



Agenda

DATE 8/31/16 TIME 10:25 am

SERVED BY Fabian Trujillo

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ECONOMIC DEVELOPMENT REVIEW SUB-COMMITTEE

Market Station

500 Market Street, Suite 200

Round House Conference Room

Tuesday, September 6, 2016

4:00 pm

- I. PROCEDURES
 - A. Roll Call
 - B. Approval of Minutes – July 11, 2016
 - C. Approval of Agenda
- II. REPORTS (none)
- III. UNFINISHED BUSINESS (none)
- IV. NEW BUSINESS
 - A. Request for approval of a resolution calling for the update of the Community Economic Development Plan and relevant sections of the city code in order to establish program priorities, goals and metrics. (Councilor Maestas) (Fabian Trujillo)
- V. INFORMATIONAL ITEMS
- V. ITEMS FROM THE COMMITTEE
- VI. ITEMS FROM STAFF
- VII. NEXT MEETING DATE – Meet as needed
- VIII. ADJOURN

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ECONOMIC DEVELOPMENT REVIEW SUBCOMMITTEE
September 6, 2016

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ECONOMIC DEVELOPMENT REVIEW SUB-COMMITTEE

Market Station

500 Market Street, Suite 200

Round House Conference Room

Tuesday, September 6, 2016

4:00 pm

I. PROCEDURES

A meeting of the Economic Development Review Subcommittee was called to order at 4:00 p.m. by Chair Simon Brackley in the Round House Conference Room, Market Station, 500 Market Street, Suite 200, Santa Fe, New Mexico.

A. Roll Call

Roll call determined that a quorum of members was present as follows:

Members Present:

Mr. Simon Brackley, Chair

Ms. Kathy Keith, Vice-Chair

Ms. Lisa Alejandro

Mr. Damian Taggart

Members Absent:

Mr. Buddy Roybal [excused]

Staff Present:

Ms. Alexandra Ladd

Mr. Fabian Trujillo

Mr. Ross Chaney

Others Present:

Councilor Joseph Maestas

Mr. Carl Boaz, Stenographer

B. Approval of Minutes —July 11, 2016

Member Alejandro moved to approve the minutes of July 11, 2016 as presented. Member Keith seconded the motion and it passed by unanimous voice vote.

C. Approval of Agenda

Member Taggart moved to approve the agenda as presented. Member Alejandro seconded the motion and it passed by unanimous voice vote.

II. REPORTS (none)

III. UNFINISHED BUSINESS (none)

IV. NEW BUSINESS

A. Request for approval of a resolution calling for the update of the Community Economic Development Plan and relevant sections of the city code in order to establish program priorities, goals and metrics. (Councilor Maestas) (Fabian Trujillo)

Mr. Trujillo reported on the resolution. It has basically three pieces: first, an interim update of the Community Economic Development Plan within 135 days after it is adopted; second, work with the Legal Department to review the appropriate chapters of the City Code and third, make recommendations on the plan with community input.

Regarding the background, this was adopted in 2004 and in 2008, Council adopted the Economic Development Implementation Strategy. In 2011, there were strategic updates in the plan for CBQL and the Future Economy Subcommittee.

He said they are looking to have a staff review and think we would make a proposal that, if approved, would set up an internal working group with Staff and outside stakeholders to identify goals and objectives; then do a SWOT Analysis and after 135 days, report with a series of analyses to do in SWAT and SWOT and an envisioning process with the Governing Body and identify stakeholders for the community engagement process. Then they would issue an RFP for the analysis work and after that, go through steps. He estimated by March 15 to March 31, 2017, it would be before the Governing Body for approval.

Chair Brackley said the Committee makes recommendations to the City Business and Quality of Life Committee for their approval.

Councilor Maestas said for the motivation behind this resolution and his perspective, first, thanks for all that EDRC does. He didn't vote for all the projects recommended but vote, based on fundamental principles.

Since he was elected in 2014 and was a former mayor, Economic Development is very important and Santa Fe is very fortunate to have a dedicated Economic Development Fund with proceeds from sales and leases.

The only problem is that the way the Fund has been managed is of concern to him. For instance, in the last financial audit, the City was dinged for a negative \$240,000 balance in the Economic Development Fund.

We do have recurring GRT but revenues from sales and leases is yet to be determined and based only on an estimate. So it is hard to foresee what you will need and that led to a pattern of deficit spending and the need to bail out the Economic Development Fund each year. We should not be deficit spending at this point.

The other issue is that in the current administration, we have not had a shared vision on Economic Development. A number of initiatives are underway but the Council has not weighed in. Translating it to specific goals and objectives is needed. We know where the strong points are in our economy but the economy definitely needs to be more diversified and we have not had any kind of visioning.

He said he has gone along with the capital development and the City has a new asset manager, Matt O'Reilly. He is focused almost entirely on raising funding for Economic Development and that elevates the need for a shared vision and bring in the public component with stakeholders like this Committee membership to update a comprehensive plan. We've had a few updates and when Kate Noble was here, he asked her what had been done. With each successive update since the Angelou Plan, the approval has become more informal and the last one was only at CBQL and never brought to the entire Governing Body. The enabling legislation was back in the late 90's and it became very apparent that it was called the Community Economic Development Plan. It was baked into our legislation but in implementing it, based on successive informal updates without the stakeholder/public input. So that is what this consideration is about.

The Council needs to at least confirm where we are going with Economic Development. He worked closely with Kate Noble and she helped with this resolution so it has a context since even before the Angelou Plan. We need to get the Council together. The reason for the Code review is because he didn't know we were using state shared GRT to partially fund the plan.

He pointed out that DFA doesn't accept any dedication of State-shared GRT done by resolution. It must be done by ordinance on State-shared GRT. That was first thing. Secondly, the Code is in conflict with legislation from 1998 that established the Fund. That called for a new Municipal GRT for Economic Development. It was Resolution 1998-49 but it was never done. So from that time to the time when the State-shared GRT was allocated, there was no legislation that called for a change from municipal GRT to the state-shared GRT which is in the Code.

So there are some disconnects and lack of formality in the dedication of the funding. It needs an interim update. He also needed context for asset development and funds for economic development and selecting projects such as the one the Committee just did for up to a million dollars.

He clarified that he was not saying what we are doing is invalid but a lot has changed since the recession and now the City needs to go forward with a comprehensive plan. There are stakeholders and

investors out there who need to be involved. The timing will be in the update with preparation for a budget and it will go before the Finance Committee. The timing for that won't be done until FY 17 so we will be operating under the interim update until that time.

Sometimes, organizations pass legislation and then establish ad hoc processes. This is about the plan for the future.

Chair Brackley agreed that time does go by quickly. It is overdue and we should give the Governing Body an opportunity to do this. Secondly the legality on the state mandate for GRT should be followed.

Member Keith asked what staff is currently doing that won't get done. It is not about hiring a consultant. She knew Mr. Trujillo has been working on this and felt they need bandwidth to get both things done.

Mr. Trujillo said Staff has discussed this a lot and there are things we will have to give up. We just lost Kate. We also lost Zack and Shawn and another person. Of those, only Shawn and Margaret were professional support for the Staff. We will have to staff this and it is pretty significant work for both of us. There is a lot to do. There will be trade-offs. Ms. Ladd is our new interim director and will pick up some stuff but he didn't know what else there is that Staff cannot do. We still have to work on contracts and meet with clients on regular basis. So they will have to decide where to focus their time.

Member Alejandro asked if they would be hiring to replace those who left or not.

Ms. Ladd said the Staff positions are approved, based on the budget and it is not entirely clear what will take place in hiring. To add to what Mr. Trujillo said, at this juncture, all the regular daily stuff has to keep going. Mr. Chaney is working on a longer term effort. Things have taken years and have momentum and might have to be put on hold.

Mr. Chaney said they started with a discussion of what could be taken off the plate and others that should not be put on hold. The technical roundtable, the labs, were part of the discussion. Staff is trying to figure out what has to be focused on and what could be put on hold.

Chair Brackley asked if the technology roundtable is separate.

Mr. Chaney said its focus is to connect with entrepreneurs.

Councilor Maestas said the interim update need not be as involved as a comprehensive update but to look and reconciliation of recent updates. The draft in 2015 – he didn't know if it was implemented. Much of that work has been done. If his resolution implies a significant public input component and stakeholder engagement in the interim, that was not his intent but to make our Community Economic Development Plan more up to date in the interim and in longer term, work toward a comprehensive update. He wouldn't want serious workload disruptions. The City Attorney can help and he could work with a legislative liaison. The code review should take very little of the Staff's time. The big scoping work at a level of reasonable effort for budgeting purposes would minimize Staff time. The process will go until March and no monies

appropriated until July 1. So scoping for the purpose of budgeting might just be an appraisal of scope and costing it out for Finance.

Member Keith suggested that the context from our perspective, would look to the community. A lot of time she felt the Committee has made decisions without knowing the full context. So it is helpful for all of us to have that overview. As a personal note, she thought there is great value in having a long-term Economic Development plan. We get into a rut locally and at the state level. Every time we elect a new Governing Body, they want to do a new thing and the old is shoved away. It takes a long time to see any results from that. So before doing a comprehensive plan, we should look at what we have accomplished or not accomplished to see what we did right and what was wrong before we engage in a new plan. To see what is left.

Chair Brackley agreed. We recommended the City spend a million dollars on 12 projects and need to see how that works out.

Member Alejandro said he would be interested to know what Councilor Maestas envisions. You have worked on this and are unhappy with some of it.

Councilor Maestas said there are primary elements that still apply. The green element - some sectors that are applicable. He is a planner and does a 3-year and a 20-year transportation plan. The recession really completely jarred this community and permanently retracted the tax base. And Santa Fe is relying on GRT. We are not going to get any relief soon through tax reform in the legislature. It is all the more reason to depend on the economy. That is what we have to rebound and make up for lost revenues since contraction of our tax base.

That is another reason why he felt they should realize that the successive updates are still valid. He was not advocating this just because of new leadership. He just didn't have confidence. He wanted to see some emphasis and focus because he saw the trend to emphasize land sales - not on renewing leases but selling large tracts of land. That makes those revenues more important than any other revenue we have. He was not seeing that return on investment from other sources. It was not instilling confidence in him that the City has a robust investment plan across the spectrum of expenditures. It is a combination of things. Do you think the 2004 base plan is still valid? How long is too long for you for a Economic Development Plan?

Chair Brackley said they do updates once a year and it includes technology, green, film, environment, etc. Film has never been so successful. The biggest loss of revenue and the biggest one is from people living outside of Santa Fe for which the City gets no GRT benefit. That overlaps with housing and streets and workforce issues. From that standpoint, and back to his vision, he asked where the Governing Body sees the City going with streets, transportation, housing, open space and recreation. We are overdue for that level of vision and the Economic Development comes in as part of it. He asked what all the departments should do to achieve the goal. There was a review in 2011 and he didn't know that it went to the Governing Body. There was nothing in there out of left field.

Councilor Maestas said the only other issue is the need for infrastructure investment. We need to start

working on a smart stimulus plan for investment. His hope is that it would be a vital element in the next plan update. The Finance Director has urged us not to incur additional bonding for one more year but there are other proposals for bonds that might not be as impactful to the economy. He discussed housing with Ms. Ladd about a robust partnership at all levels. Our plan is across the board. Should we pull back and focus on rental housing availability? This plan would help realign all of those policies to achieve the objectives either in a long term plan or the Angelou Plan. We have just been too lax in our updates to have an amendment to the Community Plan. We always try to get the annual budget for economic development. It is a wide spectrum of issues and the approach is to lead us to the broader update. It is a consequence of not having a strategic plan. Now we are in an economic situation when this needs to move forward.

Chair Brackley said in hiring the Economic Development Director and a second position, he understood there are a number of applicants and he was sure some talented people have applied. He asked if it would be prudent to wait until that person is hired to proceed and with their background to take a look at all departments and then submit a recommendation.

Councilor Maestas said he initiated this when Kate Noble was on the payroll and he had no idea that she was going to leave. He thought from now on for the next six months, scoping out a comprehensive plan and a cost estimate should not be that involved. Maybe Mr. Trujillo could review the 2015 recommendation from her.

Mr. Trujillo said he never saw it.

Councilor Maestas agreed to share it with him. He amended the start time because of the staff loads. The original was 90 days and he changed it to 135. He really thought they needed the interim update with Council affirmation on it. And then do the long-term comprehensive plan down the road. Beyond Councilor sponsored legislation, he extended it, assuming it can be done. If that is a problem, maybe we can down scope it but he assumed that with the time extension, it would be possible with our staff.

Ms. Ladd said none of the staff had those conversations with Kate Noble. An interim update, in her mind, is still a major overhaul on the work. It is not like hiring a consultant. Our Department is professional and we have the necessary software. But if we could drill down to better understand what is meant by an interim update, it would help. What is your big picture on what the update looks like?

Councilor Maestas said it is quite similar to what was done in 2008 and 2011.

Mr. Trujillo recalled the 2008 was six months of work. CBQL was the stakeholder group. We sat with them and went through the Economic Development Plan. We had a consultant and narrowed it down to an implementation plan. The 6 months also included the approval time. We looked at the code and streamlined implementation of that. We didn't look at funding sources. That is another thing to consider. Our Economic Development Plan is different than most around the state. We can go up to 10% of GRT and they also allow us to ask the community for an increment. We looked at it a year ago and that increment is not available. He would recommend doing an update. It is overdue. We usually wait about 5-10 years and there is a lot we can do.

He related that when his wife was running for election, they we did a survey and listened to a lot of constituents and felt their plan was dated. We were not looking at higher wage job growth and infrastructure that Councilor Maestas is looking at. It also led him to believe we don't have enough data from the survey. We need to do more of that. We need more information. The last community assessment was in 2004. We haven't done SWOT since that time. We don't have a GAP analysis in the service sector to see where we lose GRT by industry.

Chair Brackley took a little issue with that. There was a study by Homewise on leakage. Arrowhead Center; BBER did a study. The City surveyed businesses with 600 responses. For healthcare, there is a lot of information out there and he agreed it was no one who put that all together. They should coordinate that better.

Member Taggart asked what the alternative is. If we don't want to forward the resolution, he wondered if it would just stay with Angelou a little longer.

Chair Brackley reminded them that EDRS is advisory. We could recommend or not.

Member Taggart asked what the objection is to hiring a consultant for it. He wondered if that is something that would take away from another city service that is important. It does seem this is on the heels of 2004. He was not sure the ROI was part of the discontent. He felt conflicted about it. We don't want to strap things that were effective and not to introduce things that are unnecessary. Having updates seem appropriate since a reasonable time has gone by. We would want to see and maybe Councilor Maestas can weigh in on how a new plan would do a better job on ROI.

Councilor Maestas said there are expenditures in applications here for assistance and then other expenditures that are not even close to Code and he believed there are other colleagues that would agree. The Film Commission is an example.

Chair Brackley thought that was discussed by CBQL.

Mr. Trujillo didn't remember.

Councilor Maestas said he even asked for an evaluation sheet on the project from Kate. He would like to see how that ROI would be calculated. He just saw many loose ends. And he was looking at trends. We are looking at significant land sales and we still don't have a nice Master Plan showing real estate assets - He didn't know what the City is giving away. How much land do we have left? Should we consider selling rather than leasing. It gets into an area of highest importance. Real estate is very important and we are far too fast and loose right now. Maybe we could have a separate deadline of July 1 to allow a new director to weigh in and maintain the 135 days for the code review and one for update to correspond with that.

We should at least give the Governing Body a budget for what it would entail. Based on the results, building blocks would determine the scope. We don't start with a clean slate but could build on what we've done in our economy going forward. It would be an update but not really comprehensive. It might not be that involved. Lastly, a lot of citizens are naysayers for what the city is doing right now. We do want to

engage them and hear from them. There are lots of small business that are affected by the City. There is a political aspect to this too. We need to take it by the horns and recognize something needs to be done.

In terms of budget, maybe the budget committee will not even recommend an additional appropriation. He was accepting that as a possibility.

Chair Brackley asked if Tierra Contenta sales have been set aside for that.

Councilor Maestas said we could get a significant amount out there. The short-term looks very promising.

Member Keith noted we have a plan on paper and have not tracked what we have done and what we have not done. This is what our vision is and what we share. We need to look at the strategies to achieve our vision. So she agreed with Councilor Maestas on that.

Councilor Maestas said he feels strongly about it and that is why he is here at the meeting. If there are any bugs in it, he would be perfectly willing to compromise on the time frame.

Chair Brackley said this means the new Director comes in and immediately we tell the Director that we have just approved a new plan.

Councilor Maestas asked if he thought it will take six months to hire a new person.

Chair Brackley said he wouldn't try to look into that crystal ball.

Councilor Maestas asked Ms. Ladd if she applied.

Ms. Ladd said no.

Councilor Maestas offered that if July 1 is better deadline, that should give the Committee enough time. He would expect a new director to be on board within a month. He wondered how the salary compares with other such positions.

Member Keith thought it was okay.

Member Taggart moved to recommend approval with a July 1 deadline. Member Keith seconded the motion and it passed by unanimous voice vote.

V. INFORMATIONAL ITEMS

There were no informational items.

VI. ITEMS FROM THE COMMITTEE

Member Keith announced the Regional Economic Development annual meeting. Based on the stakeholder input from last year, it is a Workforce Summit that would be held on September 28th as all-day affair hosted by Ohkay Owingeh. She listed the sectors that would be included.

Chair Brackley asked if it is open to the public.

Member Keith agreed. They can register up to 150 and already have 98 registered.

Member Keith announced the 20/20 event is going to be on October 8 in Santa Fe. She said it recognizes high-growth companies.

Chair Brackley announced that Santa Fé is adding an additional flight to Phoenix starting September 15, thanks to the New Mexico Air Alliance. This is a great Economic Development addition for Santa Fe. About 3.5 million people fly in and out of Phoenix annually.

VII. ITEMS FROM STAFF

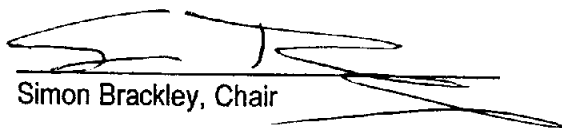
There were no items from Staff.

VIII. NEXT MEETING DATE — Meet as needed

IX. ADJOURN

The meeting was adjourned at approximately 5:15 p.m.

Approved by:


Simon Brackley, Chair

Submitted by:


Carl Boaz for Carl G. Boaz, Inc.