



The Northern Río Grande National Heritage Area Management Plan



Northern Río Grande National Heritage Area, Inc.

Española, New Mexico
May 2013



NORTHERN RÍO GRANDE NATIONAL HERITAGE AREA

May, 2013

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Ms. Sally Jewell

Secretary of the Interior

U.S. Department of the Interior

1849 C Street NW

Washington, DC 20240

Dear Secretary Jewell:

We are pleased to submit to you the Management Plan for the **Northern Río Grande National Heritage Area** pursuant to Title II, Subtitle A of Public Law 109-338, Section 205, which was passed by Congress on October 12, 2006.

Heritage Area designation culminated nearly 20 years of community efforts to identify ways to conserve and sustain the area's life ways, languages, folk arts, and sacred spaces, as well as, its architecture and spectacular natural and scenic landscape. Congress designated over 10,000 square miles of northern New Mexico as the Northern Rio Grande National Heritage Area, which includes Taos, Rio Arriba and Santa Fe counties. Eight pueblos (Taos, Picuris, Ohkay Owingeh, Santa Clara, San Ildefonso, Nambe, Pojoaque, and Tesuque) and the Jicarilla Apache Nation are sustained in the Heritage Area.

We envision with your approval of this plan, implementing a comprehensive program of interpretation, preservation, revitalization, and community development, through pursuit of the strategic goals developed for the Heritage Area and through the community and organizational partnerships that have been established.

We sincerely appreciate the support and guidance provided by the Federal government agencies, and by the National Park Service in particular, in helping us bring this process and document to conclusion. We particularly wish to acknowledge the efforts of Greg Hendricks and Shirl Kasper of the Intermountain Region in Denver for specific guidance and technical support provided through this process.

We look forward to a continuing partnership with the Department of the Interior and thank you for your interest and consideration in bringing the Northern Río Grande National Heritage Area to reality.

Respectfully submitted,

Katherine Mortimer
Board President

Thomas A. Romero
Executive Director

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EXECUTIVE SUMMARY

New Mexico is a distinctive place with a history and cultural references that differ from many other parts of the United States. Its history predates that of the United States by 200 years. It is little known that a head tax was imposed on the citizens of *Nuevo Mexico* to gather funds to send blankets to the American Revolutionary soldiers fighting for America's independence from Great Britain. Yet, in history, the place that would become New Mexico was dismissed as a foreign land not worthy of being part of the United States.

In the broad Southwest, the states of Arizona, California, Colorado, Nevada, Texas, and Utah share New Mexico's developmental history as part of the Spanish empire and, after 1821, as part of Mexican Territory. These lands were ceded to the United States by Mexico as part of the 1848 *Treaty of Guadalupe Hidalgo*, but it was primarily New Mexico – taken at the start of the Mexican-American War – that came into the United States as a conquered land.

In its northern region surrounding the Rio Grande, New Mexico contains the heart of Pueblo settlements, some with histories that span a millennium, while its first

Spanish colonists arrived more than four centuries ago.

The Northern Rio Grande National Heritage Area, extending over 10,000 square miles, contains the centers of Pueblo and Spanish governance and settlement. The area reaches north to south from the Colorado border to the



center of the state, and east to west between the Sangre de Cristo range and the San Juan Mountains, crossing the Continental Divide in the process. While the Heritage Area takes its name from the northern Rio Grande, which flows through its center, the area is defined as much by its mountains, *mesas*, and high-desert terrain as by its rivers and streams.

Within the boundaries of the Heritage Area, there are a great number of natural, historical, and cultural areas of interest that draw current day visitors and that for centuries have drawn generations of settlers to connect with the land and to share in its resources.

The Northern Rio Grande National Heritage Area establishes the framework within which these resources may be nurtured and managed to the benefit of

THE NORTHERN RIO GRANDE NATIONAL HERITAGE AREA

To conserve and protect the culture and traditions that define New Mexico and its unique contribution to the culture and heritage of the United States, Congress designated over 10,000 square miles of northern New Mexico as the **Northern Rio Grande National Heritage Area (NRGNHA)**. The Area includes Taos, Rio Arriba and Santa Fe counties. Eight pueblos (Taos, Picuris, Ohkay Owingeh, Santa Clara, San Ildefonso, Nambe, Pojoaque, and Tesuque) and the Jicarilla Apache Nation are all sustained within the Heritage Area.

The mission of the NRGNHA is to help sustain the communities, languages, cultures, traditions, heritage and environment of Northern New Mexico. Actions to achieve our mission are built around specific strategies:

SUPPORT TRADITIONS, HERITAGE AND CULTURE TO ENHANCE UNDERSTANDING AND AWARENESS OF THE HERITAGE AREA'S STORIES AND RESOURCES

Some of our work supports individual organizations that are presenting and preserving traditions and elements of the culture. One recent highly successful project provided funding to the Site Steward Foundation for creation of a DVD, *A Gift From the Earth*, which guides and demonstrates traditional pottery making in North Central New Mexico for distribution to schools. In other projects we have supported creation of student videos in the Española High School, provided funding for the Santa Fe Youth Symphony Mariachi group, and supported

a Tribal youth farm project at San Ildefonso Pueblo.

We also provide grants and technical support to community development programs, non-profit groups and organizations, and local and tribal governments engaged in efforts to sustain their communities' traditions, heritage and culture. Some of these grants funded preservation or restoration, as for the San Miguel Mission, La Sala de Galisteo Community Center, or the Martínez Hacienda in Taos. Others provided for recording of history or inventory of resources, as in projects for the Acequia Agua Fria and the Mesa Prieta Petroglyphs. Each project expanded awareness of the Heritage Area's resources and promoted understanding of its history and stories.

As older generations disappear, it is essential that such awareness and understanding be passed along to students and other young people. Through partnerships with schools, colleges, tribal and internship programs, and through multi-generational mentoring and hands-on experiential learning, we work to help youth gain a deeper understanding of language and history, as well as traditional practices in farming, arts and crafts.

CREATE PARTNERSHIPS TO COLLABORATE IN ACHIEVING CULTURAL PRESERVATION

NRGNHA is a coordinating entity, bringing together and collaborating with non-profit groups and organizations from across the fields of education, business, and government that are united by common interests. One example of our work

among different organizations is a community development project with the Village of Chimayó and Santa Fe County over the last year, in which we have provided technical support to develop a community plan and to move forward initiatives that are supported by community residents. We see this as a model that may be replicated in other communities, so we are establishing ties with community and business support groups, pueblo and tribal governments, and state agencies like the Historical Records Advisory Board of the New Mexico State Records and Archives.

NRGNHA has established or is pursuing working partnerships with cultural centers throughout the Heritage Area, such as, El Museo Cultural de Santa Fe, the Chimayo Cultural Center, the Taos Museums, the Northern NM Regional Arts Center in Española, El Rancho de las Golondrinas, the Mesa Prieta Petroglyphs Project, and the Ghost Ranch facility. These key relationships are vital links to the communities and essential to tapping into the local passion and enthusiasm for promoting and preserving cultural interests. We are pursuing and have partnered with Northern New Mexico College and are reaching out to other educational institutions to develop programs and curricula that explore northern New Mexico's culture, history and heritage.

PROMOTE ECONOMIC DEVELOPMENT AND HERITAGE TOURISM

Encouraging economic development is sometimes seen as being at odds with protecting the environment and preserving local culture. But, increased interest in environmental and heritage

tourism offers opportunity for rural communities to develop new economic interests that not only provide economic growth but in themselves work to enhance traditional cultural education.

We are creating a **Gateway Partnership** program to expand on the scope of the general partnerships listed above, and to specifically target economic development and heritage or cultural tourism. These partnerships are established through written agreements that define individual responsibilities and that target creating a strong physical presence for the program of the Gateway Partner and for NRGNHA.

One such partnership would be with El Museo Cultural in Santa Fe. El Museo is situated on the Railyard at the terminus of the rail line, providing a very visible "gateway" entrance to the culture of Santa Fe and the North. We are assisting in negotiation of a marketing/retail agreement between El Museo and Ganados del Valle/Tierra Wools, to provide a market outlet on the Railyard of Tierra Wools products, as well as, of artist works from Northern New Mexico artists. The agreements would support economic growth for the tourist market, offered at reasonable price, with a small commission going to support El Museo.

El Museo would promote the Heritage Area and offer a facility presence for NRGNHA in Santa Fe. NRGNHA would provide technical support and shared funding to support operations. Reception of this idea has been enthusiastic, demonstrating how NRGNHA can support cultural programming and existing organizations without competition to achieve results prompted in our strategic Management Plan. This also

demonstrates how more visitors can experience northern New Mexico's history and culture while supporting commerce that is friendly to both our culture and environment.

MAKING A DIFFERENCE

NRGNHA is in its third year of active programming and community support. Combined with outreach efforts, the grants program has been a vital tool to help us reach broader recognition throughout the Heritage Area. From 2009 through 2012 NRGNHA gave over \$130,000 in grants to 35 grantees, roughly 25% of our budget over the period.

One key project funded was the creation of a documentary film, ***Land Water People Time***, which we are now using as a promotional and educational tool to inform about the Heritage Area and its inhabitants. The film has received several awards and is always well-received. Other projects have spread the name recognition and stimulated interest among other organizations in partnering opportunities.

Each project targets development of a work product that can be shared with other groups, and many of these products are used in school education projects. NRGNHA is creating a library of the work products that will be built into our permanent presentation facility as that is completed in the future.

The task of building a broadened awareness and understanding of the Area's heritage is not a quick fix. As we have demonstrated our presence and

eagerness to collaborate, other organizations are opening to our support.

Our consultation to the Village of Chimayó, for example, has been ongoing for over a year, and the community plan will be achieved by the end of this year. Our dedication to this effort has improved our relations with Santa Fe County and Río Arriba County, in addition to the relations with the community. Similarly, our effort to support La Sala in Galisteo has raised interest in Cornerstones Foundation to partner with NRGNHA. As in building an adobe house, the effort is one adobe at a time.

THE GOALS

Enhance Understanding and Awareness of the Heritage Area's Stories and Resources

Sustain Traditions, Heritage, and Culture

Involve Youth

Create Partnerships

Conserve Resources and Outdoor Spaces

Promote Economic Development/Heritage Tourism.

THE VISION

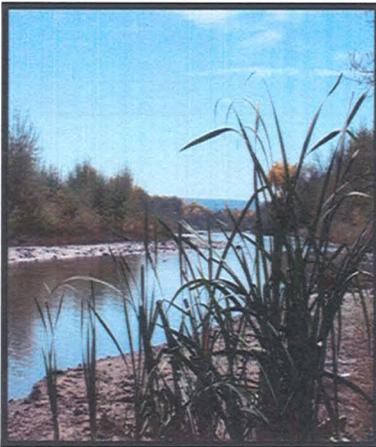
Community and economic viability rooted in the heritage and the environment of Northern New Mexico.

THE MISSION

Sustain the communities, heritages, languages, cultures, traditions, and environment of Northern New Mexico through partnerships, education and interpretation.

INTERPRETIVE THEMES

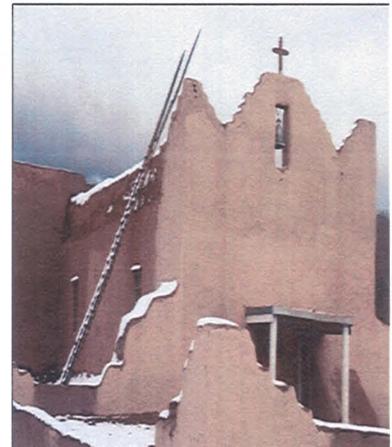
Interpretive themes are the overarching stories of national importance that the Heritage Area would like to tell. **(The themes are described in detail in Chapter 5.)**



Cradle of Settlement...



Adaptation and Survival...



Identity Through A Cultural Blend...

Theme 1: The history of the Heritage Area is one of migration and settlement, with each wave of settlers bringing its own elements of culture. The stories are about the people, how they settled and remained in this, their adopted home.

Theme 2: The demands of the land, climate, and geography, and isolation from other centers of habitation force adaptation and unity with the environment to permit long term survival.

Theme 3: The region's identity evokes the mingling of cultures. The specific interplay of land, water, and people over an extended time defines the heritage of this special place.

EARLY ACTION PROJECTS

The Northern Río Grande National Heritage Area seeks its final certification by the Secretary of the Interior and its place among the ranks of the established National Heritage Areas throughout the country. To arrive at this level of authority NRGNHA has had to demonstrate that the efforts of the organization are real and that they reflect actual projects and activities that can be referenced in projecting and measuring the future prospects of the area.

Projects already begun or completed illustrate the rich and varied history of northern New Mexico, provide visibility for the Heritage Area, and confirm the commitment of the NHA and its partners to achieve goals established for the NHA. A complete listing of the projects that have been undertaken is contained in **Table 1**, which may be found at the end of Chapter 5 of the Management Plan. They illustrate the diversity of cultural reference and the span of historical context that frames the NRGNHA story. These are a selection of interest that we have funded:

Pinto Bean Project: Partnering with the NM Wildlife Association NRGNHA funded part of the development of the Pinto Bean Museum in an area of the Heritage Area that hosted dry land farming and ranching. Many remain surprised that a Pinto Bean Museum exists or was needed.

La Vereda Vieja Mural Project: The Old Spanish Trail Association has initiated a project for students from Taos and Peñasco High Schools to study, document, design, and create a mural that will reflect history of the Old Spanish Trail. This

significant part of New Mexico history reflects the outward expansion of trade from Santa Fe to the West coast in the mid 19th century. Other parties have indicated an interest in creating other murals at various sites significant to the Old Spanish Trail, including sites from Abiquiu north along the Chama River and potentially adjoining the points of interest in the Sangre de Cristo NHA in Colorado.

Puye Cliff Dwellings: Hiking Program:

Puyé Cliff Dwellings are an integral part of the Pueblo settlements in the Heritage Area over the last thousand years. The site is within the Santa Clara Pueblo lands and a sacred reference to their history. NRGNHA funded part of the project to permit students from Santa Clara to hike and learn about the dwellings, their history, plants and their uses, all under tutelage of Tewa-language mentors. The project permits native learning and reinforcement of heritage and language.

Northern Youth Heritage Garden Project:

The Tres Semillas Foundation sponsored the creation of a heritage garden entirely created, maintained, and harvested by disadvantaged area youth. This project was the most highly rated among several agricultural efforts in terms of educational content, plan of execution, and youth involvement. The project highlights how heritage occupations can be reenergized among the youth population.

La Sala de Galisteo Restoration: As a community effort, this project has demonstrated community organization and commitment that is a model for other villages. The project seeks to restore a hundred-year old community center that has served this farming community as a

dance hall, meeting place, and village center. The enthusiasm and commitment of the village residents in raising funds and volunteering labor have moved NRGNHA and the Cornerstones Foundation to provide funding over several years, and to seek further collaboration in other future projects.

Site Steward Foundation: This non-profit organization has been funded for two projects oriented toward preserving and stimulating interest in heritage arts and history. Much of their work is focused on children's learning, providing a passage for continued appreciation of the culture and traditions of northern New Mexico. The latest project resulted in a DVD demonstrating the making of pottery by Pueblo artisans. It is being distributed to all primary and secondary schools in Santa Fe and Río Arriba school systems.

These projects are representative. Each demonstrates aspects of the Heritage Area portfolio and charge. There are no specific or singular projects, such as might have been encountered at Yuma Crossing, where the Heritage Area could dedicate itself to one purpose. Rather, there are many elements to be considered and covered, and from numerous perspectives – like a mosaic, with many pieces making up a single composite image. The needed management approach, similarly, is more broad-based, with application more suited to an **enterprise** rather than to a project.

MANAGEMENT AND FINANCE

Northern Rio Grande National Heritage Area, Inc., a 501(c)(3) non-profit corporation chartered in New Mexico, serves as the management entity for the

Heritage Area. Its Board of Directors comprises **assigned** representatives of the State of New Mexico, the counties of Rio Arriba, Santa Fe and Taos, the nine tribes and pueblos within the Heritage Area, and the largest city in each county – Santa Fe, Española, and Taos. In addition, members of the general public representing at-large communities in each county, serve staggered three-year terms, and provide primary governance of the organization.

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

To bring together these many interests, the Heritage Area will look to its **partnerships** to support local communities and individuals working from the ground up to integrate the work and resources of organizations, both public and private, as well as tribes and governmental units.

FUNDING HISTORY

The overall relationship between the Northern Rio Grande NHA and the National Park Service is specified in a cooperative agreement signed by both parties. The term of the current agreement is for 10 years, ending in 2022. Each fiscal year, the NPS and NRGNHA enter into a task agreement that specifies responsibilities, total grant funding, and fund matching requirements.



Table 2 illustrates funding history since the congressional authorization of Northern Rio Grande National Heritage Area in 2006 and the amount of non-federal match provided each fiscal year. Federal amounts are shown in the fiscal year appropriated. Non-federal match includes in-kind contributions and cash donations provided by NRGNHA.

Table 2: Funding History

| Fiscal Year | Federal Funding | Non-Federal Match |
|-------------|-----------------|-------------------|
| 2006 | 0 | 0 |
| 2007 | \$20,000 | *0 |
| 2008 | \$147,660 | \$147,660 |
| 2009 | \$148,000 | \$148,000 |
| 2010 | \$150,000 | \$153,722 |
| 2011 | \$147,000 | \$147,000 |
| 2012 | \$147,000 | **\$147,000 |
| Totals | \$759,660 | \$743,382 |

* Match was not required for start-up funds in FY2007.

** Figure shows proposed match amount for FY2012.

One key to implementation has been the formal grants program developed and implemented by the Heritage Area in 2009. Since then, the Heritage Area has awarded more than \$130,000 in heritage and community grants, representing more than 22 percent of its operating budget for the period.

Implementation efforts forward are targeted within five-year increments. Implementation of the management plan will depend upon a number of factors, including levels of funding and actions by the federal government. Equally important are levels of funding and support provided by state and local

agencies to assist in matching federal funds, as well as, levels of funding support that may be generated from nonprofit groups and private stakeholders.

BUDGET, FY 2012-2016:

The budget for the first five-year period reflects some of the many funding variables, including sources and levels of match funding, and general direction for obligation of available funds. **Table 5** from Chapter 6 of the Management Plan is appended below.

The Table reflects progression of Federal funding following certification of our Management Plan, and assuming levels of funding outlined in the most recent legislative proposals. **Table 5** also reflects the level of matching funding that must be generated to enable federal funds reimbursement. Most importantly, the level of local level government support must critically improve from current levels. The Management Plan describes new initiatives to generate funding support using a **Cultural Heritage Exchange** funds pooling strategy. (See Chapter 6.)

On the expenditure side, we are projecting gradual increase in staffing and operating costs, but significant growth in the amount of funds made available for grant projects. This implies elevated levels of community and organizational participation in planning and organizing projects, and progression toward larger partnership projects.

In sum, all of the elements described in our operational strategies would need to come into play. Encouraging Legislative support and endorsement was provided in the 2012 Legislative session (See p. II-18.)

Table 5: NRGNHA BUDGET, FY 2012-16 (1 July 2011 – 30 June 2016)

| INCOME | FY 12 Actual | FY 13 Budget | FY 14 Estimate | FY 15 Estimate | FY 16 Estimate |
|-----------------------------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|
| National Park Service | \$147,000 | \$147,000 | \$325,000 | \$340,000 | \$400,000 |
| Government Grants | 0 | 15,000 | 25,000 | 95,000 | 175,000 |
| Foundation Grants | 0 | 20,000 | 70,000 | 75,000 | 80,000 |
| Business and Individual Donations | 4,165 | 2,000 | 10,000 | 15,000 | 20,000 |
| In-kind Facility Donation | 10,800 | 10,800 | 20,000 | 25,000 | 45,000 |
| INCOME TOTAL | 161,965 | 194,800 | 450,000 | 550,000 | 720,000 |
| EXPENSES | | | | | |
| Staff & Operations Costs | 104,991 | 123,892 | 145,000 | 150,000 | 165,000 |
| Outreach Costs | 27,934 | 12,726 | 75,000 | 75,000 | 100,000 |
| Technical Support | 1,009 | 5,500 | 10,000 | 15,000 | 20,000 |
| Publication & Materials | 0 | 0 | 10,000 | 20,000 | 60,000 |
| Subtotal Operations | 133,934 | 142,118 | 240,000 | 260,000 | 345,000 |
| Project Grants | 15,206 | 42,732 | 185,000 | 250,000 | 300,000 |
| Heritage Projects | 0 | 4,000 | 25,000 | 40,000 | 75,000 |
| Subtotal Project Costs | 15,206 | 46,732 | 210,000 | 290,000 | 375,000 |
| TOTAL EXPENSE | 149,140 | 188,850 | 450,000 | 550,000 | 720,000 |
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