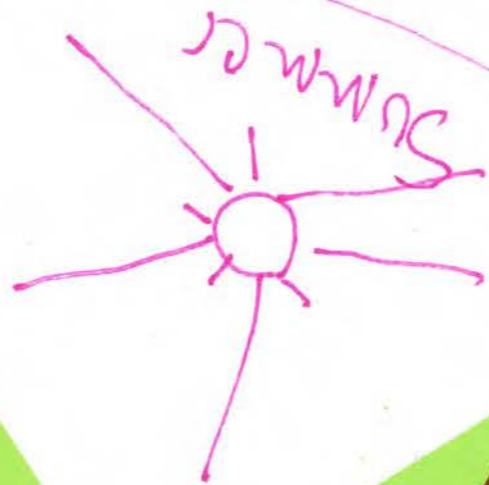
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Bring the  
FUN

### KEY PARTNERS

- UNM
- ARTS ORGANIZATIONS
- MUNICIPAL SCHOOL DISTRICT
- TOWN / COUNTY
- EDUCATORS
- FARMERS (FOOD)
- TAOS PUEBLO ARTIST

out-of-school  
time



after-school /

resource  
space  
art materials,  
artist kits, base  
molds, ...

Making  
space  
(at museum)

FIND my people  
to please my  
BEST SELF

best  
target?

7yr. old - adult.

street  
Pik  
Fences  
year 1  
Pik

905

ghrshwari

resource  
space  
(art materials,  
art kit, boxes,  
books...)

Making  
space  
(at mawpikul)

...talking  
space  
(lectures, chats, etc)

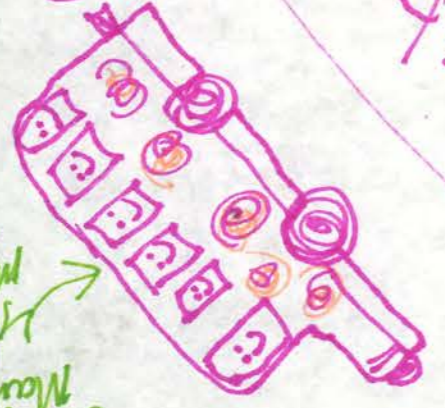
residence  
(sleeping)  
space

Co-Making  
studio  
space

eduwaka

for  
mural

designed  
by 7-yr old  
Maha  
Maha



"Showing"  
space  
- are there already  
enough communities  
getting



7-yr old - adult

impact ↓  
connecting  
people  
to people  
& orgs



# APPENDIX G: ACTION PLAN

# Harwood Museum of Art

## Stephanie Mitchell Smith Center for Creative Learning

Executive Visioning Summary & Action Plan

August 2025

	<b>Phase 1</b> <b>Basic Improvements</b> June-Dec 2025	<b>Phase 2</b> <b>Strategic Conversion</b> Jan-June 2026	<b>Phase 3</b> <b>Full Conversion</b> July 2026-June 2029
<b>Facility Improvements</b>			
<b>Main Goals</b>	Prepare for upcoming events Prepare for staff move in Hire architect to propose floorplan options Establish basic floorplan for fundraising	Architectural plans for facility upgrades and renovations Staff Offices Conference Room/Board Meetings Lodging	Integration with overall campus plan Permanent ADA improvements Permanent bathroom improvements Interior building connection Improvements to support identified programs
<b>Floorplan/Layout</b>	A106 bathroom, prepare for staff use, can this be accessible? Temporary solutions for connecting studio A and B to bathrooms Study A113 connection to bathrooms and other layout options Could A106 serve as a lactation space Determine # of required bathrooms Feasibility of sink at A101 Lunch space for Harwood staff	Continued bathroom remodels, especially A117 and A115 Divider door between C107 & C108 Remove walls between A111 & A112 Provide door between A108 & A111 for staff privacy	Interior connection between buildings Retrofit Studio B bathroom for making art and toilet privacy Add sink in A118
<b>Utilities &amp; IT</b>	Studio B HV/AC, plumbing, lights, wi-fi Study lighting and power needs IT needs for staff offices	Technology needs, A113, retractable screen, projector	Additional technology needs for programs
<b>Furnishings</b>	Office furniture for staff Move education program supplies	Furnishings for A113-flexible, board room, work spaces, meetings Review and enhance dwelling furnishings, fold out couch for C107	Furnishings for opening studios A & B Consider murphy bed for Studio B to retain flexibility Furnishings plan development for future programs
<b>Security</b>	Address security including gate between buildings setback from Ledoux St Security camera system in progress		
<b>Landscape &amp; Exterior</b>	Tree removals Redo sidewalk between buildings on Ledoux St Gate enhancements at Ledoux Street	Two 10' gates (2x5') to create controlled access at rear outdoor spaces Add gate at east side of courtyard Accessible path to Studios A & B	Improve gate and security at driveway Enhance privacy for residences as needed Design pigment and dye garden
<b>Wayfinding</b>	Design signage Install signage		
<b>Staffing &amp; Key Partners</b>	Connect with key partners Create staffing plan		In-house Partner organizations Artists-in-Residence/Teaching
<b>Programming</b>			Priority 1 (highest) to 3

Establish task force  
 Establish Priority Programs List  
 Event space evaluation  
 Open Studio A for Lighting Ledoux in December

Develop program concepts for fundraising  
 Begin program planning for Studio B  
 Host first programs in Studio A?  
 Develop pricing for rental of studio spaces  
 Research/Develop scheduling system  
 Move Docent Library to CCL  
 Board meetings

1-Classes, Workshops, Talks  
 1-Drop-In Art Space for all ages in Studios A & B  
 1-Community Rentals  
 2-Community Gallery  
 2-Pigment & Dye Artist Garden & Outdoor Classroom  
 2-Facility Rentals (weddings, meetings, etc.)  
 2-Develop Resource Library for Educators  
 3-Coworking Studio Spaces & Lighting Studio  
 3-Artist-In-Residency Program  
 3-Coffee Cart/Wine Bar/Café  
 ?-Pilot UNM Taos programs  
 ?-Host BFA program shows  
 ?-Programming with partner organizations

**Funding**

Establish basic budget for fundraising

Obtain funding to develop plans for interior building connection

**Communications**

Press release re gift  
 Update visioning participants, stakeholders  
 May 2026 Harwood Board Meeting  
 Talk to brotherhood about the *morada*

Fundraising  
 Share plan and program progress

**Other**

Plan for Museum June 2026 closure  
 Dedication TBD

Document history of building  
 Phase 3 subphases action plan

Develop interpretation plan for building