

Daniel "Danny" Mayfield  
*Commissioner, District 1*

Miguel M. Chavez  
*Commissioner, District 2*

Robert A. Anaya  
*Commissioner, District 3*



Kathy Holian  
*Commissioner, District 4*

Liz Stefanics  
*Commissioner, District 5*

Katherine Miller  
*County Manager*

**BCC CASE # MIS 09-5072  
SANTA FE OPERA MASTER PLAN EXTENSION  
PAUL HORPEDAHL, AGENT**

**ORDER**

**THIS MATTER** came before the Board of County Commissioners (hereinafter referred to as "the BCC") for hearing on April 8, 2014, on the Application of the Santa Fe Opera, (hereinafter referred to as "the Applicant"), for an extension of an existing Master Plan. The BCC, having reviewed the Application and supplemental materials and staff report, and having conducted a public hearing on the request, finds that the Application is well-taken and should be granted, and makes the following findings of fact and conclusions of law:

1. The Applicant requests a two year time extension of an existing Master Plan.
2. The property is located at 17053 US Highway 84/285, within Sections 25 and 26, Township 18 North, Range 9 East.
3. In 1991 the Extraterritorial Zoning Authority (EZA) granted Master Plan approval to permit a hotel/resort as a large scale mixed use development consisting of 134 units on 44 acres.
4. On April 25, 1995, the EZA granted Preliminary Development Plan and a variance of terrain management regulations for disturbance of slopes over 30 percent for improving existing roads.
4. On June 2, 2004, the EZA granted approval of a Master Plan amendment for the Inn at the Opera. The project was to be developed in five phases as follows:

Phase I-Overflow parking area to accommodate 139 parking spaces as well as picnic areas;

Phase II-A rehearsal and recital hall, storage building, spa and fitness building with a pool, wastewater treatment plant and 26 new parking spaces;

Phase III-Opera Village Center (plaza, conference area, rehearsal and recital areas, small theater, restaurant facilities, reception space, bar, lounge, storage space, pool with related facilities, and 134 parking spaces;

Phase IV-50 apartment style units, 64 co-housing units for the Opera staff and conference participants;

Phase V-20 Casita style housing units for Opera performers, directors, benefactors, conference participants and guests.

5. The Opera property was governed by the Extraterritorial Zoning Ordinance (EZO). Ordinance No. 2009-01 dissolved the EZO and the Opera property is now governed by the Santa Fe County Land Development Code.

6. The criteria set forth in the Code for approval of the Master Plan is equivalent to the Master Plan approved by the EZA.

7. On January 10, 2010, the Board of County Commissioners (BCC) granted a request made by the Santa Fe Opera for a two year time extension of the existing Master Plan.

8. On January 10, 2012, the Board of County Commissioners (BCC) granted a request made by the Santa Fe Opera for a second two year time extension of the existing Master Plan.

9. The Applicant requests a third extension of the current zoning approval until such time that the Zoning Map is implemented by Santa Fe County. The proposed Zoning Map designates the Santa Fe Opera Village property as a "Mixed Use Zoning District".

10. The Application meets the criteria set forth for Master Plan approval in Article V, Section 5.2.4 and the expiration time limit of a Master Plan set forth in Article V, Section 5.2.7 of the Code.

11. Article V, Section 5.2.7b (Expiration of Master Plan) states: "Master plan approvals may be renewed and extended for additional two year periods by the Board at the request of the developer".

12. Paul Horpedahl, Agent for the Applicant, testified in support of the Master Plan extension.

**WHEREFORE** the Board of County Commissioners of Santa Fe County hereby approves the request for a two year time extension of an existing Master Plan for the Santa Fe Opera Village. The motion to approve the Application passed by a 4-0 vote, with Commissioners Anaya, Mayfield, Holian and Chavez voting in favor of the motion. Commissioner Stefanics was not present during the Public Hearing.

**IT IS THEREFORE ORDERED** that the Application is approved, and the Applicant is allowed a two year time extension of the existing Master Plan.

I certify that the Application was approved by the Board of County Commissioners on this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

The Board of County Commissioners of Santa Fe County

By: \_\_\_\_\_  
Daniel W. Mayfield, Chairperson

ATTEST:

\_\_\_\_\_  
Geraldine Salazar, County Clerk

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Gregory S. Shaffer, County Attorney

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V. **B. Action Items**

1. **Discussion and Possible Action Authorizing Intervention in New Mexico Public Regulation Case No. 13-00390-UT**

COMMISSIONER HOLIAN: Mr. Chair.

COMMISSIONER ANAYA: Commissioner Holian.

COMMISSIONER HOLIAN: I move that we authorize intervention in New Mexico Public Regulation Case #13-00390-UT.

COMMISSIONER CHAVEZ: Second.

COMMISSIONER ANAYA: There's a motion and a second for intervention in New Mexico Public Regulation Case #13-00390-UT. There's a motion and a second, under discussion – Ms. Brown this motion gives us the latitude to intervene into the case. You're going to refer – go back and do some research as to other parties that are joining the case and then bring back some recommendations as to what that intervention would look like into the case. Is that an accurate statement, summary?

MS. BROWN: Mr. Chair, that's correct. I will actually file the intervention prior to your next meeting and we will go forward from there.

COMMISSIONER ANAYA: Thank you, Ms. Brown. Any other questions or comments. Commissioner Mayfield?

CHAIR MAYFIELD: No, I appreciate the discussion. Thank you.

The motion passed by unanimous [4-0] voice vote.

VI. **PUBLIC HEARING**

A. **Land Use Cases**

1. **BCC Case # MIS 09-5072 Santa Fe Opera Village Master Plan Extension. Santa Fe Opera, Applicant, Paul Horpedahl, Agent, Requests a Two-Year Time Extension of a Previously Approved Master Plan for the Santa Fe Opera Village. The Property is Located at 17053 US Highway 84/285, within Sections 25 & 26, Township 18 North, Range 9 East (Commission District 1) [Exhibit 3: Letter from Hank Crouse]**

JOSE E. LARRAÑAGA (Case Manager): Thank you, Mr. Chair. On January 10, 2012, the Board of County Commissioners granted a request made by the Santa Fe Opera for a two-year time extension of an existing Master Plan. On January 10, 2010, the Board of County Commissioners granted a request made by the Santa Fe Opera for a two-year time extension of an existing Master Plan.

On June 2, 2004, the Extraterritorial Zoning Authority granted a Master Plan Amendment to the previously approved Inn at the Opera to allow rehearsal and recital facilities,

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meeting spaces, conference facilities and amenities, storage for the Opera, and housing for the Opera performers, staff, directors, benefactors, conference participants and guests consisting of a total of 135,600 square feet on 44.10 acres to be developed in five phases.

The Master Plan Amendment allowed the project to directly serve the needs and interests of the Opera rather than being open to the public as allowed in the previous approval. The site and building layout are the same as the prior approval. The project will be developed in five phases as follows: Phase I- Overflow parking area to accommodate 139 parking spaces as well as picnic areas; Phase II- A rehearsal and recital hall, storage building, spa and fitness building with a pool, wastewater treatment plant and 26 new parking spaces; Phase III- Opera Village Center, consisting of a plaza, conference area, rehearsal and recital areas, small theater, restaurant facilities, reception space, bar, lounge, storage space, pool with related facilities, and 134 parking spaces; Phase IV- 50 apartment style units, 64 co-housing units for the Opera staff and conference participants; Phase V- 20 Casita style housing units for Opera performers, directors, benefactors, conference participants and guests.

The Opera property was governed by the Extraterritorial Zoning Ordinance. Ordinance No. 2009-01 dissolved the EZO and the Opera property is now governed by the Land Development Code. The Applicant is requesting an extension of the current Zoning approval until such time that the Zoning Map is implemented by Santa Fe County. The proposed Zoning Map designates the Santa Fe Opera Village property as a Mixed Use Zoning District.

Growth Management staff has reviewed this project for compliance with pertinent Code requirements and finds the following facts to support this submittal: the Application meets code criteria to allow a two year extension of the Master Plan; the existing Master Plan meets the criteria set forth in Article V, Section 5.2.4; the Application meets the criteria set forth in Article V, Section 5.2.7 of the Land Development Code.

Staff recommendation: Staff recommends approval of a two year time extension for the existing Master Plan for the Santa Fe Opera Village. Mr. Chair, I stand for any questions.

COMMISSIONER ANAYA: Mr. Larrañaga, I have a quick question just to start. This submittal request is consistent with the various master plan extensions that we've been granted associated with other developments?

MR. LARRAÑAGA: Mr. Chair, yes. It's consistent with the master plan amendment granted by the Extraterritorial Zoning Authority.

COMMISSIONER ANAYA: Thank you. Commissioner Chavez.

COMMISSIONER CHAVEZ: Thank you, Mr. Chair. Mr. Larrañaga, we have a letter here. I guess – I'm sure you've probably read it already. It's addressed only to the County Land Use Administration. It's from a neighbor. They're concerned about the development. They're not opposing it but they're concerned I guess about the construction schedule and I think – it seems that they have a concern about their property values as well. Are you in receipt of this letter?

MR. LARRAÑAGA: Mr. Chair, Commissioner Chavez, yes.

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COMMISSIONER CHAVEZ: And do you respond to these letters? That's one question. And then will the development be required to do an ENN, early notification meeting and notify the neighbors before they start?

MR. LARRAÑAGA: Mr. Chair, Commissioner Chavez, no, I have not responded to the letter. This development will probably come in under the SLDC, under the mixed use, so any studies or assessments or neighborhood meeting would have to be conducted at that time. As far as construction, I don't know what the timeline is for the construction of this.

COMMISSIONER CHAVEZ: I think all of that would be fleshed out in the early notification – the neighborhood meetings, right?

MR. LARRAÑAGA: Mr. Chair, Commissioner Chavez, yes, that's correct.

COMMISSIONER CHAVEZ: Okay. Thank you, Mr. Chair.

COMMISSIONER ANAYA: Commissioner Holian? Commissioner Mayfield? Mr. Larrañaga, does anybody else have any questions of Mr. Larrañaga? Is the applicant present?

COMMISSIONER HOLIAN:

[Duly sworn, Paul Horpedahl testified as follows:]

PAUL HORPEDAHL: Yes, sir. I'm Paul Horpedahl. I'm the production director of the Santa Fe Opera.

COMMISSIONER ANAYA: Yes, sir. Is there anything else you'd like to add?

MR. HORPEDAHL: No, sir. I think everything has been spelled out pretty clearly for all of us. We're just trying to really bridge the gap until the new zoning codes are in place then we can let this park a little longer.

COMMISSIONER ANAYA: Excellent. Is there any questions of the applicant?

CHAIR MAYFIELD: Mr. Chair, I have a question of staff, please.

COMMISSIONER ANAYA: Yes, sir. Commissioner Mayfield.

CHAIR MAYFIELD: Mr. Chair, Mr. Larrañaga, if you can hear. You cited there were a couple, or at least one if not two pools in this proposed master plan, and just hearing what the applicant had to say, waiting for the new rules to come out, what impact would that be under our new County rules if they would try to put some pools in place up there?

COMMISSIONER ANAYA: Chairman Mayfield, you're asking what the impacts of the new code will be on this application? Is that what you're asking?

CHAIR MAYFIELD: Pertaining to all requirements that are necessitated upon this development but there was some discussion of pools. So they probably had their pools proposed in the original master plan under the old sustainable land development code, but now that we're moving to the new code, hearing the applicant, are they going to be impacted also if they try to put in some swimming pools up there?

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COMMISSIONER ANAYA: Is the swimming pool going to be impacted with the new code, is what I'm hearing?

MR. LARRAÑAGA: Mr. Chair, Commissioner Mayfield, again, the master plan is conceptual, so under the SLDC they would have to make any – meet all the requirements as far as the water use. I don't believe that the pools – they'd have to meet the requirements of the SLDC and water use.

COMMISSIONER ANAYA: So, Mr. Larrañaga, the pools are part of the master plan. They wouldn't be restricted but there's still the final process for the actual development to go forward that would have to take place on the review of everything, including the pools, correct?

MR. LARRAÑAGA: Mr. Chair, that's correct.

COMMISSIONER ANAYA: Does that answer your question, Mr. Chair.

CHAIR MAYFIELD: Yes, it does, Chairman, but I have one other follow-up. So this area with the Opera is within the Pojoaque Basin so they fall under the current Aamodt settlement negotiations. So are they on their private wells? There's no water system up there. I don't know if they're off of Tesuque's mutual domestic, where they're drawing water, but what impact potentially could or could not be in the Aamodt water system element?

COMMISSIONER ANAYA: The question is does the Aamodt settlement have any impact on your development?

MR. HORPEDAHL: Yes, it would.

COMMISSIONER ANAYA: So if you could respond to that.

MR. HORPEDAHL: Yes, we are part of the Aamodt water suit, and I really don't have a clear picture of what that impact would be for us but of course we'd comply with whatever regulatory things we have to do, just like as we bring the development forward in the future as a real development do we need to go through all the examination processes by the County and the State.

CHAIR MAYFIELD: So Mr. Chair and sir, I apologize for not being there personally, but what type of wells are you utilizing right now? Are you on pre-moratorium? Pre-basin wells? Can you let me know?

MR. HORPEDAHL: We have all of those on the Opera land right now and they're all tied together in an overall water system.

CHAIR MAYFIELD: So if I can ask, what amount of acreage-foot of water does the Opera have?

MR. HORPEDAHL: On this particular parcel we have 18.5 acre-feet.

CHAIR MAYFIELD: Okay. And those are pre – some of those may be pre-moratorium wells?

MR. HORPEDAHL: I'm sorry I don't know the answer.

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CHAIR MAYFIELD: Pre-moratorium wells would be before 1956. Were any of those wells drilled before 1956?

MR. HORPEDAHL: I think those particular wells are not pre-moratorium.

CHAIR MAYFIELD: Okay. Okay, thank you, Commissioner. That's all I have.

COMMISSIONER ANAYA: Commissioner Chavez.

COMMISSIONER CHAVEZ: Thank you, Mr. Chair. Did you want to have a public hearing first? Go ahead and then I'll –

COMMISSIONER ANAYA: We'll now move to the public hearing. Is there anybody here that would like to speak in favor or against this project? If there are please come forward. Seeing none, no one present to speak in favor or against this project, the public hearing is now closed. Commissioner Chavez.

COMMISSIONER CHAVEZ: Yes, I'm going to make a recommendation and concur with staff's recommendation and my motion would be to approve a two-year time extension for the existing master plan for the Santa Fe Opera Village.

CHAIR MAYFIELD: Second, Commissioner.

COMMISSIONER ANAYA: There's a motion by Commissioner Chavez to approve the two-year time extension. There's a second by Commissioner Mayfield. Is there any further discussion or questions or comments from the Commissioners?

The motion passed by unanimous [4-0] voice vote.

- VI. A. 2. CDRC Case # V 14-5020 Dennis & Lynne Comeau Variance.  
Dennis and Lynne Comeau, Applicants, Request a Variance of Article VII, Section 3.4.1.C.1.C.I (No-Build Areas) to Allow 30% Slope Disturbance for an Existing Driveway to Access Buildable Area on a 66.52-Acre Parcel. The Property is Located at 191 County Road 74 in the Vicinity of Tesuque, within Section 20, Township 18 North, Range 10 East (Commission District 1)

JOHN LOVATO (Case Manager): Thank you, Mr. Chair, Commissioners. The Applicants request a variance to allow disturbance of 30 percent slope for a driveway to access a parcel totaling 66.52 acres. The driveway has been previously cut and was not permitted through the Santa Fe County Building and Development Services Department. The existing access contains grades greater than 11 percent which exceeds access requirements for fire and emergency vehicles.

The previously cut driveway requires a variance of Article VII, § 3.4.1.c.1.c.i, No-Build areas, to allow 30 percent slope disturbance. The first occurrence is 28,572 square feet, and the second occurrence is 2,568 square feet. The total combined disturbance is 31,140







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*Commissioner, District 5*

Katherine Miller  
*County Manager*

**BCC CASE # MIS 10-5152  
THE DOWNS AT SANTA FE MASTER PLAN EXTENSION  
THE PUEBLO OF POJOAQUE DEVELOPMENT CORPORATION,  
APPLICANT**

**ORDER**

**THIS MATTER** came before the Board of County Commissioners (hereinafter referred to as "the BCC") for hearing on April 8, 2014, on the Application of the Pueblo of Pojoaque Development Corporation (hereinafter referred to as "the Applicant"), for an extension of an existing Master Plan for the Downs at Santa Fe. The BCC, having reviewed the Application, supplemental materials, Staff report and having conducted a public hearing on the request, finds that the Application is well-taken and should be granted, and makes the following findings of fact and conclusions of law:

1. On August 14, 2001, the Board of County Commissioners granted Master Plan Approval to allow recreational/non-residential uses at the Downs at Santa Fe on 321 acres.
2. On November 9, 2004, the BCC granted approval of a Preliminary Development Plan for Phase I, subject to conditions, and Final Development Plan to be approved administratively.
3. On April 13, 2010, the Board of County Commissioners granted a request made by the Pueblo of Pojoaque Development Corporation for a two year time extension of the existing Master Plan for the Downs at Santa Fe.

4. On May 8, 2012, the Board of County Commissioners granted a request made by the Pueblo of Pojoaque Development Corporation for a second two year time extension of the existing Master Plan for the Downs at Santa Fe.

4. The Applicant requests a third two-year time extension of the existing Master Plan.

5. The property is located within the La Cienega Traditional Historic Community, at 27475 I-25 West Frontage Road, within Sections 26 & 27, Township 16 North, Range 8 East (Commission District 3).

6. Article V, Section 5.2.7.b (Expiration of Master Plan) states: "Master plan approvals may be renewed and extended for additional two year periods by the Board at the request of the developer".

7. The existing Master Plan meets the Code criteria set forth in Article V, Section 5.2.4, (Master Plan Approval).

8. The Application meets the Code criteria set forth in Article V, Section 5.2.7, (Expiration of Master Plan).

9. The local community supports the possible future use and growth of the Downs.

10. Janna Werner representing the Applicant spoke in favor of the Application.

**WHEREFORE** the Board of County Commissioners of Santa Fe County hereby approves the request for a two year time extension of the existing Master Plan for the Downs at Santa Fe. The motion to approve the Application passed by a 4-0 vote, with Commissioners Anaya, Mayfield, Holian and Chavez voting in favor of the motion. Commissioner Stefanics was not present during the Public Hearing.

IT IS THEREFORE ORDERED that the Application is approved, and the Applicant is allowed a two year time extension of the existing Master Plan.

I certify that the Application was approved by the Board of County Commissioners on this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

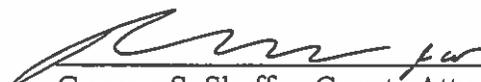
The Board of County Commissioners of Santa Fe County

By: \_\_\_\_\_  
Daniel W. Mayfield, Chairperson

ATTEST:

\_\_\_\_\_  
Geraldine Salazar, County Clerk

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Gregory S. Shaffer, County Attorney

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COMMISSIONER ANAYA: So Chairman Mayfield, is it okay if we would have something that's an acknowledgement at the time of the building permit? It seems like that might be the cleanest.

CHAIR MAYFIELD: Mr. Chair, I appreciate your comments and also from Ms. Brown. I wouldn't want to impede anything on a deed restriction. I just want that acknowledgement out there somewhere, in case this property would ever change hands.

COMMISSIONER ANAYA: So at the time of the building permit that there's some statement of acknowledging the limitation of emergency access or a timeline, I guess. Timeline and access. So is the maker of the motion, Commissioner Mayfield, you're okay with that.

CHAIR MAYFIELD: I am. Thank you.

COMMISSIONER ANAYA: And the seconders are you okay? The maker of the motion's okay and the seconder's okay. So are there any other questions or comments?

The motion passed by unanimous [4-0] voice vote.

- VI. A. 4. **BCC Case # MIS 10-5152 the Downs at Santa Fe Master Plan Extension.** The Pueblo of Pojoaque Development Corporation, Applicant, Requests a Two-Year Time Extension of a Previously Approved Master Plan for the Downs at Santa Fe. The Property is Located within the La Cienega Traditional Historic Community, at 27475 I-25 West Frontage Road, within Sections 26 & 27, Township 16 North, Range 8 East (Commission District 3) [Exhibit 4: Letter from La Cienega Valley Association]

MR. LARRAÑAGA: Thank you, Mr. Chair. On August 14, 2001, the Board of County Commissioners granted Master Plan Zoning Approval to allow recreational/non-residential uses at the Downs at Santa Fe on 321 acres. On July 14, 2004, the BCC granted approval of reconsideration and clarification of conditions to the previously approved Master Plan.

On November 9, 2004, the BCC granted approval of a Preliminary Development Plan for Phase I, subject to conditions, and Final Development Plan to be approved administratively. On May 8, 2012, the Board of County Commissioners granted a request made by the Pueblo of Pojoaque Development Corporation for a two-year time extension of an existing Master Plan for the Downs at Santa Fe.

The Applicant requests a two-year time extension of the existing Master Plan for the Downs at Santa Fe, which was originally approved in 2001. The Applicant states that in 2011/2012, representatives of the Downs worked with the La Cienega/La Cienegullia Planning Committee and the Santa Fe County Planning Department on a Community Plan update to develop options for the use of the Downs property. The Applicant is requesting an extension of the current zoning approval until such time that the Zoning Map is implemented

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by Santa Fe County. The proposed Zoning Map designates the Downs property as a Planned Development District.

Growth Management staff has reviewed this project for compliance with pertinent Code requirements and finds the following facts to support this submittal: the Application meets code criteria to allow a two-year extension of the Master Plan; the existing Master Plan meets the criteria set forth in Article V, Section 5.2.4; the Application meets the criteria set forth Article V, Section 5.2.7 of the Land Development Code.

Staff recommendation: Staff recommends approval of a two-year time extension for the existing Master Plan for the Downs at Santa Fe.

Mr. Chair, I stand for any questions.

COMMISSIONER ANAYA: Thank you, Mr. Larrañaga. I want to read into the record that Mr. Larrañaga got a letter from Carl Dickens, the president of the La Cienega Valley Association today that says, I regret to say I'll be unable to attend the County Commission and the presentation by the Pueblo of Pojoaque and BCC Case MIS 10-5152, Downs at Santa Fe Master Plan Extension, the Pueblo of Pojoaque Development Corporation. If at all possible we share the following to the Commission. The La Cienega Valley Association Board completely supports the Pueblo of Pojoaque's request for a two-year time extension to the master plan for the Downs of Santa Fe. We look forward to the day when the Pueblo is able to present a master plan that fully realizes this property's important place in our community. In the meantime, La Cienega Valley Association is excited to learn of the return of the equestrian events to the Downs this summer. We have missed the horses and will do what we can to see more of them. Thank you, Carl Dickens, President of La Cienega Valley Association. Other questions or comments from the Board? Commissioner Mayfield?

CHAIR MAYFIELD: Commissioner, I have none. If we're not going for public comment I would move for approval, Commissioner, of the time extension.

COMMISSIONER ANAYA: Okay, we'll go to the applicant. Is the applicant here?

JANNA WERNER: Yes, legal counsel for the Pueblo of Pojoaque Development Corporation, Janna Werner.

COMMISSIONER ANAYA: Ms. Werner, do you have anything you'd like to add?

MS. WERNER: Mr. Chair, Commissioners, no. We just appreciate you considering our application. We're hoping to keep our master plan in place until the zoning map is implemented.

COMMISSIONER ANAYA: Excellent. Commissioner Chavez.

COMMISSIONER CHAVEZ: Mr. Chair, did you close the public hearing?

COMMISSIONER ANAYA: No, I haven't gone to the public hearing.

COMMISSIONER CHAVEZ: Then I'll wait.

COMMISSIONER ANAYA: Also, I'd like to welcome Robert Romero, former City Manager, DOT employee, government service guy, community guy. Welcome to

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the meeting as well. If there are no other questions or comments of the applicant we'll open the public hearing. Is there anybody present to speak in favor or against this proposal? Seeing none, the public hearing portion is closed. What's the pleasure of the Board? Commissioner Mayfield, you had a comment?

CHAIR MAYFIELD: Commissioner, this is in your district so I'll defer.

COMMISSIONER ANAYA: Okay. Commissioner Chavez.

COMMISSIONER CHAVEZ: Mr. Chair, I'll go ahead and make a motion to approve BCC case MIS 10-5152, Extension of the Downs at Santa Fe Master Plan.

CHAIR MAYFIELD: Second, Commissioner.

COMMISSIONER ANAYA: There's a motion from Commissioner Chavez to approve the two-year time extension, a second by Commissioner Mayfield, Chairman Mayfield. Any further discussion? Just a comment from me. I too look forward to continued communication and coordination as the Commissioner from District 3 that has the Downs in the district. I'm happy that you've continually worked with Mr. Dickens and other members of the La Cienega Valley area, keeping their interests in mind and know that those communications will continue. If there's no other questions or comments.

The motion passed by unanimous [4-0] voice vote.

- VI. A. 5. CDRC Case # S/V 12-5451 Cielo Colorado Estates Preliminary Development Plan, Plat and Variance. Cielo Colorado LLC, Applicant, James W. Siebert, Agent, Request Preliminary Development Plan and Plat Approval for a 24-Lot Residential Subdivision on Tract 15A-2 of the Eldorado at Santa Fe Subdivision Consisting of 246.30 Acres, More or Less. The Application Also Includes a Request for a Variance of Ordinance No. 2008-10 (Flood Damage Prevention and Stormwater Management) to Allow Access Through a 100-Year Flood Plain without an All-Weather Crossing. The Property is Located on the East Side of US 285, off Camino Acote, within Sections 21 and 22, Township 15 North, Range 10 East (Commission District 4)

VICENTE ARCHULETA (Case Manager): Thank you, Mr. Chair. On February 14, 2014 the County Development Review Committee recommended preliminary development plan and plat approval for a 24-lot residential subdivision on Tract 15A-2 at the Eldorado at Santa Fe Subdivision consisting of 246.30 acres. The CDRC also recommended approval of a variance of Ordinance No. 2008-10 to allow access through a 100-year floodplain without an all-weather crossing. On July 18, 2013, the CDRC recommended approval Master Plan approval of a 24-lot residential subdivision. The CDRC also approved two cul-de-sacs to exceed 500 feet in length.

On September 10, 2013, the Board of County Commissioners approved the request





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Katherine Miller  
*County Manager*

**BCC CASE # MIS 13-5061 ROBERT AND BERNADETTE ANAYA  
ROBERT AND BERNADETTE ANAYA, APPLICANTS**

**ORDER**

**THIS MATTER** came before the Board of County Commissioners (hereinafter referred to as "the BCC") for hearing on March 25, 2014, on the Application of Robert and Bernadette Anaya (hereinafter referred to as "the Applicants") for reconsideration of four conditions imposed at the time of Master Plan Zoning approval. The BCC, having reviewed the Application and supplemental materials, staff reports and having conducted a public hearing on the request, finds that the Application is not well-taken and should be denied, and makes the following findings of fact and conclusions of law:

1. On June 11, 2013, the BCC held a public hearing on an Application for a variance and Master Plan Zoning approval for a commercial towing business as a Special Use under Ordinance No. 2007-2, § 10.5, Village of Agua Fria Zoning District Use Table.
2. The Applicants sought a variance because a towing business is not an allowed Special Use under Ordinance No. 2007-2.
3. The Application was granted subject to certain conditions, and on August 13, 2013, the BCC approved an order which granted Applicants Master Plan Zoning to allow a towing business on .33 acres +, conditioned as follows:
  - a. Master Plan with appropriate signatures, shall be recorded with the County Clerk, per Article V, § 5.2.5.;

- b. Preliminary and Final Development Plan shall meet all criteria set forth in Article V, § 7, to be reviewed and presented to the CDRC for consideration;
- c. The Applicant shall comply with Ordinance No. 2007-2, § 10.6 (Density & Dimensional Standards);
- d. Storage of towed vehicles shall not be permitted on the site as per the 1989 decision of the Extraterritorial Zoning Authority. A note stating that the storage of towed vehicles on the site shall not be allowed shall be placed on the Master Plan;
- e. No more than three small tow trucks and two large tow trucks may be stored on the site at any given time;
- f. The Applicants shall submit Preliminary and Final Development Plan to the County Development Review Committee for consideration within 90 days of issuance of this Order.

4. The Order granting Master Plan Zoning was recorded on August 20, 2013, triggering the start of the ninety days for submission of a Preliminary and Final Development Plan to the County Development Review Committee.

5. The Applicants did not appeal the order granting Master Plan Zoning, and instead on September 26, 2013, filed an application seeking relief from the following conditions of approval of the Master Plan Zoning:

- a. The Applicants shall submit Preliminary and Final Development Plan to the County Development Review Committee for consideration within 90 days of approval of the Final Order;
- b. No more than three small tow trucks and two large tow trucks may be stored on the site at any given time;

c. The implementation of a landscape buffer on the east side of the site alongside the platted easement;

d. The listing of personal vehicles that will be stored on the on 0.33 acres.

6. The landscape buffer and the listing of personal vehicles were not conditions of approval, but were elements of the Master Plan submitted by Applicants and approved by the BCC.

7. The subject property is located at 2253 Ben Lane, within the Traditional Community of Agua Fria, within Section 31, Township 17 North, Range 9 East, (Commission District 2) and is surrounded on all sides by residential properties.

8. During the hearing on this application, the Applicants stated that the landscape buffer on the east side of the site alongside the platted easement will create a burden on the Applicants to safely park the tow trucks on the site.

9. The Applicants stated that the condition to limit the Applicants to three small tow trucks and two large tow trucks at any given time to be stored on the site will inhibit the business as follows:

a. The limitation will force the Applicants to seek other property to store the remainder of their tow trucks;

b. The limitation will affect Applicants' response time to emergency calls;

c. The limitation will jeopardize the business as it currently exists.

10. The Applicants requested an extension of the 90 day requirement imposed by the BCC to submit Preliminary and Final Development Plan to the County Development Review Committee for the following reasons:

- a. to provide adequate time to seek relief of the above mentioned conditions imposed by the BCC; and
- b. to address the requirement of the 28' radii required by the County Fire Department at the intersection of Ben Lane and Agua Fria Road.

11. On March 11, 2014, the BCC held a public hearing on the Application and then deliberated over the matter in closed executive session on March 25, 2014 and again on May 13, 2014.

12. Article V, § 5.2.4.b.2 & 3 (Master Plan Approval) of the Santa Fe County Land Development Code (the Code) states: “the County Development Review Committee and Board shall consider the following criteria in making determinations and recommendations for approval or amendment of master plans: Conformance to County and Extraterritorial Plan; Suitability of the site to accommodate the proposed development; Suitability of the proposed uses and intensity of development at the location; Impact to schools, adjacent lands or the County in general; Viability of proposed phases of the project to function as completed developments in the case that subsequent phases of the project are not approved or constructed; Conformance to applicable law and County ordinances in effect at the time of consideration, including required improvements and community facilities and design and/or construction standards”.

13. The site, within a congested residential area, is not suitable for the proposed business absent the requirement for landscape buffering, and a corresponding limit on the number and type of tow trucks stored on the property, as well as a limit on the number of personal vehicles.

14. The limitation on the number of tow trucks and personal vehicles ensures sufficient circulation within the site and ensures access to the property for emergency response. The limitation also reduces the impact of the nonconforming uses on adjoining properties.

15. There are properties available in Santa Fe for storage of tow trucks, and Applicant found and utilized locations to store trucks off site after receiving Master Plan Zoning.

16. The landscape buffering is required by the Code and ensures an adequate and aesthetically acceptable buffer between residential and non-residential properties. The Application for Master Plan Zoning included the landscape buffer as required by Code rather than seeking a variance of that requirement. The site plan submitted by the Applicants provided adequate circulation of vehicles on the site.

17. The 90 day requirement to submit Preliminary and Final Development Plan to the County Development Review Committee ensures that the business, which Applicant admitted during the public hearing is still in operation in a residential neighborhood without a County business license, timely came into compliance with the conditions of Master Plan Zoning approval.

18. The approval of Master Plan establishes operation of a business consistent with the adjoining residential user, and ensures a suitable intensity of uses at the location. The conditions coupled with the specifics of the proposed Master Plan create a balance between the interests of the residential community which will be impacted by the towing business and the interests of the Applicants in operating a towing business from that location. Removal of the two conditions of approval, the landscape buffers and limits on personal vehicles, would result in a commercial business not suitable for the densely developed residential area within which it operates.

19. Having considered the factors set forth in Section 5.2.4(b) of the Code, the BCC concludes that the Application should be denied, except that the deadline for submitting a Preliminary and Final Development Plan to the County Development Review Committee shall be extended until thirty days after recording of this Order.

**IT IS THEREFORE ORDERED** that the Application for reconsideration of two conditions imposed by the BCC at the time of Master Plan Zoning approval and the two elements of the Master Plan proposed and approved is denied, except that the deadline for submitting a Preliminary and Final Development Plan to the County Development Review Committee shall be extended until thirty days after recording of this Order.

**IT IS SO ORDERED.**

This Order was approved by the Board of County Commissioners of Santa Fe County on this \_\_\_\_\_ day of \_\_\_\_\_ 2014.

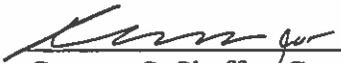
**The Board of County Commissioners of Santa Fe County**

By: \_\_\_\_\_  
Daniel W. Mayfield, Chair

**Attest:**

\_\_\_\_\_  
Geraldine Salazar, County Clerk

**Approved as to form:**

  
\_\_\_\_\_  
Gregory S. Shaffer, County Attomey





### **III. Action Items**

#### **A. Items From Consent Calendar Requiring Extensive Discussion/ Consideration (Public Comment)**







Daniel "Danny" Mayfield  
Commissioner, District 1

Miguel M. Chavez  
Commissioner, District 2

Robert Anaya  
Commissioner, District 3



Kathy Holian  
Commissioner, District 4

Liz Stefanics  
Commissioner, District 5

Katherine Miller  
County Manager

## MEMORANDUM

**DATE:** June 2, 2014

**TO:** Board of County Commissioners

**Cc:** Katherine Miller, County Manager *KM*

**FROM:** Teresa Martinez, Finance Director  
Molly Saiz, Accounting Oversight Manager *MS*

**SUBJECT:** Approval of Resolution for Account Receivable Allowance for Doubtful Accounts and Write-Off Policy and Procedures to become effective as of the date of approval.

---

### BACKGROUND:

The Santa Fe County Finance Department is working hard to implement written procedures regarding accounting functions that impact some/all departments County-Wide. We are doing so in an effort to combat and correct a prior year audit finding and auditor recommendation that Santa Fe County implement an Account Receivable Allowance for Doubtful Accounts and Write-Off Policy and Procedures.

Sound accounting policies require that a complete, balanced general ledger be maintained to record transactions and report financial information. In addition, accounting principles generally accepted in the United States of America for governments require that certain accruals be made and maintained for accounts receivable. Accurate accruals and periodic write-off of delinquent, uncollectable accounts receivable is a fiscally responsible method to assist management in making complete and accurate decisions during the fiscal year.

### RECOMMENDATION:

The Finance Department is requesting approval of the Account Receivable Allowance for Doubtful Accounts and Write-Off Policy and Procedures, effective as of the date of approval.

**SANTA FE COUNTY**

**Resolution No. 2014-**

**A Resolution Adopting Accounts Receivable Allowance for Doubtful Accounts and Write-Off Policy and Procedures**

WHEREAS, the Santa Fe County Finance Division has requested approval to implement a policy and procedures regarding the establishment of an allowance for doubtful accounts for and the ultimate write-off of uncollectable accounts receivable;

WHEREAS, the attached policy and procedures describe an account receivable and details the criteria that should be considered when establishing an allowance for doubtful accounts and when writing-off uncollectable accounts receivable; and

WHEREAS, the attached policy and procedures describe additional financial reporting requirements in accordance with Generally Accepted Accounting Principles of the United States of America and Government Finance Officers Association, the goal of which are to more accurately reflect Santa Fe County's financial position with respect to accounts receivable.

NOW, THEREFORE, BE IT RESOLVED that the Board of County Commissioners of Santa Fe County hereby adopts the attached Accounts Receivable Allowance for Doubtful Accounts and Write-Off Policy and Procedures.

APPROVED, ADOPTED AND PASSED THIS 10<sup>TH</sup> DAY OF JUNE, 2014.

THE BOARD OF COUNTY COMMISSIONERS OF  
SANTA FE COUNTY

\_\_\_\_\_  
Daniel Mayfield, Chair

ATTEST:

\_\_\_\_\_  
Geraldine Salazar                      Date  
Santa Fe County Clerk

APPROVED AS TO FORM

\_\_\_\_\_  
 6/2/14  
Gregory S. Shaffer                      Date  
County Attorney

\_\_\_\_\_  
Teresa C. Martinez                      Date  
Finance Director

## SANTA FE COUNTY FINANCE DIVISION

### Accounts Receivable Allowance for Doubtful Accounts and Write-Off Policy and Procedures

#### I. PURPOSE

Accounts receivable is a balance sheet account that records as an asset unpaid charges for services rendered by Santa Fe County to its customers. The Utility Division, the Corrections Division, Fire Operations Division, and Housing Authority are current functions that deal with accounts receivable. The Housing Authority, however, is governed by a separate policy, Santa Fe County Housing Board Resolution 2011-07, "A Resolution Adopting an Uncollectable Tenant Accounts Receivables Write-Off Policy and Procedure."

Santa Fe County records accounts receivable on its June 30<sup>th</sup> financial statements annually. The statements are audited by an independent auditor every year. An amount of uncollectable accounts receivable is determined and recognized in each related fund by establishing an allowance for doubtful accounts. The balance of uncollectable accounts has remained on Santa Fe County's books from inception to the current time, thus, resulting in overstated accounts receivable amounts.

#### II. SCOPE

This policy applies to all staff responsible for working with transactions that create a receivable due to Santa Fe County for services rendered by Santa Fe County to its customers, other than the Housing Authority.

#### III. DEFINITIONS

**Accounts Receivable:** A balance sheet account that records as an asset unpaid charges for services rendered by Santa Fe County to its customers.

**Allowance for Doubtful Accounts:** A balance sheet account that reduces the reported amount of accounts receivable. Providing an allowance for doubtful accounts presents a more realistic picture of how much of the accounts receivable will be turning to cash in the future.

**Corrections Services:** Incarceration services provided by the Santa Fe County corrections division to other governmental entities pursuant to signed contracts, including memoranda of understanding or agreements (MOUs or MOAs) and joint powers agreements (JPAs).

**Customer:** A person or entity that engages in business with Santa Fe County for which charges for services provided by Santa Fe County are accrued and billed.

**Delinquent Accounts:** Accounts that are past due by a predetermined number of days.

**Fire Services:** Emergency medical services provided by the Santa Fe County Fire Division.

**GAAP:** Generally Accepted Accounting Principles (GAAP) are a combination of authoritative standards (set by policy boards) and the commonly accepted ways of reporting and recording accounting information.

**GASB:** The Governmental Accounting Standards Board (GASB) is the independent organization serving as the authoritative body that establishes and improves standards of accounting and financial reporting regulations for U.S. state and local bodies.

**GFOA:** Government Finance Officers Association represents public finance officials through the United States and Canada. The GFOA's mission is to enhance and promote the professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for the public benefit.

**NMAC:** The New Mexico Administrative Code.

**NMSA 1978:** The New Mexico Statutes Annotated, 1978 Compilation.

**Statement/billing:** A hard copy or computer generated charge listing amount due from a customer to Santa Fe County for services provided by Santa Fe County.

**Utilities Services:** Water and waste water (sewer) utilities provided by the Santa Fe County Utilities Division.

**Uncollectable Accounts Receivable:** An amount in an accounts receivable account that has been determined not collectable by Santa Fe County finance staff.

**Write-off:** The accounting process used to adjust the accounting system by removing uncollectible accounts from accounts receivable, which will be reflected on the financial statements.

**IV. GENERAL**

- A. GFOA establishes best practices for implementing and documenting accounting policies and procedures.
- B. 2.2.2 NMAC establishes the State of New Mexico Audit Rule which regulates financial reporting requirements for state and local government bodies (agencies). 2.2.2.10 NMAC requires agencies to follow GASB standards which define reporting requirements under GAAP for fund accounting.
- C. NMSA 1978, Section 3-37-7, which authorizes the governing body of a municipality to remove, by resolution, uncollectible accounts from the list of accounts receivable of the municipality.
- D. NMSA 1978, Section 4-37-1, which generally grants counties the same powers that are granted municipalities.

V. POLICY AND PROCEDURES

A. *Santa Fe County Fire Division*

- 1) Monthly, the Accountant Senior in the Fire Division will reconcile the billing system to the accounting system. The reconciliation will record the Charges for Services/Emergency Services Accounts Receivable balance and the Charges for Services-A/R Uncollectable balance.
- 2) On a monthly basis, a bill is generated and sent to the customer who received ambulance services. The system will generate a bill monthly but will stop after 120 days of non-collection. After the 120 day system cut off, every reasonable effort will be made to collect any balance owed to Santa Fe County by customers for the outstanding balance that insurance will not cover and self-pay customers by contacting the customer via letter to the last known address and document its efforts and responses.
- 3) At fiscal year end, the accountant will complete a six month look back to calculate the uncollectable accounts receivable. The uncollectable accounts receivable amount will be based on the percentage of subsequent collection of charges. After that, on a quarterly basis the accountant will perform the same analysis to calculate the uncollectable accounts receivable amount.
- 4) For Self-Pay customers, 100% of the balance that is older than 365 days will be deemed uncollectable accounts receivable.
- 5) At fiscal year end, the Finance Division will establish an allowance for doubtful accounts on Santa Fe County's financial statements using the information and documentation provided by the Fire Division.

B. *Utility Division*

- 1) The Division must bill the debtor for a minimum of three (3) consecutive billing cycles. After 2 months of non-collection, the account is deemed delinquent.
- 2) Monthly, the Accountant Senior in the Utilities Division will reconcile the billing system to accounting system. The reconciliation will record the Charges for Services/Utility Accounts Receivable balance and the Charges for Services-A/R Uncollectable balance.
- 3) The Division should review all accounts to determine those that become past due or delinquent. These accounts should be reviewed each billing cycle to determine their collectability. The Division shall maintain an Accounts Receivable Aging report to monitor/track collection activities. The report will then be used to record the current accounts receivable balance and calculate the uncollectable accounts receivable amount.
- 4) The following schedule will be followed when monitoring collections before determining that an account is uncollectable:
  - i. Delinquent after 2 consecutive billing cycles plus 2 months of late notices.
  - ii. 15-day notice to pay.
  - iii. 3-day notice to pay.
  - iv. Shut off utility services.
- 5) Upon determination that an account is inactive and collection has not occurred after 365 days, the account will be deemed uncollectable. In the event the account is deemed

uncollectible, the division shall prepare and attach all supporting documentation to demonstrate collection activities. After receiving internal division and department approval, the Utilities Division shall forward these documents to the Finance Division to establish an allowance for doubtful accounts.

- 6) At fiscal year end, the Finance Division will establish an "Allowance for Doubtful Accounts" on Santa Fe County's financial statements using the information and documentation provided by the Utilities Division.

**C. Corrections Division**

- 1) The Corrections Division must bill the debtor for services related to the housing of inmates based on terms and conditions of signed contracts, including MOAs, MOUs, and JPAs. The Division should review all accounts to determine those that become past due and/or uncollectable. An account will be deemed uncollectable after 2 years of non-collection.
- 2) The Finance Division is responsible for monitoring accounts receivable for the Corrections Division. At fiscal year end, the Finance Division will establish an "Allowance for Doubtful Accounts" on Santa Fe County's financial statements based upon the standard set forth in the preceding paragraph.

**D. Write-Offs**

- 1) Per NMSA 1978, Section 3-37-7(C), the Board of County Commissioners may, by resolution, write-off an account once it has been uncollectable for a period of more than four years.
- 2) Each June, a separate resolution will be brought forward to the Board of County Commissioners requesting permission to write-off accounts for a specific division. The resolution and/or supporting documentation shall:
  - a. identify each account proposed to be written-off;
  - b. state the manner in which the account has been incurred;
  - c. state the efforts made to collect the account and to locate the debtor;
  - d. state that the account has been uncollectable for a period of more than four years; and
  - e. include the Finance Division Director's opinion that the accounts are uncollectable.
- 3) After a resolution approving write-off of uncollectable accounts receivable is adopted by the Board of County Commissioners, the effected division shall provide to the Finance Division a copy of the resolution and supporting documentation. The Finance Division will make the appropriate adjustments to accounting records to perform the write-off, which will be reflected in the financial statements as of fiscal year end.

**VI. UNDERLYING DEBT NOT FORGIVEN**

The fact that an account is included within an allowance for doubtful accounts or written-off in accordance with this policy in no way forgives the underlying charge or relieves the customer of the obligation to pay the charge.

## SANTA FE COUNTY FINANCE DIVISION

### Accounts Receivable Allowance for Doubtful Accounts and Write-Off Policy and Procedures

#### I. PURPOSE

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**POLICY AND PROCEDURES**

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See.

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Daniel "Danny" Mayfield  
Commissioner, District 1

Miguel M. Chavez  
Commissioner, District 2

Robert A. Anaya  
Commissioner, District 3



Kathy Holian  
Commissioner, District 4

Liz Stefanics  
Commissioner, District 5

Katherine Miller  
County Manager

Dave Sperling  
Fire Chief

**Date:** June 2, 2014  
**To:** Board of County Commissioners  
**From:** David Sperling, Fire Chief *DS*  
**Through:** Pablo Sedillo, Public Safety Director *PS*  
Katherine Miller, County Manager *KM*  
**Re:** A Resolution to Proclaim Extreme or Severe Drought Conditions Within Santa Fe County and to Ban the Sale and Use of Certain Fireworks in the Unincorporated Portions of the County and Within the Wildlands in the County

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Due to severe drought conditions and severe fire danger throughout Santa Fe County, the Santa Fe County Fire Department requests Board of County Commissioners approval of a ban on the sale and use of certain fireworks in the unincorporated areas of the county and within wildlands of the county. This ban would be effective immediately and remain in place for 30 days. It may be modified or rescinded if weather and drought conditions unexpectedly improve.

This resolution is in addition to the 120 Day Emergency Ordinance declaring hazardous fire conditions and restricting open fires and other ignition sources. Both of these tools – the emergency ordinance restricting open burning, and this resolution banning the sale and use of certain fireworks – are necessary and will allow us to reduce the threat of accidental fires during the month of June and throughout the Fourth of July holiday.

Thank you for your consideration.





**National Weather Service**

# Climate Prediction Center



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Search the CPC

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  - U.S. Seasonal Temp. & Prec.
  - Verification

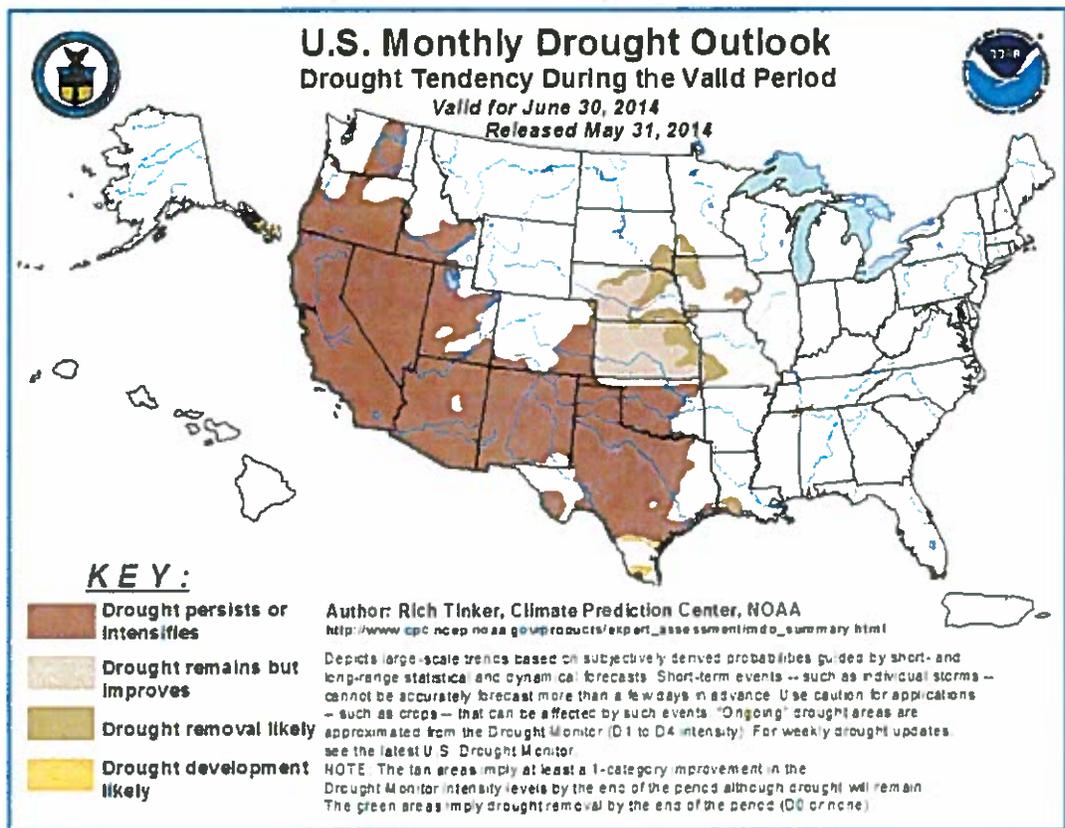
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- GIS Data
  - U.S. Weekly Drought Monitor
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## *U.S. Monthly Drought Outlook*



(Click on image to enlarge)

[PDF Version of Monthly Drought Outlook Graphic](#) 

**Latest Monthly Assessment** - The Monthly Drought Outlook for June is based primarily on initial conditions, climatology, and precipitation forecasts on time scales ranging from the next 5 or 7 days (from the Weather Prediction Center) to the 6-10 day, 8-14 day, and June Monthly Outlooks issued by the Climate Prediction Center. Drought is expected to persist or worsen in the West, the southern Rockies, and the Plains from eastern Colorado and northern Oklahoma southward through Texas. This broad area includes most of the nation's areas of extreme to exceptional drought (D3 to D4 on the Drought Monitor). Modest drought expansion is forecast in parts of Texas that are already abnormally dry.

(D0 on the Drought Monitor) where odds favor below-normal June rainfall. In contrast, both climatology and precipitation forecasts on all time scales favor a month of generalized drought improvement from the northern tier of Oklahoma northward through the central and northern Plains and the Midwest. This includes a small strip of exceptional drought (D4) along the Kansas/Oklahoma border, and substantial areas of extreme drought (D3) in the central Plains. Elsewhere, above-normal precipitation is expected to end drought in the interior Southeast (near where Mississippi, Alabama, and Tennessee meet), and a quick, robust start to the wet season should bring an end to drought in southern Florida. Outside the contiguous 48 states, drought is expected to persist in central Maui, and to develop across the southern half of the Alaskan Panhandle. This area is already abnormally dry (D0 on the Drought Monitor), and odds favor below-normal June precipitation.

**Forecaster: R. Tinker**

**Next Monthly Drought Outlook issued: June 30, 2014 at 3:00 PM EDT**

### [Monthly Drought Outlook Discussion](#)

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NOAA/ National Weather Service  
National Centers for Environmental Prediction  
Climate Prediction Center  
5830 University Research Court  
College Park, Maryland 20740  
Page Author: Climate Prediction Center Internet Team  
Page last modified: May 31, 2014

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# SANTA FE COUNTY

## *RESOLUTION NO. 2014-\_\_\_\_\_*

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**A RESOLUTION TO PROCLAIM EXTREME OR SEVERE DROUGHT  
CONDITIONS WITHIN SANTA FE COUNTY AND TO BAN THE SALE AND  
USE OF CERTAIN FIREWORKS IN THE UNINCORPORATED PORTIONS OF  
THE COUNTY AND WITHIN WILDLANDS IN THE COUNTY**

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**WHEREAS**, an immediate and present danger of range fires, brush fires, grass fires, forest fires and structure fires exists within Santa Fe County due to persistent drought;

**WHEREAS**, current fire conditions such as low humidity, dry weather, wind and fire fuel moisture content have resulted in conditions of extreme risk of fires;

**WHEREAS**, given these circumstances, the probability of ignition of materials and the spread of fire pose a severe threat to persons and property;

**WHEREAS**, current drought indices published by the National Weather Service and other relevant information supplied by the United States Forest Service further indicate extreme or severe drought conditions;

**WHEREAS**, the health, safety and welfare of citizens are in danger as a result of such conditions; and

**WHEREAS**, NMSA 1978, Section 60-2C-8.1(E) (1999), et seq., provides that a governing body of a county may, after holding a hearing in which they determine that extreme or severe drought conditions exist within the unincorporated portions of the county, impose restrictions on the sale and use of fireworks.

**NOW, THEREFORE**, the Board of County Commissioners hereby resolves and proclaims as follows:

1. There currently exists within the unincorporated portions of Santa Fe County extreme or severe drought conditions, creating a significant and immediate threat to the life, safety, health and welfare of residents of Santa Fe County, and to public and private property located within the County.
2. The sale and use of missile-type rockets, helicopters, aerial spinners, stick-type rockets and ground audible devices are banned within the affected drought area, which includes all unincorporated portions of Santa Fe County.

3. The use of fireworks not listed in Paragraph 2 above is limited to areas that are paved or barren or have a readily accessible source of water for use by the homeowner or general public.
4. The use of all fireworks within wildlands in Santa Fe County is banned, the State Forester having been consulted as required by statute and having concurred with such ban.
5. The sale and use of display fireworks are banned within the unincorporated portions of Santa Fe County.
6. Public displays of fireworks as defined by Santa Fe County Ordinance No. 1988-3 shall be permitted.
7. This resolution and Proclamation shall be effective for 30 days from the date below, but may be reissued if severe or extreme drought conditions warrant. Further, this Resolution and Proclamation may be modified or rescinded within the 30 days of their effectiveness if the Board of County Commissioners, after conducting an emergency hearing, determines that weather conditions have improved.

**PASSED, APPROVED, AND ADOPTED** this \_\_\_\_ day of June 2014 by the Board of County Commissioners of the County of Santa Fe.

**BOARD OF COUNTY COMMISSIONERS OF  
THE COUNTY OF SANTA FE**

\_\_\_\_\_  
Daniel W. Mayfield, Chair

**Attest:**

\_\_\_\_\_  
Geraldine Salazar, Santa Fe County Clerk

**Approved as to form:**

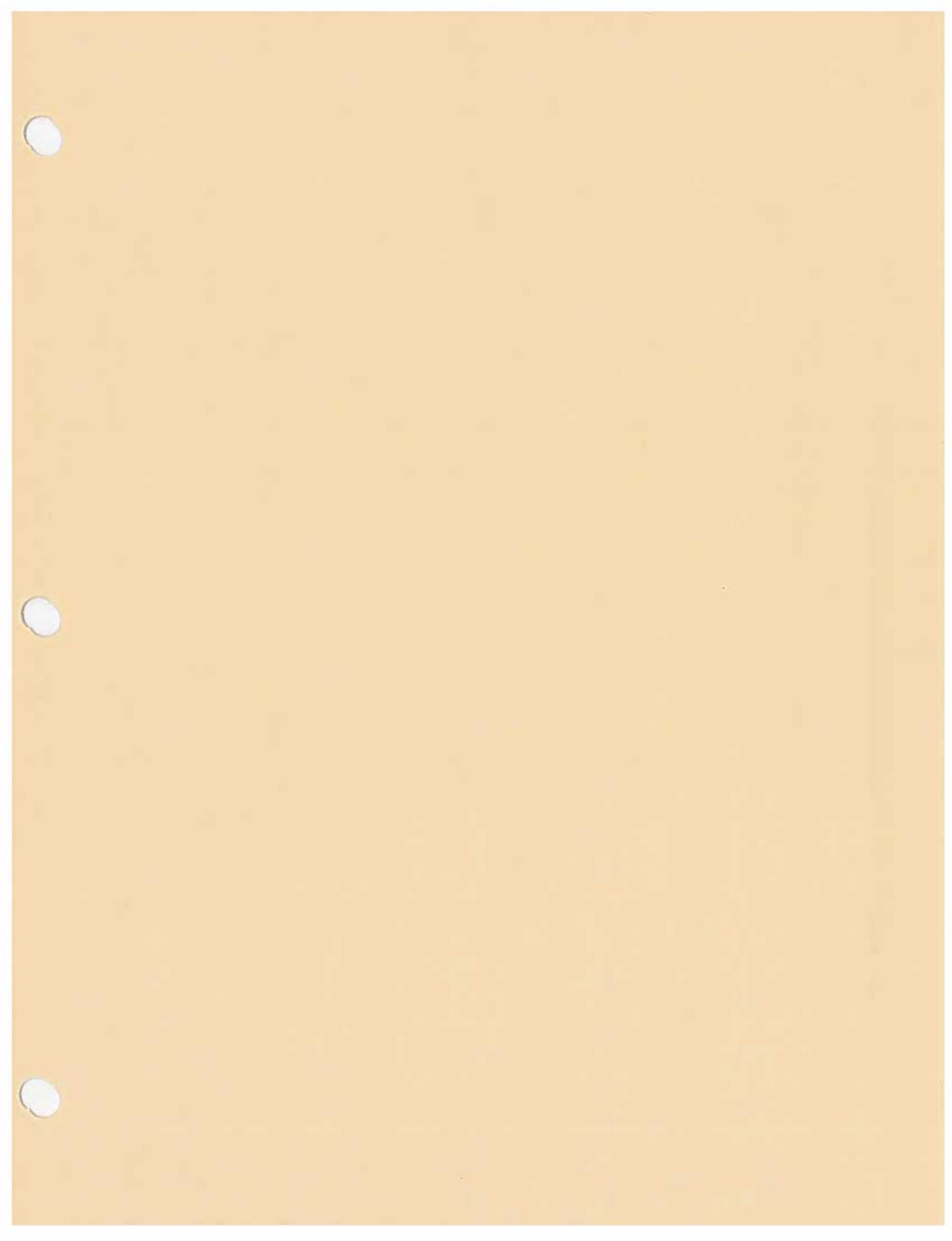
*Willie R. Brown*  
\_\_\_\_\_  
for: Gregory S. Shaffer, County Attorney





## **IV. Matters of Public Concerns**







**Daniel "Danny" Mayfield**  
Commissioner, District 1

**Miguel Chavez**  
Commissioner, District 2

**Robert A. Anaya**  
Commissioner, District 3



**Kathy Holian**  
Commissioner, District 4

**Liz Stefanics**  
Commissioner, District 5

**Katherine Miller**  
County Manager

## MEMORANDUM

**DATE:** May 23, 2014

**TO:** Board of County Commissioners

**FROM:** Lisa Roach, Open Space and Trails Planner (Growth Management) *LR*  
Colleen Baker, Capital Projects Manager (Public Works)  
Scott Kaseman, Capital Projects Manager (Public Works)

**VIA:** Penny Ellis-Green, Growth Management Director  
Robert Griego, Planning Division Director *RG*  
Adam Leigland, Public Works Department Director *AL*  
Mark Hogan, Project Delivery Division Director

**RE:** BCC Meeting June 10, 2014 – Presentation and Update on Open Space and Trails

---

### **BACKGROUND AND SUMMARY:**

The need was identified for a presentation by Santa Fe County staff to the Board of County Commissioners covering a variety of open space and trails related topics. In response to this request, County staff from the Planning Division of the Growth Management Department and from the Project Delivery Division of the Public Works Department have prepared a presentation to update the Commissioners on the following:

- County-wide planning activities for open space, trails and parks
- Site-specific open space management planning needs and priorities
- Status of open space and trails properties
- Thornton Ranch Open Space
  - Petroglyph Hill tours
  - Cultural resource investigations, management planning, and master planning
- Santa Fe River Greenway Trail
  - Overview
  - Status of segments





SANTA FE COUNTY

OPEN SPACE  
& TRAILS

Presentation to the Board of County Commissioners

Tuesday, June 10, 2014

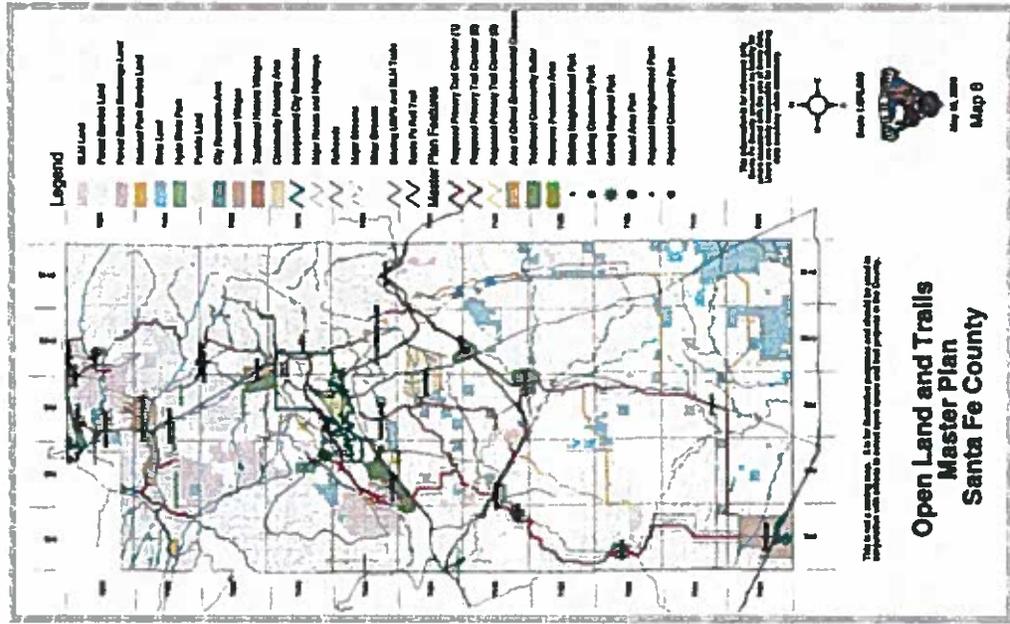
# Outline of the Presentation

- **Countywide planning process**
- **Access / Status of properties**
- **Site-specific management planning needs**
- **Property Updates:**
  - **Thornton Ranch Open Space**
  - **Mt. Chalchihuitl**
  - **Santa Fe River Greenway**

# Countywide Open Space Planning

## Santa Fe County Open Land and Trails Plan (2000), Program Vision Statement:

*“create a network of cultural, historical, recreational and natural open spaces and trails”*



# Santa Fe County Open Space, Trails and Parks Strategic Plan

## Phasing

### Pre-Planning

- Detailed Scoping and Outline
- Refine Tasks

### Information Gathering

- Resources Inventory
- County property inventory
- Evaluate Existing Conditions
- Assess Program Operations
- Needs Assessment
- Public Participation Process

### Plan Development

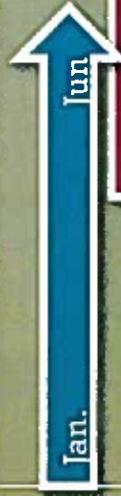
- Vision, Mission, Goals
- Management Strategies
- Design Principles/Standards
- Update Open Space and Trails Master Plan
- Update Parks Master Plan
- Implementation Plan: Project List and Financing Strategies

### Review and Approval

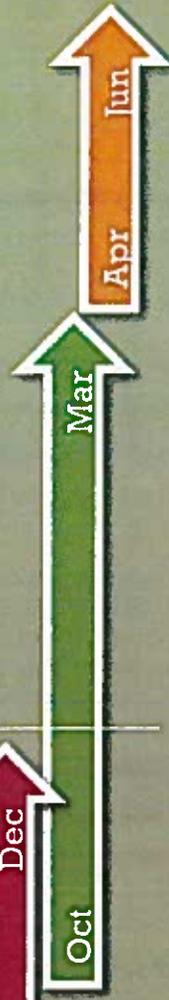
- Internal review
- Public review
- Adoption

## Projected Timeline

2014



2015



# Access to Open Space and Parks

- **Open Space and Trail Properties:**
  - 21 “Open” (of which 9 are undeveloped)
  - 3 “Access Controlled”
  - 3 “Access Restricted”
- **Park Properties:**
  - 19 “Open” (of which 1 is undeveloped)
  - 1 “Temporarily Closed”

# Access / Status of Open Space Properties

Name	Type	Acres	Acquired	Access	Status
Arroyo de la Piedra Open Space	Open Space	54.4	2011	Open	Management agreement with State Parks. Management Plan underway.
Arroyo Hondo Open Space	Open Space	86.8	2002	Open	
Cerrillos Hills State Park	Open Space	1098.2	2000	Open	
Edgewood Open Space	Open Space	29.8	2000	Open	Management agreement with SF Botanical Gardens. Management Plan needed.
Little Tesuque Creek Open Space	Open Space	161.0	2005	Open	
Ortiz Mountain Open Space	Open Space	1350.0	2007	Open	
Rio en Medio Open Space	Open Space	121.3	2000	Open	Capital Projects underway. Capital Project on CIP. Capital Project underway.
Santa Fe Rail Trail	Regional Trail	29.1	1997	Open	
SF River - El Camino Real Park	Regional Trail	44.6	2002	Open	
SF River - San Isidro Park	Regional Trail	35.5	2001	Open	Design underway. Construction on CIP.
Spur Trail	Regional Trail	7.3	2003	Open	
Talaya Hill Open Space	Open Space	290.5	2000, 2006	Open	
Arroyo Hondo Trail	Regional Trail	23.2	2004	Open - Undeveloped	Management Plan needed.
El Penasco Blanco Open Space	Open Space	93.4	2002	Open - Undeveloped	
La Cieneguilla Open Space	Open Space	151.1	1999	Open - Undeveloped	
Los Caminitos Wilderness	Open Space	573.0	1991	Open - Undeveloped	Management Plan needed.
Madrid Open Space	Open Space	57.3	2000, 2001, 2005	Open - Undeveloped	
San Pedro Open Space	Open Space	160.0	2011	Open - Undeveloped	
Santa Fe River Preserve	Open Space	0.4	2000	Open - Undeveloped	Capital Project underway. Capital Project on CIP.
SF River - Frenchy's to San Isidro	Regional Trail	11.8	2005	Open - Undeveloped	
South Meadows Open Space	Open Space	22.2	2001	Open - Undeveloped	
Los Potreros Open Space	Open Space	40.0	2001, 2004	Access Controlled	Agricultural Preserve - grazing lease. CR investigations and planning underway. Design and construction on CIP.
Thornton Open Space	Open Space	1904.1	2000, 2001, 2004, 2009	Access Controlled	
Mt. Chalchihuitl	Open Space	TBD	Pending	Access Controlled	Acquisition and remediation underway. Planning and design on CIP.
El Rancho Open Space	Open Space	5.5	2000	Access Restricted	
Lamy Open Space	Open Space	91.2	2002	Access Restricted	Archaeological Preserve. Archaeological Preserve. Gateway Preserve.
Old Pecos Trail Open Space	Open Space	4.8	2000	Access Restricted	

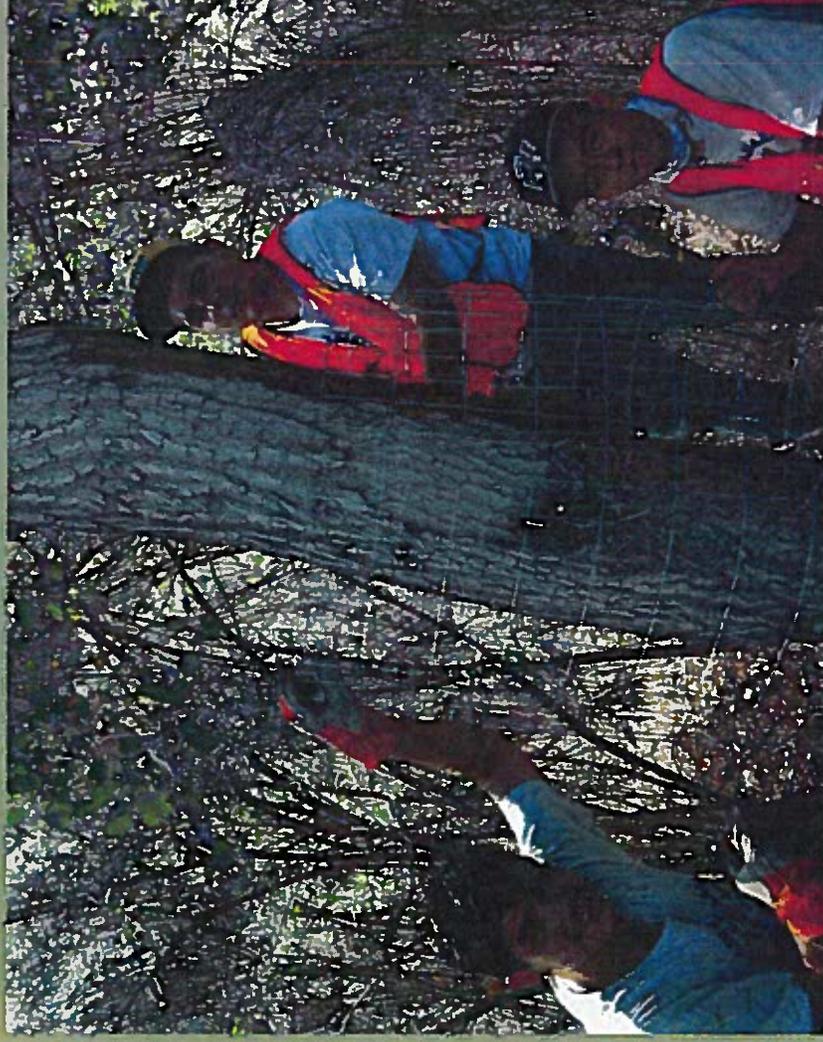
# Access / Status of Parks Properties

Name	Type	Acres	Access	Status
Agua Fria Park (Romero Park)	Community Park	30.0	Open	Capital project underway.
Bennie J. Chavez Community Center Park	Minipark	0.5	Open	Playground improvements on CIP.
Stanley Community Park	Minipark	0.5	Open	
Lamy Park	Community Park	50.0	Open	Capital Improvements on CIP.
Chimayo Headstart Multi-purpose Court	Recreational Facility	0.2	Temp. Closed	
Pojoaque Sports Fields	Recreational Facility	11.0	Open	Pending acquisition. Design underway.
Pojoaque Tennis Court	Recreational Facility	0.2	Open	
Pojoaque High School Tennis Court	Recreational Facility	0.2	Open	
Galisteo Community Park	Minipark	0.25	Open	
Burro Lane Park	Neighborhood Park	3.33	Open	
Leo Gurule Park	Neighborhood Park	4.0	Open	Capital Improvements on CIP.
La Puebla Park	Neighborhood Park	5.02	Open	Community Center not yet built.
El Rancho Community Center Basketball Court	Recreational Facility	0.1	Open	Additional playground equipment underway.
Rio en Medio Park	Minipark	0.25	Open	
Nambe Community Center Park	Minipark	1.0	Open	
La Cienega Park	Community Park	45.88	Open -- Undeveloped	Capital Improvements on CIP.
Cerrillos Park	Minipark	0.1	Open	
Madrid Ballfield Grandstands and Restrooms	Recreational Facility		Open	Grandstands in construction.
County Fairgrounds	Recreational Facility	9.84	Open	
Cundiyo Community Center Park	Minipark	0.2	Open	

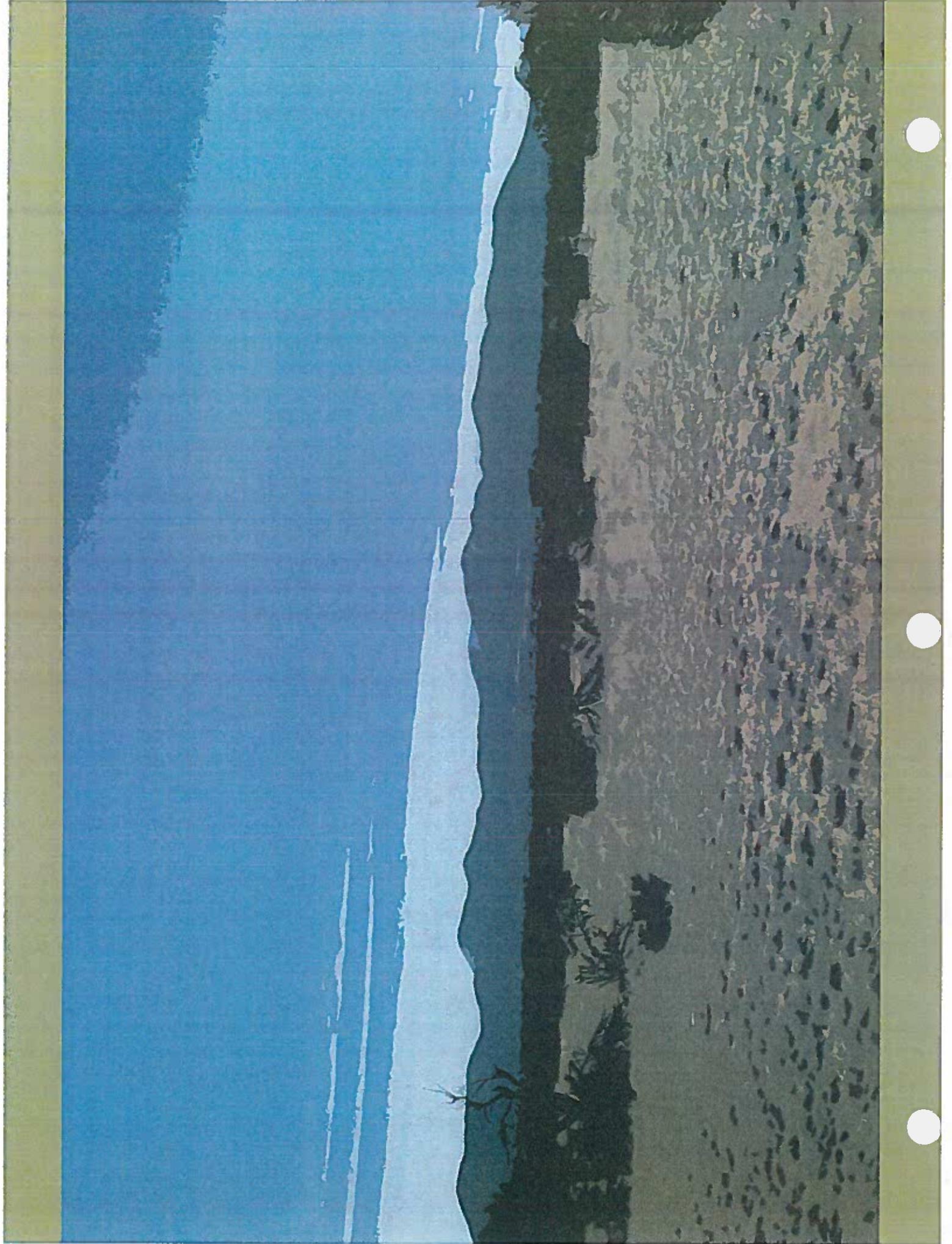
# Site-Specific Management Planning

- **Purpose:**
  - **Determine the property vision**
  - **Take inventory of resources**
  - **Evaluate existing conditions**
  - **Set management framework**
  - **Identify maintenance priorities and capital improvement needs**

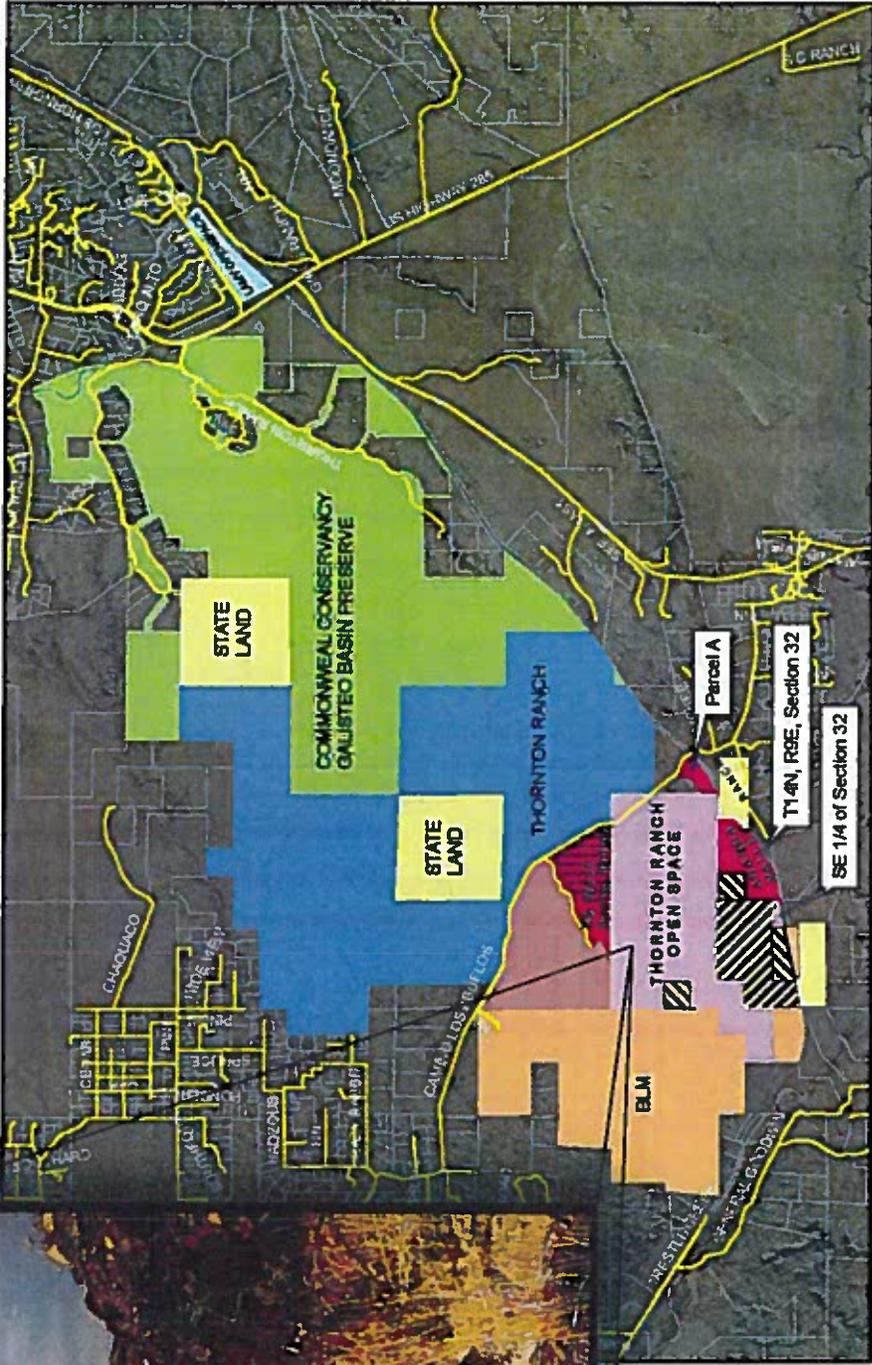
# Open Space Management Plan Priorities



- **La Cieneguilla Open Space**
- **San Pedro Open Space**
- **Los Potreros Open Space**
- **Madrid Open Space**
- **Lamy Open Space**
- **Rio en Medio Open Space**



# Thornton Ranch Open Space



**Legend**

- GPS Roads
- Thornton Ranch Open Space
- Thornton Ranch
- Larry Open Space
- Wheat Bath Ridge
- Commonwealth Conservancy
- Conservation Easement
- BLM Grazing Lease
- BLM Grazing Lease
- 2009 Open Space Acquisition
- State Land
- BLM Thornton Ranch
- Parcels

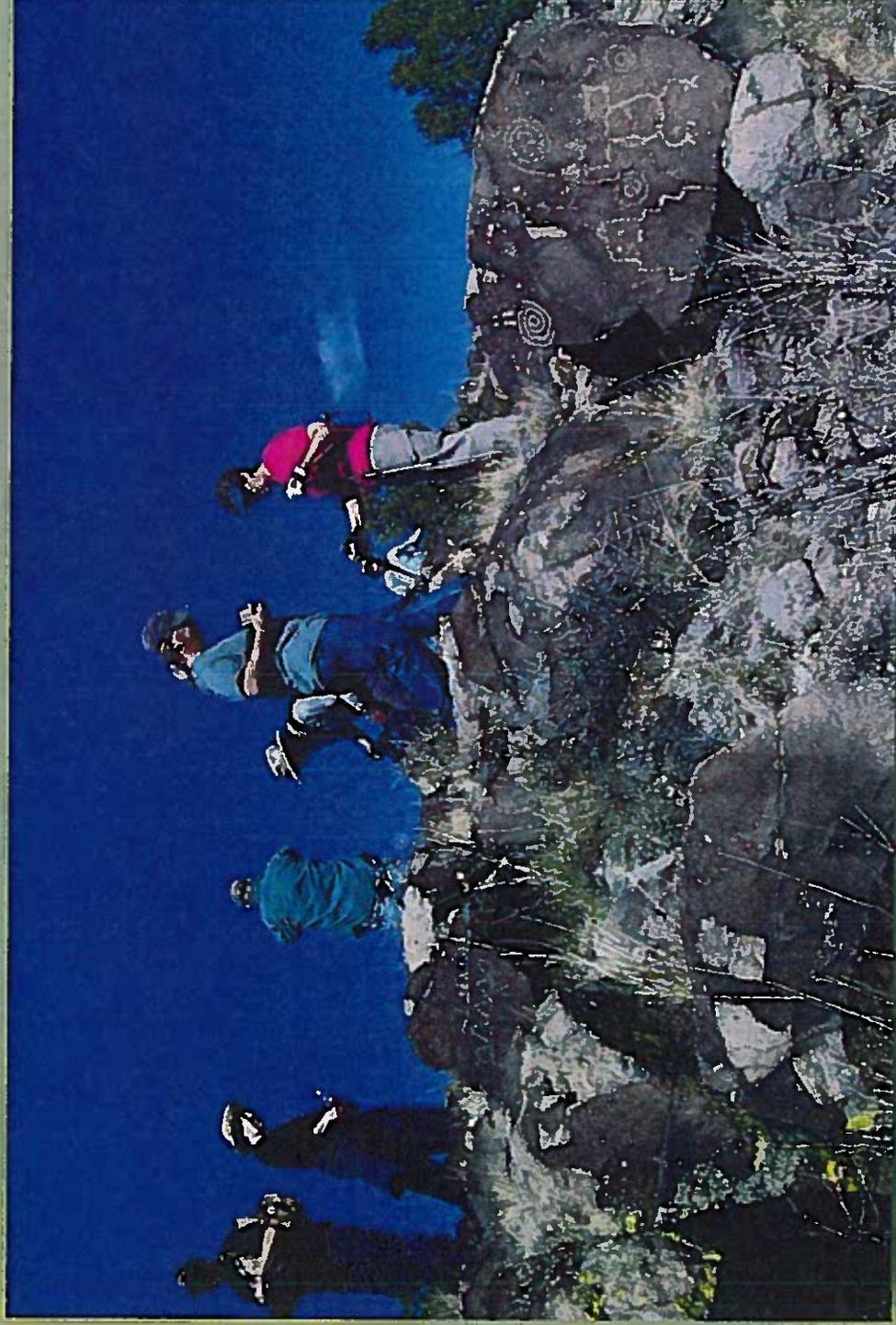


2010 Cartography  
 This information is for reference only  
 Santa Fe County assumes no liability for  
 errors. User any safety responsible for  
 consulting data accuracy  
 1:75,000  
 1 inch = 6,378.11795 feet  
 5,000 Feet



October 1, 2011

# Petroglyph Hill Tours

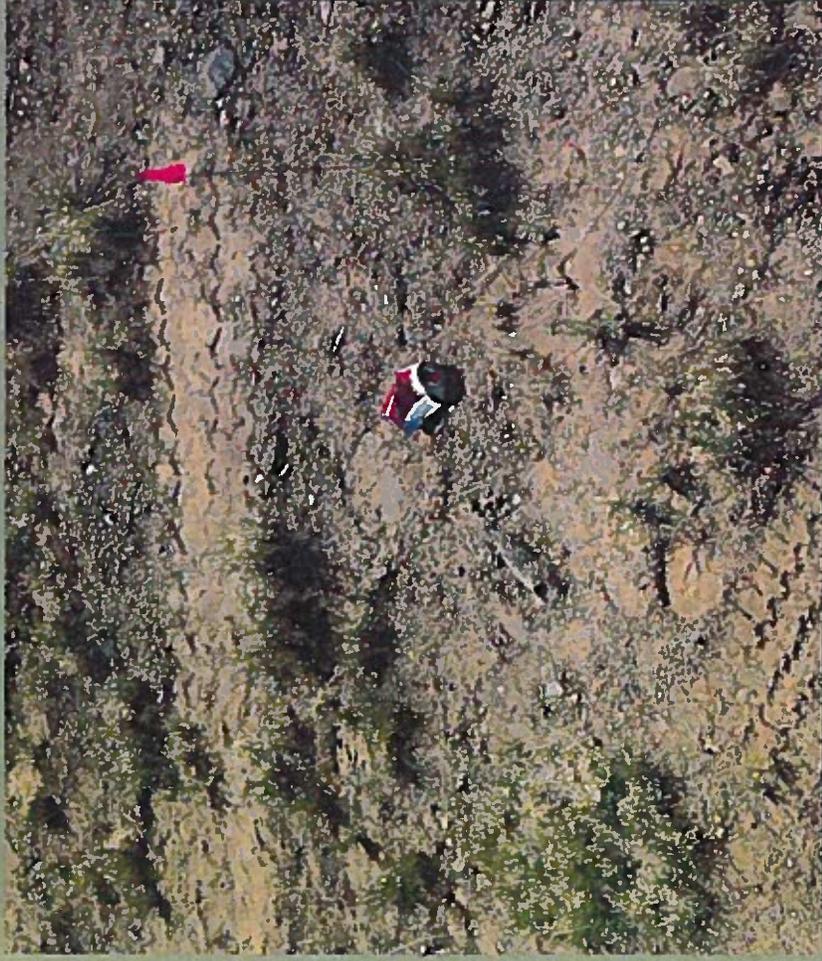


## 2014 Tours:

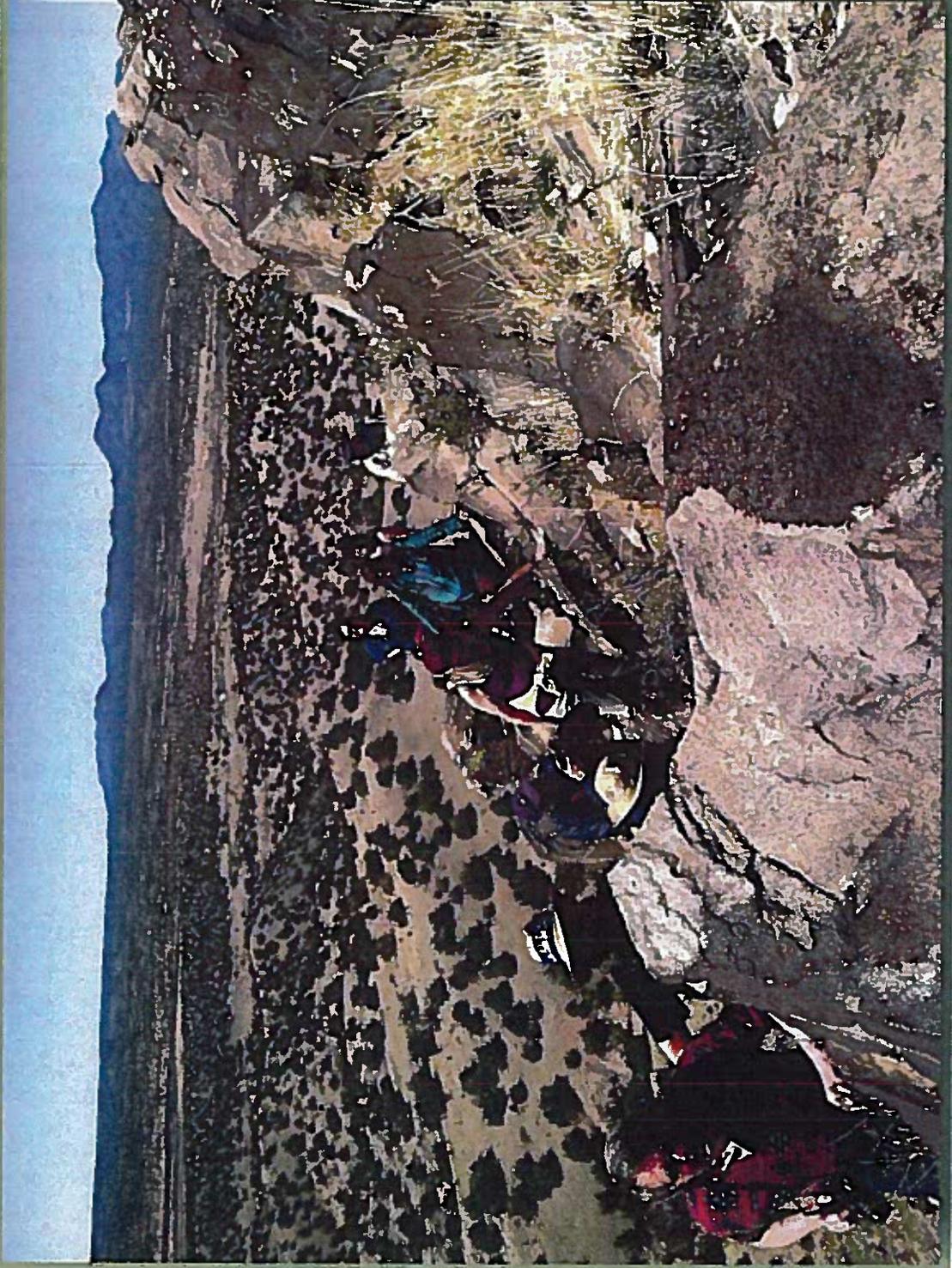
- January 26<sup>th</sup>
- May 3<sup>rd</sup>
- June 13<sup>th</sup>
- August 23<sup>rd</sup>
- October 4<sup>th</sup>
- November 14<sup>th</sup>

# Petroglyph Hill

## Recent Vandalism and Looting



# Petroglyph Hill Tours

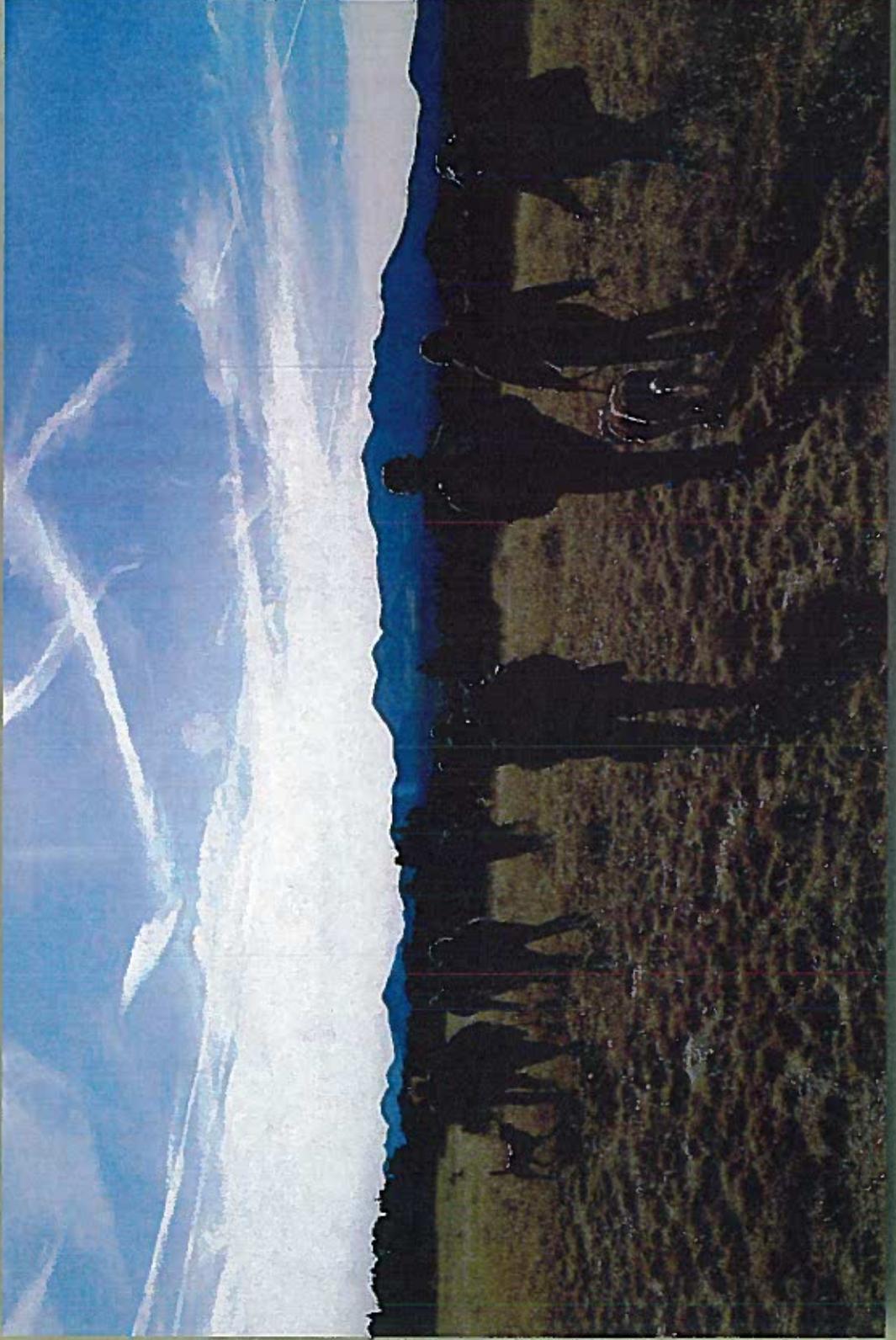


# Thornton Ranch Open Space



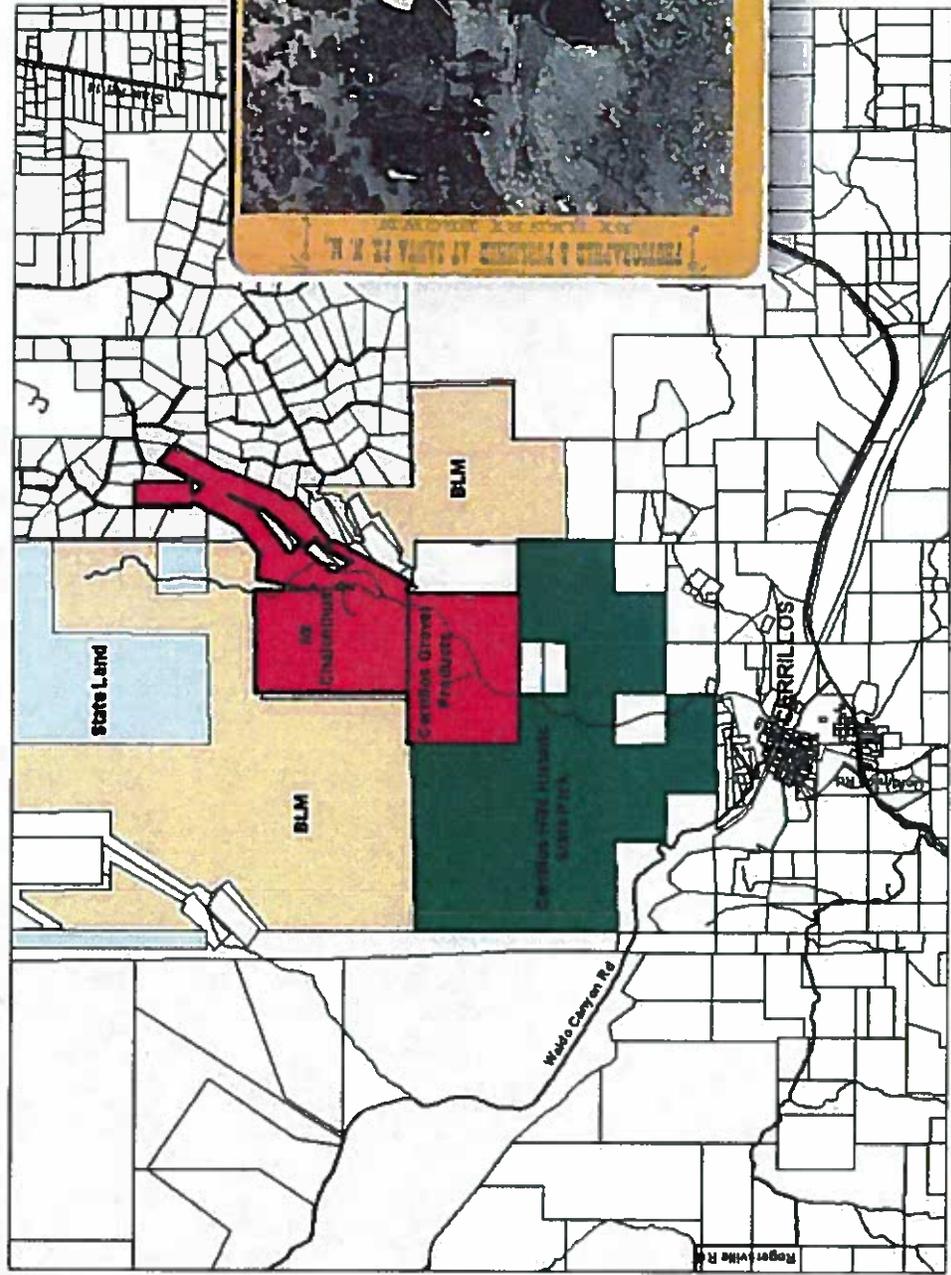
- **Cultural Resources Investigations**
- **Master Planning**

# Thornton Ranch Open Space

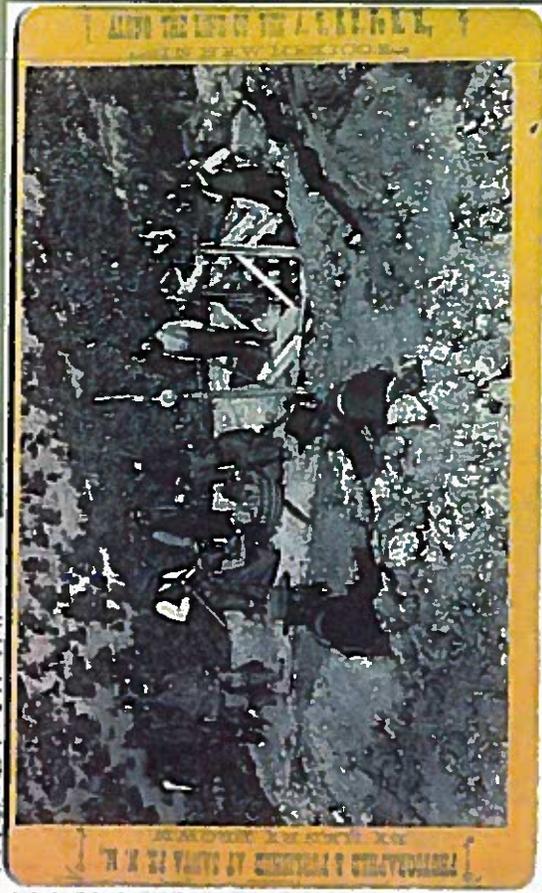


Next  
Steps

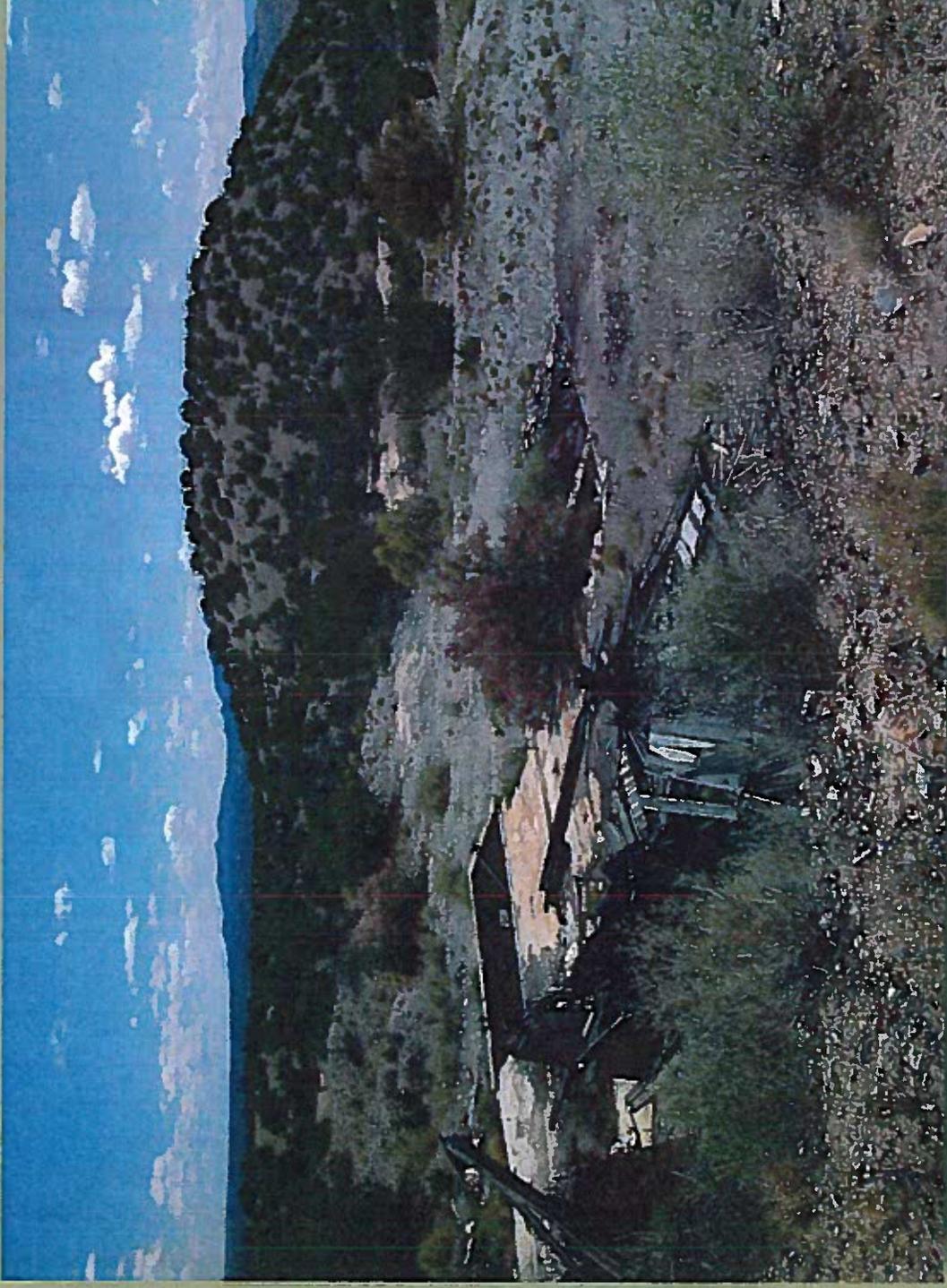
# Mt. Chalchihuitl



Public and Private Lands Near Mt. Chalchihuitl

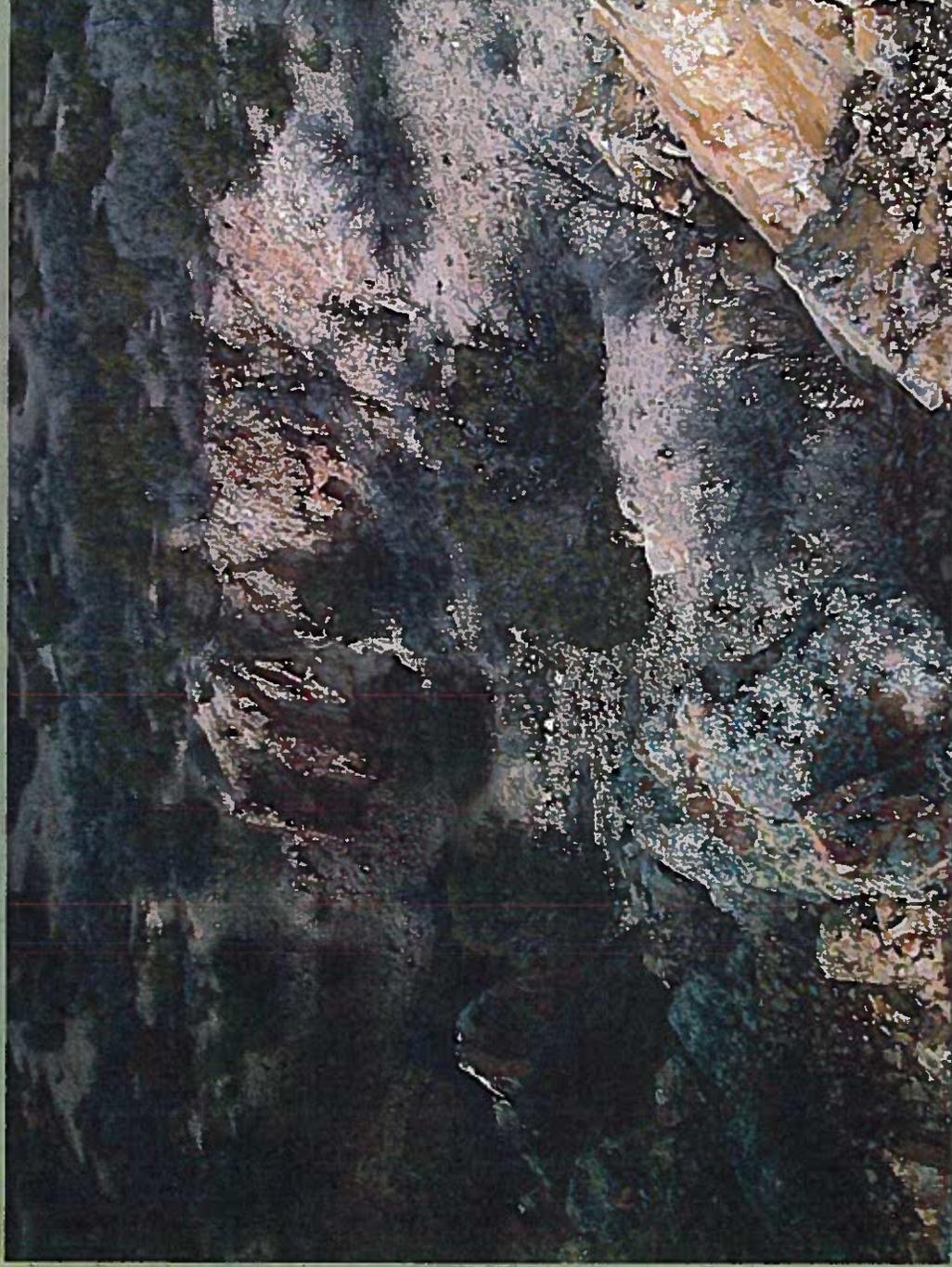


# Mt. Chalchihuitl



- **Acquisition**
- **Remediation**

# Mt. Chalchihuitl

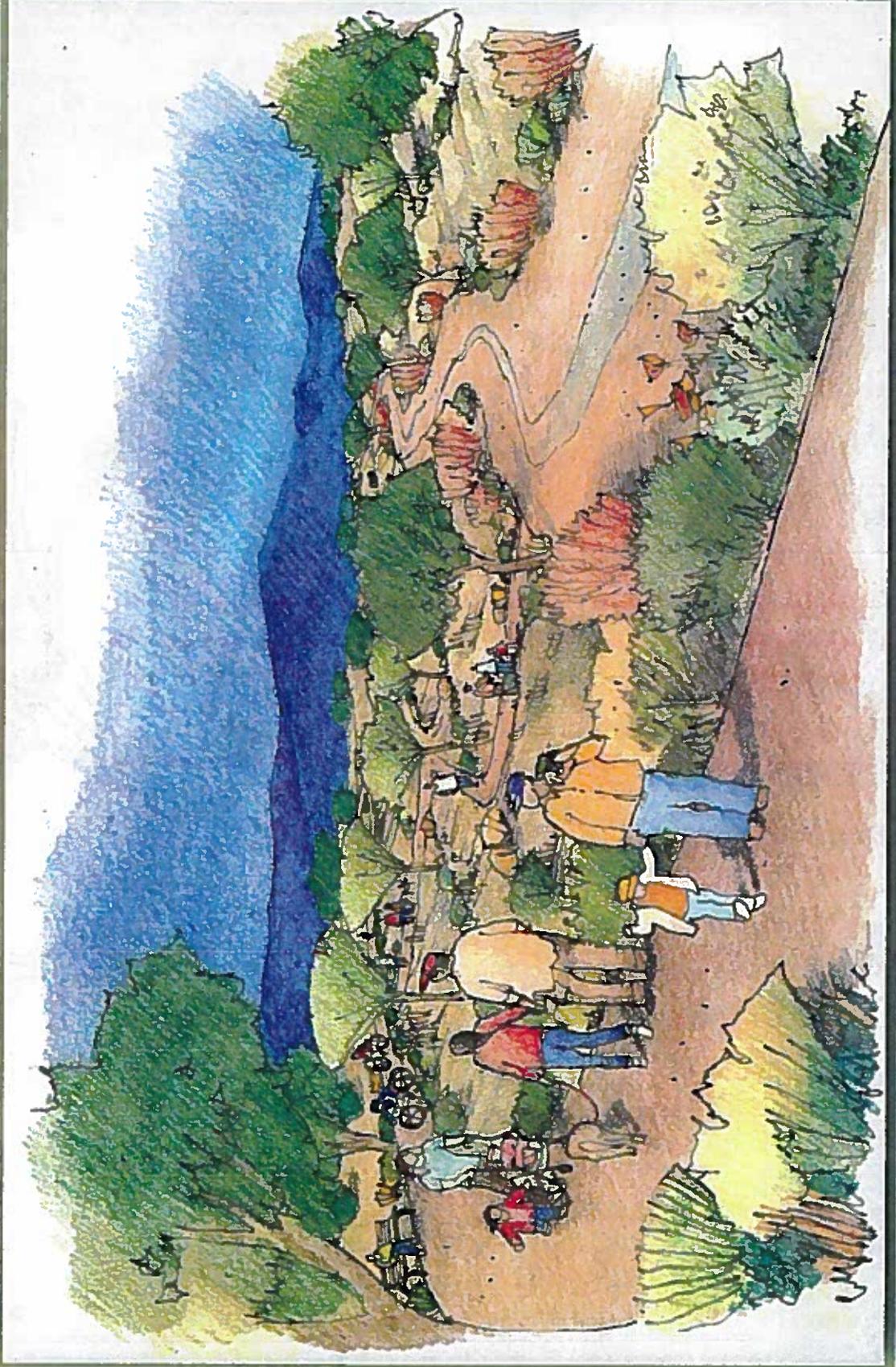


**Next Steps:**

- **Cultural Resources Investigations**
- **Management Plan**

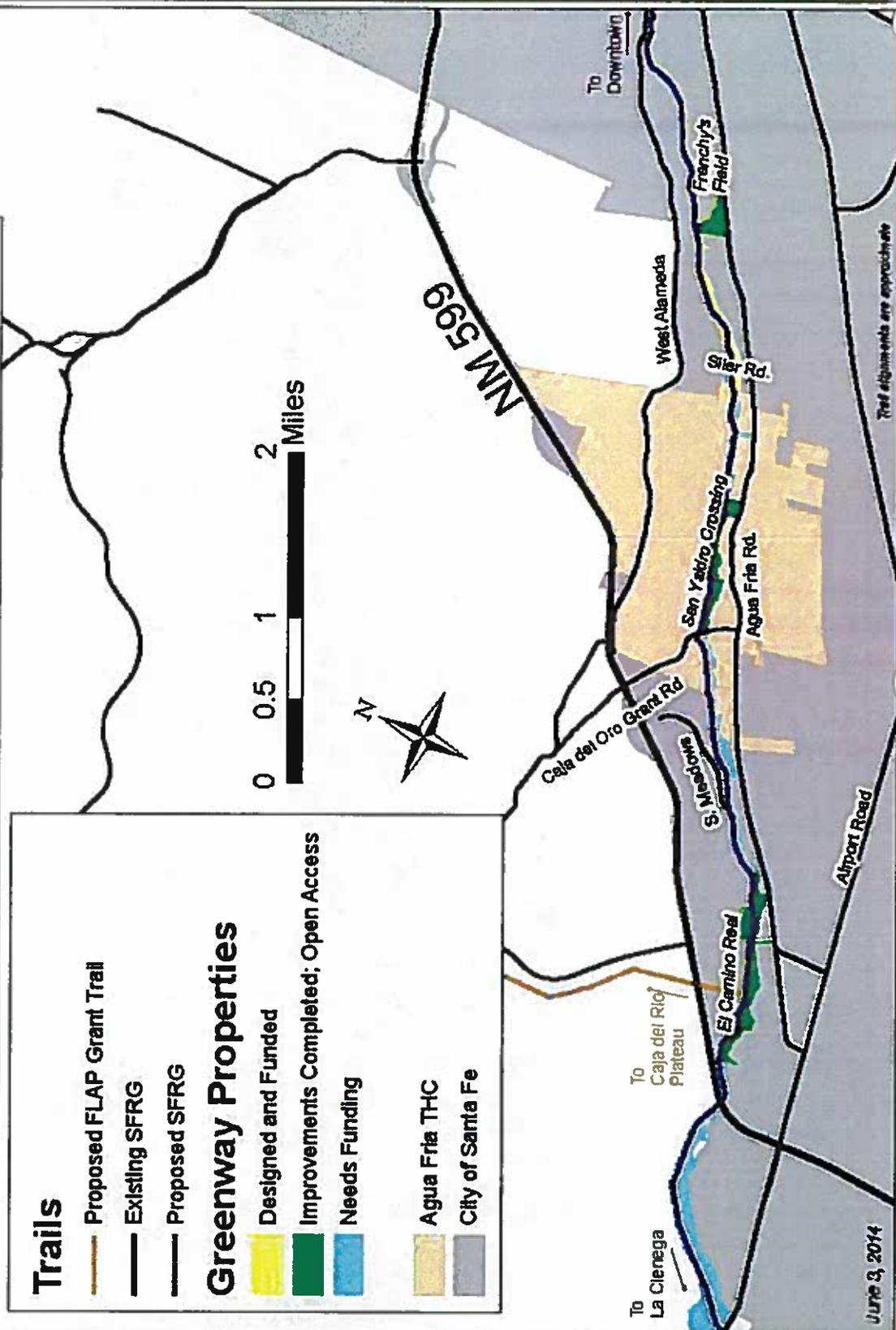


# Santa Fe River Greenway



# Santa Fe River Greenway

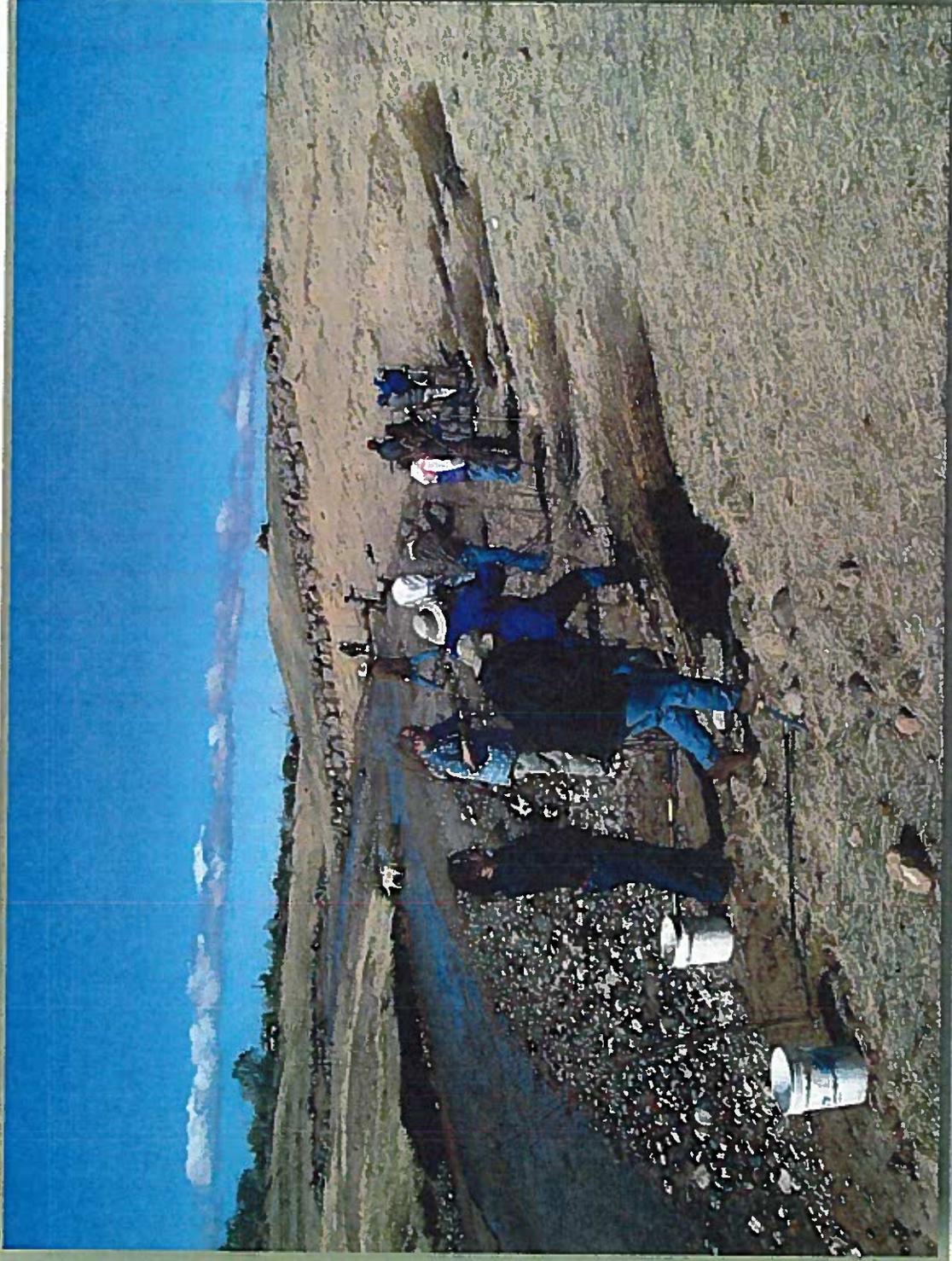
## Santa Fe River Greenway Status



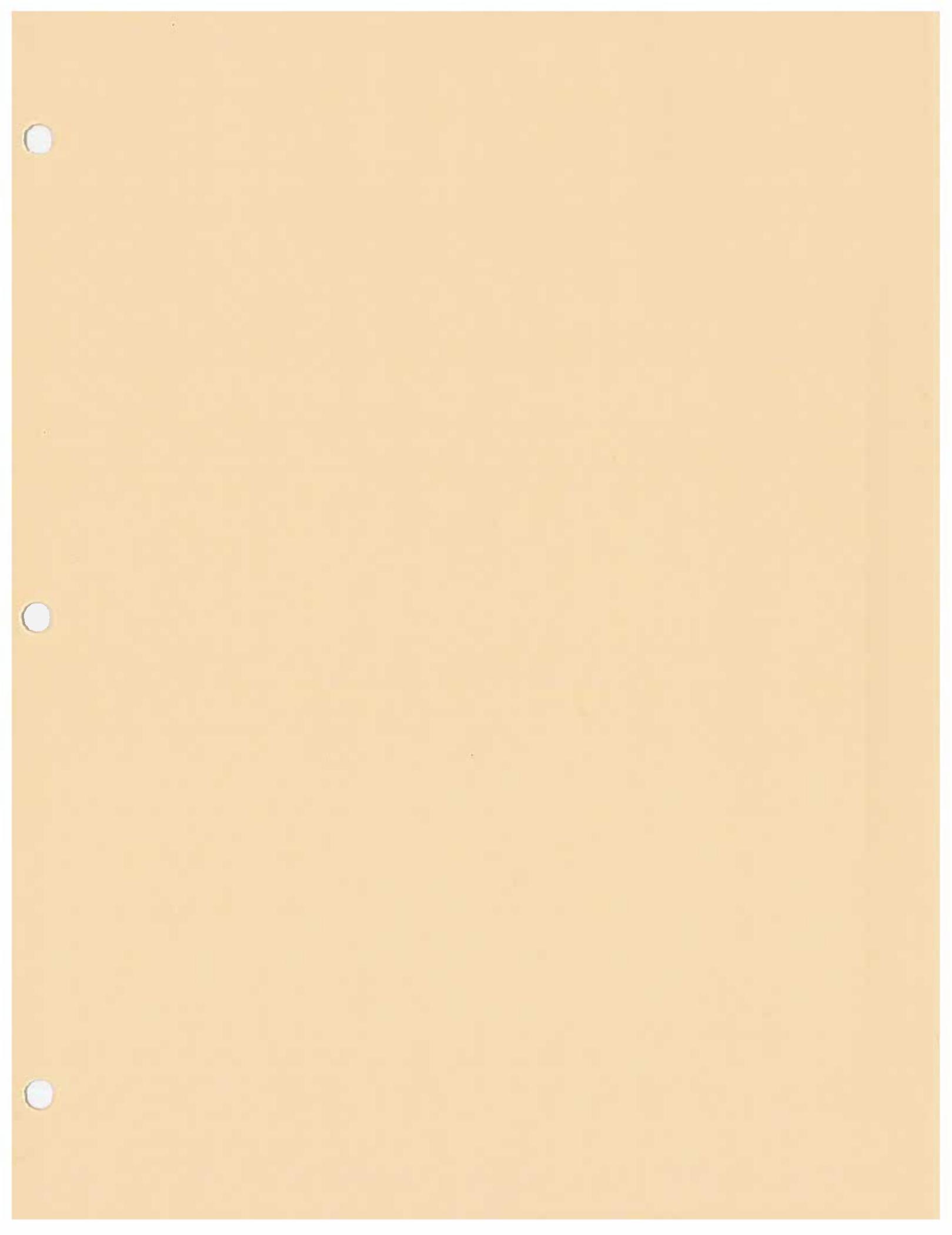
June 3, 2014

Trail alignments are approximate

# Santa Fe River Greenway









Daniel "Danny" Mayfield  
Commissioner, District 1

Miguel M. Chavez  
Commissioner, District 2

Robert A. Anaya  
Commissioner, District 3



Kathy Holian  
Commissioner, District 4

Liz Stefanics  
Commissioner, District 5

Katherine Miller  
County Manager

## MEMORANDUM

**DATE:** June 10, 2014

**TO:** Board of County Commissioners

**VIA:** Katherine Miller, County Manager

**FROM:** Kathy Holian, Santa Fe County Commissioner, District 4

**RE:** Acknowledgement and Recognition of Pojoaque Valley, Santa Fe and Capital High Graduates that received the J. Robert Oppenheimer Scholarship for 2014.  
(Commissioner Holian)

---

J. Robert Oppenheimer Scholarship, a scholarship funded by the Los Alamos National Bank, is granted to graduating high school seniors who have demonstrated an interest in pursuing a career in basic or applied physical sciences, life sciences, and mathematics or computer science.

Five college-bound high school students from Northern New Mexico have been selected for scholarships administered by the J. Robert Oppenheimer Memorial Committee. The Committee is dedicated to preserving the legacy of Robert Oppenheimer, the first director of Los Alamos' laboratory and one of the most influential scientists of the 20<sup>th</sup> Century.

### **2014- J. Robert Oppenheimer Memorial Committee (JROMC) Regional Scholarship Winners:**

#### **Pojoaque Valley High School**

**Leticia Gomez:** The J. Robert Oppenheimer Scholarship in memory of Norris Bradbury.

- Leticia plans to go into physical therapy, but is open to considering a field in medicine. She lives in El Rancho and will be attending the University of New Mexico.

#### **Santa Fe High School**

**Eliana Otero-Bell:** The J. Robert Oppenheimer Scholarship funded by the Los Alamos National Bank.

- Eliana is from a very old New Mexican family and feels a deep cultural identity which has caused her to focus her interests in New Mexicans suffering from diabetes, obesity and addiction. She hopes to address these causes by studying medicine and nutrition at the University of New Mexico. Second in her class, she is graduating with a 4.38 GPA.

**Greta A. Miller:** The Nicholas Metropolis Award for Demonstrated Promise in Mathematics.

- Greta will attend Princeton University where she will major in mathematics with the ultimate goal of a Ph. D. in engineering. First in her class with a 4.4 GPA and a 35 ACT score, she has been on the varsity teams for cross country, tennis, diving, and track and field as well as having 50 hours of community service including tutoring in mathematics. She spends summers canoeing and will be doing so this summer in the Arctic as a counselor.

**Zachary (Zach) Grand:** The J. Robert Oppenheimer Committee Award for Creativity.

- Zach is the first recipient of this new scholarship given to students who exhibit creativity as well as excellence in academics. He is going to Amherst where he will major in mathematics. His avid reading has enhanced his interest in many areas such as history, acting in local films, music, drawing and cartooning, as well as an Outstanding Athlete in Cross Country and Track and Field. His love of juggling has combined his interest in mathematics by applying numerical ways of explaining juggling patterns, something he demonstrated to the delight of the committee.

### **Capital High School**

**Anthony Garcia:** The J. Robert Oppenheimer Scholarship for Science, Math, and Technology.

- Anthony scored a 36 on the science part of the ACT as a result of spending time in libraries reading scientific articles; he could not afford subscriptions. Second in his class with a 4.2 GPA, he hopes to study in the bio-medical field using a multi-disciplinary approach. Born here but taken to Mexico when his parents had to go back, Spanish is his first language. He learned English later; instead of taking Spanish in high school, he has been learning French.

### **REQUEST ACTION:**

Commissioner Holian respectfully requests the Board of County Commissioners support and congratulate these outstanding students.





Daniel "Danny" Mayfield  
Commissioner, District 1

Miguel M. Chavez  
Commissioner, District 2

Robert A. Anaya  
Commissioner, District 3



Kathy Holian  
Commissioner, District 4

Liz Stefanics  
Commissioner, District 5

Katherine Miller  
County Manager

**DATE:** *June 10, 2014*

**TO:** *Board of County Commissioners*

**VIA:** *Katherine Miller, County Manager*

**FROM:** *Kathy Holian, Commissioner, District 4*

**RE:** **Request for Approval of Resolution No. 2014-\_\_\_, A Resolution in Support of "Solarize Santa Fe!", A Public Outreach, Marketing and Technical Assistance Initiative Promoting the Viability of Solar Photovoltaic and Solar Thermal Systems. (Commissioner Holian)**

---

**ISSUE:**

On the agenda for your consideration is a resolution in support of "Solarize Santa Fe!", a new City and County of Santa Fe initiative to cooperatively promote the viability of solar systems to the commercial and residential sectors.

**BACKGROUND:**

As the Resolution indicates, the Board of County Commissioners and the Santa Fe City Council have previously adopted a number of policies in support of stimulating the solar economy in our region. This resolution, in concert with the City anticipated adopting a similar resolution, establishes a formal commitment for the two entities to jointly engage in public outreach and marketing activities to promote solar projects, thereby stimulating job creation and economic development.

**ACTION REQUESTED:**

Commissioner Holian seeks board approval for the resolution.

THE BOARD OF COUNTY COMMISSIONERS OF  
SANTA FE COUNTY

RESOLUTION NO. 2014- \_\_\_\_\_

---

**A RESOLUTION IN SUPPORT OF “SOLARIZE SANTA FE!”, A PUBLIC OUTREACH, MARKETING AND TECHNICAL ASSISTANCE INITIATIVE PROMOTING THE VIABILITY OF SOLAR PHOTOVOLTAIC AND SOLAR THERMAL SYSTEMS TO THE COMMERCIAL AND RESIDENTIAL SECTORS; DIRECTING STAFF TO WORK WITH THE CITY OF SANTA FE, THE SANTA FE GREEN CHAMBER OF COMMERCE AND THE SANTA FE ALLIANCE FOR CLEAN ENERGY AND OTHER RELEVANT ENTITIES IN IMPLEMENTING THE INITIATIVE**

---

**WHEREAS**, the Board of County Commissioners (the BCC) adopted the 2010 Sustainable Growth Management Plan which includes a number of policy directives related to promoting solar power in the County;

**WHEREAS**, the BCC recently adopted the Santa Fe County Economic Development plan which identifies stimulating the County’s renewable energy businesses as a high priority;

**WHEREAS**, initiatives to increase demand for solar power systems by homeowners and businesses can stimulate job creation and expand economic development opportunities throughout the County;

**WHEREAS**, solar photovoltaic systems have dramatically decreased in price such that they are about half the cost they were just five years ago;

**WHEREAS**, both solar photovoltaic and solar thermal systems are quite cost effective and yet many homeowners and businesses remain unaware of this reality;

**WHEREAS**, Santa Fe County now seeks to formally recognize its desire to support a public outreach, marketing and technical assistance campaign, which will hereafter be referred to

as the Solarize Santa Fe! campaign, the objective of which is to stimulate the installation of solar electric and solar thermal systems throughout Santa Fe County, including within the incorporated areas of the County, by informing and educating citizens and businesses about: 1) the degree to which solar systems are now cost-effective, and 2) the financing options and tax incentives that are available to pay for those systems;

**WHEREAS**, the Solarize Santa Fe! campaign will also be designed to facilitate citizens and businesses to purchase solar systems for their homes and facilities;

**WHEREAS**, the two-pronged marketing strategy of Solarize Santa Fe! will be to: 1) achieve as much free media coverage as possible, including press releases, outreach events, and guest commentaries in local publications, and 2) dedicate adequate funding for an aggressive paid advertising campaign;

**WHEREAS**, the Solarize Santa Fe! campaign is intended to develop a cooperative initiative involving the County of Santa Fe, the City of Santa Fe, the Santa Fe Green Chamber of Commerce and the Santa Fe Alliance for Clean Energy and the collaboration is expected to require the regular input of the solar industry and lending institutions;

**WHEREAS**, the City of Santa Fe adopted the Sustainable Santa Fe Plan in 2008 which establishes policy goals to promote renewable energy deployment;

**WHEREAS**, the Santa Fe Green Chamber of Commerce (SFGCC) is a chapter of the statewide, non-profit New Mexico Green Chamber of Commerce whose mission is to generate economic development by advocating on behalf of renewable energy and strengthening local economies; and

WHEREAS, the mission of the Santa Fe Alliance for Clean Energy (SPACE), a non-profit organization, is to galvanize the renewable energy industry in Santa Fe and spur economic development, create green jobs and reduce energy use.

**NOW, THEREFORE, BE IT RESOLVED AS FOLLOWS:**

1. The BCC supports the Solarize Santa Fe! campaign, as described herein, and directs staff to take necessary and legal actions for the successful implementation of the initiative;
2. Staff is directed to work with the City of Santa Fe to determine the City's interest in supporting the Solarize Santa Fe! campaign;
3. Staff is directed to work with the City of Santa Fe to encourage the City to adopt a resolution declaring its support for the Solarize Santa Fe! campaign; and
4. Staff shall explore legal mechanisms for collaborating with both public and private entities to further the Solarize Santa Fe! campaign.

**APPROVED, ADOPTED AND PASSED** this 10<sup>th</sup> day June, 2014.

**BOARD OF COUNTY COMMISSIONERS**

---

Daniel W. Mayfield, Chairman

**Attest:**

---

Geraldine Salazar, Santa Fe County Clerk

**Approved As To Form:**

---



Gregory S. Shaffer, County Attorney

# SANTA FE COUNTY FISCAL IMPACT REPORT (FIR)

This Fiscal Impact Report (FIR) shall be completed for each proposed ordinance or resolution as to its direct impact upon the County's operating budget and is intended for use by staff of the Human Resources and Finance Divisions, the County Manager and the governing body of Santa Fe County. Ordinances/resolutions with a fiscal impact must be reviewed by the Finance Division Director or the Budget Administrator. Ordinances/resolutions with proposed staffing increases must be reviewed and approved by the Human Resources staff and approved by the County Manager before presentation to the Board of County Commissioners (BCC).

Please refer to the instructions on how to complete this form.

## **Section A. General Information**

Ordinance  Resolution  Other

A single FIR may be used for related ordinances and/or resolutions.

Short Title(s): Support for "Solarize Santa Fe!" Campaign  
 Reviewing Division(s): Public Works - Office of Renewable Energy  
 Person Completing FIR: Craig O'Hare  
 Date: 5/30/2014 Phone: 992-3044

## **Section B. Summary**

Briefly explain the purpose and major provisions of the ordinance/resolution.

The resolution seeks Commission endorsement of and support for the multi-year "Solarize Santa Fe!" initiative - a public outreach, marketing and technical assistance campaign promoting solar thermal and solar photovoltaic systems to the commercial and residential sectors throughout the County. The initiative is a cooperative effort with the City of Santa Fe. The City is expected to adopt a similar resolution in June. The County portion of the initiative will implement outreach activities, as we currently do, throughout the entire County (i.e not just the greater Santa Fe metropolitan area).

## **Section C. Fiscal Impact**

NOTE: Financial information on this FIR does not directly translate into a Santa Fe County budget increase.

- a. The item must be presented to the Finance Division for analysis and recommendation as a potential request to increase the existing budget for the county.

- b. Detailed budget information must be included, such as funding source, amounts and justification.
- c. Detailed salary and benefit for new full-time equivalents (FTE's) must be included. The request must be approved by the staff of the Human Resources Division for each new FTE request.

**1. Projected Expenditures:**

- a. Indicate Fiscal Year(s) affected – the current fiscal year and the following three fiscal years, where applicable
- b. Indicate: "A" if current budget and level of staffing will absorb the costs  
"N" if new, additional, or increased budget or staffing will be required
- c. Indicate: "R" if recurring annual costs  
Indicate: "NR" if one-time, non-recurring costs, such as start-up, contract or equipment costs
- d. Attach additional projection schedules if four years does not adequately project revenue and costs patterns
- e. Costs may be netted or show as an offset if some cost savings are projected (please explain further in Section 3 Narrative)
- f. Please provide additional fiscal impact information for years 3 and 4 in the Expenditure/Revenue Narrative.
- g. This form allows for information related to two fiscal years. Please note *info* relation to other fiscal years in narrative 3.

Exp. Classification	FY 15	"A" or "N"	"R" or "NR"	FY	"A" or "N"	"R" or "NR"	Funds affected
Salary and Benefits		A					Select or type...
Maintenance							Select or type...
Other Operating	\$10,000	A	NR				Special Revenue _
Contractual Services							Select or type...
Capital Requirements							Select or type...
Total							

\*Any indication that additional staffing would be required must be reviewed and approved in advance by the County Manager by attached memo before release of FIR to the Board of County Commissioners (BCC).

\*\* For salary and benefit information contact the Finance Division, or attach the New FTE Request form to provide necessary information.

**2. Revenue Sources:**

- a. To indicate new revenues and/or
- b. Required for costs for which new expenditure budget is proposed above in item 1.

c. Please provide additional fiscal impact information for years 3 and 4 in the Expenditure/Revenue Narrative.

Type of Revenue	FY	"R" or "NR"	FY	"R" or "NR"	Funds Affected
				Select..	Select or type...
Total	\$0		\$0		

**3. Expenditure/Revenue Narrative:**

Explain expenditures, grant match requirements, justify salary and benefit costs for new FTE request, detail capital and operating uses, etc. Explain revenue source(s). Include revenue calculations, grant(s) available, anticipated date of receipt of revenues/grants, etc. (Attach supplemental page, if necessary). Also, provide expanded information for fiscal year three and four impact for both revenue and expenditures.

Expenditures: \$10K is estimated for the paid advertising component of this initiative, and is included in the FY15 budget from the Clean Energy Fund (101-1475-446). It is envisioned that the City will contribute a similar amount for advertising. If the program is successful and continues to be supported by the BCC , a similar funding request is envisioned for FY16.

**Section D. General Narrative**

**1. Conflicts:**

Does this proposed ordinance/resolution duplicate/conflict with/companion to/relate to any County code, approved ordinance or resolution, other adopted policies and legislation? Include details of county adopted ordinances/resolutions and dates. Summarize the relationships, conflicts or overlaps.

Resolution is consistent with renewable energy policy directives in the 2010 Sustainable Growth Management Plan and the 2014 Economic Development Plan.

**2. Consequences of Not Enacting This Ordinance/Resolution:**

Are there consequences of not enacting this ordinance/resolution? If so, describe.

The broader, multi-agency Solarize Santa Fe! campaign with the City will not be implemented but County staff will continue to promote solar power.

**3. Technical Issues:**

Are there incorrect citations of law, drafting errors or other problems? Are there any amendments that should be considered? Are there any other alternatives which should be considered? If so, describe.

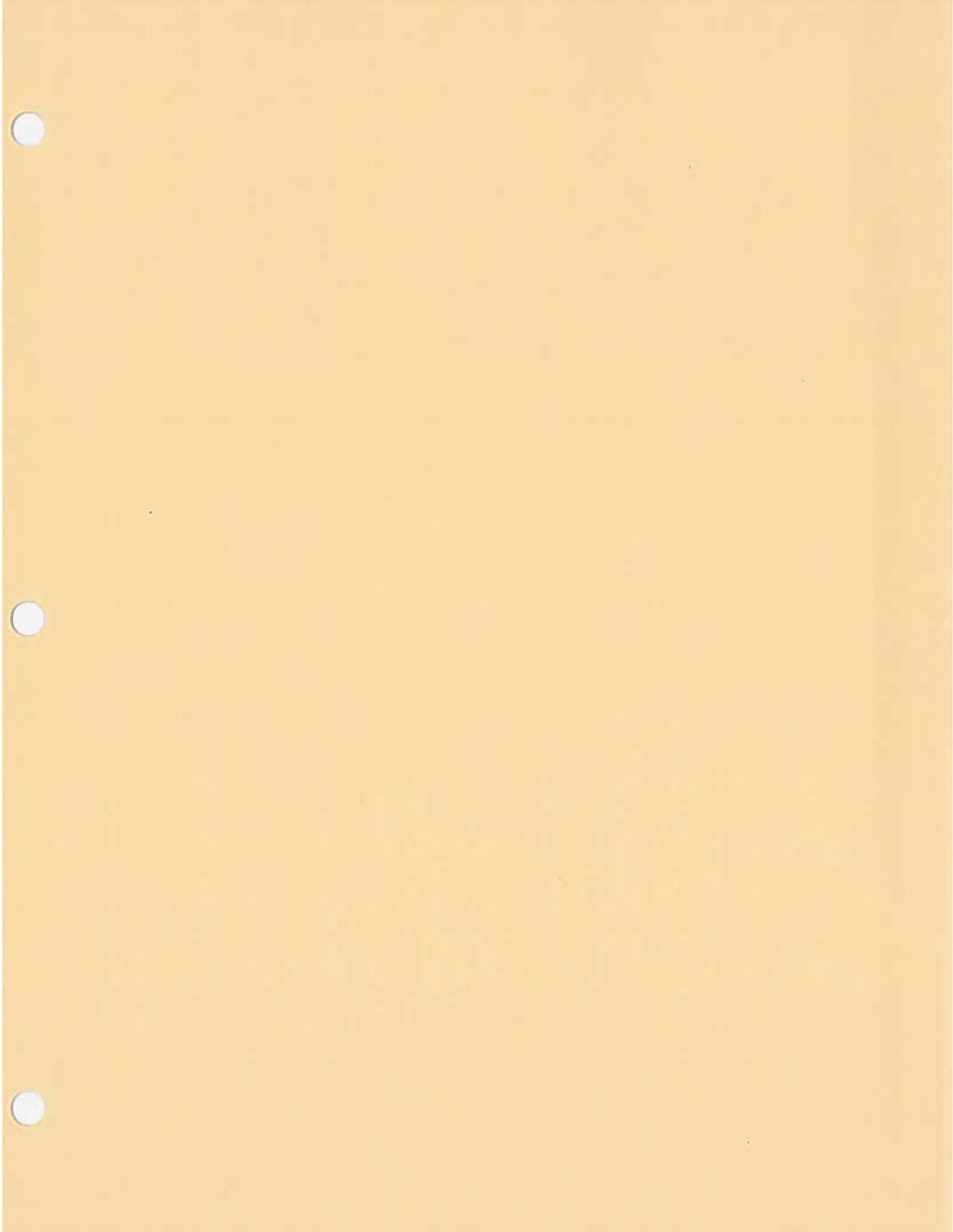
No

**4. Community Impact:**

Briefly describe the major positive or negative effects the ordinance/resolution might have on the community including, but not limited to, businesses, neighborhoods, families, children and youth, social service providers and other institutions such as schools, churches, etc.

Solarize Santa Fe! hopes to stimulate economic development in the County by increasing solar project installations. The campaign also intends to assist County citizens and businesses with keeping their energy utility expenditures manageable and achieving their environmental

 No file attached    No file attached    No file attached





**V. B. 2 Commissioner Issues and  
Comments**

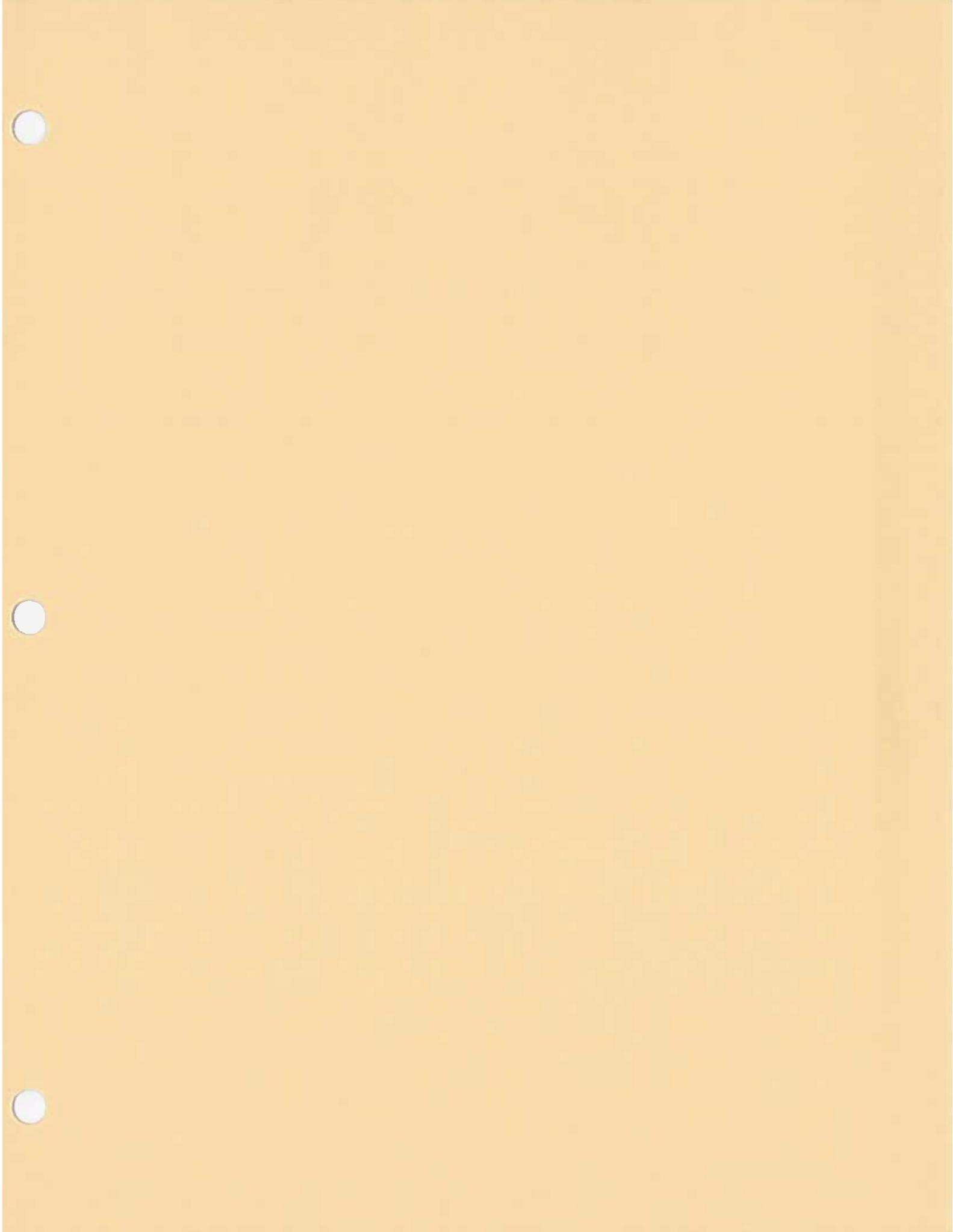






**V. C. Matters From The County  
Manager  
1. Miscellaneous Updates**







**VI. Matters From The County Attorney**

**A. Executive Session**







**Daniel "Danny" Mayfield**  
Commissioner, District 1  
**Miguel M. Chavez**  
Commissioner, District 2  
**Robert A. Anaya**  
Commissioner, District 3



**Kathy Holian**  
Commissioner, District 4  
**Liz Stefanics**  
Commissioner, District 5  
**Katherine Miller**  
County Manager

TO: Santa Fe County Board of County Commissioners

FROM: David Griscom, Economic Development Manager *DG*

Via: Robert Griego, Planning Manager *BG*  
Penny Ellis-Green, Growth Management Director *PEG*  
Katherine Miller, County Manager *KM*

RE: Ordinance 2014-, an ordinance approving the 2014 Economic Development Plan; repealing on a limited basis Ordinance No. 1996-07; providing for detailed rules to be applied to assistance of qualifying economic projects, including the qualifications of applicants, requiring an application, requiring a Project Participation Agreement and specifying its contents; providing for limitations on the amount of assistance permitted pursuant to the Local Economic Development Act; and requiring a special fund for monies received or held for an economic development project.

DATE: May 28, 2014

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### **Background and History**

Santa Fe County previously adopted Ordinance 1996-07, an Economic Development Ordinance that included requirements of the Local Economic Development Act (LEDA). Economic Development Ordinance 2014- partially repeals 1996-7, and adopts by reference a new Economic Development Plan, which is attached. The Board of County Commissioners approved unanimously publishing Title and General Summary of Economic Development Ordinance 2014, and it was posted in the Albuquerque Journal on April 29.

The draft Economic Development Plan was presented to the Board on February 11, 2014. The Board provided comments on the plan, as did the County Clerk. Staff also provided a public comment period which was posted on the County website, and a press release was put out to the public requesting comment. The deadline for public comment was Feb. 28. As a result of Commissioners, Clerk, and Public comments, staff provided recommended changes to the draft and presented those changes in writing on the Memo to the Board for the April 8 BCC meeting, and those changes have now been incorporated into the Economic Development Plan.

### **Summary**

Economic Development Ordinance 2014- amends and repeals ordinance 1996-7. Additionally, Ordinance 2014- provides guidelines on specific LEDA sections that pertain to LEDA projects, Qualifying Entities, Project Participation Agreements, Economic Development fund, etc. It also details expenditure restrictions, the most notable being:

*5-10-4.B: The total amount of public money expended and the value of credit pledged in the fiscal year in which that money is expended by a local government for economic development projects pursuant to Article 9, Section 14 of the constitution of New Mexico and the LEDA shall not exceed 10 percent of the annual general fund expenditures of the local government in that fiscal year.*

At the May 13, 2014, BCC meeting, the proposed ordinance was tabled until June 10, 2014, so as to allow technical revisions to the proposed ordinance and the implementation of revisions to the Economic Development Plan directed by the BCC.

With regard to the proposed ordinance, the packet includes a redline, showing changes to the version of the proposed ordinance considered by the BCC at its May 13 meeting, and a clean version. Here is a summary of the major proposed changes:

- *Article V(D)*. Removed references to regional government, since the County is not party to any joint powers agreement concerning LEDA projects. Consequently, references to a “regional government” was not appropriate. In addition, language that could be read as restricting the County’s review of applications to matters set forth in the Plan was removed, so as to allow more robust review of applications for economic development assistance.
- *Article VI*.
  - “Retail business” was removed from the definition of qualifying entity, since, under LEDA, a retail business is only a qualifying entity if it is located in a municipality with a population of 10,000 or less.
  - Added language defining “cultural facility”, since that term has a specific statutory meaning.
- *Article VII*. Language quoted verbatim from NMSA 1978, Section 5-10-10 was removed and replaced with language stating that any project participation agreement shall contain terms and conditions required by Section 5-10-10. This was done for the following reasons:
  - First, quoting the language was not necessary, since Section 5-10-10 requires certain provisions to be included in a project participation agreement as a matter of state law. In other words, whether the provisions are listed in the County’s ordinance or not, they must be included in a project participation agreement for the agreement to comply with state law. (Exhibit A to this memorandum is Section 5-10-10, so that the BCC can see the duplication between the statute and previous version of the proposed ordinance.)
  - Second, quoting the language could result in the need for a housekeeping amendment in the future, should Section 5-10-10 be amended, as it was in 2013.
- *Article VIII*. Language that purported to paraphrase the expenditure limits in NMSA 1978, Section 5-10-4 was removed and replaced with language stating that “[n]o proposed economic development project shall be approved unless the County, after approval of the economic development project, will be in compliance with the restrictions on public expenditures or pledges of credit in NMSA 1978, Section 5-10-4(B) (2013) or the economic development project will be funded using property or funds exempt from those restrictions.” This was done for the following reasons:
  - First, paraphrasing a state statute in a County ordinance carries risk, should the paraphrasing not accurately capture the statute’s meaning.
  - Second, statutes are subject to amendment, which could result in the need for housekeeping amendments to the County’s ordinance.
- *Article IX*. Article IX was revised to account for two separate statutes, NMSA 1978, Section 5-10-4 and Section 5-10-11. Section 5-10-4 requires the creation of a fund when revenue is utilized for an economic development project to which the expenditure restrictions in NMSA 1978, Section 5-10-4(B) do not apply. Section 5-10-11 requires separate accounts for each economic development project, regardless of the source of funding.

- *New Article X.* A new Article X was added to establish the responsibilities of the County Economic Development Manager, which include:
  - The development, acceptance, and evaluation of applications for economic development assistance;
  - Making recommendations to the BCC concerning such applications; and
  - Periodically reviewing and recommending amendments to the ordinance or Economic Development Plan.

By adopting this Economic Development Ordinance, the County will be able to move forward on a variety of economic development projects, as presented in the Action Plan section of the Economic Development Plan. These projects span the breadth of target industries identified in the SGMP, which are:

- Green Industries
- Arts/Culture
- Agriculture
- Outdoor Recreation/Ecotourism
- Film/Digital Media
- Health/Wellness

**Fiscal Impact Report (FIR)**

The FIR for Economic Development Ordinance 2014- involves a variety of fiscal impacts, including the following:

- Projects Approved by the Board in accordance with LEDA section 5-10-4.B (above), limiting expenditures to 10% of County’s General Fund
- Staff time for Economic Development Projects for LEDA projects approved by the Board

A fiscal impact form accompanies this Memo.

**Staff Recommendation**

Staff recommends that the Board of County Commissioners adopt Santa Fe County Economic Development Ordinance 2014-, an ordinance approving the 2014 Economic Development Plan; repealing on a limited basis Ordinance No. 1996-07; providing for detailed rules to be applied to assistance of qualifying economic projects, including the qualifications of applicants, requiring an application, requiring a Project Participation Agreement and specifying its contents; providing for limitations on the amount of assistance permitted pursuant to the Local Economic Development Act; and requiring a special fund for monies received or held for an economic development project.



**THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY**

**ORDINANCE NO. 2014-\_\_\_\_\_**

**AN ORDINANCE APPROVING THE 2014 ECONOMIC DEVELOPMENT PLAN;  
REPEALING ON A LIMITED BASIS ORDINANCE NO. 1996-07; PROVIDING FOR  
DETAILED RULES TO BE APPLIED TO ASSISTANCE OF QUALIFYING  
ECONOMIC PROJECTS, INCLUDING THE QUALIFICATIONS OF APPLICANTS,  
REQUIRING AN APPLICATION, REQUIRING A PROJECT PARTICIPATION  
AGREEMENT AND SPECIFYING ITS CONTENTS; PROVIDING FOR LIMITATIONS  
ON THE AMOUNT OF ASSISTANCE PERMITTED PURSUANT TO THE LOCAL  
ECONOMIC DEVELOPMENT ACT; AND REQUIRING A SPECIAL FUND FOR  
MONIES RECEIVED OR HELD FOR AN ECONOMIC DEVELOPMENT PROJECT.**

**IT IS HEREBY ORDAINED** by the Board of County Commissioners of Santa Fe County, as follows:

**I. SHORT TITLE.** This Ordinance shall be cited as "Santa Fe County Economic Development Ordinance" and shall be referred to herein as "the Ordinance" or "this Ordinance."

**II. AUTHORITY.** This Ordinance is enacted pursuant to the authority granted by Article IX, Section 14(D) of the New Mexico Constitution (2010) and the Local Economic Development Act, NMSA 1978, Chapter 5, Article 10(2013) (hereinafter referred to as "the Act").

**III. ECONOMIC DEVELOPMENT PLAN.** The economic development elements of the Santa Fe County Sustainable Growth Management Plan, adopted in 2010, and the Santa Fe County Economic Development Plan, adopted by this Ordinance and developed in 2014, attached hereto as Exhibit A, shall be collectively referred to as "the Plan."

**IV. LIMITED REPEAL OF ORDINANCE NO. 1996-07.** Ordinance No. 1996-07 and the 1996 economic development plan shall be and hereby are repealed; provided, however, that, pursuant to NMSA 1978, Section 5-10-12(A) (1993), a project approved pursuant to Ordinance No. 1996-07 or the 1996 economic development plan shall not be dissolved or terminated and the rights and responsibilities of the parties to an existing contract entered into pursuant to Ordinance No. 1996-07 shall not be affected by this Ordinance.

**V. ASSISTANCE FOR QUALIFYING ECONOMIC PROJECTS.**

A. Santa Fe County may, but is not obligated to, provide direct or indirect economic assistance to a qualifying entity pursuant to the Act; such economic assistance may include the purchase, lease, grant, construction, reconstruction, improvement or other acquisition or conveyance of land, buildings or other infrastructure; public works improvements essential to

the location or expansion of a qualifying business; or payments for professional services contracts necessary for the County to implement any plan or project.

B. Priority for direct or indirect economic assistance will be given to economic development projects that encourage private companies to expand, build or relocate facilities which support new or expanding businesses; business start-ups; projects that create new jobs; projects that encourage economic clusters as identified in the Plan; or increase the knowledge base of the labor force.

C. Each qualifying entity desiring to receive economic assistance pursuant to the Act and this Ordinance shall prepare and file an application on a form provided by the County and containing all of the information specified in the application and Plan. Applications shall be submitted to the County Economic Development Manager.

D. Evaluation of an application for economic assistance pursuant to this Ordinance and the Act shall be based on the provisions of the Plan, the financial and management stability of the qualifying entity, the demonstrated commitment of the qualifying entity to the community, a cost-benefit analysis of the project and any other information the County believes is necessary for a full review of the economic development project application.

E. Each economic development project shall be approved by ordinance.

## **VI. QUALIFICATIONS OF PERSONS RECEIVING ECONOMIC DEVELOPMENT ASSISTANCE.**

A. Economic development assistance under the Act and this Ordinance is limited to a person or entity who is a “qualifying entity” as that phrase is defined in the Act, Section 5-10-3(I)(2013) and in Paragraph B of this Article.

B. A “qualifying entity” is a corporation, limited liability company, partnership, joint venture, syndicate, association or other person that is one or a combination of two or more of the following:

1. an industry for the manufacturing, processing or assembling of agricultural or manufactured products;
2. a commercial enterprise for storing, warehousing, distributing or selling products of agriculture, mining or industry, but, other than as provided in Paragraph (5) or (6) of this subsection, not including any enterprise for sale of goods or commodities at retail or for distribution to the public of electricity, gas, water or telephone or other services commonly classified as public utilities;
3. a business in which all or part of the activities of the business involves the supplying of services to the general public or to governmental agencies or to a specific industry or customer, but, other than as provided in Paragraph (5) of this subsection, not including businesses primarily engaged in the sale of goods or commodities at retail;

4. an Indian nation, tribe or pueblo or a federally chartered tribal corporation;
5. a telecommunications sales enterprise that makes the majority of its sales to persons outside New Mexico;
6. a facility for the direct sales by growers of agricultural products, commonly known as farmers' markets;
7. a business that is the developer of a metropolitan redevelopment project; and
8. a cultural facility, defined as a facility that is owned by a qualifying entity that serves the public through preserving, educating and promoting the arts and culture of a particular locale, including theaters, museums, libraries, galleries, cultural compounds, educational organizations, performing arts venues and organizations, fine arts organizations, studios and media laboratories and live-work housing facilities.

## **VII. THE PROJECT PARTICIPATION AGREEMENT**

A. An economic development project approved by County ordinance shall be documented in a project participation agreement that conforms to NMSA 1978, Section 5-10-10 (2013).

B. In addition to the terms and conditions required by NMSA 1978, § 5-10-10, the project participation agreement shall contain financial controls that provide for the safekeeping of public funds, and such additional terms and conditions as the County may in its discretion require.

**VIII. LIMITATION.** No proposed economic development project shall be approved unless the County, after approval of the economic development project, will be in compliance with the restrictions on public expenditures or pledges of credit in NMSA 1978, Section 5-10-4(B) (2013) or the economic development project will be funded using property or funds exempt from those restrictions.

**IX. FUND AND ACCOUNTS.** If and as required by NMSA 1978, Section 5-10-4(C) and Section 5-10-11 (1993), the County shall create an economic development fund for the deposit of revenue to which the expenditure and pledge of revenue restrictions in NMSA 1978, Section 5-10-4(B) do not apply and separate accounts for each economic development project. This fund and accounts shall be audited as required by law.

**X. RESPONSIBILITIES OF ECONOMIC DEVELOPMENT MANAGER.** The County Economic Development Manager shall:

- A. develop the application described in Article V(C);

- B. accept and evaluate applications submitted for economic assistance under this Ordinance and the Act;
- C. make recommendations concerning such applications to the Board of County Commissioners; and
- D. periodically review and recommend amendments to this Ordinance or the Plan.

**XI. SEVERABILITY.** Should any provision of this Ordinance be found invalid or unlawful, all other terms and provisions shall remain in full force and effect.

**XII. TERMINATION.** The County may terminate this Ordinance and the Plan and any or all project participation agreement undertaken and approved under this or previous ordinances only as specified in NMSA 1978, Section 5-10-12. Any unexpended and unencumbered balances remaining in any project fund or account upon repeal of a plan and termination or dissolution of a project may be transferred to the general fund.

**XIII. EFFECTIVE DATE.** This Ordinance shall become effective thirty (30) days after it is recorded in the Office of the County Clerk.

**PASSED, APPROVED AND ADOPTED THIS \_\_\_\_ DAY OF \_\_\_\_, 2014.**

**THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY**

By: \_\_\_\_\_  
Chair

**ATTEST:**

\_\_\_\_\_  
County Clerk

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Gregory S. Shaffer, County Attorney

THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY

ORDINANCE NO. 2014-\_\_\_\_\_

AN ORDINANCE APPROVING THE 2014 ECONOMIC DEVELOPMENT PLAN; REPEALING ON A LIMITED BASIS ORDINANCE NO. 1996-07; PROVIDING FOR DETAILED RULES TO BE APPLIED TO ASSISTANCE OF QUALIFYING ECONOMIC PROJECTS, INCLUDING THE QUALIFICATIONS OF APPLICANTS, REQUIRING AN APPLICATION, REQUIRING A PROJECT PARTICIPATION AGREEMENT AND SPECIFYING ITS CONTENTS; PROVIDING FOR LIMITATIONS ON THE AMOUNT OF ASSISTANCE PERMITTED PURSUANT TO THE LOCAL ECONOMIC DEVELOPMENT ACT; AND REQUIRING A SPECIAL FUND FOR MONIES RECEIVED OR HELD FOR AN ECONOMIC DEVELOPMENT PROJECT.

IT IS HEREBY ORDAINED by the Board of County Commissioners of Santa Fe County, as follows:

**I. SHORT TITLE.** This Ordinance shall be cited as "Santa Fe County Economic Development Ordinance" and shall be referred to herein as "the Ordinance" or "this Ordinance."

**II. AUTHORITY.** This Ordinance is enacted pursuant to the authority granted by Article IX, Section 14(D) of the New Mexico Constitution (~~1911, 1993, 2001~~2010) and the Local Economic Development Act, NMSA 1978, ~~Chapter 5, Article 10 Sections 5-10-1 et seq.~~ (1993, 2001, as amended 2013) (hereinafter referred to as "the Act").

**III. ECONOMIC DEVELOPMENT PLAN.** The economic development elements of the Santa Fe County Sustainable Growth Management Plan, adopted in 2010, and the Santa Fe County Economic Development Plan, adopted by this Ordinance and developed in 2014, attached hereto as Exhibit A, shall be collectively referred to as "the Plan."

**IV. LIMITED REPEAL OF ORDINANCE NO. 1996-07.** Ordinance No. 1996-07 and the 1996 economic development plan shall be and hereby are repealed; provided, however, that, pursuant to NMSA 1978, Section 5-10-12(A) (1993), a project approved pursuant to Ordinance No. 1996-07 or the 1996 economic development plan shall not be dissolved or terminated and the rights and responsibilities of the parties to an existing contract entered into pursuant to Ordinance No. 1996-07 shall not be affected by this Ordinance.

**V. ASSISTANCE FOR QUALIFYING ECONOMIC PROJECTS.**

A. Santa Fe County may, but is not obligated to, provide direct or indirect economic assistance to a qualifying entity pursuant to the Act; such economic assistance may include the purchase, lease, grant, construction, reconstruction, improvement or other acquisition or conveyance of land, buildings or other infrastructure; public works improvements essential to

the location or expansion of a qualifying business; or payments for professional services contracts necessary for the County ~~or regional governments~~ to implement any plan or project.

B. Priority for direct or indirect economic assistance will be given to economic development projects that encourage private companies to expand, build or relocate facilities which support new or expanding businesses; business start-ups; projects that create new jobs; projects that encourage economic clusters as identified in the Plans; or increase the knowledge base of the labor force.

C. Each qualifying entity desiring to receive economic assistance pursuant to the Act and this Ordinance shall prepare and file an application on a form provided by the County and containing all of the information specified in the ~~application and plan~~ Plan. Applications shall be submitted to the County Economic Development Manager.

D. Evaluation of an application for economic assistance pursuant to this Ordinance and the Act shall be based on the provisions of the Plan, the financial and management stability of the qualifying entity, the demonstrated commitment of the qualifying entity to the community, a cost-benefit analysis of the project and any other information the ~~local or regional government~~ County believes is necessary for a full review of the economic development project application, ~~as otherwise set forth in the Plan.~~

E. Each economic development project shall be approved by ordinance.

## VI. QUALIFICATIONS OF PERSONS RECEIVING ECONOMIC DEVELOPMENT ASSISTANCE.

\_\_\_\_\_ A. Economic development assistance under the Act and this Ordinance is limited to a person or entity who is a "qualifying entity" as that phrase is defined in the Act, Section 5-10-3(I) ~~(1993)~~ 2013 and in Paragraph B of this Article.

\_\_\_\_\_ B. A "qualifying entity" is a corporation, limited liability company, partnership, joint venture, syndicate, association or other person that is one or a combination of two or more of the following:

\_\_\_\_\_ 1. an industry for the manufacturing, processing or assembling of agricultural or manufactured products;

\_\_\_\_\_ 2. a commercial enterprise for storing, warehousing, distributing or selling products of agriculture, mining or industry, but, other than as provided in Paragraph (5) ~~or, (6) or (9)~~ of this subsection, not including any enterprise for sale of goods or commodities at retail or for distribution to the public of electricity, gas, water or telephone or other services commonly classified as public utilities;

\_\_\_\_\_ 3. a business in which all or part of the activities of the business involves the supplying of services to the general public or to governmental agencies or to a specific

industry or customer, but, other than as provided in Paragraph (5) ~~or (9)~~ of this subsection, not including businesses primarily engaged in the sale of goods or commodities at retail;

\_\_\_\_\_ 4. an Indian nation, tribe or pueblo or a federally chartered tribal corporation;

\_\_\_\_\_ 5. a telecommunications sales enterprise that makes the majority of its sales to persons outside New Mexico;

\_\_\_\_\_ 6. a facility for the direct sales by growers of agricultural products, commonly known as farmers' markets;

\_\_\_\_\_ 7. a business that is the developer of a metropolitan redevelopment project; and

\_\_\_\_\_ 8. a cultural facility, defined as a facility that is owned by a qualifying entity that serves the public through preserving, educating and promoting the arts and culture of a particular locale, including theaters, museums, libraries, galleries, cultural compounds, educational organizations, performing arts venues and organizations, fine arts organizations, studios and media laboratories and live-work housing facilities; and

\_\_\_\_\_ 9. ~~a retail business.~~

## VII. THE PROJECT PARTICIPATION AGREEMENT

A. An economic development project approved by County ordinance application that is accepted shall be documented in a project participation agreement that conforms to NMSA 1978, Section- 5-10-10 (2013).

B. In addition to the terms and conditions required by NMSA 1978, § 5-10-10, the project participation agreement shall contain financial controls that provide for the safekeeping of public funds, and such additional terms and conditions as the County may in its discretion require. The project participation agreement shall require a substantive contribution from the qualifying entity for each economic development project. The project participation agreement shall specify that public support provided for an economic development project is be in exchange for a substantive contribution from the qualifying entity. The contribution shall be of value and may be paid in money, in-kind services, jobs, expanded tax base, property or other thing of service of value for the expansion of the economy.

C. The project participation agreement shall specify that the qualifying entity must provide security to the County and any other entity providing public support for an economic development project. The security shall secure the qualifying entity's obligations based on terms stated in the project participation agreement and shall reflect the amount of public support provided to the qualifying entity and the substantive contribution expected from the qualifying entity.

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~~\_\_\_\_\_ D. The project participation agreement shall provide that if the qualifying entity fails to provide its substantive contribution, the County shall enforce the project participation agreement to recover that portion of the public support for which the qualifying entity failed to provide a substantive contribution. The recovery shall be proportional to the failed performance of the substantive contribution and shall take into account all previous substantive contributions for the economic development project performed by the qualifying entity, based on the terms stated in the project participation agreement.~~

~~\_\_\_\_\_ E. In addition to the foregoing, the project participation agreement shall also set out:~~

~~\_\_\_\_\_ 1. the contributions to be made by each party to the participation agreement;~~

~~\_\_\_\_\_ 2. the security provided to each governmental entity that provides public support for an economic development project by the qualifying entity in the form of a lien, mortgage or other indenture and the pledge of the qualifying business's financial or material participation and cooperation to guarantee the qualifying entity's performance pursuant to the project participation agreement;~~

~~\_\_\_\_\_ 3. a schedule for project development and completion, including measurable goals and time limits for those goals;~~

~~\_\_\_\_\_ 4. provisions for performance review and actions to be taken upon a determination that project performance is unsatisfactory;~~

~~\_\_\_\_\_ 5. financial controls, which provide for the safekeeping of public funds, shall be documented in writing;~~

~~\_\_\_\_\_ 6. a pro-rata reimbursement for workforce reduction or closure if the business fails or relocates; and~~

~~\_\_\_\_\_ 7. the provisions for adequate security of each investment of public money, equal to the value of the investment, such as letter of credit, cash or certificate of deposit, or surety bond.~~

**VIII. LIMITATION.** No proposed economic development project shall be approved unless the County, after approval of the economic development project, will be in compliance with the restrictions on public expenditures or pledges of credit in NMSA 1978, Section 5-10-4(B) (2013) or the economic development project will be funded using property or funds exempt from those restrictions, where the total amount of public money expended and the value of credit pledged in the fiscal year in which that money is expended by the County for an economic development project or projects pursuant to this Ordinance exceeds ten percent (10%) of the annual general fund expenditure of the County in that fiscal year as specified in NMSA 1978, Section 5-10-4(B) (2000), except for the value of any land or building contributed to any economic development project pursuant to a project participation agreement, revenue derived from the county infrastructure gross receipts tax act for furthering or implementing local economic development plans and projects as defined in the Local Economic Development Act

(provided that no more than the greater of fifty thousand dollars (\$50,000) or ten percent (10%) of the revenue collected shall be used for the promotion of any such economic development plan as approved by this Ordinance), the proceeds of a revenue bond issue to which the county infrastructure gross receipts tax revenue is pledged, or funds donated by private entities to be used to defray the cost of the project, all as specified in NMSA 1978, Section 5-10-4(B).

**IX. PROJECT FUND AND ACCOUNTS.** If and as required by NMSA 1978, Section 5-10-4(C) and Section 5-10-11 (1993), the County shall create an economic development fund for the deposit of revenue to which the expenditure and pledge of revenue restrictions in NMSA 1978, Section 5-10-4(B) do not apply and separate accounts for each economic development project. This fund and accounts shall be audited as required by law. If the County generates revenue for an economic development project or projects to which the limits of Article V of this Ordinance do not apply, then the County shall create an economic development fund into which such revenues shall be deposited. The economic development fund and income from the economic development fund shall be deposited as provided by law. Money in the economic development fund may only be expended as provided in the Act and this Ordinance. For every special fund established pursuant to this Article, the County shall provide for an annual independent audit of each special fund in accordance with the Audit Act, NMSA 1978, Section 12-6-1 et seq.

**X. RESPONSIBILITIES OF ECONOMIC DEVELOPMENT MANAGER.** The County Economic Development Manager shall:

- A. develop the application described in Article V(C);
- B. accept and evaluate applications submitted for economic assistance under this Ordinance and the Act;
- C. make recommendations concerning such applications to the Board of County Commissioners; and
- D. periodically review and recommend amendments to this Ordinance or the Plan.

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**XI. SEVERABILITY.** Should any provision of this Ordinance be found invalid or unlawful, all other terms and provisions shall remain in full force and effect.

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**XII. TERMINATION.** The County may terminate this Ordinance and the Plan and any or all project participation agreement undertaken and approved under this or previous ordinances only as specified in NMSA 1978, Section 5-10-12. Any unexpended and unencumbered balances remaining in any project fund or account upon repeal of a plan and termination or dissolution of a project may be transferred to the general fund.

**XIII. EFFECTIVE DATE.** This Ordinance shall become effective thirty (30) days after it is recorded in the Office of the County Clerk.

PASSED, APPROVED AND ADOPTED THIS \_\_\_ DAY OF \_\_\_, 2014.

THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY

By: \_\_\_\_\_  
Chair

ATTEST:

\_\_\_\_\_  
County Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Gregory S. Shaffer, County Attorney

**Effective: July 1, 2013**

West's New Mexico Statutes Annotated Currentness

Chapter 5. Municipalities and Counties

Article 10. Local Economic Development

→ → **§ 5-10-10. Project participation agreement; duties and requirements**

A. The local or regional government and the qualifying entity shall enter into a project participation agreement.

B. The local or regional government shall require a substantive contribution from the qualifying entity for each economic development project. Public support provided for an economic development project shall be in exchange for a substantive contribution from the qualifying entity. The contribution shall be of value and may be paid in money, in-kind services, jobs, expanded tax base, property or other thing or service of value for the expansion of the economy.

C. The qualifying entity shall provide security to each local or regional government, the state or any other New Mexico governmental entity providing public support for an economic development project. The security shall secure the qualifying entity's obligations based on terms stated in the project participation agreement with the local or regional government and shall reflect the amount of public support provided to the qualifying entity and the substantive contribution expected from the qualifying entity.

D. If a qualifying entity fails to perform its substantive contribution, the local or regional government shall enforce the project participation agreement to recover that portion of the public support for which the qualifying entity failed to provide a substantive contribution. The recovery shall be proportional to the failed performance of the substantive contribution and shall take into account all previous substantive contributions for the economic development project performed by the qualifying entity, based on the terms stated in the project participation agreement. The project participation agreement for an economic development project that uses public support provided by the state to a local or regional government shall include a recapture agreement for the state.

E. The project participation agreement at a minimum shall set out:

- (1) the contributions to be made by each party to the participation agreement;
- (2) the security provided to each governmental entity that provides public support for an economic development project by the qualifying entity in the form of a lien, mortgage or other indenture and the pledge of the qualifying business's financial or material participation and cooperation to guarantee the qualifying entity's performance pursuant to the project participation agreement;
- (3) a schedule for project development and completion, including measurable goals and time limits for those goals; and
- (4) provisions for performance review and actions to be taken upon a determination that project performance is unsatisfactory.

CREDIT(S)

L. 1993, Ch. 297, § 10; L. 2013, Ch. 43, § 1, eff. July 1, 2013.

# SANTA FE COUNTY FISCAL IMPACT REPORT (FIR)

This Fiscal Impact Report (FIR) shall be completed for each proposed ordinance or resolution as to its direct impact upon the County's operating budget and is intended for use by staff of the Human Resources and Finance Divisions, the County Manager and the governing body of Santa Fe County. Ordinances/resolutions with a fiscal impact must be reviewed by the Finance Division Director or the Budget Administrator. Ordinances/resolutions with proposed staffing increases must be reviewed and approved by the Human Resources staff and approved by the County Manager before presentation to the Board of County Commissioners (BCC).

Please refer to the instructions on how to complete this form.

## Section A. General Information

Ordinance    Resolution    Other

A single FIR may be used for related ordinances and/or resolutions.

Short Title(s):

Economic Development Ordinance 2014-

Reviewing Division(s):

Finance

Person Completing FIR:

David Griscom

Date: 4/25/2014

Phone: 2728

## Section B. Summary

Briefly explain the purpose and major provisions of the ordinance/resolution.

This Ordinance repeals on a limited basis Ordinance No. 1996-07; adopts the Economic Development Plan; provides for detailed rules to be applied to assistance of qualifying economic projects, including the qualifications of applicants, requiring an application, requiring a Project Participation Agreement and specifying its contents; provides for limitations on the amount of assistance permitted pursuant to the Local Economic Development Act; and requires a special fund for monies received or held for an economic development project.

## Section C. Fiscal Impact

NOTE: Financial information on this FIR does not directly translate into a Santa Fe County budget increase.

- a. The item must be presented to the Finance Division for analysis and recommendation as a potential request to increase the existing budget for the county.

- b. Detailed budget information must be included, such as funding source, amounts and justification.
- c. Detailed salary and benefit for new full-time equivalents (FTE's) must be included. The request must be approved by the staff of the Human Resources Division for each new FTE request.

**1. Projected Expenditures:**

- a. Indicate Fiscal Year(s) affected – the current fiscal year and the following three fiscal years, where applicable
- b. Indicate: "A" if current budget and level of staffing will absorb the costs  
"N" if new, additional, or increased budget or staffing will be required
- c. Indicate: "R" if recurring annual costs  
Indicate: "NR" if one-time, non-recurring costs, such as start-up, contract or equipment costs
- d. Attach additional projection schedules if four years does not adequately project revenue and costs patterns
- e. Costs may be netted or show as an offset if some cost savings are projected (please explain further in Section 3 Narrative)
- f. Please provide additional fiscal impact information for years 3 and 4 in the Expenditure/Revenue Narrative.
- g. This form allows for information related to two fiscal years. Please note *info* relation to other fiscal years in narrative 3.

Exp. Classification	FY <input type="text"/>	"A"	"R"	FY <input type="text"/>	"A"	"R"	Funds affected
		or "N"	or "NR"		or "N"	or "NR"	
Salary and Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Maintenance	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Other Operating	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Contractual Services	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Capital Requirements	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select or type...
Total	<input type="text"/>			<input type="text"/>			

\*Any indication that additional staffing would be required must be reviewed and approved in advance by the County Manager by attached memo before release of FIR to the Board of County Commissioners (BCC).

\*\* For salary and benefit information contact the Finance Division, or attach the New FTE Request form to provide necessary information.

**2. Revenue Sources:**

- a. To indicate new revenues and/or
- b. Required for costs for which new expenditure budget is proposed above in item 1.

c. Please provide additional fiscal impact information for years 3 and 4 in the Expenditure/Revenue Narrative.

Type of Revenue	FY <input type="text"/>	"R" or "NR"	FY <input type="text"/>	"R" or "NR"	Funds Affected
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	Select..	Select or type...
Total	\$0 <input type="text"/>		\$0 <input type="text"/>		

**3. Expenditure/Revenue Narrative:**

Explain expenditures, grant match requirements, justify salary and benefit costs for new FTE request, detail capital and operating uses, etc. Explain revenue source(s). Include revenue calculations, grant(s) available, anticipated date of receipt of revenues/grants, etc. (Attach supplemental page, if necessary). Also, provide expanded information for fiscal year three and four impact for both revenue and expenditures.

Economic Development Ordinance 2014- is guided by the requirements of the Local Economic Development Act (LEDA), which, among other things, places restrictions on the amount of public expenditures in any given year for LEDA projects:

5-10-4.B: The total amount of public money expended and the value of credit pledged in the fiscal year in which that money is expended by a local government for economic development projects pursuant to Article 9, Section 14 of the constitution of New Mexico and the LEDA shall not exceed 10 percent of the annual general fund expenditures of the local government in that fiscal year.

The General Fund of Santa Fe County is currently \$76,602,117.

Though there are no expenditures listed above, the immediate fiscal impact is the salary of the Economic Development Manager on a yearly basis, whose job it is to implement the Economic Development Plan and Ordinance.

**Section D. General Narrative**

**1. Conflicts:**

Does this proposed ordinance/resolution duplicate/conflict with/companion to/relate to any County code, approved ordinance or resolution, other adopted policies and legislation? Include details of county adopted ordinances/resolutions and dates. Summarize the relationships, conflicts or overlaps.

Repeals Ordinance 1996-7. Relates to Economic Development Plan of 2014

**2. Consequences of Not Enacting This Ordinance/Resolution:**

Are there consequences of not enacting this ordinance/resolution? If so, describe.

Not enacting this Ordinance would further postpone approval of the Economic Development Plan

**3. Technical Issues:**

Are there incorrect citations of law, drafting errors or other problems? Are there any amendments that should be considered? Are there any other alternatives which should be considered? If so, describe.

**4. Community Impact:**

Briefly describe the major positive or negative effects the ordinance/resolution might have on the community including, but not limited to, businesses, neighborhoods, families, children and youth, social service providers and other institutions such as schools, churches, etc.

Approval of this Ordinance will enable economic development projects to proceed, which will contribute to more jobs and revenue within Santa Fe County

 No file attached

 No file attached

 No file attached



# **Santa Fe County Economic Development Plan Strategic & Action Plans**

**June, 2014**

**Prepared By David Breecker Associates**

# **Santa Fe County Economic Development Plan**

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# **ECONOMIC DEVELOPMENT STRATEGIC PLAN**

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This Economic Development Plan represents a concerted effort by Santa Fe County (SFC) to create a long-term foundation for economic prosperity, within the context of the County's Sustainable Growth Management Plan (SGMP). The SGMP is the policy document that guides growth within the County, and this Plan is the next step and implementation of the Economic Development element of the SGMP.

The Plan is designed with a 20-year planning horizon, with short term (one to three years), medium term (three to seven years), and long term goals (more than seven years), and is presented in two parts: the Strategic and Action Plans.

County planning staff have worked closely with the consulting team engaged for this project. Extensive community input was incorporated in the form of interviews and roundtable discussions, supplemented by research into other communities and prevailing best practices in economic development. It is designed to build on prior successes, while also charting new directions.

## **Previous Economic Development Successes**

Santa Fe County passed the Economic Development Ordinance 1996-7, and has since had several projects that provided for increases in jobs, expansion of the tax base, and increase in GRT, all of which contributed to diversifying the local economy. Among the successes were:

**A Media Park** was created in the Community College District on Highway 14, and SFC worked with Santa Fe Studios to establish a television and film production facility, featuring 2 19,000 sq. ft. sound stages. Santa Fe Studios is now a successful business that is operating at capacity, having hosted both TV productions and major feature films. This project was funded in part through Local Economic Development Act (LEDA) funds and a LEDA loan guarantee.

**Bicycle Technologies International (BTI)** relocated from the incorporated area of Santa Fe and into the Community College District, and built a new distribution facility to accommodate its rapidly expanding business operations. BTI is one of the top bicycle parts distribution enterprises in the United States, and distributes products wholesale to markets worldwide. LEDA funds were also used for this project.

**The Santa Fe Farmers Market** and the SF Farmers Market Institute were established in the newly created Railyard District, and is now one of the largest farmers markets in New Mexico. LEDA funds were also used for this project.

## **Local Economic Development Act (LEDA)**

The Local Economic Development Act allows local governments the ability to provide public funds for economic development purposes and not violate the State anti-donation clause. Santa Fe County has adopted LEDA, and this Economic Development Plan is in line with LEDA requirements. LEDA, Section 5-10-6 (B) states that the Economic Development Plan or the Ordinance adopting the plan may:

- (1) Describe the local or regional government's economic development and community goals and assign priority to and strategies for achieving those goals-
  - See Action Plan, P. 21

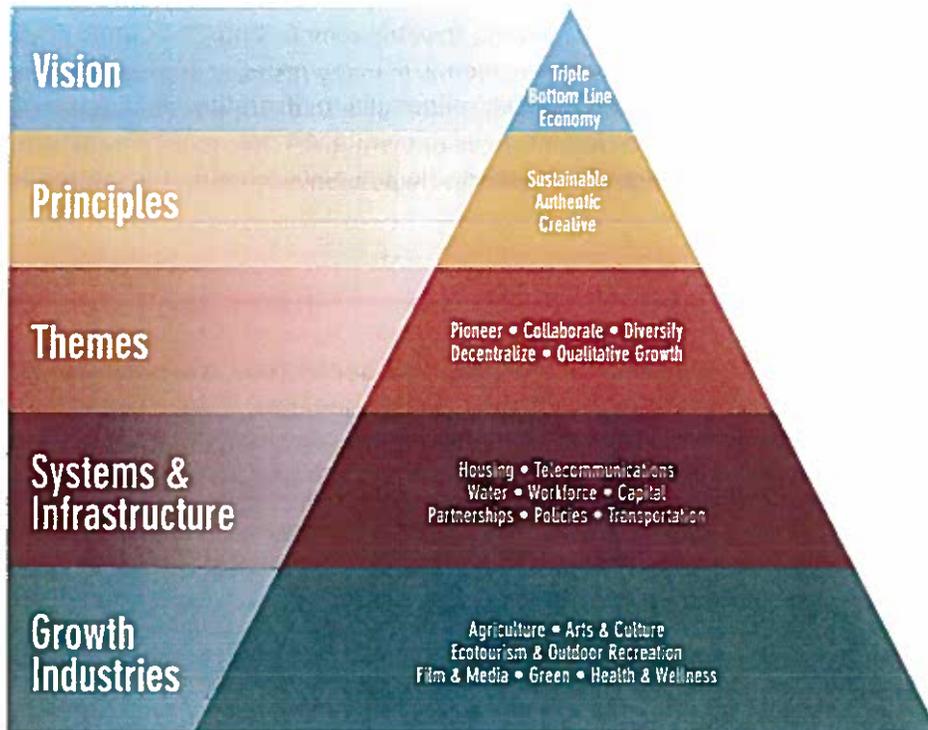
- (2) Describe the types of qualifying entities and economic activities that will qualify for economic development projects-
  - See Article VI of Santa Fe County Economic Development Ordinance 2014-
- (3) Describe the criteria to be used to determine eligibility of an economic development project and a qualifying entity to participate in an economic development project-
  - See Article V (B) of Santa Fe Economic Development Ordinance 2014-
- (4) Describe the manner in which a qualifying entity may submit an economic development project application, including the type of information required from the qualifying entity sufficient to ensure its solvency and ability to perform its contractual obligations, its commitment to remain in the community and its commitment to the stated economic development goals of the local or regional government-
  - See Article V of Santa Fe County Economic Development Ordinance 2014-
- (5) Describe the process the local or regional government will use to verify the information submitted on an economic development project application-
  - See Article V of Santa Fe County Economic Development Ordinance 2014- and NMSA 1978 Sections 5-10-8 and 5-10-9
- (6) If an economic development project is determined to be unsuccessful or if a qualifying entity seeks to leave the area, describe the methods the local or regional government will use to terminate its economic assistance and recoup its investment-
  - See NMSA 1978 Section 5-10-10
- (7) Identify revenue sources, including those of local or regional government, that will be used to support economic development projects-
  - See Policy 2.3 of Economic Development Action Plan, Action Plan section.
- (8) Identify other resources the local or regional government is prepared to offer qualifying entities, including specific land or buildings it is willing to lease, sell, or grant a qualifying entity; community infrastructure it is willing to build, extend or expand, including roads, water, sewers, or other utilities; and professional services contracts by local or regional governments necessary to provide these resources-
  - See Article V of Santa Fe County Economic Development Ordinance 2014-
- (9) Detail the minimum benefit the local or regional government requires from a qualifying entity, including the number and types of jobs to be created; the proposed payroll; repayment of loans, if any; purchase by the qualifying entity of local or regional government-provided land, buildings, or infrastructure; the public to private investment ratio; and direct local tax base expansion-
  - See Item VII of Santa Fe County Economic Development Ordinance 2014-
- (10) Describe the safeguards of public resources that will be ensured, including specific ways the local or regional government can recover any costs, land, buildings, or other thing of value if a qualifying entity ceases operation, relocates or otherwise defaults or reneges on its contractual or implied obligations to the local or regional government-
  - See Item VII of Economic Development Ordinance 2014- and NMSA 1978 Section 5-10-10
- (11) If a regional government, describe the joint powers agreement, including whether it can be terminated and, if so, how the contractual or other obligations, risks and any property will be assigned or divided among the local governments who are party to the agreement-
  - Santa Fe County is not a regional government.

## Economic Development Plan Structure

The Plan is structured so as to present research, analysis, findings, and recommendations along a continuum from general and conceptual, to specific and actionable, as follows:

- Vision & Strategy
- Systems & Infrastructure
- Target Industries
- Recommendations and Implementation

This framework for SFC economic development is illustrated in the graphic below:



## VISION & MISSION

SFC's proposed Economic Development Mission and Vision Statements are:

**Mission Statement:** The economic development mission of Santa Fe County is to provide guidance and support for business development, offer a professional level of service for the business community, stimulate entrepreneurship, and provide a platform for economic growth that enables businesses to flourish.

**Vision Statement:** The economic development vision of Santa Fe County is to build on the rich cultural, arts, and agricultural heritage by creating a vibrant economy that is diversified, sustainable, and that promotes responsible business development.

Key concepts from these statements, the SGMP, and other salient findings can be summed up as a “*Triple Bottom Line Economy*,” seeking benefits in the three areas of People, Profits, and Planet.

## PRINCIPLES

In addition, three paramount *principles* have emerged. To wit, economic activity in Santa Fe County should strive to be:

- **Sustainable:** Providing for the needs of current residents without compromising those of future generations
- **Authentic:** Faithful to tradition, culture, and historical values
- **Creative:** Innovating in all areas, including the arts and extending to all sectors and industries

Among the many important goals of economic development in Santa Fe County, *diversification* is a high priority. While SFC has a healthy economy in many respects, it relies on a small number of industries and employers that are relatively vulnerable to disruptions and reductions. In addition, research revealed that economic development in SFC has to be part of a consistent *whole-system approach*, including social services, health, environment, transportation, and education.

## THEMES

### *Strategic Factors*

We are entering an “Age of Innovation,” in which new approaches, structures, concepts, and business models will be the key success factors. At the same time, there is a growing appreciation of tradition, culture, localization, and individuality nationwide and even globally. Santa Fe County is well positioned to capitalize on these trends with its unique attributes.

This Plan uses a place-based planning approach, customized for SFC’s distinctive resources and assets, and an assessment of its core identity and the historical patterns that have emerged in its development over time. These can be summarized as:

- Santa Fe has long been a place people came to (or through) for adventure, to start anew, to travel to the frontier, or to be a pioneer.
- The region has traditionally featured a uniquely rich mix-up of various cultures, ancient (pre-date United States history) and modern practices, tradition and technology, and other unusual combinations.
- This has led to the development of a “nexus” of commercial activity, involving exchange between people living here, those passing through, or coming to Santa Fe for the purpose of trade or to visit; and ultimately, to a high level of creativity across a broad range of arts and sciences.

Taken together, these patterns describe a prevailing theory of creativity and creative problem solving, sometimes known as “combinatorial thinking,”<sup>1</sup> a powerful platform for future growth.

### *Major Exogenous and Competitive Factors*

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<sup>1</sup> See for example: [www.brainpickings.org/index.php/2013/08/14/how-einstein-thought-combinatorial-creativity/](http://www.brainpickings.org/index.php/2013/08/14/how-einstein-thought-combinatorial-creativity/)

A number of large-scale external factors affecting the County's economy must be taken into consideration, involving natural, structural, and financial systems. These include prolonged drought, climate change, and water stress; structural decentralization and localization trends, and disruption in financial industries and personal/business economics.

While Santa Fe lacks some of the standard assets for encouraging economic development, something attracts an exceptionally accomplished and cosmopolitan population, and makes many of our most talented locals want to stay despite the difficulties and challenges. This is due to our unique assets and attributes in culture, life-style, ambience, and natural setting, combined with an unusual science and technology presence; and we must play to these advantages. And, we must turn our challenges into opportunities.

The financial realignment caused by the Great Recession suggests that SFC's historical reliance on population growth through in-migration, and the associated impacts in the construction and other related industries as a core economic driver, may need to be reconsidered. These effects will likely be amplified by the effects of climate change, drought, and water scarcity. Santa Fe can profit by shifting from a quantitative growth model to a *qualitative* one: a model that constantly improves the quality of life (financial, social, and environmental) by selectively encouraging the optimal types and amounts of growth and development.

#### ***Pioneer Opportunities***

As a way of approaching its challenges as opportunities, SFC can enjoy "pioneer" status in several emerging demographic/economic spaces, i.e., those where the County *leads a national trend*, and could find leadership advantages and/or export markets for solutions it develops to meet these challenges. These spaces include: minority white and large immigrant populations; an aging population, with extended active lives and healthcare needs; water stress, drought, climate change, and conservation; the urban/wilderness interface and forest fire risk; and a high density of social entrepreneurs, philanthropies, and non-governmental organizations (NGOs).

#### ***The Missing Research University***

Virtually every successful knowledge-based economy to date has at least one research university at its core,<sup>2</sup> and such institutions are prominent components of current standard technology-based innovation strategies. The absence of such an institution in the Santa Fe region<sup>3</sup> need not be an impediment. To the contrary, SFC has an opportunity to create its own unique approach to this challenge that is ideally suited to its goals and capabilities. Such an approach would build on a model that has already proven successful in the region, engaging all local innovation assets (creative, cultural, and technical), and combining them with collaborative partners from outside Santa Fe.<sup>4</sup>

## **SYSTEMS & INFRASTRUCTURE**

In addition to the conceptual framework described above, there are a number of overarching "systems and infrastructures" that affect all aspects of economic development and most of SFC's targeted high-growth industries, if properly utilized with those goals in mind.

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<sup>2</sup> One need look no farther than Albuquerque for the latest example: Innovate ABQ is an "innovation hub" partnership between UNM, the City of Albuquerque, and other public and private sector partners.

<sup>3</sup> Los Alamos National Laboratory does not meet this requirement for many reasons, prominent among which are its national security mission, basic science orientation, and organizational culture.

<sup>4</sup> Past successful examples include the Santa Fe Institute, Santa Fe Opera, and the Indian, Spanish, and International Folk Art Markets

### ***Property and Land***

The county is 1,224,087 acres in size. Of that, 316,991 acres or 26% are national parks or other federally designated property. 86,371 acres (7%) are sovereign tribal nations.<sup>5</sup> The Sustainable Land Development Code (SLDC), once approved by the Board of County Commissioners, will lay the foundation for sustainable growth that maintains important cultural and historical sites.

The County owns extensive assets, valued at over \$350 million<sup>6</sup>, much of it property. These assets have potential to contribute to economic development. Some notable properties include the Old Judicial Complex, La Bajada Ranch, the Old Public Works site on Galisteo Road, and Public Housing, along with 6,000 acres of open space and trails. In all County facilities, energy efficient upgrades and water saving measures are an opportunity to promote local businesses and increase sustainability.

In addition to County-owned property, certain “hot spots” show promise of strong growth and ED potential, including the Community College District, and merit focused attention. SFC anticipates substantial growth in the Edgewood area, and would benefit from close collaboration with and support of stakeholders in the southern part of the County on water infrastructure planning and industrial park/commercial land for development, as well as ongoing planning efforts related to the RT. 66 development from Moriarty to Albuquerque.

### ***Affordable Housing***

High home values produce major revenues for the County, but lead to affordability challenges. Housing costs in SFC are significantly above state averages. Many leading affordable housing entities operate in SFC, but resources need to be better utilized to ensure that adequate housing options are available for low income residents, particularly first-time home buyers, seniors, entrepreneurs, and artists and artisans, and including such areas as El Dorado and Edgewood’s section 16. Much of the projected growth in the County is expected to occur in the unincorporated areas, partially as a response to the high cost of living in the City of Santa Fe. New housing can provide a strong boost to the economy but sustainable development is of paramount importance.

At the present rate of utilization, County Affordable Housing funds are expected to zero out in approximately 3-4 years without additional capitalization. Providing additional funds to build and rehabilitate existing housing, in addition to the social value provided, would drive an economic boost in GRT and goods and services associated with new housing, while creating immediate jobs for construction workers and helping sustain or create homeownership opportunities for Santa Fe County’s workforce. If combined with the Green Building target industry objectives as “Green Affordable Housing,” the economic and environmental impacts will be magnified while supporting this Plan’s strategic objectives.

### ***Workforce Development & Education***

Meeting labor needs in response to national trends and regional economic growth requires coordination among the County, local industry, other government bodies, and workforce training programs. SFC has a viable workforce and a vibrant ecosystem to address training and capacity building needs. Although lacking a major university, the County is well-served by Santa

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<sup>5</sup> 2010 SLDP Final Draft.” Santa Fe County Sustainable Land Development Plan (SLDP). “2010. [www.santafecountynm.gov/userfiles/SLDC/SLDCDraftChapters1\\_4bcc12.13.2011.pdf](http://www.santafecountynm.gov/userfiles/SLDC/SLDCDraftChapters1_4bcc12.13.2011.pdf)

<sup>6</sup> Net, FY 2012. Santa Fe County Comprehensive Annual Financial Report. June, 2012. [www.santafecountynm.gov/userfiles/Finance/SFCauditCAFRFY2012.pdf](http://www.santafecountynm.gov/userfiles/Finance/SFCauditCAFRFY2012.pdf)

Fe Community College, the Institute of American Indian Arts, Santa Fe University of Art and Design, and St. John's College. Other workforce organizations, including SER Jobs for Progress and YouthWorks, provide services and training that connect workers with jobs. Similar to the education/workforce training model that was developed in Albuquerque in collaboration with Sandia National Labs, SF County should work with local high schools and colleges (both 2 and 4-year), and Los Alamos National Laboratory to develop a technical curricula that meets current and future high tech workforce training needs. This would create a clear pipeline for high school and college graduates to immediately receive employment in high tech and high wage jobs. Additionally, partnerships with Northern Area Workforce Development Board and the SER Jobs For Progress present opportunities for workforce training and development.

SF County must also consider the quality of education generally, and the performance of all of its schools and students, as vital precursors of effective economic development. Students who fail to graduate from high school, or who do so lacking basic employment skills, will prevent the County's economy from reaching its potential, and discourage companies and entrepreneurs from establishing operations here. Therefore, staff should be working with all County public education districts and institutions of Higher Education that serve the region to improve their performance.

#### ***Finance and Funding***

As noted above, the County has utilized capital tools successfully in the past for economic development, and opportunities abound to expand these efforts to fund new initiatives. SFC has raised funds directly through General Obligation Bonds and Capital Gross Receipts Taxes, such as for the Open Spaces program. The County has also successfully used LEDA (Local Economic Development Act) to implement economic development initiatives, though expenditures are capped at 10% of the General Fund per LEDA requirements. Federal grants and philanthropic funds are available, many focused on specific local needs. The County is a good manager of federal funds, and more opportunity exists (e.g., via DOD, DOE, HUD), which SFC should aggressively pursue. State funds can also be tapped, such as from the NM Finance Authority. Financial innovations like crowdfunding (large numbers of small investors connected by the Internet), Impact Investing (seeking social as well as financial returns), and Local Investing (in the investor's home community) are emerging methods available to nonprofits and small businesses in the County. Additional vehicles, such as a Local Option GRT Increment, could also be explored to supplement the resources available.

#### ***Telecommunications***

Telecommunications infrastructure and high-speed affordable broadband are crucial assets in the innovation economy. Although basic broadband access is available throughout most of the County, faster speeds and redundancy will be needed; and key economic anchor sites like SFCC and SF Studios require high-bandwidth fiber upgrades in order to provide a suitable environment for new businesses and entrepreneurs. Providing access and education for particular groups of residents with low broadband adoption rates is important to ensure that they have basic workforce skills. Select small, phased, cooperative investments and support could help the County reinvigorate existing industries and develop new businesses with enhanced broadband capabilities. Currently, SF County is engaged in ongoing broadband discussions with the City of Santa Fe, SF Community College, IAIA, SF Indian School, UNM GigaPop, and several other public and private sector organizations, to explore how best to serve the County business, educational, and residential communities with affordable and high speed

broadband. In particular, SF County is interested in exploring ways to reach rural parts of the County that are currently under-served in broadband availability.

### ***Transportation***

Existing and proposed transportation systems, including an airport, roads, rail access, transit, interconnected pedestrian and bicycle networks, and trucking and freight accommodations, provide a foundation for economic vitality. Santa Fe County is host to multiple transportation planning agencies that provide program and project oversight for the growth of this network. Active participation with and investment in the New Mexico Department of Transportation, Santa Fe Metropolitan Planning Organization, The North Central Region Transit District, the Northern Pueblos Regional Planning Organization and the Mid-Region Regional Transportation Organization allow for a comprehensive approach to transportation and transportation infrastructure throughout the County.

Shifting County population demographics will demand greater access to alternate forms of transportation. Members of the Baby Boomer and Millennial generations will have a greater dependence on and desire for integrated transit modalities.<sup>7</sup> SFC has an opportunity to account for varying transit needs through support of Complete Streets transportation planning, a concept which is designed and operated to enable safe access for people of all ages and abilities so they may safely move along and across streets in a community regardless of how they are traveling. SFC can also support planning that accommodates transit, ADA pedestrian facilities, and integrates existing transit with multi-modal functionality.

### ***Railways***

Amtrak rail service represents an important economic development opportunity for Santa Fe County and for NM in general. New Mexico boardings/alightings on the Southwest Chief, the train that passes through Northeast NM, Albuquerque, and Gallup on its way from Chicago to Los Angeles, account for nearly one-third of all boardings/alightings on the entire route, or 129,304 in total. Of those, boardings/alightings at the Lamy station, which is the depot used for Santa Fe, are nearly 13,000. These boardings/alightings represent valuable tourist dollars brought into the economy. Additionally, the owner of the track, BNSF, pays Santa Fe County approximately \$230,000 per year in property taxes. Santa Fe County should support efforts to keep the Southwest Chief on its existing route, and in particular, support efforts in the NM Legislature to study the legal and financial needs for maintaining the track, as well as specific legislation that appropriates funding for track maintenance.

### ***Water***

Water is the single most important and potentially difficult element confronting the County's economic development, but also presents opportunities for smart economic growth. The effects of climate change and prolonged drought are likely to cause increased water scarcity and stress, and SFC's largely decentralized water system makes it difficult to respond in a coordinated fashion. However, by encouraging the development of innovative approaches to water efficiency and conservation, the County can grow local businesses that help resolve this challenge by encouraging technology innovation and assisting them with finding markets for export to an increasingly water-stressed world.

### ***Partnerships***

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<sup>7</sup> "Why Millennials are Ditching Cars and Redefining Ownership." Noah Nelson, NPR.org.

SFC is part of a closely linked, interdependent regional economy, with numerous critical stakeholders representing the public, private, and NGO sectors. The City of Santa Fe is only the most significant of these inter-related entities. This abundance and richness can also create problems if stakeholder interests are not properly aligned around specific areas of shared interest and importance; and the County's relatively constrained ED resources must be leveraged and amplified to produce optimal effects. Partnerships are therefore an essential prerequisite to the success of this Plan. For economic development purposes, SF County partners, formally and informally, with a wide variety of organizations and institutions, ranging from public to private, and including, but not limited to: the City of Santa Fe (and Convention and Visitors Bureau), Regional Development Corporation, NM Partnership, Estancia Valley Economic Development Association, native American tribes, City of Espanola, Rio Arriba County, Los Alamos County.

**Policies**

Effective policies, codes, legislation, and ordinances are among the most effective tools at the County's disposal for encouraging economic growth consistent with SFC's ED agenda. This begins with the SGMP, as well as the Sustainable Land Development Code (SLDC). A broad range of other measures can be considered and implemented, as discussed in detail in the Action Plan chapter below.

**SANTA FE COUNTY OVERVIEW**

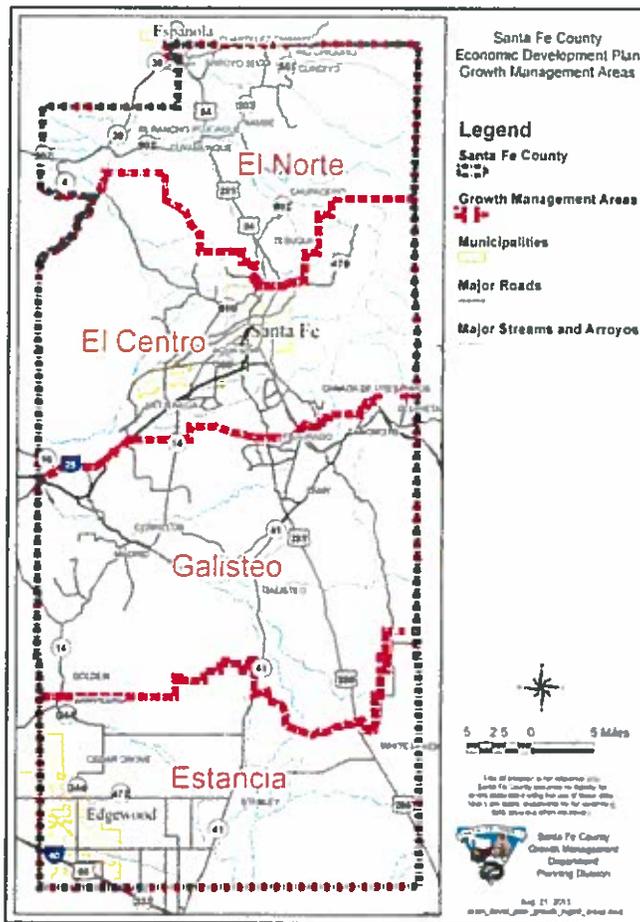
This section presents basic information on the County as a foundation for economic development analysis. For planning and management purposes, the County is divided into four Growth Management Areas (GMAs), based on geographic, political and land use boundaries: El Norte, El Centro, Galisteo, and Estancia. A GMA map and summary table of demographic data follow:

**Table 1 Demographic Data**

<b>Basic demographic data:</b>	<b>County</b>	<b>City</b>	<b>State</b>
Population, 2012 (estimate)	146,375	69,204	2,085,538
Land area in square miles, 2010	1,909	46	121,298
Population density (persons per square mile)	76	1,478	17
Total Households, 2007-2011	60,594	31,266	762,002
No. of families	36,012	16,276	501,798
Homeownership rate, 2007-2011	70.6%	61.2%	69.6%
Total employment (estimate), 2007-2011	71,194	34,687	886,857
Per capita annual income (2011 dollars), 2007-2011	\$32,680	\$34,443	\$23,537
Unemployment	7.90%	7.50%	8.20%

Source: United States Census Bureau

Map 1



Map of Santa Fe County Growth Management Areas

Santa Fe County residents are generally older and more educated than the rest of the State. County residents have higher incomes than others in New Mexico. Housing is much more expensive in Santa Fe than the State. Adjusted for inflation, income per capita in the County is slightly higher than it was in 2000 -- \$32,680 in 2011 versus \$31,860 in 2000. 2011 per capita income is below the 2005 highest levels, pre recession, at \$36,339 real per capita income.

Population in SFC is projected to grow 1% per year 2010-2030, approximately half the rate of growth over 1990-2010.<sup>8</sup> 146,375 current residents would rise to nearly 180,000 by 2020 and about 200,000 by 2030.<sup>9</sup> Since 2000, the County has grown from about 130,000 to today's number (11.5% increase), of which nearly one-half of the population lives in the City.

Over the last 13 years, the greatest employment growth was realized in the U.S. Census categories of education/health/social services, scientific/management, and industries associated

<sup>8</sup> U.S. Census Bureau: Tables CO-EST2001-12-3, B01003; Geospatial and Population Studies Group, University of New Mexico: New Mexico County Population Projections, released Nov 2012.

<sup>9</sup>"Impact Fees for Santa Fe County," James Nicholas, PhD, 2010.

with creativity, tourism and hospitality (arts, recreation, accommodation, and food). Self employment is a strong component of the local job landscape, and data suggest it is becoming increasingly so. Self-employment increased 11% to 14% over the period 2005-2011. As much as one-fourth of all jobs in the City are sole-proprietors and owners of business partnerships (such as LPs and LLCs).<sup>10</sup> After government employment, the largest three industries by number of positions and revenue are 1. Retail Trade, 2. Health Care and Social Assistance, and 3. Accommodation and Food Services.

## GROWTH INDUSTRIES

This Plan focuses on the five Target Industries identified in prior SFC economic development planning efforts, including the SGMP. Research also identified a sixth high-growth opportunity-Health & Wellness. The six sectors are as follows:

- Agriculture
- Arts & Culture
- Ecotourism and Outdoor Recreation
- Film & Media
- Green Industries (especially building, energy, and water)
- Health & Wellness

Each shows promise for continued expansion, and new businesses, jobs, and tax generation, if the appropriate steps are taken.

### Agriculture

Agriculture in New Mexico is thousands of years old -- its long history places high value and importance for the region, disproportionately more than its actual size today in the local economy. Interest in local food and local food security is rising. Agriculture plays a major role in local culture and therefore has a strong impact on tourism. Traditional agricultural products and practices influence the way of life and contribute to the authenticity and uniqueness of Santa Fe County, and have a greater impact than direct financial metrics would imply. A positive ecosystem of organizations is available for local action.

Of 489 farm owners in the County, only 209 (about 42%) listed farming as their primary occupation in 2007, down from 238 in 2002. Total farm operators in the county fell in that same period from 768 to 721 (farms may have multiple operators). Of these farms, two-thirds are smaller than 50 acres in size. Median farm size in Santa Fe County is just 17 acres. The average net income per farm is minus \$4,801 (as in below \$0). Average income per family with a farm has fallen, from \$27,991 to \$18,919.<sup>11</sup>

Major challenges include fragmentation of interests and perspectives among farmers, ranchers, and other participants; the aging farmer and rancher population, with dwindling interest on the part of younger generations to participate; and the vulnerability of water supplies. The number of acres classified in agriculture decreased 25% over the last decade. It is estimated that only one-half of County land designated for cultivation is currently in use. Therefore, supporting existing farmers and bringing in new ones is valuable. Maximizing limited sales is important, including fostering specialty products, direct sales (e.g., farmers markets, mobile matanzas), and niche markets.

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<sup>10</sup> BBC Research and Consulting. "Housing Needs Assessment Update." Prepared for the City of Santa Fe. March 2013.

<sup>11</sup> *ibid*

### ***Key Directions for Sector Progress***

Because agricultural “food sheds” are not formed by county lines, this Plan recommends taking a regional approach to agriculture and joining with other organizations in a common agenda. In particular, the Regional Economic Development Initiative’s 2010 agriculture study prioritized four areas (Infrastructure, Policy and Advocacy, Capital Resources, and Regional Leadership Coordination), balancing potential for impact across a range of stakeholders. The four areas are listed below with County-specific approaches.

- **Infrastructure:** Continue the County’s work ensuring availability of water, maintenance of water rights, and continuation of water seniority on existing agricultural lands. Where necessary, support the continuation of farming activities on properties under cultivation.
- **Policy and Advocacy:** SFC’s farmers and ranchers would benefit from a public County stance on grazing permits on federal land, on which many depend; a plan to address noxious weeds; zoning policies to allow for urban farms/farmstands; and continuation of agricultural land tax valuation.
- **Capital Resources:** Farmers and agricultural organizations need help in raising federal and other grant funding to support local projects, and in promoting connections between farmers/ranchers and financial resources like the Permaculture Credit Union, La Montanita Coop, NM Loan Fund, ACCION, and WESST.
- **Regional Leadership Coordination:** SFC can play an important role in coordinating with other regional efforts, and acknowledging, tracking, and advocating for local organizations doing this work. This area also addresses opportunities in land restoration for agriculture, including forest rehabilitation/thinning, to capitalize on SFC as a leading “Fire Resistant Community” and “wild land-urban interface community.”

### **Arts & Culture**

Arts and Culture (A&C) is core to the modern heart of Santa Fe. The industry is a key economic driver for the region. The City has among the highest concentration of museums per capita than anywhere in America and the region has the most art businesses per capita. Santa Fe has ranked third in art centers in the US, after New York and Los Angeles. Despite this, many local artists are not able to find markets to sell their product, and would benefit from more proactive support. Because so many sector activities occur in the City of Santa Fe and flow beyond city limits, City/County collective effort is imperative.

A&C brings significant capital into the region. One study, “The Economic Importance of Santa Fe’s Arts and Cultural Industries,”<sup>12</sup> (BBER, 2004) valued A&C locally at more than \$1 billion. Commercial activity generated \$54,656,000 in City, County and State taxes. A&C employs 12,567 people -- 1 of every 6 workers in SFC, extrapolating from the BBER report. A&C is the second largest sector employer after government.<sup>13</sup> From 2007 to 2011, the number of total A&C jobs increased 20%. Local arts and cultural activities bring in 38% of capital from outside the region.<sup>14</sup>

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<sup>12</sup> “The Economic Importance of the Arts and Cultural Industries in Santa Fe County.” Lee A. Reynis and Jeffrey Mitchell. Bureau of Business and Economic Research, 2004. (BBER Study)

<sup>13</sup> BBER Study

<sup>14</sup> BBER Study

Several major challenges affect the sector. Access to affordable housing is a significant impediment to growth, as is affordable shop/studio space. A lack of guest facilities in the County prevents visitors from spending as much time exploring SFC's A&C offerings as they might. Many artists and artisans are operating as small businesses without access to needed business assistance and infrastructure. The County could do more to co-promote events and activities, as well as a cottage industry resource directory that lists artists, crafts, and individuals.

### ***Key Directions for Sector Progress***

The following major areas of initiative emerged as holding the greatest potential for expanding and improving the sector:

- **Map the sector/update the BBER study:** Collaborate with the City and others to create an update to the BBER report. Documenting the needs of this creative sector will help identify strategies to lift the most entities.
- **Explore potential for joint efforts:** As one example, the County Lodger's Tax annual capital is less than \$400,000, and City funds, although more than 10 times this amount, are limited for promotion due to dilution supporting many projects. Joint planning to create a stronger regional voice can increase efficiencies, and foster better return.
- **Artist/artisan entrepreneurship initiative:** Focus on building capacity of local artists' cultural enterprises and building markets for increased sales. Draw upon existing small business assistance entities and/or foster a local cooperative for education and instruction on topics including internet promotion, tax strategies, and product development for artists. Consider an artisan incubator, possibly at the Old Judicial Complex, and consider a SFC Folk Art Market/Festival for local creators, including a poster contest and a "hand-made" branding campaign. Similar to the Farmers Market, a "coop" model could be developed that would enable shared display and sales space
- **Recognize and celebrate indigenous creativity in all forms:** Find opportunities to showcase SFC's long history of artisanal skills, hand-made crafts, and custom designs and processes, and to connect these skills with contemporary opportunities. These can be seen now in such forms as works of art and crafts; in the tradition of do-it-yourself adobe home building; woodworkers and traditional furniture, and in the creation of low-rider vehicles (cars, trucks, and bicycles).
- **Develop focused cultural destinations:** Support efforts to create and publicize more visitor destinations, including the cultural corridor between Albuquerque and Taos, Route 66 in the southern tip of the County, the Turquoise Trail running through the middle, and Chimayo's Fiber Trail in the north. La Bajada Mesa is a significant entry point for Santa Fe, and consideration should be given for this area as part of a larger scenic and cultural Corridor between Albuquerque and Taos. The SGMP contains multiple references in Chapter 5 to protecting scenic viewsheds and byways, as well as listing La Bajada Mesa as a potential gateway Corridor.
- **Explore the creation of a new Arts, Culture, Cultural Tourism task force:** Build on the previous work done by the Arts, Culture, Entertainment task force.

### **Ecotourism and Outdoor Recreation**

Ecotourism and outdoor recreation is a promising and important growth area for the County. Promoting the County as a recreational destination for young people and families could

supplement the traditional arts-based tourism associated with an older population (note that there are overlaps between this sector and Arts & Culture). The County has an ideal climate for year-round outdoor activities, a rich unique cultural legacy, and ample open space, much of it underdeveloped and underutilized. With the recent expansion of Bicycle Technologies International (BTI) and hosting of the International Mountain Biking Association (IMBA) World Summit, biking is emerging as a major activity in the County and opportunity for both ecotourism and local business development.

Tourism in all forms (the only classification available in local economic reporting) accounts for 12.4% of County employment. Wages totaled \$208.7 million in 2011, 8.5% of County registered labor income, a potential reflection of salaries in this sector that are below local averages.<sup>15</sup> Total visitor spending in the County increased from \$670 million in 2010 to \$692 million in 2011, returning to pre-recession levels.<sup>16</sup> Tourism in the County in 2011 generated \$159 million in taxes (\$86 million Federal, \$50 million State, and \$23 million Local).<sup>17</sup> Agritourism (bringing visitors to a farm or ranch) is a growing part of the national economy that generates over \$566 million in revenues for US farmers each year. Fewer than 25 NM farms cite revenue from it, indicating significant growth potential.

Outdoor recreation contributes \$3.8 billion annually to the state economy, including \$2.75 billion in retail sales and \$184 million in taxes, and supports 47,000 jobs. This accounts for 4.6% of the state's gross domestic product.<sup>18</sup> Biking opportunities for road and trail are expanding in the County. 23% of New Mexicans participate in biking, which contributes more than \$300 million in equipment purchases statewide. With the addition of the Santa Fe River Trail (SF Greenway Project), and the possibility of a new Camino Real trail (in collaboration with the National Park Service), the ecotourism opportunities for the region are enhanced.

The equestrian industry is an important component of the SF County economy, with over 500 members represented in the Santa Fe County Horse Coalition. Horse facilities, trails, and training grounds provide a robust infrastructure for clinics, agritourism, and overall health/wellness for SF County residents and tourists alike.

Additionally, wedding tourism has emerged as an important element of the tourism economy of Santa Fe, and in particular, same sex marriages. Santa Fe County is by orders of magnitude the most popular County for same sex marriages in New Mexico, and according the County Clerk's office, almost half (305) of same sex marriage licenses issued for late 2013-early 2014 are issued to out-of-state residents, which leads to increased GRT.

Major challenges include a lack of coordination between entities involved in the various aspects of tourism; underutilized off-season capacity in the October to June period; and inadequate recreational infrastructure.

#### ***Key Directions for Sector Progress***

The following major areas of initiative emerged as holding the greatest potential for expanding and improving the sector:

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<sup>15</sup> "The Economic Impact of Tourism in New Mexico." Tourism Economics. 2011.

<sup>16</sup> *ibid*

<sup>17</sup> *ibid*

<sup>18</sup> "Trails for the People and Economy of Santa Fe." Ernest Atencio, Santa Fe Conservation Trust. 2012.

- **Road and Mountain Biking:** This is a key area for the County, and one in which to invest capital and staff time, as the leading ecotourism strategy. It is a good shoulder- and high-season activity that could be promoted through marketing and PR.
- **Leverage available partnership opportunities:** Where possible, joint efforts between the City, NM Tourism Dept, non-profits, and the County increase the impact of investments made in this sector.
- **Partnerships:** Although corporate sponsors are lacking, many organizations with ties to the County can provide resources to advance ecotourism, especially when focused on biking and equestrian activities. Strategic partnerships with private sector and other entities could provide needed funding and visibility for events and promotional efforts.
- **North Central Regional Transit District (RTD) and its partners** are building the local transportation network. "Blue Bus" services run during the week. These vehicles could serve as shuttles for tours, tourist destinations, and/or provide access to the ski basin on weekends.
- **Highlighting the Cultural Corridor** between Albuquerque and Taos links tourism for all participants -- local and visitor. It connects existing tour routes like the Turquoise Trail up from the south and the Fiber Route in the north. Work with existing organizers, such as the Global Center for Cultural Entrepreneurship, to coordinate promotion of events linked to the corridor, such as County based Gallery Tours, to reach a wider audience. SFC staff can participate in regional convening, in planning efforts by the Northern Rio Grande National Heritage Area, and other government entities to ensure SFC based activities are "on the agenda."

## Film and Media

Over the past 10 years, the media industries, and particularly film, television, and their related sectors, have experienced tremendous growth in New Mexico. Santa Fe County and the surrounding regions have been primary benefactors of this growth: tens of millions of production dollars have been spent here, thousands of direct and indirect jobs have been created or supported, and hundreds of local businesses have been patronized during this period. The industry also provided a significant economic and job creation cushion as other sectors faltered during the economic downturn of 2008-2012.

While production declined significantly in 2011-2012 as the political climate destabilized and incentives were uncertain, it has rebounded with the reestablishment of a stable and supportive climate. In May 2013, the NM Film Office (which does not break out figures by county) announced 10 projects were filming in the state just that month, compared to 13 in all 2012. Santa Fe Studios President Jason Hool recently reported that the facility was at full capacity.<sup>19</sup> Average direct spending into the NM economy for 2009-2013 was \$236 million each year. Worker days averaged 187,000 per year over the same period.<sup>20</sup> Statewide, the motion picture and television industry is responsible for 3,268 direct jobs and \$131 million in wages. IATSE Local 480 (the film technicians union) reported that in May 2013, 1,300 of its members were employed on productions in SFC.

<sup>19</sup> "Film Productions on Rise in New Mexico," Jeri Clausing. Associated Press, May 2, 2013.

<sup>20</sup> New Mexico Film Office: [www.nmfilm.com/statistics](http://www.nmfilm.com/statistics)

Major challenges confronting the sector include a lack of digital and post-production equipment, facilities, and talent able to capture more of this value from studio production; limits on sound stage capacity, constraining growth in the number of productions that can be served; and frequent fragmentation of interests and agenda among the many stakeholders in the SFC film and media ecosystem.

### ***Key Directions for Sector Progress***

The following major areas of initiative emerged as holding the greatest potential for expanding and improving the sector:

- **Develop Post-Production Capabilities:** Work with Shoot SF members, IATSE, Santa Fe and Garson Studios and other entities to expand soundstage space, establish post-production facilities, and grow other support facilities and local businesses.
- **Form a “co-op” production entity with SFCC/SFUAD/IAIA for production of local content such as governmental PSAs and informational programming, local promotional and tourism programming, etc.:** This would provide cost-effective training and production opportunities for local filmmakers and students, and expand opportunities into post and digital production.
- **Establish a contract coordinating position to advance efforts across county, city, and regional assets.** Ideally this would be jointly supported/funded by the county, the city, and other regional partners via Shoot Santa Fe.
- **Establish a Northern New Mexico PBS TV station:** Work with appropriate stakeholders to evaluate costs and benefits, including a conduit for locally-produced content.

## **Green Industries**

The Green Industries sector includes three primary components: building, energy and water.

### ***Building***

This sub-sector includes materials, design, and construction methods to use fewer resources and healthier products for humans and the environment, while creating durable, high-performance buildings. Both new construction and retrofits/renovation for commercial, government, and residential purposes play a part.

The Santa Fe region has a range of professionals with deep expertise in Leadership in Energy and Environmental Design (LEED),<sup>21</sup> adobe and other natural materials, historic preservation, Home Energy Rating System (HERS),<sup>22</sup> zero emission or “net-zero” homes, Passive House (passive solar design), and other sustainable design and construction specialties. The most resource-efficient buildings are designed for the particular climate and built from regionally available materials, as has been done in this region for centuries.<sup>23</sup>

Available data are as follows: green buildings made up 17% of residential construction in U.S. in 2011.<sup>24</sup> 480 construction entities in the County generated \$77 million in annual payroll with

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<sup>21</sup> LEED, the green building certification. [www.usgbc.org/leed](http://www.usgbc.org/leed)

<sup>22</sup> HERS [www.energy.ca.gov/HERS](http://www.energy.ca.gov/HERS)

<sup>23</sup> "Santa Fe Green Building Guidelines." *GoRealty Santa Fe*. Santa Fe Area Home Builders Association & Sustainable Communities, Inc., 2002. Web. 25 June 2013.

<sup>24</sup> Thinkprogress.org reported on a survey conducted by McGraw-Hill Construction.

2,201 employees.<sup>25</sup> 390 new construction jobs in SFC are projected by 2020, an 18% increase. (2011 figures).<sup>26</sup> Construction as an industry registered \$5.5 million in GRT, nearly 15% of total County GRT collected (2013).

Major challenges are in the areas of access to financing for retrofits and lack of knowledge about the economic benefits of green improvements and techniques; and the building code and regulatory environments. Key directions for progress in this sub-sector are:

- **Fund green rehabilitation and retrofits** of existing affordable housing from a variety of funding sources, including County funds, and finance new green affordable housing.
- **Improve access to financing** with existing resources, like the existing renewable energy financing district, to provide affordable capital for this work. Channel grants and other funding sources.
- **Review the Sustainable Land Development Code (SLDC)** to embrace green construction, and add new HERS requirements that save consumers money over the life of the building.

### *Energy*

This sub-sector includes renewable energy generation and decentralized energy systems. Nationally, renewable and clean energy have been among the fastest growing green industry segments in the past decade. Renewable energy and energy efficiency technologies generated 8.5 million new jobs, \$970 billion in revenue, and more than \$100 billion industry profits in 2006.<sup>27</sup>

Over the past ten years, NM's renewable energy sector more than doubled in electricity generated. NM has the second best solar resource nation-wide, and the state ranks 12<sup>th</sup> as a wind resource, with especially good potential in the southeast portion of the County. As of 2011, the Santa Fe MSA had 2,820 green jobs, which made up 4% of all jobs in the MSA and 8% of green jobs in the state. Of those jobs, 410 are Renewable Energy, 370 are Clean Manufacturing, 1,820 are Energy Efficiency and 210 are Research, Development, and Administration.<sup>28</sup>

National estimates indicate that each \$1 million invested in clean energy and energy efficiency creates 16.7 jobs compared with 5.3 jobs generated by spending on oil, gas, and coal. The American Solar Energy Society estimates the renewable energy and energy efficiency industries could create 37 million new jobs in the U.S. by 2030. NM's share would be 236,800 jobs.<sup>29</sup>

Major challenges are in the areas of access to financing for residential and commercial improvements; the utility policy and regulatory environments; and lack of business and consumer incentives for adoption. Key directions for progress in this sub-sector are:

- **Support financing opportunities** that can accelerate renewable energy, construction energy efficiency, and other green improvements. Bring local banks and credit unions into the effort, thus helping everyone to participate in the green economy. Financing

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<sup>25</sup> United States Census Bureau:

<http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>. August 2013.

<sup>26</sup> "2020 In-Brief Santa Fe MSA." New Mexico Department of Workforce Solutions. PDF file.

<sup>27</sup> Greenforall.org

<sup>28</sup> "New Mexico Green Jobs Report: 2011." NM Department of Workforce Solutions 2011

<sup>29</sup> "New Mexico's Green Economy." [www.stateinnovation.org/Events/Event-Listing/New-Mexico-Workforce/Backgrounder/5-2-NMGreenJobsCabinetReport.aspx](http://www.stateinnovation.org/Events/Event-Listing/New-Mexico-Workforce/Backgrounder/5-2-NMGreenJobsCabinetReport.aspx)

through tax bills, utility payments, bonding, and other County mechanisms can also be considered.

- **Evaluate the feasibility of an energy self-sufficiency mandate for Santa Fe County Buildings** that would incorporate solar and other renewable energy. This would show the County as a leader, “practicing what it preaches.”
- **Champion local energy companies** and support their continued efforts and growth.
- **Continue to explore a City and County-owned and operated public power utility** that could help the County implement green initiatives and promote growth in the green economy.
- **Promote development of grid-scale renewables generation and transmission**, with solar and wind resources and location-appropriate transmission lines to access external markets.
- **Develop leadership in the decentralized energy infrastructure domain**, as this gives strong indication of being a major growth area globally while supporting local goals, and can drive export opportunities and the growth of economic base jobs.

### ***Water Efficiency & Conservation***

Water resources, and the reality of SFC’s arid, high-desert geography, are well-known concerns in Santa Fe County, the region, and State. The area is in its third consecutive record drought year, and climate predictions indicate a continuing trend. Water security is an immediate and pressing concern. Central elements for economic consideration include water supply quantity, quality, sources (watershed, surface and groundwater), sustainability, and access (residential, commercial, agriculture, water rights, etc).

Water conservation and efficiency measures can offer significant economic opportunities if the correct steps are taken; and through a research and innovation program, can lead to economic base jobs and export opportunities for products, services, and solutions to an increasingly water-stressed world. SFC already hosts a rich and diverse ecosystem of businesses, professionals, and NGOs working in this domain, some with regional and national reputations.

Major challenges are in the areas of awareness of potential water stress severity; consumer resistance to water reuse; the regulatory environment; and lack of business and consumer incentives for innovation and adoption.

Key directions for progress in this sub-sector are:

- **Communicate the severity of the challenge**, and climate change trends, to all sectors (residential, building design and construction, commercial, agriculture and ranching).
- **Catalyze the design, development, and deployment of improved water efficiency, conservation, and reuse products, systems, and behaviors** across all sectors.
- **Utilize the Pojoaque Basin Regional Water System** (and other water systems) in support of efficiency and conservation technology development and solutions, and to drive broad adoption and highlight new initiatives in the region.
- **Consider a Regional Water Utility** that uses decentralized community systems under a central management authority to achieve greater efficiency and economic development goals.

- Choose a target and goal and inspire innovation to improve upon it with competitions and media.
- Export solutions to markets outside the County.

#### Health and Wellness

This sub-sector includes formal medical treatment, care for the aging and retiree populations, “alternative” medicine and modalities, and recognition of the Santa Fe region as a locus for personal care and spirituality. Economic activities within health and wellness have grown significantly in recent years, and this sector is projected to be among the greatest areas for growth and jobs in the County. Beyond traditional medicine, the County’s strong cultural reputation, emerging recreational opportunities, and high density of alternative medicine practitioners could make it a destination for wellness.

Health care is already the fastest growing industry in the County, and Santa Fe is a regional medical center for Northern New Mexico through Christus St. Vincent Regional Medical Center. A rapidly aging population and thousands of newly insured New Mexicans due to the Affordable Care Act present both challenges and opportunities for this sector. Accessibility of care for poor and rural residents is an ongoing challenge that must be addressed to help these communities reach their potential. The Health Care and Social Assistance Industry in the County is composed of 642 establishments with 8,279 employees, or 14% of total employment. Wages in this sector average \$878 per week, and comprise 16% of total County earnings. Employment increased by 1,880 jobs over 2005-2010, an annual rate of 5%. In northern NM, such employment is expected to grow 27% by 2019, the highest rate among all occupational groups.

#### *Key Directions for Sector Progress*

Major challenges in developing this as a sector have mostly to do with the fact that it has never been approached as a growth *industry per se* (i.e., most participants have a social services perspective). In addition, the components of conventional healthcare, alternative modalities, and the needs of extended life-spans have never been integrated into a common concept.

The key direction for progress therefore seeks to address these challenges by convening the full range of stakeholders to begin discussions about how best to promote the County and the region as a destination for health/wellness.

## **ECONOMIC DEVELOPMENT ACTION PLAN**

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This chapter provides top-priority recommendations, and specific action items for implementation, based on the findings of the Strategic Plan (above). Tied to SGMP strategies and policies, the recommendations begin with overarching Systems and Infrastructure actions, followed by each of the six Target Industries.

#### **METHODOLOGY**

A large set – several hundred initial ideas – was generated by the consultants, community interviewees and roundtable discussion members, industry experts, and via research on other community initiatives elsewhere. Overlapping ideas were combined based on synergies and commonalities. Then, the most feasible, diversified, and impactful ideas, based on the

consultants' and experts' informed judgment and SGMP guidelines, were scored along 10 dimensions. The highest scoring ideas were further developed for these Recommendations. Many of the other ideas compiled have merit, and should be revisited in the future for possible implementation.

**Portfolio Approach**

In addition to selecting a rich mixture of recommendations spanning systems, infrastructure, industries, and goals, these top-priority ideas offer a diversified mix, or “portfolio” of short and simple, more sustained, and ambitious initiatives, labeled as follows:

- **Quick Win** items can be acted upon right away. These are discrete, modest strategies that will rapidly show tangible results. Acting on them addresses immediate issues, and builds a track record of credibility, while starting the implementation of a comprehensive economic development agenda.
- **Build Capacity** items grow and strengthen County capabilities, using what is already in place, to maximize reach and impact. These strategies require investments of resources, and steady tactical advances, in order to realize the ultimate incremental gains.
- **Game Changer** items are newer, larger, and novel strategies that require greater effort and change. These are usually longer-term efforts that require development over time, and are capable of shifting the entire industry or system discussed.

The portfolio mix is summarized in the tables below:

<b>Systems and Infrastructure</b>	<b>Game Changers</b>	<b>Capacity Building</b>	<b>Quick Wins</b>
<b>Small Biz &amp; Entrepreneurs</b>		Partnerships with local business organizations and support entities	Streamline business licensing and registration Procurement codes aligned to support strategic businesses
<b>Collaborative Structures</b>		Seek a regional brand w/ surrounding players to promote entrepreneurship	Ad hoc task forces on specific themes
<b>Finance</b>	Explore community impact investing via SFC corpus or bonds Local viability of GRT increment LEDA Funding vehicles for high-growth/potential areas	Small grants and sponsorship pool for community improvements Hire contract grant writers	
<b>Workforce Dev</b>		Increase Internship programs (Youthworks, AmeriCorps, SER Jobs for Progress, others)	
<b>Infrastructure</b>	Ubiquitous high speed broadband, fiber in target ED areas	Airport increased activity & improvements	
<b>Built Environment</b>		Increase availability of affordable housing Incorporate economic development objectives in uses of County property	

<b>Arts &amp; Culture</b>		Support development of Cultural Corridor	Update BBER study
		Support artists County-wide in unincorporated areas	
<b>Ecotourism/ Outdoor rec</b>	Support growth of recreational experience and equipment companies	Explore joint efforts and potential combined marketing efforts between City and County	Better way-finding for trails and open space
		Promote SFC as year-round destination with shoulder season event(s)	
		Support better RV infrastructure	
		Support national sporting events in SFC	
<b>Film &amp; Media</b>	Develop post-production capabilities	Explore co-funding film/media coordinator	
		Facilitate Co-op production entity	
		Evaluate costs/benefits of PBS license in SFC	
<b>Green Industry- All</b>	Foster third repayment mechanisms for energy and other improvements		
<b>Green Building</b>	Make green, affordable housing available	Evaluate feasibility to mandate path for energy self-sufficiency of buildings in SFC	Encourage retrofits to develop the local green building sector
<b>Energy</b>	Support in concept a local public municipal utility	Support SFCC Training Center Corp. programs	Apply Qualified Energy Conservation Bond ED investments in renewables
		Promote utility-scale renewable generation, transmission	
		Phase 2 funding for Microgrid Systems Laboratory	
<b>Water</b>	Create a Decentralized Regional Water Authority	Maximize capture, use of rain and grey water through favorable codes and policies Include ED Manager in Aamodt planning discussions	Develop showcase events around water
<b>Health &amp; Wellness</b>			Focus group to develop industry

## EXPLANATION OF THE FRAMEWORK PRESENTATION

Recommendations appear below under relevant top-level “goals,” i.e., critical directions for advancing the overall economic development strategy. Every goal is aligned with specific Sustainable Growth Management Plan goals, strategies, and/or policies for cohesion within SFC efforts, and to ensure a unified vision. The definitions of the terms “goal, policy, and strategy” are applied here as used in the SGMP.

In each section below, the goal is explained, and then the following information is provided for each recommendation:

“Portfolio Type,” as in the table above, classifies each type:

- Quick Win
- Build Capacity
- Game Changer

“Action Needed” details the type of action required by the County:

- **Legislation:** County rule, statute, ordinance and/or policy adoption/change; or passage of a resolution.
- **Collaboration:** County partners with other entities to implement the idea.
- **Investment:** County expends resources in some manner to implement the idea. This means fiscal or similar resources.
- **Facilitate:** County allocates staff time, but not money. It is similar to Collaboration above, but here the County takes a leadership role with active, consistent involvement.

In a few cases, an option is marked with more than one action, “Other” or “All.”

“Time Frame” indicates the period required to accomplish the accompanying recommendation:

- Short: 1-3 years
- Medium: 3-7 years
- Long: 7+ years

“Strategy” explains SFC’s specific action(s) for implementation.

“Resources Needed” provides a high-level assessment detailing resources and actions to implement the idea: funding, relationships, major steps, specific staff time, and/or other items.

“Key Collaborators” identifies major stakeholders to work with: businesses, non-profits, government entities, philanthropic sources, and/or others.

“Capital Needed” is a preliminary estimate of the level of investment required to carry the recommendation forward (by the County or other entities). It is indicated as low, medium, or high. In broad terms:

- Low is less than \$100,000
- Medium is up to \$500,000
- High is greater than \$500,000

Note that this does not imply that the County is obligated to provide any or all of this capital. It is simply a means to understand the scale of the effort itself.

“Metric for Success” identifies the indicators by which progress and implementation can be measured, assessed, and evaluated.

## RECOMMENDATIONS

### Overarching Recommendations:

#### Systems and Infrastructure, Multiple Sectors

#### **GOAL 1: Stimulate entrepreneurial activity in Santa Fe County.**

This goal is taken directly from SFC’s economic development mission statement. Entrepreneurial growth, defined as an increase in small business startups, in Santa Fe County is a key to economic diversification and a reduced dependence on the traditional economic drivers such as Los Alamos National Laboratory, Tourism, and government. It is a foundational activity of economic development efforts by the County.

This is supported by:

- SGMP Goal 8, Policy 8.5

**Policy 1.1** *Quick win: Streamline business licensing and registration processes and reduce the registration fees to an amount comparable with neighboring governmental entities.*

This is supported:

- SLDC Chapter 10, Sec. 10.6

**Action Needed:** Legislation

**Time Frame:** Short

**Description:** Make it easy and encouraging for small business in SFC to register, and then renew each year. User-friendly, “one-stop shop” process serves the dual purpose of reducing the number of scoflaws, which allows for better data collection for economic development purposes. At the same time, favorable interactions with the County pave the way for stronger, more positive future relationships. An easy renewal process keeps business owners coming back.

**Strategy 1.1.1:** Re-design current requirements and processes for greater ease of use by small businesses.

**Strategy 1.1.2:** Amend County Fee Ordinance so that business registration fees are in line with City fees and neighboring counties.

**Strategy 1.1.3:** Offer one-stop online registration or in person.

**Strategy 1.1.4:** Have occupancy requirements based on business type and size. For example, home-based service businesses that rarely have customers on-site are granted a lighter process that is still safe and complies with appropriate review.

**Resources Needed:** Ordinance and code change and staff implementation. Revenue projected to increase with more systematic annual renewals and an increasing number of business registrations each year.

**Key Collaborators:** Business organizations, business support entities for education/dissemination, and County internal departments.

**Capital Needed:** Low

**Metric for Success:** New fee ordinance adopted reflecting more appropriate business registration fees. New code adopted reflecting simple, streamlined business guidelines.

**Policy 1.2** *Build Capacity: Foster active partnerships with local business support programs to enhance target industries.*

This is supported by:

- SGMP Goal 10, Strategies 10.1.1, 10.1.2, 10.1.3
- SGMP Goal 12

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** SFC enjoys a rich mixture of support organizations and programs, which rely (in part) on public funding for their continued operations. The County can earn a strong ROI by supporting effective entities and their existing successful programs.

**Strategy 1.2.1:** Collaborate with and participate in local organizations through sponsorship of events, attending public efforts, connecting businesses and entrepreneurs with appropriate organizations, linking SFC website with others, staying current on ED initiatives, and other active contributions to the regional ED eco-system.

**Resources Needed:** Staff time, PR through regular communication channels, and small financial support as part of local sponsorships (see Policy 2.4, below).

**Key Collaborators:** SFC, BizMIX, Accion, Loan Fund, WESST, Velocity Project, SF Business Incubator, SBDC, SCORE, LANL/Sandia's small business efforts, and others.

**Capital Needed:** Low

**Metric for Success:** Number of collaborations/partnerships, attendance at events, support in dollars, press/media mentions.

**Policy 1.3** *Build Capacity: Collaborate to enhance the Santa Fe brand to include both City and County, and feature their distinctive assets and attributes for entrepreneurial growth.*

This is supported by:

- SGMP Strategy 10.2.1

**Action Needed:** Collaboration, Investment

**Time Frame:** Long

**Description:** Santa Fe's brand is strong, but limited in topic and geography. It would benefit from more contributions to expand the image to include SFC (and the region), and from an identity that fosters the triple bottom line economy. A "hand-made" branding campaign could help local artists and craftsmen.

**Strategy 1.3.1:** Ensure SFC is "at the table" at discussions and events that shape this identity. SFC aligns its activities with others in the region. SFC staff reinforces the triple bottom line economy messaging in its and other communications and activities.

**Resources Needed:** Staff time and County wide collaboration, connections, and coordination with other stakeholders. Time and resources from County PR and marketing.

**Key Collaborators:** County PR and other departments, City of Santa Fe, Convention and Visitors Bureau, business organizations, and other local governments.

**Capital Needed:** Low

**Metric for Success:** Media attention and number of media hits, recognition in perception surveys, changes in attitudes by local business people as measured in surveys.

**Additional recommendations supporting this goal:**

**Policy 1.4** *Quick win: Work with SF County Procurement staff to explore any additional innovative means to support County businesses with local preferences.*

This is supported by:

- SGMP Policy 12.2

**Action Needed:** Legislation

**Time Frame:** Short

**Strategy 1.4.1:** Allocate staff time to evaluating and modifying relevant codes.

**Policy 1.5** *Quick Win: Organize ad hoc collaborative task forces for specific ED purposes, e.g., Shoot Santa Fe and a renewed, but more targeted ACE.*

**Action Needed:** Collaboration

**Time Frame:** Short

**Strategy 1.5.1:** Allocate staff time and cultivate political capital, then organize task forces around immediate and specific shared goals.

**GOAL 2: Catalyze new capital flows into SFC through innovative financing and grants.**

One of the greatest hurdles to growth for new businesses and mature commercial efforts is capital. SFC is well placed to increase the flow of investment financing, public funds, and philanthropy to advance its economic development goals. SFC has direct access to specific tools to use and is well placed to access certain funding. The nature of financing is changing, with the rise of impact investing and socially responsible entities, as well as technology mobilizing crowd-funding and direct public offerings.

This goal is supported by:

- SGMP Goal 12, Policy 12.1

**Policy 2.1** *Game Changer: Explore potential allocation of County investment corpus and/or bonding capacity for community investment.*

This is supported by:

- SGMP Policy 12.1

**Action Needed: Statutory Legislation**  
Medium

**Time Frame:**

**Description:** Community Investment is the fastest growing field within impact investing (also known as socially responsible investing, or SRI, which in itself is increasingly established in the industry). Today, 1 of every 8 professionally managed dollars is under SRI. Many studies document that SRI investing can generate market or higher portfolio returns.

Community investment focuses on viable local placement of capital that generates financial return while also deriving social and/or environmental benefits. This is not a new concept; the County has already done this with transactions like SF Studios. As one example, SFC could set up an Economic Development Fund to invest into local efforts with promise of return. There are community development organizations that offer a published rate of return for investors (such as the County), and which in turn invest directly into community projects, creating a win-win that includes a small financial return plus a potentially large social return. Supporting local films by providing short-term loans could be repaid by state production rebates. SFC could pursue investment in local renewable energy, and attract target innovators and companies. In addition, fossil fuel *divestment* would offer strong support for alignment with the sustainable elements of the SGMP.

Many public institutions already have such policies in place. One of the largest is CALPERS, the California state employees' pension fund with billions under management. In addition to numerous screening guidelines, 1% is allocated to California community investment.

**Strategy 2.1.1:** Review feasibility and potential with SFC finance officials. If pursued, SFC would need to establish investment, due diligence, allocation and management criteria.

**Resources Needed:** Initially, staff time, leadership, political will. Collective effort and internal education will be needed to have managers, financial professionals and leaders understand the goals, value and process directing investment corpus allocation that generates return.

**Key Collaborators:** Financial professionals, local impact investing community and initiatives, political leaders, County Management

**Capital Needed:** Very Low to start; grow with time and experience, but any costs should be covered by returns.

**Metric for Success:** feasibility reviewed, guidelines developed, portfolio requirements, portfolio performance, financial return on specific investments, and other types of return defined and generated.

**Policy 2.2     *Game Changer: Explore viability of establishing a Local Option Gross Receipts Tax for Economic Development projects***

This is supported by:

- SGMP Policy 8.6 and 12.1

**Action Needed:** Legislation

**Time Frame:** Medium

**Description:** This recommendation could generate substantial funds dedicated to economic development in Santa Fe County which could be designated for specific purposes. While taxes are not popular, the return on investment for this is high.

**Strategy 2.2.1:** Facilitate efforts by seeking expert input

**Resources Needed:** To explore viability, this needs resources: some time from experts both local and nationally, and input needed from key politicians. To advance to fruition, will need high political will and social capital.

**Key Collaborators:** Internal County personnel, political leaders, technical experts and input from key community voices

**Capital Needed:** Low

**Metric for Success:** Viability understood, report generated, next steps to referendum documented.

**Policy 2.3**     *Game Changer: Explore how available financing mechanisms can be used to enable the Community College District and other projected high growth areas to achieve Economic Development objectives.*

This is supported by:

- SGMP Goal 11 and 12, Policy 12.1, 11.2

**Action Needed:** Legislation/Other

**Time Frame:** Long

**Description:** To accelerate advances in the fastest growing economic areas in the County, SFC can identify and support utilization of available financing mechanisms as appropriate. This facilitates greater, appropriate growth by attracting entities connected with the Target Industries as well as services that support the employees and students, including food, housing and other needs.

Examples of available financing mechanisms include Local Economic Development Act, Industrial Revenue Bonds, and Tax Increment Development District (TIDD). TIDDs are mechanisms to support economic development and job creation by providing gross receipts tax financing and property tax financing for public infrastructure. New Mexico Finance Authority is promoting financing and grants for government and private entities that foster economic development. Working with banks on existing deals accelerates transactions.

**Strategy 2.3.1:** Lead efforts to explore bringing new and additional funding mechanisms to the CCD and other projected high growth areas to help new businesses access capital.

**Resources Needed:** Leadership and political navigation, some money by County for administration, with emphasis on net gain for any County expenses.

**Key Collaborators:** SFC, SFCC, SF Studios, BTI, civic groups, Edgewood area stakeholders, Chambers of Commerce, planning entities

**Capital Needed:** Depending on financing mechanism, Medium to High)

**Metric for Success:** Identify feasible sources of supplemental funding.

**Policy 2.4 *Build Capacity: Allocate funds to a small-grants and sponsorship pool for targeted ED.***

This is supported by:

- SGMP Goal 12, and Policies 12.2 and 12.4

**Action Needed:** Investment

**Time Frame:** Short/Medium

**Description:** The County should take a small amount of its economic development budget and combine it, when needed, with State, City and other sources to support small community initiatives and organizations through sponsorship, participation, and funding. "Investment" means taking monies and offering challenge grants, matching funds, returnable capital, and sponsorships where the County gets value, as well as increasing probability of successful initiatives. Making small community improvement grants available supports events, improves facilities, creates signage, and other specific uses to move economic development.

**Strategy 2.4.1:** Establish criteria for selection, administration processes and reporting requirements. This will be a light administrative effort, not a new bureaucracy.

**Resources Needed:** Small line item within the economic development budget, as State funding is often available. In addition, it requires staff time for the administration, management and tracking of capital. Some marketing/promotion effort will be needed, as well as education of local community entities.

**Key Collaborators:** SFC, County Commissioners, community groups, County internal staff

**Capital Needed:** Low

**Metric for Success:** Amount of money provided, report back on uses of money provided

**Policy 2.5 *Build Capacity: Hire contract grant writers to catalyze local applications for large philanthropic and federal grants.***

This is supported by:

- SGMP Goals 8-13

**Action Needed:** Investment

**Time Frame:** Medium

**Description:** A very small portion of the economic development budget should be used to contract with grant writers on an as-needed basis, for specific applications of strategic value that have high probability of bringing in large grants from philanthropic, federal, or other sources.

The County will partner with local entities, such as the City and leading non-profit organizations to leverage its standing to channel new funds into the community. This has been done in many other communities, and captures the opportunity created by federal funding agencies, some of which report that "money is sent back from NM to Washington every year."

**Strategy 2.5.1:** Dedicate budget allocation.

**Strategy 2.5.2:** Work with key collaborators; establish decision-making criteria.

**Resources Needed:** staff time, small amount of funding that leads to greater capital brought in.

**Key Collaborators:** SFC, nonprofit organizations,, City of Santa Fe, local communities, NM state agencies, government agencies, foundations

**Capital Needed:** Low

**Metric for Success Return on Investment:** amount of money invested vs. amount awarded.

### **GOAL 3: Maintain a strong workforce to attract/retain businesses.**

Any economic development plan is only as viable as the workforce available to execute it. Given the disproportionately low number of young people in the community, SFC economic development seeks to engage young professionals meaningfully in the community and attract more of them as a measure to counteract the outward flow of this population.

This goal is supported by:

- SGMP Goal 13, Policies 13.1, 13.2, 13.3

**Policy 3.1** *Quick Win and Build Capacity: Engage Internship, apprenticeship, and entry-level professional programs; support SFCC and SER Jobs for Progress training programs.*

**Action Needed:** Other

**Time Frame:** Short

**Description:** This recommendation fosters an environment of professional development, and builds a broad coalition offering regular support for entry level jobs, professional development, and a path to advancement. A first step is to involve internships and apprenticeships in County government with groups including YouthWorks and national AmeriCorps programs (Americorps, VISTA and RSVP); in Santa Fe the EarthCare team is an example, in County government and local agency projects. This recommendation also supports training by local entities like SER Jobs for Progress and other workforce development entities.

The longer term effort envisions a collective ecosystem for young professional jobs, and regular entry opportunities that are well known and available in public, private and non-profit organizations.

**Strategy 3.1.1:** Facilitate efforts to secure grants for internships; design internship programs based on organization requirements; and include interns and professional development in other SFC funded efforts.

**Resources Needed:** High leverage opportunity for little investment. YouthWorks has established guidelines and an example at the County and City for apprenticeships, which can readily be replicated. Longer term, SFC staff time invested into collaboration brings together others interested in young professional development through the Chamber and other entities. To expand efforts, a grant writer is contracted to assist with securing internship funding; \$10,000 is the match cost per year to fund each AmeriCorps VISTA position, for example.

**Key Collaborators:** SFC, Youthworks, SFCC, County agencies NM state commission on volunteerism/Corporation for National Service (AmeriCorps), Chamber of Commerce,

City, labor unions, workforce development, educational institutions, private sector employers

**Capital Needed:** Low

**Metric for Success:** Number of interns, number of hires, number of trainings

**GOAL 4: Make critical infrastructure improvements and capitalize on the existing built environment for economic development goals.**

Maximizing existing physical resources for economic development is foundational to the overall strategy and vision. Strong, functioning and efficient infrastructure is a vital building block for local economic activity and tourism alike. The County will participate in and contribute to valuable infrastructure improvements that generate high return on investment. It will leverage its budget, work with others, and – where necessary – seek additional resources.

This goal is supported by:

- SGMP Goal 9

**Policy 4.1 *Game Changer: Support establishing ubiquitous, affordable high-speed broadband county-wide, and particularly in targeted ED areas.***

This is supported by:

- SGMP Policy 9.1, Strategy 9.1.1

**Action Needed:** All

**Time Frame:** Medium

**Description:** This recommendation encourages expansion of high-speed internet access throughout the County, particularly in higher economic traffic zones. It specifically ensures adequate and affordable connectivity to and around the Community College District (CCD). It suggests exploring the viability of connecting REDI Net to National Lambda Rail. It also involves the establishment of additional wireless networks, especially for rural regions of the County. Given the County’s limited roles, responsibilities and capabilities regarding broadband, it should embark upon ways to partner or cooperate with other public sector entities and with the private sector interests, to achieve social and economic win-win outcomes.

Building on the success of the SFRTC and REDI Net, the County should perform a County-wide needs assessment to determine where the current gaps are in broadband connectivity, and where the County should target resources, which could include an open fiber network extension from the REDI Net Point of Presence (POP) at the County Fairgrounds to the CCD; other anchor sites should also be considered as the basis and focus for greater countywide broadband planning considerations and initiatives.

**Strategy 4.1.1:** SFC will facilitate collaborative action among regional stakeholders, particularly to ensure the right institutions and organizations are at the table; involve the private sector and support their lead; and work toward consensus around the idea.

**Strategy 4.1.4:** Consider leveraged investments in particular projects that offer strong return.

**Resources Needed:** Some staff time and political support are required at minimum; possibly capital at a later stage.

**Key Collaborators:** SFC, REDI Net, consultants, City of Santa Fe, SFCC, Santa Fe studios, businesses and residents in and around CCD and other priority areas, private providers

**Capital Needed:** High

**Metric for Success:** Comprehensive plan established that ensures all of SFC has access to high-speed broadband.

**Policy 4.2** *Build Capacity: Actively work to increase availability of affordable housing in SFC.*

This is supported by:

- SGMP Policies 8.1, 8.2, 8.3, 13.1

**Action Needed:** All

**Time Frame:** Medium

**Description:** Housing is a significant portion of the County's tax base. Construction is a key component of the local economy. High housing prices make affordability a challenge, decreasing live-ability for some in this community. For this recommendation, SFC will actively foster an increase in affordable units through new development, rehabbing existing housing stock, and repurposing buildings throughout the County, including communities such as El Dorado and Edgewood. For funding, provide additional funding for existing and recommended affordable housing initiatives. Specialized efforts will be encouraged to support specific populations and create communities, such as artists, seniors, film workers, or immigrants, among others.

**Strategy 4.2.1:** Create supportive and logical policy; provide leadership; enable access to third-party financing; and offer facilitation to advance this agenda.

**Strategy 4.2.2:** Channel existing SFC budget line items to maximum effectiveness. For example, direct allocation of portions of the affordable housing budget to programs that attract/retain artists, entrepreneurs, filmmakers and seniors would directly support ED goals.

**Resources Needed:** This recommendation is best executed on a case-by-case basis to support specific developments with focused attention on targeted populations.

**Key Collaborators:** Santa Fe County Affordable Housing Program, Santa Fe County Housing Authority, Homewise, Homebuilders Association, Housing Trust, public agencies such as HUD, NM Mortgage Finance Authority, and other affordable housing NGOs.

**Capital Needed:** High

**Metric for Success:** Measurable reduction in Public Housing Authority waiting list, Number of projects, number of housing units, dollars invested in affordable housing, number of families served, targeted businesses, and entrepreneurs served.

**Policy 4.3** *Build Capacity: Support increased activity at and improvements to the SFC airport.*

This is supported by:

- SGMP Goal 9, Policy 9.2

**Action Needed:** Facilitation, Investment

**Time Frame:** Medium/Long

**Description:** The FAA reports passenger visits at Santa Fe Municipal Airport are increasing. Commercial traffic was nearly 48,000 people in 2012 and more flights per day started in 2013. The Airport is a port of entry to the region. As such, it should be physically capable and have amenities of value to those local people who use it, and serve to enhance our visitors' experience. A visitor experience amenity or some similar outreach element would provide travelers information about destinations and events in the County and provides another opportunity for SFC to showcase its many activities.

**Strategy 4.3.1:** Partner with the City and regional stakeholders to make improvements to the airport, and consider ways to improve the visitor experience for arrivals, including providing County-specific information for tourists as well as an expanded and remodeled arrival area..

**Resources Needed:** Staff time. SFC would need to provide limited funding for improvements on case-by-case basis, while federal and possibly state funding is procured for major upgrades.

**Key Collaborators:** SFC, City of Santa Fe, Airport personnel, Aviation Association of Santa Fe, FAA, Convention and Visitor's Bureau

**Capital Needed:** Medium

**Metric for Success:** Visitor experience enhanced, and capital projects considered.

**Other recommendations that support this goal:**

**Policy 4.4** *Build Capacity: Incorporate economic development objectives in uses of County property.*

**Action Needed:** Other

**Time Frame:** Medium

**Strategy 4.4.1:** Lease a portion of old judicial center to a developer for ED-congruent purposes, e.g., an artisan incubator with shared facilities and resource support.

**Resources Needed:** Mostly political will and staff time and diligence in promoting this idea. This has potential to generate income for the County through a lease, while supporting commercial activity, PR, and other benefits.

**Target Industry Recommendations**

**Agriculture**

**GOAL 5:** Maintain safe, continued use of lands for agricultural purposes, increase access to healthy foods by eliminating "food deserts," and provide more markets for local farmers/ranchers.

Despite a high level of farming activity in SFC, the overall acreage of land under active agricultural cultivation is declining. Many communities in the County are far from fresh food,

and in some cases, any food purchase at all. Lands are threatened by fire, degraded by poor management, and impaired by other natural disasters, like drought.

Efforts at addressing this gap are ongoing and have been successful, but could use support to grow and expand into new areas. Increased access to fresh food has indirect benefits too, as diets consisting of large amounts of processed foods are linked to illnesses like diabetes and obesity, which carry costs on the community.

This goal is supported by:

- SGMP Goals 14, 15, 16

**Policy 5.1** *Build Capacity: Support expansion and availability of local food and local farmers markets in SFC.*

This is supported by:

- SGMP Policy 14.1, Strategy 14.2.3, Policy 15.1, 15.2, Strategy 15.2.1, Policy 15.4, Strategy 15.4.1 through 15.4.10

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** This recommendation serves the dual purpose of connecting farmers to local markets to sell their products, and connecting populations with the fresh food that may be lacking in their community. Existing successful efforts can be easily replicated.

**Strategy 5.1.1:** Collaborate with organizations working toward this goal to identify priority areas for location of new farmers markets and capitalize on existing relationships within those areas to ensure the success of new markets.

**Strategy 5.1.2:** Support marketing and promotion of new markets, after sites are secured.

**Resources Needed:** The County's efforts would mostly be coordination of organizations with communities in need. A small co-funding/co-investment allocation would help advance existing programs (this relates to the community investment grant pool listed above).

**Key Collaborators:** SFC, SF Farmers Market and Farmers Market Institute, MoGro – the Mobile Grocery, Farm to Table, Community entities like Madrid Cultural Projects, farmers, individuals in target communities.

**Capital Needed:** Low

**Metric for Success:** Number of new farmers markets established.

**Policy 5.2** *Game-changer: Pursue land restoration activities for agriculture, including forest rehabilitation/thinning, and capitalize on SFC as a leading "Fire Resistant Community" and "wild land-urban interface community."*

This is supported by:

- SGMP Goal 19

**Action Needed:** Facilitation

**Time Frame:** Long

**Description:** This recommendation is a safety measure to mitigate the damage to personal property and land that can result from wildfires that occur in the wildland-urban interface zone. It is also an economic development recommendation to build specialized knowledge so that the region can be known for fire prevention, training and abatement, while creating local jobs, products, and businesses. In addition, it can support the restoration of productive agricultural acreage.

Some existing efforts for this are already underway. The goal is to expand this towards positioning SFC as a destination for trainings, academics and other visitors, and a magnet for federal and philanthropic funding for woodlands restoration. Then, the next step is to build expertise locally in this topic. Last, this expertise can be exported from SFC to other locales. SFC is already one of 8 “hubs” nationally for a pilot program. Additionally, local NGOs, like The Nature Conservancy, Santa Fe Conservation Trust, NM Land Conservancy, Santa Fe Watershed Association, and Forest Guild, are advancing efforts to promote forest thinning and watershed protection, which lead to new job creation.

**Strategy 5.2.1:** Connect players to each other and make sure the right stakeholders are informed and at the table.

**Strategy 5.2.2:** Use this topic as an opportunity for grant-writing (see recommendation under infrastructure and systems/financial innovation, above) and apply for program funding.

**Resources Needed:** Staff time and some PR. As the initial suggestion is to support existing efforts and have others lead, could be very little effort for great activity in the County.

**Key Collaborators:** SFC, City of Santa Fe, USFS, Nature Conservancy, Santa Fe Conservation Trust, NM Land Conservancy, Santa Fe Watershed Association, Forest Guild, neighboring Counties, other non-profits

**Capital Needed:** Low

**Metric for Success:** Establishment of one forest thinning program in SFC. Total number of programs run in SFC, number of organizations involved in consortium, funding raised towards this topic, number of acres affected.

## Arts and Culture

**GOAL 6: Cultivate the growth and success of arts and culture related entrepreneurial efforts County-wide in unincorporated areas of the county.**

The epicenter of this sector undeniably lies within the City of Santa Fe. One of the principal challenges to continued growth in this sector is connecting artists and artisans not represented in the City to markets – both physical and virtual. Many of the artists living and working in SFC lack the means and/or the business knowledge to sell their products themselves, or they lack access to regular markets. Growth and success of arts entrepreneurs in other areas of the County brings critical revenue to those communities, and also ensures continuation of those activities that draw visitors to the County in the first place.

This goal is supported by:

- SGMP Policy 10.2

**Policy 6.1** *Build Capacity: Support development of a cultural corridor from Albuquerque to Taos.*

This is supported by:

- SGMP Strategy 10.2.1

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** This existing endeavor, spearheaded by the Global Center for Cultural Entrepreneurship, is designed to promote cultural activities in Northern New Mexico for travelers seeking authentic experiences. The planned corridor has potential beneficial impacts on other identified target sectors: Agriculture via the development of agritourism, and ecotourism through the promotion of recreational activities that connect people to natural heritage.

**Strategy 6.1.1:** Collaborate in the development of this project region-wide and support the promotion of County Gallery Tours, Feast Days and other cultural draws.

**Resources Needed:** This recommendation inter-relates with other recommendations and, if successful, could greatly benefit unincorporated and incorporated areas. As a collaborative effort, it wouldn't need much funding, but it could be a source of investment.

**Key Collaborators:** SFC, GCCE and the network it has assembled around this project, Northern Rio Grande National Heritage Area, other government agencies

**Capital Needed:** Low

**Metric for Success:** Increase in tourism measured by visitations and LTAB receipts. Visits to major SFC based cultural events, PR and media attention for SFC based efforts, events and activities. Increased public awareness, knowledge and satisfaction with cultural opportunities throughout the County.

**Policy 6.2** *Build Capacity: Explore how SFC can better support artists outside the City, e.g., marketing galleries and destinations other than Canyon Road, business training for artists, etc.*

This is supported by:

- SGMP Strategy 10.2.3

**Action Needed:** Collaboration, Investment

**Time Frame:** Medium

**Description:** Many artists living and working outside of the City of Santa Fe are removed from the potential buyers drawn to the galleries downtown and on Canyon Road, and so need help developing other means to reach markets – physical or virtual, as an export component.

**Strategy 6.2.1:** Collaborate with individuals and organizations to identify how best to allocate funding for maximum benefit and impact.

**Strategy 6.2.2:** Facilitate connecting business service entities with appropriate artists and arts groups.

**Resources Needed:** Facilitation requires staff time. This recommendation requires County funding for business services for artists, e.g., training on how to market directly to buyers, how to use the internet to drive business, tax planning, etc.

**Key Collaborators:** SFC, GCCE, Creative Santa Fe, Santa Fe Business Incubator, Littlelobe, Gallery Tour organizers, art gallery association

**Capital Needed:** Low

**Metric for Success:** Number of business services classes offered to artists, number of people in attendance, artists' perception survey, and changes in revenue/GRT

**Policy 6.3**     ***Quick Win: Map the arts sector. Partner with Creative Santa Fe and the City of Santa Fe for an update to the Bureau of Business and Economic Research study on Arts and conducted in 2004.***

*This is supported by:*

- SGMP Policy 10.2

**Action Needed:** Investment

**Time Frame:** Short

**Description:** Given the importance of this sector to the economies of the County and the City, as well as the greater region, SFC should endeavor to stay abreast of any changes or trends and understand the effects of the recession and the increased number of virtual storefront websites, if there are any.

**Strategy 6.3.1:** Contribute funding to the cost of updating the study, in partnership with other stakeholders.

**Resources Needed:** Funding

**Key Collaborators:** SFC, Creative Santa Fe, City of Santa Fe, NM State Tourism, other arts/culture organizations

**Capital Needed:** Low

**Metric for Success:** Completed Update

## **Ecotourism and Outdoor Recreation**

**GOAL 7: Grow the ecotourism and outdoor recreation sector through partnerships and responsible development of County lands as recreational opportunities.**

The County's primary focus in development of this sector is as a facilitator, bringing together discrete public, private, non-profit and philanthropic interests for larger collective actions. The result is increased ecotourism and outdoor recreation with more local and visiting people accessing and using SFC, while growing businesses that support the sector, including equipment design, manufacture, and distribution. The objective is greater frequency of activity by locals and longer visits by tourists, leading to businesses and jobs. This leads to more money spent in

the County and a growing recognition of SFC in a branded manner. A thriving recreational market requires good infrastructure including trails, way-finding signage, RV/camping facilities, and connecting transportation.

This goal is a confluence of multiple objectives in the SGMP, notably Strategy 10.2.1, Policy 9.2

**Policy 7.1 *Build Capacity: Support organization of and promotion for tourism shoulder season activities, initially surrounding a specific event.***

This is supported by:

- SGMP Goal 9, Strategy 9.2.1, Policy 10.2, Strategy 10.2.1

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** Development and promotion of off season-activities increases income for County businesses and entities. It stabilizes seasonal income with year-round visitations. The area around the SF Ski Basin especially can benefit from increased use during non-snow period. Many other similar winter ski locales have supported mountain biking, hiking, or infrastructure for summer activities – like zip lines and ropes courses. Additional access to open space brings more visitors during spring and fall.

**Strategy 7.1.1:** Work with partners to leverage private sector and public involvement toward the objective.

**Strategy 7.1.2:** Support specific high-ROI shoulder season projects, based on increased use or visitation, through coordination and marketing. This includes both one-off special events, annual initiatives, and new commercial activity. Support the development of a public transportation option to the SF Ski Area during the winter months.

**Resources Needed:** Staff time to convene and work with stakeholders. Grants for events (see the financial section for details). PR and marketing for new efforts.

**Key Collaborators:** SFC, local businesses, Convention and Visitors Bureau, Chamber of Commerce, State Tourism, and others; see eco-tourism chapter.

**Capital Needed:** Low to medium

**Metrics for Success:** Increased number of recreational tourists in shoulder seasons. Increased use of lands through visitation numbers.

**Policy 7.2 *Build Capacity: Explore joint efforts and potential combined marketing efforts between City and County.***

This is supported by:

- SGMP Strategy 9.2.1, 10.2.1

**Action Needed:** Collaboration

**Time Frame:** Short

**Description:** The County should explore collective action so that SFC's limited marketing time and resources go further. To wit, SFC should explore OTAB/LTAB collaborative efforts, with an eye towards collective action and potential merging of efforts and planning. SFC doesn't have as much leverage with its existing budget of \$400,000 as it could if planning were coordinated with that of the City's OTAB. Further to this, the County should make a concerted effort to highlight

promotion of cultural festivities and other activities in County (most websites address City events). Tourism marketing efforts should be merged so that Santa Fe – including City and County – is the destination.

**Strategy 7.2.1:** Collaborative with City officials on joint efforts; contribute to decision-making about marketing; gauge feasibility of combined efforts.

**Resources Needed:** Staff time.

**Key Collaborators:** SFC, City of Santa Fe, LTAB, OTAB, Convention and Visitor's Bureau

**Capital Needed:** None beyond existing resources.

**Metrics for Success:** Number of joint marketing campaigns. Amount of joint spending. Impact on County tourism, as measured by GRT.

### **Other Recommendations that support this Goal**

**Policy 7.3** *Quick win: Improve way finding along trail networks, interconnectedness between trail networks, and increased multiple use of trails.*

**Action Needed:** Collaboration, Investment

**Time Frame:** Short

**Strategy 7.3.1:** Provide staff time and minor investments/coordination

**Policy 7.4** *Capacity Building: Support establishment of expanded RV infrastructure in the County.*

**Action Needed:** All

**Time Frame:** Short

**Strategy 7.4.1:** Provide staff time to evaluate key issues, solutions, sites, and partners.

**Strategy 7.4.2:** Allocate potentially small amounts of capital to catalyze efforts; focus on facilitation to work with other entities, particular those with strong site potential.

**Policy 7.5** *Capacity Building: Support national sporting events and gatherings in SFC.*

**Action Needed:** Collaboration, Investment

**Time Frame:** Medium/Long

**Description:** This is a low-cost, high-return initiative with strong induced effects, that builds on the City of Santa Fe's recent success hosting a national mountain biking event.

**Strategy 7.5.1:** Facilitate assembly of the optimal public/private consortia for each event opportunity.

**Strategy 7.5.2:** Where necessary, make selected investments on good chances at appropriate scale to the size of the event to generate high ROI to the County.

**GOAL 8: Leverage SFC’s reputation and quality of life to attract and recruit businesses that add to the triple bottom line economy, such as building the outdoor recreation cluster and bicycle supply chain.**

Existing economic development models have shown that successful business recruitment capitalizes on the existing strengths of that community, including existing businesses, stated economic development goals, and shared values. SFC has an abundance of open space, and proximity to much more in the state and the region, and an initial success with assisting Bicycle Technologies Inc (BTI) establish a business presence in SF County.

This goal is supported by:

- SGMP Policy 10.3

**Policy 8.1 *Game Changer: Support growth of recreational experience and equipment companies.***

This is supported by:

- SGMP Goal 10, Strategy 10.1.1, 10.1.3, Goal 11, Policy 11.1

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** The County should work with other economic development entities and existing businesses to attract design/innovation and manufacturing companies making recreational equipment; this will in turn lead to spinoffs and startups by local entrepreneurs. Growing this sector would bring sustainable jobs and bolster ecotourism and outdoor recreation in the County.

**Strategy 8.1.1:** Facilitate recruitment of new companies and provide select funding and support for opportunities with high ROI potential.

**Resources Needed:** Primarily, SFC should provide staff time for facilitation and recruitment. Political will is required to support zoning efforts, as well as the utilization of available mechanisms – like LEDA and bonding to catalyze significant projects. For any capital to be expended on the part of the County, a structured due diligence process must be done, with verified ROI.

**Key Collaborators:** SFC, NM Partnership, RDC, City of Santa Fe, BTI, Outside Magazine, Chamber of Commerce

**Capital Needed:** Low to Medium

**Metrics for Success:** Successfully recruit one new outdoor recreation design/manufacturing business by 2016.

## **Film and Media**

**GOAL 9: Develop a thriving independent and local Film/Media Sector while growing the core studio business and diversifying into post- and digital production.**

SFC should continue its progress in developing this sector by focusing on post-production and digital capabilities, and local and independent productions.

This goal is supported by:

- SGMP Policy 10.1

**Policy 9.1      *Game Changer: Develop post-production capabilities.***

This is supported by:

- SGMP Policy 10.1

**Action Needed:** Collaboration

**Time Frame:** Long

**Description:** Grow post-production, digital, video gaming, and (to the extent feasible) emerging media in a cluster by working with existing film entities (SF Studios, Garson Studios, IATSE Local 480, Shoot Santa Fe) and assessing capabilities and facilities. This will allow the addition of more complementary entities, offering a range of post-production and digital services to the core production business. It can then support expansion in other locations as notable talent and businesses take root.

**Strategy 9.1.1:** Facilitate stakeholder consensus, market to and recruit target companies and experts, in collaboration with SF Studios, Garson Studios, IATSE, and Shoot Santa Fe.

**Strategy 9.1.2:** Make additional leveraged investments and/or loans, on reasonable terms, to catalyze a well-conceived and detailed expansion and development program.

**Resources Needed:** Staff time at first. Political leadership and consistent messaging. Active recruitment, PR and marketing. If an acceptable development plan can be prepared with acceptable financial terms, then leveraged debt or equity capital and/or loan guarantees to help fund execution.

**Key Collaborators:** SFC, IATSE, SF Studios, Garson Studios, Shoot Santa Fe and other key stakeholders.

**Capital Needed:** Medium-High

**Metric for Success:** Establishment or recruitment of post-production facilities capable of handling major film productions.

**Policy 9.2      *Build Capacity: Form a “co-op” production entity with SFCC/SFUAD/IAIA for production of local content, such as governmental PSA’s and informational programming, local promotional and tourism programming, etc.***

This is supported by:

- SGMP Policy 10.1, 12.2, 12.4, 13.2, 13.3

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** This follows an example set by Albuquerque’s Digital Filmmaking Institute. A cooperative production company would partner with regional film and media training programs to produce locally-themed content for commercial use and exploitation in the region, giving students entry-level professional experience and a career pathway, while producing useful media content.

**Strategy 9.2.1:** Facilitate the creation of such an entity with essential stakeholders.

**Resources Needed:** Minimal amount of staff time would be required for facilitation, and Shoot Santa Fe should be the prime mover.

**Key Collaborators:** Shoot Santa Fe, SFCC, SFUAD, IAIA

**Capital Needed:** Low

**Metric for Success:** Establishment of a new co-op production entity, increase in local content created, increase in crew positions for locals.

**Policy 9.3** *Build Capacity: Explore, with Shoot Santa Fe, co-funding a film/media coordinator focused on the Santa Fe region, with range of skills to grow all aspects of the industry, and help facilitate financing, production, and distribution for independents and locals.*

This is supported by:

- SGMP Policy 10.1

**Action Needed:** Collaboration

**Time Frame:** Medium

**Description:** SFC should explore the establishment of a contract position to coordinate efforts in this sector, focus on the particular needs of the core studio business in the Santa Fe region (as a complement to the NMFO's state-wide perspective), guide the process for post-production and digital media diversification, and provide support and liaison services to independent and local filmmakers.

**Strategy 9.3.1:** Join with other Shoot Santa Fe members to assess the feasibility of the idea.

**Strategy 9.3.2:** If feasible, provide partial funding for the contractor, and general support for Shoot Santa Fe efforts toward this end, along with all other regional participants.

**Resources Needed:** Full execution of this recommendation requires funds to support the contractor. There is an expense, but also high ROI potential. Funding should be tied to specific performance, targets, and outputs from the contractor, to the extent that is reasonable.

**Key Collaborators:** Shoot Santa Fe members

**Capital Needed:** Low (assuming all contribute)

**Metric for Success:** Increase in all County media industry goals: core studio production, diversification, independent production, and local production, by number; associated job/crew positions, earnings, and GRT

**Policy 9.4** *Build Capacity: Work with appropriate stakeholders to evaluate costs and benefits of establishing a northern New Mexico PBS TV broadcast station.*

This is supported by:

- SGMP Policy 10.1, Goal 12, Policy 12.4

**Action Needed:** Collaboration

**Time Frame:** Short/Medium

**Description:** Local PBS spectrum would provide a means to air locally produced content, and serve as an incentive for local production, while creating an additional media channel to publicize the County and the north-central region

**Strategy 9.4.1:** Facilitate and support a group effort to evaluate this idea.

**Resources Needed:** This recommendation requires staff time by County, as well as staff time from key collaborators. Possibly some marketing and promotion.

**Key Collaborators:** Shoot Santa Fe members, SFUAD, SFCC, IATSE, NCNMEDD, RDC, IAIA, Congressional delegation, Northern County governments

**Capital Needed:** Low

**Metric for Success:** Successful feasibility assessment, accurate cost/benefit analysis; success if pursued measured by amount of locally produced content and number of viewers

## Green Industries – All

**Goal 10: Make sustainable conservation and efficiency improvements such that green energy is more accessible and affordable for all.**

Human behavior and consumer patterns are difficult to change. But with the right incentives and financing vehicles, coupled with education and promotion, significant advancement is possible in people’s awareness, use, and conservation with greater adoption of green products and practices throughout the community.

This goal is supported by:

- SGMP Policy 9.3, Strategy 10.1.4, Goal 23, Policies 23.1-7, Goal 24, Policies 24.1-10

**Policy 10.1 *Game Changer: Allow for repayment mechanisms for financing (County or third-party) for water efficiency, recycling, construction, energy efficiency and renewable energy generation improvements.***

This is supported by:

- SGMP Strategy 23.2.2, Policy 24.10

**Action Needed:** Collaboration, Investment

**Time Frame:** Medium/Long

**Description:** This would offer consumers and businesses the option to have approved green industry improvements to their property be financed affordably with repayment through existing obligations like utility bills or other mechanisms, and by working with local banks and credit unions to develop or enhance green loan products and offerings. This method is already utilized by energy and other utilities across the country, as well as commercial PACE programs. It has a track record of success, a history of excellent repayment rates, and overcomes a stated primary impediment to green industry adoption – high up-front costs. It will in turn serve as a market driver, allowing more companies to innovate, develop, and sell solutions to consumers here, and eventually to export markets.

The ideal scenario is one where the monthly loan payments for an energy, efficiency, or water improvement are equal to or less than the reduction to the relevant bill.

**Strategy 10.1.1:** Work with utility and other entities, including energy efficiency companies, renewable energy installers, and builders. Coordination is needed to identify and support financial partners to develop tailored products. Utility entities and private sector investors will eventually be able to handle such efforts.

**Strategy 10.1.2:** Raise grant dollars (see grant writing above) and possibly support an initial funding mechanism to catalyze pilot initiatives or guarantee mechanism to motivate other investors.

**Resources Needed:** Staff time at first. Then, can be done via County direct financing (bonding) or provided by a third party through County support.

**Key Collaborators:** Utilities, private investors, NM Finance Authority, NM Mortgage Finance Authority, Homewise

**Capital Needed:** Low.

**Metric for Success:** Number of participants, amount of energy or water conserved (if measurable or tracked through programs), and amount of financing made/repaid. Amount of Co2 emissions avoided, where tracked by others.

## Green Industries – Building

### **GOAL 11: Reduce the energy footprint of SFC’s building stock.**

One of the core principles outlined in the SGMP directs the county to reduce its carbon footprint through energy conservation and efficiency, as well as use of renewable energy sources. This supports the economic development agenda both by setting an important example, and also by stimulating the market for goods and services needed to achieve these goals. The built environment provides ample opportunity for carbon footprint reduction through efficiency gains, renewable energy and conservation of resources.

This goal is supported by:

- SGMP Goal 24, Policy 24.1, Policy 25.1

#### **Policy 11.1 *Game Changer: Make green, affordable housing available throughout the County.***

This is supported by:

- SGMP Policies 23.4 and 48.1, Strategy 48.1.1

**Action Needed:** Investment

**Time Frame:** Long

**Description:** Support access to affordable financing for low-risk developers building and renovating green affordable housing. Increased access to affordable housing is core to the SGMP and stated economic development goals. Coupling it with Green Industries goals doubles the impact.

**Strategy 11.1.1:** Catalyze more affordable housing to be renovated and constructed by helping to navigate County steps, connect to financing, and – in appropriate cases only –

supporting short term financing, while maximizing energy and water efficiency in design and construction.

**Resources Needed:** Dedicated staff time for careful selection of investments of short term financing in case-by-case basis for projects with high value ROI and community engagement.

**Key Collaborators:** Santa Fe County Affordable Housing Program, Santa Fe County Housing Authority, Housing Trust, Homewise, Homebuilders Association, Habitat for Humanity, construction industry broadly, SFCC

**Capital Needed:** Low-Medium, some of which is allocated for housing

**Metric for Success:** Number of projects developed, number of homes built/renovated, green performance standards achieved

**Policy 11.2 *Build Capacity: Evaluate feasibility of a mandate that Santa Fe County Buildings develop a pathway to energy self-sufficiency by incorporating solar and other renewables.***

This is supported by:

- *SGMP Goal 23, Policy 23.1, Goal 23, Policy 24.1*

**Action Needed:** Investment; possibly Legislation

**Time Frame:** Short

**Description:** Santa Fe County has already stated its interest in building a thriving economy based on renewable energy. To that end, it can explore ways to lead by example by evaluating the requirements needed for its own buildings to become net zero consumers of energy. To the extent feasible, this standard would be adopted for new construction, as well as quality improvements for existing structures to improve their performance as much as possible. County staff would also be educated in behavioral and procurement measures that lead to reduced energy and water usage.

**Strategy 11.2.1:** Direct the evaluation of SFC building stock, assess feasibility, develop phased standards, and then conduct pilot efforts.

**Resources Needed:** Staff time to conduct the evaluation or funding for a third-party to do so. County staff education campaign.

**Key Collaborators:** County departments

**Capital Needed:** Low for feasibility assessment, moderate for standards development, potentially high for full implementation, but with predictable pay-back periods

**Metric for Success:** Completed evaluation with calculated cost/benefit and understanding of feasibility. Phased implementation standards. Selection of pilots.

**Other recommendations that support this goal:**

**Policy 11.3 *Quick Win: Encourage retrofits of existing housing stock, to develop Green Building sector.***

**Action Needed:** Collaborate

**Time Frame:** Short

**Strategy 11.3.1:** Partner with SFCC, Home Builders Association, and sub-contractors to evaluate opportunities and challenges.

**Strategy 11.3.2:** Allocate possible staff time to identify potential financing options and partners.

## **Green Industries – Energy**

### **GOAL 12: Achieve energy independence and a thriving economy based on renewables.**

Taken directly from the SGMP, this goal has the dual benefit of supporting the County's renewable energy industry sector and avoiding carbon emissions. It will also serve as a magnet for innovators and entrepreneurs. It furthers the County's clean energy and economic development vision and goals.

Pursuit of this goal will also raise critical questions (and help to develop answers), such as: What percent of consumers' energy would they like from renewable energy and by when? How much of their electricity could be locally-sourced? How can energy efficiency renovations of existing buildings and locally-sited renewable energy deployment play a significant role in stimulating job creation and economic development To what extent can the County vision and goals be achieved under the existing private utility scenario, versus establishing a city/county-owned utility?

Strategies in this sub-section encapsulate the objectives of many of the elements of the SGMP, including:

- SGMP Policy 9.3, Goal 24, Policies 24.4, 24.5, 24.7

**Policy 12.1** *Game Changer: Support, in concept, continued research into the viability and feasibility of a publicly owned and operated electric utility in the Santa Fe region, including an outreach campaign to the public and funding for further studies.*

This is supported by:

- SGMP Goal 23, Strategy 23.6..2, Goal 24

**Action Needed:** All

**Time Frame:** Long

**Description:** Both SFC and the City of Santa Fe have passed resolutions regarding investigating the feasibility of a City/County-owned local electric utility – this recommendation is a continuation of previous efforts.

**Strategy 12.1.1:** Explore the feasibility of a local public electric utility.

**Resources Needed:** Moderate amount of staff time including economic development and energy specialists; some funding for continued expert analysis, and public communications.

**Capital Needed:** Low for assessment stage; high for implementation

**Key Collaborators:** City of Santa Fe, New Energy Economy, utility companies, PRC

**Metric for Success:** Determine feasibility of regional utility, develop pathway for implementation, and identify funding sources.

**Policy 12.2 *Build Capacity: Provide Phase 2 Funding for Microgrid Systems Lab.***<sup>30</sup>

This is supported by:

- Goal 24, Policies 24.4 and 24.5

**Action Needed:** Investment

**Time Frame:** Short/Medium

**Description:** This partnership with SFCC is a Research, Development, Demonstration and Deployment lab for decentralized energy systems, that has completed its Phase 1 development with seed funding from Los Alamos National Security. The County would join with some of the collaborators listed below, and others TBD, to fund the next stage of technical and engineering planning and launch initial operations.

**Strategy 12.2:** Allocate ED funds (and, depending on level of funding, possibly serve as a member of MSL's governance structure).

**Resources Needed:** This recommendation requires a cash allocation for highly leveraged investment in the Microgrid Systems Lab (MSL) Phase 2 design and development activities.

**Key Collaborators:** MSL, SFCC, Los Alamos and Sandia National Laboratories, National Renewable Energy Laboratory, Duke Energy, Los Alamos Department of Public Utilities, General Microgrids, Santa Fe Innovation Park, Global Microgrid Center, Microgrid Innovation Consortium, Los Alamos National Security, Department of Energy.

**Capital Needed:** Low to Medium

**Metric for Success:** Completion of Phase 2 planning and subsequent financing for Phase 3 from federal and private sources; success of initial operations in developing collaborative problem-solving capacity with the partners listed and completing one or more funded pilot projects. Ultimately, number of new businesses spun out or relocated here, and jobs created.

**Policy 12.3 *Build Capacity: Support SFCC's Training Center Corporation programs.***

This is supported by:

- SGMP Policy 10.3, Goal 12, Policy 12.4, Strategy 12.2.1

**Action Needed:** Collaboration, (possible) investment

**Time Frame:** Short/Medium

**Description:** SFC would collaborate with SFCC to encourage greater use of an existing resource, its Training Center Corporation and programs. The objective is to foster entrepreneurial ventures and workforce training, especially in smart and microgrid systems, Bioponics, and Algae/algal biofuels. In addition, the two entities should evaluate the prospect of a new program

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<sup>30</sup> Disclosure: David Breecker, lead consultant for this Plan, serves as General Manager of the Microgrid Systems Lab and President of the Santa Fe Innovation Park

in water conservation research and entrepreneurial activity. This recommendation is highly correlated to SGMP economic development goals and those articulated in this Plan.

**Strategy 12.3.1:** Support TCC programs in relevant industry sectors to maximize their potential and impact on the County economy.

**Resources Needed:** Variable depending on TCC program and status; a plan needs to be articulated by SFCC in biofuels and algae, and jointly developed with SFC for water activities.

**Key Collaborators:** Training Center Corporation, SFCC, private sector

**Capital Needed:** Low to Medium

**Metric for Success:** Performance measures of specific programs, including number of students trained or certificates and degrees awarded, job placements, number of new businesses, revenue generated

**Policy 12.4** *Quick Win: Apply Qualified Energy Conservation Bond ED investments in renewable energy.*

This is supported by:

- SGMP Policy 24.8, Strategy 24.8.1

**Action Needed:** Legislation

**Time Frame:** Medium

**Description:** SFC can spur economic development by allocating its QECB's funding to industry-stimulating projects. It is an innovative idea that would require political support, but is worth the undertaking due to the high value of impact and directly measurable financial results.

**Strategy 12.4.1:** Dedicate time from staff, County management and Commissioners toward this effort.

**Resources Needed:** This recommendation is anticipated to be low cost (in that funds are third-party) with great potential.

**Key Collaborators:** County staff and elected officials, green building and energy non-profits

**Capital Needed:** None (from third-party sources, Medium)

**Metric for Success:** QECB money awarded. Funds deployed in renewable energy or energy efficiency ED programs or projects.

**Policy 12.5** *Capacity Building: Pursue utility-scale renewables generation and transmission development in environmentally appropriate areas.*

This is supported by:

- SGMP Goal 23, Policy 23.6, Strategy 23.6.1, Goal 24

**Action Needed:** Collaboration

**Time Frame:** Long

**Description:** SFC can boost its overall renewable energy capacity by working with industry to encourage the development of its wind and solar resources, and connecting them to the grid for export markets.

**Strategy 12.S.1:** Collaborate with generation and transmission developers, Investor Owned Utilities, and Electric Coops to enhance and expand existing infrastructure, and work toward developing new capacity.

**Resources Needed:** Staff time for coordination.

**Key Collaborators:** County staff, developers, IOUs, Coops, potentially the NM PRC

**Capital Needed:** None

**Metric for Success:** Additional generation and transmission capacity developed.

## Green Industries – Water

### **GOAL 13: SFC becomes a leader in water conservation, efficiency, and recycling.**

The largest constraint to continued growth and development in SFC, as elsewhere in the Southwest and even the world, is availability of water. SFC's opportunity lies in development and deployment of innovative solutions, new organizational structures in the County, and adoption of policies which encourage the widespread use of such techniques and technologies, developing local markets as a driver for entrepreneurial efforts and ultimately export markets.

The following strategies promote the economic development objectives in these SGMP elements:

SGMP Policy 38.3, Goal 39, Policy 39.1, 39.2, Strategy 39.2.1, Goal 42, Policy 42.6, 42.7

### **Policy 13.1    *Game Changer: Create a "Decentralized Regional Water Authority".***

*This is supported by:*

- *SGMP Policy 41.7-8, 42.1-5, Strategy 42.3.1-3, 42.12.3*

**Action Needed:** Other

**Time Frame:** Medium

**Description:** The geographic scale and population density of SFC make a conventional water utility unfeasible. However, a decentralized system, relying on dispersed fresh water and wastewater systems and governed by a central regional water authority acting as a coordinating umbrella, offers many economic and environmental advantages. The economic development objective is to mandate efficiency, conservation, and reuse practices sufficient to drive local market development, producing innovations and solutions designed to meet these demands. The overall endgame is to see locally created solutions and companies export their products, thus creating base jobs.

**Strategy 13.1.1:** Coordinate with SFC and regional-based water entities to create aligned interests in an umbrella entity, and to ensure consistent efficiency, conservation, and reuse regulations and practices

**Resources Needed:** SFC personnel outside of Economic Development

**Key Collaborators:** Water entities in the region; relevant state agencies, local political and tribal governments, and local water businesses and utilities

**Capital Needed:** Low initially, potentially Medium in implementation

**Metric for Success:** Establishment of a Regional Water Authority

**Policy 13.2** *Build Capacity: Include the Economic Development Manager in planning discussions for the Pojoaque Basin Regional Water System (Aamodt), so that ED opportunities, in support of the County's Green Water sector goals, can be identified and explored at the earliest possible stage of development.*

*This is supported by:*

- SGMP Policy 42.2, 42.37

**Action Needed:** Other

**Time Frame:** Short/Medium

**Description:** SFC should ensure government activities surrounding the Pojoaque Water System involve and connect with the ED agenda. The ED Manager could participate in appropriate meetings and events. SFC could convene a business working group that explores how to use Pojoaque Water System construction to promote water conservation and efficiency, leveraging the proposed water system's scale to drive market, product, and entrepreneurial development and partnerships, and eventually export businesses. This project could also serve as a regional or national educational opportunity to highlight the area's leadership on this topic.

**Strategy 13.2.1:** Coordinate internally to involve ED efforts; participate in related activities; convene key identified stakeholders to develop a coordinated local agenda advancing common interests.

**Resources Needed:** Initially modest staff time and political will

**Key Collaborators:** Settlement parties, State Engineer's Office, relevant state agencies, local political and tribal governments, and local water businesses and utilities

**Capital Needed:** Low

**Metric for Success:** Participation of ED Manager in relevant events; If advanced, business group convened; number of local firms involved in any resulting efforts, local and economic base (export) jobs created.

**Policy 13.3** *Build Capacity: Maximize the capture and use of rain and grey water through favorable codes and policies.*

*This is supported by:*

- SGMP Goal 39, Policy 39.2, Strategy 39.2.1

**Action Needed:** Legislation

**Time Frame:** Short/Medium

**Description:** Water capture, re-use and recycling have great potential to alleviate SFC water stresses and grow its businesses and jobs. But, the County needs to ensure that its policies don't

inhibit access, and should also focus communications efforts on keeping public attention on regional water stress. Such efforts foster a strong local market, increasing use of technologies around water capture and reuse, and can lead to economic base jobs through innovation and export. SFC could also join with other local governments to advocate for more supportive codes and legislation at the State level.

**Strategy 13.3.1:** Ensure that new codes, policies, and ordinances maximize the economic development opportunity around water and not detract from innovations, with particular focus on the SLDC.

**Strategy 13.3.2:** Join with local entities to create and conduct an educational, promotional and awareness campaign, to educate political and community leaders, as well as decrease public misconceptions, on water re-use, while maintaining awareness of the potential water crisis ahead.

**Resources Needed:** Staff time to monitor codes and regulations, and to coordinate with local stakeholder organizations.

**Key Collaborators:** Water conservation businesses, policy makers, technical experts, Santa Fe Watershed Association, and other NGOs

**Capital Needed:** Low

**Metric for Success:** Increase in rain and gray water use, decrease in potable water use (per SGMP objectives).

#### **Policy 13.4**    *Quick Win: Develop showcase events around water conservation.*

This is supported by:

- SGMP Goal 40, Policy 40.3, Policy 42.37

**Action Needed:** Investment

**Time Frame:** Short/Medium

**Description:** A showcase event can take many forms: a “zero water” pilot or home building challenge could be a potential City/County project. SFC could help host and sponsor a Water Decathlon (based on solar decathlon in DC), or even offer a prize for a zero water office park. Third-party sponsorship opportunities are many and great, reducing the burden on SFC.

**Strategy 13.4.1:** Provide seed funding for one or more projects or events in order to attract other sponsors.

**Resources Needed:** Initial needs for this recommendation are staff time and initial sponsorship funding. Once successful, the County role could be taken over by another entity or partnership of entities.

**Key Collaborators:** City of Santa Fe, Green Chamber of Commerce, regional governments and local non profits.

**Capital Needed:** Low to Medium, depending on leverage

**Metric for Success:** Number of people who view/are involved in initiatives.

## **Health and Wellness**

**GOAL 14: The County should facilitate an environment that produces healthy residents and grants access to care for all who need it.**

Demographic and policy shifts are dramatically impacting the health care industry. Strong partnerships with Christus St. Vincent Regional Medical Center, health organizations, and education institutions throughout the State are necessary to ensure that all residents currently and in the future have access to adequate health care, and extended life-span opportunities. Additionally, the County should promote a holistic attitude towards wellbeing that utilizes the strong quality of life and wellness resources available. These actions can support the development of a vibrant Health and Wellness industry and travel destination, while improving the quality of life for all residents. This is an important “pioneer opportunity,” as the U.S. and most industrial nations will face many of the same challenges.

This sector was identified as a potential future Target Industry, so does not explicitly align with elements in the SGMP. Broadly, it aligns with SGMP Goal 10: Actively pursue target industries within the County that provide the most relevant social and economic benefits.

**Policy 14.1** *Quick Win: Convene a focus group to determine feasibility of SFC as a health and wellness destination and explore ways to grow this target industry as an integrated cluster.*

**Action Needed:** Collaboration

**Time Frame:** Short

**Description:** SFC should seek ways to collaborate with members of its existing health and wellness ecosystem to promote the growth of services and professions, new modalities and extended life-span care, and to position itself as a place people can come for healing.

**Strategy 14.1:** Spearhead identification of key focus group members and goals, facilitate proceedings.

**Resources Needed:** Staff time, coordination, and support in tourism efforts.

**Key Collaborators:** Practitioners and providers of conventional, alternative, and traditional medicine, and support systems and facilities; regulators.

**Capital Needed:** Low

**Metric for Success:** Explicit conclusions reached, ideas generated for implementation.



