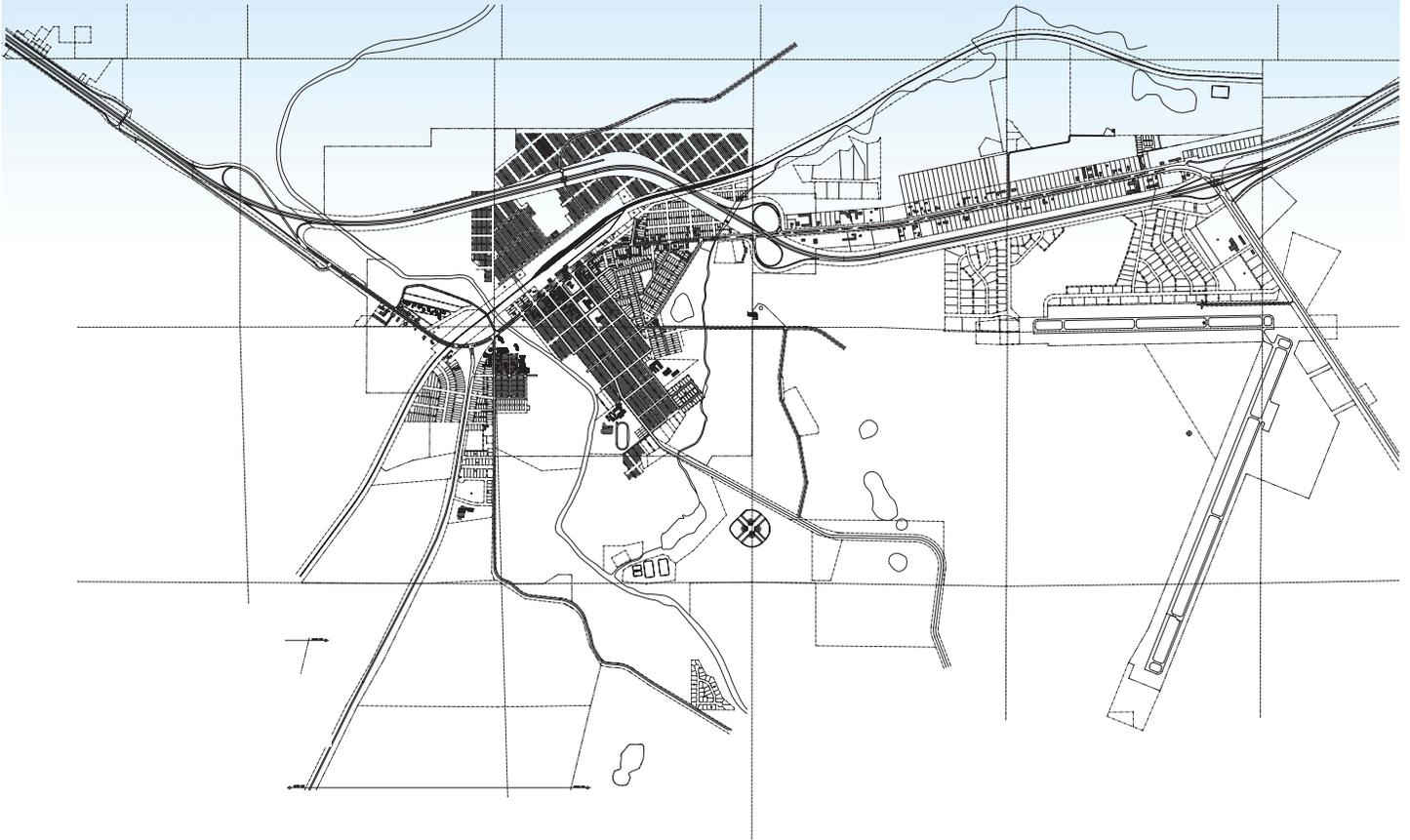


Santa Rosa

City of Natural Lakes

COMPREHENSIVE MASTER PLAN

January 2010



prepared by



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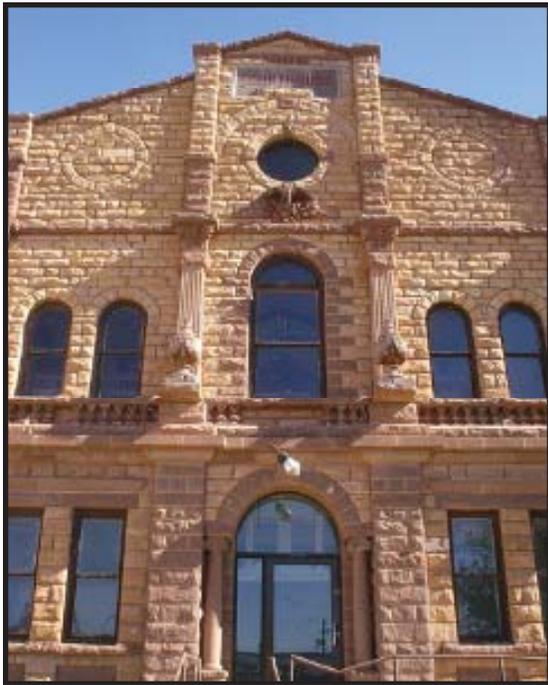


View of Saint Rose of Lima Church

Introduction



Santa Rosa



Santa Rosa has gone through several distinct developmental periods. In the early years it was the center of a local agrarian economy of ranches and farms made possible by water resources and was the center of a large sheep economy. The second stage of development came with the railroad in 1901. Warehouses, mercantile, saloons, hotels and eateries sprung up rapidly with the coming of the railroad. Two of downtown's architectural gems – the Courthouse and the Ilfeld-Johnson Warehouse Building date from this period. Downtown Santa Rosa was laid out during this time according to the pervading style for rural towns – the courthouse square.



Santa Rosa's third developmental stage arrived with the designation of the nation's first interstate highway – Route 66. The "mother road" became the driving force of the town's economy, with restaurants and motels for automobile travelers that sprung up along the Route until 1972. Santa Rosa's home-owned and home-operated roadside cafes and neon lights were famous up and down the highway.

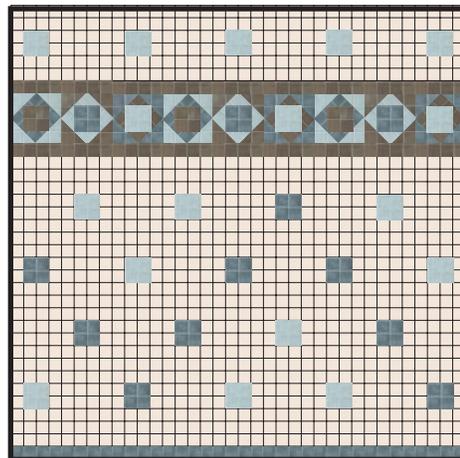
In 1972 Interstate-40 was completed, and the new super highway by-passed Santa Rosa. The I-40 by-pass seriously impacted the Santa Rosa economy, and the town began to experience substantial economic decay. The only major economic impetus during this time resulted from the construction of the Los Esteros Dam that created Santa Rosa Lake and the State Park.

[top] Old Photo of Santa Rosa, NM
[middle] Guadalupe County Courthouse
[bottom] Santa Rosa Route 66 Museum

Introduction

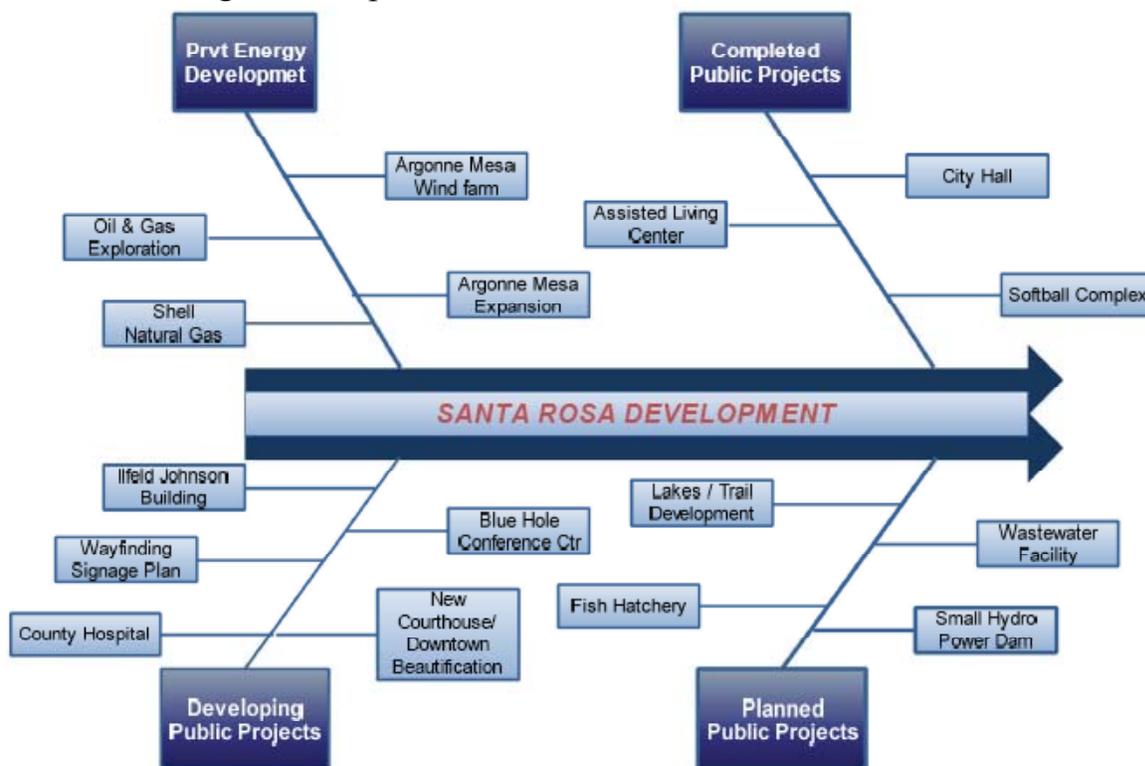
Santa Rosa’s fourth developmental stage can be said to coincide with the building of the Guadalupe County Correctional Facility. The correctional facility opened in 1999, creating a new local economic base with the employment of roughly 180 people. This stage coincided with substantial development along I-40 on Santa Rosa’s east side. Santa Rosa has become a significant stop-over point for transient travelers on I-40, with attractive chain motels, restaurants, fast-food establishments and truck stops. This area has become the primary economic driver for the town.

We believe that Santa Rosa is now entering a fifth developmental stage. The fifth stage is partially based upon an emerging “new energy economy” and substantial public investment in both infrastructure and public facilities that is remaking the town and laying the groundwork for private investment, an enhanced quality of life and a new business community. Santa Rosa has unique advantages, including only partially developed recreational water resources, a location along I-40 and a downtown district with historic character. The fifth developmental stage is nothing short of remaking the town as a “desired community”. The Santa Rosa master plans present a strategy on how to build upon the substantial recent developments to get there.



Interior Tile Pattern
Guadalupe County Courthouse Remodel

• Santa Rosa 5th Stage Development Chart



Introduction

This new stage of development has as much capacity to remake the economy and character of the town as when the town was first laid out. Therefore, this is a very exciting time for Santa Rosa, and it is imperative that as growth occurs it is well planned, meets community goals and vision, benefits current residents and newcomers alike and lays the foundation for a desired community.

With the addition of the Softball Complex and the construction of Blue Hole Dive and Training Center new recreation areas are available. The remodel and landscaping of the Guadalupe County Courthouse are beginning to improve the downtown area and the adjacent streetscape. An attractive signage project is also in underway to address the current need for directional information and make downtown more visitor friendly.

CITY DEVELOPMENTS		
Development	Status	
	Complete	Planned
City Nursing Home	Complete	
New City Hall	Complete	
Ilfeld-Johnson Building Renovation		Planned
Blue Hole Dive and Training Center	Complete	
Blue Hole Amenities		Planned
Waterpark		Planned
Downtown Zoning		Planned
New County Hospital	Complete	
Softball Fields	Complete	
Expanded Wastewater Treatment		Planned
Renovated Courthouse	Complete	
Renovated Pecos Theater		Planned



The Softball Complex was proposed as part of the 1999-2000 Master Plan Update. With the completion of the site a new recreation area was added to the city, which allows for the community to gather for games.



The Blue Hole Dive and Training Center was proposed as part of the 1999-2000 Master Plan Update. With construction completed the project will soon serve the local and tourist population.



The Guadalupe County Courthouse remodel and landscaping was proposed as part of Santa Rosa's Centennial. With the addition of a gazebo and park trees the plaza was transformed into a flourishing downtown area.

Demographics

The official population of Santa Rosa is close to 2,700 people. However this number includes roughly 500 inmates that are housed at the Guadalupe County Correctional Facility and are not a part of the normal town's population. Santa Rosa has been losing population during the last decade. Between 1990 and 2000, the birth rate in Santa Rosa fell sharply, as the number of children under 5 years old declined from 271 in 1990 to only 159 in 2000, a decline of 41%. Similarly, indications are that families with young children moved away from the community. In 2000, Santa Rosa had 18 percent fewer children between 6 and 12 years old compared to 1990. Further, the senior population declined. The only population to increase was that of the prison population and its associated workforce. According to the Santa Rosa MainStreet Assessment Document prepared by the Bureau of Business and Economic Research at UNM, *the implication is that future population growth in Santa Rosa – apart from the inmate population – will not come from within; rather, the town must continue to attract workers for its businesses.* *

CITY POPULATION SANTA ROSA, NM	
Year	Population
1920	1,093
1930	1,127
1940	2,310
1950	2,199
1960	2,220
1970	2,485
1980	2,469
1990	2,303
2000	2,744
2008	2,642

Source: U.S. Census Bureau

We believe that this is only partially true. While it is important to attract a competent work force, we believe that once the economy shows signs of new and significant growth, native youth from Santa Rosa will decide to stay, and former Santa Rosa residents that have moved away will start to return. At this time Santa Rosa is a predominately Hispanic community with Hispanics comprising about 87% of the town's population. As Santa Rosa's economy continues to grow, the Native Hispanic population will probably be diluted.

The City should make a concerted effort to influence young people to stay in Santa Rosa by encouraging amenities, activities and opportunities for youth, as well as help people who have moved away stay in touch and notify them when there may be new employment opportunities in Santa Rosa that they could return to. Although the community needs to welcome new comers, Santa Rosa as a community should also reserve a special place and treatment for its "Native Sons".

As of 2007, Santa Rosa population stood at 2,534, a 7.6% decrease from 2000. In 2000, the population figure stood at 2744, so during the period between 2000 and 2007 Santa Rosa lost 210 people. In 1995 the population was 2295, so from 1995 to 2000 the community gained over 400 people. Although exact population figures for 2009 are not yet available, data suggests that population is beginning to stabilize, which is a welcome sign and a sign that new development is starting to have an impact.

The estimated median household income in Santa Rosa in 2007 was \$29,944. This represents close to a 20% increase over the 2000 level. In 1990, nearly 36% of Santa Rosa's population lived below the poverty line; by 2000, the rate fell to 23.2 percent and this number is continuing to improve. New Mexico median household income in 2007 was \$41,452. The cost of living index for Santa Rosa in 2007 was 16% Lower than the U.S. average.

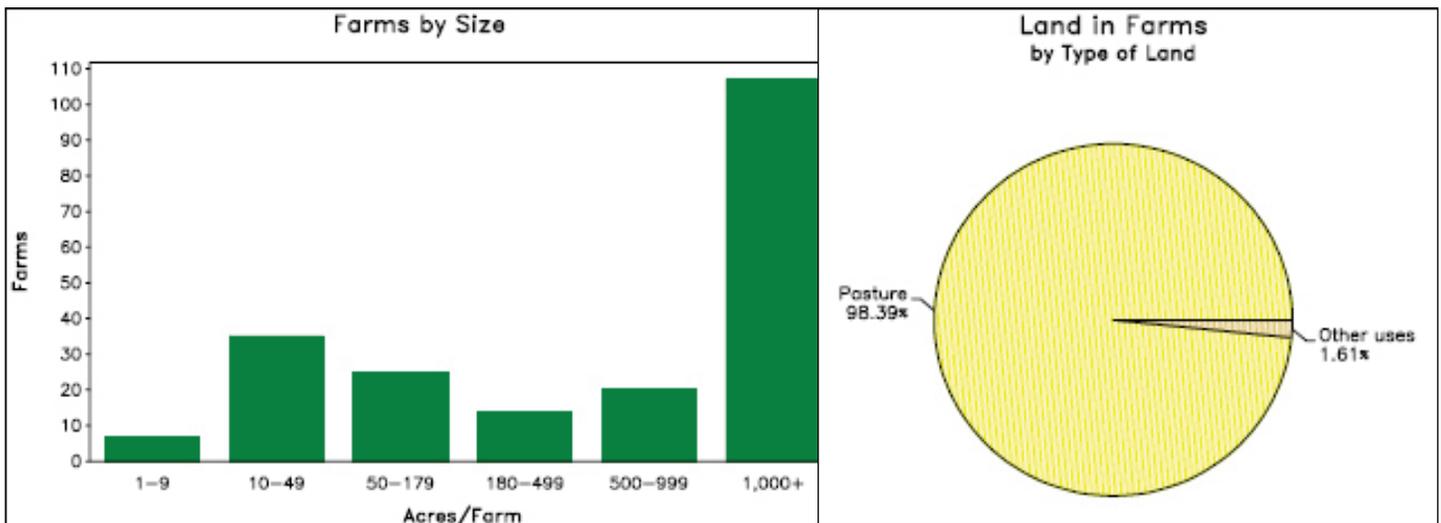
(*) Ibid

Agricultural Profile

2002 CENSUS OF AGRICULTURE COUNTY PROFILE

Guadalupe County, New Mexico	
Number of Farms	208 farms in 2002 275 farms in 1997 [down 24%]
Land in Farms	1,461,766 acres in 2002 1,417,748 acres in 1997 [up 3%]
Average Size of Farms	7,028 acres in 2002 5,155 acres in 1997 [up 36 %]
Market Value of Production	\$10,485,000 in 2002 <ul style="list-style-type: none"> • Crop sales accounted for \$344, 000 • Livestock sales accounted for \$10,141,000 \$12,428,000 in 1997 [down 16%]
Market Value of Production, average per farm	\$50,407 in 2002 \$45,193 in 1997 [up 12%]
Government Payments	\$277,000 in 2002 \$150,000 in 1997 [up 85%]
Government Payments, average per farm receiving payments	\$6,753 in 2002 \$3,575 in 1997 [up 89%]

Source: www.nass.usda.gov



Agricultural Profile

Ranked items among the 33 state counties and 3,078 U.S. counties, 2002

Item	Quantity	State Rank	Universe ¹	U.S. Rank	Universe ¹
MARKET VALUE OF AGRICULTURAL PRODUCTS SOLD (\$1,000)					
Total value of agricultural products sold	10,485	26	33	2,485	3,075
Value of crops including nursery and greenhouse	344	27	33	2,948	3,070
Value of livestock, poultry, and their products	10,141	21	33	1,876	3,070
VALUE OF SALES BY COMMODITY GROUP (\$1,000)					
Grains, oilseeds, dry beans, and dry peas	43	19	26	2,544	2,871
Tobacco	-	-	-	-	560
Cotton and cottonseed	-	-	10	-	656
Vegetables, melons, potatoes, and sweet potatoes	79	16	29	1,830	2,747
Fruits, tree nuts, and berries	(D)	(D)	30	(D)	2,638
Nursery, greenhouse, floriculture, and sod	16	23	29	2,498	2,708
Cut Christmas trees and short rotation woody crops	-	-	10	-	1,774
Other crops and hay	(D)	(D)	33	(D)	3,046
Poultry and eggs	4	18	30	2,291	2,918
Cattle and calves	9,221	17	33	1,048	3,053
Milk and other dairy products from cows	-	-	18	-	2,493
Hogs and pigs	(D)	(D)	32	(D)	2,919
Sheep, goats, and their products	(D)	(D)	32	(D)	2,997
Horses, ponies, mules, burros, and donkeys	46	29	33	2,397	3,014
Aquaculture	(D)	(D)	11	(D)	1,520
Other animals and other animal products	-	-	30	-	2,727
TOP LIVESTOCK INVENTORY ITEMS (number)					
Cattle and calves	29,527	17	33	1,080	3,059
Sheep and lambs	4,810	8	32	231	2,867
Horses and ponies	522	30	33	2,109	3,065
Layers 20 weeks old and older	414	22	32	2,045	2,983
All Goats	196	20	32	1,836	2,971
TOP CROP ITEMS (acres)					
Forage - land used for all hay and haylage, grass silage, and greenchop	1,118	28	33	2,869	3,059
All Wheat for grain	228	11	22	2,010	2,517
All Vegetables harvested	18	18	29	2,040	2,710
Apples	12	20	29	1,066	2,173
Sorghum for silage	(D)	12	14	(D)	1,387

Other County Highlights

Economic Characteristics	Quantity	Operator Characteristics	Quantity
Farms by value of sales		Principal operators by primary occupation:	
Less than \$1,000	37	Farming	120
\$1,000 to \$2,499	22	Other	88
\$2,500 to \$4,999	19	Principal operators by sex:	
\$5,000 to \$9,999	43	Male	190
\$10,000 to \$19,999	21	Female	18
\$20,000 to \$24,999	7	Average age of principal operator (years)	58.5
\$25,000 to \$39,999	12	All operators ² by race:	
\$40,000 to \$49,999	6	White	288
\$50,000 to \$99,999	15	Black or African American	-
\$100,000 to \$249,999	17	American Indian or Alaska Native	3
\$250,000 to \$499,999	6	Native Hawaiian or Other Pacific Islander	-
\$500,000 or more	3	Asian	-
Total farm production expenses (\$1,000)	9,705	More than one race	2
Average per farm (\$)	46,882	All operators ² of Spanish, Hispanic, or Latino Origin	147
Net cash farm income of operation (\$1,000)	1,372		
Average per farm (\$)	6,627		

(D) Cannot be disclosed. (Z) Less than half of the unit shown. See "Census of Agriculture, Volume 1, Geographic Area Series" for complete footnotes.

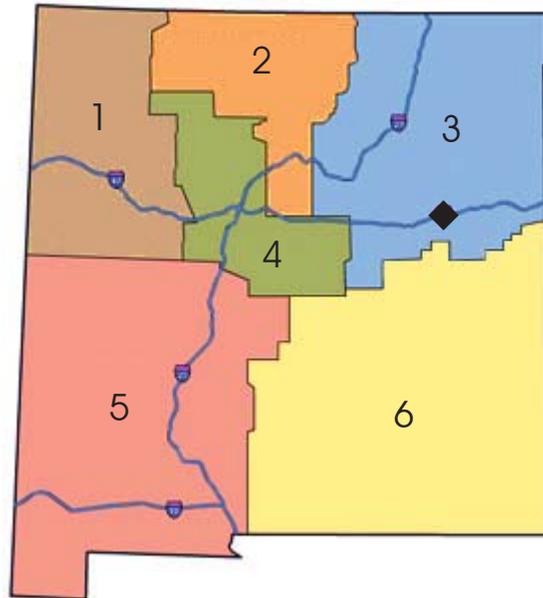
¹ Universe is number of counties in state or U.S. with item.

² Data were collected for a maximum of three operators per farm.

Regional Attractions

The state of New Mexico is divided into six geographical travel regions. Santa Rosa is located in the Northeast region, along with such communities as Tucumcari, Las Vegas, Pecos, Angel Fire, Eagle Nest and Raton. Because of its location on I-40, Santa Rosa also sits at the gateway to Southeast region, featuring such communities as Ft. Sumner, Clovis, Roswell, Ruidoso, and Carlsbad. From a regional perspective, Santa Rosa sits right in the middle of mountains, lakes, rivers and deserts and can promote the fact that anything a visitor want to see or do in New Mexico is close to Santa Rosa. And although not specifically in the region, both Santa Fe and Albuquerque are only 1.5 hours away.

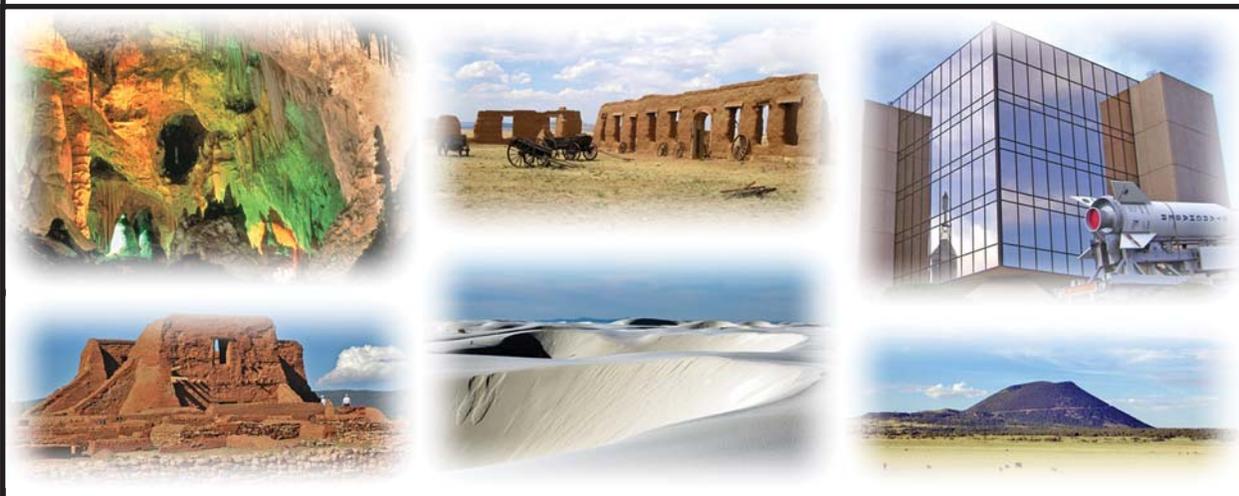
NEW MEXICO GEOGRAPHICAL TRAVEL REGIONS



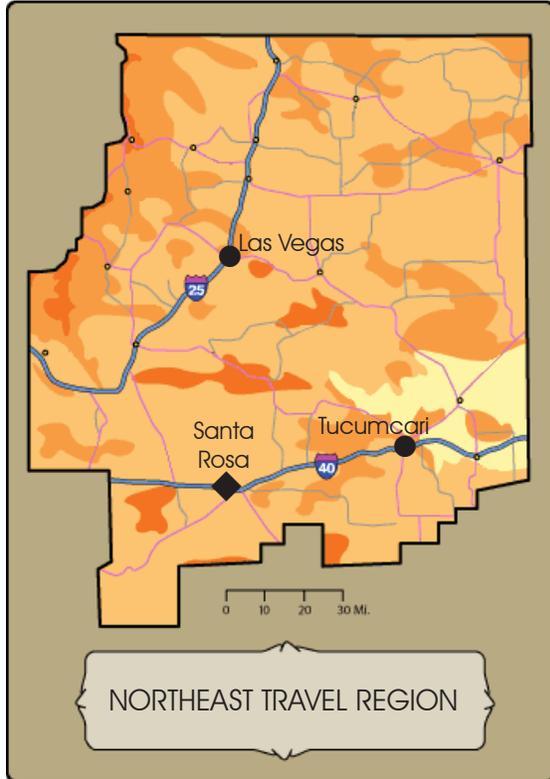
Number	Region Name
1	Northwest
2	North Central
3	Northeast
4	Central
5	Southwest
6	Southeast
◆ - Location of Santa Rosa	

The list of attractions in both the Northeast and Southeast regions is extensive and includes such popular destination as Capulin Volcano National Park, Carlsbad Caverns National Park, Fort Union National Monument, Fort Sumner State Monument, the International UFO Museum, Mesalands Community College's Dinosaur Museum, New Mexico Museum of Space History, Pecos National Historic Park, and White Sands National Monument.

• Northeast & Southeast Regional Attractions



Regional Attractions



Santa Rosa in its own right has one of the biggest regional attractions of all: the Blue Hole. With the completion of the Blue Hole Dive and Training Center, the awareness and usage of the Blue Hole will continue to grow and thrive. When combined with the diversity of Santa Rosa's other Lakes—Park Lake, Perch Lake, Twin Lakes, the fishing holes, Rock Lake, Power Dam, and Santa Rosa Lake State Park—there is no other travel destination in the region that offers a better selection of aquatic activities. However, it is paramount to develop all of the lakes and make them accessible. This is a unique positioning for Santa Rosa amongst all the other regional travel destinations. The development of Santa Rosa's Lakes is an economic development priority that will help to make Santa Rosa a tourist destination, increase the quality of life and help to attract residents and businesses and compliment the Blue Hole Dive and Training Center.

• Santa Rosa - Lake Attractions



Santa Rosa also has historic Route 66 and the Route 66 Auto Museum, a great attraction for Route 66 enthusiasts and car buffs. There is already substantial interest and visitation in Santa Rosa due to Route 66, but as the community continues to redevelop and revitalize the “mother road” more and more visitors will drop into Santa Rosa to experience a piece of Americana. Unlike Tucumcari, where its downtown and Route 66 are separated, Santa Rosa's historic Route 66 intersects with downtown, thereby facilitating the opportunity to have Route 66 visitors drop into downtown.

Lastly, because of Santa Rosa's prominent location between both the Northeast and Southeast regions, and location on I-40 close to the state's Glen Rio Visitor Information Center, the Santa Rosa Visitors Center (proposed for Ilfeld-Johnson) will become a key factor in the success of promoting the travel attractions of Santa Rosa and the surrounding area.

Economic Influences

A major regional influence that has already impacted Santa Rosa and will provide more of an economic base going into the future is the regional energy economy. When energy prices were high, there was considerable exploration, principally for gas wells in the Tucumcari Basin around Santa Rosa. The Tucumcari Basin is considered a frontier basin in that there are very few productive operating wells within the area. The basin spans portions of the counties of Guadalupe, Quay, Curry and DeBaca and encompasses 5,000 square miles. There has been on-again, off-again exploration in the area since 1909.



Shell Oil operation near Santa Rosa

In 1998, The New Mexico State Land Office sponsored research by the New Mexico Bureau of Geology and Mineral Resources that ultimately led to a ‘mega sale’ in 2003 when over \$1M of mineral leases were signed throughout the basin. Much of the state and federal lands were leased, and several companies began to make their holdings contiguous by filling in with fee holdings through leasing the larger ranches. During this spate of activity CKG Energy drilled eight wells – including some that were sited along Interstate 40 where they flared gas.

Industry analysts believe that Shell has made a significant discovery near to Santa Rosa which is why they have acquired more than 30,000 acres in their area of interest in addition to spending large sums of money on well development. It had been expected that Shell was likely to drill a good number of wells to help them determine the extent of their field. These activities can portend to have a major impact on the regional economy into the future, as there is evidence that the Tucumcari Basin may turn out to be one of the newer and larger fields to be discovered in the U.S., where most oil fields have been exploited and in decline. It is significant that due to declining energy prices, Shell has shut down exploratory operations in a number of regions, but not the Tucumcari Basin.

There are not a lot of drilling crews available in the Tucumcari basin area. Most of the crews will have to be brought in from northwest or southeast New Mexico. This means that once the energy economy starts to recover, and if the new investments are followed up, workers will most likely be moving into the Santa Rosa area, putting additional pressure on an already inadequate housing stock.

Economic Influences

The other area of energy development concerns the new energy, or renewable energy sector. Babcock and Brown has already built a 90 megawatt wind farm just outside of Santa Rosa called Argonne Mesa. The power from the farm is sold to Arizona Public Service Company, and the farm produces enough power to fulfill the energy needs of 23,000 homes. Babcock and Brown is planning to build a new similar sized wind farm in the same area.



Part of Argonne Mesa Wind farm—Santa Rosa

The Guadalupe County Manager has stated that the County expects to receive 43.3million over a 30 year period (averaging out to \$1.4M annually), primarily from gross receipts taxes, while the school district will receive another \$1.9MM from property taxes due to wind farm development. Santa Rosa close to doubled its gross receipts tax intake during the construction period of the first wind farm. This should happen again when the new farm is built.

Although Santa Rosa will not share in direct gross receipt tax revenue as the farm is outside City limits, the City will benefit from indirect gross receipt taxes from increased spending in town from construction workers and later from wind technicians who will most likely settle in Santa Rosa. Santa Rosa will also benefit from the school district revenue increases. Although the exact timing may still not be known, the increase in gross receipts taxes during the construction phase of the new wind farm will allow Santa Rosa to finance new projects.

Objectives

The overarching theme for Santa Rosa development will be to develop a level of professionalism that is unique for a small town. This will be evident in the hospitality and business sectors and will also carry over to economic development. Santa Rosa has reached a stage where competent and professional people should be providing resources and directing economic development initiatives as far as an independent community development corporation (CDC), a MainStreet Program and a Convention and Visitors Strategy are concerned. This will involve a minimal funding commitment from the City, but will result in economic development pay-off, so City funding will be looked upon as an investment. Increasing professional standards within the economic development infrastructure as well as within the business sector will also be tied to workforce training initiatives and an increasing pay scale as increased professional standards begin to impact the bottom line for both local government and business.

Santa Rosa has significant amenities that have not been adequately exploited up to now; however, these developments and their appropriate marketing, along with branding and marketing of the entire community, will form the basis of the new development strategy.

Santa Rosa is the only community east of Albuquerque along I-40 between Albuquerque and Amarillo with an historic downtown, an adjacent historic route 66 district, many historic structures and substantial recreational opportunities based upon Santa Rosa's water resources. The overarching development priorities that will build upon Santa Rosa's salient characteristics are to develop the historic downtown and adjoining Route 66 strip; and develop Santa Rosa's lakes.

According to economic analyst, Dr. Jack Lessinger, the next long-term wave of development beyond suburbia will focus on small towns whose residents will live more modestly and perceive themselves as the protectors, rather than the exploiters, of their environment. * This vision is finally coming to fruition spurred by increased fuel and energy costs, concerns about global warming and the digital revolution where the workplace is tied more to the internet landscape than physical geography. This trend may now be augmented due to economic considerations, as small towns can offer a lower cost of living and a high quality of life.

More and more, site selectors for businesses recognize the benefits of escaping the urban jungle for the wide-open spaces, a clean environment and the "homey" atmosphere of a small town. This trend is manifesting itself across the country. Santa Rosa can position itself to take advantage of these trends through controlled and tasteful downtown development along with continued and consistent marketing.

Community members have also brought out many ideas and concerns through a series of community meetings and one-on-one interviews. Community members are concerned about a downtown that has been allowed to deteriorate without a convenient mix of businesses. There is also unanimous desire to see the lakes developed with increased recreational opportunities, public access and a trail system.

(*) Lessinger, Jack Dr.; Penturbia, Where Real Estate will Boom After the Crash of Subrbia, USA Socio-Economics, 1991.

Objectives

There is concern regarding the scarcity of adequate housing, a lack of opportunities especially for young people, and an inadequate work force. Work force issues may be addressed both through increasing educational and training opportunities, as well as by providing for new careers with good pay in Santa Rosa. The low per-capita income that is prevalent in the region is a disincentive for the development of a strong work ethic within the community and also serves as an incentive for young people to leave. Community residents appreciate the safe atmosphere, natural and recreational amenities, historic assets, new city infrastructure, telecommunication infrastructure and the climate.

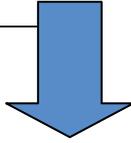
• Community Input Analysis



Objectives

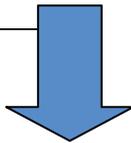
Imbue Santa Rosa Downtown with an Attractive, Historic Character

Leading to:



Thriving downtown commercial center

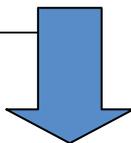
and:



- New Business Development
- New Employment
- Commercial Convenience for Residents and Tourists
- Attraction of New Residents
- Increased Tourism Stays
- Increased Quality of Life for Residents
- Augmented City Resources Through Higher Taxes

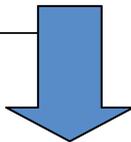
Develop Santa Rosa's Recreational and Natural Amenities

Leading to:



A pristine and attractive natural environment with recreational opportunities that will blend with and respect nature

and:

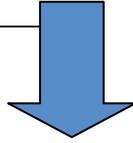


- New Business Development
- New Employment
- Attraction of New Residents and Businesses
- Increased Tourism Stays
- Increased Quality of Life
- Augmented City Resources Through Higher Taxes

Objectives

Grow, Attract and Develop New and Expanding Business to Santa Rosa

Leading to:



- New Employment Opportunities
- Retained and Expanding Population
- Opportunities for Youth
- Return of Santa Rosans who have left the community
- Attraction of New Residents
- Augmented City Resources Through Higher Taxes



[top] Blue Hole Site Plan Render [bottom] Blue Hole Dive and Training Center Rendering

Development Goals

Introduction:

Santa Rosa is in an enviable position from an economic development standpoint among small towns in New Mexico. The City has benefitted from strong leadership and vision. Increased tax revenues from the Detention Center was leveraged for bond financing and combined with State and Federal allocations to help renovate the Courthouse and Courthouse Square, rehabilitate the old high school downtown and turn it into the City Hall, build important infrastructure, acquire the Ilfeld-Johnson Building, develop a new wastewater facility, develop a softball complex and construct the first phase of the Blue Hole Dive and Training Center.

Although not within the City limits, the Santa Rosa economy continues to benefit from energy development. When energy prices increase, there are plans to expand the Argonne Mesa Wind Farm. In addition, Shell Oil is drilling for natural gas just outside of Santa Rosa, and there is considerable speculation that the Tucumcari Basin could potentially be one of the last remaining large undeveloped natural gas fields within the U.S.

Santa Rosa Economic development strategy will revolve around several factors. Public investment has reinvented downtown. From an economic development standpoint, public spending in a blighted area sets the stage for private investment. Santa Rosa's downtown is poised for new private investment. The development of the Ilfeld-Johnson Building and private/public partnership strategies have strong potential to jump-start private development downtown. A funding strategy for the Ilfeld-Johnson development is presented in the MainStreet Master Plan.



Santa Rosa vision for the downtown Route 66 district

Development Goals



Santa Rosa vision for downtown streetscape

The goal for downtown is to transform it into a thriving and attractive commercial center with a mix of retail, public offices, entertainment venues and art establishments, while preserving its historic character. This type of development will attract transient travelers from the I-40 commercial center, influencing them to linger longer in Santa Rosa and spend additional dollars; it will help to establish Santa Rosa as a minor destination that will compliment the new Convention Center, Softball Complex and lake developments, increasing overnight stays and tourism revenue; and it will improve the quality of life for residents, as they will be able to shop and enjoy a renovated downtown as well as find new employment opportunities. Downtown will then regain its place as another commercial center, complimenting the I-40 businesses corridor and creating new sources of City revenue.

Santa Rosa's broader economic development goals center around a strategy to develop the City's lakes and water resources. The City's natural water resources set Santa Rosa apart and give it an important competitive advantage. So far these resources have only been minimally developed. The Blue Hole Dive and Training Center can put Santa Rosa on the national convention circuit, catering to a specialized niche audience. This is unheard for a town of this size. It will be important to manage and market the Convention Center well. Water resources can also be used as a basis of business development in addition to tourism. Above all, the lakes and water resources must be well managed so as to retain and enhance their natural aspects. Water resources will play a major part in community branding and marketing as Santa Rosa becomes known as the Home of Natural Lakes, and Santa Rosa, Naturally.

Development Goals

Primary Strategies:

Organization

Santa Rosa has accomplished a lot with competent internal staff and strong leadership. The City is in the midst of strong development and growth. Up to now the bulk of this growth has come from public investment. In order to maintain this momentum, it is important now for Santa Rosa's investment in public projects to begin to attract private capital. In many ways this can be more challenging. Therefore, it is more important than ever for Santa Rosa to have a strong economic development organizational infrastructure and expertise.

In order to facilitate this, an umbrella economic development organization is recommended, similar in many respects to an effective structure used in Los Alamos. It is recommended that a measure of economic development management occur outside of the City. Most successful economic development programs in New Mexico communities are managed by a not-for-profit Economic Development Organization that works closely with the City and County, but operates as a separate organization with its own board.

A non-profit will be eligible for new sources of funding. In order to maximize the use of scarce resources, it is recommended that the non-profit manage the convention center, incorporate MainStreet, housing and take over most of the City's economic development functions. The Convention Center can be managed as a profit center for the City. The MainStreet budget and savings from outsourcing an amount for economic development functions can be added to Convention Center revenue and should allow the City to pay a good salary to an economic development director. A national search for a skilled Economic Development Director to run the non-profit should be done. (Local skilled people with the required background can still be prioritized, but strong experience will be key.) In order to save money the City may be able to offer an amount of in-kind services to the organization such as an office.

Some of the recommendations for moving forward presented in the Master Plans are complex and demand a level of expertise. Santa Rosa has reached a level of developmental maturity and needs to professionalize its economic development activities. Establishing a non-profit economic development organization is the best way to do it. The organization can start with a staff of one, and grow as resources permit. Since Santa Rosa is a small community, one board may be able to serve for several programs.

Design

It is recommended that Santa Rosa create an overlay zoning district in the downtown area and expand the current zoning up to and including Route 66. Route 66 can have its own design guidelines. Overlay zoning should include visual architectural design guidelines and signage guidelines based upon traditional and historic styles. New mandatory design guidelines for renovation and new development can be encouraged through incentives. Existing property owners would not be required to change their property.

Development Goals

A low interest loan and grant fund can be used to match property owner capital used for renovation and new construction within the district that conform to the new guidelines. An additional incentive can come from the use of the MainStreet façade squad program. The Santa Rosa economic development organization and MainStreet should be pro-active and encourage property owners to rehabilitate property. Grants can come from federal agencies and local donations from utility companies, banks, larger corporations with a presence in the community and other entities that benefit from economic development. A variety of organizations with cash accounts interested in rural economic development can be tapped to guarantee prudent bank loans for property renovation so that local banks can offer special low rates by maintaining cash accounts as guarantees in a cooperating local bank.

Economic Restructuring



Ilfeld-Johnson Warehouse

The development of the Ilfeld-Johnson Warehouse Building is seen as a catalytic project for continued downtown development. This is an historic structure at the intersection of Main Street and Route 66. A plan was developed for best uses that recommends a sports bar type restaurant, a new visitors center, a specialized retail incubator downstairs, an amount of common area with computer connectivity and a site for a farmers market outside. Rather than make it a Route 66 museum, it is thought that Route 66 memorabilia and decor can be used throughout in all of the venues.

Santa Rosa has a number of good restaurants. But a well-run tourist class, sports-bar/ brew pub type restaurant will be one of the most effective way to attract travelers staying on the east side of town into the downtown area, especially with a visitors' center in the same building. An innovative retail incubator concept will provide for shopping and attract retail entrepreneurs because the incubator will be structured to eliminate risk. When retailers do well they can be encouraged to move out and lease their own downtown space.

Development Goals

The Ilfeld-Johnson development will be a true public/private partnership. It was originally thought that an amount of funding could come from an Economic Development Administration grant, but this requires public match. Now the thinking is to use a creative, but somewhat challenging financing mechanism, based upon New Market Tax Credits. It may be possible to fold additional downtown projects under a New Market Tax Credit strategy such as the renovation of the Pecos Theater and a downtown bed and breakfast. New Market Tax Credits have been used successfully in many rural towns across the U.S. to jump-start private investment in blighted areas.

The other prime recommended economic development project for Santa Rosa is the development of the lakes for recreational purposes with a connecting nature trail. The State will be issuing an RFP for trail development funding early in the year. Lake development can be done in phases.



[left] Blue Hole [right] Fish Hatchery

As part of the lake development there is an opportunity to develop a new public/private fish hatchery project. It may be possible to solicit a combination of private and grant capital, or make this project part of the New Market Tax Credit program that encompasses the Ilfeld-Johnson Building. Either way, the key to making this project work both for private investment and guaranteeing a strong market is to involve an Albuquerque company – Aquatic Consultants. They are already motivated to be a strong potential partner.

A number of other projects are addressed in the Economic Development Plan, including a housing strategy, workforce training through working with Luna, establishing an entrepreneurial mining program and a business support infrastructure program that would incorporate community based system along with the Small Business Development Center at Luna. Workforce training can center around hospitality, especially with the opening of the Convention Center, renewable energy and fish hatchery operations.

Development Goals

Promotion

The sections on marketing put forth many ideas based primarily on Santa Rosa's natural and water resources, the promotion of the Convention Center and the promotion of Santa Rosa's new downtown. The over arching themes are to brand Santa Rosa as a minor destination on old Route 66 with singular recreational opportunities, as a major destination for the dive industry and as an opportune and inexpensive location for business development. The draws are recreation and nature, water resources, new appropriate development, Santa Rosa's historic character and a high quality of life in a peaceful and rural setting. From a strategic standpoint the EDC will work in conjunction with the Lodger's Tax Board and the local businesses community to brand Santa Rosa and promote a consistent image of Santa Rosa as the Home of Natural Lakes – Santa Rosa Naturally.



Billboard Signage

Economic Development

Introduction:

The Santa Rosa economic development strategic plan contains a roadmap or game plan for the future development of the Community of Santa Rosa. Economic development is the backbone for additional development strategies including downtown development and beautification, tourism development, housing and community growth, recreational development and community marketing. These elements must move forward concurrently in a synergistic fashion for a community to realize its development goals, but an effective economic development program supports the other elements. Economic development is primarily dependent upon market forces, but those forces can be substantially influenced by the actions of a progressive community in which city government, the not-for-profit sector, the private sector, outside strategic partners and community members work together to achieve the same goals.

Broadly speaking, economic development encompasses business and job growth brought about through: business development - encouraging start-ups; business retention - fostering the growth of existing businesses; and business recruitment- encouraging businesses to relocate to Santa Rosa. This plan addresses all of these strategies. The process of developing this report encompasses many interviews with community leaders, developers, business owners and committed citizens. Information from similar communities was researched, including best practices.

Catalytic Projects:

These projects are vital for economic development in Santa Rosa.

Fish Hatchery:

One of the challenges for Santa Rosa has been to find commercial uses, apart from recreation, for Santa Rosa's water resources, and a way to fund the lakes development project. Establishing new usage for water will also help Santa Rosa retain its abundant water rights. A State run fish hatchery has existed in Santa Rosa for some time, and there is considerable interest in fish farming. This led The Idea Group to investigate fish farming as part of its economic development research. Although there is some limited opportunity for growing table trout regionally, the fish farming industry in the U.S. has a hard time competing with farmed fish imported from Asia. However, thanks to an Albuquerque based company – Aquatic Consultants – there is a substantial market for private game fish that Santa Rosa can fulfill.

Santa Rosa proposes to encourage the development of a private/public partnership to establish a new fish hatchery. The State run hatchery provides game fish for public waterways around the State. There is thus an existing workforce in Santa Rosa for this type of endeavor as well as people who have the knowledge to manage this type of a facility. In addition, Luna Community College with a presence in Santa Rosa has expressed an interest to establish classes for training workers in this field.

Economic Development

The proposed Fish Hatchery will raise warm water game fish for an expanding private market consisting of private sports fishing lakes, ponds and streams. This market does not have access to fish raised in State Hatcheries and must import their product from as far away as Idaho and Louisiana. Providing a local supply, utilizing local labor and the natural resources of Santa Rosa will enable the Santa Rosa Hatchery to be more than competitive as the only privately run hatchery in the State.

The largest construction and management company of private lakes and streams in the southwest – Aquatic Consultants – has expressed a strong desire to partner with the City to operate the Santa Rosa Fish Hatchery. This partnership will provide technical expertise and a built-in large internal market.

A number of the natural springs in Santa Rosa provide a constant water temperature year round from springs deep in the earth. Warm water fish species represent a significant component of the total angler days in the State of New Mexico. According to the Game and Fish Department, thirty to forty percent of the State angler's spend some portion of their fishing opportunities on warm water fishing.

Aquatic Consultants manages a variety of fishing lakes and currently purchases and transports large quantities of trout from Idaho and Louisiana to stock the lakes that they manage. Aquatic Consultants manages fishing lakes at Sandia Pueblo, Isleta Pueblo, Angel Fire, Chama, Pecos, Ute Park, as well as numerous other private lakes on ranches across the Southwest. Aquatic Consultants has expressed an interest to provide a substantial amount of investment capital to help build this project.

Aquatic Consultants has agreed not only to purchase all of the fish that a new Santa Rosa hatchery can produce, but also to partner with the City in the development of this venture. The commitment of Aquatic Consultants to partner with the City in a joint venture project adds greatly to the viability and sustainability of this project over the long-term. A private/public operated hatchery will have state-of-the art equipment, and realize important operational efficiencies. The hatchery will also have the capacity to sell fish to the State.

Funding for this venture may come from a variety of sources in addition to private capital. The City can provide the land. There is a potential to solicit USDA RBEG and/or RBOG funding for planning and capital costs depending upon the ownership structure proposed, as well as solicit an Economic Development Administration (EDA) grant.

The first steps in working with EDA – making sure that the project is included in the regional CEDS Plan (Comprehensive Economic Development Strategy Plan) and that the project is supported by the local COG (Council of Governments) are in place. Since this project is also listed as part of the ICIP (Infrastructure Capital Improvement Plan), at some point it may be possible to attempt to help fund this project through State Capital Outlay and the Legislative Process. An innovative way to help fund this project may be through a New Market Tax Credit strategy. All of these financial strategies are discussed in the Section on Funding.

Economic Development

Lakes Development:

The development of Santa Rosa's lakes is an important catalytic project that will serve to differentiate Santa Rosa and make Santa Rosa a destination City. So far these resources have only been minimally developed. The Blue Hole Dive and Training Center will serve to put Santa Rosa on the "national convention circuit" albeit in a specialized niche area. The development of Santa Rosa's lakes for recreational activities, including swimming, boating and fishing in addition to diving, will establish Santa Rosa as a regional tourist destination for water sports, especially for New Mexicans and Texans in the region. Santa Rosa's recreational water resources will also play a major role in promotion and branding the community.

Most of Santa Rosa's lakes are publicly owned, but a few are private. The City may be able to work out public/private partnerships to develop the private lakes.

Not long ago the City purchased a large water slide from a water park in Albuquerque. The slide has not yet been erected at a Santa Rosa lake. There has been some controversy regarding area residents and what some see as a potential neighborhood visual blight. The City needs to work out a compromise as far as water slide placement is concerned. The slide can represent a major recreational attraction for Santa Rosa and can be marketed regionally.

At the same time, Santa Rosa Lake development must still proceed with an eye towards aesthetics and preserving natural resources in addition to developing recreation. Lake development should be done to enhance natural beauty. One major goal is to connect Santa Rosa's lakes through a nature trail system that will be appropriate for nature walks, biking and jogging. The State Parks Department will be issuing an RFP in the early part of this year to distribute funds for trail development. Average allocations are just under \$200,000. The City should also strive to develop the wetlands area below the Blue hole as a nature preserve. It is a special area for birds and other wildlife and home to a rare flower that blooms seasonally.



View of Twin Lakes

Economic Development

In addition to utilizing Santa Rosa’s water resources for recreational purposes, the City can have an eye out for the recruitment of water intensive businesses. There are already entrepreneurs interested in growing crops for biomass energy production because of the abundance of water in Santa Rosa. There is also a proposal to construct a small hydro power plant at power dam adequate to power the wastewater plant and provide power to light the softball field. The thinking is that the power saved by the City will offset costs.

Strategic Planning Process and Action Plan:

The Santa Rosa economic development strategic plan contains a roadmap or game plan for the future development of the Community of Santa Rosa. Economic development is the backbone for additional development strategies including downtown development and beautification, tourism development, housing and community growth, recreational development and community marketing. These elements must move forward concurrently in a synergistic fashion for a community to realize its development goals, but an effective economic development program supports the other elements. Economic development is primarily dependent upon market forces, but those forces can be substantially influenced by the actions of a progressive community in which city government, the not-for-profit sector, the private sector, outside strategic partners and community members work together to achieve the same goals. Broadly speaking, economic development encompasses business and job growth brought about through business development - encouraging start-ups, business retention - fostering the growth of existing businesses, and business recruitment- encouraging businesses to relocate to Santa Rosa. This plan addresses all of these strategies. The Action Plan is fairly extensive. While all of these initiatives are considered important, it will also be important to prioritize and time these actions as resource availability may allow.

TARGET	SANTA ROSA DEVELOPMENT GOALS
Residents	Santa Rosa is dedicated to building the best small community in New Mexico. Every effort will be made to ensure a safe place to live, exemplary schools, expanded recreation, economic opportunity, appropriate housing and services, inspiring arts and culture, and to build the appropriate infrastructure to carry out these goals.
Entrepreneurs and Businesses	Santa Rosa is ready for planned growth and will strongly support expansion, retention, start-up and recruitment within newly identified business clusters. Santa Rosa will also strive to ensure that the appropriate infrastructure is in place to enable its entrepreneurs and businesses to excel.
Visitors	Santa Rosa will strive to be the friendliest and most helpful community in New Mexico, offering its visitors a memorable and rewarding experience by expanding recreational, cultural and tourist amenities, focusing on quality experiences and high standards, emphasizing and expanding appropriate differentiation and character and by marketing its unique attractions and style. Santa Rosa will provide hospitality workforce training through Luna Community College and work with the business community to ensure incentives for trained personnel.
Strategic Partners	Santa Rosa will aggressively seek out strategic partners and strongly support their efforts to bring additional economic benefit to the community.

Development Plan

Goal 1.0:

Prioritize the Development of Catalytic Projects.

These projects are important to the overall economic development of the City of Santa Rosa. Priority should be given to them because other aspects of this plan depend on their development.

Strategy 1.1:

Work on a development/funding for a public/private fish hatchery project.

Actions:

- 1.1.1 - *Work with consultant resources to develop funding for a comprehensive business plan.*
- 1.1.2 - *Work on project funding as per suggestions in the Funding section of this document and the Business Plan.*
- 1.1.3 - *Work with Aquatic Consultants to implement project.*

Strategy 1.2:

Work on a development/funding for lake development.

Actions:

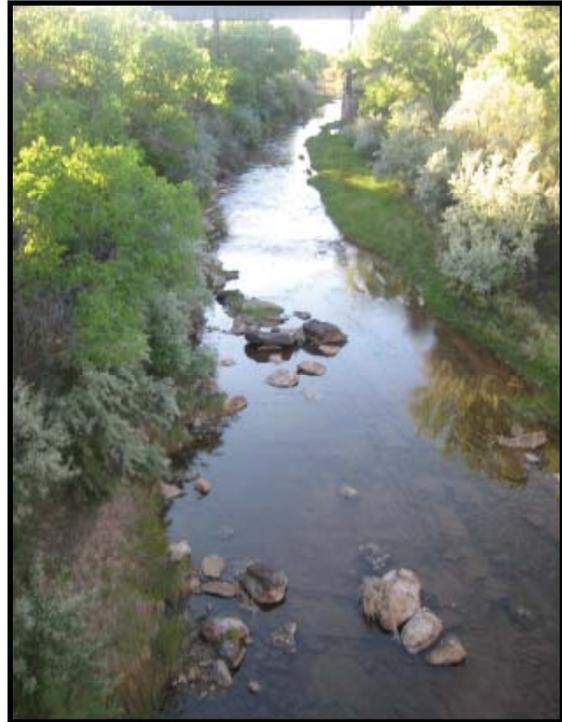
- 1.2.1 - *Apply for trail funding*
- 1.2.2 - *Work on project phased development plan*
- 1.2.3 - *Work on project funding as per suggestions in the Funding section of this document and the Development Plan*

Strategy 1.3:

Work on a development/funding for Ilfeld - Johnson Warehouse.

Actions:

- 1.3.1 - *Work on project funding*
- 1.3.2 - *Work on project phased development plan*
- 1.3.3 - *as per suggestions put forth in the Downtown Master Plan*.*



View From Nature Trail



Park Lake Dive Platform

(*) For further information please refer to the Downtown Master Plan prepared by The Idea Group, LLC.

Development Plan

Goal 2.0:

Improve the overall economic development of the community.

Santa Rosa has major new public and private developments that are in the planning stages, are being completed or are already finished. Taken as whole, Santa Rosa is now in its second stage of major development – the first revolving around the founding of the community and the coming of the railroad. This new stage of development has as much capacity to remake the economy and character of the town as when the town was first laid out. Therefore, this is a very exciting time for Santa Rosa, and it is imperative that as growth occurs it is well planned, meets community goals and vision, benefits current residents and newcomers alike and lays the foundation for a desired community.

Strategy 2.1:

Develop a non-profit 501(c)(3) Community Development Corporation (CDC) with ties to the community and City that will manage all economic development for Santa Rosa.

A CDC with a professional director and a competent board will provide a level of continuity and professionalism to move economic development forward within the community. A mission to carry out economic development projects along with a singular dedication to this goal will complement City efforts while taking an amount of burden away from City staff. The 501(c)(3) designation will allow for increased funding opportunities. Santa Rosa has reached a stage where a professional and dedicated economic development organization is needed to adequately pursue important projects and priorities. The focus of economic development activity in Santa Rosa should move from planning to implementation and the solicitation of private investment. A CDC can help to make this happen.

Actions:

- 2.1.1 - *Form an economic development committee that will oversee incorporation and application for 501(c)(3) not-for-profit status and which can evolve into a Board of Directors.*
- 2.1.2 - *Organize and fund a Community Development Corporation (CDC) from City partnership, grants, and strategic partnerships, the MainStreet Budget and Convention Center revenues..*
- 2.1.3 - *Solicit an accomplished executive director to manage the CDC. The executive director should have expertise in economic development, visitors and convention bureaus, and Main-Street management..*
- 2.1.4 - *The new CDC will work closely with New Mexico Partnership on recruitment activities and strategy planning.*
- 2.1.5 - *The CDC will work closely with other economic development partners on business retention and development.*
- 2.1.6 - *The CDC will establish a strong working relationship with Santa Rosa MainStreet by making Santa Rosa MainStreet part of the CDC in order to ensure that Santa Rosa MainStreet endures as a robust working organization.*

Development Plan

- 2.1.7 - *The CDC will also administer the Blue Hole Dive and Training Center and provide the functions of a Convention and Visitors Bureau (CVB).*
- 2.1.8 - *The economic development committee will work closely with the City to develop a budget and funding for the CDC.*
- 2.1.9 - *The focus of the CDC will be fundraising and project implementation.*

Strategy 2.2:

Establish an advisory council of local and state business leaders and economic development professionals to provide ongoing guidance to the CDC as part of its Board structure.

The CDC Board will be enhanced through participation from committed experts from outside the community through an auxiliary advisory board. The advisory will be set-up outside of the regular CDC Board, but will be a resource to the CDC Board and the CDC Director. The CDC Advisory Council will meet at least quarterly, and the CDC Director will be charged with setting the Board agenda, briefing the Board prior to meetings and bringing significant projects to the Board's attention, as well as taking overall direction and ideas from the Board for CDC implementation. The CDC will also have a strong regular Board that will hold the CDC Director and organization accountable for achieving measurable results that will lead to enhanced Santa Rosa economic activity and increased City revenues that can help to justify City investment in the CDC.

Actions:

• 2.2.1 – *Advisory Council members should include representation from the following disciplines:*

- ◆ marketing consultants
- ◆ representatives from local utility companies
- ◆ Department of Tourism
- ◆ Department of Economic Development
- ◆ New Mexico Partnership
- ◆ member of the media
- ◆ energy business representatives
- ◆ private developers
- ◆ financial company/bank executive
- ◆ hospitality professional
- ◆ political leaders



Santa Rosa Football Field

- 2.2.2 – *Advisory Council should meet quarterly with the CDC Board of Directors.*
- 2.2.3 – *Advisory Council should agree to provide ongoing support and/or guidance to the Board during periods between regularly scheduled meetings*

Strategy 2.3:

Establish a proactive business-friendly community mindset under the new brand of “Santa Rosa. Naturally!”

Development Plan

Business development will lead to enhanced shopping and services, an attractive and livable downtown, opportunities for young people in Santa Rosa and an increased standard of living and quality of life. A public relations campaign can include regular articles in the local press regarding new projects and the steps the City, the CDC and MainStreet are taking, working together, to prioritize new developments, along with what these development will mean for the community. Regular community meetings or significant City Council meetings where these developments are discussed in an open forum will be promoted. The City Council and Mayor will help to ensure a responsible pro-growth policy, helping to streamline permitting and assistance to businesses that are responsible as far as environmental and community priorities are concerned. Business people from Santa Rosa, or those considering setting up shop, need to feel that they are supported by community residents, local business organizations and City Government.

Actions:

- *2.3.1 - The City of Santa Rosa working with a new CDC will create and support a thriving economic development environment by working together to foster planned growth through retention, expansion, start-ups and recruitment among businesses that align with its heritage and nature of the community and its surroundings.*
- *2.3.2 - Promote business in Santa Rosa through internal marketing and action.*
 - *2.3.3 - Promote supportive attitude towards business throughout Santa Rosa by the CDC, the City and by the business community.*
 - *2.3.4 - Embark on a publicity (PR) campaign that will be geared towards branding Santa Rosa as a business-friendly community under the proposed “Santa Rosa. Naturally!” brand.*

Strategy 2.4:

Develop a Business Response Team (BRT) that mobilizes quickly to support Santa Rosa economic development opportunities or challenges.

A regionally based team that includes consistent contacts with economic development partners and resources will provide a convenient “one-stop-shop” dynamic or network supporting entrepreneurial development within the community. The CDC director will coordinate the team, and the team will meet at least quarterly so that the team feels it is a cohesive, functioning unit. The team will not be the board of the CDC, but there may be some overlap. The real estate people, bankers, utility people and others on the team will participate because being on the team will help them to secure additional business. The team will be briefed regularly on all of the various available business and economic development resources. The value of the team to the business person or potential entrepreneur is that the team can work together to find the appropriate resource that will help a business to realize its goals. Business development is facilitated when realtors, bankers, utility companies and others work together to support business. The BRT will facilitate the CDC taking a pro-active supportive role to support and strengthen existing businesses. Support for this model can come from the New Mexico Community Capital impact Program.

Development Plan

Actions:

- 2.4.1 - *The CDC executive director will form and mobilize a Business Response Team (BRT) to assist new and existing businesses with opportunities and challenges, and to develop a closer working relationship with strategic economic development partners.*
- 2.4.2 - *The BRT will mobilize regardless of which entry point an entrepreneur or new business opportunity finds its way to Santa Rosa. Entry points for businesses can be directly through the CDC, the local governments (city and county), the regional Council of Governments (COG), banks, real estate offices, utilities, regional development organizations, and the State Economic Development and Tourism Departments.*
 - ◆ BRT members can be recruited from the organizations listed above.
 - ◆ The CDC will provide training for the BRT so that team members can make appropriate referrals and also train others in their office or place of work.
 - ◆ The BRT along with the CDC will work closely with economic development partner organizations and resources.
 - ◆ A business person or entrepreneur who contacts any one of the “team members” will automatically have access and referral to the entire team.
 - ◆ The team will be responsive to new businesses or inquiries from businesses regarding Santa Rosa.



Santa Rosa Golf Course

Strategy 2.5:

Inventory existing businesses to identify existing and potential new industry clusters, both to ascertain what the community wants and to assess community demand, and aggressively support retention and expansion of these businesses and/or recruitment opportunities.

Business clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers and associated institutions in particular fields that are present in a nation or region. Clusters arise because they increase the productivity with which companies can compete in an increasingly competitive global market. Clusters are industry led. The philosophy behind clusters is that large and small companies in a similar industry achieve more by working together than they would individually. If Santa Rosa has some initial success with certain types of businesses, then a cluster recruitment/development strategy can be pursued in which business recruitment marketing is enhanced through staying with a cluster theme or within a given sector. Towns and regions are more appealing to specific industry players if similar businesses are already successfully working there.

Development Plan

Actions:

- 2.5.1 - *CDC needs to be pro-active in contacting businesses and in creating an inventory of existing businesses to help determine potential for expansion/retention.*
 - ◆ A strong retention policy is based upon pro-active outreach to existing businesses, making an assessment of needs and potential, and working with community and outside resources to assist businesses to grow and reach their potential. As businesses develop, and as a recruitment policy is pursued, business themes will emerge. This will be encouraged as a conscious effort toward “cluster” development. At present, hospitality is the strongest cluster in Santa Rosa.
- 2.5.2 - *The CDC will make an effort to implement a cluster economic development strategy (see below).*
- 2.5.3 - *The CDC will examine the feasibility of developing a “downtown arts cluster” (see Downtown Development strategy below).*
- 2.5.4 - *The City and CDC will develop a strong working relationship with New Mexico Partnership as a State Certified Economic Development Community.*
 - ◆ New Mexico Partnership is a state funded not-for-profit corporation with the primary purpose of recruiting outside companies to New Mexico, focusing on rural areas. New Mexico Partnership helps economic developers respond to recruitment opportunities and will help to disseminate business marketing information for New Mexico communities at trade shows and directly to targeted businesses. Through this program the Santa Rosa CDC will respond to Potential Recruitment Opportunities (PROs) with support of the BRT.
- 2.5.5 - *The CDC will use the SWOC (Strength, Weaknesses, Opportunities and Challenges) analysis, as well as reports provided to Santa Rosa by the Bureau of Business and Economic Research through MainStreet, to begin to assess what businesses are needed and will work in Santa Rosa. A conscious strategy to develop or recruit these types of businesses will be pursued.*

Strategy 2.6:

Create a plan for development of a certified business incubator and/or an industrial park.

A business incubator strategy can be pursued as a long-term strategic endeavor. Business incubators are compatible with a strong business development and recruitment policy. Nationally, business incubators show impressive statistics. In 2001, for example, North American incubators assisted more than 35,000 start-up companies that provided employment for nearly 82,000 workers and generated annual earnings of more than \$7 billion. At the same time, funding and operating a successful incubator can be challenging. Santa Rosa may be able to use an existing building to house an incubator, and there are many ways to structure an incubator with varying budgets. Incubator feasibility will include lining up management and potential tenants in addition to examining funding issues. Additional feasibility elements include community support, competing commercial business space and a projection of future demand that is tied to economic development strategy. Identifying and implementing a “cluster” economic development model can be compatible with an incubator.

Development Plan

Actions:

- 2.6.1 - *Develop a feasibility study for a state certified business incubator as part of a long-term strategy for the community).*
 - ◆ As recruitment and development strategies are increasingly successful in Santa Rosa, at some point the CDC will examine the feasibility of establishing a small business incubator to facilitate new businesses start-ups. Several New Mexico communities have created successful incubators (i.e. Santa Fe, Farmington and Clovis). The State Economic Development Department can make matching funds available for a feasibility study, and there may be new funding available soon for business incubators in rural areas.
 - ◆ The retail, downstairs area designated in the Ilfeld Johnson Warehouse Building Plan is designed to operate as a small incubator for art and décor type retail businesses. As businesses “graduate” from the incubator, Santa Rosa MainStreet can assist in finding rentable downtown commercial space.
- 2.6.2 - *Develop a feasibility study for a Santa Rosa Industrial Park.*
 - ◆ As recruitment and development economic strategies are implemented, it may make sense for Santa Rosa to establish an industrial park. An incubator could be incorporated as part of a larger industrial park plan. It may be possible to develop a public/private partnership to develop an industrial park as a long-term strategy for the community.



Santa Rosa Middle School

Strategy 2.7:

Develop agriculture-based opportunities.

Agriculture is a traditional economic mainstay of Guadalupe County, and now consists primarily of livestock production. There may be ways to enhance value-added meat production through ranch branded, differentiated product, and working with the small meatpacking facility and value-added producer chain that is focusing on local production for local consumption – Heritage Meats - in Mountainair. Historically, Guadalupe County supported a wide range of crop production in addition to livestock. However, now most production is in alfalfa with a small amount of chile crops. A Farmer’s Market can encourage a new drive towards local crop diversification. A market can begin through the participation of farmers from neighboring communities. In addition to produce and meat, even locally raised fish can be sold at a local Farmer’ Market.

Development Plan

Actions:

- 2.7.1 - *In conjunction with MainStreet, the CDC will develop a downtown Farmer's Market. (This is discussed in more detail in the MainStreet Downtown Master Plan.)*
- 2.7.2 - *The CDC should explore opportunities to encourage the development of agriculture related businesses.*
 - ◆ It may be possible to encourage new agriculture related businesses that include innovative elements such as u-pick farms or value-added production. There are grants available from the USDA for marketing and for value-added production. It may also be possible to encourage the purchase of local produce by local restaurants.
 - ◆ The CDC may be able to work with Heritage Meats in Mountainair for local production and consumption of livestock.

Strategy 2.8:

Develop workforce training programs in Santa Rosa, geared especially towards local youth and local business opportunities.

The existence of a quality worker training program in Santa Rosa will be an important advantage as far as business recruitment is concerned. Young people will be made aware of area opportunities as they arise, such as wind technician training, hospitality training or working with aquaculture. The need for workforce training has been mentioned many times by local businesses. One goal of Santa Rosa hospitality development will be to create a professional, world-class quality experience for guests in Santa Rosa hotels and restaurants to help make Santa Rosa a true destination. Hotel and restaurant owners will be encouraged to contribute to helping to organize world-class hospitality training in Santa Rosa through the CDC and educational institutions. Workforce training programs will be closely coordinated with local business. As the caliber of employees goes up in Santa Rosa, local businesses will be encouraged to pay higher wages. Early Childhood education is another area that can be promoted as important both to support workers that have children and because studies show that early childhood education is a major factor that contributes to future academic success and the development of important life skills.

Actions:

- 2.8.1 - *Work with regional resources and local businesses to establish worker training programs.*
 - ◆ All of the worker training programs available to Santa Rosa will be explored with the goal of taking advantage of the best programs and enhancing the resources to provide meaningful worker training in Santa Rosa. Santa Rosa can work with regional community colleges in Las Vegas, Clovis and Tucumcari and also work with the Area Workforce Board to implement and fund training programs. NMSU has one of the best hospitality training programs in the country. It may be possible to deliver hospitality curricula in Santa Rosa through distance learning.

Development Plan

- ◆ There is considerable regional demand for trained wind technicians to work on the area's large utility-scale wind farms. This is a growing industry in the Santa Rosa area, and wind technicians are paid well. Mesalands Community College in nearby Tucumcari recently established one of the premier training facilities and programs in the country for training wind technicians—The North American Wind Research and Training Center.
- ◆ The CDC will work with Luna and the Luna Small Business Assistance Program to set-up entrepreneurship training programs in Santa Rosa, and especially target youth.
- 2.8.2 - *Santa Rosa will work with early childhood organizations such as the New Mexico Early Childhood Alliance and private entrepreneurs to encourage the formation of quality childcare and early childhood education programs.*
 - ◆ There is a need for childcare in Santa Rosa. Childcare should be coupled with a quality early childhood education program. The CDC should work to identify and implement childcare solutions by identifying interested partners. Many resources are available from both community colleges with early childhood programs and organizations such as New Mexico Early Childhood Alliance. A good model to follow for a quality rural childhood education program is the Apple Tree in T or C, whose Director is very involved in childhood issues and funding statewide.



View From Nature Trail

Strategy 2.9:

Develop distance learning programs that focus particularly on training for hospitality, renewable energy and entrepreneurial development coupled with an entrepreneurial mining program.

One of the most important activities that a new CDC and Business Response Team can do is to promote “entrepreneurial mining” in which local entrepreneurs are identified, contacted and supported. For example, there are currently at least two identified entrepreneurs who wish to expand their business into downtown Santa Rosa. Often business people are too preoccupied with day-to-day business operations to pursue new opportunities. Strategic community assistance can help make the difference for local business expansion. Entrepreneurial mining also uncovers prospective start-up entrepreneurs.

Development Plan

Actions:

- 2.9.1 - *Explore setting up distance learning programs in Santa Rosa with local and state educational institutions such as New Mexico State University, Luna Community College in Las Vegas, Clovis Community College in Clovis and Mesalands Community College in Tucumcari.*
- ◆ NMSU operates one of the best university-based hospitality programs in the country. The CDC will approach NMSU regarding the potential to set-up a distance learning hospitality education program. Hospitality programs should also be explored with Luna Community College.
- ◆ The CDC and high school personnel can work closely with Mesalands to deliver distance education classes in Santa Rosa and help recruit young people from Santa Rosa into a wind technician training program in nearby Tucumcari.
- ◆ The CDC will work with Luna and the Luna Small Business Assistance Program to set-up entrepreneurship training programs in Santa Rosa, and especially target youth.
- 2.9.2 - *The CDC will coordinate a pro-active community entrepreneurial mining program.*

Strategy 2.10:

The City of Santa Rosa and the CDC will work with private and public entities to actively encourage the construction of sustainable affordable housing.

Even though Santa Rosa is an affordable community, there is a lack of affordable housing for a new local workforce. One of the issues may be a lack of land that is for sale. At the same time, no concerted and community supported, business-based effort has been made to determine which property owners may be willing to either sell land or get involved in the development process, or to work with non-profit housing organizations to help implement developments.

Actions:

- 2.10.1 - *Help structure sustainable affordable development projects and assist with strategic marketing to targeted buyers and tenants.*
- ◆ An individual in City Government will have the responsibility of promoting affordable housing in Santa Rosa, working closely with the CDC and outside organizations and other communities that have successfully completed community-based housing projects. The development of housing projects is an intensive endeavor. Santa Rosa can work with organizations such as the Foundation for Building and encourage them to develop housing projects in Santa Rosa.
- ◆ The CDC will co-market affordable housing with developers by assisting in marketing private affordable development as part of complementary marketing geared towards bringing in a permanent workforce. An arrangement may be reached with developers—either for profit or non-profit—to ensure affordability for an extended period in exchange for marketing assistance. When affordable housing is shown to be profitable and units rent or sell quickly, then a favorable climate for additional housing will be created.
- ◆ The CDC will pursue partnerships with private companies working in Santa Rosa who can benefit from additional housing such as Shell Oil, other energy companies, the wind farm companies, and the local prison.

Housing Plan

Goal 3.0:

Improve overall housing availability in the City of Santa Rosa.

In the Housing Plan*, through participation in a housing survey conducted by the Housing Strategy Partners, 80% of Santa Rosa residents feel that affordable housing is needed in Santa Rosa. A vast majority agree that increasing options for financing home purchase, followed by home renovation and repair and renovating and/or demolishing abandoned homes, are top priorities for the community. The following needs were identified by the Housing Strategy Partners for the City of Santa Rosa:

1. **Special Needs Housing**
2. **Rental Housing**
3. **Homeownership**
4. **Rehabilitation and Homeowner Support**

Strategy 3.1:

To meet Santa Rosa's housing needs, Housing Strategy Partners recommend that the City of Santa Rosa implement the following:

Actions:

- 3.1.1 - *Designate an affordable housing coordinator, either expanding the role of an existing nonprofit, or assigning the task to a City staff position. The position will be responsible for providing on-site information about affordable housing services; conducting public outreach; bringing affordable housing services into the city through contractual agreements; and implementing the recommendations suggested in this plan.*
- 3.1.2 - *Develop a new residential subdivision between 20-30 units to accommodate mixed incomes and homes at varied price points.*
- 3.1.3 - *Consider a homebuyer rehabilitation program that offers low-interest loans for homeowners to maintain their homes. A future component of the program may include the purchase of vacant or deteriorating properties, rehabilitating them and selling them at affordable prices to qualified Santa Rosa residents.*
- 3.1.4 - *Provide supportive services and emergency shelter and transitional housing, ideally in a wing in the Los Amigos Nursing Home facility.*
- 3.1.5 - *Develop and implement an education campaign encouraging investment in site-built homes that build a family's wealth and equity.*

(*) For further information on the Housing Plan please refer to the full document prepared by the Housing Strategy Partners.

Water Plan

Goal 4.0:

Take the necessary actions to ensure an adequate water supply to meet the City of Santa Rosa's needs.

The Water Plan* recommends ways for balancing available water resources and projected water demands over a 40-year period. It also recommends a 3-stage plan for managing the City's public water supply system during drought emergencies.

Strategy 4.1:

The City of Santa Rosa is committed to undertaking the following actions and measures to optimize its management of its available water resources:

Actions:

- 4.1.1 - *Develop formal water conservation and drought management ordinances that will allow the City to implement the measures recommended by this Plan.*
- 4.1.2 - *Continue with its on-going program to quantify and reduce the volume of non-revenue water experienced in its public water supply system.*
- 4.1.3 - *Implement a wellhead protection program that, at minimum, allows the City to fence off a 100-foot radius around its supply wells near Colonias.*
- 4.1.4 - *Implement the water rights allocation strategy to utilize the City's water rights for future municipal and other uses.*
- 4.1.5 - *Complete plans for wastewater effluent re-use.*

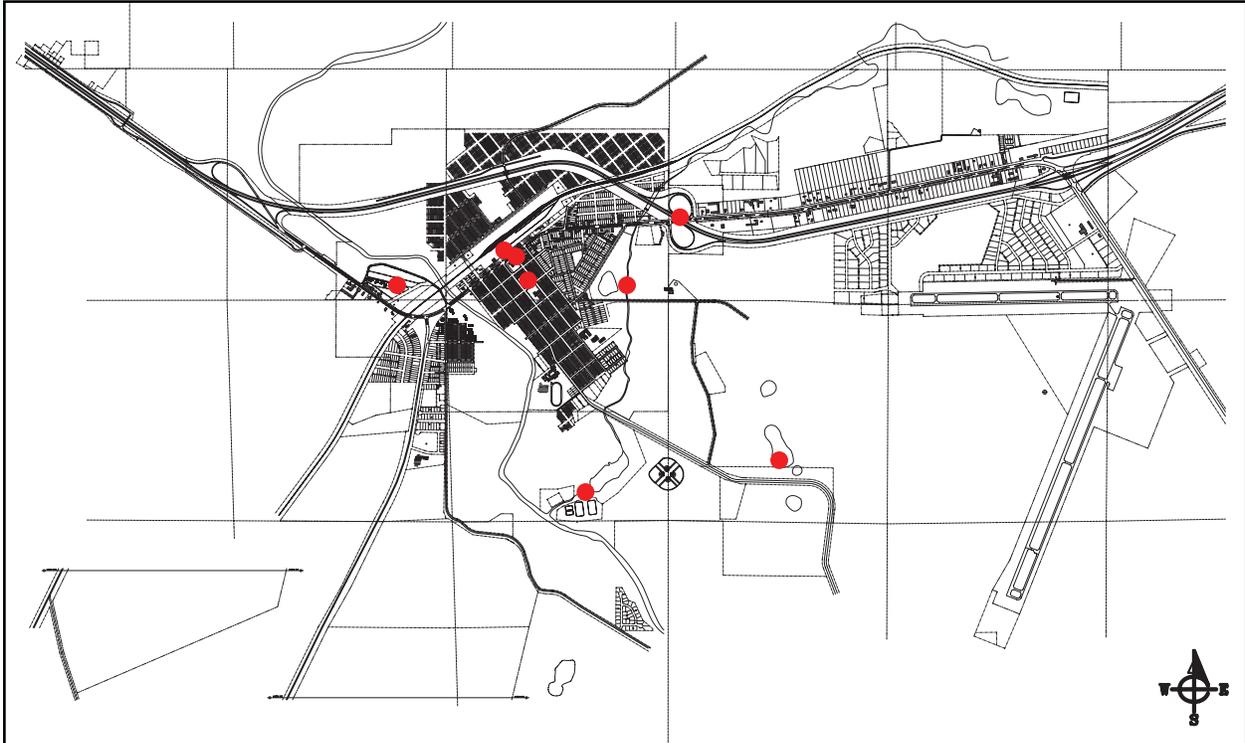


[left] Park Lake Picnic Area [right] Park Lake

(*) For further information on the 40-Year Water Plan please refer to the full document prepared for the City of Santa Rosa.

Proposed Capital Improvements

The proposed capital improvements [●] will add to the city of Santa Rosa. They will further improvements already made to the city and tap into the potential of under utilized locations. Projects will add parks and update recreation sites within the city. They will also enhance the Public Transportation System and the tourist experience. For locals the improvements will add to the amenities the city has to offer and benefit their quality of life. The following section breaks down each of the proposed capital improvements in greater detail.



Downtown

Goal 5.0:

Transform the downtown area into a thriving and attractive commercial center with a mix of retail, public offices, entertainment venues and art establishments, while preserving its historic character.

Developing this area will attract travelers from the I-40 corridor, it will help to establish Santa Rosa as a minor destination, and it will improve the quality of life for residents.

Strategy 5.1:

The strategies set forth in the Downtown Master Plan aim to improve the downtown area.*



Rendering of the Downtown Plaza

(*) For further information on the Downtown Master Plan please refer to the full document prepared by The Idea Group, LLC.

Ifeld Johnson Warehouse

- Existing Conditions



Ifeld Johnson Warehouse is an historically significant building for the city of Santa Rosa. In its current condition however, it offers little for the people and visitor's of the city. If no action is taken the building will likely meet the fate of similar surrounding structures, which have been torn down. With improvements to the building it will breath new life and become a unique addition to the downtown area.

By reprogramming the building to allow for market space local vendors will have a place to sell goods. This will provide a great opportunity for small business owners and for locals and tourists alike, seeking to purchase local products. The site will become a marketplace, bringing the inflow of people and revenue. It will also be able to capitalize on its proximity to the Historic Route 66, both by drawing in travelers from the route and improving the view around it. With tourists being drawn to the site it will be ideal to fold the needs of the Visitor's Center into the building's program. This would also make the Visitor's Center more easily accessible then its current location.



Ilfeld Johnson Warehouse Render

Not to Scale



Ifeld Johnson Warehouse Render 2

Not to Scale



Ilfeld Johnson Warehouse Interior Render

Not to Scale

Pedestrian Bridge

- Bridge Location



With the improvement of Ifeld Johnson Warehouse and Guadalupe County Courthouse the sites will attract more visitors, creating higher volumes of pedestrian traffic. Ideally the bridge will not only serve as a link between the two sites, but as a pedestrian friendly route over the busy street. Most of the downtown area is located south of Historic Route 66, but as the city works to improve Ifeld Johnson Warehouse downtown will also stretch north of the route. The addition of a pedestrian bridge will help to add the Warehouse to the downtown area, making a direct path to the new market.

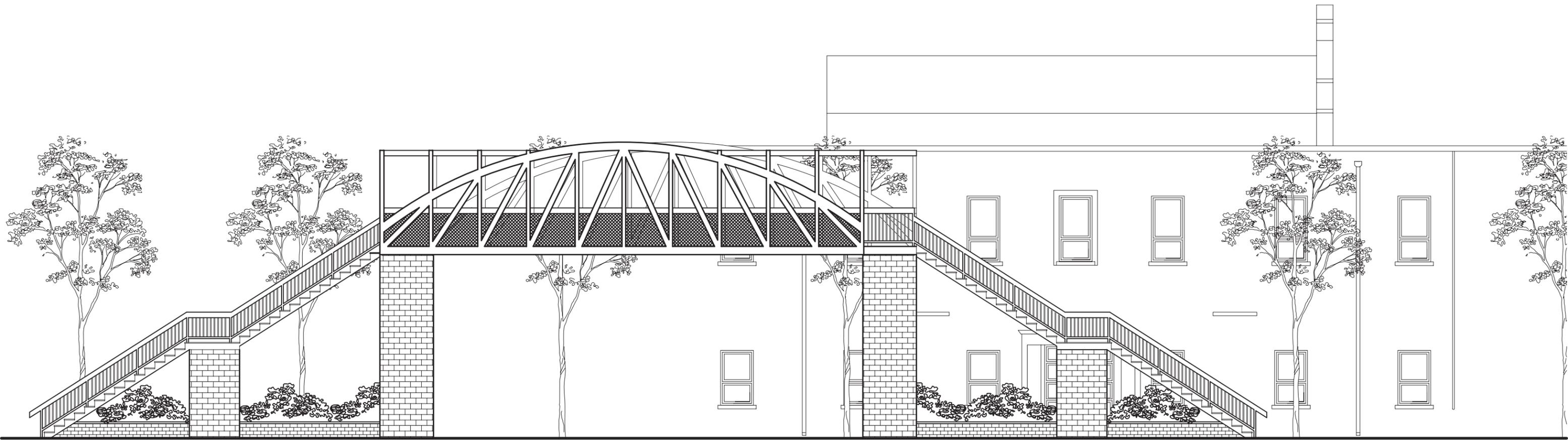
The bridge design will span diagonally from the two sites. It will incorporate stone, mainly around the stairs to mask the large concrete supports and to create planters for foliage and areas of seating. The truss will contain the elegant sweep of an arched design. These elements will make it an unobtrusive addition to the existing architecture of the area.

- Ifeld Johnson Warehouse



- Guadalupe County Courthouse





Pedestrian Bridge Elevation

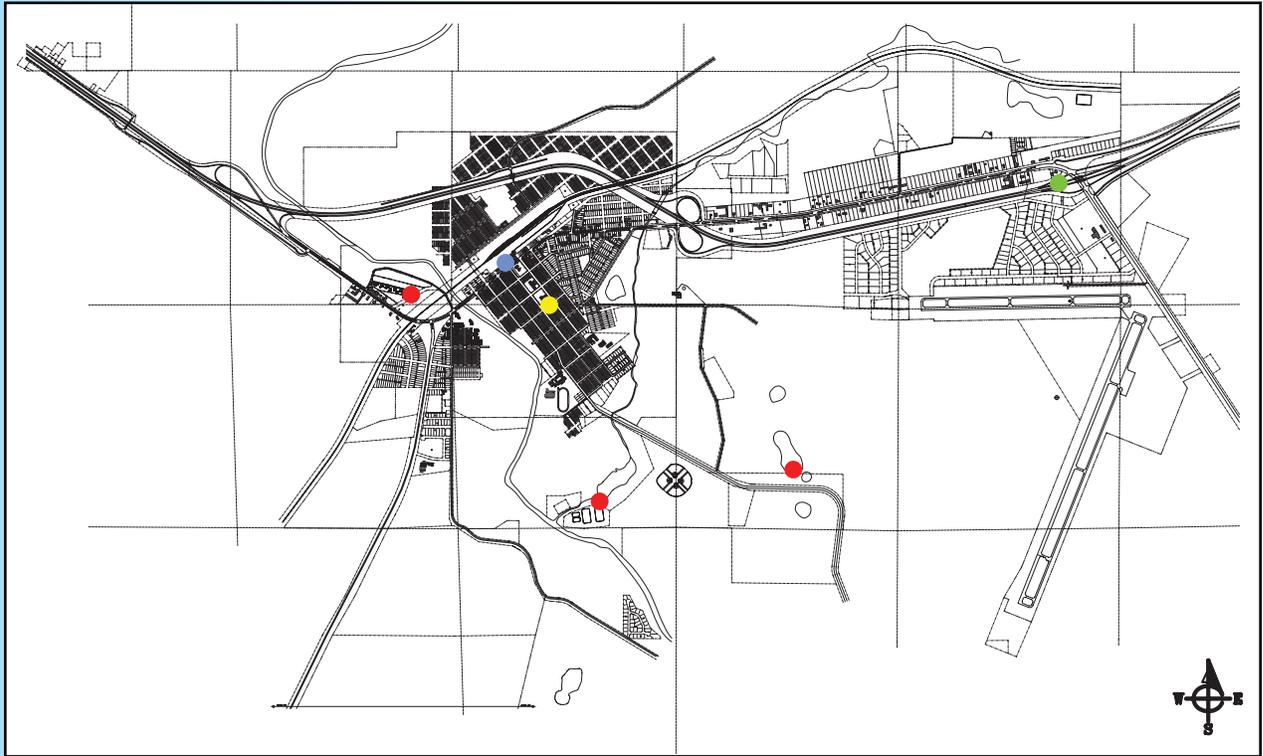
Not to Scale

Cost Estimate

Pedestrian Bridge				
Project	Item	Item Cost		Total Cost
Masonry	x2			\$7,952
	6 ft. Wall @ 16'-9" High	7.80/sf	\$1,544	
	5 ft. Wall @ 16'-9" High	7.80/sf	\$1,326	
	6 ft. Wall @ 8 ft. High	7.80/sf	\$749	
	5 ft. Wall @ 8 ft. High	7.80/sf	\$624	
	Planter	12/sf	\$1,728	
	12 ft. 9 in. Wall @ 1'-4" High	7.80/sf	\$293	
	Bush	35/ea.	\$140	
	72 cubic ft. Soil	10.50/cft	\$1,512	
	72 sq. ft. Wood Chips	0.25/sf	\$36	
Stair	x2		\$50,018 x2	\$100,036
	6 ft. Wide x 8 ft. 9 in. High Stair	22500/ea.	\$45,000	
	37 ft. Railing	42/lf	\$1,554	
	42 ft. Railing	42/lf	\$1,764	
	200 sq. ft. Decking	8.50/sf	\$1,700	
Span				\$179,950
	92 ft. x 9 ft. 6 in. Truss	175/sf	\$152,950	
	Concrete Piers	4500/ea.	\$27,000	
Landscaping				\$588
	112 sq. ft. Concrete Walkway @ 4 in.	5.25/sf	\$588	
Misc. Expenses				\$122,348
	Contractor O&P 25%	\$276,526	\$69,132	
	Bond 3.5%	\$345,657	\$12,098	
	Permits		\$12,000	
	GRT 7.875%	\$369,755	\$29,118	
	TOTAL			\$410,873

Signage

- Sign Locations



- Large Sign

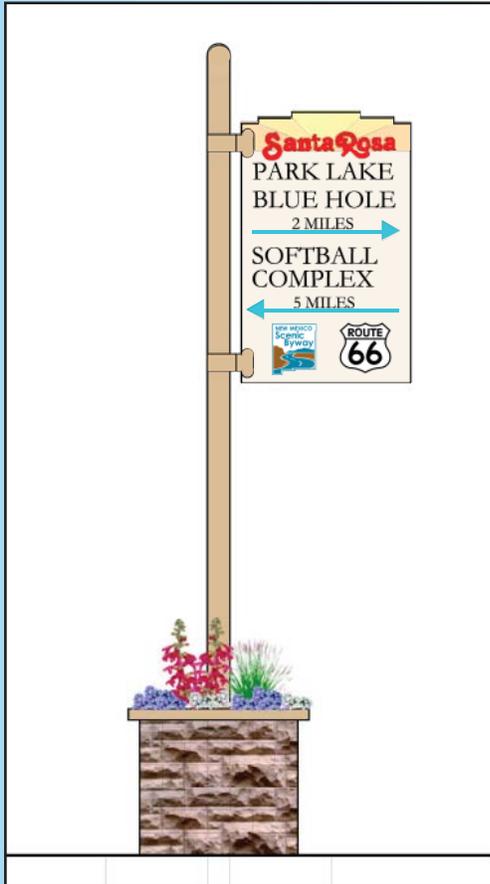


Currently Santa Rosa is working to develop a signage plan for a number of locations around the city. These signs, shown on the left, will work to point visitor's to major city landmarks and also improve the streetscape. They are a major step in enhancing tourist information, which will bring additional traffic to those sites. However, adding further locations and signage to the plan will fully address the city's needs.

Currently a sign is developed for the Ilfeld Johnson Warehouse [●]. This sign should eventually work into a larger design, which will incorporate bike storage and shaded seating to the street corner. This addition, along with the improvements to the building, will transform the warehouse into a major destination within Santa Rosa.

Signage

- Sign Post

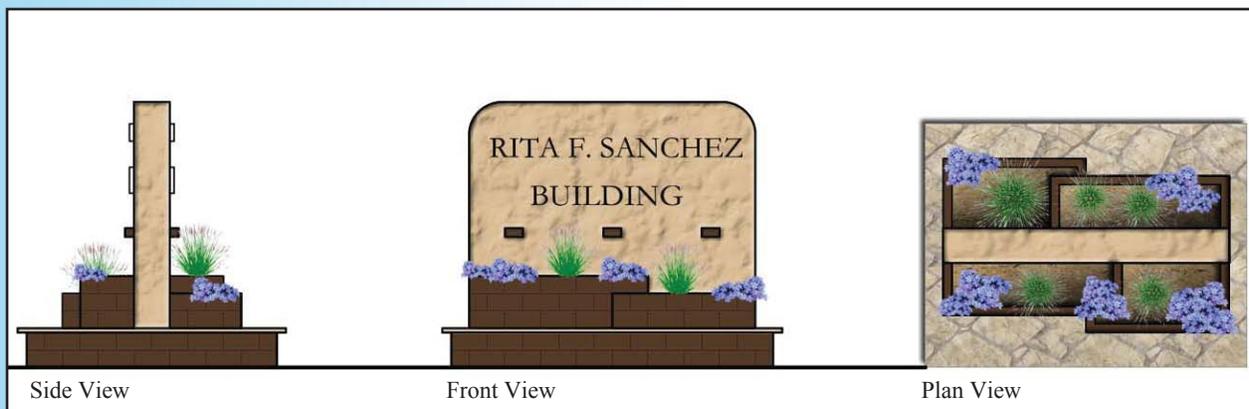


The current plan brings signage to two of the three interchanges, which will be seen by many of the visitor's entering the city. However, the third interchange [●] is not proposed in the present plan. This location brings in the same amount of traffic when compared to the other interchanges. For this reason not utilizing it would be a missed opportunity for the city.

Additionally with the introduction of improvements proposed in this Master Plan [●] new signs will need to be placed to draw in visitor's to those locations, as well as direct to others. Sign need will have to be explored as the city changes.

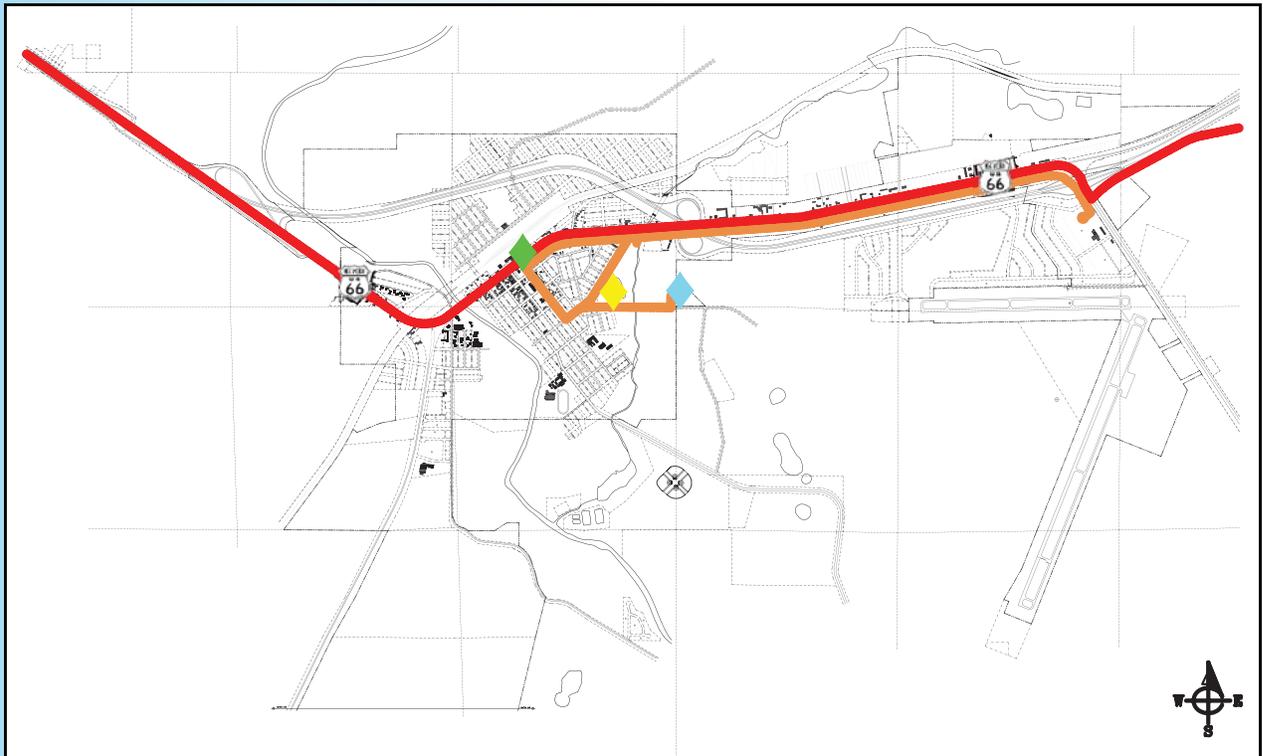
Another element that is lacking from the current plan is addressing the needs of the Visitor's Center, which is presently located inside the City Hall [●]. As it is now the City Hall is very difficult to find because it has no signage informing the public where it is located, so possible tourist traffic is lost. Creating a sign specifically for that location, which other signage can direct people towards will greatly increase visitor traffic and help to promote major and lesser known spots of interest throughout the city. The sign will also serve to mark the City Hall even after the Visitor's Center is moved to a new location.

- City Hall Sign Design



Bus Stops

• Transportation Routes



• Proposed Locations

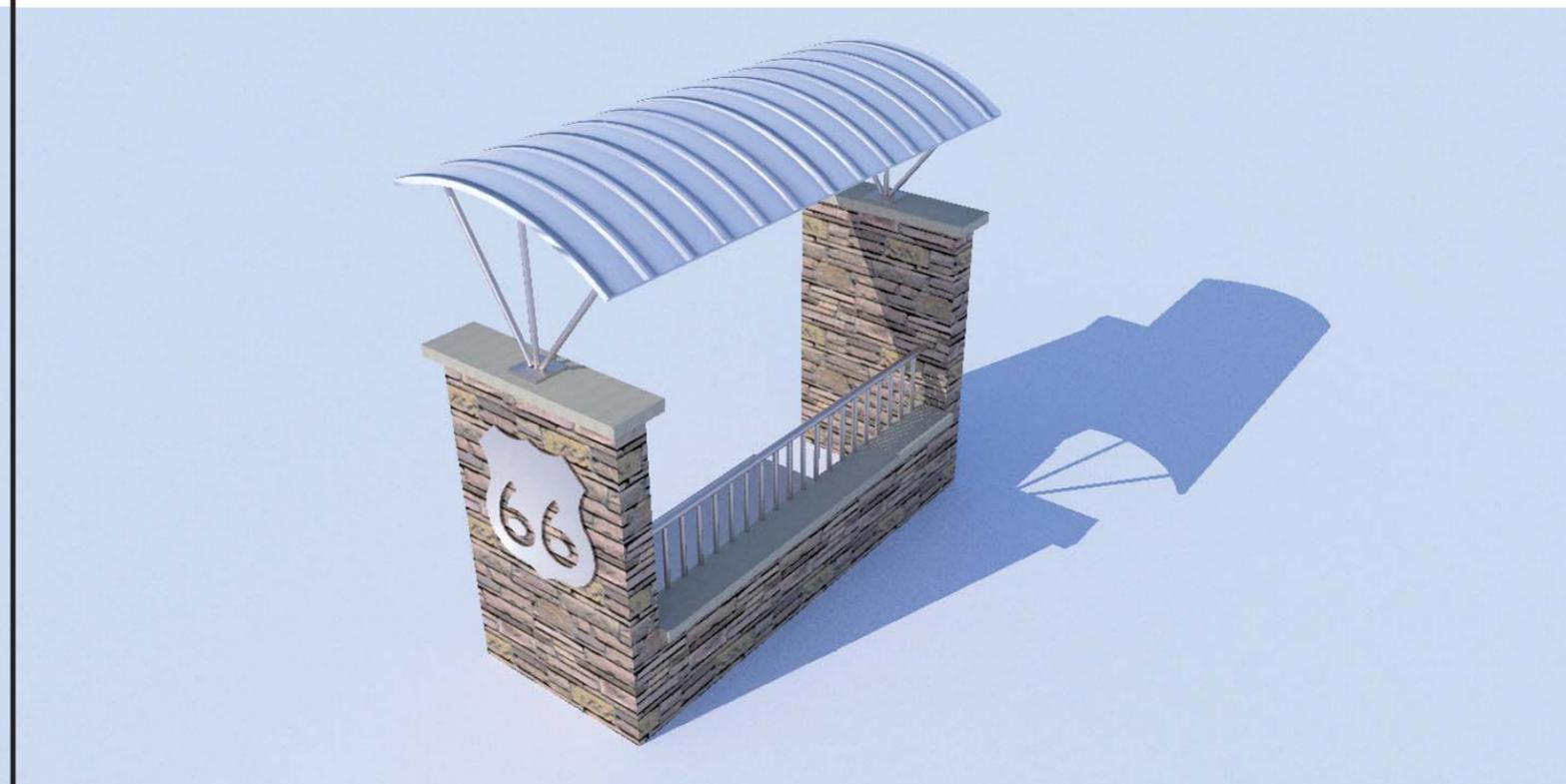
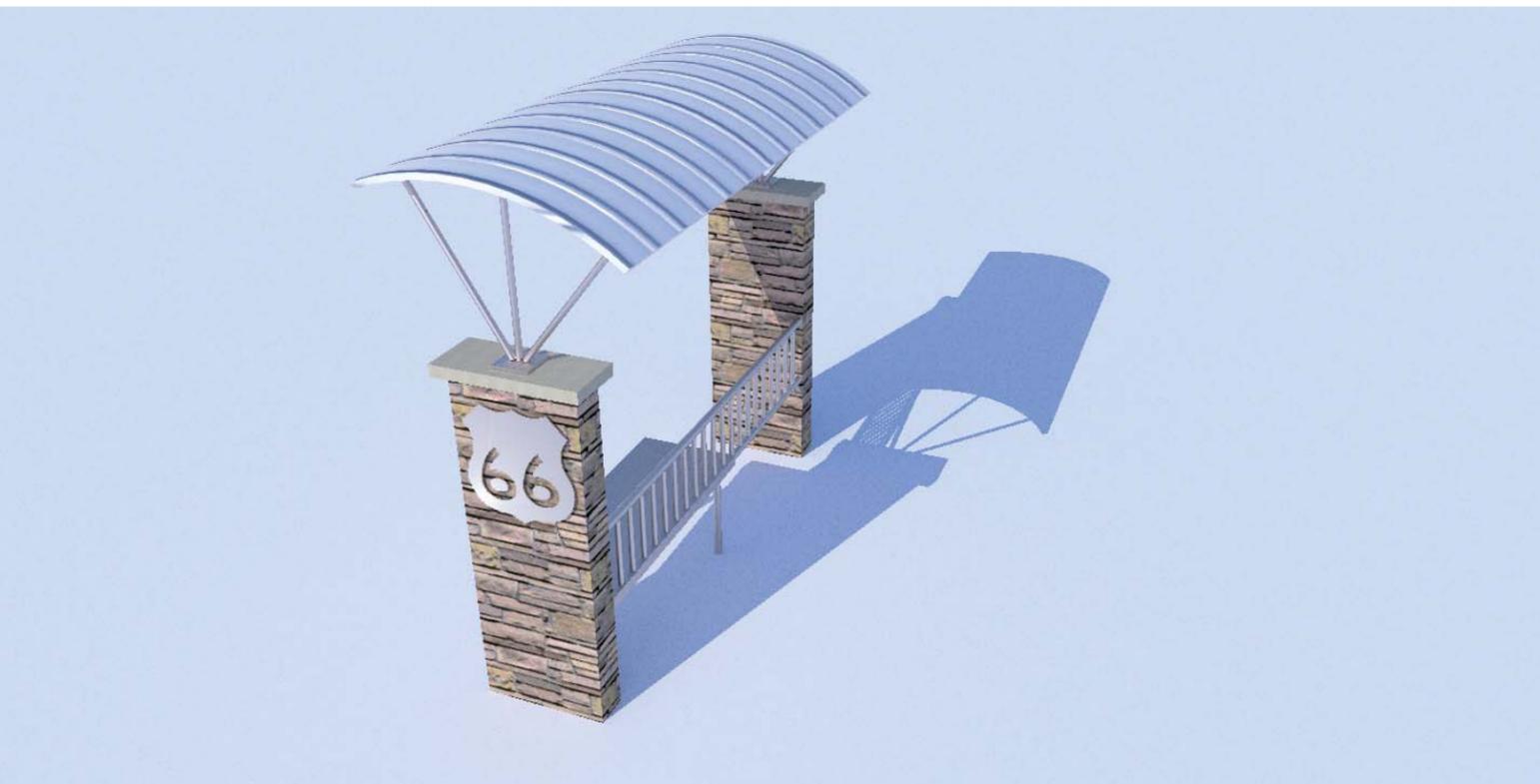
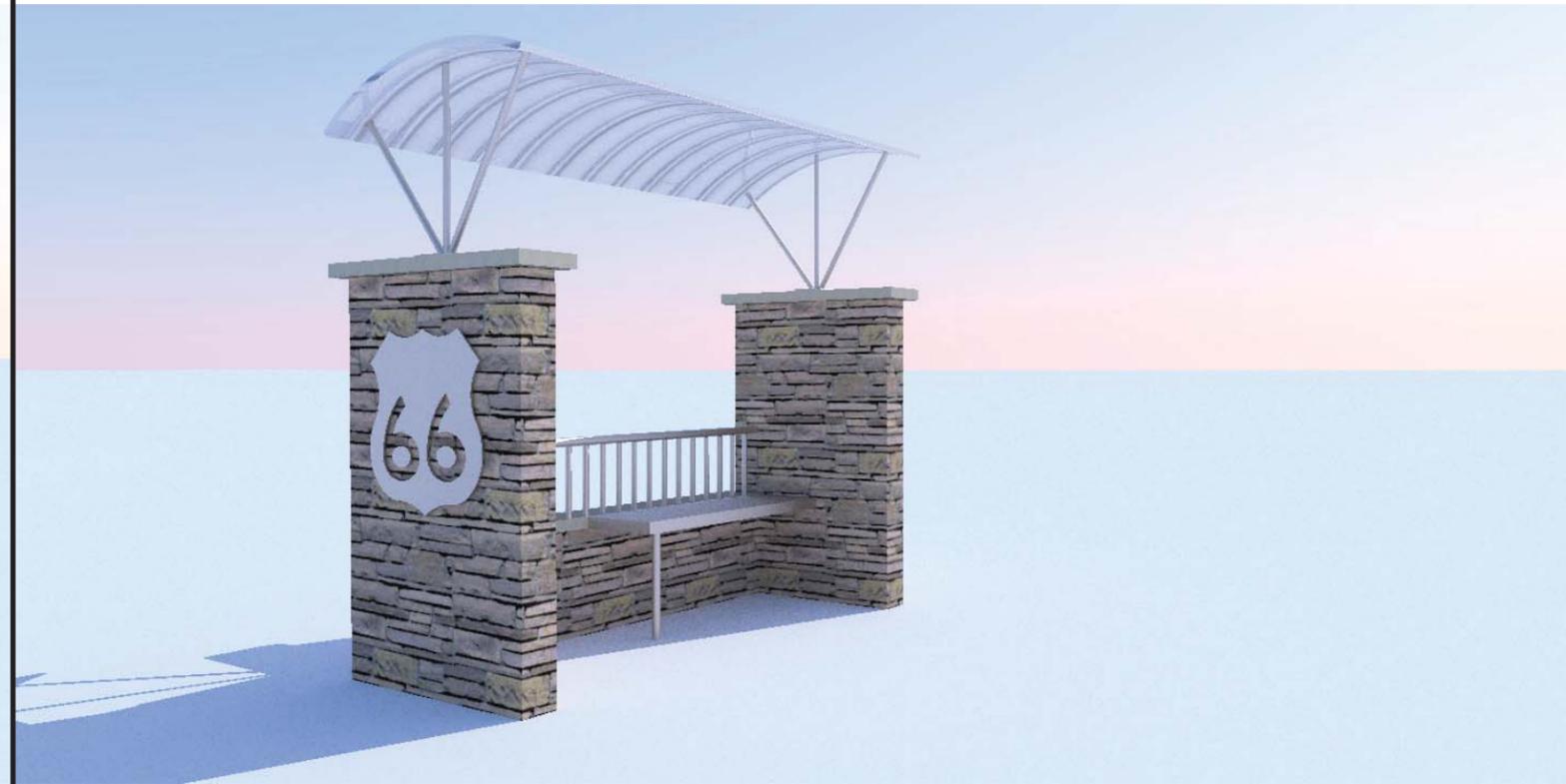
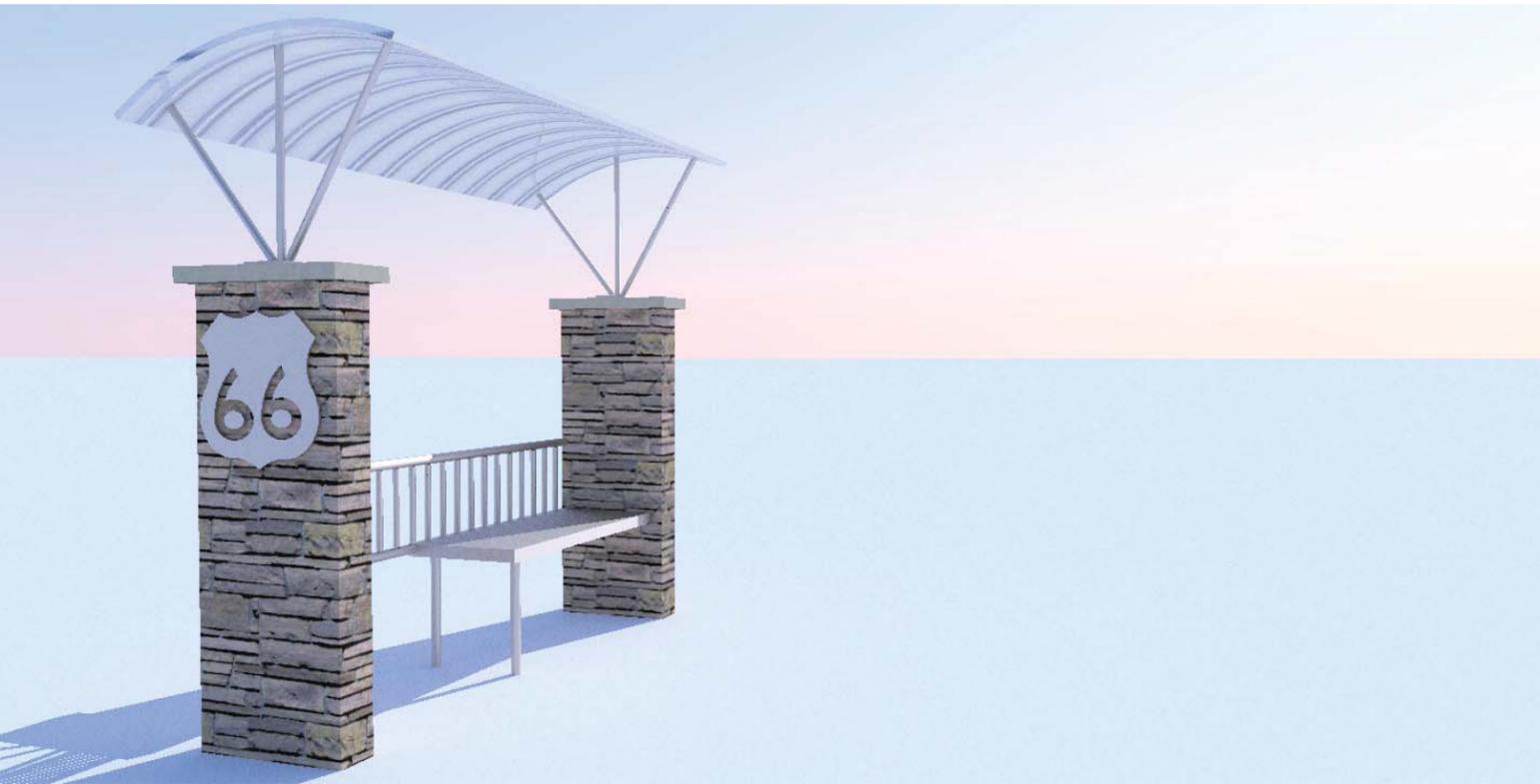
Specific:

- ◆ Guadalupe County Courthouse Plaza
- ◆ Blue Hole Dive Center
- ◆ Park Lake

General:

- ◆ replace existing bus stops
- ◆ Route 66 signage can be removed/alterd for replacing stops not along the historic route
- ◆ create stops near hotels along Route 66 for easy tourist access

Given that Santa Rosa's Public Transportation [—] system follows a portion of Historic Route 66 [—], new bus stops will be used as both a functional area for pedestrians and signage. The design will utilize stone and artistic Route 66 signs to highlight the Historic Route, while offering seating and protection from the elements for bus users. Updating the Public Transportation system with bus stops will make the service more comfortable for the user, which will work to improve ridership. Making the bus stop locations clearly defined the transportation system can also better tap into the tourist market because the route does make stops at major city attractions and runs near hotels.

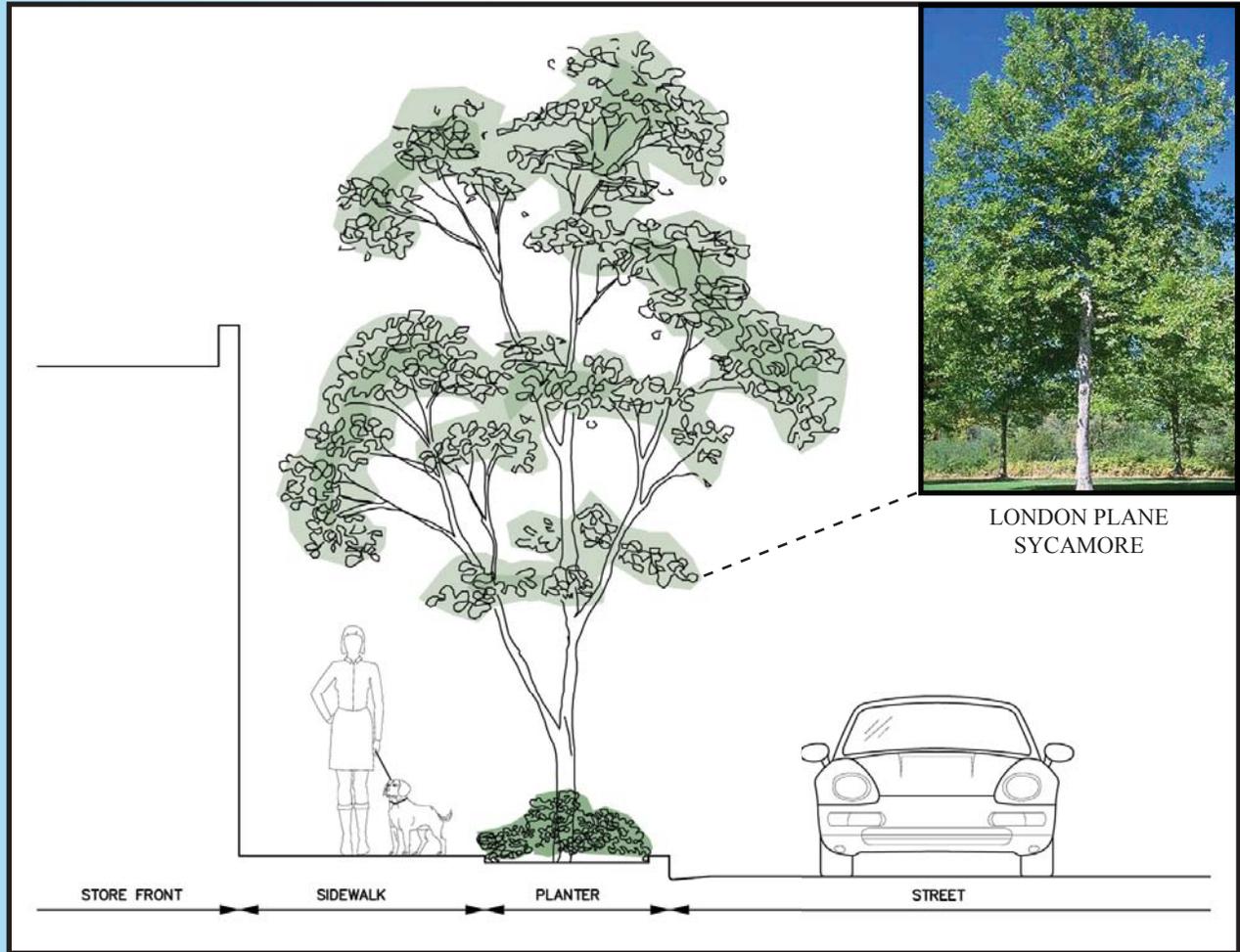


Cost Estimate

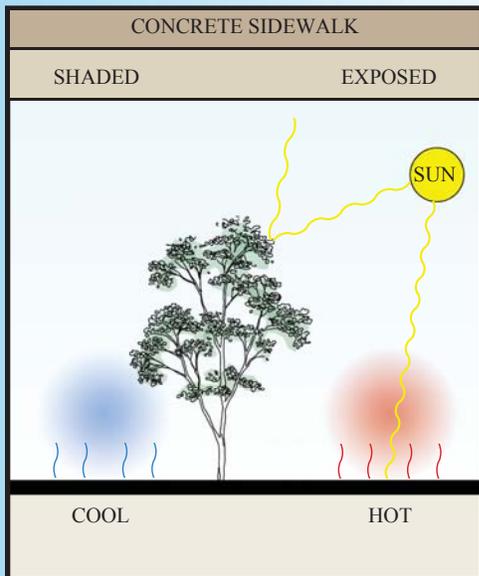
Bus Stop				
Project	Item	Item Cost		Total Cost
Large Design				\$6,158
	3 ft. Wall @ 4 ft. 10 in. High x2	12.50/sf	\$375	
	7 ft. Wall @ 1 ft. 8 in. High	12.50/sf	\$131	
	4 ft. Bench	350/ea.	\$350	
	7 ft. Railing @ 1 ft. High	32/lf	\$224	
	3 ft. Stone Cap x2	35/lf	\$210	
	8 ft. Metal Roof	4200/ea.	\$4,200	
	2 ft. x 2 ft. Route 66 Signage x2	250/ea.	\$500	
	32 sq. ft. Concrete Slab @ 4 in.	5.25/sf	\$168	
Misc. Expenses				\$2,053
	Contractor O&P 20%	\$6,158	\$1,232	
	Bond 3%	\$7,390	\$222	
	GRT 7.875%	\$7,612	\$599	
TOTAL				\$8,211
Project	Item	Item Cost		Total Cost
Small Design				5369.5
	1 ft. 9 in. Wall @ 4 ft. 10 in. High x2	12.50/sf	\$188	
	4 ft. Bench	350/ea.	\$350	
	7 ft. Railing @ 1 ft. High	32/lf	\$224	
	2 ft. Stone Cap x2	35/lf	\$140	
	Steel Roof Support x2	3800/ea.	\$3,800	
	1.5 ft. x 1.5 ft. Route 66 Signage x2	250/ea.	\$500	
	32 sq. ft. Concrete Slab @ 4 in.	5.35/sf	\$168	
Misc. Expenses				\$1,790
	Contractor O&P 20%	\$5,370	\$1,074	
	Bond 3%	\$6,443	\$193	
	GRT 7.875%	\$6,637	\$523	
TOTAL				\$7,159

Streetscape

- Streetscape Elevation



- Heat Island Effect Diagram



With the revitalization of the Santa Rosa downtown area there will be a significant increase in pedestrian traffic. It is important as growth occurs to provide a friendly environment for people to navigate. Infilling the current planters with trees and foliage will address this problem. It will also improve the overall appearance and feel of the downtown area. The trees will reduce wind exposure along sidewalks and create a separation from the street. They will also help reduce the heat island effect, which creates higher temperatures along exposed hardscapes [sidewalks, streets]. Shading hardscapes with trees will cool them and make them more pleasant for walkers, especially during the summer months.

An ideal tree would be the London Plane Sycamore, which has already been used in the Guadalupe County Courthouse Plaza landscaping.

Green Design

Goal 6.0:

As Santa Rosa moves forward it is important to keep green design principles in mind.

The City of Santa Rosa should promote national standards for the use of green building and planning. A “Green City” would help attract businesses and new residents and potentially assist in funding. It will reduce water usage and decrease waste water treatment costs.

Strategy 6.1:

Further implement green design practices in Santa Rosa.

They can range from rainwater catchment systems for small gardens to LEED (Leadership in Energy and Environmental Design) Certified Buildings. Green design practices aim to improve our environment and save resources. They cut down on energy use, CO2 emissions, water use, and solid waste. These factors can also save money, yielding an 8-9% operating cost decrease. Many funding sources are also incorporating LEED design practices and aiming to finance the construction of LEED buildings over that of conventional buildings. Santa Rosa is already taking steps towards green design with the new hospital, which is aiming to achieve LEED Certification. The City has also adopted a number of Zoning and Ordinance Revisions aimed at promoting green building.

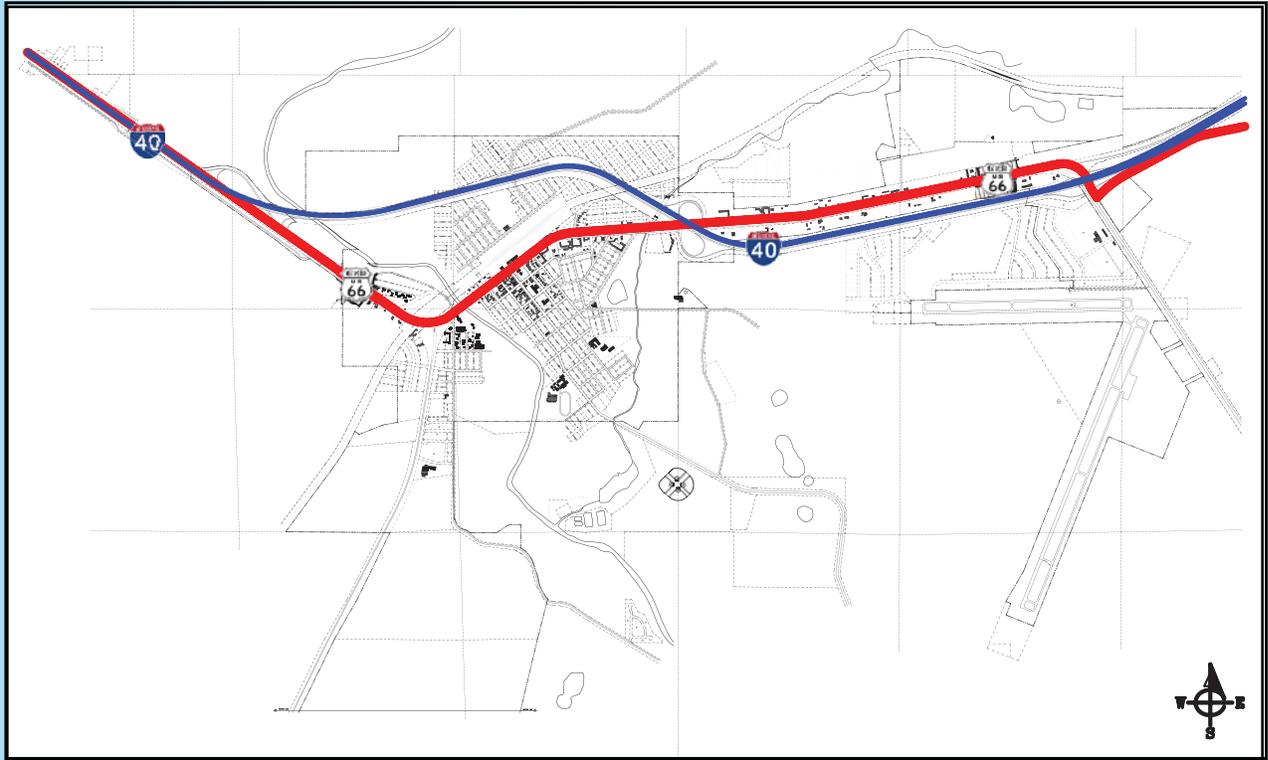
Actions:

- *6.1.1 - Zoning and Ordinance Revisions - Green Building*
 - ◆ use low flow plumbing fixtures including water closets, urinals, shower heads, and faucets in all occupancy types. The maximum water consumption for each fixture will be:
 - water closets: 1.6 gpm
 - urinals: 0.5 gpm
 - showerheads: 1.8 gpm
 - faucets: 1.8 gpm
 - ◆ use of xeriscaping, native plants, and other low water consuming vegetation
 - ◆ use high albedo or highly reflective roofs to reduce heat island effect. The solar reflectance index (SRI) shall be 78 or greater.
 - ◆ use low light pollution exterior lighting fixtures, fixtures shall be shaded and pointed downward
 - ◆ encourage the use of water catchment for irrigation
- *6.1.2 - Adopt green design practices in future projects, including the capital improvements highlighted in the Master Plan.*
- *6.1.3 - Require LEED Certification for new and remodeled buildings.*
- *6.1.4 - Promote Santa Rosa as a Green Community.*
- *6.1.5 - Resources for Green Design Practices:*
 - ◆ USGBC (U.S. Green Building Council) - <http://www.usgbc.org/>
 - ◆ USGBC - Green Home Guide - <http://greenhomeguide.com/>
 - ◆ USGBC - Green School Buildings - <http://www.greenschoolbuildings.org>
 - ◆ USGBC - New Mexico Chapter - <http://www.usgbcnm.org/>



Electric Refueling Station

- Major Roadways



- Single Charging Station



Source: www.ev-chargeamerica.com

As the number of electric Hybrid cars on the road increases there will be a demand for refueling stations. This is especially important given Santa Rosa's place on the Historic Route 66 [—] and the proximity to a major interstate, I-40 [—].

Amenities are often the reason motorists pull off the highways. An electric refueling station will be one such amenity that will cater to Hybrid owners. Building an electric refueling station will also go along with the city's push to accommodate Hybrid vehicles. The recent updates to Guadalupe County Courthouse added some electric charging stations to the parking lot. These however are only usable by courthouse staff and visitors.

The station design will incorporate newer technology, housing a number of electric refueling kiosks. The design will also utilize solar panels to offset the energy required to charge fuel cell batteries.

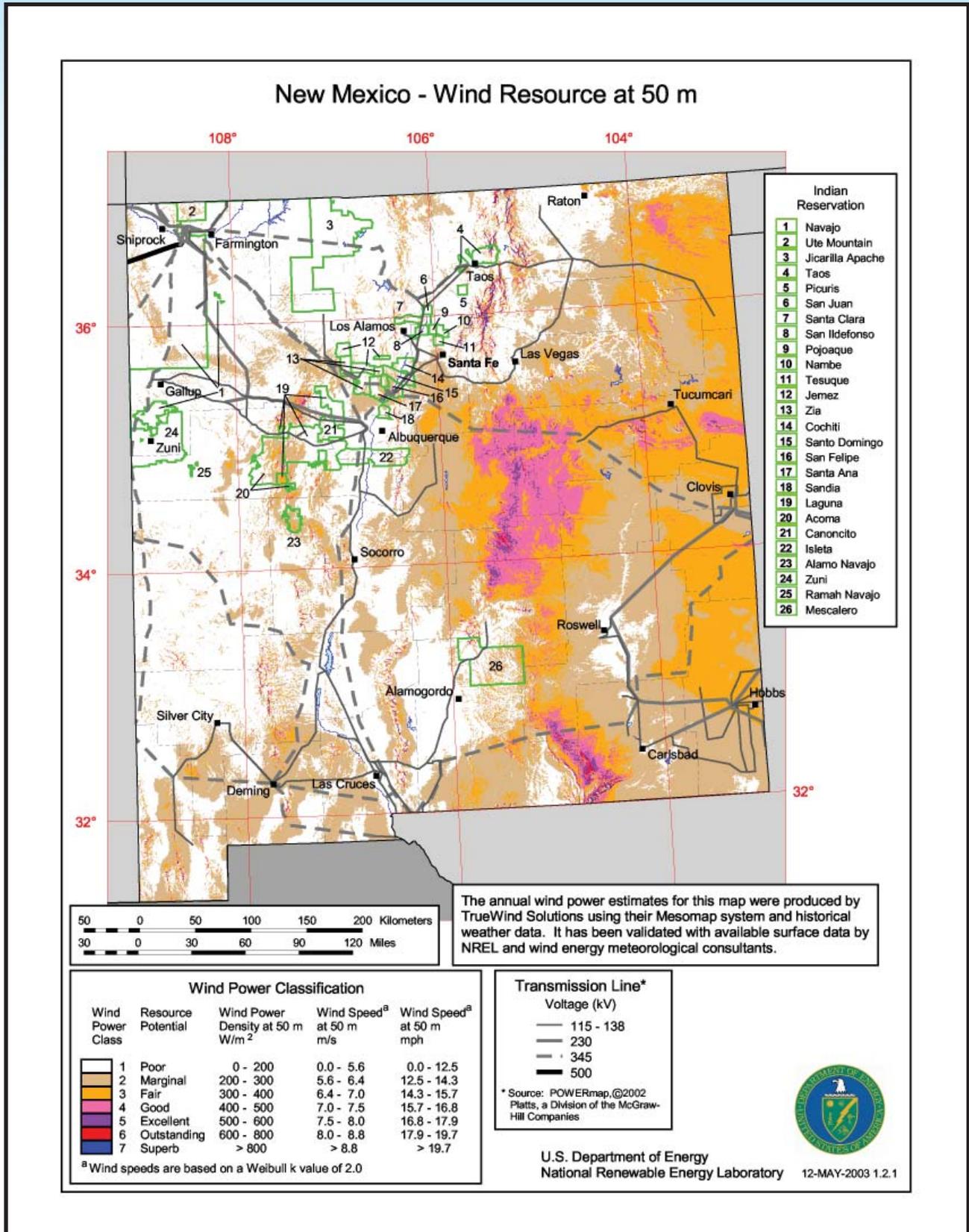


LEGEND

<p>(A)</p>	<p>Solar Panels integrated into roof canopy to offset power requirements for refueling.</p>	<p>(B)</p>	<p>Rainwater Harvesting System to offset water requirements of the xeriscaping.</p>	<p>(C)</p>	<p>Single vehicle charging stations with integrated payment features.</p>	<p>(D)</p>	<p>Station with a stucco and stone facade to blend with existing buildings.</p>	<p>(E)</p>	<p>Roof canopy has glazing to bring indirect sunlight into the refueling area.</p>
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Wind Harvesting

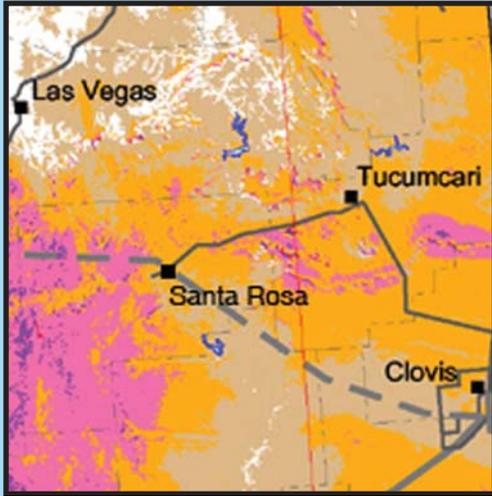
- Wind Power Map



Source: www.windpoweringamerica.gov/

Wind Harvesting

- Enlarged Wind Power Map



- NM Wind Energy Center



Source: www.gepower.com

With the growing demand for renewable energy, Santa Rosa needs to explore options to tap into their resources. Water power is already being investigated with the Power Dam site [see section for further details]. Wind is another avenue that must be addressed.

For wind harvesting to be a cost effective option a location must have wind speeds of 13 mph or higher. As shown on the enlarged map Santa Rosa is located in a Fair Zone [■] with wind speeds averaging 14.3 to 15.7 mph. The city also has proximity to a Good Zone [■] with wind speeds averaging 15.7 to 16.8 mph. This makes wind power a viable option for the city to pursue.

The market for wind energy has also grown significantly in recent years. New technologies are emerging to support wind energy. From large turbines to turbine powered lamp posts there are numerous options to tap into this resource. New Mexico has already made strides by developing the New Mexico Wind Energy Center [pictured left], which is located in De Baca and Quay Counties. Argonne Mesa is another wind farm located just outside of Santa Rosa.



Paulownia Hybrid

- Sapling



- Mature Trees [5 years]



- Flowers [fall months]



Sources: www.paulowniainternational.com
www.paulowniatrees.org

The soil of Santa Rosa has been severely drained of vital nutrients and has developed high alkaline content. This is due in part to the non-native plant species that have been introduced to the area. The invasive root systems of these plants have significantly damaged the soil. Slow removal of these plant species and the introduction of a rehabilitating plant, such as the Paulownia Hybrid, will improve the soil quality. This tree can repair damaged soil areas for future use or serve as an economic opportunity in the lumber market.

PAULOWNIA HYBRID - QUICK FACTS	
The Paulownia Hybrid is a great bioremediation plant, which grows successfully in many regions of the world.	
Oxygen Production Rate	13 lbs. of oxygen per day
Carbon Dioxide Usage Rate	48 lbs. of carbon dioxide per year
Root System	Non-invasive
Benefits	Removes soil pollutants and replaces with nitrogen
The Paulownia Hybrid is an ideal tree for the lumber industry because it is a renewable crop.	
Growth Rate	Up to 31 ft. in 7 months
Lumber Yield	[1 year] 16 - 30 foot poles at 4" to 5" diameter [4-5 years] 200 to 300 board feet
Wood Characteristics	Non-warping, water and rot resistant, does not require kiln drying
Classification	Light weight hardwood
Lumber Uses	Furniture, veneer, moldings, wall paneling, pulp, structural poles
The Paulownia Hybrid does have some cons.	
Water Use	Extremely High [Summer: requires 20 in. of rainfall]
Plant Type	Non-native [Southeastern China]

Moringa Tree

- Moringa Tree



- Moringa Leaf



- Moringa Leaf Powder



Sources: www.treesforlife.org

The Moringa Tree is a highly beneficial tree with an array of uses that make it a smart investment. It should be considered as Santa Rosa looks to develop green enterprises.

MORINGA TREE - PART USES	
Part	Usage
Leaves	Nutrition; Medicine
Trees	Alley Cropping; Erosion Control
Flowers; Gum; Roots; Bark	Medicine
Pods	Nutrition; Medicine
Seeds	Water Purification; Medicine; Oil

MORINGA TREE - QUICK FACTS	
The Moringa Tree is a great source of nutrition.	
Vitamins Present	Vitamin A; Vitamin B; Vitamin C; Calcium; Chromium; Copper; Iron; Magnesium; Manganese; Phosphorus; Potassium; Protein; Zinc
Vitamin Benefits	The vitamins present are in high concentrations.
The Moringa Tree has many medicinal properties.	
Example of Medical Uses	Blood pressure; Diabetes; Fever; Pain in joints; Respiratory disorders; Skin infections; Sore throat; Stomach ulcers
The Moringa Tree is beneficial as livestock fodder.	
Livestock Benefits	Increases: Daily weight gain up to 32% Milk production by 43-65%
The Moringa Tree can be used as a plant growth enhancer [spray].	
Effects of Spray	Accelerates growth of plants; Longer life-span; Produce more fruit; Larger fruit; Increase in yield 20-35%
The Moringa Tree does have some cons.	
Plant Zones	9-10 [Santa Rosa is Zone 6]
Requirements	A greenhouse would be needed for plant growth in Santa Rosa
Plant Type	Non-native [Northern India]

Algae Biofuel

- Microscopic View of Algae



- Algae Biofuel Farm



- Algae Paste



- Algae Biofuel



Scientists believe that algae are the primary source of the hydrocarbons we now depend on, and fuels that propel our land vehicles, marine vessels, civilian and military jets, heat our homes, and cook our meals. Their remains settled to the ocean sediments, and it is from sedimentary rock that oil and natural gas deposits are now extracted.

Thanks to a new system, developed by Rudolph Behrens, algae will be used to sustainably produce CyanoFuel, as feedstock to produce refined fuels. The algae biomass, left after alkane extraction, will be made into fuel pellets.

ALGAE ENERGY PRODUCTS	
Final Product	Process
Biodiesel	Oil extraction & Transesterification
Ethanol	Fermentation
Methane	Anaerobic digestion of biomass
Hydrogen	Triggering biochemical processes in algae; Gasification
Heat & Electricity	Direct combustion of algal biomass; Gasification of biomass
Other Hydrocarbon Fuels	Gasification/pyrolysis

This method will be used by the ‘White Tiger Farm,’ which is primarily an algae biofuel enterprise.* The operation has plans to utilize land just 20 miles outside the City of Santa Rosa. There they will set up BioDomes to grow algae, greenhouses to grown subtropical and tropical plant species of value, and bamboo groves, which include the Paulownia Hybrid (outlined in the previous Capital Improvement).

The present holdback is funding. The operation seeks \$100M to get underway. Fornazor International, Inc., is an Agri-Business Commodities Exporter that has already shown interest in using the algae based fuel pellets the ‘White Tiger Farm’ aims to produce.

Sources: www.whitetigerfarm.com
www.diversified-energy.com
www.oilgae.com

(*) For further information on the ‘White Tiger Farm’ please refer to their Executive Summary.

Parks and Recreation

Goal 7.0:

Create an exemplary parks and recreation system (management, amenities, and programs) that meets the needs of all community residents while attracting year-round visitation and spending.

Santa Rosa's lakes and park system are currently underdeveloped and underutilized. There is potential to help ensure that Santa Rosa becomes a destination, attracting more visitors and retaining visitors for a longer time through the development of Santa Rosa's lakes, trails and parks. Marketing these amenities will also build Santa Rosa's visitor base, and the development of these amenities will add to the Santa Rosa quality of life.

Strategy 7.1:

Broaden current parks and recreation programs to include a wider range of outdoor activities (using available resources) and expanded menu of non-sports activities.

Santa Rosa has a strong potential to promote outdoor activities and recreation, especially linked to the lakes and parks.

Actions:

- 7.1.1 - *Focus on expanding activities for kids and teens but also adults.*
- 7.1.2 - *Integrate top 10 parks and recreation programming trends wherever possible:*
 - ◆ environmental education
 - ◆ teen programs
 - ◆ fitness/mind/body balance programs
 - ◆ performing arts
 - ◆ educational programs
 - ◆ programs for active older adults
 - ◆ holiday/special events
 - ◆ day/summer camps
 - ◆ trips
- 7.1.3 - *Investigate feasibility of attracting non-softball sports activities to Santa Rosa:*
 - ◆ use ball fields to attract soccer teams and flag football (to extend the seasonal use of these fields)
 - ◆ bicycle races/criterium events (roads or trails, depending on type of bikes)
 - ◆ running events
 - ◆ triathlon



View From Nature Trail

Strategy 7.2:

Develop and market an integrated Parks/Lakes system.

Actions:

- 7.2.1 - *Develop comprehensive management and staffing plan for Parks.*

Parks and Recreation

- 7.2.2 - Pursue development of proposed hiking/biking trails (see Natural Lakes Trail strategy below).
- 7.2.3 - Identify opportunities to capitalize on wetlands for visitation.
- 7.2.4 - Identify opportunities surrounding Power Dam.
- 7.2.5 - Identify new outdoor learning opportunities (nature interpretation, lake and wetlands management, fish aquaculture).
- 7.2.6 - Work with private lake owners to develop usage, management, and maintenance partnerships.
- 7.2.7 - Develop specific usages for each lake in the system (see proposed lake activities outlined in the Natural Lakes Trail chart below).

NATURAL LAKE SYSTEM*

Lakes/Wetlands/Rivers	Proposed Activities
Park Lake	Family activities: swimming, board diving, water slides, paddle boats, kayaks, canoes, beach and water volleyball, picnicking, BBQ, etc.
Blue Hole	Scuba diving: dive certification, advanced dive instruction, snorkeling
Santa Rosa Fishing Ponds	Fishing: all-ages pond, youth/seniors pond
Santa Rosa Rainbow Trout Growing Ponds (proposed)	Public/private enterprise: development of Santa Rosa Rainbow trout (specialty branding) for stocking Santa Rosa Fishing Ponds, educational programs, tourism visitation
Perch Lake	Mixed used: wreck diving and swimming
Power Dam	Fishing: fishing, nature trail, RV, tents, showers, nature interpretation
Wetlands (through negotiated partnership)	Nature interpretation: duck board walkways, bird watching, Nature Conservancy partnership, educational programs
Twin Lakes (through negotiated partnership)	Specialty lake (additional fees): water vessels: jet skis, wind surfing, small sail boats, kayaks, canoes
Rock Lake (through negotiated partnership)	Specialty lake (additional fees): private tours for snorkeling, special deep water diving
Swan Lake (through negotiated partnership)	Specialty lake (additional fees): private group rentals
Hidden Lake (through negotiated partnership)	Specialty lake (additional fees): swim, rock diving
Santa Rosa Lake State Park (linked to Natural Lakes Trail)	Boating and camping: water ski, jet ski, sail, kayak, canoe, camping (RV/tents), equestrian
El Rito Creek	Extension of Natural Lakes Trail loop: walking, biking, bird-watching, education/interpretation opportunities
Pecos River	General recreation: fishing, interpretive trails, inner tubes (during dam run-off); also Natural Lakes Trail Loop (see 7.2)

Strategy 7.3:

Plan and build Natural Lakes Trail (formal paths linking all Santa Rosa lakes/water/recreational amenities).

(*) To view a map of the lake system please refer to Appendix A: Recreation Map.

Parks and Recreation

A trail system will encourage walking, jogging and biking; help improve community quality of life and make the lakes accessible.

Actions:

- 7.3.1 - *Implement trails and wetlands development as addressed in the overall Santa Rosa Comprehensive Plan.*
- 7.3.2 - *Include all possible Santa Rosa lakes into the trail system.*
- 7.3.3 - *Negotiate usage and management agreements with private lake owners wherever possible.*
- 7.3.4 - *Extend trail all the way to Santa Rosa Lake State Park.*
- 7.3.5 - *Brand as “Natural Lakes Trail”.*
- 7.3.6 - *Build new amenities at all lakes to accommodate planned usage (food concession, shade, benches, picnic areas, restroom, water, etc.).*
- 7.3.7 - *Encourage bike usage, and include bike racks when considering trail “furniture” such as benches.*

Strategy 7.4:

Support park development, maintenance, and marketing through the collection of usage fees.

At the current time there is minimal lake management. Proper management will enhance the Santa Rosa lake experience and address safety issues.

Actions:

- 7.4.1. - *Develop fee structure for lake access.*
 - ◆ self-administered daily fee for visitors (similar to snow ski passes) using ticketing purchase kiosks
 - ◆ annual pass for residents and repeat visitors
 - ◆ special fees for access to private lakes
 - ◆ special fees for divers and diving groups
 - ◆ special fees for fishing (Blue Hole Fishing Ponds)
 - ◆ enforcement of fees (no exceptions)

Strategy 7.5:

Integrate Albuquerque “Beach” waterslide into Park Lake.

Actions:

- 7.5.1. - *Identify site for slide at Park Lake that will minimize impact to neighboring residents.*
- 7.5.2 - *Develop visual integration plan to enhance appearance of slide at Park Lake.*
- 7.5.3 - *Use new slide to further market Santa Rosa as unique water-based destination.*



Albuquerque “Beach” Waterslide

Parks and Recreation

Strategy 7.6:

Complete feasibility study on developing new RV park at Power Dam to enhance appeal and usability of nearby softball complex.

Actions:

- 7.6.1. - *Work with existing Santa Rosa RV park owners to look into cost of proposed RV park.*
- 7.6.2. - *Solicit management contract of new RV park from existing RV park owner(s).*
- 7.6.3 - *Use new RV facility to enhance marketing of existing softball complex.*

Strategy 7.7:

Plan and develop Santa Rosa Youth Center to expand youth activities with emphasis on visual and performing arts.

Youth activities in addition to sports have been mentioned as a priority by many Santa Rosa residents.

Actions:

- 7.7.1. - *Develop programs that address the creative thinking of youth, including media, fine arts, crafts, music and theatre arts.*
 - ◆ Use Warehouse 21 model of teen arts center in Santa Fe.
 - ◆ Seek out community expertise for program development.
 - ◆ Develop programs through parks and recreation department.
 - ◆ Partner with local and state non-profits who share common vision and mission.
 - ◆ Involve local radio station.
 - ◆ Investigate success of Red River youth programs.
- 7.7.2. - *Identify leadership from the community.*
 - ◆ “inventory” local arts talent
 - ◆ Identify interested community adult participation to support programs (mentors, instructors)
- 7.7.3 - *Develop a range of additional programs that emphasize activities beyond the arts and sports.*
 - ◆ games/arcade
 - ◆ outdoor activities (use lakes and wetlands)
 - ◆ youth entrepreneurship
- 7.7.4 - *Develop a Santa Rosa Youth Center facility*
 - ◆ Complete strategic business plan for youth center.
 - ◆ Use temporary facility to launch youth center as soon as possible to build momentum.
 - ◆ Identify and evaluate potential existing empty buildings in Santa Rosa to accommodate needs of the youth center.
 - ◆ Identify and secure funding for building acquisition/renovation.

(* For further information please see Capital Improvements: Power Dam Center & RV Park.

Waterslide Plan

Goal 8.0:

*The consensus is that the waterslide is wanted; the main objection seems to be location. The goals and objectives should now be finalizing and approving a feasibility study, and business implementation plan.**

The whole town will benefit from development of this plan and Santa Rosa will start to measure up to the real potential that will result from increased summer revenues becoming a true summer resort area which will contribute to year-round prosperity.

Strategy 8.1:

Create a phased waterslide, water park, water resorts, and water recreation plan to determine the feasibility.

The first water slide, installed in 2001, transformed the Park Lake recreation area with unprecedented increases in visitation from outside Santa Rosa for weekend recreation. Lake levels at Santa Rosa Lake can fluctuate, but Park Lake is always there. The Park Lake attraction increases the marketability of Santa Rosa Lake by adding diverse activities in Santa Rosa for families visiting the state park and vice-versa.



Albuquerque “Beach” Waterslide

Actions:

- 8.1.1 - Focus on developing a location for the waterslide (Park Lake is recommended). Also see Strategy 7.5.

Strategy 8.2:

Create a business implementation plan.

Santa Rosa like rural communities everywhere faces economic volatility and sustainability challenges. Sustainability simply stated dictates that cash inflow should and must exceed cash outflow. Santa Rosa has already had tremendous success with the one waterslide at Park Lake and with the addition of limited recreational equipment has effectively demonstrated a measured increase in park usage, traffic flow, visitation and successful experimentation in revenue development.

Actions:

- 8.2.1 - Develop a fee schedule for producing revenue.
- 8.2.2 - Find a private operator to run the waterslide operations.

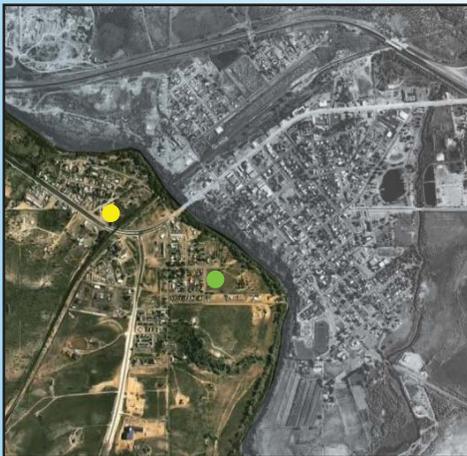
(*) For further information on the Waterslide Business Plan please refer to the full document prepared for the City of Santa Rosa.

New West Side Park

- Site Location



- West Side Parks



A new park [●] will be ideal for the west side area. The majority of parks [●] within Santa Rosa are located on the east side of town. Adding a new park to the west side will create a recreation area that is easily accessible to the west side community. It will also improve a vacant site, which is offering little to the area.

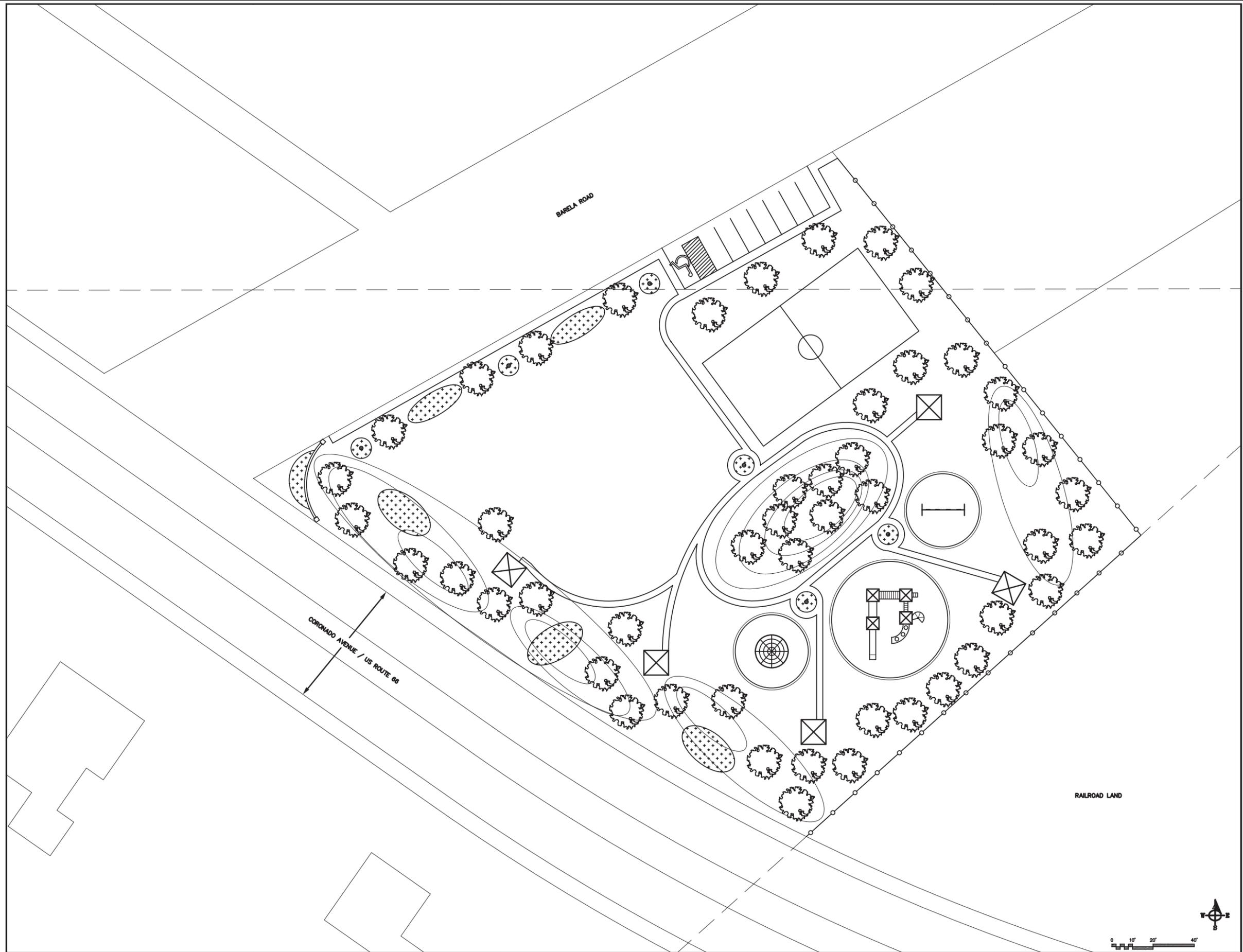
- East Side Parks



The park will inhabit the site of the old concrete facility located just off Barela Street, near Historic Route 66 and the railroad tracks. Given the visibility of the park from the highway, it will also serve to improve the quality of the Historic Route 66 streetscape, which is a major part of the city's tourism.

The park itself will have a full size basketball court and a large grass area to play catch or throw a frisbee. A playground located further back on the site, away from the nearby streets, will have climbing equipment, swings, and numerous slides. A small parking lot will service the park and covered picnic tables will be available for outdoor gatherings. Rainwater harvesting should also be investigated as a way to offset the water consumption of the landscaping.

Aerial Images: Google Earth



New West Side Park Site Plan

Not to Scale



New West Side Park Site Plan Render

Not to Scale



New West Side Park Render

Not to Scale

Cost Estimate

New West Side Park				
Project	Item	Item Cost	Item Total	Total Cost
Basketball Court				\$26,175
	4700 sq. ft. Concrete Slab @ 4 in.	5.25/sf	\$24,675	
	Basketball Hoop x2	750 ea.	\$1,500	
Parking Lot				\$3,973
	1852 sq. ft. Asphalt	18.50/syd	\$3,793	
	Handicap Sign	180 ea.	\$180	
Playground Equipment				\$46,462
	Swing Set		\$1,125	
	Steel Hemisphere		\$15,150	
	Playground Fort		\$25,250	
	4487 sq. ft. Sand	8.50/cyd	\$4,233	
	402 ft. Metal Edging	1.75/lf	\$704	
8 ft. x 8 ft. Covered Picnic Area x5				\$7,030
	144 sq. ft. Concrete Slab @ 4 in.	5.25/sf	\$756	
	Picnic Table	650 ea.	\$650	
Landscaping				\$135,725
	3448 sq. ft. Concrete Sidewalk @ 4 in.	5.25/sf	\$18,102	
	Tree x49 [does not account for existing]	250 ea.	\$12,250	
	310 ft. Fencing @ 5 ft. High	17/lf	\$5,270	
	Lighting x6			
	Lamp Post	1100 ea.	\$6,600	
	78 sq. ft. Planter	12/sf	\$5,616	
	Misc. Flower x20	5/ea.	\$600	
	15589 sq. ft. Berms	2.25/sf	\$35,075	
	34674 sq. ft. Sod	.85/sf	\$29,473	
	263 sq. ft. Planter x6	12/sf	\$18,936	
	80 ft. Edging	1.75/sf	\$840	
	263 sq. ft. Wood Chips	.25/sf	\$395	
	Rose x3	12/ea.	\$216	
	Misc. Flower x30	5/ea.	\$900	
	Tall Grass x2	8.50/ea.	\$102	
	Park Sign	250	\$250	
	Bench x4	275/ea.	\$1,100	
	Irrigation System		\$27,739	
Misc. Expenses				\$60,935
	Contractor O&P 15%	\$219,364	\$32,905	
	Bond 3%	\$252,268	\$7,568	
	GRT 7.875%	\$259,836	\$20,462	
			TOTAL	\$280,298

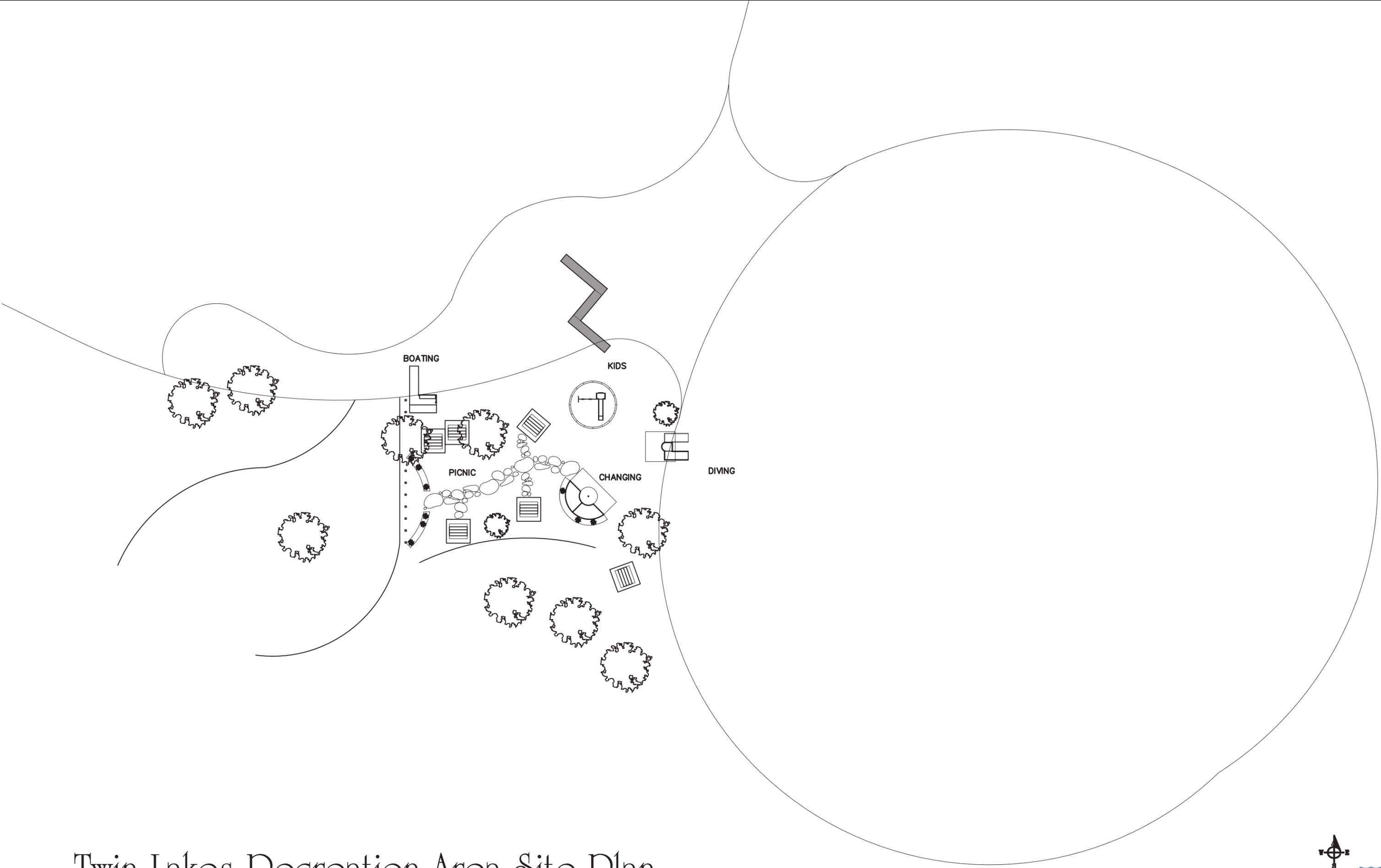
Twin Lakes Recreation Area

- Existing Conditions



Time has taken a toll on the Twin Lakes Recreation Area, most of the amenities have been worn down and upkeep of the site hasn't been maintained. The site currently does more to detract from the beautiful setting [as shown above] than enhance it. In its current state the Twin Lakes Recreation Area can't compete with other city lakes.

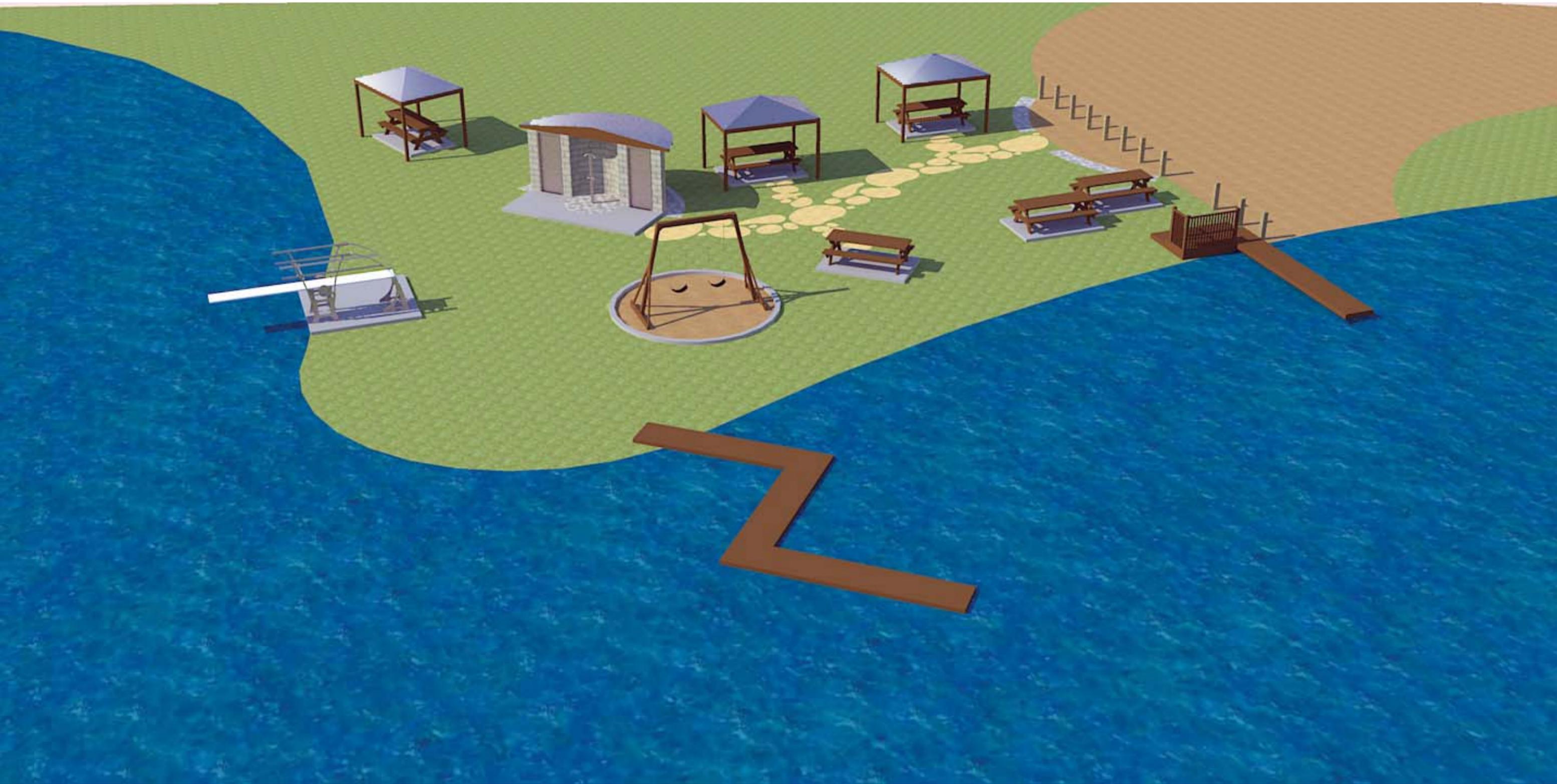
However, with improvements to the Twin Lakes Recreation Area this can be remedied. The site will boast new covered and uncovered picnic tables, an updated diving board, and a refurbished pier. These amenities work to maintain what is already available to visitors. To enhance the recreation area a new changing room with an outdoor shower will tap into the potential of it being a great swimming location. A new dock will also be added, making an easier point of access for those wishing to take their boat out on the lake. The addition of a stone walkway will allow for the growth of grass and add a path to picnic areas, which will appear more natural than a concrete sidewalk. The design of the site will help to solidify Twin Lakes as a destination, which will allow it to compete for visitors with the other lakes in the city.



Twin Lakes Recreation Area Site Plan

Not to Scale





Twin Lakes Recreation Area Site Render

Not to Scale



Twin Lakes Recreation Area Render

Not to Scale



Twin Lakes Recreation Area Render 2

Not to Scale

Cost Estimate

Twin Lakes Recreation Area			
Project	Item	Item Cost	Total Cost
8 ft. x 8 ft.	Covered Picnic Area x3		\$9,986 x3 = \$29,958
	Covered Picnic	8000/ea.	\$8,000
	64 sq. ft. Concrete Slab @ 4 in.	5.25/sf	\$336
	Picnic Table	650/ea.	\$650
	Grill	1000/ea.	\$1,000
8 ft. x 8 ft.	Picnic Area x3		\$1,986 x3 = \$5,958
	64 sq. ft. Concrete Slab @ 4 in.	5.25/sf	\$336
	Picnic Table	650/ea.	\$650
	Grill	1000/ea.	\$1,000
Play Area			\$4,984
	177 sq. ft. Sand	8.50/cyd	\$162
	47 ft. Metal Edging	1.75/sf	\$82
	Slide		\$3,615
	Swing Set		\$1,125
Diving			\$8,850
	Diving Platform x2	3500/ea.	\$7,000
	Ladder	1850/ea.	\$1,850
Pier			\$27,737
	Column [Sonotube] x12	2200/ea.	\$26,400
	Beam x12 @ 6 ft.	12/lf	\$864
	135 sq. ft. Wood Decking	3.50/sf	\$473
Dock			\$9,900
	Column [Sonotube] x4	2200/ea.	\$8,800
	Beam x4 @ 6 ft.	12/lf	\$288
	84 sq. ft. Wood Decking	3.50/sf	\$294
	9 ft. Wood Fence	27/lf	\$243
	Wood Bench	275/ea.	\$275
Landscaping			\$13,140
	27 sq. ft. Planter x2	12/sf	\$648
	26 sq. ft. Rocks	650 ls	\$650 lump sum
	Bush x4	30/ea.	\$240
	52 sq. ft. Planter	12/sf	\$624
	52 sq. ft. Rocks	1300 ls	\$1,300 lump sum
	Bush x7	30/ea.	\$210
	382 sq. ft. Textured Concrete/Stone Pavers	8.50/sf	\$3,247
	3770 sq. ft. Sod	0.85/sf	\$3,205
	Irrigation System		\$3,016
Changing Facility			\$11,253
	179 sq. ft. Concrete Slab @ 4 in.	5.25/sf	\$940
	Outdoor Shower	3250/ea.	\$3,250
	73 sq. ft. Metal Roof	7.50/sf	\$548
	Door + Frame + Hardware x2	1350/ea.	\$2,700
	45 ft. Masonry Wall @ 8 ft. High	7.80/sf	\$2,808
	Wood Beam x14 @ 6 ft.	12/lf	\$1,008
Misc. Expenses			\$38,339
	Contractor O&P 20%	\$111,779	\$22,356
	Bond 3%	\$134,135	\$4,024
	Permit		\$1,000
	GRT 7.875%	\$139,159	\$10,959
TOTAL			\$150,118

Power Dam Center & RV Park

- Existing Conditions



With the existing dam breached and reconstructed to include a pedestrian walkway the Power Dam location will become a major destination within Santa Rosa. Developing the site will further promote the viability of the location for the city. Adjacent to the site is the Softball Complex, which was proposed as part of the 1999-2000 Master Plan Update. With the connection of these two sites it will promote use as visitor traffic can easily transfer between the locations.

A Power Dam Center is the ideal location for the main office of the RV park. It can also include a small display highlighting how the Power Dam works and what it does. From there a tree lined promenade will guide pedestrians towards the dam and also provide a location for walking or people watching from nearby benches. A pier will also be nearby, offering an area for fishing and a better view of the dam. Multiple picnic areas will add a gathering space for locals and tourists alike.

Currently the city has no way to keep the RV traffic from passing through, favoring other locations that can accommodate them. The creation of an RV Park will turn the nearby land into a camp ground. Updating current road conditions with gravel will make the site more accessible for vehicles. The proposed public restroom facility, playgrounds, and picnic areas will enhance the RV Park. It will also be a great way to better utilize the large grass areas near the lake.

The lake side area is in need of clean-up with debris and overgrown vegetation making it hard to go near the water's edge, but once done the lake will be usable as a swimming and boating destination. It will also be a prime location for a trail, which will run the length of the lake and connect to the new pedestrian path created by the dam. Eventually it will become a section of the larger trail connecting Power Dam and Rock Lake. This trail link to Rock Lake is highlighted in the following proposed capital improvement.

LEGEND

- grass/park
- water
- playground
- new trail to Rock Lake

* Open Space can be used for later expansion of the RV park.

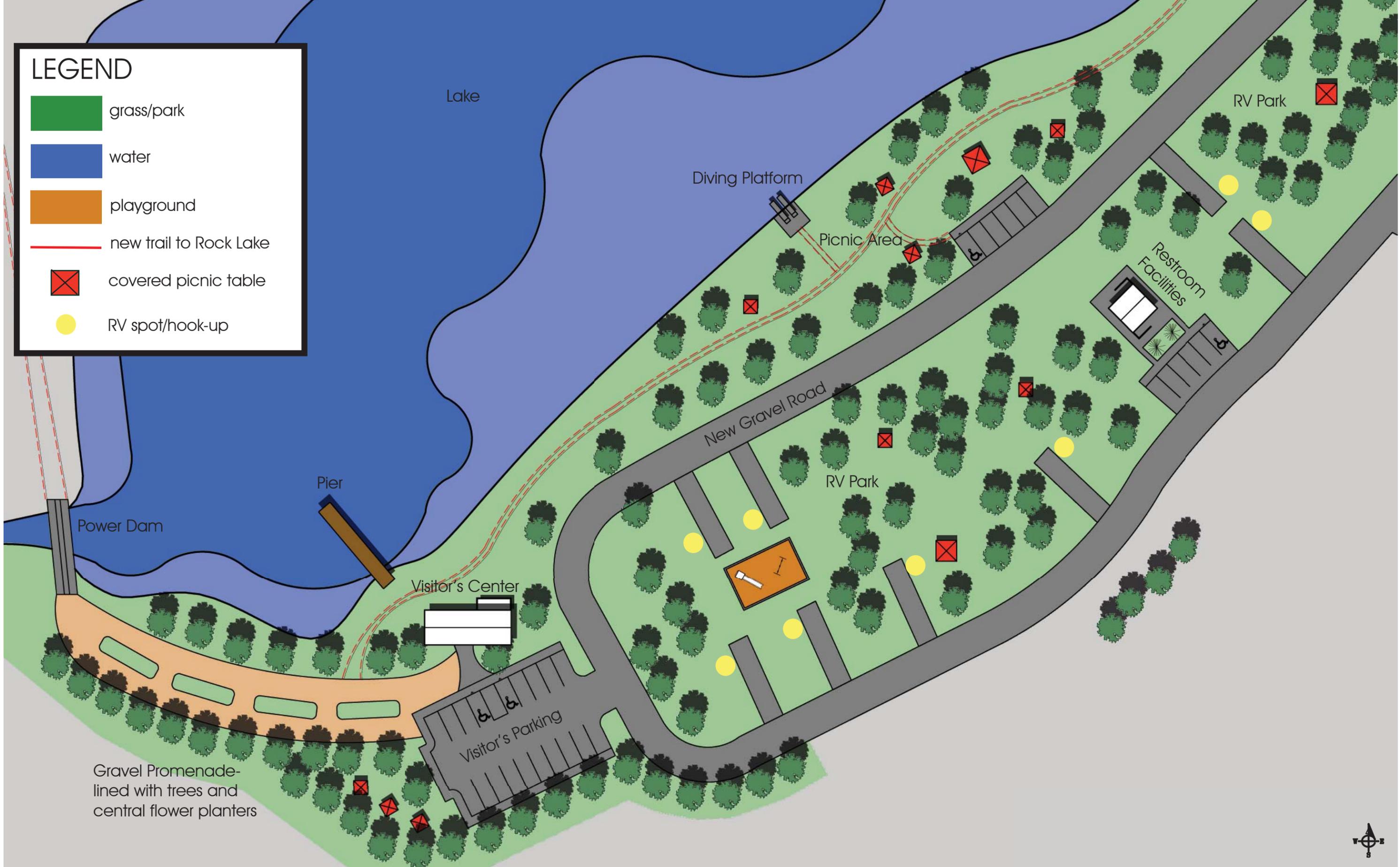


Power Dam & RV Park Site Plan

Not to Scale

LEGEND

- grass/park
- water
- playground
- new trail to Rock Lake
- covered picnic table
- RV spot/hook-up



Power Dam & RV Park Enlarged Site Plan

Not to Scale



Cost Estimate

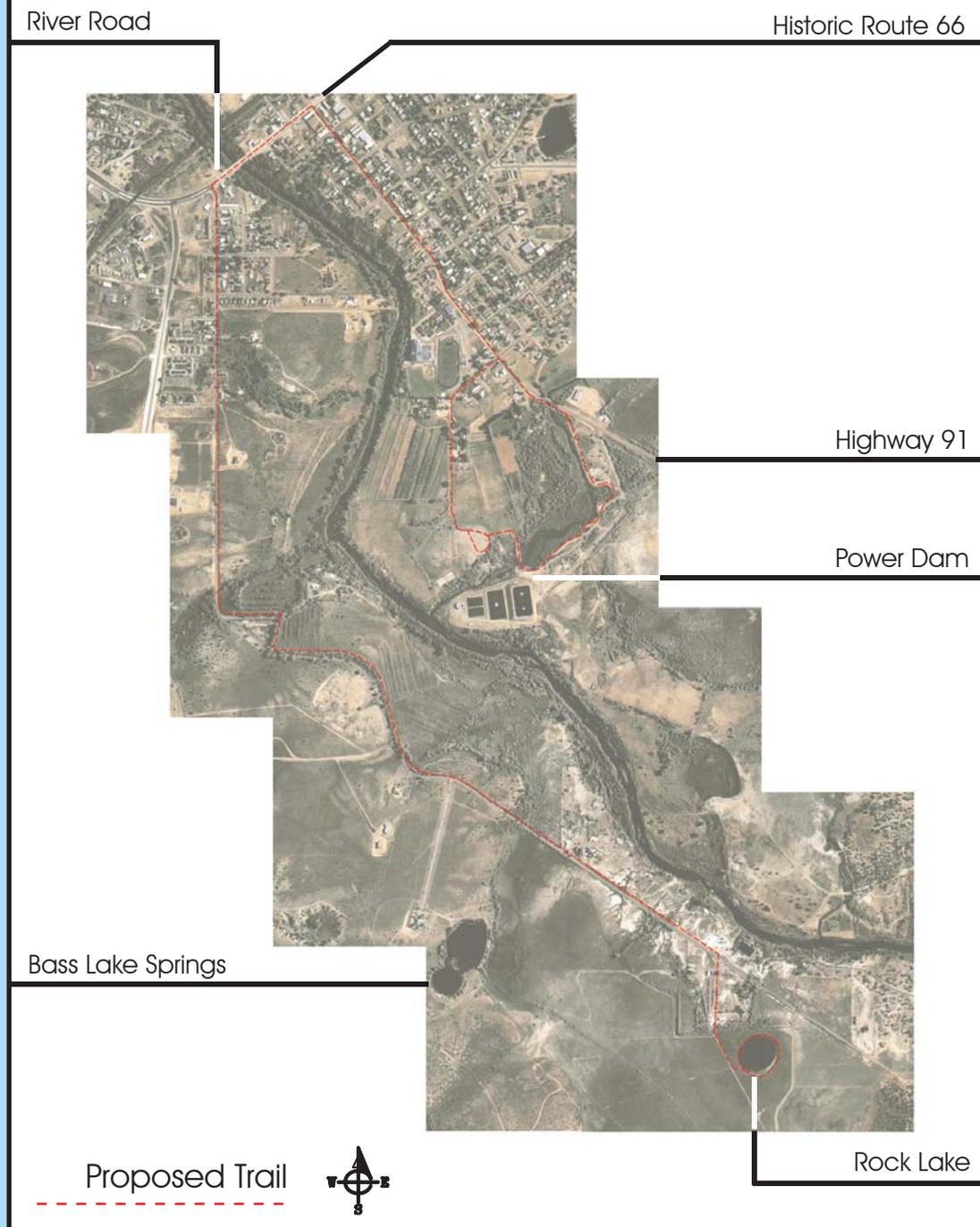
Power Dam RV Park & Visitor's Center			
Project	Item	Item Cost	Total Cost
Road			\$52,305
	144615 sq. ft. Gravel [lower road]	0.27/sf \$39,046	
	46043 sq. ft. Gravel [upper road]	0.27/sf \$12,432	
	3063 sq. ft. Gravel [upper parking]	0.27/sf \$827	
Visitor's Center [undeveloped]			\$52,779
	6080 sq. ft. Asphalt Parking Lot	18.50/syd \$12,488	
	Handicap Sign x2	180/ea. \$360	
	1634 sq. ft. Concrete Walkway @ 4 in.	5.25/sf \$8,579	
	34 ft. Masonry Wall @ 3.5 ft. High	7.80/sf \$928	
	1140 sq. ft. Concrete Slab @ 6 in.	7.50/sf \$8,550	
	1071 sq. ft. Pitched Metal Roof	9.50/sf \$10,175	
	140 ft. Exterior Wall @ 10-15 ft. High	7.80/sf \$11,700	
Power Dam Promenade			\$27,125
	334 sq. ft. Planters x4	12/sf \$16,032	
	Tall Grass x4	8.50/ea. \$136	
	Misc. Flower x40	5/ea. \$800	
	8214 sq. ft. Gravel Walkway	0.50/sf \$4,107	
	Bench x6	275/ea. \$1,650	
	Lamp Post x4	1100/ea. \$4,400	
8 ft. x 8 ft. Covered Picnic Area x11			\$9,986 x11 \$109,846
	Cover Picnic	8000/ea. \$8,000	
	64 sq. ft. Concrete Slab @ 4 in.	5.25/sf \$336	
	Picnic Table	650/ea. \$650	
	Grill	1000/ea. \$1,000	
12 ft. x 12 ft. Covered Picnic Area x4			\$15,056 x4 \$60,224
	Covered Picnic	12000/ea. \$12,000	
	144 sq. ft. Concrete Slab @ 4 in.	5.25/sf \$756	
	Picnic Table x2	650/ea. \$1,300	
	Grill	1000/ea. \$1,000	
Restroom Facility [undeveloped]			\$53,539
	1258 sq. ft. Asphalt Parking	18.50/syd \$2,572	
	Handicap Sign	180/ea. \$180	
	1161 sq. ft. Concrete Walkway @ 4 in.	5.25/sf \$6,095	
	395 sq. ft. Concrete Slab @ 6 in.	7.50/sf \$2,963	
	400 sq. ft. Pitched Metal Roof	9.50/sf \$3,000	
	15 ft. Wood Fence @ 6 ft. High x2	27/lf \$810	
	80 ft. Exterior Wall @ 8-10 ft. High	9.50/sf \$7,600	
	20 ft. Plumbing Wall @ 8 ft. High	7.00/sf \$1,120	
	Toilet Accessories	1200/lb \$1,200	
	Electrical	\$18,000	
	Plumbing	\$10,000	
Playground x2			\$5,511 x2 \$11,022
	Swing Set	\$1,025	
	Slide	\$3,315	
	1000 sq. ft. Sand	8.50/cyd \$944	
	130 ft. Metal Edging	1.75/lf \$228	
Pier			\$40,654
	900 sq. ft. Wood Decking	3.50/sf \$3,150	
	Columns [Sonotube] x16	2200/ea. \$35,200	

Cost Estimate

	Beams x32 @ 6 ft.	12/lf	\$2,304	
Diving				\$10,050
	Diving Platform x2	3500/ea.	\$7,000	
	224 sq. ft. Concrete Slab @ 4 in.	5.25/sf	\$1,176	
	1042 sq. ft. Gravel Parking Lot	0.27/sf	\$281	
	Handicap Sign	180/ea.	\$180	
	269 sq. ft. Concrete Walkway	5.25/sf	\$1,412	
RV Parking x16			\$3,174 x16	\$50,782
	644 sq. ft. Gravel	0.27/sf	\$174	
	RV Hookup	3000/ea.	\$3,000	
Landscaping				\$57,256
	Tree x54	250/ea.	\$13,500	
	Area Clean-Up [Grubbing LS]		\$35,000	
	2335 ft. Trail [Stabilized Earth]	3.75/sf	\$8,756	
Misc. Expenses				\$215,225
	Irrigation		\$28,000	
	Contractor O&P 20%	\$553,582	\$110,716	
	Bond 3%	\$664,298	\$19,929	
	Permit		\$2,500	
	GRT 7.875%	\$686,727	\$54,080	
		TOTAL		\$740,807
Power Dam				
		TOTAL		\$7,000,000

Trail Link to Rock Lake

The improvements to Power Dam include a trail, which links to Rock Lake. The trail, starting from Power Dam, will follow Highway 91 towards Historic Route 66. Crossing the Pecos River the trail will follow River Road to Rock Lake. This will add approximately 6 miles of additional trail to Santa Rosa's existing trail system.



Bridge Over El Rito Creek

- El Rito Creek Crossings



Currently existing pedestrian crossings over El Rito Creek are associated with roadways [○]. These bridges are usually only designed with vehicles in mind so they aren't very pedestrian friendly. Creating a pedestrian bridge [○] over the creek will be a great addition to the existing trail system. It will be specifically suited for pedestrian use and will keep the trail system in a natural setting rather than pulling it onto a roadway. The design of the bridge will be unobtrusive to the natural setting. It will be primarily made of wood.

This improvement will add to the trail system, which is poised to become a major feature of Santa Rosa's tourism with the Natural Lakes Trail. It will also serve as a direct path to connect three major attractions, Park Lake, the future Fish Hatchery, and Blue Hole. Given the proximity of these sites to the pedestrian bridge it will allow people to access multiple sites without re-entering their vehicle.

- Bridge Rendering



Marketing

Goal 9.0:

Develop a comprehensive marketing approach that supports and complements all aspects of current and planned economic development, including business development and tourism.

The success of the other strategies, including downtown development, economic development and business growth, tourism growth, parks and lakes development and business recruitment will all depend in large measure for their success on marketing. Marketing the community is basic and a key element in all other development goals.

9.1 Strategy:

Form a Marketing Advisory Team (MAT) that includes Santa Rosa's economic development/tourism partners.

The purpose of the Marketing Action Team is to engage on an ongoing basis all the key stakeholders. This will encourage broad-based cooperation and collaboration as plans unfold, and facilitate leveraging of all available (public and private) resources.

Actions:

- 9.1.1 - *Include representatives from the City (including the Tourism and Parks and Recreation Departments), the Lodgers Tax Board, MainStreet, local organizations, the hospital, the schools, the arts, and local developer(s) and real estate sales as well as "at large" business and/or community members.*

9.2 Strategy:

Create a marketing and advertising budget and identify sources of revenue to support it.

It's likely that the CDC can anticipate limited marketing resources, primarily from Lodger's Tax. Therefore, the Marketing Action Plan focuses on leveraging existing resources, along with an aggressive public relations effort, to tell the "Santa Rosa. Naturally" story. As described above, existing resources include community residents and visitors as well as marketing efforts of strategic partners and Santa Rosa's own tourism-oriented marketing. While this near-term approach should have significant impact, every effort must be made to research opportunities to obtain additional long-term funding for recruitment and marketing.

Actions:

- 9.2.1 - *Continue to dedicate the Community's current tourism marketing budget to tourism-specific initiatives.*
- 9.2.2 - *Use funds available through the CDC to focus on priorities identified by the Marketing Advisory Team, ensuring that economic development and tourism marketing are well coordinated to make best use of available dollars.*
- 9.2.3 - *Research and follow up on opportunities to obtain grant dollars to further support marketing efforts.*

Marketing

9.3 Strategy:

The CDC Director along with the assistance of the Marketing Action Team will manage and market events and meetings.

An emphasis on active management and marketing of events and meetings at the new Convention Facility will expand overall economic development and tourism while serving to highlight Santa Rosa's overall brand promise and specific opportunities relating to visitors and business development opportunities.

Actions:

- 9.3.1 - *Work with the CDC, Lodgers Tax Board, MainStreet, and private partners to identify gaps and opportunities regarding events and meetings/conferences and to create a coordinated strategic plan to move forward.*
- 9.3.2 - *Review and revitalize (if necessary) existing events.*
- 9.3.3 - *Develop new events to capitalize on amenities and offerings of Santa Rosa.*
 - ◆ *Santa Rosa Dive-In!: a weekend centered on scuba diving and snorkeling. Use Blue Hole Dive and Training Center to host trade show and divers "swap-meet". Also provide introductory dive instruction, special dives, and ability to test scuba gear in water setting.*
 - ◆ *Santa Rosa Wet and Wild!: boat and RV Extravaganza, a weekend centered on water-based recreation (ski boats, fishing boats, jet skis, sail boats, wind surfing, canoes and kayaks, etc.) along with RVs, trailers, campers, pop-ups, and tents. Emphasize opportunity to try the "toys" on actual water settings.*
 - ◆ *Santa Rosa's Over the Rainbow!: a weekend centered on fishing for trout in Santa Rosa. Ponds are stocked with Rainbow Trout, with fishing derby type contests offered. Have fish fry and invite restaurants to prepare special trout recipes.*

Strategy 9.4:

The City, Tourism and the CDC all officially adopt the new "Santa Rosa. Naturally!" brand.

In order for the community brand to be recognizable and effective, it must be used consistently by all "official" Santa Rosa marketing entities. Encouraging local businesses to also adopt the brand will further enhance its visibility and public recognition. This strategy can be facilitated by providing specific elements (brand graphic, key messages) to all parties to incorporate into their own advertising (see Strategy 9.7 below).

Actions:

- 9.4.1 - *Work with Marketing Advisory Team (MAT) to develop clear, compelling and concise messages to convey this brand. Focus on destination marketing.*
- 9.4.2 - *Design new logo and select official font, etc.*
- 9.4.3 - *Finalize artwork revisions and capture brand artwork in all necessary formats.*
- 9.4.4 - *Integrate into all current and future Santa Rosa marketing.*
- 9.4.5 - *Ensure that all partners have latest design specifications and artwork and are strongly encouraged to use the artwork and key messages.*

Marketing

Strategy 9.5:

The City, tourism and the CDC will use “Home of Natural Lakes” in lieu of “City of Natural Lakes” to better convey the appeal of the community and its natural lakes offerings.

“City of Natural Lakes” positions Santa Rosa as a much larger community than it really is or wants to be, thereby diminishing the “small town” appeal of Santa Rosa. Also, by using the word “home” Santa Rosa sounds more welcoming to visitors and potential new residents and businesses.

Actions:

- 9.5.1 - *Work with Marketing Advisory Team (MAT) to revamp usage within marketing materials.*
- 9.5.2 - *Integrate into all current and future Santa Rosa marketing.*
- 9.5.3 - *“Home of Natural Lakes” is a sub-brand to “Santa Rosa. Naturally!” and will only be used to complement the overarching brand.*



Current Brand - Source: www.santarosanm.org

Strategy 9.6:

The CDC, with tourism and its marketing partners, launches a brand awareness campaign aimed at internal and external audiences.

A campaign that engages and connects residents, business leaders and the City at large with “Santa Rosa. Naturally!” will enable everyone to believe it, live it, and communicate it.

Actions:

- 9.6.1 - *Hold city-wide brand roll-out/celebration event.*
 - ◆ sponsored by the City, CDC, Lodgers Tax Board, City tourism
 - ◆ Use as a forum to also announce the economic development plan internally and to kick off a new level of community relations.
- 9.6.2 - *Publicly announce new brand image and slogan externally.*
 - ◆ Publicize the City’s economic growth plans and commitment to grow and support its businesses, its dedication to quality and service initiatives, and the targets and positioning that will support growth of Santa Rosa’s economic base.
- 9.6.3 - *Establish periodic formal reporting dedicated to economic development happenings and achievements.*
 - ◆ “Santa Rosa. Naturally!” column in local newspaper with rotating authorship/byline to include influential local leaders the Mayor and Councilors, business people or community activists
 - ◆ regular appearance on local radio show

Marketing

9.7 Strategy:

Develop collateral materials (tool kit) necessary to support internal and external marketing.

As the City, the CDC and the proposed Marketing Advisory Team begin to develop internal and external collateral materials, a consistent look and feel should be agreed upon that integrates all Santa Rosa design elements (logo, tagline, colors, fonts, spacing, wording, etc.) into the standard Santa Rosa graphical appearance. A style guide should be developed that includes specific font types, standardized PMS color choices, approved text, and copies of high resolution graphical files of logos

Actions:

- 9.7.1 - *Produce a brochure that invites Santa Rosa residents to actively participate in economic growth by starting a needed business in the community, emphasizing how Santa Rosa CDC and its partners will provide assistance and support.*
 - ◆ Through the Marketing Advisory Team, review and prioritize previously identified lists of desired/needed businesses
 - ◆ Distribute at City offices and economic development portals throughout the community
- 9.7.2 - *Produce a brochure for visitors that tout “Santa Rosa. Naturally!” as a wonderful place to live, with varied opportunities for emerging business. This brochure should highlight the elements of Santa Rosa’s economic development plan and assistance available to businesses.*
 - ◆ Distribute at local lodging, restaurants and other high-traffic venues.
 - ◆ Collaborate with any event producers to deliver message to attendees.
 - ◆ Use as fulfillment piece for information requests.
 - ◆ Put downloadable version on CDC website.
 - ◆ Distribute at trade shows or other out-of-town events.
- 9.7.3 - *Consider producing short video or DVD to support other marketing efforts.*
 - ◆ Use at trade shows or other gatherings.
 - ◆ Incorporate on CDC website.
- 9.7.4 - *Position Santa Rosa as a Green Community and capitalize on that status to attract companies seeking a sustainable-minded business environment and partners. Work through the Environmental Protection Agency’s Smart Growth program to earn Green Community status. (The EPA’s Green Communities Program sets standards for smart growth and offers funding resources for these communities. These Smart Growth programs help communities grow in ways that expand economic opportunity, protect public health and the environment, and create and enhance the places that people love to live. Santa Rosa can tap into this resource. EPA Green Communities grants are detailed at www.epa.gov/greenkit/index.htm.*
 - ◆ Apply for appropriate funding.
 - ◆ Adopt a Green Community seal (logo) to be incorporated into marketing materials.

Strategy 9.8:

The CDC will develop and maintain a broad-based data collection system to capture marketing data from all Santa Rosa sources, to better prepare strategic planning and marketing deliverables.

Marketing

The more comprehensive data the community is able to gather about all targets (visitors, business and relocation inquiries), the more effectively all entities can be in understanding and marketing to each target audience. Sharing of publicly and privately gathered information will support individual business development as well as City and CDC planning.

Actions:

- 9.8.1 - *Institute a uniform method to capture complete demographic and psychographic information.*
- 9.8.2 - *Put a universal form on all website portals that can gather information on current business, residents, visitors and potential new business.*
- 9.8.3 - *Create a marketing subcommittee under the Marketing Advisory Team to develop the database management system with the cooperation of all Santa Rosa government and business entities.*
- 9.8.4 - *Work closely with all community traveler services and tourist destinations to coordinate (and perhaps expand) information gathering efforts, not only for tourism promotion but to identify prospective residents or new business owners.*
- 9.8.5 - *Establish a CDC database that captures leads from all possible sources and assembles them in such a way to enable mining of information for statistical analysis as well as communications.*
- 9.8.6 - *Develop regular information-sharing among local hospitality and other public contact businesses, to assist them in improving their own customer service while also providing the broadest data for the CDC. These information sharing gatherings could be organized under the auspices of the CDC as part of the Quality In-Service initiative.*
- 9.8.7 - *Segment data and analyze to deliver targeted marketing messages.*

Strategy 9.9:

Create a long-term marketing and communications plan to target external audiences.

Santa Rosa needs to draw on all available marketing resources to support its economic development marketing efforts and tourism. Therefore a systematic and regular process of external communication needs to be established.

Actions:

- 9.9.1 - *Use resources of existing Santa Rosa marketing partners (City, CDC, MainStreet, Lodgers Tax Board, local businesses) to effectively help communicate the “Santa Rosa. Naturally!” economic development and tourism message.*
- 9.9.2 - *Work closely with existing strategic partners to ensure Santa Rosa’s brand and message(s) are promoted on partners’ websites, in their collateral materials, and featured at trade and industry events.*
- 9.9.3 - *Work closely with the State Department of Tourism to maximize Santa Rosa’s visibility in State marketing materials, on the Tourism website, and at conventions, tradeshow and conferences.*
- 9.9.4 - *Explore cooperative advertising opportunities with key partners noted above and expand/enhance wherever possible to create incentives to drive more collective advertising*

Marketing

campaigns.

- 9.9.5 - Promote desirability of Santa Rosa, as determined by Marketing Advisory Team, to targets.
- 9.9.6 - Create a “Santa Rosa. Naturally!” newsletter that highlights economic development and related community programs, heralds economic development accomplishments, and highlights champions of the brand. Also feature tourism related activities to cross pollinate the relationship in Santa Rosa between economic development and tourism.
- 9.9.7 - Distribute the newsletter electronically through a community database.
 - ◆ Ensure distribution list includes economic development and related entities outside Santa Rosa as well as “friends” of the community such as the Governor and state officials, legislators, Congressional representatives, etc.
 - ◆ Distribute hard copies via City offices, Visitors Center, CDC, and local business outlets.
 - ◆ Coordinate content with newspaper and radio programs

Strategy 9.10:

Create marketing action plan specifically for the Blue Hole Dive and Training Center.

After years of effort, Santa Rosa is building its new dive and convention center. In order for this facility to fully reach its potential as a community asset, it must be aggressively marketed to the dive community and other prospective user groups.



Blue Hole Dive and Training Center Model

Actions:

- 9.10.1 - Using the Blue Hole Business Plan (August 2005) as the foundation, the Marketing Advisory Team should develop a new marketing action plan to attract New Mexico and regional divers to Santa Rosa.
- 9.10.2 - Hold Grand Opening and invite everyone. Include tours, exhibits, food, etc. make the event as fun as possible. Invite the dive community and all other possible user audiences. Generate maximum press coverage (statewide/regional).
- 9.10.3 - Host special “fam tour” for meeting planners and association managers.
 - ◆ identify and market to producers of conferences, conventions and meetings that can bring business people into Santa Rosa; join Meeting Planners International NM Chapter and also NM Society of Association Executives, and participate in organization events and activities, to further market the facility to these groups
- 9.10.4 - The Marketing Advisory Team should develop a marketing action plan to attract non-dive user groups to the new facility. Suggestions include:
 - ◆ promote as community center for locals (local events, community meetings)
 - ◆ promote a reception facility for local special events (weddings, graduations, family reunions)

Marketing

- ◆ promote for public and private business meetings (staff meetings, board retreats, etc.) to local and non-local agencies, companies and organizations
 - ◆ promote as large scale classroom for training and lectures
 - ◆ promote as conference center for non-locals, emphasizing room rental and catering services
 - ◆ cross promote with hospitality services (motels, etc.) to offer packages to convention users (special room discounts, dining discounts, shopping discounts)
 - ◆ promote trade show display capability
 - ◆ promote as classroom space to support outdoor learning (coordinate with interpretive nature of Natural Lakes Trail, wetlands, aqua-culture, local or visiting school groups)
 - ◆ produce a brochure about the conference facility that attractively identifies all the above opportunities as well as additional community “group attractions” that could be combined with usage of the conference center; conduct direct mail campaign to introduce facility to targeted group sales audiences
- 9.10.5 - *Create a management and staffing plan for the conference center that will ensure consistently excellent customer response and service as well as smooth coordination of all activities.*
- ◆ establish the Tourism Department as official contact and information resource about the conference center as well as facility manager
 - ◆ identify staffing needs for sales and maintenance, including an on-site “customer care representative” to be present during all group usage activities
 - ◆ ensure the facility has an adequate inventory of meeting necessities such as tables, chairs, linens, dishes/flatware, audio-visual equipment, or identify where these items can be readily rented by clients or the conference center; to maximize usefulness and appeal of the facility, tables should comfortably accommodate both dining and classroom set-up options
 - ◆ establish and publish guidelines for facility usage and related fees
 - ◆ work with the City Attorney to develop standard usage contracts

Strategy 9.11:

Always use existing or new events and/or business meetings to draw attention to “Santa Rosa. Naturally!” as a place to visit.

Cross-promotion of all Santa Rosa’s amenities and attractions will provide the best use of marketing dollars and result in the greatest visibility for all opportunities. The more reasons people have to visit, start a business in or move to Santa Rosa, the more likely they will do so. And the longer visitors remain in town (because they are aware of the broad range of things to see and do), the more money they will spend. The community should take advantage of every opportunity to tell people “what else” is available to them in Santa Rosa, regardless of their original reason for visiting.

Actions:

- 9.11.1 - *Use the new Blue Hole Dive and Training Center, all lakes, downtown Gazebo, Ilfeld Johnson, and 4th Street as venues for events.*
- 9.11.2 - *Create additional recreational events (water-related activities, biking, marathons,*

Marketing

triathlons, extreme sports, etc.).

- 9.11.3 - Identify and work with producers of festivals or other broad-audience special events such as food and wine, Oktoberfest to bring events to Santa Rosa.

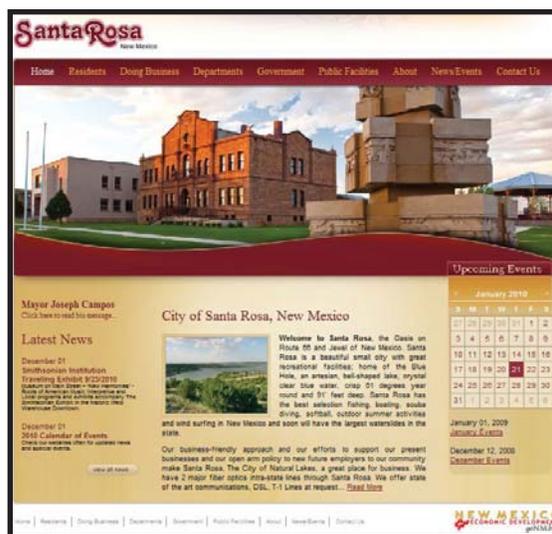
Strategy 9.12:

Create a comprehensive CDC website.

With more and more business and leisure travelers relying on the Internet to obtain information and make decisions about where to go and what to do, it is critical that Santa Rosa's CDC present an attractive, informative and interactive face to global browsers

Actions:

- 9.12.1 - Consider obtaining domain name: www.SantaRosaNaturally.com.
- 9.12.2 - Include broad-based content relevant for economic development and tourism under the "Santa Rosa. Naturally!" umbrella.
 - ◆ "Santa Rosa. Naturally!" branding and communications message
 - ◆ Emphasize "Home of Natural Lakes" and have homepage show montage images of the beautiful lakes of Santa Rosa. Link to individual page about each lake and its offerings.
 - ◆ Include all tourism related activities and links to regional tourism activities and state tourism site.
 - ◆ Highlight quality of life in Santa Rosa.
 - ◆ Emphasize activities for residents, including retirement amenities/activities.
 - ◆ information on available business incentives and permitting
 - ◆ how to start a business in Santa Rosa
 - ◆ demographic information
 - ◆ directory of local businesses
 - ◆ available buildings and sites
 - ◆ tax (personal, property, GRT, etc.) information
 - ◆ description of Santa Rosa's business friendly attitude and business assistance programs
 - ◆ data on available sites and buildings
 - ◆ economic development projects
 - ◆ economic development news



Current City Websites:

[top] www.srnm.org

[bottom] www.santarosanm.org

Marketing

- ◆ job postings
- ◆ information about the Business Response Team
- 9.12.3 - *Include links to relevant City departments (planning, etc.) and to outside business development resources.*
- 9.12.4 - *Relevant communications from the City of Santa Rosa and the CDC are highlighted on the CDC website.*
- 9.12.5 - *Ensure website has best possible search engine optimization, to draw maximum visitors.*
- 9.12.6 - *Identify ways in which the City and CDC can also market Santa Rosa via social networking sites such as YouTube, MySpace, etc.*

Strategy 9.13:

Create a comprehensive database to support marketing and recruitment.

A business license system is an easy and highly effective way to capture valuable information about community businesses. This information can be used to track patterns of business growth as well as detect patterns of business demise, identifying issues which the CDC can address as part of the overall business retention program. The business license database also provides a valuable communication tool. Further, since there should be a fee for the license, funds are collected which can be used to further community business programs.

Actions:

- 9.13.1 - *Work with the CDC and the Santa Rosa business community to establish a Santa Rosa business license requirement and fee.*
 - ◆ Design application form to capture desired business demographics.
 - ◆ Use information to construct comprehensive local business database managed and maintained by the CDC.
 - ◆ Use annual renewal paperwork to update database.
- 9.13.2 - *Mandate that all or a portion of business license fees be directed to the CDC to support its programs.*
- 9.13.3 - *Create a separate mailing list (electronic and postal) to be used for disseminating information and or soliciting input regarding economic development issues.*
 - ◆ local and outside organizations interested in Santa Rosa's economic development
 - ◆ regional and State officials, legislators, etc.
 - ◆ local, statewide, regional and national media
- 9.13.4 - *Develop a "leads capture" system to gather information on individuals and companies that inquire about doing business in Santa Rosa.*

Strategy 9.14:

Develop and implement Quality In Service (QIS) community-wide hospitality improvement plan to educate business owners and employees about customer service, and branding messages.

Marketing

The CDC is the natural entity to spearhead and manage this program, because one of the CDC's key roles will be to help individual businesses and the overall business community thrive.

Actions:

- 9.14.1 - *Develop a series of seminars for merchants and other businesses, with topics relating to customer service, hiring practices, employee training and branding and marketing topics. Include elements of pride—in community living and in business practices.*
- 9.14.2 - *Publicize “Santa Rosa. Naturally!” best practices.*
- 9.14.3 - *Create “Santa Rosa. Naturally!” award(s) to showcase the best contributions by residents, organizations and businesses.*
- 9.14.4 - *The CDC as an organization should participate in Quality New Mexico and encourage the City government and other local businesses and organizations to also participate. (QNM is a non-profit organization committed to improving New Mexico by helping government and businesses achieve quality and performance excellence through education and recognition. See Appendix for further details about this program.)*

Strategy 9.15:

Develop “Buy Local” business support program.

The CDC can institute a Buy Local program that encourages local residents and visitors to support Santa Rosa businesses. Studies show that locally owned businesses create more local jobs and, in some sectors, provide better wages and benefits than national chains. Most independent businesses are owned by people who live in this community and are committed to investing in Santa Rosa's future. And local business owners and employees often possess a high level of expertise and a passion for the products they sell. The success of locally owned, independent businesses provides real-life inspiration to the community's young people, proving that they can stay in Santa Rosa and prosper on their own terms.

Actions:

- 9.15.1 - *Create a marketing piece or other collateral, including street banners, postcards and/or window stickers to promote both the “Santa Rosa. Naturally!” brand and the “buy local” message.*
- 9.15.2 - *Electronically link marketing piece(s) to all community websites.*
- 9.15.3 - *Distribute print collateral at businesses and other portals throughout the community.*
- 9.15.4 - *Include message points:*
 - ◆ *keeping dollars in Santa Rosa's economy*
 - ◆ *embracing what makes Santa Rosa unique*
 - ◆ *fostering local job creation*
 - ◆ *nurturing our community*
 - ◆ *benefiting from local business owners' expertise*
- 9.15.5 - *Enable local hospitality and retail businesses to offer discount coupons via the CDC website as another way to encourage shopping in Santa Rosa (by locals and also visitors).*

Funding of Capital Improvements

Funding:

City government and leadership in Santa Rosa has been very effective in successfully funding a variety of public projects. These projects have been funded by and large through municipal bonds, tied to increases in tax revenue, state capital outlay allocations and Congressionally Directed Funding Allocations.

For the development of the fish hatchery, Santa Rosa may be able to work with the COG and apply for Economic Development Administration (EDA) funds. Originally it was thought that the development of the Ilfeld-Johnson Warehouse could receive a similar grant and that both these projects could be facilitated through private investment. An EDA requires a match. However, according to the COG, this match must come from public funds. Therefore, an alternative strategy has been developed using New Market Tax Credits (NMTC). NMTC's are somewhat complex, and may be challenging to set-up. But this program has been used in many communities around the country to obtain private investment dollars, so they are probably worthy of an explanation. Also, it may be possible to bundle catalytic projects for both economic development and downtown development - such as the Pecos Theater and the Ilfeld-Johnson development - under NMTC. NMTC's also work well with public/private partnership arrangements.

Because the fish hatchery and lake development are complex projects, a budget and funding strategy should be the outcome of a detailed planning process.



Views of Fish Hatchery

New Market Tax Credits:

The New Market Tax Credit program is designed to encourage investments in low-income communities that traditionally have had poor access to debt and equity capital. The NMTC program has proven to be extremely popular with the financial services industry. In the four rounds to date, applicants have requested approximately \$107 billion in credit allocations versus the \$ 2 billion in allocations awarded – almost 9 times oversubscribed. New Mexico currently has its own allocation through the New Mexico Finance Authority (NMFA) which makes this program more available to New Mexico projects.

New Markets Tax Credits and the Historic Renovation Tax Credit are natural allies as they work well together. The Historic Renovation Tax Credit is a straight 20% credit that can be taken on the cost of rehabilitating designated historic structures. In Santa Rosa, the Ilfeld-

Funding of Capital Improvements

Johnson Warehouse and Pecos Theaters could probably qualify, but the pros and cons of this designation would need to be weighed carefully. New Markets Tax Credits are not dependent upon any other type of tax credit. New Market tax credits can also be used in conjunction with grants.

In the case of Santa Rosa, several renovation or construction projects can be bundled together. An equity investor, that is often a bank, but can be a private investor, agrees to invest an amount of equity into designated projects. As part of a leveraged tax credit, which is generally more attractive, equity is coupled with debt. The investor places funds into an intermediary organization (in this case a CDE-Community Development Entity) that makes the investments in qualified projects. The investor takes no ownership, nor do they have any managerial control. And they cannot take money out of the project until after a seven year period. The investor makes money through taking a 39% tax credit over the seven years. A major benefit to the investor is the fact that the credit can be taken on both the equity and the debt, which can dramatically increase the return on equity from the credits. At the end of a seven year period, it is common for the investor to forgive all or a portion of the equity investment. At the end of seven years, whatever remains of the debt, which may be the whole amount, and any un-forgiven equity must be refinanced.

The following chart is an example. It is possible to combine a NMTC with grant funding in order to bring down the asset income to cost ratios as well.

Project A	\$1.750 MM
Project B	\$1.250 MM
Project C	\$1.350 MM
Project D	\$0.375 MM
TOTAL	\$4.725 MM

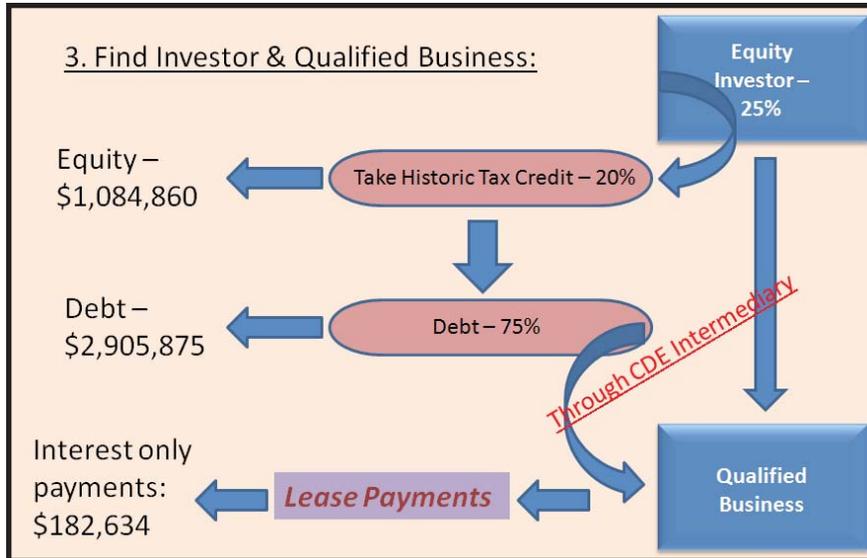
In order to make a NMTC project work and justify debt, firm cash flow or revenue streams that are attached to the projects must be developed. Forward leases or guaranteed business income may be called for. For example, this may work well with aquatic Consultants and the fish hatchery. It is not advisable to complete a NMTC bundle for under \$3MM. Public revenue can count as a qualified revenue source for a NMTC project.

Project A	lease/income	\$ 60,000
Project B	lease/income	\$ 60,000
Project C	lease/income	\$120,000
Project D	lease/income	\$ 18,000
	TOTAL	\$258,000

In this example, the total project cost is discounted by 18% using Historic Tax Credits, the \$4.725MM project cost then comes to a discounted cost of \$3,874,500. In this case, an investor may place 25% of the project plus fees of 3% into a qualified CDE (Community Development Entity) of \$1,084,860. The rest of the total project (2,905,875) would be debt. In this example the debt is financed through a bank loan (51% of the total debt at 8%) and the rest through the New Mexico Finance Authority Smart Money Program (NMFA - 49% at 4.5%).

Funding of Capital Improvements

At these rates interest only payments on the debt come to \$182,634. This is paid through lease income which may be as much as \$258,000. The profit (remainder) would be put into an interest bearing sinking fund account.



The equity investor receives federal income tax credits (offsets) of 39% over seven years on both the debt and equity according to the following schedule. (This assumes that the investor forgives $\frac{3}{4}$ of the equity - \$750,000 - at the end of seven years.) This would provide an internal rate of return on the investment of \$1,084,860 of 12% over the seven year period.

One way to make this work is for the City to agree to an option to buy-back the properties at the end of seven years. The projects could be refinanced by another entity as well, or the City could purchase the projects. In this particular example, the value of the properties at that time is estimated at \$5.386MM, which is derived from their cost plus a 2% per annum appreciation rate.

INVESTOR RETURN

Year	%	Return
1	5%	193,725
2	5%	193,725
3	5%	193,725
4	6%	232,470
5	6%	232,470
6	6%	232,470
7	13%	482,470
TOTAL		\$1,761,055

However, the City will be able to purchase the properties for \$2.915MM. This is derived from the loan pay-off (\$2,905,875), plus \$250,000 of equity purchase, less the amount of money in the sinking fund (calculated at \$240,869 – the difference between the annual rent, less the debt interest only payments for seven years earning 3% interest plus \$50,000 per year for operating expenses). At this time the properties will have seasoned tenants and long-term leases. If the City is able to finance the purchase with a bond at 4.5% amortized over 20 years, then the debt service on the bond would come to approximately \$221,301. If the City leases are added to private sector lease revenue, total cost avoidance/ revenue to the City comes to \$258,000, so the City is in a better financial position after the purchase and bond financing.

Funding of Capital Improvements

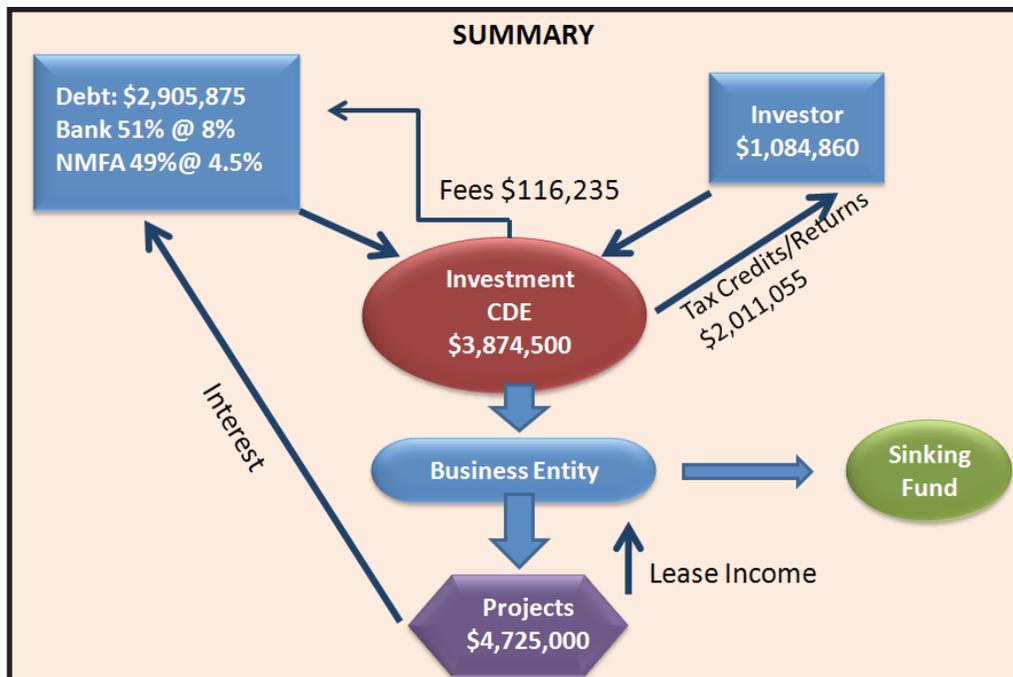
The following is a summary of the prospective City purchase:

HYPOTHETICAL EXAMPLE

Project	Book Value
Project A	1,750,000
Project B	1,250,000
Project C	1,350,000
Project D	375,000
TOTAL	4,725,000
Appreciation 14%	661,500
Estimated Value	5,386,500
Cost:	
Loan Pay-off	2,905,875
Less Profit (sinking fund)*	-240,869
Equity Purchase	250,000
TOTAL	2,915,006
City (purchase/take-out):	
Avoided Lease/Income	258,000
Bond Payment (20 yrs @ 4.5%)	221,301

(*) includes op cost

Hypothetical Tax Credit project summary:



Funding of Capital Improvements

The following is a list of funding resources for community economic development projects. This list is substantial, but it is not meant to be comprehensive. The best way to approach funding is to first establish a comprehensive plan and costs for a project as well as need, and then work with outside organizations or consultants to determine the optimal funding strategy, given potential internal and external resources.

Funding programs with the most relevancy may be:

- State Capital outlay
- USDA Rural Development
- DOE energy grants
- CDBG funds
- DFA grants
- NMFA grants
- EDA grants
- Tax increment financing
- Self assessment or district increment financing
- New market tax credits
- Rural Development Response Council (Now administered by Regional Development Corp.)

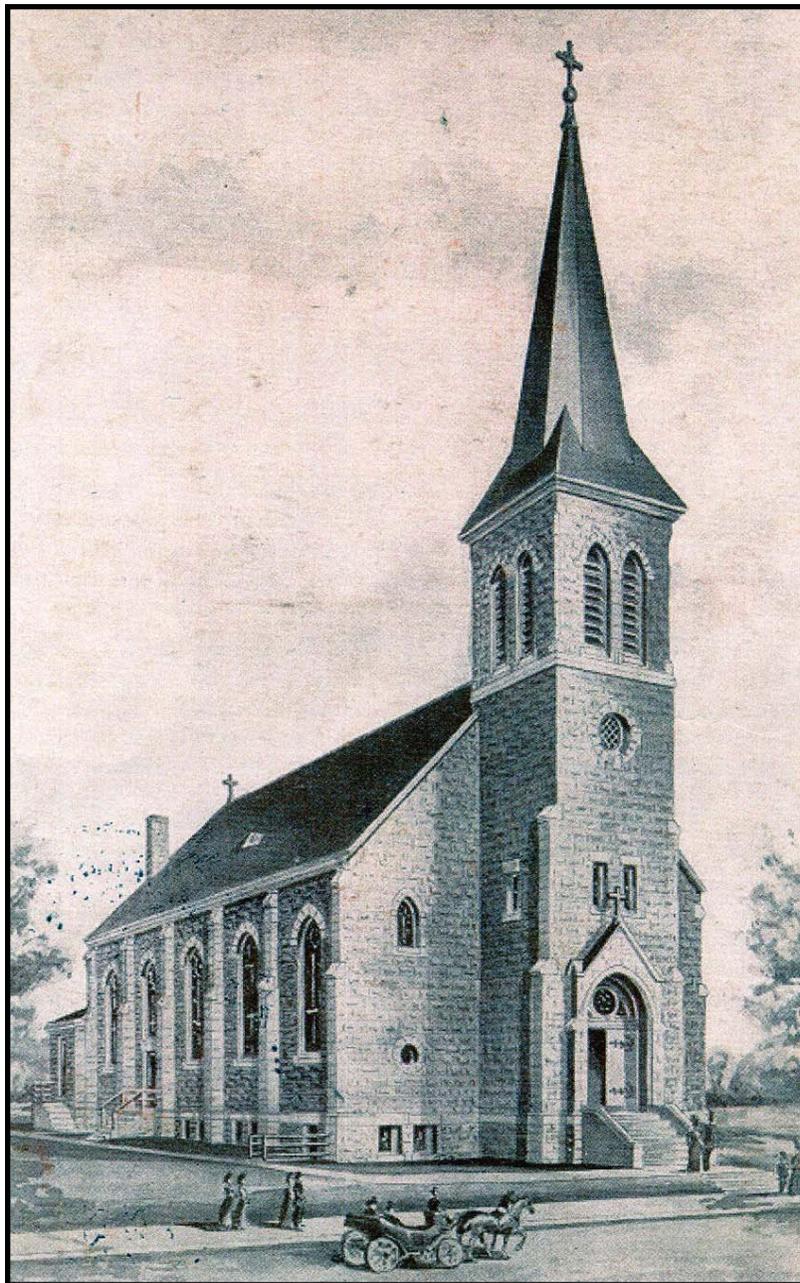
For a list of specific funding resources please refer to Appendix B: Economic Development Funding Resources & Business Development Funding Resources.



Rudolfo Anaya Sculpture and Fountain

Next Steps

This document is composed of suggestions based largely on community input combined with a survey of best practices from other communities coupled with brainstorming on the best way to address issues and potential for Santa Rosa to move forward. These ideas and action items can obviously only be implemented over time, with considerable commitment and support. Expert personnel will also be needed to move these projects forward. As these ideas are explored, other opportunities or unforeseen obstacles may arise and various types of expertise may or may not be available, so the items and their priorities may change over time. What is significant is that this document provides a detailed vision of how to move Santa Rosa forward to be used by community leadership, community members and economic development professionals.

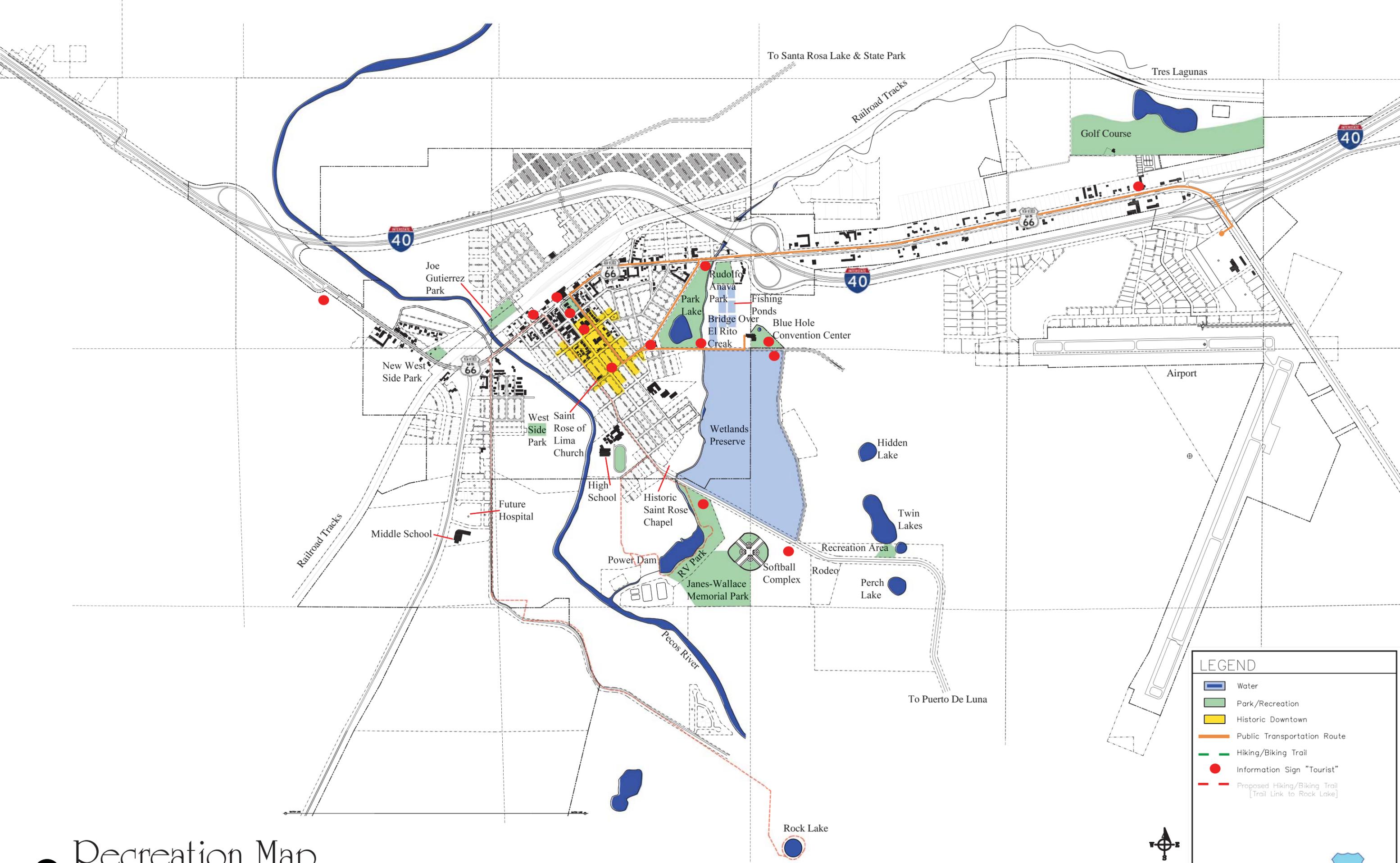


Old Drawing of
Saint Rose of Lima
Church

Appendix A

Santa Rosa Maps

Map Name	Description
Recreation Map	This map highlights recreation areas and routes throughout the city of Santa Rosa. It also includes proposed capital improvement locations.
Downtown Map	This map enlarges the downtown area, showing various points of interest, routes in the area, and proposed capital improvement projects.
Proposed Zoning Map	This map shows the proposed city zoning for the city of Santa Rosa.
Park Lake, Fishing Ponds, & Blue Hole Site Plan	This map shows the three recreation areas after the construction of Blue Hole Dive and Training Center is completed.
Blue Hole Site Plan	This map shows an enlarged area of the previous map focusing on the Blue Hole Dive and Training Center site.
Trails Map	This map shows the trail system in the city of Santa Rosa.



To Santa Rosa Lake & State Park

Tres Lagunas

Golf Course

Joe Gutierrez Park

New West Side Park

West Side Park
Saint Rose of Lima Church

Middle School

Future Hospital

High School

Historic Saint Rose Chapel

Power Dam

Janes-Wallace Memorial Park

Pecos River

RV Park

Softball Complex

Rodeo

Recreation Area

Hidden Lake

Twin Lakes

Perch Lake

Rock Lake

To Puerto De Luna

Airport

LEGEND

- Water
- Park/Recreation
- Historic Downtown
- Public Transportation Route
- Hiking/Biking Trail
- Information Sign "Tourist"
- Proposed Hiking/Biking Trail [Trail Link to Rock Lake]



Recreation Map

Not to Scale

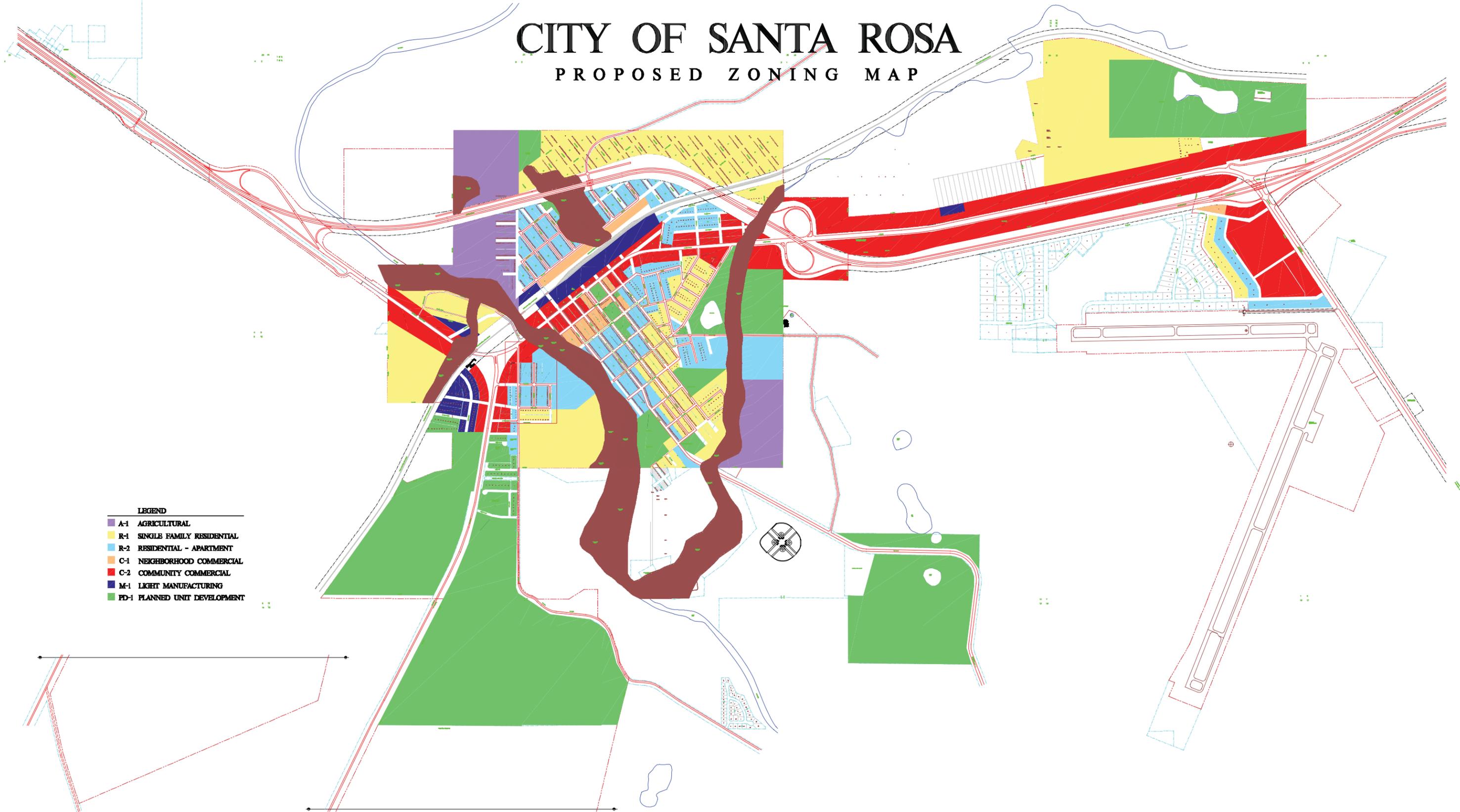


LEGEND

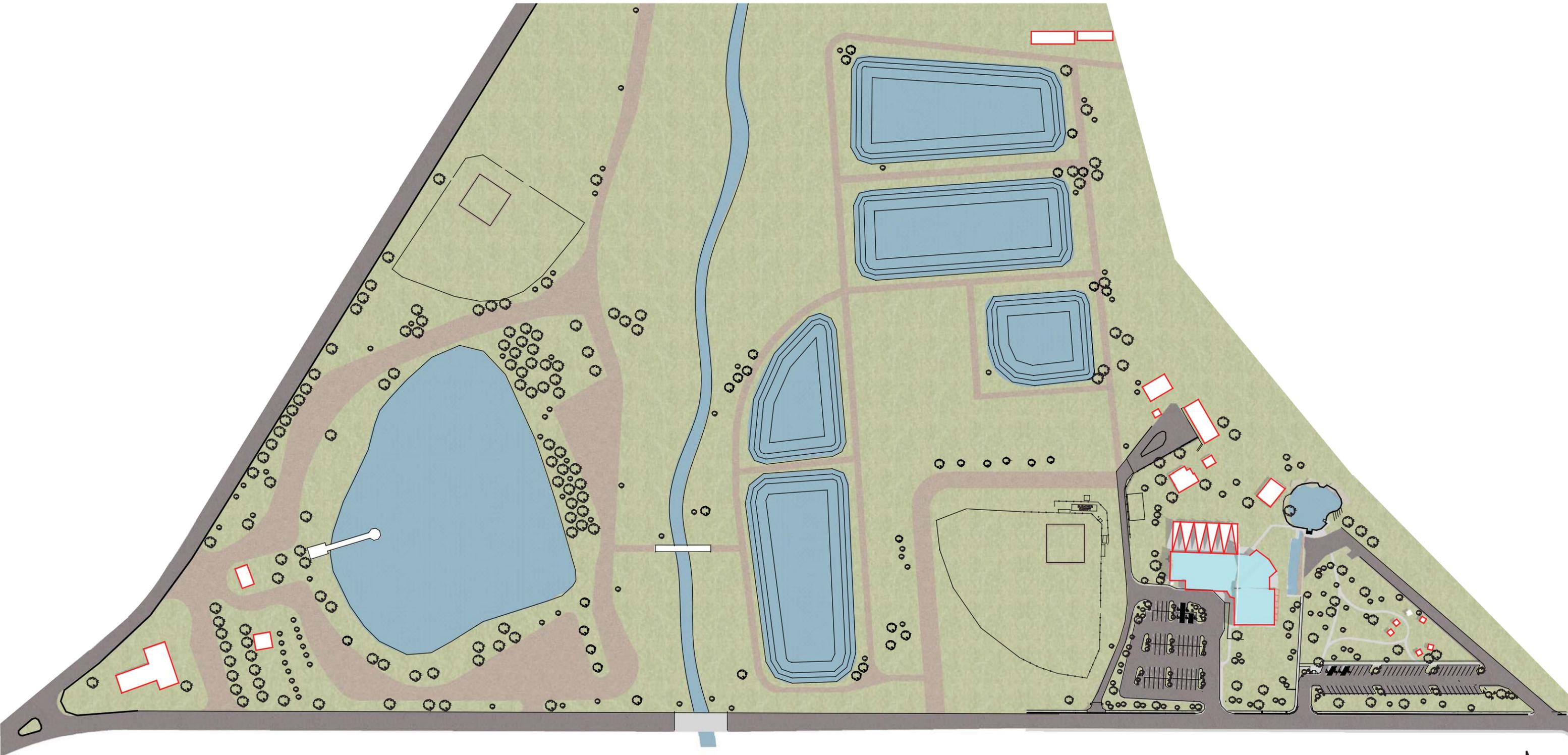
-  Water
-  Park/Recreation
-  Historic Downtown
-  Public Transportation Route
-  Hiking/Biking Trail
-  Information Sign "Tourist"

CITY OF SANTA ROSA

PROPOSED ZONING MAP



- LEGEND**
- A-1 AGRICULTURAL
 - R-1 SINGLE FAMILY RESIDENTIAL
 - R-2 RESIDENTIAL - APARTMENT
 - C-1 NEIGHBORHOOD COMMERCIAL
 - C-2 COMMUNITY COMMERCIAL
 - M-1 LIGHT MANUFACTURING
 - PD-1 PLANNED UNIT DEVELOPMENT



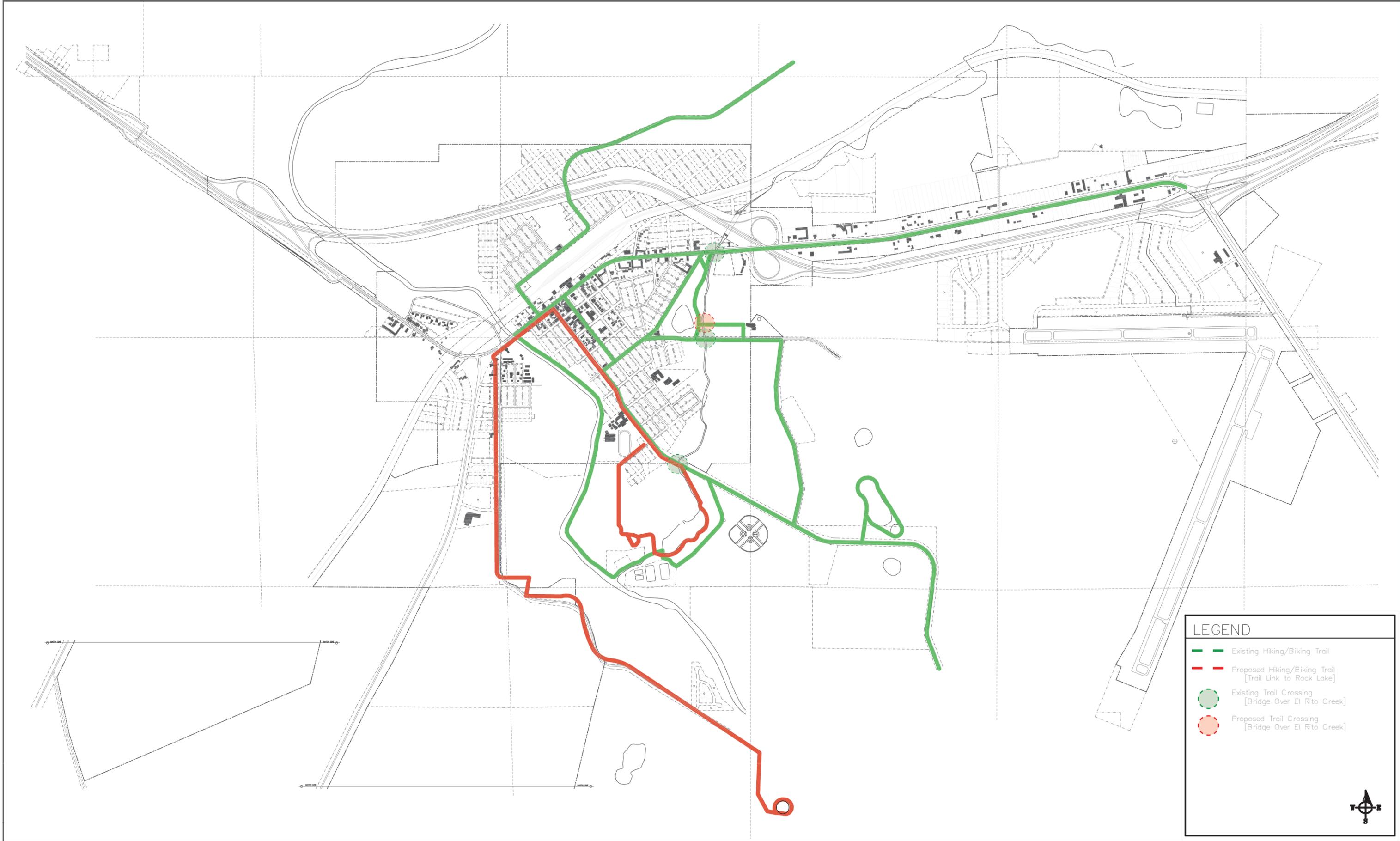
Park Lake, Fishing Ponds, & Blue Hole Site Plan

Not to Scale



Blue Hole Site Plan

Not to Scale



LEGEND

- Existing Hiking/Biking Trail
- - - Proposed Hiking/Biking Trail
[Trail Link to Rock Lake]
- Existing Trail Crossing
[Bridge Over El Rito Creek]
- Proposed Trail Crossing
[Bridge Over El Rito Creek]

Appendix B

Economic Development Funding Resources

Funding	Description	Source
TIF's	Tax Increment Finance District - use future tax increases on property or GRT taxes from developments to make bond payments to finance city developments that will leverage private investment.	Local Government Division
CDBG	Either grants for infrastructure or may be used to extend loans to private entities at discretion of local government at very low interest - can finance up to 25% of fixed assets for a private project.	Local Government Division
BID's	Business Improvement District - businesses are assessed a voluntary tied tax for area development purposes.	Local Government Division (State)
MRA's	Metropolitan Redevelopment Area - a way to fund public/private ventures where a public entity can contribute to a private venture.	Local Government/ MainStreet
EDA Grant	Economic Development Administration Grant - local government applies for federal grant that may be used for Economic Development purposes such as infrastructure, industrial park, incubator, etc.	Federal EDA
USDA Rural Development	Grants/loans for rural economic development projects planning & implementation.	USDA
Community Development Revolving Loan Fund	Low-interest loan administered through EDD to public entity.	EDD
NMFA Grants	Grants for community planning.	NM Finance Authority
MainStreet	Grants for downtown planning and development - MainStreet communities	EDD
Brownfields	Program to fund refurbishment of environmentally damaged sites.	--
Lodger's Tax	Spending for Economic Development and tourism development purposes.	Local Government
LEDA	GRT increment financing for Economic Development.	Department of Finance Administration
NM Partnership	Business recruitment assistance for certified communities.	NM Partnership
Rural Development Response Council	Various planning and development project grants for rural areas.	RDRC
Electric Co-op Loans	Low-interest Economic Development and Business Loans from Rural Electric Cooperatives.	Rural Coops
DFA Grants	For low income communities - planning.	Department of Finance Administration
Scenic-by-ways Grants	Roadside Improvements	NM Department of Transportation
Tourism Co-op Advertising Grants	Marketing.	Department of Tourism
PIDS, BIDS - assessments districts	Local privately financed area improvements.	City - EDD
Bond Funding	Creative bond financing through public/private partnerships & assessment districts.	City - NMFA
Tech Soup	Free and low-cost common software for non-profits.	Tech-Soup - San Francisco
Arts and Culture Districts	Ability to use community GRT allocation to develop art districts.	EDD/ MainStreet

Appendix B

Economic Development Funding Resources

Funding	Description	Source
Rural Housing & Economic Development	Funding for administrative infrastructure - housing.	HUD
MFA - HUD Grants	Housing project funding.	MFA
USDA Housing	Housing project funding.	USDA
Tax Increment Financing	Economic Development projects.	City
Lodger's Tax	Marketing projects.	Board
New Mexico Tax Credits	Economic Development projects.	NMFA
General Fund	Variety of projects.	City
State Capital Outlay	Economic Development projects.	State
Congressionally Designated	Economic Development projects.	Federal Government
Department of Energy	Energy related projects.	DOE
Department of Labor	Workforce training.	DOL

Additional Funding Resources:

The National Trust for Historic Preservation offers a number of funding options for the preservation of historic sites, historic buildings, and main street revitalization. For further information please reference: <http://www.preservationnation.org/resources/find-funding/>

The National Endowment for the Humanities offers a wide range of grants, including preservation of historic sites and implementation of museum exhibitions. For further information please reference: <http://www.neh.gov/grants/index.html>



The Recreational Trails Program (RTP) administered through New Mexico State Parks Division offers funding for trail improvements and new trail construction. For further information please reference: <http://www.emnrd.state.nm.us/PRD/rectrails.htm>



Mountain Path

Appendix B

Business Development Funding Resources

Funding	Description	Source
JTIP	Job Training Incentive Program - state can pay close to 50% of new employee and trainer salaries for extended period for new hires. Private company applies for through State EDD.	EDD
Smart Money	Private business applies for low-interest bank participation loan through New Mexico Finance Authority.	NMFA
New Market Tax Credit	A vehicle to help make investments more attractive where investors receive tax credit for investing in an economic development project in a qualified low-income area.	NMFA
SBA 504 Loan	An SBA vehicle that will loan money for fixed assets with very low equity requirement (10%)	Enchantment Land CDC
SBA 7a	Traditional SBA bank loan - the SBA guarantees 80% of loan to bank.	Bank
The Loan Fund	Small loans for low-income borrowers.	Loan Fund
ACCION	Small loans for low-income borrowers.	ACCION
NM Seeds Loan	Small loans for low-income borrowers.	NM Seeds Loans
USDA Rural Development	Grants/loans for rural economic development projects planning & implementation	USDA
Community Development Revolving Loan Fund	Low-interest loan administered through EDD to public entity.	EDD
REAP	Consortium of agencies that will assist in financial incentive advice and planning.	EDD
Northern NM Connect	Seed funding and business assistance for tech commercialization in Northern NM.	Regional Development Corp.
New Mexico MEP	New Mexico Manufacturing Extension Partnership - manufacturing set-up and lean tech assistance as well as business plans and feasibility studies.	New Mexico MEP
Small Business Development Centers	Business advice and planning assistance - government procurement assistance.	SBDC's
SBA 8a Program	Minority business government procurement assistance.	SBA
SBIR's	Small Business Innovation Research Grants - federal grants from government agencies for tech projects that can be commercialized and benefit government.	Government Agencies
CRADA's	Cooperative Research and Development Agreements - commercialization agreements with federal laboratories.	LANL
Sandia Small Biz Assistance	Program to fund limited technical research for Small Business.	Sandia - New Mexico MEP
EDD Tax Abatements	Various targeted income and payroll tax abatement programs through EDD for business development.	EDD
Industrial Revenue Bonds	Either traditional or "light" - somewhat expensive to set up. These act as tax abatement mechanisms for property tax and GRT on construction for new developments - must have financing in place - usually from private sources to purchase bond.	Local Government Sets Up
Various Tax Abatement Programs	Abates specific taxes for new businesses.	EDD

Appendix C

Capital Improvement Plan

The City of Santa Rosa is growing in population and with the growth the City has a need to increase the services and resources available to the community, so that the health and welfare of the citizens will not be compromised. The following tables highlight the Capital Improvement Goals for the City of Santa Rosa from 2010-2014. They aim to improve the communities need for infrastructure and economic development.

Further information for the capitol improvements can be found in the Infrastructure Capital Improvement Plan FY 2010-2014 prepared for the City of Santa Rosa.

2010

Year	Rank	Project Title	Category	Funding Sources	2010	2011	2012	2013	2014	Total
2010	01	Wastewater Treatment Plant Santa Rosa	Wastewater	FGRANT FLOAN SGRANT LFUNDS LGRANT	2,080,000	1,740,000	1,540,000	1,340,000	1,500,000	8,200,000
	02	Phase II Blue Hole Dive and Convention Center	Convention Facilities	CDBG LGRANT LBONDS SGRANT SLOAN	2,600,000	0	0	0	0	2,600,000
	03	Housing Development - Infrastructure	Housing-Related Cap Infrastructure	CDBG FGRANT LFUNDS SGRANT LGRANT	500,000	250,000	100,000	100,000	50,000	1,000,000
	04	River Road Drainage and Street Project	Highways/Roads/Streets/ Bridges	SGRANT FGRANT LGRANT CDBG LFUNDS	440,000	540,000	520,000	0	0	1,500,000
	05	Trailer (Haul Solid Waste)	Solid Waste	SGRANT LFUNDS FGRANT LGRANT SLOAN	60,000	0	0	0	0	60,000
	06	Aquatic Eco System Improvements	Economic Development	LGRANT SGRANT FGRANT LFUNDS LBONDS	4,096,000	3,346,000	196,000	196,000	196,000	8,030,000
	07	Little League Field - Underground Wiring	Public Parks (local)	LFUNDS SGRANT LGRANT OTHER	50,000	0	0	0	0	50,000
	08	Capital Purchase - Aerial Ladder Truck	Fire	LFUNDS SGRANT LGRANT SLOAN FGRANT	535,000	0	0	0	0	535,000
	09	Water Meter Radio Reders	Water Supply	SGRANT LFUNDS LGRANT	130,000	0	0	0	0	130,000
	10	Business Incubator	Economic Development	FGRANT FLOAN LGRANT LFUNDS SGRANT	1,000,000	500,000	500,000	500,000	500,000	3,000,000
	11	Citywide Water/Sewer Improvements	Water Supply	CDBG SGRANT LFUNDS FGRANT FLOAN	7,500,000	750,000	5,000,000	500,000	0	13,750,000
	12	Veterans' Memorial	Cultural Facilities	LFUNDS SGRANT LFUNDS	50,000	0	0	0	0	50,000
	13	New Public Safety Building	Public Safety Equipment/ Buildings	SGRANT LFUNDS CDBG LGRANT FGRANT	69,000	621,000	0	0	0	690,000
	14	Downtown Improvements Santa Rosa	Economic Development	LGRANT SGRANT FGRANT LFUNDS CDBG	810,000	6,350,000	575,000	50,000	0	7,785,000
	15	Softball Complex	Public Parks (local)	LGRANT SGRANT FGRANT LFUNDS	350,000	0	0	0	0	350,000
	16	Golf Course Improvements	Public Parks (local)	FLOAN LBONDS LFUNDS SLOAN OTHER	200,000	0	0	0	0	200,000
2011	01	Industrial Park	Economic Development	FGRANT LGRANT LFUNDS	0	400,000	300,000	300,000	0	1,000,000
	02	West Side Improvements	Highways/Roads/Streets/ Bridges	CDBG LFUNDS LGRANT SGRANT SLOAN	0	2,000,000	0	0	0	2,000,000
	03	New Police Units - Police Department	Public Safety Vehicles	LFUNDS SGRANT FGRANT LGRANT SLOAN	0	50,000	50,000	0	0	100,000
	04	Ambulance Santa Rosa	Public Safety Equipment/ Buildings	LGRANT FGRANT SGRANT LFUNDS SLOAN	0	1,300,000	0	0	0	1,300,000
	05	El Rito Creek Coor Master Plan	Public Parks (local)	LFUNDS SGRANT FGRANT CDBG SLOAN	0	500,000	0	0	0	500,000
	06	El Rito Creek Coor Master Plan Phase II	Economic Development	LFUNDS SGRANT FGRANT FLOAN LGRANT	0	50,000	50,000	0	0	100,000
	07	Fire Hydrants Replace/Installation	Public Safety Equipment/ Buildings	LFUNDS SGRANT FGRANT LGRANT CDBG	0	30,000	30,000	20,000	20,000	100,000

Year	Rank	Project Title	Category	Funding Sources	2010	2011	2012	2013	2014	Total
2011	08	New Playground Equipment - City Parks	Public Parks (local)	LFUNDS SGRANT SLOAN LGRANT OTHER	0	50,000	0	0	0	50,000
	09	Walk/Bike Trails El Rito Creek/Pecos River	Public Parks (local)	LFUNDS SGRANT FGRANT LGRANT SLOAN	0	2,149,500	0	0	0	2,149,500
	10	Refuse Truck	Solid Waste	LFUNDS SGRANT FGRANT	0	130,000	0	0	0	130,000
	11	Moise Memorial Library Expansion	Cultural Facilities	LFUNDS LGRANT SGRANT	0	50,000	0	0	0	50,000
	12	New Bleachers/Park Lk Ballfield	Public Parks (local)	LFUNDS SGRANT SLOAN FGRANT LGRANT	0	30,000	0	0	0	30,000
2012	01	Perch Lake Improvements	Public Parks (local)	LFUNDS SGRANT LGRANT FGRANT	0	0	66,000	10,000	10,000	86,000
	02	Senior Center Expansion Santa Rosa	Senior Facilities	LGRANT SGRANT FGRANT LFUNDS CDBG	0	100,000	10,000,000	1,000,000	0	11,100,000
	03	Bridge Across Pecos River	Highways/Roads/Streets/ Bridges	SGRANT SLOAN LFUNDS CDBG LBONDS	0	0	1,435,000	1,415,000	1,600,000	4,450,000
	04	Sewer Main Crossing East of Highway 54	Wastewater	LFUNDS SGRANT FGRANT	0	0	50,000	0	0	50,000
	05	Animal Control Vehicle	Other	LFUNDS SLOAN SGRANT	0	0	50,000	0	0	50,000
	06	Park Improvements	Public Park (local)	LFUNDS SGRANT FGRANT SLOAN	0	0	30,000	0	0	30,000
	07	Animal Shelter	Adm/Service Facilities (local)	LFUNDS SGRANT	0	0	20,000	0	0	20,000
	08	Maintenance Vehicles	Other	LFUNDS SGRANT	0	0	45,000	60,000	60,000	165,000
	09	Kiddie Land Improvements	Public Parks (local)	LFUNDS LGRANT	0	0	0	30,000	50,000	80,000
	10	Trails Along SR91	Public Parks (local)	LFUNDS SGRANT FGRANT CDBG SLOAN	0	0	100,000	0	0	100,000
	11	Security Fence-Water Wells	Water Supply	LFUNDS SGRANT	0	0	50,000	0	0	50,000
	12	City Wide Yi-Fi	Economic Development	LGRANT LFUNDS SGRANT SLOAN OTHER	0	0	100,000	0	0	100,000
2013	01	New Weapons - Police Department	Public Safety Equipment/ Buildings	LFUNDS SGRANT FGRANT	0	0	6,000	3,000	9,000	18,000
	02	Natural Gas Installation	Utilities (publicly owned)	FGRANT SGRANT FGRANT LFUNDS	0	0	0	25,000	1,500,000	1,525,000
	03	Street Improvements - Citywide	Highways/Roads/Streets/ Bridges	CDBG LFUNDS SGRANT FGRANT	0	0	0	300,000	300,000	600,000
	04	Equipment - Parks and Streets Department	Other	LFUNDS SGRANT	0	0	0	50,000	50,000	100,000
	05	Airport Aviation Residents	Housing - Related Cap Infrastructure	LFUNDS FGRANT SGRANT	0	0	0	100,000	0	100,000
	06	Park Lake Renovations	Public Parks (local)	SGRANT LFUNDS	0	0	0	75,000	75,000	150,000
	07	Pecos River Trails	Public Parks (local)	SGRANT LFUNDS	0	0	0	50,000	50,000	100,000
	08	Pedestrian Walk/Bike Bridge - Pecos River	Cultural Facilities	SGRANT LFUNDS	0	0	0	0	500,000	500,000
	09	Phase II Moise Memorial Library	Libraries	LFUNDS FGRANT SLOAN SGRANT	0	0	0	30,000	0	30,000

2014

Year	Rank	Project Title	Category	Funding Sources	2010	2011	2012	2013	2014	Total
	01	Miscellaneous Equipment - Police Depart.	Public Safety Equipment/ Buildings	LGRANT SGRANT LFUNDS	0	0	0	0	20,000	20,000
	02	New Fencing/Park Lake Ballfield	Public Parks (local)	LFUNDS SGRANT SLOAN	0	0	0	0	10,000	10,000
	03	RR Dam I and II (Tres Lagunas Dam)	Storm/Surface Water Control	SGRANT LGRANT FGRANT LFUNDS	0	0	0	0	190,000	190,000
	04	Improvements - Concession Stands	Public Parks (local)	LFUNDS SGRANT FGRANT	0	0	0	0	20,000	20,000
	05	Computer System - Police Units Santa Rosa	Public Safety Equipment/ Buildings	SGRANT SLOAN	0	0	0	0	200,000	200,000
	06	Park Lake Ballfield Parking Lot	Public Parks (local)	SGRANT SLOAN FGRANT	0	0	0	0	40,000	40,000
	07	Multi-Use Arena Capital Improvement	Adm/Service Facilities (local)	SGRANT LFUNDS FGRANT SLOAN	0	0	0	0	50,000	50,000
	08	Therapeutic Exercise Equipment - Senior Center	Senior Facilities	LGRANT SGRANT LFUNDS	0	0	0	0	50,000	50,000
	09	Senior Centers' Van Santa Rosa	Senior Facilities	LGRANT SLOAN FGRANT	0	0	0	0	50,000	50,000
				TOTAL	20,470,000	20,936,500	20,813,000	6,154,000	7,100,000	75,473,504

Appendix D

Other Master Plan Material

The following tasks were also completed with this Master Plan:

- Zoning Map update
- Utility Line update: sewer extension to jail