

## 2017 Galisteo Community Plan Update



# 2017 Galisteo Community Plan Update

The Galisteo Community Plan was adopted by Resolution 2012-36 on February 18<sup>th</sup> 2012. The Resolution to adopt the plan amended the County's Sustainable Growth Management Plan (SGMP) and recognized the Planning Committee's concerns to preserve the rural, residential lifestyle, to protect water quality and quantity, and to promote economic vitality in the area. The Galisteo Community Plan identified existing conditions and described the community profile. The Plan also provided a regional context of the area to include the natural environment of the Galisteo Basin, archaeological resources and patterns of land use. It established a Vision for the community and incorporated a future land use plan based on the SGMP policies, anticipating the adoption of the Sustainable Land Development Code (SLDC).

The Galisteo Community Plan Vision:

*In the future, Galisteo will be a place that continues to preserve its distinct character as a historically significant settlement in the Galisteo Basin while promoting a strong land, water and energy conservation ethic. The Village will continue to be a place where its history and shared values are honored and future generations can afford to stay and raise their families. The community will take steps to establish itself as a model of sustainability within the Galisteo Basin by implementing effective conservation measures of the land as well as the natural, cultural and historic resources and encourage community input and regional cooperation.*

## 2017 Galisteo Plan Update Purpose

The purpose for the 2017 Galisteo Community Plan Update is to update the Future Land Use Plan and Land Use Map in accordance with the Sustainable Land Development Code. The need for the update is based on the development of two recent documents which were developed to implement the existing Galisteo Community Plan. The Galisteo Revitalization Plan was developed by the New Mexico Mainstreet Frontier Community Initiative. The Galisteo Village Action Plan, an extension of both the Galisteo Community Plan and the Galisteo Revitalization Plan, will be incorporated as an appendix to the 2017 Galisteo Community Plan Update. The ideas and strategies that have been developed through these efforts support the economic vitality and further the goals of the community in accordance with the SGMP.

## **Galisteo Future Land Use Plan Update**

The Galisteo future land use plan update aims to further the community's goals. The Galisteo Community Plan Future Land Use Plan Goal is to:

“Create a future land use plan and establish zoning for the Community of Galisteo to conserve Galisteo's limited water availability, protect other natural resources, and protect the natural beauty, historic sites and the rural character of Galisteo.”

The Future Land Use Plan laid out the goal and desired characteristics and general boundaries of the Galisteo Community Plan to include Traditional Community and Village Plaza Mixed-Use future land use categories. Areas designated as Agriculture, Ranching and Rural allow for the less developed parts of Galisteo to remain rural in character. There are also three types of residential areas, including the Traditional Community, which maintains the historic character of the original village, Residential Fringe which is associated with contemporary residential subdivisions, and Residential Estate which covers areas associated with the historic village. The Traditional Community was envisioned as a neighborhood scale, residential mixed-use historic zone. Within the Traditional Community, along NM 41, a Village Plaza Mixed-Use area was identified which would allow for appropriately scaled mixed-use commercial development that fit in with the character of the historic patterns.

During the process to develop the Galisteo Village Center Action Plan in 2016, it became apparent that there was a need to establish a rural commercial overlay to facilitate uses for the Village Plaza Mixed Use area to allow for appropriately scaled commercial development and amenities to support the goals of the community.











### **Rural Commercial Overlay**

A rural commercial overlay could include properties with frontage onto NM 41 which includes the majority of the area identified as the Village Plaza Mixed Use area in the Future Land Use Plan. This overlay would allow for additional uses above those allowed in the Traditional Community District. The proposed rural commercial overlay would provide opportunity for desired uses such as a welcome center, parking lot, small-scale shops and restaurants to lure passersby to spend time in the village and to spend money while they visit.

Establishment of a rural commercial overlay will require an amendment to the County Zoning Map for the implementation of the Galisteo Community Plan. The general boundary for the proposed rural commercial overlay zone is reflected the map on the following page.



Santa Fe County  
Proposed Rural Commercial Overlay Zone  
in Galisteo Community

- Legend**
- Santa Fe County  

- Parcels  

- Galisteo Community Overlay District  

- Galisteo Community Overlay District Zones
-  Ag / Ranch
  -  Rural
  -  Residential Fringe
  -  Residential Estate
  -  Traditional Community
  -  Public / Institutional
- Proposed Rural Commercial Overlay Zone  




 Santa Fe County  
Growth Management  
Department  
Planning Division

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## **Galisteo Community Plan Update Appendices**

Appendix A: Galisteo Village Revitalization Plan

Appendix B: Galisteo Village Center Action Plan

# Galisteo Village Revitalization Plan

## An Amendment to the Galisteo Community Plan



Prepared for:  
**The Village of Galisteo**  
and  
**Santa Fe County**  
New Mexico



*Frontier  
Communities  
Initiative*



Technical Assistance by:  
**CommunityByDesign**  
**Liza Miller Design**  
**Milagro Design**

**A New Mexico MainStreet Frontier Community**  
June 1, 2015

# Galisteo Village Revitalization Plan

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## Introduction

In 2014, the Village of Galisteo and Santa Fe County submitted an application, and was selected by the New Mexico MainStreet program, to receive technical assistance through the program's Frontier Communities Initiative. This initiative is a community development partnership implemented through the NM Frontier Communities statute approved by the State legislature in 2012. The Frontier Community Initiative is intended to provide communities of populations less than 7,500 residents the economic development tools and strategies to assist them in revitalizing their local economy and community vitality.

The Village and County requested a Revitalization Plan for its village center as its economic development project to enhance its historic village center district. The revitalization plan for historic Galisteo provides a conceptual land use plan and strategies for achieving the revival of the village center.

The Galisteo Village Revitalization Plan report and process was funded through the NM MainStreet/Economic Development Department's legislative appropriation.

## Amendment to the Galisteo Community Plan

In 2006 the community of Galisteo and the Santa Fe County Planning Department began work on a community plan to provide a planning and regulatory framework for future growth in the area. The resulting Galisteo Community Plan, (Resolution 2012-36 ), was adopted by the Santa Fe County Board of County Commissioners as an amendment to The Santa Fe County Growth Management Plan, (SGMP), in early 2012. The community plan includes a description of how the village center should evolve and identifies the need for further detailed planning of the village center to meet goals and support strategies to preserve and enhance the unique characteristics of the area, (see plan description below). This Revitalization Plan report provides detailed planning to guide revitalization and preservation efforts in the village center and is consistent with both the Galisteo Community Plan and the SGMP. It is anticipated that this plan report will be adopted by resolution of the Board of County Commissioners and incorporated into the County's policy and planning framework as an amendment to the Galisteo Community Plan.

### ***From the Galisteo Community Plan:***

#### ***Village Plaza Mixed-Use***

*The Village Plaza Area, as shown with the yellow overlay below, will develop as a compact mixed use place that will support historic preservation, building techniques and traditional community forms with a focus on the historic Plaza and crossroads area. It incorporates the church grounds, mailboxes, Phillip C. Watts II Memorial Park and the intersection of NM 41 and CR 42 and adjacent compatible properties. Appropriately scaled mixed-use commercial development will be allowed provided they follow provisions that ensure new development will fit in with existing historic patterns, materials and massing.*

*Community Directives on Historic & Cultural Resources 5.1.*

*Goal: Address the desire of residents to re-establish a plaza and connections to the historic and cultural landscape including the old acequia.*

# Galisteo Village Revitalization Plan

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## *Strategies:*

*5.1.1. Collaborate with New Mexico Main Streets, and Santa Fe County Growth Management Department to develop design guidelines for the re-establishment of the Village plaza mixed-use area.*

*5.1.2. Work with State representatives to implement and secure funding for the village plaza mixed-use planning, design and development. Work with NM DOT Context Sensitive Solutions Department, New Mexico Main Streets, and Santa Fe County Growth Management Department to address traffic concerns in relation to the Village plaza mixed-use area.*

*5.1.3. Work with Historic Preservation Division; NM Department of Cultural Affairs to document Historic Landscape Characteristics of the plan area and complete a Historic Acequia Inventory Form.*

## **Purpose**

At the outset of the project, a stakeholder group was formed consisting of local citizens, county staff, economic development organizations, and representatives of business and property owners. Also included were NM MainStreet's partners including NM Department of Transportation, NM Historic Preservation Division, and the NM North Central Economic Development District.

Based on meetings with this group the following needs and issues were identified:

- Streets were not amenable to pedestrians and non-motorized users.
- Lack of safety and security in the area.
- Lack of economic vitality and entrepreneurial opportunities, especially for the young adults.
- High vehicle speeds and truck traffic through the village center.
- Lack of visitor wayfinding and interpretation of the Village historic district.

## **Galisteo Village Center Vision**

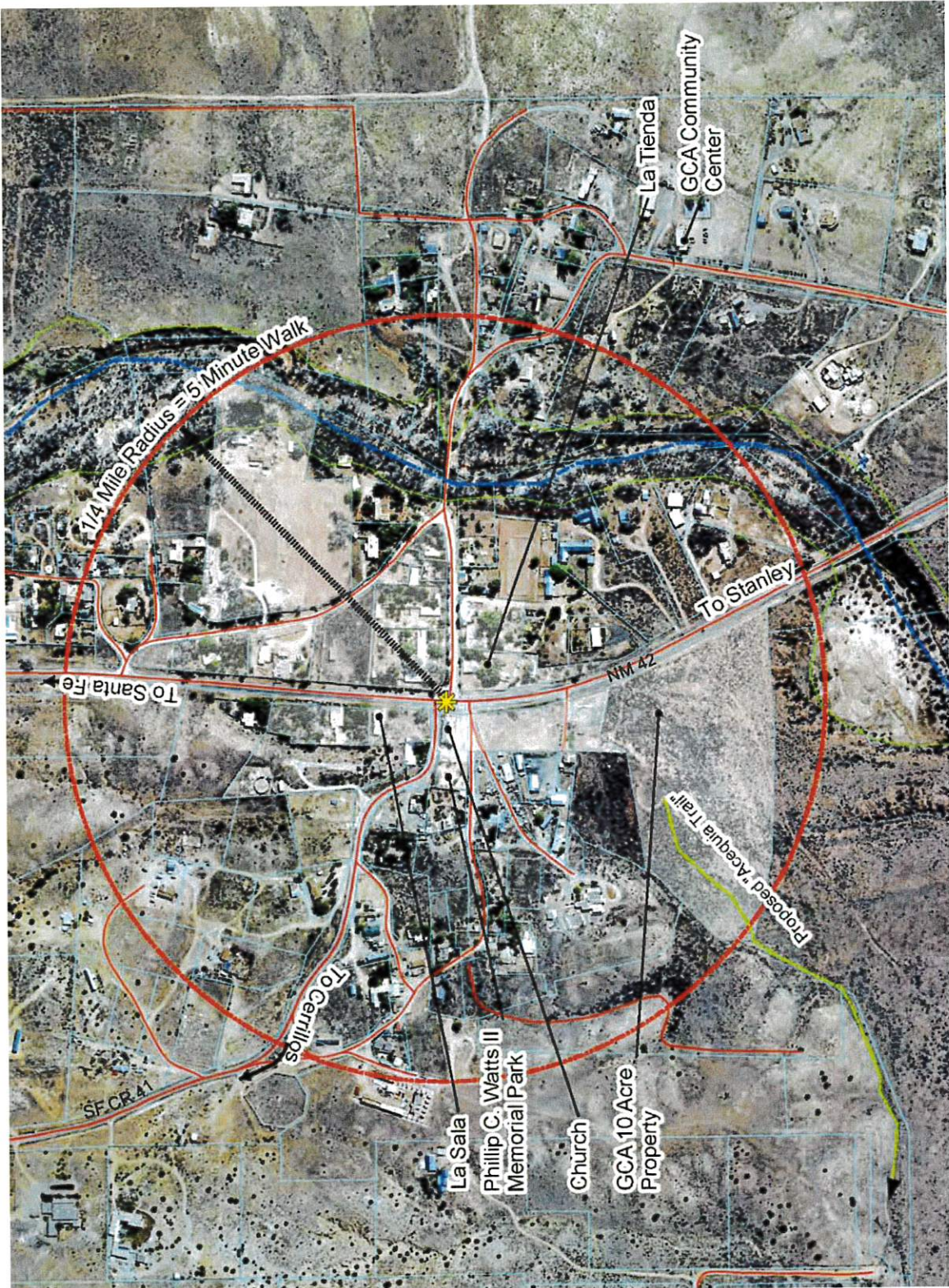
*Our Village center and plaza is thriving and vibrant with activities for children, adults and senior citizens. It is a place where the community resides and gathers for arts and cultural events. The historic church and outdoor gathering places, artwork and sculpture are the heart and soul of the village. It is a pedestrian-friendly environment with private and public galleries, a few small shops and historical markers and museums.*

## **Revitalization Goals:**

- Enhance the image and character of the community.
- Create a thriving locally-owned business environment.
- Support a walkable, livable and healthy community.
- Enhance "slow" tourism and the economic vitality of Galisteo.
- Reinforce the identity as an arts community.



# Galisteo Village Revitalization Plan



Plan Area Context Map courtesy of Santa Fe County Planning Department

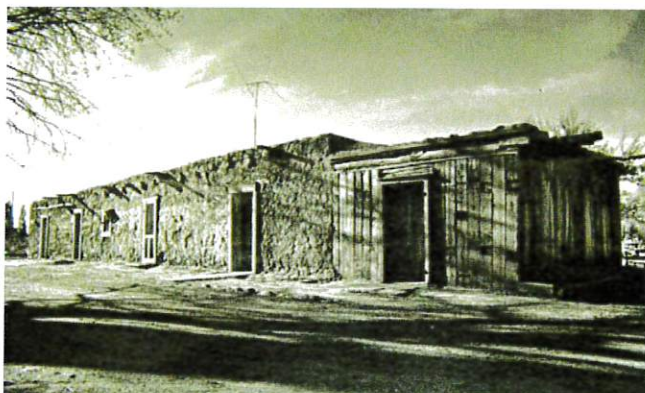
# Galisteo Village Revitalization Plan

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## A Brief History of the Village Center and Existing Conditions

The following history description and existing conditions of the village center is summarized from the *Galisteo Community Plan*. For the broader community context and more detailed history please refer to The Galisteo Community Plan.



In 1860 the Census showed 280 Village residents, but the population picked up by the end of the decade and continued to grow to the east of The Hill, with many houses built in the 1880s and 90s. In 1884 the new church of Nuestra Señora de los Remedios was constructed at the foot of the hill, facing an open dirt plaza. Around 1899 La Sala de San José was built next to the church as a meeting place for the religious sociedades (societies) and a dance hall, among other functions. There were several small stores and cantinas in the Village. In 1914 the first school was opened on La Vega, though there may have been an informal earlier school behind the church. In 1936, NM 41 was constructed through the middle of the village, removing some of the orchards, rock walls, and the plaza. In the 1940s the old Nuestra Señora de los Remedios church on the Hill was dismantled. The site remains as a mound of earth marked by a cross.



In 1969, The Galisteo Historic District was approved on the NM State Register of Cultural Properties (HPD #129) and comprises

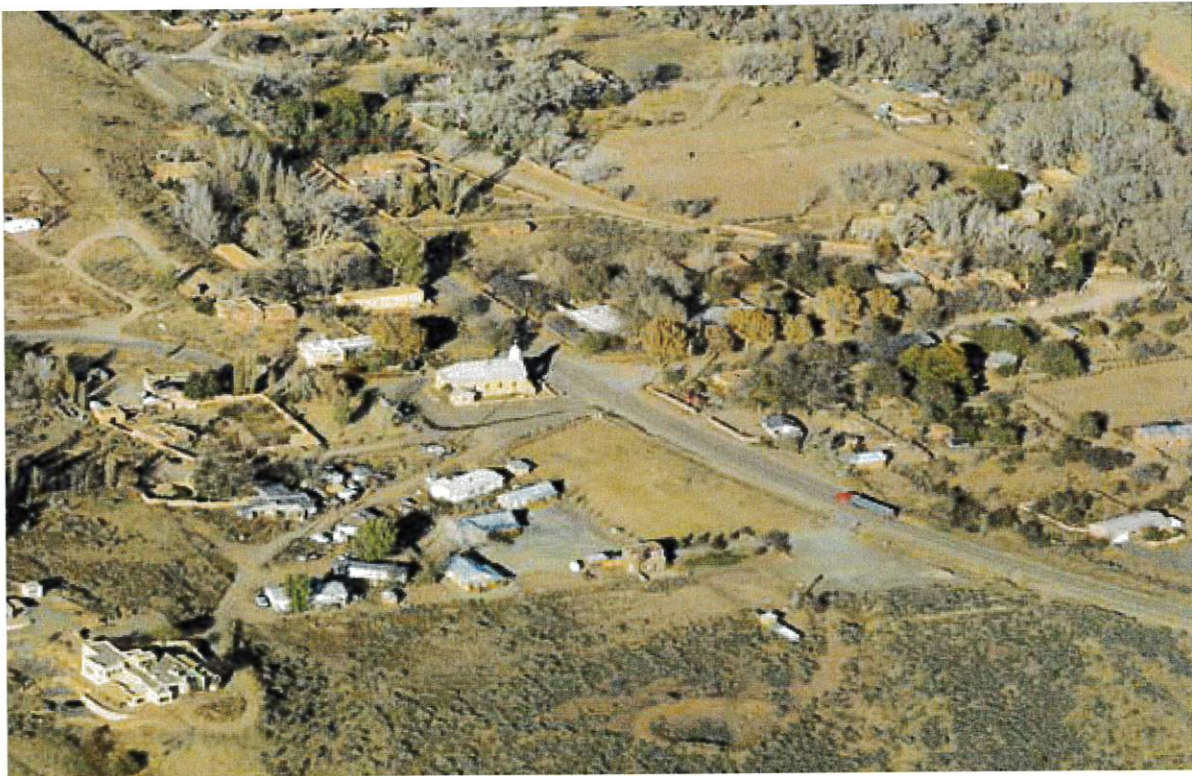
approximately 472 acres and consists of the historic Village of Galisteo and a 260-acre parcel of formerly irrigated field allotments known as the Galisteo Grant. The District consists of 98 individual properties including buildings, sites and structures. Of these, 42 are considered contributing and 56, mostly of

## Galisteo Village Revitalization Plan

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recent construction, non-contributing. There are approximately 13 contributing structures within the Revitalization Plan area. The intersection of NM 41 and CR 42 at the Nuestra Señora de los Remedios Church marks the site of the former village plaza.

Galisteo is an unincorporated village in Santa Fe County, New Mexico with a 2010 population of 265 residents. The Village Center lies at the crossroads of New Mexico State Route 41 (NM 41) and Santa Fe County Road 42 (CR 42). To the south, NM 41 connects to US Interstate 40 in the town of Moriarty and the northern end connects with US 285 less than five miles south of the Eldorado subdivision. County Road 42 intersects with NM 41 in the Village center and connects to NM 14 about four miles north of the Village of Cerrillos. These two primary roadways provide access to the plan area and important connections to the broader region.



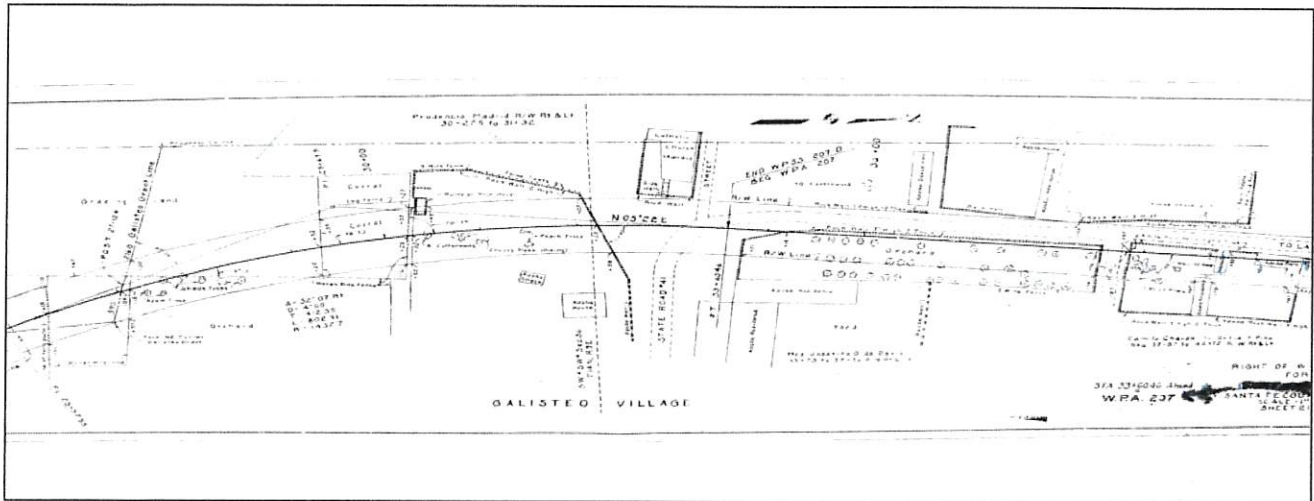
Historically, most roads in the area, with the exception of NM 41, followed irregular alignments. Most of the roadways represented earlier access for circulation when wagons, livestock, and pedestrians accounted for the area's main traffic. Today, La Vega, Magdalena, and Marcelina Lane offer access to residences east of NM 41. La Otra Vanda, Via La Puente, and Avenida Vieja, the former main road, serve the east side. Via Si, The Hill, and CR 42 connect La Loma residences, the cemeteries, the site of the first church, and the former WPA-era school and teacherage, with the rest of the Village.

The County maintains the primary roadways in the village center including Avenida Vieja, La Otra Vanda, Via La Puente, La Vega and The Hill.

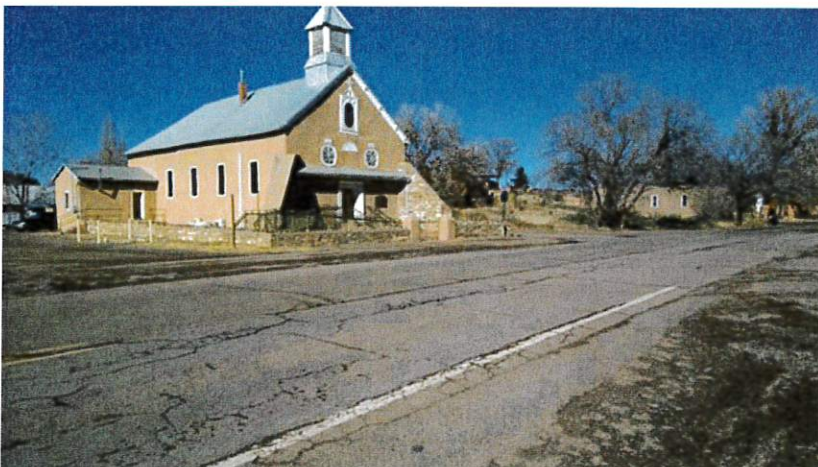
## Galisteo Village Revitalization Plan

NM 41 has long been used as a minor commercial and commuter corridor, connecting the southern areas of the County to the central and northern communities. In the last few years, there has been a substantial increase of large truck and freight vehicles. Most of these trucks usually carry petroleum, gas, gravel and other large cargo.

Bus transit service to the community was re-established in September 2011. This service, operated by the North Central Regional Transit District (NCRTD), functions as a commuter bus route serving the communities of Edgewood, Moriarty in Torrance County, Stanley, and Galisteo with stops in the City of Santa Fe. Currently NCRTD bus service to Galisteo runs Monday through Friday with a north-bound morning run into Santa Fe and an evening south-bound run stopping in Galisteo before continuing on to communities in southern Santa Fe County. The transit stop is located at the northwest corner of CR 42 and NM 41.



Although not officially delineated, the Village Center is considered to be the area surrounding Nuestra Señora de los Remedios Church including Watts Park, the community mail boxes, and the crossroads where NM 41, Camino de Los Abuelos (CR 42), Via Puente and CR 42 intersect. Contributing structures in this area include the Church, La Sala, the former Tienda de Anaya on the southeast corner, and a portion of the Hacienda property, a historic general store on the northeast corner.



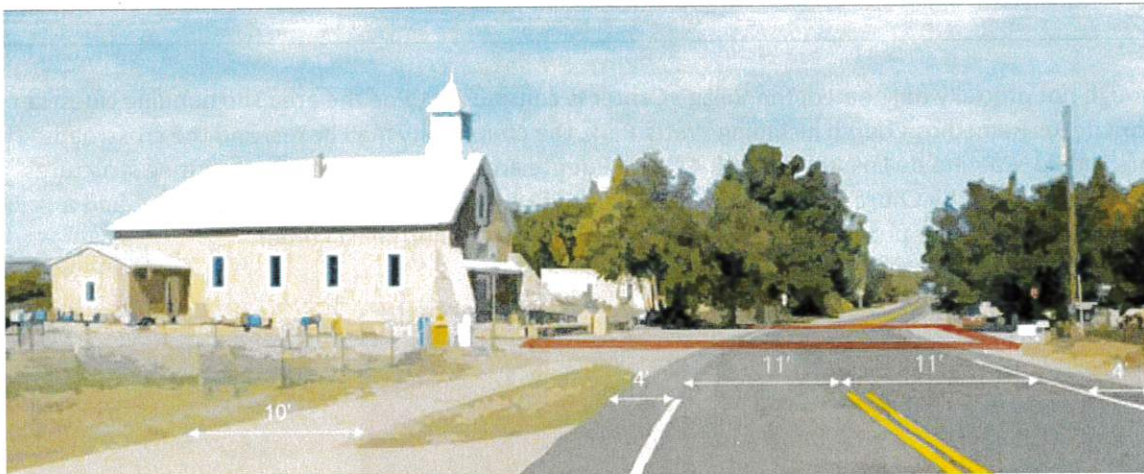
# Galisteo Village Revitalization Plan

## NM 41 Alignment Study

In 2011, the NM Department of Transportation completed an alignment study for NM 41, in cooperation with the Federal Highway Administration (FHWA), for a distance of approximately 16.1 miles. The purpose of the NM 41 Alignment Study is to evaluate the condition of NM 41 between MP 46 and MP 62.1 and to identify improvements to provide a safe facility for highway users and area residents.

The NMDOT approved *Phase 1-B NM 41 Alignment Study* states that:

“The community core segment of the study includes the portion of NM 41 through the community of Galisteo from milepost 55.8 (intersection of NM 41 and Avenida Vieja) to milepost 56.8 (approximately ¼-mile north of NM 41/La Vega Road intersection). Two alternatives have been identified for this segment, both of which use 11-foot driving lanes — only the shoulder width is different. The alternatives for this segment of NM 41 are intentionally narrower than the adjoining segments of highway. The narrow pavement sections are intended to encourage lower travel speeds compatible with a village center. Community Core Alternative 1 is recommended for the community core area. Community Core Alternative 1 consists of two 11-foot travel lanes with 4-foot paved shoulders. The shoulders would provide an area for use by bicyclists outside of the driving lanes. No changes would be made to the roadway centerline or profile. A multi-purpose path, 6 to 10 feet in width, would be constructed on the east side of the highway. The path width will be determined after additional community input is obtained. It would connect to the path proposed for the Community Transition segment and would end at the intersection of La Vega Road in Galisteo. The path surface would consist of a material that meets Americans with Disabilities Act (ADA) criteria and blends with the historic surroundings of the area. A surface consisting of crusher fine gravel bound with a polymer has been used in similar settings. Two pedestrian crossings would be constructed in the historic plaza area (the area immediately north and south of the Nuestra Señora de los Remedios Church). These crossings would be 10-foot wide and constructed with brick pavers or stamped and colored concrete to simulate brick pavers.”



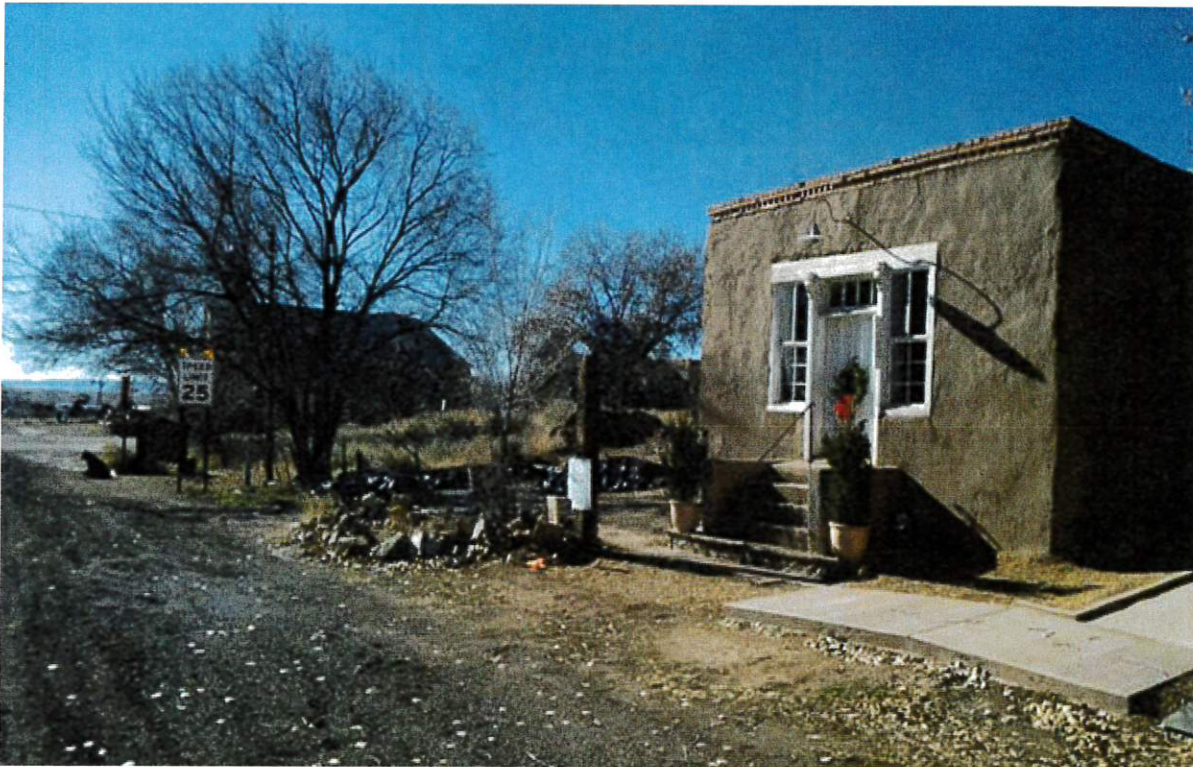
An illustration from the NM 41 Highway Corridor Study, (D. Pennington & Assoc, 2010), that has been modified to reflect the Community Core Alternative 1 as approved in the Phase 1-B NM 41 Alignment Study.

# Galisteo Village Revitalization Plan

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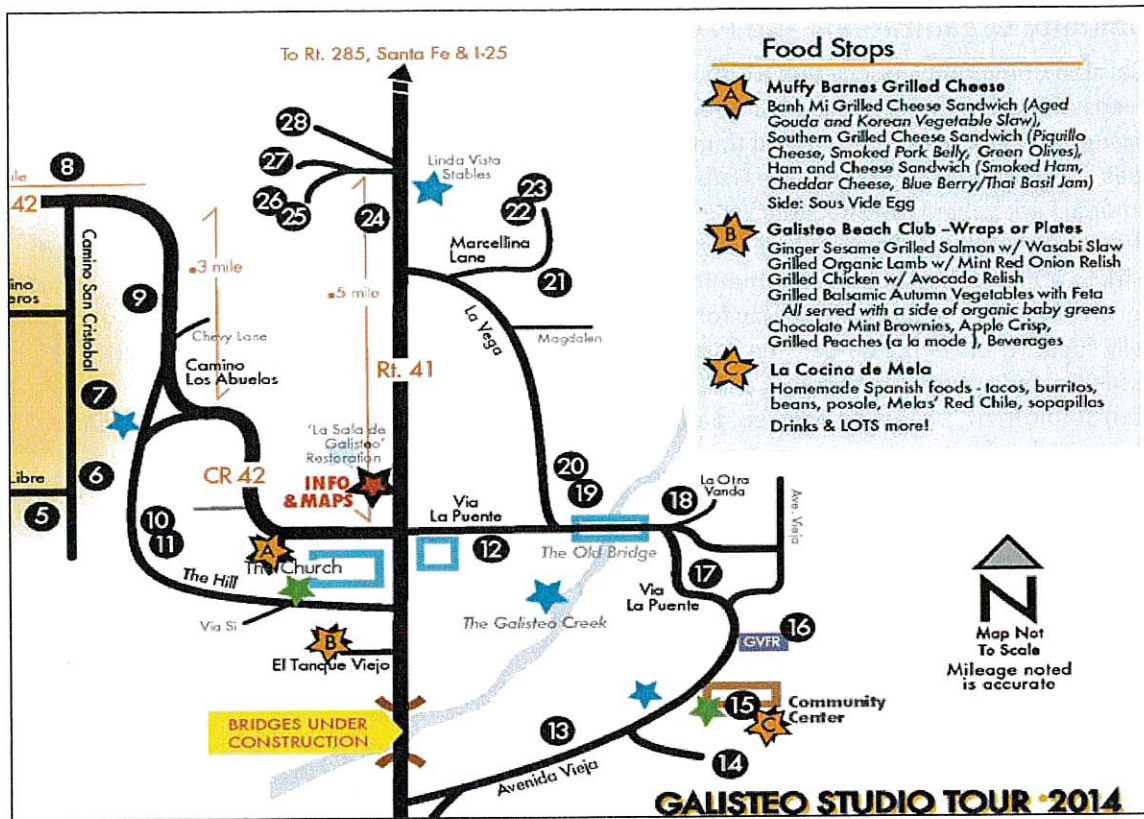
## Community Organizations and Facilities

The Galisteo Community Association (GCA) was founded March 8, 1973. The GCA was formed to assess the needs of the community, to protect the historic nature of the Village, to enhance the quality of life in and around the Village of Galisteo, and to maintain, protect and improve community properties and facilities. Presently, the GCA owns the Galisteo Community Center and associated park, Phillip C. Watts II Memorial Park behind Nuestra Señora de los Remedios Church, and a vacant 10 acre parcel south of the church. The Galisteo Community Association holds activities for the community at the center and the park to bring the community together for social events as well as to inform the community of issues of concern. The GCA holds Clean Up Day for the Village and an annual Chile Cook-Off. The GCA also partially supports El Puente de Galisteo, a monthly newsletter which reports on community activities and issues in and around the Village. The GCA also provides in-kind support for two art groups: The Galisteo Studio Tour, La Sala de Galisteo, and other groups formed to bring the community together.



La Sala de Galisteo is a non-profit organization formed to support artists and the arts in the area. Ongoing arts events take place in donated spaces in the community while money is being raised to restore an old historic dance hall, La Sala, which will become the community arts center. The organization had the first open house of the La Sala building at the community's Bicentennial Celebration in October, 2014.

# Galisteo Village Revitalization Plan



The first Galisteo Studio Tour was held in 1987. Centered in the Village of Galisteo, the Tour boasts a diverse artist population. This annual event is one of the few times the public is invited to tour the private studios and meet the artists. Many studios display photography, paintings, pottery and ceramic art, retablos, jewelry, bronze sculpture, weavings, and many hand crafted local arts as well as provide tasty local fare. Much of the Studio Tour can be done on foot, while visitors enjoy the historic and cultural aspects of the Village and ancient cottonwoods that line the Galisteo River.

## Stakeholder Group Participation

The Santa Fe County staff assisted the NM MainStreet program in organizing a stakeholder group to work with the NM MainStreet consultant team in developing the Village Revitalization Plan. The stakeholder group included members of the Galisteo Community Association, La Sala de Galisteo, business and property owners, interested community members, and Santa Fe County staff. Representatives from NM DOT, NM HPD, NM MainStreet, and the Northern NM Regional Transportation Planning Office, also attended one or more meetings. Four meetings were held with the stakeholder group at the Galisteo Community Center during the plan development.

At the first meeting, held on November 5, 2014, the group identified issues and opportunities in the historic core of Galisteo. A second meeting on December 2, 2014 was a presentation of a preliminary concept plan for the village center. The consultant team took the stakeholders feedback and at the third meeting on January 13, 2015, presented a refined conceptual revitalization plan and the first draft of implementation strategies. A fourth meeting with the stakeholders occurred on February 17, 2015 at which time the draft Village Revitalization Plan document, with the revised implementation strategies, were presented to the stakeholders and they prioritized the revised strategies.

# Galisteo Village Revitalization Plan

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## Village Center Revitalization Concepts and Recommendations

The Galisteo Village center will benefit from enhancements to the appearance and functionality of the streets and the re-established plaza area to celebrate the cultural roots of the community and its traditions. The design considerations will slow traffic, make it safer to walk and cross the streets, and encourage people to gather and socialize in the village center.

Separated pathways will reclaim the highway for pedestrians and create public gathering places. The use of narrower travel lanes with specialty paving crosswalks, will reduce the distance across the streets. Frequent and safe crossing opportunities will encourage pedestrian use. Creative infill of vacant or under-utilized parcels will increase the vitality of the village center and improve the prospects for small businesses and entrepreneurial development.

## Design Recommendations

- The portion of CR 42 that abuts the northern side of the church is intended to consist of **Specialty Paving**. The street could be designed with bollards or other removable barriers so that it can be temporarily closed to vehicular traffic for special events. Traffic can be diverted to the south side of the church during the closure.
- The **Village Entry Monument Signs** are located at each end of NM 41 at the arrival into the village center area. These monument signs are of natural materials such as the local stone and wood, and can also be designed as public art projects. The entry monument signage provides the visitor a sense of arrival and serves to calm traffic into the village.
- The separated **Pedestrian Pathways** along NM 41 consist of a stabilized natural material that will increase pedestrian safety and provide a traffic calming measure to the village center. The width of this pathway should not exceed 8', and have a varying buffer width of 6' to 10' between the pathway edge and the highway shoulder.
- The **Pedestrian Crossings** with specialty paving materials cross NM 41 and CR 42 and Via La Puente. These pedestrian crossings consist of pavers or a colored concrete that will provide traffic calming measures.
- The **Artists Cooperative/Incubator** is a building that can house Studio and /or Digital spaces for artists and musicians as a co-work space. Additional community resources are proposed in the building including a community kitchen for value-added local food production and for vendors to prepare food for community fiestas and art tours, public restrooms for events, and additional public parking during events and fiestas. A possible location for this building is on a portion of the 10 acre property owned by the Galisteo Community Association.



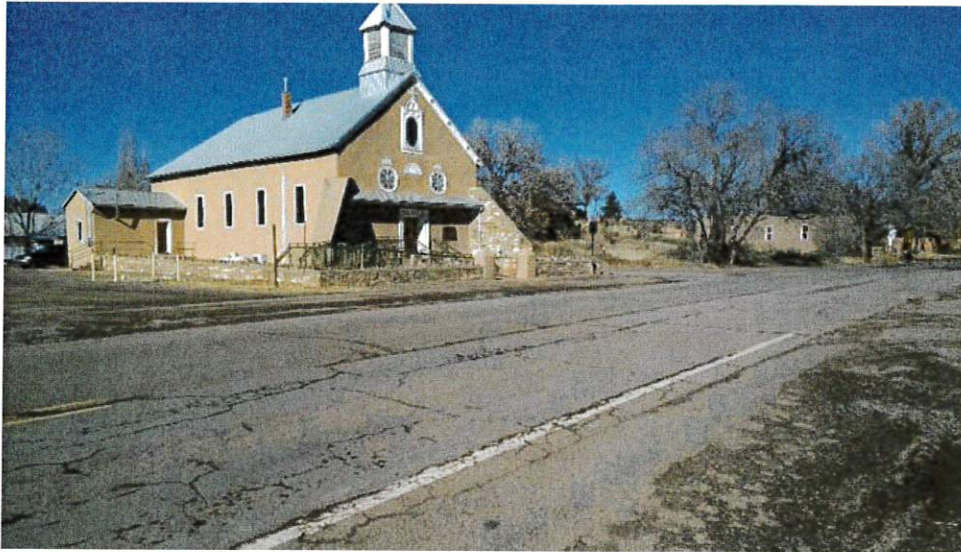
## Galisteo Village Revitalization Plan

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- The proposed **Arts & Cultural Compound** is a state-authorized designation that was approved by the State legislature in 2007 as part of the Arts and Cultural District statute. The program is coordinated by the New Mexico MainStreet Director in association with the New Mexico Arts Commission. The designation provides the community access to technical assistance from the New Mexico Economic Development Department and the New Mexico Department of Cultural Affairs on promoting and reviving the arts and creative economy. The Arts and Cultural District designation also provides for a doubling of the historic preservation tax credits available to contributing structures of the historic district.
- The **Acequia Trail** and **Bosque Trail Loop** are proposed as walking and biking trails of natural compacted soil that can interpret the culture and traditions of the village to visitors as well as provide pedestrian connections for residents in the community.

## Galisteo Village Revitalization Plan

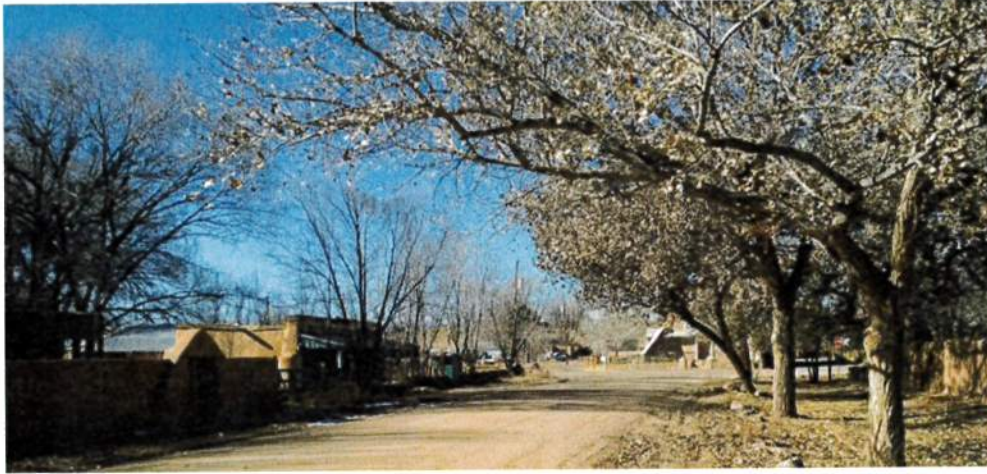
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The proposed pathway and pedestrian crossings in the village center can increase pedestrian safety, provide clues to drivers to slow down, create a sense of place, and with appropriate interpretive signage, can symbolically represent the location of the original village plaza.

## Galisteo Village Revitalization Plan

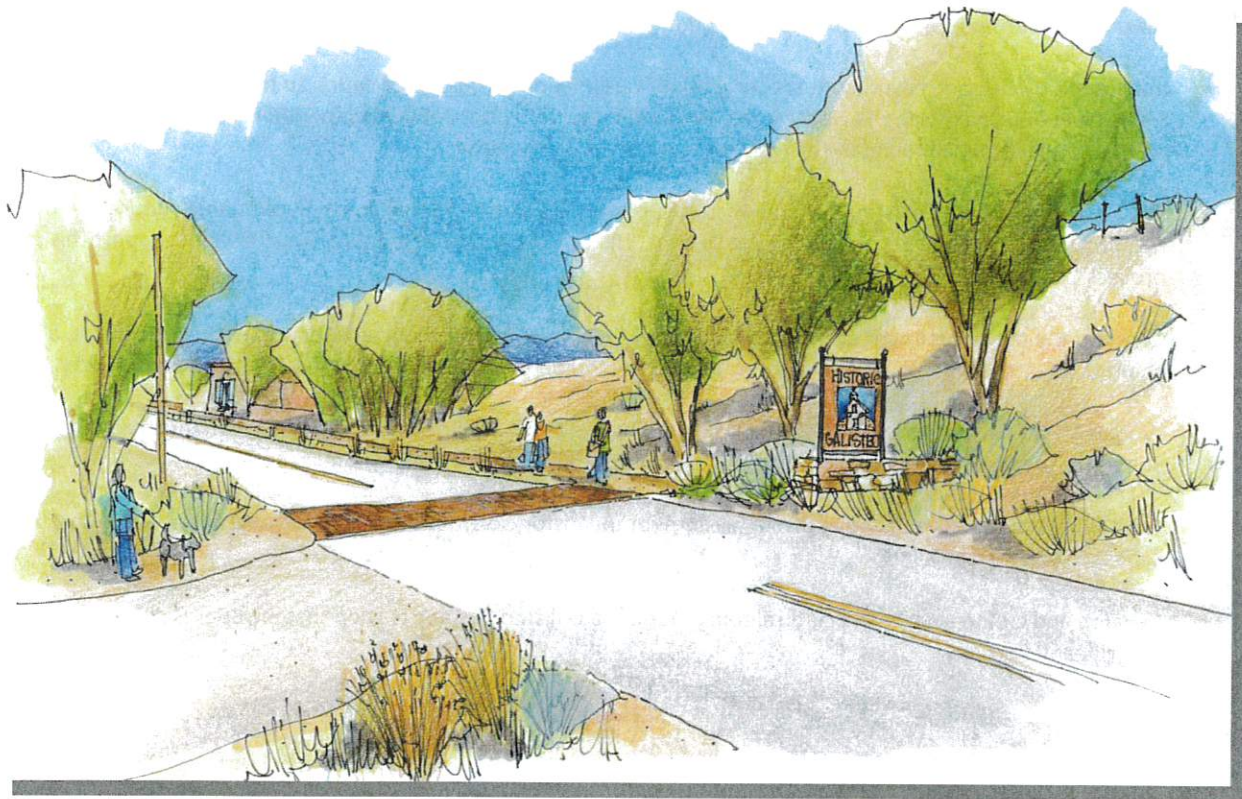
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This view looking west down Via La Puente toward the Catholic Church shows the pedestrian pathway along the southern side of the road and a restored La Tiendita building as a café/bakery and art exhibit space.

## Galisteo Village Revitalization Plan

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This illustration shows the north entry monument signage into the village center at the intersection of La Vega and NM 41. The separated pedestrian pathway would terminate here into a pedestrian crossing across the highway to La Vega. The pedestrian crossing would provide another visual and tactile clue for drivers to watch for pedestrians and slow down.

# Galisteo Village Revitalization Plan

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## Revitalization Strategies

The following **activities** will be pursued by the Village leadership with the appropriate agencies:

- Pursue placing the prioritized GVRP recommendations on the County's ICIP (Infrastructure Capital Improvement Plan).
- Coordinate a NM Historic Preservation Tax Credit workshop with the NM Historic Preservation Division for property owners within the Galisteo Historic District.

The following **projects** may be pursued by the Village leadership.

- Organize a community-based "Village Center Improvement" event to improve the look and feel of the village center (e.g., transit stop bench, artwork, create street art mural, etc.). The New Mexico MainStreet program can assist with organizing and funding for this effort.
- Pursue the "Galisteo Arts and Cultural Compound" designation through application to the New Mexico MainStreet program when the New Mexico Arts and Cultural District application period is open. Information on this program can be found at the [www.nmmainstreet.org](http://www.nmmainstreet.org) website.
- Review and update the existing Galisteo Historic District Nomination Survey to see if additional cultural resources are eligible to be included in the District. Historic Preservation grants are available to support this process.
- Consider the development of an Artists Cooperative/Incubator facility that could incorporate studio space, a community kitchen, and public restrooms, and be located on the Galisteo Community Association property.
- Work with NMDOT and the NPRTPPO on implementing the NM 41 Alignment Study improvements through the State Transportation Improvement Plan and Transportation Alternatives Program.
- Create a Wayfinding/Interpretive display system for the historic district that could be incorporated into the proposed plaza area.
- Develop and create an arts and cultural tour guide for a Galisteo Basin Arts Loop that includes Galisteo, Lamy, Madrid, and Cerrillos.



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# **Galisteo Village Center Action Plan**

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**Final Draft February 16, 2017**

# Acknowledgements

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Sincere thanks to the Galisteo community members who contributed their valuable time, information and insight into the planning effort.

## Planning Committee Members

The Galisteo Community Association (GCA), the Frontiers Committee and the Santa Fe County Growth Management Department and Planning Division worked together to make this plan reflective of the community needs. Thanks to the GCA and Frontiers Committee members for their intensive work.

Anna Cardenas

Leslie Dilworth

Frank Hirsch

Roger Taylor

Michael Golino

Lucy Lippard

Also thanks to the entire Galisteo community for helping give valuable feedback at the Community Breakfast meeting.

This plan would not be possible without the Board of County Commissioners and the County Manager

Henry P. Roybal, Commission District 1	Anna T. Hamilton, Commission District 4
Anna Hansen, Commission District 2	Ed Moreno, Commission District 5
Robert A. Anaya, Commission District 3	Katherine Miller, County Manager

Thanks to David Breecker Associates for facilitating this planning process in conjunction with Santa Fe County Planning Division.

# Introduction and Overview

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The Galisteo Village Center Action Plan (“Action Plan”) is a culmination of many years of effort on the part of the Galisteo community, the Galisteo Community Association (GCA), and its committees, in collaboration with Santa Fe County and New Mexico State agencies. It is intended to bring several aspects of those efforts to fruition, by providing an actionable roadmap to stimulate economic activity in the Village Center.

The Action Plan will amend the Galisteo Community Plan (GCP), in order to focus on implementing the community’s stated goals and objectives in the original plan. The GCP was adopted by the Board of County Commissioners (BCC) in 2012, via Resolution 2012-36. The Action Plan focuses on generating appropriate economic activity in the Galisteo Village Center, which was zoned as Village Plaza Mixed-Use in the 2012 Galisteo Community Plan.

The Action Plan builds on the long history of community planning in Galisteo, and constitutes an outreach and engagement process that included careful analysis of all prior planning efforts, two roundtable discussions with a community planning committee, three general community meetings for input, and extensive communication and collaboration with Santa Fe County staff and other stakeholders throughout 2016 and early 2017.

The Economic Action Plan has three main phases:

**Analysis:** assessment of the key economic drivers

**Staging:** preparation and enabling conditions

**Implementation:** concrete action steps to be taken

## Background

The GCP was developed by the Galisteo Planning Committee with community input, and later formally adopted by the BCC. The Action Plan includes prior work developed through the GCP and the Frontiers Community initiative of the New Mexico MainStreet program, and includes continuing community input. The Action Plan stresses the importance of

- leveraging community assets;
- providing needed retail and visitor services;
- securing funding sources to implement goals; and
- supporting entrepreneurial endeavors.

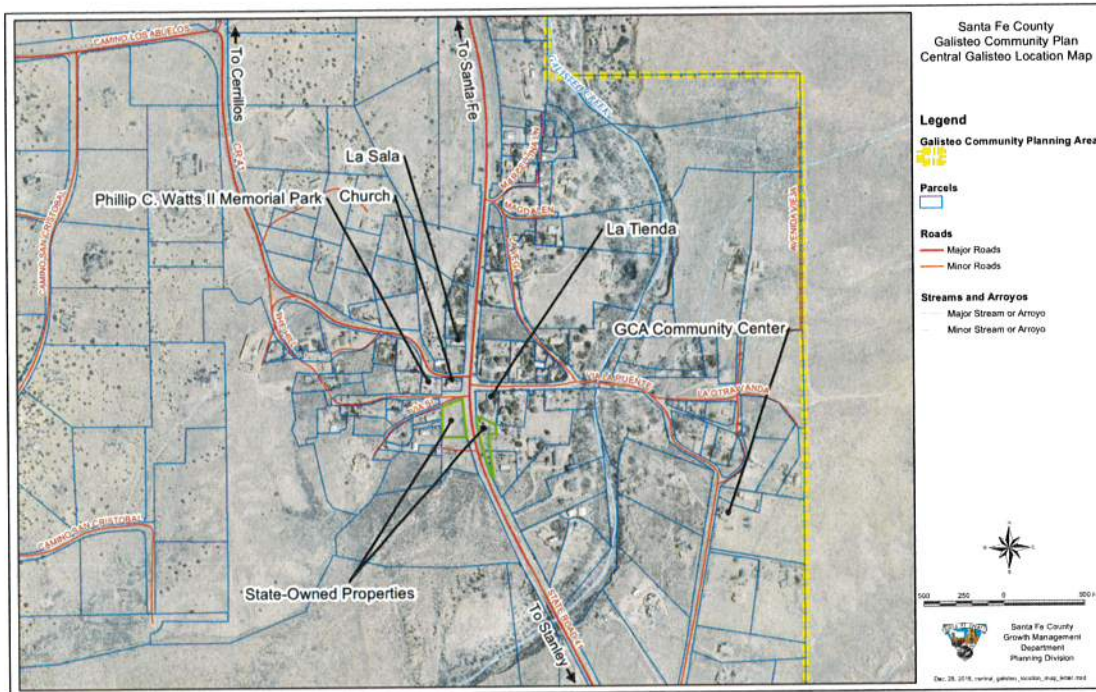
All of these components support Galisteo’s history and culture, while positioning it for future sustainable community development. Economic development and historical preservation need not be in conflict; on the contrary, the path to Galisteo’s economic future will rely on its historical value, while accepting the inevitability of change as seen in the Village’s evolution to date.



## Community Plan Recap

The GCP included a Strategic Work Plan which laid out action steps toward achieving what the community envisioned. This Action Plan further elaborates and clarifies these Action Steps, based on the GCP and the subsequent Frontiers Community study, titled the Galisteo Village Revitalization Plan. These documents will guide the community's goals for revitalization.

### Galisteo Village Center Location Map



## Goals and Strategies

### Goals:

The Galisteo community has identified the following goals as guidelines for specific economic development activities:

- Capitalize on the attractive character and image of the community
- Create a sustainable locally-owned business environment
- Support a walkable, livable and healthy community
- Capture attention of existing tourist market
- Reinforce village identity as an arts community

**Strategies:**

The following activities can be pursued by the residents of Galisteo, the Galisteo Community Association, and its relevant committees, through coordination with the appropriate agencies as shown:

- Explore placing appropriate Action Plan recommendations on the County's Capital Improvement Plan (CIP) and Infrastructure Capital Improvement Plan (ICIP).
- Coordinate a historic preservation tax credit workshop with the New Mexico Historic Preservation Division for property owners within the Galisteo Historic District.

The following projects can be prioritized at a later stage and then pursued by Village residents, the Galisteo Community Association, and committees with the appropriate agencies shown:

- Identify advocates to assist Village residents in working with the County, New Mexico Department of Transportation (NMDOT) and the Northern Pueblos Regional Transportation Planning Organization (NPRTPO) on implementing the New Mexico State Highway 41 (NM 41) Alignment Study improvements.
- Explore lease or other acquisition options for the development of a Plaza Center site, as a primary focus for economic activity.
- Pursue a Galisteo Arts and Cultural Compound designation through collaboration with the New Mexico MainStreet program for the New Mexico Arts and Cultural District program.
- Review and update the existing Galisteo Historic District Nomination Survey to see if additional cultural resources are eligible to be included in the District. Historic Preservation grants are available to support this process.
- Consider options to lease State Trust Land property in Galisteo for community economic development purposes (artist cooperative and/or incubator).
- Consider funding opportunities for the development of an artist cooperative and/or incubator facility that could incorporate studio space, a community kitchen, and public restrooms. Funding opportunities include grants, capital funds and technical assistance.
- Consider means to market and interpret the history and culture of the Village. This could include a wayfinding or interpretive display system, a phone app, and/or a brochure kiosk.
- Develop and create an arts and cultural tour guide for the proposed Galisteo Basin Loop that includes Galisteo, Lamy, Madrid, and Cerrillos.

## Analysis and Fundamental Assumptions

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The Galisteo Village Center was historically the commercial hub of the community. The Village featured a traditional plaza until fairly recently. After most of the plaza was removed for NM 41's construction, the village center continued hosting numerous small businesses, which gradually diminished in number until today, when no businesses remain. Nevertheless, the village center remains the logical location for stimulating economic activity, and is the focus of this Action Plan.

An analysis of the Village population, its economic drivers, and distinctive strengths lead to the following insights and conclusions:

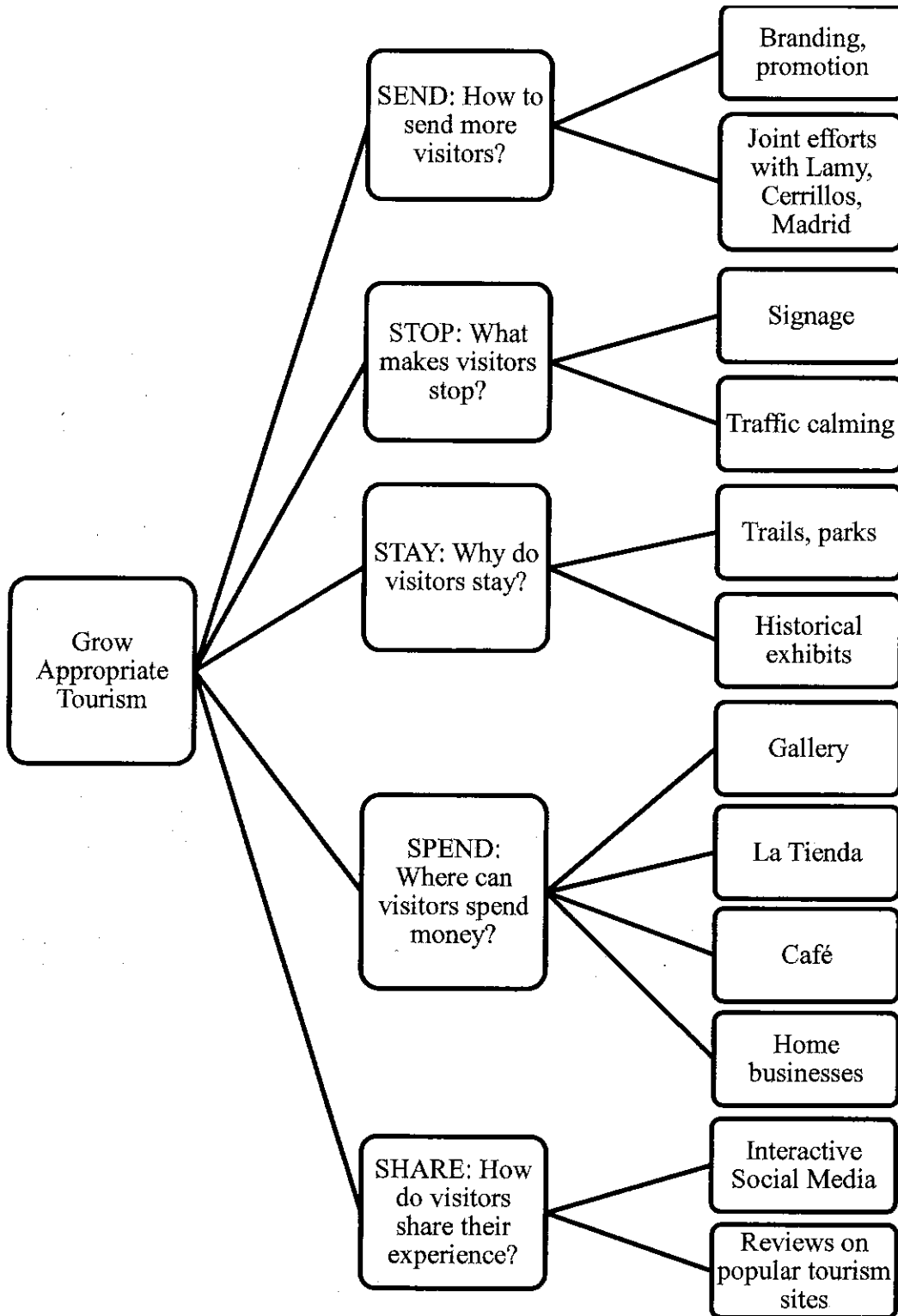
- In order to stimulate economic vitality, Galisteo must access a larger *external* market for goods and services produced in the community. The village itself as an internal market is not large enough to support a significant increase in economic activity.
- The Village's distinctive character and allure for visitors is a natural market draw. The best way to grow this external market would be to bring more, and different types, of visitors to Galisteo, and give them more opportunities to spend money in the local economy.

The following are proposed as the best methods for stimulating economic activity in the Village:

- Focus on improving visibility and financial health of existing home businesses
- Enhance tourism at levels suited to the character, values, and lifestyle attributes of the community
- Welcome opportunities for new entrepreneurial ventures and businesses, especially encouraging those that meet the needs of the community

Growing appropriate tourism requires a multi-pronged approach. The following diagram demonstrates this concept and gives examples of the interconnected nature of these steps.

Figure 1: Strategy Framework Appropriate Tourism Goal



## Enabling Conditions

In order to attract economic activity, there need to be more activities and facilities, but without the demonstrated market potential, it is hard to attract needed investment for more activities and facilities. Without appropriate demand, there is little desire to invest in the attractions. However, without the attractions, there is no motivation for greater numbers of tourists to visit the community. In its efforts to successfully execute this strategy, Galisteo residents will confront a dilemma: more attractions (e.g., shops, restaurants, visitor center) in the Village Center will be needed to bring more visitors; but market demand needs to be demonstrated in order to support that development, motivate entrepreneurs, and access needed capital.

The solution can be to begin with public infrastructure and low-cost attractions to stimulate and demonstrate potential demand:

- Explore a range of possibilities for at least one anchor attraction. Examples include the acquisition and development of La Tienda (the former general store in the Village Center), or a leasing arrangement for a vacant structure in the Village Center area that could be adapted for commercial purposes
- Begin work on critical public infrastructure requirements to enable economic development. The following priorities have been identified:
  - Public parking
  - Public restrooms
  - NM 41 modifications
  - Trails and parks
- Launch low-cost and targeted branding, promotions, and marketing to stimulate increased visitation
- Develop simple, inexpensive attractions based on existing assets (e.g., signage, wayfinding, historical information, additional events)
- Demonstrate potential for increasing visitors with pop-up events or fairs, and then support entrepreneurial response to this demand
- Seek funding for additional small business and infrastructure development using proven success of smaller, one-time events

By proceeding in a phased approach, short-term and inexpensive actions will support longer-term and more capital-intensive initiatives, as outlined in the following section.

# Short-, Mid- and Long-Term Priorities

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Building on the strategy and implementation framework above, this section elaborates on more specific priority actions. These priority initiatives include one-, five-, and 10-year goals, and critical path connections.

## Short-Term Priorities

### Assess existing assets:

Rather than pursuing an expensive and risky “build it and they will come” approach (because such initiatives are difficult to finance, and not always successful), Galisteo residents should begin by assessing what can be achieved with the limited resources available, in support of the economic development goals identified in this Action Plan. Actions should demonstrate market viability, and lead to more business creation, while helping to prioritize larger capital projects in subsequent phases.

This could begin with an analysis of the traditional function of a village plaza as a central hub and gathering place for the community that encourages various types of interactions including commercial and public events. Any number of spaces and locations could serve these functions.

### Utilize and build upon existing assets:

The Village can accomplish a significant amount at relatively small expense by capitalizing on existing assets. These include the following:

- Collaborate with a private developer or entrepreneur to identify an anchor attraction property (La Tienda or an alternate); purchase or lease the property, prepare a development plan, and seek needed approvals
- Develop visitor events and programming in La Sala (a traditional structure in the Village Center, now used as a gallery and gathering place), begin HVAC plans to support year-round use, and market this facility for additional use by film and TV productions
- Develop visitor events and programming for Phillip C. Watts II Memorial Park (a community park close to the Village Center)
- Promote TV and film location siting in the Village. Work with the Santa Fe Film Office to develop opportunities and craft a plan to capture maximum value for the community (see La Sala example above)
- Design and install simple signage, interpretive displays and programs, and/or wayfinding for the historical center (possibly the area in front of La Sala)

### Experiment with pop-ups and pilot projects:

Short-term, temporary installations and events require minimal infrastructure, and can be used to assess and validate the market potential of various types of attractions.

- Temporarily close Via la Puente to vehicle traffic so that it can serve as a “pop-up” plaza for one or more special events. Continue to hold these types of events with increasing frequency if they are successful and acceptable to the community
- Stage a farmer’s market or a general *mercado* in Watts Park
- Use the Galisteo Community Center building to convene conference-type events, and casitas and spare bedrooms for lodging guests
- Use La Sala and the Community Center to offer workshops and instruction
- Promote artist retreats by utilizing casitas and spare bedrooms
- During special events, invite food trucks and “pop-up” caterers/restaurants (including those available at Studio Tour)

**Expand and/or segment the types of visitors reached:**

Community marketing efforts should focus on identifying specific types of visitors by demographics and special interests, and appeal directly to these groups with focused low-cost marketing techniques. Example visitor groups include:

- Historical, cultural, and artisanal interests
- Fine art interests
- Healing community interests
- Bicyclists
- Motorcyclists
- Bird watchers, and the Audubon Society
- Film location production, and film tourism
- Retreats (artistic, spiritual, other)
- Conferences, symposia, and workshop organizers and attendees

**Select simple activities with greatest chance of success:**

The Galisteo community can expand existing attractions with proven appeal, so as to bring more visitors, stimulate activity, and demonstrate market feasibility. Examples of small-scale, successful recurring events in local, rural communities include:

- El Rito First Saturdays: a monthly extension of El Rito’s successful annual studio tour (quarterly events would be more appropriate for Galisteo)
- The Enchanted Circle: a multi-community coalition for tourism marketing (members are Taos, Taos Ski Valley, Angel Fire, Questa, Eagle Nest, and Red River)
- High Road Art Tour: a coalition for art tourism marketing (participating artists in Chimayo, Cundiyo, Cordova, Truchas, Ojo Sarco, Chamisal, Penasco, and Vadito)
- Abiquiu Library: docent-led historical tours of the Pueblo

**Launch focused marketing efforts:**

Many marketing approaches can be implemented at low cost by community members. Examples of this type of approach might include:

- Historical Loop concept: create a Historical Loop with Madrid, Lamy, and Cerrillos as a Turquoise Trail extension, and market cooperatively. Create a brochure/rack card, web page, and mobile app
- Work with City, County, and State tourism agencies for support. Pursue NM True cooperative advertising with the New Mexico Tourism Department, and propose a True TV feature on the Tourism Department's YouTube channel
- Propose a New Mexico Magazine feature story, and encourage or place articles in other magazines and newspapers
- Develop internet marketing channels, including Wikipedia, Wikimedia, Historypin, and an Instagram campaign (like #HowToSantaFe)
- Encourage community members to create an Airbnb listings campaign with their spare bedrooms, casitas, or vacant houses
- Make print materials about Galisteo available at Santa Fe, Albuquerque and Taos hotels and touring companies
- Promote free public Wi-Fi throughout the village center, and develop mobile apps for visitors and tourists

**Focus on critical capital improvements:**

While most large-scale capital projects should be deferred, there are at least two immediate enabling infrastructure projects that would benefit visitors, and that can be developed at minimal cost.

- Public parking (to be scaled for consistency with community values and attributes, perhaps 12-15 parking spaces in a gravel lot close to the Village Center)
- Public restrooms (to be scaled for consistency with community values and attributes, perhaps two gender-neutral, ADA compliant units located in the parking area)

**Design and implement policy enablers:**

Similarly, there are several enabling policy actions that are needed to support the overall economic development initiative:

- Adjust Santa Fe County zoning to allow new live-work spaces
- Evaluate and enable commercial water accounts for new businesses. Determine the process, and potential consequences of additional water demand
- Research options, create community consensus and then pursue a Galisteo Arts and Cultural Compound State designation.



### **Mid-Term Priorities**

Building on the accomplishments of the short-term priority phase, the Galisteo community can undertake more extensive initiatives.

- Develop the anchor attraction (La Tienda or alternate place) with additional improvements as needed, with the private developer/owner
- Complete the La Sala HVAC improvements, and develop year-round visitor activities and attractions
- Acquire a long-term lease on the State-owned property adjacent to La Tienda in the Village Center for Plaza Center or other uses
- Create multi-media exhibits, mobile apps, and other contemporary technology tools for historic guides and way-finding
- Coordinate with the New Mexico Department of Transportation to utilize resources to ensure traffic on NM 41 is compatible with community needs, which would include performing additional traffic and vibration studies, and implementing speed-control measures.
- Evaluate the need for the arts incubator, commercial kitchen, and artist studios concepts

### **Long-Term Actions and Prerequisites**

Finally, the long-term strategy involves large-scale and capital-intensive projects that could be led by the community, some of which should enter preliminary planning during the short- and mid-term phases:

- Evaluate options for attracting private affordable housing projects
- Research feasibility of a conference center

## **Organizational Structure and Process**

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In order to achieve effective implementation, the Galisteo community will need to adopt an enduring structure that can carry forward the many projects and initiatives recommended in this Plan. The following measures may assist Galisteo residents in establishing such a structure:

- Transition the existing GCA Frontiers Committee to a standing Economic Development Committee charged with developing a detailed implementation plan showing lead actors, partners, funding sources, and time frames for each project or initiative to be undertaken
- Ensure broad community participation in the Committee's membership, and engagement in its activities, through continued outreach, public events, and ongoing communications
- Create a part-time Economic Coordinator position. This would be a volunteer at first (contract-based compensation might be possible, if funding is secured), and would have primary responsibility for securing funding and implementing the Action Plan with the Committee's support. The Coordinator would also oversee commercial and entrepreneurial support activities
- Conduct semi-annual reviews of the implementation progress, and provide annual updates to the Action Plan in coordination with the County

### **Key Alliances and Partnerships**

Galisteo residents may benefit from working closely with allies in nearby communities and government agencies. Partnerships with the following organizations and groups should be pursued and developed to support the implementation of the Action Plan:

- Santa Fe County Economic Development and Planning; New Mexico Tourism and Economic Development Departments
- Other members of the northern New Mexico tourism ecosystem (public sector, private sector, media)
- Collaborative community alliances with Madrid, Cerrillos, and Lamy. Efforts should include:
  - Historical loop marketing, events, and promotion

### **Economic Action Plan Responsibilities by Sector**

The public, private, and social/community sectors all have an important role to play in implementation, but with different areas of primary responsibility. Working together, these sectors can achieve the community development goals set forth in this Action Plan. Implementation of the Action Plan goals should be structured around strategic agendas for each sector, as follows:

**Public Sector:**

Initially, government funding and actions can be most effective when directed toward critical supporting and enabling infrastructure—the foundation on which all other development projects can be built. Several beneficial components have been identified that will support the community's goals:

1. Off-street public parking
2. Public restrooms
3. NM 41 safety modifications and pedestrian improvements
4. Rural Commercial Overlay along NM 41
5. Paths, trails, and parks

**Social/Community Sector:**

To date, the community, led by the Galisteo Community Association (GCA), has been effective at improving and maintaining the Village's well-being through a variety of programs and projects. This progress includes an established 501(c)3 Studio Tour organization, extensive restoration of the Bosque (a wooded area along the Galisteo River), the La Sala restoration and art gallery opening, and the expansion of the Galisteo Volunteer Fire and Rescue facilities and capabilities. Future initiatives may include:

1. Local business promotion and marketing Historical markers and information for self-guided tours
2. Expansion of art/studio tour activities
3. Volunteer docents for guided tours

With additional funding support like institutional philanthropy, charitable gifts, impact investing, and public funds, the community could undertake more complex projects. These initiatives could build on public infrastructure and entrepreneurial activities, such as:

1. La Sala heating/cooling for year-round operations and events
2. A Plaza Center at a site such as the State Land Office property through a long-term lease or other option
3. Visitor center/historical exhibit; The Center for Cultural Technologies (a partnership between New Mexico Highlands University and the New Mexico Department of Cultural Affairs) specializes in this type of work as a project for paid student interns
4. Multi-purpose facility on the GCA Community Center property (e.g., commercial kitchen, studio space, retreat/conference facility, affordable housing)

**Private Sector:**

Community and governmental institutions can provide support to the private sector to encourage economic growth, as shown in the facilities, policies, and infrastructure examples discussed above. A particular priority should be bringing jobs to the community and creating employment opportunities for young residents.

## **Needed Community Input**

During the planning process for this Action Plan, many ideas were discussed and will need be revisited as the economic revitalization strategies are implemented. Broad community engagement and strong leadership will be critical for successful implementation of the plan. The Galisteo community should carefully consider the questions below in order to build support and community consensus in implementing the action steps.

- What is the definition of “appropriate” tourism? How many visitors, of what kind, with what types of community impact?
- How can the Galisteo community make sure it avoids becoming overly commercialized, and loses its current appeal?
- What would be the impact of a Plaza Center area, cross-walks, and pedestrian paths on the activities and character of the Village Center area?
- What would be the impact of Historic District designation on all community members?
- What would be the impact of a small public parking area on the outskirts of the Village Center (as compared to on-street parking), with public restrooms? How will the Galisteo community ensure that visitors are able to walk safely and comfortably into the Village Center area from any potential parking area?
- Should visible historical markers and information be used throughout the Village Center, or only at one or two main exhibits (with mobile phone-based information throughout)?

# Finance and Funding

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The following is a list of identified funding sources and potential applicability for implementing action steps identified in this plan:

- County Capital Improvement Plan: suitable for infrastructure only (can include site acquisition, but not lease payments)
- State legislative appropriation (capital outlay)
- State and federal funding for transportation improvements (NM 41 and local Village roads) through the New Mexico Department of Transportation
- New Mexico Resiliency Alliance grant: pending exploration of whether this can be applied to any of the currently planned projects
- New Mexico Cooperative Marketing Grant Program: available including collaborations of separate entities. Note that there are significant technical requirements and procedures
- New Mexico Arts Community-Based Arts Trails grants: available (past recipients include Ancient Way Arts Trail, Artistic Vistas and Treasures, Southwest New Mexico Clay Trail, Trails and Rails Arts Trail, Fiber Arts Trail)
- New Mexico Historic Preservation grants

In addition, several other funding sources and strategies should be considered for particular aspects of the Action Plan implementation:

- New Mexico State Tourism Department grant program: funding for tourism infrastructure, marketing, and other areas. Signage, trailheads, and trail development are eligible projects.
- Create a local community development fund that can support many types of economic activities, drawing from community residential and commercial sources, and potentially supplemented by local, state, and national philanthropies
- Coordinate a community capital campaign: prepare case materials, outreach
  - Potential focus on significant land owners, and non-profits sympathetic to rural landscape preservation
- Philanthropic grants
- Crowd-funding campaign, like Kickstarter, for civic and social enterprise projects
- Local impact investment: community fund, New Mexico Community Capital, Santa Fe Community Foundation impact investment hub
  - Micro-lending for local artisans and small-scale entrepreneurs
- United States Department of Agriculture Rural Economic Development programs

- Rural Business Investment Companies
- United States Economic Development Administration/North Central New Mexico Economic Development District: Public Works (infrastructure) and Economic Development grants
- Community Development Financial Institution (CDFI) lenders for small businesses and entrepreneurial startups
- New Mexico Mortgage Finance Authority: possible tax credit finance for affordable housing
- New Mexico State Historic Preservation Office has funds that might be applicable to traffic vibration monitoring
- United States Army Corps of Engineers has reciprocal wetlands restoration project funding that might be applicable to the Galisteo River
- National Endowment for the Humanities has a Historic Places funding program for interpretation of historic sites, houses, and neighborhoods.