

Northwest New Mexico CEDS 2009-2014

**Compendium of
ECONOMIC DEVELOPMENT PROJECTS
to be Implemented in the Next 5 Years**

GOALS & OBJECTIVES

PROJECTS

Goal #1: STRONG SECTORS: Remain strong in our key economic sectors.

Objective 1.1:

RETAIL

**Retain & Expand Our
Retail Businesses**

1.1.1 *Retain & expand retail options in the Aztec, Bloomfield and Farmington downtowns and at Animas Valley Mall.*

1.1.2 *Reinvent the Rio West Mall in Gallup -- Create 400 Jobs.*

Tie in Rio West Mall redevelopment to the Allison Road development. Consider implementing recommendations for Rio West Mall from the City of Gallup Growth Management Plan.

1.1.1.2 *Utilize a Tax Increment Development District (TIDD) with government and private sector funding for the project.*

LEAD ORGANIZATION: NWNMCOG

1.1.3 *Develop the Ancient Way Arts Trail in Cibola and McKinley Counties - Save 40 Jobs, Create 3 Jobs.*

Continue to develop the McKinley County Cultural Enterprise Network.

1.1.4 *Gallup Recycling*

Expand and re-establish recycling businesses in Gallup

1.1.5 *Support Native American Arts and Crafts - Save 700 jobs.*

1.1.5.1 *Expand the Council of Indigenous Arts & Culture Vendor Program --Save 700 Jobs.*

The CIAC program at Earl's Restaurant provides education and services to both Native artists and consumers -- 700 self-employed members jobs saved.

LEAD ORGANIZATION: Council of Indigenous Arts & Culture

1.1.5.2 *Educate Consumers*

Consumer education will support purchase of authentic Native American products by promoting distribution of 100,000 educational brochures in New Mexico and Arizona.

LEAD ORGANIZATION: Council of Indigenous Arts & Culture

1.1.5.3 *Expand Native Hands Co-op in Gallup*

The Co-op may provide a replicable model, or develop new artist and artisan co-ops with net marketing capabilities and protective capacities.

1.1.5.4 *Create a Gallup Indian Arts Market*

This could be a national event with promotions tied in to Summer Dances and Ceremonial.

LEAD ORGANIZATION: Council of Indigenous Arts & Culture

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 1.1:</u> RETAIL [continued]</p>	<p>1.1.5.5 <i>Expand Market Penetration for Gallup Inter-Tribal Indian Ceremonial</i> Create a catalog and year-round internet business for sales of Ceremonial products, using the Southwest Indian Foundation catalog as a model. LEAD ORGANIZATION: McKinley County</p>
	<p>1.1.5.6 <i>Enhance Marketing of Zuni Arts and Crafts</i> Create new advertising materials featuring storytelling to explain cultural designs and artist backgrounds to personalize products.</p>
	<p>1.1.5.7 <i>Develop a Voice for Native Artists</i> Support the empowering work of the Council for Indigenous Arts and Culture. LEAD ORGANIZATION: Council of Indigenous Arts & Culture</p>
	<p>1.1.5.8 <i>Establish the Manuelito Flea Market at the New Mexico Visitors Center -- 1 job.</i></p>
<p><u>Objective 1.2</u> HEALTH CARE & SOCIAL SERVICES Expand Health Care and Social Assistance Infrastructure</p>	<p>1.2.1 <i>Expand the Health Care Industry in Farmington -- Create 500 Jobs.</i> As part of Farmington's Metropolitan Redevelopment Area plan, create a health industry complex around San Juan Regional Medical Center to include a hotel for visiting families and ancillary businesses.</p>
	<p>1.2.2 <i>Recruit health care professionals to fill positions in Aztec's new Urgent Care center.</i></p>
	<p>1.2.3 <i>Build a New Indian Health Service Hospital in Gallup -- Save 600 Jobs, Create 1,000 Jobs.</i> The \$520 million project would replace an outmoded facility administered by the Navajo Area Indian Health Service, an agency of the U.S. Public Health Service, serving a 25,000-square-mile service area. Jobs include a three-year construction phase and new health industry jobs to support expanded services. LEAD ORGANIZATION: McKinley County</p>
	<p>1.2.4 <i>Build Rainaldi House in Gallup.</i> Build Rainaldi House lodging for families of patients receiving cancer care. Utilize the \$400,000 legislative appropriation and develop an investment strategy. LEAD ORGANIZATION: McKinley County</p>
	<p>1.2.5 <i>Build a Dialysis Center in McKinley County -- Create 50 Jobs.</i></p>
	<p>1.2.6 <i>Renovate Rehoboth McKinley Christian Hospital.</i> The private hospital facility is aging and in need of renovation.</p>
	<p>1.2.7 <i>Expand Cibola Hospital Facility -- Create 72 jobs.</i> Expand medical office with 17,000 square feet of new space to house six physicians, medical library, education classrooms, computer training room, and administration.</p>
	<p>1.2.8 <i>Establish Regional Obesity Reduction Services</i> Services could include residential weight loss programs in all three counties of the region to address health issues related to adult and child obesity. Programs could be developed through the Behavioral Health Services system. A plan for "Active Living by Design" could be included, and the programs could be linked to adventure sports programs for exercise and "Buy Local" initiatives for healthy eating.</p>

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 1.2</u> HEALTH CARE & SOCIAL SERVICES [continued]</p>	<p>1.2.9 Establish a Regional Gaming Addiction Center -- Create 25 Jobs. Services could be developed through the Behavioral Health Services system with grant funding to address emerging gaming addiction issues as unintended consequences of Indian gaming development in the region.</p>
	<p>1.2.10 Develop Senior Living and Retirement Villages in McKinley and Cibola Counties The region has many attractive features for retirement living and this sector could be developed with huge potential for job creation.</p>
	<p>1.2.11 Support Gallup Cancer Center Explore options for sustainability for the Gallup Cancer Center.</p>
<p><u>Objective 1.3</u> ENERGY Sustain Our Energy Sector With New Initiatives</p>	<p>1.3.1 Safely and Ecologically Develop Our Uranium Resources -- Create 1,600 to 5,600 Jobs.</p>
	<p>1.3.1.1 Rio Grande Resources Mt. Taylor Uranium Mine -- Create 600 Jobs Rio Grande Resources is in process of permitting new operations at the Mt. Taylor Uranium Mine. Construction period of 3 years creates 600 jobs, with ongoing operations creating 400 jobs. Rio Grande Resources will work with NMSU-Grants to provide training for emerging skilled jobs.</p>
	<p>1.3.1.2 Uranium Mining -- Create 1,000 - 5,000 Jobs Private sector development of new uranium mining operations in the Grants Mineral Belt.</p>
	<p>1.3.1.3 Brownfields Assessment & Mitigation of Historic Uranium Sites LEAD ORGANIZATION: NWNMCOG</p>
	<p>1.3.1.4 Uranium Legacy Fund Seek passage of State legislation for uranium legacy fund to create environmental restoration jobs.</p>
	<p>1.3.2 Farmington Power Plant Build a new 100-megawatt power plant in Farmington using "gas fired combined cycle" technology, to come online in late 2013. Requires \$100 million investment. Feasibility studies and engineering design work in progress. Construction phase will create 100 jobs.</p>
	<p>1.3.3 Develop Alternative Energy Projects</p>
	<p>1.3.3.1 Chevron Mining, Inc., McKinley Mine -- Save 300 Jobs. Planning is in progress to transition McKinley Coal Mine to bio-diesel if continued coal mining after 2009 is not feasible.</p>
	<p>1.3.3.2 Durango McKinley Paper Company Biogas Project - Save 250 jobs. Utilize biomass from paper processing.</p>
	<p>1.3.3.3 Decentralized Site-Based Solar Initiatives - Create 200 jobs. Projects include constructing a \$31 million, transmission-ready solar installation in Aztec as well as solar energy production facilities in Gallup utilizing public and private investment.</p>

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 1.3</u> ENERGY [continued]</p>	<p>1.3.3.4 Incentives for Solar Installation in Gallup Increase Gallup Joint Utilities net-metering incentive from \$.02 to at least \$.06 to encourage investment in home renewable systems such as solar panel installation.</p>
	<p>1.3.3.5 Alternative Energy/Green Tech Center Create a center to develop alternative energy and green tech initiatives as part of the CARE Level 2 project. Could tie in to San Juan College training programs for alternative energy industries.</p>
	<p>1.3.3.6 Pump Storage Plant, Cebolleta Land Grant -- Create 1,000 jobs. Build a clean-energy power plant inside a mountain utilizing water from San Mateo Mine to generate electricity for local use and sale to adjacent electric grid. Stored water would use gravity to energize turbines to generate electricity. Ongoing plant will create 25 jobs for operations.</p>
	<p>1.3.3.7 Biofuels Project in Cibola County. Utilize high-yield algae to create biofuels. Possible tie-in to Acoma NAEDIS initiative.</p>
	<p>1.3.3.8 Biodiesel Project in McKinley County. Use a chemical process to convert vegetable oils to biodiesel, possibly for use in local government and school district vehicle fleets.</p>
	<p>1.3.3.9 Renewable Energy Projects Seek passage of State legislation enabling use of environmental gross receipts tax to expand local investment potential in renewable energy projects; target and recruit renewable energy production projects and manufacturing firms.</p>
	<p>1.3.3.10 Create Green Jobs Work with Northern Area Local Workforce Development Board to create green jobs through promotion of Taos Youthbuild, Los Amigos Weatherization, YCC Energy Audits, Work in Beauty's Gallup Growers, Hope Garden, and Brownfields and/or environmental restoration training programs.</p>
	<p>1.3.3.11 Grow the Conservation Economy Through the Sustainable San Juan initiative, create a center to demonstrate green technologies.</p>
	<p>1.3.3.12 Geothermal Projects. Develop projects to utilize the region's geothermal resources.</p>
	<p>1.3.3.13 Energy Efficiency Business -- Create 5 Jobs. Develop a business to conduct energy efficiency audits and provide weatherization services. Project is scalable and could be expanded through small businesses at Navajo Chapters.</p>
	<p>1.3.4 Energy Efficiency Audits of Public Buildings</p>
	<p>1.3.4.1 McKinley County Communities LEAD ORGANIZATION: McKinley County; City of Gallup</p>
	<p>1.3.4.2 Cibola County Communities</p>
<p>1.3.4.3 San Juan County Communities</p>	

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<p><u>Objective 1.3</u> ENERGY</p>	<p>1.3.5 Implement Navajo Gallup Water Supply Project [Create 1,500 Jobs] The Navajo Gallup Water Supply Project, recently authorized by the Federal government, will require 10 years of funding appropriations for construction, with ongoing operations jobs upon completion. Current projects include local construction of distribution systems in anticipation of the major pipeline project. LEAD ORGANIZATION: NWNMCOG; City of Gallup; McKinley County</p>

[continued]	<p>1.3.6 Northwest New Mexico Brownfields Assessment Coalition Utilize a \$1 million EPA grant under the Brownfields Assessment Program to identify and perform Phase I and Phase II brownfields assessments on sites prioritized for redevelopment. LEAD ORGANIZATION: NWNMCOG</p>	
<p>Objective 1.4: TOURISM Collaborate on regional tourism Initiatives</p>	<p>1.4.1 Develop Trail of the Ancients Scenic Byway [Save 400 Jobs; Create 100 Jobs] LEAD ORGANIZATION: Trail of the Ancients Scenic Byway Association</p>	
	<p>1.4.1.1 Utilize the Scenic Byway to Focus Synergy The Byway can provide a centerpiece for tourism planning and development in the region, thereby inter-connecting economic development projects and creating jobs throughout the Byway.</p>	
	<p>1.4.1.2 Facilitate Support for Scenic Byway Capital Needs LEAD ORGANIZATION: NWNMCOG (Northwest RPO)</p>	
	<p>1.4.1.3 Develop New Businesses Along the Byway Opportunities include Twin Lakes Flea Market, Sheepsprings Visitors Center, Twin Angels Ruin in Aztec, Route 53 Visitors Center, & potential bus tours.</p>	
	<p>1.4.1.4 Develop the Hawikku World Heritage Site in Zuni Create a tribal park and research center modeled after the Ute Tribal Park in Utah, provided the project is endorsed by the Zuni Tribal Council.</p>	
	<p>1.4.1.5 Restore Historic 1630 Our Lady of Guadalupe (Old Zuni) Mission in Zuni Pueblo[Create 12 Jobs] In addition to construction jobs for restoration, the Mission is on the Trail of the Ancients Byway and the project will support cultural heritage tourism.</p>	
	<p>1.4.2 Expand Adventure Tourism Initiatives</p>	
	<p>1.4.1.6 Expand Trails on Gallup's West Side [Save 250 Jobs, Create 50 Jobs] Create additional adventure sports venues through Adventure Gallup & Beyond. LEAD ORGANIZATION: Adventure Gallup & Beyond</p>	
	<p>1.4.1.7 Develop Adventure Tourism Related Businesses [Create 10 Jobs] Private sector development of small businesses of 1 to 5 employees each to support tourism. May need public sector support and marketing assistance. LEAD ORGANIZATION: Adventure Gallup & Beyond</p>	
	<p>1.4.1.8 Open a Bike Shop in Gallup [Create 2 Jobs] Sustainable small business created with government and private sector investment. LEAD ORGANIZATION: Adventure Gallup & Beyond</p>	
	<p>1.4.1.9 Support & Capitalize on Cibola County's Mt. Taylor Quadrathlon.</p>	
	<p>1.4.1.10 Zuni Mountain Trail System in McKinley and Cibola Expand master planning for adventure tourism with a dialogue between Forest Service and community stakeholders to create Zuni Mountain Trail System connecting and building community trails in Cibola National Forest.</p>	
	GOALS & OBJECTIVES	PROJECTS
	<p>Objective 1.4: TOURISM [CONTINUED]</p>	<p>1.4.1.11 Tour Guide Businesses -- Create 3 jobs. Potential to create new businesses for adventure sports and outdoor recreation tour guides in all three counties, including an Elk Hunting outfitter in Cebolleta Land Grant.</p>
<p>1.4.1.12 Outdoor Sports Expo in Grants A one-time convention event in Grants featuring outdoor sporting goods to support adventure tourism, eco-tourism and cultural tourism.</p>		
<p>1.4.1.13 Cibola Horse Preserve -- Create 10 Jobs. An adventure tourism initiative to create a dude ranch operation in the Mt. Taylor area with public funding.</p>		
<p>1.4.1.14 Equestrian Trails</p>		

	A project to create a corral and horse rental business, possibly north of Gallup on Gamarco Land.
1.4.3	Create Sports Complex in Aztec Facility for outdoor recreation including utilization of the reservoir, trail system, fields for softball and soccer, ongoing program of events. Supported by the Arterial project to provide access to locations.
1.4.4	Develop Route 66 Assets - Create 100 Jobs. Brownfields Project utilizing a portion of a \$1,000,000 grant to clean up gas stations along Route 66 and create new facilities with retro 1950s design themes. Plans are in place, assessments needed. LEAD ORGANIZATION: NWNMCOG
1.4.5	Create a First-Class Tourist Attraction in Gallup -- Create 5 Jobs. Some concepts for attraction, to be developed in the heart of downtown Gallup in the area of the train station with public and private foundation funding. The attraction could include a World Class Native Center, Navajo Codetalker Museum, expanded restaurant, exhibits of Native artisans, year-round Indian market. A charette design process would gain public and local merchant input on a master plan concept for development.
1.4.6	Red Rock Arena -- Create 25 Jobs. Project would develop existing facilities or build new facilities at Red Rock Park to create an indoor arena for year-round events. Could be developed with public investment and managed with private sector operation.
1.4.7	National WPA Art Museum in Gallup Capitalize on McKinley County WPA Art preservation projects to create a national museum.
1.4.8	Mining Tourism Promote mining tourism in Grants and Cibola County by marketing to the scientific community.
1.4.9	National Veterans Cemetery Create a new national veterans cemetery at Ft. Wingate.
1.4.10	Ghost Town Tourism Create a ghost town tourism program for Northwest New Mexico, similar to an Arizona program.
1.4.11	Grants Coliseum Project is through Grants MainStreet to build a coliseum on Sakalares Boulevard for year-round events.
1.4.12	Develop Heritage Tourism in San Rafael Bring in a first-class steakhouse & feature San Rafael location on the stagecoach line to develop heritage tourism.

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 1.4:</u> TOURISM [CONTINUED]</p>	<p>1.4.13 Expand Lodging Options</p>
	<p>1.4.13.1 Build a Motel and Convention Center in Shiprock.</p>
	<p>1.4.13.2 Build an RV Park and New Lodging in Zuni.</p>
	<p>1.4.13.3 Build a Hotel in Aztec -- Create 5 Jobs. Project will support tourism in Aztec by providing lodging for visitors, currently not available to encourage visitors to stay in Aztec.</p>
	<p>1.4.14 Collaborate on Regional Tourism Marketing Program Bring together regional and Four Corners tourism marketing initiatives to collaborate and maximize market penetration. Target European and other international tourists. Focus on Events Marketing including Rodeo events, arts events, and outdoor adventures during the development of the Trail of the Ancients Byway.</p>
<p><u>Objective 1.5:</u> CONSTRUCTION Retain and Expand Our Construction Industry</p>	<p>1.4.15 Expand Farmington Recycling Center and Industry - Create 10 jobs. Capitalize on increased participation in recycling programs to construct new 20,000 square foot facility, support development of small manufacturing businesses utilizing recycled materials. Project is scalable to create 100 or more jobs.</p>
	<p>1.4.16 Expand Bloomfield Library & Fitness Center.</p>
	<p>1.5.1 Build a New Academic Building at NMSU-Grants The new academic building would support increased enrollment and would include a child development center. Could utilize the magnet school concept for development.</p>
	<p>1.5.2 Build a New Grants Library -- Create 10 Jobs. The project is to replace and move the existing library to an existing Big Box building to increase space and support literacy and cultural education.</p>
	<p>1.5.3 Data Center in Shiprock Build a new facility to house servers and connect with clients over the internet to store data. A 25,000 square foot building is planned in Shiprock and another in Ft. Defiance, for a cost of \$75 million, to create 25 to 65 jobs.</p>
	<p>1.5.4 Support Innovative Housing Projects</p>
	<p>1.5.4.1 Utilize Brownfields Redevelopment to create new housing in Gallup.</p>
	<p>1.5.4.2 Innovative Housing Construction -- Create 10 Jobs. Support innovative housing construction projects.</p>
<p>1.5.4.3 UNM-Gallup Housing Create housing and dorms in downtown Gallup for UNM-Gallup students to increase downtown customers and transit ridership.</p>	
<p>1.5.4.4 Care 66 Veterans Housing Project is to rehabilitate the historic 1927 Liberty Hotel in Gallup to create housing for homeless veterans and support small business enterprises.</p>	

GOALS & OBJECTIVES	PROJECTS
Goal #2: DIVERSIFICATION: Improve our competitive position by increasing diversification of the economy.	
<p><u>Objective 2.1</u> DOWNTOWNS Work toward vibrant and prosperous downtowns</p>	<p>2.1.1 Support Mixed-Use Development in Farmington -- Create 200 Jobs. Farmington's Metropolitan Redevelopment Area plan includes mixed-use development in the downtown area. The project will require active support from NWNMCOG to identify resources and help with recruitment and monitoring results.</p> <p>2.1.2 Refine & Implement Bloomfield Town Center Plan.</p> <p>2.1.3 Support Public Inebriation Response Initiatives throughout the Region.</p> <p>2.1.4 Hotels in Grants Expand hospitality in Grants by building additional hotels.</p> <p>2.1.5 Gallup Plaza Walkway McKinley County purchase property on Coal Avenue to demolish or renovate to create an open-air arcade, extending walkway from county building north to Route 66. LEAD ORGANIZATION: McKinley County</p> <p>2.1.6 Gallup Plaza Vendors Allow Native vendors at the Gallup Plaza, similar to the Plaza in Santa Fe, utilizing covered pavilions built for this purpose.</p> <p>2.1.7 Support the Business Improvement District (BID) in Gallup -- Create 100 Jobs. The recently created BID will need support to implement a new downtown redevelopment plan to expand on major investments in downtown by the City of Gallup. Projects could be funded through tax assessments, private/revolving loans, and government funding.</p> <p>2.1.8 Kitchin's Opera House in Gallup - Create 10 Jobs The project is to utilize private investment to create a saloon/speakeasy, restaurant and playhouse in a historic building in downtown Gallup to re-create the flavor of the railroad era.</p> <p>2.1.9 Support Grants MainStreet Initiatives - Create 110 Jobs. Grants MainStreet has plans for downtown redevelopment including rehabilitating and expanding the Riverwalk, installing new billboards, and cleaning up the downtown area. Complete Master Plan for downtown.</p> <p>2.1.10 Expand Retail Options in Our Downtowns Throughout the region, downtown development groups could work on expanding existing businesses or recruiting new businesses to provide more niche and high-end retail shops, specialty stores and services to improve walkability and livability in the downtown areas.</p> <p>2.1.11 Expand the Cibola Winery Industry -- Create 15 Jobs. The Cibola wineries centered in San Rafael could be expanded through private investment and innovative marketing.</p>

GOALS & OBJECTIVES	PROJECTS
<p align="center"><u>Objective 2.2</u> AGRICULTURE Expand Agricultural Initiatives</p>	<p>2.2.1 Develop Innovative Greenhouse Businesses -- Create 100 Jobs. The project could include redevelopment of an existing greenhouse in Cibola County and potential additional greenhouses as part of a Mt. Taylor Mine Greenhouse Project using hot water from the mine to heat the greenhouse. The greenhouses could produce agricultural crops such as tomatoes, alfalfa, carrots, onions, and corn, as well as specialty crops such as flowers and medicinal plants and herbs. A feasibility study could support potential institutional contracts to provide produce to prisons and schools.</p>
	<p>2.2.2 Establish "Buy Local" Initiatives The Aztec Buy Local Committee could provide a model for other groups in the region to develop "Buy Local" initiatives, especially starting with food. The La Montanita Co-op in Gallup and Farmers Markets throughout the region provide distribution of local produce and food products. The project could assist in increasing agricultural production and could be expanded to include Food and Artists Co-ops currently planned in Aztec and Ramah as models for expansion to other locations.</p>
	<p>2.2.3 Support Development of the Ramah Meat Packing Plant -- Create 25-75 Jobs. The project is to create a meat packing plant in Gallup to process Navajo lamb products for marketing primarily to Navajo customers. LEAD ORGANIZATION: McKinley County</p>
	<p>2.2.4 Navajo Tea Production in McKinley County Support local production and marketing of Navajo Tea grower to connect to markets</p>
	<p>2.2.5 Traditional Agriculture Promote sustainable and traditional agriculture in McKinley and Cibola Counties through USDA and Soil and Water Conservation Districts.</p>
	<p>2.2.6 Trading Post Restoration Work on a regional program to create community co-ops around purchasing and restoring trading posts to support local agriculture, ranching, food security and Buy Local movements (e.g., in Ramah and Twin Lakes).</p>
<p align="center"><u>Objective 2.3</u> MANUFACTURING Expand Manufacturing Industry</p>	<p>2.3.1 Pioneer Project -- Create 300 Jobs. The project is to recruit a new company and construct a new facility to utilize small-diameter wood from Cibola forest thinning to manufacture wood pellets and other wood products. The Pioneer company could partner with Mt. Taylor Millworks.</p>
	<p>2.3.2 Develop Industrial Parks The following industrial park projects will need support:</p>
	<p>2.3.2.1 Farmington Industrial Park Recruitment. The City of Farmington is working on recruitment to fill an existing industrial park and also plans on land acquisition for industrial park expansion.</p>

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 2.3</u> MANUFACTURING <i>[continued]</i></p>	<p>2.3.2.2 <i>San Juan County Industrial Park Recruitment.</i></p>
	<p>2.3.2.3 <i>Aztec Industrial Park Development</i></p>
	<p>2.3.2.4 <i>Bloomfield Industrial Park Development</i></p>
	<p>2.3.2.5 <i>Gallup Industrial Park</i></p>
	<p>2.3.2.6 <i>Grants Industrial Park</i></p>
	<p>2.3.3<i>Acoma Steel Project -- Create 25 Jobs.</i> Pueblo of Acoma would like to create a steel plant for local employment.</p>
	<p>2.3.4<i>Support Cottage Industry and Cooperatives</i> Ramah Navajo could provide models for cottage industries that could be developed throughout the region and supported with innovative cooperative marketing strategies.</p>
	<p>2.3.5<i>Widen U.S. 491 from Yatahey to Shiprock - Create 1,000 Jobs.</i> A major five-year construction project to modernize a critical north-south route opening up opportunities for business development along the route.</p>
	<p>2.3.6<i>Gallup Eco-Industrial Park</i> Target green businesses and focus on green jobs for industrial park recruitment.</p>
	<p>2.3.7<i>Taos Moccasin Business in Gallup</i> Local business expansion to increase production and marketing of Taos Moccasins.</p>
<p>2.3.8<i>Gallup Airport Improvements</i> Improve airport assets to support recruitment of manufacturing businesses.</p>	
<p><u>Objective 2.4</u> TRANSPORTATION & WAREHOUSING <i>Expand Transportation and Warehousing Options</i></p>	<p>2.4.1<i>Build a Truck Stop in Bloomfield</i></p>
	<p>2.4.2<i>Transportation to Farmington</i> Build a railroad or interstate highway to Farmington to support industrial growth.</p>
	<p>2.4.3<i>Include Tribal Roads in Transportation Assets</i> Research tribal road statistics through the BIA and/or RPO and include tribal roads in discussion of Regional Transportation Assets.</p>
	<p>2.4.4<i>Relocate I-40 Interchange at Exit 102</i> The \$17-million project to relocate Exit 102 will open up development opportunities for Pueblo of Acoma and Cubero Land grant such as creation of a new expanded RV Park. LEAD ORGANIZATION: NWNMCOG</p>
	<p>2.4.5<i>Redesign I-40 Interchange at Grants West Exit -- Create 75 Jobs.</i> Modernizing the I-40 Grants West Exit would open up opportunities to develop new businesses for Grants.</p>
	<p>2.4.6<i>Convene a regional Air Service task force.</i> Regional planning for air service is critical to maintain access in support of tourism and commerce.</p>
	<p>2.4.7<i>Develop a Regionalized Public Transportation System</i> Expansion of public transportation options is critical throughout the region to connect people with jobs. Expanding the system could include participation from employers and transit agencies in the region. LEAD ORGANIZATION: NWNMCOG</p>

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 2.4</u> TRANSPORTATION & WAREHOUSING [continued]</p>	<p>2.4.8 Build a New Laguna Rail Spur This NAEDIS-related project is necessary to provide access to rail transport for Laguna Industries products.</p>
	<p>2.4.9 Rehabilitate the Milan Rail Spur Necessary to support rail access for products of the Milan Industrial Park and the Pioneer forest project.</p>
	<p>2.4.10 Develop Warehousing in Gallup -- Create 20 Jobs. This project takes advantage of Gallup locations in close proximity to the local airport as well as both freeway and railway lines to construct warehouses as a distribution hub.</p>
	<p>2.4.11 Develop additional phases of the Aztec Arterial project. This arterial assists in routing heavy truck traffic around and through the municipality without adverse impact on historic downtown Aztec.</p>
<p>Goal #3: REGIONAL INNOVATION: Increase our capacity for regional cooperative innovation</p>	
<p><u>Objective 3.1</u> ORGANIZATION Improve organizational infrastructure</p>	<p>3.1.1 Develop the Gallup Business Incubator – Create 15-30 Jobs Would include revamping the “Kachina Plant” including Brownfields cleanup with public/private investment. Besides providing physical space, the incubator should provide help, advice and technical assistance in designing business plans, identifying and addressing typical small business problems, and utilizing standard business practices including reducing overhead cost.</p>
	<p>3.1.2 Develop NWNMCOG Website and Listserv Utilize modern technology & innovative communication options for regional networking and collaboration. LEAD ORGANIZATION: NWNMCOG</p>
	<p>3.1.3 Develop Formal NWNMCOG-Tribal Collaborative Utilize the NAEDIS project to formalize collaborative partnerships between NWNMCOG and tribal entities in the region either as members or affiliates of the NWNMCOG in order to support, partner and help develop better economic development projects in Indian Country. LEAD ORGANIZATION: NWNMCOG</p>
	<p>3.1.4 Create Think Tanks of Local Government Teams Utilize the Think Tank approach to convene teams of local governments, such as (a) Gallup, McKinley County, Pueblo of Zuni and Navajo Nation, or (b) Aztec, Bloomfield, Farmington, San Juan County and the Navajo Nation; or (c) Grants, Milan, Cibola County, the Pueblos of Acoma and Laguna, and the Navajo Nation, to collaborate on solutions to problems, pool resources, and take advantage of emerging opportunities.</p>
	<p>3.1.5 Improve IDA Program Marketing Create a systems map and marketing campaign to stimulate the Individual Development Accounts (IDA) program, participants and asset building.</p>
	<p>3.1.6 Senior Center IDA Projects Work with senior populations in senior centers to pool money, utilize IDA program to create and expand assets, and create co-operative businesses such as Twin Lakes Flea Market.</p>

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 3.1</u> ORGANIZATION [continued]</p>	<p>3.1.7 <i>Develop Micro-Economics and Entrepreneurial Capitalism</i> Develop partnership with John Rice, director of Impact-NM, a private sector organization utilizing the Sirolli model of enterprise facilitation to develop new entrepreneurial enterprises and help link them to venture capital funding. This will include tie-ins with the Native American Economic Development Investment Strategy (NAEDIS). Possibly provide field office space for Impact-NM at the NWNMCOG office in Gallup. Tie in with UNM-Gallup plans to provide entrepreneurship training. LEAD ORGANIZATION: NWNMCOG</p>
	<p>3.1.8 <i>Establish a Regional Venture Capital Organization</i> This project could be developed in conjunction with the project to develop Micro-Economics and Entrepreneurial Capitalism by partnering with John Rice. LEAD ORGANIZATION: NWNMCOG</p>
	<p>3.1.9 <i>Rural Entrepreneurial Center</i> Collaborate with Gallup-McKinley Chamber, UNM-Gallup, SBDC, COG, municipal and county governments to create a training and development center for rural entrepreneurial initiatives.</p>
	<p>3.1.10 <i>Film Industry in Gallup</i> Support the development of a Gallup film office.</p>
	<p>3.1.11 <i>Zuni Chamber of Commerce</i> Develop a chamber of commerce for Zuni businesses.</p>
	<p>3.1.12 <i>Expand and Enhance Farmington Enterprise Center</i> Expand facility, increase funding for business incubator, expand Enterprise Loan Fund to operate in Farmington.</p>
	<p>3.1.13 <i>EDA University Center -- San Juan College Lead Organization</i> Apply to EDA for University Center status for San Juan College to support economic development initiatives.</p>
	<p>3.1.14 <i>Ensure Authenticity of Native Arts</i> Support the work of the statewide Native Arts Task Force to provide legislative support for a program to certify authenticity of Native Arts. LEAD ORGANIZATION: NWNMCOG</p>
	<p>3.1.15 <i>Develop Formal Business Retention and Expansion Programs</i> Formalize Business Retention and Expansion programs in Farmington, Gallup and Grants to nurture and help expand existing businesses. The Quality Center for Business in Farmington may provide an adaptable program model.</p>
	<p>3.1.16 <i>Utilize New Mexico Partnership to Support Business Recruitment</i> Communities need to inventory existing buildings and land to support timely responses to Potential Recruitment Opportunities (PROs) provided through New Mexico's Certified Communities Initiative.</p>
<p>3.1.17 <i>Develop inter-COG Alliances in the Four Corners Region</i> Convene working groups or Think Tanks of Councils of Governments from among neighboring COG districts in New Mexico, and from the Four Corners states of New Mexico, Arizona, Utah and Colorado. Form an Inter-COG alliance to collaborate on development and capitalize on opportunities for synergy.</p>	

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 3.1</u> ORGANIZATION <i>[continued]</i></p>	<p>3.1.18 <i>Expand the Service Sector</i></p>
	<p>3.1.18.1 <i>Create a Public Defenders firm in Gallup -- Create 10 Jobs</i> Sustainable with government funding. LEAD ORGANIZATION: State of New Mexico</p>
	<p>3.1.18.2 <i>Create a new accounting firm specializing in government audits -- Create 10 Jobs</i></p>
	<p>3.1.18.3 <i>Create a Value Engineering Firm or Cooperative</i> Enhance in-region capacity and make professional engineering services available to all regional communities for cost control and quality control on all project planning that requires engineering work. LEAD ORGANIZATION: NWNMCOG</p>
	<p>3.1.18.4 <i>Create a Financial Management Business or Community Credit Union</i> A business is needed to provide debt and credit services, financial literacy, advice on asset development, Individual Development Accounts and a range of other financial services.</p>
	<p>3.1.19 <i>Zuni Technologies Digitalization Retention Project -- Create 75 Jobs</i> The project would purchase high-standard scanners to convert archival records to digital format.</p>
	<p>3.1.20 <i>Increase Access to Capital</i></p>
	<p>3.1.20.1 <i>Increase funding for small business incubation</i> The project could link the Enterprise Loan Fund to the region's Business Incubators and enterprise facilitation projects through increased outreach and marketing of ELF services. LEAD ORGANIZATION: NWNMCOG</p>
	<p>3.1.20.2 <i>Restructure IDA Programs -- Create 75 jobs</i> The project will aim to enroll 300 people in Individual Development Account (IDA) programs. We will need to create a new organizational structure for IDA programs to improve program marketing, communication and networking, increase market penetration, and ensure that programs are reaching the right target populations most in need.</p>
	<p>3.1.20.3 <i>Create Investment Clubs</i> Investment Clubs allow individuals to pool their individual resources for informed group investments.</p>
<p>3.1.21 <i>Convene a Think Tank of Educators to Improve Public Education</i> Utilize the Think Tank approach to create working groups of educators at all levels, including pre-school through higher education, to collaborate on ways to improve the quality and performance of our public education systems in the region.</p>	
<p><u>Objective 3.2</u> WORKFORCE <i>Improve Education and Workforce Development</i></p>	<p>3.2.1 <i>Implement and Market WorkKeys Program Throughout the Region</i> The project would aim to complete WorkKeys assessments for 2,000 people at a cost of \$55,000 for analysis. If implemented on a broad community-wide scale, WorkKeys can support recruitment by providing an assessment of the skill levels of the available workforce. WorkKeys assessments also help individuals become more competitive in the job market. Implementation of the WorkKeys program could be carried out through New Mexico's One Stop Center system as well as Chambers of Commerce and school districts and could be tied in to the NAEDIS initiative for workforce assessment in Native communities.</p>

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 3.2</u> WORKFORCE [continued]</p>	<p>3.2.2 Provide Generation Y Training to Employers The Generation Y training program enables employers to adapt supervisory techniques to the changing approaches and values of the emerging generations of younger workers.</p>
	<p>3.2.3 Provide Financial Literacy Curriculum in Public Schools Authorized by the New Mexico Legislature in 2009, the statewide financial literacy curriculum should help the region's citizens become more financially independent. LEAD ORGANIZATION: NWNMCOG</p>
	<p>3.2.4 Provide Customer Service Training The Proactive Host customer service training program, developed by a bilingual education specialist and tailored to the multi-cultural workforce of Northwest New Mexico, can provide entry level workplace skills as well as positive customer service attitudes to enhance frontline workers in a variety of businesses dealing directly with tourists and consumers. The entry-level Proactive Host program can introduce a career ladder in the hospitality industry with advanced college-level training available in the region and the state.</p>
	<p>3.2.5 Create a Cooking School Utilize community kitchens at the Community Pantry, Catholic Charities, and Central High School as facilities for a culinary arts training program. This could be integrated with the new Job Corps Center, if successful, in McKinley County.</p>
	<p>3.2.6 Develop Training for Green Jobs Utilize programs of Work in Beauty and Youth Conservation Corps (YCC) to provide training for jobs in emerging green technologies. Coordinate with the San Juan College Alternative Energy program.</p>
	<p>3.2.7 Create a Drug Dog training School – Create 40 Jobs Create in-region capacity to breed and train dogs for tracking and detection of drugs, bombs and cadavers for use by law enforcement, homeland security and other public agencies.</p>
	<p>3.2.8 Sustainable Uranium NMSU-Grants training program in sustainable uranium and environmental restoration.</p>
	<p>3.2.9 Develop Community Leadership Programs Use Leadership San Juan as a model to create Leadership McKinley and Leadership Cibola programs to ensure a new generation of trained community leaders.</p>
	<p>3.2.10 Develop STEM Program at NMSU-Grants Create two full-time faculty positions to support a new program in Science, Technology, Engineering and Math (STEM), and support the curriculum with appropriate labs and equipment.</p>
	<p>3.2.11 Bring a Job Corps Center to Gallup LEAD ORGANIZATION: McKinley County</p>
	<p>3.2.12 Create an Outdoor Education Center Would provide community education to grow the conservation economy.</p>

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 3.2</u> WORKFORCE <i>[continued]</i></p>	<p>3.2.13 <i>Improve Workforce Development Training</i> Utilize incentive tools and funding mechanisms (e.g., Rural Health Worker Tax Credits) more effectively, as well as partnerships with community colleges and private-sector entrepreneurs, to enhance workforce development training throughout the region's business and industry sectors.</p>
	<p>3.2.14 <i>Enhance One Stop Centers</i> Work with One Stop Centers to develop Priority Industry Alliance Groups for the One Stop Centers in McKinley and Cibola Counties to work with businesses and schools.</p>
	<p>3.1.21.1 <i>One Stop Websites</i> Create county-level websites connected to the One Stop Centers to provide business recruitment prospects with easily accessible information on available land, utilities, and workforce.</p>
	<p>3.2.15 <i>Solar Business Startups</i> Develop "School of Energy" at San Juan College to teach solar installation technology with online classes and support new business startups to install solar technology in the region to create jobs for graduates of the program.</p>
	<p>3.2.16 <i>Fire Science Training</i> Build a new fire tower at San Juan College, expand the fire science program to train fire fighters for local fire departments.</p>
<p><u>Objective 3.3</u> BEST PRACTICES Research and Implement Best Practices</p>	<p>3.3.1 <i>Research Best Practices in Cultural Preservation</i> Several economic development initiatives need guidelines on how to foster development while respecting sensitivities around traditional culture and world heritage sites such as Chaco Canyon and Hawikku in Zuni. LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.2 <i>Research Clean Coal Technology</i> Create a partnership between the region's institutions of higher education and New Mexico's Labs at Sandia and Los Alamos to seek technological and economical breakthroughs in clean coal technology to support continued coal mining and coal-based power generation in the region. LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.3 <i>Research Best Practices in Industrial Park Development.</i> LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.4 <i>Research National Trends in the Oil and Gas Industry</i> Maintaining a presence for the oil and gas industry in the region potentially will save thousands of jobs. What are other regions doing to keep the industry? Can regulations be eased to create a regulatory environment more conducive to continued exploration and sustainability for this crucial sector of the region's economy? LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.5 <i>Research Best Practices & Provide Regional Training in Zoning Codes and Plans</i> Responsive to need for practical land use tools and zoning ordinances appropriate to the unique rural and small town settings in the region. LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.6 <i>Research Best Practices for Health and Safety in the Uranium Industry</i> Create a task force to resolve public concerns around issues of risks to health and safety associated with renewed uranium mining and milling in the region. LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>

GOALS & OBJECTIVES	PROJECTS
<p><u>Objective 3.3</u> BEST PRACTICES [continued]</p>	<p>3.3.7 Research Regional Demographic Shifts What are the causes of population decreases in McKinley and increases in San Juan? Do these shifts reflect an adaptive workforce moving to where jobs are within the region or are these shifts correlated with other causes? Are people moving around <u>within</u> the region or leaving the region? What are the causes of variations in labor force participation rates from county to county? Are there correlations with other demographic factors? Can broad wage data for northern New Mexico be broken out for our three counties to evaluate the potential for higher-paying jobs in each of our economic sectors? LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.8 Research Best Practices in Community Evaluation Assess applications of the "Balanced Scorecard" and other asset-based evaluation systems for developing metrics to evaluate the community's overall health and welfare and role of economic development in improving health and quality of life. LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.9 Research Best Practices in Immigration Policy The region needs a consistent policy on dealing with undocumented workers. LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.10 Land Status Policy Investigate: (1) vesting the checkerboard area and turning allotment land into private land to encourage development, and (2) reducing BIA regulation related to transportation access. LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.11 Clean Cities Initiative Investigate Land of Enchantment Clean Cities initiative for regional applications. LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.12 Research and document replicable model programs. LEAD ORGANIZATION: NWNMCOG (<i>concept paper development</i>)</p>
	<p>3.3.12.1 Aztec Buy Local Committee This can provide a model for Buy Local initiatives in communities throughout the region.</p>
	<p>3.3.12.2 Native Hands Co-op The Co-op at Catholic Indian Center in Gallup is a successful model for a co-operative venture to support Native artists and artisans and market their work.</p>
	<p>3.3.12.3 Future Foundations Family Center This community services center in Grants could be replicated in other communities.</p>
	<p>3.3.12.4 Quality Center for Business The Center in Farmington is a replicable or adaptable center for business services.</p>
	<p>3.3.12.5 Leadership San Juan This leadership training program has become an indispensable program for community leaders in San Juan County and could be replicated or adapted for McKinley and Cibola counties.</p>
	<p>3.3.12.6 Manufacturing Incentives. Examine tax relief and other incentive options to support recruitment of manufacturing in the region.</p>

Vital Projects

Pursuant to EDA regulations for the CEDS, “vital projects” are to be identified for implementation. From among the foregoing projects, a number have been preliminarily selected as “vital” with respect to their capacity to build regional economic strength.

To identify the vital projects, programs, and activities that would address our greatest needs most effectively or most strongly enhance our competitiveness, we applied the "80/20" rule to our portfolio by looking for the 20 percent of our suggested projects that could be expected to produce 80 percent of our results.

We prioritized the suggested projects first by looking to scale or scalability to find those projects that would move us best toward our job creation goal. We then looked for projects that would move us forward on achieving our other planned outcomes by increasing income, decreasing poverty, enhancing education, improving the skills of our workforce, increasing the diversity of our economy, increasing our capacity for cooperation, fostering a culture of innovation, and improving the quality of life for our citizens to support business retention and recruitment.

As part of our Readiness Triage Process in Summer 2009, we will determine in detail the stage of development of each project and integrate these vital projects with our preliminary implementation timeline.

“VITAL PROJECTS”		
<u>Goal #1:</u> STRONG ECONOMIC SECTORS	<u>Goal #2:</u> DIVERSIFICATION OF THE REGIONAL ECONOMY	<u>Goal #3:</u> REGIONAL COOPERATIVE INNOVATION
<ul style="list-style-type: none"> ○ Farmington Recycling Center & Industry <i>[Create 10 jobs]</i> ○ Rio West Mall in Gallup <i>[Create 400 Jobs]</i> ○ New IHS Hospital in Gallup <i>[Save 600 Jobs, Create 1,000 Jobs]</i> ○ Uranium Development & Cleanup <i>[Create 1,600 Jobs (or up to 5,600 jobs)]</i> ○ Navajo-Gallup Water Supply Project <i>[Create 1,500 Jobs]</i> ○ Trail of the Ancients Scenic Byway <i>[Save 400 Jobs, Create 100 Jobs]</i> ○ Adventure Tourism Initiatives <i>[Save 250 Jobs, Create 75 Jobs]</i> 	<ul style="list-style-type: none"> ○ Hotel in Aztec <i>[Create 5 Jobs]</i> ○ Downtown Retail Expansion ○ Alternative Energy Projects ○ Pioneer Project <i>[Create 300 Jobs]</i> ○ US 491 Widening <i>[Create 1,000 Jobs]</i> ○ Regionalized Public Transportation System ○ New Laguna Rail Spur ○ Milan Rail Spur Rehab ○ Warehousing in Gallup <i>[Create 20 Jobs]</i> 	<ul style="list-style-type: none"> ○ COG/CEDS Website and Listserv ○ Formal COG-Tribal Collaborative ○ Authenticity of Native Arts ○ Formal Business Retention & Expansion Programs ○ Business Recruitment via New Mexico Partnership ○ Four Corners Alliance ○ Service Sector Expansion <i>[Create 20 Jobs]</i> ○ Access to Capital <i>[Create 75 Jobs]</i> ○ Regional WorkKeys Implementation ○ Cooking School ○ Gallup Job Corps Center