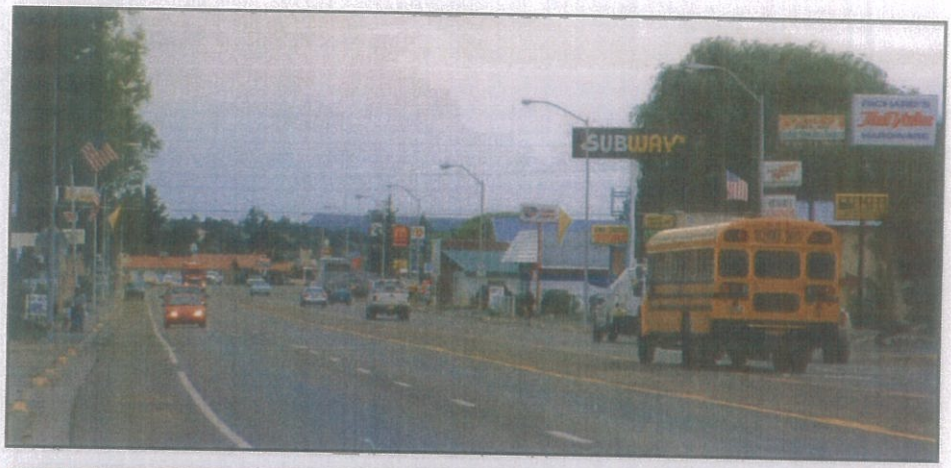
Village of Cuba
• Comprehensive Land Use Plan •



November 2004

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COMPREHENSIVE LAND USE PLAN

for the

VILLAGE OF CUBA, NEW MEXICO

Adopted by the Village Council
October 26, 2004

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MID-REGION COUNCIL OF GOVERNMENTS OF NEW MEXICO
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PART I

INTRODUCTION AND PURPOSE

A comprehensive plan describes how local residents and elected officials would like their community to develop over the next 20 years and beyond. More importantly, a comprehensive plan can identify opportunities and techniques for improvements through goals, objectives, and strategic action recommendations that comprise the plan and help with implementation. Reference to an adopted comprehensive plan maintains a common focus and direction for the community by utilizing specific development strategies to guide policy and decisions to manage the future evolution of the Village. The comprehensive plan is also an official and legally binding document that is approved by the local government and applied as a basis for enacting future development policies and programs.

Public involvement has been sought throughout the planning process to ensure local understanding and community support for the comprehensive plan. Various methods were used to gather public opinions, ideas, and attitudes from Cuba citizens, including public meetings, community surveys, and a planning workshop.

The Cuba Comprehensive Land Use Plan is organized into five chapters. They are: Chapter 1: Introduction and Purpose; Chapter 2: Community Profile; Chapter 3: Trends and Projections; Chapter 4: Goals and Objectives; and Chapter 5: Strategic Action Recommendations.

The Community Profile describes the fundamental nature of the Village in terms of information on the regional setting, character of development, history of the community, population and housing, local economy, transportation and circulation systems, and community facilities and services. The Trends and Projections chapter contains forecasts of population, housing, and employment to the year 2025. This chapter also provides a discussion on present and future land uses, as well as suggestions for the future transportation network in Cuba.

The Goals and Objectives chapter envisions a desirable future for the Village of Cuba. Goals and objectives set the stage for the more specific strategic action recommendations in the final chapter. These recommendations are broken down into short, medium, and long-range time frames. Implementing all of the recommendations of this plan will be a challenge to the Village Council as a result of the financial realities of the local government. However, the Village of Cuba would benefit by continually referencing the Plan; and they should do their best to implement those recommendations that are obviously most feasible and highest in priority. It is also essential that the comprehensive plan be reviewed on a regular basis to identify achievements and measures for successful implementation. Also, the comprehensive plan document should be revised every five years to reflect changing conditions and governing policies.

PART II

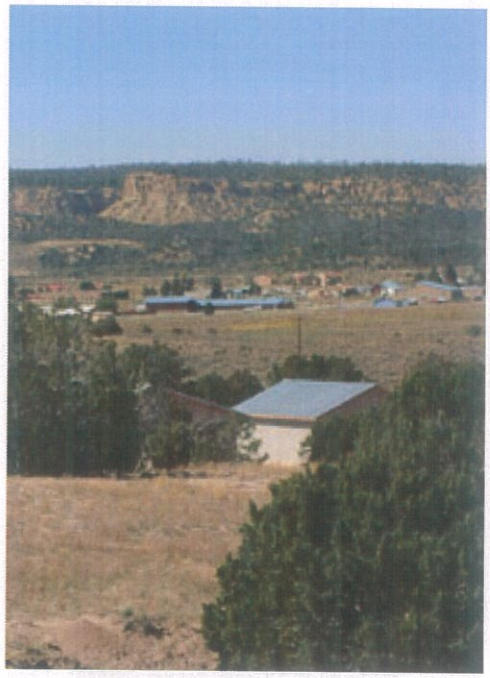
COMMUNITY PROFILE

The purpose of this community profile is to divulge the historical and geographic background along with the present-day conditions that characterize the Village of Cuba. It is essential to conduct this type of evaluation before particular development scenarios or strategies are determined. The following community profile constitutes a general overview of the Village of Cuba, and is intended to establish a common basis for understanding the community, its residents, and how it functions as a municipality in New Mexico.

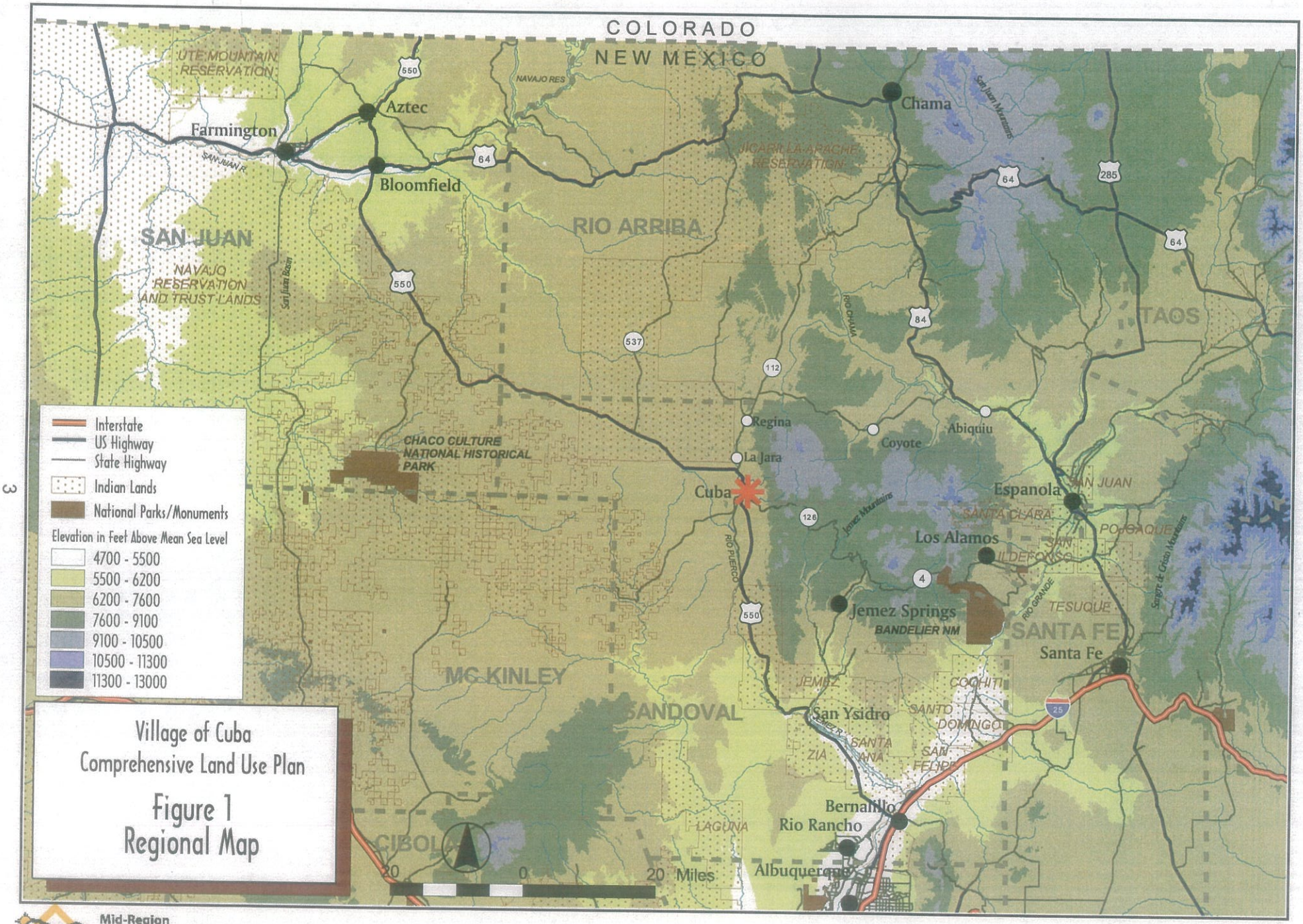
Regional Setting

The Village of Cuba is located in the northwestern portion of Sandoval County; approximately 80 miles northwest of Albuquerque (see Figure 1) and about 100 miles southeast of Farmington, New Mexico. At an elevation of around 7,000 feet above sea level, Cuba is situated near the headwaters of the Rio Puerco in a broad valley along the western slope of the Jemez Mountains. The Santa Fe National Forest and the San Pedro Parks Wilderness Area in the Jemez Mountains are close to the Village. Cuba's neighboring municipalities include the Villages of Jemez Springs and San Ysidro. Major unincorporated communities in the region include La Jara, Regina, and Torreon.

Cuba is located at the junction of US 550, NM 126, and NM 197. These three roads are crucial to the economy, bringing truckers and travelers to Cuba. The Town is also situated on the Jemez Mountain Trail Scenic Byway, which connects Cuba with San Ysidro and Los Alamos. This scenic byway provides access to Bandelier National Monument, the Valles Caldera, Jemez State Monument, and many other tourist attractions. Thousands of visitors pass through Cuba on their way to visit the many natural wonders near the Village, such as Chaco Canyon, Bluebird Mesa, Nogales Cliff House, Cabezon, and the San Pedro Parks Wilderness.



The Village of Cuba



Village of Cuba
Comprehensive Land Use Plan

Figure 1
Regional Map

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Character of Development

The natural setting for the Village of Cuba has attracted settlers for hundreds of years. Forested hills and mesas surround the Village giving it a feeling of seclusion and safety. Cuba was a natural stopping place for travelers and commerce between Bernalillo (and Albuquerque) and Farmington (in the "Four Corners" area) and beyond to Salt Lake City, Utah. Cuba also serves a unique role as a staging area for journeys and expeditions into the wilderness of the Jemez Mountains. As an historic regional center for farming, ranching, logging, and mining, Cuba has been supported by an evolving economy through the years. The current form of development however, is dictated by a linear commercial strip along a major highway corridor (US 550). Although there are old abandoned buildings located in this commercial area, they provide numerous opportunities for redevelopment and rehabilitation of the building stock. Capturing business from travelers, visitors, and non-residents is a significant revenue source for the Village; consequently, many of the local business establishments provide highway-related services.

Outside the highway commercial zone, the Village maintains a pastoral rural character of low density housing with open fields which are occasionally cultivated, and is surrounded by extensive forested lands. Special activity clusters within Cuba are developing around the Village office complex and the High School campus. This present day character and form of development will likely be maintained and enhanced as new development and redevelopment occurs in the future. Although there is currently a lack of activity in the manufacturing and industrial sector, a great potential exists for a rebirth of jobs capitalizing on the plentiful natural resources of the region (i.e., forest and wood products, as well as mineral extraction and processing).

History of the Community

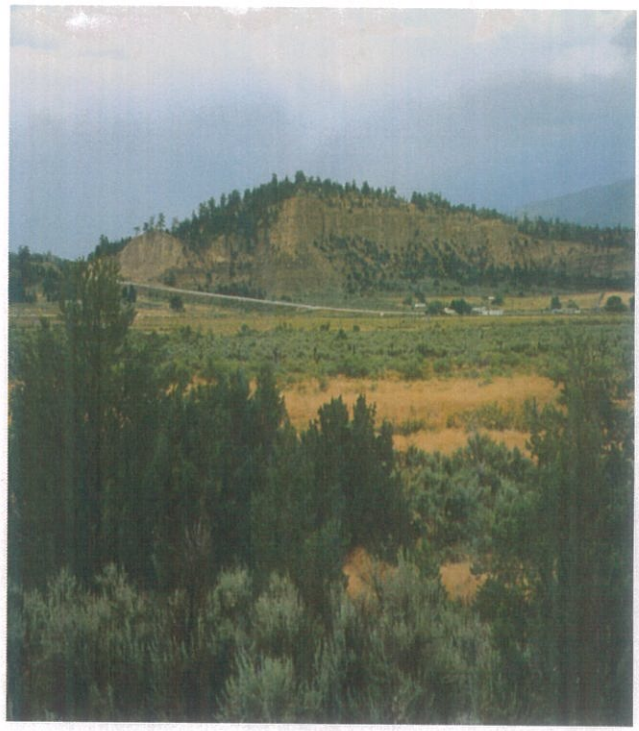
The Village of Cuba evolved from the first Spanish settlement in the area (Nacimiento) in 1766. In 1769, 36 families were given the San Jaquin del Nacimiento Grant, which gave them permission to settle the Nacimiento area near the headwaters of the Rio Puerco. Before Spanish settlers arrived, the Cuba region was the site of prehistoric Anasazi and Gallina communities. Soon after the area was settled by the Spanish, they were sent fleeing by Ute, Comanche, and Apache Indian raids in the late 18th Century. These settlers had to abandon their homes and farms, and were also ordered out by the Colonial Government for their protection.

Descendents of the original 36 families returned in the 1860s to reclaim their land. Most of the settlers that came to Cuba were farmers and ranchers. The land was fertile at this time, and the settlement was known as Laguna (lake). The community grew rapidly and became known as a wheat and corn growing center. However, the land soon began to exhibit signs of wear due to intensive

grazing and poor cultivation practices resulting in extreme soil erosion. To make matters worse, in the early 1900s a drought plagued the area, and caused many people to leave.

The name of the community was changed to Cuba in 1887, when the post office was established. Cuba is the Spanish word for large water tank or trough. In the early 1900s cattle and sheep drives from Cuba to Bernalillo were an annual activity. After the long trek from Cuba, cattle and sheep were sold and loaded onto trains in Bernalillo. A link between Cuba and Albuquerque was established through the mail route in the early 20th Century. Mail, passengers, and freight were delivered to Cuba and settlements along the way three times a week. At that time, the Romero brothers carried mail by starting their route at the downtown Albuquerque post office at three in the morning. They rode along the Rio Grande and headed north to Empedrado near Cabezon, where they changed horses. Their first mail stop was in Cabezon, followed by Senorito, and then finally to Cuba. When the weather was bad and roads became impassable, passengers and freight were left along the way, but the mail was always delivered.

During the first three decades of the twentieth century, a number of logging and coal mining operations were active between Cuba and Bernalillo. The A.T. & S. F. Railroad, which was originally planned to connect the San Juan Basin and Salt Lake City, was built to within a few miles of Cuba at the Ventana coal field. Coal was shipped out of at least four mines for several years. During this time a number of coal miners and loggers immigrated to Cuba and surrounding areas. However, this railroad spur was plagued by financial difficulties and was eventually abandoned following a storm water washout in 1941. This resulted in a dwindling market for logging and mining activity, and freight transportation switched to trucks.



Cuba Landscape

Cuba soon became an important location along Highway 44, which connected Albuquerque to Farmington and the Four Corners area. More frequent travel between Albuquerque and Farmington and increased use of recreational facilities in the Cuba region has encouraged the development of new

business in the Village. The Village of Cuba became an incorporated municipality in 1964. More recently, NM Highway 44 was renamed US Highway 550 and was reconstructed and widened, adding an additional lane in each direction between Bernalillo and Bloomfield. This increased lane capacity will accommodate more traffic traveling through Cuba, potentially adding to the Village's gross receipts taxes if travelers stop and shop; and should provide an incentive for improving the commercial business areas along the highway.

The Cuba region is also blessed with many natural resources. Forestry as well as mining activities have brought many workers to Cuba in the past. Coal mining in the Star Lake Region 30 miles west of Cuba, as well as the Nacimiento Copper Mine near NM Route 126, are examples of mining operations that boosted the Cuba economy during the 1970s. The Nacimiento Copper Mine, which is located four miles east of Cuba, was operated between 1971 and 1974, and employed 135 people at its peak. The Nacimiento Mine reportedly closed on a temporary basis until copper prices made re-opening economically feasible. The mine remains closed; however, the copper resources are still there and could be mined at some point in the future.

U.S. Census Demographics

The Year 2000 Census data provides a wealth of information about the residents of Cuba. In the course of developing this Community Profile, however, it was discovered that Cuba's municipal boundary as defined by the U.S. Census Bureau did not include a significant amount of annexed land that exists today. The difference between the current municipal boundary of the Village and the boundary defined as the Cuba Census Designated Place (CDP) is provided in Figure 2, which identifies both boundaries.

To be more descriptive, the recently annexed areas lie in the northeast and southwest portions of the municipal incorporated area. All of the current or present-day statistical information provided in this section of the Comprehensive Plan pertains to the Year 2000 Census boundary for the CDP (although it may be interpreted as an unofficial undercount of the current population and associated information for the Village of Cuba). It is assumed that the detailed population characteristics for the current Village boundary are not significantly different from the population characteristics documented for the Cuba CDP.

By conducting an analysis of block-level statistics in the 2000 Census data, the MRCOG staff has estimated that the population residing within the current boundary of the Village is approximately 800 persons. This compares to the 2000 Census population of 590 residents. Nevertheless, it needs to be emphasized that the large volume of Census data for the Village of Cuba relates specifically to the area within the CDP boundary. The information available for the outlying areas (Census blocks) is limited because of data standards intended to protect the confidentially of information.

For purposes of the demographic analysis in this Comprehensive Plan, the data which characterizes the current situation for the Village of Cuba refers to the Cuba CDP boundary. However, the future (year 2025) forecast of population, housing, and employment has been developed for the current boundary which is a more realistic base for projecting the future population. The statistical area for the 2025 population is then held constant for trend analysis. A more detailed explanation of the forecast is in PART III of this Comprehensive Plan.

Population and Housing

Table 1 displays Cuba's CDP population and housing data from U.S. Census information since 1980. Both population and housing units have decreased since the 1990 census. The average household size in Cuba (2.66) is slightly higher than the national average household size (2.59).

Table 1
1980-2000 Cuba CDP
Population, Housing, and Households

Year	Population	Housing Units*	Households	Cuba Average Household Size**	National Average Household Size
1980	609				2.76
1990	760	329			2.63
2000	590	290	222	2.66	2.59

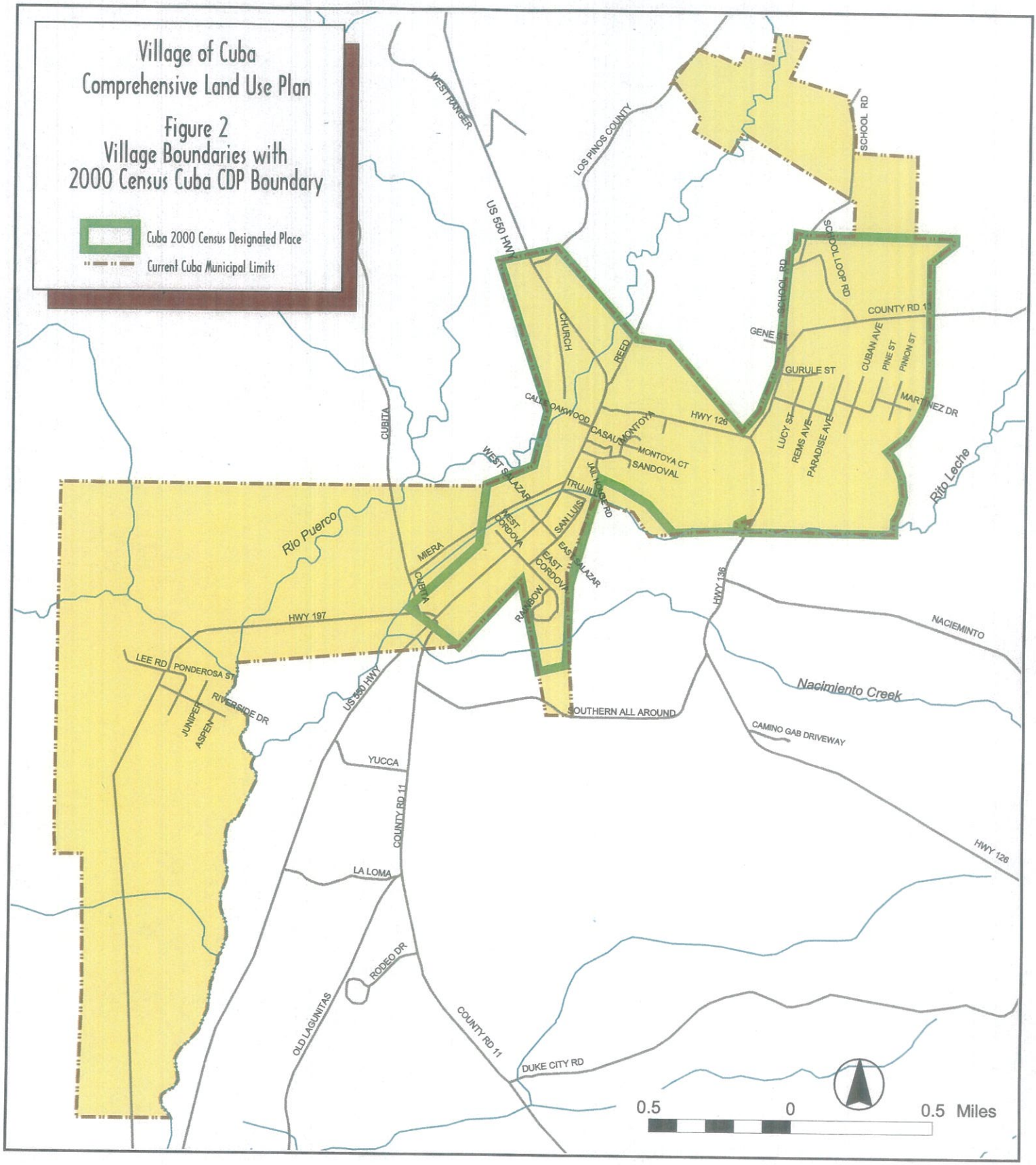
Source: U.S. Census Bureau and MRCOG
* Includes vacant units
**A portion of the population may not live in households, but in group quarters, dormitories, etc.

Cuba is one of the smallest municipalities in Sandoval County. Table 2 shows a comparison of all the municipalities in the County. Cuba's population has fluctuated over the past two decades. In the 1980s, the Village gained population, but then it lost a similar proportion of population in the 1990s.

Table 2
1960-2000 Population in
Sandoval County Incorporated Municipalities

	1960	1970	1980	1990	2000
Bernalillo	2,574	2,016	3,012	5,960	6,611
Corrales	-	-	2,791	5,453	7,334
Cuba CDP	**-**	**415**	**609**	**760**	**590**
Jemez Springs	-	356	316	413	375
Rio Rancho	-	-	9,985	32,505	51,765
San Ysidro	-	-	199	233	238
Total	14,201	17,492	34,799	63,319	89,908

Source: U.S. Census Bureau



Sources: MRCOG; 2000 US Census.

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Table 3 displays a comparison of age group categories for Cuba, Sandoval County, and the State. It should be noted that the "under 20" age group in 2000 makes up a large percentage (35%) of Cuba's population. This percentage of population under age 20 is higher than both the County (32%) and the State (31%). It is also notable that the percentage of Cuba's elderly population (65 and over) is higher (13.2%) than the same age category in Sandoval County (10.6%) and the State of New Mexico (11.7%). These age characteristics imply the special needs for community facilities that serve the youths and the elderly residents.

Table 3
2000 Age Distributions for Cuba CDP, Sandoval County, and New Mexico (by total and percentage)

Age Group	Cuba CDP		Sandoval County		New Mexico	
	Total	Percentage	Total	Percentage	Total	Percentage
< 20	211	35.8	28,888	32.1	564,859	31.0
20-24	31	5.2	4,463	5.0	121,291	6.7
25-44	141	23.9	27,062	30.1	516,100	28.4
45-64	129	21.9	19,953	22.2	404,571	22.2
65-over	78	13.2	9,542	10.6	212,225	11.7
Totals	590	100.0	89,908	100.0	1,819,046	100.0

Source: U.S. Census Bureau

The education level of Cuba is significantly lower than that of the total residents of Sandoval County or the State as a whole (refer to Table 4). Among Cuba residents, only 65 percent had graduated from high school, while in Sandoval County and New Mexico there were high school graduates in the population amounting to 86 and 78 percent respectively. The percentage of College graduates for Cuba (16 percent) was also low when compared to Sandoval County (25 percent) and the State of New Mexico (23 percent).

Table 4
2000 Education Level for Persons Age 25 and Over in Cuba CDP, Sandoval County, and New Mexico (in percentages)

Education Level	Cuba	Sandoval County	New Mexico
High School Graduate	65.0	86.0	78.8
College Graduate	16.0	24.8	23.4
Total Persons	374	56,479	1,134,801

Source: U.S. Census Bureau

In reference to Table 5, a large percentage (60%) of Cuba residents identified themselves as Hispanic in the 2000 Census. By contrast, only 29 percent of Sandoval County residents, and 42 percent of State of New Mexico inhabitants considered themselves as Hispanic. Almost 40 percent of persons in Cuba who considered themselves to be of Hispanic ancestry selected "other" as the best description of their race.

Table 5
2000 Race and Hispanic Origin Distribution for Cuba CDP

Race	Hispanic	Non-Hispanic	Total
Total Population:	356	234	590
White	189	71	260
Black	0	1	1
American Indian	8	150	158
Asian or Pacific Islander	0	4	4
Other	139	2	141
Bi-racial	20	6	26
Multi-racial	0	0	0

Source: U.S. Census Bureau

Housing tenure data for Cuba is provided in Table 6. Based on the 2000 Census, more than 45 percent of the total housing in Cuba was owner occupied, while a fairly large percentage was renter occupied (31%) and there were a significant number of units that were vacant (23%). The percentage of vacant homes had increased by three percent from 1990 to 2000, and the total number of units decreased in every category except vacant. These housing tenure characteristics are somewhat reflected by the population decrease during the 1990's, according to Census data.

Cuba's vacancy rate was high compared to other municipalities in Sandoval County. San Ysidro and Jemez Springs had vacancy rates of 13.1 and 24.2 respectively in 2000. The Town of Bernalillo's vacancy rate was 6.6, while the rate for Sandoval County was 9.9 in 2000.

Table 6
2000 Housing Tenure in Cuba CDP

	2000 Number	1990 Number	2000 Percent	1990 Percent
Total Units (occupied and vacant):	290	329	100.0	100.0
Owner Occupied	132	151	45.5	45.9
Renter Occupied	90	111	31.0	33.7
Vacant	68	67	23.5	20.4

Source: U.S. Census Bureau

As indicated in Table 7, the majority of housing in Cuba is relatively new, with 59 percent of the structures built during the 1970s or later. Housing construction in Cuba was most active during the 1970s, with 71 homes being built. In the 1980's 55 homes were built; however, between 1990 and 2000, only 44 houses were built. It should be noted that data on year structure built are more susceptible to errors of response than data on other items because respondents typically rely on their memory or on estimates by people who have lived in the neighborhood a long time.

Table 7
2000 Age of Housing in Cuba CDP

Year Structure Built	Number of Units
1999 – March 2000	11
1995 – 1998	9
1990 – 1994	24
1980 – 1989	55
1970 – 1979	71
1960 – 1969	35
1950 – 1959	30
1940 – 1949	20
1939 or Earlier	34

Source: U.S. Census Bureau

According to the 2000 Census, single family homes accounted for 47.4 percent of the housing in Cuba, while 40.1 were mobile homes, and 11.8 were multifamily housing units. Although the actual number of mobile homes decreased from 128 in 1990 to 116 in 2000, the percentage of mobile homes increased from 38.9 percent to 40.1 percent. While the percentage of housing types made up of mobile homes has increased over the past decade, 40 percent is a relatively high percentage. In San Ysidro, the percentage of mobile homes is 32 percent, while in Jemez Springs it is 23.7 percent.

When reviewing the statistics for housing type, it should be understood that there is a distinction between mobile homes and manufactured housing. Manufactured housing units are often referred to as double-wide mobile homes. The long form Census questionnaire did not offer manufactured housing as a choice for a householder's type of housing in 2000. Therefore, householders who lived in manufactured housing could have selected either "a mobile home" or "a one-family house detached from any other house" to describe their type of housing. As a result, the percentage of mobile homes and manufactured housing combined is often greater than what the Census statistics show for the number of mobile homes.

Table 8
1990 and 2000 Housing Type in Cuba CDP
(all housing units including vacant)

Type	2000 Number of Units	1990 Number of Units	2000 Percent	1990 Percent
Single Family	137	151	47.4	45.9
Multifamily	34	44	11.8	13.4
Mobile Homes	116	128	40.1	38.9
Other Housing Units	2	6	0.7	1.8
Total	289	329	100.0	100.0

Source: U.S. Census Bureau

In the 15 months prior to the 2000 Census, 11 new housing units were reported (Table 7), but 58 new householders were reported (Table 9). These numbers should be considered estimates rather than exact numbers, because both came from sample data. This indicates that Cuba had a considerable number of households (47 or 20.6 percent) who moved into existing units during that 15 month period.

Table 9
Year Householder Moved Into Unit in Cuba CDP

Year	Number of Units	Percent
1999 to March 2000	58	25.4
1995 to 1998	53	23.2
1990 to 1994	32	14.0
1980 to 1989	40	17.5
1970 to 1979	18	8.0
1969 or earlier	27	11.8

Source: U.S. Census Bureau

Table 10
2000 Labor Force and Employment
for Cuba CDP, Sandoval County, and New Mexico

Classification	Cuba CDP		Sandoval County	New Mexico
	Number	Percentage	Percentage	Percentage
Total Persons Age 16 and Over:	449	100.0	100.0	100.0
In Civilian Labor Force	229	51.0	63.0	60.2
In Armed Forces	0	0.0	0.2	0.8
Not in Labor Force	220	49.0	36.8	39.0
Civilian Labor Force:	229	100.0	100.0	100.0
Employed	189	82.5	93.4	92.7
Unemployed	40	17.5	6.6	7.3
Males Age 16 and Over:	210	100.0	100.0	100.0
In Civilian Labor Force	122	58.1	69.6	66.2
In Armed Forces	0	0.0	0.4	1.4
Not in Labor Force	88	41.9	30.0	32.4
Females Age 16 and Over:	239	100.0	100.0	100.0
In Civilian Labor Force	107	44.8	56.7	54.4
In Armed Forces	0	0.0	0.1	0.3
Not in Labor Force	132	55.2	43.2	45.3

Source: U.S. Census Bureau

Table 10 provides a breakdown of labor force characteristics. Almost half (49 percent) of the persons age 16 and over in Cuba were not in the labor force in 2000. By comparison, 36.8 percent of those in Sandoval County and 39 percent of those in the State of New Mexico were not in the labor force in 2000.

In addition, the 2000 Census reveals that Cuba's unemployment rate was very high (17.5 percent). Unemployment rates in Sandoval County and the State were 6.6 percent and 7.3 percent respectively. Obviously the lack of jobs is a major problem for the Village and should receive a high degree of attention in the future. The percentage of females participating in the labor force was 13 percent lower than the percentage of males participating in the labor force.

A listing of civilian occupations for the employed residents of Cuba is shown in Table 11. The largest percentages of employed residents in the Village are in the management/professional/related occupations, which is consistent with both the County and the State. Sales/office occupations have the second most employed residents followed by service, construction/extraction/maintenance, and then production/transportation. The percentage of employed residents in civilian occupations in Cuba is not that different from Sandoval County and the State of New Mexico. This distribution of occupations is an indicator of a varied labor force which is good for economic development.

Table 11
2000 Civilian Occupations for Employed Residents in Cuba CDP, Sandoval County, and New Mexico

Occupation	Cuba CDP		Sandoval County	New Mexico
	Number	Percent	Percent	Percent
Total Employed Persons Age 16 and Over:	189	100.0	100.0	100.0
Management/Professional/ Related Occupations	64	33.9	36.0	34.0
Service	31	16.4	14.8	17.0
Sales/Office	46	24.3	27.8	25.9
Farming/Forestry/Fishing	0	0.0	0.2	1.0
Construction/Extraction/ Maintenance	26	13.8	10.4	11.4
Production/Transportation/ Material Moving	22	11.6	10.8	10.7

Source: U.S. Census Bureau

Table 12 shows the number of jobs according to industry categories as defined by the Census Bureau. The largest industry category for people who live in the Village of Cuba is Education/Health/Social Services (34.4 percent). This is not uncommon as the public schools are usually the largest employer in small rural communities. The next largest industry category for the Village is the arts/entertainment/recreation/accommodation/food services (15.9), and then followed by retail trade (11.6). Of concern is the low numbers of employed residents in the manufacturing and wholesaling trades. These are key economic base jobs and should be increased to strengthen the economic diversity of the Village.

Table 12
2000 Industries for Residents of Cuba CDP

Industry Categories	Number	Percent
Agriculture/Forestry/Fishing/Hunting/Mining	9	4.8
Construction	13	6.9
Manufacturing	1	0.5
Wholesale Trade	0	0.0
Retail Trade	22	11.6
Transportation/Warehousing/Utilities	20	10.6
Information	2	1.1
Finance/Insurance/Real Estate/Rental/Leasing	4	2.1
Professional/Scientific/Management/ Administrative/Waste Management Services	7	3.7
Education/Health/Social Services	65	34.4
Arts/Entertainment/Recreation/Accommodation/ Food Services	30	15.9
Other Services (except public administration)	8	4.2
Public Administration	8	4.2
Total jobs	189	100.0

Source: U.S. Census Bureau

More than 80 percent of the 189 workers in Cuba found work in Sandoval County in 2000. The majority of those who travel to work outside of the County have jobs in Bernalillo County. By comparison, 60 percent of Jemez Springs residents found work in Sandoval County, and 79 percent of San Ysidro residents found work in the County. Cuba also retains a greater percentage of the work force inside municipal boundaries than neighboring Villages. While 62 percent of Cuba's employed persons worked in the Village, Jemez Springs and San Ysidro were only able to retain 45.6 percent and 33.9 percent respectively.

Table 13
2000 Employed Persons that Worked In and Outside of County and Place of Residence for Cuba CDP, Jemez Springs, and San Ysidro

Place of Work	Cuba	Jemez Springs	San Ysidro
Total Employed Persons Age 16 and over	189	171	62
Percent Worked in County of Residence	83.1	60.2	79.0
Percent Worked outside County of Residence	16.9	39.8	21.0
Percent Worked in Place of Residence	61.9	45.6	33.9
Percent Worked outside Place of Residence	38.1	54.4	66.1

Source: U.S. Census Bureau

Table 14 identifies the mode of transportation to work. Over 60 percent of Cuba residents drove to work alone, while another 22 percent used carpools as a means to get to work. Another 10.6 percent walked, while 4.8 used public transportation, and 1.6 percent worked at home. The number of carpoolers in the Village is impressive and indicates the willingness and success of ridesharing in the community. Another trend that may influence work trips in the future is the growing number of home-based businesses nationally. Improvements in telecommunications such as broadband technology are resulting in more home occupations and should be supported by the Village.

Table 14
2000 Commuting to Work for Residents of Cuba CDP

Mode of Transportation	Number	Percent
Total workers 16 years and over:	189	100.0
Drove Alone (car, truck, or van)	115	60.8
Carpool (car, truck, or van)	42	22.2
Public Transportation (including taxicab)	9	4.8
Walked	20	10.6
Other Means	0	0.0
Worked at Home	3	1.6

Source: U.S. Census Bureau

The distribution of the 1999 household income for the residents of the Village of Cuba is shown in Table 15. Related data such as median household income, per capita income, and percentage of population living below the poverty level are provided in Table 16.

The distribution by various categories of household income shown in Table 15 compares the Village of Cuba with Sandoval County and the State of New Mexico. This data illustrates the income disparity between Cuba, Sandoval County and the State. The percentage of households in Cuba earning less than $10,000 (30.7%) is very high, when compared to the County (7.5%) and the State (12.5%). Cuba also has significantly fewer households in the mid to high income range than both the County and the State.

The median household income of Cuba is considerably less than Sandoval County, the State of New Mexico, and neighboring communities (Jemez Springs and San Ysidro). Per capita income is also significantly less, while the percentage of households living below the poverty level is higher. An alarming 41 percent of Cuba's population lives below the poverty level, which is more than twice as much as poverty levels in Jemez Springs, San Ysidro, Sandoval County or the State. As a result of low income and high poverty levels, many Cuba residents have supplemented their incomes with various assistance programs. In Cuba, 28.0 percent have received Social Security income; 13.3 percent received retirement income; 14.2 percent received Supplemental Security income; and 15.6 percent received public assistance income.

Table 15
1999 Household Income in
Cuba CDP, Sandoval County, and New Mexico

Category	Cuba		Sandoval County	New Mexico
	Number	Percent	Percent	Percent
Less than $10,000	67	30.7	7.5	12.5
$10,000 to $14,999	19	8.7	4.8	8.4
$15,000 to $24,999	34	15.6	11.9	15.8
$25,000 to $34,999	19	8.7	12.5	14.4
$35,000 to $49,999	28	12.9	20.5	17.0
$50,000 to $74,999	30	13.8	22.8	16.5
$75,000 to $99,999	12	5.5	10.8	7.8
$100,000 to $149,999	9	4.1	6.2	5.0
$150,000 to $199,999	0	0	1.4	1.3
$200,000 or more	0	0	1.6	1.3
Total Households	218	100.0	100.0	100.0

Source: U.S. Census Bureau

Table 16
1999 Median Household Income, Per Capita Income,
and Percentage Living Below Poverty Level for Cuba CDP,
Jemez Springs, San Ysidro, Sandoval County, and New Mexico

Community	Median Household Income	Per Capita Income	% Living Below Poverty Level
Cuba	$21,538	$11,192	41.3
Jemez Springs	$36,818	$19,522	20.9
San Ysidro	$30,521	$14,787	15.1
Sandoval County	$44,949	$19,174	19.0
State of New Mexico	$34,133	$17,261	18.4

Source: U.S. Census Bureau

Local Economy

The economic characteristics of Cuba provide insight into the basic economy and fiscal condition of the community. A healthy local economy provides both employment opportunities for residents and a strong tax base for the Village. The 2000 Census data has provided indicators that the number of jobs, household income, and salary levels are major challenges for the Village of Cuba to overcome presently and in the future.

Economic Sectors of the Community As in most New Mexico municipalities, the local economy is driven by gross receipts taxes that are collected from Village citizens, tourists, and other visitors doing business in Cuba. Since Cuba has very few industrial sector jobs, the retail business

activities are critical for generating revenues for the Village. The gross receipts tax is similar to the sales taxes that provide local revenues in other states and as such are highly influenced by the retail/commercial activities of the community.

Some of the major business attractions for Cuba include a number of outdoor recreational and historical/cultural sites within a short distance from the Village limits. Such attractions include Bluebird Mesa, Bandelier National Monument, Cabezon Peak, Chaco Canyon, Valles Caldera National Preserve, Jemez State Monument, Nogales Cliff House, and the San Pedro Parks Wilderness (see Figure 3, Cultural and Recreational Attractions Map). There are also many recreational opportunities such as hiking, camping, hunting, fishing, and horseback riding in the nearby Santa Fe National Forest. Those traveling along U.S. Highway 550 between Albuquerque and Farmington must pass through Cuba, and should be considered a potential customer to the roadside businesses in Cuba. Gas, vehicle services, food, and lodging are all available in Cuba for the traveling public.

A new initiative underway in Cuba is to explore the potential for a small wood products industry to capitalize on the massive forest resources surrounding the Village. Small wood commonly known as "Small Diameter Timber" consists of small logs typically thinned and removed from overgrown forested areas. Due to the large forest fires that have occurred over the past few years in the Santa Fe National Forest and other nearby woodlands, forest management has become a significant activity in the Cuba area. The Village of Cuba is interested in developing this type of industry to enhance the local economy.

There is an organization in the Village that is dedicated to building the local economy. The Cuba Regional Economic Development Organization (CREDO) works with the support of the Village government to carry out economic development projects in the Cuba area. The Village has adopted economic development procedures and strategies through the Economic Development Plan Ordinance (see Appendix A) and the Proposed Regional Comprehensive/ Business Plan (Appendix B). Both of these planning documents were recently adopted in 2003, and provide the Village with guidance and recommendations on improving the local economy.

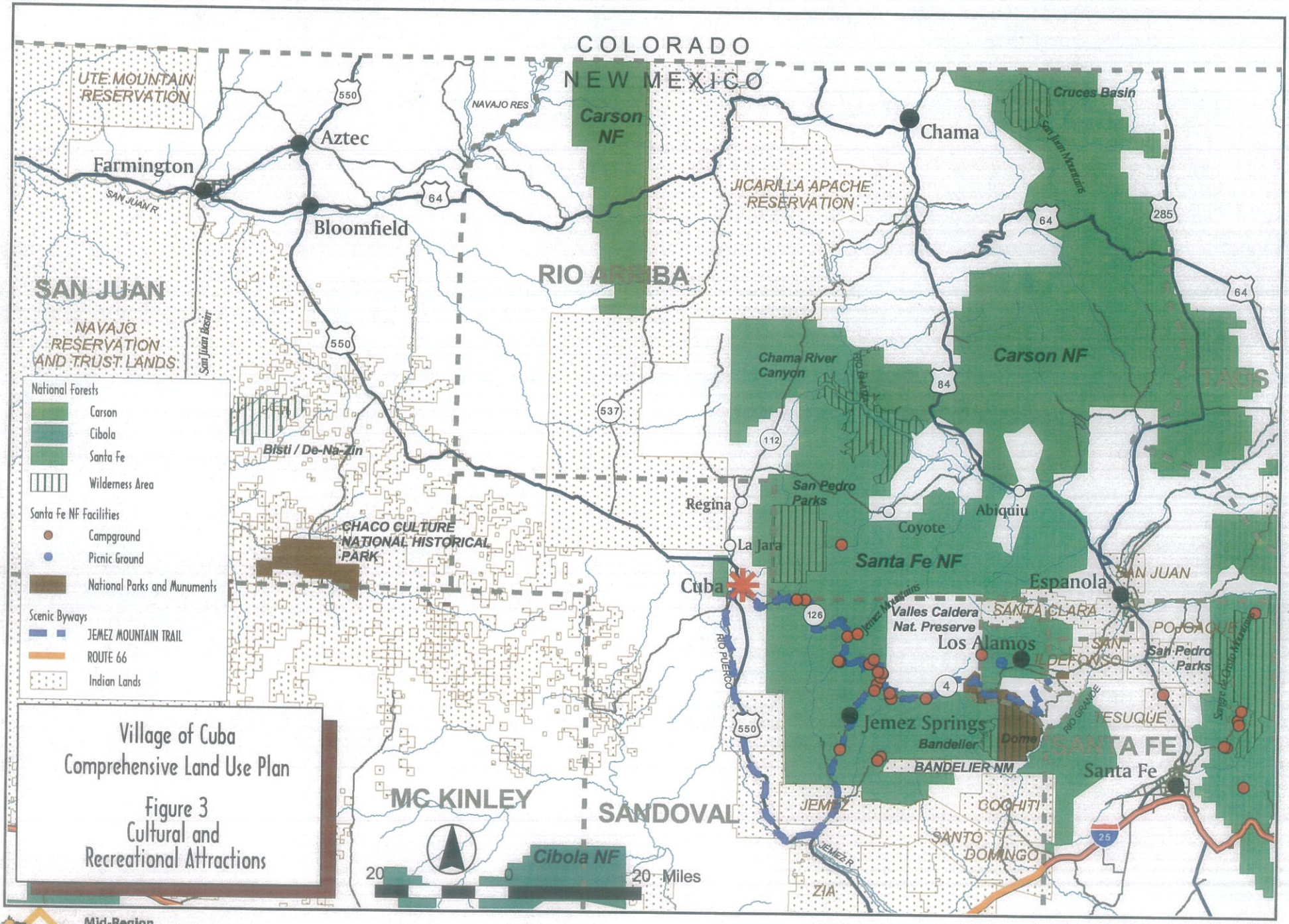
Municipal Revenues and Expenditures New Mexico municipalities rely heavily on gross-receipts and selective-excise taxes, such as gasoline taxes, cigarette taxes, and motor vehicle fees, to fund local government operations. Compared to other states, New Mexico is dependent on the gross-receipts tax, ranking the third highest in the country for this tax as a percentage of personal income. Furthermore, New Mexico's reliance on this tax has increased through the 1980s and 1990s. The State collects a 5 percent gross-receipts tax from businesses in the municipality and in turn distributes 1.225 percent of those gross-receipts tax revenues back to the municipality. Municipalities may also enact local-option gross-receipts taxes and local-option infrastructure gross-receipts taxes to increase the revenues from local businesses.

The major sources of Cuba's municipal revenues (excluding capital and enterprise fund revenues) are shown in Table 17. Over the past two years, gross receipts taxes (municipal gross-receipts, environmental gross receipts, and municipal local-option gross-receipts) have ranged from 60.6 to 66.1 percent of Cuba's general revenues, and they have ranged from 35.5 to 49.3 percent of the Village's total municipal revenues, excluding capital and enterprise fund revenues. Since taxable gross receipts are essential for financing Cuba's services, it will be necessary for the Village to take steps to ensure that its commercial activities are sustained.

Table 17
2002-2003 Cuba Municipal Receipts
(Excluding Capital and Enterprise Fund Revenues)

Revenue Category	2003	2002
General Fund		
Franchise Tax	$8,697	$8,401
Cigarette Tax	1,003	3,313
Municipal Gross Receipts (1.225%)	227,544	218,050
Liquor Licenses	2,721	965
Other Licenses and Permits	3,100	1,635
Administrative Fees	153	15,580
Small Cities Assistance	30,000	30,000
Environmental Gross Receipts	9,044	0
Municipal Local Option Gross Receipts	182,899	226,950
Current Property Tax	20,481	9,339
Gasoline Tax-Regular	87,643	0
Gasoline – Street/Road	6,933	75,671
Motor Vehicle	9,184	1,424
Other	45,198	142,759
General Fund Subtotal:	$634,600	$734,087
Correction Fees	29,394	3,222
Environmental Gross Receipts	9,044	0
Emergency Medical Services	180,078	57,400
Fire Protection	36,151	27,338
Law Enforcement Protection	21,413	21,800
Lodgers' Tax & Promotional	10,721	10,173
Municipal Street	149,017	45,626
Recreation	3,552	1,418
Community DWI Program	0	2,250
Other	108,128	0
Total:	$1,182,098	$903,314

Source: N.M. Department of Finance and Administration, Local Government Division



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Cuba's primary expenses (excluding capital expenditures and enterprise funds) are shown in Table 18. The table shows that Cuba's greatest expense in 2003 was Executive/Legislative, which accounted for 65.4 percent of the Village's total expenditures. Other major expenditures in Cuba in 2003 included "Other" (10.2 percent of total expenditures) and Fire & Ambulance (6.4 percent of total expenditures). In 2002, the Village's greatest expense was Executive/Legislative (41.0 percent of total expenditures), followed by Public Safety (13.6 percent), and Library (11.7 percent).

Table 18
2002-2003 Cuba Municipal Disbursements
(Excluding Capital and Enterprise Fund Expenditures)

Expenditure Category	2003	2002
General Fund:		
Executive/Legislative	$671,706	$ 358,475
Judicial	2,397	22,019
Motor Vehicle	325	15,794
Parks & Recreation	5	6,134
Library	16,508	102,507
Public Safety	11,035	118,795
Fire & Ambulance	66,202	40,680
Streets & Drainage	21,183	30,600
General Fund Subtotal:	$789,361	$695,004
Corrections	26,811	30,105
Emergency Medical Services	23,599	39,847
Fire Protection	28,148	27,280
Law Enforcement	32,592	28,364
Lodgers' Tax & Promotional	18,516	8,500
Streets (1 cent)	0	40,025
Community DWI Program	0	3,466
Recreation	4,462	0
Other	104,362	2,550
Total:	$1,027,851	$875,141

Source: N.M. Department of Finance and Administration, Local Government Division

Transportation and Circulation Systems

US Highway 550 is Cuba's major transportation corridor. The highway, which also serves as Cuba's main street, acts as a primary stopping point for those traveling through the Village. The new four lane highway (completed in 2001) connects Cuba to the Four Corners Area and to Albuquerque. Three other state highways (NM 126, NM 197, and NM 96) converge in or near Cuba, and bring more travelers into the Village. NM 126 is part of the Jemez Mountain Trail which is a federally-designated Scenic and Historic Byway and connects Cuba to NM 4, Los Alamos, and the Bandelier National Monument. NM 197 connects Cuba with the community of Torreon and the Navajo Reservation, while NM 96

links Cuba to the small community of Regina and then beyond to NM 112, El Vado Lake, Heron Lake, and Chama.

The major highways can be characterized by functional classification which reflects traffic flow and trip purpose. Functional classification is divided into three categories: 1) Arterial streets or highways, which consist of continuous or long-distance travel routes providing regional connections among urban and rural communities, and emphasize a high level of mobility for movement through the region; 2) Collector streets, which provide a linkage between local roads and arterial highways; and 3) Local streets, which provide direct access to all abutting lands and carry traffic to the higher capacity collectors and arterials.

The functional classification of streets and highways is used to define how specific transportation routes are used in serving the community, both currently and in the future. Functional classification also implies design standards necessary to provide adequate traffic-carrying capacity on the street network. Often, the street design and right-of-way standards related to the functional classification are established in the adopted Subdivision Regulations for the municipality. US 550 is a primary arterial, while NM 126, NM 197, and NM 96 are all major collectors. The functional classification of roads and average daily traffic flow in Cuba can be seen in Figure 4 (Transportation Map). The map also identifies regional transportation facilities and services throughout Sandoval and Bernalillo Counties. The average daily traffic flow can also be seen in Table 19.

Table 19
Average daily traffic flow in the Cuba area

Location	1995	1997	1999	2001	2003
US 550 (north of NM 126)	5200	8300	9300	10000	8400
US 550 (south of Cuba NM 126)	6200	7900	8300	8100	10700
US 550 (south of NM 197)	2800	3400	4200	4600	4700
NM 126 (east of US 550)	3300	3400	2800	3000	2700
NM 197 (west of US 550)	1300	1300	1500	NA	1500

Source: Mid-Region Council of Governments

Community Facilities and Services

One of the primary objectives in any community planning process is to determine the type and extent of public services necessary to provide for the residents' basic needs. This portion of the community profile identifies and briefly describes those facilities and services that are currently being provided to Cuba residents.

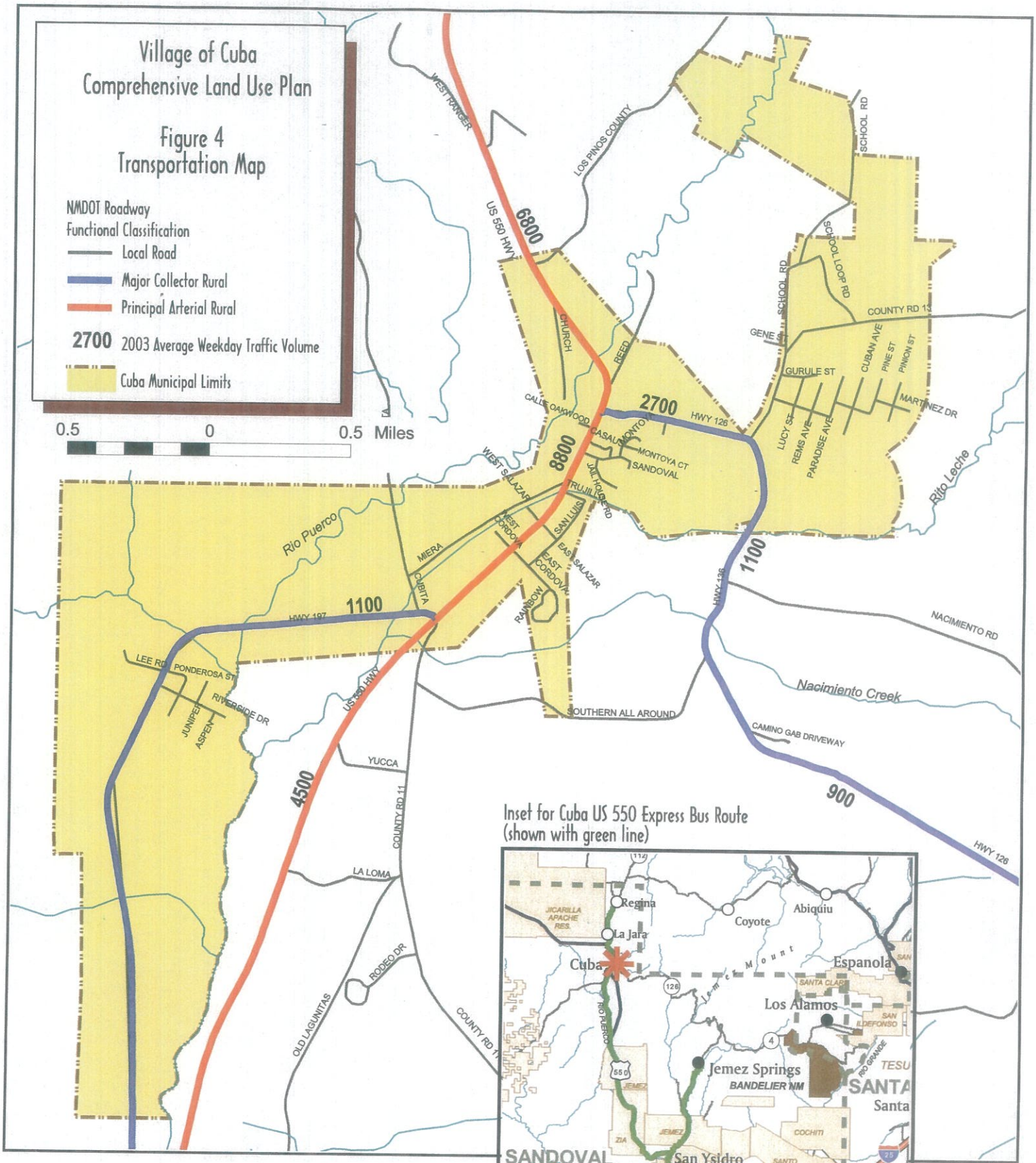
Village of Cuba
Comprehensive Land Use Plan

Figure 4
Transportation Map

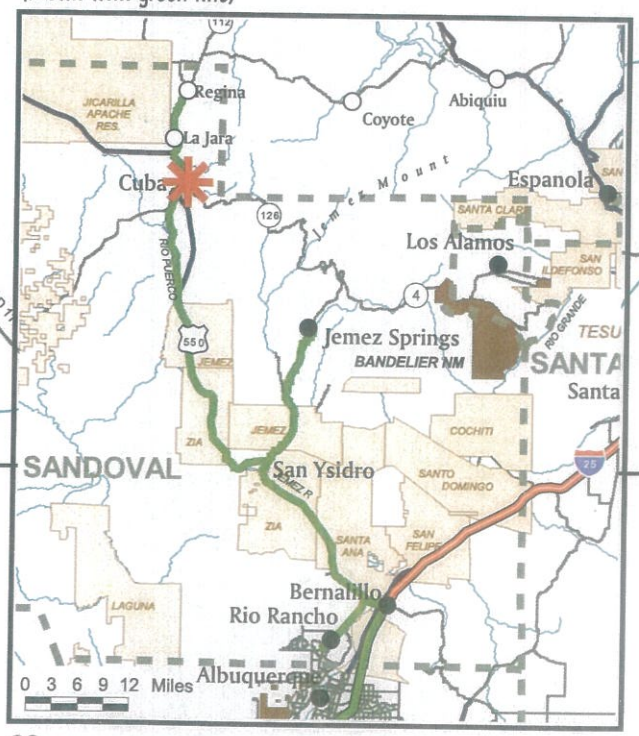
NMDOT Roadway
Functional Classification

- Local Road
- Major Collector Rural
- Principal Arterial Rural
- **2700** 2003 Average Weekday Traffic Volume
- Cuba Municipal Limits

0.5 0 0.5 Miles



Inset for Cuba US 550 Express Bus Route
(shown with green line)



Sources: MRCOG; NM Dept. of Transportation.

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Local Government Operations The Village of Cuba is an incorporated municipality in Sandoval County, and has a Mayor-Council form of government. There are five elective positions in the Village: the Mayor, Mayor Pro-Tem, and the three Village Council members. Each one of the five elective positions is limited to four-year terms.

The Municipal Judge is appointed by the Village Council. The Village department heads include the City Clerk, Water Clerk, Police Chief, Municipal Judge, General Maintenance, Housekeeping, Director of Transportation, Library Director, Parks & Recreation Director, and the Flood Plain Manager. Cuba currently staffs 25 full-time employees. Village commissions and advisory bodies include the Planning and Zoning Commission, Visitor's Center Commission, and the Chamber of Commerce.

Cuba Village Offices

Water Supply and Wastewater Disposal The Village of Cuba provides both municipal drinking water and wastewater treatment systems for local residents. The system currently serves 660 residential connections. The Town's water is tested regularly and treated with gas chlorine. The residential and commercial monthly water rates, as well as hook up and connection fees are listed in the tables below.

Table 20
Residential Monthly Rates in Cuba

Number of Gallons	Water Rates
0 to 3,000	$15.00 – Minimum Water Rate
3,000 to 4,000	$1.50 per 1,000 Gallons
4,000 to 10,000	$2.00 per 1,000 Gallons
Over 10,000	$2.50 per 1,000 Gallons

Source: Village of Cuba

Table 21
Commercial Monthly Rates in Cuba

Number of Gallons	Water Rates
0	$30.00 – Minimum Water Rate
0 to 30,000	$1.75 per 1,000 Gallons
30,000 to 40,000	$2.00 per 1,000 Gallons
40,000 to 50,000	$2.25 per 1,000 Gallons
Over 50,000	$2.35 per 1,000 Gallons

Source: Village of Cuba

Table 22
Water Connection and Deposit Fees in Cuba

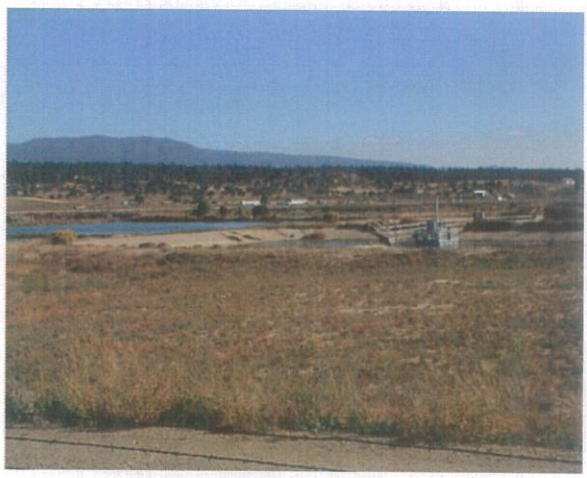
Type of Fee	Amount
Water Deposit Fee	$150
Residential Water Connection Fee	$550
Commercial Water & Sewer Connection Fee	$950

Source: Village of Cuba

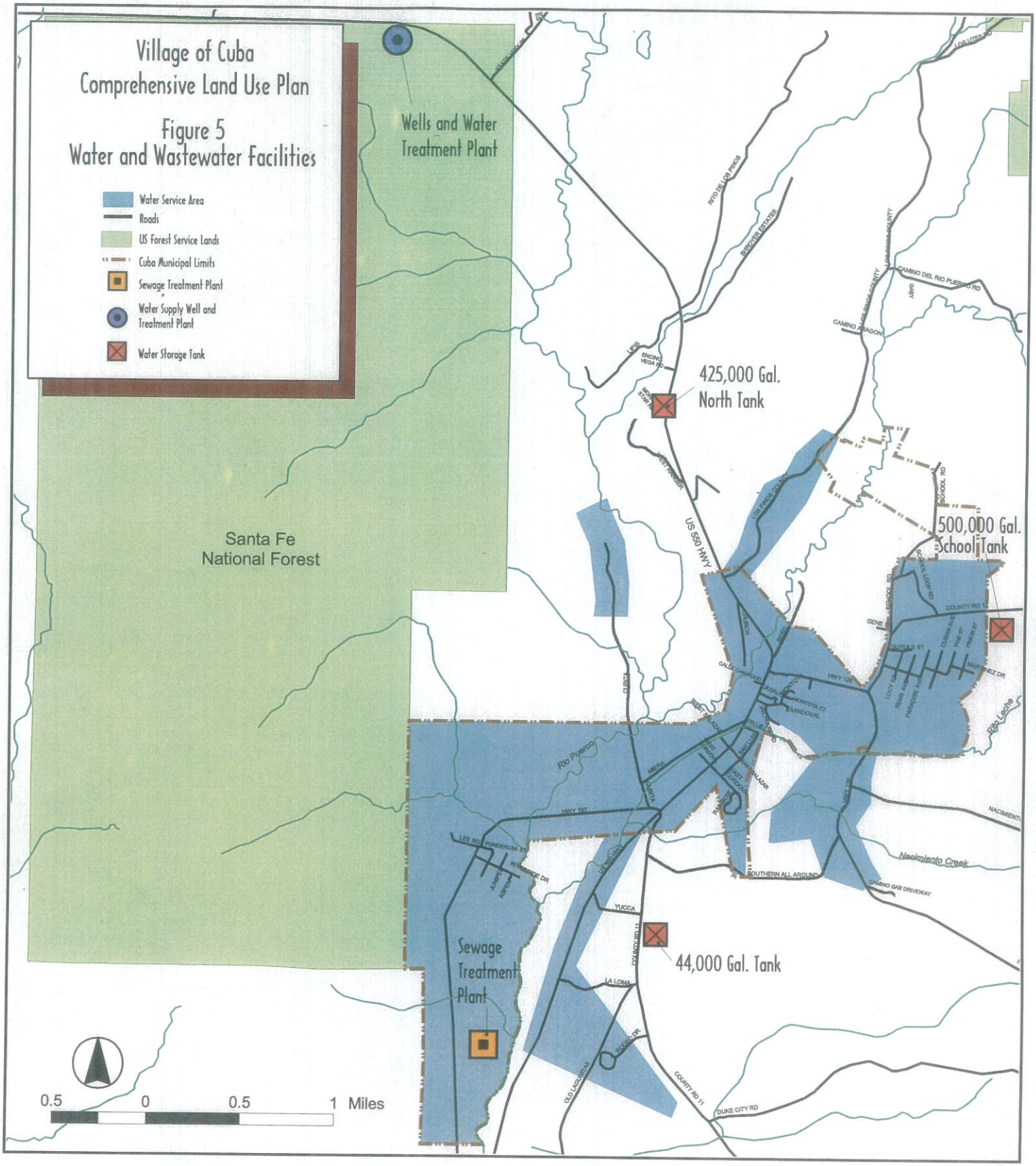
Cuba has three wells that provide the water supply for the Village. All of the wells meet the current and future (2006) Environmental Protection Agency's arsenic regulations. The wells are located in a well field approximately three miles northwest of the Village, adjacent to the U.S. 550 highway, and are at a depth between 600 and 700 feet. The three wells have the capacity to pump 432,000 gallons per day. The water from the wells is piped to a nearby water treatment plant that purifies the water to drinking water standards. After purification, the water is stored in storage tanks (split between a 425,000 gallon tank three miles north of Cuba and a 500,000 gallon tank located by the Cuba public schools complex). Another 44,000 gallon tank is located south of the Village on County Road 11; however, it has never been used. The location of wells and water treatment plant is displayed in Figure 5.

The average water usage is approximately 184,000 gallons per day; the peak demand is 235,000 gallons per day, while the storage capacity is 925,000 gallons. The Cuba water system suffers from low pressure and flow capacity as a result of many small diameter pipes in the distribution scheme. The system is made up of both new and old pipe, and a variety of sizes (2", 4", 6", and 8"). However, the Village has improved their water system, with Phase I of the water system improvement project having been completed in December 2003. Phase II will replace older water lines, install additional fire hydrants, and extend lines to areas that currently experience substandard conditions.

The Village also operates a wastewater treatment plant. The current system maintains 510 connections, which serves most of the Village's residents. The wastewater system has been in existence since 1961, and was renovated in 1996. The Village believes the system will need minor renovations in the future. Sewer rates are $15.00 for residential, and $30 plus 30% of the water bill for Commercial use.



Wastewater Treatment Plant



Sources: Village of Cuba; MRCOG.

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Dry weather and semi-arid conditions are normal in Cuba. The average annual precipitation for Cuba is 10.3 inches. However, about half of that amount (4.6 inches) occurs during the summer monsoon season, between July and September. These monsoon rains are often brief but intense storms, which can lead to flooding and ponding within the Village limits.

Parks, Recreation and Open Space The Village of Cuba owns and maintains one very large park that offers a variety of programs, facilities, and equipment (see Table 23). In addition to recreation, the presence of local parks and open spaces can offer many natural benefits, such as groundwater recharge, air cleansing and scenic beauty, as well as increased property values and health benefits to the residents of the Village.

St. Francis of Assisi Park

Table 23
Parks and Recreation Resources in Cuba

Name	Acres	Facilities/Equipment
St. Francis of Assisi Park	20	Baseball field, basketball courts (2 outside, 1 inside), playground, picnic tables with shelter, and lighting

Source: Village of Cuba

Police, Fire, and Ambulance The Police Department in Cuba presently consists of a Chief of Police and four officers. The Department owns and operates five police cars. The Cuba Police Department maintains an administrative field office; however, all prisoners have to be transported to the Sandoval County Jail in Bernalillo for incarceration. There are also individual field offices for the New Mexico State Police and the Sandoval County Sheriff located within the Village of Cuba.

Fire protection in Cuba is provided by 30 volunteers. The Village currently owns a pumper, a mini-pumper, a pumper tender, a tanker, a squad vehicle, and a rescue vehicle. The Current Fire Protection Rating for the Village is Class 6 (ISO/CRS). The Fire Department also provides Emergency Medical Services (EMS) for the Village and surrounding area. The Department has six First Responders, two Intermediate Emergency Medical Technicians (EMTI's), and two Basics (EMTB's). The Village does not have any paramedics.

Cuba Fire Station

Solid Waste Disposal The Village does not provide its own solid waste disposal service. However, Sandoval County maintains a transfer station in Cuba where citizens can haul their own trash on either Wednesdays or Fridays. There is also a private company, Desert Ridge Solid Waste Disposal, which provides both commercial and residential pick-up service.

Street Maintenance The Village of Cuba does basic maintenance on local roads, such as patching pot holes. The Village owns one vehicle for general road maintenance. U.S. 550 and N.M. 126 are maintained by the New Mexico Department of Transportation (NMDOT).

Cuba Main Street (US 550)

Health Care The Village of Cuba is serviced by one primary health care clinic; Presbyterian Medical Health Services. Services provided include x-ray, ultrasound, behavioral health care, an ob/high risk clinic, a podiatry clinic, an eye clinic, a laboratory, and a drug room. The clinic also provides a nurse for independent Cuba schools and an ambulance program that operates 24/7. Medical professionals at the clinic include an MD, a doctor of Osteopath, four nurse practitioners, two x-ray technicians, two dentists, a psychologist, a master's level counselor, a pharmacist, and two pharmacy technicians. Cuba receives additional health care services through Los Pinos Health Care, which provides private health care from a MD and a doctor of Osteopath.

Presbyterian Medical Health Services

Finance, Communications, and Energy Financial services are provided in Cuba by Wells Fargo Bank and the Cuba Credit Union. The Village is served by a variety of local newspapers, including *Cuba News* (published on a monthly basis), *Daily Times* (from Farmington, which is published daily), and *Navajo Times* (published daily), and the Albuquerque Journal (published daily).

Telephone service is provided by Valor Telecommunications, while JRC Telecommunications provides cable television service. Jemez Mountain Electric Co-op supplies electric power to Cuba. Natural gas service is provided to Cuba by PNM.

PART III

TRENDS AND PROJECTIONS

This section of the Comprehensive Plan explores possible future scenarios in terms of statistical projections and by anticipating the needs of the community. The future of Cuba must be envisioned in order to plan for its improvements in a rational manner. This is not a prediction of the community; but rather, a projection of the historical trends of the development and demographic character of the community. These projections rely on assumptions which are explained when necessary.

Forecast of Population, Housing, and Employment for 2025

This forecast for the Village of Cuba has been prepared for the current municipal boundary of Cuba, which is larger than the boundary reported by the Census Bureau for the year 2000 census of population. The Census boundary for Cuba is referred to in this Plan as the Cuba CDP (refer to Figure 2) and is used as the geography for existing demographic and socioeconomic statistics in PART II of this Comprehensive Plan.

The preparation of this forecast takes into account historical trends in Cuba as well as trends in the surrounding areas. Because this forecast is based on known data, it is acknowledged that unforeseen future events, such as a natural disaster or an economic boom, may have a considerable impact on the community's size and characteristics. Furthermore, due to the size of the Village of Cuba, this forecast would obviously need to be reevaluated if a large employer moved into the community.

Population The population growth of Cuba has changed dramatically over the past 20 years, with considerable growth in the 1980s followed by a population decline in the 1990s. Table 24 presents the population trends from 1980 to 2000, and also provides a comparison between the Cuba CDP which defines the boundary for the 2000 Census, and the current boundary containing the recently annexed areas.

Table 24
Cuba Population History, 1980 to 2000

Year	CDP Boundary		Current Boundary	
	Population	Percent Growth	Population	Percent Growth
1980	609	46.7	751	
1990	760	24.8	959	27.7
2000	590	-22.4	800	-16.6

Source: U.S. Census Bureau

With a total population of 800 in 2000, Cuba comprises only 1% of the total population of Sandoval County, and 16% of the population in the Northwest

corner of Sandoval County. Comparison data from 1990 shows Cuba occupying an increasingly smaller share of the population in Sandoval County, as Cuba's population has declined while other areas in the County have grown. It is assumed that this trend will continue in view of the massive development projects occurring in the southern portion of the County in and around the City of Rio Rancho.

An analysis of the age of the population in Cuba provides insight into who has left the area and what the future might bring. The following table (Table 25) shows a shift in the age composition, as youths occupy a smaller percentage of the population and older adults comprise a larger share. The percentage of people under the age of 50 fell from 77 percent of the population in 1990 to 71 percent in 2000, while persons over the age of 50 rose from 23 percent to 29 percent of the population over the decade. In addition, the median age increased by four years to average 32.4 years in 2000. The trend, therefore, demonstrates an aging of Cuba's population.

Table 25
Age Distribution in Cuba 1990 and 2000

Age Categories	1990 Percent of Total	2000 Percent of Total
Under 16	33.3	28.4
16 to 64 years old	55.3	58.8
65 and over	11.4	13.2
Median Age	**28.4**	**32.4**

Source: U.S. Census Bureau

Without a shift in migration patterns, this continued aging of the population will have implications for the community. For instance, more seniors will continue to lead to more retirees and a smaller workforce, and fewer people within their child-bearing years will mean slower growth and fewer youths.

Forecasting future growth for populations that have experienced a recent decline is a challenging task. In communities such as Cuba, other factors aside from past population growth must be considered, such as job trends, mobility, and the new construction of housing. By analyzing these and other factors, two potential growth scenarios were developed and analyzed by MRCOG staff.

The first scenario was created using a trend analysis from the 1980 population forward. This of course would take into account the growth of the 1980s and the population decline in the 1990s. A longer historical trend might result in a different forecast, but there is a lack of data available for the analysis area prior to 1980.

The second scenario is based on the distribution of the population projected for the surrounding area. The surrounding area is defined by a Data Analysis Subzone, or DASZ, utilized by the MRCOG for demographic analysis.

In 2000, Cuba contained 54% of the total population in the DASZ. The population of the DASZ, which was previously forecasted using MRCOG's computerized land use model, is expected to reach 1646 by the year 2025. This forecast represents what the growth in Cuba might look like if it continues to account for 54% of the DASZ's population (Refer to DASZ Map, Figure 6).

The results of the two scenarios were nearly identical, both showing slow but steady growth occurring over the next 25 years. It should also be noted that the boundary of the analysis area is being held constant for purposes of comparison. Since there was only a 3 percent difference in the forecasted 2025 population between the two scenarios, they were simply averaged to produce the following population forecast (Table 26).

Table 26
Cuba Population Forecast, 2000 to 2025

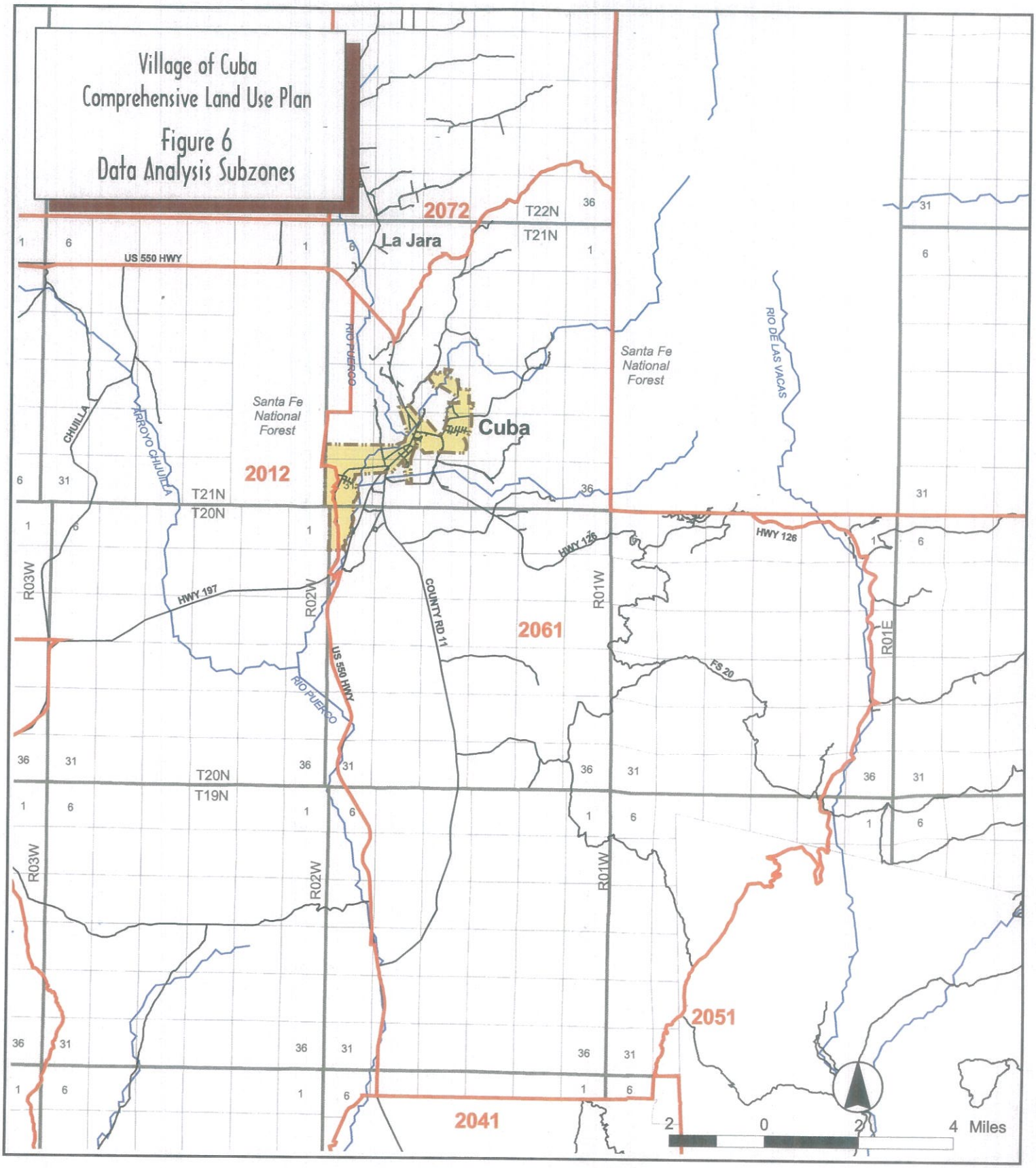
Year	Population	Average Annual Growth Rate
2000	800	
2005	812	0.29
2010	833	0.51
2015	862	0.70
2020	869	0.16
2025	876	0.16

Source: MRCOG

This forecast is moderated by the population decline seen between 1990 and 2000. This is because historical trends are part of the data used to develop the forecast. However, MRCOG also takes into account known plans for development and current trends in growth. At this time, MRCOG has no evidence that would indicate another growth spurt in Cuba, however, that is not to say it can't happen. This could occur if there is a future pattern of people returning or moving into Cuba from the surrounding communities, if persons in their working and fertility years choose to stay in Cuba and have children, and if Cuba attracts a significant migration of people into the area seeking jobs and the amenities of a rural community.

Future growth in Cuba could follow a variety of scenarios. It is assumed that the most probable future scenario will be largely an extension of the past evolution of development. It is certain, however, that Cuba's ability to attract and retain residents and jobs through amenities and other creative means will ultimately determine its future.

Housing The growth and decline in housing mimics the population shifts that occurred between 1980 and 2000. The decline in housing may not necessarily indicate demolitions, but rather the removal of mobile homes, which as Table 27 illustrates, represents a growing percentage of the housing stock.



Sources: MRCOG.

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Data Analysis Subzone Boundary and DASZ Number

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Multi-family housing represents about 12 percent of the housing in 2000, while single-family homes continue to represent the majority of the housing. This trend is not expected to change to any great extent.

Table 27
Historical Housing for Cuba, 1980 to 2000

Year	Housing Units	Percent Growth	Percent Mobile Homes
1980	307		23.7%
1990	423	21.9%	38.9%
2000	388	-12.2%	40.1%

Source: U.S. Bureau of the Census
Note: the mobile home percentages are based on the Census boundary for Cuba, but are intended to represent the larger municipal area.

Housing occupancy data show a consistently low occupancy rate in Cuba in comparison to similar sized municipalities in the State of New Mexico, with nearly one of every four units vacant in 2000 (refer to Table 28). Household size characteristics show a trend towards smaller households, a trend that is consistent with statewide and national behavior. The data show that 100 percent of Cuba's residents live in a household. There are no institutionalized persons (institutions include group facilities such as prisons, dormitories and nursing homes) who are residents of Cuba.

Table 28
Housing, Occupancy, and Household Size, 1980 to 2025

Year	Housing Units	Occupied Housing Units	Percent of Units Occupied	Average Household Size
1980	307	224	73.0%	3.35
1990	423	337	79.6%	2.85
2000	388	296	76.3%	2.70
2005	395	302	76.5%	2.69
2010	409	313	76.5%	2.66
2015	426	326	76.5%	2.65
2020	432	331	76.5%	2.63
2025	439	336	76.5%	2.61

Source: U.S. Bureau of the Census, MRCOG
Note: Occupied housing units for 1980 and 1990 were calculated using the occupancy rate for the Cuba CDP boundary, as data indicate that this represents the greater area.

The housing forecast is derived from the population forecast. Therefore, two housing forecasts were also performed in accordance to the two different scenario assumptions that led to each population forecast. Average household size was forecast based on the changes in projected household sizes for the surrounding area (i.e., DASZ boundaries). Since historical occupancy rates were fairly similar, the housing projections used an average of the three years (76.5%) and held it constant into the future to determine the number of occupied units.

Employment Employment statistics for Cuba allow for a further understanding of the history of Cuba. Table 29 provides the data on non-agricultural employment in the Cuba area. Unlike the trend evident in the population decline, jobs in Cuba actually increased over the 1990s by over 17 percent. The basic employment sectors, which typically consist of mining, manufacturing, and transportation/communication/utilities jobs, declined in Cuba over the decade, reflecting losses in lumber and manufacturing jobs in the Cuba area. However, increases in the retail and service sectors more than compensated for the jobs lost, as the number of tourism and government jobs increased. A significant factor in the growth in government jobs is a growing Cuba public school system, which services the Cuba population as well as the increasing number of families residing outside of Cuba's boundaries.

Table 29
Non-Agricultural Employment, 1990 to 2000

Year	Basic	Retail	Service	Total
1990	124	74	281	479
2000	77	105	381	563
Percent Change	-37.9%	41.9%	35.6%	17.5%

Source: U.S. Bureau of the Census

The projection of employment for the Village of Cuba is not complicated by the up and down pattern of population growth that the community has witnessed. Since 1990, there has been an increase in employment. MRCOG does not have data prior to 1990 but the indication is that total employment has been increasing over time. It is emphasized that total employment increased from 1990 to 2000, but as was noted, not all employment sectors increased. This trend is likely to continue due to Cuba's geographic location and growth in retail and service jobs. As a stopover for travelers, truckers, and commuters, and due to added capacity on the highways servicing Cuba, job growth, particularly in the retail and services sectors, is expected to continue. By extrapolating past growth rates into the future the following forecast (Table 36) was created.

Table 30
Employment Forecast, 2005 to 2025

Year	Jobs	Average Annual Growth Rate
2000	563	
2005	605	1.45
2010	647	1.35
2015	689	1.27
2020	731	1.19
2025	773	1.12

Source: MRCOG

It is projected that Cuba will add a little over 200 jobs to its employment base by 2025. If current population trends continue, an assumption would be

that an increasing number of these jobs will be held by persons who commute into Cuba from nearby areas. However, if Cuba can accelerate housing development within the Village, the resident population would be directly affected by the local job base.

Current and Future Land Use

The character of a community can often be defined by the pattern of land use and the travel routes that were developed over time throughout the settled area. Even without land use regulations, a community will take on a shape and form of development resulting from the road configuration, land ownership, water features, and geographic land forms and other physical elements present. The means by which the Village of Cuba controls its land use activities today can have a profound affect on the location, intensity, and utilization of land in the future.

A Current Land Use Map (Figure 7) shows the status of land use activities inside the Village boundaries for the year 2004. The preparation of the Current Land Use Map was based on a Sandoval County map inventory originally set up for purposes of the enhanced 911 emergency response system; and has been supplemented by ground surveys and the detailed classification of individual land parcels conducted by MRCOG staff. The Current Land Use Map is intended to provide graphic information as a basis for zoning and subdivision administration, and to provide direction in the development of appropriate public services and facilities for the community. Most of the land inside the Village boundaries is classified as either residential or commercial. There is also a significant amount of land in Cuba that is classified as parks and open space, and schools.

The most probable scenario of future land use patterns is generally evident in the Village of Cuba today. The basic assumption used in this Comprehensive Plan is that the forecast for land development in the Village is a continuation of the current form of development, allowing for infill and a higher density of development overall. In order to ensure preservation and protection of the established residential areas, the Village must carefully assess any proposals for non-residential types of development in prevailing residential neighborhoods.

Commercial and mixed use development can be accommodated in or around the residential sector, provided that any negative off-site impacts are minimized. Commercial activities may creep into neighborhoods if there is an element of compatibility among the different types of land uses. For example, many rural communities tolerate and even support home-based businesses if there is minimal disruption to the surrounding neighborhood. There can be a negative consequence, however if a home occupation grows and expands to a point where the business activity becomes unacceptable to the neighboring residents and, as a result, should be relocated to the designated commercial or industrial areas of the Village.

A Land Status Map (Figure 8) shows the land management (i.e., ownership) status of lands surrounding Cuba. As evidenced by the map in Figure 8, the majority of the land surrounding Cuba is publicly owned and administered by a government agency. The major public land owners include the U.S. Bureau of Land Management, U.S. Forest Service, and the State of New Mexico Land Office. The significance of these surrounding lands is that the potential for urbanizing development is minimized and it can be assumed that future growth and development in the Cuba area will not occur on these lands.

NM 126 east of Cuba

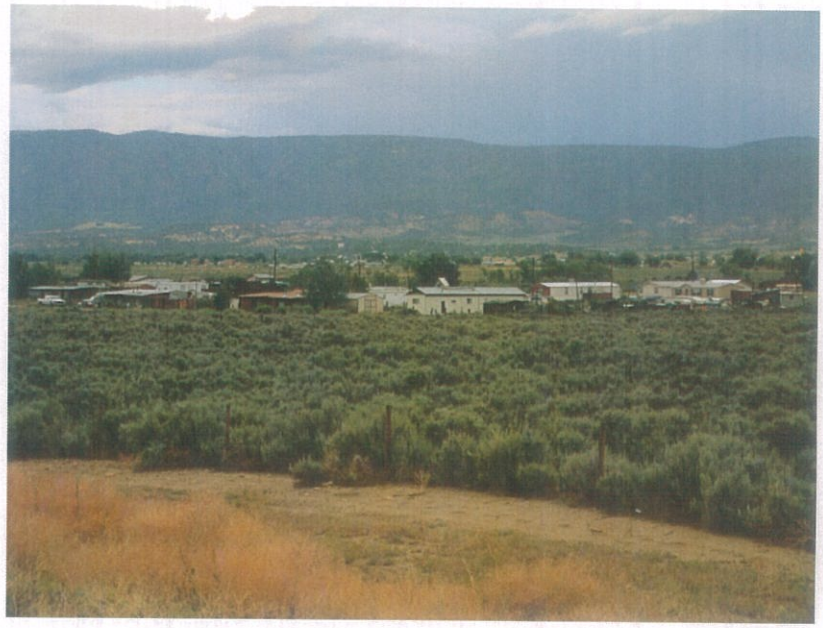
Residential Land Use Residential land uses in Cuba are classified by the following land uses: Residential Single Unit, Residential Mobile Home, and Residential Multiple Unit. Residential Single Units are the predominant land use in Cuba. However, some of the larger parcels shown on the Current Land Use Map may give the impression that the extent of the developed area is larger than the actual use of the land. That is, if one parcel has a Residential Single Unit house on site, then the entire parcel is color coded as a Residential Single Unit, whether that parcel is ten acres or a half acre. Likewise, if a parcel of land has a mobile home placed on site, then it is designated as Residential Mobile Home; or if it has an apartment complex (i.e., two or more dwelling units in a single building), then it is designated as Residential Multiple Unit. The Village of Cuba has a large percentage of parcels that are designated as Residential Mobile Home, and relatively few that are classified as Residential Multiple Units.

The Village has a large proportion of land within corporate limits that is available for new residential growth. Most of this developable land is classified as Vacant or Non Designated land use on the Current Land Use Map; and many of the large parcels that are shown as Residential Single Unit have ample space for additional homes if that land is subdivided and developed in the future. For example, a ten acre parcel of land may contain a single housing unit in a corner of the parcel while most of the land is being used as irrigated farmland or pasture for livestock; but the entire property is classified as Residential Single Unit.

The Village should make the best use of the water, sewer, and paved road infrastructure by promoting infill or cluster development where such infrastructure

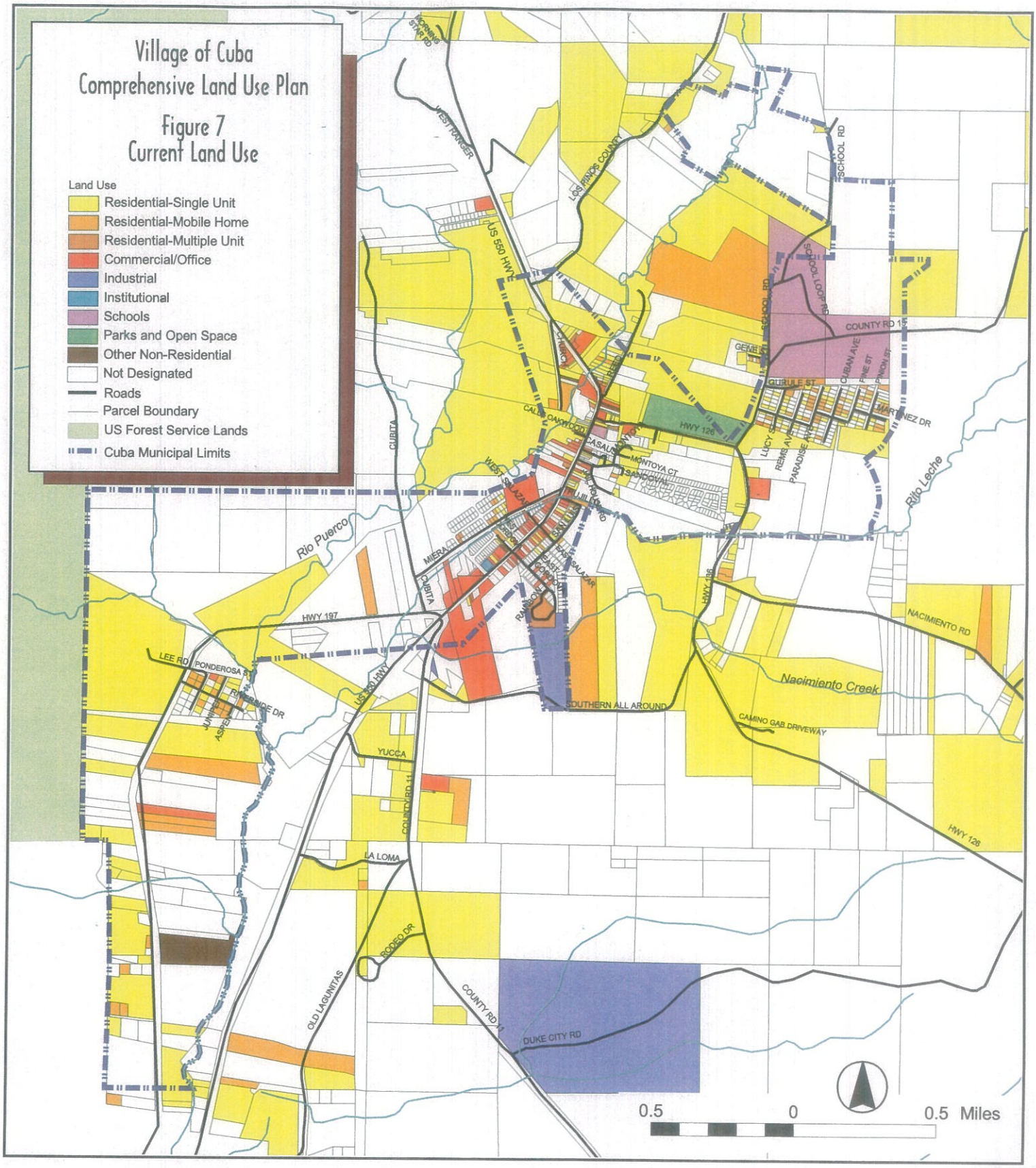
currently exists. The cost of extending water, sewer, gas and electrical services, police and fire protection, and other Village services to areas that do not have these facilities and services today can be a costly burden on the Cuba Village government, and ultimately on the residents.

The probable scenario for a future residential sector in Cuba is a gradual increase in the gross density of the current residential areas. Since housing units have moved in and out of the area in the past, one of the consequences is that the population can decline as it did in the latest Census survey. Unless Cuba can stimulate housing growth as a retirement community, an increase in the local job market will likely precede a growth in the housing stock.



Residential Single Units in Cuba

Residential Multiple Units in Cuba



Sources: Sandoval County Planning and Zoning; MRCOG.

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Note: Land uses are assigned to whole parcels based on the primary land use, regardless of actual size. For example, a 20-acre parcel would be assigned "Residential" land use even if it contained only one dwelling unit.

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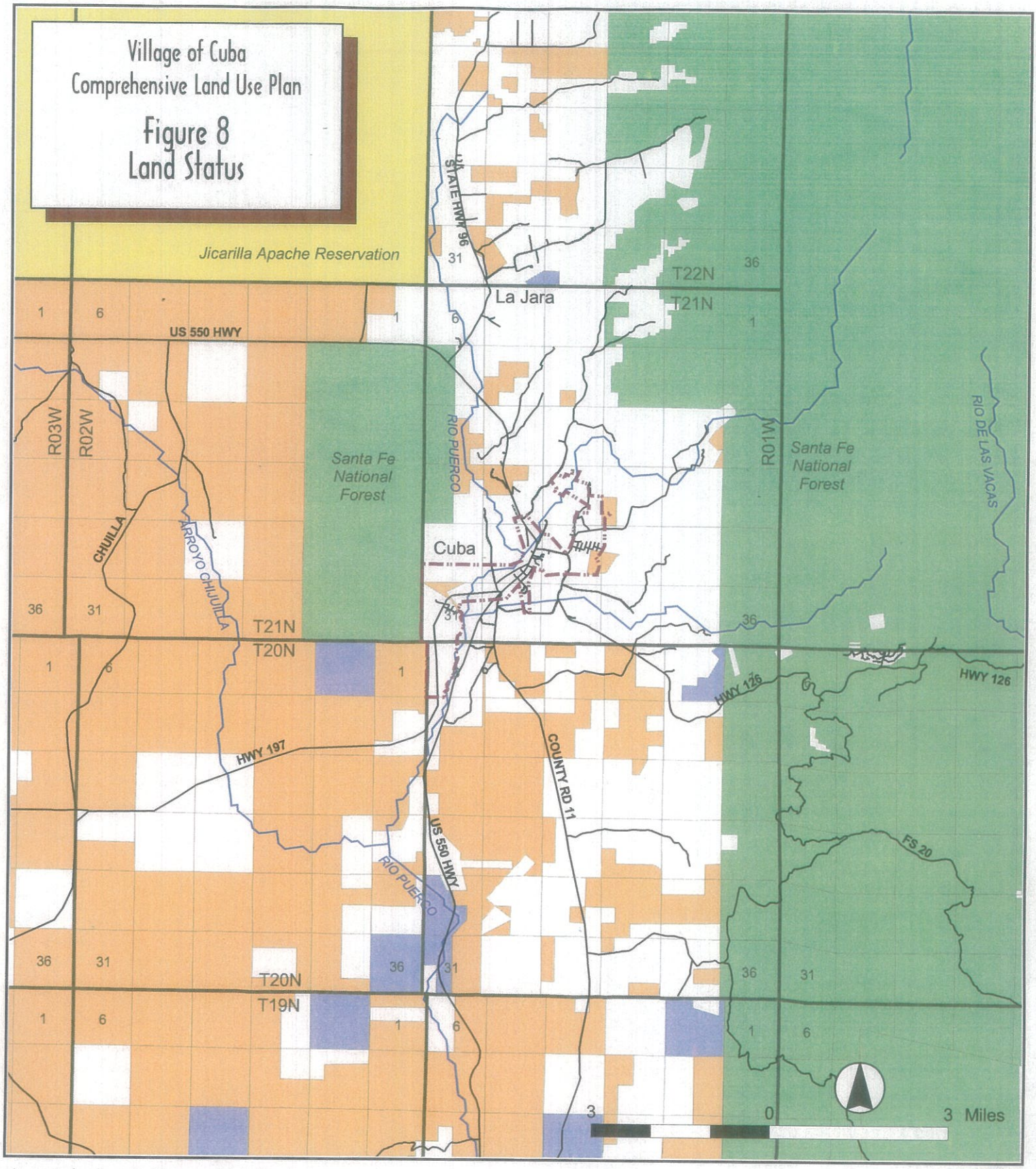

Sources: Surface Ownership/Management data, New Mexico State Office, Bureau of Land Management; Sandoval County Planning and Zoning.

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Land Managment Status

- Bureau of Land Management
- U.S. Forest Service
- Indian Lands
- State
- Village Limits
- Road

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Commercial and Industrial Development Most of the standard commercial and business activity in Cuba is located along US Highway 550. It is anticipated that commercial land uses will continue to increase in number and density of businesses along this corridor over the next twenty years. Cuba is a logical stopping place between Albuquerque and Farmington, and should be able to capitalize on its location along US 550. Recently, the Village has attracted some national chain store businesses such as McDonalds, Subway, and the Dollar Store; and it is anticipated that the Village will continue to attract more tourist and travel-related businesses in the near future.

New retail commercial development along US 550

Industrial area southeast of Cuba

Both State Highways, NM 126 and NM 197, are also potential corridors for non-residential development. However, the Village should carefully review plans and proposals for development in these corridors which currently serve to provide direct access into the residential areas, in addition to accommodating through traffic.

Cuba has a few scattered industrial activities in the area. A small cluster of industrial land uses is currently located on the south side of the Village between Rainbow and Southern All Around. These industrial parcels contain a trucking/maintenance facility and a solid waste transfer station. An industrial activity (Humate bagging operation) will soon begin operations in a new building on the west side of the Village where there is access to NM 197. A relatively large industrial facility (Humate processing plant) is located southeast of the Village at the site of the old sawmill, near the intersection of County Road 11 and Duke City Road. This area is considered a prime location for industrial

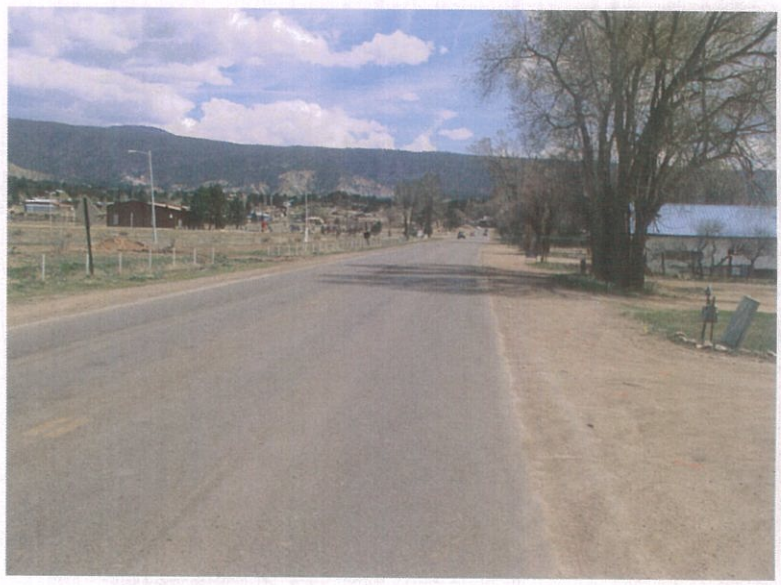
development in the area, and might be promoted for industrial park development. Cuba should actively work to attract more industry, in order to build the job base and improve the local workforce.

Open Space/Recreational Land Use The Village has one very large parcel of land devoted to recreation, and that is St. Francis of Assisi Park. The 20-acre park has a baseball field, basketball courts, a playground, and picnic tables, all located around a community building. The Village should seek to develop smaller parks and recreation areas in other, more scattered locations throughout the area. A recent community survey of Cuba indicates that nearly 80 percent of those surveyed agreed that the Village needs more parks and recreation areas. Cuba should encourage the coordination and joint use of facilities with the local public school district. Sharing the use of recreational areas might increase the amount of such lands without having to spend extra money for the high cost of new acquisitions.

Cuba Regional Transportation Network

Long Range Street System The Village contains a significant number of unpaved roads and substandard streets. In order to achieve the most efficient utilization of limited resources, the Village should design and implement a road conditions evaluation system to monitor current street conditions and set priorities for maintenance and improvements. There needs to be a rational decision making process for the Village Council to establish and maintain a capital improvement program for the street system. In most communities, this is done with an independent advisory or technical committee reporting to the Village government in an objective manner and with technical justification to recommend street improvements based on the most urgent need.

The current street network in the Village is adequate to serve general circulation and access to the major facilities and sectors in the community. There are numerous problems, however, with individual segments of the street network: inadequate rights-of-way, unpaved roads, substandard street widths, lack of pedestrian walkways or bikeways, lack of drainage facilities, poor lighting, and unsafe conditions due to roadway design or other deficiencies.



NM 126 showing lack of walkways in Cuba

Other than localized roadway and street improvements, there is no immediate need to create new routes, bypass roads, or major capacity expansions to the basic street network in the Village, given the population and housing projections presented in this Comprehensive Plan. Safe routes to school, however, should be given a high priority, particularly along NM 126 and County Road 13 where pedestrians have no walkways leading into the school campus. Wider paved shoulders and/or walkways are critical needs on such streets.

The amount of traffic on US 550 is expected to increase as population in the northwest quadrant of New Mexico increases. Cuba should capitalize on the anticipated growth and mobility of the regional population. Cuba is located equidistant between the Albuquerque and Farmington urban areas, which puts Cuba in a natural position to serve highway travelers. Cuba also serves as a gateway or portal into the Jemez Mountains, San Pedro Wilderness Area, and the Santa Fe National Forest. The Village should plan for the continuing enhancement of the local street network, and a more proficient transportation system in general.

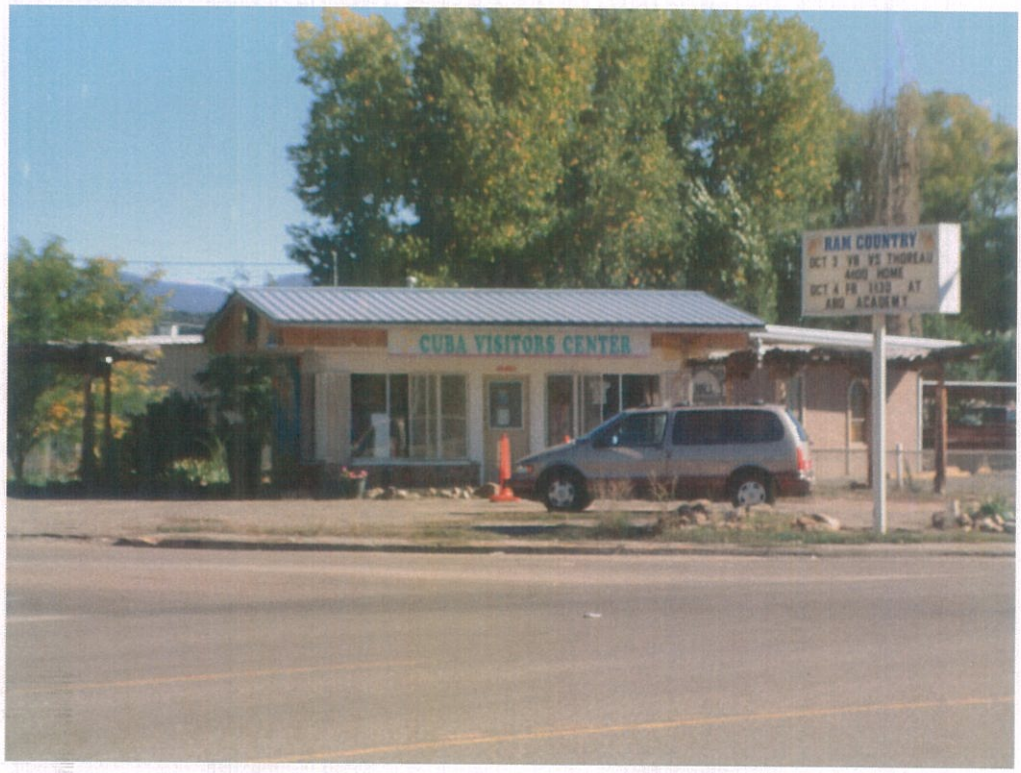
US 550 in Cuba

Transit Facilities and Services The Village of Cuba receives federal funding under the National Highway Act (Section 3037; Job Access Reverse Commute) to operate a public transit service which is called the Cuba 550 Express. The Cuba 550 Express operates two vans and offers transportation service to Cuba, Regina, La Jara, San Ysidro, Jemez Springs, and Jemez Pueblo with trips to Albuquerque, Rio Rancho, and the Town of Bernalillo. The 550 Express provides a valuable service because many of those who live in Cuba and the surrounding areas have to travel elsewhere to find employment. Socioeconomic statistics from Census information also reveal that some Village residents may be transit dependent. This is because Cuba has a high percentage of residents living below the poverty level (41.3%), a low per capita income ($11,192), a low median household income ($21,538), a high percentage of groups under age 15 (23.9%), over age 65 (15.6%), and a high percentage of minorities (88%). Such socioeconomic groups tend to lack adequate personal transportation and are prime candidates for transit services.

A recent survey indicates that Cuba residents are in favor of alternate forms of transportation. Over 71 percent agreed that bus, vanpool, carpool, and park-and-ride services should be available in the Village. The 550 Express should coordinate with other transit providers in order to provide a greater variety of transportation services and to expand their service area. Cuba's location along US 550 makes it ideally suited for a transportation hub. The Village is 80 miles northwest of Albuquerque, 120 miles south of Farmington, and 100 miles west from Espanola.

Cuba 550 Express van

Scheduled intercity bus service is available in Cuba through TNM&O. TNM&O travels throughout the U.S. southwest serving many cities in New Mexico, Texas, Oklahoma, Colorado, and Kansas, providing connections to Greyhound and many other carriers.



Cuba Visitors Center

PART IV

GOALS AND OBJECTIVES

Goals are visionary statements describing a direction that a community wants to go toward; while objectives are related statements that describe how goals might be achieved. The combination of goals and objectives comprise the heart of the comprehensive plan, and establish the basis for current and future programs, projects, and local regulations.

Citizen Participation Process

Public input in Cuba provided the basis for the goals and objectives. There were many opportunities for local citizens to share their opinions in the development of the goals and objectives. Public input was initially gathered by offering a survey questionnaire to all Cuba residents who came into the Village office to pay his or her water bill. In most cases, the survey forms were completed and returned immediately after they were received.

A public workshop on goals and objectives was also held to give local citizens another opportunity to comment on the comprehensive plan. A public meeting was held after the workshop, wherein the Village Council discussed and approved the goals and objectives. Comments from the public were all favorable and supportive of the goals and all of the objectives. These public participation activities helped to establish general consensus and public support for the goals and objectives in the comprehensive plan.

Community Survey Results

The intention of the survey was to detect key interests, principles, and attitudes of Cuba residents. A survey questionnaire form was offered to each Cuba resident that came to the Village office to pay their water bill in March of 2004. The questionnaire listed 17 issue statements pertaining to the future development of Cuba. Respondents were asked to rate those statements on a five-point scale, indicating their level of agreement or disagreement with the statement.

The results of this survey demonstrated a high level of agreement with the following statements: water protection and conservation is critical to Cuba's future, the Village should develop and maintain a youth center, the Village needs an improved storm water drainage system, bicycle/pedestrian trails and sidewalks are needed throughout Cuba, the Village needs to pave all of the local streets, there should be more facilities and services for the elderly residents of Cuba, small scale agricultural activities should be encouraged in the community, the Village needs more park and recreation areas, and the Village should support and promote adult education programs. A low level of agreement was found with

the following statements: Medical and health care facilities are adequate in Cuba, and the Village presents a pleasing community appearance to visitors and travelers. A full account of the survey can be found in the published report entitled Village of Cuba Community Survey (MRCOG, 2004).

Overview of Goals and Objectives

While not a mandate of the community or a legal commitment by the governing body, these goals and objectives do provide a basis for establishing official Village policy or justifying specific actions which may be taken in regard to the future management and development of the Village. A resolution adopting the goals and objectives for this Comprehensive Plan was approved by the Cuba Village Council on June 29, 2004 (see Appendix C).

There are a total of 16 goals and 51 objectives which, in essence, provide policy guidance and serve as the nucleus of the Cuba Comprehensive Land Use Plan. Goals and objectives have been sorted into the following six categories: land use management, housing opportunities, transportation and circulation, water resources, public services and facilities, and economic development. In numerous instances these goals and objectives can be traced back to the community beliefs and issues prepared through the public involvement process. In other cases, goals and objectives are simply planned to improve the public health, safety, and welfare of the community. The numbers below that identify the objectives are solely for organizational purposes, and not for prioritization of objectives. The goals and objectives are also labeled in order to cross-reference these statements with the strategic action recommendations presented later in this Comprehensive Plan document.

Land Use Management

Goal A: Preserve the history and culture of the community.

Objective 1: Prepare and document an inventory of historical buildings and structures in the Cuba area.

Objective 2: Encourage a written history of the Village of Cuba and its surrounding region.

Objective 3: Apply for designation as a New Mexico MainStreet community.

Goal B: Enhance the Village character and appearance.

Objective 1: Organize scheduled clean-up days and a community beautification effort to remove weeds and litter.

Objective 2: Provide a nuisance abatement program to control graffiti, noise, litter, and other nuisances.

Objective 3: Require screening of outdoor storage yards of commercial businesses and industrial activities.

Objective 4: Encourage landscaping along mayor highways, with an emphasis on xeriscaping.

Objective 5: Work with government agencies and social service organizations to assist vagrants and the homeless.

Goal C: Manage the location and intensity of development.

Objective 1: Adopt ordinances that help to protect land uses and increase property values.

Objective 2: Encourage and concentrate commercial development along US Highway 550.

Objective 3: Identify and protect appropriate areas for industrial activities.

Objective 4: Restrict or prohibit development in flood-prone areas to minimize future flood damage.

Objective 5: Adopt and implement an annexation policy that requires an assessment of the costs and benefits regarding the annexation of new territory to the Village.

Objective 6: Promote infill development where there is already existing infrastructure.

Housing Opportunities

Goal D: Provide a range of housing opportunities.

Objective 1: Provide opportunities for multi-family housing units to be constructed in the Village.

Objective 2: Provide housing opportunities for the elderly and incentives for development of retirement communities.

Objective 3: Establish special requirements for mobile homes and manufactured housing.

Goal E: Protect residential areas.

Objective 1: Reduce any negative impacts caused by non-residential activities in residential neighborhoods.

Objective 2: Establish neighborhood organizations to advocate improvements and generate neighborhood pride.

Transportation and Circulation

Goal F: Establish a street network to meet future needs.

Objective 1: Designate a "functional classification" of streets in Cuba and adopt right-of-way and construction standards.

Objective 2: Investigate traffic management and control measures (including parking and loading) in the Village.

Objective 3: Provide adequate street naming and property addressing throughout the Village.

Objective 4: Develop special themes and establish "gateway" entrances on all of the major highways that pass through the Village.

Goal G: Install paved or all-weather surfaces on local streets.

Objective 1: Establish a Village street conditions rating system to identify streets with greatest need for improvement.

Objective 2: Investigate and apply new methods for treating dirt roads.

Goal H: Provide a variety of transportation services.

Objective 1: Plan and develop a system of local bikeways and pedestrian trails.

Objective 2: Encourage rideshare services such as carpooling and vanpooling that allow commuters alternative means to travel to and from work.

Objective 3: Develop a park-and-ride lot or multi-modal regional transportation center in the Cuba area.

Objective 4: Work with regional transit service providers to improve transportation to the transit dependent (elderly and disabled, low income individuals, students).

Water Resources

Goal I: Protect and preserve the Village's water supply.

Objective 1: Adopt a water conservation program and a drought contingency plan for the Village.

Objective 2: Maintain a well-head protection program to prevent contamination of water supply wells.

Objective 3: Continue to upgrade or replace the water system infrastructure.

Objective 4: Secure water rights to meet projected future demands.

Goal J: Insure adequate treatment of wastewater in Cuba.

Objective 1: Develop and implement a master plan for wastewater collection, treatment, and disposal.

Objective 2: Continue to upgrade and replace the wastewater infrastructure.

Goal K: Adopt a storm water drainage plan for the Village.

Objective 1: Develop and implement a master drainage plan and program for the Village.

Objective 2: Identify strategies regarding the ponding of water in order to eliminate disease vectors (i.e. West Nile Virus), and to ensure compliance with State water laws on the impoundment of storm water.

Objective 3: Develop a storm water pollution control plan and program.

Public Services and Facilities

Goal L: Maintain public facilities and provide services in response to public need.

Objective 1: Enhance revenue sources for major public facilities through the use of bond elections, user fee programs, special assessment districts, and other statutory means available to the Village.

Objective 2: Promote and support the establishment of senior citizen facilities, services, and businesses for the elderly residents in the Village.

Objective 3: Develop and maintain a youth center.

Objective 4: Continue to improve and expand the Village library.

Objective 5: Promote the development of a 24-hour urgent care health center.

Objective 6: Ensure public health security and preparedness in response to acts of terrorism and sabotage.

Objective 7: Provide support to Sandoval County to enhance and expand the County Fairgrounds adjacent to the Village.

Goal M: Maintain adequate police/fire/rescue services.

Objective 1: Improve Insurance Service Office (ISO) rating for fire protection services in order to decrease costs for homeowner's insurance.

Objective 2: Develop a multiple agency plan for coordinated emergency response in the Cuba area.

Objective 3: Improve and modernize the police/fire/rescue services in the community.

Goal N: Improve and expand recreational facilities.

Objective 1: Continue to improve the existing Village Park.

Objective 2: Investigate the need for additional recreational facilities such as parks, ball fields, recreation areas, etc.

Objective 3: Work with local citizen groups to adopt and implement a master recreation and parks plan for the Cuba region.

Economic Development

Goal O: Support and promote the local business community.

Objective 1: Retain and expand local business.

Objective 2: Recruit new business and industry, preferably those that create higher-wage jobs.

Objective 3: Improve infrastructure (i.e., water, sewer, roads, rail, telephone, fiber optics, gas, electricity) and services.

Objective 4: Promote Cuba as a regional center and gateway to the Jemez Mountains.

Goal P: Strengthen the local labor force.

Objective 1: Improve the skills and abilities of the local workforce through education, drop-out prevention, and literacy programs.

Objective 2: Provide job training programs through partnerships of local businesses and educational institutions.

Objective 3: Establish local programs and incentives to reduce the out-migration of high school graduates.

PART V

STRATEGIC ACTION RECOMMENDATIONS

Goals, objectives, and strategic action recommendations define the basic concepts necessary for the Cuba Comprehensive Land Use Plan. Goals are visionary statements indicating the direction a community wants to go; while objectives are related statements that describe how goals can be achieved. Strategic action recommendations are a course of action to be taken; identifying the responsible party or parties if appropriate, describing the time frame within which that action should occur, and presenting details considered necessary to understand the action in order to implement the Plan.

Taken together, these goals, objectives, and strategies are intended to suggest a preferred community vision for Cuba, and should propose a direction for managing future growth and development. A resolution adopting Strategic Action Recommendations for the Comprehensive Plan for the Village of Cuba was approved by the Village Council on October 26, 2004 (see Appendix D).

Overview of Recommendations

Specific strategic action recommendations are presented below as a straight forward statement with a brief description explaining each of the proposed actions. Following the explanation of each strategic action recommendation is one or more letter/number combinations which correspond to the related goals and objectives. For example, A.2 would refer back to the second objective listed under Goal A. In addition, priority ratings are assigned to each of the strategy statements to indicate a timing element for implementation. The formulation of these recommendations generally evolved from the initial goals and objections adopted for this Comprehensive Plan. Additionally, research and investigation into the Village operations and services, as well as the population dynamics and other circumstances affecting the community plays a significant influence on the planning strategies and recommendations for future development.

For comparison, these strategic planning recommendations are placed into the same general categories used in the listing of goals and objectives, and suggest a timeframe in terms of the following priority ratings: short, medium, and long range actions. Short range priorities are actions that may be achieved or carried out within a one-to-five year timeframe. Medium range priorities are actions that may be achieved or carried out within a five-to-ten year timeframe. Long range priorities are actions that may be achieved or carried out within a ten-to-twenty year timeframe. Of course, there is a great deal of flexibility inherent in any of these time periods, but the point is to establish a relative sense of priorities among all of the recommendations.

In many cases, a recommendation is considered an ongoing priority, meaning that the strategic action should be continued or maintained over more lengthy periods than that which is indicated by a simple short, medium, or long range timeframe. Also, by nature, some of the recommendations should be maintained over a continuum timeline with no clear beginning or ending. A summary matrix of the strategic actions and priorities is provided at the end of these recommendations in Table 31. This summary table should be used to provide guidance in establishing policies and programs each year, and should be referenced in developing the annual budget for the Village.

Land Development Strategies

Review and improve land management ordinances. The character, economy, and appearance of Cuba are greatly affected by the Village's ability to administer land use ordinances. The manner by which the Village manages the current use of land will influence the location, intensity, and distribution of future development. A recent survey indicated that Cuba residents are not satisfied with the Village's appearance (the survey statement "Cuba presents a pleasing community appearance to visitors and travelers" received the lowest score of agreement in the entire survey). Improving the current land management ordinances such as zoning and subdivision regulations (using modern techniques and stricter enforcement) can affect the community's appearance, protect property owners, and allow the Village to become better prepared for future growth. [C.1, C.4, C.5, E.1, F.4]
Priority Rating: Ongoing

Adopt policies and procedures for annexing new lands to the Village. The Village of Cuba should adopt an annexation policy resolution that sets up a standard process for making decisions regarding annexation of new territory. Criteria should include a clarification of purpose, costs and benefits, and anticipated long-term effects on infrastructure, facilities, and services of the Village. Annexation should be used when it benefits the Village, such as expanding the land base for commercial activities and new housing. [C.5]
Priority Rating: Short to Medium Range

Concentrate commercial and mixed-use development on US Highway 550. The most intensive business location in Cuba is along US Highway 550 where nearly all through-traffic and most local traffic accumulate. The benefit to the Village of this highway commercial district is the revenue generated by gross receipts taxes from retail business activities. Cuba can enhance this highway corridor by concentrating commercial development while promoting mixed-use development along US Highway 550. An example of mixed-use development might be a two-story building with a retail business on the street level and residential dwelling space on the second floor. Also, by improving pedestrian areas, street lighting, storm water drainage, landscaping, signage, and dilapidated buildings, Cuba can establish a reputation and character that will

attract future development. In many cases, this corridor is the only part of Cuba that highway travelers will see when they visit. [C.2]
Priority Rating: Short to Medium Range

Designate appropriate areas for industrial activities. Cuba should actively seek new businesses and industrial development that benefits the Village; however, industrial activities need to be placed in appropriate locations with access to utilities and services and with designs for protecting residential areas from disruption by negative impacts or incompatible uses. [C.3]
Priority Rating: Short Range

Enhance community appearance with organized clean-up programs. The Village should organize or promote regularly scheduled clean-up days in an effort to continually remove weeds and litter, particularly when visible from public areas such as highways and parking lots. Analysis of a recent community survey indicates that improving community appearance should be a primary objective for the Village. The regularly scheduled clean-up campaigns could be accomplished with volunteer groups such as the Boy Scouts, Girl Scouts, Chamber of Commerce, 4-H Club, National Honor Society, neighborhood organizations, and any other local service groups. [B.1, B.2, B.3, B.4, B.5]
Priority Rating: Ongoing

Inventory and protect historical structures in Cuba. All of the significant historical buildings and structures in Cuba should be inventoried and researched to create a documented historical record. Any prominent structures need to be formally recognized and preserved to the extent possible. These historic structures represent the unique history and culture of Cuba. In a recent survey, nearly three-fourths of the respondents agreed that Cuba should preserve its historic structures and cultural elements. [A.1, A.2, A.3]
Priority Rating: Medium Range

Trailways Bus Depot

Housing and Residential Strategies

Provide support and assistance to the Cuba Housing Authority. The Cuba Housing Authority administers several housing programs in the Cuba area. The Housing Authority maintains a 5-Year Plan for meeting the housing needs in the community. The Village of Cuba should continue to provide support and assistance to the Housing Authority; and should encourage and promote a desirable mix of building densities and housing types throughout the Village. A recent community survey indicates that residents feel the Village should provide for multiple housing opportunities, including apartments and condominiums. [D.1, D.2]
Priority Rating: Ongoing

HUD housing in Cuba

Manufactured Housing in Cuba

Establish regulations for mobile homes and manufactured housing. Manufactured housing, including mobile homes, makes up a large percentage (over 40 percent in 2000) of the housing stock in Cuba. The Village can adopt requirements for the design, installation, and placement of manufactured housing to improve the value and appearance of the community. This type of housing should meet basic requirements of public health, safety, and welfare. [C.1, D.3]
Priority Rating: Medium to Long Range

Promote neighborhood organizations. The Village should encourage local neighborhood advocacy though the establishment of neighborhood organizations or associations. Such organizations can promote neighborhood issues, create a special sense of local identity, and establish communication

channels with the Village government. Neighborhood organizations often act together to improve their own communities by becoming involved in crime prevention, emergency preparedness, traffic issues, neighborhood clean-ups, and social activities. [E.2]
Priority Rating: Ongoing

Transportation Strategies

Implement a street evaluation system to set priorities for improvements. The Village needs to establish a standard system for monitoring and evaluating street conditions. Cuba should maintain an ongoing, prioritized listing of recommended street improvements ranging from high to low priority. A street improvements advisory committee appointed by the Village Council could assist the Council by developing a street rating system, conducting street needs assessments, evaluating street conditions, and making recommendations to the Village Council about which maintenance projects and improvements are most crucial to the community. [F.1, F.2, F.3, G.1, G.2]
Priority Rating: Short Range

Enhance local transit services. The Cuba 550 Express provides local transit service to Cuba and other communities in the surrounding region with destinations in Rio Rancho, Bernalillo, and Albuquerque. However, this is currently the only transit option for those living in the Cuba area. Cuba would benefit by joining with Sandoval County, Albuquerque, and other neighboring communities to create a Regional Transit District serving the Albuquerque metropolitan area. A recent community survey also indicates that the majority (over 71% of the respondents to the survey) agreed that a variety of transportation services should be available to residents in Cuba, including bus, vanpool, carpool, and park-and-ride services. [H.2, H.3, H.4]
Priority Rating: Ongoing

Develop a network of trails, bikeways, and sidewalks for the Cuba area. A bicycle and trail network would improve local circulation, provide relief to the street network, and enhance the recreational opportunities throughout the Village. Cuba should develop a plan to designate certain roads as bicycle routes, create dedicated lanes on roadways for bicycles, and establish recreation trails for bicyclists, pedestrians, and perhaps equestrians, which are closed to vehicular traffic. The attractiveness of the Village could greatly benefit by constructing sidewalks in appropriate areas. Sidewalks would improve safety and access for the elderly and disabled, and would encourage walking in business areas. The Village should carry out a pedestrian movement study to determine the most feasible locations for sidewalks and walkways. Special sidewalk assessment districts might be considered along with other funding sources for sidewalk improvements. [H.1]
Priority Rating: Ongoing

Water Infrastructure Strategies

Implement a water conservation and management program. The Village of Cuba needs to guarantee the future water supply for the community. Cuba can preserve and protect its water resources by developing and implementing a water management program that includes the following elements: adequate water rights, conservation strategies, safe treatment of wastewater, storm water management, and a wellhead protection plan. In a recent community survey, over 89 percent of respondents agreed that water protection and conservation is critical to Cuba's future. The Cuba Soil and Water Conservation District has a long range plan that can help conserve and protect Cuba's future water supply. The long range plan sets priorities for addressing problems in the following areas: watershed management, irrigation water distribution, subdivision development, erosion control, water quality and flood protection, neglected roads, brush control/noxious weeds, range/timber management, recreational overuse, and environmental conservation education. [I.1, I.2, I.3, I.4, J.1, J.2, K.1, K.2, K.3]
Priority Rating: Ongoing

Establish a drought or emergency water contingency plan. In preparation for extended periods of drought or a water system failure, the Village needs to establish a drought or emergency water contingency plan. Drought conditions over the past several years indicate that water shortages should be anticipated in the future. An emergency water contingency plan should include measures such as monitoring water use and consumption, installation of low flow devices, xeriscaping incentives, water pricing mechanisms, recycling and reuse of water, and an education program that that ensures public support and participation. [I.1]
Priority Rating: Ongoing

Cuba Well north of Village

Develop and implement a master drainage and storm water control plan. Cuba needs a master drainage and storm water control plan to protect the Village from damage caused by flooding and from the pollutants carried by storm water runoff. The tractor trailer rigs and other traffic traveling along US Highway

550 can have an impact on storm water quality in Cuba. For instance, hazardous chemicals (i.e., gasoline and oil) leaking from vehicles can seep into the ground and contaminate water resources. Cuba can utilize flood control structures and non-structural techniques to minimize pollution deposited by storm waters. Flood control techniques might include construction of storm water retention structures that incorporate landscape/vegetation management to filter polluted storm waters. The Village could also impose land use regulations on waste handling, containment, and treatment in commercial and industrial areas. The Village zoning ordinance already contains a Flood Protection Overlay Zone to regulate development in flood prone areas; but enforcement has been minimal. [K.1, K.2, K.3]
Priority Rating: Medium to Long Range

Public Service Strategies

Develop a regional plan for parks and recreational areas. A regional plan for parks and recreation in the Cuba area would provide a coordinated approach to the many recreational opportunities both inside and outside of the Village. The Village currently maintains one relatively large recreational area (St. Francis of Assisi Park). However, a recent community survey shows that nearly 80 percent of the respondents agree that more parks and recreation sites would be desirable. The Village could pool efforts with the Cuba Public School District and with Sandoval County. Although located outside of the Village limits, the Sandoval County Fairgrounds is an underused facility that has great potential for year-round activities. A special ad hoc advisory committee should be appointed by the Village in order to develop a regional plan for parks and recreation in the Cuba area. This committee should be made up of a combination of public officials and local citizens. [H.1, N.1, N.2, N.3, L.7]
Priority Rating: Short to Medium Range

Maintain adequate police, fire, and rescue services in the Village. Cuba is fortunate to have law enforcement services and facilities provided by the Village, County Sheriff, and State Police, although there are no local holding facilities for prisoners. Fire and rescue services provide adequate coverage, given the size of the community, but continuing improvement is expected. There should be greater coordination among the various agencies to joint operations regionally. [M.1, M.2, M.3]
Priority Rating: Ongoing

Improve and expand services and facilities for the elderly. Cuba should promote and support the development of more facilities and services for the elderly. Elderly services could include retirement homes, specialized housing (i.e., assisted living) and community centers, and improved transportation and medical care. Over 84 percent of the respondents in a recent survey agreed that there should be more facilities and services for the elderly residents of Cuba. [D.2, H.4, L.2]
Priority Rating: Ongoing

Establish a Village youth center. A Village-sponsored youth center would provide a focal point for year-round and after school youth activities. A youth center would not only keep kids off the street and out of trouble, but would allow them to participate in organized recreational activities and develop social skills. In a recent community survey, over 92 percent of the respondents were in agreement that Cuba needs a youth center. The Village should list a youth center on their infrastructure capital improvement plan (ICIP) to seek State funding, and should form a special committee to look at all funding opportunities. [L.3]
Priority Rating: Ongoing

Develop 24-hour urgent care medical facilities. The Village of Cuba is serviced by one primary health care clinic; Presbyterian Medical Health Services. However, there are no 24-hour urgent care medical facilities in or around Cuba. The closest 24-hour medical facilities are located in Albuquerque, Farmington, and Rio Rancho. The Village serves as a rural regional center and should investigate the costs and benefits and overall feasibility of supporting a regional 24-hour urgent care facility in Cuba. [L.5]
Priority Rating: Ongoing

Economic Development Strategies

Promote Cuba as a regional center and gateway to the Jemez Mountains. The Village of Cuba is surrounded by beautiful mountains and mesas, historical and cultural attractions, and scenic recreational areas. Some of the natural wonders and recreational areas include Chaco Canyon, Bluebird Mesa, Cabezon Peak, the Santa Fe National Forest, the San Pedro Parks Wilderness, Nogales Cliff House, and the Jemez Mountain Trail. The Village is ideally situated as a staging area for excursions into the Jemez Mountains and other tourist points of interest. Local artists should be encouraged to develop sculptures, paintings, and other artwork to emphasize Cuba's role as a regional center and gateway to these scenic wonders. Actual "gateway" structures could be installed at the highway entrances to Cuba on US Highway 550, and NM Highways 126 and 197. [F.4, O.1, O.2, O.4]
Priority Rating: Ongoing

Establish a designated Cuba MainStreet Program. The US Highway 550 corridor running through Cuba serves as the "Main Street" of the community and the surrounding region. It is the chief business sector, public services location, and tourist stopping point in the Village. This corridor has tremendous potential for improvement and special treatment. The Village should pursue formal designation as a "MainStreet" community under the federal and state supported MainStreet Program. To accomplish such designation, the community needs to organize a committee or task force whose primary purpose would be submittal of an application to the State for official designation as a MainStreet

Community. A MainStreet program would make the community eligible for funding to enhance the street regarding traffic and pedestrian circulation, landscaping, building and street design, and off-street parking. [A.3, C.2]
Priority Rating: Short to Medium Range

Improve the public utilities and infrastructure in the Village. In order to attract and retain business and industry, it is crucial that the Village improve its basic infrastructure (i.e., water, sewer, roads, telecommunications, and power). The Village should include improvements in the ICIP to identify and prioritize infrastructure requests, and apply for Community Development Block Grants (CDBG) to help finance these needs. [C.6, F.3, G.1, G.2, I.3, J.2, L.1, O.3]
Priority Rating: Ongoing

Establish adult education and job training programs in the Village. Local employment opportunities can be improved by establishing adult education and job training programs. The Village could partner with local businesses and educational institutions to provide easy access to post-secondary (after high school) education and training classes. The long-term result of raising the overall education levels of the community will promote employment growth and possibly raise local income levels. According to the 2000 Census, Cuba's median household income ($21,538) and per capita income ($11,192) are low, while the poverty level is very high (41.3%). Cuba should focus on increasing the knowledge, skills, and abilities of the local work force to bring better jobs to the Village. A coordinated effort to improve the local work force should include the Village, Chamber of Commerce or local business association, the local school district, Sandoval County, and representatives of university/college and technical-vocational schools. [L.4, P.1, P.2, P.3]
Priority Rating: Ongoing

Table 31
Strategic Action Priorities

Proposed Strategic Action Recommendations	Short Range 1-5 yrs.	Medium Range 5-10 yrs.	Long Range 10-20 yrs.
Land Development Strategies			
Review and improve land management ordinances	■	■	■
Adopt policies and procedures for annexing new lands to the Village	■	■	
Concentrate commercial and mixed-use development on US Highway 550	■	■	
Designate appropriate areas for industrial activities	■		
Enhance community appearance with organized clean-up programs	■	■	■
Inventory and protect historical structures in Cuba		■	
Housing and Residential Strategies			
Provide support and assistance to the Cuba Housing Authority	■	■	■
Establish regulations for mobile homes and manufactured housing		■	■
Promote neighborhood organizations	■	■	■
Transportation Strategies			
Implement a street evaluation system to set priorities for improvements	■		
Enhance local transit services	■	■	■
Develop a network of trails, bikeways, and sidewalks for the Cuba area	■	■	■
Water Infrastructure Strategies			
Implement a water conservation and management program	■	■	■
Establish a drought or emergency water contingency plan	■	■	■
Develop and implement a master drainage and storm water control plan		■	■
Public Service Strategies			
Develop a regional plan for parks and recreation areas	■	■	
Maintain adequate police, fire, and rescue services in the Village	■	■	■
Improve and expand services and facilities for the elderly	■	■	■
Establish a Village youth center	■	■	■
Develop 24-hour urgent care medical facilities	■	■	■
Economic Development Strategies			
Promote Cuba as a regional center and gateway to the Jemez Mountains	■	■	■
Establish a designated Cuba MainStreet Program	■	■	
Improve the public utilities and community infrastructure in the Village	■	■	■
Establish adult education and job training programs in the Village	■	■	■

APPENDIX A

VILLAGE OF CUBA, NEW MEXICO
ORDANCE NO. 2003-02

AN ORDINANCE RELATING TO ECONOMIC DEVELOPMENT PLANNING. BE IT ORDAINED BY THE GOVERNING BODY OF THE VILLAGE OF CUBA, NEW MEXICO:

Section 1. ECONOMIC DEVELOPMENT PLAN

1.1 Short Title.

This Ordinance maybe cited as the "Economic Development Plan Ordinance."

Section 2. Authority.

2.1 The Economic Development Plan Ordinance is enacted pursuant to the statutory authority conferred upon municipalities to allow public support of economic development (N>M> Stat. Ann. Section 5-10-1 through Section 5-10-13-1978-). This Ordinance is adopted as part of the town's economic development plan.

Section 3. Purpose.

3.1 The purpose of the Economic Development Plan/Ordinance is to allow public support of economic development projects to encourage, advance and improve local economic development efforts, while continuing to guard against the unauthorized use of public money and other public resources. Additionally, the purpose of the ordinance is to allow the village to enter into one or more joint powers agreement with other local governments to design and sustain regional economic development tasks.

3.2 Local Economic Development Act.

Local governments are allowed to afford direct or indirect aid to qualifying business for improving or applying economic development plans and tasks, furthermore local and regional governments have the authority to supply assets to development projects; however, the imposition of a tax must be approved by the voter in referendum.

Eligible uses: Municipalities may impose municipal infrastructure gross receipts tax and dedicate the revenue for economic development projects. A total of 0.25% tax (in four increments of 0.0625%) may be imposed.

Section 4. Definitions as used in the Economic Development Plan Ordinance:

4.1 ***Economic development project*** means the provision of direct or indirect land, buildings or other infrastructure; public works improvements essential to the location assistance to a qualifying business and include the purchase, lease, grant, or construction, reconstruction, improvement or other acquisition or conveyance of expansion of a qualifying business; and payments for professional services contracts necessary for local or regional governments to implement a plan or project.

4.2 ***Qualifying entity*** means an existing or proposed corporation, limited liability company, partnership, joint venture, syndicate, association or other person that is one or a combination of two or more of the following;

A. An industry for manufacturing, processing, or assembling of any agricultural or manufactured products;
B. A commercial enterprise for storing, warehousing, distributing, or selling products of agriculture, mining or industry, but other than provided in Paragraph D of this subsection, not including any enterprise for sale of goods or commodities at retail or for the distribution to the public of electricity, gas, water or telephone or other services commonly classified as public utilities;
C. A business in which all or part of the activities of the business involves the supplying of services to the general public or to government agencies or to a specific industry or customer; but other than provided in Paragraph D of this subsection, not including business primarily engaged in the sale of goods or commodities at retail;
D. A telecommunications sales enterprise that makes the majority of it's sales to persons outside of New Mexico.

4.3 ***Project participation agreement*** means an agreement between a qualifying entity and Sandoval County whereby Sandoval County provides assistance to an economic development project in exchange for the benefits received as set forth in their section.

4.4 ***Governing body*** means the Village Council of Cuba.

Section 5. Economic Development Plan

5.1 The Cuba Village Mayor, after approval of the Cuba Village Council may assist Economic Development Projects in any legally permissible manner including but not limited to provisions of land, buildings and infrastructure provided that all the requirements of this ordinance are met. The Village of Cuba may provide land, buildings or infrastructure it already owns, or it may build, purchase or lease the facilities needed for an economic development project. The village, at its discretion may bear the full cost of contribute a portion of the costs including the waiver of applicable fees. The village, at it's discretion, may also contribute to the payment of costs for professional service contracts such as Industry feasibility studies and planning and design services needed to implement a project.

5.2 The Cuba Village Council may consider offering all forms of assistance allowed under this ordinance and any other legally permissible forms of assistance; however, this does not establish any obligation on the town's part to offer any specific type or level of assistance.

Section 6. Cuba Regional Economic Development Organization (CREDO)

6.1 The Cuba Village Council assigns the CREDO Board of Directors the following responsibilities with regard to the economic development plan for the Village of Cuba:

A. Reviewing and making recommendations to the governing body on applications for assistance for economic development projects and,
B. Reviewing and making recommendations to the governing body on applications for industrial revenue bonds (IRB'S).

6.2 CREDO shall at all times provide for a board of Directors position for the Village of Cuba, the village Mayor shall appoint a member of the Board of Directors with the advice and consent of the village Council.

Section 7. Application Requirements

7.1 Any qualifying entity meeting the definition set forth in subsection 4.2 may propose an economic development project to the town. Meeting the definition of a qualifying entity does not create any obligation on the part of the Village of Cuba.

7.2 Applications from qualifying entities shall be submitted to the Village of Cuba on forms provided by the village.

A. Identification information:

1) Complete name and address of entity;
2) Incorporation papers with by-laws;
3) List of board of directors and executive director, with addresses;
4) Resumes of all directors and officers.

B. Projects, which enhance the exporting capacity of companies and/or provide goods and services, which currently have to be imported into Cuba;

C. Private companies seeking to build, expand or relocate facilities;

D. Private companies which provide facilities or services which enhance the ability of the Cuba businesses to operate;

E. Organization, which assists business start-ups or bring small companies together to increase their competitive abilities. This must involve a tangible project, which will create jobs and promote an industry. Examples include, but are not limited to:

1) Business incubators;

2) Art incubators or coalition (e.g. a performing arts coalition seeking construction rehearsal or performance facilities);

3) Public markets for farmers, gardeners, crafts, etc; and,

4) Organizations, which foster economic development by promoting work force development efforts such as apprenticeships or other job training programs.

F. Projects in industry clusters listed above are particularly encouraged, but others are eligible to apply as well. The intention is to retain flexibility in the use of incentives; and,

G. Qualifying entities with existing contract or projects with the town when this plan is adopted may propose a restructuring of their projects as an economic development project.

8.2 All applications for economic development projects requesting economic assistance from the town shall submit a cost benefit analysis. Preparing a cost benefit analysis shall be the responsibility of the applicant. The village retains the right to specify a format and methodology for the cost-benefit analysis. CREDO shall review and approve the methodology

used. The source and rationale for any multiplier effects shall be identified. The cost-benefit analysis shall show that the town will recoup the value of its donation within a period of ten years. The analysis shall address the following:

A. The number and type of jobs to be created, both temporary construction jobs and permanent jobs (by New Mexico Department of Labor job category);

B. Pay scale of jobs;

C. Determination of which jobs are expected to be filled locally and which will be filled by transfers from other facilities or recruited from outside the Cuba area;

D. Total payroll expected at start-up and after one year;

E. Anticipated impact on local tax base; and

F. Anticipated impact on local school systems.

8.3 All applicants for economic development projects requesting economic assistance from the village shall require the same review required of industrial revenue bond applications. This review shall focus on environmental and community impacts of proposed projects. Special attention shall be given to job training and career advancement programs and policies. Projects shall demonstrate a strong commitment to providing career opportunities for Cuba and area residents. Cultural impacts of projects shall also be considered.

8.4 Any qualifying entity seeking assistance shall prepare and make available a job training and career development plan for their employees.

8.5 All applicants for economic development projects requesting economic assistance from the village shall clearly demonstrate the benefits, which will accrue to the community as a result of the donation of public resources. The village has considerable flexibility in determining what is considered as adequate benefits. Benefits such as providing components or production capabilities, which enhance a targeted industry cluster, or addressing critical deficiencies in regional economy, may be recognized. The benefits claimed of any proposal will receive careful scrutiny. However, it is the intent of this ordinance to be flexible in the evaluation of these benefits, and to recognize the qualitative as well as quantitative impact of a proposal.

8.6 All applicants for economic development projects requesting assistance from the village shall clearly demonstrate how the qualifying entity is making a substantive contribution. The contribution shall be of value and may be paid in money, in-kind services, jobs, expanded tax base, property or other thing or service of value for the expansion or improvement of the economy. The town retains flexibility in defining the "substantive contributions". The benefits identified in the previous paragraphs may be accepted as adequate contributions on their own, or as cash donations maybe required. Assistance in providing affordable housing to it employees or the community at large may also qualify. Determination of what constitutes an acceptable contribution for a given project shall be at the discretion of the governing body.

Section 9. Public Safeguards.

9.1 All economic development projects receiving assistance from the village shall be subject to an annual performance review conducted by CREDO. This review shall evaluate whether the project is attaining the goals and objectives set forth in the project participation agreement. This review shall be presented to the governing body for their consideration. The governing body at a public hearing may terminate assistance to the economic development project by provisions set forth in the agreement, which terminates the agreement and specifies the disposition of all assets and obligations of the project.

9.2 The village shall retain a security interest, which shall be specific in the project participation agreement. The type security given shall depend upon the nature of economic development project and assistance provided by the village. Types of security may include, but are not limited to:

A. Letter of credit in the village's name;

B. Performance bond equal to the village's contribution;

C. A mortgage or lien on the property or equipment;

D. Pro-rated reimbursement of donation if company reduces work force or leaves the community before the term agreed to; and

E. Other security agreeable to both parties.

9.3 Should a qualifying entity move, sell, lease or transfer a majority interest in the economic development project before the expiration of a project participation agreement, the village retains the right to deny any and all assignments, sales, leases or transfers of any interests in the economic development project until adequate assurances are made that the transferee, assignee or lessee is a qualifying entity and that the terms of the agreement will be satisfied by the transferee, assignee or lessee. At it's discretion, the village may choose to deny said assignment, lease or transfer or may negotiate a new agreement with the new operator, or the town may reclaim the facility and enter into an agreement with the new qualifying entity.

9.4 Any qualifying entity seeking assistance from public resources shall commit to operate in accordance with it's project participation agreement for a minimum of ten years from the date the ordinance is adopted and the governing body passes the project participation agreement.

Section 10 Project Participation Agreement.

10.1 the qualifying entity shall prepare with the town a project participation agreement. This agreement is the formal document, which states the contribution and obligation of all parties in the economic development project. The agreement must state the following items:

A. The economic development goals of the project;
B. The contribution of the village and the qualifying entity;
C. The specific measurable objectives upon which the performance review will be read;
D. A schedule for project development and goal attainment;
E. The security being offered for the town's investment;

F. The procedures by which a project may be terminated and the town's investment recovered; and,

G. The time period for which the village shall retain an interest in the project. Each project agreement shall have a "sunset" clause after which the village shall relinquish and interest in and oversight of the project.

10.2 Each project participation agreement shall be subject to review and approval by the governing body at a public hearing.

Section 11. Project Monies

11.1 All project monies shall be kept in a separate account by the entity and the village, with such account clearly identified. These accounts shall be subject to an annual independent audit.

Section 12. Termination

2.1 The governing body may terminate this ordinance and the village's economic development plan and any or all project participation agreements undertaken under it's authority. Termination shall be by ordinance at a public hearing or in accordance with the terms of the project participation agreement. If an ordinance or project participation agreement is terminated, all contract provisions of the project participation agreement regarding termination shall be satisfied. Upon termination of the ordinance or any project participation agreement, any village monies remaining in the village project accounts shall be transferred to the village's general fund.

Section 13 Joint regional Projects.

13.1 The village may engage in economic development projects involving one or more other government entities for projects, which encompass more than one municipality or county. In such instances, the relevant governing bodies shall adopt a joint powers agreement. This agreement will establish the application criteria and the terms of all project participation agreements. Criteria established under a joint powers agreement shall be consistent with the provisions of this ordinance.

ADOPTED BY THE GOVERNING BODY OF THE VILLAGE OF CUBA ON THIS 31st DAY OF July, 2003.

X _____
Ethel Maharg, CUBA VILLAGE MAYOR

ATTEST:

X _____
Donna Atencio, CUBA VILLAGE CLERK

APPENDIX B

Proposed Regional Comprehensive/ Business Plan

As Presented to

The NM Department Of Economic Development

For

The Certified Community Initiative

On The 8th Of August 2003

By

CRED

Cuba Regional Economic Development Organization

Working to Grow the Area's Riches

Proposed Cuba Area Comprehensive/Business Plan

Redefining the area's economic status will take bold actions on the part of the leaders. Therefore, this plan outlines goals and objectives that may seem aggressive to some of the area residents, but are needed for dramatic, positive change.

Purpose: Enhance living conditions by preserving positive areas, identifying needs, planning for an excellent future and making productive changes.

We request grant writing assistance to develop:

1. A smallwood industry
2. A sagebrush industry
3. A sewing co-op
4. A business incubator

Our goal is to establish these within the next 24 months

I. Goal: Completion of Plan ~ Ways to Make It Happen

A. Recruit more *buy-in* with committed partners that are willing to see the area grow & take responsibility for getting actions accomplished

1. Hold info meetings
    a. 7/29/03
    b. 8/5/03
    c. 9/40/3
2. Request help from:
    a. Church groups
    b. Business leaders
    c. Navajo Chapter leaders
    d. Request help from HS student leaders

B. Assign responsibility for tracking & reporting

1. Tracking ~ CREDO
2. Reporting ~ recruit newspaper reporter

C. Develop clear agreements about:

1. Sharing info

2. Participation

3. Resolving conflicts

D. Project management

1. Discuss why it is needed

2. Develop standards

3. Develop systems for networking

4. Develop ways to fund projects

II. Goal: Funding

A. Bonds

1. County 7/2003 bonding capacity $34,974,000

2. Cuba Village 7/2003 bonding capacity $210,731

B. Cuba Village could pass 1/8 % gross receipts tax for economic development with referendum

1. Sell need during Sept & Oct
2. Hold voting in Nov
3. Enact at Dec council meeting

C. Grant requests to:

1. USDA ~ various
2. Jemez Electric
3. Cuba Credit Union
4. Presbyterian Medical Services
5. Valor Telecommunications
6. NM State

D. Request help from:

1. USDA Rural Development
2. Hub RC&D
3. NMEDD
4. Rural Response Council
5. Others as needed

E. Encourage county & village council members:

1. Take assertive actions for:
   a. Projects
   b. Funding
2. Ask candidates about their views on economic development

III. Goal: Insure area residents' adequate, clean water supply

A. Began planning for ways to provide for future in 1999

B. Held public input/planning meetings

C. Submit plan fall 2003

IV. Goal: Cuba Village Infrastructure ~ Upgrading

A. Cuba Water ~ Phase I
   1. Loop around & branch out from existing lines
   2. Replace 4,000' of existing lines with 8" line
   3. From N. village limits to S. All Around Rd. paralleling US 550
   4. Add 8,000' of 8" line
   5. Begin 7/28/2003
   6. Finish 9/28/2003

B. Cuba Water ~ Phase II
   1. Public input hearing 1/2004
   2. Recommendation: Replace 2.2 miles of 6" line, from 550 along NM 197
   3. Recommendation: Replace 2 miles of 6" line from X of Co Rd 13 & NM 126 to S. All Around Rd
   4. Recommendation: Replace 2 miles of 6: line from US 550 up Los Pinos Rd
   5. Recommendation: Replace ½ mile from US 550 to Y (X of Co Rd 13 & NM 126) along 126

C. Waste Water System
   1. Public input hearing – 1/2004
   2. Direct Ms Stepp to write grant ap from USDA
   3. Request DC delegation's help getting grant
   4. Recommendation: Replace sand at treatment plant
   5. Recommendation: Install 8 miles of collection lines where no lines exist

D. Refuse
   1. Promote seasonal clean-up efforts throughout the area
      a. Continue spring & fall roadside litter clean-up
      b. Promote weed control with warnings & violation citations issued by village
      c. Promote junk car, car batteries & other metal/construction trash clean-up with warnings & violation citations issued by fire department
      d. Study feasibility of providing Cuba Village trash pickup by 1/2004
      e. Combine public input meetings for dumpsters & refuse truck with infrastructure meetings

D. Streets
   1. Continue to annually repave with matching funds
   2. Invite input on which streets to repave

E. Law enforcement
   1. NM State Police
   2. Sandoval County Sheriff Department
      a. Taking proactive standpoint
      b. Staff = 2 ½ officers
         (1) Adequate since there are 3 agencies involved
         (2) Switching assignments of part-time deputies to familiarize all staff with Cuba area
         (3) Supervisor assigned for just Jemez & Cuba areas
      c. Equipment = adequate
      d. Programs
         (1) Narcotics issues = ongoing planning
         (2) Wants to be included in Cuba's rehabilitation planning initiative
   3. Village of Cuba Police
      a. Hire chief by 8/2003
      b. Hire more officers by 8/2003

V. **Goal: Economic Development**

A. Partners

1. Federal
    a. DC delegation
    b. Forest Service
    c. Soil & Water
    d. USDA Rural Development
2. State of NM
    a. Governor Richardson
    b. EDD
    c. Tourism Dept.
    d. DOL
3. Village of Cuba
4. CREDO
5. Navajo Chapters
    a. Counselors
    b. Ojo Encino
    c. Pueblo Pintado
    d. Torreon/Star Lake
    e. White Horse Lake
6. Local Businesses
    a. Hardware Store
    b. 2 Mom & Pop Grocery Stores
    c. 5 Restaurants/Cafés
    d. 3 Fast Food
    e. 2 Auto Parts Stores
    f. 3 Mechanics
    g. Private Clinic
        (1) 1 – MD
        (2) 1 – DO
        (3) 1 –
    h. Corp. Clinic
        (1) 1 – Dentist
        (2) 1 – Part-time Optician
        (3) 2 – Physicians
        (4) ____ Physician's Assistants
        (5) X – Ray Lab & Tech
        (6) Lab
        (7) Rx for patients
    i. NM Public Health Office
    j. Renal (Dialysis) Transport Service
    k. In-Home Medical Care Service
    l. Emergency Service with helicopter transport to ABQ UNMHosp
    m. 2 Self-serv Laundries
    n. Car Wash
    o. 7 Convience/Gas Stores
    p. 3 – Major Propane Suppliers
    q. Natural Gas Supplier
    r. Co-Op Electric

s. 2 School Bus Operations
t. Interstate Bus Depot
u. Variety/Video Sales & Rentals
v. Concrete/Gravel Plant
w. 2 – Earth Moving Services
x. Electrician
z. Plumber
aa. 3 Motels
bb. 3 Hostel/Conference Centers
cc. General Contractor
dd.. Tire Recycler
ee. Bank
ff. Credit Union
gg. Private Loan Service
hh. 2 – Pawn Shops
ii. Area Newspaper
jj. Rental Yard
kk. Heavy Equipment/CDL Training Service
ll. 2 Used Car Lots
mm. 2 Package Deliver Services
nn. 3 Trailer Parks
oo. Bail Bonding Service
pp. Rental Yard
qq. Real Estate Office
rr. 2 Medical Supply Services
ss. Bookkeeper
tt. Wholesale Gas, Diesel, Oil Supplier
uu. Furniture Artisian
vv. Septic Tank Pumping Service
ww. Lock/Key/Satellite-Computer & TV Service
xx. Computer Sales & Service
yy. 3 - Internet Services
zz. Chain Saw Repair/Tire Sales & Service
aaa. Insurance Agent
bbb. 2 Thrift Shops
ccc. U-Haul Dealer
ddd. Home-Office Biologist
eee. Numerous Artisians

B. Strengths

1. Concerned, helpful people/many partners
2. Community spirit
3. Moderrate cost of living
4. Improving school system
5. Clean air & low noise
6. Variety of landscapes & plenty of sunshine
7. 16 Area Churches
8. Low property taxes
9. Little to no violent crime
10. Public Library

11. Yearly recreational events
    a. Benefit HS Basketball Tournament
    b. Jr & HS Sporting Events
    c. Valentine Dance
    d. HS Prom
    e. HS Homecoming Game & Dance
    f. July 4th Parade & Celebration
    h. Girls & Boys Little League Baseball
    i. Adult Slow-Pitch Softball Tournament
    j. Christmas
        (1) Church Services
        (2) Church Pageants
        (3) Light Parade
        (4) Christmas Tree Cutting

Cnty Fair
I C C ch Fiesta

C. Weaknesses
    1. Remote area
        a. No airport
        b. No train service
        c. No major shopping
            (1) Walmart
            (2)
    2. Agriculture undependable industry
    3. Low wages
    4. Lack of jobs
    5. More daily/weekly recreation needed
    6. Aging population
    7. Workers must commute 60+ miles or more

D. Threats
    1. Forest Tinderbox
    2. Declining population
    3. Businesses downsizing
    4. Apathy
    5. Secondary educated population not returning
    6. Losing water resources to major population centers

E. Opportunities
    1. Natural Resources for Industry Products
        a. Smallwood
        b. Sagebrush
    2. Recreation Expansion
    3. Sewing Co-Op
    4. Native American Art Co-Op
    5. www Marketing Co-Op

F. Develop marketing approach for potential investors to develop prospects with help from Rural Readiness Program Grant

G. Compile site selection book info by 8/2003 – update as changes occur

H. Design Place "Maps" for eateries by 12/2003
    1. Sell blocks by 1/2004
        a. Cuba Eateries
        b. Cuba Motels
        c. Chaco Canyon

d. Jemez Pueblo
e. Dulce Inn
f. Los Alamos
g. Jemez area
h. San Ysidro

2. Request Matching Funds from Lodger's Tax Committee by 1/2004
3. Print by 3/2004
4. Distribute to eateries & Visitors' Center by 5/2004

J. Create Web site for area by winter 2003/2004
1. Offer opportunities to purchase existing businesses
2. Show recreation opportunities
3. Show business area

K. Utilize Natural Resources
1. Smallwood thinning & utilization
a. Helps to balance ecology of forest & adds to water table
b. Allows more water downstream
c. Provides small business opportunities
(1) Thinning
(2) Transporting raw materials & finished goods
(3) Furniture manufacturing - Jamin's barnwood & rustic pieces
Grant proposal to CFRPgm for more equipment & labor costs
(4) Bee Blocks
(a) Provides egg laying habitat
(b) Promotes larger population
(c) Promotes pollenization
(d) Offer business potential to Larry Moreland – Power Saw Shop at his location
(5) Fire starters
(a) Utilizes wood waste
(b) Place into cardboard egg carton pockets
(c) Pour hot wax over contents
(d) Sell as way to help economically disadvantaged area
(e) Combine with Bee Block initiative
(6) Marketing
d. Creation of 14 – 16 possible jobs within two years of $ 828,000 - $ 1,248,000 yearly income potential
e. Request help from Rural Readiness Program to develop
2. Sagebrush thinning & utilization
a. Helps to balance ecology of area
b. Allows more water downstream
c. Provides small business opportunities
(1) Natural remedies
(a) Medical
(1a) Sleep enhancer
(2a) Antibacterial agent
(3a) Many others
(b) Skunk repellant
(2) Art creations
d. Creation of possible jobs – 4 – 6 with $ 82,800 - $ 124,800 yearly income potential within 2 years

e. Equipment and training needed
f. 20' X 30' storage/shipping building needed
g. Request help from Rural Readiness Program to develop

L. Expand Traditional Navajo Clothing Industry
1. Many Navajos create their own clothes using traditional designs
2. Form Co-Op to organize & promote this industry
3. Skilled Navajos would teach these skills to unskilled Navajos
3. Provide larger buying base for fabrics and notions
4. Develop web marketing
5. Provide insurance & bookkeeping assistance
6. 30' X 30' building needed for warehouse of raw & finished goods
7. 20' X 20' building needed for training facility with upgraded electrical circuits

M. Develop Expanded Tourism Market
1. ID clubs & organizations that would have interest in area & natural resources by 11/2003
a. Hiking
b. Birding
c. Bicycling
d. Photo
e. Archeology
f. Paleontology
g. Church groups
2. Develop cover letter & mail Cuba brochure
3. Use web site to offer hospitality to visitors – request links from other sources
4. Participate in regional & state tourism activities
5. Support Cuba Travel Academy
a. Participate in planning meetings
b. Encourage youth marketing presentations to area groups
c. Encourage partnerships among CHTA, Nacimiento Heritage Team & CREDO0

Discontinued

6. Creation of possible jobs – 4 – 6 with $ 82,800 - $ 124,800 yearly income potential within 3 years

N. Develop business incubator to aid business start-ups
1. Write grant to get funding – fall 2003
2. Secure location, perhaps HS can help – fall 2004
3. Advertise in Cuba News & with posters – fall 2004

VI. Goal: Find or Build Area Short-term Detox/Treatment Center

A. Held public input meetings/forums fall 1999 & Spring 2000
B. Organized action committee
1. Recruited members from area Navajo entities
a. Judicial
b. Outreach
c. Legislative
2. Secured $ 10,000 yearly for 10 years from NM State Legislature for planning, grant writing & hiring of consultants
3. Planning, grant writing & consulting continues at monthly meetings

VII. Goal: Meet needs of area residents' social services

A. ID gaps in service needs by 1/2004:
1. Vets

2. Counseling
3. Youth mentoring
4. Teen sex ed, pregnancy & parenting issues
5. Hospice
6. Family counseling
7. Domestic violence

B. ID & seek collaborative opportunities by 3/2004
C. Seek funding to provide the social services that are lacking in the area by 3/2004

VIII. Goal: Promote Quality, Affordable Electric Service

A. Meet with Jemez Electric Co-op every six months to discuss current operations & future plans to insure that adequate levels of service are available for new businesses at an affordable price
B. Support Tri-States new transmission line proposal
C. Include Jemez Elec as a partner in economic development activities
D. Encourage development of alternative sources
1. Scout out developers for:
a. Wind
b. Solar
2. Seek ways to encourage developers
a. Research incentives other areas may have used
b. Write grant proposals for funding

IX. Goal: Promote High Tech Telephone & Internet Services

A. Request timeline info on fiber optic lines by 1/2004
B. Find ways to assist in bringing them to cubaschools by 3/2004
C. Seek grant funds by 1/2004
D. Submit grant proposals by deadlines (spring 2004 ?)

X. Goal: Properties

A. Strive to provide high quality of life and protect well-being of all folks living in area
B. Establish policies promoting properties that are:
1. Well planned
2. Well developed
3. Well maintained
a. Reinstitute spring/fall clean-up
b. Notify property owners about mandatory clean-up and noncompliance fines
c. Award certificates of appreciation for participation
d. Assess fines for noncompliance

C. Partner with CREDO
1. Develop public info program
a. Zoning & land use
b. Financing
1b. Get info on funding privately owned rental property availability
2b. Provide info on low-income home ownership
3b. ID resources for help in completing loan aps & processing
c. Landlord/Tennant Regs
2. Request assistance from housing agencies/organizations
a. NM Finance Authority
b. Home Ownership Center
c. Legal Aid Society of ABQ

d. Sandoval County Environmental Health Dept
e. USDA Rural Development

D. Expand availability of affordable construction services by partnering with:
1. Local contractors
2. Church groups
3. Financial resource providers

Certified Communities Initatiave (CCI)
Government Resolution

The Village of Cuba, New Mexco, hereby resolves to endorse the Cuba Regional Economic Devolopment Organization (CREDO) as the sponsoring organization for The Village of Cuba, New Mexico, in the New Mexico Certified CommunitiesInitiative and Authorizes it to enter the program on behalf of the community . The Village of Cuba Governing Body establishes as a goal of its members the improvement of the Village of Cuba, New Mexico, to the level of the New Mexico Certified Communities Initiative. The Village of Cuba Governing Body pledges its full support and participation in cooperation with CREDO in the attainment of this goal.

Passed and adopted this 31st of July, 2003

Signature: _____
(Mayor/County Commission Chairperson/Tribal Governing Authority)

Signature: Winona Ward
(Economic Development Designee)

Certified Communities Initiative (CCI)
Letter of Commitment

Cuba
(Name of community) wishes to participate in the New Mexico Certified Communities Initiative (CCI). The leadership of this community fully realizes that program certification requires a dedicated effort. By making application to this program, we commit to becoming a designated CCI.

Signature: Winona Ward - CREDO
(Economic Development Designee)

PO Box 2260
Address
Cuba, NM 87013-2260

(505) 289-3166
Telephone

7/31/2003
Date

Signature:
(Mayor/County Commission Chairperson/Tribal Governing Authority)
Ethel Maharg
PO Box 426
Address
Cuba, NM. 87013

(505) 289-3758
Telephone

7/31/03
Date

APPENDIX C

CUBA NM
NATURALLY WONDERFUL

Village of Cuba

PO Box 426
Cuba, NM 87013
Phone: (505) 289-3758
Fax: (505) 289-3769

Mayor
Ethel R. Maharg
Mayor Pro-Tem
Flora Lopez
Council Members
Lupe Aragon
Anna Messer
Cecilia Delgado

RECEIVED

RESOLUTION No. 2004-08

ADOPTING GOALS AND OBJECTIVES FOR THE COMPREHENSIVE PLAN FOR THE VILLAGE OF CUBA, NEW MEXICO

WHEREAS, The Village of Cuba has received funding through a Community Development Block Grant administered by the New Mexico Local Government Division for the purpose of developing a Comprehensive Plan; and

WHEREAS, The Village of Cuba has entered into a Planning Services Agreement with the Mid-Regional Council of Governments (MRCOG) to establish an organizational structure and carry out a process for the preparation of a Comprehensive Plan; and

WHEREAS, The Village of Cuba Planning Commission has been working with the staff of the MRCOG on the development of the Comprehensive Plan since April 2004; and

WHEREAS, The Village of Cuba has engaged in numerous activities to solicit community input through public meetings, opinion surveys and a public workshop; and

WHEREAS, The Planning Commission and the staff of the MRCOG have evaluated statistical data and conducted research concerning the town, and have incorporated all public input into the development of Goals and Objectives for the Comprehensive Plan; and

WHEREAS, Goals and Objectives for the Village of Cuba Comprehensive Plan have been formulated to define the Town's vision and suggest a means to achieve that vision, and may be used to provide a basis for strategic planning recommendations.

NOW, THEREFORE BE IT RESOLVED that the Village Council of the Village of Cuba does adopt the Goals and Objectives for the Village of Cuba Comprehensive Plan, hereby attached and made a part of this Resolution.

PASSED, ADOPTED and APPROVED this 29 day of June, 2004, by the Village Council of the Village of Cuba, New Mexico.

Mayor, Village of Cuba

ATTEST:

Cuba Village Clerk

APPENDIX D

CUBA NM NATURALLY WONDERFUL

Village of Cuba

PO Box 426
Cuba, NM 87013
Phone: (505) 289-3758
Fax: (505) 289-3769

Mayor
Ethel R. Maharg
Mayor Pro-Tem
Flora Lopez
Council Members
Lupe Aragon
Anna Messer
Cecilia Delgado

RESOLUTION NO. 2004-13

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF CUBA, NEW MEXICO, ADOPTING STRATEGIC ACTION RECOMMENDATIONS FOR THE CUBA COMPREHENSIVE PLAN.

WHEREAS, the Cuba Village Council has undertaken a process to develop a Comprehensive Plan for the Village, funded in part by a federal Community Development Block Grant administered by the New Mexico Local Government Division, and prepared by the Mid-Region Council of Government (MRCOG) under a Planning Services Agreement; and

WHEREAS, the Cuba Planning Commission has been working with the staff of the MRCOG in the development of the Comprehensive Plan document; and

WHEREAS, Goals and Objectives for the Cuba Comprehensive Plan were adopted on June 29, 2004, by the Cuba Village Council to serve as a guide for policy decisions regarding the future development of the Village of Cuba; and

WHEREAS, the adopted Goals and Objectives have provided a foundation for the preparation of Strategic Action Recommendation which are intended to further define a comprehensive plan for the Village of Cuba; and

WHEREAS, proposed Strategic Action Recommendations were submitted for public input at a workshop on August 19, 2004; and

WHEREAS, Strategic Action Recommendations constitute the central component of the Comprehensive Plan document for the Village and provide a working basis for Plan implementation.

WHEREAS, there are other agency plans that are currently adopted that may be incorporated to the Comprehensive Plan; and

NOW, THEREFORE BE IT RESOLVED that the Cuba Village Council does adopt the Strategic Action Recommendations for the Cuba Comprehensive Plan hereby attached and made a part of this Resolution.

PASSED, ADOPTED, and APPROVED this 26th day of October, 2004, by the Cuba Village Council.

Mayor, Village of Cuba

ATTEST:

Michelle Aguilar
Village Clerk