

NCNMEDD' S Goals and Objectives

Goals

These are the goals and objectives adopted by the Board of Directors to guide the activities of NCNMEDD. The objectives reflect accomplishments sought in the current year. The activities associated with those objectives are described in the District's work plan.

This information is found in Chapter Three of the current Overall Economic Development Plan Update.

Goal 1. WATER - To promote improved quality, utilization, conservation and development of the District's water resources.

Water is the District's most valuable natural resource. The District has long been involved in water planning issues. The District completed the Taos County Regional Water Plan in April 1991 and the Northern Rio Arriba County Water Plan in June 1993. In recent years, the city of Santa Fe and Santa Fe County participated in a water study sponsored by two private foundations to attempt to answer questions about water availability and concomitant limits on population growth. The Interstate Stream Commission has identified sixteen regions for water planning, eight of which include some part of the District's territory and four of which are wholly within the District.

Goal 2. LAND - Encourage coordinated land use policies which will maximize economic potential and minimize ecological threats.

Land use in western states can provoke heated discussion. At issue is usually the lack of local control over activities and uses of publicly owned or tribal land. A large amount of District land remains in government ownership with the majority under management of the U.S. Forest Service. Proof of land ownership is a complex matter in many areas of the District. The basic availability of land for community use, whether housing, commercial, agricultural or timbering, is a particular hindrance in counties like Rio Arriba, where better than 70% of the land area (in a county larger than Connecticut and Rhode Island, combined) is publicly owned.

In-migration of large numbers of newcomers adds other problems. Traditional land users find fences, new homes and development plans where once they gathered firewood. Where use patterns are based on memories of traditional land grant practices, the conflict can become bitter.

Finally, population growth in places like Santa Fe have led to regional calls from planners to stop "sprawl" and to promote infill development. The professional outlook behind such ideas is not shared by a populace used to having homes as far away from their neighbors as they can afford.

Goal 3. AGRICULTURE - To improve agricultural techniques, income and productivity.

Agriculture is more than an economic activity in New Mexico. In the District, the poorest counties tend to rely on ranching and farming for their economic base not only because they have few other opportunities, but also because ranching and farming are woven into the culture of the area. The strong cultural tie sometimes inhibits the adoption of new practices which might either improve financial return or mitigate environmental damage.

Farms of 500+ acres are on the decline in the District. There is a definite trend toward smaller sized farms. Alfalfa continued to be the main product. Fruit growing in the Española area has been a leading income producer but is subject to crop loss caused by freezing temperatures in the spring.

Cattle in northern New Mexico is the mainstay of the agricultural economy. Changes in Forest Service and Bureau of Land Management land use policies regarding grazing permits continue to affect the small scale cattle producers.

Efforts continue to be directed to improve irrigation systems by means of ditch lining and laying of plastic pipe.

The District continues to support further processing (value added) of local agricultural products as an effective means of adding value to existing crops and products.

Goal 4. MINERALS AND ENERGY - To support mineral and energy resource development currently taking place in the District and encourage the discovery of new extractable minerals and energy sources without sacrificing environmental quality.

Molybdenum, mica, pumice, gypsum, perlite, humate, aggregate and stone are processed in the District. In the future, petroleum will likely become the mineral resource of greatest value. Issues of environmental protection will continue to be difficult to resolve.

Goal 5. TIMBER - Identify, protect and develop the forestry resources of the District.

Timber is a traditional economic mainstay in northern New Mexico. Recent Supreme Court decisions have made the forest a battleground in a many-sided fight. Environmental interests, traditional Hispanic villages and land grant heirs, and big timber concerns oppose each other and sometimes join up in surprising combinations to advance their views of how forests (and endangered species who inhabit them) should be managed. Logging is also an issue in watershed management in the District. The Medite Plant in Las Vegas, one of the largest processors of wood products in the District, remains closed with environmental remediation issues and no immediate buyers.

Smaller, community based logging operations find themselves short of capital and marketing experience.

Goal 6. TRANSPORTATION - Foster the development of new transportation facilities and the upgrading of existing facilities.

The District essentially has a wilderness area at its center and a mountain range as its spine. This encourages north-south traffic and commerce, and inhibits east-west activity. The improvements to Interstate 25, along the east side of the spine, have increased commuting between employment centers and rural areas. I-25 traverses the counties of Santa Fe, San Miguel, Mora and Colfax. Much of the traffic it accommodates is thru-traffic benefiting tourist related business as well as the transportation of supplies into the area and the exportation of products such as cattle, produce and lumber. I-25 provides greater mobility and easier access to trade centers, medical care facilities and other services where cities are far apart. Improvements on the west side of the spine on US 68 to Taos have not kept pace. US 84/285 from Española to Alamosa is a popular truck route from Denver, as it is shorter than I-25. A proposed bypass from Los Alamos to south of Santa Fe is still incomplete.

Road building in the District is constrained by shortage of funds and by a growing debate about the management of growth. Where road improvements are seen to encourage in-migration and sprawl, considerable community opposition has surfaced. This is in sharp contrast to other parts of the state, where road building is seen as a priority.

A recent Park and Ride demonstration project linking Santa Fe, Los Alamos and Rio Arriba counties proved a surprising success. Participating units of local government (including Pojoaque Pueblo, as well as counties and municipalities) were pleased with the success and are searching for funds to continue. Public transport functions in Los Alamos, the City of Santa Fe, and between Taos and Angel Fire.

Airport improvement projects have been completed and planned for the Village of Questa and the Town of Taos, respectively. The airport in Santa Fe remains a discussion point, with the Mayor and City Council majority opposing expansion of services.

During 1993, the District sponsored and participated in public meetings with and for the New Mexico State Highway and Transportation Department to solicit citizen input for future highway and transportation needs in the District. The liaison created with the District continues and it is expected that the District will have an increasingly important role in the identification of rural transportation issues and applicable opportunities under the Intermodal Surface Transportation Efficiency Act. In 1997, District staff provided testimony for a unique public input process designed by the University of New Mexico Public Policy Institute, where each State Highway Planning District (not contiguous with EDA planning districts) established citizen panels which heard professional testimony and public debate on several planning scenarios and then rendered an opinion on which should be implemented.

Goal 7. COMMUNITY FACILITIES - To provide new and/or improved facilities for the operation of local government and the safeguarding of the public health and welfare.

Construction of senior centers has taken place throughout the District including Mora, Colfax, Rio Arriba, San Miguel and Taos Counties. HUD CDBG funds were awarded in Taos, Chama, Mora, and Las Vegas in January of 1997 for water and sewer, street improvements, community buildings and a health clinic.

No capital outlay funding was appropriated through the State Legislature during 1997, as the session ended before the necessary legislative approvals were obtained. This imposed a year's delay on a number of critical projects. The Infrastructure Capital Improvement Plans (ICIP) are due to the State Department of Finance and Administration by September 30, 1997, for the next session. The District assists communities in their preparation.

As the Area Agency on Aging (AAA), the District reviews and prioritizes the need for senior citizens' centers. As stated above, no funding was approved at the last legislative session.

EDA funds for community buildings, courthouses, city halls, detention facilities, fire and police stations have not been available. Detention facilities are being negotiated with private developers and are to be operated on a lease purchase basis.

Goal 8. INDUSTRIAL AND BUSINESS DEVELOPMENT - Broaden the economic and financial base of the District in order to 1) decrease unemployment and increase per capita income for District residents; and 2) provide access to capital and management skill to enhance business and entrepreneurial development. (AMENDED).

Industrial and business development will depend on a variety of factors. Infrastructure continues to be a problem. Engineering, water, sewer, power, streets, lighting, drainage and buildings all precede the presence of industry. Industrial parks, community facilities, housing are all in short supply in most parts of the District. Especially in the poorer communities, the ability to find local funds for such efforts is limited. With the decline in state and federal funding and the emphasis in many remaining programs on innovative solutions, poor communities who still need the basics may be ignored.

Workforce availability and training continues to be a problem. Skill levels must be continually upgraded in all communities as the Information Age takes over even the fast food industry. Transportation for the most rural workers remains unresolved where public transit is so rare.

Availability of capital and management skills will be critical to achievement of this goal. In addition to money, regional businesses often need help improving operations and finding and exploiting new markets.

The Town of Taos and Taos County has developed a business park. The EDA/CDBG funding has been expended and the project is complete. The park is being administered by the Taos County Economic Development Corporation.

Pojoaque Pueblo has recently been awarded EDA funds to begin an industrial park on the Los Alamos Highway. This park is in an excellent location to capture spinoff technologies and businesses seeking to serve Los Alamos but unable to find space on the hill.

The Johnnie Roybal Industrial Park in Española has seen the construction of a building for Fluor Daniel, a new major sub contractor to Los Alamos National Laboratory, as well as the completion of buildings for Nambe Mills and the Rio Arriba County Offices.

The County of Santa Fe has entered into an innovative agreement with the State Land Office and a private developer to create a research/industrial/commercial/residential development on State Land Office property. This provides a higher return than the previous grazing lease and offers a model for counties with considerable public control of land.

The County of Los Alamos is negotiating with the Department of Energy to release land to the county for industrial development.

The SBA 503/504 program has been successfully implemented by the Enchantment Land CDC. The requirements for project financing include the necessity of long-term bank financing.

The District initiated two new loan funds in 1997, so that every county in the District now has access to economic development financing. The District also entered into a partnership with a private economic development organization, the Tri-Area Association for Economic Development (TRADE), to boost business-to-business connections, to provide mentorships for new entrepreneurs and to increase the interchange between the public and private sectors in economic development planning.

Finally, the District is now involved in Coronado Ventures Forum, an organization formed in 1993 to promote private capital investment in northern New Mexico. In addition, NCNMEDD's President, Nick L. Salazar, successfully introduced a bill in the 1997 State Legislature to assist in the formation of venture funds in New Mexico using interest from the Severance Tax Permanent Fund.

Goal 9. RECREATION AND TOURISM - To promote year-round recreational development, giving consideration to both local interests and the tourism industry.

Tourism is major industry in New Mexico and particularly Northern New Mexico. It provides an economic base for arts and crafts, hotels/motels, restaurants and other

enterprises. Recreation and tourism will continue to be vital elements in our regional economy.

The New Mexico Energy, Minerals and Natural Resources Department is the state entity that does extensive research and obtains public input concerning the recreation needs and preferences of New Mexicans. It also presents issues, goals and objectives which are considered in a five-year plan.

The District is directly involved in the regional promotion of tourism for the most rural of its communities through its involvement in the Northern New Mexico Artist Studio Tour Association (NNMASTA). The District and its partner, TRADE, will help this association take shape and promote its member tours. These weekend tours provide an important tourism draw and greatly enhance the retail opportunities for the rural artists who participate.

Goal 10. EDUCATION AND TRAINING - Improve educational facilities, equipment and programs at all levels.

Educational improvement at all levels, with a special emphasis on workforce development, has emerged as an issue all across the state. The communities in the District have expressed their interest in the past several years through the Defense Adjustment Pilot Planning Study, the Superintendent's Blue Ribbon Commission (Santa Fe), the 1997 Association of Commerce and Industry Legislative Position Paper, all of the Local Economic Development Act Plans passed in the District and at the 1997 Northern New Mexico Community College Economic Development Summit.

EDA funds were recently awarded to Northern New Mexico Community College (NNMCC) to complete a clean room for intensive training in the semi-conductor industry. Other partners in this project include Intel, Hewlett Packard and Los Alamos National Laboratory. A companion HUD CDBG Economic Development award was made to the project by the state's Community Development Commission in August, 1997.

An EDA proposal has been invited from the Institute of American Indian Arts for the development of a new campus to train artists and artisans in this vital area of Indian economic development.

At a professional level, the College of Santa Fe is preparing to expand its film and multi-media programs. This has been identified as a target industrial cluster by the Defense Adjustment Pilot Planning Study for northern New Mexico.

The District was instrumental in coordinating the development of four vocational schools in the area. A vocational school was established at El Rito and later a branch was built in Española. The other three schools are the Luna Technical-Vocational Institute in Las Vegas, the Santa Fe Vocational School and the Bernalillo Technical-Vocational School.

The President of the NCNMEDD Board of Directors, a member of the State Legislature, has been successful in obtaining approval of legislation to fund the "Student Choice Act." This legislation provides loans and grants enabling students to attend any private school of their choice.

Goal 11. COMMUNITY PLANNING AND EDUCATION - To provide educational support and training to local governments in planning, resource inventory, citizen participation, program evaluation and community development.

New Mexico has provided a new tool to its municipalities in economic development. It is incumbent upon the District to aid its members in the educated and thoughtful use of this tool. The Local Economic Development Act of 1995 (LEDA) allows counties and municipalities to commit funds for the purpose of economic development in new ways. Popularly known as the revision of the Anti-Donation Clause of the New Mexico Constitution, the enabling legislation and constitutional amendment allow local governments to provide land, buildings, and funds to the private sector for economic development under controlled circumstances. Briefly, the unit of local government must have a plan adopted by ordinance, each project must be adopted by ordinance and each project is subject to cost/benefit review by an objective process. A copy of the legislation is available on request.

In addition, the Infrastructure Capital Improvements Plan (ICIP) process has been in place for several years. Governor Johnson has made inclusion in a community ICIP a requirement for his approval of capital outlay appropriations. The Department of Finance Local Government Division will hold its second statewide infrastructure conference in October, 1997, covering all aspects of infrastructure financing.

Department of Housing and Urban Development Community Development Block Grant (HUD CDBG) proposals are due in November 1997. Many communities in the District rely heavily on HUD funding and are deeply involved in the planning and public participation processes required.

Finally, a number of regional planning efforts in water (Interstate Stream Commission), solid waste disposal (New Mexico Environment Department), defense adjustment (Defense Adjustment Pilot Planning Study), and transportation (Regional Planning Organization) have been or are being funded. Plans developed under these various auspices are generally regional in nature, have the participation of the units of local government involved in their implementation and have the great advantage of financial resources not available to the District.

In this year of transition for North Central New Mexico Economic Development District, objectives and activities under this goal will move the District toward 1) greater involvement and support by District staff in these activities; 2) increased District educational opportunities for local governments in the importance of these activities; 3)

the regionalization of these plans wherever possible; and 4) the incorporation of these plans and processes into the District's OEDP/EAS on an ongoing basis.

Goal 12. HOUSING - To assure safe and decent housing for all residents of the District.

The District does not administer any housing funds, but assists member communities with preparation of housing proposals, when possible. The City of Santa Fe received national recognition in 1997 for its Affordable Housing Roundtable. The city staff have agreed to share their expertise with the District members.

The National Affordable Housing Act of 1990 requires New Mexico to develop a five-year comprehensive housing strategy to be approved by HUD and updated annually as a prerequisite to receiving assistance. This strategy requirement replaces the Housing Assistance Plan (HAP) currently required under CDBG and the Comprehensive Homeless Assistance Plan (CHAP) required under the McKinney Act. The Strategy will address such topics as housing needs, homelessness, housing market characteristics, land use regulations affecting the cost of housing, funding sources, fair housing and compliance monitoring.

A Comprehensive Housing Affordability Strategy (CHAS) is an outline intended to provide an action-oriented management tool which will furnish an overall view of where New Mexico is today, and where it wants to be in five years. The CHAS document will consist of 15 statutory requirements, clustered into five sections which include the following: Needs Assessment; Market and Inventory Conditions; Strategies; Resources; and Implementation.

Goal 13. HEALTH - Assist all efforts to provide well-planned and comprehensive health and medical services for the residents of the District.

Adequate health care is an increasingly important part of economic development. A quality health care system improves quality of life for employers and employees, reduces costs and improves productivity for employers, and provides employment and economic activity in its own right. Rural communities in the District do not always have access to the kind of health care services and facilities they need.

The Health Systems Agency, a vehicle utilized for comprehensive health and medical services for this area, no longer exists because of federal funding reductions. The delivery of health services in our area is provided by the local physicians, Presbyterian Medical Service and rural clinics. The District's Area Agency on Aging encourages health promotion as part of each Grantee's program for the elderly.

With the advent of managed care in the State's Medicaid program, the District, especially through the Area Agency on Aging, has become involved with health care issues in a new way. Managed care in rural areas may negatively affect the operation of rural clinics and

hospitals. A decrease in the availability of health care may make it harder for small communities to promote business development, whether through recruitment or expansion of existing firms. In its advocacy role, the AAA will monitor the affects of this new system on the poorest and most rural parts of the District.

Chapter IV

Objectives

The following outline the goals and one or more objectives for each goal. Many of the objectives initiate a revisiting of issues to align District activities with new federal and state laws and with the changing capabilities of local governments.

Goal 1. **WATER** - To promote improved quality, utilization, conservation and development of the District's water resources.

- Objective 1. To coordinate with Santa Fe, Rio Arriba, Taos, Colfax, Mora and San Miguel Counties in the submission of one or more proposals to the Interstate Stream Commission for the development of regional water plans.
- Objective 2. To track over time the status of water planning efforts in the District, noting comprehensiveness of plans, methodology of planning and resource constraints.
- Objective 3. To present to the District Board periodic review of the status of water planning in the District.

Goal 2. **LAND** - Encourage coordinated land use policies which will maximize economic potential and minimize ecological threats.

- Objective 1. To assess with District members their satisfaction with their current land use management efforts and report to the Board on the outcome.
- Objective 2. To encourage and support regional land use planning wherever adjacent units of government are interested in its implementation.
- Objective 3. To encourage participation in EPA Brownfields initiatives where possible in the District.

Goal 3. **AGRICULTURE** - To improve agricultural techniques, income and productivity.

- Objective 1. To support efforts by the New Mexico Department of Agriculture and the New Mexico State University Cooperative Extension Service to educate and inform regional producers and processors.
- Objective 2. To work with the New Mexico Apple Commission and Apple Council to improve marketing and storage of locally produced apples.

Objective 3. To assist area Farmers' Markets in strategic planning and management in order to increase sales and local benefit.

Goal 4. MINERALS AND ENERGY - To support mineral and energy resource development currently taking place in the District and encourage the discovery of new extractable minerals and energy sources without sacrificing environmental quality.

Objective 1. To outline for the District Board of Directors the status of mineral and energy resource development at the local government level.

Objective 2. To request guidance from the District Board of Directors on future actions.

Objective 3. To provide assistance to members in this area, when requested.

Goal 5. TIMBER - Identify, protect and develop the forestry resources of the District.

Objective 1. To participate in the ongoing strategic planning process with Cimarron, as funded by the U.S. Forest Service.

Objective 2. To assist in the financing of locally appropriate wood products and processing businesses.

Objective 3. To provide assistance to members in this area, when requested.

Objective 4. To request guidance from the District Board of Directors on future actions.

Goal 6. TRANSPORTATION - Foster the development of new transportation facilities and the upgrading of existing facilities.

Objective 1. To participate in the Regional Park and Ride project proposed for Santa Fe, Los Alamos and Rio Arriba Counties and in efforts to secure a regional airport.

Objective 2. To participate in the Regional Planning Organization by attendance at meetings.

Objective 3. To provide assistance to members in this area, when requested.

Objective 4. To request guidance from the District Board of Directors on future actions.

Goal 7. COMMUNITY FACILITIES - To provide new and/or improved facilities for the operation of local government and the safeguarding of the public health and welfare.

- Objective 1. To assist member communities in the development of annual Infrastructure Capital Improvement Plans.
- Objective 2. To assist member communities in the development of Housing and Urban Development Community Development Block Grant applications.
- Objective 3. To assist member communities in the development of capital outlay requests for senior citizens services.
- Objective 4. To assist member communities in the planning, development and implementation of proposals to the Economic Development Administration.

Goal 8. INDUSTRIAL AND BUSINESS DEVELOPMENT - Broaden the economic and financial base of the District in order to 1) decrease unemployment and increase per capita income for District residents; and 2) provide access to capital and management skill to enhance business and entrepreneurial development. (AMENDED).

- Objective 1. To increase access to capital for small businesses in the District through the three revolving loan funds now administered by NCNMEDD.
- Objective 2. To increase access to capital for small business in the region by participation in the Coronado Ventures Forum, providing private investment in startup and expanding businesses in northern New Mexico.
- Objective 3. To participate in the Tri County Suppliers Alliance and the Regional Development Corporation to enhance the regional economic benefit from Los Alamos National Laboratory.
- Objective 4. To participate in the Tri Area Association for Economic Development to improve the linkages between public sector and private sector economic development.
- Objective 5. To increase participation with other Chambers of Commerce and local economic development organizations in the District.
- Objective 6. To collaborate with the District's Small Business Development Centers in providing business assistance.

Objective 7. To maintain working relationships with the Small Business Administration (SBA), U.S. Department of Agriculture (USDA), the New Mexico Community Development Loan Fund, Service Corps of Retired Executives, Accion and WESSTcorp, to insure appropriate referrals of clients among these agencies.

Goal 9. RECREATION AND TOURISM - To promote year-round recreational development, giving consideration to both local interests and the tourism industry.

Objective 1. To continue to work with the Plaza Foundation in Española for the improvement of the Plaza and Mainstreet projects.

Objective 2. To assist in the formation of the Northern New Mexico Artist Studio Tour Association, to increase income generating opportunities for artists and artisans in the most rural parts of the District.

Objective 3. To provide assistance to members in this area, when requested.

Objective 4. To request guidance from the District Board of Directors on future actions.

Goal 10. EDUCATION AND TRAINING - Improve educational facilities, equipment and programs at all levels.

Objective 1. To work with the New Mexico Department of Labor as it transitions workforce development planning to the regional level.

Objective 2. To participate with Northern New Mexico Community College in its Economic Development Summit and subsequent project to improve education and training opportunities in the Rio Arriba county area.

Objective 3. To assist community colleges, colleges and universities in the District obtain assistance from state and federal sources.

Objective 4. To provide assistance to members in this area, when requested.

Objective 5. To request guidance from the District Board of Directors on future actions.

Goal 11. COMMUNITY PLANNING AND EDUCATION - To provide educational support and training to local governments in planning, resource inventory, citizen participation, program evaluation and community development.

- Objective 1. To provide assistance to member communities in the development of HUD CDBG, ICIP, EDA and capital outlay requests for community facilities and other programs.
- Objective 2. To participate with Cimarron in the implementation of its economic development strategic plan.
- Objective 3. To participate with at least two communities in the development of Local Economic Development Act plans and ordinances.
- Objective 4. To assess the readiness of all other members of the District in developing Local Economic Development Act plans and ordinances and to schedule District participation in a reasonable manner.
- Objective 5. To participate with NM Local Governments Division the electronic linking of the economic development districts and extension of electronic communication to the District's members.
- Objective 6. To participate in regional water planning efforts through the Interstate Streams Commission.
- Objective 7. To participate with La Jicarita Enterprise Community in planning and development activities.
- Objective 8. To provide assistance to members in this area, when requested.
- Objective 9. To request guidance from the District Board of Directors on future actions.

Goal 12. HOUSING - To assure safe and decent housing for all residents of the District.

- Objective 1. To provide assistance to members in this area, when requested.
- Objective 2. To request guidance from the District Board of Directors on future actions.

Goal 13. HEALTH - Assist all efforts to provide well-planned and comprehensive health and medical services for the residents of the District.

- Objective 1. To work through the Area Agency on Aging to assess the impact of managed care on low to moderate income residents of the District.

- Objective 2. To monitor provision of health promotion and disease prevention services to the elderly through the Area Agency on Aging.
- Objective 3. To provide assistance to members in this area, when requested.
- Objective 4. To request guidance from the District Board of Directors on future actions.