



# Agenda

CITY CLERK'S OFFICE

DATE 11.1.2017 TIME 12:44pm

SERVED BY Fabian Trujillo

RECEIVED BY Carmelina Spears

## Economic Development Advisory Committee

Market Station at the Railyard  
500 Market Station, Suite 200

Wednesday, November 8, 2017  
11:00 AM – 1:00 PM

- I. PROCEDURES
  - A. Roll Call
  - B. Approval of Minutes
    - 1. October 18, 2017
  - C. Approval of Agenda
  - D. Approval of Consent Agenda
  
- III. CONSENT AGENDA (None)
  
- V. ACTION ITEMS
  - A. Request for a approval of an ordinance relating to the Economic Development Plan, Section 11-11 SFCC 1987; Amending and adding definitions; specifying fees eligible for waiver; amending staff reporting guidelines; amending the application review criteria to simplify guidelines; amending Exhibit A of Section 22 to permit the waiver of UEC fees; and making other such changes as are necessary. (Councilors Maestas and Harris) (Matthew Brown)
  
- VI. INFORMATIONAL ITEMS
  - A. Economic Development discussion on definitions, population goals and performance goals – Matt Brown
  
- VII. ITEMS FROM THE COMMITTEE
  
- VIII. ITEMS FROM STAFF
  
- IX. ITEMS FROM THE CHAIR



# Agenda

---

X. ITEMS FROM THE PUBLIC

XI. NEXT MEETING DATE – **December 13, 2017**

Persons with disabilities in need of accommodation, contact the City Clerk's office at 955-6520, five (5) working days prior to meeting date.

**SUMMARY OF ACTION  
 ECONOMIC DEVELOPMENT ADVISORY COMMITTEE  
 MARKET STATION AT THE RAILYARD  
 500 MARKET STATION, SUITE 200, CABOOSE CONFERENCE ROOM  
 WEDNESDAY, NOVEMBER 8, 2017, 11:00 AM**

<u>ITEM</u>	<u>ACTION</u>	<u>PAGE</u>
CALL TO ORDER		1
ROLL CALL	QUORUM	1
APPROVAL OF MINUTES OCTOBER 18, 2017	APPROVED	1-2
APPROVAL OF AGENDA	APPROVED	2
CONSENT AGENDA	NONE	2
 <u>ACTION ITEMS</u>		
REQUEST FOR APPROVAL OF AN ORDINANCE RELATING TO THE ECONOMIC DEVELOPMENT PLAN, SECTION 11-11 sfcc 1087; AMENDING AND ADDING DEFINITIONS; SPECIFYING FEES ELIGIBLE FOR WAIVER; AMENDING STAFF REPORTING GUIDELINES; AMENDING THE APPLICATION REVIEW CRITERIA TO SIMPLIFY GUIDELINES; AMENDING EXHIBIT A OF SECTION 22 TO PERMIT THE WAIVER OF UEC FEES; AND MAKING OTHER SUCH CHANGES AS NECESSARY.	APPROVED	2-4
 <u>INFORMATIONAL ITEMS</u>		
ECONOMIC DEVELOPMENT DISCUSSION ON DEFINITIONS, POPULATION GOALS AND	POSTPONED	4

**PERFORMANCE GOALS**

<b>ITEMS FROM THE COMMITTEE</b>	<b>INFORMATION/DISCUSSION</b>	<b>4-10</b>
<b>ITEMS FROM STAFF</b>	<b>NONE</b>	<b>10</b>
<b>ITEMS FROM THE CHAIR</b>	<b>NONE</b>	<b>10</b>
<b>ITEMS FROM THE PUBLIC</b>	<b>INFORMATION/DISCUSSION</b>	<b>10</b>
<b>NEXT MEETING DATE</b>	<b>DECEMBER 13, 2017</b>	<b>10</b>
<b>ADJOURN</b>	<b>ADJOURNED</b>	<b>10</b>

**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE  
MARKET STATION AT THE RAILYARD  
500 MARKET STATION, SUITE 200  
WEDNESDAY, NOVEMBER 8, 2017, 11:00 AM**

**1. CALL TO ORDER**

The meeting of the Economic Development Advisory Committee was called to order by Councilor Michael Harris at 11:00 am, on Wednesday, November 8, 2017, at Market Station at the Railyard, 500 Market Station, Suite 200, Santa Fe, New Mexico.

**2. ROLL CALL**

**MEMBERS PRESENT**

Councilor Michael Harris, Chair  
Holly Bradshaw-Eakes, Vice Chair  
John Feins  
Chuck Higgins  
Kate Kennedy  
Doug Orr  
Helen Brooks  
(Vacancy)

**MEMBERS ABSENT**

Dr. Camilla Bustamante, Excused  
Kim Kelly, Excused

**OTHERS PRESENT**

Matt Brown, Economic Development Director, City of Santa Fe  
Fabian Trujillo, Economic Development, City of Santa Fe  
Marie Longserre, Santa Fe Business Incubator  
Jessie Gullien, City of Santa Fe, Legislative Liaison  
Teresa Gheen, City of Santa Fe, Office of the City Attorney  
Elizabeth Martin, Stenographer

**3. APPROVAL OF MINUTES  
OCTOBER 18, 2017**

**MOTION** A motion was made by Mr. Feins, seconded by Mr. Orr, to approve the minutes as presented.

**VOTE** The motion passed unanimously by voice vote.

**4. APPROVAL OF AGENDA**

Mr. Trujillo said he would like to postpone item 7A until the next meeting.

**MOTION** A motion was made by Mr. Fiens, seconded by Ms. Brooks, to approve the agenda as amended.

**VOTE** The motion was approved unanimously by voice vote.

**5. CONSENT AGENDA**

None

**6. ACTION ITEMS**

- A. REQUEST FOR APPROVAL OF AN ORDINANCE RELATING TO THE ECONOMIC DEVELOPMENT PLAN, SECTION 11-11 sfcc 1087; AMENDING AND ADDING DEFINITIONS; SPECIFYING FEES ELIGIBLE FOR WAIVER; AMENDING STAFF REPORTING GUIDELINES; AMENDING THE APPLICATION REVIEW CRITERIA TO SIMPLIFY GUIDELINES; AMENDING EXHIBIT A OF SECTION 22 TO PERMIT THE WAIVER OF UEC FEES; AND MAKING OTHER SUCH CHANGES AS NECESSARY.**

Chair Harris introduced Ms. Gheen, City Attorney's Office.

Chair Harris said Ms. Gheen has joined our meeting to assist with the discussion of this item. We are happy to have her here.

Mr. Trujillo said basically this code change is a directive from the City Council as a result of our code analysis done earlier in the year. This item was brought forward today to present the changes to you for your recommendation of formal adoption to the City Council.

Mr. Brown said we had 3 objectives in revising this Ordinance. To have the Ordinance be in compliance with the state LEDA law and the State Constitution. We have added some language to try to customize the language to be more representative of the Sant Fe community, business, culture and climate. Third was to try to streamline some of the process while maintaining the guidance and control of City Council with more options and flexibility.

Chair Harris said he has a question on page 5, under G, lines 6, 7 and 8. In practically all cases of Ordinances and Resolutions if there are any money issues in them before they go to the Governing Body they have to clear one Council Committee. An example is a recent project that came before us where Verizon was the owner of a company involved. Verizon is not delivering the coverage we pay for. The Finance Committee voted unanimously that the contract not move forward to City Council. His question is, that has it been in practice or is it a policy that all items have to go to a Council Committee before coming to the Governing Body. It seems like it should. A money issue such as this should be vetted by the Finance Committee before going to the Governing Body. We need to do the research first on this.

Chair Harris asked what is the pathway forward for this.

Mr. Trujillo said it is going to Finance on December 4<sup>th</sup> then to the Governing Body. There will be a request to publish on December 13<sup>th</sup> and heard at the hearing on January 10<sup>th</sup>. Regarding the Chair's question on the language on page 5, in 2008 this was done by the committee prior to this one because CBQL felt we needed to streamline the process for economic development projects. They made it at the option of the Governing Body to send it to a Committee. Every since then we have included Finance in practice, but have given the Governing Body the option to streamline or add committees.

Chair Harris said he assumed it was for that reason, but in practice that is not how it has been. He will bring it up under Request to Publish at Council. He wanted to raise that question.

Chair Harris said he wanted to speak to the item on page 12, at the bottom, UEC A-D. As a result of tonight's Governing Body meeting they will likely modify the Airport Road overlay. If that is approved that language will be very similar to the Midtown Link and as a result UECs may be waived.

Chair Harris asked does the whole text end up defining a qualified entity.

Mr. Brown said yes. It does in alignment with LEDA and sets parameters and how we make the determination to make an investment or not. We removed the laundry list to give us more flexibility. B Corporations, in their bylaws, are required to do social impact work with a portion of their revenues. In part because of the spirit and behavior of our culture we put a preference in that if companies want to establish themselves as a B Corporation and put their social responsibility in Santa Fe they are given preference.

Chair Harris said so really the whole process defines a qualified entity.

Mr. Brown said within parameters.

Ms. Bradshaw-Eakes asked has New Mexico passed the B Corp measure yet.

Mr. Brown said not yet. Hopefully it will come to pass. B Corps, such as Meow Wolf, can be established in other places and operate here in the City. Hopefully B Corps will be authorized here. 37 states have authorized them.

Ms. Bradshaw-Eakes said maybe it should say "or" instead of "and" on the bottom of page 5.

Mr. Brown said that is a great catch. Thank you.

Ms. Brooks said "and/or" maybe.

Both Ms. Bradshaw-Eakes and Mr. Brown were fine with that.

Mr. Orr said on page 7, it is describing the kind of targets for qualifying projects. Is the economic strategy explained someplace.

Mr. Brown said no, that is not a defined term. We also amended the language to use more generalized language around economic development plans and goals. We are trying to allow for a future that is unpredictable.

**MOTION** A motion was made by Mr. Fiens, seconded by Ms. Bradshaw-Eakes, to approve the changes and recommend approval to the City Council.

**VOTE** The motion was approved unanimously by voice vote.

Chair Harris said he will continue to track the 2 issues he is interested in. The Airport Overlay has been approved, but has not taken off. We rejected a storage facility across from the Business Incubator. The idea is to try to incentivize 80 acres that the City owns that front on Airport Road and are potentially developable.

## **7. INFORMATIONAL ITEMS**

### **A. ECONOMIC DEVELOPMENT DISCUSSION ON DEFINITIONS, POPULATION GOALS AND PERFORMANCE GOALS**

This item was postponed to the December meeting.

## **8. ITEMS FROM THE COMMITTEE**

Ms. Kennedy said the packet for this Committee is not publicly accessible.

Mr. Trujillo said the normal procedure is to send it to the Clerks office.

Ms. Martin said the agenda and packet for all of the weeks meetings are on the



City Clerks site on the City website.

Ms. Kennedy said it is not on the Economic Development website and that is where people look for it.

Mr. Brown said he will have Fabian send a link to the Economic Development site to the City Clerks office.

Ms. Brooks asked if she is on the distribution list.

Mr. Trujillo said he will double check.

Chair Harris said under the Office of Economic Development direct them to the City Clerk. He can understand the confusion. There is a new individual in Land Use who is using Next Door to get information out for the department.

Chair Harris said thank you Ms. Kennedy for bringing that issue forward.

Mr. Feins said with LEDA there is a real lack of awareness in our community about what LEAD funding is. As committee members we need to raise awareness. There is a communications opportunity here. We have been hearing hard luck stories about start ups with financial need that if the City had not given money to Meow Wolf, who is already doing well, they would have been ok. They say the City is picking winners when the start ups need it. He did a letter to the editor to clarify, but we need to make an effort to educate the community. This Committee should be aware of that.

Chair Harris said he appreciated Mr. Fiens comments. He suggested that the folks at Meow Wolf are going to need to get a bit thicker skin. This kind of thing happens often. Many people think it is for programs not infrastructure.

Mr. Feins said he did not bring this up for Meow Wolf, but as an economic development issue. He does not want to further the cynicism about economic development. People should know how good this program is.

Ms. Bradshaw-Eakes said there is a general lack of understanding of LEDA around the state. She has been working with the Municipal League about educating communities on this program and what the goals are. There are a lot of City Councilors in the state that do not understand LEDA and that their Municipality needs to have a LEDA Ordinance to do business with the State. It is public funds.

Mr. Higgins asked where do you start. Maybe have a session with a reporter and explain how it works.

Ms. Bradshaw-Eakes said maybe some radio shows to talk about it.

Ms. Longserre said as the recipient of the first LEDA project ever in New Mexico, she suggested that in order for City not to be in a defensive position on this it should be stated that it is a State program. They change the rules and there is confusion sometimes. If we would invite the State to come into the community to present the program for public education then it would be seen as the State program with the City partnering.

Chair Harris said this group will have the opportunity to talk about the next LEDA application from Descartes Lab. We will have a new contact providing support for this group for LEDA, Mr. Mitchell who we will meet next month. Make sure we get the reporters to sit in and bring these comments forward to get the information out correctly.

Mr. Orr asked do we track the performance on investments.

Mr. Brown said yes we do.

Mr. Orr said it would be good to make that part of the discussions. The results.

Chair Harris said the money invested regarding Catapiller was well served in job creation and improvement to the real estate. It was one of the few buildings in this state that would meet the needs of Meow Wolf. Tracking the results as an open process would be good.

Mr. Fiens said we need 3 or 4 talking points said clearly and then we can repeat them.

Ms. Bradshaw-Eakes said she likes Mr. Orr's idea. We can do an article on a poster child funded by LEDA that would demonstrate that.

Mr. Trujillo asked do you want a company from Santa Fe or elsewhere within the State.

Ms. Bradshaw-Eakes said maybe both.

Chair Harris said the Wildflower is a story in town that is really unknown. It is a technology service support company and is woman owned. They received a grant a year ago. It would be interesting to know the results. Maybe look into that one. It is a story that is not well known.

Mr. Trujillo said they were supposed to hire 40 employees for the grant and they have more than that. The company is a good story because the CEO/owner is from Santa Fe. It is a home grown company. She has grown the business regionally. It is the largest woman owned subcontractor to the Labs and the largest woman owned company in New Mexico.

Chair Harris said a new story would be great.

Mr. Higgins said he sent an email out about floating a toilet. The word "idea" was dropped from the subject line. Floating a toilet idea was supposed to be what it said.

Mr. Higgins said it is common knowledge that there is a toilet issue downtown for the tourists. In Germany they have developed a concept that is outrageously successful. What they do is the City agreed there was a need for more toilets downtown. They came up with a plan to have businesses sign up to put a sticker on their window that said we have a nice toilet here feel free to come in and use it. They give the business a stipend of around \$200 a month to cover their expenses of cleaning and maintenance. The mentality is to greet the people and make them feel at home. The City is off the hook as far as building anything. It is a very clever solution. He thinks we ought to think about it.

Chair Harris asked Mr. Higgins to send it out to him again. His understanding is that this past tourist season there was a map provided to show people where they can go. We talked about the Downtown Transit Center which has been in the works for a long, long time. It has been designed. When he looked at the design there were no toilets. He still festers about this one. Maybe this is a solution. He doesn't know if this would appeal to the downtown merchants.

Ms. Kennedy said the downtown merchants are the ones who paid for the map. Park and Pee. That was the first attempt to let people know where they can go.

Mr. Higgins said the first question is how do you pay for it. The logical thing would be lodgers tax. It will take some time and discussions. Knowing this City, once we process this concept we have a great possibility to make this solution workable.

Chair Harris said it could be not only for people who visit, but for the Plaza vendors as well. Send it to him again and he will help to organize a meeting with Randy Randall and others.

Ms. Kennedy said there are some downtown residents who do not have bathrooms inside their businesses. Some people are not aware of that.

Mr. Higgins said he appreciates the Committee listening. He would like to move this forward.

Mr. Feins said thanks for bringing that up Chuck.

Mr. Feins said he sent out an article that he saw that was exciting. The article was in a technology publication. It profiled Eric Streeper who is one of Ms. Longserre's clients. He was a great voice about creative talent coming to Santa Fe. We get great press on food, arts and culture but almost never on economics. It reminded him that

when we get good news we don't have a mechanism for getting it out there so that our community and others in other places see it and consider a career here or bringing a business here. There are stakeholders in town who may be interested in sharing good news on their websites or social media when it happens. Maybe we can come up with some sort of network to share information and blast it out to their constituencies. It would be inexpensive to do and would change our profile. Also, what we do in tourism is we win in earned media, free press. We did familiarization tours. We found 6 or 7 press important to Santa Fe and brought them into town. Hotels put them up and restaurants fed them. The City pays the airfare and we show them the City and they write amazing articles for us. He always wanted to do that for economic development. Target reports and tell the undersold story of economics in Santa Fe. We could have a fantastic itinerary. It is something to do once or twice a year.

Chair Harris said that is a great idea. He said he would like a report on the economic development fund. He was reminded of that when reading the Ordinance. The familiarization tours and earned media are something worth considering and putting money toward. He will work with Mr. Brown to get those numbers and the information behind those numbers and see if we can craft a program.

Mr. Feins said he is happy to volunteer his services.

Mr. Brown said this is great. We had a robust conversation yesterday at the subcommittee meeting as well. Some additional ideas were to engage with a speakers bureau. We could have civic leaders and City Directors and get them as keynote speakers across the country. We have the National Governors Convention coming and the private airplane event in September. We are looking at these 2 events and others during the opera season to connect with and generate awareness of the City and business opportunities here. We discussed also that the City would benefit by having a PR firm or head of marketing. CMO for the city. We also talked about the general idea of what a Santa Fe South by Southwest would be. What would our version of that be. An annual event attractive to a range of different interests and inside of that business growth and business recruitment. Yesterday our team got together and looked at our short term goals. On that list is getting an economic development website built between now and March. What we have now is way in the past. We have some sources where we may be able to do this more rapidly than we thought. We would like to build that and have it live, then when we do communications we look modern, ready and fresh and share stories and put success stories and data around that. It will be good for recruiting, community development and growth. It is on the list and we are moving forward with that. We have very little money as we are almost fully allocated in the budget. To do Descartes Lab will mean we will have to take the funds out of our consulting line item. We have a little pot, but not much of a pot.

Chair Harris said we need to look at the revenue stream and understand it better. Build that and share that. The South by Southwest came up in the Grand Fondo International Cycling Event. There are no preliminaries in the United States. There is

talk about having a preliminary here next summer. It is being driven by Tourism Santa Fe. He asked at what point do we hit event exhaustion. Randy said this is what we do. We will not ever hit it as far as he is concerned.

Chair Harris said he thinks it is a legitimate question. He is more interested in what we can do to attract businesses and create jobs.

Mr. Feins said we need to see at what times of the year we are slow on our calendars and when we don't have events and are slow for tourists and do them then.

Chair Harris said he doesn't want to rain on the parade, but this is a question he is going to bring up with the Governing Body.

Mr. Brown said he is interested in an event that has multiple benefits. An engine that drives technology and innovation and entrepreneurship. A strategic event, not a tourist event that will benefit the City.

Mr. Feins said it is important that you, Mr Brown, understand the website and the impression it makes on people. Perception is everything. Do it as fast as you can, but do it right.

Ms. Brooks said when thinking about economic development success stories add the medical center to that. There has been a change. There is great opportunity around that campus. Anyway we can promote that we are happy to do it.

Chair Harris said he felt strongly we needed to have the health sector involved. Thank you for being here and for your comments.

Mr. Orr said the thing he thinks is important is to make Sant Fe look bigger than it is. He is getting a start on joint internship programs. Having a website is a key component for that sort of thing. Having a PR budget would be incredible.

Chair Harris said lets continue to work on these ideas over the next couple of months to make a stronger case during the budgeting process. There will be new Mayor and new Councilors. It will be interesting. We need to be ready to make a strong case.

Mr. Feins asked what specifics should we come up with.

Chair Harris said we need an understanding of what we get now and how it is funded. The Division has been funded for a full compliment of FTEs, but we have not had that. Positions are not filled. Maybe talk about this next time.

Mr. Brown said for the next meeting hopefully we will be fully staffed. 5 FTEs and a shared Executive Assistant.

Chair Harris said once we get a full compliment and an understanding of what needs to be done then we can make an assessment if that number is sufficient. He thinks it will be necessary to find another revenue stream. Maybe lodgers tax. We need to know our numbers always and need to understand what we are and what we want to accomplish and go into budget hearings with that.

Mr. Brown said he will take you up on your offer Mr. Fiens about getting the word out.

**9. ITEMS FROM STAFF**

None.

**10. ITEMS FROM THE CHAIR**

None.

**11. ITEMS FROM THE PUBLIC**

Ms. Longserre said it is nice to see you all. On Tuesday next week, the 14<sup>th</sup>, the Incubator along with the Chamber of Commerce is having a ribbon cutting for our FAB Lab which is associated with the MIT FAB Lab. We are very excited about it. The Mayor is speaking. It will be a reception from 5:00 pm to 6:00 pm. We will talk about what it means to Santa Fe and the State to have this opportunity. She sent invitations to everyone here, but is personally inviting all of you to attend and find out what this is all about.

Chair Harris thanked Ms. Longserre.

**12. NEXT MEETING DATE  
DECEMBER 13, 2017**

Chair Harris said we will be talking about LEDA in relationship to Descartes Lab at our next meeting. Mr. Fiens will not be able to be there. Generally will people be available. Everyone said yes.

Chair Harris said we need to push hard to make sure everyone is there.

Chair Harris said thank you everyone. This was a good discussion. See you on the 13<sup>th</sup>.

**13. ADJOURN**

There being no further business before the Committee the meeting adjourned at 12:20 pm.



Councilor Michael Harris, Chair



Elizabeth Martin, Stenographer