



# AGENDA

ECONOMIC DEVELOPMENT  
ADVISORY COMMITTEE  
MARCH 10, 2021 AT 11:00 AM  
ATTEND VIRTUALLY

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## SPECIAL PROCEDURES FOR ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING

Attendance: In response to the State's declaration of a Public Health Emergency, the Mayor's Proclamation of Emergency, and the ban on public gatherings in excess of those permitted in the current Public Health Order, the Economic Development Advisory Committee meeting will be conducted virtually.

Viewing: Members of the public may join the Zoom meeting by internet or phone, as follows:

Internet: To join the Zoom meeting on the internet using a computer, laptop, smartphone, or tablet, use the following link: <https://santafenmgov.zoom.us/j/91023070113?pwd=QTJrQjI3M2c3TFpCRjVaRkJYZU53UT09>.

**Passcode: 141109**

Attendees should use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

Phone: To join the Zoom meeting using a phone, use the following phone numbers and Webinar ID: **US: 1 (346) 248-7799 - Webinar ID: 910 2307 0113 - Passcode: 141109**

Phone attendees should press \*9 to use the "Raise Hand" function to be recognized by the Chair to speak at the appropriate time.

The agenda and packet for the meeting will be posted at <https://santafe.primegov.com/public/portal>.

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **APPROVAL OF AGENDA**
4. **APPROVAL OF CONSENT AGENDA**
5. **APPROVAL OF MINUTES**



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- a. February 17, 2021
6. **ACTION ITEMS: CONSENT**
7. **ACTION ITEMS: DISCUSSION**
  - a. Potential Approaches to creating an Economic Development Strategic Plan. (Rich Brown, Director, Community and Economic Development, [rdbrown@santafenm.gov](mailto:rdbrown@santafenm.gov), 505-955-6625).
8. **PRESENTATION**
9. **PUBLIC COMMENT**
10. **MATTERS FROM STAFF**
11. **MATTERS FROM THE COMMITTEE**
12. **MATTERS FROM THE CHAIR**
13. **NEXT MEETING:**
14. **ADJOURN**



City of Santa Fe

# MINUTES

ECONOMIC DEVELOPMENT  
ADVISORY COMMITTEE  
FEBRUARY 17, 2021 AT 11:00  
AM  
VIRTUAL MEETING

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1. **CALL TO ORDER**

2. **ROLL CALL**

**Members Present:**

Chair JoAnne Vigil Coppler  
Member Kate Kennedy  
Member Robert Lurcott  
Member Melissa Coleman  
Member Johanna Nelson  
Member Ryan Cordova  
Member Meghan McGarrity  
Member Victoria Murphy  
Member John Feins

**Members Excused:**

Member Ryan Gallagher

**Others Attending:**

Rich Brown – Director of Community Development  
Fabian Trujillo – Staff Liaison  
Elizabeth Camacho – ED & Communications Administrator  
Janice Krish – ED Specialist  
Sean Moody – Asset Development Director  
Laurence Lucero – Asset Associate  
Andrea Salazar – Assistant City Attorney  
Daniel Hernandez – Mid-town Project Coordinator



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### 3. Approval of Agenda

There were no changes to the agenda from Staff. Councilor Vigil Coppler requested a motion to approve the agenda.

**MOTION:** Member John Feins moved to approve the agenda. Member Member Kate Kennedy seconded the motion.

**VOTE:** The motion was approved unanimously on the following Roll Call Vote:

**FOR:** Chair JoAnne Vigil Coppler, Melissa Coleman, Meghan McGarrity, Ryan Cordova, John Feins, Robert Lurcott, Kate Kennedy, Johanna Nelson and Victoria Murphy.

### 4. APPROVAL OF CONSENT AGENDA

No consent agenda.

### 5. APPROVAL OF MINUTES

#### a. January 29, 2021

There were no changes to the minutes from Staff. Councilor Vigil Coppler entertained a motion to approve the minutes as presented.

**MOTION:** Member John Feins moved to approve the minutes. Member Ryan Cordova seconded the motion.

**VOTE:** The motion was approved on the following Roll Call Vote:

**FOR:** Chair JoAnne Vigil Coppler, Melissa Coleman, Meghan McGarrity, Ryan Cordova, John Feins, Robert Lurcott, Kate Kennedy, Johanna Nelson and Victoria Murphy.



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## 6. ACTION ITEMS: CONSENT

## 7. ACTION ITEMS: DISCUSSION

- a. CONSIDERATION OF RESOLUTION NO. 2021-\_\_\_\_\_. (Councilor Vigil Coppler, Councilor Garcia, and Councilor Villarreal)  
A Resolution Requiring Governing Body Approval Prior to Announcing the Availability of Any City-Owned Land, Buildings, or Other Real Property for Sale. (Andrea Salazar, Assistant City Attorney; asalazar@santafenm.gov, 955-6303 and Rich Brown, Economic and Community Development Director, rdbrown@santafenm.gov, 955-6625)

### **COMMITTEE REVIEW:**

Public Works and Utilities Committee: 02/8/21

Governing Body: 02/10/21

Finance Committee: 2/15/21

Governing Body: 2/24/21

As sponsor, Councilor JoAnne Vigil-Coppler provided a brief summary of the intent of the resolution. The intent is to bring to the governing body a proposal from staff whether the city should consider selling a piece of city property valued over \$25,000. The process then will proceed as it concurrently.

Director Rich Brown and Assistant City Attorney Andrea Salazar provided a presentation of the on the history and process going forward for the land sales resolution. Andrea Salazar provided an Overview of the Disposition of Public Property and the authority by law for these options. Their presentation also provided the assets that would be presented to the governing body to be considered upon the passage of this resolution. There were questions by EDAC members, which were responded to by Director Brown and Assistant City Attorney Salazar.

Councilor Vigil Coppler entertained a motion to approve the resolution as presented.

**MOTION:** Member Robert Lurcott moved to approve the resolution. Member Ryan Cordova seconded the motion.



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**VOTE:** The motion was approved on the following Roll Call Vote:

**FOR:** Chair JoAnne Vigil Coppler, Melissa Coleman, Meghan McGarrity, Ryan Cordova, John Feins, Robert Lurcott, Kate Kennedy, Johanna Nelson and Victoria Murphy.

## 8. PRESENTATION

- a. Mid-town Progress Report. (Rich Brown, Director, Community and Economic Development, rdbrown@santafenm.gov, 505-955-6625).

Director Brown and Mid-town Project Manager Hernandez provided a presentation on the Mid-Town Project Report that was publicized on March 10, 2021. The three goal areas for mid-town campus are community goals, financial goals and long-term process goals. Under these goal areas the goals are as follows:

<u>Community Goals</u>	<u>Financial Goals</u>	<u>Long Term Process Goals</u>
Higher Education	Generate revenues	Inclusive
Affordable Housing	to cover costs including	Transparent
Grow Film Industry	including bond repayment	Sustainable
Foster SF Community		Equitable
Arts & Culture	Create Long Term Value (Achieve Community & Economic Development Goals).	

The process created expressions of interest. The evaluation committee selected a Master Developer. COVID 19 happened in the middle of the process. A planning session occurred with Master Developer and City team. At end of planning session, both the City and the Master Developer mutually agreed to terminate the development contract, which, was approved by the City Council.

The level of investment to position mid-town to make it more attractive for future developers. The city can now reduce the risk by making targeted investments in the mid-town property, which, include rezoning, demolition



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of deteriorated buildings, infrastructure investment, forming financing development districts and site condition assessments and remediation. Moving forward, the city created seven teams to address the seven development concerns. Director Brown then concluded his staff report and Councilor Vigil Coppler opened the presentation up for questions from the EDAC members. Director Brown and Project Manager Hernandez responded to questions.

9. **MATTERS FROM STAFF**

Director Rich Brown will be speaking at the Quality of Life Committee on February 17, 2021.

10. **MATTERS FROM THE COMMITTEE**

11. **Matters FROM THE CHAIR**

12. **NEXT MEETING: March 10, 2021**

13. **ADJOURN**

EDAC meeting was adjourned by Chair Vigil-Coppler at 12:55 PM.

*Fabian Trujillo*

Liaison

Chair



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**Attachments not included.  
Attachments cannot be added to a DOCX compile.**

# Economic Development Strategic Framework Santa Fe, New Mexico

*“Evolving the Economy of the Most Creative City in America”*

**Discussion Document for  
March 10 EDAC Committee  
meeting**

# Fundamental City Components - Defined

<p><b>Business &amp; Jobs</b></p> <p>Diverse, resilient, growing economy. Education/training is aligned. Lots of choice for work.</p>	<p><b>Access to Capital</b></p> <p>1) Businesses have access at all stages. 2) Individuals increase financial literacy and have access to capital.</p>	<p><b>Transportation</b></p> <p>Range of mobility options to make it efficient to get around the city for work, play, etc.</p>
<p><b>Physical/Digital Infrastructure &amp; Utilities</b></p> <p>Good quality infrastructure on par with nat'l avg. Secure water sources.</p>	<p><b>Housing</b></p> <p>Sufficient housing and access to opportunity for all who want to live here. No more chronic homelessness.</p>	<p><b>Parks &amp; Recreation</b></p> <p>Each area of the community has access to functional parks maintained and serviced with the appropriate staff</p>
<p><b>Education</b></p> <p>All children have access to good quality education. Focus first on prek, day care, quality out of school time, and higher education where we have more influence.</p>	<p><b>Social Capital</b></p> <p>Soc-Cap is the network of people that help you solve problems &amp; pursue opportunities. Improve individual (esp disadvantaged) and business Soc Cap.</p>	<p><b>Arts, Culture &amp; Entertainment</b></p> <p>Many options for everyone. Need more for families, millennials &amp; Gen Z.</p>
<p><b>Tradition &amp; History</b></p> <p>Preserve and celebrate our traditions and shared history. Continue to make history, too.</p>	<p><b>Health &amp; Wellness</b></p> <p>People have access to services and spaces that promote health and wellness.</p>	<p><b>Environment</b></p> <p>Advance sustainability goals while growing and evolving economy &amp; community.</p>
<p><b>Food Security</b></p> <p>Good, healthy food is readily accessible to all.</p>	<p><b>Public Safety</b></p> <p>People feel safe and secure living in and visiting Santa Fe.</p>	<p><b>Modern Government</b></p> <p>Government committed to continual improvement, delivering high quality customer service and results that matter.</p>

# Santa Fe City Charter & Quality of Life Ambitions

- ❖ Preserve and protect human rights and dignity
- ❖ Protect, preserve and enhance natural endowments
- ❖ Encourage resource reduction, reuse and recycling
- ❖ Promote and maintain aesthetic and humane urban environment
- ❖ Protect, preserve and enhance water resources
- ❖ Be sensitive and respectful to cultural and neighborhood heritage
- ❖ **Support local business, strong local entrepreneurial spirit and an enduring local economy that respects right to earn a living wage**
- ❖ People in Santa Fe are Healthy
- ❖ Santa Fe is a Safe Community
- ❖ Santa Fe has a Clean, Attractive and Sustainable Environment
- ❖ People in Santa Fe Achieve Their Full Potential
- ❖ Santa Fe is a Great Place to Live, Work and Play
- ❖ Santa Fe has a Fair, Just and Equitable Society
- ❖ Santa Fe provides equal opportunity and affordable housing for all
- ❖ **Santa Fe's Economy is Diverse and Prosperous**

*"We give our best every day to help everyone in our city live their best lives"*

# Economic Development: Strategic Goal

## *Cultivate and Catalyze Opportunity for Everyone*

- Use our Talent, Tools & Resources to Create Conditions for the Economy to Evolve & Expand
- Increase Wealth and Wellbeing for all Residents:
  - Our Community becomes Increasingly Equitable
  - Our Environment is Enhanced
  - The Best of Our Heritage & Culture Flourishes into the Future

# Economic Development: Guiding Principles

## Be the following type of leader for Residents, Businesses & Tourists

- Supportive Problem Solver
- Kind, Accountable and Honest
- Helpful to All
- Social Justice Protector
- Environmental Leader
- Culture Advocate
- Financially Responsible
- Economic Catalyst
- Playfully Ambitious
- Equitably Prosperous
- Culturally Connected
- Pragmatically Innovative
- Sustainably Growing
- Actively Collaborative

# Strategy & Goals Themes: FY20 - FY22

- ❖ **Talent, Talent, Talent:** Number One is Always Develop Local Talent & Attract New Talent, including All Levels of Education and Workforce Training
  - Employers no longer struggle to find needed talent or move from city because of lacking talent
- ❖ **Balance & Accelerate** Local and Export Businesses to Generate Greater Wealth & Stability
  - **Local:** Increase Import Replacement to reduce leakage to \$0.40 on the dollar of spending within 10 years.
  - **Export** a/k/a Economic Base: Increase Exports Faster than Import Replacement
  - Currently 75/25 split Local/Export. Goal is 70/30 within 10 years.
- ❖ **Strength through Diversification:** Root and Grow Burgeoning Clusters so People Have More Job and Career Advancement Choices, and Economy is More Resilient to External Effects like Recession.
  - At least 60% of GRT/GDP from industries other than tourism, traditional arts, film, government, and real estate. Grow overall economy so that current core industries do not shrink.
  - Current 3 burgeoning cluster targets:
    - **Tech & Advanced Manufacturing, including AgTech.** Currently 40+ companies.
    - **Creative/Experience** - MeowWolf is primary catalyst.
    - **Food Sector** – Greatest opportunity for regional and statewide systemic collaboration.
  - Film & Emerging Media – 2x or 3x Growth by 12/22. We partner with and rely on Film Office to drive this.
  - Healthcare – Continue to grow. Lots of workforce development opportunities.
  - The Arts – Stabilize the traditional fine and folk art sector.
  - Tourism & Hospitality – Continue to support Tourism Department growth strategies.
- ❖ **Dual Audiences Strategy:** Encourage Entrepreneurs to Create and Existing Companies to Expand Offerings that Serve 2 Target Audiences in order to have sufficiently large customer base. For example, a business may server families primarily through the day and evening, and adults at night.
  - When surveyed, parents and young adults state there are not enough businesses, experiences, places and other offerings for their families (parents) and themselves (young adults). See Violet Crown and Meow Wolf as examples.

# Strategy & Goals Themes: FY20 - FY22

- ❖ **More Startups: Increase Entrepreneurship & Strengthen Entrepreneurial “Ecosystems”**
  - Aggregate increase of 10% more startups (companies less than 5 years old) by 2021, contributing 500-1,000 new jobs
  - Develop model entrepreneurial ecosystem, including a) Kauffman food sector project and b) strengthening and coordinating existing startup ecosystem.
- ❖ **Grow & Retain: Anchor Export Companies & Help Very Small Local Businesses Grow**
  - 300 Very Small Local Businesses (20 or fewer employees, 2+ yrs operation) Hire at Least 1 Person by 12/21.
  - See prior goals regarding clusters, which are primarily oriented towards Export businesses.
- ❖ **Recruit Great Companies: Attract New Companies that Advance Clusters and Provide Solid ROI for Any Incentives**
  - 1 new company of 10+ employees by 2020
  - 1 new company of 25+ employees by 2021
  - 3 new companies averaging 50+ employees by 2022
- ❖ **Collaboration: Work Together Internally, and with other Cities, Counties, Pueblos and State on Specific Projects.**
  - At least two projects and two policies actively pursued between Santa Fe and other jurisdictions.
  - Work with Mayor, CM and directors on a multi-year, professionally managed organizational design and development project to make our government more adaptive, responsive, transparent, fast and collaborative with residents and orgs.
  - Actively invest in and otherwise support work to break down business and cultural siloes, and increase social capital.  
We need to determine metrics and find data sources to track.
- ❖ **Self-Sufficiency: New initiatives become self-sustaining within three years unless clear rationale for longer term or indefinite financial support from city.**

# OED Focus Areas: FY20 - FY22

Focus Area = Strategic needs for improvement in order to strengthen economy and quality of life  
Parentheticals include the related Fundamental City Components

**Bolster Small, Local Businesses** (Education & Access to Capital)

**Industry Cluster Development, including Workforce Development** (Ecosystem, Education & Access to Capital)

**Create Better Workforce and Job Training Opportunities** (Workforce Development)

**Entrepreneurship & Innovation** (Growth & Diversification)

**Strategic Asset Development** (Includes Leases and underperforming parcels)

**Increase Social Capital for Business** (Social Capital)

**Broadband & Cellular Improvement** (Infrastructure)

**More Affordable & Workforce Housing** (Housing)

**Cool places and experiences for 18-35 year olds, especially late night** (Arts, Culture & Entertainment)

**Improve Mobility, including more commercial flights** (Transportation)

# SWOT Analysis – Current Conditions



<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>❖ Culture &amp; Heritage</li> <li>❖ International brand &amp; destination</li> <li>❖ Capital city</li> <li>❖ Nature, fresh air, ample sun</li> <li>❖ World class arts, entertainment, food, etc</li> <li>❖ Low property tax rates</li> <li>❖ Creative people, companies, and org's</li> <li>❖ Nonprofit &amp; social impact org's</li> <li>❖ National labs &amp; Think Tanks</li> <li>❖ Entrepreneurship, esp. Women owned</li> <li>❖ Events and programming</li> <li>❖ "Acequia" and pioneering attitudes</li> <li>❖ Close ties to state</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>❖ Shortage of local financial capital</li> <li>❖ Relatively low business social capital</li> <li>❖ Underperforming schools &amp; access to day care</li> <li>❖ Diminishing Millennial and Gen Z; 7 years older than avg city</li> <li>❖ No "college town" aspect of city</li> <li>❖ Few industry clusters; over weighted to gov't and discretionary sectors (fine art, tourism, real estate)</li> <li>❖ Inadequate workforce prep in key growth industries</li> <li>❖ Income inequality</li> <li>❖ Relatively high cost of living, due largely to limited housing/rental options</li> <li>❖ Unreconciled historical trauma</li> <li>❖ Limited population</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>❖ Kauffman and other grants</li> <li>❖ Film incentives to drive industry growth</li> <li>❖ Research commercialization from labs and university</li> <li>❖ 'Trailing Spouse' talent</li> <li>❖ Other cities quality of life down &amp; cost of living up</li> <li>❖ Local Spin-offs from creative economy &amp; tech companies</li> <li>❖ Urban "retirees" see opportunities to help incubate or grow businesses here</li> <li>❖ Asset Development and Lease Management</li> <li>❖ Untold stories of economic success</li> <li>❖ Leverage Higher Education Center at Midtown Site</li> <li>❖ Capitalize on integrative medicine to position Santa Fe</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>❖ Federal government cuts funding to small Cities</li> <li>❖ Siloes (i.e. isolated) and resistance to change</li> <li>❖ Prolonged drought</li> <li>❖ Other cities more attractive to talent &amp; investment</li> <li>❖ Our growing companies bought by outside buyers</li> <li>❖ OpZone Funds do not invest significantly</li> <li>❖ State government underfunds education, marketing and incentives</li> <li>❖ Deepening Recession and/or collapse in oil prices</li> <li>❖ Lack of executive talent</li> <li>❖ Continued COVID Pandemic</li> </ul>

# Who Do We Measure Success?

## Economy

- % Business owners highly satisfied with OED support
- % of results delivered by vendors and grantees (PSAs and LEDA grants)
- % aggregate increase in startups and GRT contribution
- # of companies recruited and GRT contribution
- # of very small businesses (<20 employees, >2 years in operation) hiring at least 1 net new employee
- Ratio of local:export business contribution to GDP
- % of leakage, i.e. purchasing of products and services from outside city



## Top Seven Paths to Local Economic Recovery & Resiliency

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We are working through a “Seven Steps to Recovery and Resilience” concept that highlights themes with buckets of activities that cities can/should consider as they move toward to rejuvenate local economies; post-COVID.

This next phase of “what happens now” will be on us as vaccinations accelerate and we make our way into the next quarter. Picking a few key items and pivoting toward recovery will be very important. Below is a menu of ideas we would like to consider:

### Some top takeaways or themes at the 1,000-foot level:

- **Make recovery everyone’s business**
- **Advance equity and opportunity for all**
- **Unleash your local economy**
- **Zone for equitable and sustainable neighborhoods**
- **Speed and broaden delivery of essential services while saving money**
- **Leave no dollar behind**
- **Build a readiness culture**

With those as the buckets, here are some specific recommendations for discussion:

- Create an inclusive task force of public and nongovernmental leaders to create a homegrown recovery strategy.
- Create a performance dashboard to track and monitor health and economic status, and signal both accomplishments and needed additional actions.
- Create a focused team to support especially threatened sectors such as the service industry and the arts.
- Apply a racial equity lens in recovery and rebuild (and strategic) plans, with strong indicators and accountability.
- Eliminate or reduce municipal fines and fees that inequitably affects low-income residents.
- Understand the eviction problem in your city and implement key steps to prevent eviction.
- Explore piloting a Universal Basic Income program.
- Support “buy local” and “invest local” with procurement practices and incentives, especially in historically underserved communities.
- Affirmatively support your town’s small businesses, prioritizing women and BIPOC businesses.
- Create and support a cadre of small-builder developers.
- Support outdoor dining and develop outdoor design guidelines.
- Expedite building and zoning permitting.



## **Top Seven Paths to Local Economic Recovery & Resiliency**

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- Support tradeoff of parking spaces for parklets.
- Allow and support ACUs and ADUs
- Provide a lifeline package of broadband services.
- Support micro-mobility for better connections and first-last mile accessibility, and bundle one-stop payment for combined on-demand and transit services
- Expand transit frequency and hours of service; calibrate routes to demand.
- Work with essential sectors to take advantage of emergency and recovery resources (flexible funding in CARES Act, FAST Act, regional capital dollars from MPOs).
- Create “forbearance partnerships” with lenders and creditors to restructure home and business debt worsened by COVID-induced economic crisis.
- Repeatedly confirm and communicate community consensus on shared goals, existing plan to get there, progress on that plan and efficiency in getting there, and any needed changes.
- Always be open to exploring proven, low-cost and high-impact strategies for innovation.
- Use emergency declaration powers to get things done in the community’s interest