

ECONOMIC DEVELOPMENT PLAN

A baseline **assessment** of the existing conditions that drive the economy in Pecos, intended to help the Village of Pecos implement **strategies** that directly contribute to its **economic health**.

- Published: May 2015

VILLAGE OF PECOS

I. OVERVIEW

The Economic Development Plan (“EDP”) provides a baseline assessment of the existing conditions that drive the economy in the Village of Pecos and is intended to help local stakeholders and the Village of Pecos staff implement strategies that contribute to the economic health of the community. The EDP includes strategic recommendations to enhance Village of Pecos’ economic climate, ensure the fiscal health of the community, and support economic growth in a manner that is consistent with the values of the community.

The goals and objectives included in the EDP contemplate a five-year time horizon and were derived from an evaluation of issues and opportunities associated with Village of Pecos’ primary economic drivers. As a result, three primary goals emerged.

Primary Goals

1. Develop structure and funding base to encourage economic development.
2. Create jobs for people within the Village of Pecos.
3. Establish an improved community where visitors and businesses are encouraged to become a part of the community.
4. Further develop existing or under-developed economic initiatives through partnerships with State and Federal agencies and local businesses.

Although the effects of a slow economy are still present throughout New Mexico, the Village of Pecos has suffered considerably due to the 2013 Tres Lagunas and Jarosos fires. These fires have resulted in the closing of camp sites, hiking and fishing areas, much of which feed the tourism industry, which is vital to the wellbeing of the economy in Pecos.

II. APPROACH

In preparing the EDP, Motiva Corporation staff worked with key stakeholders from the Village of Pecos and Pecos Valley to coordinate the first Pecos Initiative, which was held July 17, 2014. The purpose of the meeting was to convene stakeholders from the Village of Pecos as well as Federal and State agencies to address issues related to Economic Development in the area.

- Federal - National Park Service, Forest Service, State - Legislative Finance Committee, Economic Development, Tourism, Public Safety, State Parks, Department of Transportation, Game and Fish, Elected Officials, NM State Representative Lucky Varela, Mayor Tony Roybal, San Miguel County Manager - Les Montoya, NM State Representative Tomas Salazar, US Senator Martin Heinrich staff, US Senator Tom Udall staff, Business Owners, Brian Sandoval - Frankie's at the Casanova, Huie Lay - Terrero General Store
- A community planning session was held on June 17, 2015. Details are included in the Economic Priorities and Implementation section.

Goals

- Create **hyperlinks** to the Pecos Village website from State and Federal agency websites.
- Increase campground **capacity**.
- Improve **cleanliness** of facilities.
- Balance **law enforcement** and **public safety**.
- Receive **immediate assistance** from Federal and State agencies.
- Maximize **use of the hatchery**.
- Transfer of **Game and Fish properties** to State Parks.

What makes a community competitive?

(Global city competitiveness indicators utilized by The Economist, Intelligence Unit Limited 2013)

Economic Strength

GDP, GDP per capita
Cost of living
Household spending
Cumulative annual growth
Rate free movement of goods, people and capital

Financial Maturity

Breadth and depth of the financial cluster

Physical Capital

Quality of physical infrastructure
Quality of public transportation
Quality of telecommunication infrastructure

Institutional Effectiveness

Fair electoral process and pluralism
Local government fiscal autonomy
Ease of doing business (taxation)
Government effectiveness and transparency

Environmental & Natural Hazards

Risk of natural disaster
Environmental governance

It is important to understand and appreciate the uniqueness of each community. These indicators are meant to be guidelines in identifying strengths within the community.

Social and Cultural Character

Freedom of expression and human rights
Openness and diversity
Public safety (lack of crime)
Cultural vibrancy

Human Capital

Population growth
Working age population
Entrepreneurship and risk-taking
Quality of education
Quality of healthcare
Hiring of foreign nationals

Global Appeal

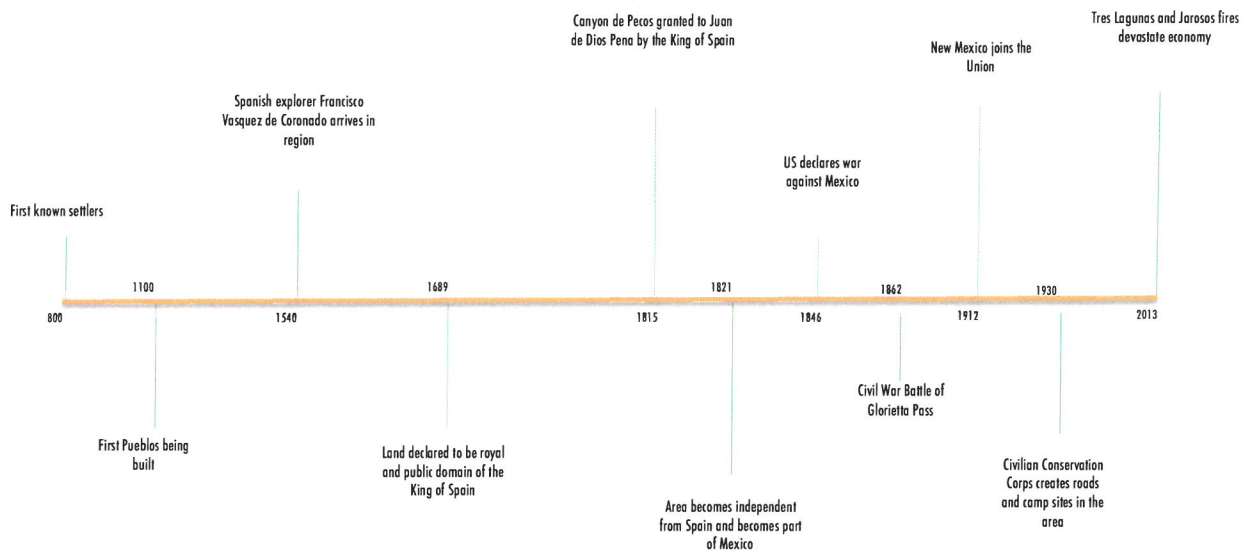
Home to Fortune 500 companies
Frequency of international flights
International conferences
Leadership in higher education
Globally renowned think tanks



III. ECONOMIC PAST

The Village of Pecos and the Pecos River Canyon and surrounding areas have a rich and diverse cultural history that dates back to the 8th century. An impressive ruins can still be seen at the Pecos National Park. Centuries before the arrival of the Spanish, Native Americans and traders built a vast pueblo on Glorieta Creek. In the 1400s Pecos Pueblo was known as a regional hub for trade, providing goods and services to people from the plains and travelers. Today, Pecos is a destination for outdoor activities including hiking, camping, fishing, and wildlife.

Timeline

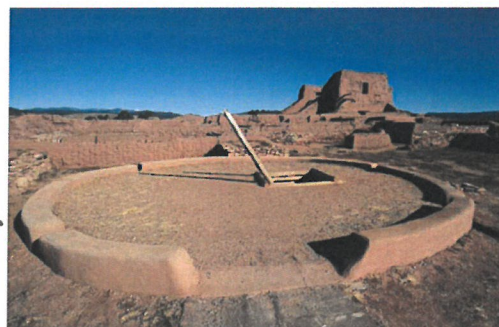


IV. TODAY'S ECONOMY

Today, as in the past the Village of Pecos and the Pecos Valley derive their economic strength from the beautiful landscapes by which they are surrounded, The Pecos Wilderness, Pecos National Historical Park, and the Pecos River.

Pecos Wilderness - consists of dramatic slopes, towering peaks, hidden shimmering lakes, abundant wildlife, and wildflower meadows. It is the second largest wilderness in the state of New Mexico. Wildlife is abundant, including: elk, deer, bear, bighorn sheep and turkeys. Bordered to the West by the Rio Grande and to the East by the Pecos River Valley, it's landscape incorporates flat mesas, thick forest, and steep peaks. There are 15 lakes, and eight major streams that run for over 150 miles in total providing a home to native Rio Grande Cutthroat Trout.

Pecos National Historic Park - originally designated **Pecos National Monument** on June 28, 1965, the park grew with in 1990 with new lands added to the park and the official designation was changed to Pecos National Historical Park. The park includes **Pecos Pueblo**, which is considered to be a National Historic Landmark. A 1.25-mile trail begins at the nearby visitor center and winds through the ruins of Pecos Pueblo and the mission church. Pecos Pueblo was declared a National Historic Landmark in 1960. Today, there are over 50,000 annual visitors to the park.

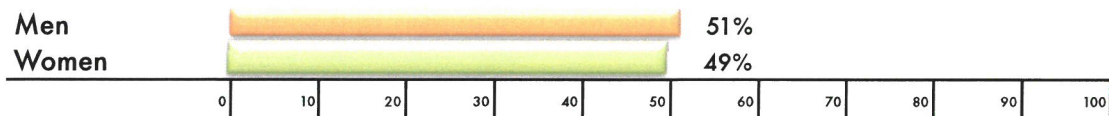


V. LABOR FORCE

Pecos Village

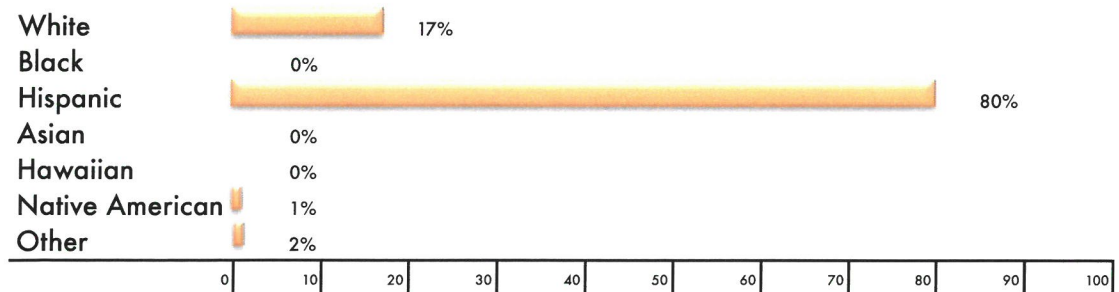
Population	1,347
Average Persons Per Household	2.63
Square Miles of Land	1.7
Average Household Value	\$93,622
Average Household Income	\$34,370
Number of Businesses	22

Gender



Source: US Census

Ethnicity



Population Growth Data

Location	Population Counts			Change		Average Annual Increase	
	1990	2000	2010	1990-2000	2000-2010	1990-2000	2000-2010
Pecos Independent Schools District	3,135	4,810	4,979	1,675	169	4.40%	0.30%
Village of Pecos	1,012	1,441	1,392	429	-49	3.60%	-0.30%
San Miguel County	25,743	30,126	29,393	4,383	-733	1.60%	-0.20%
Santa Fe County	98,928	129,292	144,170	30,364	14,878	2.70%	1.10%
New Mexico	1,515,069	1,819,046	2,059,179	303,977	240,133	1.80%	1.20%
United States	248,709,873	281,421,906	308,745,538	32,712,033	27,323,632	1.20%	0.90%

Source: US Census Bureau and Pecos Independent School District Master Plan

The Village of Pecos continued to grow at a steady rate from 1990-2010. In 2010 the Village of Pecos and San Miguel County saw a slight decline, however, from 1990-2000 growth rates significantly exceeded that of San Miguel County and the State. This was due in part to a change in village boundaries.

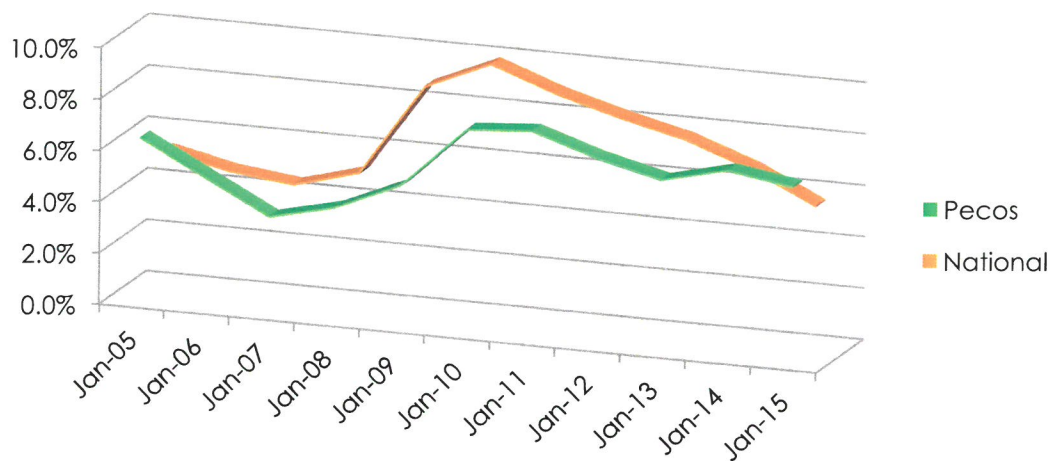
Source: US Census Bureau and Pecos Independent School District Master Plan

San Miguel County Population Growth by Age

Description	2015	2020	2025	2030	2035
Ages (5-19)	6453	7028	8306	8272	7789
Proportion	19.50%	20.50%	23.70%	23.20%	21.40%
Average Annual Growth	-0.50%	1.70%	3.40%	-0.10%	-1.20%
Ages (20-34)	7651	7601	6083	5986	6647
Proportion	23.10%	22.20%	17.30%	16.80%	18.30%
Average Annual Growth	2.70%	-0.10%	-4.40%	-0.30%	2.10%
Ages (65+)	4523	5028	5921	6788	7400
Proportion	13.70%	14.70%	16.90%	19.00%	20.40%
Average Annual Growth	2.90%	2.10%	3.30%	2.80%	1.70%



Unemployment Rates



For many years unemployment remained lower than the national average in Pecos. As is evidenced in the chart above, the impact of the Tres Lagunas and Jarosos fires in 2013 to the economy and workforce in Pecos were devastating. It is imperative that a diverse and healthy economy be developed in Pecos that will provide sustainable income and jobs for the community.

Population Data

A larger portion of workers 16 years and older work outside San Miguel County. The number of commuters from the Village who work outside the County increased from 57% in 1990 to 65.6% in 2000.

Source: American Community Survey and Pecos Independent School District Master Plan

Average Household Size

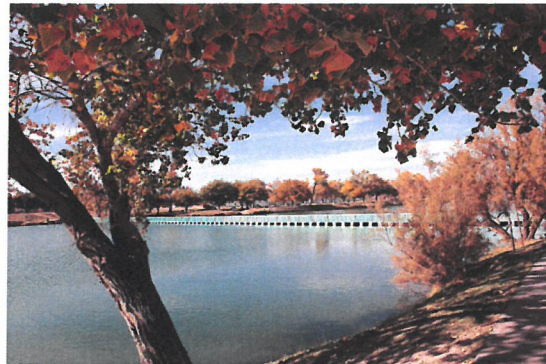
Pecos School District	2.65
Pecos Village	2.63
San Miguel County	2.58
New Mexico	2.63
United States	2.59

Source: BBER and Pecos Independent School District Master Plan

Household Income

United States	\$51,939
New Mexico	\$41,963
Village of Pecos	\$34,370

Source: US Census Bureau 2013



VI. CURRENT ASSETS



Tourism Industry Cluster Map

This tourism industry cluster map is meant to be a visual representation of the existing assets Village of Pecos will build upon through the Economic Development Plan. As is evidenced through this map, Village of Pecos is rich in tourism industry related assets.

VII. MARKET ANALYSIS

The economic sustainability of the Village of Pecos is critical to the health and welfare of current and future generations of those who reside in the Pecos Valley. As such, a thorough review is provided, indicating the primary activities that currently provide economic resources to the community.

Tourism

ISSUES	OPPORTUNITIES
<ul style="list-style-type: none"> • Need dedicated liaison from Village to participate in tourism discussions • Community does not feel it has connection to economic tourist base • No beautification plans in planning/zoning • Need a local govt. sponsor for the Frontier program • Inconsistent signage on highways and businesses • Short tourism season • No mass transit in village 	<ul style="list-style-type: none"> • Village is a gateway to tourism destinations • Develop visitors center • Visitors are drawn to Pecos wilderness from throughout the nation • Camping/RV services & hook-ups • Pecos Annual Event (ie. Cook-off) <ul style="list-style-type: none"> ◦ Tie in with Jemez Pueblo Feast Day • Bicyclists need lodging and open trails (work with Forest Service) • Village has agreed to contribute \$1500 for tourism • Village sponsorship of Frontier application • Need a community master plan • Outdoor Activities for Tourists and Community <ul style="list-style-type: none"> ◦ Swimming Pool ◦ Cross Country Skiing ◦ Guided Tours ◦ Zip lining

Retail Businesses

Targeted retail development is critical to Village of Pecos overall ability to provide goods and services to tourists visiting the Pecos area as well as local residents.

Current community-oriented retail provides limited access to basic goods and services to surrounding residential households. The critical factor that will keep current and future businesses thriving is their ability to attract visiting tourists as well as community residents as patrons. Given the small population of the region, there are few establishments for local residents to rely upon. As such, these establishments play dual roles in that they provide goods and services to the community as well as visiting tourists. Current retail establishments include:

- a. **Convenience Store/Gas Station** – the convenience store/gas station currently operates out of approximately 3,000 square feet of space and is located in Pecos Village.

ISSUES	OPPORTUNITIES
<ul style="list-style-type: none"> • Lack of high speed internet • Very few commercial buildings • Lack of planning and zoning • Not enough infrastructure to attract industry partners • Inability to retain locals in employment • Lack of good education opportunities to keep locals in the community 	<ul style="list-style-type: none"> • Cottage industries • Wood products –mill • Bottled water • Micro-brewery • Vineyards • Arts/Culture • Film/television production- create film liaison at Village • Technology • LEDA has been adopted by Village

Industry

There is currently no industry within Pecos Village. The following are proposed initiatives and issues that were identified during the community meeting.

ISSUES	OPPORTUNITIES
<ul style="list-style-type: none"> • Lack of private investment • Short tourism season • Lack of good demographic study for area 	<ul style="list-style-type: none"> • Grocery Store • Private RV Campgrounds • Lodging • Hardware Store • Fishing/Tackle/Hunting Supplies • Bike Rentals • James Horn Study re: grocery store viability • Flea Market • Farmers Market/Mobile Market • Community Center – fitness/wellness center

Agriculture

In Pecos Village, there are multiple issues that rose out of the community input session. The following are those areas that were identified:

ISSUES	OPPORTUNITIES
<ul style="list-style-type: none"> • Not enough space • Land owners are not interested in cultivation • Water rights transfers separated from land purchase 	<ul style="list-style-type: none"> • Hops • Master Plan • Vineyards • Organic produce production • Medical marijuana • Hemp • Community gardens

Health and Safety

Pecos has long been known for it's beautiful surroundings of lush green forest land, however, fires in recent years have made visitors and the community much more aware of the need for coordinated safety and healthcare systems.

Pecos Valley Medical Center - is a federally qualified health center located within the Village of Pecos offering:

- Primary Care
- Emergency Care
- Dental
- Behavioral Health
- Laboratory and Radiology
- Pharmacy

Village of Pecos Fire Department – the Village of Pecos operates a state-of-the-art fire department. Mutual aid agreements have been executed in an effort to coordinate disaster and emergency management with the following fire departments:

- Glorieta
- Roe
- El Dorado
- Pecos Canyon

Senior Center and Meal Site - Pecos Village operates the Senior Center, which serves as an activities site, serving meals and providing meal delivery to seniors living in Pecos Village.

ISSUES	OPPORTUNITIES
<ul style="list-style-type: none"> • Recent forest fires have devastated the economy • Access to specialty care 	<ul style="list-style-type: none"> • Work with University of New Mexico ECHO program to offer Specialty Care within PVMC • Develop assisted living facilities for senior population

Other

ISSUES	OPPORTUNITIES
	<ul style="list-style-type: none"> • Cross-marketing with other communities • Glorieta Conference Center

VIII. ECONOMIC PRIORITIES & IMPLEMENTATION

Community members were engaged in the economic development planning process through a community meeting, which was held on June 17, 2015. A review of the history, challenges, and present status was done during this session. The community meeting engaged members in gathering input regarding the primary goals for the community with respect to economic development. As a result of both, the following economic priorities were identified:

GOAL I: DEVELOP STRUCTURE AND FUNDING BASE TO ENCOURAGE ECONOMIC DEVELOPMENT

1. Establish a liaison from the Village of Pecos to attend and be engaged in economic development initiatives
2. Develop tourist activities to attract tourists to the area
 - a. Camping/RV services & hook-ups
 - b. Pecos Annual Event (ie. Cook-off)
 - i. Tie in with Jemez Pueblo Feast Day
 - c. Lodging
 - d. Outdoor Activities
 - i. Swimming Pool
 - ii. Cross Country Skiing
 - iii. Guided Tours
 - iv. Zip lining
3. Develop a funding base to encourage economic development through:
 - a. Beautification
 - b. Industry incentives

GOAL II: CREATE JOBS FOR PECOS PEOPLE

1. Identify, prioritize and implement areas of growth.
 - a. Cottage industries
 - b. Wood products –mill
 - c. Bottled water
 - d. Micro-brewery
 - e. Vineyards
 - f. Arts/Culture

- g. Technology
- h. Film/television production
- i. Hops
- j. Vineyards
- k. Organic produce production
- l. Medical marijuana
- m. Hemp
- n. Community gardens

2. Develop plan for education of community members to obtain skill sets needed to support future growth.

GOAL III: ESTABLISH AN IMPROVED COMMUNITY WHERE BUSINESSES ARE ENCOURAGED TO BECOME A PART OF THE COMMUNITY

1. Develop a community master plan.
2. Identify infrastructure needs for future growth.
3. Develop fund acquisition plan.

GOAL IV: FURTHER DEVELOP EXISTING OR UNDER-DEVELOPED ECONOMIC INITIATIVES THROUGH PARTNERSHIPS WITH STATE AND FEDERAL AGENCIES.

1. Create hyperlinks to the Pecos Village website from State and Federal agency websites.
2. Increase campground capacity.
3. Improve cleanliness of facilities.
4. Balance law enforcement and public safety.
5. Receive immediate assistance from Federal and State agencies.
6. Maximize use of the hatchery.
7. Transfer of Game and Fish properties to State Parks.

IX. FUNDING

Village of Pecos will seek to diversify funding sources in order to implement Economic Development initiatives. The following are recommendations of existing funding sources in which Village of Pecos may access in order to implement Economic Development initiatives:

PROGRAM

AGENCY

State

Job Training Incentive Program	NM Dept. of Economic Development
LEDA	NM Dept. of Economic Development
Capital Outlay	NM Dept. of Finance and Admin.
Frontier Communities Initiative	NM Dept. of Economic Development

Federal

Rural Business Development Grant	US Dept. of Agriculture
Community Facility Grant	US Dept. of Agriculture
Economic Development Investment	US Dept. of Commerce
Community Development Block Grant	HUD



X. RECOMMENDATIONS

The following recommendations have been made to Village of Pecos by Motiva Corporation in further planning and implementation of the Economic Development Plan:

- Establish a liaison from the Village of Pecos to engage in community meetings regarding Economic Development and to further develop existing or under-developed economic initiatives through partnerships with State and Federal agencies and local businesses
- Village of Pecos should apply for:
 - Frontier Communities Initiative
 - State LEDA funding
- Establish an Economic Development Committee with concrete deliverables and timelines
- Establish Village of Pecos as New Mexico True Campaign site

XI. BUDGET

ECONOMIC DEVELOPMENT PLAN

\$20,000

Contracted Motiva Corporation to perform:

- Analysis
- Coordination of community meetings
- Compilation of Data
- Research
- Development of ED Plan

IMPLEMENTATION PLAN

\$30,000

Contracted Motiva Corporation to perform:

- Assistance in development of sub-committees
- Development of Implementation Plan
- Coordination of Convening's
- Compilation of Data from Community Meetings
- Development of Fund Acquisition Plan