

JOINT MEETING OF THE

SANTA FE

CITY/COUNTY

GOVERNING BODIES

October 20, 2014



COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

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County Clerk, Santa Fe, NM

MINUTES OF THE
JOINT SANTA FE CITY/COUNTY
GOVERNING BOARDS

October 20, 2014

This special meeting of the Santa Fe County Commissioners and the City of Santa Fe Councilors was called to order on the above-cited date in the Santa Fe County Chambers, at the County Courthouse at approximately 9 a.m. by City Mayor Javier Gonzales.

Roll call indicated the presence of the following representatives:

Commissioners Present:

Robert Anaya, Vice Chair
Kathy Holian
Miguel Chavez

Councilors Present:

Javier Gonzales, Mayor
Patti Bushee
Signe Lindell
Joseph Maestas
Christopher Rivera

Commissioners Excused:

Danny Mayfield, Chair
Liz Stefanics

Councilors Excused

Carmichael Dominguez
Peter Ives
Ron Trujillo
Bill Dimas

MAYOR GONZALES: It's great to be back home. It's been awhile since I've actually had a chance to sit in the Commission Chambers where certainly a lot of my focus during my term on the County Commission was economic development and what we do throughout the County on fostering a healthier climate for economic development so it's great to be back and to refocus on this issue.

I want to welcome everybody here and thank members of the County Commission and County staff for hosting us on hopefully will be the first of many, many joint meetings between the City and the County. Obviously our challenges and opportunities don't end and start at the boundaries between the City and the County. And, in fact, even in the City we represent many – all of your County residents in fact. And so what I appreciate about this meeting and the County Commission is being willing to sit down with City to have substantive dialogue on how we can begin to work together in areas that should be relatively easy for us to work on but also not also easy but of importance. We all know that we need to get our economy growing again. There are many people that have been left behind in the recession and certainly we need to explore opportunities on how we can create more investment in our community.

So I do want to say thank you, again, to the Commission and also to the Councilor who took time today to come in and participate in this dialogue. What I will say to the Commission is that I believe at the City and certainly the City Council that everyone is highly focused on putting our collective shoulders to the will in wanting to move our community forward in areas that help families, foster better environments for education, and certainly economic development. I think you'll find as I have found over the last few months that we have a Council that is ready to be part of the solution and to work in ways that we can decrease some of the barriers that kept us apart and have some of those conversations that sometimes are uncomfortable but are important to have.

Today isn't about having any of those conversations. Hopefully, it's about being able to focus on things that we can all collectively agree on. So in an effort to get this started, Commissioners, I turn it over to you and say thank you very much for having us here.

COMMISSIONER ANAYA: Thank you, Mr. Mayor, members of the Council, Madam Clerk, County/City managers, and all of us here today. I'm not going to belabor any of the comments that the Mayor said. I think they're spot on. This is a good opportunity, Mayor, thanks to you and the Council for coming. I know we had some good dialogue when we got thorough our annexation and we look forward to that same collaborative effort together as you've stated. So I know Commissioner Chavez I think is on his way, he'll be here shortly. But I would defer to Commissioner Holian to make a few remarks as well.

COMMISSIONER HOLIAN: Thank you. I'm not sure who is Mr. Chair, Mr. co-Chair, anyway, thank you all for being here. I thank the councilors for being here and I'm looking forward to the dialogue that we're going to have.

MAYOR GONZALES: Councilor, would you like to offer some comments. Okay, so we're all good.

If it's all right we'll just go ahead and feel free Commissioners to add onto this but maybe following the agenda we'll move to the historical context for this regional discussion and I'll turn it over to the County Manager for offering that perspective up.

II. Historical Context for Regional Discussion

KATHERINE MILLER (County Manager): Mr. Chair, Commissioners, Councilors thank you for being here today. I just wanted to give a real quick snapshot of how we got to having what I'll call an informal joint meets. Back in 2000 the County and the City had the Regional Planning Authority. That was formed in 2000 with a JPA and the purpose for the creation of the RPA was to coordinate between the City and the County on matters of joint interest. More particularly, land use planning within a five-mile radius of the City's boundaries. And also for the development of a Regional Growth Management Plan for the area to incorporate existing planning for the urban area. As I said, the JPA and the RPA came into existence in 2000 and then it was amended about six and really became the focal point on working on a joint annexation plan, and the implementation of the RPA land use plan. Also, it was amended to have policy recommendations on matters of joint interest and then the 5-mile boundary area was actually removed in one of the amendments. Also it was amended to have the County capital outlay gross receipts tax funding for joint City/County projects for 10 years. And, then, also to plan and implement and provide oversight for expended regional public transit services in Santa Fe City and County.

So that's what the RPA did until – and it consisted of four City Councilors and four County Commissioners and they met on a regular basis dealing with those issues. In addition,

the RPA had three task forces. There was an energy task force that I actually think they lasted the longest but that has kind of dissipated as well. They met monthly and there was also an affordable housing task force and they fairly regularly until the housing market really crashed and then that kind of also dissipated. And there was an ad hoc economic development task force as well.

For the past two to three years the City and County stopped meeting as the RPA and we kind of moved into holding joint meetings between the City Council and the County Commission to deal with finishing up the annexation. We met all the way through last June, is when I think we had our last meeting to finalize the annexation agreement meetings and then move into the components of the annexation. Also, the task forces gradually stopped meeting and we haven't really had any joint meetings on regional issues since last summer. So what we were hoping to do today is to start one with economic development since that is one that we've dealt with jointly before and have that focus but also to discuss at the end of the meeting to talk about a mechanism for having more regular joint meetings whatever that be to amend the JPA and resurrect the Regional Planning Authority? Or to come up with some other format that we might meet in. Maybe it's just quarterly meetings with both City and County Commission and Council and then to determine the function of what those meetings would be and how to move forward with staffing and funding and what type of initiative that we would take on. So I just wanted to plant that seed and give you the context of how this has evolved and then how we came to this meeting today. And hopefully we can come up with some suggestions on how the City Manager and I could facilitate more joint meetings.

MAYOR GONZALES: Thank you, Katherine. Before we turn it over onto the other part, one of the things that I'm hoping out of this morning's meeting that it's more than informational and informal that hopefully as we hear the presentations that we can signal or be thinking about that collaborative environment and as Katherine indicated it doesn't necessarily have to be about the reestablishment of the RPA. There are a number of areas that we can find a collaboration.

I do want to say thank you to members of the County Commission who have served on some of the task forces that I've created. One is the Children, Youth and Family Community Development Cabinet that is set to create alignment and funding by community providers from birth to career. Commissioner Stefanics has agreed to serve on that. And then the Climate Action Task Force that is in place that will set the priorities for how we can begin to address and combat climate change and Commissioner Holian I believe is serving on that task force. I have tried at every opportunity to make sure that the Commission is represented on some of these outside task forces that don't necessarily reside within the City to really get the benefit of your leadership and your participation.

So, as we go through this, again, hoping that we've selected areas that we think that are areas we can move the needle on if we work together that would have a very big impact on us.

Before we do, I do want to do one quick off the agenda item and announce that today is Council Lindell's 21st birthday and ask everyone to please join me in singing Happy Birthday to Councilor Lindell. [Singing] Councilor Lindell who chairs our Quality of Life Committee, her first question every time she walks through the City Council doors or into my office is, What are we doing for economic development? So she's very, very focused in this area and I'm very thankful for her leadership.

COUNTY CLERK SALAZAR: Mayor, may I? For the record these notes will be recorded and I would like to take roll call. We don't have any action items and we don't need a quorum but I would like to formally take a roll call.

MAYOR GONZALES: Thank you, Madame Clerk. Moving on to item 3, Chairman, if you're okay with that, we'll do the County Economic Overview.

3. County Economic Development Overview

DAVID GRISCOM: Good morning, Mr. Chair, Mr. Mayor, Commissioners, Councilors. I'm David Griscom, Santa Fe County Economic Development Manager. I want to just quickly draw your attention to the agenda that we have put forth for you today as well the packet material within that. We structured the agenda to quickly allow Kate and I to give you a quick interview of both the County and the City's economic development efforts and initiatives and then to focus on three primary areas of discussion followed up by, as Katherine mentioned, some opportunities for a regional broader discussion on the collaboration in general.

So, in your packet on the first page is the memo from Kate and myself. The memo includes a list of all the enclosures within your packet. Just really quickly, if you go to the next tab there's a County economic development overview which I talk about right now. The next tab is the City economic development overview. Next tab is the MSA census economic data. The next tab is the outdoor industry fact sheet. The next tab is the film and digital media fact sheet and the final tab is simply a bullet point listing of the current areas of collaboration where the City and the County are working together on economic development.

That being said, I want to echo, Mr. Mayor your comments and Katherine your comments as well, on the need to collaborate regionally. In fact, we have been collaborating quite a bit in the area of economic development we feel like the game is collaboration. We can leverage our assets and our efforts better by working as one unit and we are in fact a regional economy and there are several areas that point to that. We share a gross receipts tax and when businesses generate GRT within the City we share that in the County. We share a labor-shed. Our labor-shed extends beyond Santa Fe County and extends into Sandoval County, Taos County, Rio Arriba County, San Miguel County – so we are, in fact, a regional economy and we feel that it's very important to work regionally. So we appreciate the opportunity to have this discussion.

Speaking on behalf of Santa Fe County we collaborate quite a bit with some of the regional organizations that extend beyond the County including North Central New Mexico Economic Development District, the Northern Rio Grande National Heritage Area and the Regional Development Corporation, the RDC.

Really briefly for the City Councilors that may not be aware of some of the County policy documents I just listed them briefly on the notes. We're guided by the Sustainable Growth Management Plan. I brought a copy right here, this is it. It's a policy document that was drafted by the County in 2010. In this document, it includes a chapter on economic development. My charge at the County is to implement that chapter on economic development.

We're also guided by Ordinance 2014-7 which is our newly adopted Economic Development Ordinance that's a LEDA ordinance, Local Economic Development Act. As well as the Economic Development Plan which is freshly adopted as well in I think it was May of this year, we have a brand new economic development plan and I'm happy to for anyone who is interested, I am happy to send you copies of that. But this Economic Development Plan is the document that I personally work off of on a very regular basis and it guides me.

In the SGMP [Sustainable Growth Management Plan] in 2010 the County did a series of community outreach meetings and internal meetings and determined that there were five primary target industries from an economic development standpoint that the County wanted to pursue and those I list there: Film and digital media, we will talk about that more in-depth today;

Agriculture; Green industries; Arts and Culture; Ecotourism and outdoor recreation we will also talk about that today. And we identified a fifth – excuse me, a sixth target industry through the Economic Development Plan and that's the health sector, perhaps the fastest growing sector in our economy in the traditional description and definition of health. But there's one other element to it and that is the alternative health that Santa Fe County has. All the massage therapists, all the acupuncturists, all of the alternative Eastern healing businesses that we have in Santa Fe County.

So one of the opportunities that we have is to market Santa Fe County from this perspective in terms of health tourism to bring in people into this area and put together a comprehensive marketing plan around this pretty extensive industry of acupuncturists and massage therapists and so on and so forth. So that's another target industry that we identified.

So really broadly in terms of economic development there are several tools in our tool chest that we work with on a regular basis. One is business recruitment but the second is what we call BRE, business retention and expansion,. We feel that we can get a lot of leverage in working with the small business sector here in Santa Fe. In fact, 80 percent of the economic growth of the past few years has been through the small business sector and so we've recently entered into a contract with the Santa Fe Business Incubator to reach out to the business community throughout Santa Fe County not just the unincorporated areas but the incorporated as well. So we're having a business forum on November 5th at the business incubator where we've invited as many businesses as possible who can attend to come in and learn about how to do a business plan, where the funding opportunities lie, how you can apply for a business license within the County and so on and so forth. We're really trying to do a reach-out to the business community that we haven't done, that we haven't reached out to before. So we want to focus on BRE, business retention and expansion, at the same time business recruitment is an important part of economic development and we've been recently attending several trade shows in Salt Lake City in an attempt to recruit businesses in the outdoor recreation/outdoor economy.

There are several areas of recruitment that we've been focusing on and targeting and it includes the trade shows in Salt Lake City for the outdoor economy but it also includes partnering with the New Mexico Partnership which is the business recruitment arm of the State's Economic Development Department. Just a little background on that. The County, RDC and City approached the New Mexico Partnership last year or maybe it was the year before to highlight the importance of the outdoor economy and to work with them on including that as one of their statewide target industries. As a result of those conversations they have included outdoor economy in their target industries and so we work with the Partnership on a regular basis on these trade shows. We will also be working with the partnership on these sales missions identifying key cities within the country where you have a cluster of businesses that we want to target and that we want to recruit.

So we'll be doing a sales mission. We're also talking about doing a familiarization tour, a FAM tour for site selectors. This is a way that we can leverage Santa Fe's assets by bringing in the site selectors to show them what we have. To show them our infrastructure and they go out and find the companies for us. So we're exploring the opportunity of doing that perhaps sometime next year.

And then the final thing as far as business recruitment is the City and the County collaborating on responses to the Partnerships recruitment opportunities on a periodic basis they send out opportunities for communities to respond to. Companies have come to the state saying, We're interesting in learning about your incentives. We're interested in learning about your communities; what do you have? We respond to those opportunities.

We've also done some work in LEDA, Local Economic Development Act; we're in the

process of putting together an application for the Santa Fe Brewing Company. This will be submitted shortly. They're going to be doing an expansion there at the Brewing Company to increase their canning facility. They're going to increase their employment from a current rate of 41 employees both full time and part time to 105 employees by 2020. This is an example of a BRE effort, business retention and expansion, where we work with an existing business to help them expand and create jobs. We've also done projects with Santa Fe Studio, BTI the Bicycles Technology Inc., and the Santa Fe Farmer's Market.

The Arts Culture and Cultural Tourism Committee is a committee that was established as a result of a resolution recently and as a result of the Economic Development Plan. So the County now has its own Arts and Culture committee. There is a member on the committee who also sits on the City's Arts Commission so we have good overlap there. This is clearly an important industry for us as the Angelou Study determined back in 2004. Forty percent of the revenue coming into – new revenue coming into our economy is arts and culture related. This is a committee that has been established for two years and we've had two meetings so we're fresh out of the gate. The charge of this committee is to explore how we can help artists and artisans within Santa Fe County create new markets, in part, there are other elements of the resolution but the primary goal is to find new markets for our artists and artisans.

I work quite a bit in the film and digital media industry as the film liaison for Santa Fe County. We just recently hosted a production called Stanastan. To give you a sense as to the economic development impact of this industry this is a TV pilot that came in for 30 days to produce one episode. They hired 200 people. Of those 200 people 150 of those were from Santa Fe County. So we worked quite a bit in that.

I mentioned to you the SGMP, the Sustainable Growth Management Plan, in that plan there's an ag and ranching element and we're hopefully about to embark on implementing the ag/ranching element creating a plan to implement that chapter. We're working with Santa Fe Community College on – this is on the vanguard of economic development but creating a traded workforce around smart-grid, micro-grid, technologies concepts and opportunities. So we're in the process of doing a contract with Community College to set up a training program for Associates Degrees and certificates.

Finally, on the outdoor economy I won't go too much into depth on this, we'll speak more about this later but this is an emerging industry for us. We have hosted the IMBA Summit, the International Mountain Biking Association World Summit. There is a reason they chose Santa Fe because Santa Fe has exceptional trails infrastructure and so we want to speak more about how we can collaborate on that. The City passed a resolution last year to pursue IMBA ride center certification and we did achieve that. We're now a silver level International Mountain Biking Association Ride Center. Which means, essentially that we are a mountain biking destination. So we're starting to see tourist come in specifically to use our trails. Just yesterday I was on a ride with three people from Summit County up in Colorado. They came down, they stayed at La Posada. They ate at the Shed. They shopped at the Five & Dime and they were here for one reason and that was to ride our trails.

Those are the kind of stories that really dictate and show the potential for this economy. We'll talk more about that later.

Finally, in conclusion, in terms of our budget the County Economic Development budget is roughly \$300,000. The staff includes three people; me, myself and I. With that I would be happy to stand for any questions or pass it on to my colleague.

MAYOR GONZALES: Councilor Bushee.

COUNCILOR BUSHEE: Dave, what are your incentives? I didn't see it in your

report.

MR. GRISCOM: We can do LEDA, which is what we're doing for the Santa Fe Brewing Company. And we can do bonding.

COUNCILOR BUSHEE: That's through the state?

MR. GRISCOM: Yes.

COUNCILOR BUSHEE: No loans? No micro loans?

MR. GRISCOM: Not at the moment.

COUNCILOR BUSHEE: Thank you.

MAYOR GONZALES: Commissioner Chavez.

COMMISSIONER CHAVEZ: Thank you, Mayor. Good morning everyone, I apologize for being late. I was trying to get some last minutes work in my shop and so I had to shake out the dust a little bit and be here at least at a reasonable time. I do appreciate everyone being here.

David, I wanted to ask you and because I got here late, I know you were talking about, a little bit about artist and craftsmen and what I guess what local government think we could do to help artists and craftsmen. Many of the artists and craftsmen that I know are living from hand to mouth, not from paycheck to paycheck, but from job to job. There's no safety net. No paid vacation, none of those things. And then you have a group that might be working for state government, city government, for a contractor doing it on the side, doing it in their spare time. In either event, these individuals are investing their time in their trade and in some cases those living from hand to mouth, living on the edge economically are producing some of the best product that comes out of the region.

When you put it in a cultural context, if I could for a minutes, when you talk about the traditional weaving, silver and turquoise jewelry, the tin work, the woodworking, we happen to be talking about a 400 year-old history. In that context we can talk about branding. We can talk about trade mark. We can talk about authenticity. We can talk about, hopefully, handmade in Santa Fe, handmade in Santa Fe County. Could you for a minute talk about, if you could, that concept and where we might go with that and how we might provide opportunities and venues. Not only in lending; How much can I borrow, right. But if we could look at that industry, the cottage industry and look at building on that foundation and supporting the existing artists and craftsmen and a lot of them are not presented in the local galleries. They may not be participating in the Spanish Market. But they're still producing a very high quality and they need venues and I think help in promoting a product that's already being produced. So we have the branding. We have the trade marking. We have the authenticity, handmade. And then possible venues in County facilities where we might create a place where we promote the artist and craftsman, generate sales, and hopefully they can bring in young people and train them so that the trades continue and generate revenues and gross receipts for local governments. So that was long winded for coming in at the last minute but if you could address that for just a minute I would appreciate that. Oh, and, again, for a minute, I want to recognize all the work that the City and the County have done in the past – you know, the efforts that have been done in the promotion through advertising and I don't know what jointly the City and the County spend on advertising, but that's one question that I'd like to hold onto. And in the past the City did pass a resolution that spoke to the concept of authenticity and I think branding. So, again, just briefly if you could address those, I know it's going to be a work in progress. But thank you, Mr. Chair. Thank you, Mr. Mayor.

MR. GRISCOM: Mr. Chair, Mr. Mayor, Commissioner Chavez, one of the things that we did when putting together the Economic Development Plan was we went out to the

community and had numerous focus group discussions and one of those focus group discussions was on arts and culture. The feedback that we got was that if you're not in the Canyon Road circuit, if you don't have your products somehow tied into the gallery industry that it is very hard to get your product to market. And we heard this message loud and clear that they needed support to access new markets whether it be through marketing campaigns, branding campaign, website development, whatever it was, training on how to upload your material onto a website. And so we've built that into the Economic Development Plan. I will just quickly highlight on the resolution that the Commission approved for the Arts, Culture and Cultural Tourism, item X.c.c is recommendations on how Santa Fe County can enhance opportunities for local artisans and craftsmen through branding and/or development of export markets. One of the things that we're doing is – I'm in discussion with the Northern Rio Grande National Heritage Area about – well, they're rebuilding their website and we're talking about how we can create an element on that website that would include Santa Fe County, the Northern Rio Grande Heritage Area is broader than that. It's Taos County and Rio Arriba County as well. But include an element on that website specific for artists to upload their product. Not too similar from the Etsy model, in fact, we're going to be discussing the Etsy model at the next Arts and Culture meeting. But that kind of idea is what we're discussing in terms of those artists getting access to the market.

COMMISSIONER CHAVEZ: I appreciate that and I think the reference does have some components that we can build on but ahead of that, again, I firmly believe that we have the ingredients: Highway 14, Turquoise Trail, Appalachian Trail – I mean South Carolina and North Carolina, they're all really building on those assets and I think we've sort of scratched at the surface but I really believe that we can do a whole lot more.

MR. GRISCOM: Mr. Mayor, Chair, Commissioner Chavez, one other thing on the Arts and Culture Committee is that they have established their subcommittees and one of those subcommittees is on branding. And there is some emerging discussion on how you create a Santa Fe County wide campaign, a branding campaign with its own messaging sort of speak. So we'll be working on that.

COMMISSIONER CHAVEZ: Well, I appreciate you bringing that up too, because as I did meet with the committee initially I did personally not want to draw any distinction or line between city and county. I really want for us to work collaboratively, you know, in a joint effort in that regard because there are many people – you mentioned the Canyon Road circuit and you would think that if you're in the city, right, artists and craftsmen, cottage industry, you know, doing work on a limited production that you would be represented on Canyon Road or maybe in a gallery downtown, so it is hard to get in. So for that reason I think that it needs to be broad in that perspective so that we can help those that are really not that well represented and have the ingredients and the components that we would like to build on. Thank you, again, Mr. Chair, Mr. Mayor.

MAYOR GONZALES: Councilor Maestas.

COUNCILOR MAESTAS: David, thanks for that presentation. You mentioned the collaboration and responding to perspective recruitment opportunities through the partnership, I used to serve on that board. My question is do we have some kind of a compilation of our assets and any kind of tax incentives to attract new businesses in response to these PROs and can you share it with us. I've never seen such a thing. I have seen what the City puts something together called By the Numbers. It's great. It's kind of a statistical summary of all of the City services and general assets but I'm sure there may be something more targeted to perspective businesses. So who is on the Strike Team and what information do we provide to these companies that want to locate here to the area?

MR. GRISCOM: Councilor Maestas, I appreciate that. I will defer to my colleague, Kate, to answer the specifics as to the packet that goes to the partnership. But to answer broadly we have been responding more or less collaboratively, the City and the County, I work with Fabian Trujillo. We don't respond to each one of those PROs, not each one is appropriate for Santa Fe or the County, but we do respond to as many as possible. And the Strike Team is essentially the City, the County and the RDC, the Regional Development Corporation. And we've actually in the County's what's called CCIs, Certified Communities Initiatives, which is a New Mexico Economic Development Department program, grant program – in the County's scope of work we have a little bit allocation toward putting together a more comprehensive and regional packet to respond to those PROs which includes regional demographics. Right now the PROs are predominately Santa Fe County MSA demographics. But, I'll defer to Kate to answer more.

4. City Economic Development Overview

KATE NOBLE (City of Santa Fe): Thank you, Mayor and Commissioners, Councilor Maestas, we do have a template for PRO response. It includes some of the basic information on state incentives as well as our workforce profile and the entire labor shed area so not just Santa Fe County but really all of the places that we're pulling workers from. It also includes information about quality of life, mountain biking trails, any number of things and we take that template for any given PRO response and adjust it for whatever the particulars are. There's information about transportation and logistics as well as our utilities and utility prices. So we can certainly share that template with you.

COUNCILOR MAESTAS: That would be great. And I'm sure we have an idea of what kind of companies we don't want that require a lot of water – is that outlined maybe not in the promotional materials but within in the strike team because there's got to be a basis for declining PROs correct?

MR. GRISCOM: Yes, when a PRO is sent out by the partnership generally what happens is I get together with my colleagues at the City and the RDC and we discuss whether or not it's a good fit and the criteria in determining whether or not it's a good fit is in A) how many jobs? B) what would it take for us to get that company to move here? and, C) what are the environmental implications of it now? In fact, we've responded to a PRO recently. It's a data center and we're very hopeful. We're finalists. We're very hopeful that we're going to be selected and if we are selected we're going to have to have some discussions about water. But we have our criteria that we discussion internally.

COUCILOR MAESTAS: You did mention the North Central New Mexico EDD and I just want to offer a parking lot issue for the group and I know we don't have time for it but I'd like to discuss this organization at some point. This is an organization that was formed in 1965. It's extremely large, eight counties. I don't think it reflects the current economic development shed if you will, I think this organization if it was more contemporary can really help serve our regional economic development needs to similar to other councils of government.

So I'd like to see us really discuss this organization, even look at partitioning that area and again, perhaps, the revised area, maybe there could be one district that reflects the LANL employment shed and other maybe could be more agricultural centered. But I really think that the EDD it needs to be revisited and it needs to be discussed and possibly updated. So I offer that just as a parking lot issue. That's all I have, thank you.

MAYOR GONZALES: Councilor Rivera.

COUNCILOR RIVERA: Thank you, Mayor, Mr. Chair. My question is that it appears we have worked together on the international mountain biking association economy. My question is on the Santa Fe Brewing Company with its proximity to the City. Is there anything the City has done or can do to help this venture move along.

MR. GRISCOM: Mr. Chair, Mr. Mayor, Councilor, yes, absolutely, and the City has been very helpful. One of the elements to this project is getting the Brewing Company interconnected into the City wastewater system. So we've recently convened what is called the WWRT, the Water Wastewater Review Team, which is comprised of both City and County staff members and discussed that and then [inaudible] drafted and sent to the City Public Works Committee and then on to the City Council for approval.

So the City has been very helpful and active in insuring that that process continue and that the MOU gets to the decision makers.

COUNCILOR RIVERA: Okay, is that coming up at the next Public Works meeting? Okay.

MAYOR GONZALES: Councilor Lindell.

COUNCILOR LINDELL: Thank you, Mayor. We've been having some discussion and maybe Kate could just talk about it very, very briefly, about the EB5 which seems like it might be a perfect collaboration between the City and the County to move forward on that type of a project.

MAYOR GONZALES: So if I can ask – I think you're right in terms of us having some of these kinds of conversations. Can we get through the City presentation and that will allow for us to move into that. Great. Okay, Kate, if we can go quickly through that and then we'll move on to EB5.

MS. NOBLE: Okay, on page 8 of your packet begins a brief history of City economic development in the past decade. As many of you may remember in 2004 there was something called the Angelou Plan. This was really the City's economic development plan adopted in a big way. It involved about 1,500 people weighing into a community process and organized thinking in Santa Fe in many ways around economic development and established some general target industries which you can see listed there. It really defined some terms and language around economic development including establishing the intention to leverage assets and to take advantage of the Santa Fe brand and unique identity.

In 2008 when economic development was reorganized at the City and a new policy document was adopted by the City Council. That was known as the Strategy for Implementation the intention being to implement the Angelou Plan. It refined things and focused them further from the Angelou Plan into three areas of work: business development, workforce development and sites and infrastructure. And refined five target industries: arts and culture, technology, green, knowledge based industries – that was meant partly to take into account the growing financial sector and in particular Thornburg had recently been designated as an IRB by the City Council – and media.

We also started thinking about our investments as a portfolio where there will be varying degrees of risk. And the key goals which have remained there from the beginning really, to diversify our economy from the real pillars of government and tourism and to create high wage jobs. And then the recession hit really in 2008 almost just after the City Council adopted that 2008 plan and in my view we are still understanding the impacts and evolution of our economy since the great recession hit. It will continue to evolve and take time for us to really see how that works. But one thing that has not changed is that quality of life and our attractiveness as a place to be remains a central asset.

We did a bunch of work in 2010 critically around some subcommittees known as the Existing Economy Subcommittee and Future Economy Subcommittee. They both drafted recommendations for the City Council and then in 2012 key policies were distilled including the work of those groups to develop a workplan and really it was surprising to see how the common ground was business development and really focused programs on the entrepreneurship.

David talked about 80 percent of the growth being in the small business sector. One of the things that we're seeing is that maybe we shouldn't even call them small businesses. They're just our local businesses and we do want to see them grow. We have been working on a number of entrepreneurial development efforts including creating a startup culture and the County has partnered with us on a business plan competition known as biz/MIX. Some of you may know there was a glow ride this past Friday night which brings together both the outdoor economy and one of our startup businesses that was a part of that competition. So we hope to see that business grow.

Another thing I want to mention, the Mayor and I were at a conference on entrepreneurship last week hosting by the Kaufman Foundation. One of the things and they have a lot of good information about job creation in small businesses, one of the things that their research has indicated is that young businesses particularly those in the ages of sort of one to five years are the really key job creators in the economy and that's sort of an aggregate statistic. It is, of course, not a rule but it was an interesting fact to hear.

So what we have been talking recently around key goals and vision that include ultimately growing a robust middle class founded in diversifying and growing our economic base. A culture of entrepreneurship and insuring that there are opportunities for upward mobility and that we have a skilled workforce that can take on well paid jobs.

On page 9 you'll see a list of current projects that we're working on in the City Economic Development. What I did not put there was EB5 which we can talk about in a moment but we have been working on that as well and that is in essence a visa that is a way of attracting investment – a visa program put in place by the federal government. We also work on recruitment and responses to PROs. One of the things that we have seen, just to add to what David said, is that the partnership they have tended towards what I would call the Intel model. The really big company and the really big wind. But through the efforts in our partnership with Santa Fe County and the RDC and the City of Santa Fe we have seen the partnership actually looking at some different companies. They have added the outdoor industry and have scaled down some of their recruitment efforts to a scale that is more appropriate for Santa Fe. So we are actually seeing a shift in the work of that organization that I think is very beneficial to Santa Fe.

On page 10 you can see a breakdown of the fiscal year that ended June 30th budget for the City of Santa Fe. The biggest chunk of the investment is in growing entrepreneurship otherwise known as business development, including our outdoor recruitment efforts and film and media.

And just if I can take you on a little bit to page 11 and the Santa Fe County MSA statistics. One of the things – and it's fortunate because as we've all said, this is a regional economy and we need to work together and I think that's really a keystone point for why we're here today and some of the work that we've been doing because nobody sees the boundaries between the City and the County in terms of economic movement and activities. But we did a bunch of work around data for the City of Santa and Santa Fe County MSA and what we found is mostly what we knew. Government is big and tourism is big. And you can see on page 1, healthcare and education are also big and they're the ones that are growing. Snow businesses are numerous and tourism and the arts industries often have low wages. You can see the ones in yellow, the top six categories represent 73 percent of all employment in Santa Fe County. So

that's government, retail, healthcare, tourism, education and construction. So we have focused a lot of our economic development efforts on the other 27 percent which is really diversifying the economy.

On the next page you see the project employment growth and you can see healthcare is way up there. Education is also up there and basically tourism, accommodation and retail are also expected to grow and government at a much more modest pace. On page 13 we see lots of small businesses. This is something – one of the areas that surprised us in the one to four person businesses which we have 3,000 of them. Everything else is below 1,000. What we actually found is that the greatest number is scientific and technical businesses followed by retail. So that is probably Los Alamos National Lab showing up in some way both as people coming out of the Lab and starting small businesses and people working for the Lab as consultants.

The on page 14, you can see the types of businesses by size with scientific and technical at the top of the chart there, 490 and retail 421. So it's actually a decent lead that the scientific and technical small businesses have over retail. Wages was an interesting thing and a little bit surprising. If you look at the chart on page 15, right in the middle, total all industries actually shows that the average Santa Fe wage is \$790 a week, and this is for 2012 so it's a little bit dated, but Albuquerque's was \$807 so we're actually below Albuquerque in the average weekly wage. And the final chart on page 16 is ranked by basically wages. So financing and insurance is the highest paid sector, professional and technical next. And you can see at the bottom we have accommodation and food services, retail and arts, entertainment and recreation. So, again, this has refined our view somewhat of Santa Fe's economy, our work on diversifying the economy and it has really shown us where the high wages are and we have been looking at ways to raise the wages in arts and culture and really address some of the evolutions that are happening in our economy as we continue to understand the 21st Century economy and the impacts of the recession.

So with that, I'm here for questions.

MAYOR GONZALES: Commissioner Chavez.

COMMISSIONER CHAVEZ: Yes, thank you. Kate, I find it interesting that when you look at the chart you have the top tier, like top six categories that is 73 percent of the jobs and then sort of like a lower tier, if you will, and arts, entertainment and recreation is in that bottom tier so that would be the lower paid wages. And what were the other conditions in that group of businesses?

MS. NOBLE: What we did in that chart was just lump together some of the big industries; government, retail, healthcare –

COMMISSIONER CHAVEZ: Just by size of employees? Okay. So that's on page 11. And then on page 16, you have also job categories and then you have I guess the top tier and then the lower tier towards the bottom there's arts, entertainment, recreation and retail trade. And the areas that I point out I think could – and when you talk about diversifying the economy those areas seem to me have the most potential to interface with tourism and promotion of tourism because of some of the reasons why some of the people like to come here and visit here and ultimately relocate here. The outdoor skies, the trails, the arts and crafts, the entertainment, the opera all of those things we have to offer. And I think that's already happening but the idea is to bring those categories to the same level of the other 73 percent. But I think that we can do it. We have the ingredients. We have the components. It's all there. We don't have to fabricate anything just promote what's authentic.

MS. NOBLE: And if I may, Commissioners, one project I'd like to point out. We are working on something called the Arts and Creativity Center. This is meant to be affordable

housing for artists with some job training, perhaps equipment sharing and maybe even as a retail destination. But I think we are seeing it very much as a keystone project for developing and improving and building upon our arts and culture economy.

MAYOR GONZALES: Councilor Bushee.

COUNCILOR BUSHEE: Thank you. I see lots of efforts and I don't actually know where we have built in systemic collaboration where we're defining together. And I know the efforts go for the low-hanging fruit often in terms of expanding on the infrastructure and the growth of either tourism related whether it's the outdoor economy which is an offset of that. But I don't see the built in and I see other potential small little tweaks that we could do – have a joint film office, perhaps get that shuttle up to the ski basin so the mountain bikers could be expanding that possibility, but what I really don't see is how we sit down collectively and define some of the things. For instance, Commissioner Chavez mentioned authenticity, did we decide we're the town that the Bachelor films or we are the town that sells our agricultural and outdoor beauty of the northern New Mexico part of the state. Or are we the science and technology? Clearly, those are the kind of jobs that will keep our young people here rather than – I guess I'm not really understanding how we are concentrating our efforts on creating these or helping to retain and/or amplifying those higher paying, higher skilled jobs. Even I see under our workforce development I saw things like Biz/mix. I wouldn't consider that to be workforce development.

I want to know how we are going to this day forward beyond some advertising dollars we may or may not share, how we're going to sit down and collaboratively try and leverage the resources we have between the labs and perhaps some federal money. The incentive program, under this governor we haven't been able to get all that far on solar. Anything that seems to have solar in it gets rejected right off hand. So I guess I'm asking how we pull together what we have as raw materials to really focus on the kind of workforce development and training to keep those more technical jobs. I see it's pretty easy to say, We're beautiful, we're absolutely the land of enchantment and northern New Mexico more than anywhere. And that again are those smaller pieces where hopefully we'll keep moving forward and get that film office and we'll get that shuttle and a few other things to keep building on that but I really want to see by definition – I mean, I heard you mention some subcommittees, Kate, and I've been involved in some of the Strike Team meetings and I'm very involved, of course, in the outdoor industry stuff but I just really – I have yet to see other than some small grant monies that keep coming out of the labs and our bio-lab our wet lab, out of the incubator as anything that really building on that I think is going to be what we need to do to create those or maintain those or expand those higher paying jobs which are more skills based.

We have that great program, the sustainability green program out at the Community College and that's been funded. I guess I just really – and solar, again, is a beginning but you know like I said I haven't seen a whole lot beyond that so I just want to know what ideas we have and how we do define between the County staff and/or leadership what authenticity is and how we perceive Santa Fe. I mean, we're a community slightly split over things like the Bachelor and even though I thought it was for a small amount of money at least it was a way to get Santa Fe's name out there again but – I just – tell me, is there an organization in place beside the RDC or that we can put together from this day forward that would really promote those kinds of jobs and/or workforce development that we need I think for those kinds of jobs.

MAYOR GONZALES: So, Councilor Bushee, on that point. That's the point of why we're here today because of what you described as being completely accurate. There are a number of initiatives that are out there to help us move forward from an economic standpoint including what's going on regionally. There just isn't a lot of collaboration taking place. The

RDC has a mission. The LANL Coalition has a mission. Up until now the County has had an economic development plan. We've had our own plan. We fund them differently. The issue is alignment isn't really an issue because when you look at our top five priorities even without the collaboration they're exactly aligned.

So what we're hoping today is that the governing bodies could provide some direction and governance support to allow for the creation of joint collaborations and key industries that can address some of the areas that you've talked about. And they can be expanded or broadened but the idea is that we have to start somewhere.

COUNCILOR BUSHEE: Let me just – we have forever had plans and I think that they have been somewhat in synch but the emphasize and it usually comes from staff and that's where I wanted to address the question to, to see if they had any thoughts for us because I've been here to see the movement go from we're going to import jobs to we're going to grow them, economic gardening to it became about arts and cultural impacts and then really nobody has ever really come up – and I've worked at the state level to see – I mean, how do we pull together those kinds of technical jobs? I don't see – we're not going to be a small little high-tech center. We're just a tiny little town that you have drive to after you arrive in Albuquerque more or less. I get that we're expanding the airport. And that's kind of where I came in on wanting to see a little younger generation come here for the outdoors is that some of them are people who are in their 30s and 40s who have those skills and who might settle here and expand those one to four people operations.

But I'm asking from the staff perspective, do you see the seeds – or are the raw materials there? How can we jumpstart that part of our economy? That's really – I think we aren't too far from City and County but I haven't seen – we keep putting the emphasis on growing what we can diversify but I don't see that as diversifying. I see that as amplifying more of the tourism in just a different segment of the population.

MAYOR GONZALES: So let's go to the Councilor's question because that takes us to the next us to the next part of our agenda in terms of the collaboration that can take place in some of these industries that you've highlighted although we can expand it in how we grow more science and technology jobs. The areas that are in front of us, Councilors, as we've indicated are areas that we seem to both be focused in generating money or pumping money into. Obviously the idea would be if we come out of here with some indication that there can be a collaborative environment to your point, it can't be a plan. It needs to be focused on outcomes. So the outcomes should be how do we grow jobs with wages that provide upward mobility and industries where we've matured and we can actually be competitive with others. And obviously what is in front of us is the area that hopefully over this next year we can actually see some movement of the needle. We've got to talk short term and then we've got to talk long term because long term is about building a workforce and a skill set through the alignment with our education systems to do some of the things that you've talked about and do some base line assessments of where are we today and where do we need to be to actually be positioned to be competitive in science and technology, in medical development and some of those other areas that we know fit in Santa Fe. We've got to start somewhere and I think that if we can find the one or two places that maximize the strengths of both the City and the County and identify what the outcomes are I think we can build some traction.

Let me go to the Commissioners and then we'll let staff go into the collaborative areas. Commissioner Anaya.

COMMISSIONER ANAYA: Mayor, just a brief comment, I think going to what you're saying. We recognize and acknowledge I think that staff has been planning and

coordinating but it's a big difference between staff discussion items and planning and the policy makers, being us, getting behind it collectively to get specific objectives done. So even though we have aligned objectives and goals there's still a lot of information that I'm garnering from this discussion, that I think will get us to where you're talking about, Mayor, in finding what those specific areas are and then collectively getting behind them.

I think as we move forward I think we all acknowledge and recognize that there's many people that may be here sitting in the audience and many that are not and for me and for the discussions that we've had as a commission it is about what both of you have said: business retention and expansion of the businesses that we have and then where are those new opportunities and how are we going to access those opportunities. Well, I'm going to bring one specific example that sheds some light on some of the frustrations that business has, but you mentioned the Brewing Company. A month ago – and I haven't even shared this with you, Dave, a month ago I was sitting in a Workforce Development Board meeting for northern New Mexico and there was a presentation on the Santa Fe Brewing Company and the fact that they're going to work toward LEDA and expansion of their efforts in trying to get more energy but also in the same breath that same company, Santa Fe Brewing Company, had frustrations associated with getting through our land use process. And so we had on the one hand you and others in the County help them with their initiative but then you had existing frustrations in our land use process. And I think some of that discussion is where we're going to head as to how do we cradle business in our hand and say these are the businesses that we're going to entice and help and then help them work through our own processes so that they're able to actually expand their businesses and work through some of those challenges. So I think we'll get there and I think it's a good start and I'm just glad that we've collectively sitting around the table and moving in that direction.

MAYOR GONZALES: Commissioner Chavez.

COMMISSIONER CHAVEZ: Thank you, Mr. Mayor. Expanding on two thoughts that Councilor Bushee and Mayor you brought up, the concept of diversifying and I guess you could define that in different ways but one idea was to diversify and not become so dependent or solely dependent on tourism. But we know that tourism – we used to say that that was the goose that laid the golden egg and I don't hear us talking too much about that goose lately. Maybe that's because we're doing okay, I'm not sure. But we've always sensed that we wanted to protect that even though we got crossed in how we were promoting the City and the message that we were sending, right. And then in the experience that we were providing to the visitors once they got here. There can be a disconnect there too.

So I think that we have on our agenda an item to discuss the Occupancy Tax Advisory Board and the Lodgers Tax Advisory Board and I just bring that up because I think the tourism, the promotion of tourism for both – for the area is an integral part and a main part of our economic development. But how we bring in all the other components and how they interface with our tourism with our visitors. I mentioned earlier about the concept that maybe we would use county facilities, maybe a fire station that could be repurposed along Highway 14 in the Golden area or somewhere in that area but also I could imagine our local hotels in the area also working with our economic development plan in the area of promoting again the cottage industries, arts and crafts that are produced locally. We have all the components and the means to do that. I think it's just figuring out how to make that happen. Thank you, Mayor.

MAYOR GONZALES: Thank you. And that is the reason why it is on the agenda for us to talk about because tourism is important. Okay, so let's move on. If we can move into more of the ideas or specifics in collaboration in some of these key areas. Again, these are

areas that we just threw out but it's not meant to be an all focus in this area. If there are ideas about other areas that we can expand the collaboration we're open to it. But we just thought we'd start somewhere. David.

5. Discussion on Key Areas of Collaboration

MR. GRISCOM: Thank you, Mr. Mayor, Mr. Chair. So really quickly just to get to Councilor Bushee's point, yes, thank you for bringing that up. This meeting is intended to start that discussion. We are collaborating on a number of initiatives but this meeting is intended to deepen those relationships and find those key areas where we can have more structural integration of the City and the County working together. So just to emphasize that that is something that is important.

I want to highlight one opportunity that isn't brought up here and that is an initiative, you brought up the technology industries coming out of the Lab and they have an initiative called Venture Acceleration Fund. VAF is essentially a grant program to technology startups in northern New Mexico in the lab's region. And we are exploring how we can leverage our dollars better with the lab, with Los Alamos County to provide financial assistance to some of these technology startups.

COUNCILOR BUSHEE: Just briefly, Dave. On that one, we give \$10,000 to, I guess it's some of our Councilors go and some of the leadership goes regionally with the labs. Does that relate in any way? It's not listed in here. I mean, do we have any measurement of how that really affects us? Is that supposed to be about economic development or is that just sort of – do you know that group? Are you part of that, Mayor?

MAYOR GONZALES: LANL Coalition.

COUNCILOR BUSHEE: Yeah. What does that do exactly?

MR. GRISCOM: Mr. Mayor, Councilor Bushee, the LANL Coalition is a multi-county, multi-municipality effort to do one of two things, well, actually two things total. One is to bring more dollars in from Washington for environmental remediation and environmental cleanup for the Lab for some of the legacy projects. And the second is to do economic development. And I've had some conversations with the executive director Darien Cabral about where we might be able to partner. But essentially it is those two areas, economic development and environmental remediation.

COUNCILOR BUSHEE: And it was established as I recall under Mayor Coss so it's been in effect five or six years maybe. Does anybody know if it's done anything – met any of those goals?

MAYOR GONZALES: So I just joined the Coalition. I think they have stated but we haven't seen necessarily an outcome paper that there has been increased funding for environmental remediation and some of the environmental projects that are going on right now they're positioning themselves to be involved in with active discussions regarding the CCNMR, it's the new – well, actually there is going to be a greater investment in one of the pits or the technical areas to do more nuclear development and so part of the idea is to make sure that the issues of environmental impacts are dealt with so the Coalition is positioning itself in that area.

And then they're working toward developing a more aggressive small business development program that the Lab can meet some targeted goals amongst some of the small businesses within this region of Santa Fe, Rio Arriba, Taos, and the collective governments in that area.

COUNCILOR BUSHEE: Maybe somebody could issue a report as to what

they've actually achieved on the environmental side and economic development because I have yet to see it.

MAYOR GONZALES: There's the LANL Coalition and there's also the RDC is the other group that is focused on economic development for the region.

COUNCILOR BUSHEE: I know that we participate with them but this is – it's not a lot of money but at the time it was stated that it was going to do these things and I have really not sure that it's meeting its goals.

MAYOR GONZALES: Okay.

a. Outdoor Economy

1. Background, Opportunities and Potential Impacts

MR. GRISCOM: Okay, so we've talked a little bit about the overview from an economic development perspective. Now we're going to focus on three key areas which we felt we could immediately target and immediately collaborate on and as you say it would perhaps be some of the low-hanging fruit.

The first of those areas is in the outdoor economy. If you turn to page 6 in our packet. Essentially there are two opportunities within the outdoor economy. This is a new area for us. We've never actively marketed the Santa Fe region towards this industry but there are two opportunities that we see. One is in business recruitment. As I mentioned earlier we've gone to Salt Lake City twice now to attend the Outdoor Retailer both winter and summer trade show and this is a trade show where all of the outdoor products companies come from all over the world to showcase their latest and greatest. All of the corporate CEOs are there and so on and so forth. This is an area that we feel like we have a lot to offer to this industry. And this conversation started around identifying clusters and one of those was in the biking industry. We have BTI here and so we worked with BTI on a number of things. One is to send out letters to some of the key strategic partners that BTI works with who might have a vested interest in locating in the region to gain some other economies of scale or ability to get their product to market on a quicker basis. We're working with BTI on this idea of clustering.

We've worked with *Outside Magazine* on a number of different ideas and how we can partner with them at the trade show to get the message out about Santa Fe.

So business recruitment is one area within this sector and we're actively pursuing it.

The other area within this sector is within the tourism business. As I mentioned to you earlier we are now starting to see mountain bikers come down, hikers come down – the word is out about Santa Fe because we are now a Silver Ride Center by International Mountain Biking Association. And so we have an opportunity to put together a collaborative marketing campaign if you will to target these tourists. This is a younger demographic. They spend money. I think the average daily spent in Santa Fe is \$105 per the Convention and Visitors Bureau. It turns out that the mountain bikers spend an average of \$120. They do spend money as I mentioned They stay at our hotels and they shop in our stores.

So those are the two areas that we see for collaboration. I want to just highlight in your packet some of the economic impact data. If you turn to page – I don't know what the page is but it says, Outdoor Industry Fact Sheet, page 17. According to the, Outdoor Industry Association which is a nationwide trade organization the economic impact in the State of New Mexico is \$6.1 billion. I've highlighted some points there from a study they did, 68,000 direct jobs created as a result of this industry. Now this is a broad definition of outdoor industry. It includes hunting, fishing, hiking – you name it. It's a very significant economic impact. I also

have in the packet the impact from Colorado and Utah and you see the State of Utah the economic impact is \$12 billion and the State of Colorado the economic impact \$13.2 billion. They dwarf us and there's a reason for us. They have actively marketed their state to this industry for many years not only to the tourism sector but also to recruit businesses and as a result of that they have quite a few outdoor products companies doing business in their state.

I want to just highlight a few opportunities for collaboration. One of those is to pursue an IMBA Gold Ride Center. We've already, as I said, achieved Silver. We have a resolution that's been drafted. The City has drafted and it has passed and adopted its resolution. This resolution specifically calls for Gold and I'm happy to share it with you. It's an opportunity to do a joint resolution between the elected bodies and we can talk about that further.

Another opportunity is when we were in Salt Lake City I met with the State of Utah's Outdoor Industry Cluster person. So what the state did was they hired – they had their target sectors and they hired one person to work specifically within that target sector. So the outdoor economy had one person who was recruiting on a regular basis companies to locate in their state. It's something that the City and the County can consider as well to have someone focus specifically on this sector in terms of recruitment.

I also want to just bring up the potential for collaborating on an outdoor web portal so of speak. We've got numerous websites out there and none of them focus specifically on this sector. The County is in the process of putting together an online interactive map that shows countywide all of the trails that we have. There will be an app that you can download to put that app onto your smart phone so you can go off and hike and bike and whatever you want.

There's an opportunity to design and build new trails infrastructure. We've had some interesting conversations with the Forest Service and with BLM about developing new trails. There's been a recent new effort by the Forest Service to promote ski areas for summertime recreation opportunities so we're talking about how to do gravity serve/lift serve mountain biking. We've met with the Santa Fe Horse Coalition recently. There's a horse coalition of 700 members within Santa Fe County that we've never really reached out to and I think it's time that we do that. And it's been very interesting for me to learn of just what's out there. It turns out from Lamy to Eldorado there's 2,000 stabled horses there. This represents a great opportunity to market the region for our horse infrastructure. Horse properties are valuable properties.

And then the final opportunity for collaboration is, I mentioned to you the Outdoor Industry Association, the nationwide trade association, on a yearly basis they host a conference called the rendezvous and at the rendezvous are all of the key CEOs from these outdoor products companies and I think that if we can leverage our messaging and try to bring this conference to New Mexico, specifically to Santa Fe in 2016 or 2017 we will have these corporate CEOs coming to our city to see what we have to offer and to hopefully consider locating their business or part of their business in our state.

So that's a potential for collaboration is to somehow perhaps a joint letter to the Outdoor Industry Association inviting them to host their conference here in Santa Fe.

MAYOR GONZALES: David, let me ask you a question. I think getting us focused on outdoors is a good area for collaboration but then it seems like it's more of a – there's a hodgepodge of things that we could. How do we get to some kind of document that provides an analysis? So, if you're saying it's better for us to from Silver to Gold what does that mean in terms of – if we're creating a metric let's say we want to increase tourism by X amount, we want to see more bikes on our trails. I'm assuming that's one outcome on tourism. The other one obviously is if we want to grow the outdoor recreation industry I'm assuming it's beyond the tourism side and would include some element of entrepreneurship or small business creation. So

are there economic development tools out there that would allow us collectively to say, Okay, we're going to pursue this collaborative model and here are some of the areas that we feel that we need to jointly fund and then here are the outcomes that each one if going to lead to so that we know year over year we're actually putting money into a deliverable that's moving the needle as opposed to, Yeah, this sounds good let's go ahead and jointly fund it and then see how it goes.

MR. GRISCOM: Mr. Mayor, thank you. That's where we need to get to.

MAYOR GONZALES: Are the tools out there though. I'm assuming that there are tool sets for available economic development departments that allow for there to be if you put a \$1 this is what you'll get back in terms of GRTs, job creation, whatever.

MR. GRISCOM: Mr. Mayor, yes, there are tools out there and we would be happy to put together a package of some kind of plan to pursue that.

One highlight to note in terms of jobs created and in terms of tourism established as a result of going for the Gold for example. There is only other Gold mountain bike destination in the world and that's Park City, Utah. So for Santa Fe to be considered in that class we would be in an extremely elite category.

The IMBA, International Mountain Bike Association, markets these ride centers so we would be able to leverage their marketing efforts with our marketing efforts to bring in more tourism dollars.

MAYOR GONZALES: Thank you. Commissioner Chavez.

COMMISSIONER CHAVEZ: Thank you, Mayor. I think that the trails is a good angle to take. I just wanted to put maybe a different spin on it and maybe add a cultural context to our trail network. In 2015 the Santa Fe Trail will host a symposium focusing on three trails. They're not – maybe they're biking trails but I think, again, when you're talking about providing information to the visitor we have the cultural ingredients. So in 2015 they'll be a symposium hosted by the Santa Fe Trail Association. It will feature the Santa Fe Trail, the Old Spanish Trail and the Camino Real. At our last County Commission meeting we had a little historical overview from Mr. Baca who had stories about two trails and I can't remember their names now but they were trails that go from here up north. They are in the area of the regional landfill. So these are trails that go back to the 1800s that we're not really documenting. We're not really holding on to that history. So, I think again, we have an opportunity here to touch on both of those components: outdoor activity, trails but then there's also the cultural integrity and that component. Thank you, Mayor.

COMMISSIONER ANAYA: Any other questions or comments? Councilor Bushee then Councilor Maestas.

COUNCILOR BUSHEE: Yes, just on the goals. I really appreciate that it's on your radar screen but I will tell you between the Fat Tire Society and Bob Ward they would handle getting that achievement but what we need to do collectively as governments is to continue to build out that infrastructure. We just gave \$10,000 to do that loop trail that was – we were getting Silver but we needed to have one of those and we are going to build that. So you've just leveraged some funds to get a trail but if we can continue to see more actual build out of trails that will achieve that Gold status without a whole lot of bureaucratic intervention.

But I will say and I came back to where the governments can collaborate because it is a government feat to try and get that shuttle up to the ski basin and working with the entities sensitively to try and make sure that we can expand – I mean people were leaf peeping this year because they were fabulous. But they could expand that year around and it will also get benefits to our local population. Our kids can get back up there and learn how to ski. We haven't had that in almost a generation now.

So I would suggest – resolutions are great but that really happened, the Silver designation, without the entities really pushing for it. But if government can do what it does best in terms of trying to leverage the funds to get more infrastructures we'll get there fast or faster. But I would still look at the shuttle. I think it's really going to be the next piece that you're going to start hearing from people to get them there.

COMMISSIONER ANAYA: Councilor Maestas.

COUNCILOR MAESTAS: Yes, just a quick comment. I support these recommendations for collaboration. It just seems like an area that's got a lot of potential. We've got incredible outdoor assets. My comments would be – I've been to Angel Fire, are you familiar with their facility? It's a premier downhill mountain bike facility and obviously it takes a partnership with the ski resort. My recommendation would be how does Angel Fire market their facility. What's been their level of achievement in terms of attendance.

The other thing too, the way to really grow I think this outdoor economy and expand the scope of it is potentially through not just events but partnerships. Grants has their quadrathlon and there's no reason why we can't have a very similar event that's an annual event. Sandia Ski resort has one of the most challenging mountain bike rides it's called King of the Mountain.

So it would be great if we could initiate discussions with Santa Fe Ski resort on the shuttle, on maybe establishing a dual use for their ski facility for mountain bikers. Just a road bike ride up to Hyde Park if it was a race would be fantastic.

So I think this is great. I fully support these recommendations. But let's also look at creating additional events and partnerships with some of the biking organizations and see if we can establish some new partnerships possible with the ski resort.

COMMISSIONER CHAVEZ: Thank you, Mr. Chair. On the ski shuttle to the ski basin I feel that as a member of the RTD and vice chair of RTD, I want to address that for just a minute. The service to Ski Santa Fe is in the five-year plan but it's not budgeted. And it's not expected to be budgeted anytime soon. We've had a series of meetings, Randy Randall was at a couple of those and I attended a couple. It did involve, a couple of the meetings did involve Tesuque Pueblo and their membership. Actually, one of the meetings was at the Pueblo. So we've had the discussion. The concept of providing a shuttle service to the Ski Basin generally is accepted for all the safety reasons, for the reasons that you could take vehicles off of the road and maybe reduce accidents. You would also limit the stops along the way. If you were on the shuttle you would not have the luxury of stopping randomly along the way. So that has generally been accepted but what has not been finalized is the funding. Who contributes what at a reasonable amount. To date Ski Santa Fe has offered \$5 off of a lift ticket and that's about it. I don't think that that's going to pay for the service to Ski Santa Fe. It's estimated that it would cost about \$300,000 a year, right Dave? Do you have those numbers? That's probably rounding off a little bit. So I think it's about \$300,000 if the shuttle service was approved and funded the idea is that RTD the North Central Regional Transit District would rent like a 28-passenger van for the first season and then we would see how it would work from there. Am I off on that, David.

MR. GRISCOM: Commissioner Chavez, that is correct. A 12-month budget for operations which includes two vehicles, one is a backup, is roughly \$300,000. The 8-month operating budget assuming those four months there's just not a lot of interest in people using the shuttle is roughly \$280,000 if I'm not mistaken, something along those lines.

COMMISSIONER CHAVEZ: Ultimately, the RTD would be responsible for that blue bus and for budgeting for that route or it's not going to happen. So if we're going to do it, we need to do it right. There needs to be the financial contribution from all of the stakeholders to

make it happen and if it works for the first year then we ought to have the money in the budget for the second and third year and then maybe we can incorporate it into the service plan for the RTD. Right now, it is not part of the plan. It's part of the plan but not funded. So that's the story as far as I know, that's the recent story from a financial sense on the shuttle to Ski Santa Fe.

COMMISSIONER ANAYA: Just a brief comment on the shuttle and I've made these comments known many times. I think commuter service is important from my perspective. We've had this discussion on the Commission as we think about other markets but I would just provide the caveat that probably coordinated effort with private investment as part of the shuttle is a bigger component from my perspective relative to going to the ski basin and I think we probably don't want to get too far off track in talking about that day today, but I think we need to maybe move on but I think we need to keep all components in line as we think of options for the ski basin.

MAYOR GONZALES: Dave.

MR. GRISCOM: If there aren't any other comments or questions we have a three minute video that we'd like to show you. If our AV department would queue up that video.

[A video was shown about the outdoor recreation opportunities of Santa Fe County]

MR. GRISCOM: That is a brief video that was commissioned by the City on a series of topic and outdoor economy being one of them. Before we conclude this piece I want to quickly address Councilor Maestas point of developing new events. I completely agree and one of these signature events that was mentioned in the video and that we're going to be working on again for 2015 was the Outside Bike and Brews event. It is emerging as the signature event coupled with the Santa Fe Century, the signature for outdoor enthusiasts within Santa Fe and it would for 2015 in mid-May right around the Bike to Work Week.

MAYOR GONZALES: Just real quick on this point and I'd like to take advantage of combining a couple items here. Does there seem to be some agreement with those that are present that fostering greater collaboration finding ways to work together particularly in the outdoor industry is something we – as Commissioner Anaya indicated, enhance it to the governance structure. So there's already collaboration taking place but we haven't really sent the signals through a joint working document on how we would fund or outcomes that we would expect or how that collaboration would exist. In this area is this something that we could at least provide some direction that a working document come back to the governing boards to present that would create some of the definition and some of the modeling, David, that we spoke about so that the governing boards understand really what is the outdoor investments in outdoor recreation what does it mean across the sector when it comes to jobs, tourism, entrepreneurship, all of those areas that we think are places that we have to invest in so that we can evaluate the program. Opposed to just highlight places where we can work together without really defining the outcomes.

Councilor Bushee.

COUNCILOR BUSHEE: What I would suggest somewhat like a collaborative film office is if we just have one central place. For instance, when Chris came to me and said I want to do this outdoor bike and brew festival I directed him to Cynthia Delgado – I didn't really know where to send him. We didn't really have incentives. What we really need to do is have government not be an impediment. More than another plan or another paper – I mean, almost every event you've been seeing either in the video or mentioned here today have come from the private sector and all government really needs to do is help, be a helping hand, to be honest on

some of this stuff.

Where we are best suited is to help with the infrastructure. Continue with that trail building but to have one central place where they can come and know that the City and the County are collaborating and that the resources are all here and we can redirect them. We have fewer and fewer incentives. We had all kinds of things happening in the past and the state is not always there to help us on some of these. We don't need specific funds from the state on these. We just need one central place to really be a welcoming spot and encouragement and whether it means some minor resources if we have them. And that's really how this thing is going to grow at least on the outdoor side of things.

MAYOR GONZALES: I think, obviously, whatever document comes back, being able to establish that is important. I agree with you, Councilor. I'm not looking for another plan. I want a list of outcomes of goals that we're funding that can be benchmarked and that we know whatever money we are putting in can be leveraged through the private sector that actually achieves some desired outcome. This is beyond a plan. I think all of us have economic development plans. I don't think the focus here is to build another plan but to agree to collaborate, define some outcomes, what is the investment necessary and what are we hoping to achieve so that both governing boards can say, All right, we're onboard with this. And, I think to the Councilor's point sending a message out to not only Santa Fe and the statewide network but also the national network is that we're ready for you whether you want to participate in our tourism economy or you want to build business and here's how to do it in a very seamless way has got to be part of that type of material so that it's pretty clear what it means to anyone who wants to participate in it.

Councilor Maestas.

COUNCILOR MAESTAS: Mr. Mayor, I just wanted to throw one other maybe dimension to consider in this marketing program and that's maybe to make Santa Fe a destination for world class elite athletics. There's a High Altitude Training Center in Flagstaff. I lived in Arizona for about six years and they were successful in partnering with Northern Arizona University. They provided their natatorium. They invited national swim teams from other countries. We all know that world class runners choose Albuquerque and Santa Fe to train but I think if we establish a key partnership and I think we have building blocks to provide those facilities to create a world class high altitude training center and then market it as a destination for elite athletes to train. I think that could be another dimension to this entire program and I think the potential is great. So when we look at this study/paper I think we should include that as a potential element when we're marketing it to kind of assess what's being done in the region. And I have no doubt we could destination just like Flagstaff is to attract elite athletes and maybe we could even partner with the US Olympic Committee and provide supplemental facilities for USOC. So I see great potential in establishing this area as a training location for elite athletes.

MAYOR GONZALES: Any other input? Commissioner Anaya.

COMMISSIONER ANAYA: Mayor, Councilors and Commissioners, I would concur that having a document that has specific outcomes and memorializes as a group what we want to see as group happen is a good thing. I think it's important for me that we have a package of what all outdoor items that we have. Where exactly are the trails that we have, what types of trails associated with equestrian, bikes, hiking and make sure we have a good solid package of what's out there and then Councilor you talked about what potential expansion opportunities. How many more miles of what type of trail are we looking to try and plan in our capital packages over time including the recent FLAP application that we were successful in getting and making sure that everyone is aware of what we have. I don't even think we have that

collectively. I think we have piecemeal of what's out there. Even linking in the Forest Service, the National Park Service adjoining County information and region. You keep speaking of a regional economy then we truly need to reach out and understand what Pecos, the Village of Pecos have to offer. What we have to offer through the City of Española, the Town of Edgewood. We know, David, as you said, with horses and equestrian that there's a large movement in that direction across the County specifically in the central and southern part but I think that's going to expand north.

I'm looking forward to it and I think if we package it, we memorialize, and we all understand what those objectives are that we can collectively work towards them. That's all I have, thank you, Mayor.

COUNCILOR BUSHEE: Can I mention one more quick thing? We had at one point and we talk – you have a great new entrepreneurial group out in Glorieta that wants to promote mountain biking trails in that direction. But we used to have a trail and I don't know if it was the Borrego or what, but used to go from here up to Taos. And what we need is that event. But we need the infrastructure to get that event to be able to happen. An event that everybody recognizes that is Santa Fe centric. Whether it's an endura race of mountain biking all the way up to Taos. Or whether it's even an equestrian event or if there are other events that can be on the same trail where folks that – and that can recognize our history and every other part of it. But we don't have the pieces in place for those trails to make that endure race happen. But there are lots of folks here who have done lots of work from trail building to mapping to working with wilderness folks. We've actually had to make sure that the forest didn't shut down completely to mountain bikes. We have whole other movements. That's the kind of thing where government really can facilitate and bring some of those folks together out there in pockets, entrepreneurs that are very aware and sort of map all of our resources and see how we can facilitate working with all the governmental entities to make those happen.

We need that event. And we're working on the pieces that are there. They're just not completed.

MAYOR GONZALES: Good idea. Anything else in terms of input on the document? And just to expand on that real quick in closing and move on. One of the things that Commissioner Anaya highlighted about being able to create the map of everything that is here is important from the standpoint that sometimes you only get one click. People have a lot of opportunities between ourselves, Park City, Moab and others that have really established themselves as destination spots. So I think the development of the outdoor portal that the County started on is important from a content standpoint but that interactive component that is competitive, I think, is important also. So it's not just enough to put up a static website that says here's everything that you can do. But we really need to make sure that the marketing interaction with that consumer is on par with where it needs to be and I would interested in making sure that is part of any type of document that comes forward from the marketing standpoint.

COMMISSIONER CHAVEZ: Mr. Mayor. I want to add to Commissioner Anaya's map and that would be the cultural trails. I'm going to bring it up again, especially as it relates to the Hyde Park area and Tesuque Pueblo because if they're going to be doing anything having to do with their ceremonial season and their season doesn't run from month to month or follow a clock that we're following. And that's one thing that I think as we move forward with the shuttle service and I think as we move forward with promoting our trails and the National Park Service that we're sensitive to the cultural component and those that are responsible for keeping that mountain scared in the sense that that's what the Tesuque Pueblo – that's what they feel their responsibility and their right is. So they're going to want to be part of that. They've

already said that from the very beginning and I think we should be aware of that as we promote our trails that we have that message in there.

MAYOR GONZALES: Absolutely. Okay, so a timeline – not now, I'm glad you're ready to get to work on this. But when would we be able to see a rough draft document presented at least to the management team and then up through the governing boards? I think we need to take advantage of this momentum and get something moving.

MR. GRISCOM: Mr. Mayor, Commissioners, Councilors, I will make it a priority. I will work with City staff and we will get you a document as soon as possible. I would suggest perhaps give us three to four weeks to put something together for you.

MAYOR GONZALES: And I know you're one of three so please lean on the City staff as much as you need to to provide content and drafting as you feel is appropriate.

COMMISSIONER ANAYA: Mayor.

MAYOR GONZALES: Yes, sir.

COMMISSIONER ANAYA: Just another thought. You mentioned the trail that used to be able to go from here to Taos, I think one of the things we also need to do is to not think too hard. We have trails right now in our wilderness area directly adjacent to Santa Fe County and within Santa Fe County and the City that are just not maintained. There's not enough resources and help and support to get them cleaned. And it's that simple. So at the same time that we're marketing our area and looking at new opportunities and looking to build new trails I know for COLTPAC committee who are sitting in the audience, they say, Hold on, Commissioner, remember we have to deal with what we already have in place and figure out a mechanism to take care of what we have. And so when you talk about an event and Mayor and others, we might think about having events around taking care of what we already have in our Forest Service and our wilderness areas and targeting certain areas and as governing members and staff get out there ourselves and figure out how we are part of that maintenance plan or update plan. I know Linda Dutcher, Dr. Dutcher who used to work with us for several years used to speak of the co-ops that the Forest Service used to have when they would do trail cleaning all over the wilderness areas in the country. And those types of efforts have fizzled away and maybe part of our plan is to try and figure out how to reinvigorate those groups of volunteers and people that can get out there and help us get those trails back up to par so people can use them and access them. Because if you go up there right now you'll find that many, many of the trails are just non-existence because there's not the resources and just the hands and people to go fix them.

COUNCILOR BUSHEE: Just so you know, the City has funded a trails coordinator position for the past two years and they're there to coordinate the volunteers. So maybe we just need to collaborate with your trails folks to see if we can't pool more volunteers because they're actively working on all sorts of trails now.

MAYOR GONZALES: Let's keep this moving because we have two other big subjects that we want to talk about.

b. Film/Media Industry

1. Background, Opportunities and Potential Impacts

MS. NOBLE: So on page 20 you have in your packets a film and digital industry fact sheet. I would just highlight just a couple of things at the bottom of page 20. We have some information from the film office funded by the City that works all over Santa Fe County, \$15 to \$20 million in the City and County for direct spend is our estimate in 2012 and 2013, likely to equate to about \$1.3 million in GRT per year. Then on page 21, that the average annual salary,

this comes from the recent study done by the New Mexico Film Office, the average annual salary is \$52,723 a year, so those are high wage jobs. Just to outline and contextualize this discussion I think what we're hoping for today is some direction and I think we got it around the outdoor stuff pretty well because we are going to need to prioritize these investments based on the budget realities and the staffing realities that we have. In the film industry we have some really critical assets including our very well established and mature incentives that are statewide of course. We have a crew base. The largest crew base outside of the coasts. We have some critical infrastructure and large investments from both the City and the County in particularly Santa Fe Studios and the Santa Fe University of Art and Design property which includes Garson Studios. We, again, still have the critical asset that is that we are a desirable place to be. Lots of production people like being in Santa Fe, like filming in Santa Fe. We're close to Los Angeles. We have direct flights from our airports. We have good support businesses and we have great locations and pretty reliable weather. So all of those things really make the film industry a low-hanging fruit or ripe opportunity.

We are looking, again, today for direction on I think staff's recommendation would be to big on the film industry. How do we do that? These are good jobs. There are a lot of components to it and in terms of diversifying this industry in itself growing local businesses and crew. The business portfolio including maybe video games, animation companies, but also we need to think again about crew training. That's always where the big numbers are in job creation. And how we plug in our local businesses very well. We would like to basically work on a sort of comprehensive strategy to develop this industry in a really robust way but of course it's complicated and there are plenty of politics that at a lot of levels so agreement and direction from these governing bodies can be very important and very powerful.

MAYOR GONZALES: So one of the things, and I'll go to Councilor Bushee, but you mentioned it, one of the areas that I'm advocating for that hopefully we can find some direction on is that we look at a creation of a joint City/County film office. One of the realities is that Santa Fe always is one of those places that I think is a consideration for production people. But we get outworked by Albuquerque and other jurisdictions. And part of the reason we're getting out worked is because we don't have dedicated staff or entities in place to really hold the hand, if you will, of people who are considering coming into Santa Fe. When you compare us to Albuquerque which is probably our closest competitor although we don't necessarily like to say we're competing with other cities, but in this case we are, I think we are par for par even with them. We have the workforce in place. We have the small businesses to support them. Our infrastructure, Santa Fe Studios has two big sound studios. We do hear sometimes that there is a need to expand those but we're still Santa Fe so we're able to compensate for that in many respects.

So I'm hopeful that we can think about and have discussion around some type of guiding document that can come back to us regarding the creation of a film office that would have specific outcomes that would be tied to any type of funding.

Councilor Bushee.

COUNCILOR BUSHEE: No, it would be fabulous to eliminate any duplication of efforts. But what I would like to know is how we're doing with the film technician training program out at the Community College? It was just getting off the ground back when and I think it has gone up and down quite a bit and I know that that's solidly in place in Albuquerque in the educational institutions down there. And I don't think it is necessarily taken off up here. I think it's critical.

But I would love to see that we don't have to have two film liaisons or two scouts, that

we could have – I'm not up for creating a lot more bureaucracy. I am into streamlining and consolidating. But I'd really like to know because that film technician training program is critical to the success here. And Santa Fe can't be Albuquerque in that they seem to be able to duplicate -- I mean they've been Germany, there have been cities in Germany – it's a big city. But they love to come to Santa Fe. They love to stay here and our lodging – we need to make sure that we're again, we're a yes. We're not a no right away. And that includes making sure that the public is aware that it's happening and that the traffic may have to divert. We don't want to just give them carte blanche but I really want to know about the film technician training program and how that's working right now because that's, I think, going to be the crux to making this work up here.

MS. NOBLE: I think it is fair to say that that could use some work and reinvigoration. The Community College has gone more to the – and this is as things evolve what a lot of areas have done which is above the line producing, directing, the You Tube video producers of the world, the democratization of content creation you could even say. So there are still mechanisms but the really robust film for training isn't happening in the way that it used to and that is an area that we have a pretty sizable crew base. We would need to look at expanding and considering different functions, whether it be marketing the talent development, the so called above the line talent does seem to be drawn to Santa Fe. We have in the County and regions north great external locations. But the big numbers in job creation will need to be in trained crew.

COUNCILOR BUSHEE: And even, it's my understanding that we're not for whatever reason the camera union is not functioning here in the state and that – so right now they bring all of their above the line talent pretty much if there's a big production and they also bring their camera crews. So I would like to know how we could grow the film technician program but also start to branch out in some of the areas beyond SAG and acting but to actually get into camera and lighting and some of the gaffers and some of the more technical positions that they end up bringing with them because you know pretty much what we train our PAs and offshoots, carpenters and all of the other extras but I would love to see if we could stick in some of the technical sides of things and actually get that training out there at the Community College.

MAYOR GONZALES: That's great because that also plays into our strengths as a creative community and how it can actually participate in the film industry from set design all the way to camera technicians and others. Commissioner Chavez.

COMMISSIONER CHAVEZ: I may be off on this or you might correct me if I'm wrong but I thought that the Community College had created some kind of internship program between the Community College and Santa Fe Studios. Is that happening at some levels having to do with post-production of movies and then set design and things like that?

MR. GRISCOM: Commissioner Chavez, yes that is happening and I have actually met several of the interns were working at Santa Fe Studios. I don't know how many interns have been picked up by the studio but there is a relationship between the Community College and interns.

COMMISSIONER CHAVEZ: And their work of their background – could you touch on what areas the internship is addressing?

MR. GRISCOM: The two interns I met were working on the set of Cosmos and they were both doing kind of background support efforts down to menial things like bringing coffee and things like that. I'm sure that they do more than that but I couldn't really elaborate on what specifically their scope of work would be with the studio or what they're getting from the Community College.

MAYOR GONZALES: Okay, so any other discussion. I'm sorry –

COUNCILOR MAESTAS: Just a quick comment, Mr. Mayor. The state film tax credit legislation, in my opinion, is really not that old and I know it has undergone some changes over the years – changing the cap. I think it now requires verification of residency for certain crew workers and I know that was an issue. But I think that we should perhaps look at this, revisit this legislation and see if it can be amended to further incentivize attracting films to Santa Fe. I'll just give you one example, there was a statewide law on lodgers tax. It was standard throughout the state. Las Cruces said, Hey, we need dedicated funding for a convention center and they got state legislation that authorized them to impose an increment of lodgers tax to fund their convention center. We followed suit and I think a couple of other cities did. So I just think we should not see this as a standard statewide piece of legislation. I think there are ways we can amend it and maybe even in partnership with Albuquerque since we do have the facilities maybe we can amend this legislation and offer some additional incentives in that. Just – a new paradigm to consider and not consider that legislation as etched in stone.

MAYOR GONZALES: And it's a great point. The other is that I'm hoping to see in whatever plan comes forward is obviously we don't want to be solely dependent on the incentive. We have to use the incentive as an opportunity to expand into industries that create some of the workforce that we want, right. So when we think about entrepreneurship, when we think about animators, post production film editing, all the film industry that is not so much involved in production we have to have a plan that is going to nurture and grow those areas so that we're not solely building an economy out of film incentive that could go away on any given year. I'm hopeful that in that plan that you'll bring forward that obviously, job one is recruiting more film for sure. Obviously, workforce development is that but the expansion of the creative industries as a result of film coming in is something that I would be interesting in seeing that connection take place and again the whole idea of entrepreneurship being critical to that element. I think it's the quickest best way that we can hit all the objectives and it would be important to see that in the plan. Yes, Katherine.

MS. MILLER: Mr. Chair, Commissioners, Councilors, I have a question. We've had several entities come forward request that we create a film office. I've heard from the film industry, the labor union and just interested parties in the film industry. And I'm wondering if you have any thoughts about what type of film office we could create. I know Albuquerque, the city, has their own and they kind of go out and teach other governments how to set one up. I've met with other entities that film offices like regional film office. Cleveland has a Greater Cleveland Area Film Office and that was set up as a non-profit that gets funding, half of its funding from the city and half from the county and then another whole half of that or double of that from private industry. And they really are able to attract more entities to come and visit. They can pay for things a little differently than governments can with that structure versus just a person within the city or within the county. So I was looking for some feedback so that we can have some direction on whether that's something that both governing bodies are interested in and if so if you've got some ideas of what we can pursue to bring back some ideas.

MAYOR GONZALES: I would be interested in seeing some analysis on both. What does it mean to have a film office that is sitting in one of the organizations, the cost and what we can get versus maybe having a non-profit. Why I like the non-profit is it allows for more private businesses to come in and invest in the film office which is marketing. I don't know if we can do that if we have it housed inside one of the governments but we have to determine whether we can determine a credentialed person work for government or if it has to go into a non-profit side. But it would be good to bring back to the governing boards before there is

an indication at least some assessment or recommendation of here's the private route and here's what you get and here's a non-profit route and here's what you would get and really with the goal being what's the best vehicle to achieve the objections that we've laid out and that is obviously growing the film industry that can actually nurture other industries.

COUNCILOR BUSHEE: I would love to see the non-profit model move forward. I would love to see a suggestion of potential board members along with that. But that the thing that we haven't talked about is maybe that little small elephant in the room is the funding of such an entity and so I think that's critical as comes forward as well. So I would love to see that and maybe we could make that choice.

MAYOR GONZALES: Okay, anyone else? When you do you think we can have a document back that we can begin to discuss?

MS. NOBLE: I would stick with the four week timeline as well. I think we can do both of them.

MAYOR GONZALES: Okay, or sooner if you can get something up, that would be great.

C. Occupancy Tax Advisory Board (OTAB) and Lodgers Tax Advisory Board (LTAB)

MAYOR GONZALES: I had asked for this to be on. We seem to be running parallel but very silo tracks when it comes to how we promote Santa Fe and obviously the question before the governing boards and maybe we can hear from the two individuals, how do we collaborate? How do we make each of the dollars that each is generating go a long way? I do know when people stay at the Four Seasons or stay Bishops Lodge or Buffalo Thunder they come into the city and they spend money in our restaurants and in our galleries and it seems like a really nice fit. But when you ask the question of how we're collaborating the marketing of Santa Fe it seems like we have two very different tracks that are out there. I'm wondering, again, to get some presentation on how we can collaborate, combine, find that unified message that supports all and really try and be a little bit more strategic in our dollars. Gentlemen.

JOHN BERKENFIELD: John Berkenfield, I'm the chair of the Lodgers Tax Advisory Board for the County and perhaps it would be of a valuable thing to start to explain what the Lodgers Tax Advisory Board does and what we are chartered to do. I see that the agenda shows that there is OTAB and LTAB and they are not comparable organizations. I'm a volunteer and I'm not a staff member. There is not a staff member on the County who is charged with the responsibility for marketing. By ordinance, Ordinance 1999-10 we are the Lodgers Tax Advisory Board as formed to promote, advertise and promote and market the County of Santa Fe. We measure that and the easiest way to measure the success of that and we have a marketing plan that has objectives, the easiest way to measure that is to look at occupancy. For example, to look collection of lodgers tax and there are other measures in terms of attendance at events in the County and so on. The County has 400 rooms approximately. This is a mouse and a whale. My friend over here is the whale and I'm the mouse. The County has 400 rooms. The vast majority of those rooms are in Encantado and Bishops Lodge. The City has 10 times our number of rooms perhaps with the addition of the Drury that's even more now. So the amount of money that comes in is vastly different. I don't know what they do in the City but in the County we collect lodgers tax, I think this is in your folders, approximately \$425,000 worth of annual lodgers tax collected in the County. Of that the \$300,000 approximately is used to promote the County and of that \$300,000 75 percent approximately is to purchase media and direct marketing of the

County and there is a modest amount that is left over which the County LTAB is also a grant making organization and we fund on request, we evaluate requests, and fund as appropriate activities from non-profits, activities that we deem as appropriate for the marketing of the City. For example the kind of things that we have funded over the years and areas that we do cooperate in we have funded for I think it must be three or four or five years a press tour which we do jointly from the CVB with their press relations component of their staff and LTAB and our advertising agency work together to fund a press tour which we have gotten a great deal of positive results from over the years that we've done that. It's a modest amount of money. We have never said we're only a 1/10 of the size of the City in revenue and therefore we'll only fund 1/10 of it – we've done it evenly. We have funded events and activities. You've spent a fair amount of time talking about biking. For example, LTAB has funded the Century Ride even though that's in the City by organization it is also in the County by route, if I can call it that. And we like that. We funded that for a number of years. We funded the Bike and Brew this year because we felt that that again was important for building a biking industry for lack of a better word in our area even though there was only a modest amount of that that was held in the County. We have funded things – we have done this for years, for example, that lie exactly in the City and only have a modest impact on the County that we can see but we think are important. The Folk Art Market is an example of that. We were a very early funder of that and we've consistently funded that even though that's within the City but it's important for us to do that. And other things like that we've – some years back there was a state and local government conference at the Eldorado, entirely in the City, but one of the Commissioners felt that it was important for us to be involved in that and we agreed on that and we funded some of those.

So short of doing a list of everything that we have funded, we have been very open financially of participating in events that benefit both the City and the County. From an advertising standpoint our missions are different. We don't cooperate creatively at all. We do cooperate and share the media placements so that we don't unless we wish to have that, we don't have a conflict in placement of media. Our messages tend to be a little different than the City. You all have talked earlier that people don't really know it's transparent the line between the City and the County and that is true. But our focus is different. We have a website that is different than the City's but we also ask everybody and insist with people that we fund that we link to websites in the City so – I hope that gives you at least a little bit of a sense what we do and the OTAB of the City does not have the responsibility for marketing or doing the advertising for the City that is done by the CVB. So it's not exactly an apples and apples comparison. Does that help?

MAYOR GONZALES: Randy.

COMMISSIONER CHAVEZ: Mr. Mayor. Could I ask from the County side because I know the County has an advertising and marketing budget and we have a four-year contract typically and I think the City does something that is the same. So how much on the County side are we spending or have we spent in a four-year period on advertising, promotion and marketing?

MR. BERKENFIELD: Well, I'll give it to you annually and we'll multiply it by four. The advertising contract has been at \$300,000 for the last four years plus, Councilor – Commissioner Chavez. And that's with Impressions. There is as I mentioned earlier about 72 percent of that contract is in purchase of media, of space, of time and direct marketing. A modest amount of the balance is in fulfillment. When people ask for information they ask for literature, phones have to be answered, it is for the contractor, in my judgment, Impressions it's not a terribly profitable piece of business for them, quite frankly.

COMMISSIONER CHAVEZ: No, no, I get that part of it. But help me out here and we need to do the advertising and marketing, I get that part. Do the math, how much is it? Is it a million in a four year period? Is it \$1.4 million?

MR. BERKENFIELD: No. It's a \$1.2 million if you multiply \$300,000 by four.

COMMISSIONER CHAVEZ: That's the number I was looking for. So that's on the County side. So I would like the same question answered on the City side because collectively we are investing that much. Mayor, I think you touched on that earlier, what is that return? What is the rate of return on that investment and if we are going to partner in a different way how can we add value to that investment. Maybe not invest more but how can we add value to what we're already investing.

MAYOR GONZALES: Right. That's the question. Randy.

RANDY RANDALL: Mr. Mayor, Mr. Chair, John's right on the numbers. We have about 5,000 rooms so it's really – we're a little bit more than 10 times the size. Tourism spent in the City is about \$700 million. Lodging revenues \$120 million. Lodgers tax collected annually in Santa Fe is a little over \$8 million, \$8.1. Of that, 2 points of that go to the debt service on the convention center, \$2.3 million roughly. One point goes to fund the Arts Commission. \$1,150,000. \$600,000 goes to the other use section of the lodgers tax and a little over \$4 million is spent annually for the operation of the CVB and the Community Convention Center.

Good news, for the first three months of this fiscal year lodgers tax collections are \$457,000 ahead of last year. So the summer has been strong and the indication is that September will continue that trend and so we've got good news in that ballpark.

We operate with a full time staff as John mentioned. In addition to myself we have three people in the marketing and public relations section. We have six people in the sales section, administrative and financial support of four people. And then there's the operation of the center itself with a full time operations manager and a staff full and part time of about eight to ten people.

I think the areas of support that we provide as an office, if I could just take a minute and this really applies to the City and the County. We do a comprehensive marketing, sales and public relations plan for the City. We have the listings on SantaFe.org which gets over a million unique visits annually and we include the County lodging facilities and attractions on that website. Because we have a sales force, we generate specific sales leads. Those sales leads are shared with the County accommodations. We allow the County to participate in Citywide meeting opportunities when we bring in familiarization trips we allow the county hotels to participate at the same level and the same cost as city hotels to participate. We do the joint press familiarization trips that John mentioned. We distribute individual press leads and requests in addition to these Fam trips we probably handle 100 to 120 press inquiries per year and we share those not only with our facilities within the City but with the County.

We have our official Santa Fe Event Calendar which is County inclusive. We include the County in our public relations materials, social media, promotion of businesses – the list goes on and even OTAB and the Arts Commission embraces opportunities that exist in the County as well as the City.

So I think this speaks to the fact that the difference between the City and County is visible only to us. It's not visible to the tourists. It's not visible to the press. The guests coming to Santa Fe that chooses to stay in the historic district downtown is equally interested in the biking opportunities and all of the outdoor opportunities that exists that happen to be in the County. And the County guests who happen to stay at Bishops or Four Seasons are just as interested in the

international-type cuisine that we offer downtown as well as at those facilities.

To move into what I consider some opportunities. I really do think that there are some significant opportunities for us to better align our marketing, our public relations efforts and make – we really should have one voice, as I see it, for the City and the County because our needs are pretty identical and the opportunities exist for both of us. By coming together with one voice I think we could also in addition to getting our marketing more in alignment – I think we could expand the sales effort that directly benefits lodging facilities both in the City and in the County. There is an opportunity for more events. I have since joining the staff suggested to those on my team that our job is not to run events. We were getting into the creation and the operation of events a little bit and frankly that draws too much effort by our limited resources into one or two events. Instead we need to support and build all events and to the extent we can take an event and there are over 40 events that occur in Santa Fe. To the extent that they're two day events we could make them three. To the extent they're three day events we could make them four. We could modify them a little bit to expand their draw. But I think that's an opportunity that again that exists for both the City and the County to work together on these events and clearly the outdoor activities. Santa Fe can't chase all of these great outdoor opportunities without a collaboration in the County and so we're terribly interested in that.

Both John and I probably get questions a little bit now and then about the New Mexico True campaign. It's very well funded. Right now it's funded at \$5 million and the ask is for an additional \$3 to \$3.5 million this next year which would bring it up to half of what Colorado spends if we were to get our \$8.5 million. I think both John and I see a big opportunity to figure out how to effectively leverage that campaign without being homogenized into the campaign. We're not Red River. We're not Clovis. Both of those are total participants in the campaign. We are different, we think. We are basically what the campaign tried to create with these other locations. So, we need to leverage it. We need to take advantage of the exposure that it brings to New Mexico as a total. But we have to maintain our identity as a separate entity and as I say take advantage of it to the extent we can without becoming totally a part of it.

As we look at our own marketing opportunities we're trying to create a more active campaign than passive. We've been a little on the passive side I think in the past. We've been following themes like Build Your Soul. I'm looking for more adventurous type things because I feel there's adventure in outdoors. There's adventure in cuisine. There's adventure in shopping. Adventure is really the difference that a tourist is looking for when they go on vacation as opposed to what they do at home. They still shop, they just don't shop at Wal-Mart. So we think adventure is a great way. The authenticity I heard mentioned earlier, clearly that has a great impact on what's happening in Santa Fe both City and County. And to the extent – I operated a hotel here in town for 10 years and I always had trouble trying to leverage the cottage industry that Commissioner Chavez spoke about and to the extent that we can grow the access of the individual tourists to that cottage industry. I think they're just as interested in that as they are in the pueblos and the history. And history, the pueblos, the Native American population and culture and our own crafts and the things that are generated here are always ranked the highest even on top of mountain biking for what the tourist is really looking for when they come here.

And we operate, as John mentioned, we operate separate websites. I'm not sure that there's a value in that. Frankly, operating separate as opposed to figuring out how we could again collaborate on the websites and have a site that serves the City and the County because to have two to me is a little confusing to our guests coming in. With that, I think we would stand for questions.

MAYOR GONZALES: So part of obviously adding this was to see if there – and I

think the focus that Commissioner Chavez had which would be what would be the value added of trying to look at more collaboration and obviously putting on my County hat which really never left but there are those small businesses that benefit off of our tourists going in and purchasing whether it's the northern corridor or the southern corridor. There is a need to be able to tourists once they come into Santa Fe into the County is important. That's really where the value add would be.

The question is, we're doing it separate now is there a way to combine it? Where we can combine that brand and people know that you can experience that world class cuisine and then move into the Turquoise Trail and find that authentic one-of-a-kind piece of art that is great. I mean, can we create that environment? And you're right that the outside doesn't separate at the lines unless they know they have to go to two separate websites, right. And then that's really where the definition occurs. I don't know if it is as easy as combining the websites. We can be bold and think about combining the lodgers and the occupancy advisory board and see if there's still a way to protect the County's investment and interest. Those are all things that I think I wanted us to be able to talk about. Commissioner Chavez.

COMMISSIONER CHAVEZ: Well, I was actually thinking about that earlier and how that might help with a film studio model. I think the less duplication we have the better. Randall, I think you said earlier that it would be the same message if we combined – in part of your presentation you thought that it should be one message and so I think a combined message, a combined voice, one web page could be good. Could you give us Randy what the City spends in a four year period on your advertising and marketing contract? Another couple of million?

MR. RANDALL: Using the same definition as John did, he said it was \$300,000 including their PR effort and fulfillment, whatnot; we're spending just shy of \$1.5 million. And so it would be a \$6 million spent over a four year period.

COMMISSIONER CHAVEZ: Combined for the two local governments.

MR. RANDALL: Well, you'd add then \$1.2 so we'd be at \$7.2 million.

COMMISSIONER CHAVEZ: Combined for the two local governments?

MR. RANDALL: Yes, sir.

COMMISSIONER CHAVEZ: So if we pull behind that, eliminate duplication, build on the assets that we have we ought to do better than all of our competitors in the region because we have better ingredients than they do. I think.

MAYOR GONZALES: Makes sense.

COMMISSIONER ANAYA: No, I'm definitely going to broach how we better coordinate. I think the one variably would be how large of a diameter we draw around an area. What I wouldn't want to see is that we focus on the central part of Santa Fe and draw a radius around that and say, We're good because we all know that just based on the biking and trail system that we have that the region when you include federal properties and county and city properties it's huge. And so it goes into the City of Española in the north and then it even goes down into Edgewood and that whole region when we talk about equestrian and other opportunities. I think as long as we kept that in our minds as we're moving forward with the plan then I think we could engage Edgewood in the south and Pecos in the east and Española in the north and truly do it with some comprehension on an effort and even engage those entities in a dialogue to say how might we all complement one another's needs and basically take care of tourists that are engaging that whole area anyway when you think of the Salt Mission to the south and the Sandia area and you look at the ski basin and you look up north and even into Los Alamos and White Rock and Bandelier and you know, we're fortunate to have a former mayor here from Española as well to make sure that we recognize those initiatives. So as long as we do

that, I think we could engage a comprehensive effort.

COUNCILOR MAESTAS: So what I think we're talking about here is having a more integrated combined marketing plan. Is that really the decision of what you're requesting of us?

MAYOR GONZALES: Actually, that is what I'm requesting. That we could talk and see if there was some governance support or direction to look at a more integrated marketing effort between the two entities as opposed to the silos that we heard.

COUNCILOR MAESTAS: I think that's long-hanging fruit and I would support that. I wanted to throw out one other issue. I realize that your lodgers tax funding is not very high, obviously because of the low number of rooms but I know the County receives payments in lieu taxes. You all know what those are – it's compensation for publicly owned lands within the County. And I don't know if it's solely dedicated to economic development. I don't know how you allocate your PILT funds and I know that the allocation varies every year depending on what congress makes available but certainly I would think that those PILT funds should be dedicated to maybe economic development which I would think offers the greatest multiplier and I think some of the things we've been talking about here could be potential areas if they're not already areas for dedicated PILT funds. And I'm just throwing that out. I'm not trying to be dictatorial or anything. I have no idea how you all spend your funds but we have so much commonality here so let's look at other resources as well because that's what it is going to take if we're talking about expanding certain efforts.

So I support the joint marketing plan. Maybe a joint discussion about PILT funds for this group could be another parking lot issues.

MAYOR GONZALES: Certainly where I'm coming from is that we get to expand our story of Santa Fe by including the County in our marketing programs and what's great is there are no competing assets. The ability to enjoy the historic downtown area in the evening as much as being in Edgewood and experiencing our western way of life, then to the north and the pueblos and the traditional communities and the indigenous people that is the story. That's the exciting part of Santa Fe and it seems that when we talk about growing our tourism base and being able to tell and expand the story to unique users, people who having thought about coming to Santa Fe or feel like Santa Fe is just about Canyon Road and nothing else and they might want to be interested in something different. Those are all things that we have the ability to talk about and to define what the experience is here as being more than just being in the city and being more than just being in the County.

It really is about an integrated approach to experiencing the beauty around Santa Fe in a way that obviously help us to grow revenues, grow jobs, the spirit of entrepreneurship in all areas. You guys may not know this, but Randy reminds us all the time our occupancy in the City in the last couple of years has been in the low 60s. We have a huge need to grow our tourism base and a huge opportunity with it. So we're on par to do that but certainly to the degree that we can enhance the visitor experience by telling a common story would be good.

I know we're rushing up against the 12 hour and I want to be able to close with some final remarks. This I think probably needs to be handled by the County and the City managers in terms of identifying for both governing boards where and how we could work together given a collective desire to find a common message and exploring everything from the combination from the lodgers boards all the way down to just having a joint marketing effort where there is collaboration. Maybe we can start small and grow or go big if you guys find it. But I do think this should probably be in the hands of the managers to work through their respective departments and then come back. Commissioner Chavez.

COMMISSIONER CHAVEZ: I would put it to the managers but also ask that the respective lodgers tax boards also have this discussion to see what their thoughts are on this merge or joint effort if you will. And then I think as we move forward in trying to define that message and really articulate our identity it would be good to have and I think this could also be a function between the two boards and the arts committee that we have set up, David, to help from the bottom up define and tell that story about – the story we want to tell to the our visitors or the prospective visitors. The tag lines that we'll be using, right. And the City had at one time went through an exercise and we did this and there were historians involved, there were teachers involved. Orlando Romero was involved and there were different people involved and they came up with some creative tag lines and I only remember one and that had to do with Plymouth Rock and Santa Fe. And it said something to the effect that when Plymouth Rock was just a stone Santa Fe was already a thriving capital. So you can be creative and sensitive in what your tag lines – in how they read. They can be informative. They can spark a conversation. Because a lot of people are interested still in history. You talk about equestrians along – in Galisteo or in Edgewood, it's the Route 66 corridor. So you have your hot rods and you have your horseback riders and they're using the same route that's been used for a couple of hundred years now.

There's a lot of correlation that we can make and I think we can involve the public in our efforts and hopefully get their buy in and their comments. Thank you.

MAYOR GONZALES: Final comments. Commissioner Holian did you have any final comments?

COMMISSIONER HOLIAN: Thank you, Mr. Mayor. I don't really have anything brilliant to add. Tourism is exactly my area of expertise other than being a tourist. I know how to be a tourist. But it does really seem to make sense that we work together on this because people don't come here to go to the City or to the County. They want to enjoy all the areas of the County. The out of doors and as well as the great restaurants here which I come in from the County to enjoy all the time myself. The other area though that I think that we haven't talked must about but I think we could work together on around the areas of economic development is the green economy so I would like to have more conversation about that. Of course, there will be some conversation on that score through this Climate Action Task Force I would imagine.

MAYOR GONZALES: Absolutely.

COMMISSIONER HOLIAN: Thank you. Mr. Chair.

COMMISSIONER ANAYA: Mayor, are you looking for feedback on overall meeting today?

MAYOR GONZALES: Yes, we're just wrapping up our comments.

COMMISSIONER ANAYA: Just a couple of things that we weren't able to get to. I think we have some things to work with and staff will help us package some items that have targeted objectives that we can quantify hopefully and move forward on. But we also have some challenging governance matters that come up on a regular basis that deal with solid waste, how things are going with annexation, the RECC – those three just pop into my mind. So I would like to ask you Mayor and your fellow councilmen, City councilors to help us as we move forward with future meetings picking one of those items at a time and trying to work through some of those issues. Those are not as exciting as mountain biking and equestrian trails but they're issues that we want to work through together with you to try and get some resolution. Water, water use – we had a pretty broad discussion about that at our last Commission meeting. But in particular on RECC, one item that I'd like to put out there for some thought. You have councilmen that were administrators at the City and fire chiefs and I'd like to see us move toward where we have

a representative of the governing boards on the RECC. I know in discussions that I've heard that sometimes things get stuck because there's no representative from the governing board on the RECC. That's something that I'd like us to kick around between the managers and yourselves and work towards. I think it might help complement the work of the RECC. That's one amongst many.

I'm glad we came to the table. I appreciate, Mayor, that we're all here together and I think if we pick specific things and if we have desired targeted dates for feedback and we provide some direction that we can get somewhere. So I look forward to it.

One of the other things on events, Commissioner Chavez, hot rods and horseback, that sounds like that could be an event. It would be interesting. But nonetheless we have many, Galisteo Studio tour was this last weekend and those studio tours as an example have evolved into some very substantial events to the entire region. People are actually coming in to stay in Santa Fe and even coming from Tijeras and Albuquerque and staying and coming to these types of events. The better we can coordinate with those things – I think it was Councilor Bushee who talked about not getting so much and you mentioned it also, not getting so much and actually trying to do the event but just be part of that marketing scheme to complement the work that is already out there. We have those throughout the County – Chimayo and Pecos does them, La Cienega, Madrid they do that blues festival that's been an excellent event. We have many things as you said that we can complement and work towards. And if we go where things are already being done and utilize those tools, I think we can still continue to do good things.

That's all I have, Mayor, thank you.

MAYOR GONZALES: Councilor Maestas.

COUNCILOR MAESTAS: Real quick, I think this was just a great morning and that we talked about a lot of great issues. I am a bit troubled of the recent history of the activity within the Regional Planning Authority. I see the RPA as an established forum. I think it's easily charged to cover all different areas including economic development and I feel much more comfortable going forward with empowering the right folks in the City and the County to aggressively address these issues. So I realize these are very specific issues that we discussed but I would like to see new life in the RPA and possibly constituting a task force to pursue a lot of these initiatives that we've discussed this morning because I think it sends so many messages out to the city and the county that you know what, we're talking again. We're communicating, we're collaborating but we don't have this infinite wisdom and we know we need to involve the community and the right people in the community. So I'd like to see us not just collaborate as two governments but re-establish that function of empowering the community to address a lot of these pressing issues some of which we discussed today.

MAYOR GONZALES: Councilor Rivera.

COUNCILOR RIVERA: Thank you, Mayor. I also agree it's been a great day. I always love coming here and sitting in these chamber and really hearing from the other side from the County side about what's going on. Obviously, I'm a little more familiar with the City side of economic development from Randy and his group about what's going on but it's really interesting to hear from the County side of it and see what's happening on that side. And I think I would love to see more meetings like this more frequently. I think we have many issues that we can discuss and probably build collaboration at different levels on many different things. So I thank you for doing this, Mayor, County Commissioners for getting this together, County manager and City manager. Obviously, I would like to see more of them. Thank you.

MAYOR GONZALES: I want to say thank you to everybody for being here. I'd like to ask Mr. Chairman if you could designate someone from the County Commission who

could basically own the activities today so we can make sure it moves through your governance process. I'll do the same in discussion with the City Councilors on who can own it on our side so that once we get to some documents we've got somebody to own and shepherd it through the governance process. I think that would be important.

I just want to say thank you to all of you for being here. I do think as I talked to both managers the idea was to have the first meeting around an area that we were both focused on very heavily where we needed to see some outcomes in a short term period and an area that I would call the long-hanging fruits, the easy stuff for us to talk about. But clearly this was meant to set up a forum for us to begin to take on other things that maybe aren't as exciting but they're very important in terms of addressing from a governance standpoint especially when it comes to water, the environment, all of those areas that we both deal with but don't necessarily visit with one another on.

I look forward to working with the manager and yourself, Mr. Chairman, to talk about the next upcoming meeting and get some direction from the Council on what they would like to discuss and propose it to you guys and see if that's something of interest to the Commissioners and we'll keep this momentum going. Thank you.

COUNCILOR RIVERA: I would make a recommendation whether it comes to ordinance or resolution, it seems that this type of forum would be better to handle governance situations like that. I've seen it in the past where County Commission will approve something and it will come to the City. We make changes and it's not the same document that the County Commission had approved two weeks earlier or a week earlier. And it seems like if we could get together in this forum, make the changes together and then produce one document from both organizations. It seems to work better for staff and for all of us.

MAYOR GONZALES: That's a great idea. We can definitely do that.

COMMISSIONER ANAYA: Mayor, just another comment. I appreciate your comments related to the RPA Councilor Maestas, one thing I think there seems to be consensus on from all five Commissioners is that when we had the RPA and it had just the four representatives on each side we were missing – there were many things lost in translation. So when we went to governance, where we would meet with the full Commission and the full Council always understanding not everyone can make those meetings for whatever reason it just provides just a clean cut if you will to the chase, but I do agree with you that there's other work that needs to be done off line with staff and with other task forces including the gentlemen in front of us and their boards but if we can stick together collectively when we do meet and we do make determinations I think it shows the public that we're truly working together and that we're committed collectively as opposed to having a segregated smaller groups. So just that one comment because we've had a lot of comments about the RPA and what it seems we've found from the annexation is that we were able to get through it as a result because we were together at the table. And, Katherine, if you wanted to elaborate a little bit on that because I know it helped you.

MS. MILLER: Mayor, Councilors, Commissioners, I think that is true that once we got together as two full governing bodies and I think a couple of those meetings we had everybody in attendance and it really moved things along and there wasn't a lot of back and forth dialogue after the meetings and changing things. Although it was difficult to get everybody together it did move that issue that we had been kind of high center on for a few years and moved it along rather quickly. So I think there is a lot to be said for meeting as full governing. We've talked about at least maybe quarterly if we did that and maybe with some task forces or something might be a way to keep these issues in the forefront and moving forward.

something might be a way to keep these issues in the forefront and moving forward.

COMMISSIONER CHAVEZ: Mr. Chair, with that in mind, I would really be hopeful that we could then finish the annexation complete. There's an area that has been left out and we've done annexation to a point and there's still a piece that is pending. I think we're supposed to do that within five years. So if we reopen that I would want to be sure that we spend enough time on that to get that done maybe before the five year time period. Thank you.

COMMISSIONER ANAYA: Okay, we're adjourned, thank you.

Adjournment

Having completed the agenda and with no further business, Vice Chair Anaya adjourned this meeting at 12:00 p.m.

Approved by:


Board of County Commissioners
Daniel W. Mayfield, Chair


ATTEST TO:


GERALDINE SALAZAR
SANTA FE COUNTY CLERK

11-25-2014



Respectfully submitted,


Karen Farrell, Wordswork
453 Cerrillos Road
Santa Fe, NM 87501