INVESTING IN THE FUTURE
A Framework for Promoting the Sustainable Economic Development of the Greater Taos Community

Prepared for the Town of Taos Community Conversation
September 2006

New Markets Development
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NEW MARKETS DEVELOPMENT advisory services for expanding economic opportunities
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The Town’s Objectives for Tonight’s Conversation

• Introduce ongoing initiative of Town of Taos to play a renewed role as a leader in economic development of the region, one part of which is the “Investing in the Future” Report

• Initiate process for regularly incorporating community input into Town’s community and economic development efforts

• Incorporate residents’ input into definition of goals of economic development

• Present Town’s Action Plan for implementing recommendations outlined in “Investing in the Future”

• Set tone for future productive, constructive community dialogue about community and economic development
The Town Council of Taos is eager to improve the Town’s economic development efforts

*INVESTING IN THE FUTURE: A Framework for Promoting Sustainable Economic & Community Development in the Greater Taos Region* was commissioned by the Taos Town Council to provide the Taos community with...

- an assessment of the socioeconomic health of the region, including the short- and long-term economic development challenges and opportunities of the region,
- an identification of key economic development perspectives and principles to guide the Town’s economic development efforts, and
- recommendations as to how the Town of Taos might best work with other community entities to promote the shared and sustainable economic development of the region.
This study could not have been completed without the help of many organizations and individuals

- County of Taos
- Pueblo of Taos
- Village of Questa
- Town of Taos Ski Valley
- Taos County Economic Development Corporation
- Taos County Chamber of Commerce
- Taos Community Foundation
- Taos Business Alliance
- Taos Land Trust
- Kit Carson Electric Cooperative
- Taos CARES Coalition
- UNM-Taos
- Holy Cross Hospital
- And many others

- Special thanks to Town of Taos staff that provided assistance throughout the study:
  - Town Manager Tomas Benavidez
  - Town Clerk Renee Lucero
  - Town Executive Assistant Cyndee Perez
Introduction

Identification of Community Priorities

Recommendations I: Capacity

Recommendations II: Strategy
Residents’ visions of Taos emphasize its rural and agrarian landscape, its inclusiveness, and its culture and history

Taos is...
• “a beautiful, amazing place.”
• “a tight-knit community.”
• “about the people… the families who have lived together and near each other for generations.”
• “the land… agriculture… horse fields…”
• “not just the Town – it’s the County, the Enchanted Circle, the region.”
• “where our children want to raise their children – it’s a place our families never want to leave.”
• “a model community of sustainable development – balancing economic prosperity, environmental protection, and cultural conservation.”
• “a place where we celebrate culture – especially the historic Pueblo, Hispanic and American cultures – where we can share them with each other and learn from each other.”
Leadership, Culture and Sustainability are all Critical Priorities for Economic Development

Critical issues to improving the economic development efforts of the Town of Taos include:

- Leadership
  - A Common Vision for the Economic Development of the Region
  - Effective Systems for the Management of Economic Development

- Culture
  - Celebration and Conservation of the Living Heritage Cultures of the Region
  - Greater Solidarity among the Social and Geographic Communities of the Region
  - More Effective Integration of New Residents into Taos

- Sustainability
  - Responsible Management of the Growth of the Region
  - Shared and Equitable Prosperity for all Residents
These priorities suggest an agenda for improving the Town’s economic development efforts

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td><strong>Capacity</strong></td>
</tr>
<tr>
<td>• Vision</td>
<td>• Articulate Goals of</td>
</tr>
<tr>
<td>• Systems</td>
<td>Economic Development</td>
</tr>
<tr>
<td><strong>Culture</strong></td>
<td>• Establish Economic</td>
</tr>
<tr>
<td>• Cultural Conservation</td>
<td>Development Systems</td>
</tr>
<tr>
<td>• Cultural Solidarity</td>
<td>• Emphasize and Expand</td>
</tr>
<tr>
<td>• Cultural Integration</td>
<td>Regional Cooperation</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>• Reinvigorate Civic</td>
</tr>
<tr>
<td>• Growth Management</td>
<td>Participation</td>
</tr>
<tr>
<td>• Shared Prosperity</td>
<td><strong>Strategy</strong></td>
</tr>
<tr>
<td></td>
<td>• Manage Growth for</td>
</tr>
<tr>
<td></td>
<td>Long-Range Community</td>
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<tr>
<td></td>
<td>Sustainability</td>
</tr>
<tr>
<td></td>
<td>• Emphasize and Expand</td>
</tr>
<tr>
<td></td>
<td>Programs for Promoting</td>
</tr>
<tr>
<td></td>
<td>Affordability and</td>
</tr>
<tr>
<td></td>
<td>Inclusiveness</td>
</tr>
</tbody>
</table>

Culture needs to be recognized and addressed in a substantial and meaningful way throughout all economic development efforts
The Town of Taos needs to articulate the goals of economic development

**Capacity**
- Articulate Goals of Economic Development
- Establish Economic Development Systems
- Emphasize and Expand Regional Cooperation
- Reinvigorate Civic Participation

**Strategy**
- Manage Growth for Long-Range Community Sustainability
- Emphasize and Expand Programs for Promoting Affordability and Inclusiveness

**Priorities**
- **Leadership**
  - Vision
  - Systems
- **Culture**
  - Cultural Conservation
  - Cultural Solidarity
  - Cultural Integration
- **Sustainability**
  - Growth Management
  - Shared Development

**Actions**
- **Capacity**
  - Articulate Goals of Economic Development
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  - Emphasize and Expand Regional Cooperation
  - Reinvigorate Civic Participation

- **Strategy**
  - Manage Growth for Long-Range Community Sustainability
  - Emphasize and Expand Programs for Promoting Affordability and Inclusiveness
Two questions about the growth and economic development of the region are of critical concern to the community. These questions are not unique to Taos, but rather are two questions universally recognized as necessary to be asked about all economic development efforts.

- "Economic development for whom?"
- "What are we growing for?"

Economic development is much more than the promotion of the growth of economic activity. Economic growth is a means to an end – the end goal is a community in which its residents have the opportunity and capability to enjoy healthy, fulfilling and mutually supportive lives.

"The basic purpose of development is to enlarge people's choices. In principle, these choices can be infinite and can change over time. People often value achievements that do not show up at all, or not immediately, in income or growth figures: greater access to knowledge, better nutrition and health services, more secure livelihoods, security against crime and physical violence, satisfying leisure hours, political and cultural freedoms and sense of participation in community activities. The objective of development is to create an enabling environment for people to enjoy long, healthy and creative lives."

- Mahbub ul Haq

Founder of the United Nations Human Development Index
The 2003 National Citizens’ Survey highlights the high quality of life of Taos and its development challenges

<table>
<thead>
<tr>
<th>National Citizens’ Survey 2003</th>
<th>Good/Excellent</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taos is a… place to live</td>
<td>71%</td>
<td>5%</td>
</tr>
<tr>
<td>Taos is a… place to raise children</td>
<td>8%</td>
<td>22%</td>
</tr>
<tr>
<td>Recreational Opportunities</td>
<td>14%</td>
<td>27%</td>
</tr>
<tr>
<td>Population Growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good/Excellent</td>
<td>35%</td>
<td>65% (25%)</td>
</tr>
<tr>
<td>Jobs Opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excellent</td>
<td>3%</td>
<td>74%</td>
</tr>
<tr>
<td>Not Too Fast</td>
<td>2%</td>
<td>83%</td>
</tr>
<tr>
<td>Traffic Congestion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good/Excellent</td>
<td>7%</td>
<td>63%</td>
</tr>
<tr>
<td>Not a Problem</td>
<td>2%</td>
<td>65%</td>
</tr>
<tr>
<td>Access to Affordable Housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Good/Excellent</td>
<td>16%</td>
<td>30%</td>
</tr>
<tr>
<td>Land Use, Planning &amp; Zoning</td>
<td>10%</td>
<td>43%</td>
</tr>
<tr>
<td>Code Enforcement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not a Problem</td>
<td>0%</td>
<td>68%</td>
</tr>
<tr>
<td>Drugs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Aggregate growth and income statistics, common indicators of economic development, suggest that Taos is doing well

- Aggregate income grew over 7% on average from 2001-2004, and never less than 3% in any year during this period.
- Median household income has grown at 2%+ a year.
- The number of poor and low-income households fell below 50%.

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Receipts ($ Million)</th>
<th>Annual Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Taos</td>
<td>NM</td>
</tr>
<tr>
<td>2001</td>
<td>636.67</td>
<td>5.0%</td>
</tr>
<tr>
<td>2002</td>
<td>659.84</td>
<td>3.7%</td>
</tr>
<tr>
<td>2003</td>
<td>747.64</td>
<td>13.3%</td>
</tr>
<tr>
<td>2004</td>
<td>799.32</td>
<td>6.9%</td>
</tr>
<tr>
<td>Average</td>
<td>–</td>
<td>7.2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Median Income (Year 2000 $)</th>
<th>Census</th>
<th>Taos</th>
<th>NM</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>Households</td>
<td>2000</td>
<td>$26,700</td>
<td>$34,000</td>
<td>$42,000</td>
</tr>
<tr>
<td>1990</td>
<td>$22,00 (1990-2000 growth: 2%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Families</td>
<td>2000</td>
<td>$34,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1990</td>
<td>$26,000 (1990-2000 growth: 2.6%)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Introduction
Priorities
Capacity
Strategy
Accounting for population growth and looking more carefully at the most vulnerable populations, Taos is less well-off

- In 2004, the Taos County poverty rate was 21%, roughly 120% the NM rate and nearly 200% the US rate.
- The proportion of Taos County children in impoverished or low-income families remains one of the highest in the country, with more than 25% of all children in poverty, 43% near poverty, and more than half low-income.
- While the percentage of Taos County households in poverty fell from 44% to 29%, the absolute number decreased by only 202, or 5.1%.
- While the percentage of low-income households fell from 71% to 45%, the number of low-income households actually increased by 283, or 14%.

<table>
<thead>
<tr>
<th>Poverty Rates, 2004</th>
<th>Taos</th>
<th>NM</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Persons</td>
<td>21%</td>
<td>18%</td>
<td>12%</td>
</tr>
<tr>
<td>Children in Poverty</td>
<td>25%-29%</td>
<td>23.4%</td>
<td>18%</td>
</tr>
<tr>
<td>Children, Low-Income</td>
<td>54%</td>
<td>53%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Source: NM Kids Count

Source: US Census Bureau
The distribution of total income and the cost of housing offer insight into growing social and economic anxiety

• “It’s almost as if there are two Taoses.”

• Housing costs are rising rapidly in Taos, influenced by the rise in household inequality. Median home price nearly doubled to $270,000 in 5 years. The average Price-to-Income ratio for Taos (2000-2005), using family income, is 210,000:28,700, or 7.7. A ratio of 4.0 or higher is considered unaffordable.

<table>
<thead>
<tr>
<th>Price-to-Income Ratio</th>
<th>Repayment Years 25% Income</th>
<th>Repayment Years 33% Income</th>
<th># US Metro Regions (O'Toole 2004)</th>
<th>Affordability Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.50</td>
<td>7.7</td>
<td>5.5</td>
<td>14</td>
<td>Extremely Affordable</td>
</tr>
<tr>
<td>1.75</td>
<td>9.4</td>
<td>6.6</td>
<td>65</td>
<td>Very Affordable</td>
</tr>
<tr>
<td>2.00</td>
<td>11.2</td>
<td>7.8</td>
<td>126</td>
<td>Affordable</td>
</tr>
<tr>
<td>3.00</td>
<td>21.9</td>
<td>13.5</td>
<td>210</td>
<td>Marginally Affordable</td>
</tr>
<tr>
<td>4.00</td>
<td>55.2</td>
<td>22.3</td>
<td>25</td>
<td>Unaffordable</td>
</tr>
<tr>
<td>5.00</td>
<td>N/A</td>
<td>41.2</td>
<td>8</td>
<td>Very Unaffordable</td>
</tr>
<tr>
<td>6.00</td>
<td>N/A</td>
<td>N/A</td>
<td>7</td>
<td>Extremely Unaffordable</td>
</tr>
</tbody>
</table>
Sources of government revenue and personal income offer insight into job quality and development opportunities

<table>
<thead>
<tr>
<th>Gross Receipts by Industry, 2004</th>
<th>$ Million</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Trade</td>
<td>279.9</td>
<td>35.0%</td>
</tr>
<tr>
<td>Construction</td>
<td>143.5</td>
<td>18.0%</td>
</tr>
<tr>
<td>Accommodations &amp; Food Services</td>
<td>78.1</td>
<td>9.8%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>55.4</td>
<td>6.9%</td>
</tr>
<tr>
<td>Health Care &amp; Social Assistance</td>
<td>28.8</td>
<td>3.6%</td>
</tr>
<tr>
<td>Utilities</td>
<td>24.4</td>
<td>3.0%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>23.1</td>
<td>2.9%</td>
</tr>
<tr>
<td>Real Estate &amp; Rental &amp; Leasing</td>
<td>17.6</td>
<td>2.2%</td>
</tr>
<tr>
<td>Information &amp; Cultural Industries</td>
<td>15.4</td>
<td>1.9%</td>
</tr>
<tr>
<td>Arts, Entertainment &amp; Recreation</td>
<td>5.0</td>
<td>0.6%</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing &amp; Hunting</td>
<td>3.4</td>
<td>0.4%</td>
</tr>
<tr>
<td>Professional, Scientific, Technical Svcs.</td>
<td>1.8</td>
<td>0.2%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>1.0</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

Average Earnings by Industry, 2004

<table>
<thead>
<tr>
<th>Industry</th>
<th>Hourly Earnings</th>
<th>Annual Earnings</th>
<th>% of Average Private Sector Earnings</th>
<th>% Private Sector Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance &amp; insurance</td>
<td>16.60</td>
<td>33,200</td>
<td>159%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>15.43</td>
<td>30,850</td>
<td>148%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Information Management</td>
<td>14.28</td>
<td>28,550</td>
<td>137%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Professional &amp; technical services</td>
<td>13.88</td>
<td>27,750</td>
<td>133%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Health care &amp; social assistance</td>
<td>13.83</td>
<td>27,650</td>
<td>132%</td>
<td>16.4%</td>
</tr>
<tr>
<td>Real estate &amp; rental &amp; leasing</td>
<td>12.40</td>
<td>24,800</td>
<td>119%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Educational services</td>
<td>12.33</td>
<td>24,650</td>
<td>118%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Construction</td>
<td>11.80</td>
<td>23,600</td>
<td>113%</td>
<td>10.9%</td>
</tr>
<tr>
<td>Private Sector Average</td>
<td>10.45</td>
<td>20,900</td>
<td>100%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Retail trade</td>
<td>9.60</td>
<td>19,200</td>
<td>92%</td>
<td>16.6%</td>
</tr>
<tr>
<td>Arts, entertainment &amp; recreation</td>
<td>8.58</td>
<td>17,150</td>
<td>82%</td>
<td>4.1%</td>
</tr>
<tr>
<td>Accommodation &amp; food services</td>
<td>6.10</td>
<td>12,200</td>
<td>58%</td>
<td>24.1%</td>
</tr>
</tbody>
</table>

Source: Taos Economic Report
The master plan completed in 1999 presents a vision for Taos and goals for the town in the year 2020 that continue to reflect the aspirations of residents of the community.

**Town of Taos Vision Statement**

Taos is a community that addresses the needs of its residents, first and foremost. By balancing the need for increased opportunities and the need to protect the unique qualities that Taos residents value, Taoseños will flourish in their home community.

**Town of Taos Goals for 2020**

- **Land Use**: Growth and development protect and enhance the natural resources, unique landscape, historic character, distinct neighborhoods, and economic opportunities of the Taos Valley.
- **Agricultural and Open Space Preservation**: Taos’ quality of life is maintained by preserving and enhancing our cherished open spaces and agricultural lands.
- **Economic Development**: The Taos economy is diverse, self-sustaining, and provides rewarding jobs that pay well.
- **Community Design**: Taos retains its small town character and sense of community, respects and maintains cultural diversity, and builds upon history and traditions while utilizing appropriate technologies.
- **Infrastructure**: Community infrastructure is of high quality and accessible to all.
- **Housing**: All Taos families and households have the opportunity to own quality, affordable housing.
- **Community Facilities**: Community facilities are of high quality and available to all, allowing residents to enjoy life-long quality education and recreation.
A simple framework for defining the goals and objectives of economic development can be depicted as incorporating three different and complementary dimensions – Social/Cultural, Economic and Environmental.

The Town’s definition of development needs to take into account economics, environment and especially community

In order to articulate its goals for economic development, the Town of Taos should:

– Incorporate community input into a clear and carefully articulated definition of economic development that reflects the aspirations of residents.

– Communicate this vision with community members.

– Encourage other government, business, nonprofit and philanthropic institutions to adopt a similar framework for economic development and cooperate together in promoting these goals to secure the support from state, federal and nonprofit institutions for these goals.
The Town of Taos needs to establish formal systems to more effectively manage its economic development efforts.

**Capacity**
- Articulate Goals of Economic Development
- Establish Economic Development Systems
- Emphasize and Expand Regional Cooperation
- Reinvigorate Civic Participation

**Strategy**
- Manage Growth for Long-Range Community Sustainability
- Emphasize and Expand Programs for Promoting Affordability and Inclusiveness

**Priorities**
- **Leadership**
  - Vision
  - Systems
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  - Cultural Solidarity
  - Cultural Integration
- **Sustainability**
  - Growth Management
  - Shared Development

**Actions**
- **Capacity**
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- **Strategy**
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**Five major systems improvements are required to improve the economic development efforts of the Town**

<table>
<thead>
<tr>
<th>Systems (Structures /Processes)</th>
</tr>
</thead>
</table>
| **1. Department of Community and Economic Development**  
Establish a Department of Community and Economic Development |
| **2. Land-use Master Plan**  
Refocus, update and consistently enforce the land-use master plan to prioritize the health and sustainable growth of the community |
| **3. Community Development Steering Committee**  
Create a community development steering committee, comprised of representatives from lead agencies representing the various dimensions of community development |
| **4. Community and Economic Development Training Programs**  
Implement regular training and development programs on community and economic development for elected officials, government staff, and nonprofit staff |
| **5. Formal Commitments to Children and Youth**  
Institute formal commitments to prioritize children and youth as a primary focus of economic development efforts |
A department of community and economic development would implement additional systems improvements.

### Systems (Structures / Processes)

#### 1. Department of Community and Economic Development

In addition to being responsible for the other major systems improvements recommended, the CED would also be responsible for:

- Strategic planning for the Town’s community development efforts
- Monitoring of community and economic development indicators
- Research to guide the Town’s development efforts
- Coordination of Town’s economic development efforts and partnerships
- Evaluation of community impact of large-scale development efforts

#### 2. Land-use Master Plan

#### 3. Community Development Steering Committee

#### 4. Community and Economic Development Training Programs

#### 5. Formal Commitments to Children and Youth

### Capacity

- **Articulate Goals of Economic Development**
- **Establish Economic Development Systems**
- **Emphasize and Expand Regional Cooperation**
- **Reinvigorate Civic Participation**

### Strategy

- **Manage Growth for Long-Range Community Sustainability**
- **Emphasize and Expand Programs for Promoting Affordability and Inclusiveness**
The Town should improve its formal systems to more effectively manage its economic development efforts

Systems (Structures / Processes)

1. Department of Community and Economic Development
2. Land-use Master Plan
3. Community Development Steering Committee
4. Community and Economic Development Training Programs
5. Formal Commitments to Children and Youth

- Only one-third of Taos residents rate Taos good or excellent as a place to raise children. Nearly one-quarter of respondents suggested that it is a bad place in which to raise children.
- The proportion of Taos County children in impoverished or low-income families remains one of the highest in the country, with more than a quarter of all children in poverty, 43% near poverty (in households with incomes less than 150% the federal poverty line), and more than half in low-income households.
- Nearly all interview subjects identified the welfare of children and youth as one of the highest priorities, if not the highest priority, for economic development in the region.
The Town of Taos needs to emphasize and expand regional cooperation to promote economic development

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**Priorities**

**Leadership**
- Vision
- Systems

**Culture**
- Cultural Conservation
- Cultural Solidarity
- Cultural Integration

**Sustainability**
- Growth Management
- Shared Development

**Actions**

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**Strategy**
- Manage Growth for Long-Range Community Sustainability
- Emphasize and Expand Programs for Promoting Affordability and Inclusiveness
The Town of Taos should reinvigorate the meaningful and constructive participation of residents in its policy-making.

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<tbody>
<tr>
<td>Leadership</td>
<td>Capacity</td>
</tr>
<tr>
<td>• Vision</td>
<td>• Articulate Goals of Economic Development</td>
</tr>
<tr>
<td>• Systems</td>
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<td>Culture</td>
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<td>• Cultural Solidarity</td>
<td>• Emphasize and Expand Programs for Promoting Affordability and Inclusiveness</td>
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<tr>
<td>• Cultural Integration</td>
<td>Strategy</td>
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<tr>
<td>Sustainability</td>
<td>• Manage Growth for Long-Range Community Sustainability</td>
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<tr>
<td>• Growth Management</td>
<td>• Emphasize and Expand Programs for Promoting Affordability and Inclusiveness</td>
</tr>
<tr>
<td>• Shared Development</td>
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</tbody>
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- Articulate Goals of Economic Development
- Establish Economic Development Systems
- Emphasize and Expand Regional Cooperation
- Reinvigorate Civic Participation
- Manage Growth for Long-Range Community Sustainability
- Emphasize and Expand Programs for Promoting Affordability and Inclusiveness

Introduction

Capacity

Strategy
The Town needs to craft and follow a comprehensive strategy for economic development.

- **Priorities**
  - **Leadership**
    - Vision
    - Systems
  - **Culture**
    - Cultural Conservation
    - Cultural Solidarity
    - Cultural Integration
  - **Sustainability**
    - Growth Management
    - Shared Development

- **Actions**
  - **Capacity**
    - Articulate Goals of Economic Development
    - Establish Economic Development Systems
    - Emphasize and Expand Regional Cooperation
    - Reinvigorate Civic Participation
  - **Strategy**
    - Manage Growth for Long-Range Community Sustainability
    - Emphasize and Expand Programs for Promoting Affordability and Inclusiveness
This vision and these goals suggest primary objectives for economic development in Taos

- **Immediate Strategy:**
  - Growth Management
  - Long-Range Planning

- **Near-Term Strategy**
  - Inclusive Housing
  - Community-Based Minimum Wage and Health Insurance Programs
  - Dual-Purpose Public Investments
  - Tourism
    - Family-Oriented Tourism
    - Regional Tourism
    - Event-Driven Tourism
    - Quality of the Tourist Experience

- **Long-Term Strategy**
  - Growth of extra-regionally competitive and larger local enterprises
  - Growth of Appropriate Industry Clusters
    - Health Care
    - Retirement Support
    - Agriculture
    - Affordable Housing
    - Technology-Enabled Outsourcing
    - Event-based Recreation
    - Responsible Destination Management Training
    - Cultural Training and Youth Development
  - Growth of Regional Productivity through Education and Training
## Proposed Action Plan for Town of Taos Economic Development Agenda

<table>
<thead>
<tr>
<th>Action</th>
<th>2006</th>
<th>2007</th>
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<tbody>
<tr>
<td></td>
<td>Sep</td>
<td>Oct</td>
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<tr>
<td>Community Conversations on Economic Development</td>
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<tr>
<td>Community and Economic Development Mission Statement</td>
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<td>Community and Economic Development Department</td>
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<td>Community Development Steering Committee</td>
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<tr>
<td>Formal Commitments to Children and Youth</td>
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<td>Community Development Advisory Board</td>
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<td>Land-Use Master Plan (process underway)</td>
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<td>Monitoring, Annual</td>
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<tr>
<td>Coordination, Establish Processes</td>
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<tr>
<td>Project Evaluation and Improvement, Establish Processes</td>
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<tr>
<td>Training for Officials, Staff and Stakeholders, Establish</td>
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<tr>
<td>Strategy Planning and Implementation, inc. Inter-Jurisdictional Efforts</td>
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### Legend
- **Advance Preparation**: Yellow
- **Advance Preparation and Initial Implementation**: Yellow Hatch
- **Implementation**: Green
The Town’s Objectives for Tonight’s Conversation

- Introduce ongoing initiative of Town of Taos to play a renewed role as a leader in economic development of the region, one part of which is the “Investing in the Future” Report
- Initiate process for regularly incorporating community input into Town’s community and economic development efforts
- Incorporate residents’ input into definition of goals of economic development
- Present Town’s Action Plan for implementing recommendations outlined in “Investing in the Future”
- Set tone for future productive, constructive community dialogue about community and economic development
INVESTING IN THE FUTURE

A Framework for Promoting the Sustainable Economic Development of the Greater Taos Community

Prepared for the Town of Taos Community Conversation
September 2006

New Markets Development
Horacio Trujillo Martinez · Seth L. Miller

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