

## **CHAPTER TWO**

### **THE MANAGEMENT ENTITY AND ITS PARTNERS**

In establishing the Northern Rio Grande National Heritage Area, Congress named Northern Rio Grande National Heritage Area, Inc. (NRGNHA, Inc.), a 501(c)(3) non-profit corporation chartered in New Mexico, to serve as the management entity for the Heritage Area. [P.L. 109-338, Section 204(c)(1)]

The success of the Northern Rio Grande National Heritage Area requires an organizational culture and style that is enterprising, entrepreneurial, and results-oriented, while its vision will be sustained and enhanced by respecting, protecting, conserving, and celebrating the landscape and the historical, social, and cultural characteristics of the Indian, Hispanic, Anglo and other communities of the area.

#### **DUTIES**

The congressional legislation requires the management entity to perform specific duties to carry out the goals of its authorizing legislation. First and foremost is the preparation and submittal of this management plan to the Secretary of the Interior. [P.L. 109-338, Section 205 (a)(1)]. The legislation directs the management entity to perform the following duties [P.L. 109-338, Section 205 (c)(1-3)]:

**1. Give priority in implementing actions set forth in the management plan.**

The Heritage Area's early action projects, detailed beginning on Page II-13, illustrate our commitment to implementing actions to carry out this management plan. Table 1 at the end of Chapter V also illustrates

successes to date as the Heritage Area implements its grants program. NRGNHA, Inc. is authorized to make grants and provide assistance to tribal and local governments and other public and private entities under Section 205(b) of its authorizing legislation.

**2. Encourage by appropriate means economic viability in the heritage area consistent with the goals of the management plan.**

By providing a pool of grant funding and seeking out partnerships, the Heritage Area will support a variety of opportunities for economic viability in the Heritage Area, which includes two of the poorest counties in the nation as defined by median household income (Río Arriba and Taos counties). In 2009, Río Arriba County's median household income was \$37,098 and Taos County's \$33,736. The median household income for Santa Fe County was \$41,118, reflecting the strong effects of governmental wages, and the arts markets and tourism economy in Santa Fe. Promoting economic development and heritage tourism is, in fact, one of the Heritage Area's six primary goals, detailed in Chapter 6.

**3. Assist local and tribal governments and non-profit organizations in:**

**(A) Establishing and maintaining interpretive exhibits;**

Stories, told and untold, go to the heart of the complex history that defines the Northern Rio Grande National Heritage

Area. Interpretive exhibits will be key to telling this story. The Heritage Area’s interpretive framework is outlined in **Chapter 5**, while strategies to implement interpretive actions are listed under the Goals section in **Chapter 6**.

**(B) Developing recreational resources in the heritage area;**

The Heritage Area’s abundant natural resources – its rivers and streams, lakes and forests and almost limitless vistas – enhance the region’s quality of life and offer numerous opportunities for recreation, from hiking and horseback riding to skiing and snowshoeing, fishing or white-water rafting. Many of the recreational resources available in the Heritage are identified in **Chapter 3**, which details the area’s Natural Resources.

Opportunities to enhance recreational resources and develop others can be accomplished in partnership not only with Federal agencies such as the U.S. Forest Service and the National Park Service’s Rivers, Trails and Conservation Assistance Program (RTCA), but by working hand-in-hand with county governments, which have adopted comprehensive plans and land use polices with goals for recreational development that match those of the Heritage Area. Heritage Area programs for recreational development can work to strengthen the region’s connection to its open spaces, parks, scenic lands, and vistas. See discussion of **Opportunities for Developing Recreational Resources**, below.

**(C) Increasing public awareness of, and appreciation for, the cultural, historical, archaeological, and natural resources and site[s] in the Heritage Area;**

Increasing public awareness of the region’s traditions, heritage, and culture, as well as conserving its resources and outdoor spaces goes to the very heart of the Northern Rio Grande National Heritage Area’s mission and goals, as discussed in **Chapters 1 and 6**.

**(D) The restoration of historic structures related to the heritage area;**

As reflected in its goals and early action projects (**see Table 1, in Chapter 5**), the Heritage Area is committed to restoring and conserving its historic properties, be they archeological sites such as the Puyé Cliff Dwellings or a 20<sup>th</sup> century pinto bean processing machine. Strategies for historic preservation are included in **Chapter 6**.

**(E) Carrying out other actions that the management entity determines appropriate to fulfill its purposes.**

Special note is made to Section 205 of the Heritage Area’s congressional legislation, which specifically prohibits the management entity from using Federal funds to acquire real property or an interest in real property [**P.L. 109-338, Sec. 205(d)**]. The legislation spells out protection for private property, tribal lands and trust responsibilities in Section 207. [**P.L. 109-338, Section 207(a-d)**]

**OPPORTUNITIES FOR DEVELOPING RECREATIONAL RESOURCES**

Among duties of the Northern Rio Grande management entity is to assist local and tribal governments and non-profit organizations in “developing recreational resources in the heritage area.” [**P.L. 109-338, Section 204 (c)(3)(B)**]

Many opportunities exist to accomplish this duty, especially as the Heritage Area continues its close partnership with the National Park Service and other Federal, state, county and tribal governmental units. Especially noteworthy is the National Park Service's **Rivers, Trails, and Conservation Assistance Program (RTCA)**, which supports community-led natural resource conservation and outdoor recreation projects. For example, RTCA recently worked in the Heritage Area town of Gallina to develop four miles of the Capulin-Cañoncito Trail.

The launching of **America's Great Outdoors Initiative** by President Obama in 2010 has created new opportunities for recreational development in the Heritage Area. Out of listening sessions came a new coalition, the New Mexico Outdoors Coalition, a network of public, private, and non-profit organizations and interested individuals who are committed to re-connecting communities to the nation's public lands. The Heritage Area shares similar goals with the coalition: to create and facilitate information about projects and initiatives that connect New Mexicans to the outdoors.

In addition to working with the NPS, opportunities exist to develop recreational resources in hand with the **U.S. Forest Service**, which owns vast acreage in the Heritage Area and whose mission it is to provide responsible recreation-related opportunities in national forests such as the Carson National Forest, which contains popular recreational areas and is especially known for its trout fishing. The **Bureau of Land Management (BLM)** is another valuable Federal partner as it oversees two national

recreation areas in the Heritage Area, including Orilla Verde, which provides easy access to the Río Grande for fishermen, white-water rafters, and campers. Twenty-two miles of rim and river trails are open to hikers and bikers, as well.

Importantly, the Heritage Area includes the newly established **Río Grande del Norte National Monument**, which includes some 242,500 acres of public land managed by the BLM. The setting provides a wealth of recreational opportunities from white-water rafting, to hunting, fishing, hiking, and mountain biking. The **Wild Rivers Recreation Area** at the confluence of the Rio Grande and Red River includes campgrounds, scenic viewpoints, and hiking trails.

The Heritage Area will support developing recreational resources in hand with its three county governments, as well as local communities and tribal governments. Comprehensive and land use plans have been updated in recent years and speak to the need for more recreation areas, parks, trails, and programs to get residents out of doors. Among strategies identified in **Río Arriba County's Comprehensive Plan**, for example, is a partnership with the Northern Rio Grande NHA to develop resources such as an outdoors-oriented, historical and culturally based tourism program.

Like the Heritage Area, the county is committed to creating partnerships with area tribes to support recreational activities and to developing brochures that promote outdoor recreational activities. It currently is looking at the possibility of developing a countywide system of bike, walking, and equestrian

trails and has outlined a strategy to work with a number of groups, including the New Mexico Tourism Department and the Empowering Business Spirit Development Corporation (EBS) to inventory the county's outdoor recreational assets and develop programs to promote them.

**Santa Fe County's** award-winning **Open Space and Trails Program**, initiated in 1998, has been responsible to date for the protection of about 6,000 acres of important lands and 34 miles of public trails. The Open Space program, overseen by professionals in the county's Public Works Department, has received overwhelming support from voters – including approval of two bond measures. The Heritage Area, with Santa Fe representation on its Board of Directors, is ideally situated to participate as the county works to develop a network of cultural, historical, recreational and natural open spaces and trails. These programs and more are incorporated in Santa Fe County's **Sustainable Growth Management Plan**, which guides considerations of open spaces, systems of interconnected trails, and local stewardship of public lands.

Likewise, **Taos County** has recently updated its Comprehensive Plan, with numerous goals – including those for recreational improvement – that match the goals of the Northern Rio Grande NHA. Land use in Taos County, as in the Heritage Area as a whole, has focused for hundreds of years on farming, ranching, mining, hunting, and lumbering. Strategies for growth management recognize the historical importance of these activities while also calling for land use policies that include new and

improved recreation facilities and parks. The county, like the Heritage Area, also recognizes the **New Mexico Department of Transportation** as a potential partner to identify new scenic roadways that could incorporate a bike path system and other recreational amenities. County recreation plans link to local communities within their borders, which broadens opportunities for recreational development.

Each county in the Heritage Area also is committed to working with tribal governments to improve recreational opportunities. Among strategies in Rio Arriba County's Comprehensive Plan, for example, is the creation of partnerships with local tribes and tribal entities (such as the **Tsay Corporation, Santa Clara Development Corporation** and the **Jicarilla Apache Nation**) to support and utilize new and existing recreation activities, as well as convention centers, hotels, cultural sites and dining establishments.

Partnering with tribal governments will provide opportunities for development of recreational resources in the Heritage Area – for tribal and non-tribal people alike. The 850,000-acre Jicarilla Apache Reservation, for instance, is rich in natural resources, including several great fishing lakes and wildlife areas. The Jicarilla Apache Nation includes a Game and Fish Department (JGFD), first established in 1957. In 1982 the Nation was granted sole jurisdiction over its fish and wildlife management. Big-game hunting is a strong tradition among the Jicarilla people, and non-tribal commercial hunts have been conducted for many years.

Picuris and Santa Clara pueblos also invite visitors onto tribal land to camp and fish. **Pueblos have self-contained recreational facilities. At Pojoaque Pueblo, for instance, tribal members have access to a gym and pool, as well as Boys and Girls Clubs for tribal and non-tribal members.**

With its own stated goals of identifying gaps in recreational opportunities, of developing trails, and of working with tribes and with local governments in public planning for recreation, the Heritage Area is ideally situated to participate in the many initiatives already under way to develop recreational and outdoor resources within the three-county Heritage Area.

## THE BOARD OF DIRECTORS

The Heritage Area's congressional legislation requires a Board of Directors that is broadly inclusive be established. [**P.L. 109-338, Section 204(c)(2)**].

The Board comprises representatives of the State of New Mexico, the counties of Rio Arriba, Santa Fe and Taos, eight pueblos and the Jicarilla Tribe within the Heritage Area, cities representing each county -- Santa Fe, Española, and Taos -- and members of the general public. (See **Appendix L for a list of members.**)

The Board is accountable for the organizational policies and fiscal affairs of the Heritage Area and establishes priorities for its operations. Because it is broadly representative, the Board is ideally situated to bring to the fore and pursue opportunities for partnerships, funding, and collaboration.

The Board of Directors meets quarterly. Individual members meet more frequently through the standing committees that have been created to address specific areas of implementation. (For information on standing committees, see **Chapter 6**). **Bylaws are available for review by contacting NRGNHA, Inc. : [riograndenhaoffice@windstream.net](mailto:riograndenhaoffice@windstream.net).**

The Heritage Area program is administered by an executive director who serves as a non-voting member of the Board and functions under its authority.

## THE PARTNERS

Cultivating partnerships is a defining feature of a National Heritage Area. The Heritage Area has created and will continue to create and sustain partnerships as the best means for local and tribal governments, communities, and organizations to conserve and interpret the natural and cultural resources of north-central New Mexico.

The Northern Rio Grande National Heritage Area is not a single, monolithic entity, nor is it an entity that shares only one purpose or history. The story of its people is an interwoven matrix, colorful, conflicted, complex, and yet cohesive. The fabric of the whole is dependent on its parts and on their interaction. To bring together these many interests, the Heritage Area will look to its partnerships to support local communities and individuals working from the ground up to integrate the work and resources of organizations, both public and private, as well as tribes and governmental units.

Partnerships within the Heritage Area are based on the ties of heritage and culture

that bind the communities and interests of the three-county area. Through these partnerships, NRGNHA, Inc. seeks to enable communities to enhance economic viability, supporting livelihoods and sustainable uses of the land, while protecting and conserving culturally important outdoor spaces, churches, buildings, and structures, such as acequias, and natural resources.

The Heritage Area recognizes the importance of building collaborative partnerships to leverage the financial and human resources of the Heritage Area and to capture the passion and commitment that are key to developing and sustaining the Heritage Area.

Efforts to identify and establish partnerships were initiated from the earliest stages of formation of the Northern Rio Grande NHA. An early and lasting partner, for instance, has been Northern New Mexico College in Española, which served until 2012 as the Heritage Area's fiscal agent. Today, under formal agreement, it continues as an educational partner.

Other early and important partners include the City of Española and counties of Río Arriba and Santa Fe and the Town of Taos, all of which have provided financial resources critical to beginning the work of the Heritage Area.

The Heritage Area will look to existing and new partnerships to launch and sustain its activities and programs. **(A list of partnerships is contained in Appendix H.)**

The establishment of partnerships addresses the programmatic efforts that are envisioned within the strategic goals

of the Heritage Area. These partnerships also provide for the generation and application of resources critical to matching the federal program funding provided under National Park Service agreements.

New and existing partnerships will continue to form the framework of the Heritage Area. Through programmatic collaborations, through grants, and through sponsorship and endorsement of community efforts and activities of dedicated non-profit organizations and governmental entities, the Heritage Area will attain educational and interpretive goals, and efforts to sustain traditions, heritage, and culture.

## **PROGRAM PARTNERS**

The Heritage Area has developed special agreements with **Gateway Partnerships**, which serve as key entry points to our physical resources, cultural activities, and educational programs. Northern New Mexico College, for instance, is a Gateway Partner. The college, as one example, includes a program to enhance learning and certification of *Río Grande Style Weaving*, a traditional practice extending from raising sheep, harvesting, dyeing and preparation of wools and yarns, to the weaving of traditional tapestries and clothing. Such a partnership can be extended to other institutions of higher learning within the Heritage Area and to other research institutions, such as the Indian Arts Research Center, a division of the School for Advanced Research in Santa Fe.

Arts and culture organizations in Santa Fe and Taos are being developed as *Gateway Partners* that can serve as extensions of

Heritage Area outreach, especially as the Heritage Area broadens its exposure.

Through its grants program, the Northern Rio Grande NHA has contracted with numerous entities to carry out projects that contribute to the preservation of traditions, heritage and culture. Projects focused on interpretive goals and funded in the past three years are listed in [Table 1 in Chapter 5](#).

Production of the documentary film *Land Water People Time* was a first, big step toward addressing the interpretive themes outlined in [Chapter 5](#). Future **interpretive partnerships** with entities such as public museums, private and state-run cultural centers, federal and state parks and monuments, and private tourism and recreation businesses will enable the Heritage Area to expand on themes and historic interpretation, as these partners offer tours and stage events such as performances, arts and crafts fairs, and tribal and community dances or religious services, which promote the transmission of knowledge and values between generations and within the broader community.

In another dimension of program partnerships, **research and educational partners** are organizations whose work may facilitate a better understanding of heritage and extend deeper analysis of cultural traditions and practices through credit and non-credit courses, technical certification, non-classroom teaching, field trips, publications, internships, and other methods.

## COMMUNITY PARTNERS

Within the Heritage Area there exist dozens of historic villages, communities, and pueblos that contain and sustain living representations of our past: People, families, values, traditions, community rituals, religious beliefs, and stories are all present in some form or in memory. Opportunities exist to work with these communities and individuals to launch projects that document and present cultural histories, or that organize efforts to promote cultural tourism and other community development, or that preserve historic community properties.

The recent renovation of the *La Sala de Galisteo* building, and community planning efforts with the *Village of Chimayó*, offer two examples of such projects, both of which provide multi-year support and conservation of historic properties.

La Sala de Galisteo is a community building that has served as dance hall, gathering place, and community center for nearly a century in the Village of Galisteo. A community effort to renovate the building was funded in part from Heritage Area grants and from community donations and labor. The Heritage Area has been discussing a partnership with the Cornerstones Foundation to provide collaborative support and funding for the community.

Over the past year, our work with the traditional *Village of Chimayó*, situated in Santa Fe and Rio Arriba counties, has included technical support toward the development of a community land use plan and strategies to support community life, traditional employment, farming livelihoods, business and infrastructure

development, as well as, conservation of historic structures, including *Santuario de Chimayó*, a National Historic Landmark. The work, done in conjunction with the Santa Fe County Planning Department, is creating cohesive grassroots self-governance. A formal partnership would provide for leveraging funds and support for a new community center, museum, and youth ventures, as well as new collaboration with Rio Arriba County.

Within these and other Heritage Area communities, **private businesses** are emerging as potential partners toward community and economic development. An early example is the 2009 collaboration between the Greater Española Valley Chamber of Commerce and the Northern Rio Grande NHA on publication of a tourist information map. The map locates the three-county Heritage Area and explains its purpose. The map also provides information on the region's history, scenic drives, and historic and cultural destinations. Business advertisements printed around the border of the map provided match funding.

Business partners also serve as logical distribution points for Heritage Area brochures and information and as possible sources for funding to support economic development. The Heritage Area anticipates additional collaborative marketing opportunities to arise as businesses realize the advantages of working together to expand market draw and business support.

### **GOVERNMENTAL PARTNERS**

As mandated by Congress, the Heritage Area constituency and board membership include representation and planned

collaboration from Federal agencies, State, city, county, and tribal governments. Northern Rio Grande NHA bylaws provide for broad representation on the Board. Cities and counties in the Heritage Area provided cash funding for early organizational efforts of the Heritage Area, but further cultivation of these partnerships is required.

During the 2012 New Mexico legislative session, two memorial proclamations acknowledging the accomplishments of the Heritage Area were issued by the House and the Senate and presented to the Heritage Area in public ceremony. Presentations have been made to the Governor, to city and county officials, and to several Pueblo governors. As a result, participation on our Board has increased and renewed dialogue has been opened to pursue partnering opportunities.

Collaborative efforts bring results. For example, a partnership with the City of Espanola/Plaza de Española and the non-profit Northern New Mexico Regional Art Center led to the recruitment and training of volunteer docents to interpret the city-owned *Misión Convento* visitor complex in Española. The visitor complex is a replica of the church built in 1598 by Spanish colonizer Don Juan de Oñate at the archeological site of San Gabriel at nearby Ohkay Owingeh Pueblo. A key aspect of the partnership is reciprocity: local businesses direct patrons to the *Misión Convento*, and docents inform visitors about businesses they may patronize.

In another example, the Heritage Area partnered with New Mexico's State Department of Cultural Affairs Monuments Division to host a summer arts fair featuring Hispanic artists from

northern New Mexico at historic *Los Luceros*, a state-owned hacienda property. Ongoing discussions with the state could lead to a formal arrangement for the Heritage Area to be housed in this historic cultural property.

Formalization of government partnerships is complicated by unique New Mexico constitutional prohibitions that limit the extent to which government resources can be applied to private interests. The negotiation of government support must be linked to service contracts that require an exchange of services for funding. NRGNHA will pursue codification in state statutes of its congressional enabling legislation to partly address limitations in application of government resources.

### **FUNDING PARTNERS**

A final category of partnerships includes those entities that will only be providing funding resources to National Heritage Area programs and projects. These include foundations, businesses, individuals, and governments, which provide grants, donations, and other forms of financial assistance. The experience of the Heritage Area in pursuing these sources of funding has been limited, but will expand as a fundraising plan is implemented.

One foundation and several cities and counties have provided funding, and money has come on a limited level from businesses and individuals. Solicitations to businesses and government agencies require definition of benefit; this is linked to the implementation activities outlined in [Chapter 6](#).

The Northern Rio Grande National Heritage Area plans an aggressive program to seek these sources of financial support. Applications have and are being made to individual foundations to seek funding support and to promote the potential for collaboration on particular projects, such as *La Sala de Galisteo* or other grant applications that NRGNHA cannot fully support alone

### **RELATIONSHIP WITH GOVERNMENTAL AGENCIES AND PROGRAMS**

Along with individual partners and organizations that have a stake in the Heritage Area, Federal, State, and local agencies and programs, as well as tribes, comprise critical components of the Northern Rio Grande National Heritage Area, a fact reflected in the composition of the Heritage Area Board of Directors. The congressional legislation requires this management plan to “include an analysis of ways in which local, State, Federal, and tribal programs may best be coordinated to promote the purposes” of the Heritage Area. [[P.L. 109-338, Section 205 \(a\)\(3\)\(E\)](#)].

Governmental partnerships enhance the Heritage Area’s ability to achieve its goals, attract a larger public constituency, and promote plans for resource use and protection, restoration, and stewardship. To this end, the Northern Rio Grande National Heritage Area will keep open lines of communication with its U.S. congressional representatives and senators, area Indian nations, and with state and local government officials.

## THE FEDERAL ROLE

While the Northern Rio Grande National Heritage Area will be managed through a network of cooperation rather than through direct Federal oversight, Federal involvement with the Heritage Area is pivotal to its long-term success. The Heritage Area's connection to the Department of the Interior is through the National Park Service, specifically the Intermountain Regional Office, which provides technical support, planning, and financial assistance. The Northern Rio Grande National Heritage Area also relies upon the nearby Pecos National Historical Park for guidance and advice as its regional National Park Service partner. Northern Rio Grande National Heritage Area will continue to consult with and seek assistance from the National Park Service as it implements this Management Plan.

Federal recognition provides credibility and reinforces the importance of Heritage Area designation and also brings direct Federal involvement into the Heritage Area through the Secretary of the Interior. For purposes of carrying out this management plan, the Secretary of the Interior's authorities are detailed in the authorizing legislation [**P.L. 109-338, Section 206**]. Among authorities, carried out through the request of the management entity, are those to provide technical and financial assistance.

By continuing in close partnership with the National Park Service, the Heritage Area can draw on the assistance and expertise of National Park Service staffers and address challenges that are important to both the National Park Service and the Heritage Area, such as making programs

relevant to new audiences and achieving conservation goals. Especially noteworthy is the National Park Service's Rivers, Trails, and Conservation Assistance Program (RTCA), which supports community-led natural resource conservation and outdoor recreation projects. RTCA works in urban, suburban and rural areas with the goal of helping communities achieve on-the-ground conservation successes for their projects.

In addition, the National Park Service Director, in his recent "Call to Action," laid out a strategic plan to integrate national parks and National Park Service community-based programs. National Heritage Areas are an important part of the NPS mission as it seeks to increase its reach and better leverage its resources in the stewardship of the nation's special places.

The ongoing relationship of the Northern Rio Grande National Heritage Area with the National Park Service also makes the National Park Service an important partner in helping to encourage collaboration with other Federal agencies, which also play important roles within the Heritage Area boundary. Half of the roughly 6.5 million acres comprising the Heritage Area is Federal, state, or tribal land. Vast expanses, some 3.2 million acres, are part of the Carson and Santa Fe National Forests. The U.S. Bureau of Land Management owns an additional 880,000 surface acres (as well as subsurface mineral acres leased for natural gas and oil). Federal lands include wilderness areas, wild and scenic rivers, scenic byways, and historic trails.

## **THE TRIBAL ROLE**

As discussed in Chapter One, The Northern Rio Grande National Heritage Area has been described as uniquely different from other National Heritage Areas because of the numerous tribal lands and tribal entities within its borders (the Jicarilla Apache Nation and Pueblos of Nambé, Ohkay Owingeh, Picurís, Pojoaque, San Ildefonso, Santa Clara, Taos, and Tesuque).

In early efforts to develop a culturally sensitive communication with the tribal leaders and governments, NRGNHA, Inc. management developed an agreement with Northern New Mexico College's American Indian Center. The College's American Indian Affairs (AIA) office and the Northern Pueblos Institute (NPI), located at the American Indian Center, have direct working relations with each of the eight northern pueblos as well as through the New Mexico Tribal Higher Education Commission (NMTHEC), which includes education representatives from each of the 20 pueblos located in the State, the Navajo Nation, the Mescalero Apache Nation, and the Jicarilla Apache Nation.

The arrangement with the American Indian Center at Northern was created to build relations within the college campus and tribal nations to establish effective communication and coordination of institutional resources, and to ensure these resources are utilized to address tribal community needs. Although it is focused in the areas of educational attainment and student success, the American Indian Center values and supports collaborative approaches that

cultivate the general well-being of healthy communities in northern New Mexico.

To further the inclusion of the pueblos and Jicarilla in the efforts of the National Heritage Area, a Tribal outreach initiative is being defined under the direction of Tribal representatives who are members of the Board and the Executive Director. This initiative will result in creation of a Tribal Involvement Plan that will guide and support the efforts of the Heritage Area by soliciting input and appropriate consultation with Heritage Area tribal entities.

Tribal organizations include many of the same planning and development units as state and local governments, although their purposes are more restricted to development and benefit of the pueblo and tribal interests. The Northern Rio Grande NHA Board includes representation from each of the pueblos and the Jicarilla, and its direction is to incorporate the voice of these tribal organizations to lend support to tribal interests and to enrich the regional discussion.

## **THE STATE ROLE**

The State of New Mexico is an integral Heritage Area partner. The New Mexico governor, recognizing shared interests, has designated a representative of the New Mexico Department of Cultural Affairs to the Northern Rio Grande NHA Board of Directors.

The State of New Mexico owns significant acreage in the Heritage Area. State Trust Lands comprise about 320,000 acres, the majority of which are leased, but not exclusively, for grazing. Other state

agencies maintain state parks and wild management areas. State officials, including the governor and legislators who represent Rio Arriba, Santa Fe and Taos counties, can help to influence state agency support for the Heritage Area. The Heritage Area will work to keep officials apprised of its actions and to seek their help as needed in coordinating state agency contributions to the Heritage Area.

The mission and goals of state agencies depend on local input, but securing that input is not always easy. The Heritage Area can help by facilitating ties with communities that might not participate in the usual agency listening sessions or calls for comments. This could be done, for instance, with the State Engineer's Office, which interprets the competing claims of cities, tribes, and community acequia associations for the right to use limited surface and subsurface water for growth, economic development, and subsistence agriculture. By partnering with local communities through the Heritage Area, the State Land Office, as another example, might realize savings in human and financial resources as it entertains proposals for large-scale development on state land and in leasing state land for grazing, timbering, and other private benefit.

A number of state agencies with missions and goals that are similar to those of the Heritage Area are important partners. The New Mexico Department of Cultural Affairs Monuments Division, is charged with development and maintenance of the historic Los Luceros hacienda property, a state cultural resource. Other state partners of note include the New Mexico Tourism Department, the Department of

Economic Development, and New Mexico State Parks.



Los Luceros Hacienda

## THE LOCAL ROLE

Local governments include organizational units, such as city and county planning offices, parks and recreation departments, public works operations, and tourism offices. Program interests of these units often track the same direction as outlined in the Heritage Area objectives, such as preservation of resources, managing the development of lands and water resources, recreational use, and economic development, including tourism and jobs.

Community interests and priorities vary. In its early planning outreach conducted in six small- to mid-sized communities, the Heritage Area documented community motivators that were later incorporated into the Heritage Area's goals and priorities. Local partners illustrate their commitment to their home region and Heritage Area projects through support that often translates into volunteerism, which reflects the grassroots passion and cultural connections of residents.

In the village of Chimayó, the Heritage Area has provided technical support toward the development of a community land use plan, as well as conservation of historic structures, including *Santuario de*

*Chimayó*, a National Historic Landmark. The work, done in conjunction with the Santa Fe County Planning Department, is creating cohesive grassroots self-governance.

The three county governments and dozens of historic villages, communities, and pueblos within the Heritage Area not only provide leadership through representation on the Board of Directors, but also through funding and in-kind contributions to support Heritage Area programs and operations. Opportunities abound to work with these numerous communities and individuals to launch projects.

## **ACCOMPLISHMENTS/ EARLY ACTION PROJECTS**

This management plan, which establishes goals and objectives and outlines specific strategies for meeting them, aims to cross geopolitical boundaries, emphasizing existing ties of heritage and culture and building on mutual interest to begin and sustain conversations in which traditions and heritages in the region can be heard.

In this spirit, the Northern Rio Grande NHA has initiated early action projects that illustrate the commitment of its partners and the direction the Heritage Area will take in implementing this management plan. One key to implementation has been a formal grants program developed and implemented by the Heritage Area in 2009. Since then, the Heritage Area has awarded more than \$130,000 in heritage and community grants, representing more than 20 percent of our operating budget for the period. For a complete list of grant-funded projects, see [Table 1 in Chapter 5](#).

Early Action projects illustrate the ways in which the Heritage Area will meet its goals and objectives. Each goal may be associated with a project that addresses that goal. Many projects, in fact, address more than one goal.

The Pinto Bean Project, for instance, in which youth helped construct an enclosure for a historic pinto bean processing machine, meets three goals: It *sustains heritage* by preserving a historic structure with its historic farming equipment; it provided an opportunity for *youth involvement* because high school students did much of the restorative work; and it *educates* residents and visitors through its interpretive signage.

In the 1800s and early 1900s, pinto beans, along with corn and wheat, were key to the economic health of the Estancia Valley of southern Santa Fe County. In 2004, a pinto bean processing barn, last used in 1953 at a farm in Edgewood, was dismantled and relocated to the town's Wildlife West Nature Park. In March 2011, NRGNHA obligated a \$4,865 matching grant to the New Mexico Wildlife Association to construct an enclosure for the pinto bean processing machine and for laminated interpretive signs at the new Pinto Bean Museum in Edgewood.

Wildlife West matched the Heritage Area grant with \$12,637 in donated labor and materials. Twenty local high school students, paid through the New Mexico Youth Conservation Corps grant program, worked on the project. In addition to construction costs, part of the Heritage Area grant was used to cover with Plexiglas pencil markings found on the bean chutes. The markings, made by farmers as they weighed and bagged the

beans, are an important record of local bean sales. We are providing added funding for restoration of other heavy equipment for the museum.

Other early action projects and the goal they address are outlined below. (For clarity, projects are listed under one category, although they may meet one or more goals.) The projects listed are only part of the total projects funded through our grants program.

**Goal 1: Enhance understanding and awareness of the heritage area's stories and resources by strengthening community identity, creating opportunities for interpretation and visitor education, and by supporting heritage programs.**

#### **Old Spanish Trail Association**

NRGNHA obligated \$2,000 to provide support for *La Vereda Vieja* mural project that will include field research by students from Peñasco and Taos schools, then creation of community murals to present images of the historic events researched. This project involves schools in two different counties and communities linked by historic connection to this national trail. Support is provided by the non-profit organization, the schools, and private and public owners of the mural walls, as well as, by private teachers and packers.

#### **First Capital Heritage Center**

Ohkay Owingeh Pueblo is creating a museum and cultural center to showcase pueblo history and culture. As part of this effort the pueblo is creating a reference website that may be accessed for information on pueblo activities in establishing the Center and for adding

media and educational materials in advance of the actual construction. It is to be developed by students of NM Highlands University. Summer digital media workshops will also be provided for Ohkay Owingeh youth. NRGNHA is providing partial funding for the development (\$2,500) and will link to our own website as it is developed.

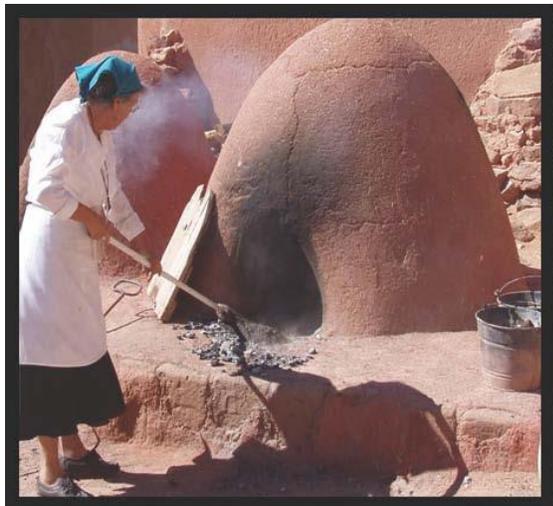
**Goal 2: Sustain traditions, heritage, and culture by supporting community efforts to maintain traditional life practices, by documenting stories and histories, and by supporting preservation of cultural resources, including local arts, traditions, and celebrations.**

#### **Española Farmer's Market**

In July 2010, the NRGNHA obligated \$2,500 in matching funds to the Española Farmer's Market to design and construct an *horno* (a traditional Spanish-colonial bread oven) and plant a wildflower garden near the entry of the Española Farmer's Market. Four local high school students were hired at \$8 an hour to make the bricks and help construct the oven, a project conducted during the Monday market day so that market customers could watch the progress. The students learned to make the adobe bricks used in the construction and to bake bread and other foods in the *horno*. Leading the project was Dexter Trujillo of Abiquiu, who helped build an *horno* ten years ago at the Smithsonian in Washington, D.C.

A total of \$2,500 in matching funds from the Farmer's Market and the New Mexico Community Foundation included \$384 to help pay the students, and businesses donated adobe materials, native plants and tools. "We wanted to have an *horno*

because there's a lot of horno-baked food at the market," market manager Sabra Moore told the *Rio Grande Sun* on August 12, 2010.



Horno and baker

### **San Ildefonso Pueblo Farm Project**

A \$2,596 Heritage Area grant in March 2011 helped support the San Ildefonso Farm Project, which is designed to bring fresh, affordable produce from the fields of San Ildefonso Pueblo directly into Pueblo homes. NRGNHA funds, matched by \$15,000, were used to prepare fields, construct a hoop house (greenhouse), and hire three Pueblo youth to plant, tend, and harvest crops.

**Goal 3: Involve youth in the appreciation of and continuation of traditional practices by creating opportunities for hands-on experiential learning, internships, and mentoring.**

### **Adobe Workshops**

In March 2011, NRGNHA obligated a \$5,000 matching grant to Cornerstones Community Partnerships to provide hands-on training for youth in the traditional

adobe building arts. Students from St. Michael's High School in Santa Fe, the Bosque School in Albuquerque, and the Greeley, Colorado, campus of the Institute of Business and Medical Careers attended five-day workshops in Santa Fe, held from May 8 to May 28. The training took place at San Miguel Mission, which is listed on the National Register of Historic Places and is part of the *Barrio de Analco* Historic District, a National Historic Landmark.

Workshops worked on the north side of the chapel and featured training in creating adobe mixture, adobe brick making, mud plastering and basic safety skills. The NRGNHA funds, matched with \$9,520 from Cornerstones Community Partnerships, paid the salaries of project directors Jack Barrow and Antonio Martinez. Another \$17,655 of in-kind matches brought the total value of the project to \$32,174.

### **Site Steward Foundation**

NRGNHA provided \$2,000 in funding to support teaching and documentation of traditional pottery making in pueblo societies. The project began with teaching of school children from Camino de Paz School and Farm how to make traditional clay implements (spoons, jars, and figurines) and filming of the classes to provide material for creation of an instructional DVD. The teacher was master potter, Camilla Trujillo. A DVD is now available for purchase, and additional materials have been created, including a teaching guide and a sample u-tube video for linking on our website. The DVD will extend usefulness of the project to multiple audiences and youth.

**Goal No. 4: Create partnerships with non-profit groups, local and Tribal governments, service organizations, educational institutions and others to further the goals of the NRGNHA.**

#### **Volunteer Docent Program**

The Heritage Area has partnered with the Northern New Mexico Regional Art Center and the City of Espanola/Plaza de Española to recruit and train volunteer docents to interpret the Misión Convento visitor center in Española. The complex, owned by the city of Española, is a replica of the church built in 1598 by Spanish colonizer Don Juan de Oñate at what is now the archeological site of San Gabriel at Ohkay Owingeh.

**Goal No. 5: Conserve resources by working with communities and preservation organizations and by supporting efforts to maintain, preserve and restore natural and cultural resources, while also providing opportunities for recreation.**

#### **La Sala de Galisteo Project**

In March 2011, the NRGNHA obligated \$5,000 toward rehabilitation of La Sala de Galisteo, a historic community hall in Galisteo. The Heritage Area funds, coupled with in-kind contributions and matching money totaling more than \$40,000, were used to construct new concrete stairs and restore and reinstall a historic railing. Follow-up grant funding of \$2,500 in 2012 assisted in restoration of the ceiling. A third grant of \$1,800 was used for upgrade of lighting and an emergency exit. This is a community effort that has involved most of the Galisteo community and local business interests. The funding has stimulated

interest in Cornerstones Foundation establishing a conservation partnership with NRGNHA.

#### **Taos Historic Museums**

A recent grant of \$2,000 to the Taos Historic Museums will fund restoration of a salon wall in the master salon of the Martínez Hacienda (a National Historic Site) using *Tierra Blanca* materials and plastering technique. The salon is used for arts exhibitions and is a vital part of the Hacienda complex. The plastering contractor will conduct public workshops on the technique, an authentic traditional method for maintaining adobe walls, and the finished renovation will be presented to the public at the inauguration of the exhibit. NRGNHA anticipates a long-term partnership with the Taos Historic Museums.

**Goal 6: Promote economic development and heritage tourism by gathering and sharing information on the Heritage Area and establishing partnerships with communities, businesses, and organizations that provide tourist experiences and programs.**

#### **Española Visitor Center sign**

In December 2010, the Northern New Mexico Regional Art Center contracted with the NRGNHA to finance a 12-foot by 4-foot sign to direct visitors to the Misión Convento Visitor Center at the Plaza de Española. The NRGNHA awarded a grant of \$942.50 for manufacture and installation of the \$1,885 sign. The grant was matched by cash from Rio Arriba County and in-kind contributions from the City of Española. The sign addresses the Heritage Area goal of promoting tourism as a means to economic development.

We have recently awarded the Regional Art Center an additional grant to fund performance of a children’s opera during the Santo Niño Festival of the Arts in Española, establishing a community draw for tourism and a market for local artists.

### **Water in Motion film projects**

The NRGNHA, in November 2009, obligated a \$36,050 matching grant with Water in Motion LLC (producer David Lindblom) for the production of two films, one a three- to five-minute short about the Heritage Area for \$6,113 and a 54-minute documentary, titled *Land Water People Time* for \$29,937, which showcases the diversity and beauty of the area. In-kind contributions from the company totaled \$168,077. The film is now being used as an outreach product to describe the work of the Heritage Area and the elements of the local culture. It has won awards as “Best Documentary” in recent film festivals.

## **POTENTIAL PARTNER PROJECTS**

In addition to early action projects already completed, the Northern Rio Grande NHA will continue its grant funding for other projects to mobilize community support and sustain funding. The following are examples of potential projects and partnerships: (See Appendix G for a partnership inventory.)

- Discussions have been held with Taos and Rio Arriba counties to re-purpose the Old Taos County Courthouse in Taos and the Oñate Memorial Visitor Center in Alcalde. Possibilities center on setting up interpretative displays or creating a heritage museum. The concept would promote cultural

heritage and arts. The buildings could serve as a staging area for Heritage Area tours or training sites for community docents. The Oñate Center is currently being used by a charter school. The second floor of the courthouse, largely unused at present, boasts Depression-era, Works Progress Administration murals that could serve as a backdrop for local events and traveling exhibits.

- NRGNHA has discussed with the Abiquiu Land Grant a concept to establish an interpretive center on 32 acres of former common lands that have been returned to the Pueblo of Abiquiu. Similar discussions are being held regarding operation of the Ghost Ranch Conference site, which would be an agreement with the Forest Service, the Ghost Ranch Foundation, the Old Spanish Trail Association, and the National Heritage Area.



Landscape at Ghost Ranch

- In 1983, the community of Los Ojos formed a community economic development corporation, *Ganados del Valle* (Stockmen of the Valley), to revive sheep raising, weaving, and

other traditional arts of the region. Los Ojos, one of the first permanent settlements in northern Rio Arriba County, was settled in 1860. Its commercial ventures include Tierra Wools, a grower/spinner/weaver-owned collaborative.



Tierra Wools weaving

- The NRGNHA plans to promote Tierra Wools by facilitating a partnership whereby organizations in Santa Fe and Albuquerque will carry hand-woven textiles produced by Tierra Wools.

Two Santa Fe non-profits are: the Museum of Spanish Colonial Art and El Museo Cultural. The Albuquerque entity is the state-run National Hispanic Heritage Center.

- The NRGNHA has discussed with a group of 25 businesses to create a tourist guide and Heritage Tourism products and activities associated with the High Road to Taos Scenic Byway. We are also including this information in our website upgrade.



Mountain Community



The House of Representatives  
of the  
State of New Mexico

FIFTIETH LEGISLATURE  
SECOND SESSION - 2012

A Certificate Sponsored by Representative Debbie A. Rodella, Expressing the  
Recognition of the House of Representatives to the  
*Northern Rio Grande National Heritage Area, Inc.*

WHEREAS, by act of the United States Congress on October 12, 2006, the Northern Rio Grande National Heritage Area was designated and established in the State of New Mexico, said heritage area to include lands and resources within the Counties of Santa Fe, Rio Arriba, and Taos; and

WHEREAS, the heritage area encompasses a mosaic of cultures and history, including eight (8) Pueblos, the Jicarilla Apache reservation, the descendants of Spanish ancestors who settled the area beginning in 1598, and an influx of settlers beginning with the conquest of the area by the United States military in 1846; and

WHEREAS, the heritage area includes spectacular natural, scenic, and recreational resources, which, along with the combination of cultures, languages, folk arts, customs, and architecture, make Northern New Mexico unique; and

WHEREAS, the Northern Rio Grande National Heritage Area, Inc., a nonprofit corporation chartered in the State of New Mexico, was designated by Congress as the management entity to coordinate and assist in the preservation and interpretation of the cultural, historical and natural resources in these Counties; and

WHEREAS, the Northern Rio Grande National Heritage Area, Inc., is supported by a board of directors that represents partnerships with State, local and tribal governments and interested communities, to sustain the cultural heritage of the area, to encourage its economic viability, and to increase public awareness of and appreciation for the cultural, historical, archaeological, and natural resources and sites in the heritage area; and

WHEREAS, over the last five years, the Northern Rio Grande National Heritage Area, Inc., has worked with a number of organizations, tribes and local communities in Santa Fe, Rio Arriba, and Taos counties through outreach programs and through funding of grants for projects, predominantly with funds appropriated by Congress under the legislation and made available through the National Park Service; and

WHEREAS, the development of the Northern Rio Grande National Heritage Area as a State resource will require the continuing commitment of State, local, and tribal governments and of local communities and residents to further the preservation of the cultural heritage to share in maintaining, sustaining and contributing to this historic fabric;

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSE OF THE STATE OF NEW MEXICO that the Northern Rio Grande National Heritage Area, Inc., be recognized for its continuing contribution to the preservation of New Mexico's cultural heritage, and congratulated on its commitment to provide assistance and support to the people of Santa Fe, Rio Arriba, and Taos counties now and in the future; and

BE IT FURTHER RESOLVED that a copy of this resolution be transmitted to appropriate agencies of the State, to the governing bodies of Santa Fe, Rio Arriba, and Taos counties, to the governing bodies of the Cities of Santa Fe, Española, and Taos, and to the governing bodies of the eight northern Pueblos and the Jicarilla Apache, with a provision that they be encouraged to provide support and participation in the continuing efforts of the Northern Rio Grande National Heritage Area, Inc., in achieving the purposes of the Northern Rio Grande National Heritage Area Act, P.L. 109-338.



Signed and Sealed at The Capitol,  
in the City of Santa Fe.

*Ben Lujan*  
BEN LUJAN, SPEAKER

*Debbie A. Rodella*  
REPRESENTATIVE DEBBIE A. RODELLA,  
RIO ARRIBA, SANDOVAL AND TAOS COUNTIES