THE BOARD OF COUNTY COMMISSIONERS
OF SANTA FE COUNTY

ORDINANCE NO. 2014-7

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 Ordinance No. 1996-07 and the 1996 economic development plan shall be and hereby are repealed; provided, however, that, pursuant to NMSA 1978, Section 5-10-12(A) (1993), a project approved pursuant to Ordinance No. 1996-07 or the 1996 economic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 10th DAY OF JUNE, 2014.

THE BOARD OF COUNTY COMMISSIONERS
OF SANTA FE COUNTY

By: ______________________
Chair

ATTEST:

Geraldine Salazar
County Clerk

6-11-2014

APPROVED AS TO FORM:

____
Gregory S. Shaffer, County Attorney

COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

BCC ORDINANCE
PAGES: 57

I Hereby Certify That This Instrument Was Filed for Record On The 13TH Day Of June, 2014 at 09:25:54 AM And Was Duly Recorded as Instrument # 1739005 Of The Records Of Santa Fe County

Witness My Hand And Seal Of Office
Geraldine Salazar
Deputy ______________ County Clerk, Santa Fe, NM

Santa Fe County Economic Development Plan

Strategic & Action Plans

June, 2014

Prepared By David Breecker Associates

EXHIBIT

A

Santa Fe County Economic Development Plan

Table of Contents

ECONOMIC DEVELOPMENT STRATEGIC PLAN

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.
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> **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

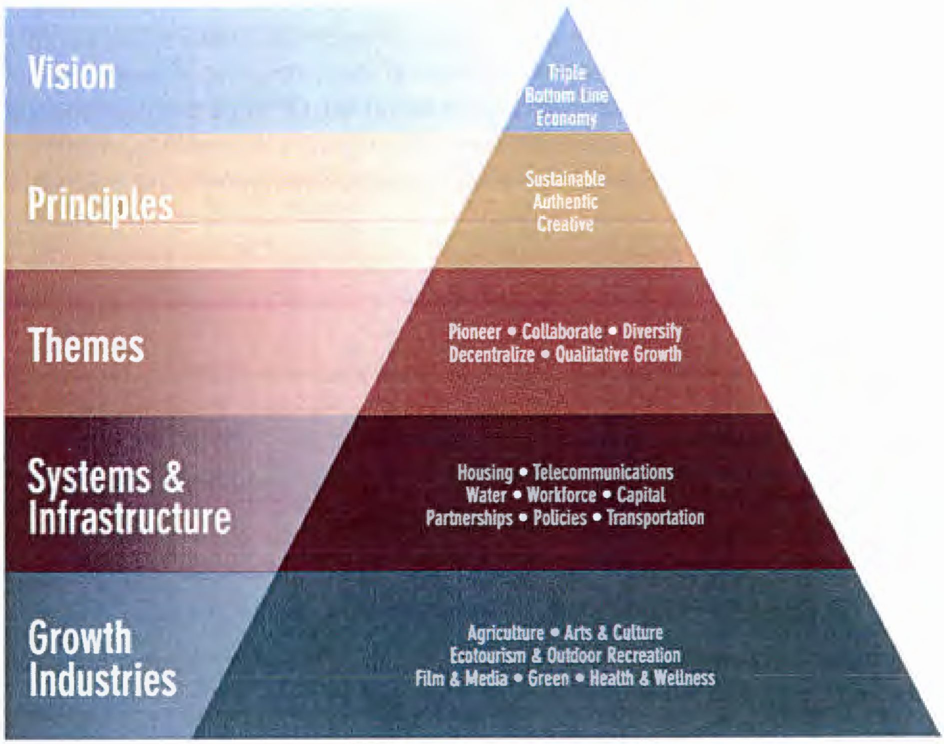
(11)If a regional government, describe the joint powers agreement, including whether it can be terminated and, if so, how the contractual or other obligations, risks and any property will be assigned or divided among the local governments who are party to the agreement-
    - Santa Fe County is not a 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 entrepreneurism, 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,"[1] a powerful platform for future growth.

Major Exogenous and Competitive Factors

[1] See for example: 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,[2] and such institutions are prominent components of current standard technology-based innovation strategies. The absence of such an institution in the Santa Fe region[3] 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.[4]

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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[2] 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.

[3] 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.

[4] 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.[5] 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[6], 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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[5] 2010 SLDP Final Draft." Santa Fe County Sustainable Land Development Plan (SLDP). "2010. www.santafecountynm.gov/userfiles/SLDC/SLDCDraftChapters1_4bcc12.13.2011.pdf
[6] Net, FY 2012. Santa Fe County Comprehensive Annual Financial Report. June, 2012. 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.[7] 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 it 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

[7] "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

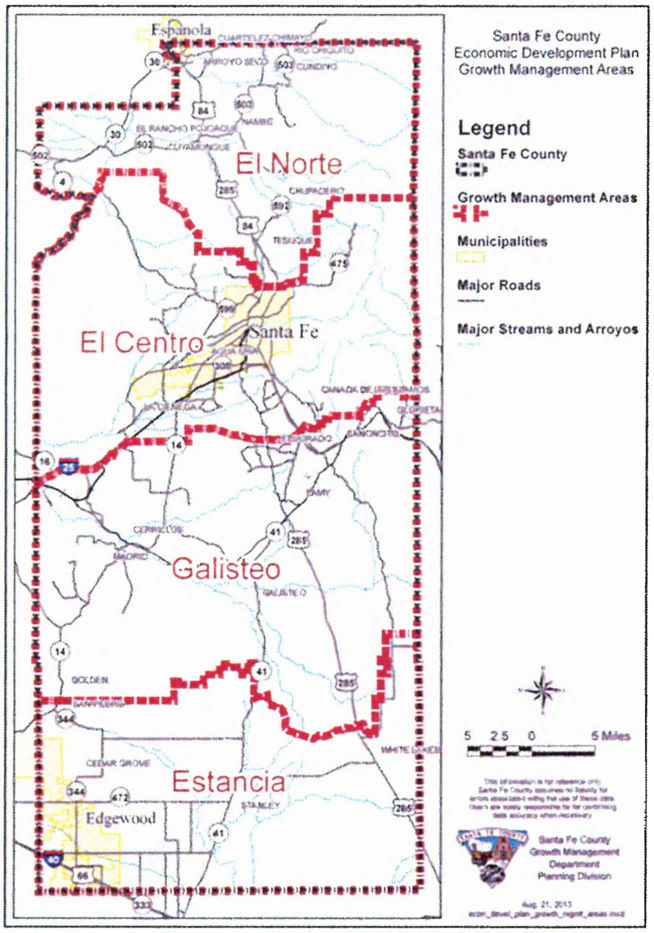
This section presents basic information on the County as a foundation for economic development analysis. For planning and management purposes, the County is divided into four Growth Management Areas (GMAs), based on geographic, political and land use boundaries: El Norte, El Centro, Galisteo, and Estancia.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

Table 1 Demographic Data

Basic demographic data:	**County**	**City**	**State**
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.[8] 146,375 current residents would rise to nearly 180,000 by 2020 and about 200,000 by 2030.[9] 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

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[8] 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.
[9] "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).[10] 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.[11]

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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[10] BBC Research and Consulting. "Housing Needs Assessment Update." Prepared for the City of Santa Fe. March 2013.
[11] *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 a public County stance on grazing permits on federal land, on which many depend; a plan to address noxious weeks; 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,"[12] (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.[13] 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.[14]

[12] "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)
[13] BBER Study
[14] 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.[15] Total visitor spending in the County increased from $670 million in 2010 to $692 million in 2011, returning to pre-recession levels.[16] Tourism in the County in 2011 generated $159 million in taxes ($86 million Federal, $50 million State, and $23 million Local).[17] 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.[18] 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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[15] "The Economic Impact of Tourism in New Mexico." Tourism Economics. 2011.
[16] *ibid*
[17] *ibid*
[18] "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 Trial 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.[19]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.[20] 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.

[19] "Film Productions on Rise in New Mexico," Jeri Clausing. Associated Press, May 2, 2013.
[20] New Mexico Film Office: 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),[21] adobe and other natural materials, historic preservation, Home Energy Rating System (HERS),[22] 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.[23]

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

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[21] LEED, the green building certification. www.usgbc.org/leed
[22] HERS www.energy.ca.gov/HERS
[23] "Santa Fe Green Building Guidelines." *GoRealty Santa Fe.* Santa Fe Area Home Builders Association & Sustainable Communities, Inc., 2002. Web. 25 June 2013.
[24] Thinkprogress.org reported on a survey conducted by McGraw-Hill Construction.

2,201 employees.[25] 390 new construction jobs in SFC are projected by 2020, an 18% increase. (2011 figures).[26] 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.[27]

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 12th 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.[28]

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.[29]

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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[25] United States Census Bureau: http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk. August 2013.
[26] "2020 In-Brief Santa Fe MSA." New Mexico Department of Workforce Solutions. PDF file.
[27] Greenforall.org
[28] "New Mexico Green Jobs Report: 2011." NM Department of Workforce Solutions 2011
[29] "New Mexico's Green Economy." 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 due 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

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:

Systems and Infrastructure	Game Changers	Capacity Building	Quick Wins
Small Biz & Entrepreneurs		Partnerships with local business organizations and support entities	Streamline business licensing and registration Procurement codes aligned to support strategic businesses
Collaborative Structures		Seek a regional brand w/ surrounding players to promote entrepreneurism	Ad hoc task forces on specific themes
Finance	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	
Workforce Dev		Increase Internship programs (Youthworks, AmeriCorps, SER Jobs for Progress, others)	
Infrastructure	Ubiquitous high speed broadband, fiber in target ED areas	Airport increased activity & improvements	
Built Environment		Increase availability of affordable housing Incorporate economic development objectives in uses of County property	

Arts & Culture		Support development of Cultural Corridor Support artists County-wide in unincorporated areas	Update BBER study
Ecotourism/ Outdoor rec	Support growth of recreational experience and equipment companies	Explore joint efforts and potential combined marketing effots between City and County Promote SFC as year-round destination with shoulder season event(s) Support better RV infrastructure Support national sporting events in SFC	Better way-finding for trails and open space
Film & Media	Develop post-production capabilities	Explore co-funding film/media coordinator Facilitate Co-op production entity Evaluate costs/benefits of PBS license in SFC	
Green Industry- All	Foster third repayment mechanisms for energy and other improvements		
Green Building	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
Energy	Support in concept a local public municipal utility	Support SFCC Training Center Corp. programs Promote utility-scale renewable generation, transmission Phase 2 funding for Microgrid Systems Laboratory	Apply Qualified Energy Conservation Bond ED investments in renewables
Water	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
Health & Wellness			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 scofflaws, 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 arein 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 **Time Frame:** Medium

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, Littleglobe, 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, inter-connectedness 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.

Strategy7.4.2: 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 billsor 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.***[30]

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

[30] 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 12.5.1: 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.